



City of Lacey, Washington Lacey City Council Worksession Agenda

Refer to the bottom of the agenda for meeting information.

Tuesday, July 9, 2024

6:00 PM

Council Chambers and Online

1. Call to Order

2. Roll Call

3. Land Acknowledgment

We, the City of Lacey, are on the ancestral land of the Tribal People of the Treaty of Medicine Creek, including the Nisqually Indian Tribe and Squaxin Island Tribe. We acknowledge, and remember those Tribal People not recognized today who were absorbed or relocated into other tribes for survival. We recognize the ancestors and their descendants who are still here. We recognize and respect the Tribal People of the Treaty of Medicine Creek as the traditional stewards of this land since time immemorial and their role today in taking care of these lands in perpetuity. We recognize and have the responsibility to call attention to the histories of dispossession, forced removal, and abridged treaty rights that allowed our nation, state, and city to develop as they have today. We recommend that community members read the Medicine Creek Treaty of 1854.

4. Approval of the Agenda

5. Agenda Items

A. Intercity Transit Roundabout at Martin Way & Meridian

Peter Stackpole, Development Director, Intercity Transit

B. 2024 Comprehensive Emergency Management Plan Update

Bracy DiLeonardo, Benefits Manager

Ed Taylor, Emergency Management & Safety Coordinator

C. Diversity, Equity, Inclusion, & Belonging (DEIB) Strategic Plan

Shannon Kelley-Fong, Assistant City Manager

6. Adjourn

Meeting Information:

Attendance (Remote or In-Person)

The public may attend the meeting in-person, or you may view or listen to the meeting using one of the following platforms:

In-Person: Council Chambers at Lacey City Hall
420 College Street SE, Lacey, WA 98503

Zoom: <https://us02web.zoom.us/j/85735625133>

Website: <https://cityoflacey.org/government/public-meetings/>

Facebook: <https://www.facebook.com/cityoflacey>

YouTube: <https://www.youtube.com/watch?v=-KcLkRTn-qA>

Phone: (888) 788-0099 or (877) 853-5247 (Webinar ID 857 3562 5133)

Verbal Public Comment

Verbal public comment is not scheduled for Worksessions. Verbal public comment may be provided at Regular City Council Meetings. Regular Council Meetings are held the first and third Thursdays of the month.

Written Public Comment

Public comments may be submitted for Worksessions by email to PublicComment@cityoflacey.org. The commenting period will close two hours before meeting time. Written comments will be provided to the City Council electronically prior to the Worksession meeting. Comments will not be addressed during the Worksession meeting; however, comments received will be added to the official record.



LACEY CITY COUNCIL MEETING

July 9, 2024

SUBJECT: 2024 Comprehensive Emergency Management Plan (CEMP)

RECOMMENDATION: Discussion only; determine if additional review time is necessary. Provide direction to City staff on other elements to consider.

STAFF CONTACT: Rick Walk, City Manager *RW*
Leialani Su'e, Human Resources Director *LES*
Bracy DiLeonardo, Benefits Manager *BD*
Ed Taylor, Emergency Management & Safety Coordinator *ET*

ORIGINATED BY: Human Resources Department

ATTACHMENTS: 1. City of Lacey's 2024 CEMP
2. 2024 CEMP Presentation

FISCAL NOTE: The update of the CEMP was budgeted as part of the City's 2023 budget.

WORK PLAN GOALS: **Safe and Secure Community:** Emergency management and safety programs.

BACKGROUND:

All independent local emergency management organizations in the state of Washington are required to develop a Comprehensive Emergency Management Plan (CEMP). The CEMP addresses the five (5) phases of emergency management which are prevention, mitigation, preparedness, response, and recovery. The CEMP serves as the roadmap to guide Lacey Officials and Staff in how to ensure the most effective and economical allocation of resources for the maximum benefit for and protection of the community in times of emergency. In addition, it aligns the City's emergency response structure with the National Response Framework (NRF) and the National Incident Management System. Lacey last updated its CEMP in 2018 and approved it in March 2020.

In April 2023, the Human Resources Department published a Request for Proposal (RFP) for an Emergency Management Planning Consultant to facilitate the continued development of the City's Emergency Preparedness Program. The Scope of Work comprised of a

comprehensive update to Lacey's CEMP to meet all requirements of federal, state, and local law; development of a Lacey specific Emergency Coordination Center (ECC) organization chart; a training and exercise roadmap; volunteer, regional coordination, and public education/outreach strategies; and development of a long-range plan for capital investments to the ECC. Through the RFP process, the City received seventeen (17) proposals, and after a thorough review, interview, and scoring process, the City selected Witt O'Brien's for the project.

Following the selection of Witt O'Brien, the HR Department coordinated with approximately thirty (30) employees representing all departments within the City, as well as regional and community partners, facilitating a series of stakeholder workshops to review past disaster response activities and identify areas that could be improved in existing plans, policies, and to the organizational structure.

Through this collaborative process the City's mission statement, capability gaps, goals, and objectives by phase were reviewed and revised to represent the City's response to the community in the event of an emergency. The 2024 CEMP describes the basic assumptions, strategies, operational objectives, and coordination mechanism through which the City will mobilize resources and conduct activities to support protection, response, recovery prevention, and mitigation operations for natural and human-caused hazards.



2024

COMPREHENSIVE EMERGENCY MANAGEMENT PLAN





City of Lacey Comprehensive Emergency Management Plan

City of Lacey Comprehensive Emergency Management Plan (CEMP)

Letter of Adoption

The Lacey City Council is pleased to officially adopt the 2024 City of Lacey Comprehensive Emergency Management Plan (CEMP). The City of Lacey has prepared this emergency management plan to ensure the most effective and economical allocation of resources for the maximum benefit for and protection of the community in times of emergency. The development of this CEMP has been supported by representatives from all City of Lacey departments and key regional and community stakeholders.

The 2024 CEMP describes the basic assumptions, strategies, operational objectives, and coordination mechanism through which the City of Lacey will mobilize resources and conduct activities to support protection, response, recovery, prevention, and mitigation operations for natural and human-caused hazards.

The CEMP applies to all operations in response to emergencies within the City of Lacey or with the potential to impact City of Lacey residents and infrastructure and supersedes the 2018 City of Lacey CEMP. All regional and local partner organizations supporting the City of Lacey during emergencies should be familiar with the CEMP and conduct their activities in accordance with this Plan.

_____ Signed on this _____ day of _____, 2024.

Andy Ryder, Mayor
City of Lacey



City of Lacey Comprehensive Emergency Management Plan

Record of Changes

Change Number: YR-XXX	Date of Change: MM/YYYY	Change Summary/Sections Affected	Position Name/Initials



City of Lacey Comprehensive Emergency Management Plan

Record of Distribution

Agency / Organization / Department	Position Name	Date of Delivery: MM/YYYY	Number of Copies/Format	Receipt, Review, and Acceptance
City Manager's Office	City Manager		(#) ☐ Hardcopy (#) ☐ Digital	☐ Receipt ☐ Review ☐ Acceptance
City Clerk	City Clerk		(#) ☐ Hardcopy (#) ☐ Digital	☐ Receipt ☐ Review ☐ Acceptance
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Community and Economic Development	Director		(#) ☐ Hardcopy (#) ☐ Digital	☐ Receipt ☐ Review ☐ Acceptance
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Police	Chief		(#) ☐ Hardcopy (#) ☐ Digital	☐ Receipt ☐ Review ☐ Acceptance
Public Affairs	Manager		(#) ☐ Hardcopy (#) ☐ Digital	☐ Receipt ☐ Review ☐ Acceptance
Public Works	Director		(#) ☐ Hardcopy (#) ☐ Digital	☐ Receipt ☐ Review ☐ Acceptance
Lacey Fire District #3	Chief		(#) ☐ Hardcopy (#) ☐ Digital	☐ Receipt ☐ Review ☐ Acceptance



City of Lacey Comprehensive Emergency Management Plan

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American Red Cross, Northwest Region			(#) ☐ Hardcopy (#) ☐ Digital	☐ Receipt ☐ Review ☐ Acceptance
North Thurston School District			(#) ☐ Hardcopy (#) ☐ Digital	☐ Receipt ☐ Review ☐ Acceptance
Thurston County ARES			(#) ☐ Hardcopy (#) ☐ Digital	☐ Receipt ☐ Review ☐ Acceptance
InterCity Transit			(#) ☐ Hardcopy (#) ☐ Digital	☐ Receipt ☐ Review ☐ Acceptance
Thurston County Disaster Assistance Council			(#) ☐ Hardcopy (#) ☐ Digital	☐ Receipt ☐ Review ☐ Acceptance
The Crisis Clinic of Thurston and Mason Counties			(#) ☐ Hardcopy (#) ☐ Digital	☐ Receipt ☐ Review ☐ Acceptance
Thurston County Food Bank			(#) ☐ Hardcopy (#) ☐ Digital	☐ Receipt ☐ Review ☐ Acceptance
Thurston County Search and Rescue Council			(#) ☐ Hardcopy (#) ☐ Digital	☐ Receipt ☐ Review ☐ Acceptance
Thurston County Emergency Management			(#) ☐ Hardcopy (#) ☐ Digital	☐ Receipt ☐ Review ☐ Acceptance
Thurston County Assessor's Office			(#) ☐ Hardcopy (#) ☐ Digital	☐ Receipt ☐ Review ☐ Acceptance



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Thurston County Department of Public Health and Social Services			(#) ☐ Hardcopy (#) ☐ Digital	☐ Receipt ☐ Review ☐ Acceptance
Washington State Department of Social and Health Services			(#) ☐ Hardcopy (#) ☐ Digital	☐ Receipt ☐ Review ☐ Acceptance
Washington State Emergency Management Division			(#) ☐ Hardcopy (#) ☐ Digital	☐ Receipt ☐ Review ☐ Acceptance



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Section I - Introduction

1. Purpose

- 1.1.** The City of Lacey's Comprehensive Emergency Management Plan (CEMP) provides guidance for protection, response, recovery, prevention, and mitigation operations. The CEMP, including its appendices, provides for an all-hazards approach to the coordination of resources within the City of Lacey (the City) for response, recovery, mitigation, and continuity activities. The CEMP outlines policies and guidelines designed to minimize the adverse effects of emergencies on the people, property, environment, and economy of the City. The City uses the Incident Command System (ICS) as per the National Incident Management System (NIMS). The Plan is designed to meet the requirements for a comprehensive emergency management plan as described in Washington Administrative Code (WAC) 118-30, Local Emergency Management/Services Organizations, Plan and Program, Revised Code of Washington (RCW) 38.52, Emergency Management, and Lacey Municipal Code (LMC) Title 6, Emergency Services.
- 1.2.** The CEMP provides an overview of the City's approach to emergency operations. It identifies emergency response policies, describes the response organization, and assigns tasks. This CEMP is intended to provide general guidance for City employees in carrying out duties during an emergency by:
 - 1.2.1. Establishing emergency management functions and the responsibilities of City staff.
 - 1.2.2. Providing a structure for ensuring cooperation and coordination with other cities, Thurston County, fire agencies, state and federal agencies, private businesses, and regional partners.
 - 1.2.3. Providing for the continuity of government in City operations during and after an emergency.
 - 1.2.4. Providing for the effective assignment and use of all employees, equipment, and other resources made available by mutual aid agreements.

2. Problem

- 2.1.** The City faces multiple potential hazards, which can be natural, accidental, and/or human caused. These hazards are a threat to life, property, business, commerce, and quality of life.



- 2.2. The City requires a plan to prepare, mitigate, respond, and recover from the emergency situations caused by hazards and emergencies.

3. Senior Leaders' Intent

- 3.1. To help save lives, alleviate suffering, ensure the continuity of critical government functions, maintain and/or restore essential services, and help stabilize and repair critical infrastructure. Help create an environment conducive to short- and long-term recovery and future mitigation.
- 3.2. We will accomplish this by:
 - 3.2.1. Responding quickly to all emergencies with the appropriate teams to conduct and manage response operations.
 - 3.2.2. Stabilizing response operations as rapidly as possible.
 - 3.2.3. Mobilizing all community resources to support planning and response operations.

4. Scope

- 4.1. This CEMP covers emergency response operations throughout the City.
- 4.2. "Emergency" is used as a consistent term throughout this Plan to identify all incidents or impacts that require a response. It is used in place of terms such as "incident," "event," "major emergency," "disaster," "catastrophe," etc. However, the term disaster is used when part of a name, program, or when contextually significant.
- 4.3. Definition of Emergency – An event or set of circumstances which: (1) demands immediate action to preserve public health, protect life, protect public property, or to provide relief to any stricken community overtaken by such occurrences or (2) reaches such a dimension or degree of destructiveness as to warrant the Governor proclaiming a state of emergency pursuant to RCW 43.06.010.¹
- 4.4. This CEMP establishes a mutual understanding of authority, responsibilities, and functions of local government and provides a basis for incorporating essential non-governmental agencies and organizations into emergency management operations. All directions contained in this Plan apply to preparedness and emergency activities undertaken by the City and supporting organizations required to minimize the effects of emergencies and facilitate recovery activities.

¹ Washington Military Department, Washington State Comprehensive Emergency Management Plan, March 2019, p. 92



- 4.5.** This Plan supports and is compatible with Thurston County and Washington State emergency plans, the National Response Framework (NRF), the National Disaster Recovery Framework (NDRF), and uses the Incident Command System (ICS).

5. Coordination

5.1. Multi-Jurisdictional Coordination

- 5.1.1. The City coordinates with Thurston County and neighboring municipalities both directly and through bodies such as the Thurston County Emergency Management Council (EMC).
- 5.1.2. Requests for resources during emergencies will be requested and coordinated through Thurston County Emergency Management/Emergency Coordination Center (ECC). This will assist the County with deconflicting resource requests and identifying when local resources are not available, triggering requests to Washington State Emergency Management Division (EMD) for support.

5.2. Horizontal Integration

- 5.2.1. This CEMP was developed with reference to existing plans within the City, including the current CEMP, the City's Comprehensive plan, the Lacey Water System Plan, and the Thurston Regional Hazards Mitigation Plan, including the City's Annex to the Regional Plan.
- 5.2.2. As plans within the City are reviewed and revised, they should incorporate structures, processes, and procedures that are identified in this CEMP.
- 5.2.3. Departments should consider reviewing or developing internal emergency plans and procedures based on this CEMP.

5.3. Vertical Integration

- 5.3.1. This Plan takes into account the plans, policies, and procedures outlined in the Washington State CEMP and the Thurston County CEMP.
- 5.3.2. The City understands that there is a high probability that outside assistance will be needed in the event of a medium or large scale emergency. Therefore, the City's emergency response structure and procedures are aligned with NIMS, utilize ICS, and are specifically designed to work with County and State operations.



6. Whole Community Involvement

Whole Community is a term or approach defined by the Federal government as: “A means by which residents, emergency management practitioners, organizational community leaders, and government officials can collectively understand and assess the needs of their respective communities and determine the best ways to organize and strengthen their assets, capacities, and interests. Whole Community includes individuals and families, including those identified as at-risk or vulnerable populations; businesses; faith-based and community organizations; nonprofit groups; schools and academia; media outlets; and all levels of government, including state, local, tribal, territorial, and federal partners.”

- 6.1.** Involving the Whole Community is a means by which Washington State residents, businesses, nonprofit organizations, emergency management practitioners, organizational and community leaders, and government officials at all levels can collectively identify and assess the needs of their respective communities and determine the best ways to organize and strengthen their assets, capacities, and interests. The Whole Community approach in Washington State attempts to engage the full capacity of the public, private, and nonprofit sectors. This includes businesses, faith-based and disability organizations, and the public, including people with Access and Functional Needs (AFN), people covered under the Americans with Disabilities Act (ADA), people with Limited English Proficiency (LEP), and culturally diverse populations. This engagement is in conjunction with the participation of local, tribal, state, and federal governmental partners.
- 6.2.** State and local governments carrying out emergency response and providing disaster assistance shall comply with all applicable non-discrimination provisions contained in RCW 49.60, Discrimination - Human Rights Commission, as well as in Public Law 110-325, Americans with Disabilities Act (ADA) of 1990 as amended with ADA Amendments Act of 2008.
 - 6.2.1.** Recipients of any federal funds must acknowledge and agree to comply with applicable provisions of federal civil rights laws and policies prohibiting discrimination, including, but not limited to: Title VI of the Civil Rights Act of 1964, which prohibits recipients from discriminating on the basis of race, color, or national origin. Recipients of federal financial assistance must also take reasonable steps to provide meaningful access for persons with Limited English Proficiency (LEP) to their programs and services.



6.2.2. Providing meaningful access for persons with LEP may entail providing language assistance services, including oral interpretation and written translation. Executive Order 13166, Improving Access to Services for Persons with Limited English Proficiency (August 11, 2000), requires federal agencies to issue guidance to grant recipients, assisting such organizations and entities in understanding their language access obligations. The Department of Homeland Security (DHS) published the required grant recipient guidance in April 2011, "DHS Guidance to Federal Financial Assistance Recipients Regarding Title VI Prohibition Against National Origin Discrimination Affecting Limited English Proficient Persons," 76 Fed. Reg. 21755-21768, (April 18, 2011). The guidance provides helpful information such as how a grant recipient can determine the extent of its obligation to provide language services, select language services, and identify elements of an effective plan on language assistance for LEP persons.

6.3. The term Access and Functional Needs (AFN) has replaced "special needs," "vulnerable," "high-risk," and similar terms. People with access or functional needs are those who may have additional needs before, during, or after an incident in functional areas including, but not limited to: maintaining health, independence, communication, transportation, support, services, self-determination, and medical care. Individuals in need of additional response assistance may include people who have disabilities, live in institutionalized settings, are older adults, are children, are from diverse cultures, have limited English proficiency or are non-English speaking, or are transportation disadvantaged (National Preparedness Goal, September 2015).

6.4. The Pets Evacuation and Transportation Standards (PETS) Act amends the Robert T. Stafford Disaster Relief and Emergency Assistance Act to ensure state and local emergency preparedness operational plans address the needs of individuals with household pets and service animals following a major disaster or emergency.

7. NIMS Components

To achieve the priorities listed in Section 11, below, incident personnel apply and implement NIMS components in accordance with the principles of flexibility, standardization, and unity of effort.

7.1. Flexibility – allows NIMS to be scalable and, therefore, applicable for incidents that vary widely in terms of hazard, geography, demographics, climate, culture, size, and organizational authorities.



- 7.2.** Standardization – defines standard organizational structures that improve integration and connectivity among jurisdictions and organizations, defines standard practices that allow incident personnel to work together effectively and foster cohesion among the various organizations involved, and includes common terminology to enable effective communication.
- 7.3.** Unity of Effort – coordinates activities among various organizations to achieve common objectives. Unity of effort enables organizations with specific jurisdictional responsibilities to support each other while maintaining their own authorities.

8. Situation Overview

8.1. Hazard Assessment Summary

- 8.1.1. Hazards and threats potentially affecting the City are identified based on input from the Hazards Mitigation Plan (HMP) for the Thurston Region and the assessment of threats and hazards identified by the Core Planning Team using the same methodology as used in the HMP.
- 8.1.2. The hazards and threats facing the City are listed below and divided into three categories – Natural, Human-Caused, and Technical. The hazards/threats are assigned a risk rating utilizing the same methodology as that used during the preparation of the HMP. This Plan focuses on responding to impacts created by the High Risk hazards/threats (earthquake and cyber incident) and Medium Risk hazards/threats (severe local storm/extreme weather/air quality event, pandemic, and lethal active threat).

Natural Hazard / Threat	Risk Rating
Earthquake	High
Severe local storm / Extreme weather / Air quality event	Medium
Pandemic	Medium
Wildland urban interface fire	Low
Flooding	Low
Landslide	Low



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Natural Hazard / Threat	Risk Rating
Tsunami	Low
Lahar	Low
Volcanic eruption	Low

Man-Made Hazard / Threat	Risk Rating
Lethal active threat	Medium
Terrorism / WMD / Civil unrest	Low

Technical Hazard / Threat	Risk Rating
Cyber incident	High
Hazardous materials	Low

8.2. Policies and Limitations

8.2.1. To minimize the effects of an emergency and to facilitate recovery efforts, the City has:

- Participated in the development of the HMP for the Thurston Region.
- Produced a Hazards Identification and Vulnerability Analysis.
- Engaged in land use planning.

8.2.2. **Employees to Confirm Safety of Immediate Family.** The City recognizes that City staff will not be fully effective in their work during an emergency if the status of their household is unknown or in doubt. To provide support during emergencies, staff assigned to response functions are encouraged to make arrangements with other staff, friends, neighbors, and relatives to check on their immediate families in the event of an emergency; that information should be communicated to the employee or to the ECC.

8.2.3. **Nondiscrimination.** It is the policy of the City to provide equal opportunity to all persons seeking or having access to its services and activities, free from restrictions because of race, color, creed, religion, national origin, age, sex, marital status, veteran status, sexual orientation, or the presence of any disability.

8.2.4. **Waiver of Permit Requirements.** In instances where emergency work is performed to protect life and property, requirements for environmental



City of Lacey Comprehensive Emergency Management Plan

review and permits may be waived or verbally approved as provided for in State law.

8.2.5. **Limitations.** The City recognizes that it cannot do everything for everyone at the same time or obtain all resources that may be requested. The City will endeavor to make every reasonable effort to respond in the event of an emergency. However, City resources and systems may be overwhelmed. The responsibilities and principles outlined in this Plan will be fulfilled only if the information exchange, extent of actual agency capabilities, and resources are available at the time.

8.3. City Employees During Emergencies

8.3.1. **Staff Assignments During Response Operations.** In accordance with City Policy Manual, Chapter 3.2 Emergency Conditions/Inclement Weather, during emergencies, employees of the City may be assigned to one of the functional classifications listed below depending on their personal skills and abilities. The City response will depend on those persons each responding for duty where they can best serve, rather than by their typical departmental assignment. For example: staff with abilities to assist Information Services may be assigned that task, regardless of what department they are from; or those with specialized construction knowledge may be assigned to perform building/structural evaluations and posting of buildings. Employees with data collection skills may be assigned to the Planning Section to perform the information collection function.

8.3.2. There are five functional classifications for the use of City employees during response and recovery to an emergency requiring implementation of this Plan:

- **Planning** – information gathering and dissemination.
- **Operations** – performing the actual response and recovery efforts.
- **Logistics** – providing supplies and support for the responders and ECC staff.
- **Finance/Administration** – accounting for costs and preparing documentation for possible reimbursement.
- **The General Labor Pool** – providing support to other areas of the response.

8.3.3. **General Labor Pool.** All employees will be assigned to a specific task, or to the General Labor Pool. It is declared by policy that all employees are a part of the General Labor Pool by default, to be used as the incident's response and recovery dictates.



8.4. Demographics: City of Lacey²

Metric	Value
Population	58,552
Persons 65 years and over	10,306
Black or African American	3,045
American Indian and Alaska Native	293
Asian	5,270
Native Hawaiian and Other Pacific Islander	1,113
Two or more races	6,207
Hispanic or Latino	6,383
White, not Hispanic	37,708
Households	20,984
Households without a computer	1,071
Households without a broadband internet subscription	1,637
Persons with a disability under 65	5,914
Persons in poverty	5,621
Persons who speak English "less than well"	4,040
Total retail sales, 2017	\$1,028,958,000

9. **Planning Assumptions**

"Assumptions consist of information accepted by planners as true in the absence of facts. Assumptions are not predictions. Assumptions are only used when facts are unavailable. Using assumptions allows planners to further define the scenario, identify potential response requirements, and move forward with the planning process. An assumption is appropriate if it meets the tests of validity (is the assumption likely to be true?) and necessity (is the assumption essential for planning?)."³ Following are the assumptions for this Plan:

- 9.1.** Any type of emergency could create significant loss of life, injury, property damage, and disruption of essential services in the City. Impacts from these emergencies may also create financial, psychological, and sociological effects that the residents of the community and the City governmental organization must address.

² United States Census Bureau, American Community Survey, 2022

³ Federal Emergency Management Agency, FEMA Operational Planning Manual, June 2014



- 9.2.** Outside assistance may not be available in most emergency situations affecting the City. It is essential for the City to be prepared to carry out the initial emergency response on an independent basis.
- 9.3.** In the event of an emergency affecting Thurston and other counties, it may take 96 hours or longer before significant assistance for the City is received from other jurisdictions, including the County, State, and Federal agencies, or nonprofit organizations.
- 9.4.** During the first 72-96 hours of an emergency, the City's resources may be strained or exhausted. To prepare, community members should plan for a minimum of 72-96 hours of self-sufficiency.
- 9.5.** Historically, disasters have tended to impact some people more than others; it is important for individuals with AFN needs (i.e., older adults, children, people with disabilities, people with limited English proficiency, and people with unique transportation needs) to prepare for emergencies and have access to resources before, during, and after an emergency.
- 9.6.** Most community members will have the resources and ability to shelter-in-place at the place where they live for at least 48 hours.
- 9.7.** The City may struggle to provide basic services after an emergency.
- 9.8.** Some City services may be unavailable during or after an emergency. The City will prioritize responding to and/or maintaining critical lifelines, such as water and transportation routes.
- 9.9.** The City may be unable to respond to all emergency resource requests during an emergency.
- 9.10.** Community members may require immediate rescue and medical care to address life-threatening impacts from emergencies.
- 9.11.** The community members will expect timely communications and actions from the City about emergency instructions, available assistance, resources, and the City's continued plans, provided in a method or language they can understand.
- 9.12.** Many community members may be displaced from their homes.



- 9.13.** Large numbers of dead and injured could be expected.
- 9.14.** Hospitals, nursing homes, pharmacies, and other medical facilities could be damaged or destroyed and have difficulty accommodating patient surge due to the lack of staffing, supplies, and/or supporting infrastructure.
- 9.15.** Transportation infrastructure could be damaged.
- 9.16.** Local transportation services could be disrupted.
- 9.17.** Utilities could be damaged, leaving them fully or partially inoperable.
- 9.18.** Damage to telecommunications facilities could be widespread and the ability of responders to communicate will be impaired.
- 9.19.** Public buildings and other critical facilities and equipment could be destroyed or severely damaged.
- 9.20.** Housing could be destroyed or severely damaged.
- 9.21.** City staff understand that they are expected to come to work during or after an emergency per City Policy Manual 2024 Update, paragraphs 3.2.1 and 3.2.2. City staff are to make every reasonable effort to report to work and/or remain at work without endangering their personal safety.
- 9.22.** City staff may be personally impacted by an incident and unable to respond in a timely manner.
- 9.23.** Debris may make streets and highways impassable, making the movement of emergency resources difficult.
- 9.24.** Evacuation and sheltering may require regional coordination.
- 9.25.** The amount of information regarding response operations and resource requests can overwhelm even the most organized ECC.
- 9.26.** Some emergencies, due to their scope and complexity, could result in a recovery effort that will take years to complete.



- 9.27.** Supply chains could be affected during and after large-scale emergencies, impacting the ability to procure needed emergency relief or recovery items, or supplies needed for the ongoing function of government.

10. Specified and Implied Tasks

Specified tasks (in bold, below) are stated by the City leadership as needing to occur. Implied tasks are developed by the planning team to support the specified tasks. These are used to identify requirements throughout the planning process. Below are the specified tasks during an emergency, and the supporting implied tasks.

10.1. Engage the whole community.

10.1.1. Develop a communication strategy, including partners, to build the planning process.

10.1.2. Conduct outreach.

10.2. Address identified hazards.

10.2.1. Review the Hazards Mitigation Plan for the Thurston Region list and identify hazards to include in the plan.

10.3. Develop an ECC structure that meets the City's needs.

10.3.1. Establish a functional/departmental structure vs. a structure based on Emergency Support Functions.

10.3.2. Clearly identify communication methods between field elements and the ECC.

10.4. Include transition to recovery.

10.4.1. Develop a Transition to Recovery Annex.

11. Operational Priorities

The operational priorities for the City are (in order):

11.1. Life Safety;

11.2. Incident Stabilization;

11.3. Protection of infrastructure and Property; and

11.4. Protection of the Environment.



Section II – Direction and Control

12. Organization

The City uses a streamlined emergency management structure during daily operations as well as emergencies. The Emergency Management and Safety Coordinator (situated in the Human Resources Department) is the City's subject matter expert and is responsible for the overall functioning of the emergency management program.

13. Jurisdictional Organizational Structure

- 13.1.** The Lacey City Council comprises the legislative body of the City.
- 13.2.** The City Manager, or designee, holds the ultimate responsibility for the emergency management program, including mitigation, protection, prevention, response, and recovery activities within the City.
- 13.3.** The City Manager, or designee, has the responsibility to assume direction and control of all activities in the City in the event of an emergency.
- 13.4.** The City Manager will be responsible for managing City operations during a time of emergency as directed by the Lacey City Council.
- 13.5.** The Emergency Management and Safety Coordinator is responsible for the overall coordination of the emergency management program.
- 13.6.** The Emergency Services Committee (ESC) provides guidance and support in the development and maintenance of a comprehensive program of emergency management. The ESC should meet on a regular schedule to review the emergency management program, provide guidance as needed, coordinate training and exercise activities, and review and prioritize resources and other needs. The ESC is chaired by the Emergency Management and Safety Coordinator and consists of members of the following departments:

City of Lacey Emergency Services Committee
City Manager's Office
City Clerk
Community and Economic Development
Finance
Information Services
Human Resources
Joint Animal Services
Parks, Culture and Recreation



City of Lacey Emergency Services Committee
Police
Public Affairs
Public Works
Lacey Fire District #3

14. Emergency Organizational Structure

- 14.1.** All of the personnel, services, and facilities of the City become part of the emergency management organization as needed during emergencies.
- 14.2.** Other governmental agencies and organizations not under the jurisdiction of the City may commit their resources under the coordination of this plan by means of cooperative agreements, mutual aid plans, or otherwise as may be required.
- 14.3.** ICS and ECC organizational structures develop in a modular fashion based on an incident's size, complexity, and hazard environment. Responsibility for establishing and expanding ICS organizations and ECC teams ultimately rests with the ECC Manager in coordination with incident command (IC) or unified command, respectively. Responsibility for functions that response staff perform defaults to the next higher supervisory position until the supervisor delegates those responsibilities. As incident complexity increases, organizations expand as the ECC Manager and subordinate supervisors delegate additional functional responsibilities.
- 14.4.** Maintaining an appropriate span of control helps ensure an effective and efficient incident management operation. It enables management to direct and supervise subordinates and to communicate with and manage all resources under their control. The optimal span of control for incident management is one supervisor with up to five subordinates; however, effective incident management frequently necessitates ratios significantly different from this.
- 14.5.** Bringing representatives from various stakeholder and partner organizations together in the ECC optimizes unity of effort and enables staff to share information, provide legal and policy guidance to on-scene personnel, plan for contingencies, deploy resources efficiently, and generally provide whatever support is required. However, the City "shares" the use of many support organizations (including Lacey Fire District #3, and the American Red Cross) with other jurisdictions, so representatives might not be available to be present in the Lacey ECC. This will require an added level of coordination to ensure City needs are met in a timely manner.



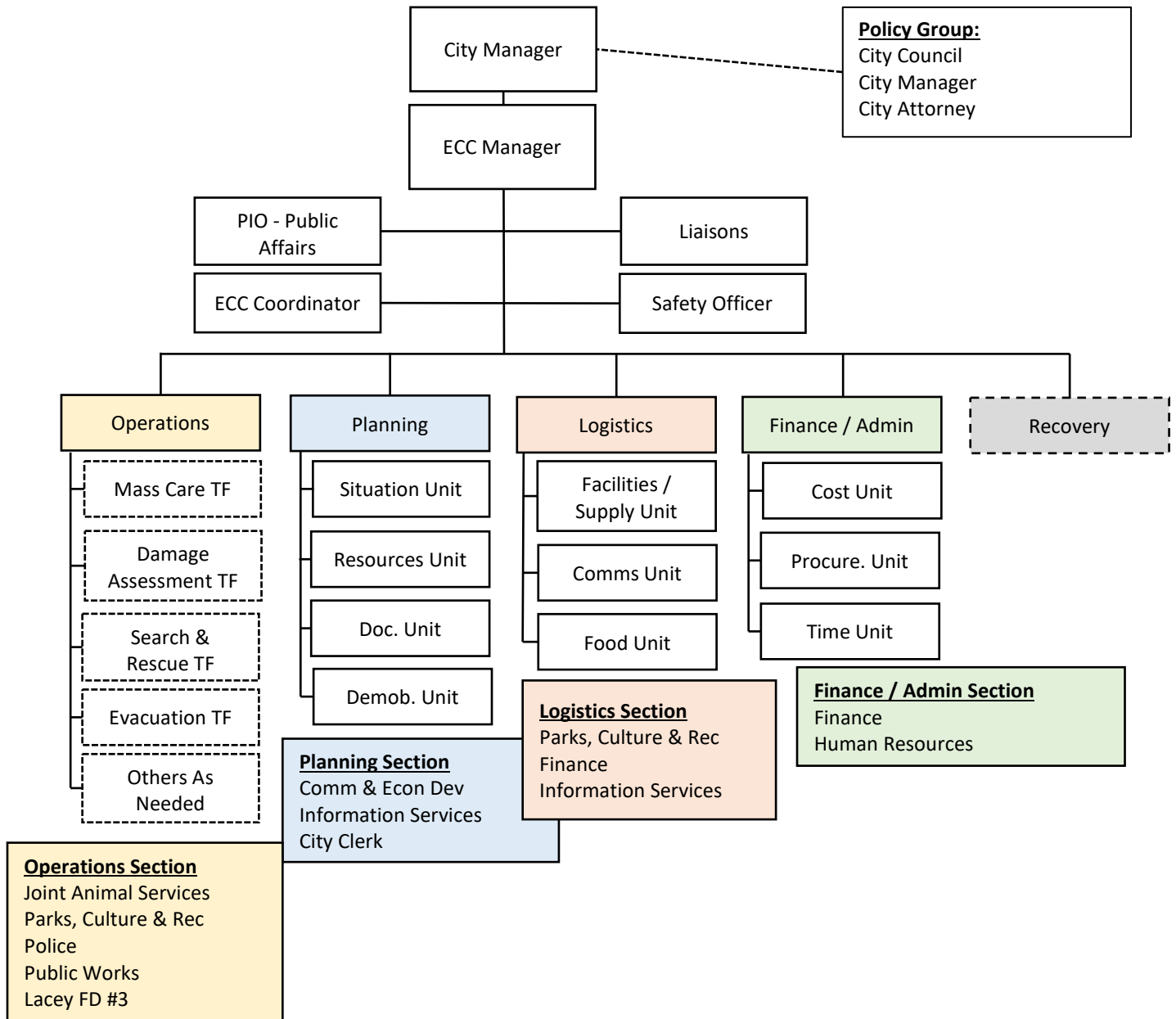
- 14.6.** The composition of ECC teams will also vary depending on the nature and complexity of the emergency. Regardless of the structure, the ECC receives oversight from the City Manager.
- 14.7.** The Lacey ECC is organized along ICS lines with departments identified to support certain functions and provide leadership roles within the structure.

15. Emergency Coordination Center (ECC)

- 15.1.** ECCs are locations where staff from multiple departments and agencies come together to address imminent or ongoing emergencies and to provide coordinated support to incident command, on-scene personnel, and/or emergency response operations. ECCs may be fixed locations, temporary facilities, or virtual structures with staff participating remotely.
- 15.2.** Primary functions of staff in ECCs, whether virtual or physical, include:
 - 15.2.1. Collecting, analyzing, and sharing information;
 - 15.2.2. Supporting resource needs and requests, including allocation and tracking;
 - 15.2.3. Coordinating plans and determining current and future needs; and
 - 15.2.4. Providing coordination and policy direction.
- 15.3.** Departments may also have coordination centers – Departmental Coordination Centers (DCCs). However, these organization-specific coordination centers differ from multidisciplinary ECCs. DCC staff coordinate their department’s activities. While they communicate with other organizations and ECCs, and may exchange liaisons with other agencies, DCC staff are primarily inward looking, focusing on directing their own assets and operations.
- 15.4.** The Lacey ECC is organized as depicted below.



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15.4.1. The Policy Group, includes the following:

- **City Council:** is responsible for adjustments and/or changes to City governance during an incident. Issues emergency declarations, makes necessary budgetary allocations, and advocates for City support and resources.
- **City Manager:** is responsible for overall City incident management, serves as the Agency Administrator, leads the policy group, issues policy decisions and direction, and is the administrative “voice” of the City during an incident.



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- **City Attorney:** Provides legal counsel and direction before, during, and after an incident, including interpretation of federal, state, and county incident directives and/or legislation.

15.4.2. The ECC Manager:

- Designated by the City Manager;
- Ensures the ECC is fully operational during an emergency;
- Activates the Sections, Units, and Task Forces needed to respond to the emergency;
- Directs the operations of the ECC through the Command and General staff;
- Assesses needs and gaps, and ensures resources are requested;
- Provides situational awareness reports to decision makers; and
- Approves the demobilization of resources.

15.4.3. Departments are responsible to provide personnel to support the ECC structure as depicted above and in the table below.

ECC Element	City of Lacey Department and Position
ECC Manager	PD – Chief of Police, Deputy Chief of Police PW – Director, PW Operations Manager, City Engineer CM – Assistant City Manager OTHER – As designated by the City Manager
Public Information Officer	PD – PIO Detective Sergeant, Public Records Specialist for Social Media PA – Communications Manager, Communications Specialist, Community Relations Specialist
ECC Coordinator	HR – Emergency Management and Safety Coordinator, Benefits Manager
Liaison	HR – Benefits Manager IS – IS Manager, Computer Technician CM – Assistant City Manager
Safety Officer	PW – PW Ops Safety Coordinator, Parks Maintenance Senior Technician
Operations Section Chief	PD – Commander/Lieutenant, Administrative Sergeant PW – PW Operations Manager, City Engineer, Water Maintenance Supervisor, Wastewater Maintenance Supervisor



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ECC Element	City of Lacey Department and Position
Deputy Operations Section Chief	PD – Patrol Sergeant, Corporal PW – Parks Maintenance Supervisor, Design and Construction Manager, Transportation Supervisor, Development Review Engineer Manager
Operations Section Staff from:	Joint Animal Services
	Parks, Culture and Recreation
	Police
	Public Works
	Lacey Fire District #3
Damage Assessment TF Leader	CED (Public and Private Buildings) – Building Official PW (PW infrastructure) – Facilities Supervisor, Design and Construction Manager, Transportation Manager, Civil Engineer
Mass Care TF Leader	PCR – Recreation Supervisors, Recreation Manager
Search for Missing Persons Leader	PD – Sergeant, Corporal, Officer, Lacey Resource Officer
Search of Damaged Buildings Leader	Lacey Fire District #3
Evacuation TF Leader	PD Lacey Fire District #3
Planning Section Chief	CED – Director, Building Official PW – Water Resources Manager, Executive Assistant
Deputy Planning Section Chief	CED – Planning Manager PW – Water Resources Manager, Management Analyst, Senior Stormwater Engineer, Civil Engineer, City Surveyor
Planning Section Staff from:	Community and Economic Development
	Information Services
	City Clerk
Logistics Section Chief	PCR – Director, Recreation Manager, Recreation Supervisor PW – Project Administrator, Management Analyst
Deputy Logistics Section Chief	PCR – Recreation Supervisor, Recreation Manager PD – Customer Services Supervisor PW – Project Administrator
Logistics Section Staff from:	Parks, Culture and Recreation
	Finance
	Information Services



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ECC Element	City of Lacey Department and Position
Finance / Admin Section Chief	FI – Director, Accounting Manager IS – Information Services Manager HR – HR Director
Deputy Finance / Admin Section Chief	HR – Director, Labor Relations/Class and Comp Manager FI – Accounting Manager, Financial Services Manager
Finance / Admin Section Staff from:	Finance Human Resources
Recovery Section Chief	CED

15.5. Emergency Operations Facilities

15.5.1. The City ECC is in City Hall, located at 420 College St SE in Lacey, Washington. For small events, the ECC will be located on the second floor in Rooms 2053 and 2054 adjacent to the Engineering and Water Resources area. During large events, the ECC may be relocated to Room 1110 - Community Room.

15.5.2. During a Level 1 activation, the following City Hall facilities may be used:

Room / Area	Function
Room 2053 – Radio Communications and Call Center	Radio Communications and Call Center
Room 2054 – ECC	Radio Communications
Room 2040 – FI/PW Meeting Room	Finance Section
Room 1032 – CM Large Conference Room	Media/Information Center
Room 1044 – Council Chambers	Briefing Room/Public Meeting Area
Room 1037 – Executive Board Room	Policy Team Meeting Area
Room 1072 – Site Plan Review Room	Briefing Room/Meeting Space
Room 1110 – Community Room	ECC Expanded/ICS Sections

15.5.3. The Maintenance Service Center located at 1200 College St. SE, Lacey, Washington, has been designated as the City's alternate ECC. Although it has sufficient space, it is not equipped with the same communications capability as the primary ECC. Therefore, it has a limited capability of



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meeting all needs during an emergency. If ECC operations must be moved to the alternate ECC, a significant amount of time will be needed to transfer equipment and supplies before it will be fully operational.

15.6. Outside agencies represented in the ECC include Lacey Fire District #3. Thurston County EM is the interface to County, State, and Federal resources and assistance. The EMC of Thurston County, which includes the Disaster Assistance Council (DAC) and other private and nonprofit organizations active in disaster, is also activated through Thurston County EM.

15.7. Activation Process

15.7.1. The Lacey ECC may be activated for various reasons based on:

- The needs of an emergency jurisdiction, organization, or on-scene Incident Commander;
- The context of a threat;
- The anticipation of events; and/or
- Response to an incident.

15.7.2. Circumstances that might trigger ECC activation include:

- More than one jurisdiction becomes involved in an emergency and/or the emergency involves multiple departments;
- The on-scene Incident Commander (IC) or Unified Command (UC) indicates an emergency could expand rapidly, involve cascading effects, or require additional resources;
- A similar emergency in the past that has led to ECC activation;
- The City Manager, or designee, directs that the ECC be activated;
- An emergency is imminent; and/or
- Significant impacts to the population are anticipated.

15.7.3. The Lacey ECC is activated by the City Manager or their designee based on a recommendation from the Emergency Management and Safety Coordinator, an on-scene Incident Commander, a Department Director, and/or the Executive Leadership Team (ELT).

15.8. ECC Activation Levels

ECC Activation Level	Description
3 – Normal Operations / Steady-State	Level 3 activation involves minor emergencies which can be handled by designated staff, e.g., the Emergency Management and Safety Coordinator without formal activation of the ECC.



ECC Activation Level	Description
2 – Enhanced Steady-State / Partial Activation	Level 2 activation involves incidents which have special characteristics requiring response by multiple departments, or requires the acquisition and/or use of special resources which would require partial or limited activation of the ECC.
1 – Full Activation	Level 1 activation involves incidents which require the coordinated response of all levels of government and emergency services to save lives and protect property.

15.9. Deactivation Process. The ECC Manager deactivates ECC staff as circumstances allow, and the ECC returns to its normal operations and steady state condition. Deactivation typically occurs when the incident no longer needs the support and coordination functions provided by the ECC staff, those functions can be managed by individual organizations or by steady-state coordination mechanisms, or ongoing operations are transferred to the Recovery Coordination Center (RCC). ECC leadership may phase deactivation depending on mission needs. ECC staff complete resource demobilization and transfer any ongoing incident support/recovery activities before deactivating.

Section III - Concept of Operations

16. General

- 16.1.** The emergency management program for the City is comprehensive in nature and requires the support of all staff to be successful.
- 16.2.** All Departments have responsibilities in the five mission areas: protection, response, recovery, mitigation, and prevention. Although the Prevention Mission Area is law enforcement-focused, it also includes responsibilities for other City departments.

17. Plan Activation

- 17.1.** Upon notification of a hazardous incident impacting the City, the Emergency Management and Safety Coordinator (or designee) will evaluate the situation and recommend activation of the appropriate portions of the CEMP to the City Manager or designee.
- 17.2.** The Lacey ECC may be activated to coordinate the response of City resources.
- 17.3.** Regardless of CEMP activation, departments maintain their delegated authority to respond to the emergency utilizing their internal procedures and plans.



17.4. City resources will be activated as needed to respond to emergency needs.

18. Request for a Declaration of Emergency

18.1. A state of emergency or disaster constitutes an event or set of circumstances which demands immediate action to preserve public health, protect life or public property, or which reaches such a dimension or degree of destructiveness as to warrant a proclamation of the existence of an emergency. The City Clerk maintains a template for emergency declarations.

18.2. In the City, a declaration of emergency is made by the Mayor upon the request of the City Manager. If the Mayor is not available, an emergency may be declared by the City Manager and later confirmed by the Mayor.

18.2.1. The City's declaration of a local emergency will allow the City to undertake emergency purchases and emergency public works pursuant to RCW 39.26.130 and RCW 39.04.020 and when such purchases or public works require immediate action occasioned by natural disaster or emergencies. Additionally, the emergency conditions necessitate activation of the City Comprehensive Emergency Management Plan and the utilization of emergency powers granted pursuant to RCW 36.32.270, 38.52.070(2) and 38.52.110(1); and LMC 6.01.

18.3. Once the Mayor has made a declaration of emergency, the City Council shall receive and vote on a resolution confirming the emergency declaration. The City Clerk maintains a template for resolutions confirming a declaration of emergency.

18.4. In Washington State, the Governor may proclaim that a "State of Emergency" exists in an affected jurisdiction, the entire state, or a specific area and invoke appropriate State response and recovery actions. The Governor's proclamation allows expeditious resource procurement and use of State resources.

19. Protection Mission Area

Protection includes the capabilities to safeguard the homeland against acts of terrorism and human-caused or natural disasters. It focuses on actions to protect our people, our vital interests, and our way of life. For the City, the protection mission area includes all preparedness tasks. This provides one place for preparedness roles, responsibilities, and activities to be listed, rather than listing preparedness tasks in each of the mission areas.

19.1. Protection Mission Core Capabilities

Protection Mission Area Core Capabilities for the City are:



Protection Core Capability	Definition
Planning	Conduct a systematic process engaging the whole community, as appropriate, in the development of executable strategic, operational, and/or tactical-level approaches to meet defined objectives.
Public Information and Warning	Deliver coordinated, prompt, reliable, and actionable information to the whole community through the use of clear, consistent, accessible, and culturally and linguistically appropriate methods to effectively relay information regarding any threat or hazard and, as appropriate, the actions being taken and the assistance being made available.
Operational Coordination	Establish and maintain a unified and coordinated operational structure and process that appropriately integrates all critical stakeholders and supports the execution of core capabilities.
Access Control and Identity Verification	Apply and support necessary physical, technological, and cyber measures to control admittance to critical locations and systems.
Cybersecurity	Protect (and, if needed, restore) electronic communications systems, information, and services from damage, unauthorized use, and exploitation.
Physical Protective Measures	Implement and maintain risk-informed countermeasures and policies protecting people, borders, structures, materials, products, and systems associated with key operational activities and critical infrastructure sectors.
Risk Management for Protection Programs and Activities	Identify, assess, and prioritize risks to inform Protection activities, countermeasures, and investments.
Supply Chain Integrity and Security	Strengthen the security and resilience of the supply chain.



19.2. Protection Mission Goals and Objectives

Protection Mission Area Goals and Objectives
Protection Goal #1: City Departments and Employees will continuously prepare and train per City policies and procedures to respond to all emergencies.
Protection Objective 1.1: Review, revise, or create plans, as necessary (such as the CEMP, HMP, Continuity of Operations, pre-disaster recovery, and departmental emergency plans).
Protection Objective 1.2: Review and revise training and exercise activities annually in accordance with the Multi-Year Training and Exercises Plan (MYTEP) or Integrated Preparedness Plan (IPP), preparing all City staff for their responsibilities during prevention, protection, response, recovery, and mitigation activities.
Protection Objective 1.3: Identify, establish, and maintain emergency supplies and required equipment for City responders.
Protection Objective 1.4: Review needs, and develop and implement emergency policies and procedures, such as expediting procurement and accelerated permitting and inspection procedures.
Protection Objective 1.5: Review and evaluate the regional communication capability to allow the City (including Public Works) to communicate with T-COMM during an emergency.
Protection Goal #2: Identify and collaborate with critical community partners during all emergency training and phases.
Protection Objective 2.1: Identify and establish contact with critical community partners. Designate appropriate City staff to work with various community partners.
Protection Objective 2.2: Contact critical community partners annually.
Protection Objective 2.3: Include critical community partners as appropriate.
Protection Objective 2.4: Identify and establish agreements with critical community partners, including North Thurston School District, American Red Cross, InterCity Transit, etc.
Protection Objective 2.5: Identify and establish agreements with non-standard community partners (such as retail and wholesale distributors, regional warehouses and distribution centers, and rental and leasing companies) for support during emergencies such as local warehouses, fuel suppliers and communications providers.
Protection Objective 2.6: Develop and implement a public outreach and education strategy to inform people about preparedness, response, recovery, and mitigation responsibilities for the City, community, and the private sector.



Protection Mission Area Goals and Objectives

Protection Goal #3: Collaborate with governmental partners including local, state, tribal, and federal partners.

Protection Objective 3.1: Identify and establish contact with governmental partners. Designate appropriate City staff to work with various governmental partners, including Thurston County Emergency Management, Homeland Security Region 3, and Washington EMD.

Protection Objective 3.2: Identify appropriate staff to attend public assistance training and workshops annually through Washington EMD.

Protection Goal #4: Conduct regular assessments and necessary upgrades of critical infrastructure per relevant City policies and procedures.

Protection Objective 4.1: Review and assess City-owned infrastructure as codes and regulations change.

Protection Objective 4.2: Review and assess City-owned infrastructure as risks are identified or change through the hazard mitigation planning process.

Protection Objective 4.3: Conduct condition assessment of City-owned infrastructure on an ongoing basis per best asset management practices.

Protection Goal #5: Ensure the City's financial health and stability throughout the emergency and recovery.

Protection Objective 5.1: Assess, determine the need for, and, if necessary, develop alternative financial management processes for use during emergencies; consider including steps to determine if proposed activities or expenditures will be reimbursed prior to authorization.

Protection Objective 5.2: Identify and conduct training in emergency financial management processes per City policies.

19.3. Protection Mission Operations – Including Preparedness

19.3.1. This Plan focuses the Protection Mission Area on preparedness activities that support each of the different Mission Areas. This provides one place in the Plan where all preparedness activities are listed.

19.3.2. Preparedness is a continuous cycle of planning, organizing, training, equipping, exercising, evaluating, and taking corrective action.

19.3.3. Protection / preparedness activities are led and coordinated by the Emergency Management and Safety Coordinator with the support of the ESC.

- Department directors will support the guidance and requirements developed as part of the emergency management program.



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- The Emergency Management and Safety Coordinator will provide regular reports on the status of training and exercises to the ESC.
- The City Manager is ultimately responsible for ensuring the timely and successful execution of the protection mission goals and objectives

19.3.4. The ESC will meet on a monthly basis to:

- Review ongoing emergency management activities;
- Assess efforts against established goals and objectives;
- Identify shortfalls and assist with providing support and solutions; and
- Provide guidance to the Emergency Management and Safety Coordinator.

19.3.5. Critical elements in this Mission Area include:

- Reviewing and revising current plans (CEMP, HMP).
- Determining the need for, and developing, if necessary, other plans (Continuity of Operations, Disaster Recovery, and department emergency plans).
- Socializing plans so City staff understand their roles and responsibilities.
- Conducting training for personnel assigned to support the various plans.
- Increasing the capabilities of City and partner staff through conducting exercises and participating in others' exercises.
- Identifying and collaborating with partners to assist with supporting the desired outcomes of plans.
- Identifying and establishing caches of supplies and equipment to support emergency needs.
- Regularly reviewing the emergency management program against the changing hazards, threats, and needs and adjusting the program as needed.

19.3.6. Activities in this area are coordinated by the Emergency Management and Safety Coordinator but are generally conducted in a distributed fashion under the purview of Department Directors and the City Manager.

19.3.7. Departments are responsible for reviewing, understanding, and implementing their assigned roles and responsibilities and providing regular updates to the Emergency Management and Safety Coordinator.



19.4. Protection Mission Roles and Responsibilities

19.4.1. PROTECTION Roles and Responsibilities

The City Manager and All Department Directors - Protection

- Participate in the development and maintenance of the CEMP.
- Participate in the development and maintenance of CEMP components relevant to their respective emergency management functions, including checklists for activities such as damage assessment, communications, and evacuation.
- In coordination with the Emergency Management and Safety Coordinator, prepare and maintain emergency procedures for their department.
- With the guidance of the Emergency Management and Safety Coordinator, prepare and maintain emergency administrative procedures for their department.
- Participate in the City's Emergency Management training and exercise program, including annual reviews of the program.
- Support the City's Emergency Management training and exercise program by providing staff the opportunity to participate.
- Train and exercise employees on specific departmental emergency procedures to provide them with a clear understanding of their responsibilities during an emergency, with assistance from the Emergency Management and Safety Coordinator.
- Regularly review emergency procedures with staff and arrange for appropriate exercises, including drills and tabletop exercises.
- Identify staff to attend financial management and Public Assistance training and workshops and allow them the time to attend.
- Maintain comprehensive lists of available departmental resources.
- Identify supplies and equipment needed to support emergency operations and provide a prioritized list to the Emergency Management and Safety Coordinator for review and procurement.
- Maintain emergency supplies.
- Review department policies and procedures; determine the need for, and develop, expedited processes for use during and after emergencies.
- Develop procedures for collecting emergency information within each department, including personnel status, and provide it to the Emergency Management and Safety Coordinator and/or the ECC.
- Establish a notification system within each department to ensure alerts, warnings, and information are quickly disseminated.
- Review emergency functions and identify community partners that can provide assistance before, during, and after emergencies.
- Assign appropriate staff to coordinate with community partners.
- Develop a program to contact community partners regularly and include them in appropriate planning, training, and exercises.



19.4.1. PROTECTION Roles and Responsibilities

The City Manager and All Department Directors – Protection (Continued)

- Assist with the effort to establish agreements with community partners to support emergency operations.
- Identify non-standard partners (such as fuel providers, trucking companies, food warehouses, and other providers of supplies needed during emergencies) relevant to respective emergency management functions that may be able to provide assistance; send information to the Emergency Management and Safety Coordinator.
- Identify and establish contact with governmental partners that will be needed before, during, and after emergencies. Notify the Emergency Management and Safety Coordinator, including contact details, and assign appropriate staff to maintain contact.
- Support regular assessment of City-owned infrastructure.

City Council – Protection

- Serve on the Policy Group.
- Responsible for Plan adoption.
- Participate in training and exercises.

City Manager – Protection

- Serve on the Policy Group.
- Direct and control the activities of the City during emergencies.
- Designate the ECC Manager.
- Provide the ECC Manager (Assistant City Manager)
- Provide the Liaison Officer.
- Participate in training and exercises.
- Ultimately responsible for ensuring the timely and successful execution of the protection mission goals and objectives

City Attorney – Protection

- Serve on the Policy Group.
- Provide legal advice to the City, including the leadership team preparing emergency administrative procedures.

City Clerk – Protection

- Support the Planning Section.
- Serve on the ESC.

Community and Economic Development – Protection

- Serve on the ESC.
- Provide the Planning Section Chief (Director, Building Official).
- Provide the Recovery Section Chief.
- Provide the Deputy Planning Section Chief (Planning Manager).
- Provide the Damage Assessment Task Force Leader (Building Official).
- Support the Planning Section.
- Support the Operations Section.



19.4.1. PROTECTION Roles and Responsibilities

Community and Economic Development – Protection (Continued)

- Coordinate with other departments, Thurston County Emergency Management, community-based organizations, and the private sector to support shelter and feeding operations.

Finance – Protection

- Serve on the ESC.
- Provide the Finance/Admin Section Chief (Director, Accounting Manager).
- Provide the Deputy Finance/Admin Section Chief (Accounting Manager, Financial Services Manager).
- Support the Finance/Admin Section.
- Support the Logistics Section.
- Establish a process for paying employees if facilities are damaged or there is a loss of technology.
- Establish a tracking system and audit trail for emergency-related personnel and equipment costs.
- Coordinate with Human Resources to develop a method for departments to track volunteer hours.
- Assess, determine the need for, and, if necessary, develop alternative financial management processes for use during emergencies; consider including steps to determine if proposed activities or expenditures will be reimbursed prior to authorization.
- Coordinate with the Emergency Management and Safety Coordinator to identify appropriate training in emergency financial management processes.
- Support the effort to establish agreements with non-standard partners to provide support during emergencies, such as drafting agreements with supply chains / stores to establish blanket open purchase orders for crews to get needed emergency supplies.

Finance – Information Services – Protection

- Provide the Finance/Admin Section Chief (IS Manager).
- Provide the Liaison (IS Manager, Computer Technician).
- Support the Planning Section.
- Develop and conduct drone operations training in support of Lacey Police Department and Lacey Fire District #3 operations.

Human Resources – Protection

- Oversee the Emergency Management and Safety Coordinator.
- Serve on the ESC.
- Provide the Finance/Admin Section Chief (HR Director).
- Provide the Deputy Finance/Admin Section Chief (HR Director, Labor Relations/Class and Comp Manager.)
- Provide the ECC Coordinator (Emergency Management and Safety Coordinator, Benefits Manager).



19.4.1. PROTECTION Roles and Responsibilities

Human Resources – Protection (Continued)

- Provide the Liaison Officer (Benefits Manager).
- Support the Finance/Admin Section.
- Develop a system to organize and manage volunteers in cooperation with the Emergency Management and Safety Coordinator.

Emergency Management and Safety Coordinator – Protection

- Coordinate the activities of the ESC.
- Serve as the ECC Coordinator.
- Serve on the Thurston County EMC.
- Participate as a member of the Disaster Assistance Committee (DAC).
- Participate as a member of the Hazards Mitigation Planning Committee.
- Oversee and coordinate the City's day-to-day emergency management program and activities.
- Oversee the review and implementation of the CEMP.
- Incorporate approved changes into the CEMP.
- Review the need for various plans and make a recommendation on whether to create them, including Continuity of Operations Plan (COOP), Disaster Recovery Plan, and departmental emergency operations plans.
- Develop a timeline to regularly review plans and create new plans, as needed.
- Coordinate with other jurisdictions, emergency services agencies, and volunteer organizations identified in this Plan to provide accurate and current information for Plan revisions and updates.
- Work with other jurisdictions, emergency services agencies, and volunteer organizations to help them integrate the concepts and activities presented in this Plan into their emergency response and recovery plans, policies and procedures.
- Provide training to other jurisdictions, emergency services agencies, and volunteer organizations on this Plan to ensure a well-coordinated emergency response and recovery operation.
- Assist departments with identifying elements of this Plan that support their plans, policies, and procedures, and integrate them where appropriate.
- Provide technical advice and assistance to other departments in the preparation of their emergency administrative procedures.
- Provide assistance and coordination of any training necessary to prepare employees for emergency duties.
- Encourage and facilitate training for emergency procedures throughout the City.
- Arrange training in the Incident Command System (ICS) for all departments.
- Support the Finance Department in developing and conducting training in emergency financial management processes.
- Plan and conduct emergency exercises.



19.4.1. PROTECTION Roles and Responsibilities

Emergency Management and Safety Coordinator – Protection (Continued)

- Maintain local training records and forward copies to the WA EMD as required.
- Prepare and maintain warning procedures and call lists.
- Coordinate warning plans and activities with Public Affairs, Thurston County Emergency Management, TCOMM 911, and Washington EMD.
- Develop and maintain a current inventory of all applicable communications equipment available to the City in an emergency. *Note: See Finance Department Asset Spreadsheet.*
- Develop, coordinate, and maintain a plan for the utilization of all applicable communications equipment.
- Direct the development of adequate City ECC communications capabilities.
- Develop a method by which messages in the City ECC can be logged and tracked.
- Maintain liaison with all departments and local jurisdictions to ensure a cooperative and efficient use of resources.
- Work with the Building Division to establish mutual aid agreements for inspectors.
- Coordinate damage assessment planning efforts among departments in the City to ensure clarity of assessment roles.
- Maintain liaison with Thurston County Emergency Management and necessary religious organizations and volunteer agencies to evaluate their procedures and gain an understanding of the services they offer.
- Coordinate the planning efforts of other departments as they develop systems to provide mass care.
- Encourage resource management support among the private sector through information programs and emergency planning.
- Maintain liaison with government agencies and the private sector to ensure a well-coordinated response.
- Advise departments on possible community partners in their areas of responsibility during emergencies.
- Receive, collate, and maintain contact information from departments about community and governmental partners.
- Include community partners in appropriate planning, training, and exercise activities.
- Lead the effort to identify and develop agreements with critical community partners, including North Thurston School District, American Red Cross, InterCity Transit, etc.
- Support the effort to identify and establish agreements with non-standard community partners for support during emergencies such as local warehouses, fuel suppliers and communications providers.
- Coordinate with Public Affairs to develop and implement a comprehensive public education and outreach strategy to inform people about preparedness, response, recovery, and mitigation responsibilities for the City, residents of Lacey, and the private sector.



19.4.1. PROTECTION Roles and Responsibilities

Joint Animal Services – Protection

- Serve on the ESC.
- Work with Thurston County ECC to establish regulation of pet-friendly shelter procedures and operations.
- Support the Operations Section.

Parks, Culture and Recreation – Protection

- Serve on the ESC.
- Provide the Logistics Section Chief (Director, Recreation Manager, Recreation Supervisor).
- Provide the Deputy Logistics Section Chief (Recreation Supervisor, Recreation Manager).
- Provide the Mass Care Task Force Leader (Recreation Supervisor, Recreation Manager).
- Support the Logistics Section.
- Support the Operations Section.

Police Department – Protection

- Serve on the ESC.
- Provide the ECC Manager (Police Chief or Deputy Chief).
- Provide the Operations Section Chief (Commander/Lieutenant, Administrative Sergeant).
- Provide the Deputy Operations Section Chief (Patrol Sergeant, Corporal).
- Provide the Deputy Logistics Section Chief (Customer Services Supervisor).
- Provide the Public Information Officer (PIO Detective Sergeant, Public Records Specialist for Social Media).
- Provide the Search for Missing Persons Liaison (Sergeant, Corporal)
- Provide the Evacuation Task Force Leader.
- Serve on the County Communications Operations Board (Police Chief).
- Develop and maintain department emergency procedures that include law enforcement functions during a fire service response.

Public Affairs – Protection

- Serve on the ESC.
- Provide the Public Information Officer (PIO) (Communications Manager, Communications Specialist, Assistant City Manager, Community Relations Specialist).
- Conduct media relations.
- Build positive relationships with the media.
- Attend training in emergency communications and management.
- Prepare to serve as, or support, the ECC PIO and document communication activities.
- Proactively develop internal and public media campaigns and communications for emergency situations as part of the ECC Standard Operating Procedure (SOP).
- Identify and create pre-scripted messages for common warnings to be sent out via TC Alert.
- Support Emergency Management and Safety Coordinator with emergency alert and warning.
- Conduct and/or attend media relations training.



19.4.1. PROTECTION Roles and Responsibilities

Public Affairs – Protection (Continued)

- Coordinate with the Emergency Management and Safety Coordinator to develop and implement internal and public emergency preparedness outreach strategy and materials.

Public Works – Protection

- Provide the ECC Manager (Director, PW Operations Manager, City Engineer).
- Provide the Operations Section Chief (PW Operations Manager, City Engineer, Water Maintenance Supervisor, Wastewater Maintenance Supervisor).
- Provide the Deputy Operations Section Chief (Parks Maintenance Supervisor, Design and Construction Manager, Transportation Supervisor, Development Review Engineer Manager).
- Provide the Planning Section Chief (Water Resources Manager).
- Provide the Deputy Planning Section Chief (Water Resources Manager, Management Analyst, Senior Stormwater Engineer, Civil Engineer, City Surveyor).
- Provide the Logistics Section Chief (Project Administrator, Management Analyst).
- Provide the Deputy Logistics Section Chief (Project Administrator).
- Provide the Safety Officer (PW Ops Safety Coordinator, Parks Maintenance Senior Technician)
- Provide the Damage Assessment Task Force Leader (PW infrastructure – Facilities Supervisor, Design and Construction Manager, Transportation Manager, Civil Engineer).
- Provide staffing to the Operations Section.
- Appoint a Utilities Coordinator to maintain liaison, track utilities status, and coordinate repair efforts with County, State, and private sector partners.
- In cooperation with the County Utilities Coordinator, ensure the availability of diagrams and maps applicable to City-owned utilities.
- Develop and maintain department emergency procedures that include public works functions during a fire service response.
- Coordinate with the public and private sector to ensure the availability of emergency resources related to critical infrastructure.
- Develop and oversee a program to review and assess City-owned infrastructure as codes and regulations change.
- Develop and oversee a program to review and assess City-owned infrastructure as risks are identified or change through the hazard mitigation planning process.

Lacey Fire District #3 – Protection

- Responsible for protecting life and property within the corporate bounds of the City, regardless of ownership, including County, State, and Federal properties.
- Serve on the ESC.
- Support the Operations Section.
- Provide the Search of Damaged Buildings Leader.
- Provide the Evacuation Task Force Leader.



19.4.2. Thurston County PROTECTION Roles and Responsibilities

Thurston County Emergency Management – Protection

- Operate the County ECC.
- Coordinate the activities of the EMC of Thurston County and the Disaster Assistance Council (DAC).
- Coordinate the use of all religious and volunteer services to avoid competition and duplication of resources by the political subdivisions in the County.
- Maintain liaison with the American Red Cross and School Districts and act as a conduit for accessing their services.
- Support City emergency planning efforts.

Thurston County Department of Public Health and Social Services – Protection

- Provide health care and mental health services throughout the City.
- Support City emergency planning efforts.

Thurston County Department of Public Works – Protection

- Appoint a County Utilities Coordinator to coordinate information flow about the restoration and repair of utilities across all jurisdictions within the County.

Thurston 911 Communications (TCOMM 911) – Protection

- Provide 911 Communications across the County, including emergency response dispatching.
- Provide communications link between the communications center and local radio stations as needed.
- Maintain and staff the warning facilities in the County.

Thurston County Medic One – Protection

- Provide emergency medical services.

Thurston County Coroner – Protection

- Oversees fatality management throughout the County.

19.4.3. Non-Governmental Partner PROTECTION Roles and Responsibilities

EMC of Thurston County and the Disaster Assistance Committee (DAC) – Protection

- Maintain liaison with necessary religious and volunteer organizations to better understand the services they offer.

School Districts – Protection

- Support City emergency planning efforts.

InterCity Transit – Protection

- Support City emergency planning efforts.

Thurston County Search and Rescue Council – Protection

- Support City emergency planning efforts.
- Provide training in search and rescue operations.
- Support exercises as able.



19.4.3. Non-Governmental Partner PROTECTION Roles and Responsibilities

Thurston County ARES – Protection

- Provide amateur radio operators to the City ECC during activation.
- Support City emergency planning efforts.
- Provide training in radio communications.
- Support exercises as able.

American Red Cross – Protection

- Support City emergency planning efforts.
- Provide training in operating shelters.
- Support exercises as able.
- Provide subject matter expertise for Mass Care services.

Other Non-Governmental Organizations – Protection

- Support City emergency planning efforts.
- Participate in training and exercises as able.

Interfaith Works and other Faith-based Organizations – Protection

- Support City emergency planning efforts.
- Participate in training and exercises as able.

Thurston County Food Bank – Protection

- Support City emergency planning efforts.
- Participate in training and exercises as able.

19.4.4. State of Washington Protection Roles and Responsibilities

Washington Emergency Management Division (WA EMD) – Protection

- Operate the State Emergency Operations Center (SEOC) and the State Warning Point.
- Provide alerts and warnings.
- Review CEMP and Hazards Mitigation Plan and provide feedback.

19.4.5. Federal Protection Roles and Responsibilities

FEMA – Protection

- Provide training opportunities through the Emergency Management Institute (EMI).

20. **Response Mission Area**

Response includes those capabilities necessary to save lives, protect property and the environment, and meet basic human needs after an incident has occurred. It is focused on ensuring that the Nation is able to effectively respond to any threat or hazard, including those with cascading effects. Response emphasizes saving and sustaining lives, stabilizing the incident, rapidly meeting basic human needs, restoring basic services and technologies, restoring community functionality, providing universal accessibility, establishing a safe and secure environment, and supporting the transition to recovery.



20.1. Response Mission Core Capabilities

Response Mission Area Core Capabilities for the City are:

Response Core Capability	Definition
Planning	Conduct a systematic process engaging the whole community, as appropriate, in the development of executable strategic, operational, and/or tactical-level approaches to meet defined objectives.
Public Information and Warning	Deliver coordinated, prompt, reliable, and actionable information to the whole community through the use of clear, consistent, accessible, and culturally and linguistically appropriate methods to effectively relay information regarding any threat or hazard and, as appropriate, the actions being taken and the assistance being made available.
Operational Coordination	Establish and maintain a unified and coordinated operational structure and process that appropriately integrates all critical stakeholders and supports the execution of core capabilities.
Critical Transportation	Provide transportation (including infrastructure access and accessible transportation services) for response priority objectives, including the evacuation of people and pet animals, and the delivery of vital response personnel, equipment, and services into the affected areas.
Environmental Response/Health and Safety	Conduct appropriate measures to ensure the protection of the health and safety of the public and responders, as well as the environment, from all-hazards in support of responder operations and the affected communities.
Fatality Management Services	Provide fatality management services, including decedent remains recovery and victim identification, working with local, state, tribal, territorial, insular area, and Federal authorities to provide mortuary processes, temporary storage or permanent internment solutions, sharing information with mass care services for the purpose of reunifying family members and caregivers with missing persons/remains, and providing counseling to the bereaved.
Fire Management and Suppression	Provide structural, wildland, and specialized firefighting capabilities to manage and suppress fires of all types, kinds, and complexities while protecting the lives, property, and the environment in the affected area.
Infrastructure Systems	Stabilize critical infrastructure functions, minimize health and safety threats, and efficiently restore and revitalize systems and services to support a viable, resilient community.
Mass Search and Rescue Operations	Deliver traditional and atypical search and rescue capabilities, including personnel, services, animals, and assets to survivors in need, with the goal of saving the greatest number of endangered lives in the shortest time possible.



Response Core Capability	Definition
On-scene Security, Protection, and Law Enforcement	Ensure a safe and secure environment through law enforcement, related security, and protection operations for people, communities located within affected areas, and for response personnel engaged in lifesaving and life-sustaining operations.
Operational Communications	Ensure the capacity for timely communications in support of security, situational awareness, and operations by any and all means available, among and between affected communities in the impact area and all response forces.
Public Health, Healthcare, and Emergency Medical Services	Provide lifesaving medical treatment via emergency medical services and related operations and avoid additional disease and injury by providing targeted public health, medical, behavioral health support, and products to all affected populations.
Situational Assessment	Provide all decision makers with decision-relevant information regarding the nature and extent of the hazard, any cascading effects, and the status of the response.

20.2. Response Mission Goals and Objectives

Response Mission Area Goals and Objectives
Response Goal 1: Gain situational awareness.
Response Objective 1.1: Gather information from field staff and incident command.
Response Objective 1.2: Activate the Emergency Coordination Center (ECC) as necessary.
Response Objective 1.3: Coordinate with Thurston County and community partners.
Response Goal 2: Rapidly deploy resources.
Response Objective 2.1: Mobilize the required resources to address the impacts of the emergency.
Response Goal 3: Stabilize response operations.
Response Objective 3.1: Establish an Operational Schedule.
Response Goal 4: Effectively provide support for the needs of people impacted by the emergency.
Response Objective 4.1: Connect people with the resources they need.
Response Objective 4.2: Establish temporary infrastructure as needed.
Response Goal 5: Effectively transition from response to recovery.
Response Objective 5.1: Capture costs related to response.



Response Mission Area Goals and Objectives

Response Goal 5: Effectively transition from response to recovery (Continued).

Response Objective 5.2: Transition to the recovery coordination structure.

Response Objective 5.3: Implement the community recovery plan.

Response Goal #6: Ensure the City's financial health and stability throughout the emergency and recovery.

Response Objective 6.1: Consistently communicate projected costs and percentage of reimbursement to the City Manager.

20.3. Response Mission Operations

Not all emergency situations can be foreseen. The emergency management system must be able to adapt rapidly to unique and complex conditions. This may include multi-jurisdictional situations as well as simultaneous events. No attempt has been made in this document to specify all the possibilities associated with emergencies which might occur.

20.3.1. The initial stages of an emergency are frequently characterized by chaos and confusion. Much of the early activity must be undertaken independently because of the overwhelming demand for help. This document is not intended to limit or restrict initiative, judgment, or independent action required to provide effective response to emergency needs, provided that the ultimate objective of all emergency action is to achieve centralized coordination as rapidly as practical.

20.3.2. The response capability of the City is usually adequate for daily (routine) response to common emergencies. With the utilization of off-duty personnel, and the implementation of mutual aid agreements, response capability can be augmented when necessary. However, depending upon the nature and scope of the emergency, City resources may become overwhelmed, damaged, or limited in their ability to respond. The City may not be able to meet all the emergency needs of its community members under these extreme circumstances, and the emergency management system may be required to prioritize the delivery of assistance based on the greatest need as apparent at the time.

- Prioritization of resources and support will be set by the Operations Section Chief and the ECC Manager.
- Prioritization of resources and support will be per the operational priorities, goals, and objectives established in this Plan.



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20.3.3. Departments will respond to emergencies utilizing their internal authorities, procedures, and plans. Departmental leadership should not wait for a determination on activating the CEMP or the Lacey ECC to begin response activities.

- If called for in internal departmental procedures or plans, departments may continue to operate an internal command and coordination cell (Departmental Coordination Center - DCC) to direct departmental operations.
 - o DCC operations are based on priorities, objectives, tasks, and Incident Action Plans (IAPs) issued by the Lacey ECC.
 - o DCCs will provide regular updates to the Lacey ECC, either through using the same incident management software or in regular status reports.

20.3.4. Carrying out certain duties prescribed in the CEMP may depend upon appropriations and availability of funding.

- Lack of City funds may limit the ability of some departments to conduct all emergency response and recovery operations as planned.
- The City Manager shall be informed prior to committing the City to financial obligations that exceed departmental authority.
- The Finance Section Chief shall coordinate with Operations and Logistics to understand the scope of the financial resources required to respond to the emergency and the general amount of reimbursement expected from State and Federal programs.

20.3.5. When the ECC is activated, ECC staff will contact departments to gain the latest information and inform leadership of the areas of the ECC that are activated.

- Departments will provide staff to support ECC operations and will transition emergency response coordination activities to the ECC.
 - o The ECC will operate per the ECC SOP.
 - o The ECC will establish a repeatable set of meetings and briefings as rapidly as possible, setting the operational rhythm for the staff (see the ECC SOP).
 - o Response operations will be coordinated through developing an Incident Action Plan (IAP) on a regular basis (see the ECC SOP).

20.3.6. Task Forces will be established within the Operations Section to accomplish tasks requiring a large amount of coordination across departments and partners.



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- The Task Forces require support from a wide variety of departments and partners.
- Task Forces identified in this Plan are:
 - o Damage Assessment – to provide a City-wide system to collect, report, and evaluate the emergency.
 - o Mass Care – to provide guidance and coordination to organizations addressing the mass care, housing, and human services needs of people impacted by emergencies, including their animals.
 - o Search and Rescue – to provide for the coordination and effective utilization of search and rescue (SAR) resources.
 - o Evacuation – to provide for the evacuation of all or part of the population from any stricken or threatened area within the City to locations providing relative safety and shelter if applicable.
- Task Force Roles. This chart depicts only City departments and those organizations outside the City that have lead roles. See Annexes A-D for a complete list of supporting organizations.

(L = Lead, S = Supporting)

Department / Organization	Damage Assessment TF	Mass Care TF	Search and Rescue TF	Evacuation TF
City Manager	S	S	-	S
Joint Animal Services	-	S	S	S
Community and Economic Development	L	-	-	-
Human Resources	S	S	S	S
Finance	S	S	-	-
Information Services	S	S	S	-
Parks, Culture, and Recreation	-	L	-	S
Police	S	S	L	L
Public Affairs	-	S	S	S
Public Works	L	S	S	S
Lacey Fire District #3	S	S	L	L
American Red Cross – Northwest Region	-	L	-	S

- Lead Departments / Agencies are responsible for:
 - o Orchestrating support for their assigned appropriate task force(s).
 - o Notifying and requesting assistance from support agencies.



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- o Managing mission assignments (in Stafford Act incidents) and coordinating with support agencies, as well as appropriate County and State officials, operations centers, and other stakeholders.
 - o Coordinating resources resulting from mission assignments.
 - o Working with all types of organizations to maximize the use of all available resources.
 - o Monitoring progress in achieving missions and providing that information as part of situational and periodic readiness or preparedness assessments.
 - o Maintaining trained personnel to support interagency emergency response and support teams.
 - o Identifying new equipment or capabilities required to prevent or respond to new or emerging threats and hazards or to validate and improve capabilities to address changing risks.
 - o Promoting physical accessibility, programmatic inclusion, and effective communication for the whole community, including individuals with disabilities or special needs.
- Supporting Department / Agencies. Support agencies have specific capabilities or resources that support lead agencies in executing capabilities and other missions. The activities of support agencies typically include:
 - o Participating in planning to support task force activities, including the development of supporting operational plans, standard operating procedures (SOPs), checklists, or other job aids.
 - o Providing input to periodic readiness assessments.
 - o Maintaining trained personnel to support the task forces.
 - o Identifying new equipment or capabilities required to respond to new or emerging threats and hazards, or to improve the ability to address existing threats.
 - o Coordinating resources resulting from response mission assignments.

20.3.7. Requests for assistance from the State shall be coordinated through the WA EMD. Assistance may include transportation resources from the Washington State Patrol, Department of Transportation, and/or Utilities and Transportation Commission.

20.3.8. Demobilization planning should begin immediately.

20.3.9. Recovery planning should begin soon after the emergency is stabilized.

- Determine if a long-term recovery plan is needed.



City of Lacey Comprehensive Emergency Management Plan

- If so, bring together experts to begin the planning process.
- Activate the Recovery Section to begin overseeing activities tied to recovery.

20.4. Response Mission Roles and Responsibilities

20.4.1. RESPONSE Roles and Responsibilities
City Manager and All Department Directors – Response
• Determine what contribution the department can make to the provision of identified mass care needs and report that information to the Lacey ECC. • Provide updated inventories of the materials available in their department. • Mobilize the required resources to address the impacts of the emergency. • Notify staff of impending or occurring emergency. • Contact staff in the field and gather information about conditions, area of damage, amount of damage, etc. • Provide staff to the ECC as directed in this Plan and as requested. • Capture and track costs related to response activities and provide regularly to the ECC Planning and Finance/Admin Sections.
Emergency Coordination Center (ECC) Staff – Response
• Deploy to and establish the ECC in accordance with the City ECC SOP. • Establish communications with field elements, Thurston County ECC, TCOMM 911, the State Warning Point, and/or other partners and pull information to begin developing situational awareness about the dimensions of the emergency. • Develop an initial situation briefing and provide to City leadership. • Ensure all City staff are notified of alerts and warnings. • Assess the impacts of the emergency on the community and determine the needs of people impacted by the emergency. • Establish necessary Task Forces and Units within the ECC Sections to effectively coordinate response activities. • Direct field activities, as needed, to support response operations. • Coordinate response activities with other ECC elements and City departments. • Coordinate response activities with Incident Command Posts (ICPs), Departmental Coordination Centers (DCCs), other jurisdictions, and community partners as needed to effectively respond to the emergency. • Establish an operational schedule and stabilize response operations. • Determine the need for and coordinate the opening of shelters with Thurston County ECC and the American Red Cross. • Coordinate needed volunteer resources with Thurston County ECC. • Attain, track, collate, share, and display information. • Track and capture costs, reporting information to the Planning and Finance/Admin Sections.



20.4.1. RESPONSE Roles and Responsibilities

Emergency Coordination Center (ECC) Staff – Response (Continued)

- Regularly inform the City Manager of projected costs and expected reimbursement.
- Coordinate the establishment of temporary infrastructure as needed.
- Establish a team to develop a Community Recovery Plan, if necessary.
- As part of the recovery planning effort, identify critical recovery milestones that establish restoration conditions for short, intermediate, and long-term recovery in the sectors of community planning and capacity building, economic, health and human services, housing, infrastructure, and environmental and cultural resources for the City.
- As part of the recovery planning effort, integrate recovery, mitigation, and comprehensive plans and activities to enhance community resilience.
- Activate the Recovery Section, if necessary.
- Appoint a Recovery Section Chief and unit leaders.
- Identify ongoing activities and prepare to transition them to the Recovery Section or the Recovery Coordination Center (RCC).
- Activate the community recovery plan and begin transitioning activities to the RCC.

Mayor – Response

- Serve on the Policy Group.
- Make policy decisions.
- Responsible for the declaration of conditions of emergencies or disasters when control of the situation is beyond the capabilities of City resources. A verbal declaration by the Mayor will suffice during the initial stages of an emergency/disaster. However, a signed copy of the declaration should be sent to the County AND must be filed with the State Division of Emergency Management as soon as possible.

City Council – Response

- Serve on the Policy Group.
- Make policy decisions.
- Support the emergency declaration with a resolution.

City Manager – Response

- Serve on the Policy Group.
- Direct and control the activities of the City during emergencies.
- Serve as the ECC Manager (Assistant City Manager).
- Provide the Liaison Officer (Assistant City Manager).
- Designate the ECC Manager.
- Activate the Emergency Coordination Center (ECC).
- Make policy decisions.
- Support the emergency declaration process.
- Review the release of emergency public information in coordination with Public Affairs/PIO.
- Assign available personnel to emergency activities.
- Authorize the dissemination of warning information for localized emergencies.



20.4.1. RESPONSE Roles and Responsibilities

City Manager – Response (Continued)

- Forward major emergency resource requests to the Policy Group for direction.
- Invoke controls on resources, if necessary.
- Direct the formation of a planning group to develop a community recovery plan, if necessary.
- Activate the Recovery Coordination Center (RCC), if necessary.
- Direct the transition of activities from the ECC to the RCC.
- Deactivate the ECC.

City Attorney – Response

- Serve on the Policy Group.
- Advise during discussions about policies.
- Lead the emergency declaration process.
- Provide legal counsel.
- Provide legal advice to the City Council and department Directors in preparation of ordinances, resolutions, and administrative procedures.
- Review emergency agreements, plans, contracts, and emergency-related documents.

City Clerk – Response

- Support the Planning Section.

Community and Economic Development – Response

- Provide the Planning Section Chief (Director, Building Official).
- Provide the Recovery Section Chief.
- Provide the Deputy Planning Section Chief (Planning Manager).
- Provide the Damage Assessment Task Force Leader (Building Official).
- Support the Planning Section.
- Support the Operations Section.
- Lead and coordinate the building inspection effort.
- Lead and coordinate the damage assessment effort.
- The Building Division has the primary responsibility to inspect structures for safety and occupancy requirements.
- The Building Division shall coordinate with the ECC for closure of areas and buildings. As such, it is the responsibility of the Building Inspectors to determine when an owner, tenant, or representative may enter an unsafe building to retrieve belongings, business records, merchandise, etc.
- When needed, Building Inspectors shall post notices on structures based on their level of safety or destruction.
- Designate structures that may be used for emergency housing.
- Provide situational reports to the City ECC on a regular basis.
- Fill out appropriate forms and forward them to the City ECC Planning Section.



20.4.1. RESPONSE Roles and Responsibilities

Community and Economic Development – Response (Continued)

- The Building Inspectors (including mutual aid inspectors) are responsible for inspection of all damaged structures. These include:
 - o Public buildings, such as City and School District structures;
 - o Buildings that house merchandise that may be needed for emergency housing, supplies, etc.;
 - o Multifamily structures, institutions, medical facilities;
 - o Private housing; and,
 - o Uninhabitable structures.

Finance – Response

- Provide the Finance/Admin Section Chief (Director, Accounting Manager).
- Provide the Deputy Finance/Admin Section Chief (Accounting Manager, Financial Services Manager).
- Support the Finance/Admin Section.
- Support the Logistics Section.
- Provide support to the emergency declaration process.
- Identify and implement fiscal procedures and project codes.
- Conduct all financial transactions in coordination with the City Manager.
- Assume custody of all funds received by State and Federal sources.
- Support and document the resource procurement process.
- Assess facility and technology impacts during emergencies.
- Implement tracking of time and supplies to ensure enough detail for reimbursement purposes.
- Implement emergency procurement processes.

Finance, Information Services – Response

- Provide the Finance/Admin Section Chief (Information Services Manager).
- Provide the Liaison (IS Manager, Computer Technician).
- Support the Planning Section.
- Provide and operate drones to support operations.

Human Resources – Response

- Serve on the ESC.
- Provide the Finance/Admin Section Chief (HR Director).
- Provide the Deputy Finance/Admin Section Chief (HR Director, Labor Relations/Class and Comp Manager.)
- Provide the ECC Coordinator (Emergency Management and Safety Coordinator, Benefits Manager).
- Support the Finance/Admin Section.
- Oversee volunteer registration and dispatching as requested by the City ECC Management Team.



20.4.1. RESPONSE Roles and Responsibilities
Emergency Management and Safety Coordinator – Response
• Serve as the ECC Coordinator. • Contact Fire, Police, and/or TCOMM 911 to receive updates about developing emergencies. • Provide information about developing emergencies to City leadership. • Provide recommendations to City leadership about activating the ECC and appropriate alerts and warning information for the public and City staff. • Receive warning information. • Coordinate with the City Manager and other leaders to determine the significance of the information to Lacey and decide which warning procedures to activate. • Coordinate communications activities with neighboring jurisdictions and between City departments. • Coordinate the requests for, and receipt of, emergency assistance from State and Federal sources. • Participate in ECC activation. • Coordinate all warning dissemination with Thurston County EM.
Joint Animal Services – Response
• Support the Operations Section. • Provide emergency care and shelter for companion animals on an as-needed basis. • Conduct search and rescue for companion animals left behind. • Coordinate with other agencies for domestic animals and livestock. • Provide food and supplies for displaced pets and families. • Coordinate emergency vet care. • Coordinate with national “animal” agencies for support and resources.
Parks, Culture and Recreation – Response
• Serve on the ESC. • Provide the Logistics Section Chief (Director, Recreation Manager, Recreation Supervisor). • Provide the Deputy Logistics Section Chief (Recreation Supervisor, Recreation Manager). • Provide the Mass Care Task Force Leader (Recreation Supervisor, Recreation Manager). • Support the Logistics Section. • Support the Operations Section. • Coordinate mass transportation and shelter needs. • Lead the resource coordination effort. • Lead the donated goods management effort. • Coordinate transportation resources for mass movement of community members for sheltering and other purposes. • Assist HR with volunteer coordination. • Inventory equipment and track equipment and resource requests.
Police Department – Response
• Provide the ECC Manager.



20.4.1. RESPONSE Roles and Responsibilities

Police Department – Response (Continued)

- Provide the Operations Section Chief (Commander/Lieutenant, Administrative Sergeant).
- Provide the Deputy Operations Section Chief (Patrol Sergeant, Corporal).
- Provide the Deputy Logistics Section Chief (Customer Services Supervisor).
- Provide the Public Information Officer (PIO Detective Sergeant, Public Records Specialist for Social Media).
- Provide the Search for Missing Persons Liaison (Sergeant, Corporal)
- Provide the Evacuation Task Force Leader.
- Serve on the County Communications Operations Board (Police Chief).
- Provide law enforcement, traffic control, and security.
- Support evacuation operations.
- Coordinate search operations for missing persons.
- Provide traffic and crowd control in and around the emergency scene.
- Secure the danger area and isolate it from the public.
- Provide the City ECC with information concerning the conditions of streets and transportation resources.
- Provide door-to-door or neighborhood warning notification as needed.
- Maintain access and egress routes for fire equipment and evacuees.
- Investigate and gather evidence for criminal prosecution, if warranted.
- Assist with informing the public of the order to seek shelter, including using loudspeakers and door-to-door notification.
- Provide personnel and equipment at the request of the Fire Chief or on-scene Incident Command.
- Notify the Thurston 911 Communications (TCOMM 911) of endangered people who are not ambulatory so that movement of those people may be requested.
- Inform endangered people of the order to evacuate and relocate to shelter and provide location of the approved shelter(s).
- Assist people with moving to the nearest shelter as necessary, including crowd and traffic control, assisting with identifying safe routes of travel to and from shelter sites, and assisting in identifying available transportation resources, (e.g. law enforcement personnel, fire personnel, Intercity Transit, etc.).

Public Affairs – Response

- Provide the Public Information Officer (PIO) (Communications Manager, Communications Specialist, Community Relations Specialist).
- Support the emergency declaration and resolution processes.
- Conduct media relations.
- Direct and coordinate the activities of the Joint Information Center (JIC), when activated.
- Prepare and distribute press releases and public information messages to the ECC for review, followed by release to the media.



20.4.1. RESPONSE Roles and Responsibilities

Public Affairs – Response (Continued)

- Monitor media output, including social media, to immediately correct misinformation and target information to address public concern.
- Coordinate information and messages with City leadership and the ECC before release to the public.
- Monitor ECC status boards, either in person or through ECC staff, to record all incoming emergency information.
- Disseminate emergency information to the public through various media, including the Thurston Area Public Information Network (TAPIN) and coordinate messages to be sent through IPAWS.
- Maintain communications links with, and disseminate emergency information to, the media and appropriate agencies and departments.
- Execute a public information program that controls misinformation, distributes information, and coordinates information before its release.
- Coordinate shelter information with the City ECC Management Team, Thurston County ECC PIO, and American Red Cross.
- Disseminate energy and utility information to the public in coordination with the State Energy Office.

Public Works – Response

- Provide the ECC Manager (Director, PW Operations Manager, City Engineer).
- Provide the Operations Section Chief (PW Operations Manager, City Engineer, Water Maintenance Supervisor, Wastewater Maintenance Supervisor).
- Provide the Deputy Operations Section Chief (Parks Maintenance Supervisor, Design and Construction Manager, Transportation Supervisor, Development Review Engineer Manager).
- Provide the Planning Section Chief (Water Resources Manager).
- Provide the Deputy Planning Section Chief (Water Resources Manager, Management Analyst, Senior Stormwater Engineer, Civil Engineer, City Surveyor).
- Provide the Logistics Section Chief (Project Administrator, Management Analyst).
- Provide the Deputy Logistics Section Chief (Project Administrator).
- Provide the Safety Officer (PW Ops Safety Coordinator, Parks Maintenance Senior Technician).
- Provide the Damage Assessment Task Force Leader (PW infrastructure) – Facilities Supervisor, Design and Construction Manager, Transportation Manager, Civil Engineer).
- Provide staffing to the Operations Section.
- Coordinate City public works and engineering activities during emergencies and provide for the assessment, reconstruction, repair, and maintenance of City streets, water, wastewater, stormwater, parks, and other PW infrastructure.
- Establish temporary infrastructure as needed.
- Oversee engineering and demolition.



20.4.1. RESPONSE Roles and Responsibilities

Public Works – Response (Continued)

- Lead damage assessment, evaluation, and information collection for roadways, public property, and City-owned utilities.
- Deploy Damage Assessment Team.
- Provide the ECC Planning Section with information concerning the conditions of streets and transportation resources.
- Provide barricades where needed.
- Coordinate transportation resources.
- Assist with City-owned vehicle repair and maintenance.
- Provide emergency engineering services for Public Works infrastructure.
- The Community and Economic Development (CED) Department is the primary agency responsible for providing emergency engineering services for private infrastructure.
- Assist in regulating emergency public roadway traffic utilizing signs, barricades, and cones.
- Assist with utility access needs for the road system.
- Coordinate the use of private sector materials and equipment when necessary.
- Assign personnel to non-threatening fire duties as necessary.
- Provide situational reports to the City ECC on a regular basis.
- Fill out appropriate forms and forward them to the ECC Planning Section.
- Appoint a City Utilities Coordinator to:
 - o Serve as a liaison with PSE to obtain a list of energy and utility resources that are in short supply and report that information to the ECC and identify energy and utility resources that are in short supply and report that information to the ECC and the County Utilities Coordinator.
 - o Compile and forward Damage Reports and Operational Situation Reports.
 - o Work with PW Water Operations to coordinate storage and dispensing water for emergency and domestic use.

Lacey Fire District #3 – Response

- Provide the Search of Damaged Buildings Leader.
- Provide the Evacuation Task Force Leader.
- Support the Operations Section.
- Provide fire suppression and prevention.
- Provide and/or coordinate emergency medical services, including managing and supplying basic life support (BLS) for non-life-threatening injuries, and advanced life support (ALS) for life-threatening conditions.
- Coordinate Search and Rescue operations involving structures (Urban Search and Rescue - USAR).
- Provide door-to-door or neighborhood warning notification as needed.
- Direct and control all fire related services in the City.



20.4.1. RESPONSE Roles and Responsibilities

Lacey Fire District #3 – Response (Continued)

- Provide or oversee rescue services as a participant in the Thurston County Special Operations Rescue Team.
- Provide emergency medical services and fire suppression as needed at shelters.
- Establish on-scene Unified Incident Command as necessary.
- Maintain medical direction and communications with the base hospital physician.
- Provide medical triage, treatment, and transportation oversight within the established Incident Command structure to oversee the transportation of victims to appropriate medical facilities.
- Provide aid stations at fire stations as needed. Provide personnel and supplies in conjunction with Medic One for aid stations.
- Lead agency for hazardous materials emergency response in the City.
- Provide the initial on-scene Incident Commander (IC) at Hazmat emergencies.
- Provide initial Hazmat response, size-up, and investigation duties at the Hazardous Materials Operations level.
- Request notification of Washington State Patrol for mitigation of any incidents requiring intervention at the Hazardous Materials Technician level.
- Dispatch personnel to hazardous materials incidents to determine nature and resource requirements.
- May establish perimeter at Hazmat incidences to secure scene awaiting proper resources.

20.4.2. Thurston County RESPONSE Roles and Responsibilities

Thurston County Emergency Management/ECC – Response

- Receive and transmit warning and emergency information from State and Federal sources.
- Relay all warning information to the Lacey Emergency Management and Safety Coordinator or designee.
- Activate public alert and warning systems.
- Provide ongoing incident information and updates to the Lacey Emergency Management and Safety Coordinator or designee, or the Lacey ECC.
- Generate warning signals to hospitals and schools in accordance with emergency procedures.
- Operate the County ECC.
- Act as the interface to resources from Thurston County, adjacent jurisdictions, and State and Federal government.
- Receive, consolidate, and act on requests for assistance.
- Coordinate the use of all religious and volunteer services to avoid competition and duplication of resources by the political subdivisions in the County.



20.4.2. Thurston County RESPONSE Roles and Responsibilities
Thurston County Emergency Management/ECC – Response (Continued)
• Maintain liaison with the American Red Cross and School Districts and act as a conduit for accessing their services.
Thurston County Department of Public Health and Social Services – Response
• Provide health care and mental health services throughout the City. • Coordinate the collection, reporting, and analysis of health impacts of emergencies. • Ensure sanitary food and water supplies. • Ensure sanitary food, water, and overall conditions at shelters. • Provide for the coordination of health and sanitation services at mass care facilities and other locations when requested. • Preserve death records. • Contract with mental health provider organizations to deliver disaster behavioral health support to displaced persons and emergency workers when requested. • Coordinate with Lacey Fire District #3, Thurston County Medic One, and Providence St. Peter and Capital Medical Center Hospitals to provide public health and medical services. • Provide temporary measures for the sanitary disposal of solid waste and other refuse. • Inspect and give technical advice on sanitation matters.
Thurston County Department of Public Works – Response
• Coordinate repair of roads with Lacey Public Works.
Thurston County Assessor’s Office – Response
• Provide maps, file information, and damage assessment information to the Lacey ECC upon request.
Thurston 911 Communications (TCOMM 911) – Response
• Dispatch fire and police resources to emergency calls.
Thurston County Medic One – Response
• Provide emergency medical services. • Provide emergency transportation for evacuation operations, as requested. • Support the Thurston County Department of Public Health and Social Services in providing public health and medical services.
Thurston County Coroner – Response
• Responsible for the care, identification, and disposition of the deceased during and after emergencies. • Work in coordination with the Washington State Funeral Directors' Association to provide mortuary services and identification of disaster victims. • In accordance with RCW 68.08, the County Coroner has jurisdiction over bodies of all deceased persons who come to their death suddenly when in apparent good health.
Thurston County WSU Extension – Response
• Provide advice and support regarding agricultural issues during emergencies.



20.4.3. Non-Governmental Partner RESPONSE Roles and Responsibilities
EMC of Thurston County and the Disaster Assistance Council – Response
• Maintain liaison with necessary religious and volunteer organizations to better understand the services they offer. • Coordinate requests for assistance from religious and volunteer organizations.
School Districts – Response
• Support emergency operations and logistics, as requested. • Provide bus transportation as requested. • Provide locations for family assistance centers, shelters, Disaster Assistance Centers, and/or logistics facilities as requested and as they fit with school schedules and requirements.
Thurston County Fire Chiefs' Association – Response
• Coordinate countywide fire suppression services during large-scale emergencies.
InterCity Transit – Response
• Support emergency operations and logistics, as requested. • Provide bus transportation as requested.
Thurston County Search and Rescue Council – Response
• Coordinate lost person search and rescue activities with local governments.
Thurston County ARES – Response
• Provide emergency communications support. • Conduct windshield surveys. • Provide windshield survey data. • Provide staffing to ECC as requested.
American Red Cross – Response
• Establish Disaster Assistance Centers as requested. • Provide shelter and mass care support. • Register evacuees. • Provide emergency assistance as requested. • Conduct just-in-time shelter management training when requested. • Provide staff and supplies as conditions dictate and resources allow. • Support may also include initial resources such as staff, supplies, and locations for mass care shelters, feeding, and emergency first aid during large emergency events. • May also provide mass care for small emergencies and localized events not requiring activation of the Thurston County ECC.
Other Non-Governmental Organizations (NGOs) – Response
• Support the mass care and shelter operations provided by Thurston County Emergency Management and the American Red Cross. • Establish shelters in coordination with Thurston County Emergency Management. • Coordinate and provide mass feeding services for victims unable to provide for themselves as a result of an emergency.



20.4.3. Non-Governmental Partner RESPONSE Roles and Responsibilities
Other Non-Governmental Organizations (NGOs) – Response (Continued)
• Keep complete and accurate records on emergency operations, shelter inhabitants, and services provided.
Interfaith Works and other Faith-based Organizations – Response
• Provide spiritual support to disaster survivors when requested. • Provide care teams to aid disaster survivors through the recovery process. • Provide emergency communications when requested.
The Crisis Clinic of Thurston and Mason Counties – Response
• Respond to the humanitarian and personal needs of disaster victims by referring them to appropriate agencies or organizations. <i>(Note: Service is available 24 hours a day, 7 days a week to everyone in Thurston and Mason Counties. Service is confidential and anonymous and is free to everyone.)</i>
Thurston County Food Bank - Response
• Manage food stocks. • Coordinate food redistribution to: - o Food banks to support recovery efforts. - o Shelters, groups, individuals, and other organizations as requested.
Providence St. Peter and Capital Medical Center Hospitals – Response
• Provide medical services and resources and obtain assistance from surrounding hospitals. • Inventory and distribute medical supplies and materials. • Support Thurston County Public Health and Social Services Department and other organizations in providing medical and social services assistance.
Local Funeral Directors – Response
• Provide mortuary services in conjunction with the County Coroner and Washington State Funeral Directors' Association.
Local Ambulance Companies – Response
• Provide emergency medical transport. • Transport patients to medical facilities as necessary.
Trucking Companies – Response
• Provide refrigerated vans as temporary morgues.
Puget Sound Energy – Response
• Provide information about electrical and natural gas outages to the ECC, including estimated time to return areas to service. • Coordinate repair of utilities with City of Lacey Utilities Coordinator.
Telecommunications Companies (including internet and cellular providers) – Response
• Provide information about service outages, including estimated time to return areas to service. • Coordinate repair of systems with City of Lacey Utilities Coordinator.



20.4.4. State of Washington RESPONSE Roles and Responsibilities
Washington Emergency Management Division (WA EMD) – Response
• Operate the State Emergency Operations Center (SEOC) and the State Warning Point. • Provide alerts and warnings. • Provide the interface to State and Federal resources. • Support the disaster declaration process. • Distribute emergency funds. • Coordinate the use of some State and Federal fire-related services.
Washington National Guard – Response
• Provide support during emergencies as requested.
Washington State Department of Transportation (WASDOT) – Response
• Provide state highway engineering services and construction. • Coordinate rerouting of highway traffic. • Coordinate all highway engineering services and transportation construction requirements on state routes.
Washington State Utilities and Transportation Commission – Response
• Provide transportation resources when requested. • Provide liaison to energy and utility providers.
Washington State Department of Social and Health Services (DSHS) – Response
• Support disaster-impacted jurisdictions through continued delivery of its vital services to its clients and persons qualifying for assistance as a result of the emergency. • Coordinate ESF 6 (mass care) support to disaster-impacted jurisdictions when their resources are overwhelmed by the disaster response. • As its resources permit or as additional resources are authorized, DSHS will deploy teams to sheltering operations to process applications for cash, food, medical assistance, and other services that will support persons in the recovery from a disaster. • Deploy Mobile Community Service Office vehicles, if able, to disaster reception or other locations to facilitate a rapid response and delivery of its services.
Washington State Department of Health (DOH) – Response
• Oversee regulation and inspection of food. • Provide for the recording and preservation of death records for all Washington State community members. • Assist in the coordination of all public health activities in the state. • Under the provision of RCW 43.20.010 the Secretary has "the same authority as local health officers." • Supplement local health agencies in the regulation and inspection of consumable food.
Washington State Department of Agriculture – Response
• Respond to food contamination issues. • Oversee and coordinate response to animal and plant diseases. • Check food processing and distribution areas and facilities for harmful contamination.



20.4.4. State of Washington RESPONSE Roles and Responsibilities
Washington State Department of Agriculture – Response (Continued)
• Inspect the integrity of farm products following a disaster.
Washington State Patrol – Response
• Support local law enforcement operations. • Lead hazardous materials response.
Washington State Department of General Administration – Response
• Provide food for mass feeding or distribution.
Washington State Department of Ecology
• Lead hazardous materials response.
Washington State Department of Employment Security – Response
• Assist with recruitment of people with special skills.
Washington State Department of Commerce - Energy – Response
• Disseminate energy and utility information.

20.4.5. Federal RESPONSE Roles and Responsibilities
FEMA – Response
• Review requests for Presidential Disaster Declaration. • Conduct joint preliminary damage assessments. • Coordinate requests for assistance through the Emergency Management Assistance Compact (EMAC) process. • Issue alerts and warnings through the Integrated Public Alert and Warning System (IPAWS).
Other Federal Agencies – Response
• Provide support to State agencies as requested.

21. **Recovery Mission Area**

Recovery includes those capabilities necessary to assist communities affected by an incident to recover effectively. Support for recovery ensures a continuum of care for individuals to maintain and restore health, safety, independence, and livelihoods, especially those who experience financial, emotional, and physical hardships. Successful recovery ensures that we emerge from any threat or hazard better prepared and positioned to meet the needs of the future. Recovery capabilities support well-coordinated, transparent, and timely restoration, strengthening, and revitalization of infrastructure and housing; an economic base; health and social systems; and a revitalized cultural, historic, and environmental fabric.

21.1. **Recovery Mission Core Capabilities**

Recovery Mission Area Core Capabilities for the City are:



Recovery Core Capability	Definition
Planning	Conduct a systematic process engaging the whole community, as appropriate, in the development of executable strategic, operational, and/or tactical-level approaches to meet defined objectives.
Public Information and Warning	Deliver coordinated, prompt, reliable, and actionable information to the whole community through the use of clear, consistent, accessible, and culturally and linguistically appropriate methods to effectively relay information regarding any threat or hazard and, as appropriate, the actions being taken, and the assistance being made available.
Operational Coordination	Establish and maintain a unified and coordinated operational structure and process that appropriately integrates all critical stakeholders and supports the execution of core capabilities.
Economic Recovery	Return economic and business activities (including food and agriculture) to a healthy state and develop new business and employment opportunities that result in an economically viable community.
Health and Social Services	Restore and improve health and social services capabilities and networks to promote the resilience, independence, health (including behavioral health), and well-being of the whole community.
Housing	Implement housing solutions that effectively support the needs of the whole community and contribute to its sustainability and resilience.
Infrastructure Systems	Stabilize critical infrastructure functions, minimize health and safety threats, and efficiently restore and revitalize systems and services to support a viable, resilient community.
Natural and Cultural Resources	Protect natural and cultural resources and historic properties through appropriate planning, mitigation, response, and recovery actions to preserve, conserve, rehabilitate, and restore them consistent with post-disaster community priorities and best practices and in compliance with applicable environmental and historic preservation laws and executive orders.



21.2. Recovery Mission Goals and Objectives

Recovery Mission Area Goals and Objectives
Recovery Goal #1: Ensure the City’s financial health and stability throughout the emergency and recovery.
Recovery Objective 1.1: Consistently communicate projected costs and percentage of reimbursement to the City Manager.
Recovery Objective 1.2: Identify and conduct training in emergency financial management processes per City policies.
Recovery Objective 1.3: Identify, submit, and retain proper documentation for reimbursement.
Recovery Objective 1.4: Identify and pursue emergency funds and available County, State, and Federal aid related to disaster recovery.
Recovery Goal #2: Conduct an effective and efficient recovery after an emergency.
Recovery Objective 2.1: Identify critical recovery milestones that establish restoration conditions for short, intermediate, and long-term recovery in the sectors of community planning and capacity building, economic, health and human services, housing, infrastructure, and environmental and cultural resources for the City.
Recovery Objective 2.2: Integrate recovery, mitigation, and comprehensive plans and activities to enhance community resilience.
Recovery Goal #3: Ensure all economic and demographic populations within the City can access recovery services.
Recovery Objective 3.1: Develop and sustain a robust whole community network to plan and conduct recovery activities for the City.
Recovery Objective 3.2: Develop a citywide recovery process aligned with other community plans to restore the economic vitality and quality of life in conjunction with response activities.
Recovery Goal #4: Educate business owners and the public on the recovery process.
Recovery Objective 4.1: Provide ongoing education and outreach to businesses and the public on recovery.
Recovery Objective 4.2: Provide and review resources for businesses and the public on recovery policies.

21.3. Recovery Mission Operations

Recovery actions begin during the response phase under the authority of the Emergency Coordination Center (ECC) and require deliberate and coordinated actions when response and recovery activities are simultaneously occurring.



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21.3.1. Recovery activities occur in three phases: Short-Term Recovery, Intermediate-Term Recovery, and Long-Term Recovery.

- **Short-Term Recovery.** Short-term recovery activities start almost as soon as the ECC is established and are directed by the Operations Section. Many response activities (e.g. sheltering, conducting damage assessments, and requesting a disaster declaration) are also part of recovery. During the Short-Term Recovery phase, State agencies and volunteer groups may assist disaster victims with basic needs, such as temporary shelter, food, and clothing. Consider developing and activating a local donations management program to distribute donated goods and funds to disaster victims and assign volunteer workers to assist victims and local government.
- **Intermediate-Term Recovery.** The Intermediate-Term Recovery phase involves returning individuals, families, critical infrastructure, and essential government or commercial services to a functional, if not pre-disaster, state. Such activities are often characterized by temporary actions that provide a bridge to permanent measures. These activities typically begin under the direction of the Operations Section but transition to a recovery organization. Intermediate-Term Recovery activities are complex and should be further developed as part of a Pre-Disaster Recovery Plan.
- **Long-Term Recovery.** Long-Term Recovery addresses complete redevelopment and revitalization of the impacted area; rebuilding or relocating damaged or destroyed social, economic, natural, and built environments; and a move to self-sufficiency, sustainability, and resilience. This phase usually occurs only after a catastrophic disaster has struck and will take months or (usually) years to complete. These activities are conducted by a separate recovery organization. Long-Term Recovery activities are complex and should be further developed as part of a Pre-Disaster Recovery Plan.

21.3.2. Short-Term Recovery activities begin almost immediately and are coordinated through the Operations Section. For smaller scale emergencies, there is little need for intermediate- or long-term recovery programs. In this scenario, when people are impacted, they seek shelter or support, and they either return to their homes, or the day-to-day governmental, nonprofit, and/or faith-based support structures are able to meet their needs.

21.3.3. Short-Term Recovery activities include:



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- Implement continuity of government and business continuity and restoration plans.
- Continue a comprehensive public outreach campaign to share recovery information with the public.
- Continue to ensure proper, timely, and accurate financial and administrative management.
- Continue collaborating with infrastructure operators for the restoration of critical services.
- Continue collecting information on the severity and impacts of the emergency.
- Continue debris removal operations.
- Support the needs of disaster survivors.
 - o Continue mass care operations until they are no longer necessary.
 - o Transition shelter clients to temporary housing.
 - o Support deployment of Voluntary Organizations Active in Disaster (VOAD) relief services.
 - o Provide information and referrals for disaster assistance.
 - o Ensure that recovery information and resources reach vulnerable populations, including people with disabilities and others with access and functional needs.
- Initiate the repair and reconstruction process.
 - o Consider prioritizing permitting processes, waiving plan review requirements, or reducing fees, where possible.
 - o Consider the need for permitting field offices.
 - o Manage inspector staffing and activate mutual aid for additional support if necessary.
- Coordinate with the State and/or FEMA for assistance programs as necessary.
- Continually evaluate recovery needs and activate committees and subcommittees as needed.
 - o Economic
 - o Health and Social Services
 - o Housing
 - o Infrastructure
 - o Land Use Planning and Development
 - o Natural and Cultural Resources
- Establish the Recovery Coordination Center (RCC), if activated (see Annex E, Transition to Recovery).
- Begin transition activities from the response organization to the recovery organization (see Annex E, Transition to Recovery).



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21.3.4. During the intermediate-term recovery phase, activities focus on the transition from the short-term to the long-term recovery phases.

Intermediate phase activities may include:

- Coordinating with County, State, and partner resources;
- Developing communications on long-term objectives; and
- Ensuring that adequate resources are available to complete long-term recovery objectives.

21.3.5. Long-term recovery includes reconstruction of damaged or destroyed social, economic, natural, and built environments. The overarching focus of long-term recovery will be on building safely and wisely, reducing future hazards, and optimizing community improvements. All efforts will guide the affected community toward self-sufficiency, sustainability, and resilience. Long-term recovery may commence early in the recovery process and will continue for months or years. Long-term recovery activities may include:

- Assisting the affected population(s) with financial assistance through local assistance centers;
- Coordinating housing to place residents into stable interim or permanent housing;
- Determining transportation restoration and resiliency;
- Establishing the community's rebuilding and resiliency goals; and
- Permanently re-establishing services.

21.3.6. Activation of the Recovery Function. The City Manager, who may consult with the Executive Leadership Team (ELT) and the Emergency Management and Safety Coordinator, makes the determination to activate the recovery function. During a major incident, activation should happen early in the response to ensure sufficient time to spin up recovery operations.

Considerations for activating recovery operations include:

- Size, scope, and complexity of incident impacts, including loss of life and damage to property;
- Anticipated duration for repairs of critical infrastructure, residential, or major commercial areas;
- Accessibility of the affected area and anticipated timeline for re-entry; and
- Whether the Governor has been requested to declare a "state of emergency" and requested a President Declaration of Emergency or Disaster under the Robert T. Stafford Disaster Relief and Emergency Assistance Act, Public Law 93-388 (Stafford Act).



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21.3.7. Once the Recovery Function is activated, a Recovery Section is established as part of the ECC and a Recovery Section Chief and appropriate staff are assigned to monitor situational awareness, provide support to ongoing response operations, and begin transition activities.

21.3.8. The Recovery Section operates within the ECC structure, co-equal with the Operations, Plans, Logistics, and Finance/Admin Section. The role of the Recovery Section is to assist with ongoing operations and begin overseeing and directing short-term recovery activities, including mass care activities, initial damage assessments, and the conducting of Joint Preliminary Damage Assessments.

21.3.9. Transition to Recovery. As response activities reduce in scope, and recovery activities grow, the City Manager should consider establishing and transitioning to a long-term recovery structure. See Annex E for Transition to Recovery actions. Transition activities include:

- Designating a location for the Recovery Coordination Center (RCC)
- Identifying a coordination structure and the Recovery Support Functions (RSFs) to activate;
- Completing transition checklists (see Annex E Transition to Recovery).
- Long-Term Recovery activities and the recommended organization are covered under DHS/FEMA's National Disaster Recovery Framework.

21.4. Recovery Mission Roles and Responsibilities

21.4.1. RECOVERY Roles and Responsibilities
City Manager and All Department Directors – Recovery
• Phase out emergency administrative functions as necessary.
• Continue collecting information on the severity and impacts of the emergency.
• Support Recovery Coordination Center (RCC) staffing as needed.
• Provide historical documentation as requested by Public Assistance (PA) personnel to support the FEMA reimbursement process.
• Continue to maintain records and data of ongoing costs to support recovery activities, including overtime, administrative costs, purchases, equipment use, etc.
• Compile and provide cost information to the Planning Unit of the Recovery Coordination Center (RCC).
• Identify personnel to participate in just-in-time training to support recovery processes, including emergency financial management processes.
• Research and coordinate with partners to identify possible grant funding streams available through State, Federal, and nonprofit partners within areas of responsibility.
• Identify partners to include in recovery activities, focusing on private and non-profit partners such as the Area Agency on Aging (AAA), the Master Builders Association, etc.



21.4.1. RECOVERY Roles and Responsibilities
City Manager and All Department Directors – Recovery (Continued)
• Include identified partners in planning and conducting recovery.
Emergency Coordination Center (ECC) Staff – Recovery
• Transition activities per Annex E Transition to Recovery.
• Prepare and conduct a Transition Briefing to City leadership, the Local Disaster Recovery Manager, and the Recovery Coordination Center (RCC) staff per Annex E Transition to Recovery.
• Deactivate the ECC per the ECC SOP.
Response Coordination Center (RCC) Staff – Recovery
• Establish the Response Coordination Center (RCC).
• Conduct recovery operations per this Plan, Annex E, and the Community Recovery Plan.
• Collect, collate, and disseminate cost information from the departments and sections within the RCC.
• Continue developing the Community Recovery Plan by Identifying critical recovery milestones that establish restoration conditions for short-, intermediate-, and long-term recovery in the sectors of community planning and capacity building, economic, health and human services, housing, infrastructure, and environmental and cultural resources.
• Review existing plans, including the Thurston Regional Mitigation Plan and the City Comprehensive Plan, to ensure recovery activities are integrated with the goals and objectives of those plans.
• Identify partners to include in recovery activities, focusing on private and non-profit partners such as the Area Agency on Aging (AAA), the Master Builders Association, homeless support agencies, community-based organizations supporting minority populations, etc.
• Include identified partners in planning and conducting recovery.
• In coordination with Public Affairs, County, State, and FEMA, prepare and provide information to the public about recovery policies and specific limits for various programs, including FEMA Individual Assistance (IA) and Small Business Administration (SBA) loans.
• In coordination with Public Affairs, County, State, and FEMA, conduct public meetings and other engagement activities throughout the City to provide recovery information to the public and receive feedback.
• In coordination with Public Affairs, County, State, and FEMA, develop and disseminate information to the private and NGO sector on policies, procedures, and resources available for business recovery.
Local Disaster Recovery Manager (LDRM) – Recovery
• Establish the Response Coordination Center (RCC).
• Begin transitioning activities from the response organization to the recovery organization.
• Receive the transition briefing and determine the organizational structure needed to support recovery activities.



21.4.1. RECOVERY Roles and Responsibilities

Local Disaster Recovery Manager (LDRM) – Recovery (Continued)

- Conduct recovery operations per this Plan, Annex E, the Community Recovery Plan, and the National Disaster Recovery Framework (NDRF).

Continually evaluate recovery needs and activate committees and subcommittees as needed to deliver recovery services for the following Recovery Support Functions (RSF):

- Community Planning and Capacity Building
- Economic
- Health and Social Services
- Housing
- Infrastructure
- Natural and Cultural Resources

- Regularly communicate with the Thurston County Local Disaster Recovery Manager (LDRM) and the State and Federal Coordinating Officers to coordinate recovery efforts.

Mass Care Task Force – Recovery

- Continue to support the needs of disaster survivors.
- Continue mass care operations until they are no longer necessary.
- Transition activities to the Health and Social Services and Housing RSFs in the Recovery Coordination Center (RCC).
- Transition shelter clients to temporary housing.
- Support deployment of Voluntary Organizations Active in Disaster (VOAD) relief services.
- Provide information and referrals for disaster assistance.
- Ensure recovery information and resources reach vulnerable populations, including people with disabilities and others with access and functional needs (AFN).

City Council – Recovery

- Make determination on approving additional financial resources for the City, as necessary.
- Make determination on amending emergency policies or amending the Municipal Code to achieve needed recovery goals and objectives.

City Manager – Recovery

- Appoint a Local Disaster Recovery Manager (LDRM) to direct recovery operations.
- Make recommendations to the City Council amending emergency policies or amending the Municipal Code to achieve needed recovery goals and objectives.
- Assign available personnel to support recovery activities.
- Activate the RCC.
- In coordination with the Finance Director, control the replacement of emergency fiscal procedures with normal fiscal procedures as necessary.
- Implement continuity of government and business continuity and restoration plans.
- Continue to ensure proper, timely, and accurate financial and administrative management.
- Determine the need for and make recommendations on attaining additional financial resources for the City.



21.4.1. RECOVERY Roles and Responsibilities

City Manager – Recovery (Continued)

- Determine the need for implementing emergency policies or recommending amendments to the Municipal Code to achieve needed recovery goals and objectives.

City Attorney – Recovery

- Provide legal support and guidance throughout the recovery effort.

Community and Economic Development – Recovery

- Provide typical building inspection services and applicable permits to aid in the restoration and rebuilding process.
- Initiate the repair and reconstruction process.
- Consider prioritizing permitting processes, waiving plan review requirements, or reducing fees, where possible.
- Manage inspector staffing and activate mutual aid for additional support if necessary.
- Coordinate and communicate with businesses during the recovery process.
- Provide historic economic and business data to support recovery activities.
- Provide advice to City leadership on recovery priorities and processes.

Finance – Recovery

- Coordinate with the Emergency Management and Safety Coordinator to develop and conduct just-in-time training in emergency financial management processes.
- Coordinate with partners to identify possible grant funding streams available through State, Federal, and nonprofit partners specific to recovery activities.

Human Resources – Recovery

- Support administrative requirements for the RCC, including temporary assignment of staff to the RCC and hiring temporary staff for the RCC.

Emergency Management and Safety Coordinator – Recovery

- Conduct a review of ECC activities and modify the training and education programs accordingly.
- Continue to coordinate the collection of required emergency management information and forward it through Thurston County ECC to the State.
- Assist in determining a site for the Disaster Assistance Center (DAC) and coordinates its activities.
- Work in coordination with religious and volunteer organizations to sustain or conclude activities.
- Continue to coordinate resources to effectively restore the community.
- Continue to coordinate medical, health, and mortuary services.
- Coordinate with the State and/or FEMA for assistance programs as necessary.
- Support the RCC in preparing and providing information to the public about recovery policies and specific limits for various programs, including FEMA Individual Assistance (IA) and Small Business Administration loans.



21.4.1. RECOVERY Roles and Responsibilities

Emergency Management and Safety Coordinator – Recovery (Continued)

- In support of the RCC, County, State, and FEMA, conduct public meetings and town hall events throughout the City to provide recovery information to the public and receive feedback.
- In support of the RCC, County, State, and FEMA, develop and disseminate information to the private sector on policies, procedures, and resources available for business recovery.

Joint Animal Services – Recovery

- Continue to support pet animal needs.

Parks, Culture and Recreation – Recovery

- Assist in determining a site for the DAC and coordinate its activities.
- Designate, establish, and staff commodity distribution centers.
- Coordinate support for recovery facilities with City departments and other partners.

Police Department – Recovery

- Provide for or arrange security, if needed, at DACs, commodity distribution locations, town hall meetings, etc.

Public Affairs – Recovery

- Create and conduct a comprehensive public outreach campaign to share recovery information with the public.
- Continue to build positive relationships with the media.
- Support the RCC in preparing and providing information to the public about recovery policies and specific limits for various programs, including FEMA Individual Assistance (IA) and Small Business Administration loans.
- In support of the RCC, County, State, and FEMA, conduct public meetings and other engagement events throughout the City to provide recovery information to the public and receive feedback.
- In support of the RCC, County, State, and FEMA, develop and disseminate information to the private sector on policies, procedures, and resources available for business recovery.

Public Works - Recovery

- Continue debris removal operations.
- Initiate the repair and reconstruction process of City-owned infrastructure and facilities.
- Continue collaborating with private utilities (e.g. PSE, cable providers, cellular companies, etc.) located in the public right of way, InterCity Transit, and other entities regarding the restoration of critical services.

21.4.2. Thurston County RECOVERY Roles and Responsibilities

Thurston County Emergency Management – Recovery

- Coordinate City recovery activities with State and Federal recovery organizations.
- Coordinate Joint Preliminary Damage Assessments throughout Thurston County.



21.4.2. Thurston County RECOVERY Roles and Responsibilities

Thurston County Department of Public Health and Social Services – Recovery

- Support the Health and Social Services Recovery Support Function (RSF).
- Coordinate the collection, reporting, and analysis of health impacts of emergencies.

Thurston County Department of Public Works – Recovery

- Coordinate the ongoing repair of roads with Lacey Public Works.

21.4.3. Non-Governmental Partner RECOVERY Roles and Responsibilities

EMC of Thurston County and the Disaster Assistance Committee – Recovery

- Coordinate requests for recovery assistance from religious and volunteer organizations.

School Districts – Recovery

- Provide locations for DACs, distribution centers, and town hall meetings as requested and as they fit with school schedules and requirements.

InterCity Transit – Recovery

- Support recovery transportation needs as requested.

Thurston County ARES – Recovery

- Continue to provide emergency communications support as needed.

American Red Cross – Recovery

- Establish DACs as requested.
- Assist transitioning people in shelters to intermediate- and long-term housing.
- Assist with transitioning people in need into a case management system.

Other Non-Governmental Organizations (NGOs) – Recovery

- Support the various RSFs.
- Provide case management services to people in need.
- Search for and recommend intermediate- and long-term emergency housing options to the Recovery Coordination Center (RCC).
- Continue to coordinate and provide mass feeding services.
- Keep complete and accurate records on emergency operations, shelter inhabitants, and services provided.

Interfaith Works and other Faith-based Organizations – Recovery

- Support the Health and Social Services Recovery Support Function (RSF).

Thurston County Food Bank – Recovery

- Support the Health and Social Services Recovery Support Function (RSF).

Puget Sound Energy – Recovery

- Continue to coordinate repair of utilities with City of Lacey Utilities Coordinator.

Telecommunications Companies (including internet and cellular providers) – Recovery

- Continue to coordinate repair of systems with City of Lacey Utilities Coordinator.



21.4.4. State of Washington RECOVERY Roles and Responsibilities
Washington Emergency Management Division (WA EMD) – Recovery
• Coordinate with FEMA for Joint Preliminary Damage Assessments. • Schedule Joint Preliminary Damage Assessments with the City. • Provide recommendations and guidance on developing and implementing a community-wide disaster recovery program. • Provide guidance and just-in-time training on state and federal disaster programs.
Washington State Department of Transportation (WASDOT) – Recovery
• Coordinate all highway engineering services and transportation construction requirements on state routes.
Washington State Department of Social and Health Services (DSHS) – Recovery
• Support the Health and Social Services RSF.
Washington State Department of Health (DOH) – Recovery
• Support the Health and Social Services RSF. • Supplement local health agencies in the regulation and inspection of consumable food.

21.4.5. Federal RECOVERY Roles and Responsibilities
FEMA – Recovery
• Establish a Joint Field Office. • Conduct joint preliminary damage assessments. • Provide Public Assistance (PA) personnel to assist with developing project worksheets, advising the City on reimbursable work, and tracking project status. • Provide guidance and just-in-time training on federal disaster programs, if requested.
Small Business Administration (SBA) – Recovery
• Activate disaster grant programs. • Provide guidance on Small Business Administration (SBA) programs. • Assist businesses with applying for loans.

22. Prevention Mission Area

Prevention includes those capabilities necessary to avoid, prevent, or stop a threatened or actual act of terrorism. Unlike other mission areas, which are all-hazards by design, Prevention core capabilities are focused specifically on imminent terrorist threats, including ongoing attacks or stopping imminent follow-on attacks.

22.1. Prevention Mission Core Capabilities

Prevention Mission Area Core Capabilities for the City are:



Prevention Core Capability	Definition
Planning	Conduct a systematic process engaging the whole community, as appropriate, in the development of executable strategic, operational, and/or tactical-level approaches to meet defined objectives.
Public Information and Warning	Deliver coordinated, prompt, reliable, and actionable information to the whole community through the use of clear, consistent, accessible, and culturally and linguistically appropriate methods to effectively relay information regarding any threat or hazard and, as appropriate, the actions being taken and the assistance being made available.
Operational Coordination	Establish and maintain a unified and coordinated operational structure and process that appropriately integrates all critical stakeholders and supports the execution of core capabilities.
Forensics and Attribution	Conduct forensic analysis and attribute terrorist acts (including the means and methods of terrorism) to their source, to include forensic analysis as well as attribution for an attack and for the preparation for an attack in an effort to prevent initial or follow-on acts and/or swiftly develop counter-options.
Intelligence and Information Sharing	Provide timely, accurate, and actionable information resulting from the planning, direction, collection, exploitation, processing, analysis, production, dissemination, evaluation, and feedback of available information concerning physical and cyber threats to the United States, its people, property, or interests; the development, proliferation, or use of WMDs; or any other matter bearing on U.S. national or homeland security by local, state, tribal, territorial, Federal, and other stakeholders. Information sharing is the ability to exchange intelligence, information, data, or knowledge among government or private sector entities, as appropriate.
Interdiction and Disruption	Delay, divert, intercept, halt, apprehend, or secure threats and/or hazards.
Screening, Search, and Detection	Identify, discover, or locate threats and/or hazards through active and passive surveillance and search procedures. This may include the use of systematic examinations and assessments, bio surveillance, sensor technologies, or physical investigation and intelligence.



22.2. Prevention Mission Goals and Objectives

Prevention Mission Area Goals and Objectives

Prevention Goal #1: Collaborate with regional, state, federal, and private sector partners in preventing terrorist attacks, including cyber-attacks.

Prevention Objective 1.1: Share and disseminate terrorism-related intelligence and information with other law enforcement, private sector, and non-governmental partners, as appropriate.

Prevention Objective 1.2: Continue to work with regional, state, and federal law enforcement agencies to prevent, disrupt, or respond to terrorist attacks in a coordinated manner.

Prevention Goal #2: Strengthen cybersecurity measures for City-owned critical infrastructure and systems.

Prevention Objective 2.1: Identify and subscribe to threat information sources.

Prevention Objective 2.2: Implement appropriate controls and safeguards, security measures, and tools to secure City-owned resources.

Prevention Objective 2.3: Provide appropriate training for City staff roles and responsibilities for cybersecurity.

22.3. Prevention Mission Operations

22.3.1. The Prevention Mission Area focuses on preventing terrorist attacks, which, for the City, includes lethal active threats and cyber-attacks.

22.3.2. Most of the core capabilities for the Prevention Mission Area are beyond the capabilities of the City to perform without support from outside law enforcement agencies.

22.3.3. The Police Department is in constant contact with other law enforcement agencies about terrorism related information.

- Oftentimes, terrorism-related information is extremely sensitive and restricted to law enforcement channels. Lacey Police Department will work with the originator of the information to allow its release to critical City leaders.
- If the Police Department receives terrorism indications or warnings that can be shared with City leadership, it will notify the appropriate people.
- City leadership and the Police Department will collaborate to determine the appropriate response to the terrorism information received.

22.3.4. The Police Department will respond to lethal active threats per their procedures.



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- The Police Department will immediately notify the City Manager and the Emergency Management and Safety Coordinator of the existence of a lethal active threat.
- If the lethal active threat occurs in a school or other areas/facilities with large numbers of people, the City should consider activating the ECC to coordinate support and media.
- Activation of the ECC will activate the response portion of the CEMP.
- The City should consider designating and activating a Family Assistance Center that is well away from the incident site.

22.3.5. The response to cyber-attacks will be led by Information Services.

- The response will be based upon the type of cyber-attack and will be informed by industry best practices.

22.3.6. Cybersecurity is the key to helping prevent cyber-attacks.

- Information Services will seek out and subscribe to a wide variety of threat information sources to ensure that the latest threats and counters are understood.
- Information Services will continue to assess systems and identify and push software security patches to ensure systems are up to date.
- Employees are to report suspected breaches or attempts to gain access (through phishing, smishing, or other schemes) to Information Services.
- Information Services will continue to push and track cyber awareness training and information.

22.4. Prevention Mission Roles and Responsibilities

22.4.1. PREVENTION Roles and Responsibilities
City Manager and All Department Directors – Prevention
• Ensure cybersecurity training is conducted by all staff. • Coordinate with Information Services to ensure all equipment, including SCADA, is running the latest versions of software and are up to date on security patches.
Emergency Management and Safety Coordinator – Prevention
• Contact Fire, Police, and/or TCOMM 911 to receive updates about developing emergencies. • Provide information about developing emergencies to City leadership. • Coordinate information flow about ongoing emergencies with other City staff, Thurston County Emergency Management/ECC, and other partners.
Finance – Information Services – Prevention
• Maintain information sharing networks with cyber watch entities. • Prepare and disseminate cyber-attack, phishing, and other warnings to City employees. • Identify solutions to ensure the City maintains access to critical information and systems during cyber-attacks.



22.4.1. PREVENTION Roles and Responsibilities

Finance – Information Services – Prevention (Continued)

- In coordination with Public Affairs, develop and disseminate public messaging during ongoing events.
- Continue to develop, disseminate, and track cyber awareness education materials, training, and warnings.

Parks, Culture and Recreation – Prevention

- Coordinate the activation of family reunification centers, shelters, or other support facilities if needed.

Police Department – Prevention

- Maintain information sharing networks with other law enforcement agencies.
- Share and disseminate terrorism-related intelligence and information with other law enforcement, private sector, and non-governmental partners, as appropriate.
- Request additional law enforcement assistance as needed.
- Direct and control the assisting law enforcement agencies.
- In coordination with Public Affairs, develop and disseminate public messaging during ongoing events.
- Determine the need for and request the opening of family assistance centers, shelters, or other support facilities.
- Provide traffic and crowd control in and around the emergency scene.
- Determine the need for an exclusionary area around an incident site and coordinate with Public Works, Public Affairs, and other law enforcement agencies as needed to establish a barrier around the area.

Public Affairs – Prevention

- In coordination with Police and/or Information Services, develop and disseminate public messaging during ongoing events.

Public Works – Prevention

- Provide traffic barriers, barricades, and signage as requested.
- Ensure that security is in place to prevent from damaging Public Works Infrastructure.

22.4.2. Thurston County PREVENTION Roles and Responsibilities

Thurston County Emergency Management – Prevention

- Coordinate resource requests.
- Coordinate the use of all religious and volunteer services to avoid competition and duplication of resources by the political subdivisions in the County.
- Maintain liaison with the American Red Cross and School Districts and act as a conduit for accessing their services.

Thurston County Sheriff's Office – Prevention

- Support the Lacey Police Department as requested.



22.4.2. Thurston County PREVENTION Roles and Responsibilities

Thurston County Sheriff's Office – Prevention (Continued)

- Share and disseminate terrorism-related intelligence and information with the Lacey Police Department.

Thurston 911 Communications (TCOMM 911) – Prevention

- Receive and transmit terrorism-related intelligence, information, and warnings from State and Federal sources.

22.4.3. State of Washington PREVENTION Roles and Responsibilities

Washington Emergency Management Division (WA EMD) – Prevention

- Provide terrorism-related alerts and warnings.
- Provide the interface to State and Federal resources.

Washington State Patrol – Prevention

- Share and disseminate terrorism-related intelligence and information with partners.
- Provide support during emergencies as requested, including HAZMAT response.

22.4.4. Federal PREVENTION Roles and Responsibilities

Federal Bureau of Investigation (FBI) – Prevention

- Coordinate the activities of the Washington Fusion Center.
- Share and disseminate terrorism-related intelligence and information with partners.

23. **Mitigation Mission Area**

See Hazards Mitigation Plan for the Thurston Region for Mitigation Mission Area goals and objectives.

24. **Communications**

24.1. **General**

24.1.1. Leadership facilitates communication through the development and use of a common communications plan, interoperable communications processes, and systems that include voice and data links. Integrated communications provide and maintain contact among and between incident resources, enable connectivity between various levels of government, achieve situational awareness, and facilitate information sharing. Planning, both in advance of and during an emergency, addresses equipment, systems, and protocols necessary to achieve integrated voice and data communications.

24.1.2. The principles of communications and information management, which support incident managers in maintaining a constant flow of information during an incident, are (1) Interoperability; (2) Reliability, Scalability, and Portability; (3) Resilience and Redundancy; and (4) Security. Information and intelligence management include identifying essential elements of



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information (EEL) to ensure that personnel gather the most accurate and appropriate data, translate it into useful information, and communicate it with appropriate personnel.

24.1.3. For the purposes of this plan, communication includes:

- Public information;
- Warning; and
- Internal emergency communications.

24.2. Interoperable Communications

24.2.1. Federal. National Emergency Communications Plan (NECP). The NECP is the Nation's strategic plan for emergency communications that promotes communication and sharing of information across all levels of government, jurisdictions, disciplines, and organizations for all threats and hazards, as needed and when authorized.

24.2.2. Washington State

- The Alert and Warning Center (AWC). The AWC is a function of the State Emergency Operations Center (SEOC) which provides 24-hour, 7 days a week coverage for notifications, alerts, and warnings of emergency events and incidents affecting Washington State. The AWC provides continuous situational monitoring during non-emergency periods as well as in times of disaster and emergency. Federal, state, local, and tribal officials are then responsible for further dissemination or action as needed.
- Information Management Systems. Washington State maintains information management systems, such as WebEOC, to manage disasters and emergencies and to support and increase public safety information sharing. The system provides the SEOC and local jurisdictions with a platform to receive, process, and manage information. The system is used as a gateway to share information and provide communications among County/City ECCs, the SEOC, and State, Federal, and local public safety entities. This information sharing allows authorized users to make informed decisions regarding public safety operations during disasters or emergencies and supports statewide collaboration.
- Communications plans developed by Washington EMD and posted at <https://mil.wa.gov/plans> include:
 - o Logistics Communication Unit/RACES Plan
 - o State Telecommunications Service Priority (TSP) Planning Guidance.
 - o Washington Integrated Public Alert and Warning System WAPAWS.



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- o Washington Statewide AMBER Alert Plan.
- o Appendix 1: Communicating with Limited English Proficient Populations; Washington State CEMP - ESF 15.

24.2.3. Thurston County. Primary communication with Thurston County is through TCOMM 911, Thurston County Emergency Management/ECC, and, when activated, the Thurston County ECC.

24.3. Public Information

24.3.1. The release of public information related to the City's day-to-day emergency management program will be coordinated among the Emergency Management and Safety Coordinator, Public Affairs, and the ESC.

- The Emergency Management and Safety Coordinator will establish emergency management messaging consistent with State and County guidelines.
- Public education and outreach could include in-person presentations, information posted to the City's website, and information distributed through social media.

24.3.2. It is essential that accurate, timely, and consistent information be disseminated to the public when the ECC is activated. Departments shall coordinate the development and dissemination of all emergency-related public information through the ECC's Public Information Officer (PIO).

- The PIO is designated on the ECC Organization Chart.
- All emergency information is to be approved by the City Manager or designee before it is released to the public.
- Emergency information shall be disseminated by existing media systems (television, radio, newspapers, website, social media, etc.) after it has been coordinated with appropriate sources in the ECC to ensure accuracy.
- Lacey City Hall Council Chambers or the City Manager's Meeting Room can be used for official media briefings and news conferences. The Lacey Timberland Library, 500 College St. SE, may be used as an alternate briefing room and work area for members of the news media if necessary.

24.3.3. Public information will be coordinated among the ECC PIO, Public Affairs, and collateral duty Public Information Officers in the Police and Fire departments.

24.3.4. The ECC PIO will maintain contact and coordinate messaging with the Thurston County Joint Information Center (JIC). However, messaging within



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the City is under the sole purview of the City leadership and will not be limited or edited by outside jurisdictions.

24.3.5. Limited-English Proficiency (LEP) Communications Plan

- Race and Ethnicity⁴:
 - o White – 64%
 - o Black and African American – 6%
 - o American Indian and Alaska Native – 1%
 - o Asian – 9%
 - o Native Hawaiian and Other Pacific Islander – 3%
 - o Other Race – 5%
 - o Two or More Races – 13%
- Primary Language Spoken at Home⁵:
 - o English only – 82.6%
 - o Spanish – 6.0%
 - o Korean – 2.3%
 - o Vietnamese – 2.1%
 - o Tagalog – 2.0%
 - o Chinese – 0.4%
 - o Other Language – 4.6%
- Written communications will, when possible, be translated into Spanish, Korean, Vietnamese, and Tagalog.
- Following each emergency, the City will contact key partners to determine the effectiveness of emergency messaging to the LEP community.
- The City will use the existing translation services contract, when necessary.

24.3.6. There is presently no capability, beyond the existing warning system, to provide warnings to special locations such as schools, hospitals, nursing homes, or places of public assembly.

24.4. Warning

24.4.1. The City relies on the warning capabilities of the Federal and State governments, and the news media, for dissemination of warning information. Where there is a special need that is not being met by standard warning dissemination methods, including a hazardous materials spill, the City may supplement those systems.

24.4.2. The principal mechanisms by which the City receives warning messages of impending emergencies are the National Warning System (NAWAS), A

⁴ City of Lacey's Annex to the Hazards Mitigation Plan for the Thurston Region, 4th Edition, 2024, p. 4

⁵ Ibid.



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Central Computerized Enforcement Service System (ACCESS), the Integrated Public Alert and Warning System (IPAWS), amateur radio, Thurston County Emergency Management, and the Washington State Military Department - Emergency Management Division.

- All warning information is received by the TCOMM 911 Dispatch Center and relayed through Thurston County Emergency Management to the Emergency Management and Safety Coordinator or other staff.
- Upon receipt of warning information, the Emergency Management and Safety Coordinator will coordinate with the City Manager and other leaders to determine the significance of the information to Lacey and decide which warning procedures to activate.

24.4.3. Warning of the general public could take the form of one or more of the following:

- Activation of the Integrated Public Alert and Warning System (IPAWS).
- Activation of Thurston County Alert (TC Alert).
- Neighborhood notification using loudspeakers on emergency vehicles.
- Door-to-door notification by Police, Fire, Public Works, or other City Staff.
- Local warning information via television, radio stations, and social media.
- On Cable Television on channel 77, streaming also on Lacey TV 77, which can be accessed by web browser, Amazon Fire Stick, ROKU, Constant Contact, and by the Lacey 311 subscriber list.
- Use of Thurston County Amateur Radio Emergency Services (TC ARES).
- Any other means determined necessary by the Emergency Management and Safety Coordinator.
- Warnings and alerts will be given a priority on all communications systems.

24.4.4. Public Alert and Warning System (IPAWS) will operate through local radio and cable TV stations and by broadcasting alerts directly to cell phones. It is intended to provide the means to disseminate prompt, reliable emergency information, instructions, and warnings in the event of an emergency.

- KGY Radio, Olympia, 1240 AM; 96.9 FM
- KXXO Radio, Olympia, 96.1 FM
- KAOS at The Evergreen State College, Olympia, 89.3 FM
- COMCAST, Olympia

24.5. Internal Emergency Communications

24.5.1. Close communication and coordination within the City, between departments, and between the ECC and field elements are crucial to responding effectively to an emergency. This section describes four situations



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that require communication and coordination and establishes procedures to help ease the flow of information. The emergency situations that require coordination include the following, and are described further below:

- Police, Fire, or Public Works have an emergent situation within their normal responsibilities that is stable.
- Police, Fire, and/or Public Works have an emergent situation within their normal responsibilities that has the potential to grow and/or involve other agencies.
- Police or Fire have an emergent situation that requires the activation of the Lacey ECC to coordinate support.
- A sudden onset emergency occurs that requires the activation of the ECC to coordinate operations and support.

24.5.2. Police, Fire, or PW have an emergent situation within their normal responsibilities that is stable.

- When operating within their normal responsibilities, Police and Fire will provide information on emergent situations to TCOMM 911 as per their normal procedures.
- The Emergency Management and Safety Coordinator can access TCOMM 911 for updated information on Police and Fire responses.
- When operating within their normal responsibilities, PW teams will provide information on emergent situations to the PW leadership or DCC, if activated.
- The PW leadership or DCC will provide information updates on emergent situations to the Emergency Management and Safety Coordinator when the emergent situation is resolved or at the end of each day.

24.5.3. Police, Fire, and/or Public Works have an emergent situation within their normal responsibilities that has the potential to grow and/or involve other agencies.

- When involved in an emergent situation that has the potential to grow larger or involve other departments, the responding department should establish an Incident Command Post (ICP) and consider establishing Unified Command.
- Police and Fire will continue updating TCOMM 911 per normal procedures; PW will update the PW DCC or duty officer.
- The ICP will send regular updates to the parent department(s) involved in the response AND either the Lacey Emergency Management and Safety Coordinator or the Lacey ECC, if activated.
- Upon notification of a growing emergency, the Emergency Management and Safety Coordinator will contact the ICP or the parent department to



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receive an information update and inform the City Manager (or designee) of the situation, including making a recommendation on activating the ECC.

- Notification of City staff will be through normal departmental channels.

24.5.4. Police or Fire have an emergent situation that requires the activation of the ECC to coordinate support.

- When involved in an emergent situation that requires the activation of the ECC to coordinate support, the responding department should establish an Incident Command Post (ICP) and consider establishing Unified Command.
- Police and Fire will continue updating TCOMM 911 per normal procedures but will also notify their department of the situation and request activation of the ECC.
- Once activated, the ECC will contact TCOMM 911, the responding department(s), and the ICP to receive a situation update.
- The ICP will subsequently send regular updates to the parent department(s) involved in the response AND the ECC.
- The ECC will communicate regularly with the ICP and other field teams/units and departments within the City to coordinate support requirements.
- Notification of City staff will be through normal departmental channels.

24.5.5. A sudden onset emergency occurs that requires the activation of the ECC to coordinate operations and support.

- When a sudden onset emergency (such as an earthquake) occurs, initial communication will be via phone, text, and email.
- The City Manager or designee will determine if the ECC should be activated.
- Once activated, the ECC will maintain contact with all departments that have elements supporting emergency operations in the field.
- Departments with operational field elements (Police, Fire, PW) will provide regular situation updates to the Planning Section of the ECC.

24.5.6. TC ARES may be activated to provide a communications link between the Lacey and Thurston County ECCs.



Section IV – Administration, Finance, and Logistics

25. Administration

25.1. General

25.1.1. The Governor, Washington Military Department - Emergency Management Division (EMD), and other governmental officials require information concerning the nature, magnitude, and impact of a disaster or emergency. This information allows for evaluating and providing the most efficient and appropriate distribution of resources and services during the response to and recovery from an emergency. The City will provide reports and other information, including, but not limited to:

- Situation Reports (SitReps);
- Requests for Declarations of Emergency;
- Requests for Assistance;
- Costs/Expenditures Reports;
- Damage Assessment Reports; and/or
- After Action Reports.

25.1.2. The existing framework of government is retained during an emergency. The directors of departments continue to act in their respective capacities.

25.1.3. The City Manager is ultimately responsible for ensuring the City is prepared to respond to emergencies, and that emergency operations are carried out in an effective manner.

25.2. After Action Reports.

25.2.1. The Emergency Management and Safety Coordinator will ensure After Action Reviews are conducted and submit the After Action Report (AAR) with an Improvement Plan (IP) to the ESC.

25.2.2. AARs will be completed as follows:

- An initial AAR will be submitted within 30 days of the onset of ECC activation.
- If the ECC is activated for longer than 30 days, an AAR will be completed and submitted at the end of each calendar month.
- A comprehensive AAR will be completed and submitted within 30 days of the deactivation of the ECC following an emergency.
- AARs will be completed and submitted within 30 days following each exercise conducted by the City.



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25.2.3. Per RCW 38.52.070(4), AARs conducted after actual events will evaluate the effectiveness of the communication of life safety information.

- The Emergency Management and Safety Coordinator will coordinate with Public Affairs and gather information from the public on the effectiveness of messaging through establishing focus groups, conducting a targeted poll, or some other process to gain feedback.
- The Emergency Management and Safety Coordinator will work with ECC staff and Public Affairs to identify technological challenges which limited communications efforts.
- Feedback from external and internal sources will be collated and assessed by a working group that includes representatives from emergency management, public affairs, access and functional needs, and limited English proficiency communities. The working group will develop recommendations and resources needed to address communications challenges.

25.3. Documentation

25.3.1. The City will obtain an Incident Number (Mission Number) from the State EOC Duty Officer for liability coverage. The Incident Number pertains to all actions taken that are intended to protect life, property, and the environment during the incident period of any emergency.

25.3.2. Records will be kept in such a manner to separately identify incident-related expenditures and obligations from general programs and activities of local jurisdictions or organizations. Complete and accurate records are necessary to document requests for assistance, for reimbursement under approved applications pertaining to declared emergencies, and for audit reports.

25.4. Retention

25.4.1. Records will be kept in such a manner to separately identify event-related expenditures and obligations. The City will abide by the Washington State Archives' Local Government Common Records Retention Schedule to the best of their ability. Complete and accurate record retention is necessary for proper and prompt reimbursement (when applicable), and may include records such as but not limited to:

- Resource requests;
- Payroll information;
- Invoices, warrants, and checks issued and paid for materials and supplies;
- Bid request copies; and/or



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- Contracts, including invoices and payment documentation.

25.5. Preservation

25.5.1. Local government offices may coordinate the protection of their essential records with the state archivist as necessary to provide continuity of government under emergency conditions pursuant to RCW 40.10.010.

25.5.2. The City and City Employees have a duty to preserve potential evidence when litigation against the City is initiated or is reasonably anticipated or foreseeable. An event that results in known and significant injury may be an indicator that litigation is reasonably anticipated or foreseeable against the City and trigger preservation duties. Preservation includes, but is not limited to, immediately suspending deletion, destruction, and purging, overwriting or other means of disposal.

26. Finance

26.1. Fiscal Management

26.1.1. The Finance Director is responsible for developing fiscal procedures in compliance with RCW 38.52.070, under the direction and control of the City Manager.

26.1.2. Financial assistance, staffing, and equipment may be granted to the City by State and/or Federal programs. Any such assistance under the authority of RCW 38.52 will be in accordance with the State of Washington Comprehensive Emergency Management Plan (CEMP).

26.1.3. Fiscal transactions shall be conducted by the Finance Department.

26.1.4. Upon declaration of an emergency, the Finance Department will immediately activate the emergency purchase order procedures and coordinate with the ECC Manager.

26.1.5. A tracking system will be established by the Finance Director to report equipment usage, personnel costs, and other service costs.

26.1.6. Audit procedures will conform to those currently in use in the City and the State Auditor's Office.

26.1.7. When requesting assistance, the City should assume the resources requested will need to be paid out of City funding. The City may incur emergency-related obligations and expenditures in accordance with the



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provisions of RCW 38.52.070(2), applicable state statutes and local codes, charters, and ordinances, which may include, but are not limited to, the following:

- Emergency expenditures for cities with populations less than 300,000. RCW 35.33.081.
- Emergency expenditures for code cities. RCW 35A.33.080 and RCW 35A.34.140.

26.1.8. The Federal Emergency Management Agency (FEMA) requires that state and local governments receiving federal financial assistance under the Stafford Act comply with FEMA's rules prohibiting discrimination, as provided in 44 Code of Federal Regulation (CFR) § 206.11. As a result of this federal requirement, state and local governments seeking to receive federal disaster assistance will follow a program of non-discrimination and incorporate FEMA's Whole Community approach. This requirement encompasses all state and local jurisdiction actions to the Federal/State Agreement.

- All personnel carrying out federal major disaster or emergency assistance functions, including the distribution of supplies, the processing of applications, and other relief and assistance activities, shall perform their work in an equitable and impartial manner, without discrimination on the grounds of race, religion, sex, color, age, economic status, physical and sensory limitations, Limited English Proficiency, or national origin.
- As a condition of participation in the distribution of assistance or supplies under the Stafford Act, government bodies and other organizations shall provide a written assurance of their intent to comply with regulations relating to nondiscrimination promulgated by the President or the administrator of the Federal Emergency Management Agency (FEMA), and shall comply with such other regulations applicable to activities within an area affected by a major disaster or emergency as the administration of FEMA deems necessary for the effective coordination of relief efforts.

26.1.9. The Pets Evacuation and Transportation Standards (PETS) Act amends the Robert T. Stafford Disaster Relief and Emergency Assistance Act. The PETS Act is operational when a federal disaster declaration is made and can provide reimbursement for allowable, documented services used in the declared emergency. Eligible costs related to pet evacuations and sheltering are in FEMA's Public Assistance Program and Policy Guide (PAPPG).



26.2. Incurred Costs Tracking

26.2.1. Emergency expenditures are not normally integrated into the budgeting process of the City. Nevertheless, events occur on a periodic basis requiring substantial and necessary unanticipated obligations and expenditures. City Emergency Management and all other support agencies will follow their designated emergency purchasing procedures and obtain all appropriate approvals prior to implementing any emergency spending.

26.2.2. Emergency fiscal transactions will be assigned emergency purchase order numbers to be kept separate from other regular purchase orders.

26.3. Cost Recovery

26.3.1. Emergency-related expenditures and obligations of State agencies, local jurisdictions, and other organizations may be reimbursed under a number of Federal programs. The Federal government may authorize reimbursement of approved costs for work performed in the restoration of certain public facilities after a major disaster declaration by the President of the United States under the statutory authority of certain Federal agencies.

26.3.2. Federal Assistance Programs

- FEMA Public Assistance Program. FEMA's Public Assistance grant program provides federal assistance to government organizations and certain private nonprofit (PNP) organizations following a Presidential disaster declaration. PA provides grants to state, tribal, territorial, and local governments, and certain types of PNP organizations so that communities can quickly respond to and recover from major disasters or emergencies. Through the program, FEMA provides supplemental federal disaster grant assistance for debris removal, life-saving emergency protective measures, and the repair, replacement, or restoration of disaster-damaged publicly-owned facilities, and the facilities of certain PNP organizations. The PA program also encourages protection of these damaged facilities from future events by providing assistance for hazard mitigation measures during the recovery process. The federal share of assistance is not less than 75 percent of the eligible cost. The Recipient (usually the State) determines how the non-federal share (up to 25 percent) is split with the subrecipients (eligible applicants).



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- Individual Assistance (IA) Program. FEMA provides assistance to individuals and households through the Individual Assistance Program, which includes all of the following:
 - o Mass Care and Emergency Assistance (MC/EA);
 - o Crisis Counseling Assistance and Training Program (CCP);
 - o Disaster Unemployment Assistance (DUA);
 - o Disaster Legal Services (DLS);
 - o Disaster Case Management (DCM); and
 - o Individuals and Households Program (IHP). IHP is comprised of two categories of assistance: Housing Assistance (HA) and Other Needs Assistance (ONA).
- Federal Highways Administration (FHWA) Emergency Relief Program – WSDOT Local Area Guidance Manual Chap 33. When an emergency exceeds the capability of state and local government, federal assistance can be requested from FHWA Emergency Relief (FHWA ER) for the restoration of all damaged public roads and bridges except rural minor collectors and local roads.

26.3.3. State Assistance Programs

- Public Assistance Program. The Public Assistance State Administrative Plan (SAP) provides procedures used by the Military Department, Emergency Management Division staff (as Grantee) to administer the Public Assistance Program. Audits of State and local jurisdiction emergency expenditures will be conducted in the normal course of State and local government audits. Audits of projects approved for funding with federal disaster assistance funds are necessary to determine the eligibility of the costs claimed by the applicant.
- Individual Assistance (IA) and Other Needs Assistance (ONA) Programs. The Individual Assistance (IA) State Administrative Plan (SAP) for the Other Needs Assistance (ONA) Program is used by the State Emergency Management Division staff (as Grantee) to administer the Individual Assistance Program. The IA SAP sets forth the organization, staffing, and procedures for administration of the Individuals and Households Program, Other Needs Assistance, in Washington State subsequent to a major disaster declaration by the President.

27. Logistics and Resource Management

27.1. General

27.1.1. Resource tracking is the responsibility of each department and the ECC staff.



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- 27.1.2. Resource support involves the procurement and allocation of resources beyond normal day-to-day operations. These resources include equipment, emergency relief supplies and materials, facilities, contracting services, and personnel required to support the City's departments and Divisions during the response and recovery phases of an emergency. Resource support may continue until the disposition of excess and surplus property, if any, is completed.
- 27.1.3. Pursuant to adopted City Policies, all City employees are expected to report to work and/or check-in with their immediate supervisor to assist when an emergency has been declared in the city limits of Lacey. Employees may be worked out of class but will be compensated fairly in accordance with existing bargaining agreements and FLSA.
- 27.1.4. Departments will first utilize normal procedures or mutual aid resources before requesting outside assistance. The Finance Department may assist departments by providing procedural guidance for emergency resource procurement.
- 27.1.5. The City Manager will forward major emergency resource requests (including funding needs and requests for additional temporary staff) to the Policy Group for policy direction.
- The Policy Group will establish budgetary and policy guidelines for procurement and adding temporary staffing in support of emergency operations.
- 27.1.6. The Logistics Section is responsible for the procurement of emergency resources pursuant to established procurement processes.
- 27.1.7. The Finance Section may offer support and will document the resource procurement process.
- 27.1.8. Local resources (including procurement) will be utilized before requesting needed resources from the County.
- Departments should identify community partners, particularly in the private sector, that could provide resources during emergencies, and:
 - o Determine the types of resources they could provide;
 - o Include them in planning, training, and exercises when appropriate;



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- o If possible, develop memoranda of understanding or agreement (MOU/A), emergency purchase orders, or stand-by contracts to attain supplies, equipment, and/or services during emergencies.
- When City resources are exhausted, the ECC shall coordinate the need for the use of additional resources through Thurston County ECC.
- When County resources are exhausted, requests may be made to WA EMD for additional assistance.
- The primary categories of resources and services deemed most essential to responding to and recovering from an emergency are:
 - o Communications;
 - o Construction and housing;
 - o Food;
 - o Forms of energy and power;
 - o Health and medical;
 - o Manpower;
 - o Petroleum;
 - o Transportation; and
 - o Water and sewer.
- Departments should maintain comprehensive lists of their available resources.
- To avoid competition and duplication of resources by the political subdivisions in the County, all religious and volunteer services shall be coordinated through the Thurston County ECC.

27.1.9. Departments are responsible for coordinating with the Emergency Management and Safety Coordinator to access the supply cache for the emergency care and feeding of their employees. The ECC is responsible for the initial emergency care and feeding of volunteers.

27.2. Resource Typing

Resource typing is defining and categorizing incident resources by capability. Resource typing definitions establish a common language for discussing resources by defining minimum capabilities for personnel, teams, facilities, equipment, and supplies. Resource typing enables communities to plan for, request, and have confidence that the resources they receive have the capabilities they requested. FEMA leads the development and maintenance of resource typing definitions for resources shared on a local, interstate, regional, or national scale. Jurisdictions can use these definitions to categorize local assets.



27.3. Emergency Worker Program/Liability Protection

27.3.1. RCW 38.52 authorizes the use of emergency workers as outlined in state law. "Emergency Worker" is defined in RCW 38.52.010(7), while provisions addressing the registration, use, classification and coverage of emergency workers are addressed by RCW 38.52.180, RCW 38.52.310 and WAC 118.04.

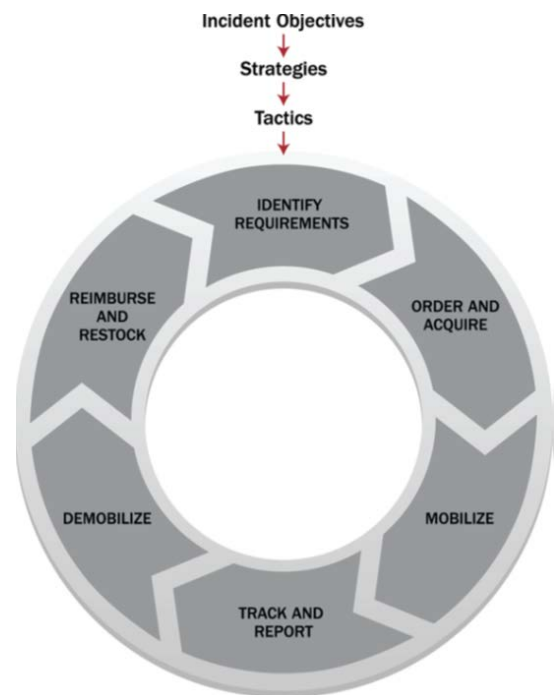
27.4. Procurement Methodology

27.4.1. The Washington Intrastate Mutual Aid System (WAMAS), established in RCW 38.56, provides for in-state mutual assistance among member jurisdictions, to include every County, City, and town of the State. Members of WAMAS are not precluded from entering into or participating in other mutual aid agreements that are authorized by law. WAMAS does not replace current mutual aid agreements; it is a mutual aid tool to use when other agreements do not exist.

27.4.2. Out-of-state mutual aid resources are requested through the Emergency Management Assistance Compact (EMAC), established in Public Law 104-321, or the Pacific Northwest Emergency Management Arrangement (PNEMA), established in Public Law 105-381, both coordinated through Washington Emergency Management Division.

27.4.3. Resources should deploy only when appropriate authorities request and dispatch them through established resource management systems. Resources that authorities do not request should refrain from spontaneous deployment to avoid overburdening the recipient and compounding accountability challenges.

27.4.4. Resource requests are tracked throughout their entire life cycle, from the time submitted, until filled (if consumable) or until the resource is demobilized and returned (if non-consumable). Supply chain elements, such as state and local staging areas, reception and integration centers,





movement coordination centers, and movement control points activate as appropriate to the situation. State and local staging areas serve as temporary storage areas for the movement of resources to affected areas. Reception and integration centers provide reception, integration, onward movement, and accountability for out-of-state resources.

27.5. Demobilization

27.5.1. Demobilization is the process of releasing resources that have completed their mission or that are no longer needed and seeing that they return safely.

27.5.2. The process includes:

- Debriefing personnel;
- Completing any incident-specific checkout procedures;
- Completing and submitting required documentation;
- Arranging return travel;
- Ensuring that released resources are prepared and safe to travel; and
- Tracking released assets back to their home duty station in the requesting jurisdiction in a safe and timely manner.

27.5.3. The Operations Section Chief will determine when resources may be demobilized and will notify the Planning and Logistics Sections.

27.5.4. The Resource Unit in the Planning Section is responsible for tracking the demobilization of resources, including receiving closeout reports and final financial documentation, if needed.

27.5.5. Financial documentation will be forwarded to the Logistics and Finance/Admin Sections.

27.6. Resource Gaps

27.6.1. Comprehensive and integrated planning can help other levels of government plan their response to an incident within a jurisdiction. By knowing the extent of the jurisdiction's capability, supporting planners can pre-identify shortfalls and develop pre-scripted resource requests.

27.6.2. Identifying resource gaps. Department directors should determine their resource gaps by:

- Identifying their current available resources;



- Identifying the expected level of resources need to respond to the hazards and threats identified in this plan, utilizing the damage scenario presented during the CEMP planning process; and
- Comparing the available resources to expected needs and identifying the unmet needs.

27.6.3. Once resource gaps are identified, departments coordinate with the Emergency Management and Safety Coordinator to identify departments or local partners that could provide resources or identify them as resources that will need to be requested through Thurston County Emergency Management.

Section V – Plan Maintenance

28. Development and Maintenance

Planning is a continuous process that does not stop when the plan is published. The written plan should be checked for its conformity to applicable regulatory requirements and the standards of Federal or State agencies and for its usefulness in practice. Once validated, the planning team presents the plan to the appropriate officials for signature and promulgation. The promulgation process should be based on specific statute, law, or ordinance. Once approved, the planner should arrange to distribute the plan to stakeholders who have roles in implementing the plan.

28.1. Core Planning and Development Team

The Emergency Management and Safety Coordinator leads City emergency program planning efforts. The Core and Collaborative Planning Teams are listed in the Table below.

Core Planning Team	Collaborative Planning Team
City Attorney	Thurston County Emergency Management
City Manager	Thurston 911 Communications (TCOMM 911)
Community and Economic Development	Thurston County Public Health and Social Services
Finance	Thurston County Voluntary Organizations Active in Disasters (VOAD)
Information Services	American Red Cross, Mount Rainier Chapter
Human Resources	North Thurston School District
Joint Animal Services	Washington Emergency Management Division Homeland Security Region #3
Parks, Culture and Recreation	Thurston County ARES
Police	InterCity Transit



Core Planning Team	Collaborative Planning Team
Public Affairs	
Public Works	
Lacey Fire District #3	

28.2. Review Process

28.2.1. **Cyclic.** The CEMP shall be reviewed on a schedule that ensures review of the Plan and Annexes within a four-year cycle, and review of the ECC staffing table on a more frequent basis or as needed. The cycle may be adjusted to comply with future guidance from the Washington Emergency Management Division. The ESC shall adopt a schedule that ensures review of the CEMP and all Annexes during the cycle.

28.2.2. **Post Activation.** The Basic Plan and Annexes shall be reviewed after ECC activations. Lessons learned shall be recommended for incorporation via the ESC. Review following ECC activation shall satisfy cyclic review as delineated above if cyclic review is scheduled to occur within the twenty-four (24) month period following the ECC activation.

28.3. Revision Process

Generally, revisions to this CEMP shall be submitted to the City Manager for approval. However, revisions which clarify existing portions of the CEMP, that reflect changes in State or Federal requirements, or that adjust responsibilities to better reflect organizational capabilities or structure may be made if the revisions cannot be construed as establishing or changing City policy, and the City Manager is advised of any changes prior to their implementation.

As stated in Section 28.2.1 above, the Plan will be reviewed at least every four years. At the conclusion of the four-year review, the Plan will be submitted to the City Council for approval.

29. Training and Exercise Program

Training and exercises will occur per the City's Multi-Year training and Exercise Program (MYTEP) or Integrated Preparedness Program (IPP).

30. List of Annexes

Annex A – Damage Assessment

Annex B – Mass Care

Annex C – Search and Rescue

Annex D – Evacuation

Annex E – Transition to Recovery



Annex F – Roles and Responsibilities by Department
Annex G – Definitions



ANNEX A – Damage Assessment

Lead Agencies:

- Lacey Community and Economic Development Department
- Lacey Public Works Department

Support Agencies:

- Lacey City Manager's Office
- Lacey Human Resources Department, Emergency Management & Safety Coordinator
- Lacey Finance Department
- Lacey Information Services
- Lacey Police Department
- Lacey Fire District #3
- Thurston County Assessor's Office
- Thurston County Department of Public Health and Social Services
- North Thurston School District
- Thurston County ARES
- Washington State Emergency Management Division
- Federal Emergency Management Agency

1. Purpose

To provide a City-wide system to collect, report, and evaluate the emergency. To determine the nature and extent of the loss, damage, and harm to the community. Damage assessments are done for the purpose of reducing the impact on people and identifying resource needs.

2. Operational Concept

2.1. General

- 2.1.1. An extensive, detailed damage assessment is the basis for requesting disaster assistance and, subsequently, requesting most recovery programs at the State and Federal levels. The City is responsible for compiling the necessary information regarding loss of life, injuries, property damage, and economic disruption. Appraised value information should be obtained from the Thurston County Assessor's Office.



- 2.1.2. The Damage Assessment Coordinator will manage the damage assessment function by organizing, training, and employing Damage Assessment Teams composed of at least two personnel.
- 2.1.3. Dispatched damage assessment teams will always consist of at least two people who will remain within sight of each other at all times.
- 2.1.4. Initial windshield surveys may be conducted by personnel from the Lacey Police Department, Lacey Public Works Department, Lacey Fire District #3, Thurston County ARES, and/or other City or volunteer personnel as appropriate.

2.2. Damage Assessment Teams

There are three types of damage assessment teams.

- 2.2.1. The Windshield Survey Team will rapidly collect damage information from across the City to develop a quick damage assessment and determine areas to deploy detailed damage assessment teams.
- 2.2.2. The Individual Assistance and Building Damage Assessment (IA-BDA) team will assess and collect damage information on houses, businesses, and privately- and publicly-owned buildings.
- 2.2.3. The Public Assistance Infrastructure (PAI) team will assess and collect damage information on roadways, city-owned public property, and City-owned utilities. Each team will have a designated team leader who will compile and report team findings to the Damage Assessment Coordinator.
- 2.2.4. The three types of damage assessment teams will undergo training in identifying levels of damage for their type of team and filling in the required forms. If possible, just-in-time refresher training will be provided to the teams prior to their deployment to conduct damage assessments.

2.3. Windshield Survey Team

The Windshield Survey Team will conduct a quick survey of all areas of the City and identify those areas that have suffered damage and the extent of damage, including homes, businesses, and publicly- and privately-owned buildings and facilities. The information will be recorded on the Windshield Survey Form (see Appendix 1) and provided to the ECC Planning Section at the end of each shift.

2.4. Individual Assistance and Building (IA&B) Damage Assessment Team

The IA&B Damage Assessment Team will survey damage to homes, businesses, and privately- and publicly-owned buildings.

- 2.4.1. Homes
 - Damage to homes will be categorized by:
 - o Type of housing unit: single-family, multi-family units, or mobile homes.



- o Type of damage: affected but habitable, minor damage, major damage, or destroyed.
 - Homes that are not safe for occupation will be clearly identified in a manner that is visible as someone approaches each ingress/egress.
 - For each type of housing unit, an estimate of the average percent of units covered by insurance must be provided, if available.
 - Consolidate information on the Housing Initial Damage Assessment Worksheet (see Appendix 2).
- 2.4.2. Businesses
- Collect information on business damages using the Estimated Disaster Economic Injury Worksheet for Businesses (see Appendix 3).
 - Consolidate business injury estimates using the Consolidated Estimated Disaster Economic Injury Worksheet for Businesses (see Appendix 4).
- 2.4.3. Privately-Owned Buildings
- o Inspect buildings for safety and determine if buildings can be safely occupied.
 - o Buildings that are not safe for occupation will be clearly identified in a manner that is visible as someone approaches each ingress/egress.
 - o Collect information on building damages using the Estimated Disaster Economic Injury Worksheet for Businesses (see Appendix 3).
- 2.4.4. Publicly-Owned Buildings
- o Inspect buildings for safety and determine if buildings can be safely occupied.
 - o Buildings that are not safe for occupation will be clearly identified in a manner that is visible as someone approaches each ingress/egress.
 - o Determine initial damages to buildings and record in WA EMD Damage Assessment Worksheet under "(PA-3) Cat 'E' Sites" (<https://mil.wa.gov/preliminary-damage-assessment-forms>). See Appendix 5.

2.5. Public Assistance Infrastructure (PAI) Damage Assessment Team

The PAI Damage Assessment Team will assess and collect damage information on roadways, City-owned public property, and City-owned utilities. Damage will be reported in terms of dollars and impacts in the following categories:

- Category A - Emergency services
- Category B - Debris removal and disposal
- Category C - Roadways and bridges
- Category D - Water control facilities
- Category E - Equipment and vehicles (buildings are assessed by the IA&B DA Team)
- Category F – Publicly-owned utilities



- Category G - Parks and recreational facilities
- Determine initial damages and record in WA EMD Damage Assessment Worksheet under the appropriate category (<https://mil.wa.gov/preliminary-damage-assessment-forms>). See also Appendix 4.

3. Roles and Responsibilities

The damage assessment process will be conducted by all City of Lacey organizations and will be led by the Damage Assessment Coordinator. The goal of the initial damage assessment is to attain an overall picture of the amount of damage to the City, including estimates of damaged and destroyed homes, infrastructure, and businesses. This will assist the City in requesting a disaster declaration from State and Federal authorities. The City will then conduct detailed damage assessments to identify the exact damage to City-owned infrastructure.

The damage assessments will be led by the Damage Assessment Coordinator and conducted by teams led by an Individual Assistance and Building (IA&B) Coordinator and a Public Assistance Infrastructure (PAI) Coordinator.

3.1. Roles and Responsibilities by Department

3.1.1. Lacey Community and Economic Development Department

- Appoint a Damage Assessment Coordinator to lead the overall Damage Assessment process, reporting to the Operations Section Chief when the ECC is activated.
- Appoint an Individual Assistance and Buildings (IA&B) Damage Coordinator to assess and collect damage information on houses, private businesses, and privately- and publicly-owned buildings.
- Provide the appropriate number of building inspectors to support damage assessment teams.
- If necessary, coordinate for additional building inspectors through Thurston County Emergency Management Agency.
- Conduct windshield surveys as directed.
- Deploy damage assessment teams.
- Provide situational reports to the City ECC Planning Section on a regular basis.
- Buildings that are not safe for occupation will be clearly identified in a manner that is visible as someone approaches each ingress/egress.
- Ensure damage assessment information is entered into the appropriate forms.

3.1.2. Lacey Public Works Department

- Appoint a Public Assistance Infrastructure (PAI) Damage Coordinator to assess and collect damage information on roadways, City-owned public property, and City-owned utilities.



- Provide the appropriate number of infrastructure assessors to support damage assessment teams.
 - If necessary, coordinate for additional assessors through Thurston County Emergency Management Agency.
 - Deploy damage assessment teams.
 - Ensure damage assessment information is entered into the appropriate forms.
- 3.1.3. Lacey Finance Department
- Assist with developing the economic impact overview for the damage assessment.
- 3.1.4. Lacey Information Services
- Provide maps and parcel information.
- 3.1.5. Lacey Police Department
- Conduct windshield surveys.
 - Provide windshield survey forms to the Planning Section of the ECC at least daily at end of shift.
- 3.1.6. Lacey Fire District #3
- Conduct windshield surveys.
 - Provide windshield survey forms to the Planning Section of the ECC at least daily at end of shift.
- 3.1.7. North Thurston School District
- Assess and report damage to its facilities and equipment and the estimated cost of repairs.
 - Estimate the effects of the disaster on the school district tax base.
- 3.1.8. Thurston County Assessor's Office
- Provide maps, file information, and damage assessment information to the City ECC upon request.
- 3.1.9. Thurston County Public Health and Social Services
- Coordinates the collection, reporting, and analysis of health impacts.
 - Provide general assessment of public health impacts.
 - Inspect health hazards in damaged buildings.
 - Provide support for epidemiological surveillance.

3.2. Roles and Responsibilities by Position

- 3.2.1 All Department Directors:
- Identify personnel to perform damage assessment tasks.
 - Identify private sector organizations and individuals with appropriate skills and knowledge that may be able to assist in damage assessment.
 - Participate in periodic damage assessment training.
 - Participate in using geographic information systems (GIS) and other technologies that may be used in damage assessment.



- Periodically review forms and procedures for reporting damage with designated damage assessment team members.
 - Make tentative staff assignments for damage assessment operations.
 - Review damage assessment procedures and forms with team members.
 - Prepare maps and take photos and videos to document damage.
 - Identify and prioritize areas to survey.
 - Refresh damage assessment team members on assessment procedures.
 - Deploy damage assessment teams.
 - Complete damage survey forms and forward them to the Damage Assessment Coordinator.
 - Catalog and maintain copies of maps, photos, and videotapes documenting damage for further reference.
 - Provide technical assistance for the preparation of recovery project plans.
 - Maintain disaster-related records.
- 3.2.2 The Emergency Management & Safety Coordinator will:
- Organize and coordinate training for damage assessment teams.
- 3.2.3 The Damage Assessment Coordinator will:
- Report to the ECC to coordinate activation of the Damage Assessment Teams.
 - Collect damage assessments from all Departments, agencies, other governmental entities, and private nonprofit facilities that may be eligible for disaster assistance.
 - Ensure damage assessment information is compiled and entered into the appropriate forms.
 - Participate with State and FEMA representatives in the Preliminary Damage Assessment (PDA) process.
 - Coordinate with the ECC to ensure that response activities have either terminated or are in a phase of transitioning to recovery before deploying damage assessment teams.
- 3.2.4 The Individual Assistance and Buildings (AI&B) Damage Assessment Coordinator will:
- Develop a plan to effectively conduct damage assessment activities throughout the damaged areas.
 - Assign individuals to Damage Assessment Teams, track the teams, and collect and collate damage assessment information.
 - Act as the City's liaison with State and Federal outreach and public relations programs for Individual Assistance.
 - Assist in locating a local facility for use as Disaster Recovery Center (DRC), if needed.
 - Act as the local government representative at the DRC, when needed.



- Coordinate with the State and Federal outreach staff to arrange community meetings.
 - Act as an advocate for disaster survivors who need assistance in dealing with State, Federal, and volunteer agencies.
- 3.2.5 The Public Assistance Infrastructure (PAI) Damage Coordinator will:
- Develop a plan to effectively conduct damage assessment activities throughout the damaged areas.
 - Assign individuals to Damage Assessment Teams, track the teams, and collect and collate damage assessment information.
 - Attend the following PA program meetings:
 - o Applicant's Briefing.
 - o Kick-off Meeting.
 - o Other program meetings, as needed.
 - Obtain maps showing areas with damage from PDA team leaders.
 - Prepare or assist State and Federal teams in preparing recovery Project Worksheets (PWs) for the local area.
 - Monitor all PA program activities to:
 - o Ensure deadlines are complied with or time extensions are requested in a timely manner.
 - o Ensure the work performed complies with the description and intent of the PW.
 - o Ensure compliance with all environmental protection and historical preservation regulations.
 - o Request alternate or improved projects, when appropriate.
 - o Request progress payments on large projects, if appropriate.
 - o Provide quarterly reports to TDEM, as requested.
 - o Request final inspections and audits when projects are completed.
 - o Prepare and submit Project Completion and Certification Report as appropriate.
 - o Provide insurance information when needed.
 - o Ensure costs are properly documented, in coordination with the appropriate City staff.
 - o Assist with final inspections and audits.
 - o Monitor contracts for de-barred contractors.

4. Direction and Control

- 4.1. The damage assessment process will be under the direction of the Operations Section Chief.
- 4.2. The Damage Assessment Teams will submit daily reports to the Planning Section of the ECC.



- 4.3. The Planning Section, supported by the Finance, Economic Development, Public Works, and other Departments as necessary, will collate damage assessment information and complete the consolidated worksheets.

List of Appendixes:

- Appendix 1 – City of Lacey Windshield Damage Assessment Form
- Appendix 2 – Housing Initial Damage Assessment Worksheet
- Appendix 3 – Estimated Disaster Economic Injury Worksheet for Businesses
- Appendix 4 - Consolidated Estimated Disaster Economic Injury Worksheet for Businesses
- Appendix 5 – WA EMD Damage Assessment Worksheet for Public Assistance

Appendix 1 – City of Lacey Windshield Damage Assessment Form to Annex A
(Damage Assessment)



Use this form to complete initial damage assessment information gathered during a Windshield Survey.

Turn this form in at the end of shift to the Planning Section in the ECC.

This form is located at: (insert CoL Sharepoint URL here)

Name of Surveyor:		Team OIC:		
Date:				
Boundaries of area surveyed. Define by street names; survey both sides of each street at the limits of the area surveyed.				
North				
South				
East				
West				
Other Notes				
General description of overall damage in the area:				
Characteristics of surveyed area: (Residential, Business, Mixed):				
Current conditions:				
Access to area and road conditions: (open, closed, partially blocked, etc.):				
Resource needs: (Indicate any contacts with citizens and their concerns/comments):				
Summary of Damage				
Type of Occupancy	Destroyed	Major	Minor	*Totals
Dwellings				0
Multi Family				0
Business				0
Industrial				0
Other				0
*Totals	0	0	0	0

*To automatically total this table, enter numbers into each cell, then go to "Layout," click on the Formula icon, and "OK."



Instructions for completing the Windshield Damage Assessment Form

The City of Lacey Windshield Damage Assessment Form will serve as a quick assessment of the City to determine damage, access issues, possible risk, and disposition of citizens. It will give the ECC a better idea of City needs and how to best deploy resources. Complete one form for each area assigned to survey.

If filling out manually, print as neatly as possible in pencil or ball point pen. Avoid using roller ball or other water-soluble ink pens. The information provided in your assessment must be legible as it may be scanned.

Boundaries of area surveyed: Clearly identify the boundaries of the areas included in the survey report. Even if using subdivision names, include the streets bounding the area to ensure clarity. Both sides of the streets at the boundary of the area surveyed are INCLUDED in the survey. Use the Other Notes section to further define the area. For example, the team was assigned to survey the South Cove Neighborhood. Entries in this section could be:

North	Alternate Lane SE, Kelly Beach Road SE
South	68 th Loop SE
East	MacIntosh Ct SE, 68 th Loop SE
West	Kelly Beach Road SE
Other Notes	Survey started at the intersection of Yelm Highway and Kelly Beach Rd SE but does NOT include anything along Yelm Highway.

General description of overall damage in the area: In general terms describe what you see (i.e., roofs blown off or collapsed, trees down, shingles removed from roofs, siding removed, windows broken, electric poles and wires damaged, etc.

Characteristics of surveyed area (Residential, Business, Mix): Describe the types of occupancies (i.e., townhouse, single family home, etc.)

Current conditions: What is needed in this area? Will it require the ECC to focus resources to help? Flooding conditions, fire, or life safety hazards?

Access to area and road conditions (open, closed, partially blocked, etc.): Describe any access issues, or indicate the partial or complete lack of barriers. Also indicate problems we may have that would flatten fire rescue vehicles.

Resource needs (indicate any contacts with citizens and their concerns/comments): What do the people in the area surveyed generally need (i.e., help with clearing debris, electricity, water, muck out, etc.)?

Definitions of levels of damage: See Next Page

Instructions for completing the Windshield Damage Assessment Form (Continued)



Definitions of levels of damage:

Destroyed	Major	Minor
Water above the first-floor doorknob	Water on first floor 6 inches to doorknob	Carpets soaked on first floor
Two or more basement walls collapsed	Water on main floor more than 24 hours	Damage to the home's mechanicals such as furnace, water heater, baseboard heat, and air-conditioner in need of repair or replacement
Structure leveled above foundation	Foundation damaged (bowed or collapsed wall)	Sewer backup or flood water in unfinished basement
Second floor is gone	One exterior wall collapsed, exterior frame damage (bowed walls-non cosmetic), roof off or collapsed, 6 inches or less of water in a mobile home	Insulation damage in crawl space or mobile home belly board
Two exterior walls collapsed	Exits blocked in addition to other damage	Interior floor, walls; minor structural damage to exterior walls
Moved off foundation	One room destroyed (pertains to apartment renters)	Trees fallen on structure, minor damage to exterior walls and interior floor
	Accessory/service/outbuildings damaged (business)	Shingles/roofing removed or damaged exposing the sheathing
	Production equipment/office equipment (business)	Business inventory destroyed (business), fire escape not usable (pertains to businesses and multi-family units), fleet/vehicle damage (business)
	Utilities damaged to include well, septic system, electrical service, and gas	

Appendix 2 – WA Housing Initial Damage Assessment Form to Annex A (Damage Assessment)



Download form at: (insert URL to CoL SharePoint site).

	A	B	C	D	E	F	G	H	I
1	Appendix 1 (Housing Initial Damage Assessment Worksheet) to Annex A - Damage Assessment								
2	First Name ▾	Last Name ▾	Address of Damaged Property ▾	Apt/Unit # ▾	City/Town ▾	Primary Phone ▾	Email ▾	Home or Business ▾	Primary Home ▾
3	John	Doe	123 Sample Rd	2	Floodtown	218-957-2565	john.doe@gmail.com	Home	Yes
4									
5									
6									
7									
8									
9									
10									
11									
12									
13									
14									
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Appendix 3 – Estimated Disaster Economic Injury Worksheet for Businesses to
Annex A (Damage Assessment)



Download form at: [\(insert URL to CoL SharePoint site\)](#).

ESTIMATED DISASTER ECONOMIC INJURY WORKSHEET FOR BUSINESSES			
This form is not required, but is a convenience in clarifying the supporting documentation the state is required to submit to the U.S. Small Business Administration when requesting an Economic Injury Disaster Loan Declaration. This information in any other format would also be acceptable. For your convenience, this form may be filled out electronically or manually.			
Name of Business:		Type of Business:	
Owner Details			
Last Name:		First Name:	
Work Phone:		Email:	
Home Phone:		Property Owner:	
Business Owner Mailing Address			
Address:			
City:		State:	Zip Code: County:
Business Street Address			
Address:			Same As Above ☐
City:		State:	Zip Code: County:
Estimated Adverse Economic Impact			
When did the impact start and what is the estimated end date?		From:	To:
What were your businesses' revenues during the affected damage period?			
What were your businesses' revenues during that SAME period of the prior year?			
Amount of business interruption insurance received or anticipated, if any:			
Please provide a brief explanation of what adverse economic effects the disaster had on your business:			

Appendix 4 – Consolidated Estimated Disaster Economic Injury Worksheet for Businesses to Annex A (Damage Assessment)



Download form at: (insert URL to CoL SharePoint site)

Consolidated Estimated Disaster Economic Injury Worksheet for Businesses						
Name of Business	Type of Business	Business Street Address	Business Mailing Address	Estimated \$ loss to Building (if owned)	Estimated \$ loss to Contents	Insurance recovery expected or received for property damage



Download form at: (insert URL to CoL SharePoint site)

Example of the first worksheet of the workbook:

Instructions for the Preliminary Damage Assessment (PDA) Site Sheet Form

Last Updated: 08/31/2022

Preliminary Damage Assessments (PDAs) are conducted to enable FEMA — as well as state, local, tribal, and territorial partners (SLTT), and certain types of PNP organizations — to determine the magnitude of damage and impact of disasters. PDAs are just one of many steps in the requesting Federal assistance declaration process (Figure 1 & 2). 44 C.F.R. 206.33

Primary Goals during a PDA:

1) Document accurate and reasonable damage estimates associated with **Emergency Work** (Category A - Debris Removal, Category B - Protective Measures), and **Permanent Work** (Category C - Roads and Bridges, Category D - Water Control Facilities, Category E - Public Buildings, Category F - Public Utilities, Category G - Parks/Other) (Figure 3).

2) Determine damage estimates in agreement with Recipient.



ANNEX B – Mass Care

Lead Agencies:

- Lacey Parks, Culture, and Recreation Department
- American Red Cross – Northwest Region

Support Agencies:

- Lacey Animal Services
- Lacey Human Resources Department
- Lacey Information Services
- Lacey Police Department
- Lacey Public Affairs
- Lacey Public Works Department
- Lacey Fire District #3
- North Thurston School District
- InterCity Transit
- Other Non-Governmental Organizations (NGOs)
- Thurston County Disaster Assistance Council
- Faith-based Organizations, including Interfaith Works and the Salvation Army
- The Crisis Clinic of Thurston and Mason Counties
- Thurston County Food Bank
- Thurston County Emergency Management
- Thurston County Public Health and Social Services
- Washington State Department of Social and Health Services

1. Purpose

- 1.1. To provide guidance and coordination to organizations addressing the mass care, housing, and human services needs of people impacted by emergencies, including their animals.
- 1.2. To coordinate with appropriate relief organizations in establishing local shelters during an emergency.
- 1.3. To organize and maintain, within local government, the capability to support congregate sheltering and basic human needs during and after emergencies for people unable to provide for themselves.
- 1.4. To meet the diverse spiritual needs of people during and following emergencies.
- 1.5. To provide local support to assist emergency welfare, medical, and other volunteer organizations.



- 1.6. See Appendix 1 – Mass Care Service Summary for a description of the potential services mass care may entail for a disaster with significant impacts to people and the community.

2. Operational Concept

2.1. General

- 2.1.1 The City of Lacey will coordinate mass care activities, which are typically provided by a combination of non-governmental and County and State agencies, through the Mass Care Task Force, established in the ECC under the Operations Section.
- 2.1.2 Requests for support from non-governmental voluntary organizations, such as the American Red Cross, will typically be made through the Thurston County ECC. This enables the County ECC to deconflict requests from the various jurisdictions and make efficient use of resources.
- 2.1.3 Mass care activities will need to be closely coordinated between the City of Lacey ECC and the Thurston County ECC.
- 2.1.4 City of Lacey Departments may be called upon to supplement mass care activities.
- 2.1.5 Organized and event-based volunteers may be needed to provide adequate mass care services. Volunteers may be requested through the Thurston County Disaster Assistance Council.

2.2. Sheltering

- 2.2.1. Endangered populations may be forced to relocate to shelters or other accommodations to prevent or lessen the human impact of emergencies.
- 2.2.2. Individuals and families should be encouraged to stay in their own places of residence if possible. Families should have supplies and be prepared to be on their own for 14 days.
- 2.2.3. The term Access and Functional Needs (AFN) has replaced “special needs,” “vulnerable,” “high-risk,” and similar terms. People with access or functional needs are those who may have additional needs before, during, or after an incident in functional areas including, but not limited to: maintaining health, independence, communication, transportation, support, services, self-determination, and medical care. Individuals in need of additional response assistance may include people who have disabilities, live in institutionalized settings, are older adults, are children, are from diverse cultures, have limited English proficiency or are non-English speaking, or are transportation disadvantaged (National Preparedness Goal, September 2015).
- 2.2.4. Some people may need additional guidance on how to address specific needs while getting to a shelter and residing in a shelter. The City will strive to make



every reasonable effort to provide information to individuals who may be affected. These groups include, but are not limited to:

- People without cars or other methods of private transportation;
- People with Limited English Proficiency (LEP);
- People with access or functional needs (AFN);
- Children;
- People with pets or service animals;
- People who support specific population groups (e.g., staff at schools, daycare centers, hospitals, jails, and retirement homes);
- Visitors unfamiliar with the city; and
- The Unhoused.

- 2.2.5. Opening a shelter may include other elements that will need to be coordinated. These include establishing a reception process for incoming individuals, managing disbursement of supplies, and organizing feeding operations (on- or off-site). These may be handled by the American Red Cross, partner agencies, or City Departments.
- 2.2.6. The Mass Care Task Force Lead, in conjunction with the Operations Section Chief, will determine when an emergency requires congregate sheltering. They will make the recommendation to request the appropriate number of shelters to the ECC Manager.
- 2.2.7. If the ECC and/or the Mass Care Task Force are not activated, the on-scene Incident Commander (IC) will determine the need for congregate sheltering and make a recommendation to the Emergency management & Safety Coordinator, or designee, for a decision by the City Manager and ELT. Prior to requesting the opening of a congregate shelter, the on-scene IC should check with the Northwest Region of the American Red Cross to determine if their Disaster Assistance Teams can provide immediate sheltering of the people impacted by the emergency.
- 2.2.8. Requests for shelter support from the American Red Cross will be submitted through the Thurston County ECC.
- 2.2.9. The South Puget Sound and Olympics Chapters of the American Red Cross have the ability to establish and staff up to two shelters supporting up to 100 people each within 12 hours of receiving a request. After 72 hours of operation, they will need supplemental staffing from either local sources or the Northwest Region of the American Red Cross.
- 2.2.10. All means will be utilized to notify the public of the need to seek shelter and/or the location of shelters, including door-to-door notification by Police, Fire, and other City employees.
- 2.2.11. All service animals (as defined by ADA) are allowed in shelters. Shelter



arrangements will be made to provide for the care of household pets.

2.2.12. Animal Services coordinates with partner organizations to provide pet sheltering.

2.2.13. Designated City-owned facilities may be used as emergency shelters.

Activation of City facilities for sheltering shall be coordinated with the Parks, Culture and Recreation Department through the ECC Operations and Logistics Section Chiefs.

2.2.14. Depending on the impacts of the emergency and school schedule, North Thurston School District may be asked to provide shelter locations.

2.2.15. InterCity Transit and North Thurston school District may be asked to provide transportation to shelters for people without personal transportation.

2.3. Feeding

2.3.1. Feeding at shelters will be provided by the organization operating the shelter, either directly or through partnership with another organization.

2.3.2. Community feeding (providing meals to individuals in the areas affected by the emergency) may be coordinated with non-governmental organizations (NGOs) through the Thurston County ECC. Community feeding activities will be coordinated and tracked by the Mass Care Task Force in the Lacey ECC.

2.3.3. Bulk distribution of food and water may be requested through the Thurston County ECC to be provided by a combination of governmental (usually FEMA) and non-governmental organizations.

- The Lacey Parks, Culture and Recreation Department will coordinate the use of City facilities as emergency supply distribution locations with the Mass Care Task Force, Thurston County ECC, and commodity providers.
- Depending on the impacts of the emergency and school schedule, North Thurston School District may be asked to provide emergency supply distribution locations.
- The Thurston County Food Bank may coordinate food redistribution to food banks to support recovery efforts and shelters, groups, individuals, and other organizations as requested.
- Lacey Public Works Department may provide bulk water distribution.
- City Departments may be tasked by the ECC to provide personnel to support emergency supply distribution operations, including traffic control, local security, and handing out supplies.
- In addition to providing food items, emergency supply locations may also provide clothing, bedding, personal comfort items, and cleaning supplies.
- InterCity Transit may be asked to provide special transportation routes so people without personal transportation may access the bulk distribution sites.



2.4. Social Services

- 2.4.1. Social services will be coordinated by the Mass Care Task Force.
- 2.4.2. Social services support will be requested through the Thurston County ECC.
- 2.4.3. Social services support will mainly be provided by a combination of County (TC PHSS), state (DSHS), and non-governmental organizations (NGOs), including the Crisis Clinic of Thurston and Mason Counties.

2.5. Donated Goods

- 2.5.1. The management of donated goods during and after an emergency can be a complex and time-consuming task. Although the public usually responds very rapidly to requests for donations, history has proven that a vast amount of unusable or unsuitable items are often donated. This results in a major effort to receive, identify, warehouse, and distribute viable goods and the need to get rid of unsuitable donations.
- 2.5.2. Every effort will be made to encourage people to donate money to non-profit organizations with a history of assisting people in the City of Lacey.
- 2.5.3. If the City decides to accept donated goods, the Parks, Culture and Recreation Department will lead the effort, including designating locations to collect, store, and distribute goods and identifying other organizations to help with this effort.

3. Mass Care Roles and Responsibilities

3.1. Roles and Responsibilities by Department

- 3.1.1. Lacey Parks, Culture and Recreation Department (Co-Lead)
 - Appoint a Mass Care Task Force Leader to coordinate mass care activities.
 - Appoint a Donated Goods Coordinator.
 - Coordinate the activation of City-owned facilities to be used as shelters, distribution points, and donated goods collections, warehousing and distribution sites.
 - Coordinate transportation of people from impacted areas to shelter locations.
- 3.1.2. American Red Cross (Co-Lead)
 - As resources allow, lead agency for identifying, planning, coordinating, operating, staffing, and stocking emergency shelter operations facilities.
 - As resources allow, provide leadership in coordinating and integrating overall local efforts associated with mass care, housing, and human services.
 - As resources allow, establish shelters in coordination with the Lacey ECC Mass Care Task Force and Thurston County Emergency Management.
 - Coordinate shelter openings with the Lacey ECC and the Thurston County ECC.



- Maintain current shelter and other resource agreements.
 - Maintain adequate inventories for shelter operations.
 - Maintain registration and accountability records of shelter inhabitants.
 - As resources allow, and in coordination with other organizations, coordinate and provide mass feeding services for victims unable to provide for themselves as a result of an emergency, including providing fixed and mobile food service to people and emergency workers affected by the emergency.
- 3.1.3. Lacey Animal Services
- Coordinate support for service animals in shelters.
 - Coordinate establishment and staffing of companion animal shelters.
- 3.1.4. Lacey Human Resources Department
- Activate City volunteers.
 - Coordinate with Thurston County ECC to access the regional volunteer pool.
 - Coordinate with other organizations to call for and enroll volunteers for specific requirements identified by the ECC.
- 3.1.5. Lacey Information Services
- Coordinate provision of internet and telecommunications services at shelters.
- 3.1.6. Lacey Police Department
- Assist with informing the public of the order to seek shelter and/or the locations of shelters including, but not limited to, door-to-door notification.
 - Notify Thurston County 911 Communications (TCOMM) of endangered people who are not ambulatory so that movement of those people may be requested.
 - Provide crowd and traffic control in and around shelters and bulk distribution sites.
- 3.1.7. Lacey Public Affairs
- Develop and disseminate information about mass care services in coordination with the Mass Care Task Force Leader and Thurston County ECC Public Information Officer.
- 3.1.8. Lacey Public Works Department
- Provide bulk water distribution, including potable water, as requested.
- 3.1.9. Lacey Fire District #3
- Provide support to shelters as needed.
- 3.1.10. North Thurston School District
- Coordinate with the Lacey Emergency Management & Safety Coordinator about establishing an inter-local agreement to support sheltering.



- Provide shelter facilities as able.
 - Provide buses to transport people without personal transportation to shelters or other facilities, as able.
- 3.1.11. InterCity Transit
- Provide buses to transport people without personal transportation to shelters or other facilities, as requested.
 - Provide resources to transport special needs or isolated populations to shelters as needed.
- 3.1.12. Other Non-Governmental Organizations (NGOs)
- Support the mass care and shelter operations coordinated by Thurston County Emergency Management/ECC and the American Red Cross.
 - Keep accurate records on emergency operations, shelter inhabitants, and services provided.
- 3.1.13. Thurston County Disaster Assistance Council
- Coordinate requests for assistance from charter organizations.
- 3.1.14. Faith-based Organizations, including InterFaith Works and the Salvation Army
- Provide spiritual support to disaster survivors when requested.
 - Provide care teams to aid disaster survivors through the recovery process.
 - Keep accurate records on emergency operations, shelter inhabitants, and services provided.
- 3.1.15. The Crisis Clinic of Thurston and Mason Counties
- Respond to the humanitarian and personal needs of disaster victims by referring them to appropriate agencies or organizations. *Note: Service is available 24 hours a day, 7 days a week to everyone in Thurston and Mason Counties. Service is confidential and anonymous and is free to everyone.*
- 3.1.16. Thurston County Food Bank
- Coordinates food redistribution to food banks to support recovery efforts and shelters, groups, individuals, and other organizations as requested.
- 3.1.17. Thurston County Emergency Management
- Provides support to local jurisdictions in coordinating additional resources needed before requests are sent to the State.
 - Maintain liaison with the Disaster Assistance Council and their charter members so their services may be accessed during emergencies.
- 3.1.18. Thurston County Public Health and Social Services
- Provide for the coordination of health and sanitation services at mass care facilities and other locations when requested.
 - Ensure that public shelters have adequate sanitary facilities.
 - Provide information about preventing food, water, crop, and livestock contamination, as well as information and recommendations for the safe storage of food.



- Ensure that water, food, and other commodities are safe and within acceptable levels of contamination.
- Inspect (if available) perishable donated goods with the Department of Agriculture.
- Contract with mental health provider organizations to deliver disaster behavioral health support to displaced persons and emergency workers when requested.

3.1.19. Washington State Department of Agriculture

- Check food processing and distribution areas and facilities for harmful contamination.
- Inspect the integrity of farm products following a disaster.
- Assist in the control of animal and plant diseases during the post-disaster period.

3.1.20. Washington State Department of Health

- Supplement local health agencies in the regulation and inspection of consumable food.

3.1.21. Washington State Department of Social and Health Services (DSHS)

- Support disaster impacted jurisdictions through continued delivery of its vital services to its clients and persons qualifying for assistance as a result of the emergency.
 - o As its resources permit or as additional resources are authorized, deploy teams to sheltering operations to process applications for cash, food, medical assistance, and other services that will support persons in the recovery from a disaster.
 - o May also deploy Mobile Community Service Office vehicles to disaster reception or other locations to facilitate a rapid response and delivery of its services.
- Additionally, lead State agency for coordinating mass care support to disaster impacted jurisdictions when their resources are overwhelmed by the emergency response. DSHS partners with the State Emergency Management Division, Department of Early Learning, Department of Enterprise Services, Department of Commerce, Department of Health, American Red Cross, and other State agencies and non-governmental organizations to organize resources and services needed to respond to jurisdictions' request for disaster response and recovery support. DSHS also seeks to assist jurisdictions in preparing for emergencies by promoting best practices developed by other states and jurisdictions within Washington, particularly as they pertain to persons with access or functional needs.



3.2. Roles and Responsibilities by Position

3.2.1 All Department Directors

- Determine what contributions they can make to the provision of mass care and report that information to the Lacey ECC Management Team.

3.2.2 The Emergency Management & Safety Coordinator

- Maintain liaison with Thurston County Emergency Management, the Disaster Assistance Council, and other agencies to evaluate their procedures and gain an understanding of the services they offer.
- Develop inter-local agreements with appropriate organizations to support sheltering needs.
- Coordinate with Parks, Culture and Recreation and other departments to identify facilities to be used for sheltering, bulk feeding, and bulk distribution sites.
- Coordinate shelter training for appropriate staff and volunteers.

3.2.3 The Mass Care Task Force Leader

- Coordinate mass care activities on behalf of the Operations Section Chief.
- Advise the Operations Section Chief on mass care needs and make recommendations about services to implement.
- Coordinate with the Thurston County ECC to request support for mass care services.
- Gather, collate, and disseminate mass care services information, including needs, provision of services, and unmet gaps to the Lacey ECC, the Thurston County ECC, and appropriate community partners.

3.2.4 The Donations Management Coordinator

- In coordination with City departments, identify facilities that could be used for receiving, sorting, staging, and distributing donated goods.
- Coordinate with the Disaster Assistance Council of Thurston County to identify partners to assist with or lead the donations management effort for the City.

4. Direction and Control

- 4.1. Mass care services will be coordinated by the Mass Care Task Force Leader, or the Operations Section Chief if the Mass Care Task Force is not activated.
- 4.2. The Mass Care Task Force may be activated by the ECC Manager upon the recommendation of the Operations Section Chief.
- 4.3. During a large-scale emergency, oversight of mass care services may be transitioned to the Recovery Section (if activated), eventually moving to the Recovery Coordination Center (RCC).



Appendix 1 – Mass Care Service Summary

Mass Care Service Summary	
Sheltering	
Sheltering Service Description	Sheltering Options
Sheltering is the provision of life-sustaining services in a safe, sanitary, and secure environment for survivors who have been affected by disasters and people who evacuate before a disaster strikes. Sheltering includes: - o Finding facilities. - o Supplying life-sustaining and essential services - o Support community strategies to place shelter residents into interim and longer-term housing solutions. - o Closing of shelters - o Temporary construction, issuance, or permitting of shelter facilities (e.g., tents). - o The coordination of facilities outside of the City's authority. - o Operational activity at shelters includes: ▪ Provision of core and situational services to people needing shelter. ▪ Shelter Management ▪ Staffing ▪ Shelter resident needs assessments. ▪ Support for the transition from emergency shelter to transitional or permanent housing. Sheltering in the City of Lacey will be integrated and inclusive, and people with disabilities and others with access and functional needs	Shelter: - o A shelter is an accessible facility set up to supply comfort, food, water, information, and sleeping accommodations to meet the immediate disaster-caused needs of individuals, families, and communities. - o Core services are provided in every shelter. - o Situational services are supplied based on the needs of the clients. - o All services are programmatically and physically accessible to all clients. General Population Shelter - o An accessible facility set up to provide shelter for everyone in the community including those individuals with access and functional needs, including those with disabilities requiring supportive services to keep independence and use the shelter and its programs and services. Non-Traditional Shelter - o A location, generally in a large structure or open space, where a significantly substantial number of evacuees can take refuge and be sheltered for short or longer periods of time. - o These locations require an expanded amount and diversity of internal infrastructure and support services, which may include infrastructure operations such as logistics, utilities, security, maintenance, janitorial services, additional behavioral health support and traffic control, as well as services such as laundry, medical care, and recovery support.



Mass Care Service Summary	
(with and without support) will be sheltered with the general population. - o Shelter staff will make efforts to supply reasonable accommodations as defined under ADA law. - o No one should be denied shelter services based on their race, sexual orientation, gender identity, housing status, residency/documentation status, access and functional needs or disability integration needs. A whole community, multi-jurisdictional effort may be required to establish an environment that creates physical and emotional security for all people seeking shelter. - o To maintain a safe and healthy sheltering environment for all shelter occupants, security may require a workforce trained in de-escalation and/or conflict resolution that combines behavioral health workers, shelter workers trained in psychological first aid and unarmed security workers. For events that cause widespread displacement of people, to facilitate the transition out of the temporary refuge provided by mass care sheltering, a robust level of coordination must be initiated early between sheltering operations and housing recovery efforts.	Non-Congregate Shelter o A nontraditional facility (e.g., home of family or friends, trailer, hotel, dormitory, cruise ship, recreational vehicle) that provides individuals and households with a level of privacy higher than that of a congregate shelter. Other congregate facilities: In addition to congregate shelters, other congregate facilities may include recreation and respite opportunities for displaced residents.
Feeding	
Feeding and Hydration Service Description	Feeding Site or Method Options
Feeding is the provision of food, snacks, and hydration to the affected population and emergency workers. o It often begins with the whole community, starting with the local food banks, restaurants, and caterers and then transitioning to non-profit organizations that are noted for their disaster feeding	Shelter Feeding - o Vendor Contracts - o Partner Organization - o Field Kitchens Community feeding sites:



Mass Care Service Summary	
expertise. - o Feeding can be provided at fixed and mobile sites. - o Feeding requirements are based on the demographic, cultural, dietary, and ethnic diversity of an impacted community. Feeding operations includes the preparation, coordination, and delivery of meals through the following methods: - o Congregate feeding—supplying meals and beverages in a shelter. - o Outreach feeding—supplying meals and beverages either at a fixed, non-shelter location in or near a disaster-affected area or by using emergency response vehicles (ERV) or other vehicles that travel throughout affected communities delivering meals.	- o Can include fixed sites for preparation/distribution/both of food and mobile feeding units, as well as bulk distribution of food commodities (i.e., Food boxes). - o May be at sites already used by the community to support supplemental nutrition assistance or other feeding programs. Mobile Distribution - o Emergency Response Vehicles (ERVs) Other possible resources for mobile feeding include grocery delivery services, restaurant delivery services (potentially cost-prohibitive) and food-trucks. Canteening - o Supplying snacks, beverages, and sometimes meals to first-responders, shelter clients, and others who need their nutrition needs to be met outside of scheduled mealtimes.
Distribution of Emergency Supplies	
Distribution of Emergency Supplies Service Description	Supply Distribution Site or Method Options
Mass care activities include acquiring and delivering life-sustaining resources, hygiene items, and clean-up items for emergency distribution to meet the urgent needs of disaster victims. Distribution of Emergency Supplies entails three categories of supplies: - o Life sustaining – food, water, non-prescription medicine, and first aid kits - o Comfort- Supplies that provide comfort include hygiene kits including items such as toothpaste, towels, wash cloth, soap, and toothbrushes. - o Other essential supplies- Essential supplies including but not	Points of Distribution - o Fixed locations where emergency supplies can be distributed to community members impacted by the disaster. Commodity points of distribution (C-PODs): - o A centralized point where supplies and commodities are delivered for the public to pick up. Mobile Distribution - o Vehicle drop of emergency supplies to neighborhoods or individual residences.



Mass Care Service Summary	
limited to shovels, masks, gloves, lanterns, lantern fuel, tents and sheeting, sleeping bags, household kits, cots, blankets, cooking kits, comfort kits, household pet and service animal needs, and clean-up kits (detergents, bucket, sponges, mop, trash bags, disposable gloves) Added support required for distribution of emergency supplies may include: - o Transportation - o Warehousing - o Equipment - o Technical Assistance - o Other Mission Critical Services	
Reunification Services	
Reunification Service Description	Reunification Resources
The service of reunification describes the human and technological resources to reconnect individuals as quickly as possible following a disaster or incident. The nature and specific circumstances of an event will determine the entity best suited to assume responsibility for reunification services. - o The Operations Section Coordinator at the EOC in coordination with the Mass Care Branch Coordinator will evaluate the reunification activities required for each event and recommend the appropriate entity to assume responsibility for reunification services. Reunification may involve locating, registering, tracking and reuniting evacuees with families. - o Reunification of unaccompanied minors and separated or missing children with their parents or legal guardians in the aftermath of a disaster is an operational priority.	Self-registration tools on Social Media, like Facebook Mark Yourself Safe National Center for Missing and Exploited Children, Unaccompanied Minors Registry (UMR) - o Provides a safe and secure place for emergency management agencies, law enforcement, shelter staff, hospital employees and other organizations to report minors in their care during disasters. - o Accepts reports of children up to age 18 who have been separated from their parents, legal guardians, or other relatives. - o Allows shelters, hospitals and other agencies managing many unaccompanied children to upload entire lists of names at once. - o When a person makes a report to the Unaccompanied Minors Registry it goes directly to NCMEC's Call Center. A case will be opened for the child and information will be passed on to field resources on the ground.



Mass Care Service Summary	
o Reunifying individuals with disabilities, older adults, and others with an AFN with their personal care providers, service animals, and assistive technology is also a priority. Referring and reunifying minors and individuals with disabilities, older adults, and others with an AFN, requires the efficient, coordinated use of resources and efforts from across the whole community and all levels of government.	Local resources - o As of June 2022, the American Red Cross Safe and Well website and applications are not functional. - o Red Cross family reunification provides limited reunification services for specific groups of people including the elderly, people with access and functional needs or people with limited English proficiency. - o For more information visit the Red Cross Website at Red Location Services
Evacuation Support Services	
Evacuee Support Service Description	Evacuation Support Site Options
Mass evacuee support includes supplying life-sustaining services and resources to people displaced during evacuations. - o May include support for mass evacuation tracking and the movement of government-assisted evacuees and their household pets, service animals and medical equipment. - o Supplying resources including equipment, material, supplies, facilities, and personnel to support mass evacuees. - o Support for evacuees being moved by government transportation. - o Providing shelter for people displaced by evacuation. - o Providing evacuees who are sheltered with current information about the status of the disaster including information about actions evacuees may need to take when returning home.	Mass evacuee support includes supplying life-sustaining services and resources to people displaced during evacuations. - o May include support for mass evacuation tracking and the movement of government-assisted evacuees and their household pets, service animals and medical equipment. - o Supplying resources including equipment, material, supplies, facilities, and personnel to support mass evacuees. - o Support for evacuees being moved by government transportation. - o Providing shelter for people displaced by evacuation.
Emergency Assistance Service Description	Site Locations Where Emergency Assistance May Be Offered
Situational help and services based on the needs of people impacted by the disaster. Emergency first aid supplemental to any physical and behavioral healthcare services that may be needed to support shelter residents.	• Shelters • Cooling centers: Temporary facilities made available during extreme temperature conditions that are dangerous or present difficulties for coping, can also be used for unsafe air quality



Mass Care Service Summary	
- o Basic (first aid) - o Emergency medical care Basic health services: - o Referrals and coordination with supporting agencies, departments and organizations for health and medical support. - o Provision of physical and behavioral health services - o Contagious disease monitoring - o Acquisition of prescription medication and durable medical equipment - o Monitoring those with chronic health conditions. - o For the City of Lacey, Thurston County Public Health Department has the capability to provide limited support for these services, as described further in Assignment of Responsibilities, Section B. ▪ Requests for this support should be initiated through the Mass Care Branch at the EOC. Behavioral Wellness services: - o Disaster Psychological First Aid - o Referrals and coordination with supporting agencies, departments, and organizations for behavioral health support. - o Conflict resolution support for survivors in shelters in coordination with shelter staff and security staff Disaster Case Management - o Longer-term support services designed to connect disaster survivors with existing resources in the community to help them transition from mass care services into individual recovery. - o Case management ensures that a sequence of delivery is followed to streamline assistance, prevent duplication of benefits, and provide an efficient referral system.	events. • Community Resource Centers • Local Assistance Centers • Disaster Recovery Centers Identify locations for multiagency (recovery) resource centers and/or disaster recovery centers. • Overnight Warming Locations



Mass Care Service Summary	
- o Typically initiated as part of the transition to intermediate recovery, disaster case management is reliant on effective whole community coordination. - o Information collected during shelter assessments, can help inform strategies for disaster case management. - o May provide essential support needed for transition to temporary housing and immediate community recovery efforts. Disability Integration and Access and Functional Needs Support and Accommodations Social services and Cultural Competency Support	



ANNEX C – Search and Rescue (SAR)

Lead Agencies:

- Lacey Police Department
- Lacey Fire District #3

Support Agencies:

- Lacey Finance Department, Information Services
- Lacey Human Resources Department, Emergency Management & Safety Coordinator
- Lacey Public Affairs
- Lacey Public Works Department
- Thurston County Search and Rescue Council
- Washington State Emergency Management Division

1. Purpose

To provide for the coordination and effective utilization of search and rescue (SAR) resources.

2. Operational Concept

2.1. General

- 2.1.1 RCW 38.52.400 states “The chief law enforcement officer of each political subdivision shall be responsible for local search and rescue activities.”
- 2.1.2 Search and rescue (SAR) is defined as “the acts of searching for, rescuing, or recovering by means of ground, marine, or air activity any person who becomes lost, injured, or is killed while outdoors or as a result of a natural, technological, or human caused disaster, including instances involving searches for downed aircraft when ground personnel are used.” (Reference RCW 38.52.010).
- 2.1.3 SAR operations in the City of Lacey will be divided into two mission types:
 - Search for a missing person – led by the Lacey Police Department.
 - Search and rescue in a damaged building – led by Lacey Fire District #3.
- 2.1.4 SAR operations will be conducted utilizing the Incident Command System (ICS), and, when appropriate, under a Unified Command structure.
- 2.1.5 For SAR operations that occur outside of a larger emergency, coordination of the SAR effort may be undertaken from an Incident Command Post (ICP) established in the area where the operation is taking place, or from the City of Lacey ECC, whichever is more effective.
- 2.1.6 All SAR activities will be reported to Washington State Emergency



Management Division, which will issue a mission number.

- 2.1.7 SAR operations occurring during a larger disaster will be directed by the SAR Task Force Leader in the Lacey ECC, under the Operations Section Chief.

2.2. Search for a Missing Person

- 2.2.1. The Lacey Police Department will coordinate searches for missing persons.
- 2.2.2. The Lacey Police Department will appoint a SAR Coordinator when a search for a missing person is deemed necessary.
- 2.2.3. Upon implementation of SAR activities, Lacey Police Department will notify the Lacey Emergency Management & Safety Coordinator or designee.
- 2.2.4. The SAR Coordinator will provide regular updates of the status of the operation to Police Department and City leadership.
- 2.2.5. City law enforcement personnel and Thurston County SAR Council resources will be utilized to search for missing persons.
- 2.2.6. City personnel from other departments may be asked to assist with searches for missing persons.
- 2.2.7. If the missing person is found in a situation that requires rescue operations, Lacey Fire District #3 or Thurston County Special Operations Rescue Team (SORT) may be called in to conduct rescue operations.
- 2.2.8. Lacey Public Works Department personnel may be utilized to support SAR operations, including removing debris to assist with access and placing barriers and/or traffic inhibitors.
- 2.2.9. Additional SAR resources may be requested through Thurston County Emergency Management.

2.3. Search and Rescue in a Damaged Building (Urban Search and Rescue - USAR)

- 2.3.1. SAR in a damaged building will be led by Lacey Fire District #3.
- 2.3.2. Lacey Fire District #3 will appoint a SAR Coordinator when SAR from a damaged building is deemed necessary.
- 2.3.3. Upon implementation of SAR activities, Lacey Fire District #3 will notify the Lacey Emergency Management & Safety Coordinator or designee.
- 2.3.4. The SAR Coordinator will provide regular updates of the status of the operation to Fire Department and Emergency Management & Safety Coordinator, Lacey ECC, or Incident Commander.
- 2.3.5. Lacey Public Works Department personnel may be utilized to support SAR operations, including removing debris to assist with access and placing barriers and/or traffic inhibitors.

2.4. Large-scale Urban Search and Rescue (USAR) Operations

- 2.4.1. A large emergency may result in widespread damage that necessitates large-scale USAR operations.



- 2.4.2. Large-scale USAR operations will typically be directed from the Lacey ECC by the Search and Rescue Task Force Leader.
- 2.4.3. Large scale USAR operations will require requesting additional resources through Thurston County Emergency Management and may result in the deployment of one of the FEMA-sponsored USAR Teams.
 - If a FEMA USAR team is requested, consideration should be given to requesting supplemental personnel to support coordination and reporting of USAR activities in the Lacey ECC.
- 2.4.4. Large scale USAR operations may be performed by two sets of teams.
 - Initial search teams that identify the worst impacted areas or structures and identify structures with people trapped.
 - Follow up rescue teams.
- 2.4.5. City departments may be asked to supply personnel for the initial search teams.
- 2.4.6. Thurston County SAR Council may be called to perform just-in-time-training for initial search teams.
- 2.4.7. There will likely be residents already starting SAR operations when teams arrive in the impacted area. Teams should gain as much information as possible from residents on local conditions and status of areas already searched.

3. Search and Rescue Roles and Responsibilities

3.1 Roles and Responsibilities by Department

- 3.1.1 Lacey Police Department (Co-Lead)
 - Appoint and train the appropriate number of SAR Coordinators.
 - Develop an internal plan and/or procedures to conduct and coordinate searches for missing persons.
 - Direct and coordinate searches for missing persons.
 - Request additional resources through the Emergency Management & Safety Coordinator or the ECC, if activated.
 - Coordinate with the Thurston County SAR Council on SAR operations, including training and the use of volunteers.
 - Coordinate search activities with other City departments, Thurston County Sheriff's Office, Thurston County SAR Council, and other organizations, as appropriate.
 - Coordinate with Lacey Public Affairs and provide public messaging about search activities.
 - Keep the Emergency Management & Safety Coordinator and City leadership informed about search operations.
 - Maintain records of search activities.



3.1.2 Lacey Fire District #3 (Co-Lead)

- Appoint and train the appropriate number of SAR Coordinators.
- Develop an internal plan and/or procedures to conduct and coordinate SAR activities.
- Coordinate with the Thurston County SAR Council on SAR operations, including training and the use of volunteers.
- Recruit and trains volunteers in SAR skills.
- Maintain a list of potential volunteers to be called if needed.
- Inform the Lacey Emergency Management & Safety Coordinator or ECC about resource needs.
- Direct and coordinate SAR activities in damaged buildings.
- Extricate trapped persons.
- Renders essential medical aid.
- Accomplishes rescue tasks appropriate for the situation and capabilities.
- Coordinate SAR activities with City departments and other organizations, as appropriate.
- Request additional resources through mutual aid, the Lacey Emergency Management & Safety Coordinator or the Lacey ECC, as appropriate to the situation.
- Support searches for missing persons, as requested.
- Coordinate with Lacey Public Affairs and provide public messaging about SAR activities.
- Keep the Emergency Management & Safety Coordinator, Incident Commander, and ECC Manager (if the ECC is activated) informed about SAR operations.
- Maintain records of SAR activities.

3.1.3 Lacey Finance Department, Information Services

- Conduct training with Lacey Police Department and Lacey Fire District #3 on integrating drone operations with SAR activities.
- Provide and operate drones to assist search operations.

3.1.4 Lacey Human Resources Department, Emergency Management & Safety Coordinator

- Ensure that the Washington State EMD has been contacted and a SAR mission number has been obtained.
- Coordinate requests for equipment and manpower with the Thurston County ECC and/or Washington State Emergency Management Division.
- Receive updates from the Police and Fire Departments on SAR activities and provide updates to City leadership, Incident Commander, and ECC Manager (if the ECC is activated).



- 3.1.5 Lacey Public Affairs
 - Support SAR operations with public messaging.
- 3.1.6 Lacey Public Works Department
 - Clear debris and facilitate rescue operations if resources are available.
 - Provide barricades and traffic inhibitors as requested by the Search and Rescue Coordinator.
- 3.1.7 Thurston County SAR Council
 - Coordinate SAR training with local governments.
 - Provide advice on search operations to the City of Lacey.
 - Provide support to SAR activities.
- 3.1.8 Washington State Emergency Management Division
 - Issue a mission number for SAR operations.

3.2 Roles and Responsibilities by Position

- 3.2.1 The Search and Rescue Coordinator
 - Establish an Incident Command Post to direct SAR operations.
 - Notify the Emergency Management & Safety Coordinator or designee of the onset of SAR activities.
 - Request a mission number from the Emergency Management & Safety Coordinator or Washington State Emergency Management Division.
 - Keep the Incident Commander, ECC Manager (if the ECC is activated) and departmental leadership informed of the status of SAR activities.
 - Request additional resources from the Emergency Management & Safety Coordinator, the Lacey ECC, or mutual aid, as appropriate.
 - Maintain records of SAR activities.
- 3.2.2 The Search and Rescue Task Force Leader
 - Coordinate SAR operations on behalf of the Operations Section Chief.
 - Advise the Operations Section Chief on SAR needs and make recommendations about SAR operations.
 - Develop a SAR plan to support the needs of the emergency.
 - Allocate SAR teams to various areas impacted by the emergency.
 - Track the status of areas where searches are being conducted.
 - Receive, collate, and share SAR information from teams in the field.
 - Request additional resources as needed.
- 3.2.3 The Search and Rescue Team Leader
 - Receive briefing on area to be searched from Search and Rescue Coordinator or Search and Rescue Task Force Leader.
 - Conduct all SAR operations in as safe a manner as possible.
 - Maintain records of areas searched.
 - Report locations of persons that need rescue.



4. Direction and Control

- 4.1 SAR operations will be coordinated by the Search and Rescue Coordinator or the Search and Rescue Task Force Leader if the ECC is activated.
- 4.2 The Search and Rescue Task Force may be activated by the ECC Manager upon the recommendation of the Operations Section Chief.
- 4.3 The Search and Rescue Coordinator or Search and Rescue Team Leaders will provide regular updates to the Emergency Management & Safety Coordinator, the ECC, or the Search and Rescue Task Force Coordinator, as appropriate.



ANNEX D – Evacuation

Lead Agencies:

- Lacey Police Department
- Lacey Fire District #3

Support Agencies:

- Lacey Human Resources Department, Emergency Management & Safety Coordinator
- Lacey Parks, Culture and Recreation Department
- Lacey Public Affairs
- Lacey Public Works Department
- North Thurston School District
- American Red Cross
- InterCity Transit
- Thurston County Emergency Management
- Washington State Emergency Management Division

1. Purpose

- 1.1 To provide for the evacuation of all or part of the population from any stricken or threatened disaster area within the City to locations providing relative safety and shelter.

2. Operational Concept

2.1. General

- 2.1.1 This plan addresses three types of evacuation operations:
 - Evacuation during a lethal active threat or other police situation, including shelter in place options.
 - Evacuation due to HAZMAT event or localized fire.
 - Large scale evacuation due to flood, large fire, earthquake, etc.
- 2.1.2 Evacuation during a lethal active threat or other police situation will be coordinated and directed by the Lacey Police Department, usually from an Incident Command Post.
- 2.1.3 Evacuation due to HAZMAT event or localized fire will be coordinated and directed by Lacey Fire District #3, usually from an Incident Command Post.
- 2.1.4 Large scale evacuations due to flood, large fire, earthquake, etc., will be directed by the Evacuation Task Force Leader from the Lacey ECC.
- 2.1.5 All types of evacuations may require the establishment of shelters and/or safe areas and the possible movement of people with mobility issues or without



personal transportation.

2.1.6 For evacuations that are expected to last less than 12 hours, the establishment of a safe area may be considered.

- A safe area is a space with parking large enough for the expected number of evacuees.
- The safe area should include bathroom facilities, and, if the evacuation occurs during inclement weather, should include a place to get out of the weather.
- Appropriate City personnel should be deployed to the safe area to inform people of procedures, pass along information, and answer or forward inquiries.
- The City may consider providing minimal additional support at the safe area, including water (if drinking fountains are not available) and snacks.

2.2. *Evacuation During a Lethal Active Threat or Other Police Situation*

2.2.1. As a law enforcement situation develops that may require the evacuation of people to safer places, the Lacey Police Department will activate internal plans, policies, and directives.

2.2.2. The on-scene Incident Commander will determine the need for evacuating people and the size of area to be evacuated.

- Consideration should be given to using shelter-in-place directives, informing people to stay in their current locations until the situation is resolved.

2.2.3. If the decision is made to evacuate an area, the Police Evacuation IC should:

- Notify the following of the evacuation operation:
 - o Lacey Police Department leadership
 - o The Lacey Emergency Management & Safety Coordinator, designee, or City Manager
 - o Lacey Public Affairs
 - o TCOMM
- Request the establishment of shelters through the Lacey Emergency Management & Safety Coordinator or designee.
- Identify safe routes to direct people through to reach shelters or safe areas.
- Request assistance (if needed) to conduct neighborhood and door-to-door notification of the areas to be evacuated or directed to shelter in place.
- Coordinate messaging with the Lacey Police Department and Public Affairs.
- Request additional resources to support operations.



- Track the status of the evacuation and coordinate transportation of people either without personal transport or those with functional and access needs.
- Depending on the size of the area to be evacuated, consider relocating operations to the Lacey ECC or requesting activation of the Lacey ECC and the Evacuation Task Force.
- Determine when evacuation is no longer necessary and advise City leadership of the intent to allow people back into the evacuated area or that the shelter in place directive will be lifted.

2.3. Evacuation Due to HAZMAT Event or Localized Fire

- 2.3.1. As a situation develops that may require the evacuation of people to safer places due to a HAZMAT event or localized fire, Lacey Fire District #3 will activate internal plans, policies, and directives.
- 2.3.2. The on-scene Incident Commander will determine the need for evacuating people and the size of area to be evacuated.
 - Consideration should be given to using shelter-in-place directives, informing people to stay in their current locations until the situation is resolved, if appropriate.
- 2.3.3. If the decision is made to evacuate an area, the Fire Evacuation IC should:
 - Notify the following of the evacuation operation:
 - o Lacey Fire District #3 leadership
 - o Lacey Police Department
 - o Lacey Emergency Management & Safety Coordinator, designee, or City Manager
 - o Lacey Public Affairs
 - o TCOMM
 - Request establishment of evacuation shelters through the Lacey Emergency Management & Safety Coordinator or designee.
 - Identify safe routes to direct people through to reach shelters or safe areas.
 - Request assistance (if needed) to conduct neighborhood and door-to-door notification of the areas to be evacuated or directed to shelter in place.
 - Coordinate messaging with Lacey Fire District #3 Public Information Officer (PIO), Lacey Police Department PIO, and City of Lacey Public Affairs.
 - Request additional resources to support operations through mutual aid, the Lacey ECC (if activated) or TCOMM.
 - Track the status of the evacuation and coordinate transportation of people either without personal transport or those with functional and access needs.



- Depending on the size of the area to be evacuated, consider relocating operations to the Lacey ECC or requesting activation of the Lacey ECC and the Evacuation Task Force.
- Collect and provide information about the status of the evacuation effort and forward to IC, Lacey ECC, and City leadership.
- Determine when evacuation is no longer necessary and advise Lacey Fire District #3 leadership, the Lacey Police Department, City of Lacey leadership, and TCOMM of the intent to allow people back into the evacuated area or that the shelter in place directive will be lifted.

2.3.4. Depending on the size of the area to be evacuated, request support from Lacey Police Department or Lacey Emergency Management & Safety Coordinator to assist with door-to-door or neighborhood notifications, tracking the evacuation status, or other tasks.

2.4. *Large-Scale Evacuation Due to Flood, Large Fire, Earthquake, etc.*

2.4.1. A large emergency may require that the City conduct large-scale evacuations.

2.4.2. Large-scale evacuations will generally be coordinated by the Evacuation Task Force Leader in the Lacey ECC.

2.4.3. Large-scale evacuations will require the coordination and cooperation of many departments and organizations, including Lacey Police Department, Lacey Parks, Culture and Recreation Department, Lacey Public Affairs, Lacey Public Works, the American Red Cross, Thurston County ECC, and request further resources.

2.4.4. When an emergency arises that may result in large-scale evacuations when the Lacey ECC **IS NOT** already activated:

- The Lacey Emergency Management & Safety Coordinator will make a recommendation about initiating evacuation operations, and activating the ECC and/or the Evacuation Task Force to City leadership.
- City leadership will activate the ECC and/or the Evacuation Task Force and appoint an Evacuation Task Force Leader.

2.4.5. When an emergency arises that may result in large-scale evacuations when the Lacey ECC **IS** activated:

- The Operations Section Chief will activate the Evacuation Task Force and appoint an Evacuation Task Force Leader.

2.4.6. The Evacuation Task Force will coordinate large-scale evacuations, including:

- Clearly identifying the boundaries of the evacuation areas.
- Estimating the amount of time the areas will need to be evacuated.
- Identifying, forming, and (if necessary) providing just-in-time training, to neighborhood and door-to-door notification teams, assigning them areas to conduct operations, and tracking the status of notifications.
- Identifying teams to follow up in areas to determine the number of people



still in the evacuation zones.

- Requesting the establishment of shelters.
- Coordinating sheltering needs with the Mass Care Task Force (if activated), Thurston County Emergency Management/ECC, the American Red Cross, or other shelter providers.
- Providing regular updates to the Operations Section Chief.
- Coordinating the transportation of people without personal vehicles or with access and functional needs.
- Coordinating with the Lacey Police Department to establish a security perimeter around the evacuated area to safeguard from looting.
- Coordinating establishing checkpoints to allow authorized persons into the evacuated area, including repair crews, utility providers, inspectors, and (when appropriate) residents.

2.4.7. City employees may be asked to assist with door-to-door or neighborhood notifications, tracking the evacuation status, supporting transportation or shelter needs, or other tasks.

3. Evacuation Roles and Responsibilities

3.1. Roles and Responsibilities by Department

3.1.1. Lacey Police Department (Co-Lead)

- Identify individuals to fulfill the role of evacuation Incident Commander.
- Identify individuals to fulfill the role of Evacuation Task Force Leader.
- In coordination with Lacey Public Affairs and Lacey Fire District #3, develop messaging for evacuation and shelter in place operations.
- Deploy neighborhood and door-to-door notification teams as needed.
- Establish perimeters around evacuated areas to limit access and deter looting.
- Identify and direct people to safe routes.
- Coordinate evacuation activities with other City departments, Lacey Fire District #3, TCOMM, and other local law enforcement agencies as needed.
- Notify TCOMM of endangered people who are not ambulatory so those people may be relocated.
- Maintain clear evacuation routes and minimize all traffic problems associated with evacuation.
- Provide regular updates on evacuation operations to the Lacey ECC and/or City leadership.
- Coordinate with Lacey Fire District #3, Lacey Emergency Management & Safety Coordinator, or the Lacey ECC Operations Section to develop and execute a reentry plan.
- Support shelters and safe areas as requested.



3.1.2. Lacey Fire District #3 (Co-Lead)

- Identify individuals to fulfill the role of evacuation Incident Commander.
- Identify individuals to fulfill the role of Evacuation Task Force Leader.
- In coordination with Lacey Public Affairs and Lacey Police Department, develop messaging for evacuation and shelter in place operations.
- Deploy neighborhood and door-to-door notification teams as needed.
- Coordinate the establishment of perimeters around evacuated areas with the Lacey Police Department.
- Identify and direct people to safe routes.
- Coordinate evacuation activities with the Lacey Police Department, other City departments, TCOMM, and other local fire agencies as needed.
- Notify TCOMM of endangered people who are not ambulatory so those people may be relocated.
- Coordinate with the Lacey Police Department to maintain clear evacuation routes.
- Provide regular updates on evacuation operations to the Lacey ECC and/or City leadership.
- Coordinate the establishment of entry control points with the Lacey police Department.
- Coordinate with the Lacey Police Department and the Lacey Emergency Management & Safety Coordinator or the Lacey ECC Operations Section to develop and execute a reentry plan.
- Support shelters and safe areas as requested.

3.1.3. Lacey Human Resources Department, Emergency Management & Safety Coordinator

- Coordinate with Lacey Parks, Culture, and Recreation Department, North Thurston School District, the American Red Cross, Thurston County ECC to identify evacuation shelters and/or safe areas.
- Establish inter-local agreements to utilize non-City facilities as evacuation shelters and/or safe areas.
- In coordination with the Lacey Police Department and Lacey Public Works Department, identify major evacuation routes.
- Receive initial notifications of evacuation from Lacey Police Department and Lacey Fire District #3.
- Forward evacuation notifications to City leadership.
- Coordinate information flow between the Evacuation IC and City leadership.
- Make recommendations to City leadership regarding:
 - o Activation of Lacey ECC



- o Activating the Evacuation Task Force.
 - o Activating shelters or safe areas.
 - o Activating inter-local agreements with shelter/safe area and transportation providers.
- Request support from Thurston County Emergency Management/ECC and/or non-governmental organizations as needed.
- 3.1.4. Lacey Parks, Culture and Recreation Department
 - Identify individuals to fulfill the role of Evacuation Task Force Leader.
 - Identify city-owned facilities that could be used as shelters or safe areas.
 - Coordinate with the Lacey Emergency Management & Safety Coordinator and local non-governmental organizations and businesses to identify shelters and safe areas in different areas of Lacey.
 - Coordinate the transportation resources for mass movement of people without privately owned transportation or with functional and access needs.
 - Support shelter and safe area operations.
- 3.1.5. Lacey Public Affairs
 - Coordinate with Lacey Police Department, Lacey Fire District #3, and the Lacey Emergency Management & Safety Coordinator to develop evacuation messaging.
 - Prepare evacuation instructions in coordination with City leadership, Lacey Police Department, and Lacey Fire District #3 and release that information to the public through multiple media outlets, including IPAWS.
- 3.1.6. Lacey Public Works Department
 - Coordinate with Thurston County Public Health and Social Services, the Area Agency on Aging, Washington State Department of Social and Health Services, and other social support organizations to identify disability and access and functional needs issues within the City.
 - Coordinate with the Lacey Emergency Management & Safety Coordinator, Lacey Police Department, and Lacey Fire District #3 to develop processes and procedures to identify and assist people with disabilities and functional and access needs during emergencies.
 - Support establishing cordons around evacuation areas with providing and deploying signs and barricades as requested.
 - Assist with signage and marking of evacuation routes.
- 3.1.7. American Red Cross
 - Respond to small evacuation by activating Disaster Assistance Teams, as requested.
 - Open and operate shelters to support evacuations.
 - Coordinate a system of registering the evacuees to facilitate family



reunions.

3.1.8. North Thurston School District

- Coordinate with the Lacey Emergency Management & Safety Coordinator about establishing an inter-local agreement to support sheltering, the establishment of safe areas, and providing buses for evacuations.
- Provide facilities for shelters and/or safe areas as requested.
- Provide buses to support evacuations as requested.
- Maintain records of costs of providing support and request reimbursement at the conclusion of operations.

3.1.9. InterCity Transit

- Coordinate with the Lacey Emergency Management & Safety Coordinator about establishing an inter-local agreement to provide buses for evacuations.
- Provide buses to support evacuations as requested.

3.1.10. Thurston County Emergency Management

- Coordinate resource requests and information flow to support Lacey evacuation operations.

3.2. Roles and Responsibilities by Position

3.2.1 The Evacuation Incident Commander

- Establish an Incident Command Post to direct evacuation operations, if needed.
- Coordinate evacuation operations.
- Assign, direct, and track neighborhood and door-to-door notification teams.
- Maintain and share information about the status of evacuation operations, including:
 - o Percentage of areas to be evacuated that have been covered by neighborhood notification teams.
 - o Percentage of areas to be evacuated that have been covered by door-to-door notification teams.
 - o People identified in the evacuation areas that need transportation assistance to evacuate, including address and number of people.
 - o People identified in the evacuation areas with functional and access needs that require assistance to evacuate, including address, number of people that need assistance, type(s) of assistance needed, and additional caregivers that will accompany them.
 - o People in the evacuation areas that refuse to evacuate, including address and any minors that are present.
- Keep leadership informed of evacuation operations.
- Request opening of shelters and/or safe areas as needed.



- Request additional resources as needed.
- Inform leadership of the intent to cancel evacuation orders and/or shelter in place directives.

3.2.2 The Evacuation Task Force Leader

- Coordinate evacuation operations on behalf of the Operations Section Chief.
- Advise the Operations Section Chief and City leadership on evacuation needs and make recommendations about areas to be evacuated and length of time for the evacuation.
- Coordinate with the Lacey Police Department, Lacey Public Works, and/or Lacey Fire District #3 to determine areas to be evacuated, safe routes, and necessary traffic control and other measures.
- Assign, direct and track neighborhood and door-to-door notification teams.
- Maintain and share information about the status of evacuation operations, including:
 - o Percentage of areas to be evacuated that have been covered by neighborhood notification teams.
 - o Percentage of areas to be evacuated that have been covered by door-to-door notification teams.
 - o People identified in the evacuation areas that need transportation assistance to evacuate, including address and number of people.
 - o People identified in the evacuation areas with functional and access needs that require assistance to evacuate, including address, number of people that need assistance, type(s) of assistance needed, and additional caregivers that will accompany them.
 - o People in the evacuation areas that refuse to evacuate, including address and any minors that are present.
- Establish a reentry plan, including allowing repair teams, utility providers, homeowners, and business owners and employees into the area to check on and begin repairing or opening homes, buildings, or facilities.

4. Direction and Control

- 4.1. Evacuation operations will be coordinated by the Evacuation Incident Commander or the Evacuation Task Force Leader if the ECC is activated.
- 4.2. The Evacuation Task Force may be activated by the ECC Manager upon the recommendation of the Operations Section Chief.
- 4.3. The Evacuation Incident Commander or Evacuation Task Force Leader will provide regular updates to the Emergency Management & Safety Coordinator, the ECC, or City leadership, as appropriate.



Annex E – Transition to Recovery

1. Purpose

- 1.1 To provide guidance and procedures on transitioning from response operations directed by the Emergency Coordination Center (ECC) to recovery operations coordinated by the Recovery Coordination Center (RCC).

2. Operational Concept

- 2.1. Transitioning from response activities and taking direction from the ECC to recovery activities directed from the Recovery Coordination Center (RCC) is complex and can lead to vital programs and support being interrupted or dropped. It is critical to have an understood and repeatable process to transition between the response and recovery phases.
- 2.2. The recovery organization is initially established as a fifth section in the Emergency Coordination Center (ECC). The Recovery Section Chief organizes a staff to support ongoing response and short-term recovery activities. As the Recovery Section staff is established, they begin assuming control of ongoing short-term recovery activities, including damage assessment, feeding, and

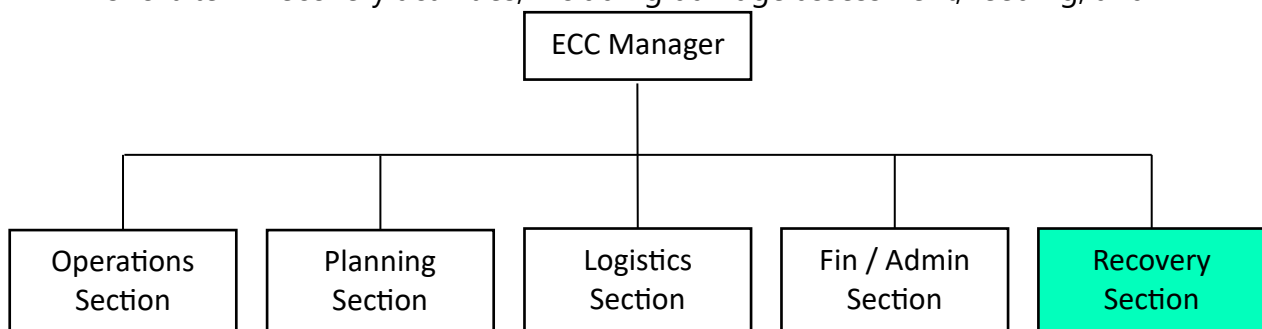


Figure 1 - ECC Structure with the Recovery Section Activated

- sheltering/housing.
- 2.3. The Recovery Section Chief supports the ECC Manager and works closely with City leadership to craft the recovery effort, based on the impacts of the emergency/disaster. Based on the level of impacts identified, the Recovery Section Chief consults with City leadership and local experts and determines which Recovery Support Functions (RSFs) are to be activated. See Attachment 1 for the complete recovery organization structure.
- 2.4. The Recovery Section Chief identifies an appropriate facility to be the Recovery Coordination Center (RCC) and works with City departments and agencies to ensure the space is outfitted with appropriate elements (office furniture, office equipment, supplies, internet, etc.) to support the expected staff. As the space is



built out, the Recovery Section Chief begins moving staff and activating RSFs to begin operations to support recovery efforts.

- 2.5. As response activities slow, recovery activities grow, and the RCC is ready for occupation, the City Manager will direct the transition of operations from the ECC to the RCC. This will occur through the ECC staff developing transition checklists and a transition briefing, with the goal of ensuring uninterrupted support to the people of Lacey.

3. Transition Checklist

- 3.1. Transition Checklists are used to ensure that ongoing activities are transitioned to the correct agency or organization until completed. The goal is to confirm that ongoing activities are terminated, transitioned back to the department/office that oversees it day-to-day, or moved to the RCC and continued as part of long-term recovery, as appropriate.
- 3.2. Each section within the ECC that has ongoing activities should complete a Transition Checklist, as seen in Figures 2 and 3. Some activities will transition back to day-to-day oversight, while others could transition to private sector or non-profit partners or to the RCC.

Activity	Current Owner	Who Transfer To	When Start	When Finish	Notes

Figure 2 - Example of a Blank Transition Checklist.



Activity	Current Owner	Who Transfer To	When Start	When Finish	Notes
Food distro at football stadium	ECC Mass Care TF	TC Food Bank	6/19	6/25	New food to TC Food Bank beginning 6/19; transfer food from stadium to Food Bank beginning 6/22; shut down stadium operations 6/25.
Hotel lodging program	ECC Mass Care TF	RCC Housing RSF	6/15	6/15	Move staff and program to Housing RSF at RCC
Emergency Sheltering	ECC Mass Care TF	End	6/11	6/25	Refer remaining people to Catholic Charities for casework

Figure 3 - Example of a Completed Transition Checklist for the Mass Care Task Force in the McKinney EOC

4. Transition Briefing

- 4.1. The Transition Briefing is used to inform the Local Disaster Recovery Manager (LDRM) of the status of response activities, any unresolved response activities or issues, and the estimated scale of the recovery effort. The briefing is conducted by the ECC staff, and attended by City leadership, the LDRM, and RSF leads, as a minimum. Once the briefing is complete and the LDRM's questions and issues are resolved, the LDRM assumes responsibility for the ongoing response and recovery activities.
- 4.2. The Transition Briefing should include the following items, as a minimum.
 - 4.2.1. The Incident Action Plan (IAP) in place at the time of transition, noting actions that are incomplete.
 - 4.2.2. The type and status of all assigned resources.
 - 4.2.3. A summary of the type and extent of damage in the City at the time of transition, noting specifically any areas or situations with the potential for a re-escalation to a state of emergency as well as a summary of the condition of the various aspects of the community and environment affected by the emergency and their inter-relationships under the following headings:
 - Social environment, including:
 - o Estimates of numbers of directly and, where possible, indirectly affected individuals, the nature of the impact on them, and estimates of future needs.
 - o The current nature, capability, and location of welfare agency resources



deployed.

- Built environment, including:
 - o Housing damaged and destroyed by type.
 - o An outline of roads and infrastructure that remain affected by the emergency (some of this will continue to be compiled and maintained by the Infrastructure RSF at the recovery office).
 - Economic environment:
 - o A summary of the information currently available and some strategic analysis and direction for economic recovery.
 - o Number of businesses directly affected through damage or other impacts.
 - Natural environment:
 - o Land use changes, the implications for businesses in the short- to long-term, and use of land and/or amenities.
- 4.2.4. Summary of Individual Assistance activities, including:
- Number of applicants and grants provided.
 - Status of short-term housing and which Federal Emergency Management Agency (FEMA) programs are active.
 - Location and status of Disaster Recovery Centers.
 - Status of the long-term Recovery Committee.
- 4.2.5. Summary of the Public Assistance (PA) program, including:
- Status of damage assessment activities.
 - Names of identified sub-recipients.
 - Number of identified projects, by PA type.
 - Estimated overall costs of projects and the City's cost share.
 - Location of FEMA Joint Field Office (JFO) and/or Recovery Center, if activated, name of Federal Coordinating Officer / Federal Disaster Recovery Coordinator.
- 4.2.6. Summary of other state and federal programs activated and/or requested.

Annex F – Roles and Responsibilities by Department to City of Lacey CEMP



This Annex lists the emergency management roles and responsibilities by Department/entity for the City of Lacey.

The City Manager and All Department Directors
Protection
• Participate in the development and maintenance of the CEMP. • Participate in the development and maintenance of CEMP components relevant to their respective emergency management functions, including checklists for activities such as damage assessment, communications, and evacuation. • In coordination with the Emergency Management and Safety Coordinator, prepare and maintain emergency procedures for their department. • With the guidance of the Emergency Management and Safety Coordinator, prepare and maintain emergency administrative procedures for their department. • Participate in the City's Emergency Management training and exercise program, including annual reviews of the program. • Support the City's Emergency Management training and exercise program by providing staff the opportunity to participate. • Train and exercise employees on specific departmental emergency procedures to provide them with a clear understanding of their responsibilities during an emergency, with assistance from the Emergency Management and Safety Coordinator. • Regularly review emergency procedures with staff and arrange for appropriate exercises, including drills and tabletop exercises. • Identify staff to attend financial management and Public Assistance training and workshops and allow them the time to attend. • Maintain comprehensive lists of available departmental resources. • Identify supplies and equipment needed to support emergency operations and provide a prioritized list to the Emergency Management and Safety Coordinator for review and procurement. • Maintain emergency supplies. • Review department policies and procedures; determine the need for, and develop, expedited processes for use during and after emergencies. • Develop procedures for collecting emergency information within each department, including personnel status, and provide it to the Emergency Management and Safety Coordinator and/or the ECC. • Establish a notification system within each department to ensure alerts, warnings, and information are quickly disseminated. • Review emergency functions and identify community partners that can provide assistance before, during, and after emergencies. • Assign appropriate staff to coordinate with community partners. • Develop a program to contact community partners regularly and include them in appropriate planning, training, and exercises. • Assist with the effort to establish agreements with community partners to support emergency operations. • Identify non-standard partners (such as fuel providers, trucking companies, food warehouses, and other providers of supplies needed during emergencies) relevant to respective emergency management functions that may be able to provide assistance; send information to the Emergency Management and Safety Coordinator. • Identify and establish contact with governmental partners that will be needed before, during, and after emergencies. Notify the Emergency Management and Safety Coordinator, including contact details, and assign appropriate staff to maintain contact. • Support regular assessment of City-owned infrastructure.



The City Manager and All Department Directors	
Response	
•	Determine what contribution the department can make to the provision of identified mass care needs and report that information to the Lacey ECC.
•	Provide updated inventories of the materials available in their department.
•	Mobilize the required resources to address the impacts of the emergency.
•	Notify staff of impending or occurring emergency.
•	Contact staff in the field and gather information about conditions, area of damage, amount of damage, etc.
•	Provide staff to the ECC as directed in this Plan and as requested.
•	Capture and track costs related to response activities and provide regularly to the ECC Planning and Finance/Admin Sections.
Recovery	
•	Phase out emergency administrative functions as necessary.
•	Continue collecting information on the severity and impacts of the emergency.
•	Support Recovery Coordination Center (RCC) staffing as needed.
•	Provide historic documentation as requested by Public Assistance (PA) personnel to support the FEMA reimbursement process.
•	Continue to maintain records and data of ongoing costs to support recovery activities, including overtime, administrative costs, purchases, equipment use, etc.
•	Compile and provide cost information to the Planning Unit of the Recovery Coordination Center (RCC).
•	Identify personnel to participate in just-in-time training to support recovery processes, including emergency financial management processes.
•	Research and coordinate with partners to identify possible grant funding streams available through State, Federal, and nonprofit partners within areas of responsibility.
•	Identify partners to include in recovery activities, focusing on private and non-profit partners such as the Area Agency on Aging (AAA), the Master Builders Association, etc.
•	Include identified partners in planning and conducting recovery.
Prevention	
•	Ensure cybersecurity training is conducted by all staff.
•	Coordinate with Information Services to ensure all equipment, including SCADA, is running the latest versions of software and are up to date on security patches.



Mayor – Response
• Serve on the Policy Group. • Make policy decisions. • Responsible for the declaration of conditions of emergencies or disasters when control of the situation is beyond the capabilities of City resources. A verbal declaration by the Mayor will suffice during the initial stages of an emergency/disaster. However, a signed copy of the declaration should be sent to the County AND must be filed with the State Division of Emergency Management as soon as possible.
City Council
Protection
• Serve on the Policy Group. • Responsible for Plan adoption. • Participate in training and exercises.
Response
• Serve on the Policy Group. • Make policy decisions. • Support the emergency proclamation with a resolution.
Recovery
• Make determination on approving additional financial resources for the City, as necessary. • Make determination on amending emergency policies or amending the Municipal Code to achieve needed recovery goals and objectives.



City Manager
Protection
• Serve on the Policy Group. • Direct and control the activities of the City during emergencies. • Designate the ECC Manager. • Provide the ECC Manager (Assistant City Manager) • Provide the Liaison Officer. • Participate in training and exercises. • Ultimately responsible for ensuring the timely and successful execution of the protection mission goals and objectives
Response
• Serve on the Policy Group. • Direct and control the activities of the City during emergencies. • Serve as the ECC Manager (Assistant City Manager). • Provide the Liaison Officer (Assistant City Manager). • Designate the ECC Manager. • Activate the Emergency Coordination Center (ECC). • Make policy decisions. • Support the emergency proclamation process. • Review the release of emergency public information in coordination with Public Affairs/PIO. • Assign available personnel to emergency activities. • Authorize the dissemination of warning information for localized emergencies. • Forward major emergency resource requests to the Policy Group for direction. • Invoke controls on resources, if necessary. • Direct the formation of a planning group to develop a community recovery plan, if necessary. • Activate the Recovery Coordination Center (RCC), if necessary. • Direct the transition of activities from the ECC to the RCC. • Deactivate the ECC.
Recovery
• Appoint a Local Disaster Recovery Manager (LDRM) to direct recovery operations. • Make recommendations to the City Council amending emergency policies or amending the Municipal Code to achieve needed recovery goals and objectives. • Assign available personnel to support recovery activities. • Activate the RCC. • In coordination with the Finance Director, control the replacement of emergency fiscal procedures with normal fiscal procedures as necessary. • Implement continuity of government and business continuity and restoration plans. • Continue to ensure proper, timely, and accurate financial and administrative management. • Determine the need for and make recommendations on attaining additional financial resources for the City. • Determine the need for implementing emergency policies or recommending amendments to the Municipal Code to achieve needed recovery goals and objectives.



Emergency Coordination Center (ECC) Staff
Response
• Deploy to and establish the ECC in accordance with the City ECC SOP. • Establish communications with field elements, Thurston County ECC, TCOMM 911, the State Warning Point, and/or other partners and pull information to begin developing situational awareness about the dimensions of the emergency. • Develop an initial situation briefing and provide to City leadership. • Ensure all City staff are notified of alerts and warnings. • Assess the impacts of the emergency on the community and determine the needs of people impacted by the emergency. • Establish necessary Task Forces and Units within the ECC Sections to effectively coordinate response activities. • Direct field activities, as needed, to support response operations. • Coordinate response activities with other ECC elements and City departments. • Coordinate response activities with Incident Command Posts (ICPs), Departmental Coordination Centers (DCCs), other jurisdictions, and community partners as needed to effectively respond to the emergency. • Establish an operational schedule and stabilize response operations. • Determine the need for and coordinate the opening of shelters with Thurston County ECC and the American Red Cross. • Coordinate needed volunteer resources with Thurston County ECC. • Attain, track, collate, share, and display information. • Track and capture costs, reporting information to the Planning and Finance/Admin Sections. • Regularly inform the City Manager of projected costs and expected reimbursement. • Coordinate the establishment of temporary infrastructure as needed. • Establish a team to develop a Community Recovery Plan, if necessary. • As part of the recovery planning effort, identify critical recovery milestones that establish restoration conditions for short, intermediate, and long-term recovery in the sectors of community planning and capacity building, economic, health and human services, housing, infrastructure, and environmental and cultural resources for the City. • As part of the recovery planning effort, integrate recovery, mitigation, and comprehensive plans and activities to enhance community resilience. • Activate the Recovery Section, if necessary. • Appoint a Recovery Section Chief and unit leaders. • Identify ongoing activities and prepare to transition them to the Recovery Section or the Recovery Coordination Center (RCC). • Activate the community recovery plan and begin transitioning activities to the RCC.
Recovery
• Transition activities per Annex E Transition to Recovery. • Prepare and conduct a Transition Briefing to City leadership, the Local Disaster Recovery Manager, and the Recovery Coordination Center (RCC) staff per Annex E Transition to Recovery. • Deactivate the ECC per the ECC SOP.



Response Coordination Center (RCC) Staff
Recovery (Continued)
• Establish the Response Coordination Center (RCC). • Conduct recovery operations per this Plan, Annex E, and the Community Recovery Plan. • Collect, collate, and disseminate cost information from the departments and sections within the RCC. • Continue developing the Community Recovery Plan by Identifying critical recovery milestones that establish restoration conditions for short-, intermediate-, and long-term recovery in the sectors of community planning and capacity building, economic, health and human services, housing, infrastructure, and environmental and cultural resources. • Review existing plans, including the Thurston Regional Mitigation Plan and the City Comprehensive Plan, to ensure recovery activities are integrated with the goals and objectives of those plans. • Identify partners to include in recovery activities, focusing on private and non-profit partners such as the Area Agency on Aging (AAA), the Master Builders Association, homeless support agencies, community-based organizations supporting minority populations, etc. • Include identified partners in planning and conducting recovery. • In coordination with Public Affairs, County, State, and FEMA, prepare and provide information to the public about recovery policies and specific limits for various programs, including FEMA Individual Assistance (IA) and Small Business Administration (SBA) loans. • In coordination with Public Affairs, County, State, and FEMA, conduct public meetings and other engagement activities throughout the City to provide recovery information to the public and receive feedback. • In coordination with Public Affairs, County, State, and FEMA, develop and disseminate information to the private and NGO sector on policies, procedures, and resources available for business recovery.



Local Disaster Recovery Manager (LDRM)
Recovery
• Establish the Response Coordination Center (RCC). • Begin transitioning activities from the response organization to the recovery organization. • Receive the transition briefing and determine the organizational structure needed to support recovery activities. • Conduct recovery operations per this Plan, Annex E, the Community Recovery Plan, and the National Disaster Recovery Framework (NDRF).
Continually evaluate recovery needs and activate committees and subcommittees as needed to deliver recovery services for the following Recovery Support Functions (RSF): • Community Planning and Capacity Building • Economic • Health and Social Services • Housing • Infrastructure • Natural and Cultural Resources
• Regularly communicate with the Thurston County Local Disaster Recovery Manager (LDRM) and the State and Federal Coordinating Officers to coordinate recovery efforts.



Mass Care Task Force
Recovery
• Continue to support the needs of disaster survivors. • Continue mass care operations until they are no longer necessary. • Transition activities to the Health and Social Services and Housing RSFs in the Recovery Coordination Center (RCC). • Transition shelter clients to temporary housing. • Support deployment of Voluntary Organizations Active in Disaster (VOAD) relief services. • Provide information and referrals for disaster assistance. • Ensure recovery information and resources reach vulnerable populations, including people with disabilities and others with access and functional needs (AFN).



City Attorney
Protection
• Serve on the Policy Group. • Provide legal advice to the City, including the leadership team preparing emergency administrative procedures.
Response
• Serve on the Policy Group. • Advise during discussions about policies. • Lead the emergency proclamation process. • Provide legal counsel. • Provide legal advice to the City Council and department Directors in preparation of ordinances, resolutions, and administrative procedures. • Review emergency agreements, plans, contracts, and emergency-related documents.
Recovery
• Provide legal support and guidance throughout the recovery effort.



City Clerk – Protection
• Support the Planning Section. • Serve on the ESC.
City Clerk – Response
• Support the Planning Section.



Community and Economic Development
Protection
• Serve on the ESC. • Provide the Planning Section Chief (Director, Building Official). • Provide the Recovery Section Chief. • Provide the Deputy Planning Section Chief (Planning Manager). • Provide the Damage Assessment Task Force Leader (Building Official). • Support the Planning Section. • Support the Operations Section. • Coordinate with other departments, Thurston County Emergency Management, community-based organizations, and the private sector to support shelter and feeding operations.
Response
• Provide the Planning Section Chief (Director, Building Official). • Provide the Recovery Section Chief. • Provide the Deputy Planning Section Chief (Planning Manager). • Provide the Damage Assessment Task Force Leader (Building Official). • Support the Planning Section. • Support the Operations Section. • Lead and coordinate the building inspection effort. • Lead and coordinate the damage assessment effort. • The Building Division has the primary responsibility to inspect structures for safety and occupancy requirements. • The Building Division shall coordinate with the ECC for closure of areas and buildings. As such, it is the responsibility of the Building Inspectors to determine when an owner, tenant, or representative may enter an unsafe building to retrieve belongings, business records, merchandise, etc. • The Building Inspectors (including mutual aid inspectors) are responsible for inspection of all damaged structures. These include: - o Public buildings, such as City and School District structures; - o Buildings that house merchandise that may be needed for emergency housing, supplies, etc.; - o Multifamily structures, institutions, medical facilities; - o Private housing; and, - o Uninhabitable structures. • When needed, Building Inspectors shall post notices on structures based on their level of safety or destruction. • Designate structures that may be used for emergency housing. • Provide situational reports to the City ECC on a regular basis. • Fill out appropriate forms and forward them to the City ECC Planning Section.
Recovery
• Provide typical building inspection services and applicable permits to aid in the restoration and rebuilding process. • Initiate the repair and reconstruction process. • Consider prioritizing permitting processes, waiving plan review requirements, or reducing fees, where possible. • Manage inspector staffing and activate mutual aid for additional support if necessary. • Coordinate and communicate with businesses during the recovery process. • Provide historic economic and business data to support recovery activities. • Provide advice to City leadership on recovery priorities and processes.



Finance
Protection
• Serve on the ESC. • Provide the Finance/Admin Section Chief (Director, Accounting Manager). • Provide the Deputy Finance/Admin Section Chief (Accounting Manager, Financial Services Manager). • Support the Finance/Admin Section. • Support the Logistics Section. • Establish a process for paying employees if facilities are damaged or there is a loss of technology. • Establish a tracking system and audit trail for emergency-related personnel and equipment costs. • Coordinate with Human Resources to develop a method for departments to track volunteer hours. • Assess, determine the need for, and, if necessary, develop alternative financial management processes for use during emergencies; consider including steps to determine if proposed activities or expenditures will be reimbursed prior to authorization. • Coordinate with the Emergency Management and Safety Coordinator to identify appropriate training in emergency financial management processes. • Support the effort to establish agreements with non-standard partners to provide support during emergencies, such as drafting agreements with supply chains / stores to establish blanket open purchase orders for crews to get needed emergency supplies.
Response
• Provide the Finance/Admin Section Chief (Director, Accounting Manager). • Provide the Deputy Finance/Admin Section Chief (Accounting Manager, Financial Services Manager). • Support the Finance/Admin Section. • Support the Logistics Section. • Provide support to the emergency proclamation process. • Identify and implement fiscal procedures and project codes. • Conduct all financial transactions in coordination with the City Manager. • Assume custody of all funds received by State and Federal sources. • Support and document the resource procurement process. • Assess facility and technology impacts during emergencies. • Implement tracking of time and supplies to ensure enough detail for reimbursement purposes. • Implement emergency procurement processes.
Recovery
• Coordinate with the Emergency Management and Safety Coordinator to develop and conduct just-in-time training in emergency financial management processes. • Coordinate with partners to identify possible grant funding streams available through State, Federal, and nonprofit partners specific to recovery activities.



Finance – Information Services
Protection
• Provide the Finance/Admin Section Chief (IS Manager). • Provide the Liaison (IS Manager, Computer Technician). • Support the Planning Section. • Develop and conduct drone operations training in support of Lacey Police Department and Lacey Fire District #3 operations.
Response
• Provide the Finance/Admin Section Chief (Information Services Manager). • Provide the Liaison (IS Manager, Computer Technician). • Support the Planning Section. • Provide and operate drones to support operations.
Prevention
• Maintain information sharing networks with cyber watch entities. • Prepare and disseminate cyber-attack, phishing, and other warnings to City employees. • Identify solutions to ensure the City maintains access to critical information and systems during cyber-attacks. • In coordination with Public Affairs, develop and disseminate public messaging during ongoing events. • Continue to develop, disseminate, and track cyber awareness education materials, training, and warnings.



Human Resources
Protection
• Oversee the Emergency Management and Safety Coordinator. • Serve on the ESC. • Provide the Finance/Admin Section Chief (HR Director). • Provide the Deputy Finance/Admin Section Chief (HR Director, Labor Relations/Class and Comp Manager.) • Provide the ECC Coordinator (Emergency Management and Safety Coordinator, Benefits Manager). • Provide the Liaison Officer (Benefits Manager). • Support the Finance/Admin Section. • Develop a system to organize and manage volunteers in cooperation with the Emergency Management and Safety Coordinator.
Response
• Serve on the ESC. • Provide the Finance/Admin Section Chief (HR Director). • Provide the Deputy Finance/Admin Section Chief (HR Director, Labor Relations/Class and Comp Manager.) • Provide the ECC Coordinator (Emergency Management and Safety Coordinator, Benefits Manager). • Support the Finance/Admin Section. • Oversee volunteer registration and dispatching as requested by the City ECC Management Team.
Recovery
• Support administrative requirements for the RCC, including temporary assignment of staff to the RCC and hiring temporary staff for the RCC.



Emergency Management and Safety Coordinator
Protection
• Coordinate the activities of the ESC. • Serve as the ECC Coordinator. • Serve on the Thurston County EMC. • Participate as a member of the Disaster Assistance Committee (DAC). • Participate as a member of the Hazards Mitigation Planning Committee. • Oversee and coordinate the City's day-to-day emergency management program and activities. • Oversee the review and implementation of the CEMP. • Incorporate approved changes into the CEMP. • Review the need for various plans and make a recommendation on whether to create them, including Continuity of Operations Plan (COOP), Disaster Recovery Plan, and departmental emergency operations plans. • Develop a timeline to regularly review plans and create new plans, as needed. • Coordinate with other jurisdictions, emergency services agencies, and volunteer organizations identified in this Plan to provide accurate and current information for Plan revisions and updates. • Work with other jurisdictions, emergency services agencies, and volunteer organizations to help them integrate the concepts and activities presented in this Plan into their emergency response and recovery plans, policies and procedures. • Provide training to other jurisdictions, emergency services agencies, and volunteer organizations on this Plan to ensure a well-coordinated emergency response and recovery operation. • Assist departments with identifying elements of this Plan that support their plans, policies, and procedures, and integrate them where appropriate. • Provide technical advice and assistance to other departments in the preparation of their emergency administrative procedures. • Provide assistance and coordination of any training necessary to prepare employees for emergency duties. • Encourage and facilitate training for emergency procedures throughout the City. • Arrange training in the Incident Command System (ICS) for all departments. • Support the Finance Department in developing and conducting training in emergency financial management processes. • Plan and conduct emergency exercises. • Maintain local training records and forward copies to the WA EMD as required. • Prepare and maintain warning procedures and call lists. • Coordinate warning plans and activities with Public Affairs, Thurston County Emergency Management, TCOMM 911, and Washington EMD. • Develop and maintain a current inventory of all applicable communications equipment available to the City in an emergency. <i>Note: See Finance Department Asset Spreadsheet.</i> • Develop, coordinate, and maintain a plan for the utilization of all applicable communications equipment. • Direct the development of adequate City ECC communications capabilities. • Develop a method by which messages in the City ECC can be logged and tracked. • Maintain liaison with all departments and local jurisdictions to ensure a cooperative and efficient use of resources. • Work with the Building Division to establish mutual aid agreements for inspectors. • Coordinate damage assessment planning efforts among departments in the City to ensure clarity of assessment roles. • Maintain liaison with Thurston County Emergency Management and necessary religious organizations and volunteer agencies to evaluate their procedures and gain an understanding of the services they offer. • Coordinate the planning efforts of other departments as they develop systems to provide mass care.
Protection (Continued)



Emergency Management and Safety Coordinator	
•	Encourage resource management support among the private sector through information programs and emergency planning.
•	Maintain liaison with government agencies and the private sector to ensure a well-coordinated response.
•	Advise departments on possible community partners in their areas of responsibility during emergencies.
•	Receive, collate, and maintain contact information from departments about community and governmental partners.
•	Include community partners in appropriate planning, training, and exercise activities.
•	Lead the effort to identify and develop agreements with critical community partners, including North Thurston School District, American Red Cross, InterCity Transit, etc.
•	Support the effort to identify and establish agreements with non-standard community partners for support during emergencies such as local warehouses, fuel suppliers and communications providers.
•	Coordinate with Public Affairs to develop and implement a comprehensive public education and outreach strategy to inform people about preparedness, response, recovery, and mitigation responsibilities for the City, residents of Lacey, and the private sector.
Response	
•	Serve as the ECC Coordinator.
•	Contact Fire, Police, and/or TCOMM 911 to receive updates about developing emergencies.
•	Provide information about developing emergencies to City leadership.
•	Provide recommendations to City leadership about activating the ECC and appropriate alerts and warning information for the public and City staff.
•	Receive warning information.
•	Coordinate with the City Manager and other leaders to determine the significance of the information to Lacey and decide which warning procedures to activate.
•	Coordinate communications activities with neighboring jurisdictions and between City departments.
•	Coordinate the requests for, and receipt of, emergency assistance from State and Federal sources.
•	Participate in ECC activation.
•	Coordinate all warning dissemination with Thurston County EM.
Recovery	
•	Conduct a review of ECC activities and modify the training and education programs accordingly.
•	Continue to coordinate the collection of required emergency management information and forward it through Thurston County ECC to the State.
•	Assist in determining a site for the Disaster Assistance Center (DAC) and coordinates its activities.
•	Work in coordination with religious and volunteer organizations to sustain or conclude activities.
•	Continue to coordinate resources to effectively restore the community.
•	Continue to coordinate medical, health, and mortuary services.
•	Coordinate with the State and/or FEMA for assistance programs as necessary.
•	Support the RCC in preparing and providing information to the public about recovery policies and specific limits for various programs, including FEMA Individual Assistance (IA) and Small Business Administration loans.
•	In support of the RCC, County, State, and FEMA, conduct public meetings and town hall events throughout the City to provide recovery information to the public and receive feedback.
•	In support of the RCC, County, State, and FEMA, develop and disseminate information to the private sector on policies, procedures, and resources available for business recovery.
Prevention	
•	Contact Fire, Police, and/or TCOMM 911 to receive updates about developing emergencies.
•	Provide information about developing emergencies to City leadership.
Prevention (Continued)	



Emergency Management and Safety Coordinator

- Coordinate information flow about ongoing emergencies with other City staff, Thurston County Emergency Management/ECC, and other partners.



Joint Animal Services – Protection
• Serve on the ESC.
• Work with Thurston County ECC to establish regulation of pet-friendly shelter procedures and operations.
• Support the Operations Section.
Joint Animal Services – Response
• Support the Operations Section.
• Provide emergency care and shelter for companion animals on an as-needed basis.
• Conduct search and rescue for companion animals left behind.
• Coordinate with other agencies for domestic animals and livestock.
• Provide food and supplies for displaced pets and families.
• Coordinate emergency vet care.
• Coordinate with national “animal” agencies for support and resources.
Joint Animal Services – Recovery
• Continue to support pet animal needs.



Parks, Culture and Recreation
Protection
• Serve on the ESC. • Provide the Logistics Section Chief (Director, Recreation Manager, Recreation Supervisor). • Provide the Deputy Logistics Section Chief (Recreation Supervisor, Recreation Manager). • Provide the Mass Care Task Force Leader (Recreation Supervisor, Recreation Manager). • Support the Logistics Section. • Support the Operations Section.
Response
• Serve on the ESC. • Provide the Logistics Section Chief (Director, Recreation Manager, Recreation Supervisor). • Provide the Deputy Logistics Section Chief (Recreation Supervisor, Recreation Manager). • Provide the Mass Care Task Force Leader (Recreation Supervisor, Recreation Manager). • Support the Logistics Section. • Support the Operations Section. • Coordinate mass transportation and shelter needs. • Lead the resource coordination effort. • Lead the donated goods management effort. • Coordinate transportation resources for mass movement of community members for sheltering and other purposes. • Assist HR with volunteer coordination. • Inventory equipment and track equipment and resource requests.
Recovery
• Assist in determining a site for the DAC and coordinate its activities. • Designate, establish, and staff commodity distribution centers. • Coordinate support for recovery facilities with City departments and other partners.
Prevention
• Coordinate the activation of family reunification centers, shelters, or other support facilities if needed.



Police Department
Protection
• Serve on the ESC. • Provide the ECC Manager (Police Chief or Deputy Chief). • Provide the Operations Section Chief (Commander/Lieutenant, Administrative Sergeant). • Provide the Deputy Operations Section Chief (Patrol Sergeant, Corporal). • Provide the Deputy Logistics Section Chief (Customer Services Supervisor). • Provide the Public Information Officer (PIO Detective Sergeant, Public Records Specialist for Social Media). • Provide the Search for Missing Persons Liaison (Sergeant, Corporal) • Provide the Evacuation Task Force Leader. • Serve on the County Communications Operations Board (Police Chief). • Develop and maintain department emergency procedures that include law enforcement functions during a fire service response.
Response
• Provide the ECC Manager. • Provide the Operations Section Chief (Commander/Lieutenant, Administrative Sergeant). • Provide the Deputy Operations Section Chief (Patrol Sergeant, Corporal). • Provide the Deputy Logistics Section Chief (Customer Services Supervisor). • Provide the Public Information Officer (PIO Detective Sergeant, Public Records Specialist for Social Media). • Provide the Search for Missing Persons Liaison (Sergeant, Corporal) • Provide the Evacuation Task Force Leader. • Serve on the County Communications Operations Board (Police Chief). • Provide law enforcement, traffic control, and security. • Support evacuation operations. • Coordinate search operations for missing persons. • Provide traffic and crowd control in and around the emergency scene. • Secure the danger area and isolate it from the public. • Provide the City ECC with information concerning the conditions of streets and transportation resources. • Provide door-to-door or neighborhood warning notification as needed. • Maintain access and egress routes for fire equipment and evacuees. • Investigate and gather evidence for criminal prosecution, if warranted. • Assist with informing the public of the order to seek shelter, including using loudspeakers and door-to-door notification. • Provide personnel and equipment at the request of the Fire Chief or on-scene Incident Command. • Notify the Thurston 911 Communications (TCOMM 911) of endangered people who are not ambulatory so that movement of those people may be requested. • Inform endangered people of the order to evacuate and relocate to shelter and provide location of the approved shelter(s). • Assist people with moving to the nearest shelter as necessary, including crowd and traffic control, assisting with identifying safe routes of travel to and from shelter sites, and assisting in identifying available transportation resources, (e.g. law enforcement personnel, fire personnel, Intercity Transit, etc.).
Recovery
• Provide for or arrange security, if needed, at DACs, commodity distribution locations, town hall meetings, etc.
Prevention
• Maintain information sharing networks with other law enforcement agencies.



Police Department
Prevention (Continued)
• Share and disseminate terrorism-related intelligence and information with other law enforcement, private sector, and non-governmental partners, as appropriate.
• Request additional law enforcement assistance as needed.
• Direct and control the assisting law enforcement agencies.
• In coordination with Public Affairs, develop and disseminate public messaging during ongoing events.
• Determine the need for and request the opening of family assistance centers, shelters, or other support facilities.
• Provide traffic and crowd control in and around the emergency scene.
• Determine the need for an exclusionary area around an incident site and coordinate with Public Works, Public Affairs, and other law enforcement agencies as needed to establish a barrier around the area.



Public Affairs
Protection
• Serve on the ESC. • Provide the Public Information Officer (PIO) (Communications Manager, Communications Specialist, Assistant City Manager, Community Relations Specialist). • Conduct media relations. • Build positive relationships with the media. • Attend training in emergency communications and management. • Prepare to serve as, or support, the ECC PIO and document communication activities. • Proactively develop internal and public media campaigns and communications for emergency situations as part of the ECC Standard Operating Procedure (SOP). • Identify and create pre-scripted messages for common warnings to be sent out via TC Alert. • Support Emergency Management and Safety Coordinator with emergency alert and warning. • Conduct and/or attend media relations training. • Coordinate with the Emergency Management and Safety Coordinator to develop and implement internal and public emergency preparedness outreach strategy and materials.
Response
• Provide the Public Information Officer (PIO) (Communications Manager, Communications Specialist, Community Relations Specialist). • Support the emergency proclamation and resolution processes. • Conduct media relations. • Direct and coordinate the activities of the Joint Information Center (JIC), when activated. • Prepare and distribute press releases and public information messages to the ECC for review, followed by release to the media. • Monitor media output, including social media, to immediately correct misinformation and target information to address public concern. • Coordinate information and messages with City leadership and the ECC before release to the public. • Monitor ECC status boards, either in person or through ECC staff, to record all incoming emergency information. • Disseminate emergency information to the public through various media, including the Thurston Area Public Information Network (TAPIN) and coordinate messages to be sent through IPAWS. • Maintain communications links with, and disseminate emergency information to, the media and appropriate agencies and departments. • Execute a public information program that controls misinformation, distributes information, and coordinates information before its release. • Coordinate shelter information with the City ECC Management Team, Thurston County ECC PIO, and American Red Cross. • Disseminate energy and utility information to the public in coordination with the State Energy Office.
Recovery
• Create and conduct a comprehensive public outreach campaign to share recovery information with the public. • Continue to build positive relationships with the media. • Support the RCC in preparing and providing information to the public about recovery polices and specific limits for various programs, including FEMA Individual Assistance (IA) and Small Business Administration loans. • In support of the RCC, County, State, and FEMA, conduct public meetings and other engagement events throughout the City to provide recovery information to the public and receive feedback. • In support of the RCC, County, State, and FEMA, develop and disseminate information to the private sector on policies, procedures, and resources available for business recovery.



Public Affairs
Prevention
In coordination with Police and/or Information Services, develop and disseminate public messaging during ongoing events.



Public Works
Protection
• Provide the ECC Manager (Director, PW Operations Manager, City Engineer). • Provide the Operations Section Chief (PW Operations Manager, City Engineer, Water Maintenance Supervisor, Wastewater Maintenance Supervisor). • Provide the Deputy Operations Section Chief (Parks Maintenance Supervisor, Design and Construction Manager, Transportation Supervisor, Development Review Engineer Manager). • Provide the Planning Section Chief (Water Resources Manager). • Provide the Deputy Planning Section Chief (Water Resources Manager, Management Analyst, Senior Stormwater Engineer, Civil Engineer, City Surveyor). • Provide the Logistics Section Chief (Project Administrator, Management Analyst). • Provide the Deputy Logistics Section Chief (Project Administrator). • Provide the Safety Officer (PW Ops Safety Coordinator, Parks Maintenance Senior Technician) • Provide the Damage Assessment Task Force Leader (PW infrastructure – Facilities Supervisor, Design and Construction Manager, Transportation Manager, Civil Engineer). • Provide staffing to the Operations Section. • Appoint a Utilities Coordinator to maintain liaison, track utilities status, and coordinate repair efforts with County, State, and private sector partners. • In cooperation with the County Utilities Coordinator, ensure the availability of diagrams and maps applicable to City-owned utilities. • Develop and maintain department emergency procedures that include public works functions during a fire service response. • Coordinate with the public and private sector to ensure the availability of emergency resources related to critical infrastructure. • Develop and oversee a program to review and assess City-owned infrastructure as codes and regulations change. • Develop and oversee a program to review and assess City-owned infrastructure as risks are identified or change through the hazard mitigation planning process.
Response
• Provide the ECC Manager (Director, PW Operations Manager, City Engineer). • Provide the Operations Section Chief (PW Operations Manager, City Engineer, Water Maintenance Supervisor, Wastewater Maintenance Supervisor). • Provide the Deputy Operations Section Chief (Parks Maintenance Supervisor, Design and Construction Manager, Transportation Supervisor, Development Review Engineer Manager). • Provide the Planning Section Chief (Water Resources Manager). • Provide the Deputy Planning Section Chief (Water Resources Manager, Management Analyst, Senior Stormwater Engineer, Civil Engineer, City Surveyor). • Provide the Logistics Section Chief (Project Administrator, Management Analyst). • Provide the Deputy Logistics Section Chief (Project Administrator). • Provide the Safety Officer (PW Ops Safety Coordinator, Parks Maintenance Senior Technician). • Provide the Damage Assessment Task Force Leader (PW infrastructure) – Facilities Supervisor, Design and Construction Manager, Transportation Manager, Civil Engineer). • Provide staffing to the Operations Section. • Coordinate City public works and engineering activities during emergencies and provide for the assessment, reconstruction, repair, and maintenance of City streets, water, wastewater, stormwater, parks, and other PW infrastructure. • Establish temporary infrastructure as needed.



Public Works
Response (Continued)
• Oversee engineering and demolition. • Lead damage assessment, evaluation, and information collection for roadways, public property, and City-owned utilities. • Deploy Damage Assessment Team. • Provide the ECC Planning Section with information concerning the conditions of streets and transportation resources. • Provide barricades where needed. • Coordinate transportation resources. • Assist with City-owned vehicle repair and maintenance. • Provide emergency engineering services for Public Works infrastructure. • The Community and Economic Development (CED) Department is the primary agency responsible for providing emergency engineering services for private infrastructure. • Assist in regulating emergency public roadway traffic utilizing signs, barricades, and cones. • Assist with utility access needs for the road system. • Coordinate the use of private sector materials and equipment when necessary. • Assign personnel to non-threatening fire duties as necessary. • Provide situational reports to the City ECC on a regular basis. • Fill out appropriate forms and forward them to the ECC Planning Section. • Appoint a City Utilities Coordinator to: - o Serve as a liaison with PSE to obtain a list of energy and utility resources that are in short supply and report that information to the ECC and identify energy and utility resources that are in short supply and report that information to the ECC and the County Utilities Coordinator. - o Compile and forward Damage Reports and Operational Situation Reports. - o Work with PW Water Operations to coordinate storage and dispensing water for emergency and domestic use.
Recovery
• Continue debris removal operations. • Initiate the repair and reconstruction process of City-owned infrastructure and facilities. • Continue collaborating with private utilities (e.g. PSE, cable providers, cellular companies, etc.) located in the public right of way, InterCity Transit, and other entities regarding the restoration of critical services.
Prevention
• Provide traffic barriers, barricades, and signage as requested. • Ensure that security is in place to prevent from damaging Public Works Infrastructure.



Lacey Fire District #3
Protection
Responsible for protecting life and property within the corporate bounds of the City, regardless of ownership, including County, State, and Federal properties.
Serve on the ESC.
Support the Operations Section.
Provide the Search of Damaged Buildings Leader.
Provide the Evacuation Task Force Leader.
Response
Provide the Search of Damaged Buildings Leader.
Provide the Evacuation Task Force Leader.
Support the Operations Section.
Provide fire suppression and prevention.
Provide and/or coordinate emergency medical services, including managing and supplying basic life support (BLS) for non-life-threatening injuries, and advanced life support (ALS) for life-threatening conditions.
Coordinate Search and Rescue operations involving structures (Urban Search and Rescue - USAR).
Provide door-to-door or neighborhood warning notification as needed.
Direct and control all fire related services in the City.
Provide or oversee rescue services as a participant in the Thurston County Special Operations Rescue Team.
Provide emergency medical services and fire suppression as needed at shelters.
Establish on-scene Unified Incident Command as necessary.
Maintain medical direction and communications with the base hospital physician.
Provide medical triage, treatment, and transportation oversight within the established Incident Command structure to oversee the transportation of victims to appropriate medical facilities.
Provide aid stations at fire stations as needed. Provide personnel and supplies in conjunction with Medic One for aid stations.
Lead agency for hazardous materials emergency response in the City.
Provide the initial on-scene Incident Commander (IC) at Hazmat emergencies.
Provide initial Hazmat response, size-up, and investigation duties at the Hazardous Materials Operations level.
Request notification of Washington State Patrol for mitigation of any incidents requiring intervention at the Hazardous Materials Technician level.
Dispatch personnel to hazardous materials incidents to determine nature and resource requirements.
May establish perimeter at Hazmat incidences to secure scene awaiting proper resources.



ANNEX G – Definitions and Acronyms

Activated/Activation: The status of a “system” resource mobilized in response, or in anticipation of a response, to an incident requiring direction and control at a capacity larger than field incident command.

All-Hazards: Describing an incident, natural or human-caused, that warrants action to protect life, property, environment, and public health or safety, and to minimize disruptions of government, social, or economic activities.

Awareness: The continual process of collecting, analyzing, and disseminating intelligence, information, and knowledge to allow organizations and individuals to anticipate requirements and to react effectively.

Chemical, Biological, Radiological, Nuclear, and Explosives (CBRNE): These types of weapons have the ability to create both mass casualties as well as mass disruption of society.

Community Emergency Management Network (CEMNET): A statewide, very high frequency (VHF) low-band radio system, as the primary backup communication link between the state EOC and local EOC's throughout the state.

Comprehensive Emergency Management Plan (CEMP): The purpose of the CEMP is to establish the overall framework for integration and coordination of emergency management activities of government, volunteer organizations, and the private sector.

Command: The function in the Incident Command System responsible for overall direction and control of the incident.

Community-Based Organization (CBO): A public or private nonprofit organization of demonstrated effectiveness that— (A) is representative of a community or significant segments of a community; and (B) provides educational or related services to individuals in the community.

Coordinate: To advance systematically an analysis and exchange of information among principals who have or may have a need to know certain information to carry out specific incident management responsibilities.

Crisis Management: Measures to identify, acquire, and plan the use of resources needed to anticipate, prevent, and/or resolve a threat, act, or incident. In a terrorist incident, crisis management includes intelligence, surveillance, tactical operations, negotiations, forensics, investigation, agent identification, search, render safe procedures, transfer and disposal, limited decontamination, and assurance of public health and safety.



Critical Infrastructure: Assets, systems, and networks, whether physical or virtual, so vital that the incapacitation or destruction of such assets, systems, or networks would have a debilitating impact on security, economic security, public health or safety, or any combination of those matters.

Cyber: Pertaining to computers and their support systems, such as servers, routers, and switches that support critical infrastructure.

Declaration of Emergency, Local: An indication that extreme measures may be necessary to preserve life and property; a resolution made by the City Council; activates certain emergency powers.

Declaration of Disaster, Local: An indication to the Governor of the State of Washington that local resources have or may soon be exhausted, and that special assistance is required to meet the needs of the emergency; a resolution made by the City Council; necessary prior to direct assistance from the State.

Demobilization: The orderly, safe, and efficient return of an incident resource to its original location and status.

Disaster: An event or set of circumstances which: (1) demands immediate action to preserve public health, protect life, protect public property, or to provide relief to any stricken community overtaken by such occurrences or (2) reaches such a dimension or degree of destructiveness as to warrant the Governor proclaiming a state of emergency pursuant to RCW 43.06.010.

Disaster Recovery Center (DRC) - A temporary facility where, under one roof, representatives of federal agencies, local and state governments, and voluntary relief organizations can explain the disaster recovery programs and process applications from businesses.

Disaster Welfare Information (DWI): A system for disaster victim registration coordinated by the American Red Cross.

Economic Recovery: Involves economic impact assessment to the City and the business community, support to small businesses from federal and other sources, and economic revitalization planning.

Emergency: An event or set of circumstances which: (1) demands immediate action to preserve public health, protect life, protect public property, or to provide relief to any stricken community overtaken by such occurrences or (2) reaches such a dimension or degree of destructiveness as to warrant the Governor proclaiming a state of emergency pursuant to RCW 43.06.010.

Emergency Coordination Center (ECC): The physical location at which the coordination of information and resources to support domestic incident management



activities normally takes place. An ECC may be a temporary facility or may be located in a more central or permanently established facility, perhaps at a higher level of organization within a jurisdiction. ECCs may be organized by major functional disciplines (e.g., fire, law enforcement, and medical services), by jurisdiction (e.g., Federal, State, regional, county, city, tribe), or some combination thereof.

Emergency Management: Organized analysis, planning, decision-making, and assignment of available resources to mitigate, prepare for, respond to, and recover from the effects of any hazard.

Emergency Medical Services (EMS): A national network of services coordinated to provide aid and medical assistance from primary response to definitive care; involves personnel trained in rescue, stabilization, transportation, and advanced treatment of traumatic or medical emergencies.

Emergency Support Function (ESF): A grouping of government and certain private sector capabilities into an organizational structure to provide the support, resources, program implementation, and services that are most likely to be needed to save lives, protect property and the environment, restore essential services and critical infrastructure, and help victims and communities return to normal, when feasible, following domestic incidents. The ESFs serve as the primary operational-level mechanism to provide assistance to State, local, and tribal governments or to Federal departments and agencies conducting missions of primary Federal responsibility.

Emergency Worker Compensation: Liability coverage for certain volunteer emergency workers under the provisions of the Revised Code of Washington (RCW), Chapter 38.52.

Emergency Worker: Emergency worker means any person including, but not limited to, an architect registered under Chapter 18.08 RCW or a professional engineer registered under Chapter 18.43 RCW, who is registered with a local emergency management organization or the department and holds an identification card issued by the local emergency management director or the department for the purpose of engaging in authorized emergency management activities or is an employee of the state of Washington or any political subdivision thereof who is called upon to perform emergency management activities.

Evacuation: Organized, phased, and supervised withdrawal, dispersal, or removal of civilians from dangerous or potentially dangerous areas, and their reception and care in safe areas.

Event: A significant event or designated special event requiring security, such as inaugurals, State of the Union addresses, the Olympics, and international summit conferences.

Federal Emergency Management Agency (FEMA): Agency created in 1979 to provide



a single point of accountability for all federal activities related to disaster mitigation and emergency preparedness, response, and recovery. Federal Emergency Management Agency manages the President's Disaster Relief Fund and coordinates the disaster assistance activities of all federal agencies in the event of a Presidential Disaster Declaration.

Finance/ Administration Section: Section in the Incident Command System responsible for coordination of fiscal control measures, cost tracking, and procurement management.

Ham: Amateur Radio, a licensed citizen radio system.

Hazard: Something that is potentially dangerous or harmful, often the root cause of an unwanted outcome.

Hazard Mitigation: Any action taken to reduce exposure to, probability of, or potential loss from hazards. Measures may include zoning and building codes, floodplain buyouts, and analysis of hazard-related data to determine where it is safe to build or locate temporary facilities.

Hazardous Material (HAZMAT): A substance or material, including a hazardous substance, pollutants, and contaminants which have been determined by the Secretary of Transportation to be capable of posing an unreasonable risk to health, safety, and property when transported in commerce, and which has been so designated.

Incident: An occurrence or event, natural or human-caused, which requires an emergency response to protect life or property. Incidents can, for example, include major disasters, emergencies, terrorist attacks, terrorist threats, wild land and urban fires, floods, hazardous materials spills, nuclear accidents, aircraft accidents, earthquakes, hurricanes, tornadoes, tropical storms, war-related disasters, public health and medical emergencies, and other occurrences requiring an emergency response.

Incident Action Plan (IAP): An oral or written plan containing general objectives reflecting the overall strategy for managing an incident. It may include the identification of operational resources and assignments. It may also include attachments that provide direction and important information for management of the incident during one or more operational periods.

Incident Command Post (ICP): The field location at which the primary tactical-level, on scene incident command functions are performed.

Incident Command System (ICS): Nationally recognized emergency management method for the coordination of multiple resources in a complex incident. Adaptable to single jurisdiction/single agency; single jurisdiction/multiple agency; multiple jurisdiction/multiple agencies. Consists of 5 primary components: Command, Operations, Planning, Logistics, and Finance/Administration.



Individual Assistance (IA): Supplementary federal assistance available under the Stafford Act to individuals, families, and businesses which includes disaster housing assistance, unemployment assistance, grants, loans, legal services, crisis counseling, tax relief, and other services or relief programs.

Infrastructure Recovery: Includes repair and reconstruction of the physical plant, facilities, infrastructure, utilities, communications and other life-line services.

Integrated Public Alert and Warning System (IPAWS): The Integrated Public Alert & Warning System (IPAWS) is FEMA's national system for local alerting that provides authenticated emergency and life-saving information to the public through mobile phones using Wireless Emergency Alerts, to radio and television via the Emergency Alert System, and on the National Oceanic and Atmospheric Administration's Weather Radio.

Joint Information Center (JIC): A facility established to coordinate all incident related public information activities on-scene. It is the central point of contact for all news media at the scene of the incident. Public information officials from participating federal, State, local, and tribal agencies and nongovernmental entities also may collocate at the JIC.

Jurisdiction: A range or sphere of authority. Public agencies have jurisdiction at an incident related to their legal responsibilities and authority for incident mitigation. Jurisdictional authority at an incident can be political or geographical (e.g., city, county, State, or Federal boundary lines) or functional (e.g., law enforcement, public health).

Logistics Section: Section in Incident Command System responsible for the acquisition and tracking of personnel, supplies, equipment, transportation resources, facilities, etc.

Long-Term Recovery: There can be no definitive time period for short- or long-term recovery as the process is dictated by the type and scope of event. Typically a moderate incident may require 6 - 12 months to bring circumstances back to normal functionality. Long-term recovery involves:

- Permanent repair and reconstruction of infrastructure, facilities, or property;
- Area specific or city-wide redevelopment planning;
- Economic and business recovery; and
- Social/community restoration.

Mission Assignment: A task assigned by the Federal Emergency Management Agency to any capable federal agency to provide necessary disaster assistance not available under other statutory authorities. The task may involve logistical and personnel of federal assistance as well as direct federal assistance to state and local jurisdictions.

Mitigation: The activities designed to reduce or eliminate risks to persons or property or to lessen the actual or potential effects or consequences of an incident. Mitigation measures may be implemented prior to, during, or after an incident. Mitigation



measures are often identified by lessons learned from prior incidents. Mitigation involves ongoing actions to reduce exposure to, probability of, or potential loss from hazards. Measures may include zoning and building codes, floodplain buyouts, and analysis of hazard-related data to determine where it is safe to build or locate temporary facilities. Mitigation can include efforts to educate governments, businesses, and the public on measures they can take to reduce loss and injury.

Mobilization: The process and procedures used by Federal, State, local, and tribal organizations for activating, assembling, and transporting all resources that have been requested to respond to or support an incident.

Mutual Aid Agreement (MAA): Written agreement between agencies and/or jurisdictions that they will assist one another on request, by furnishing personnel, equipment, and/or expertise in a specified manner.

National Warning System (NAWAS): A 24-hour continuous private line telephone system used to convey warnings to Federal, State, and local governments, as well as the military and civilian population.

National Incident Management System (NIMS): A system that provides a consistent, nationwide approach for Federal, State, local, and tribal governments; the private sector; and nongovernmental organizations to work effectively and efficiently together to prepare for, respond to, and recover from domestic incidents, regardless of cause, size, or complexity. To provide for interoperability and compatibility between Federal, State, local, and tribal capabilities, NIMS includes a core set of concepts, principles, and terminology. They are identified as the ICS; multi-agency coordination systems; training; identification and management of resources (including systems for classifying types of resources); qualification and certification; and the collection, tracking, and reporting of incident information and incident resources.

Non-Governmental Organization (NGO): An entity with an association that is based on interests of its members, individuals, or institutions and that is not created by a government, but may work cooperatively with government. Such organizations serve a public purpose, not a private benefit. Examples of NGOs include faith-based charity organizations and the American Red Cross.

Operations Section: Section of the Incident Command System responsible for coordination of emergency resources involved in the direct response to the incident including fire, emergency medical services, police, public works, mass care, etc.

Planning Section: Section of the Incident Command System responsible for operational planning, information management, documentation, etc.

Preliminary Damage Assessment Team (PDA Team): An ad hoc group that comes together after a disaster whose main purpose is to determine the level of disaster



declaration that is warranted. The team usually consists of federal, state, and local representatives to do an initial damage evaluation to sites damaged.

Preparedness: The range of deliberate, critical tasks and activities necessary to build, sustain, and improve the operational capability to prevent, protect against, respond to, and recover from domestic incidents. Preparedness is a continuous process. Preparedness involves efforts at all levels of government and between government and private sector and nongovernmental organizations to identify threats, determine vulnerabilities, and identify required resources.

Prevention: The activities designed to reduce or eliminate risks to persons or property or to lessen the actual or potential effects or consequences of an incident. Prevention measures may be implemented prior to, during, or after an incident. Prevention measures are often identified by lessons learned from prior incidents. Prevention involves ongoing actions to reduce exposure to, probability of, or potential loss from hazards. Measures may include zoning and building codes, floodplain buyouts, and analysis of hazard-related data to determine where it is safe to build or locate temporary facilities. Prevention can include efforts to educate governments, businesses, and the public on measures they can take to reduce loss and injury.

Proclamation of Disaster, Presidential: Activates certain federal assistance under the provisions of Public Law 93-288 the Robert T. Stafford Disaster Relief Act; made by the President; requested by the Governor.

Public Assistance (PA): Supplementary federal assistance provided under the Stafford Act to state and local jurisdictions, special purpose districts, Native Americans, or eligible private, nonprofit organizations.

Public Information Officer (PIO): Responsible for communicating with the public, media, and/or coordinating with other agencies, as necessary, with incident-related information requirements.

Recovery: The development, coordination, and execution of service and site restoration plans; the reconstitution of government operations and services; individual, private sector, nongovernmental, and public-assistance programs to provide housing and to promote restoration; long-term care and treatment of affected persons; additional measures for social, political, environmental, and economic restoration; evaluation of the incident to identify lessons learned; post-incident reporting; and development of initiatives to mitigate the effects of future incidents.

Response: Personnel and major items of equipment, supplies, and facilities available or potentially available for assignment to incident operations and for which status is maintained. Resources are described by kind and type and may be used in operational support or supervisory capacities at an incident or at an ECC.



Revised Code of Washington (RCW): The Revised Code of Washington (RCW) is the compilation of all permanent laws now in force.

Robert T. Stafford Disaster Relief and Emergency Assistance Act (Public Law 93-288, as amended): The act that authorizes the greatest single source of federal disaster assistance. It authorizes coordination of the activities of federal, state, and volunteer agencies operating under their own authorities in providing disaster assistance, provision of direct federal assistance as necessary, and provision of financial grants to state and local jurisdictions as well as a separate program of financial grants to individuals and families. This act is commonly referred to as the Stafford Act.

Search and Rescue (SAR): The act of searching for, rescuing, or recovering by means of ground, marine, or air activity any person who becomes lost, injured, or is killed while outdoors or as a result of a natural or human-caused event, including instances of searching for downed aircraft when ground personnel are used. Includes disaster, urban, and wildland search and rescue.

Situation Report (SitRep): A form of status reporting that provides decision-makers and readers a quick understanding of the current situation. It provides a clear, concise understanding of the situation—focusing on meaning or context, in addition to the facts.

Short-term Recovery: Involves the immediate restoration of services and government functions as well as assistance to residents in resuming essential life activities. Activities may include: sheltering, debris clearance, damage/impact assessment, temporary service provision, and traffic control, temporary space for displaced government/business/community functions, public information, inspections and permitting for repairs, volunteer and donations management, and initiation of state/federal assistance programs. Immediate mental health, public health or other community issues may also be addressed.

Staging: Location where incident personnel and equipment are assigned on an immediately available status.

Supervisory Control and Data Acquisition (SCADA): A control system architecture comprising computers, networked data communications, and graphical user interfaces for high-level supervision of machines and processes.

TCOMM 911: Thurston County Department of Communications and the County's Dispatch Center.

Terrorism: The unlawful use of force or violence committed by an individual or group against persons or property in order to intimidate or coerce a government, the civilian population, or any segment thereof in furtherance of political or social objectives.

Urban Search and Rescue (USAR): Search for and recovery of persons trapped in



Annex G – Definitions and Acronyms to City of Lacey CEMP

collapsed structures, confined spaces, and debris.

Comprehensive Emergency Management Plan (CEMP)

Council Worksession| July 9, 2024



Consultant Selection

Interviewed top four (4) scoring consultant companies

- Witt O'Brien's selected as Emergency Management consultant



CEMP Development

Consultant conducted several workshops

- **Participants included:**

- Approximately thirty (30) employees representing all departments within the City
- Regional partners
- Community partners
 - Provided a Whole Community planning effort



Comprehensive Emergency Management Plan (CEMP)

What is the CEMP?

- Defines who does what, when, where and how
- Describes the basic assumptions, strategies, operational objectives, and coordination



The City of Lacey will mobilize resources and conduct activities to support protection, response, recovery, prevention, and mitigation operations for natural and human-caused hazards.



Senior Leaders Intent

To help save lives, alleviate suffering, ensure the continuity of critical government functions, maintain and/or restore essential services, and help stabilize and repair critical infrastructure. Help create an environment conducive to short and long-term recovery and future mitigation.



The Plan

Agency/Departmental-Focused Plan

- Updated every 5 years
- Consists of:
 - The Basic Plan
 - Annexes



2024 CEMP

Basic Plan Addresses:

- Planning Assumptions
- Strategies
- Specified and Implied Tasks
- Operational Objectives / Priorities
- Training and Exercise Program



Annexes to the CEMP

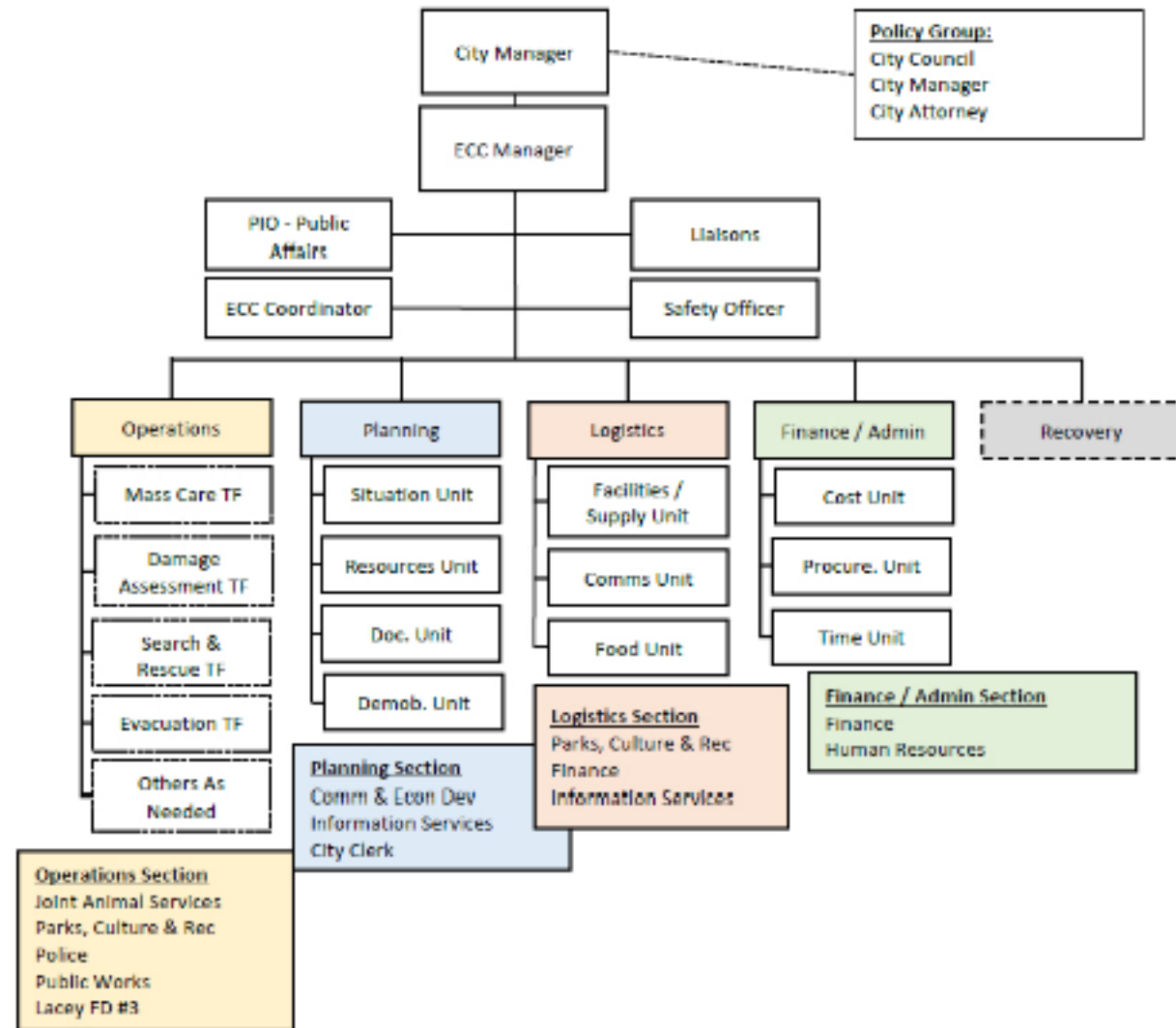
Seven (7) Annexes

- Annex A – Damage Assessment
- Annex B – Mass Care
- Annex C – Search and Rescue
- Annex D – Evacuation
- Annex E – Transition to Recovery
- Annex F – Roles and Responsibilities by Department
- Annex G – Definitions



2024 CEMP

ECC Org Chart:



Councils Roles and Responsibilities

• Annex F Roles and Responsibilities by Department

Mayor – Response
• Serve on the Policy Group.
• Make policy decisions.
• Responsible for the declaration of conditions of emergencies or disasters when control of the situation is beyond the capabilities of City resources. A verbal declaration by the Mayor will suffice during the initial stages of an emergency/disaster. However, a signed copy of the declaration should be sent to the County AND must be filed with the State Division of Emergency Management as soon as possible.

City Council
Protection
• Serve on the Policy Group.
• Responsible for Plan adoption.
• Participate in training and exercises.
Response
• Serve on the Policy Group.
• Make policy decisions.
• Support the emergency proclamation with a resolution.
Recovery
• Make determination on approving additional financial resources for the City, as necessary.
• Make determination on amending emergency policies or amending the Municipal Code to achieve needed recovery goals and objectives.



Next Steps

Adopt through resolution the 2024 City of Lacey Comprehensive Emergency Management Plan and Annexes.



Questions or Comments?



LACEY CITY COUNCIL WORKSESSION
July 9, 2024

SUBJECT: Diversity, Equity, Inclusion, and Belonging Strategic Plan

RECOMMENDATION: Discussion only; determine if additional review time is necessary. Provide direction to City staff on other elements to consider.

STAFF CONTACT: Rick Walk, City Manager *RW*
Shannon Kelley-Fong, Assistant City Manager *SKF*

ORIGINATED BY: City Manager's Department

ATTACHMENTS: 1. Draft Diversity, Equity, Inclusion, and Belonging Strategic Plan

FISCAL NOTE: TBD based on specific programs and initiatives.

PRIOR REVIEW: Commission on Equity – June 24, 2024
See **Table A** for full list

WORK PLAN GOALS:

Vibrant Place to live, work, & play: D. Finalize Homeless Response Plan & enhance social services

An Engaged Community: L. Enhance communication & engagement efforts

Quality Transportation & Infrastructure: J. Enhance multimodal transportation infrastructure and create a welcoming physical environment for all community members

Environmental Stewardship: K. Continue implementation of Climate Mitigation efforts

Excellence in Programs & Services: M. Attract and retain quality and qualified staff to meet service needs

COE RECOMMENDATION: "Review and adopt the Diversity, Equity, Inclusion, and Belonging Strategic Plan."

BACKGROUND: The Commission on Equity (COE) and City staff started working on the draft Diversity, Equity, Inclusion, and Belonging Strategic Plan (Plan) in 2021. **Table A** provides a detailed list of all of the meetings the COE reviewed elements of the Plan.

The purpose of the Plan is to create a strategic guide for the City of Lacey (City) to advance and support equity efforts in the greater Lacey community from 2024 to 2030. The Plan identifies ways the City can serve as the lead, a partner, and as an advocate working with community partners to build a more equitable and welcoming place where diversity is celebrated, opportunities are equitable, and barriers to participation are eliminated.

The Plan includes a Vision and Mission statements, Values, and four Goals with multiple strategies and baselines (2024) identified under each Goal. The identified Goals subareas, and strategies are:

1. Workforce and Work Environment

- A. **Equity Plan:** Continue internal DEIB efforts, including adoption and implementation of a workforce equity plan, that transforms policies, systems, and practices and enhances cultural competency at all levels within the organization (Executive Team, Staff).
- B. **Hiring and Retention:** Continue to enhance recruitment efforts to attract, hire, and retain a talented workforce that increasingly reflects the greater community.
- C. **Development and Workplace:** Continue to improve training, workforce development opportunities, and ensure the workplace is welcoming for all.

2. Community Engagement and Access

- A. **Communications:** Implement the Communications Plan, including developing a Language Access Plan to improve communication accessibility, and continue to enhance the cultural relevancy of City materials.
- B. **Engagement:** Continue to develop and implement engagement strategies that build community trust and increase participation of BIPOC and other underrepresented voices in local decision making, including on advisory bodies, task forces, and planning efforts.
- C. **Relationships:** Enhance relationships and opportunities in the community for continued dialogue and knowledge-sharing among the City, partner

entities, and community members through events, programs, forums, art, etc.

- D. **Collaboration:** Create and maintain a clearinghouse of partner entities, advocacy groups, and community-wide DEIB efforts to help facilitate collaboration between local service providers to enhance engagement and connectivity.

3. Policies, Programs, and Services

- A. **City Policies:** Integrate and reflect equity values in all policy and planning documents, e.g., Budget, Comprehensive Plan, etc.
- B. **City Services:** Provide services that are responsive, transparent, accountable, equitable, and welcoming with an emphasis on providing a safe, trusted environment for underserved community members.
- C. **Public Safety:** Public safety services (e.g., police, emergency management, animal control, and contract court and public defender services) reflect the community, build trusting relationships, and eradicate systems that negatively impact historically marginalized groups and low-income communities.
- D. **Parks, Culture, Recreation:** Provide robust and community-driven parks, culture, and recreation resources where physical, financial, and social barriers are eliminated.
- E. **Infrastructure:** Continue to increase equity across transportation modes and ensure all City facilities and other public assets are accessible and welcoming.
- F. **Utilities:** Continue to provide affordable, essential City utilities and collaborate with external providers to enhance services in the community.
- G. **Acknowledgements:** Recognize and support diversity and inclusiveness through acknowledgement statements, public art, events, programs, and use of City platforms to amplify community voices.

- H. **Contracting:** Raise awareness of State and City contracting and procurement requirements and processes to increase opportunities for minority and women-owned businesses.

4. Livability

- A. **Economic Development:** Support and enhance community workforce education, training, and entrepreneurship opportunities that reduce wealth inequities, support underserved communities, and ensure living wages.
- B. **Housing:** Support efforts to increase homeownership and reduce displacement. Continue to implement and enhance affordable housing and houseless services with community partners.
- C. **Social Services:** Provide and support culturally appropriate social services that meet the needs of the Lacey community.
- D. **Partnerships:** Coordinate and collaborate with local schools, government entities, tribal governments, non-profit groups, and other community stakeholders to advance DEIB comprehensively in the community.
- E. **Environment:** Continue to support, protect, enhance, and restore the natural environment and eliminate health disparities so all have the opportunity to achieve their full health potential.

In addition to the above, the Plan also includes the following elements:

- Land Acknowledgement
- Acknowledgements
- Lacey City Council Message (forthcoming)
- Commission on Equity message and background
- Demographics information
- Key terms (using the Office of Financial Management Equity Glossary with some additions)
- An overview of COE community engagement efforts and analysis
- What the plan is and what the plan isn't
- City roles
- Benchmarks
- Accountability measures, including statuses and baselines (2024)
- Appendices

Table A		
Plan review at COE meetings		
Meeting	DEIB Strategic Plan Work Agenda Item	Link
June 24, 2024	Review and Recommendation to Lacey City Council	Commission on Equity Meeting • City of Lacey • CivicClerk
May 30, 2024	Draft DEIB Strategic Plan: Status Overview, Part II and Draft Review	Commission on Equity Meeting • City of Lacey • CivicClerk
May 6, 2024	Draft DEIB Strategic Plan: Status Overview, Part I	https://laceywa.portal.civicclerk.com/event/1025/files
March 25, 2024	Draft DEIB Strategic Plan Workshop: City Workforce Data Review	https://laceywa.portal.civicclerk.com/event/943/files
February 26, 2024	DEIB Strategic Plan Update	https://laceywa.portal.civicclerk.com/event/74/files/agenda/1827
January 29, 2024	DEI Strategic Plan Workshop: Document Elements Review, Part 3 - Commission on Equity Message and Demographics	https://laceywa.portal.civicclerk.com/event/73/files
December 26, 2023	Document Elements Review Part II: What we Heard Summary, Accountability: Benchmarks and Indicators, Commission on Equity Message	Commission on Equity Meeting • City of Lacey • CivicClerk
November 27, 2023	Document Elements Review Part I: Introduction to the Plan	Commission on Equity Meeting • City of Lacey • CivicClerk
December 27, 2022	Draft Benchmark & Indicators – Second Draft Policies, Programs & Services Initial Review of Draft Livability, Review definitions of BIPOC, Restorative Justice	Commission on Equity Regular Meeting • City of Lacey • CivicClerk
November 28, 2022	Strategic Diversity, Equity, and Inclusion Plan Workshop – Focus Areas, Impact Statements, and Strategies, Part 6	Commission on Equity Regular Meeting • City of Lacey • CivicClerk
October 24, 2022	Strategic Diversity, Equity, and Inclusion Plan Workshop – Focus Areas, Impact Statements, and Strategies, Part 5	Commission on Equity Regular Meeting • City of Lacey • CivicClerk
September 26, 2022	Strategic Diversity, Equity, and Inclusion Plan Workshop – Focus Areas, Impact Statements, and Strategies, Part 4	Commission on Equity Regular Meeting • City of Lacey • CivicClerk
August 22, 2022	Strategic Diversity, Equity, and Inclusion Plan Workshop – Focus Areas, Impact Statements, and Strategies, Part 3	Commission on Equity Regular Meeting • City of Lacey • CivicClerk

July 25, 2022	Strategic Diversity, Equity, and Inclusion Plan Workshop – Focus Areas, Impact Statements, and Strategies, Part 2	Commission on Equity Regular Meeting • City of Lacey • CivicClerk
June 27, 2022	Strategic Diversity, Equity, and Inclusion Plan Workshop – Focus Areas, Impact Statements, and Strategies, Part 1	Commission on Equity Regular Meeting • City of Lacey • CivicClerk
March 28, 2022	Strategic Diversity, Equity, and Inclusion Plan Workshop #7 – Community Connectivity Analysis & Visioning for Change	Commission on Equity Regular Meeting • City of Lacey • CivicClerk
February 28, 2022	Community Connectivity Analysis and Visioning for Change	Commission on Equity Regular Meeting • City of Lacey • CivicClerk
January 24, 2022	Revisit Equity Values, Mission, and Vision Statements & Overview of Values-based decision making in practice	Commission on Equity Regular Meeting • City of Lacey • CivicClerk
December 27, 2021	Creating a Mission Statement	Commission on Equity Regular Meeting • City of Lacey • CivicClerk
September 27, 2021	COE Survey, Creating an Equity Statement	Commission on Equity Regular Meeting • City of Lacey • CivicClerk
August 23, 2021	Overview of Strategic Planning process, Values-based decision making, role of government in shaping existing inequities, where have we been, where do we want to go	Commission on Equity Regular Meeting • City of Lacey • CivicClerk

RECOMMENDATION: Discussion only; determine if additional review time is necessary. Provide direction to City staff on other elements to consider.



DIVERSITY, EQUITY, INCLUSION, AND BELONGING **STRATEGIC PLAN**

Adopted X, 2024



LAND ACKNOWLEDGEMENT

We acknowledge the ancestral land we are on today as the traditional territory of the Tribal People of the Treaty of Medicine Creek, signed in 1854, including the Nisqually Indian Tribe and Squaxin Island Tribe.

We acknowledge, remember, and must not forget those Tribal People that are named but not recognized today, and who were absorbed or relocated into other tribes for survival. We recognize the ancestors and their descendants who are still here.

We acknowledge, Indigenous People who called the land home before the arrival of settlers and have been here Since Time Immemorial.

We recognize the relationship that exists between Indigenous People and their traditional territories, which include the religious significance, self-determination, identity, and economic factors. The relationship helps all people heal from the past and learn how not to inflict new wounds today.

We recognize and respect Indigenous People as traditional stewards of this land, and acknowledge the Tribal Governments and their role today in taking care of these lands.

We recognize that this land acknowledgement, and the Nisqually-Lacey Accord of 2011, are small steps toward true allyship. We commit to partnering with the Tribal People of the Treaty of Medicine Creek to continue to uplift the voices, experience, and histories of indigenous people of this land and beyond.

We recognize and have the responsibility to call attention to the histories of dispossession, forced removal, and abridged treaty rights that allowed our nation, state, and City to develop as they have today. We recommend that community members read the Medicine Creek Treaty of 1854.

Visit CityofLacey.org/LandAcknowledgement for more information.





ACKNOWLEDGEMENTS

Lacey City Council

Mayor Andy Ryder
Deputy Mayor Malcolm Miller
Lenny Greenstein
Michael Steadman
Carolyn Cox
Robin Vazquez
Nicolas Dunning

Commission on Equity

Chair Annie Clay
Vice Chair Kim Sauer
Cliff Brown, former Chair
Thelma Jackson, former Chair
Makieda Hart
Jon Hegwood
Kristine Stolberg
Samuel Tatarian, former Lacey Youth Council Representative
Alanis Blackburn, former Lacey Youth Council Representative

Equity Workgroup (also known as the Civic Leaders Forum)

Dr. Thelma Jackson, Foresight Consultants
Tam Q. Dinh, Ph.D., LICSW, Saint Martin's University
Nam D. Nguyen, Commissioner, Assistant Attorney General's Office
Mustafa Mohamedali, PE, PMP, Social Secretary, Islamic Center of Olympia
Antonio Gallegos, Commission on Hispanic Affairs
Bishop Lorenzo N. Peterson, New Life Baptist Church

The Athena Group – Held Initial DEIB Strategic Plan workshops

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David Schneider, City Attorney
Leialani Su'e, Human Resources Director
Jennifer Burbidge, Parks, Culture and Recreation Director
Robert Almada, Chief of Police
Scott Egger, Public Works Director
Vanessa Dolbee, Community and Economic Development Director
Grant Beck, Planning and Development Services Manager (retired)



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INTRODUCTION



The purpose of this Plan is to create a strategic guide for the City of Lacey (City) to advance and support equity efforts in the greater Lacey community from 2024 to 2030.

Specifically, the Plan identifies ways the City can serve as the **lead**, a **partner**, and as an **advocate** as it works with community partners to build a more equitable and welcoming place where diversity is celebrated, opportunities are equitable, and barriers to participation are eliminated so all voices are included and belong.

The Plan includes a **vision** and **mission, values**, and four **goals** with multiple strategies and action items identified under each goal.



DEIB ELEMENTS



LACEY CITY COUNCIL MESSAGE

Placeholder

ACRONYMS & ABBREVIATIONS

CCT - Community Connectivity Tool

City - City of Lacey

COE - Commission on Equity

Department Acronyms - see page 87

HOLC - Home Owners' Loan Corporation

ICMA - International City / County Management Association

LGBTQIA+ - Lesbian, Gay, Bisexual, Transgender, Queer, Intersex, Asexual, and others.

NACo - National Association of Counties

OFM - Office of Financial Management

POC / BIPOC - People of Color / Black, Indigenous, People of Color

UGA - Urban Growth Area



COMMISSION ON EQUITY MESSAGE

In 2020, the murder of George Floyd sparked a global movement against systemic racism.

This event – one in a 400+ year long history of violence and oppression of Black, Indigenous, and other People of Color in the United States – led many organizations to reflect on their role in sustaining systemic racism, inequities, and other forms of violence and oppression.

Prior to this pivotal moment, the City recognized that equity would not come without catalysts – change was needed.

To jumpstart this change, the City started a series of meetings with community leaders that ultimately became the Equity Workgroup. Through the 2020 Racial Justice Movement and the global pandemic, this group helped lay the foundation for the City's Commission on Equity.

We are proud to continue this work and serve as catalysts moving forward.

As the Commission on Equity, we are committed to using our diverse lived experiences to help the City:

- Comprehensively and intentionally create more equitable City policies, programs, and initiatives that help eradicate systemic racism and other forms of oppression.
- Enhance the quality of life for everyone who chooses to make Lacey their community.
- Encourage participation and involvement of all community members by:
 - Connecting with them in meaningful, non-performative, ways.
 - Finding and engaging with community members in ways they feel comfortable.
 - Reducing barriers to access and participation.
- Collaborate with community partners to drive and enhance community-wide equity efforts.
- Collect and amplify community voices in meaningful ways that bring about community-driven changes in government and beyond. Advocate for the historically marginalized or unheard community members – your voices matter and we want to hear them!
- Build and create a welcoming community where everyone belongs and can use their voice to make a difference.
- Create a system of accountability and review for equity goals for our community and the City, now and in the future, as we continue to grow.

With this commitment in mind, and with the input from numerous community listening sessions and forums, we worked with the City over the last three years to create this Plan over countless hours and a number of workshops. Moving forward, we intend to keep the City accountable for implementing and embedding this Plan throughout the organization as identified in the Plan's strategies and benchmarks.

But we also want your help.

Please join our efforts to increase diversity, equity, inclusion, and belonging in Lacey. Together we can make a difference and build a better future for everyone who lives, stays, plays, and works in Lacey.

Your Commission on Equity,

Annie Clay (Chair), Kim Sauer (Vice Chair), Cliff Brown (former Chair), Thelma Jackson (former Chair), Makieda Hart, Jon Hegwood, and Kristine Stolberg



COMMISSION ON EQUITY BACKGROUND

On January 21, 2021, the Lacey City Council enacted Ordinance 1581, establishing the Commission on Equity (COE), which is tasked with:

- Identifying and advancing opportunities that create a more welcoming community.
- Continuing critical conversations on race and equity.
- Seeking greater participation from underrepresented community members.
- Identify existing gaps and barriers which could prevent full participation in government and public policy.

The former Equity Workgroup, also known as the Civic Leaders Forum, was instrumental in helping the City develop the foundations of the COE.

The COE consists of seven adults and one youth member from the Lacey Youth Council. General Commissioners serve three-year terms. The Youth Commissioner serves for one year. All Commissioners may serve two consecutive terms. To qualify, applicants must reside in the City of Lacey or the Lacey Urban Growth Area (UGA).

On May 20, 2021, the Lacey City Council appointed the inaugural members to the newly formed COE. Over the past three years, the COE has helped inform the City government on equity programs and strategies aligned with meeting the goals identified above. The COE's work has included, but is not limited to, the following:

- Gaining knowledge of City departments and services.
- Learning about processes and procedures used in local government.
- Working on City policy and program recommendations, to include:
 - Parks and Recreation Facility Policy
 - Parks and Recreation Sponsorship Policy
 - Parks, Culture and Recreation Comprehensive Plan 2023-2024
 - Communications Plan 2022-2026
 - Flag Policy
 - Land Acknowledgement Policy
 - Advisory Board Stipend Program and Demographic Survey
 - Utility Wrap Project
 - BIPOC Business Startup Training Program
 - Community Connectivity Tool (CCT) Development
 - Lacey Veterans Services Hub
 - Joint Animal Services
- Meeting with and learning about other government and non-profit stakeholders:
 - Local education equity efforts: North Thurston School District, Pope John Paul II



VISION | MISSION | VALUES | GOALS



VISION

The City of Lacey is an inclusive community that embraces the gifts, talents, experiences, and contributions of all community members and works collaboratively, internally and externally, to advance equity in Lacey.

Lacey is a community where:



Change starts by **LISTENING**



Diversity is **CELEBRATED**



ACTIONS are aligned with values



Opportunities are **EQUITABLE**



Partnerships are **CULTIVATED**



Barriers to **FULL PARTICIPATION** are eliminated, and



ACCOUNTABILITY is central to achieving the above

MISSION

The City is committed to delivering exceptional public services, policies, and programs that integrate equity and social justice as core principles as we continue to grow as a vibrant and thriving community.

The City is committed to working collaboratively with community partners to help create equitable access to opportunities and resources for all community members.

VALUES

The City of Lacey champions change that leads to a more equitable society for ALL community members, regardless of race, gender, income, age, sexual orientation, disability, nationality, religion, gender expression, English proficiency, and educational attainment, among other identities, many of which can intersect to create compounding marginalization or privilege.

We strive to eradicate all forms of racism and oppression, which have had disproportionate negative impacts on Black, Indigenous, and People of Color, through actions, partnerships, support and advocacy.

We recognize the power City government has to impact the lives of our community members. In our City government and operations, we strive to shape, advance, and implement policies, practices, and programs that help eliminate inequities that result from centuries of racism and oppression.

We begin with self-examination, listening, and creating platforms for historically marginalized and under-represented communities to be heard. The City is committed to working collaboratively with community partners to help create equitable access to opportunities and resources for all community members.





A CLOSER LOOK AT VALUES



We champion social change that leads to a more equitable society for ALL community members.



We strive to eradicate all forms of racism and oppression.



We recognize the power City government has to impact the lives of our community.



We begin with self-examination, active listening, and creating platforms for historically marginalized and under-represented communities to be heard.



We are committed to working collaboratively with community partners to help create equitable access to opportunities and resources for all community members.

GOALS

GOAL	GOAL STATEMENT	SUBAREAS	CITY'S ROLE
Workforce and Work Environment	The City strives to be a culturally competent organization that implements diversity, equity, inclusion, and belonging practices.	• Equity Plan • Hiring and Retention • Development and Workplace	Lead
Community Access and Engagement	The City endeavors to provide accessible communications, meaningful and responsive participation, and improve community connectivity for all.	• Communications • Engagement • Relationships • Collaboration	Lead Partner Advocate
Policies, Programs, and Services	The City works to integrate diversity, equity, inclusion, and belonging into all City policies, projects, programs, and services.	• City Policies • City Services • Public Safety • Parks, Culture, Recreation • Infrastructure • Utilities • Acknowledgements and Events • Contracting	Lead
Livability	The City aims to provide and assist with advancing equitable economic opportunities, a diversity of housing and human services, and a healthy environment for all.	• Economic Development • Housing • Social Services • Partnerships • Environment	Lead Partner Advocate



SUBAREAS | STRATEGIES

Under each Goal, the Diversity, Equity, Inclusion, and Belonging (DEIB) Strategic Plan establishes several Subareas with Strategies. For a look at benchmarks, reporting frequencies, and baselines (2024) for each strategy, see pages 83 to 165.



WORKFORCE AND WORK ENVIRONMENT

SUBAREAS	STRATEGY	CITY'S ROLE
Equity Plan	A. Continue internal DEIB efforts, including adoption and implementation of a workforce equity plan, that transforms policies, systems, and practices and enhances cultural competency at all levels within the organization (Executive Team, Staff).	Lead
Hiring and Retention	B. Continue to enhance recruitment efforts to attract, hire, and retain a workforce that reflects the greater community.	Lead
Development and Workplace	C. Continue to improve training, workforce development opportunities, and ensure the workplace is welcoming for all.	Lead

COMMUNITY ACCESS AND ENGAGEMENT

SUBAREAS	STRATEGY	CITY'S ROLE
Communications	A. Implement the Communications Plan, including developing a Language Access Plan to improve communication accessibility, and continue to enhance the cultural relevancy of City materials.	Lead
Engagement	B. Continue to develop and implement engagement strategies that build community trust and increase participation of BIPOC and other underrepresented voices in local decision making, including on advisory bodies, task forces, and planning efforts.	Lead
Relationships	C. Enhance relationships and opportunities in the community for continued dialogue and knowledge-sharing among the City, partner entities, and community members through events, programs, forums, art, etc.	Lead
Collaboration	D. Create and maintain a clearinghouse of partner entities, advocacy groups, and community-wide DEIB efforts to help facilitate collaboration between local service providers to enhance engagement and connectivity.	Lead

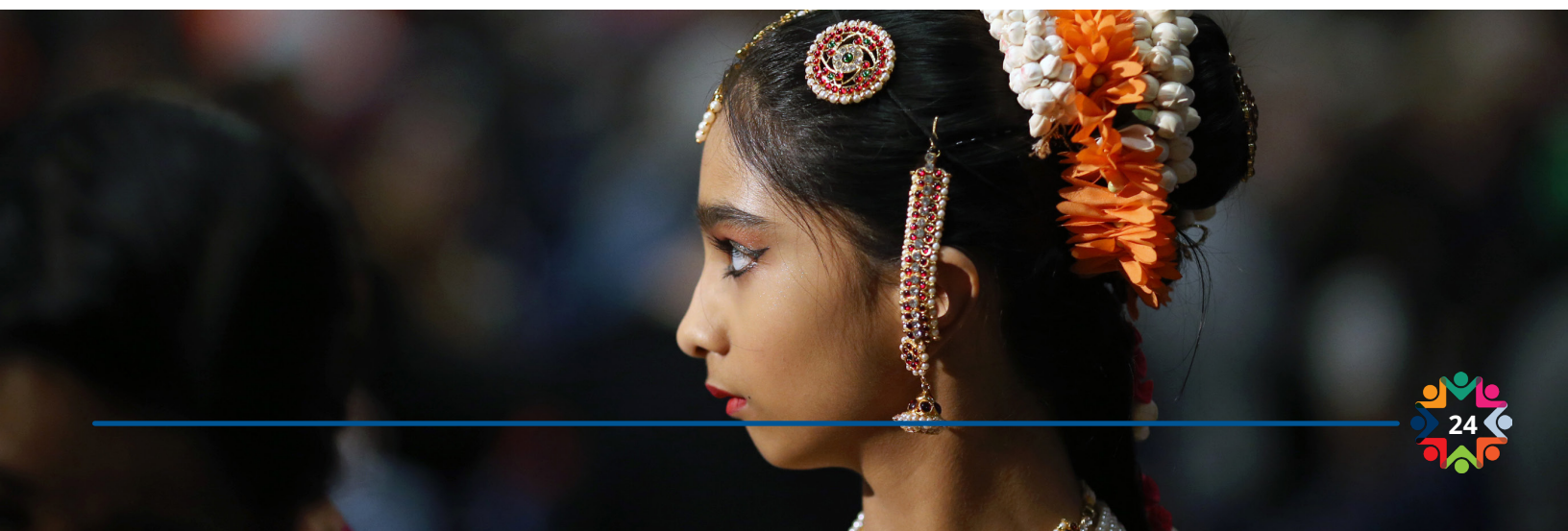


POLICIES, PROGRAMS, AND SERVICES

SUBAREAS	STRATEGY	CITY'S ROLE
City Policies	A. Integrate and reflect equity values in all policy and planning documents (e.g., Budget, Comprehensive Plan, etc.)	Lead
City Services	B. Provide services that are responsive, transparent, accountable, equitable and welcoming with an emphasis on providing a safe, trusted environment for underserved community members.	Lead
Public Safety	C. Public safety services (e.g., police, emergency management, animal control, and contract court and public defender services) reflect the community, build trusting relationships, and eradicate systems that negatively impact historically marginalized groups and low-income communities.	Lead Partner

POLICIES, PROGRAMS, AND SERVICES

SUBAREAS	STRATEGY	CITY'S ROLE
Parks, Culture, Recreation	D. Provide robust, community-driven parks, culture, and recreation resources where physical, financial, and social barriers are eliminated.	Lead
Infrastructure	E. Continue to increase equity across transportation modes and ensure all City facilities and other public assets are accessible and welcoming.	Lead Partner
Utilities	F. Continue to provide affordable, essential City utilities and collaborate with external providers to enhance services in the community.	Lead Partner
Acknowledgement and Events	G. Recognize and support diversity and inclusiveness through acknowledgement statements, public art, events, programs, and use of City platforms to amplify community voices.	Lead
Contracting	H. Raise awareness of State and City contracting and procurement requirements and processes to increase opportunities for minority and women-owned businesses.	Lead Partner Advocate



LIVABILITY

SUBAREAS	STRATEGY	CITY'S ROLE
Economic Development	A. Support and enhance community workforce education, training, and entrepreneurship opportunities that reduce wealth inequities, support underserved communities, and ensure living wages.	Lead Partner Advocate
Housing	B. Support efforts to increase homeownership and reduce displacement. Continue to implement and enhance affordable housing and houseless services with community partners.	Lead Partner Advocate
Social Services	C. Provide and support culturally appropriate social services that meet the needs of the Lacey community.	Lead Partner Advocate
Partnerships	D. Coordinate and collaborate with local schools, government entities, tribal governments, non-profit groups, and other community stakeholders to advance DEIB comprehensively in the community.	Lead Partner Advocate
Environment	E. Continue to support, protect, enhance, and restore the natural environment and eliminate health disparities so all have the opportunity to achieve their full health potential.	Lead Partner Advocate

WHAT IS DIVERSITY, EQUITY, INCLUSION, AND BELONGING?

An essential part of the Plan (Plan) is understanding what the City means in the use of Diversity, Equity, Inclusion, and Belonging. The Plan uses the Washington State Office of Financial Management's (OFM) [Diversity, Equity, and Inclusion – Glossary of Equity-Related Terms \(V3.2\)](#) as a foundation.

The following provides a brief definition of DEIB, the OFM definition, and an example of these terms in action.



DIVERSITY:

The presence of differences within a setting, collective, or group.



OFM GLOSSARY

Describes the presence of differences within a given setting, collective, or group. An individual is not diverse – a person is unique. Diversity is about a collective or a group and exists in relationship to others. A team, an organization, a family, a neighborhood, and a community can be diverse. A person can bring diversity of thought, experience, and trait, (seen and unseen) to a team — and the person is still an individual.

EXAMPLE

In a group, diversity can include (but not limited to), differences in culture, race, sex, gender, points-of-views, beliefs, age, education, life experiences, sexual orientation, abilities, income, socioeconomic status, veteran status, personalities, and more.

EQUITY:

Working toward fairness outcomes for people or groups that addresses barriers to full participation.

OFM GLOSSARY	EXAMPLE
The act of developing, strengthening, and supporting procedural and outcome fairness in systems, procedures, and resource distribution mechanisms to create equitable (not equal) opportunity for all people. Equity is distinct from equality which refers to everyone having the same treatment without accounting for differing needs or circumstances. Equity has a focus on eliminating barriers that have prevented the full participation of historically and currently oppressed groups.	The image below from the Robert Wood Johnson Foundation depicts bike riders of different abilities in a scenario where bikes are presented based on Equality and Equity. In the Equality example, all riders have the same bike making it difficult or impossible to ride. In the Equity example, all riders have a bike that matches their ability making it possible for them to fully participate in the ride. Page 31 provides an example of Redlining as one illustration of structural inequity that continues to impact communities today. For an example here locally in Thurston County, see restrictive covenants on page 35.

Equality



Equity



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INCLUSION:

Intentionally ensuring opportunities for meaningful and full participation.

OFM GLOSSARY	EXAMPLE
Intentionally designed, active, and ongoing engagement with people that ensures opportunities and pathways for participation in all aspects of group, organization, or community, including decision-making processes. Inclusion is not a natural consequence of diversity. There must be intentional and consistent efforts to create and sustain a participative environment. Inclusion refers to how groups show that people are valued as respected members of the group, team, organization, or community. Inclusion is often created through progressive, consistent, actions to expand, include, and share.	Inclusion is finding gaps in voices and perspectives that were not heard, or historically marginalized or silenced, and finding a way to hear and meaningfully share these voices and perspectives. For City engagement initiatives, inclusion could mean intentionally consulting, involving, collaborating, and empowering community members that have not participated in previous outreach efforts.



BELONGING(NESS):

Being considered, supported, respected, and valued as your authentic self.



OFM GLOSSARY

Your well-being is considered and your ability to design and give meaning to society's structures and institutions is realized. More than tolerating and respecting differences, belonging requires that all people are welcome with membership and agency in the society. Belonging is vital to have a thriving and engaged populace, which informs distributive and restorative decision-making.

EXAMPLE

In the work place, every team member's perspective is valued through positive connections, they are able to provide input that makes an impact, and each team member is able to be their true identity.

STRUCTURAL INEQUITY EXAMPLES:

Redlining and Racial Restrictive Covenants

Redlining was a longstanding, discriminatory practice of banks declining to lend mortgages in areas deemed too “financially risky” due to high populations of people of color and certain ethnic backgrounds. This practice, which lasted from the 1930s to the late 1960s, blocked people of color from getting mortgages at the same rates of white contemporaries.

From the Federal Reserve History – the Role of the Federal Government:

“Redlining is the practice of denying people access to credit because of where they live, even if they are personally qualified for loans. Historically, mortgage lenders once widely redlined core urban neighborhoods and Black-populated neighborhoods in particular . . .

The federal government played a key role in institutionalizing and encouraging redlining through the Federal Housing Administration (FHA). The FHA was the architect of federally sponsored redlining from 1934 until the 1960s. Other federal agencies, such as the Federal Reserve, regulated the banks and thrifts that originated or bought FHA-insured loans . . . ”

Read more: [FederalReserveHistory.org/essays/redlining](https://www.federalreservehistory.org/essays/redlining).

In the late 1930s, the **Home Owners’ Loan Corporation (HOLC)** created a series of color-coded maps of residential areas. On the maps, each color represented a different category of mortgage loan default risk:

- **Grade A:** “Best” (shaded green), represented the lowest default risk.
- **Grade B:** “Still desirable” (shaded blue), represented an acceptable risk of default.
- **Grade C:** “Declining” (shaded yellow), represented a high risk of default.
- **Grade D:** “Hazardous” (shaded red), represented a dangerous risk of default.

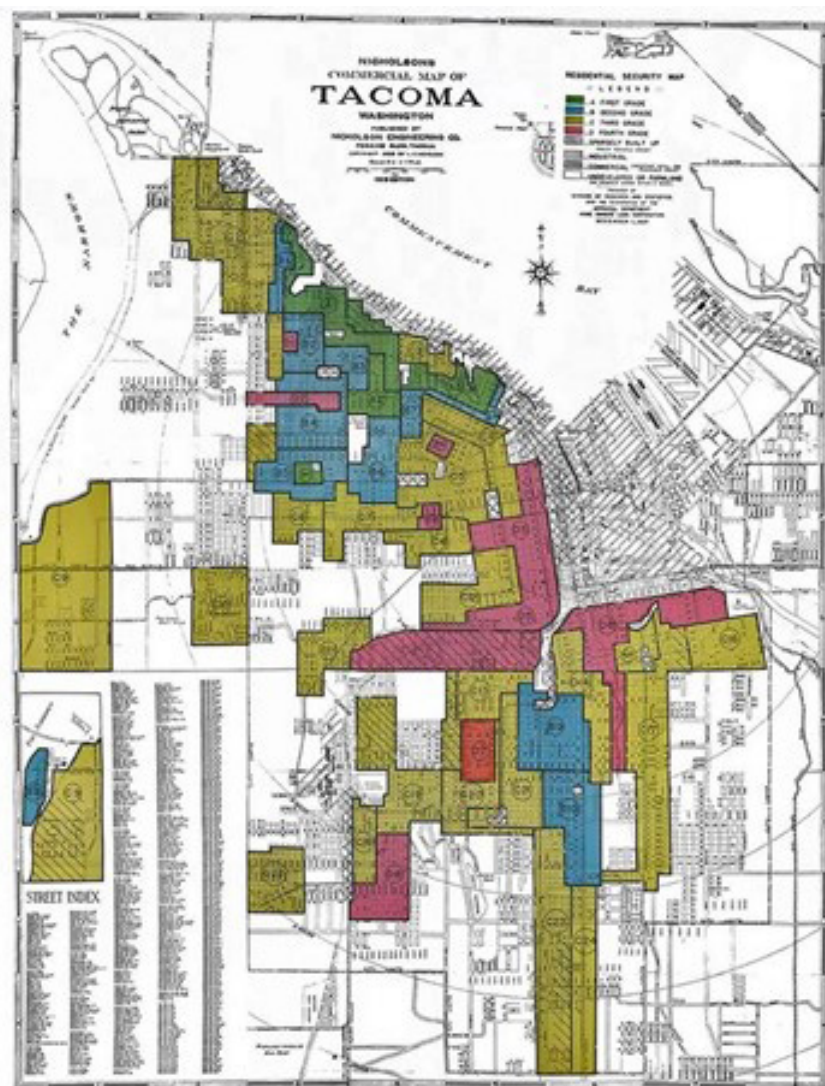
The **University of Richmond’s Digital Scholarship Lab’s** “Mapping Inequity: Redlining in New Deal America” (“Mapping Inequity Tool”) digitized the HOLC maps to provide a more comprehensive look at redlining across the country. The site includes maps for the Washington state cities of Seattle, Tacoma, and Spokane.

Read more: dsl.Richmond.edu/panorama/redlining/

These categories were applied often based on the racial and ethnic composition of a neighborhood. On HOLC maps, areas identified as Grade D, were often neighborhoods with residents that were Black, immigrants, and certain ethnic groups.

From the Mapping Inequity Tool:

“These grades were a tool for redlining: making it difficult or impossible for people in certain areas to access mortgage financing and thus become homeowners. The majority of areas marked as “hazardous” and colored red on the City Survey maps were white, often ethnic neighborhoods. But the brunt of redlining fell upon neighborhoods of color. African American neighborhoods, in particular, were all but universally categorized as “hazardous” regardless of the income or class of residents. Even the presence of a few families of color typically resulted in redlining . . .



Redlining thus directed both public and private capital to native-born white families and away from African American and, to a lesser extent, immigrant families. **As homeownership was arguably the most significant means of intergenerational wealth building in the United States in the twentieth century, these redlining practices from eight decades ago had long-term effects in creating wealth inequalities that we still see today.”**

(emphasis added)

5. CLARIFYING REMARKS: Zoned multi-family residential.. The particular hazard in the area is racial, there being a large per cent of foreign-born including a number of oriental families and many Russians and Finns. The physical aspect of the area while heterogeneous is on the whole not nearly so bad as one would expect in areas of this kind. Many of the large old dwellings are being converted into lodging and boarding houses. Land values enter materially into the price range, the figures given being tentative estimates. This was at one time a highly respected neighborhood and but for the racial situation would be classed a low yellow, the physical characteristics being generally similar to C-6. The area is accorded a medium red grade.

AREA NO. 5

CONTINUED IMPACTS OF REDLINING ACROSS THE UNITED STATES

While the 1968 Fair Housing Act made the practice of racially motivated redlining illegal, the legacy of redlining continues to impact communities across the United States.

From the U.S. Department of Justice:

"For American families, homeownership remains the principal means of building wealth, and the deprivation of investment in and access to mortgage lending services for communities of color have contributed to families of color persistently lagging behind in homeownership rates and net worth compared to white families. The gap in homeownership rates between white and Black families is larger today than it was in 1960, before the passage of the Fair Housing Act of 1968."

(emphasis added)

Read more: [Justice.gov/opa/pr/justice-department-announces-new-initiative-combat-redlining](https://www.justice.gov/opa/pr/justice-department-announces-new-initiative-combat-redlining).

From the University of California Berkeley Public Health:

"Discriminatory lending practices continue to have devastating effects on low-income and people of color nearly 100 years after the first redlined maps were created by the Home Owners' Loan Corporation in 1933.

Residents in historically D-graded neighborhoods are highly susceptible to serious health complications such as cardiovascular disease and maternal morbidity due to decades of strategic disinvestment."

Read more: [PublicHealth.Berkeley.edu/news-media/research-highlights/50-years-after-being-outlawed-redlining-still-drives-neighborhood-health-inequities/](https://publichealth.berkeley.edu/news-media/research-highlights/50-years-after-being-outlawed-redlining-still-drives-neighborhood-health-inequities/)

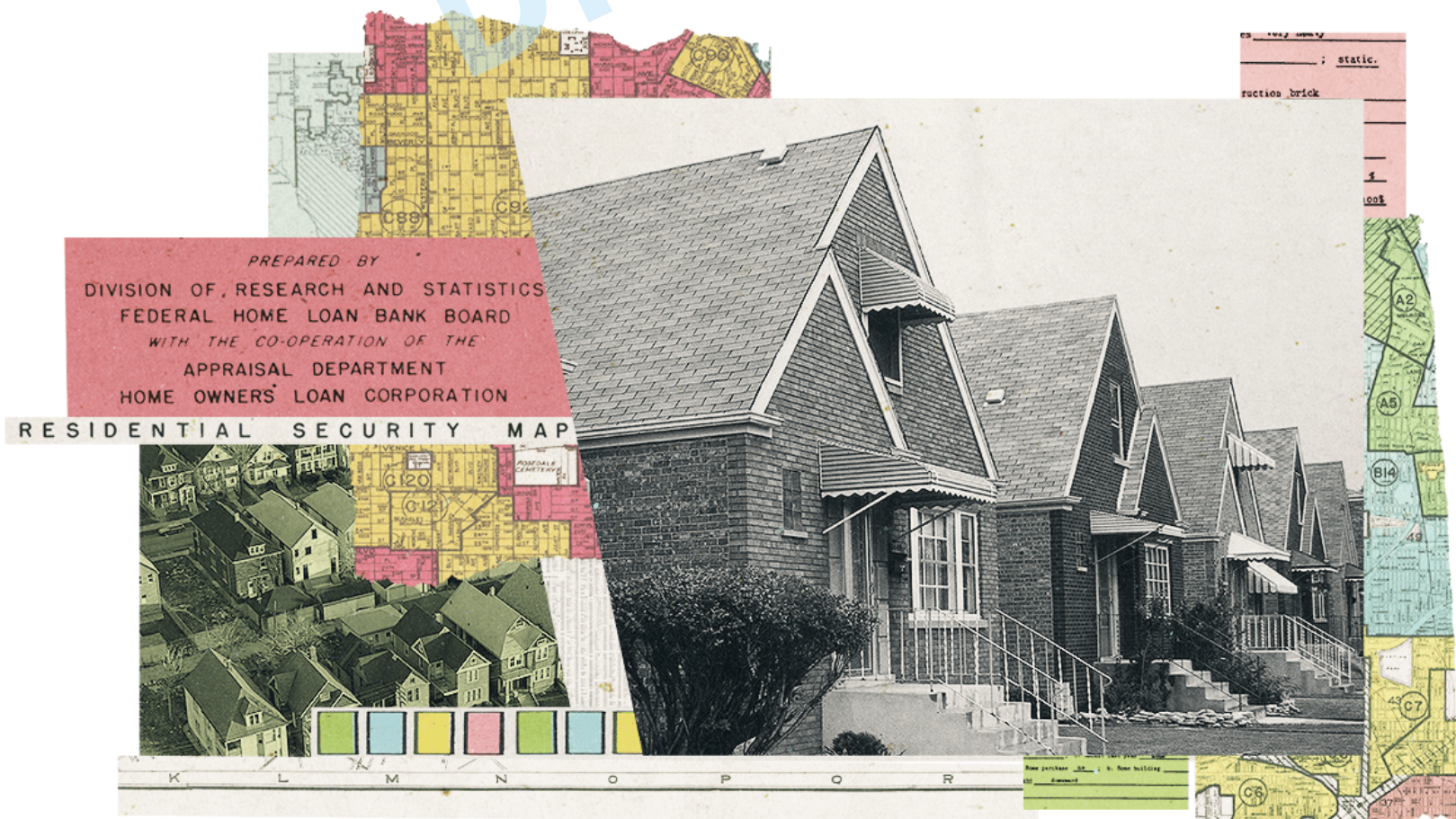
From FiveThirtyEight – The Lasting Legacy of Redlining:

“In total, we analyzed the demographics of 138 metropolitan areas where HOLC drew maps, using data provided by the University of Richmond’s Mapping Inequality project and by the 2020 census. And we found that nearly all formerly redlined zones in the country are still disproportionately Black, Latino or Asian compared with their surrounding metropolitan area, while two-thirds of greenlined zones — neighborhoods that HOLC deemed “best” for mortgage lending — are still overwhelmingly white . . .

There is no one legacy when it comes to redlining. And its legacy is particularly devastating because, as we were told by Stephen Menendian, assistant director of the Othering & Belonging Institute at the University of California, Berkeley, "Housing really is at the core of every expression of racial inequality in America."

(emphasis added)

Read more: [Projects.FiveThirtyEight.com/redlining/](https://projects.fivethirtyeight.com/redlining/).



RACIAL RESTRICTIVE COVENANTS IN THURSTON COUNTY

In real estate, restrictive covenants refer to restrictions on the use of a property or affirmative obligations imposed on the owner of a property. Prior to 1968, racially restrictive covenants were used prohibit racial, ethnic, and religious minority groups from buying, leasing, or occupying homes.

From the **University of Washington: The Seattle Civil Rights and Labor History Project**:

“When a restrictive covenant existed on a property deed or plat map, the owner was legally prohibited from selling to members of the specific minority group or groups listed in the covenant. These contracts thus hampered the individual freedoms of the signer and all future property owners to sell to whomever they chose. If an owner violated the restriction, they could be sued and held financially liable. Because of this legal obligation, racial restrictions were rarely contested, which is the key reason why they were so effective . . .”

Read more: [Depts.Washington.edu/civilr/covenants_report.htm](https://depts.washington.edu/civilr/covenants_report.htm).

16. RACIAL RESTRICTIONS. No property in said Addition shall at any time be sold, conveyed, rented or leased in whole or in part to any person or persons not of the White or Caucasian race. No person other than one of the White or Caucasian race shall be permitted to occupy any property in said Addition or portion thereof or building thereon except a domestic servant actually employed by a person of the White or Caucasian race where the latter is an occupant of such property.

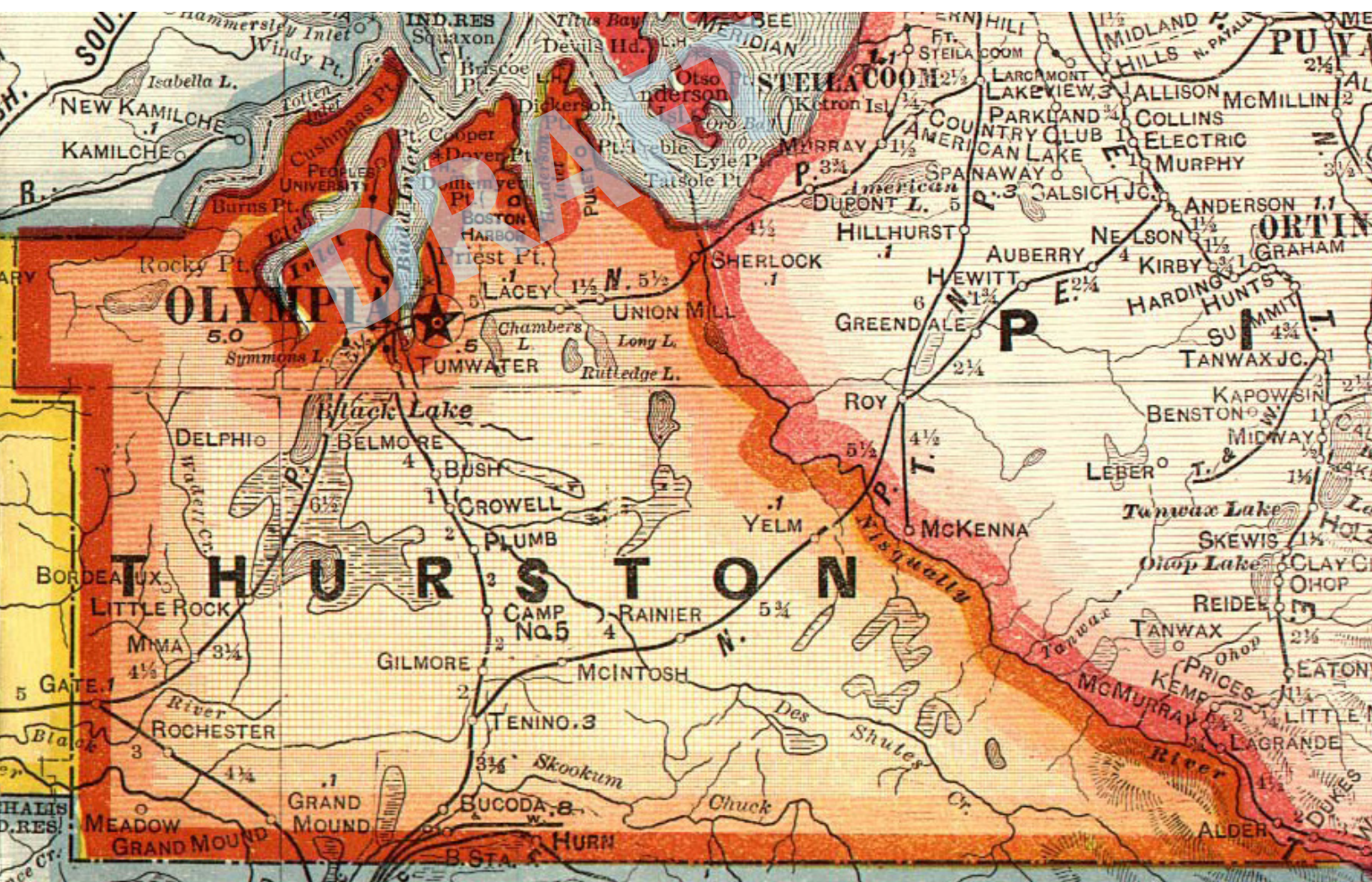
17. ANIMALS. No fowl or animal other than song birds, dogs or cats as household pets, shall at any time be kept upon land embraced in this Addition.

18. AMENDMENTS. The owner or owners of the legal title to not less than 300 residence lots in said Addition may at any time by an instrument in writing duly signed and acknowledged by said owner or owners, terminate or amend said Mutual Easements of Blue Ridge Addition, and such termination or amend-

In Thurston County, per the University of Washington's Racial Restrictive Covenants Project, more than 1,500 properties had racial restricted covenants, see a map at Depts.Washington.edu/covenants/map_cov_thurston.shtml.

While not valid or enforceable, racially restrictive covenants still exist in Thurston County. The Thurston County Auditor's office provides a way for property owners to get this language removed from their deeds at no cost.

Read more: ThurstonCountywa.gov/departments/auditor/recording-services/racially-restrictive-covenants.



TRANSPARENCY | ACCOUNTABILITY



Transparency and accountability are key elements of this Plan.

The City is committed to providing annual reports to the community on the progress made within the goals, strategies, and action items identified in this Plan and beyond. Taking into account future progress, the City will continually revisit and reevaluate this Plan and its programs, efforts, and initiatives to be reflective and responsive to the current environment.

STATUS REPORT

Annually, each goal subarea will receive a status rating of **Successful**, **Significant Progress**, **Progress**, or **Emerging**. These statuses are intended to be re-evaluated by the City, Commission on Equity, and Lacey City Council.

ICON	STATUS	DEFINITION/MEANING
	Successful	Most or all strategies/benchmarks are being actively practiced or are completed.
	Significant Progress	Many strategies/benchmarks are being developed or are actively being implemented or practiced.
	Progress	Several strategies/benchmarks are being developed or are actively being implemented or practiced.
	Emerging	Little or no work on strategies/benchmarks.

WHAT THIS PLAN IS/IS NOT

The Plan includes a Vision statement, Mission statement, Value statement, Goal, Subareas, and Benchmarks. The following table briefly describes what these elements are intended to be and also what they are not intended to be.

ELEMENTS	INTENDED	NOT INTENDED
DEIB PLAN	To be a strategic guide for the City to advance equity in the community. The DEIB Plan is tegrated into other City policy documents.	To address or “answer” all equity efforts in the community.
Vision	To describe where we are headed and what the big picture goal is for the future of the community.	To provide specific details on the future of the community.
Mission	To describe broadly how we are going to approach this work.	To provide specific operational and implementation plans.
Values	To describe shared values, behaviors, and how the City generally undertakes DEIB efforts.	To provide specific actions, activities, implementation plans, etc.
Goals and Subareas	To describe broad objectives we want to accomplish that help support the mission and vision.	To be the only way to categorize broad DEIB objectives and areas the City will consider.
Strategies	To provide an approach within a goal area to advance equity.	To be the only way to advance equity within goals.
Benchmarks	To provide a way to report back on the progress and effectiveness of strategies and action items, including successes and difficulties. The City provides an annual report on DEIB Plan progress.	To be a pass or fail system designed to approve or criticize equity efforts.



PROCESS

In 2018, the City began a series of exploratory meetings with civic leaders from historically marginalized and underrepresented community groups, known as the Workgroup on Equity (also known as the Civic Leaders Forum). The purpose of the Workgroup on Equity was to learn about a diversity of experiences in the community and racial inequity issues. These conversations included insight and perspectives from:

Dr. Thelma Jackson, *Foresight Consultants*

Tam Q. Dinh, Ph.D., LICSW, *Saint Martin's University*

Nam D. Nguyen, *Commissioner, Assistant Attorney General's Office*

Mustafa Mohamedali, PE, PMP, *Social Secretary, Islamic Center of Olympia*

Antonio Gallegos, *Commission on Hispanic Affairs (Former Commissioner)*

Bishop Lorenzo N. Peterson, *New Life Baptist Church*

From these meetings, the City developed a proposal to create an advisory board to the Lacey City Council on equity issues, resulting in the Commission on Equity.

On January 21, 2021, the Lacey City Council established the Commission on Equity with Ordinance 1581. The Commission on Equity, an advisory body to the Lacey City Council, is tasked with providing recommendations on ways to:

- Identify and advance opportunities that will create a more welcoming community.
- Continue critical conversations on race and equity.
- Seek greater participation from underrepresented community members.
- Identify existing gaps and barriers which could prevent full participation in government and public policy.

Over the past two years, the creation of the Plan was led by the Commission on Equity with help from City staff and a consultant, Tevin Medley, from The Athena Group. The development of the Plan involved community engagement efforts, Commission on Equity Workshops, multiple reviews, and the **adoption by the Lacey City Council on Month XX, 2024 (pending)**.

DATE	INFORMATION
2018	Creation of Equity Workgroup (also known as Civic Leaders Forum)
2021	Commission on Equity created with Ordinance 1581
2021 to 2023	Community Engagement
	DEIB Strategic Plan Workshops
	DEIB Strategic Plan Commission on Equity Review
	DEIB Strategic Plan Community Review
2024	Commission on Equity Recommendation
	Continued Community Engagement
TBD	Adoption by Lacey City Council



COMMUNITY ENGAGEMENT

The City is committed to continuously engaging with the community on equity efforts, recognizing that one event or initiative cannot possibly capture all perspectives and experiences at any given time or throughout time.

Community Engagement Sessions: In 2021, the City and COE hosted two in-person community engagement sessions. Community feedback was also collected through an online survey.

Community Forums: In 2022, 2023, and 2024, the City and COE hosted forums that focused on different community groups, including:

- Black and African Americans
- LGBTQIA+
- Immigrants communities
- All Abilities

Appendix L provides engagement summaries from each Community Forum.

Focus Groups: In 2023, the City and COE hosted focus groups with the Lacey Youth Council and Senior Services for the South Sound.

Community Events: Over the past few years, the City and COE collected input from community members at community events, including the Lacey Cultural Celebration, Lacey Spring Fun Fair, and Juneteenth Celebration in partnership with the Fred U. Harris Lodge.

Lacey Cares Survey: In 2021, the City collected information from the community on a variety of topics, including equity.

Partner Events: In 2023 and 2024, the City and COE participated in a panel with the Thurston County League of Women Voters.



WHAT WE HEARD



The following provides a high-level overview of feedback the City received from community members at engagement sessions. See Appendix L for engagement summaries from each Community Forum.

Welcoming Community

Creating a more welcoming community

Community Input

Create and partner with other organizations to host more community events infused with the community's diversity, e.g., Juneteenth, PRIDE, etc.

Expand volunteer opportunities. Volunteering is a way to feel connected and welcome in the community.

Visualizations in the community are important. Have more visual representation that demonstrates that the City is welcoming of all.

Landmarks and other representation in the community, e.g., indigenous peoples recognized in street names and events.

Continue collaboration with community partners (e.g., other government entities, non-profits, faith communities, local businesses, etc.). Collaborate and share information with partners.

Collaborate to create a place or opportunities where people can meet and engage with one another, e.g., cultural center. Highlight cultural resources in the community.

Help provide tools to improve person-to-person interactions, community conversations.

Enhance representation at City-sponsored recreational events, including in movies and concerts series.

Create more events and more free events. Offer more grants for events and programs that are not free.

Support community sports programs.

Encourage more multigenerational community efforts.

Improve communication access and knowledge of events. Expand communication efforts to reach more community members and create more culturally relevant communications.

Develop one-stop resource for community members to improve access to information on the community, e.g., community welcome center.

Create an inviting, pedestrian friendly town center that helps enable community connectivity.

Involve more youth voices and perspectives.

Involve more voices of all abilities.

Representation matters: Political, social, economic, business, services, elected officials, advisory board members, and City staff.

Enhance access to community resources.

Ability to connect with natural environment.

Create an Indigenous Land Recognition.



QUOTES

"Create more and host more events by and for POC communities!" – 42nd Juneteenth Celebration attendee

"지역사회에 자원봉사로 참여하는 일은 지역사회를 따뜻하게 만들 수 있다. 또한 이웃에게 따뜻한 말 한마디 하는 것도 사회를 따뜻하게 만든다. 그리고 젊은이에게 칭찬을 하는 것도 사회를 따뜻하게 하는 방법이다."

"Participating as a volunteer in local community services can promote warm local communities. Moreover, sharing warm words with the neighbors can make the society warm. Praising young people is another way of cultivating a warm society." – Community Engagement Session Survey

"Host more events in the community to increase opportunities for community members to get together and interact with one another." – Senior Services for South Sound Focus Group





Racism and Inequity

Concerns about racism and inequity in the community

Community Input

Continued impact of historical legacies on community, e.g., redlining, access to economic opportunities, restrictive covenants, Chinese Exclusion Act.

Eliminate racism in government and community services.

Continue efforts to respond to homelessness. Continue to collaborate with regional partners.

Increase safety for transgender and queer youth.

Holistically consider youth activities, mental health, and law enforcement.

Eliminate:

- Employment and pay disparities in the community.
- Disparities in representation in health care.
- Disparities in health care services and access, e.g., emergency room services.
- Explicit and implicit biases in employment processes across the community.
- Discrimination in real estate.
- Inequity in the justice system.
- Inequity and racism in schools in the community.
- Inequity in representation of school teachers in the community.
- Uptick in racism and hate crimes.

Expand language and histories offered in schools.

Increase cultural understanding and cultural humility in the community.

Provide more information on how allies can be helpful advocates in the elimination of racial and other inequities in the community.

Increase public safety presence in communities

Military community is an asset in the community. Support access to services for veterans and families.

General housing challenges. Invest in low-barrier housing.



QUOTES

"I think housing affordability is a concern — historical inequities mean that families of color may not have the resources to purchase a home. Even military families, which are more racially and ethnically diverse, will struggle to make ends meet if we can't build more housing — especially affordable housing. I'd also like to see more diversity both on our boards, commissions and the council, but also among the staff of the city."

– LGBTQIA+ Forum Survey

"More engagement is needed [with] underserved populations and more awareness."

– Lacey Cultural Celebration

"Blatant racism and inequity is often hidden in policies and practices. Weeding those out takes constant vigilance and listening when confronted with their manifestation."

– Community Engagement Survey

Participation

Increase participation from underrepresented community members

Community Input – Summarized

Find existing gaps in engagement and focus efforts on closing these gaps.
Create targeted outreach and engagement plans.

People need to be invited to be on Boards and Commissions. Need trusted community members to invite. Outreach and engagement using Trusted Messengers with existing relationships with communities.

Invite diverse voices to be involved in planning and community events.

Host more events like the Community Forums.

Create safe places for feedback.

Go to where people already are; do not ask community members to come to government facilities.

Partner and collaborate with existing resources in the community.

Increase and enhance communication and outreach for events.

Use culturally relevant language that all can understand (plain talk) in communications.

Provide information in multiple languages, including for information, engagement opportunities, civic roles, etc.

Don't assume that community members do not understand or not capable.

Provide more information on to run for office or volunteer.

Language barriers make people feel excluded and create barriers to forming relationships and performing civic tasks, e.g., jury duty. Lack of information in preferred language.

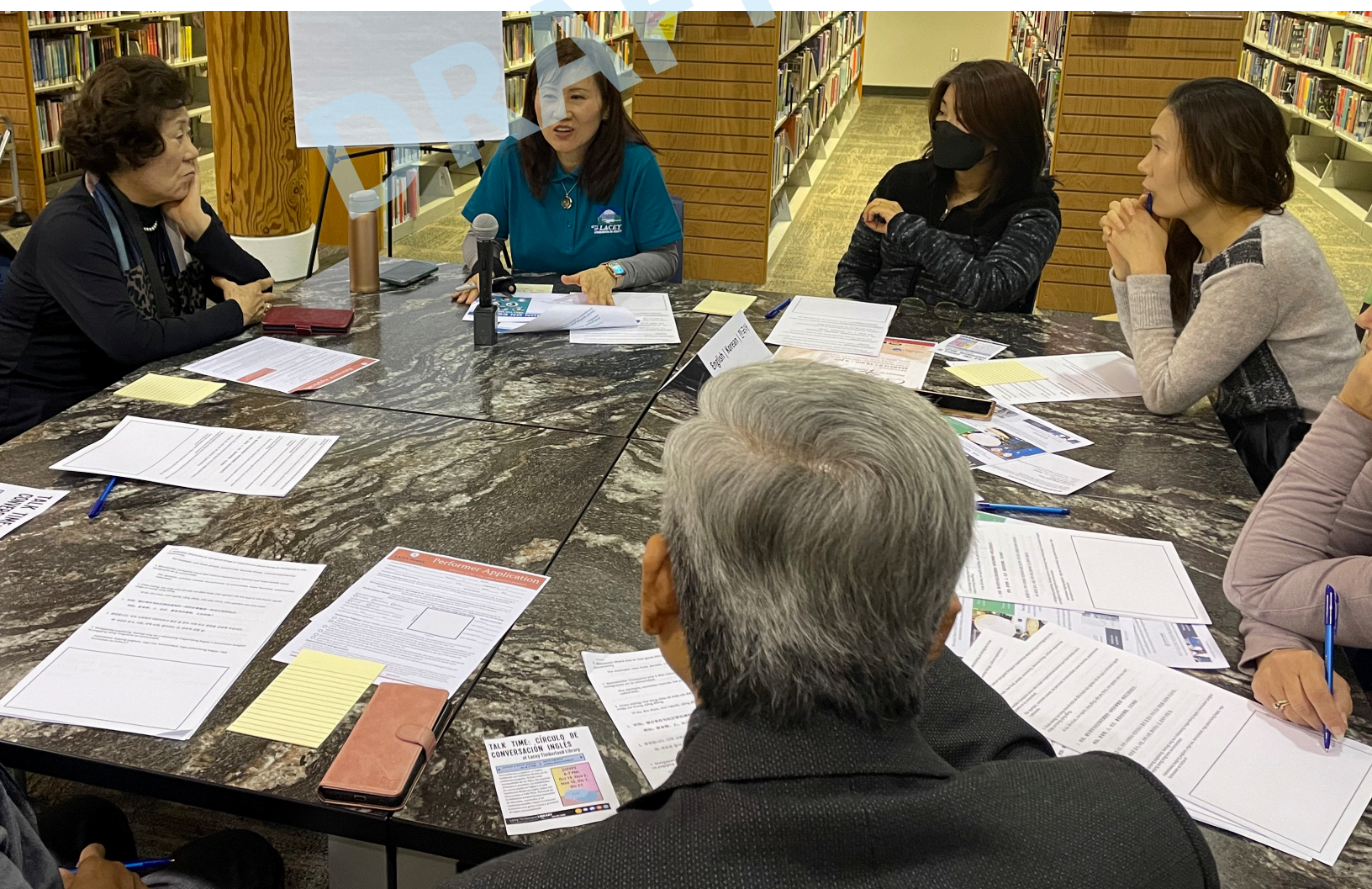
Hard to voice concerns when language is a barrier.

Enhance internet and broadband access in the community.

QUOTES

“Recruitment of staff needs to be wider and targeted to inform the BIPOC community networks. The listing should not be limited to just Government jobs website (or Indeed), but outreach needs to go out to other avenues to attract various BIPOC groups.” – Community Engagement Session Survey

“Identify a few current respected leaders of each identified minority communities to actively reach out to members of each minority community and identify communication avenues that best reach their members. Mold outreach message content and trusted methods that work best for each minority group. Go where the target audiences go regularly. School events, cultural events, sporting events, etc. Or create new events that a target audience will attend for other interest reasons: Food is always a draw!!!!” – Community Engagement Session Survey



Barriers

Barriers seen or experienced in participation in decisions that impact the Community

Community Input – Summarized

Cultural barriers are a challenge.

Navigating government systems can be difficult. It can be hard to know how to get involved.

Host youth and young child friendly events and programs.

Lack of child care for meetings and events can be barrier to participation.

Improve transportation access.

No tokenism; create opportunities for true inclusion and belonging. Include community input in decision making process.

Enhance opportunities for African American, Women, Immigrant voices to be heard.

In-person events only can be a barrier.

Time and place of events can be a barrier.





QUOTES

“Being able to attend live meetings in person has presented challenges to participating in our community in the past. The silver lining gleaned from the pandemic is the increased access to meetings over virtual platforms; the drawback is that many opportunities overlap. Sometimes access to meetings in the virtual setting can be impeded by access to reliable [WIFI] service.” – Community Engagement Survey

“Lack of childcare. Timing of some of the meetings (middle of the workday)” –LGBTQIA+ Community Forum Survey



ROLES

Depending on the circumstances and the City's ability to influence change, the City's role in advancing strategies or action items identified in this Plan, as well as other community equity measures, will vary.

City Roles including being a [Lead](#), [Partner](#), [Advocate](#).

CITY'S ROLE	DEFINITION AND EXAMPLE
Lead	The City serves as a lead when it can direct, influence, or is in charge of the strategy, action item, or measure. Example: The City serves as a lead in potential changes to the City's Advisory Board recruitment processes because this program is a City program. However, the City cannot directly lead changes to similar recruitments for other governmental entities because these policies are not City programs. The City may serve as an Advocate in this scenario.
Partner	The City serves as a partner or collaborator when the City is able to join, associate, or give power to another community stakeholder group or individuals to advance a strategy, action item, or measure. Example: The City partners with multiple non-profits in the community to provide affordable housing options for community members. The City does not directly operate housing programs or facilities.
Advocate	The City serves as an advocate when it does not lead or can directly influence the strategy, action item, or measure. Example: The City can advocate for changes in state laws that impact the community. However, the City cannot directly change state laws.

KEY TERMS

This plan uses the Washington State Office of Financial Management (OFM) [Diversity, Equity and Inclusion – Glossary of Equity-Related Terms](#) (glossary) as a foundation for definitions. See Appendix A for a full OFM glossary.

Key Terms found in the Glossary include:

TERM	DEFINITION
Anti-racism	Anti-racism is a process of actively identifying and opposing racism ... rooted in action ... taking steps to eliminate racism at the individual, institutional, and structural level.
Bias	Judgment or preference toward or against one group over another. Implicit or Unconscious Bias refers to the attitudes or stereotypes that affect our understanding, actions, and decisions in an unconscious manner. These biases, which encompass both favorable and unfavorable assessments, are activated involuntarily and without an individual's awareness or intentional control. Residing deep in the subconscious, these biases are different from known biases that individuals may choose to conceal for the purposes of social and/or political correctness. Explicit or Conscious Bias are biases we know we have and may use on purpose.
Cultural Competence	An ability to interact effectively with people of all cultures and understand many cultural frameworks, values, and norms. Cultural competence comprises four components: Awareness of one's own cultural worldview, Attitude towards cultural differences, Knowledge of different cultural practices and worldviews, and Cross-cultural skills. A key component of cultural competence is respectfully engaging others with cultural dimensions and perceptions different from our own and recognizing that none is superior to another. Cultural competence is a developmental process that evolves over an extended period.

TERM	DEFINITION
Cultural Humility	Approach to respectfully engaging others with cultural identities different from your own and recognizing that no cultural perspective is superior to another. Cultural humility may look different for different people or groups. For example, in a white dominant culture the practice of cultural humility for white people includes acknowledging systems of oppression and involves critical self-reflection, lifelong learning and growth, a commitment to recognizing and sharing power, and a desire to work toward institutional accountability. The practice of cultural humility for people of color includes accepting that the dominant culture does exist, that institutional racism is in place, to recognize one's own response to the oppression within it, to work toward dismantling it through the balanced process of calling it out and taking care of one's self.
Discrimination	Consists of the negative behavior toward a person based on negative attitudes one holds toward the group to which that person belongs, or positive behavior toward a person based on positive attributes one holds toward the group to which that person belongs.
Equity	The act of developing, strengthening, and supporting procedural and outcome fairness in systems, procedures, and resource distribution mechanisms to create equitable (not equal) opportunity for all people. Equity is distinct from equality which refers to everyone having the same treatment without accounting for differing needs or circumstances. Equity has a focus on eliminating barriers that have prevented the full participation of historically and currently oppressed groups.
Inclusion	Intentionally designed, active, and ongoing engagement with people that ensures opportunities and pathways for participation in all aspects of group, organization, or community, including decision-making processes. Inclusion is not a natural consequence of diversity. There must be intentional and consistent efforts to create and sustain a participative environment. Inclusion refers to how groups show that people are valued as respected members of the group, team, organization, or community. Inclusion is often created through progressive, consistent, actions to expand, include, and share

KEY TERMS

TERM	DEFINITION
Intersectionality	Intersectionality is a framework for understanding the interaction of cultures and identities held by an individual. Intersectionality explains how an individual with multiple identities that may have been marginalized can experience compounded oppression (such as racism, sexism, and classism) or how an individual can experience privilege in some areas and disadvantage in other areas. It takes into account people's overlapping identities to understand the complexity of their life outcomes and experiences.
Marginalization	The social process of relegating a particular person, groups, or groups of people to an unimportant or powerless position. This use of power prevents a particular person, group, or groups of people from participating fully in decisions affecting their lived experiences, rendering them insignificant or peripheral. Some individuals identify with multiple groups that have been marginalized. People may experience further marginalization because of their intersecting identities.
Privilege	Privilege is any unearned benefit, position, power, right, or advantage one receives in society because of their identity. In the United States, privilege is prevalent in the following areas: • Ability privilege • Age privilege • Christian privilege • Cis Privilege • Class or economic privilege • Hetero privilege • Male privilege • National origin • White privilege.



TERM	DEFINITION
Race	A social construct that divides people into smaller social groups based on characteristics most typically skin color. Racial categories were socially constructed, and artificially created whiteness as one of the elements of the dominant culture. Race was created to concentrate power and advantage people who are defined as white and justify dominance over non-white people. The idea of race has become embedded in our identities, institutions, and culture, and influences life opportunities, outcomes, and experiences. Racial categories change based on the political convenience of the dominant society at a given period of time.
Race Equity	The vision or existence of a community, society, or world in which race or color does not predict the amount and quality of opportunities, services, and benefits. The condition where one's race identity has no influence on how one fares in society
Work Force Diversity	Workforce Diversity means a collection of individual attributes that together help agencies pursue organizational objectives efficiently and effectively. These include, but are not limited to, characteristics such as national origin, language, race, color, disability, ethnicity, gender, age, religion, sexual orientation, gender identity, socioeconomic status, veteran status, political beliefs, communication styles, and family structures. The concept also encompasses differences among people about where they are from, where they have lived and their differences of thought and life experiences.

ADDITIONAL KEY TERMS

In addition to this glossary, the City uses the following definitions:

TERM	DEFINITION
BIPOC	An acronym that stands for Black, Indigenous and People of Color. It is based on the recognition of collective experiences of systemic racism and meant to emphasize the hardships faced by Black and Indigenous people in the United States and Canada and is also meant to acknowledge that not all People of Color face the same levels of injustice. The use of this term is still evolving and contested by some activists. From NaCO, Diversity, Equity and Inclusion: Key Terms and Definitions (naco.org) A term referring to “Black and/or Indigenous People of Color.” While “POC” or People of Color is often used as well, BIPOC explicitly leads with Black and Indigenous identities, which helps to counter anti-Black racism and invisibilization of Native communities. From Racial Equity Tools, Glossary Racial Equity Tools

People of Color, see definition of BIPOC.

From ICMA, [Glossary of Terms: Race, Equity and Social Justice | icma.org](#)

People of Color

Often the preferred collective term for referring to non-White racial groups. Racial justice advocates have been using the term “people of color” (not to be confused with the pejorative “colored people”) since the late 1970s as an inclusive and unifying frame across different racial groups that are not White, to address racial inequities.

While “people of color” can be a politically useful term, and describes people with their own attributes (as opposed to what they are not, e.g., “non-White”), it is also important whenever possible to identify people through their own racial/ethnic group, as each has its own distinct experience and meaning and the more specific identifier may be more appropriate.

TERM	DEFINITION
Restorative Justice	A theory of justice that emphasizes repairing the harm caused by wrongful behavior. This can lead to transformation of people, relationships and communities. Restorative Justice is a theory of justice that emphasizes repairing the harm caused by crime and conflict. It places decisions in the hands of those who have been most affected by a wrongdoing, and gives equal concern to the victim, the offender, and the surrounding community. Restorative responses are meant to repair harm, heal broken relationships, and address the underlying reasons for the offense. Restorative Justice emphasizes individual and collective accountability. Crime and conflict generate opportunities to build community and increase grassroots power when restorative practices are employed. From ICMA, Glossary of Terms: Race, Equity and Social Justice icma.org

Accountability The state of being responsible (accountable) for what you do. Being subject to report, explain, or justify.



LACEY DEMOGRAPHICS

This section provides a high-level overview of U.S. Census Bureau data on Lacey. While this section focuses mainly on the City's residents, it is important to note that other community members play a significant role in shaping Lacey, including business owners, visitors, workers, partners, City staff, volunteers, appointed and elected officials, and more.

The majority of the information provided below is from the U.S. Census Bureau Quickfacts from 2023.

Table 1: U.S. Census Bureau QuickFacts 2023				
Category	Fact	Washington State	Thurston County, WA	Lacey, WA
Population	Population estimates, July 1, 2023, (V2023)	7,812,880	NA	NA
	Population Estimates, July 1, 2022, (V2022)	7,784,477	298,758	58,552
	Population estimates base, April 1, 2020, (V2023)	7,705,267	NA	NA
	Population estimates base, April 1, 2020, (V2022)	7,705,267	294,797	56,185
	Population, percent change - April 1, 2020 (estimates base) to July 1, 2023, (V2023)	1.40%	NA	NA
	Population, percent change - April 1, 2020 (estimates base) to July 1, 2022, (V2022)	1.00%	1.30%	4.20%
	Population, Census, April 1, 2020	7,705,281	294,793	53,526
	Population, Census, April 1, 2010	6,724,540	252,264	42,393
Age and Sex	Persons under 5 years, percent	5.50%	5.20%	6.20%
	Persons under 18 years, percent	21.10%	20.60%	21.50%
	Persons 65 years and over, percent	16.80%	18.90%	17.80%
	Female persons, percent	49.50%	50.80%	50.80%

Table 1: U.S. Census Bureau QuickFacts 2023

Category	Fact	Washington State	Thurston County, WA	Lacey, WA
Race and Hispanic Origin	White alone, percent	76.80%	80.10%	68.30%
	Black or African American alone, percent	4.60%	4.10%	5.60%
	American Indian and Alaska Native alone, percent	2.00%	1.80%	0.80%
	Asian alone, percent	10.50%	6.60%	9.40%
	Native Hawaiian and Other Pacific Islander alone, percent	0.80%	1.10%	1.60%
	Two or More Races, percent	5.30%	6.40%	11.70%
	Hispanic or Latino, percent	14.00%	10.50%	12.20%
	White alone, not Hispanic or Latino, percent	65.10%	71.90%	62.80%
Population Characteristics	Veterans, 2018-2022	499,332	28,374	6,179
	Foreign-born persons, percent, 2018-2022	14.90%	8.40%	12.30%
Housing	Housing units, July 1, 2022, (V2022)	3,314,390	125,166	X
	Owner-occupied housing unit rate, 2018-2022	63.80%	67.30%	57.90%
	Median value of owner-occupied housing units, 2018-2022	\$473,400	\$411,700	\$378,700
	Median selected monthly owner costs -with a mortgage, 2018-2022	\$2,249	\$2,071	\$1,968
	Median selected monthly owner costs -without a mortgage, 2018-2022	\$703	\$694	\$641
	Median gross rent, 2018-2022	\$1,592	\$1,499	\$1,639
	Building permits, 2022	49,033	1,538	X

LACEY DEMOGRAPHICS

Table 1: U.S. Census Bureau QuickFacts 2023

Category	Fact	Washington State	Thurston County, WA	Lacey, WA
Families and Living Arrangements	Households, 2018-2022	2,979,272	115,695	22,256
	Persons per household, 2018-2022	2.53	2.51	2.48
	Living in same house 1 year ago, percent of persons age 1 year+, 2018-2022	84.1%	83.4%	82.1%
	Language other than English spoken at home, percent of persons age 5 years+, 2018-2022	20.5%	12.0%	18.5%
Computer Use	Households with a computer, percent, 2018-2022	96.1%	96.2%	95.0%
	Households with a broadband Internet subscription, percent, 2018-2022	92.1%	92.4%	91.9%
Education	High school graduate or higher, percent of persons age 25 years+, 2018-2022	92.1%	94.3%	93.2%
	Bachelor's degree or higher, percent of persons age 25 years+, 2018-2022	38.0%	36.4%	32.1%
Health	With a disability, under age 65 years, percent, 2018-2022	9.1%	10.4%	11.1%
	Persons without health insurance, under age 65 years, percent	7.2%	6.8%	6.5%
Economy	In civilian labor force, total, percent of population age 16 years+, 2018-2022	63.6%	59.5%	57.7%
	In civilian labor force, female, percent of population age 16 years+, 2018-2022	58.7%	56.6%	56.1%
	Total accommodation and food services sales, 2017 (\$1,000)	21,068,612	574,487	140,673
	Total health care and social assistance receipts/revenue, 2017 (\$1,000)	56,442,218	1,815,856	224,339
	Total transportation and warehousing receipts/revenue, 2017 (\$1,000)	21,845,661	251,286	106,182
	Total retail sales, 2017 (\$1,000)	160,284,785	3,958,772	1,028,958
	Total retail sales per capita, 2017	\$21,579	\$14,126	\$20,731

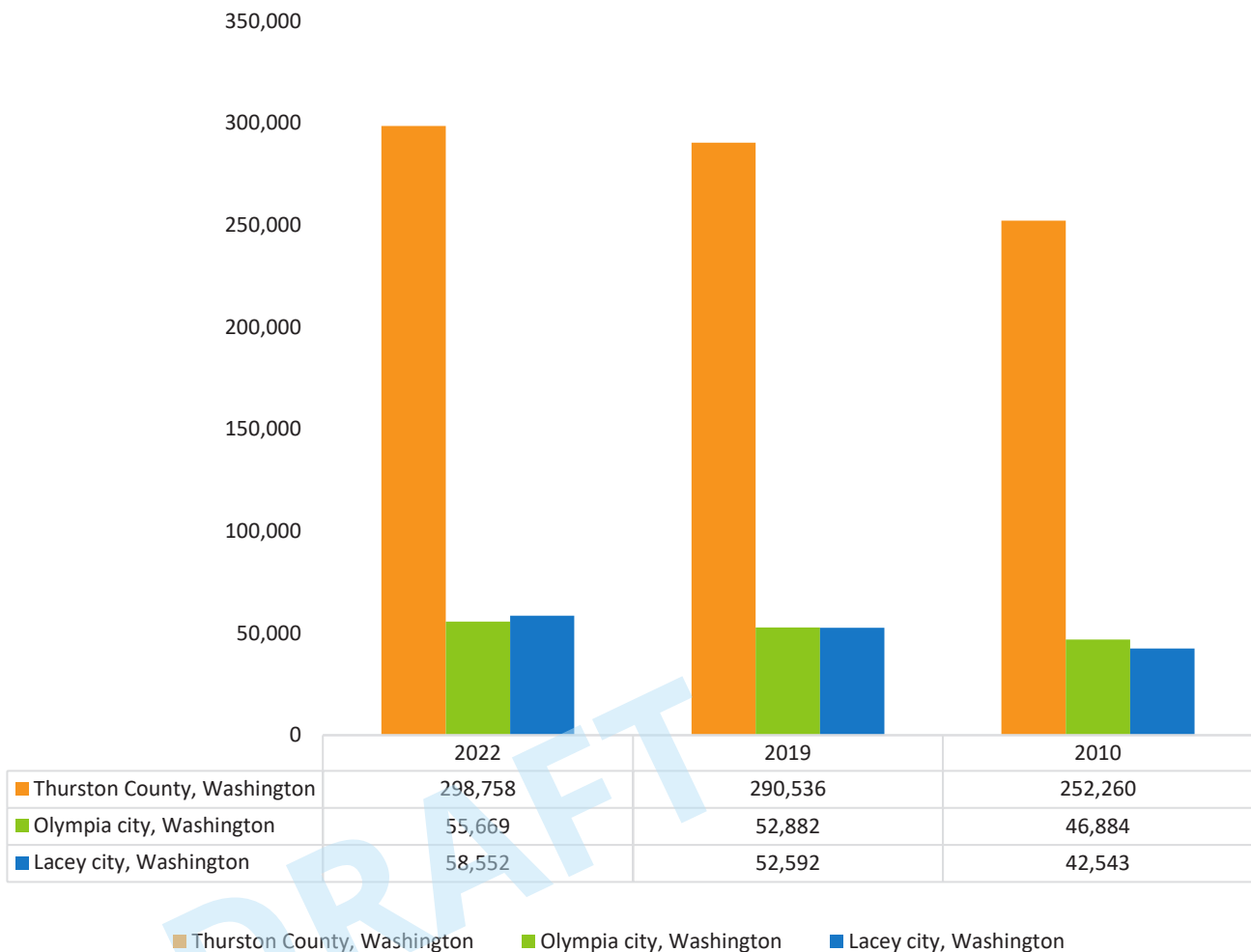
Table 1: U.S. Census Bureau QuickFacts 2023

Category	Fact	Washington State	Thurston County, WA	Lacey, WA
Transportation	Mean travel time to work (minutes), workers age 16 years+, 2018-2022	27.3	26.6	25.7
Income and Poverty	Median household income (in 2022 dollars), 2018-2022	\$90,325	\$88,895	\$79,874
	Per capita income in past 12 months (in 2022 dollars), 2018-2022	\$48,685	\$42,306	\$37,663
	Persons in poverty, percent	10.0%	8.7%	10.9%
Businesses	Total employer establishments, 2021	198,854	6,529	X
	Total employment, 2021	2,821,109	74,432	X
	Total annual payroll, 2021 (\$1,000)	224,059,967	3,759,085	X
	Total employment, percent change, 2020-2021	-4.70%	-3.20%	X
	Total nonemployer establishments, 2020	488,871	16,206	X
	All employer firms, Reference year 2017	148,824	5,510	1,093
	Men-owned employer firms, Reference year 2017	75,886	2,812	526
	Women-owned employer firms, Reference year 2017	29,770	913	148
	Minority-owned employer firms, Reference year 2017	23,641	750	271
	Nonminority-owned employer firms, Reference year 2017	112,417	4,035	589
	Veteran-owned employer firms, Reference year 2017	8,687	446	89
	Nonveteran-owned employer firms, Reference year 2017	124,377	4,242	752
Geography	Population per square mile, 2020	115.9	408	3,112.00
	Population per square mile, 2010	101.2	349.4	2,639.90
	Land area in square miles, 2020	66,455.12	722.5	17.2
	Land area in square miles, 2010	66,455.52	721.96	16.06

POPULATION

In 2022, Lacey became the largest city in Thurston County, which is the sixth most populous county in Washington.

Figure 1: Thurston County, and Cities of Olympia and Lacey Population

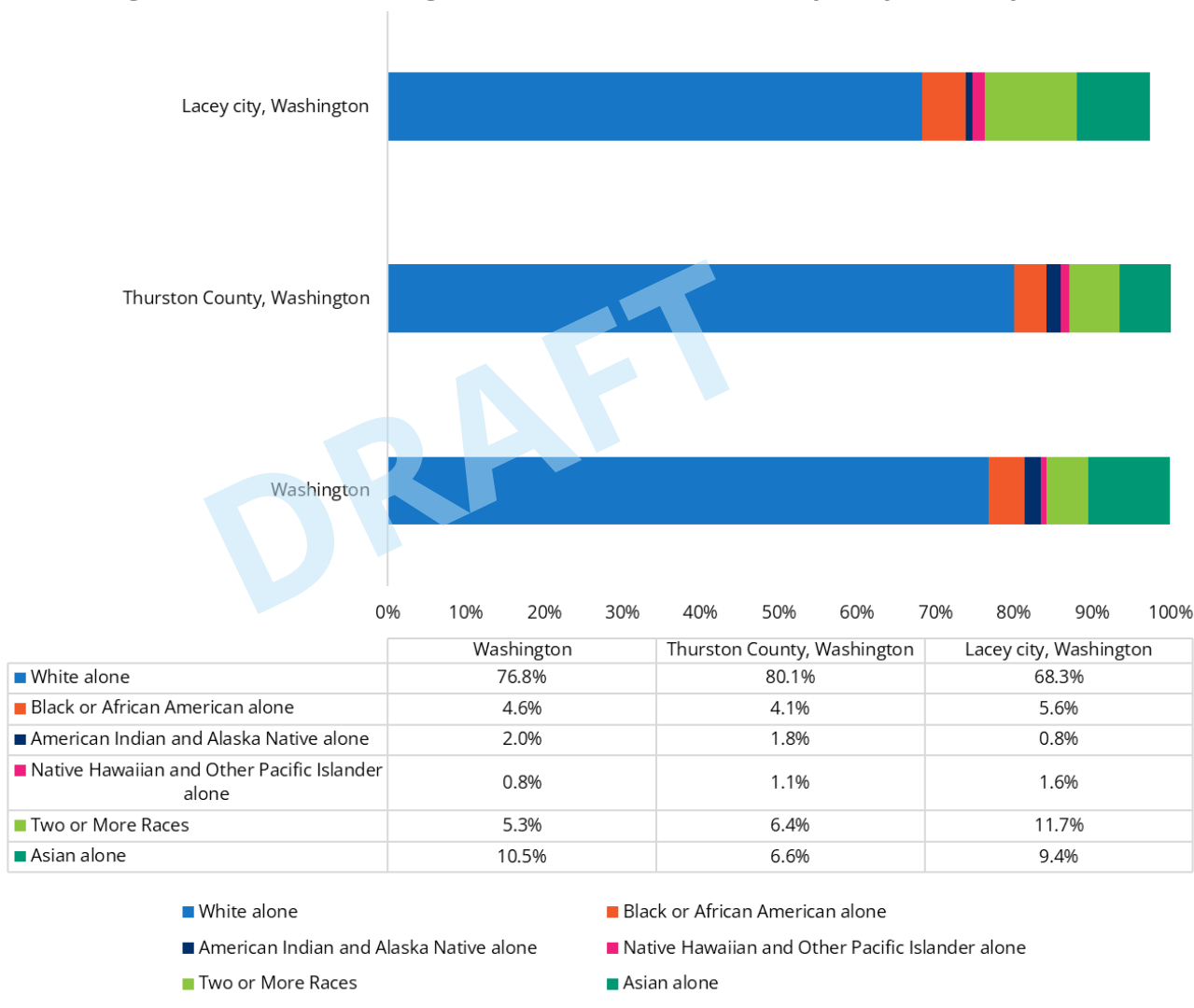


Source: U.S. Census [U.S. Census Bureau QuickFacts](#), 2023

RACE

Lacey is the most diverse city in Thurston County. As in much of the country, the largest and fastest growing population segment is people of two or more races.

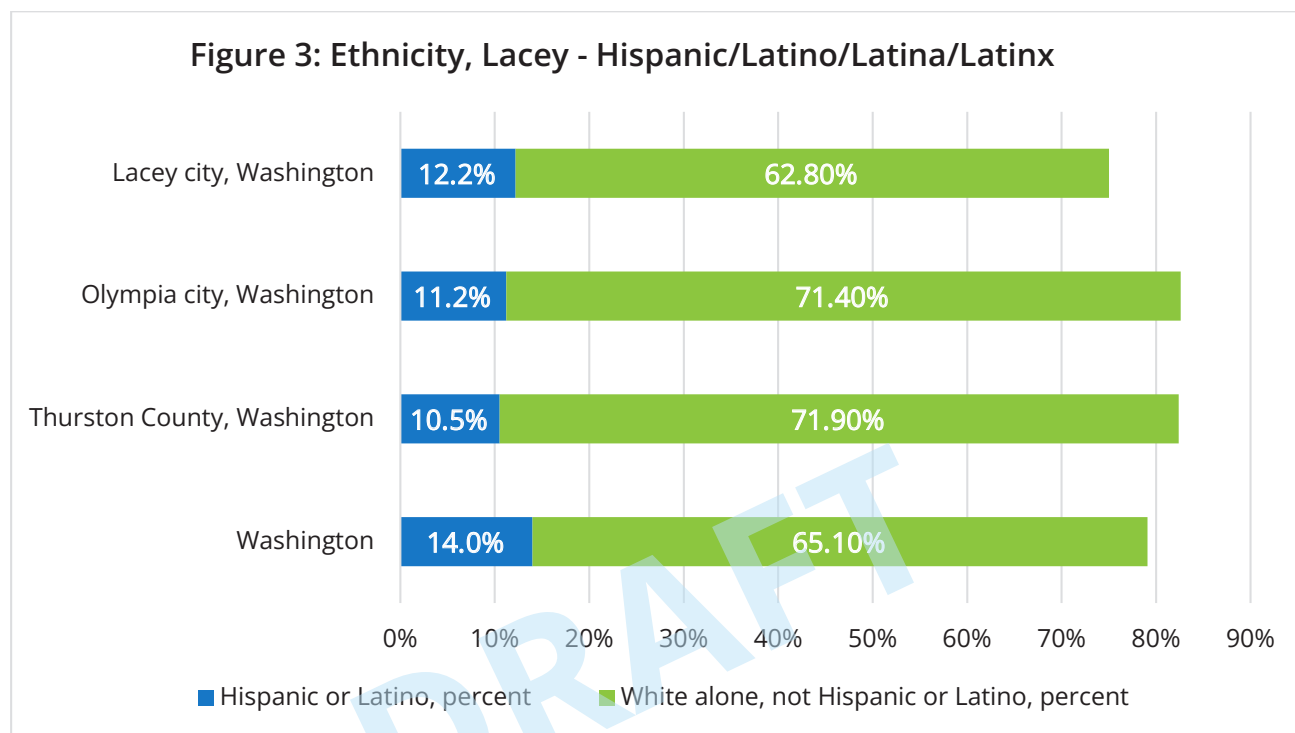
Figure 2: Race, Washington State, Thurston County, City of Lacey - 2023



Source: U.S. Census [U.S. Census Bureau QuickFacts](#), 2023

ETHNICITY

The Hispanic/Latino/Latina/Latinx/Latine (defined by the U.S. Census Bureau as “Hispanic or Latino”) population in Lacey has grown from 9.2% in 2010 to 12.2% in 2023.



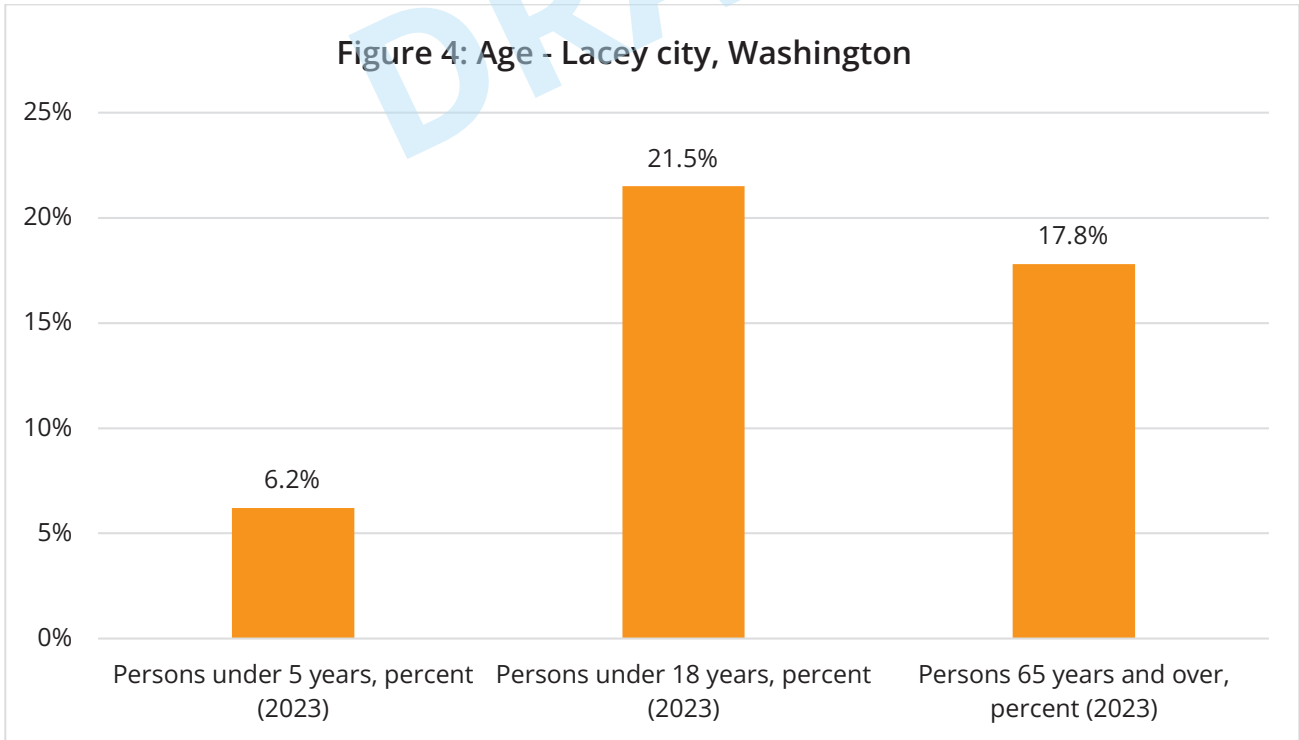
Source: U.S. Census [U.S. Census Bureau QuickFacts](#), 2023





AGE

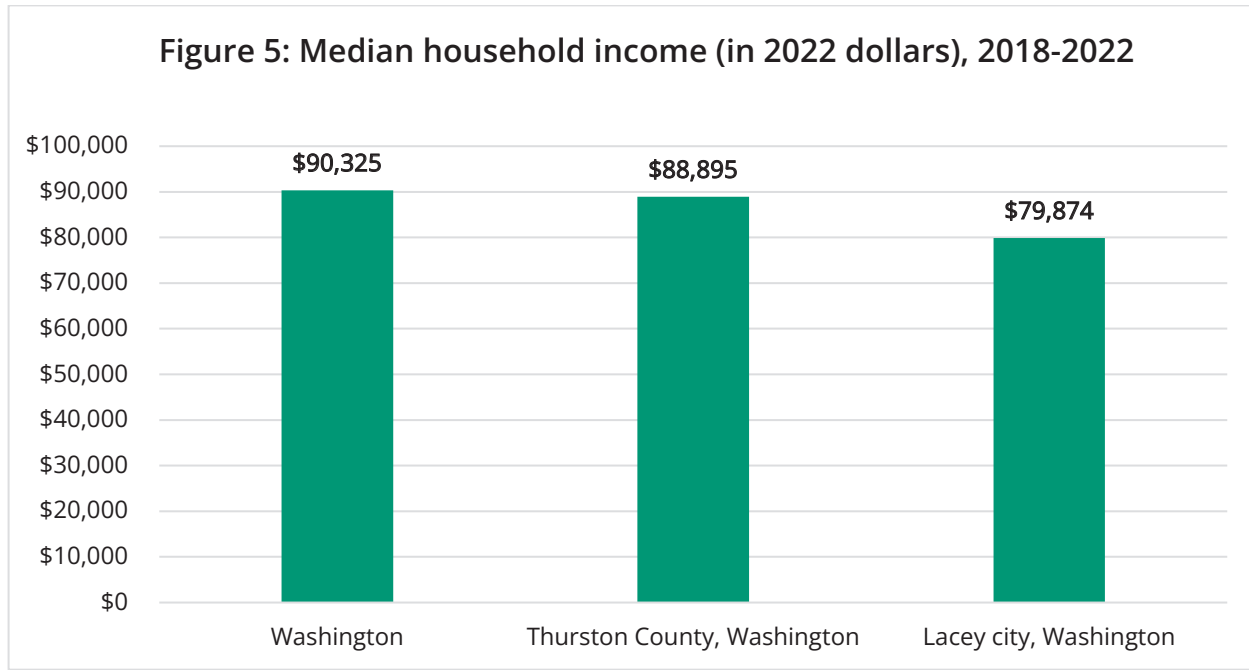
Persons under 18 years of age make up 21.5% of the Lacey population, of that 6.2% are under 5 years of age. Individuals between 18 years of age and under 65 years of age make up around 60.7% percent of the population. Individuals over 65 years make up around 17.8% of the population.



Source: U.S. Census [U.S. Census Bureau QuickFacts](#), 2023

MEDIAN HOUSEHOLD INCOME

The median household income for Lacey remains lower than Thurston County and Washington state.



Source: U.S. Census [U.S. Census Bureau QuickFacts](#), 2023

Other Key Housing Data

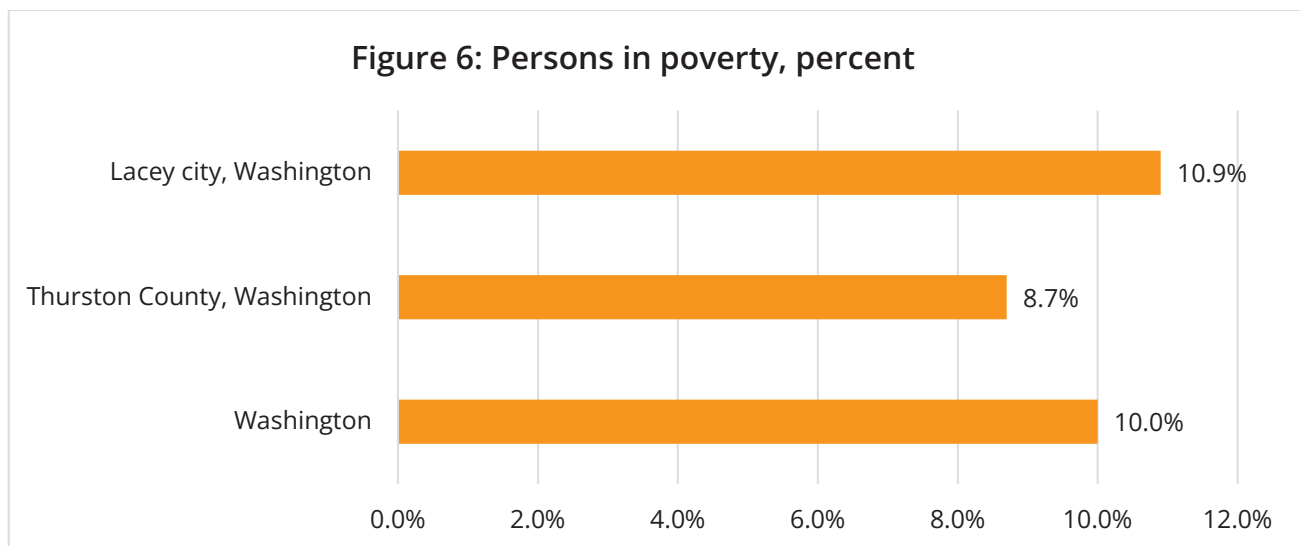
- Lacey has a total of 22,256 households with an average of 2.48 persons per household.
- Housing in Lacey is 57.9% owner-occupied.
- 82.1% of individuals were living in same house 1 year ago.
- Almost 95% of households reported having a computer present, and 91.9% report having a broadband internet subscription.

Source: U.S. Census [U.S. Census Bureau QuickFacts](#), 2023



POVERTY RATE

Lacey's poverty rate is 10.9%, which is above the Washington state average of 10%.



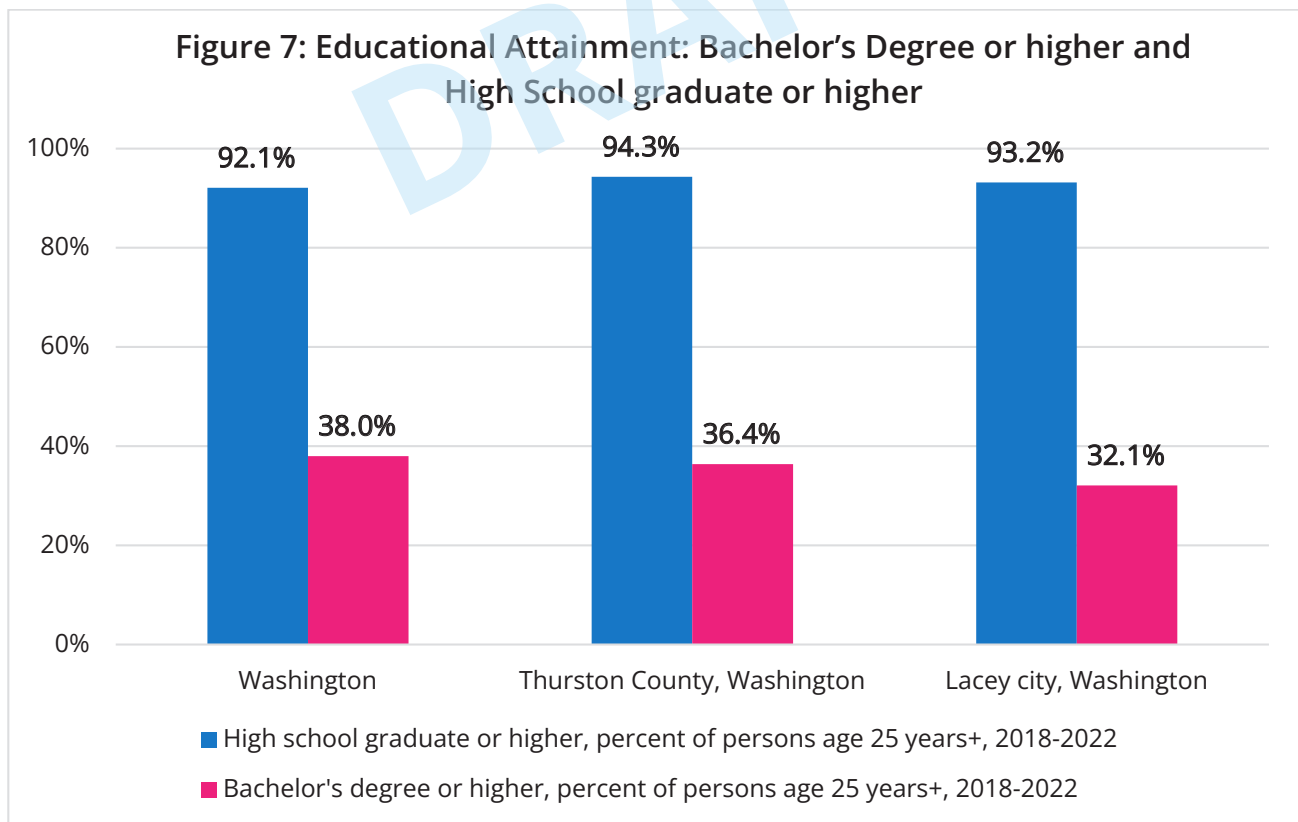
Source: U.S. Census U.S. Census Bureau QuickFacts, 2023





EDUCATION

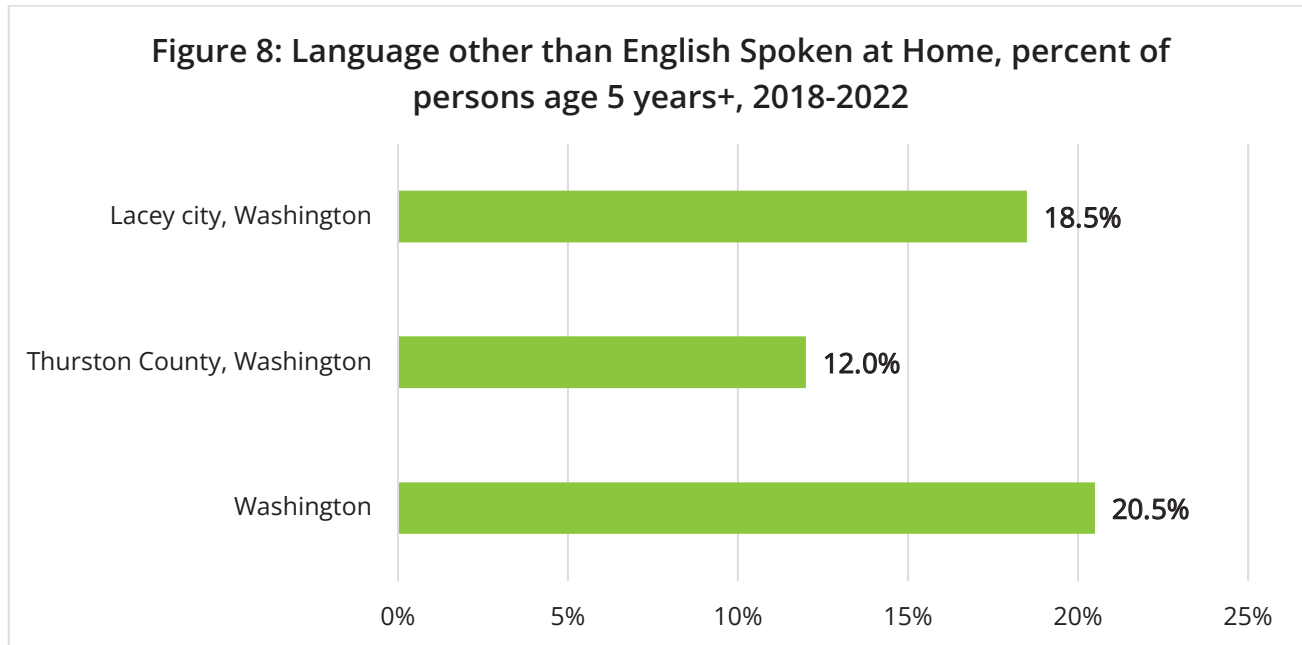
Lacey has higher rates of persons with educational attainment of high school graduate or higher than the state. However, Lacey has a lower rate of a bachelor's degree or higher than the state and Thurston County.



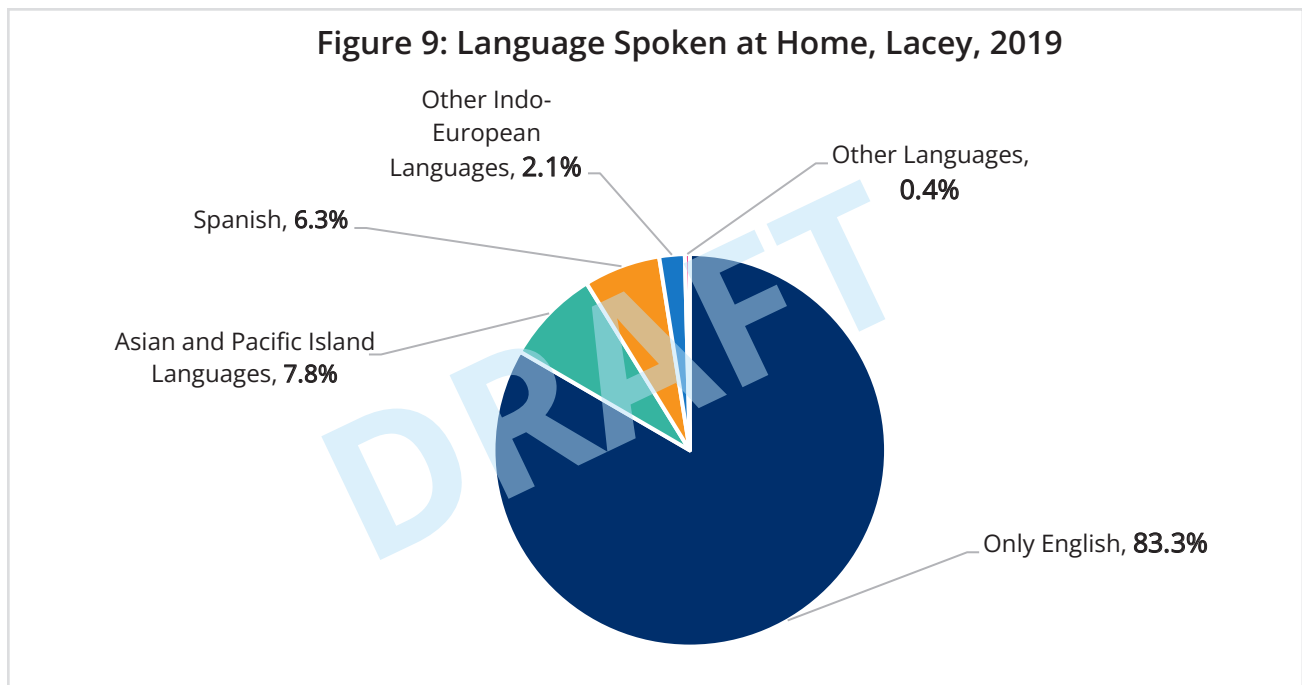
Source: U.S. Census [U.S. Census Bureau QuickFacts](#), 2023

LANGUAGES SPOKEN AT HOME

Around 18.5% of Lacey households speak a language other than English at home. Asian and Pacific Island languages and Spanish are the most prevalent.



Source: U.S. Census [U.S. Census Bureau QuickFacts](#), 2023



Source: 2020 U.S. Census American Community Survey, 2019

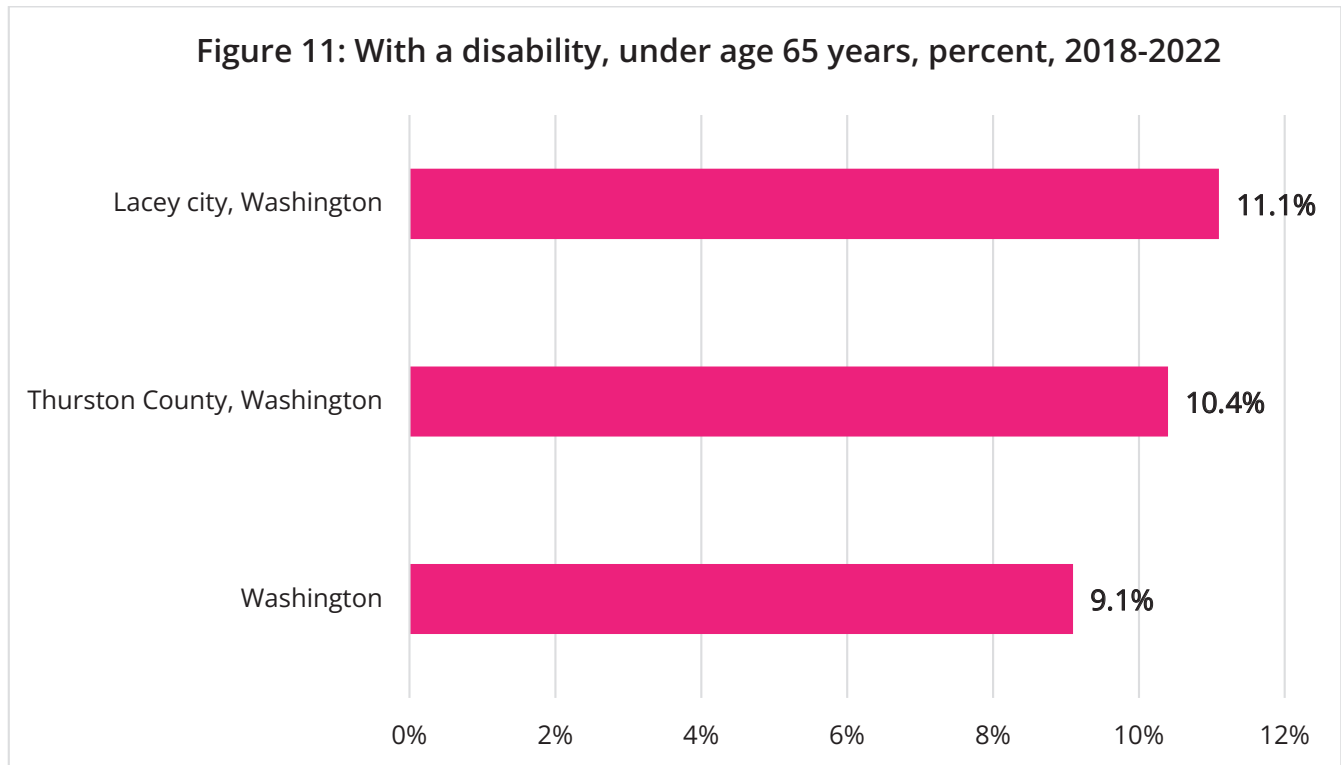
**Figure 10: Top 7 Language Spoken at Home
for Populations 5 Years and Over in Lacey**

		Estimate	% of Total
	Total:	45,849	-
1	Speak only English	38,210	83%
2	Spanish	2,900	6%
3	Korean	1,035	2%
4	Tagalog (including Filipino)	573	1%
5	German or other West Germanic languages	540	1%
6	Vietnamese	402	1%
7	Chinese (including Mandarin, Cantonese)	354	1%
Other Languages Spoken at Home			
8	Other Asian and Pacific Island languages	1,207	3%
9	Other Indo-European languages	233	1%
10	Russian, Polish, or other Slavic languages	165	0%
11	Arabic	123	0%
12	Other and unspecified languages	65	0%
13	French, Haitian, or Cajun	42	0%

Source: 2020 U.S. Census American Community Survey, 2019

INDIVIDUALS WITH DISABILITIES

Lacey has a higher rate of persons under the age of 65 years with a disability than Thurston County and Washington state.



Source: 2020 U.S. Census American Community Survey, 2019



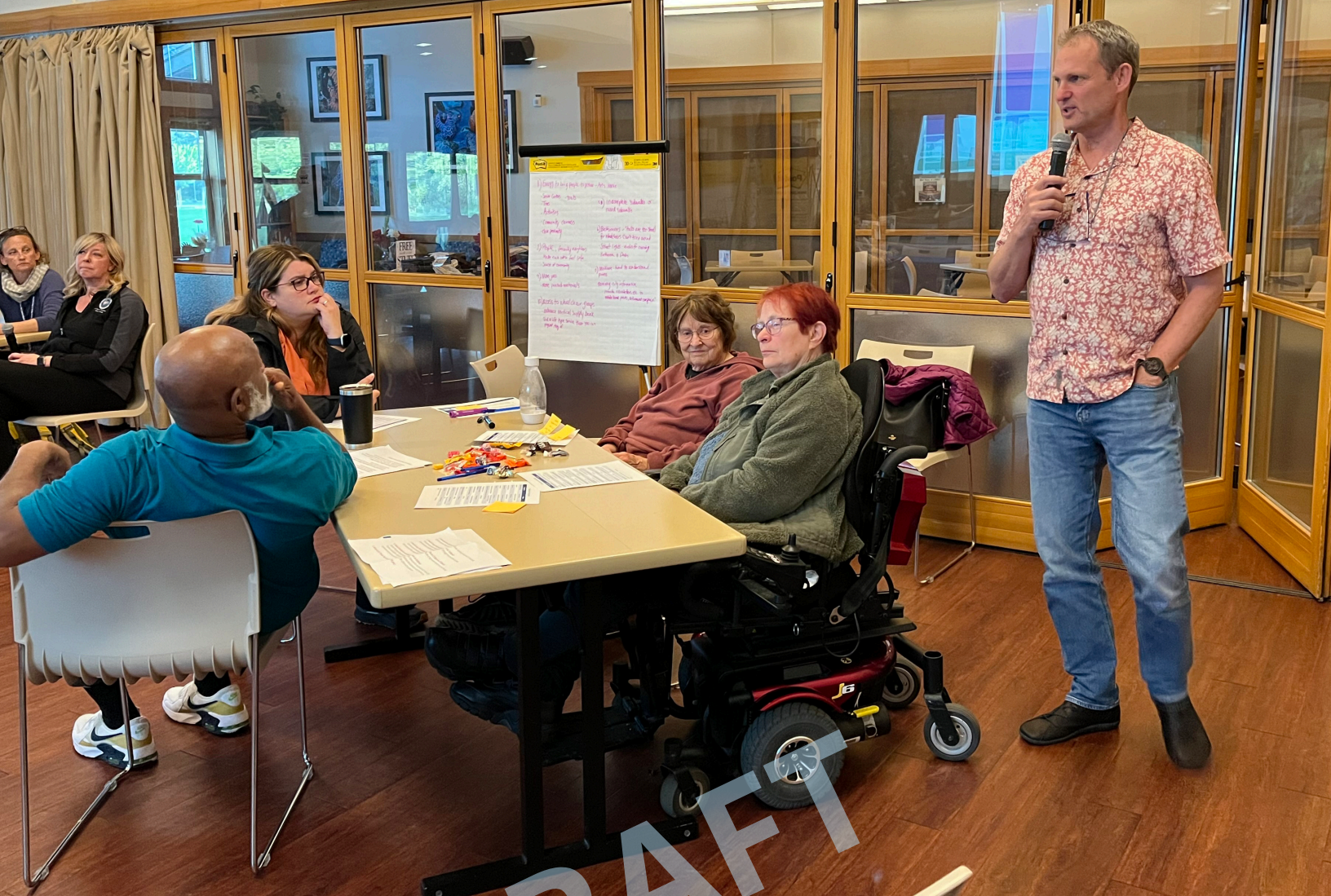
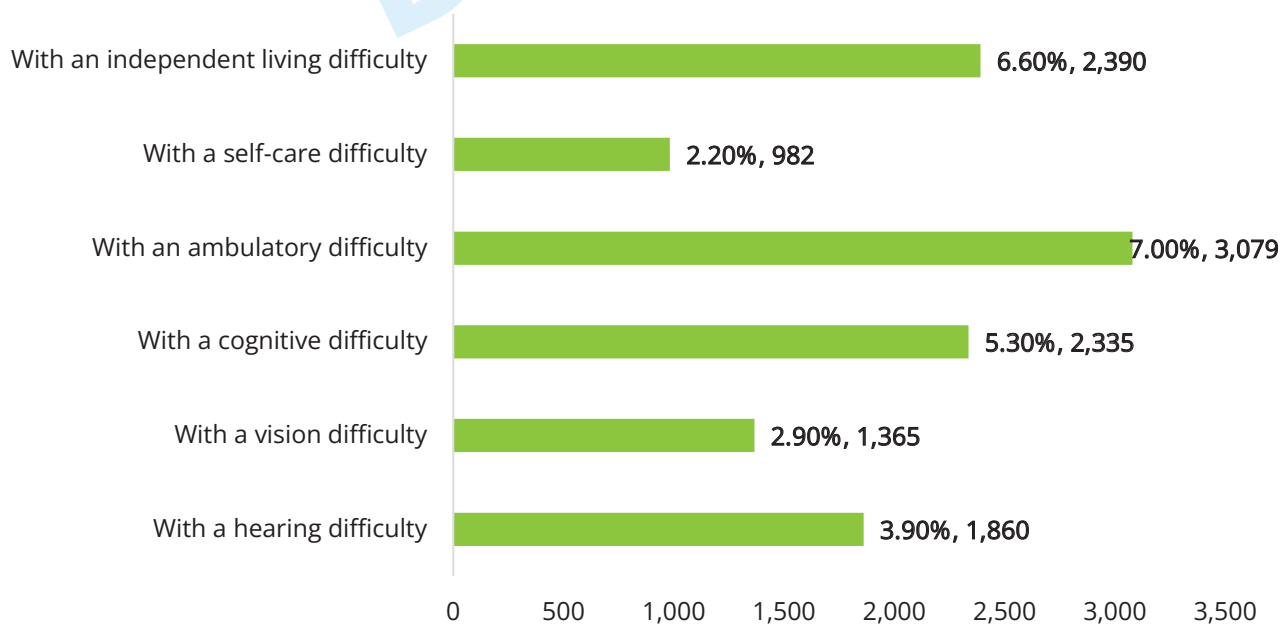


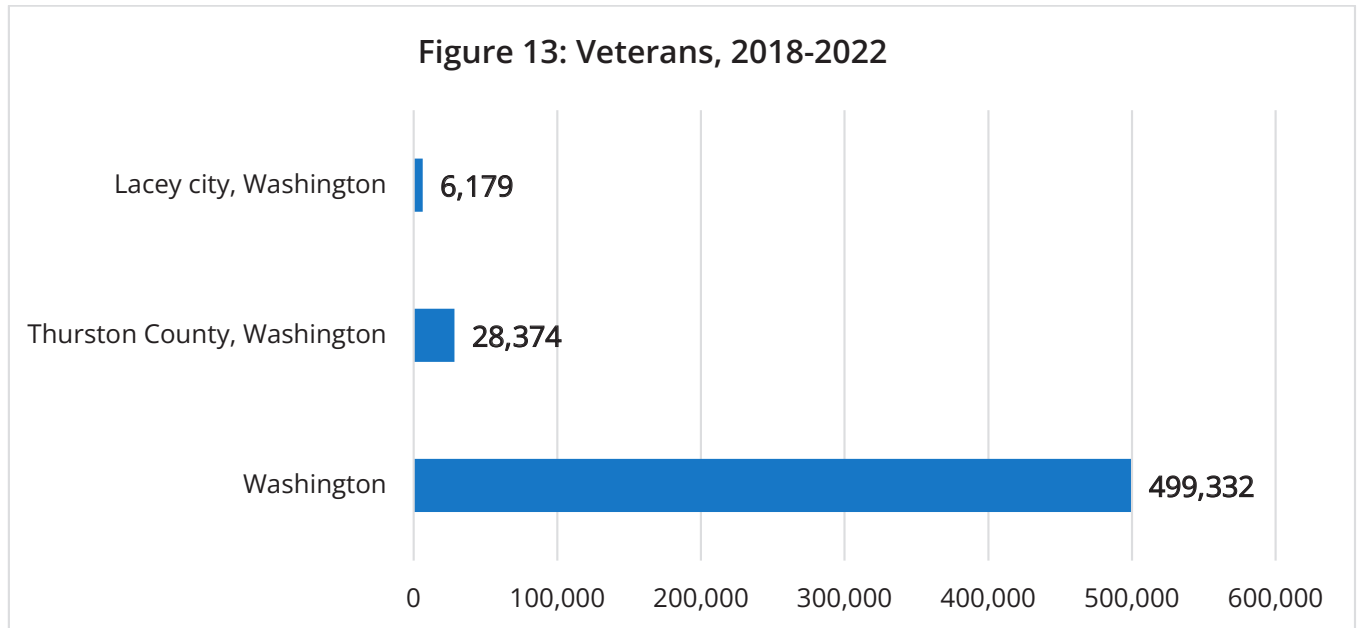
Figure 12: Individuals with disabilities, Lacey - 2019



Source: 2020 U.S. Census American Community Survey, 2019

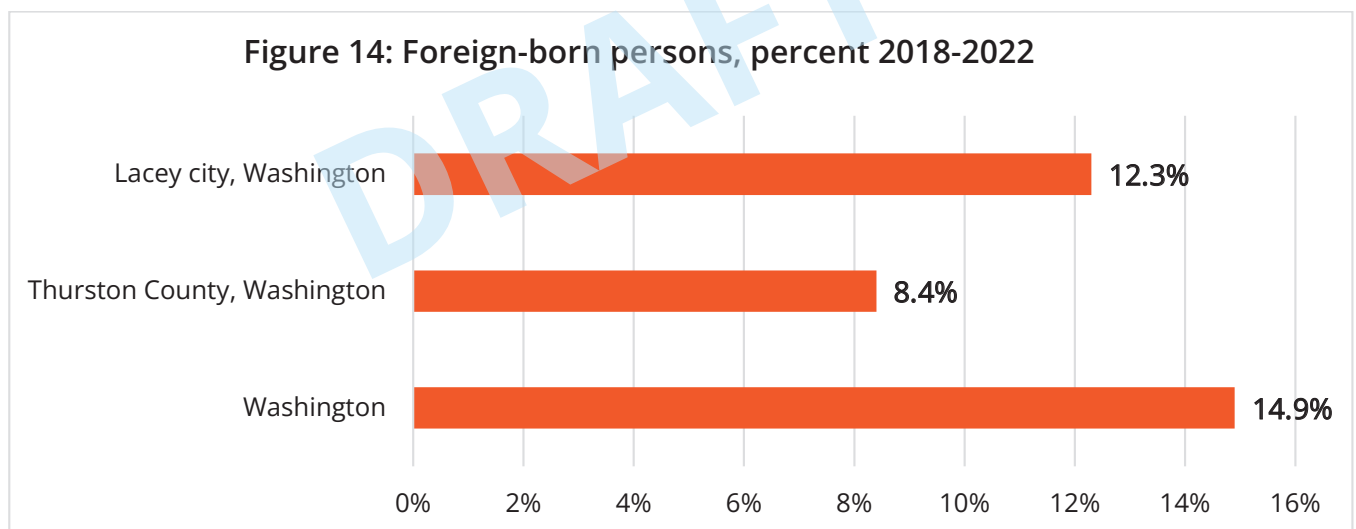
VETERANS

6,179 Veterans reside in Lacey. Lacey is home to the highest concentration of Joint Base Lewis McChord-affiliated personnel in Thurston County.



PLACE OF BIRTH

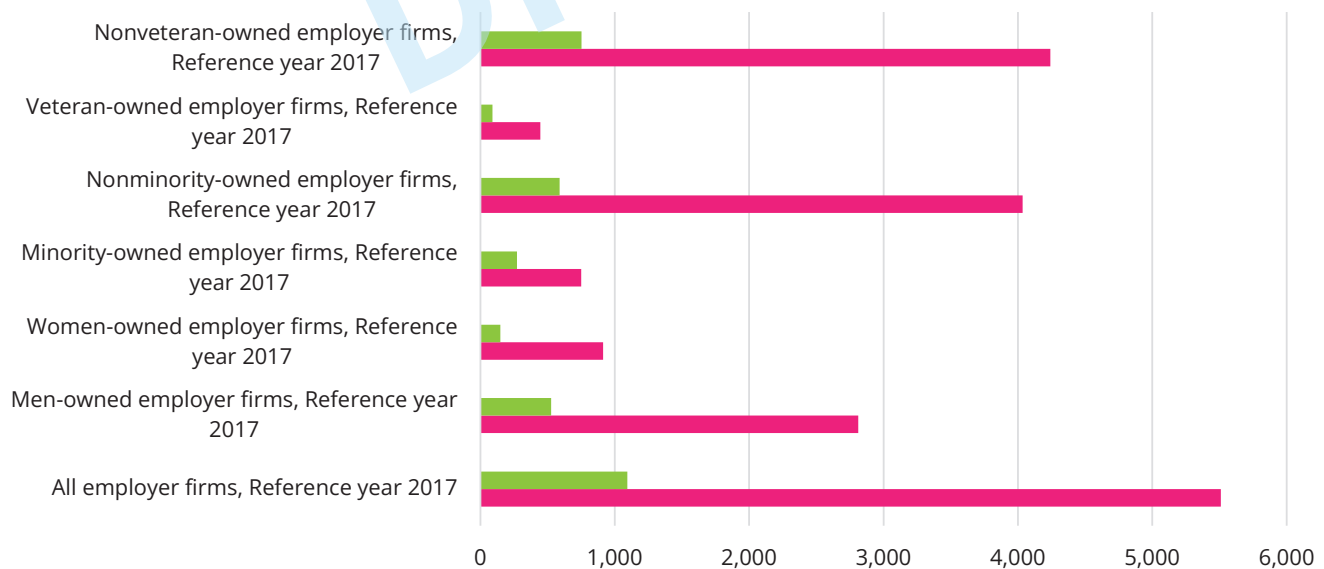
Approximately 12.3% of Lacey residents were born outside of the United States. This is higher than Thurston County.



EMPLOYER FIRMS



Figure 14: Employer Firms Thurston County and Lacey (2017)



	All employer firms, Reference year 2017	Men-owned employer firms, Reference year 2017	Women-owned employer firms, Reference year 2017	Minority-owned employer firms, Reference year 2017	Nonminority-owned employer firms, Reference year 2017	Veteran-owned employer firms, Reference year 2017	Nonveteran-owned employer firms, Reference year 2017
■ Lacey city, Washington	1,093	526	148	271	589	89	752
■ Thurston County, Washington	5,510	2,812	913	750	4,035	446	4,242



GOALS | SUBAREAS | STRATEGIES BENCHMARKS | BASELINES

The following section provides additional details on each Goal, their respective subareas, associated strategies, benchmarks, and 2024 baselines.

The intent of the Plan is to provide an annual report on the progress of the goals and strategies. The annual report will be presented to the Commission on Equity and Lacey City Council to review and discuss status ratings.





GOALS AND STRATEGIES

GOAL	GOAL STATEMENT	SUBAREAS	CITY'S ROLE
Workforce and Work Environment	The City of Lacey strives to be a culturally competent organization that implements diversity, equity, inclusion, and belonging practices.	• Equity Plan • Hiring and Retention • Development and Workplace	Lead
Community Access and Engagement	The City of Lacey endeavors to provide accessible communications, meaningful and responsive participation, and improve community connectivity for all.	• Communications • Engagement • Relationships • Collaboration	Lead Advocate



GOAL	GOAL STATEMENT	SUBAREAS	CITY'S ROLE
Policies, Programs, and Services	The City works to integrate diversity, equity, inclusion, and belonging into all City policies, projects, programs, and services.	• City Policies • City Services • Public Safety • Parks, Culture, Recreation • Infrastructure • Utilities • Acknowledgements and Events • Contracting	Lead
Livability	The City works to provide and assist with advancing equitable economic opportunities, a diversity of housing and human services, and a healthy environment for all.	• Economic Development • Housing • Services • Social Services • Partnerships • Environment	Lead Partner Advocate

STATUS REPORT

Annually, each goal subarea will receive a status rating of **Successful**, **Significant Progress**, **Progress**, or **Emerging**. For accountability, these statuses are intended to be re-evaluated annually by the City, COE, and Lacey City Council.

ICON	STATUS	DEFINITION/MEANING
	Successful	Most or all strategies/benchmarks are being actively practiced or are completed.
	Significant Progress	Many strategies/benchmarks are being developed or are actively being implemented or practiced.
	Progress	Several strategies/benchmarks are being developed or are actively being implemented or practiced.
	Emerging	Little or no work on strategies/benchmarks.

OVERVIEW OF ELEMENTS



DEPARTMENT ACRONYMS

ACRONYM	DEPARTMENT
ALL	All City Departments
CA	City Attorney
CC	City Clerk
CED	Community and Economic Development
CM	City Manager
FI	Finance
HR	Human Resources
JAS	Joint Animal Services
PA	Public Affairs
PCR	Parks, Culture, and Recreation
PD	Police
PW	Public Works



WORKFORCE AND WORK ENVIRONMENT



KEY TERMS

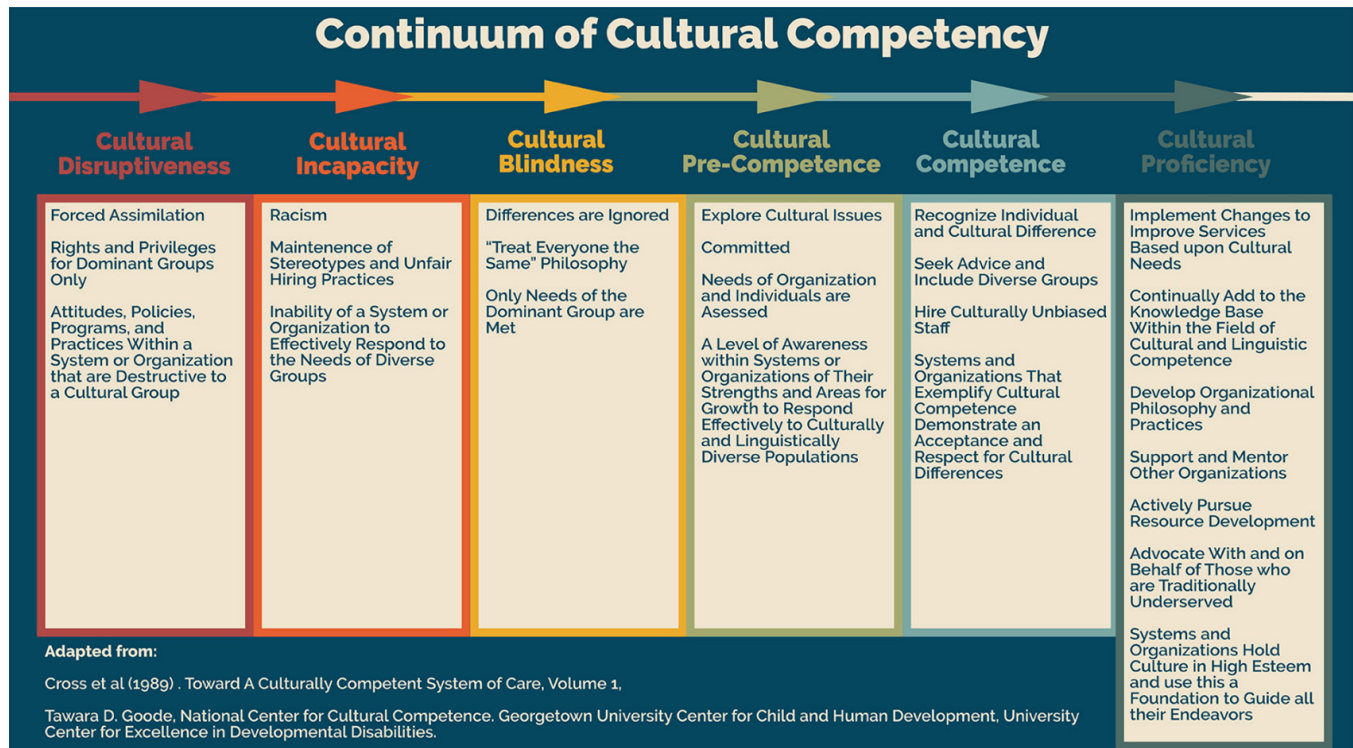
Workforce and Work Environment

TERM	DEFINITION
Authentic-Self	Acting in alignment with your identity. Based on varied circumstances, may be expressed, or suppressed.
Workforce Diversity	Workforce Diversity means a collection of individual attributes that together help agencies pursue organizational objectives efficiently and effectively. These include, but are not limited to, characteristics such as national origin, language, race, color, disability, ethnicity, gender, age, religion, sexual orientation, gender identity, socioeconomic status, veteran status, political beliefs, communication styles, and family structures. The concept also encompasses differences among people about where they are from, where they have lived and their differences of thought and life experiences. See diversity.
Inclusion	Intentionally designed, active, and ongoing engagement with people that ensures opportunities and pathways for participation in all aspects of group, organization, or community, including decision-making processes. Inclusion is not a natural consequence of diversity. There must be intentional and consistent efforts to create and sustain a participative environment. Inclusion refers to how groups show that people are valued as respected members of the group, team, organization, or community. Inclusion is often created through progressive, consistent, actions to expand, include, and share.

TERM	DEFINITION
Cultural Competency	An ability to interact effectively with people of all cultures and understand many cultural frameworks, values, and norms. Cultural competence comprises four components: • Awareness of one's own cultural worldview, • Attitude towards cultural differences, • Knowledge of different cultural practices and worldviews, and cross-cultural skills. A key component of cultural competence is respectfully engaging others with cultural dimensions and perceptions different from our own and recognizing that none is superior to another. Cultural competence is a developmental process that evolves over an extended period.
Cultural Humility	Approach to respectfully engaging others with cultural identities different from your own and recognizing that no cultural perspective is superior to another. Cultural humility may look different for different people or groups. For example, in a white dominant culture, the practice of cultural humility for white people includes acknowledging systems of oppression and involves critical self-reflection, lifelong learning and growth, a commitment to recognizing and sharing power, and a desire to work toward institutional accountability. The practice of cultural humility for people of color includes accepting that the dominant culture does exist, that institutional racism is in place, to recognize one's own response to the oppression within it, to work toward dismantling it through the balanced process of calling it out and taking care of one's self.

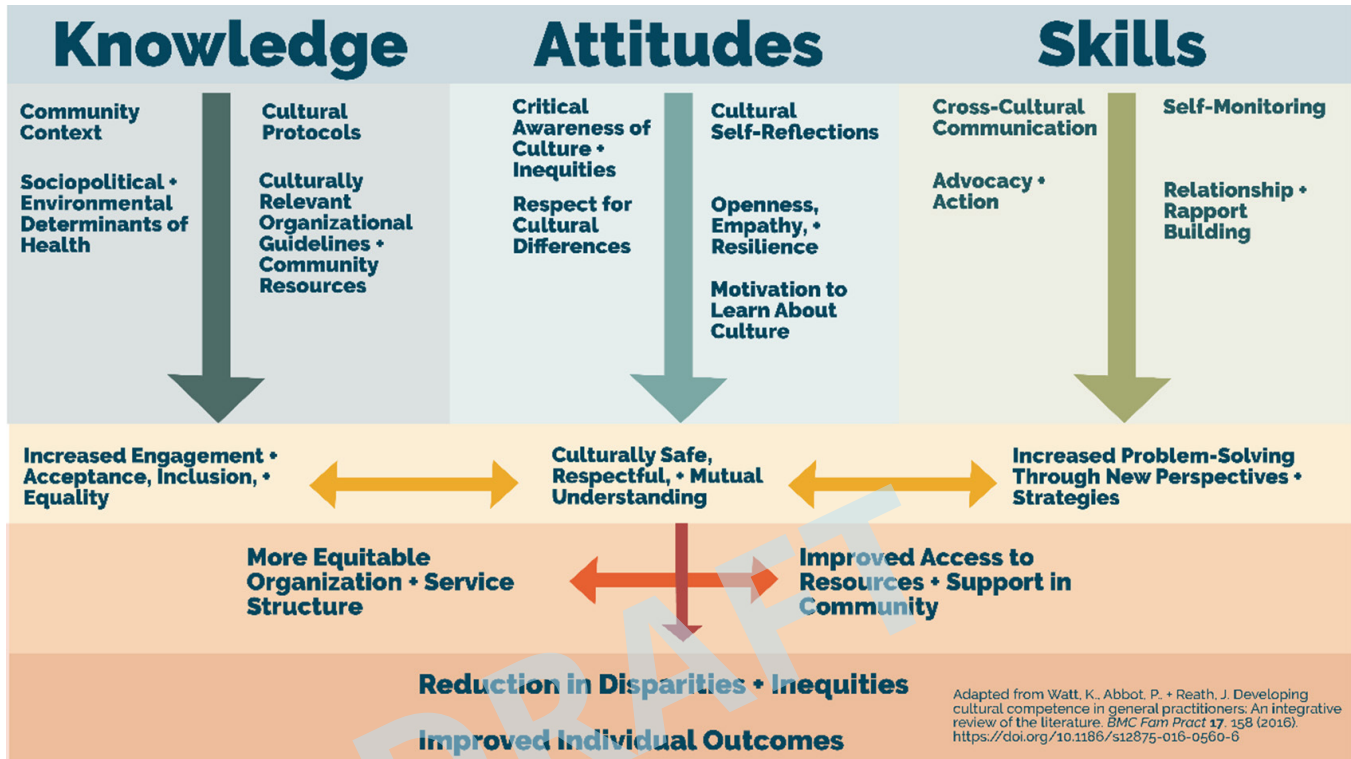
CULTURAL COMPETENCE

Workforce
and Work
Environment



CULTURAL COMPETENCE

Workforce
and Work
Environment



From: The University of Kansas, KU CSL Community Engagement Toolbox



WORKFORCE AND WORK ENVIRONMENT

The City of Lacey strives to be a culturally competent organization that implements diversity, equity, inclusion, and belonging practices.

SUBAREAS	STRATEGY AND BENCHMARKS	CITY'S ROLE	DEPT'S ROLE	STATUS
Equity Plan	A. Continue internal DEIB efforts, including adoption and implementation of a workforce equity plan, that transforms policies, systems, and practices and enhances cultural competency at all levels within the organization (Executive Team, Staff). 1. Perform an organization-wide Equity Assessment on a regular basis. Determine specific indicators based on assessment. 2. Adopt a Workforce Equity Plan. Implement plan across Departments.	Lead	Leaders: CM, HR Partners/ Support: ALL	 Emerging
Hiring and Retention	B. Continue to enhance recruitment efforts to attract, hire, and retain a workforce that reflects the greater community. 1. Look for opportunities to expand operating procedures for pre-hire and recruitment, including increasing: a. advertisement of open positions with specific professional and minority-servicing organizations and for candidate recommendations; and b. Continue to increase efforts to communicate and engage with the public regarding working for the City and current job openings at the City. 2. Continue to evaluate recruitment life cycle process and remove barriers to City employment. 3. Work to establish learning objectives to enhance workforce. Engage with professional organizations committed to and specializing in advancing workplace equity. 4. Provide equitable job training opportunities to advance and support careers. 5. Provide more internship opportunities across the organization to introduce young adults and community members to City careers. Enhance awareness of these programs working with partner entities. 6. Percentage (%) of job descriptions that incorporate equity as an essential function. 7. Staff demographics increasingly matches community demographics, at all departments and levels within the organization (e.g., race, ethnicity, sex, etc.). 8. Percentage (%) of total job applications received from applicants increasingly matches community demographics (e.g., race, ethnicity, sex, etc.). 9. Staff retention over select intervals of time (e.g., 1 year, 5 years, 10 years) matches community demographics (e.g., race, ethnicity, sex, etc.).	Lead	Leaders: CM, HR Support: ALL	 Progress

SUBAREAS	STRATEGY AND BENCHMARKS	CITY'S ROLE	DEPT'S ROLE	STATUS
Development and Workplace	C. Continue to improve training, workforce development opportunities, and ensure the workplace is welcoming for all. 1. Establish a regular (2 years) City employee survey that includes questions on work environment. Create specific indicators based on the survey. 2. Create internal leadership and/or mentorship program to support workforce development. 3. Establish a baseline equity training program that would be required for all City staff. Incorporate this training into on-boarding for future City staff members. Percentage of staff who take the required equity training program increases and eventually reaches 100%. 4. Establish optional, advanced equity training for City staff. Require advanced equity training for all supervisors and City leadership. 5. Establish a cross-departmental Equity Team (internal) sponsored by City leadership. Evaluate need for other internal support networks. 6. Create more opportunities for informal dialogue on equity. 7. Integrate equity language (OFM glossary) into the City Policy Manual (internal).	Lead	Leaders: CM, HR Partners/ Support: ALL	 Progress



EQUITY PLAN

A. Continue internal DEIB efforts, including adoption and implementation of a workforce equity plan, that transforms policies, systems, and practices and enhances cultural competency at all levels within the organization (Executive Team, Staff).

CITY'S ROLE	DEPT'S ROLE	STATUS
Lead	Leaders: CM, HR Partners / Support: ALL	 Emerging

BENCHMARK	REPORTING FREQUENCY	BASELINE (2024)
1. Perform an organization-wide Equity Assessment on a regular basis. Determine specific indicators based on assessment.	To be determined	No Equity Assessment performed to date. No indicators created.
2. Adopt a Workforce Equity Plan. Implement plan across Departments.	Annual	No Workforce Equity Plan to date. No implementation at this time.

HIRING AND RETENTION

B. Continue to enhance recruitment efforts to attract, hire, and retain a talented workforce that increasingly reflects the greater community.

CITY'S ROLE	DEPT'S ROLE	STATUS
Lead	Leaders: CM, HR Partners / Support: ALL	 Progress

BENCHMARK	REPORTING FREQUENCY	BASELINE (2024)
1. Look for opportunities to expand operating procedures for pre-hire and recruitment, including increasing: a. Advertisement of open positions with specific professional and minority-servicing organizations and for candidate recommendations. b. Continue to increase efforts to communicate and engage with the public regarding working for the City and current job openings at the City.	Annual	In the past few years, the City expanded ongoing recruitment efforts conducted by Human Resources, to include creating a Recruitment Coordinator position, in addition to the work done by other Human Resources staff. Human Resources currently performs outreach efforts to surrounding local high schools, assisting school counseling staff with job applications, coaching, and career path planning. City staff also attend major career fair and expo events around the state and partner with hiring managers when available to provide on-site informational interviews. The City uses online tools and partner organizations for engagement and promoting job openings, some examples include: • Workforce – Employment Security Department • Surrounding cities and counties • Local high schools and colleges • The Korean Women’s Association • Joint Base Lewis McChord (JBLM) Veteran groups • Asian Pacific Cultural Center • Equity job boards, e.g., Native American Jobs • Vadis and Morningside (Supported Employment) Lacey Police Department (LPD) is involved with the 30x30 Initiative which is a coalition of police leaders, researchers, and professional organizations who have joined together to advance the representation and experiences of women in all ranks of policing across the United States. LPD command staff also attended trainings, like the Women in Law Enforcement Conference, to learn more about different perspectives within the field of law enforcement.

HIRING AND RETENTION

B. Continue to enhance recruitment efforts to attract, hire, and retain a talented workforce that increasingly reflects the greater community.

BENCHMARK	REPORTING FREQUENCY	BASELINE (2024)
2. Continue to evaluate recruitment life cycle process and remove barriers to City employment.	Annual	Over the past few years, the City revised its application review process, to include the following: • For some jobs, a cover letter and/or resume are no longer necessary. • Application materials (resume and cover letters) are not distributed to the interview panel; only the hiring manager. • Names and other identifiable information are redacted from application materials (resume, cover letters) provided to hiring manager. • All job descriptions are reviewed for accuracy and inclusivity. • Many jobs at the City now include experience options for “Required Qualifications” in addition to education and certification(s). For example, “A high school diploma or equivalent and four (4) years or progressive experiencing involving...” • Some City departments removed all “preferred qualifications” from their listings. If a qualification is absolutely necessary, then it is listed under qualifications. • Interviewing can be a barrier for some, as such the City allows for skill assessments for some positions to help provide a more comprehensive evaluation of candidate’s ability to perform the functions of a job. • Lacey Police Department (LPD) is the most diverse law enforcement in the region. The following programs and initiatives helped increase a wider diversity of experiences on the force: • LPD is involved with the 30x30 Initiative which is a coalition of police leaders, researchers, and professional organizations who have joined together to advance the representation and experiences of women in all ranks of policing across the United States. LPD command staff also attended trainings, like the Women in Law Enforcement Conference, to learn more about different perspectives within the field of law enforcement. • LPD reviewed and updated its qualifications and testing standards for officers to be more inclusive and attract a larger pool of candidates. The LPD recruitment team consists of representatives from a variety of backgrounds, including: race, ethnicity, and sex. • The LPD Explorer program is being enhanced to develop more interest in law enforcement careers. • LPD has streamlined the hiring process and increased transparency in person, in documentation, and online to remove barriers and increase opportunities for all. • LPD has a mentor program for all candidates placed in backgrounds to provide transparency and facilitate the process.

HIRING AND RETENTION

B. Continue to enhance recruitment efforts to attract, hire, and retain a talented workforce that increasingly reflects the greater community.

BENCHMARK	REPORTING FREQUENCY	BASELINE (2024)
3. Work to establish learning objectives to enhance workforce. Engage with professional organizations committed to and specializing in advancing workplace equity.	Annual	City staff must attend annual trainings. Previous trainings have included: • City Policy Manual Annual updates • Monthly Safety Trainings • Foundations of Implicit Bias • A Framework for Ethical Decision Making. • Preventing Harassment, and Discrimination • Emotional Intelligence
4. Provide equitable job training opportunities to advance and support careers.	Annual	In 2022, the City started offering tuition reimbursement for staff to pursue degree programs through accredited colleges and/or universities. City offers a variety of training opportunities through Washington Cities Insurance Authority (WCIA), Association of Washington Cities (AWC), and Summit Law. Departments have varying degrees of training and continuing education opportunities for staff.
5. Provide more internship opportunities across the organization to introduce young adults and community members to City careers. Enhance awareness of these programs working with partner entities.	Annual	In 2023, the City offered three internships and one veteran fellowship. Human Resources Recruitment Coordinator actively maintains a list of job fair participants interested in future internship opportunities and connects them with relevant postings at the City. Lacey Police Department (LPD) has a paid intern position to work with our LPD management analyst on crime analysis. LPD offers development opportunities for civilian community service officers to apply and transition into fully commissioned police officers. This program has successfully increased the diversity of commissioned officers.

HIRING AND RETENTION

B. Continue to enhance recruitment efforts to attract, hire, and retain a talented workforce that increasingly reflects the greater community.

BENCHMARK	REPORTING FREQUENCY	BASELINE (2024)
6. Percentage (%) of job descriptions that incorporate equity as an essential function.	Annual	Eight (8) positions, or 2.4 %, of all positions list equity as an essential function. Currently six (6) Human Resource positions and two positions in the City Manager’s Office.
7. Staff demographics increasingly matches community demographics, at all departments and levels within the organization (e.g., race, ethnicity, sex, etc.).	Annual	See Appendix D for detailed overview and limitations (third party data collection, older data, misalignment with US Census Bureau information, etc.) on current, self-identified staff demographics. The population of Lacey: 31.7% people of color. • The City’s current full-time workforce: 20.3% identify as people of color (including all identified as Hispanic and Latino/a/x/e). • Non-management positions: 21.5% identify as people of color (including all identified as Hispanic and Latino/a/x/e). • Management positions: 13.5% identify as people of color (including all identified as Hispanic and Latino/a/x/e). The population of Lacey: 51% identify as females. • The City’s current full-time workforce: 33.1% identify as female. • Non-management positions: 37.7% identify as female. • Management positions: 34.6 identify as female. See Public Safety, Strategy C, Benchmark 10, and Appendix D for more details on the City’s police, emergency management, and animal services.
8. Percentage (%) of total job applications received from applicants increasingly matches community demographics (e.g., race, ethnicity, sex, etc.).	Annual	See Appendix D for detailed overview and limitations, e.g., applicant demographic data is provided on a voluntary basis by a third-party system. Lacey’s population is made up of 31.7% people of color. • The City’s 2023 applicant pool was made up of 37% individuals that identify as people of color (including all identified as Hispanic and Latino/a/x/e). Lacey’s population is made up of 51% females. • The City’s 2023 applicant pool was made up of 32.4% individuals that identify as female.
9. Staff retention over select intervals of time (e.g., 1 yr., 5 yrs., 10 yrs.) matches community demographics (e.g., race, ethnicity, sex, etc.)	Annual	Baseline data established in January 2024. The City intends to compare January 2025 data with the baseline next year.

DEVELOPMENT AND WORKPLACE

C. Continue to improve training, workforce development opportunities, and ensure the workplace is welcoming for all.

CITY'S ROLE	DEPT'S ROLE	STATUS
Lead	Leaders: CM, HR Partners / Support: ALL	

BENCHMARK	REPORTING FREQUENCY	BASELINE (2024)
1. Establish a regular (2 years) City employee survey that includes questions on work environment. Create specific indicators based on the survey.	Every Two (2) Years	No survey to date. No indicators to date.
2. Create internal leadership and/or mentorship program to support workforce development.	Annual	No formal internal leadership and/or mentorship program is established to date. Staff received annual City policy manual training with updates on training and development efforts. Human Resources (HR) working to develop new supervisory training in 2024, to include: • Collective Bargaining Agreement (CBA) • the City Policy Manual • Recruitment/hiring best practices and process • Benefits • Leave administration. HR is partnering with departments on: • Succession planning • How to incorporate training and other professional development opportunities into staff goals to help support plans. Lacey Police Department has a candidate mentor program and Community Service Officer (CSO) development program. Since 2022, Public Works has offered an internal Controls Technician apprenticeship program in Wastewater and Water.

DEVELOPMENT AND WORKPLACE

C. Continue to improve training, workforce development opportunities, and ensure the workplace is welcoming for all.

BENCHMARK	REPORTING FREQUENCY	BASELINE (2024)
3. Establish a required baseline equity training program for all City staff. Incorporate this training into on-boarding for future City staff members. Percentage (%) of staff members that take the required equity training program increases and eventually reaches 100%.	Annual	There is no structured, baseline equity training required for all City staff. In 2021, the City started providing training beginning that support DEIB efforts. Trainings included: • Preventing Harassment/Discrimination • Implicit Bias 2021 • Ethics • Giving Feedback/Receiving Feedback trainings 2022 • Emotional Intelligence 2023. LPD completed all Washington State Criminal Justice Training Commission (CJTC) required annual equity training.
4. Establish optional, advanced equity training for City staff. Require advanced equity training for all supervisors and City leadership.	Annual	There is no structured, advanced equity training available for all City staff or required for supervisors and City leadership. Optional, advanced equity training options are available through Washington Cities Insurance Authority (WCIA), however no comprehensive or structured program exists. Supervisors and City leadership are required to be up-to-date on all required trainings. In 2023/4, the Parks, Culture, and Recreation Department held a four segment Racial Equity Challenge which consisted of short videos and follow up discussions facilitated with the help of Human Resources. Lacey Police Department (LPD) completed all Washington State Criminal Justice Training Commission (CJTC) required annual equity training.
5. Establish a cross-departmental Equity Team (internal) sponsored by City leadership. Evaluate need for other internal support networks.	Annual	No cross-departmental Equity Team or committee (internal) exists to date.

DEVELOPMENT AND WORKPLACE

C. Continue to improve training, workforce development opportunities, and ensure the workplace is welcoming for all.

BENCHMARK	REPORTING FREQUENCY	BASELINE (2024)
6. Create more opportunities for informal dialogue on equity.	Annual	No City-wide informal dialogue on equity opportunities exist to date.
7. Integrate equity language (OFM glossary) into the City Policy Manual or other applicable policy document (internal).	Annual	OFM glossary is not integrated into the City Policy Manual or other applicable policy document to date.



COMMUNITY ACCESS AND ENGAGEMENT



KEY TERMS

Community Access and Engagement

TERM	DEFINITION
Access	Creating and advancing barrier-free design, standards, systems, processes, and environments to provide all individuals, regardless of ability, background, identity or situation, an effective opportunity to take part in, use and enjoy the benefits of: employment, programs, services, activities, communication, facilities, electronic/information technology, and business opportunities.
Belonging(ness)	Your well-being is considered and your ability to design and give meaning to society's structures and institutions is realized. More than tolerating and respecting differences, belonging requires that all people are welcome with membership and agency in the society. Belonging is vital to have a thriving and engaged populace, which informs distributive and restorative decision-making.
Diversity	Describes the presence of differences within a given setting, collective, or group. An individual is not diverse – a person is unique. Diversity is about a collective or a group and exists in relationship to others. A team, an organization, a family, a neighborhood, and a community can be diverse. A person can bring diversity of thought, experience, and trait, (seen and unseen) to a team — and the person is still an individual.
Inclusion	Intentionally designed, active, and ongoing engagement with people that ensures opportunities and pathways for participation in all aspects of group, organization, or community, including decision-making processes. Inclusion is not a natural consequence of diversity. There must be intentional and consistent efforts to create and sustain a participative environment. Inclusion refers to how groups show that people are valued as respected members of the group, team, organization, or community. Inclusion is often created through progressive, consistent, actions to expand, include, and share.

KEY TERMS

Community Access and Engagement

TERM

DEFINITION

Tokenism

The practice of making only a perfunctory or symbolic effort to do a particular thing. Examples of tokenism include but aren't limited to, asking a person of color to be on a hiring panel for the appearance of diverse perspectives, but they don't actually have a connection to the position or voice in the decisions related to the hiring process; you ask a community member to join a meeting to give input and you don't use their input but talk about how you had representation from that community.

* From: Washing State Office of Financial Management, Diversity, Equity, and Inclusion – Glossary of Equity-Related Terms, Version 3.2

Accountability

The quality or state of being [accountable](#). Especially: an obligation or willingness to accept responsibility or to account for one's actions
FROM: Merriam Webster Dictionary



KEY TERMS

Community
Access and
Engagement

TERM	DEFINITION
Restorative Justice	1. A theory of justice that emphasizes repairing the harm caused by wrongful behavior. This can lead to transformation of people, relationships and communities. Restorative Justice is a theory of justice that emphasizes repairing the harm caused by crime and conflict. It places decisions in the hands of those who have been most affected by a wrongdoing, and gives equal concern to the victim, the offender, and the surrounding community. Restorative responses are meant to repair harm, heal broken relationships, and address the underlying reasons for the offense. Restorative Justice emphasizes individual and collective accountability. Crime and conflict generate opportunities to build community and increase grassroots power when restorative practices are employed. FROM: ICMA, Glossary of Terms: Race, Equity and Social Justice icma.org 1. Restorative Justice is a theory and approach that seeks to understand who was harmed and how that harm might be repaired. It actively engages responsible, harmed and other affiliated individuals in an attempt to build a consensus on how to potentially repair the harm. The three fundamental questions that Restorative Justice seeks to address are: • What are the harms and needs of those involved? • Who is responsible for the harm that has occurred? • What commitments and obligations are necessary to promote healing, repair relationships and mitigate future harm? FROM: University of Texas, Austin, Institute for Restorative Justice, Final IRJ Web Guide.pdf Powered by Box

COMMUNITY ACCESS AND ENGAGEMENT

The City of Lacey endeavors to provide accessible communications, meaningful and responsive participation, and improve community connectivity for all.

SUBAREAS	STRATEGY AND BENCHMARKS	CITY'S ROLE	DEPT'S ROLE	STATUS
Communications	A. Implement the Communications Plan, including developing a Language Access Plan to improve communication accessibility, and continue to enhance the cultural relevancy of City materials. - Develop and implement a Language Access Plan. - Establish accessibility standards for print and digital materials. Percentage (%) of new City materials that meet accessibility standard increasingly gets to 100%. - The number or % of translated City materials increases each year aligned with the Language Access Plan. - Use of closed captioning at public meetings increases each year and gets to 100%. The City strategically increases the use of translation and interpreter services for City events and programs. - Community Survey - Percentage (%) of individuals that received satisfactory public information is established and increases each survey. Scores are consistent across demographics.	Lead	Leaders: CM, PA Partners/ Support: ALL	 Emerging
Engagement	B. Continue to develop and implement engagement strategies that build community trust and increase participation of BIPOC and other underrepresented voices in local decision making, including on advisory bodies, task forces, and planning efforts. - Collect demographic data of boards, commissions, and ad hoc advisory groups. Evaluate the advisory board applications process to determine if the process can be more accessible. Advisory board membership increasingly matches community demographics (e.g., race, ethnicity, sex, etc.). - Implement community programs that increase community participation and involvement from underrepresented community members, e.g.: - Community Liaison Program - Community Academies (City-wide) - Community Dialogues and Focus Groups - Advisory Boards - Percentage (%) of City engagement opportunities that allow for online participation increases. Online engagement increasingly matches community demographics (e.g., race, ethnicity, sex, etc.).	Lead	Leaders: PA, CM, PCR, CED Partners/ Support: PA, PCR, CED	 Progress

COMMUNITY ACCESS AND ENGAGEMENT

The City of Lacey endeavors to provide accessible communications, meaningful and responsive participation, and improve community connectivity for all.

SUBAREAS	STRATEGY AND BENCHMARKS	CITY'S ROLE	DEPT'S ROLE	STATUS
Relationships	C. Enhance relationships and opportunities in the community for continued dialogue and knowledge-sharing among the City, partner entities, and community members through events, programs, forums, art, etc. 1. Community Survey – Percentage (%) of individuals that attended or participated in a City-sponsored event increases. Scores are consistent across demographics. 2. Community Survey – Percentage (%) of individuals that attended a local public meeting increases. Scores are consistent across demographics. 3. Community Survey – Percentage (%) of individuals that watched a local public meeting increases. Scores are consistent across demographics. 4. Community Survey – Percentage (%) of individuals that voted increases. Scores are consistent across demographics. 5. Community Survey – Other pertinent indicators determined by survey questions. 6. # of City engagement held at non-City events increases.	Lead	Leaders: PA, CM, PCR, CED, PD Partners/ Support: ALL	 Progress
Collaboration	D. Create and maintain a clearinghouse of partner entities, advocacy groups, and community-wide DEIB efforts to help facilitate collaboration between local service providers to enhance engagement and connectivity. 1. Continue to support the Community Connectivity Assessment (CAA) and increasingly put it to use for a variety of City programs and events. 2. Set-up regular meetings throughout the year with DEIB representatives. Collaborate on tools to increase knowledge, engagement, and connectivity	Lead	Leaders: CM, PA, PCR Partners/ Support: ALL	 Emerging

COMMUNICATIONS

A. Implement the Communications Plan, including developing a Language Access Plan to improve communication accessibility, and continue to enhance the cultural relevancy of City materials.

CITY'S ROLE	DEPT'S ROLE	STATUS
Lead	Leaders: CM, PA Partners / Support: ALL	 Emerging

BENCHMARK	REPORTING FREQUENCY	BASELINE (2024)														
1. Develop and implement a Language Access Plan.	Annual	No Language Access Plan to date. In 2022 and 2023, the City increased language and accessibility features by: launching a new website and legislative meeting portal. In addition: • All public meetings are streamed online on the legislative meeting portal (with bookmarks), LaceyTV77, and YouTube. In addition, Council Meetings are also streamed on Facebook. • Lacey Police Department (LPD) provides a 3% bonus for bilingual officers and uses a telephonic translator service for in field contacts when necessary. • Since 2021, the City has provided language translation services for customers and community members through LanguageLine. Every year, the use of these services has increased, see Table 2. <table><tr><th colspan="2">Table 2: LanguageLine Translation Services</th></tr><tr><th>Year</th><th>Total Minutes</th></tr><tr><td>2021</td><td>87.4</td></tr><tr><td>2022</td><td>448.8</td></tr><tr><td>2023</td><td>783.1</td></tr><tr><td>2024</td><td>366.4</td></tr><tr><td>TOTAL</td><td>1,685.7</td></tr></table>	Table 2: LanguageLine Translation Services		Year	Total Minutes	2021	87.4	2022	448.8	2023	783.1	2024	366.4	TOTAL	1,685.7
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Year	Total Minutes															
2021	87.4															
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COMMUNICATIONS

A. Implement the Communications Plan, including developing a Language Access Plan to improve communication accessibility, and continue to enhance the cultural relevancy of City materials.

BENCHMARK	REPORTING FREQUENCY	BASELINE (2024)
2. Establish accessibility standards for print and digital materials. Percentage of all City materials that meet accessibility standard increasingly gets to 100%.	Annual	Currently, no established accessibility standards. No materials are reviewed for accessibility standards for print and digital materials. Work on the Language Access Plan will include establishing accessibility standards.
3. The number or percentage (%) of translated City materials increases each year aligned with the Language Access Plan.	Annual	No Language Access Plan to date. City currently translates most surveys into the top three to five languages spoken in Lacey at home other than English. Since 2021, the City has provided language interpretation services for customers and community members through LanguageLine. Every year, the use of these services has increased. Over the past four years, languages with the most demand (minutes) for interpretation services include Spanish (1,296), Korean (171), and Vietnamese (85), see Appendix H for more information.
4. Use of closed captioning at public meetings increases each year and gets to 100%. The City strategically increases the use of translation and interpreter services for City events and programs.	Annual	City provides closed captioning for public meetings on Zoom. In 2024, the City will start providing automatic closed captioning on LaceyTV77, its new cable and streaming service for all public meetings. LaceyTV77 also provides automatic language translation closed captioning for City Council meetings. All public meetings are broadcast on YouTube which also provides automatic closed captioning. Note: Automatic captions are generated by machine learning algorithms. Automatic captions might misrepresent the spoken content due to mispronunciations, accents, dialects, or background noise.
5. Community Survey - Percentage (%) of individuals that received satisfactory public information is established and increases each survey. Scores are consistent across demographics.	Every Two (2) Years	No baseline.

ENGAGEMENT

B. Continue to develop and implement engagement strategies that build community trust and increase participation of BIPOC and other underrepresented voices in local decision making, including on advisory bodies, task forces, and planning efforts.

CITY'S ROLE	DEPT'S ROLE	STATUS
Lead	Leaders: PA, CM, PCR, CED Partners / Support: PA, PCR, CED	Progress

BENCHMARK	REPORTING FREQUENCY	BASELINE (2024)
1. Collect demographic data of boards, commissions, and ad hoc advisory groups. Evaluate the advisory board applications process to determine if the process can be more accessible. Advisory board membership increasingly matches community demographics (e.g., race, ethnicity, sex, etc.).	Annual	No baseline. In 2024, Advisory Board Stipend Program and demographic survey was implemented, see Appendix E for full assessment of gaps in representation.

ENGAGEMENT

B. Continue to develop and implement engagement strategies that build community trust and increase participation of BIPOC and other underrepresented voices in local decision making, including on advisory bodies, task forces, and planning efforts.

BENCHMARK	REPORTING FREQUENCY	BASELINE (2024)
2. Implement community programs that increase community participation and involvement from underrepresented community members, e.g.: a. Community Liaison Program b. Community Academies (City-wide) c. Community Dialogues and Focus Groups d. Advisory Boards	Annual	No Community Liaison Program. No Community Academy (City-wide) program. Lacey Police Department (LPD) provides an annual LPD Community Academy. LPD has racially and gender diverse community representatives as part of its CMIIT to investigate deadly force. LPD had a community advisory panel (CAP) to advise on the new police building. In 2023, the Commission on Equity held three community forums and one focus group. Lacey Parks, Culture & Recreation (LPCR) Department used an Outreach Team to help with the 2023 LPCR Comprehensive Plan update. The Outreach Team then changed to a Parks Task Force to represent various stakeholder groups in the community. In 2023, the Lacey City Council adopted the Advisory Board Stipend Program. The program will be implemented in 2024. The City held numerous public hearings and other engagement events throughout the year.
3. Percentage (%) of City engagement opportunities that allow for online participation increases. Online engagement increasingly matches community demographics (e.g., race, ethnicity, sex, etc.).	Every Two (2) Years	The City does not currently track online opportunities or online engagement.

RELATIONSHIPS

C. Enhance relationships and opportunities in the community for continued dialogue and knowledge-sharing among the City, partner entitles, and community members through events, programs, forums, art, etc.

CITY'S ROLE	DEPT'S ROLE	STATUS
Lead	Leaders: PA, CM, PCR, CED, PD Partners / Support: ALL	 Progress

BENCHMARK	REPORTING FREQUENCY	BASELINE (2024)
1. Community Survey - Percentage (%) of individuals that received satisfactory public information is established and increases each survey. Scores are consistent across demographics.	Every Two (2) Years	No baseline. Community Survey to occur in 2024.
2. Community Survey - Percentage (%) of individuals that attended a local public meeting increases. Scores are consistent across demographics.	Every Two (2) Years	No baseline. Community Survey to occur in 2024.
3. Community Survey - Percentage (%) of individuals that watched a local public meeting increases. Scores are consistent across demographics.	Every Two (2) Years	No baseline. Community Survey to occur in 2024.

RELATIONSHIPS

C. Enhance relationships and opportunities in the community for continued dialogue and knowledge-sharing among the City, partner entitles, and community members through events, programs, forums, art, etc.

BENCHMARK	REPORTING FREQUENCY	BASELINE (2024)
4. Community Survey - Percentage (%) of individuals that voted increases. Scores are consistent across demographics.	Every Two (2) Years	No baseline. Community Survey to occur in 2024.
5. Community Survey – Other pertinent indicators determined by survey questions.	Every Two (2) Years	No baseline. Community Survey to occur in 2024.
6. Number (#) of City engagement events.	Annual	The City participated in 20+ non-City events in 2023. See Appendix G for a full list.

COLLABORATION

D. Create and maintain a clearinghouse of partner entities, advocacy groups, and community-wide DEIB efforts to help facilitate collaboration between local service providers to enhance engagement and connectivity.

CITY'S ROLE	DEPT'S ROLE	STATUS
Lead	Leaders: CM, PA, PCR Partners / Support: ALL	 Emerging

BENCHMARK	REPORTING FREQUENCY	BASELINE (2024)
1. Continue to support the Community Connectivity Tool (CCT) and increasingly put it to use for a variety of City programs and events.	Annual	In 2023, 67 entities were in the CCT.
2. Set-up regular meetings throughout the year with DEIB representatives. Collaborate on tools to increase knowledge, engagement, and connectivity	Annual	In 2023, the Commission on Equity held a meeting with DEI representatives from North Thurston Public Schools.

PROGRAMS, POLICIES, AND SERVICES



KEY TERMS

Programs,
Policies, and
Services

TERM	DEFINITION
Equity	The act of developing, strengthening, and supporting procedural and outcome fairness in systems, procedures, and resource distribution mechanisms to create equitable (not equal) opportunity for all people. Equity is distinct from equality which refers to everyone having the same treatment without accounting for differing needs or circumstances. Equity has a focus on eliminating barriers that have prevented the full participation of historically and currently oppressed groups.
Intersectionality	Intersectionality is a framework for understanding the interaction of cultures and identities held by an individual. Intersectionality explains how an individual with multiple identities that may have been marginalized can experience compounded oppression (such as racism, sexism, and classism) or how an individual can experience privilege in some areas and disadvantage in other areas. It takes into account people’s overlapping identities to understand the complexity of their life outcomes and experiences.
Marginalization	The social process of relegating a particular person, groups, or groups of people to an unimportant or powerless position. This use of power prevents a particular person, group, or groups of people from participating fully in decisions affecting their lived experiences, rendering them insignificant or peripheral. Some individuals identify with multiple groups that have been marginalized. People may experience further marginalization because of their intersecting identities.
People of Color or Communities of Color	Collective term for referring to non-white racial groups.
Power	The ability to decide who will have access to opportunity and resources; the capacity to direct or influence the behavior of others, oneself, and/or the course of events
Power-with	Using or exercising one’s power to work with others equitably for common good, showing respect, leveraging strengths and providing guidance

TERM	DEFINITION
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Respect	A feeling or understanding that someone or something is important, valued and should be treated in a dignified way.
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* From: Washing State Office of Financial Management, Diversity, Equity and Inclusion – Glossary of Equity-Related Terms, Version 3.2

BIPOC	1. An acronym that stands for Black, Indigenous and People of Color. It is based on the recognition of collective experiences of systemic racism and meant to emphasize the hardships faced by Black and Indigenous people in the United States and Canada and is also meant to acknowledge that not all People of Color face the same levels of injustice. The use of this term is still evolving and contested by some activists. From NaCO, Diversity, Equity and Inclusion: Key Terms and Definitions (naco.org) 2. A term referring to “Black and/or Indigenous People of Color.” While “POC” or People of Color is often used as well, BIPOC explicitly leads with Black and Indigenous identities, which helps to counter anti-Black racism and invisibilization of Native communities. From Racial Equity Tools, Glossary Racial Equity Tools
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PROGRAMS, POLICIES, AND SERVICES

The City works to integrate diversity, equity, inclusion, and belonging into all City policies, projects, programs, and services.

SUBAREAS	STRATEGY AND BENCHMARKS	CITY'S ROLE	DEPT'S ROLE	STATUS
City Policies	A. Integrate and reflect equity values in all policy and planning documents, e.g., Budget, Comprehensive Plan, etc. 1. Implement an equity framework tool to help guide policy and programming decisions to enhance equitable services. Increasingly use this tool to inform policy and budgetary decisions. 2. Create an equity map that supports the equity framework tool and other City projects. 3. Percent of budgets, policy, and planning documents that incorporates equity increases and reaches 100%. 4. Support and resources for projects with DEIB emphasis increase annually.	Lead	Leaders: CM, FI, CED Partners/ Support: ALL	 Emerging
City Services	B. Provide services that are responsive, transparent, accountable, equitable, and welcoming with an emphasis on providing a safe, trusted environment for underserved community members. 1. Community Survey – Rating of City government increases. Scores are consistent across demographics. 2. Community Survey – Rating of overall direction that City is taking increases. Scores are consistent across demographics. 3. Community Survey – Rating of overall City customer services increases. Scores are consistent across demographics. 4. Community Survey – Rating of the City treating all community members equitable increases. Scores are consistent across demographics. 5. Community Survey – Rating of community sentiment regarding City transparency increases. Scores are consistent across demographics. 6. Community Survey – Rating of community City direction increases. Scores are consistent across demographics. 7. Percentage (%) of contracts and services agreements that incorporate non-discrimination language and equity elements increases and eventually reaches 100%. 8. Continuous, full-time City contractors meet City equity training standards, or equivalent. 9. City continues to raise awareness on City contracting processes and solicitation opportunities. 10. City continues to evaluate and remove barriers to accessing City services. 11. Increased number of City external documents (forms, policies, applications, etc.) are accessible online.	Lead	Leaders: ALL Partners/ Support: ALL	 Progress

PROGRAMS, POLICIES, AND SERVICES

SUBAREAS	STRATEGY AND BENCHMARKS	CITY'S ROLE	DEPT'S ROLE	STATUS
Public Safety	C. Public safety services (e.g., police, emergency management, animal control, and contract court and public defender services) reflect the community, build trusting relationships, and eradicate systems that negatively impact historically marginalized groups and low-income communities. 1. LPD continues to publish reports on public safety with demographic data. LPD provides an annual update on policing statistics to the City Council and various advisory bodies. 2. Community Survey – Positive rating of Police services increases. Scores are consistent across demographics. 3. Community Survey – Positive rating of crime prevention increases. Scores are consistent across demographics. 4. Community Survey – Positive rating of animal control increases. Scores are consistent across demographics. 5. Community Survey – Positive rating of emergency preparedness increases. Scores are consistent across demographics. 6. Community Survey – Positive rating of court services increases. Scores are consistent across demographics. 7. LPD Community Academy participants increasingly matches community demographics (e.g., race, ethnicity, sex, age, etc.). 8. LPD continues to enhance community engagement efforts. 9. The new Police Station includes a community meeting space that is used for external community meetings. 10. Continued enhancement of emergency preparedness community initiatives.	Lead Partner	Leaders: PD, CA, CM, JAS, FI Partners/ Support: CED	 Progress

PROGRAMS, POLICIES, AND SERVICES

SUBAREAS	STRATEGY AND BENCHMARKS	CITY'S ROLE	DEPT'S ROLE	STATUS
Parks, Culture, Recreation	D. Provide robust and community-driven parks, culture, and recreation resources where physical, financial, and social barriers are eliminated. 1. Increase accessibility and inclusive park amenities, e.g., trails, all access playgrounds, etc. 2. Increase in identified park, culture, and recreation levels of service, i.e., parks located within 10-minute active travel (walk or roll) of all community members. 3. Increased use and awareness of recreation financial assistance fund to ensure recreation programs are available to all. 4. Community Survey – Rating of park system increases. Scores are consistent across demographics. 5. Community Survey – Rating of recreation programs increases. Scores are consistent across demographics. 6. Community Survey – Rating of community center increases. Scores are consistent across demographics. 7. Community Survey – Rating of City-sponsored events increases. Scores are consistent across demographics. 8. Community Survey – Positive rating of culture programs increases. Scores are consistent across demographics.	Lead	Leaders: PCR, PW Partners/ Support: CA, CED, PW	 Progress
Infrastructure	E. Continue to increase equity across transportation modes and ensure all City facilities and other public assets are accessible and welcoming. 1. Percentage (%) of ADA infrastructure in City increases. 2. Percentage (%) of multimodal transportation infrastructure in City increases. 3. Community Survey – Rating of City roadways increases. Scores are consistent across demographics. 4. Community Survey – Rating of availability of paths and trails increase. Scores are consistent across demographics. 5. Community Survey – Rating of City's multimodal travel (walking, rolling, bike, etc.) increases. Scores are consistent across demographics. 6. Community Survey – Rating of Lacey's built environment increases. Scores are consistent across demographics. 7. Community Survey – Rating of City's public places and City facilities increases. Scores are consistent across demographics.	Lead Partner	Leaders: PW, CM Partners/ Support: CA, CED, PCR	 Emerging

PROGRAMS, POLICIES, AND SERVICES

SUBAREAS	STRATEGY AND BENCHMARKS	CITY'S ROLE	DEPT'S ROLE	STATUS
Utilities	F. Continue to provide affordable, essential City utilities and collaborate with external providers to enhance services in the community. - Community Survey – Rating of various City utilities increases. Scores are consistent across demographics. - Increased use and awareness of utility discounts for low-income seniors and disabled community members.	Lead Partner	Leaders: PW, FI Partners/ Support: CA, CED	 Emerging
Acknowledgement and Events	G. Recognize and support diversity and inclusiveness through acknowledgement statements, public art, events, programs, and use of City platforms to amplify community voices. - Community Survey – Rating of “City creating a welcoming environment” increases. Scores are consistent across demographics. - The City continues to develop and enhance relationships with local indigenous tribes. - Public art increasingly reflects the community and the community is increasingly involved in future public art initiatives. - City publications and other materials reflect the community. - City increasingly recognizes contributions of communities of color and women in public spaces and on communication platforms. - Number and support for events and programming that highlights cultural diversity. - Number of opportunities for community dialogues on equity. - Track Community engagement events: a. Number held (in-person, remote, hybrid), b. Type of events c. Demographic data, as best as possible, d. Location of events - Increase use of City platforms to recognize community businesses, non-profits, and other community groups that positively impact Lacey.	Lead	Leaders: PA, CM, CED, PCR Partners/ Support: ALL	 Progress
Contracting	H. Raise awareness of State and City contracting and procurement requirements and processes to increase opportunities for minority and women-owned businesses. - Support training and outreach activities to raise awareness about contracting and procurement processes. Use communication platforms to bring attention to contracting and procurement requirements. - The number of businesses based in Lacey that are on the Washington State Office of Minority and Women’s Business Enterprises Directory of Certified Business and on MRSC’s rosters* increases each year.	Lead	Leaders: CED, PA, CM, FI Partners/ Support: CA, CED, HR	 Emerging

CITY POLICIES

A. Integrate and reflect equity values in all policy and planning documents, e.g., the Budget, Comprehensive Plan, etc.

CITY'S ROLE	DEPT'S ROLE	STATUS
Lead	Leaders: CM, FI, CED Partners / Support: ALL	 Emerging

BENCHMARK	REPORTING FREQUENCY	BASELINE (2024)
1. Implement an equity framework tool to help guide policy and programming decisions to enhance equitable services. Increasingly use this tool to inform policy and budgetary decisions.	Annual	No equity framework tool exists. In 2023, the Commission on Equity received a briefing that introduced equity tools. The 2024 Commission on Equity Work Plan includes continuing to research equity tools, including equity maps.
2. Create an equity map that supports the equity framework tool and other City projects.	Annual	No equity map exists.

CITY POLICIES

A. Integrate and reflect equity values in all policy and planning documents, e.g., the Budget, Comprehensive Plan, etc.

BENCHMARK	REPORTING FREQUENCY	BASELINE (2024)
3. Percent of budgets, policy, and planning documents that incorporates equity increases and reaches 100%.	Annual	The 2024 Budget includes references to diversity, equity, inclusion, and belonging efforts in the following budgets: City Council City Manager Human Resources Police The 2024 Budget included an increased in funding for equity initiatives, including funding for the Advisory Board Stipend Program (\$50,000). The Comprehensive Plan does not have a standalone equity section, however, equity is discussed in the Housing Action Plan, which is the Housing Element of the Comprehensive Plan. Starting in 2024 and through 2025, the City will be updating its Comprehensive Plan, which will include an regional analysis on racially desperate impacts and displacement measures. The Comprehensive Plan may also include a Human Services Element, informed by the Human Services Needs Assessment to be performed in 2024 and 2025. Policy documents with equity: Communications Plan Work Plan 2022-2024 2023 Parks, Culture, Recreation Comprehensive Plan Example of Policy documents with no incorporation of equity: City Council Policies and Procedures Capital Facilities Plan Transportation Plan Comprehensive Emergency Management Plan Public Works Standards
4. Support and resources for projects with DEIB emphasis increase annually.	Annual	Since 2022, the City has annually budgeted \$25,000 for equity initiatives. The 2023 Carryover Ordinance (2024 Amendment) includes \$42,019 for equity initiatives. In 2023, the Lacey City Council created the Advisory Board Stipend Program. The 2024 Budget provides \$50,000 for program implementation. The 2023 and 2024 Budget included funding for an Equity and Inclusion Program Manager. This position was filled in 2024.

CITY SERVICES

B. Provide services that are responsive, transparent, accountable, equitable and welcoming with an emphasis on providing a safe, trusted environment for underserved community members.

CITY'S ROLE	DEPT'S ROLE		STATUS
Lead	Leaders: ALL Partners / Support: ALL		 Progress
BENCHMARK	REPORTING FREQUENCY	BASELINE (2024)	
1. Community Survey – Rating of City government increases. Scores are consistent across demographics.	Every Two (2) Years	No baseline. Community Survey to occur in 2024.	
2. Community Survey – Rating of overall direction that City is taking increases. Scores are consistent across demographics.	Every Two (2) Years	No baseline. Community Survey to occur in 2024.	
3. Community Survey – Rating of overall City customer services increases. Scores are consistent across demographics.	Every Two (2) Years	No baseline. Community Survey to occur in 2024.	
4. Community Survey – Rating of the City treating all community members equitable increases. Scores are consistent across demographics.	Every Two (2) Years	No baseline. Community Survey to occur in 2024.	
5. Community Survey – Rating of community sentiment regarding City transparency increases. Scores are consistent across demographics.	Every Two (2) Years	No baseline. Community Survey to occur in 2024.	

CITY SERVICES

B. Provide services that are responsive, transparent, accountable, equitable and welcoming with an emphasis on providing a safe, trusted environment for underserved community members.

BENCHMARK	REPORTING FREQUENCY	BASELINE (2024)
6. Community Survey – Rating of community City direction increases. Scores are consistent across demographics.	Every Two (2) Years	No baseline. Community Survey to occur in 2024.
7. Percentage of contracts and services agreements that incorporate non-discrimination language and equity elements increases, eventually reaches 100%.	Annual	The City’s current Professional Services Agreement template contains Title VI assurances related to nondiscrimination. In 2023 LPCR Sponsorship Agreements were updated to include language on discrimination.
8. Continuous, full-time City contractors meet City equity training standards, or equivalent.	Annual	Currently, the City has no established equity training standards, or equivalent for contractors.
9. City continues to raise awareness on City contracting processes and solicitation opportunities.	Annual	The City currently provides information on contracting processes and solicitation opportunities on its solicitation page: CityofLacey.org/rfp-rfq-rfi/ For some solicitations, the City uses the Office of Minority and Women’s Business Enterprises Bids & Contracting Opportunities portal. The City has not performed a comprehensive outreach and engagement program on City contracting and solicitation opportunities. The City meets State requirements for contracting.

CITY SERVICES

B. Provide services that are responsive, transparent, accountable, equitable and welcoming with an emphasis on providing a safe, trusted environment for underserved community members.

BENCHMARK	REPORTING FREQUENCY	BASELINE (2024)
10.City continues to evaluate and remove barriers to accessing City services.	Annual	In 2023, the City evaluated its legislative processes. This resulted in the elimination of City Council Committee Meetings to improve community member accessibility. All Public Meetings include in-person and virtual options to increase public access. Since 2022, the City has provided interpretation services for community members at front counters and in the field. Parks, Culture and Recreation has a Financial Assistance Program that awards qualified participants with up to \$100 per quarter to be used on any available programs for any member of the household. Additional assistance is available for day camp type programs per policy. Parks, Culture and Recreation worked with the Commission on Equity to gain insights for marketing programs and events and implemented non-digital advertising (physical posters in parks and schools in addition to website, social media, email methods). The City and Commission on Equity hosted three community forums outside of City Hall in 2023.
11.Increased number of City external documents (e.g., forms, policies, applications, etc.) are accessible online.	Annual	Community members can access most City external documents online. However, a few documents remain in paper form only, e.g., Special Events Application.

PUBLIC SAFETY

C. Public safety services (e.g., police, emergency management, animal control, and contract court and public defender services) reflect the community, build trusting relationships, and eradicate systems that negatively impact historically marginalized groups and low-income communities.

CITY'S ROLE	DEPT'S ROLE	STATUS
Lead Partner	Leaders: PD, CA, CM, JAS, FI Partners / Support: CED	 Progress

BENCHMARK	REPORTING FREQUENCY	BASELINE (2024)
1. LPD continues to publish reports on public safety with demographic data. LPD provides an annual update on policing statistics to the City Council and various advisory bodies.	Annual	See Appendix D for more information and a detailed overview and limitations (third party data collection, older data, misalignment with US Census Bureau information, etc.) on current, self-identified staff demographics. Currently, the Police Chief serves on the national Round Table on Racial Equity for Advancing Pretrial Policy and Research (APPR) and the APPR Policy Board for Thurston County. This initiative seeks to identify and eliminate systemic racial inequities in the justice system. The City currently does not collect demographic data on contract services, i.e., court or public defense. LPD provides an annual report to the Lacey City Council on department demographics, arrest demographics, use of force demographics, crime data, department standards, staffing update, etc. The 2023 Report occurred on March 26, 2024. Lacey's population: 31.7% identify as people of color and 51% identify as female. Full-time, commissioned police workforce: • 38.6% of individuals that identify as people of color (including all identified as Hispanic and Latino/a/x/e). • 24.3% of individuals that identify as female. • Non-management positions: 42.1% identify as people of color (including all identified as Hispanic and Latino/a/x/e). • Non-management positions: 28.1% identify as female. • Management positions: 23.1% identify as people of color (including all identified as Hispanic and Latino/a/x/e). • Management positions: 7.7% identify as female. Administrative Police Workforce: • 44.4% identify as people of color (including all identified as Hispanic and Latino/a/x/e). • 80% identify as female. • Non-management positions: 37.5% identify as people of color (including all identified as Hispanic and Latino/a/x/e). • Non-management positions: 87.5% identify as female. • Management positions: 100% identify as people of color (including all identified as Hispanic and Latino/a/x/e). • Management positions: 100% identify as females.

PUBLIC SAFETY

C. Public safety services (e.g., police, emergency management, animal control, and contract court and public defender services) reflect the community, build trusting relationships, and eradicate systems that negatively impact historically marginalized groups and low-income communities.

BENCHMARK	REPORTING FREQUENCY	BASELINE (2024)
2. Community Survey – Positive rating of Police services increases. Scores are consistent across demographics.	Every Two (2) Years	No baseline. Community Survey to occur in 2024.
3. Community Survey – Positive rating of crime prevention increases. Scores are consistent across demographics.	Every Two (2) Years	No baseline. Community Survey to occur in 2024.
4. Community Survey – Positive rating of animal control increases. Scores are consistent across demographics	Every Two (2) Years	No baseline. Community Survey to occur in 2024.
5. Community Survey – Positive rating of emergency preparedness increases. Scores are consistent across demographics.	Every Two (2) Years	No baseline. Community Survey to occur in 2024.
6. Community Survey – Positive rating of court services increases. Scores are consistent across demographics.	Every Two (2) Years	No baseline. Community Survey to occur in 2024.

PUBLIC SAFETY

C. Public safety services (e.g., police, emergency management, animal control, and contract court and public defender services) reflect the community, build trusting relationships, and eradicate systems that negatively impact historically marginalized groups and low-income communities.

BENCHMARK	REPORTING FREQUENCY	BASELINE (2024)
7. LPD Community Academy participants increasingly matches community demographics (e.g., race, ethnicity, sex, age, etc.).	Annual	No demographic data collected on previous cohorts. Moving forward the City could evaluate LPD Community Academy participants eligibility in the Advisory Board Stipend Program and as participants of the Advisory Board Demographic Survey, or equivalent.
8. LPD continues to enhance community engagement efforts.	Annual	In 2023, LPD held the following community engagement events: • Coffee with a Cop (4x) • Cops, Cars N’ Kids • Local Law Enforcement Recruiting Event • Faith & Blue – Community Resource Meet & Greet • Coffee & Costume with a Cop • Brats & Badges
9. The new Police Station includes a community meeting space that is used for external community meetings.	Annual	The new Police Station is designed to include a community meeting space that can be used for external community meetings. Construction on the new Police Station started in 2024 and will continue into 2025.
10.Continued enhancement of emergency preparedness community initiatives.	Annual	The City partners with Thurston County and other state and regional agencies to perform outreach on emergency management and preparedness. The City, through the Emergency Management & Safety Coordinator, continues to do outreach with interested public and private parties in the area (e.g., Jubilee, North Thurston School District, etc.). Outreach includes presentations on City plans for emergency response and preparedness.

PARKS, CULTURE, RECREATION

D. Provide robust and community-driven parks, culture and recreation resources where physical, financial, and social barriers to use are eliminated.

CITY'S ROLE	DEPT'S ROLE	STATUS
Lead	Leaders: PCR, PW Partners / Support: CA, CED, PW	 Progress

BENCHMARK	REPORTING FREQUENCY	BASELINE (2024)
1. Increase accessibility and inclusive park amenities, e.g., trails, all access playgrounds, etc.	Annual	The City has two (2) playgrounds with enhanced accessibility in its parks system, and a third is being installed in 2025 at the new Greg Cuoio Park. The City has 7.2 miles of paved trails in its parks system. There are several miles of additional sidewalks in multiple parks that increase access options as well. In 2024, the City started planning efforts to upgrade William A. Bush Park playground to include more accessibility features. The project should be completed by 2026.
2. Increase in identified park, culture, and recreation levels of service, i.e., parks located within 10-minute active travel (walk or roll) of all community members.	Annual	To review the full baseline, see the Parks, Culture, and Recreation Comprehensive Plan: https://laceyparks.org/wp-content/uploads/2023/07/LPCR_Sections_01-09-ToC_LS.pdf The 2023 LPCR Comprehensive Plan update establishes a new measurement for park distribution level of service which will more accurately reflect accessibility and a .5 mile travelshed or “10-minute travel” will be determined taking into account barriers to access that might exist (e.g., neighborhoods with no through streets, bodies of water, private property, etc.) Population is within a .5-mile travelshed of a neighborhood park: 78.5 % of Pleasant Glade Planning Area 98.3 % of the Wonderwood Planning Area 92.4 % of the Rainier Vista Parks Planning Area 80.7 % of the Interlake Planning Area 11.7 % of the Pattison Planning Area 9.9 % of the McAllister Planning Area 32.8 % of the Meadows Planning Area 58.6 % of the Tanglewilde/Thompson Place Planning Area 48.5 % of the Hawks Prairie Parks Planning Area Notably, the above metric includes developed and undeveloped park sites.

PARKS, CULTURE, RECREATION

D. Provide robust and community-driven parks, culture and recreation resources where physical, financial, and social barriers to use are eliminated.

BENCHMARK	REPORTING FREQUENCY	BASELINE (2024)
3. Increased use and awareness of recreation financial assistance fund to ensure recreation programs are available to all.	Annual	The Lacey Parks, Culture and Recreation Financial Assistance Program (FAP) awards qualified participants with up to \$100 per quarter to be used on any available programs for any member of the household. FAP allocations were: • 2021: \$3,000 • 2022: \$5,419 • 2023: \$7,874 In 2023: • The Parks, Culture, and Recreation Board changed the name of the Scholarship Program to FAP to increase the understanding of what the program is for. • City advertised FAP on City websites, in social media, on parks and trail kiosks, through North Thurston Public Schools, etc. to expand the reach • City met with Parks, Art, Culture, and Recreation Foundation (PARC) to identify youth financial assistance funding as a priority in the community.
4. Community Survey – Rating of park system increases. Scores are consistent across demographics.	Every Two (2) Years	No baseline. Community Survey to occur in 2024.
5. Community Survey – Rating of recreation programs increases. Scores are consistent across demographics.	Every Two (2) Years	No baseline. Community Survey to occur in 2024.
6. Community Survey – Rating of community center increases. Scores are consistent across demographics.	Every Two (2) Years	No baseline. Community Survey to occur in 2024.

PARKS, CULTURE, RECREATION

D. Provide robust and community-driven parks, culture and recreation resources where physical, financial, and social barriers to use are eliminated.

BENCHMARK	REPORTING FREQUENCY	BASELINE (2024)
7. Community Survey – Rating of City-sponsored events increases. Scores are consistent across demographics.	Every Two (2) Years	No baseline. Community Survey to occur in 2024.
8. Community Survey – Positive rating of culture programs increases. Scores are consistent across demographics.	Every Two (2) Years	No baseline. Community Survey to occur in 2024.

DRAFT

INFRASTRUCTURE

E. Continue to increase equity across transportation modes and ensure all City facilities and other public assets are accessible and welcoming.

CITY'S ROLE	DEPT'S ROLE	STATUS
Lead Partner	Leaders: PW, CM Partners / Support: CA, CED, PCR	 Emerging

BENCHMARK	REPORTING FREQUENCY	BASELINE (2024)
1. Percentage (%) of ADA infrastructure in City increases.	Annual	Lacey has an ADA Transition plan for transportation and meets State requirements. In the future, the City endeavors to have better data on the following: • Miles of sidewalk. Any sidewalks added or repaired each year. • Miles of ADA sidewalks and its percentage of all miles of sidewalk in the City. Any sidewalks added or repaired each year. • Develop additional baselines for parking, restrooms, and building access. The City has an adopted Pedestrian and Bicycle Plan for the City of Lacey and UGA, see: TRANSPORTATION0912_2018_Lacey-Pedestrian-and-Bicycle-Plan-reduced.pdf (cityoflacey.org).
2. Percentage (%) of multimodal transportation infrastructure in City increases.	Annual	InterCity Transit, a City partner, provides 97.5 miles of regularly scheduled bus service in the City. The City's Comprehensive Plan (2016) includes the goal of "Prioritize and encourage bicycle and pedestrian trips by providing a safe, well-connected, and convenient bicycle and pedestrian circulation network throughout the City." The City has an adopted Pedestrian and Bicycle Plan for the City of Lacey and UGA, see: TRANSPORTATION0912_2018_Lacey-Pedestrian-and-Bicycle-Plan-reduced.pdf (cityoflacey.org). This plan includes a map of the existing pedestrian network in the City, including sidewalk and shared use paths on page 11, as well as a map of the existing bicycle network on page 13. Both maps are included as Appendix I. The City has around 14.7 miles of paved trails in the City. In the future, the City endeavors to have better data on the following: • Miles of bike infrastructure, including: ◦ Miles of sharrows, bike lanes, shared-use paths, and protected bike lanes ◦ Any additions added or repaired each year. • Miles of sidewalks in the City. Any additions added or repaired each year. • Miles of non-paved trails in the City. The additions added or repaired each year.

INFRASTRUCTURE

E. Continue to increase equity across transportation modes and ensure all City facilities and other public assets are accessible and welcoming.

BENCHMARK	REPORTING FREQUENCY	BASELINE (2024)
3. Community Survey – Rating of City roadways increases. Scores are consistent across demographics.	Every Two (2) Years	No baseline. Community Survey to occur in 2024.
4. Community Survey – Rating of availability of paths and trails increase. Scores are consistent across demographics.	Every Two (2) Years	No baseline. Community Survey to occur in 2024.
5. Community Survey – Rating of City’s multimodal travel (walking, rolling, bike, etc.) increases. Scores are consistent across demographics.	Every Two (2) Years	No baseline. Community Survey to occur in 2024.
6. Community Survey – Rating of Lacey’s built environment increases. Scores are consistent across demographics.	Every Two (2) Years	No baseline. Community Survey to occur in 2024.
7. Community Survey – Rating of City’s public places and City facilities increases. Scores are consistent across demographics.	Every Two (2) Years	No baseline. Community Survey to occur in 2024.

UTILITIES

F. Continue to provide affordable essential City utilities and collaborate with external providers to enhance services in the community.

CITY’S ROLE	DEPT’S ROLE	STATUS
Lead Partner	Leaders: PW, FI Support / Partners: CA, CED	 Emerging

BENCHMARK	REPORTING FREQUENCY	BASELINE (2024)
1. Community Survey – Rating of various City utilities increases. Scores are consistent across demographics.	Every Two (2) Years	No baseline. Community Survey to occur in 2024.
2. Increased use and awareness of utility discounts for low-income seniors and disabled community members	Annual	In 2023, the City advertised utility discounts for low-income seniors and disabled community members on its website, social media platforms, video streaming platforms, and in the monthly print and digital newsletter, LaceyLife.

ACKNOWLEDGEMENT AND EVENTS

G. Recognize and support diversity and inclusiveness through acknowledgement statements, public art, events, programs, and use of City platforms to amplify community voices.

CITY'S ROLE	DEPT'S ROLE	STATUS
Lead	Leaders: PA, CM, CED, PCR Support / Partners: ALL	 Progress

BENCHMARK	REPORTING FREQUENCY	BASELINE (2024)
1. Community Survey – Rating of “City creating a welcoming environment” increases. Scores are consistent across demographics.	Every Two (2) Years	No baseline. Community Survey to occur in 2024.
2. The City continues to develop and enhance relationships with local indigenous tribes.	Annual	In 2023, the City adopted a land acknowledgement in collaboration with the Nisqually Indian Tribe. In 2022, the City updated its Flag Policy to allow the Nisqually Indian Tribe and Squaxin Island Tribe flags to be flown during November, with each tribe’s consent. In November 2023, the City flew the Nisqually Indian Tribe flag at City Hall for two weeks. In 2023, the Lacey City Council voted unanimously to enter into a Cooperation Agreement (Agreement) with the Nisqually Indian Tribe to collaborate on the Nisqually Indian Tribe’s plan to develop 250 acres of land in northeast Lacey, known as Quiemuth Village and Resort. For this project, the Lacey City Council provided a letter supporting the future development in the Nisqually Indian Tribe’s U.S. Department of the Interior Indian Affairs (BIA) land trust application. In 2023, the Lacey Museum and Cultural Center launched Stories of the South Sound, an oral history project to collect stories of underrepresented cultural, racial, ethnic, and identity-based communities in the South Sound. The project aims to diversify the museum archives and foster an active, community-based, and inclusive history of the South Sound, including Lacey, Nisqually, Olympia, Squaxin Island, Tumwater, and surrounding areas. Over the past few years, the City and the Nisqually Indian Tribe worked collaboratively on an art piece for the entry plaza of the forthcoming Museum & Cultural Center.

ACKNOWLEDGEMENT AND EVENTS

G. Recognize and support diversity and inclusiveness through acknowledgement statements, public art, events, programs, and use of City platforms to amplify community voices.

BENCHMARK	REPORTING FREQUENCY	BASELINE (2024)
3. Public art increasingly reflects the community and the community is increasingly involved in future public art initiatives.	Annual	Over the past few years, the City and the Nisqually Indian Tribe worked collaboratively on an art piece for the entry plaza of the forthcoming Museum & Cultural Center. In 2023, the City started the Utility Wrap project which highlights individuals with significant impacts on Lacey, including showcasing the contributions of persons of color and women in Lacey history. The Historical Commission and Commission on Equity helped select individuals to be recognized as part of this project. The City will complete Phase 1 of this project in 2024.
4. City publications and other materials reflect the community.	Annual	While the City endeavors to make City publications representative of the community it serves, there currently is no common review standard for publications and materials.
5. City increasingly recognizes contributions of communities of color and women in public spaces and on communication platforms.	Annual	In 2022, the City updated its Flag Policy to allow the Nisqually Indian Tribe and Squaxin Island Tribe to be flown during November, with each tribe’s consent. In 2023, the City flew the Nisqually Indian Tribe flag at City Hall for two weeks in November. In November 2023, the City flew the Nisqually Indian Tribe flag at City Hall for two weeks. In 2023, the City started the Utility Wrap project which highlights individuals with significant impacts on Lacey, including showcasing the contributions of persons of color and women in local history. The Historical Commission and Commission on Equity helped select individuals to be recognized as part of this project. The City will complete Phase 1 of this project in 2024. In 2022 the Goose Pond/Jackson historic marker was dedicated along the Karen Fraser Woodland Trail and artwork of Nat and Thelma Jackson was dedicated at the Lacey Community Center. In 2023, Dr. Thelma Jackson was presented with the Ken Balsley Historian of the Year award. She was selected by the Historical Commission. In 2023, the Lacey Museum and Cultural Center launched Stories of the South Sound, an oral history project to collect stories of underrepresented cultural, racial, ethnic, and identity-based communities in the South Sound. The project aims to diversify the museum archives and foster an active, community-based, and inclusive history of the South Sound, including Lacey, Nisqually, Olympia, Squaxin Island, Tumwater, and surrounding areas

ACKNOWLEDGEMENT AND EVENTS

G. Recognize and support diversity and inclusiveness through acknowledgement statements, public art, events, programs, and use of City platforms to amplify community voices.

BENCHMARK	REPORTING FREQUENCY	BASELINE (2024)
6. Number of and support for events and programming that highlights cultural diversity.	Annual	In 2023, the City supported the following events: Lacey Cultural Celebration Lacey Spring Fun Fair Lacey In Tune Concert & Movie Series Play in the Park Series Children’s Day Juneteenth Commission on Equity Community forums LTAC events Depot Market Events In 2023, the City supported the following programs: Stories of the South Sound Oral History Project Teen Leadership Group Teen Activity Nights In 2023, the City updated the Lodging Tax Application to include the a question on equity: “3. Safe, Inclusive, and Welcoming: Tell us how your event, activity, or program reinforces the City’s commitment to being a safe, inclusive, and welcoming place for all.” The City also updated its review process to include a scoring rubric as a tool to form recommendations. Events funded by Lodging Tax dollars include: Lacey Cultural Celebration, Spring Fun Fair, Juneteenth, Lacey in Tune, and Washington State Senior Games, to name a few. For a full list of awardees: CityofLacey.org/government/lacey-city-council/boards-commissions/ltac/ Proclamations are a ceremonial commemoration of an event or issue. In 2023, the City issued 23 Proclamations: Reverend Dr. Martin Luther King, Jr. Day Lacey Loves to Read Future Business Leaders of America (FBLA) Week Black History Month WWII Veteran Harvey Drahos American Red Cross Month Arbor Day Earth Day Child Abuse Prevention Month Lacey History Month Bicycle Month Juneteenth Senior Services for South Sound 50th Anniversary 2023 State Legislators Appreciation Overdose Awareness Day National Voter Registration Day Emergency Preparedness Month Walk to School Month National Disability Employment Awareness Month Hispanic and Latino/a/e/x Heritage Month Veterans Appreciation Month Native American and Indigenous Peoples Heritage Month Small Business Saturday In 2023, the Lacey Museum and Cultural Center launched Stories of the South Sound, an oral history project to collect stories of underrepresented cultural, racial, ethnic, and identity-based communities in the South Sound. The project aims to diversify the museum archives and foster an active, community-based, and inclusive history of the South Sound, including Lacey, Nisqually, Olympia, Squaxin Island, Tumwater, and surrounding areas.

ACKNOWLEDGEMENT AND EVENTS

G. Recognize and support diversity and inclusiveness through acknowledgement statements, public art, events, programs, and use of City platforms to amplify community voices.

BENCHMARK	REPORTING FREQUENCY	BASELINE (2024)
7. Number of opportunities for community dialogues on equity.	Annual	In 2023, the Commission on Equity hosted three community forums: • Black and African American Community Forum • LGBTQIA+ Community Forum • Centering Immigrant Communities Forum In 2024, the Commission on Equity is planning on hosting three community forums.
8. Track Community engagement events: a. Number held (in-person, remote, hybrid) b. Type of events c. Demographic data, as best as possible d. Location of events	Annual	In 2023, the City held or collaborated on 80 events based on website data. Currently, the City does not collect demographic data from these events. In the past few years, the City collected demographic data for the following surveys: • Parks, Culture, Recreation Comprehensive Plan Survey • LaceyCares See Appendix F for more information on Lacey Cares survey demographics. In 2023, the City held the following number of City events (this does not include rentals or other community events): • 13 events were at City Hall, 16% • 49 events were at City parks or facilities, 61% • 17 events were at community partner locations, 21% • 1 event was offered exclusively online, 1% • Total Number of events, 80 In 2023, the Lacey Museum and Cultural Center launched Stories of the South Sound, an oral history project to collect stories of underrepresented cultural, racial, ethnic, and identity-based communities in the South Sound. The project aims to diversify the museum archives and foster an active, community-based, and inclusive history of the South Sound, including Lacey, Nisqually, Olympia, Squaxin Island, Tumwater, and surrounding areas.

ACKNOWLEDGEMENT AND EVENTS

G. Recognize and support diversity and inclusiveness through acknowledgement statements, public art, events, programs, and use of City platforms to amplify community voices.

BENCHMARK	REPORTING FREQUENCY	BASELINE (2024)
9. Increase use of City platforms to recognize community businesses, non-profits, and other community groups that positively impact Lacey.	Annual	In 2023, the City promoted all LTAC funded events on its website. The City is looking to expand how it promotes LTAC events in 2024. In 2023, the City updated the Lodging Tax Application to include the an equity question, “3. Safe, Inclusive, and Welcoming: Tell us how your event, activity, or program reinforces the City’s commitment to being a safe, inclusive, and welcoming place for all.” The City also updated it review process to include a scoring rubric as a tool to form recommendations. Events funded by Lodging Tax dollars include: Lacey Cultural Celebration, Spring Fun Fair, Juneteenth, Lacey in Tune, Washington State Senior Games, to name a few. For a full list of awardees: CityofLacey.org/government/lacey-city-council/boards-commissions/ltac/ Partners and sponsors are recognized in the following: • Lacey Parks, Culture and Recreation Annual Report and presentations • Lacey Parks, Culture and Recreation website, social media, e-newsletters • Public Works Annual Report • Museum Annual Report

DRAFT

CONTRACTING

H. Raise awareness of State and City contracting and procurement requirements and processes to increase opportunities for minority and women-owned businesses.

CITY'S ROLE	DEPT'S ROLE	STATUS
Lead	Leaders: CED, PA, CM, FI Support / Partners: CA, CED, HR	 Emerging

BENCHMARK	REPORTING FREQUENCY	BASELINE (2024)
1. Support training and outreach activities to raise awareness about contracting and procurement processes. Use communication platforms to bring attention to contracting and procurement requirements.	Annual	Supporting small business has been one of the Lacey City Council's longstanding, top priorities. In 2023, the City supported two BIPOC Business Start-up Programs with the Thurston EDC Center for Business & Innovation. The five-week training included instructor led webinars (one per week), access to online course content, one-on-one business coaching, business mentorship, and no cost access to business plan writing software for six months. Training topics include: • Structuring and Licensing your Startup • Location • Brand and Marketing • Finance and Accounting • Business Plan Writing To date, the City has not performed a comprehensive communications outreach and engagement program on City contracting and procurement requirements. The City currently provides information on contracting processes and solicitation opportunities on its solicitation page: CityofLacey.org/rfp-rfq-rfi/
2. The number of businesses based in Lacey that are on the Washington State Office of Minority and Women's Business Enterprises Directory of Certified Business and on MRSC's rosters increases each year.	Annual	At the beginning of 2024, there were 28 businesses in Lacey listed on the Washington State Office of Minority and Women's Business Enterprises Directory of Certified Business. In 2024 there were 204 Lacey businesses on the MRSC roster (after removing duplicates). Of these, 6 were identified as potential Minority or Women-owned (3%).

LIVABILITY





KEY TERMS

Livability

TERM	DEFINITION
Environmental Justice	Environmental justice means the fair treatment and meaningful involvement of all people regardless of race, color, national origin, or income in the development, implementation, and enforcement of environmental laws, regulations, and policies. It recognizes that there are communities that are underresourced, marginalized and oppressed across Washington that are disproportionately affected. Justice will be achieved when everyone enjoys the same degree of protection from environmental and health hazards, access to the decision-making process, and benefits of a healthy environment in which to live, learn, and work.
Classism	Oppression, prejudice, stereotyping, or discrimination based on a person's actual or perceived class to advantage and strengthen the dominant class.
Culture	The summarization of the attitudes, values, and behaviors that define who we are as a people. Culture provides a template with which meaning is determined. It is the blueprint for living in a society.
Cultural Appropriation	Theft, exploitation, or mimicry of cultural elements for one's own personal use or profit – including symbols, dress, art, music, dance, language, land, customs, medicine, etc. – often without understanding, acknowledgment, or respect for its value in the original culture. In the United States, it results from the assumption of a white dominant culture's right to take other cultural elements.
Discrimination	Consists of the negative behavior toward a person based on negative attitudes one holds toward the group to which that person belongs, or positive behavior toward a person based on positive attributes one holds toward the group to which that person belongs.

KEY TERMS

TERM	DEFINITION
Oppression	Oppression - Systemic devaluing, undermining, marginalizing, and disadvantaging of certain social identities in contrast to the privileged norm; when some people are denied something of value, while others have ready access. This can occur, intentionally and unintentionally, on individual, institutional, and cultural levels. Individual - attitudes and actions that reflect prejudice against a social group. Institutional - policies, laws, rules, norms, and customs enacted by organizations and social institutions that disadvantage some social groups and advantage other social groups. Institutional - policies, laws, rules, norms, and customs enacted by organizations and social institutions that disadvantage some social groups and advantage other social groups. Societal/cultural - social norms, roles, rituals, language, music, and art that reflect and reinforce the belief that one social group is superior to another. Anti-oppression - The act of shifting power to people who have been marginalized by recognizing, mitigating, and eliminating the oppressive effects of the individual, institutional and societal elements of the dominant culture.
Othering	Othering encompasses the systematically expressed prejudice on the basis of group identities or membership. It is a common set of dynamics, processes, and structures that produces marginality and persistent inequality across any of the full range of human differences. It is a strategy of the dominant culture to prevent belonging. Dimensions of othering include, but are not limited to, religion, sex, race, ethnicity, socioeconomic status (class), disability, sexual orientation, citizenship/immigration status, and skin tone.
Social Justice	A practice within a society based on principles of equality and solidarity that understands and values human rights and recognizes the dignity of every human being. Such a practice would strive to provide basic human needs and comforts to all members of the society regardless of class, race, religion, or any other characteristic.

* From the Washing State Office of Financial Management, Diversity, Equity and Inclusion – Glossary of Equity-Related Terms, Version 3.2

LIVABILITY

The City works to provide and assist with advancing equitable economic opportunities, a diversity of housing and human services, and a healthy environment for all.

SUBAREAS	STRATEGY AND BENCHMARKS	CITY'S ROLE	DEPT'S ROLE	STATUS
Economic Development	A. Support and enhance community workforce education, training, and entrepreneurship opportunities that reduce wealth inequities, support underserved communities, and ensure living wages. 1. City offers and supports programming that encourages youth, BIPOC, and women entrepreneurs. 2. City supports internships, apprenticeships, and youth career development. 3. City supports job readiness programs. 4. Number and Percentage (%) of businesses in Lacey that are minority owned increases. 5. Number and Percentage (%) of businesses in Lacey that are women owned increases. 6. Number and Percentage (%) of businesses in Lacey that are veteran owned increases. 7. Explore ways to get involved in Digital Equity initiatives. 8. Community Survey – Rating of “Overall Economic Health increases. Scores are consistent across demographics. 9. Community Survey – Rating of “Economic Opportunities” increases. Scores are consistent across demographics. 10. Community Survey – Rating of “Place to Work” increases. Scores are consistent across demographics.	Lead Partner Advocate	Leaders: CED Partners/Support: CM	 Progress
Housing Services	B. Support efforts to increase homeownership and reduce displacement. Continue to implement and enhance affordable housing and houseless services with community partners. 1. Number of affordable housing units in Lacey and the greater community increases. 2. Number of supportive housing units in Lacey and the greater community increases. 3. Number of ADUs in Lacey and the greater community increase. 4. Continued implementation of the Housing Action Plan. 5. Support for programs that help older adult or low-income community members access, or remain in housing, continues or increases. 6. Community Survey – Rating of “Affordable quality housing” increases. Scores are consistent across demographics. 7. Community Survey – Rating of “Housing Options” increases. Scores are consistent across demographics. 8. Community Survey – Rating of “Place to live” increases. Scores are consistent across demographics.	Lead Partner Advocate	Leaders: CED, CM Partners/Support: CA	 Progress

SUBAREAS	STRATEGY AND BENCHMARKS	CITY'S ROLE	DEPT'S ROLE	STATUS
Social Services	C. Provide and support culturally appropriate social services that meet the needs of the Lacey community. - Develop and maintain the Community Connectivity Tool (CCT, a clearinghouse of community stakeholder / affinity groups) for use by the City and community stakeholders. - Create a strategic City social service program that is transparent, consistent, and removes barriers to participation. - In partnership with local education institutions, advocate for additional funding for early childhood resources. - Continue to work collaboratively with community partners in the provision of social services. - Community Survey – Rating of “Health and Social services” increases. Scores are consistent across demographics. - Community Survey – Rating of “Overall Quality of life” increases. Scores are consistent across demographics.	Lead Partner Advocate	Leaders: CM, PD, Partners/ Support: CA, CED	 Progress
Partnerships	D. Coordinate and collaborate with local schools, government entities, tribal governments, non-profit groups, and other community stakeholders to advance DEIB comprehensively in the community. - Number of organizations and agencies involved in City events and programs increases every year. - Number of community events (non-City) the City is involved in increase every year. - Number of joint City-Community events, programs, or initiatives increases every year.	Lead Partner Advocate	Leaders: CED, PCR Partners/ Support: CA, PW	 Emerging

Livability

LIVABILITY

The City works to provide and assist with advancing equitable economic opportunities, a diversity of housing and human services, and a healthy environment for all.

SUBAREAS	STRATEGY AND BENCHMARKS	CITY'S ROLE	DEPT'S ROLE	STATUS
Environment	E. Continue to support, protect, enhance, and restore the natural environment and eliminate health disparities so all have the opportunity to achieve their full health potential. 1. Environmental Health Disparity ratings in Lacey on the Washington Environmental Health Disparities Map improve over time. 2. Continue implementing the Thurston County Mitigation Plan, which outlines a strategic framework, strategies, and actions for reducing local greenhouse gas emissions. 3. Identify if there are existing heat deserts in the community and explore ways to mitigate these conditions. 4. Continue to support a healthy tree canopy in all areas of Lacey. 5. Increase in identified levels of service for open space and natural environment preservation as identified in the Parks, Culture, and Recreation Comprehensive Plan. 6. Continue to support local, state, and federal environmental sustainability and resiliency initiatives. 7. Continue to provide support for septic-to-sewer conversion programs. 8. Community Survey – Rating of “Overall Natural Environment” increases. Scores are consistent across demographics.	Lead Partner Advocate	Leaders: CED, PCR Partners/ Support: CA, PW	 Progress

DRAFT

ECONOMIC DEVELOPMENT

A. Support and enhance community workforce education, training, and entrepreneurship opportunities that reduce wealth inequities, support underserved communities, and ensure living wages.

CITY'S ROLE	DEPT'S ROLE	STATUS
Lead	Leaders: CED Partners/ Support: CM	Progress

BENCHMARK	REPORTING FREQUENCY	BASELINE (2024)
1. City offers and supports programming that encourages youth, BIPOC, and women entrepreneurs.	Annual	Supporting small business has been one of the Lacey City Council's longstanding, top priorities. In 2023, the City supported two BIPOC Business Start-up Programs with the Thurston EDC Center for Business & Innovation. The five-week training included instructor led webinars (one per week), access to online course content, one-on-one business coaching, business mentorship, and no cost access to business plan writing software for six months. Training topics include: - Structuring and Licensing your Startup - Location - Branding and Marketing - Finance and Accounting - Business Plan Writing Food Truck Plaza Expansion: In 2024, the Washington Economic Development Association (WEDA) recognized the City with the Economic Development Award for Diversity, Equity, and Inclusion for the Lacey Food Truck Depot at their Winter Conference. The Diversity, Equity, and Inclusion Award acknowledges organizations or individuals that have made strides in improving diversity, equity, and inclusion within their work, communities, or organizations, including in innovative programs, projects, and partnerships. With lower start-up costs compared to traditional brick-and-mortar restaurants, food trucks can be a more accessible pathway to entrepreneurship. In 2021, the City created a Food Truck Depot pilot program to help start-up businesses, many of which were minority- or women-owned. The City reduced multiple barriers to help these entrepreneurs successfully launch their businesses by providing a location, services, and assistance with understanding the requirements of operating a "mobile food unit" in Thurston County. By the third year of the project, six "resident" food trucks call the Lacey Food Truck Depot home, including minority- and women-owned businesses. Four of these six (67%) entrepreneurs are first-time business owners. The City is working on expanding ADA access to the Food Truck Depot (2024/2025).

ECONOMIC DEVELOPMENT

A. Support and enhance community workforce education, training, and entrepreneurship opportunities that reduce wealth inequities, support underserved communities, and ensure living wages.

BENCHMARK	REPORTING FREQUENCY	BASELINE (2024)				
2. City supports internships, apprenticeships, and youth career development.	Annual	In 2023, the City had three (3) interns and one (1) veteran fellowship participant. In 2024, the City hosted its first Career Resource Fair for youth at the Lacey Youth Summit and Resource Fair. At this event, the City provided job information, opportunity to connect with Human Resources staff for resumes and cover letter assistance, and provided information on how to pursue local government and public service jobs.				
3. City supports job readiness programs.	Annual	Currently, the City partners with Workforce in Thurston County on ways to improve outreach and community support to job seekers. The Human Resources Coordinator visits local high schools and does presentations on job applications, resumes and cover letters, and career path planning. In addition, The Human Resources Recruitment Coordinator is working on developing a pipeline program with Joint Base Lewis-McChord (JBLM) for more veteran fellowship opportunities. The Human Resources Department hosts a quarterly Recruitment Roundtable at City Hall with surrounding public agency recruiters to talk about best practices, challenges and solutions to recruitment and hiring, and share candidate information to help job seekers find the right jobs in the area. The City supports the Lacey MakerSpace which provides access to entry for entrepreneurs to build businesses or innovate. To help build a skilled workforce for the community and local business sector needs, Pacific Mountain Workforce Development Council and Advanced Manufacturing Apprenticeships (AJAC) provide workforce training in the MakerSpace.				
4. Number and Percentage (%) of businesses in Lacey that are minority owned increases.	Annual	This data is provided by the US Census Bureau from 2017. Unfortunately, at this time, the City does not have more up-to-date data on this topic. <table><tr><td>All employer firms, Reference year 2017</td><td>1,093</td></tr><tr><td>Minority-owned employer firms, Reference year 2017</td><td>271</td></tr></table> Per Census data (2017 – U.S. Census Bureau QuickFacts: Lacey city, Washington)	All employer firms, Reference year 2017	1,093	Minority-owned employer firms, Reference year 2017	271
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ECONOMIC DEVELOPMENT

A. Support and enhance community workforce education, training, and entrepreneurship opportunities that reduce wealth inequities, support underserved communities, and ensure living wages.

BENCHMARK	REPORTING FREQUENCY	BASELINE (2024)						
5. Number and Percentage (%) of businesses in Lacey that are women owned increases.	Annual	This data is provided by the US Census Bureau from 2017. Unfortunately, at this time, the City does not have more up-to-date data on this topic. <table><tr><td>All employer firms, Reference year 2017</td><td>1,093</td></tr><tr><td>Men-owned employer firms, Reference year 2017</td><td>526</td></tr><tr><td>Women-owned employer firms, Reference year 2017</td><td>148</td></tr></table> Per Census data (2017 – U.S. Census Bureau QuickFacts: Lacey city, Washington)	All employer firms, Reference year 2017	1,093	Men-owned employer firms, Reference year 2017	526	Women-owned employer firms, Reference year 2017	148
All employer firms, Reference year 2017	1,093							
Men-owned employer firms, Reference year 2017	526							
Women-owned employer firms, Reference year 2017	148							
6. Number and Percentage (%) of businesses in Lacey that are veteran owned increases.	Annual	This data is provided by the US Census Bureau from 2017. Unfortunately, at this time, the City does not have more up-to-date data on this topic. <table><tr><td>All employer firms, Reference year 2017</td><td>1,093</td></tr><tr><td>Men-owned employer firms, Reference year 2017</td><td>526</td></tr><tr><td>Women-owned employer firms, Reference year 2017</td><td>148</td></tr></table> Per Census data (2017 – U.S. Census Bureau QuickFacts: Lacey city, Washington)	All employer firms, Reference year 2017	1,093	Men-owned employer firms, Reference year 2017	526	Women-owned employer firms, Reference year 2017	148
All employer firms, Reference year 2017	1,093							
Men-owned employer firms, Reference year 2017	526							
Women-owned employer firms, Reference year 2017	148							
7. Explore ways to get involved in Digital Equity initiatives.	Annual	The City has engaged with partners to discuss expanding broadband in Thurston County. Per the Census (U.S. Census Bureau QuickFacts: Lacey city, Washington), in Lacey: <table><tr><td>Computer and Internet Use</td><td></td></tr><tr><td>Households with a computer, percent, 2018-2022</td><td>95.0%</td></tr><tr><td>Households with a broadband Internet subscription, percent, 2018-2022</td><td>91.9%</td></tr></table> Per the FCC National Broadband Map, all residential areas of Lacey and the UGA have broadband speeds of greater or equal to 25/3 Mbps speed: Location Summary - Fixed FCC National Broadband Map	Computer and Internet Use		Households with a computer, percent, 2018-2022	95.0%	Households with a broadband Internet subscription, percent, 2018-2022	91.9%
Computer and Internet Use								
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ECONOMIC DEVELOPMENT

A. Support and enhance community workforce education, training, and entrepreneurship opportunities that reduce wealth inequities, support underserved communities, and ensure living wages.

BENCHMARK	REPORTING FREQUENCY	BASELINE (2024)
8. Community Survey – Rating of “Overall Economic Health increases. Scores are consistent across demographics.	Every Two (2) Years	No baseline. Community Survey to occur in 2024.
9. Community Survey – Rating of “Economic Opportunities” increases. Scores are consistent across demographics.	Every Two (2) Years	No baseline. Community Survey to occur in 2024.
10. Community Survey – Rating of “Place to Work” increases. Scores are consistent across demographics.	Every Two (2) Years	No baseline. Community Survey to occur in 2024.

HOUSING

B. Support efforts to increase homeownership and reduce displacement. Continue to implement and enhance affordable housing and houseless services with community partners.

BENCHMARK	REPORTING FREQUENCY	BASELINE (2024)															
1. Number of affordable housing units in Lacey and the greater community increases.	Annual	Since 2010, the City has been a member of the Thurston County – Urban County Community Development Block Grant (CDBG) program administered by the Department of Housing and Urban Development (HUD). Other members include the city of Tumwater and Thurston County. The program provides funding to support affordable housing and community development needs throughout the greater Thurston County area. Member entities are provided CDBG funding every three years. The grant amount is based on HUD formulas that consider population size and low-income persons and housing age. The City last received CDBG funding in 2023 and awarded it to the following services: • \$142,355 - Public services supporting scholarships for youth experiencing houselessness, the Community Kitchen, support for Monarch Children’s Justice and Advocacy Center, and funding for the Senior Services of the South Sound program, HomeShare. • \$911,843 - Affordable housing capital projects, including adding housing for low and very-low income individuals and preserving affordable housing. For a full list of 2023 funding, see: https://cityoflacey.org/community-development-block-grant-program/ From the Housing Action Plan 2021: “Not all households have access to affordable housing. Across Thurston County, people of color — those identifying as Hispanic or a race other than white alone — have lower incomes, are less likely to own their own home, are more likely to be housing cost-burdened, and are more likely to be houseless (Table 1-1).” Table 1-1. Metrics for equity in housing <table><tr><th>Metric</th><th>Person of Color</th><th>White, Non-Hispanic</th></tr><tr><td>Cost Burdened Households</td><td>37%</td><td>31%</td></tr><tr><td>Homeowners</td><td>52%</td><td>66%</td></tr><tr><td>People Experiencing Homelessness</td><td>~ 4.4 per 1,000</td><td>~2.4 per 1,000</td></tr><tr><td>Household with an Income Less than \$50,000</td><td>41%</td><td>33%</td></tr></table>	Metric	Person of Color	White, Non-Hispanic	Cost Burdened Households	37%	31%	Homeowners	52%	66%	People Experiencing Homelessness	~ 4.4 per 1,000	~2.4 per 1,000	Household with an Income Less than \$50,000	41%	33%
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HOUSING

B. Support efforts to increase homeownership and reduce displacement. Continue to implement and enhance affordable housing and houseless services with community partners.

BENCHMARK	REPORTING FREQUENCY	BASELINE (2024)
2. Number of supportive housing units in Lacey and the greater community increases.	Annual	In 2023, the City partnered with the non-profit Low-Income Housing Institute (LIHI), Thurston County, and the State of Washington, to acquire a hotel, Maple Court, to serve as an enhanced shelter that provides wraparound social services. It currently houses over 135 of some of the most vulnerable people in Thurston County who were living on the region’s rights of way. The plan is for Maple Court to transition to permanent supportive housing in the next few years. Learn more about Maple Court at: CityofLacey.org/enhanced-shelter/ In 2023, the Lacey City Council entered into an interlocal agreement to provide \$3 million to help with the development of permanent supportive housing in Olympia for the Franz Anderson Road Project. This project is pending.
3. Number of Accessory Dwelling Units (ADUs) in Lacey and the greater community increase.	Annual	In 2023, the City received 7 permits for ADUs. This was a record number of permits for ADUs in a year. Notably, ADUs can serve as a way to add additional units of affordable housing and can offer options for people age in place. However, not all ADUs promote homeownership or reduce displacement.
4. Continued implementation of the Housing Action Plan.	Annual	In 2023, the City with partners, Thurston County, the non-profit Low-Income Housing Institute (LIHI), and the State of Washington, opened Maple Court, an enhanced shelter. It currently houses over 135 of some of the most vulnerable people in Thurston County who were living on the region’s rights of way. The plan is for Maple Court to transition to permanent supportive housing in the next few years. Learn more about Maple Court here: CityofLacey.org/enhanced-shelter/ In 2023, the Lacey City Council established an agreement with the Dispute Resolution Center to help with disputes between property owners and tenants within Lacey city boundaries. This contract was expanded to include disputes between Homeowner Associations members.

HOUSING

B. Support efforts to increase homeownership and reduce displacement. Continue to implement and enhance affordable housing and houseless services with community partners.

BENCHMARK	REPORTING FREQUENCY	BASELINE (2024)
5. Support for programs that help older adult or low-income community members access, or remain in housing, continues or increases.	Annual	The City is committed to supporting affordable housing in the community and preventing houselessness through a multifaceted approach that includes collaborating with non-profits, community members, other municipalities, and state and federal entities. Home Share is a program provided by Senior Services for the South Sound (SSSS). The program is funded by the City, as well as the City of Olympia, South Thurston County, and the Regional Housing Council. In 2021, the City provided a \$95,000 grant to support this as a pilot program. In addition, in 2023, the City provided an additional \$21,000 in 2023 CDBG funding for this program. Home Share is a living arrangement where Home Providers offer accommodation to Home Seekers in exchange for an agreed upon level of support in the form of combinations of financial contribution, assistance with household tasks, transportation, or companionship. The Home Provider determines the cost of home sharing. For example, a Home Provider may ask a Home Seeker to pay monthly rent and a share of utilities while another Home Provider may charge a fixed monthly rent that includes utilities. Some Home Providers are willing to reduce rent for an exchange of services provided by the Home Seeker. Each Home Provider is different based on their needs. To learn more, visit: Home Share Senior Services for South Sound (southsoundseniors.org) In 2022, the City also supported Together! and their Host Homes Program with a total of \$100,000 in funding. This program strives to provide safe, short-term hosted housing for unaccompanied high-school students experiencing housing instability. In 2023, the City provided \$101,000 to help start a Clean and Sober Living House with Homes First. This is a single-family, residential home with a minimum of six, low-income individuals at a time participating in a clean and sober living program. In 2023, the City provided up to \$30,000 to support the Genesis House Project with Homes First, providing \$15,000 per year in 2024 and 2025. The Genesis House Project will provide housing for four unaccompanied female, young adults and access to case management services through a social service provider selected by Homes First.
6. Community Survey – Rating of “Affordable quality housing” increases. Scores are consistent across demographics.	Every Two (2) Years	No baseline. Community Survey to occur in 2024.

HOUSING

B. Support efforts to increase homeownership and reduce displacement. Continue to implement and enhance affordable housing and houseless services with community partners.

BENCHMARK	REPORTING FREQUENCY	BASELINE (2024)
7. Community Survey – Rating of “Housing Options” increases. Scores are consistent across demographics.	Every Two (2) Years	No baseline. Community Survey to occur in 2024.
8. Community Survey – Rating of “Place to live” increases. Scores are consistent across demographics.	Every Two (2) Years	No baseline. Community Survey to occur in 2024.

SOCIAL SERVICES

C. Provide and support culturally appropriate social services that meet the needs of the Lacey community.

BENCHMARK	REPORTING FREQUENCY	BASELINE (2024)
1. Develop and maintain the Community Connectivity Tool (CCT), a clearinghouse of community stakeholder / affinity groups) for use by the City and community stakeholders.	Annual	In 2023, 67 entities were entered into the CCT.
2. Create a strategic City social service program that is transparent, consistent, and removes barriers to participation.	Annual	In 2023, the City budgeted and hired a Human Services Coordinator. This position is responsible for: • Community Development Block Grant program administration • Social service program administration • Direct social service administration, to include the Lacey Veterans Services Hub, • Pursuing additional social service funding for the community. This position will lead efforts to perform a needs assessment for the Lacey community. The goal of this assessment is to highlight potential gaps in human services in the community to help inform future, potential City human service grant funding. Outreach and engagement for this assessment will include a combination of surveys, focus groups, interviews, meetings, workshops, etc.
3. In partnership with local education institutions, advocate for additional funding for early childhood resources.	Annual	The City is currently working with North Thurston Public Schools, South Sound YMCA, Timberland Regional Library, and other partners on an early learning center, known as the Young Child and Family Center of Lacey (YCFC).

SOCIAL SERVICES

C. Provide and support culturally appropriate social services that meet the needs of the Lacey community.

BENCHMARK	REPORTING FREQUENCY	BASELINE (2024)
4. Continue to work collaboratively with community partners in the provision of social services.	Annual	In 2023, the City awarded CDBG funding as follows: • \$142,355 - Public services supporting scholarships for youth experiencing houselessness, the Community Kitchen, support for Monarch Children’s Justice and Advocacy Center, and funding for the Senior Services of the South Sound program, HomeShare. • \$911,843 - Affordable housing capital projects, including add housing for low and very-low income individuals and preserving affordable housing. For a full list of 2023 funding, see: CityofLacey.org/community-development-block-grant-program/ In 2023, the City budgeted and hired a Human Services Coordinator. This position is responsible for: • CDBG program administration • Social service program administration • Direct social service administration, to include the Lacey Veterans Services Hub, • Pursuing additional social service funding for the community. This position will lead efforts to perform a needs assessment for the Lacey community. The goal of this assessment is to highlight potential gaps in human services in the community to help inform future, potential City human service grant funding. Outreach and engagement for this assessment will include a combination of surveys, focus groups, interviews, meetings, workshops, etc. The City is a part of the Regional Housing Council (RHC). The RHC leverages resources and partnerships through policies and projects promoting equitable access to safe and affordable housing in Thurston County. To learn more, see: https://www.thurstoncountywa.gov/departments/public-health-and-social-services/social-services/office-housing-and-homeless/regional-housing-council Senior Services for South Sound (SSSS) operates out of the City’s Virgil S. Clarkson Senior Center. SSSS provides recreation programs, but also Meals on Wheels, daytime adult respite operations, nutrition and health services, etc.

SOCIAL SERVICES

C. Provide and support culturally appropriate social services that meet the needs of the Lacey community.

BENCHMARK	REPORTING FREQUENCY	BASELINE (2024)
5. Community Survey – Rating of “Health and Social services” increases. Scores are consistent across demographics.	Every Two (2) Years	No baseline. Community Survey to occur in 2024.
6. Community Survey – Rating of “Overall Quality of life” increases. Scores are consistent across demographics.	Every Two (2) Years	No baseline. Community Survey to occur in 2024.

DRAFT

PARTNERSHIPS

D. Coordinate and collaborate with local schools, government entities, tribal governments, non-profit groups, and other community stakeholders to advance DEIB comprehensively in the community.

BENCHMARK	REPORTING FREQUENCY	BASELINE (2024)
1. Number of organizations and agencies involved in City events and programs increases every year.	Annual	The City does not currently collect this data. Organizations and agencies are involved in events like Lacey Cultural Celebration, Lacey Spring Fun Fair, Community Forums, and more. In 2024, the City is working to establish an annual career fair locally with public sector partners. In 2024, the City held its first Youth Summit and Resource Fair, lead by the Lacey Youth Council.
2. Number of community events (non-City) the City is involved in increase every year.	Annual	The City does not currently collect this data. The Police Department, Public Affairs, Parks, Culture and Recreation, and other departments are involved in other community events throughout the year.
3. Number of joint City-Community events, programs, or initiatives increases every year.	Annual	Since 2022, the City has collaborated with the Fred U. Harris Lodge (Lodge) to support their annual Juneteenth Celebration at the Regional Athletic Complex. In 2023, over 1,500 people attended the event coming from the cities of Lacey, Tumwater, Olympia, Tacoma, Seattle, and Portland. The Lodge has held this event for over 43 years.

ENVIRONMENT

E. Continue to support, protect, enhance, and restore the natural environment and eliminate health disparities so that all have the opportunity to achieve their full health potential.

BENCHMARK	REPORTING FREQUENCY	BASELINE (2024)
.1. Environmental Health Disparity ratings in Lacey on the Washington Environmental Health Disparities Map improve overtime.	Depends on Frequency of Updates	In the July 28, 2022 version of the Washington Environmental Health Disparities Map, under Environmental Health Disparities V 2.0, seven (7) census tracks that include Lacey and the Lacey Urban Growth Area (including parts) were rated as a 6 or higher. One Census track in the Lacey Urban Growth Area was rated as an eight (8). See Appendix K.
2. Continue the implementation of the Thurston County Mitigation Plan, which outlines a strategic framework, strategies, and actions for reducing local greenhouse gas emissions.	Annual	Annual plan for implementation of the Thurston County Mitigation Plan can be found here: trpc.org/909/Thurston-Climate-Mitigation-Plan In the 2022 Progress Report, highlights include: • Dense Urban Areas. Lacey consolidated two lower density single family zones into one higher density zone that will allow for more housing options and help reduce sprawl, and is engaging the community on how to support hubs in their Neighborhood Commercial Districts. Such land use changes will help reduce transportation emissions over time, by allowing more people to live close to their daily needs. (Actions T1.1, T1.2, T1.3, T1.4) • Teleworking. A high proportion of workers in the region continued to work from home – more than 63% of workers at larger employers and government offices enrolled in the Commute Trip Reduction program continue to telework, compared to just 6% in 2019. (Action T2.17) The City has a teleworking policy • EV-readiness. Lacey adopted regulations that require electric vehicle charging stations and infrastructure for future expansion of electric vehicle charging in new multifamily buildings. (Actions T3.1, T3.5) • Transportation Improvements. All four jurisdictions continue to construct improvements that help support more efficient travel and car-free options that reduce emissions, like walking and bicycling. Thurston Regional Planning Council updated the competitive process it uses to distribute federal transportation funding, and now assigns higher scores to projects that reduce greenhouse gas emissions. (Actions T5.1, T5.2) • Urban Tree Standards. Lacey approved new standards reducing the number of trees that can be removed when new residential construction takes place. (Actions A6.5, A6.9)

ENVIRONMENT

E. Continue to support, protect, enhance, and restore the natural environment and eliminate health disparities so that all have the opportunity to achieve their full health potential.

BENCHMARK	REPORTING FREQUENCY	BASELINE (2024)
3. Identify if there are existing heat deserts in the community and explore ways to mitigate these conditions.	Annual	Trees reduce the temperatures of heat islands that form in urban centers by shading pavement and structures. From The Trust for Public Land’s Urban heat island severity for U.S. cities (2022), around 8.9% (1110 of 12,175 acres) of the area inside the City boundaries in a moderate to severe heat island/temperature anomaly. See: https://www.arcgis.com/home/webmap/viewer.html?webmap=339c93a11b7d4cf7b222d60768d32ae5. See Appendix X.
4. Continue to support a healthy tree canopy in all areas of Lacey.	Annual	In 2023, the City supported 1,269 acres of park property and over 2,500 street trees. A tree canopy assessment, using remote sensing, was completed in August 2020. The assessment showed 28.3% coverage in the City Limits and 31.3% coverage within the Urban Growth Area. Tree canopy coverage has decreased since the last assessment in 2004 where tree canopy coverage was 43%. The Northeast Area of Lacey has grown substantially since 2004, which may explain the change in canopy coverage. Trees planted as a requirement of new developments will mature and canopy coverage will increase over time. To learn more, please see the Lacey Urban Forest Management Plan, CityofLacey.org/wp-content/uploads/sites/3/2022/03/UFMP-Documnet-092621-FINAL.pdf In 2023, Parks Maintenance planted 553 seedlings and 62 street trees.

E. Continue to support, protect, enhance, and restore the natural environment and eliminate health disparities so that all have the opportunity to achieve their full health potential.

BENCHMARK	REPORTING FREQUENCY	BASELINE (2024)
5. Increase in identified levels of service for open space and natural environment preservation as identified in the Parks, Culture, and Recreation Comprehensive Plan.	Annual LPCR updates on 6-year basis.	See full baseline in Parks, Culture, and Recreation Comprehensive Plan: https://laceyparks.org/wp-content/uploads/2023/07/LPCR_Sections_01-09-ToC_LS.pdf The 2023 LPCR Comprehensive Plan update establishes a new measurement for park distribution level of service which will more accurately reflect accessibility and a .5 mile travelshed or “10-minute travel” will be determined taking into account barriers to access that might exist (for example, neighborhoods with no through streets, bodies of water, private property, etc.) Population is within a .5-mile travelshed of a neighborhood park: 78.5 % of Pleasant Glade Planning Area 98.3 % of the Wonderwood Planning Area 92.4 % of the Rainier Vista Parks Planning Area 80.7 % of the Interlake Planning Area 11.7 % of the Pattison Planning Area 9.9 % of the McAllister Planning Area 32.8 % of the Meadows Planning Area 58.6 % of the Tanglewilde/Thompson Place Planning Area 48.5 % of the Hawks Prairie Parks Planning Area Notably, the travelshed metrics include developed and undeveloped park sites.

ENVIRONMENT

E. Continue to support, protect, enhance, and restore the natural environment and eliminate health disparities so that all have the opportunity to achieve their full health potential.

BENCHMARK	REPORTING FREQUENCY	BASELINE (2024)
6. Continue to support local, state, and federal environmental sustainability and resiliency initiatives.	Annual	In 2023, the City advocated for climate resources and tools at the state level, including supporting the I-5 Corridor from Tumwater to Mounts Road and the Nisqually River Delta Medium and Heavy-Duty Vehicle electrification incentive programs. The City was successfully in getting funding programmed for elements of the I-5 Corridor from Tumwater to Mounts Road and the Nisqually River Delta over the next few years. In 2023, the City advocated for additional Septic-to-Sewer Conversion program funding, I-5 Corridor from Tumwater to Mounts Road and the Nisqually River Delta, and the Support the Puget Sound Save our Sound Act (SOS). The SOS was passed and it will enhance the federal government’s role and investment in Puget Sound, the nation’s largest estuary by volume. In 2024-2025, the City will revise its Comprehensive Plan, including creating a new climate resilience sub-element. This sub-element will include conducting a vulnerability and risk assessment for climate-specific hazards. From this assessment, the City will create goals to lower the impacts of climate change on our most vulnerable populations.
7. Continue to provide support for septic-to-sewer conversion programs.	Annual	In 2022, the Lacey City Council agreed to contribute \$2 million dollars of the \$3 million dollars necessary to mitigate the public health risk posed by the failing Large Onsite Septic System at Tolmie Estates. This project will connect this neighborhood to sewer. Starting in 2020, the City connected more than 400 lots at Capitol City Golf Club Estates to sewer to protect City well water sources from increased rates of nitrate linked to septic tanks. For this project, the total cost was approximately \$12 million dollars. The City anticipates using appropriated utility funds for this project and the Tolmie Estates project until approximately 2028.
8. Community Survey – Rating of “Overall Natural Environment” increases. Scores are consistent across demographics.	Every Two (2) Years	No baseline. Community Survey to occur in 2024.

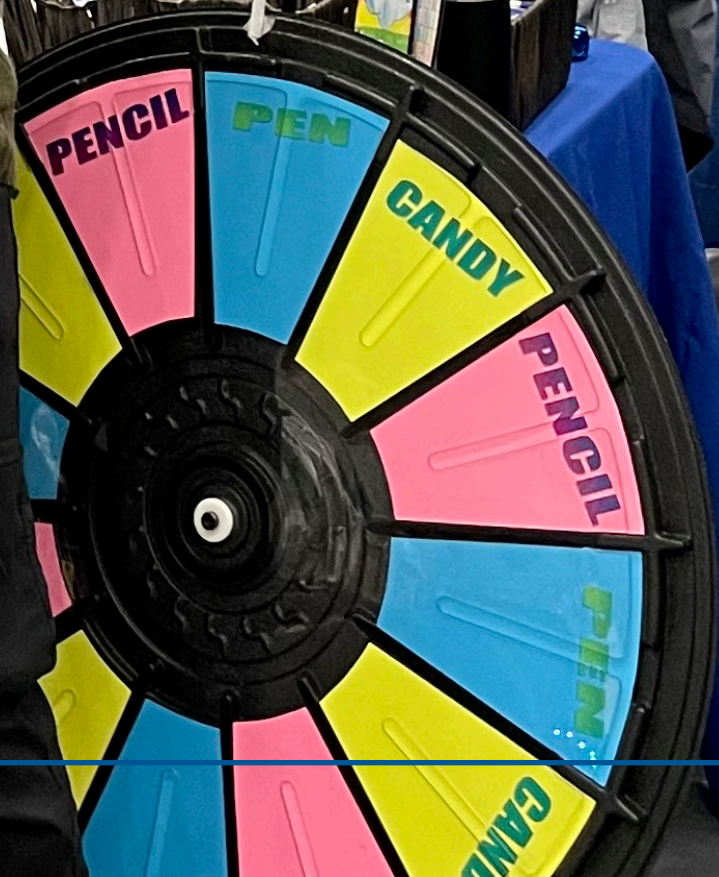


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LACEY PARKS
CULTURE & RECREATION

CITY OF LACEY
COMMISSION ON EQUITY
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DIVERSITY, EQUITY, INCLUSION, AND BELONGING **STRATEGIC PLAN** **APPENDICES**

Diversity, Equity and Inclusion – Glossary of Equity-Related Terms

Version 3.2



Office of Financial Management
Working together for the equitable future of every Washingtonian.

What changed in each version?

The DEI Glossary is reviewed annually or when necessary to maintain a shared understanding of definitions across all state agencies. This includes instances when a definition or absence presents a concern for a community or entity. Also, if other minor discrepancies are identified during a review, they will also be corrected. Minor discrepancies include grammar, punctuation, or the insertion or omission of words to improve readability.

Version 3 reflects the absence of two essential terms that are needed to establish common words for state employees. The two terms, Anti-racism and Pro-equity are used in the Employee Engagement Survey and are needed to ensure state employees answering questions share a common understanding of the terms. Both terms are also essential for the implementation of Pro-Equity Anti-Racism (PEAR) plans across the enterprise.

Version 3.2 reflects the revision for the term Antisemitism to align with how this community identifies. This version also incorporates the DES DEI Training terms as well and the Office of Equity PEAR definition.

Version 3 Changes

Page i – Updated “What *Changed in this version?*”

Page ii – Added the terms Anti-racism and Pro-Equity to the Glossary table

Page 2 – Added Anti-racism definition

Page 13 – Added Pro-equity definition

Page 2 – Added the term Antisemitism

Page 6 – Revised the term Discrimination

Page 13 – Revised the term Racism

Page 1 – Added the term Aesthetics

Page 4 – Revised the term Culture

Page 5 – Added the term Cultural Racism

Page 9 – Added the term Meritocracy

Page 4 – Added the term Colorblind Ideology

Page 14 – Added the term Racialization

Page 17 – Added the term Worldview Ideology

Page 12 – Added the term PEAR



Diversity Equity and Inclusion – Glossary of Equity – Related Terms

Glossary of Terms

<u>Ability</u>	<u>Dominant Culture</u>	<u>Power-with</u>
<u>Ability privilege</u>	<u>Environmental Justice</u>	<u>Prejudice</u>
<u>Ableism</u>	<u>Ethnocentrism</u>	<u>Privilege</u>
<u>Access</u>	<u>Equity</u>	<u>Pro-Equity</u>
<u>Acculturation</u>	<u>Ethnicity</u>	<u>Questioning</u>
<u>Adulthood</u>	<u>Gender Identity</u>	<u>Race</u>
<u>Aesthetics</u>	<u>Gender-Expansive</u>	<u>Race Equity</u>
<u>Ageism</u>	<u>Gender Expression</u>	<u>Racism</u>
<u>Ally</u>	<u>Gender Pronouns</u>	<u>Racialization</u>
<u>Antisemitism</u>	<u>Genetic Information</u>	<u>Respect</u>
<u>Anti-racism</u>	<u>Heterosexism</u>	<u>Sexism</u>
<u>Assimilate</u>	<u>Homophobia</u>	<u>Sexual Orientation</u>
<u>Authentic-Self</u>	<u>Identity</u>	<u>Social Construct</u>
<u>Belonging (ness)</u>	<u>Inclusion</u>	<u>Social Justice</u>
<u>Bias</u>	<u>Intersectionality</u>	<u>SOGIE</u>
<u>Biological Sex</u>	<u>LGBTQ+</u>	<u>Stereotype</u>
<u>Biphobia</u>	<u>Marginalization</u>	<u>Tokenism</u>
<u>Classism</u>	<u>Meritocracy</u>	<u>Transphobia</u>
<u>Color</u>	<u>Microaggression</u>	<u>Two-Spirit</u>
<u>Colorblind Ideology</u>	<u>Military Status</u>	<u>Western-centrism</u>
<u>Colorism</u>	<u>Misogyny</u>	<u>White Dominant Culture</u>
<u>Culture</u>	<u>Nationality</u>	<u>White Supremacy</u>
<u>Cultural Appropriation</u>	<u>National Origin</u>	<u>Worldview Ideology</u>
<u>Cultural Competence</u>	<u>Oppression/Anti-Oppression</u>	<u>Workforce Diversity</u>
<u>Cultural Humility</u>	<u>Othering</u>	<u>Xenophobia</u>
<u>Cultural Racism</u>	<u>PEAR</u>	
<u>Disability</u>	<u>People of Color or</u>	
<u>Disablism</u>	<u>Communities of Color</u>	
<u>Discrimination</u>	<u>Power</u>	
<u>Diversity</u>	<u>Power-over</u>	

Ability

Having the qualities, skills, competence, or capacity to perform an action, or perceived as having the qualities, skills, competence, or capacity to perform an action.

Ability privilege

Unearned benefits, rights or advantages enjoyed by individuals who do not have or are perceived not to have a disability.

Ableism

The belief that people without disabilities are superior, have a better quality of life or have lives more valuable or worth living than people with an actual, perceived, or non-apparent disability resulting in othering, oppression, prejudice, stereotyping, or discrimination. *See Disablism.*

Access

Creating and advancing barrier-free design, standards, systems, processes, and environments to provide all individuals, regardless of ability, background, identity or situation, an effective opportunity to take part in, use and enjoy the benefits of: employment, programs, services, activities, communication, facilities, electronic/information technology, and business opportunities.

Acculturation

Process through which a person or group from one culture comes to adopt the practices and values of different cultures, while still retaining their own distinct culture¹.

Adultism

Prejudice and discrimination against young people in favor of older people.

Aesthetics

Describes those perceptual properties (i.e. auditory, visual, tactile, and so on) that we like and that we don't like.²

Ageism

Oppression, prejudice, stereotyping, or discrimination based on a person's actual or perceived age. The dominant culture assigns value based on a person's actual or perceived age.

¹ Cole, Nicki Lisa. "Understanding Acculturation and Why It Happens," November 08, 2019. Accessed September 16, 2022. <https://www.thoughtco.com/acculturation-definition-3026039>

² Jones, M. (1996, December 1). Prejudice and Racism (2nd ed.). McGraw-Hill Humanities/Social Sciences/Languages.



Ally

A person of one social identity group who advocates with and supports members of another group: typically, a member of the dominant identity advocating with and supporting a marginalized group³.

Antisemitism

Antisemitism - a certain perception of Jews which may be expressed as hatred toward Jews. Rhetorical and physical manifestations of antisemitism are directed toward Jewish or non-Jewish individuals and/or their property, toward Jewish community institutions and religious facilities.⁴

Anti-racism

Anti-racism is a process of actively identifying and opposing racism ... rooted in action ... taking steps to eliminate racism at the individual, institutional, and structural level.⁵

Assimilate

The phenomenon that occurs when people belonging to the non-dominant group adjust or integrate their behaviors or attitudes in an attempt to be accepted into the dominant group's culture norms either willingly or forcibly, for the sake of personal and/or professional survival (i.e., to gain/sustain access to the same opportunities and resources as the dominant group).

Authentic-Self

Acting in alignment with your identity. Based on varied circumstances, may be expressed, or suppressed.

Belonging (ness)

Your well-being is considered and your ability to design and give meaning to society's structures and institutions is realized. More than tolerating and respecting differences, belonging requires that all people are welcome with membership and agency in the society. Belonging is vital to have a thriving and engaged populace, which informs distributive and restorative decision-making.⁶ See *Othering*.

³ "Articles - Diversity and Inclusion Resources - Center for Diversity and Inclusion (CDI) - University of Houston." University of Houston. Accessed September 16, 2022. <https://www.uh.edu/cdi/resources/student-resources/terms/>

⁴ Jewish Federation of Greater Seattle and the U.S Department of State Accessed April 25, 2025. [Puget Sound Jewish Community Statement on Antisemitism](#) via [The International Holocaust Remembrance Alliance \(IHRA\)](#) & [U.S. Department of State](#) and views the definition as "...integral to the fight to eliminate this scourge [of antisemitism]."

⁵ Cherry, Kendra. "What Is Anti-Racism?" Accessed September 16, 2022. <https://www.verywellmind.com/what-is-anti-racism-5071426>

⁶ "An Evolutionary Roadmap for Belonging and Co-Liberation." *Othering and Belonging* (blog), Accessed September 16, 2022. <https://www.verywellmind.com/what-is-anti-racism-5071426>.



Bias

Judgment or preference toward or against one group over another.

Implicit or Unconscious Bias refers to the attitudes or stereotypes that affect our understanding, actions, and decisions in an unconscious manner. These biases, which encompass both favorable and unfavorable assessments, are activated involuntarily and without an individual's awareness or intentional control. Residing deep in the subconscious, these biases are different from known biases that individuals may choose to conceal for the purposes of social and/or political correctness.

Explicit or Conscious Bias are biases we know we have and may use on purpose⁷.

Biological Sex

Biological sex involves a combination of four elements: external genitalia, internal reproductive organs, chromosomes, and hormones.

Female - Born with XX chromosomes, a uterus, female genitalia, and produces female hormones in puberty.

Intersex - Born with one or more of the four elements of biological sex in a combination that is not female or male. Examples are people who are born with internal genitalia complicating the assignment of sex at birth; people born with both male and female genitalia; people born without genitalia; people born with an extra chromosome (XXX, XXY, and XYY); people with genitalia suggesting one gender while the hormones produced in puberty are more consistent with the other gender. Intersexuality occurs as often as every 1 in 100 births.

Male - Born with XY chromosomes, male gonad tissue and genitalia, and produces male hormones in puberty.

Many transgender people use the acronyms AFAB (assigned female at birth) or AMAB (assigned male at birth) to refer to their given gender or biological sex.

Biphobia

A term for fear, anger, intolerance, resentment, hatred, discomfort, or mistrust that one may have toward bisexual people. The term can also connote a fear, disgust, or dislike of being perceived as bisexual.

Classism

Oppression, prejudice, stereotyping, or discrimination based on a person's actual or perceived class to advantage and strengthen the dominant class.

⁷ "Equity Language Guide." Office of Financial Management. Accessed September 16, 2022.
https://ofm.wa.gov/sites/default/files/public/shr/Diversity/SubCommit/EquityLanguageGuide_Final.pdf



Color

Pigmentation, complexion, or skin shade or tone. Skin color can be, but it not necessarily, a characteristic of race⁸. *See Colorism*.

Colorblind Ideology

Colorblind Ideology is the belief that discrimination can be eradicated by treating individuals as equals without focusing on race or ethnicity.⁹

Colorism

The belief that a person's skin color, tone, shade, pigmentation, or complexion is superior to another's within a specific racial or ethnic group and includes discrimination based on the perceived lightness, darkness, or other color characteristic of a person¹⁰. *See Color*.

Culture

The summarization of the attitudes, values, and behaviors that define who we are as a people. Culture provides a template with which meaning is determined. It is the blueprint for living in a society.¹¹

Cultural Appropriation

Theft, exploitation, or mimicry of cultural elements for one's own personal use or profit – including symbols, dress, art, music, dance, language, land, customs, medicine, etc. – often without understanding, acknowledgment, or respect for its value in the original culture. In the United States, it results from the assumption of a white dominant culture's right to take other cultural elements^{12 13}. *See White-Dominant Culture*.

⁸ "What Is the Difference between 'Race' Discrimination and 'Color' Discrimination?" Greenwald Doherty LLP. Accessed September 16, 2022. <http://www.greenwalddl.com/law-clips/difference-race-discrimination-color-discrimination/>

⁹ *How Structural Racism Works: Tricia Rose*. (2015, December 14). YouTube. <https://www.youtube.com/watch?v=KT1vsOJctMk>

¹⁰ Ibid.

¹¹ Jones, M. (1996, December 1, p. 471). *Prejudice and Racism* (2nd ed.). McGraw-Hill Humanities/Social Sciences/Languages.

¹² Resistance, Colours of. "Colours of Resistance Archive." Colours of Resistance Archive (blog). Accessed September 16, 2022. <http://www.coloursofresistance.org/definitions/cultural-appropriation/>

¹³ "What Is Cultural Appropriation?" Philosophy Talk. Accessed September 16, 2022. <https://www.philosophytalk.org/blog/what-cultural-appropriation>

Cultural Competence

An ability to interact effectively with people of all cultures and understand many cultural frameworks, values, and norms. Cultural competence comprises four components:

- Awareness of one's own cultural worldview,
- Attitude towards cultural differences,
- Knowledge of different cultural practices and worldviews, and Cross-cultural skills.

A key component of cultural competence is respectfully engaging others with cultural dimensions and perceptions different from our own and recognizing that none is superior to another. Cultural competence is a developmental process that evolves over an extended period.

Cultural Humility

Approach to respectfully engaging others with cultural identities different from your own and recognizing that no cultural perspective is superior to another. Cultural humility may look different for different people or groups. For example, in a white dominant culture the practice of cultural humility for white people includes acknowledging systems of oppression and involves critical self-reflection, lifelong learning and growth, a commitment to recognizing and sharing power, and a desire to work toward institutional accountability. The practice of cultural humility for people of color includes accepting that the dominant culture does exist, that institutional racism is in place, to recognize one's own response to the oppression within it, to work toward dismantling it through the balanced process of calling it out and taking care of one's self¹⁴.

Cultural Racism

Comprises the cumulative effects of a racialized worldview, based on belief in essential racial differences that favor the dominant racial group over others. These effects are suffused throughout the culture via institutional structures, ideological beliefs, and personal everyday actions of people in the culture, and these effects are passed on from generation to generation.¹⁵

Disability

An actual, perceived, or non-apparent physical, sensory, mental, or cognitive condition that has an adverse effect on a person's ability to carry out day-to-day life functions. Environmental barriers may hinder persons with disabilities from fully and effectively participating on an equitable basis.

Disablism

A set of assumptions (conscious or unconscious) and practices that promote the differential or unequal treatment of people because of actual, perceived, or non-apparent disabilities¹⁶. See *Ableism*.

¹⁴ "Equity Language Guide." Office of Financial Management. Accessed September 16, 2022.

https://ofm.wa.gov/sites/default/files/public/shr/Diversity/SubCommit/EquityLanguageGuide_Final.pdf

¹⁵ Jones, M. (1996, December 1). *Prejudice and Racism* (2nd ed.). McGraw-Hill Humanities/Social Sciences/Languages.

¹⁶ "What Is Ableism?" Stop Ableism. Accessed September 16, 2022. <http://www.stopableism.org/p/what-is-ableism.html>

Discrimination

Consists of the negative behavior toward a person based on negative attitudes one holds toward the group to which that person belongs, or positive behavior toward a person based on positive attributes one holds toward the group to which that person belongs.¹⁷

Diversity

Describes the presence of differences within a given setting, collective, or group. An individual is not diverse – a person is unique. Diversity is about a collective or a group and exists in relationship to others. A team, an organization, a family, a neighborhood, and a community can be diverse. A person can bring diversity of thought, experience, and trait, (seen and unseen) to a team — and the person is still an individual¹⁸. See *Workforce Diversity and Workplace Diversity*.

Dominant Culture

The most institutionally normalized power is widespread, and influential across societal structures and entities in which multiple cultures are present. See *Culture and White Dominant Culture*.

Environmental Justice

Environmental justice means the fair treatment and meaningful involvement of all people regardless of race, color, national origin, or income in the development, implementation, and enforcement of environmental laws, regulations, and policies. It recognizes that there are communities that are under-resourced, marginalized and oppressed across Washington that are disproportionately affected. Justice will be achieved when everyone enjoys the same degree of protection from environmental and health hazards, access to the decision-making process, and benefits of a healthy environment in which to live, learn, and work¹⁹.

Ethnocentrism

The belief that one's own ethnic group or culture is superior to other ethnic groups and cultures.

Equity

The act of developing, strengthening, and supporting procedural and outcome fairness in systems, procedures, and resource distribution mechanisms to create equitable (not equal) opportunity for all people. Equity is distinct from equality which refers to everyone having the same treatment without accounting for differing needs or circumstances. Equity has a focus on eliminating barriers that have prevented the full participation of historically and currently oppressed groups.

¹⁷ Jones, M. (1996, December 1). *Prejudice and Racism* (2nd ed.). McGraw-Hill Humanities/Social Sciences/Languages.

¹⁸ "Diversity & Inclusion." U.S. Office of Personnel Management. Accessed September 16, 2022. <https://www.opm.gov/policy-data-oversight/diversity-and-inclusion/>

¹⁹ US EPA, OA. "Environmental Justice." Vocabulary Catalog. Accessed September 16, 2022. https://sor.epa.gov/sor_internet/registry/termreg/searchandretrieve/glossariesandkeywordlists/search.do?details=&glossaryName=Environmental%20Issues%20Glossary

Ethnicity

A social construct that divides people into smaller social groups based on characteristics such as values, behavioral patterns, language, political and economic interests, history, and ancestral geographical base^{20,21}.

Gender Identity

A person's innermost concept of self as male, female, a blend of both or neither – how individuals perceive themselves and what they call themselves. A person's gender identity can be the same or different from their biological sex.

Agender - Without gender. When a person feels they have no gender at all and have no connection to any gender.

Cisgender - Describes a person whose gender identity and gender expression matches the gender typically associated with their biological sex. Often abbreviated to "Cis".

Gender Non-Binary - A term of self-identification for people who do not identify within the limited and binary terms that have described gender identity: male or man, female or woman.

Genderfluid - Individuals whose gender varies over time. A gender fluid person may at any time identify as male, female, agender, any other non-binary identity, or some combination of identities.

Genderqueer - Describes a person who identifies outside of the binary of male/man and female/woman. It is also used as an umbrella term for many gender non-conforming or non- binary identities (i.e., agender, bi-gender, genderfluid).

Transgender - An umbrella term used to describe a person whose gender identity and sex assigned at birth do not correspond.

Gender-Expansive

An umbrella term used for individuals that broaden their own culture's commonly held definitions of gender, including expectations for its expression, identities, roles, and/or other perceived gender norms. Gender-expansive individuals include those with transgender and non-binary identities, as well as those whose gender in some way is seen to be stretching society's notions of gender²². *See Gender Identity and Gender Expression.*

²⁰ "Our Research – ProInspire." Equity In The Center. Accessed September 16, 2022. <https://equityinthecenter.org/resources/>

²¹ "Articles - Diversity and Inclusion Resources - Center for Diversity and Inclusion (CDI) - University of Houston." University of Houston. Accessed September 16, 2022. <https://www.uh.edu/cdi/resources/student-resources/terms/>

²² "Gender-Expansive." Gender Spectrum (blog). Accessed September 16, 2022. <https://www.genderspectrum.org/articles/language-of-gender>



Gender Expression

External appearance of one's gender, usually expressed through behavior, clothing, haircut or intonation, and which may or may not conform to societal expectations of a person's sex assigned at birth or their gender identity.

Gender Non-Conforming - A way to describe a person whose gender expression does not correspond with their sex assigned at birth. It is not used as a personal identifier²³.

Gender Pronouns

A pronoun that a person chooses to refer to themselves. These include, but aren't limited to: she, her, hers, herself; he, him, his, himself; they, them, theirs, themselves; and ze, hir or zir, hirs or zirs, hirself or zirself.

Genetic Information

Genetic information includes information about an individual's genetic tests and the genetic tests of an individual's family members, as well as information about the manifestation of a disease or disorder in an individual's family members^{24,25}.

Heterosexism

Discrimination or prejudice against LGBTQ+ people on the assumption that heterosexuality is the cultural norm and the prejudiced belief that heterosexuals are socially and culturally superior.

Homophobia

A term for fear, anger, intolerance, resentment, hatred, discomfort, or mistrust that one may have toward LGBTQ+ people. Can also connote a fear, disgust, or dislike of being perceived as LGBTQ+.

Identity

A person's innermost concept of self. How an individual perceives themselves and what they call themselves.

²³ "What's the Difference between 'Gender Identity' and 'Gender Expression'? – The LGBTQ+ Experiment." Accessed October 9, 2019. <https://lgbtgexperiment.com/2018/11/08/whats-the-difference-between-gender-identity-and-gender-expression/>

²⁴ "Our Research – ProInspire." Equity In The Center. Accessed September 16, 2022. <https://equityinthecenter.org/resources/>

²⁵ "Genetic Information Discrimination." U.S. Equal Employment Opportunity Commission. Accessed September 16, 2022. <https://www.eeoc.gov/genetic-information-discrimination>

Inclusion

Intentionally designed, active, and ongoing engagement with people that ensures opportunities and pathways for participation in all aspects of group, organization, or community, including decision-making processes. Inclusion is not a natural consequence of diversity. There must be intentional and consistent efforts to create and sustain a participative environment. Inclusion refers to how groups show that people are valued as respected members of the group, team, organization, or community. Inclusion is often created through progressive, consistent, actions to expand, include, and share.

Intersectionality

Intersectionality is a framework for understanding the interaction of cultures and identities held by an individual. Intersectionality explains how an individual with multiple identities that may have been marginalized can experience compounded oppression (such as racism, sexism, and classism) or how an individual can experience privilege in some areas and disadvantage in other areas. It takes into account people's overlapping identities to understand the complexity of their life outcomes and experiences^{26,27}.

LGBTQ+

An acronym that describes individuals who identify as Lesbian, Gay, Bisexual, Transgender, Queer/Questioning, Intersex, and Asexual. The "+" respectively includes, but is not limited to, two-spirit and pansexual. The term queer is sometimes used within the community as an umbrella term to refer to all LGBTQ+ people. It may also be used as a political statement which advocates breaking binary thinking and seeing sexual orientation, gender identity and gender expression as fluid.

Marginalization

The social process of relegating a particular person, groups, or groups of people to an unimportant or powerless position. This use of power prevents a particular person, group, or groups of people from participating fully in decisions affecting their lived experiences, rendering them insignificant or peripheral. Some individuals identify with multiple groups that have been marginalized. People may experience further marginalization because of their intersecting identities.

Meritocracy

A belief that suggests advancement is determined by internal factors, which scholars have defined as hard work, ability, and individual responsibility, as opposed to privilege and other social relationships.²⁸

²⁶ Crenshaw, Kimberlé, ed. *Critical Race Theory: The Key Writings That Formed the Movement*. New York: New Press, 1995.

²⁷ Crenshaw, Kimberlé. *On Intersectionality: Essential Writings*. New York: New Press, 2019.

²⁸ *How Structural Racism Works: Tricia Rose*. (2015, December 14). YouTube.
<https://www.youtube.com/watch?v=KT1vsOJctMk>



Microaggression

The everyday verbal, nonverbal, and environmental slights, snubs, or insults, whether intentional or unintentional, which communicate hostile, derogatory, or negative messages to target persons based solely upon their marginalized group membership^{29,30}.

Military Status

A person's connection to the military in the categories listed below:

Disabled Veterans - A veteran who is entitled to compensation under laws administered by the Department of Veteran Affairs or a person who was discharged or released from active duty because of a service-connected disability. This includes veterans who would be entitled to disability compensation if they were not receiving military retirement pay instead. Reference: [Title 38 U.S.C. Section 4211 \(3\)](#)

Military Spouse - Washington state recognizes military spouse as any person currently or previously married to a military service member during the service member's time of active, reserve, or National Guard duty. Reference: [Executive Order 19-01](#)

National Guard & Reserve Service - The Armed Forces reserve component includes the Army Reserve, Navy Reserve, Marine Corps Reserve, Air Force Reserve, Coast Guard Reserve, Army National Guard of the United States, and the Air National Guard of the United States. The individuals are currently serving in a reserve component capacity contributing to the national security and military readiness. Reference: [Title 38 U.S.C. Section 101 \(27\)](#)

Special Disabled Veterans - A veteran who is entitled to compensation under laws administered by the Department of Veteran Affairs a disability rated at 30 percent or more; or a disability rated at 10 or 20 percent in the case of a veteran who has been determined under 38 U.S.C. 3106 to have a serious employment handicap; or a discharge or release from active duty because of a service-connected disability. Reference: [Title 38 U.S.C. Section 4211 \(1\)](#)

Veteran: includes every person who has received a discharge or was released from active military service under conditions other than dishonorable or is in receipt of a United States department of defense discharge document that characterizes their military service as other than dishonorable ([RCW 41.04.007](#) & [Title 38 U.S.C.](#)).

Misogyny

The dislike of, contempt for, or engrained prejudice against women/females.

²⁹ "Microaggressions: More Than Just Race." Psychology Today. Accessed September 16, 2022.

<https://www.psychologytoday.com/us/blog/microaggressions-in-everyday-life/201011/microaggressions-more-just-race>

³⁰ "Our Research – ProInspire." Equity In The Center. Accessed September 16, 2022. <https://equityinthecenter.org/resources/>

Nationality

A specific legal relationship between a person and a state, whether by birth or naturalization in the case of an immigrant.

National Origin

System of classification based on the nation from which a person originates regardless of the nation they currently live. National origin is not something an individual can change, though origin can change through the generations of family.

Oppression/Anti-Oppression

Oppression - Systemic devaluing, undermining, marginalizing, and disadvantaging of certain social identities in contrast to the privileged norm; when some people are denied something of value, while others have ready access. This can occur, intentionally and unintentionally, on individual, institutional, and cultural levels.

Individual - attitudes and actions that reflect prejudice against a social group. **Institutional** - policies, laws, rules, norms, and customs enacted by organizations and social institutions that disadvantage some social groups and advantage other social groups.

Institutional - policies, laws, rules, norms, and customs enacted by organizations and social institutions that disadvantage some social groups and advantage other social groups.

Societal/cultural - social norms, roles, rituals, language, music, and art that reflect and reinforce the belief that one social group is superior to another.

Anti-oppression - The act of shifting power to people who have been marginalized by recognizing, mitigating, and eliminating the oppressive effects of the individual, institutional and societal elements of the dominant culture.

Othering

Othering encompasses the systematically expressed prejudice on the basis of group identities or membership. It is a common set of dynamics, processes, and structures that produces marginality and persistent inequality across any of the full range of human differences. It is a strategy of the dominant culture to prevent belonging. Dimensions of othering include, but are not limited to, religion, sex, race, ethnicity, socioeconomic status (class), disability, sexual orientation, citizenship/immigration status, and skin tone^{31,32}. See Belonging.

³¹ "Implicit Bias and Structural Racialization." National Equity Project. Accessed September 16, 2022. <https://www.nationalequityproject.org/frameworks/implicit-bias-structural-racialization?rq=Implicit%20Bias%20and%20Structural%20Racialization%20>

³² "The Problem of Othering: Towards Inclusiveness and Belonging." Othering and Belonging (blog), June 29, 2017. Accessed September 16, 2022. <http://www.otheringandbelonging.org/the-problem-of-othering/>



PEAR

Acronym for Pro Equity, anti-racism.

People of Color or Communities of Color

Collective term for referring to non-white racial groups³³.

Power

The ability to decide who will have access to opportunity and resources; the capacity to direct or influence the behavior of others, oneself, and/or the course of events.

Power-over

The ability to impact others without respect or their permission. Exercising control over another person or people through the use of force, authority, or position, and the dissemination of punishment and reward.

Power-with

Using or exercising one's power to work with others equitably for common good, showing respect, leveraging strengths and providing guidance.

Prejudice

Prejudice is a positive or negative attitude, judgement, or behavior generalized to a particular person that is based on attitudes or beliefs held about the group to which the person belongs.³⁴

Privilege

Privilege is any unearned benefit, position, power, right, or advantage one receives in society because of their identity. In the United States, privilege is prevalent in the following areas:

- | | |
|-------------------------------|--------------------|
| • Ability privilege | • Hetero privilege |
| • Age privilege | • Male privilege |
| • Christian privilege | • National origin |
| • Cis Privilege | • White privilege |
| • Class or economic privilege | |

³³ WA Governor's Interagency Council on Health Disparities, Equity Language Guide, 2018. Accessed September 16, 2022. https://ofm.wa.gov/sites/default/files/public/shr/Diversity/SubCommit/EquityLanguageGuide_Final.pdf

³⁴ Jones, M. (1996, December 1). Prejudice and Racism (2nd ed.). McGraw-Hill Humanities/Social Sciences/Languages.



Pro-Equity

The proactive way of doing equity work the knowledge that we live in a society permeated by racism and bigotry, combat or control in every action³⁵.

Questioning

A term to describe a person who is exploring their sexual orientation, gender identity, or gender expression.

Race

A social construct that divides people into smaller social groups based on characteristics most typically skin color. Racial categories were socially constructed, and artificially created whiteness as one of the elements of the dominant culture. Race was created to concentrate power and advantage people who are defined as white and justify dominance over non-white people. The idea of race has become embedded in our identities, institutions, and culture, and influences life opportunities, outcomes, and experiences. Racial categories change based on the political convenience of the dominant society at a given period of time. *See Nationality/National Origin, Color, Colorism, and Ethnicity.*

Race Equity

The vision or existence of a community, society, or world in which race or color does not predict the amount and quality of opportunities, services, and benefits. The condition where one's race identity has no influence on how one fares in society³⁶.

Racism

A form of prejudice that assumes that the members of racial categories have distinctive characteristics and that these differences result in some racial groups being inferior to others. Racism generally includes negative emotional reactions to members of the group, acceptance of negative stereotypes, and racial discrimination against individuals; in some cases, it leads to violence.³⁷

Cultural Racism

Comprises the cumulative effects of a racialized worldview, based on belief in essential racial differences that favor the dominant racial group over others. These effects are suffused throughout the culture via institutional structures, ideological beliefs, and personal everyday actions of people in the culture, and these effects are passed on from generation to generation.

³⁵ Hill, Caroline. "Designing the Future: The Power of a Proactive Equity Practice". Accessed September 16, 2022. <https://medium.com/228accelerator/designing-the-future-the-power-of-a-proactive-equity-practice-feb63d52ada5>

³⁶ "Human Rights Commission." Accessed September 16, 2022. <https://sf.gov/departments/human-rights-commission>

³⁷ APA Dictionary of Psychology. (n.d.). https://dictionary.apa.org/racism?_ga=2.202384344.876409926.1677696233-1271536492.1675139344

Institutional Racism

Those established law, customs, and practices which systemically reflect and produce racial inequities in American Society. If racist consequences accrue to institutional laws, customs, or practices, the institution is racist whether or not the individuals maintaining those practices have racist intentions. Institutional racism can be either overt or covert and either intentional or unintentional.

Individual Racism

One who considers that black people as a group (or other human groups defined by essential racial characteristics) are inferior to whites because of physical (i.e. genotypical and phenotypical) traits. He or she further believes that these physical traits are determinants of social behavior and of moral and intellectual qualities, and ultimately presumes that this inferiority is a legitimate basis for that group's inferior social treatment. An important consideration is that all judgements of superiority are based on the corresponding traits of white people as norms of comparison.

Dynamic Model of Structural Racism

A diagram of properties that illustrates how cultural, institutional, and individual racism are connected. Separated into three hierarchical relationships, the model expresses how institutions develop as a manifestation of cultural views, then institutions do the work of the culture to racially socialize individuals. The individuals then 'teach' and 'learn' from the institutions what the culture believes should be implicitly believed or revealed³⁸.

Racialization

The act of giving a racial character to someone or something : the process of categorizing, marginalizing, or regarding according to race.³⁹

Respect

A feeling or understanding that someone or something is important, valued and should be treated in a dignified way⁴⁰.

Sexism

Discrimination or prejudice against a particular sex or gender on the assumption that another sex or gender is the social and cultural norm. It typically has the most negative impact on women.

³⁸ Jones, M. (1996, December 1). *Prejudice and Racism* (2nd ed.). McGraw-Hill Humanities/Social Sciences/Languages.

³⁹ *Definition of RACIALIZATION*. (2023, February 19). Racialization Definition & Meaning - Merriam-Webster. <https://www.merriamwebster.com/dictionary/racialization>.

⁴⁰ "Articles - Diversity and Inclusion Resources - Center for Diversity and Inclusion (CDI) - University of Houston." University of Houston. Accessed September 16, 2022. <https://www.uh.edu/cdi/resources/student-resources/terms/>

Sexual Orientation

A person's physical, romantic, emotional, aesthetic, and/or other form of attraction to others. Gender identity and sexual orientation are not the same. For instance, transgender people can be straight, bisexual, lesbian, gay, asexual, pansexual, queer, etc., like anyone else.

Aromantic - A person who experiences little to no emotional or romantic attraction to other people. Sometimes aromantic people abbreviate the term to Ace.

Asexual - A person who experiences little to no physical attraction to other people. Sometimes asexual people abbreviate the term to Ace.

Bisexual - A person who has an emotional and physical attraction to persons of the same and different genders.

Gay - A person who is emotionally and physically attracted to someone of the same gender. It is more commonly associated with males or men.

Heterosexual - A person who is emotionally and physically attracted to people of the opposite sex.

Lesbian - A female or woman who has an emotional and physical attraction for other females or women.

Pansexual - A person who is emotionally and physically attracted to individuals of all gender identities and expressions.

Queer - A person who expresses fluid identities and/or orientations in their emotional and physical attraction to others. The term is sometimes used as an umbrella term to refer to all LGBTQ+ people.

Social Construct

A social phenomenon or convention originating within and cultivated by society or a particular social group, as opposed to existing inherently or naturally.

Social Justice

A practice within a society based on principles of equality and solidarity that understands and values human rights and recognizes the dignity of every human being. Such a practice would strive to provide basic human needs and comforts to all members of the society regardless of class, race, religion, or any other characteristic.

SOGIE

An acronym, usually used in data collection, for addressing Sexual Orientation, Gender Identity and Expression, which captures all the ways people self-identify. SOGIE includes LGBTQ+ as well as heterosexual, cisgender, and non-questioning individuals.

Stereotype

Characteristics attributed to an individual or group based on generalization, over simplification, or exaggeration that may result in stigmatization and discrimination⁴¹.

Tokenism

The practice of making only a perfunctory or symbolic effort to do a particular thing. Examples of tokenism include but aren't limited to, asking a person of color to be on a hiring panel for the appearance of diverse perspectives, but they don't actually have a connection to the position or voice in the decisions related to the hiring process; you ask a community member to join a meeting to give input and you don't use their input but talk about how you had representation from that community.

Transphobia

A term for fear, anger, intolerance, resentment, hatred, discomfort, or mistrust that one may have toward people who are transgender or gender non-conforming. The term can also connote a fear, disgust, or dislike of being perceived as transgender or gender non-conforming.

Two-Spirit

A term sometimes used to describe Indigenous individuals who have a gender identity or gender expression that does not align with their sex assigned at birth or have a culturally distinct gender, apart from male or man and female or woman.

Western-centrism

The tendency to believe that Western society values, standards and norms are superior to those of other cultures.

White Dominant Culture

Culture defined by white men and white women with social and positional power, enacted both broadly in society and within the context of social entities such as organizations. *See Dominant Culture and White Supremacy.*

⁴¹ "Diversity & Inclusion." U.S. Office of Personnel Management. Accessed September 16, 2022.
<https://www.opm.gov/policy-data-oversight/diversity-and-inclusion/>



White Supremacy

A political, economic, and cultural system in which white people are believed to be the normal, better, smarter, and holier race over all other races. This system entitles whites with overwhelming control, power, and material resources. Conscious and unconscious ideas of white superiority and entitlement are widespread. White dominance and non-white subordination are daily reenacted across a broad array of institutions and social settings. A white supremacy mindset is perpetuated when elements of this system are not named, agreed to, or actively undone^{42, 43, 44}.

Worldview Ideology

A given culture's notion of what is important and valuable as an expression of, and interpretation of human existence constitute its worldview or ideology. World cultures show variations in how people interpret, evaluate, and conceptualize what it means to be human.⁴⁵

Workforce Diversity

Workforce Diversity means a collection of individual attributes that together help agencies pursue organizational objectives efficiently and effectively. These include, but are not limited to, characteristics such as national origin, language, race, color, disability, ethnicity, gender, age, religion, sexual orientation, gender identity, socioeconomic status, veteran status, political beliefs, communication styles, and family structures. The concept also encompasses differences among people about where they are from, where they have lived and their differences of thought and life experiences⁴⁶. See *Diversity*.

Xenophobia

A term for fear, anger, intolerance, resentment, hatred, discomfort, or mistrust that one may have toward people from other countries. The term can also connote a fear, disgust, or dislike of being perceived a person is from other countries.

⁴² Okun, Tema. *The Emperor Has No Clothes: Teaching about Race and Racism to People Who Don't Want to Know*. Educational Leadership for Social Justice. Charlotte, N.C: Information Age Pub, 2010.

⁴³ Crenshaw, Kimberlé, ed. *Critical Race Theory: The Key Writings That Formed the Movement*. New York: New Press, 1995.

⁴⁴ "Dismantling Racism Works Web Workbook." dRworksbook. Accessed September 16, 2022.
<https://www.dismantlingracism.org/>

⁴⁵ Jones, M. (1996, December 1). *Prejudice and Racism* (2nd ed.). McGraw-Hill Humanities/Social Sciences/Languages.

APPENDIX B: Ordinance 1581

ORDINANCE NO. 1581

CITY OF LACEY

AN ORDINANCE OF THE CITY OF LACEY, WASHINGTON ESTABLISHING A COMMISSION ON EQUITY TO IDENTIFY AND ADDRESS ISSUES OF INEQUITY THROUGH POLICY IMPROVEMENT, INCLUSIVE ACTIVITIES, AND EDUCATIONAL PARTNERSHIPS, ADDING A NEW CHAPTER 2.34 OF THE LACEY MUNICIPAL CODE AND APPROVING A SUMMARY FOR PUBLICATION.

WHEREAS, the City of Lacey is the most racially and ethnically diverse city in Thurston County; and

WHEREAS, the City of Lacey is a stronger community *because of* the diversity of background, perspectives, and experiences of its community members; and

WHEREAS, the City of Lacey identifies itself as a welcoming and inclusive city for all members of the Lacey community; and

WHEREAS, the City of Lacey recognizes its responsibility to establish and maintain civic engagement with underrepresented groups in the community, ensuring that differences and gaps are considered in the decision making process for the benefit of all; and

WHEREAS, the City of Lacey is committed to partnering with local civic leaders and organizations to improve communication with underrepresented groups to address areas of concern; and

WHEREAS, City of Lacey employees and elected leaders strongly support these principles and strive to embody these ideals every day as they provide critical public services in an inclusive and equitable manner to all residents, visitors, and businesses in Lacey.

NOW, THEREFORE, BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF LACEY, WASHINGTON as follows:

Section 1. There is hereby added to the Lacey Municipal Code a new Chapter 2.34, Commission on Equity, to read as follows:

2.34.010 Creation

There is created a commission to be known as the Commission on Equity which shall perform all of the duties and shall have all of the authority hereinafter set out.

2.34.020 Purpose

The purpose of the commission is to identify and advance opportunities that will create a more welcoming community, continue critical conversations on race and equity, seek greater

participation from underrepresented community members, and identify existing gaps and barriers which could prevent full participation in government and public policy.

2.34.030 Membership – Terms

A. The commission shall consist of seven general members and one youth member who reside in the city of Lacey or reside in Lacey’s urban growth management area. Commissioners shall be appointed by the mayor, which appointment shall be subject to confirmation by the city council. Terms for general members shall be for three years. General membership on the commission shall be limited to two full consecutive terms. If there are no applicants for a vacant position one month prior to the expiration of term, the incumbent may be reappointed to an additional three-year term by the mayor with the approval of the city council. The general and youth members shall be selected without respect to political affiliations.

B. The youth member shall be at least sixteen years of age (when appointed), enrolled as a junior or senior in the North Thurston School District, or enrolled in private school or homeschooled, and be a resident of the city of Lacey or reside in Lacey’s urban growth management area. The youth member shall be appointed to serve for a term of one year. The incumbent youth member may be reappointed to an additional one-year term. Except as outlined in this section, the youth member shall have the same rights and responsibilities of the general members.

C. A majority of the general members of the commission shall constitute a quorum for the transaction of business. The youth member shall not be included in the count to constitute a quorum. Any action taken by a majority of those present when those present constitute a quorum, at any regular or special meeting of the commission, shall be deemed and taken as the action of the commission.

D. The commission members shall not receive any salary or other compensation for services rendered on the commission, but necessary expenses actually incurred and within the budget as set by the annual budget ordinance shall be paid.

E. Vacancies occurring otherwise than through the expiration of terms shall be filled for the unexpired terms. The members shall be selected without respect to political affiliations. The general commissioners may request the resignation of a general and/or youth member who has three or more unexcused absences at regular meetings in a calendar year.

F. General or youth members may be removed from the commission prior to the expiration of their term of office by the mayor with approval of the city council, pursuant to the city of Lacey policy procedure manual and boards and commissions standards, protocols, and ground rules handbook

2.34.040 Organization – Records

A. The commission shall select its own chairperson from within its membership and may create such other offices and adopt all rules as it may deem necessary for the orderly conduct of its business.

B. An accurate record shall be kept of the proceedings of all meetings. These records shall be public and a copy thereof shall be transmitted to the city clerk after each meeting.

2.34.040 Commission Duties and Responsibilities

The commission shall have the power and it shall be its duty, subject to such rules and regulations as may from time to time be prescribed by ordinance, to create policy recommendations, provide data analysis, and address issues related to:

- A. Inclusivity;
- B. Education; and
- C. Equity.

Section 2. This Ordinance shall take effect five (5) days after its passage and publication as provided by law.

Section 3. SEVERABILITY. If any section, sentence, clause or phrase of this ordinance should be held to be invalid by a court of competent jurisdiction, such invalidity or unconstitutionality shall not affect the validity or constitutionality of any other section, sentence, clause or phrase of this ordinance.

Section 4. CORRECTIONS. The City Clerk and the codifiers of this ordinance are authorized to make corrections to this ordinance including, but not limited to, the corrections of scrivener's/clerical errors, references, ordinance numbering, section/subsection number and any references thereto.

Section 5. The Summary Attached is hereby approved for publication.

PASSED BY THE CITY COUNCIL OF THE CITY OF LACEY, WASHINGTON, this
21st day of January, 2021.

CITY COUNCIL

BY: Andy D. Cyden
Mayor

Attest:

Perry Edmonds
City Clerk

Approved as to form:

[Signature]
City Attorney

Published: January 25, 2021

SUMMARY FOR PUBLICATION

ORDINANCE NO 1581

CITY OF LACEY

The City Council of Lacey, Washington passed on January 21, 2021, Ordinance No. 1581, entitled “AN ORDINANCE OF THE CITY OF LACEY, WASHINGTON ESTABLISHING A COMMISSION ON EQUITY TO IDENTIFY AND ADDRESS ISSUES OF INEQUITY THROUGH POLICY IMPROVEMENT, INCLUSIVE ACTIVITIES, AND EDUCATIONAL PARTNERSHIPS, ADDING A NEW CHAPTER 2.34 OF THE LACEY MUNICIPAL CODE AND APPROVING A SUMMARY FOR PUBLICATION.”

The main points of the Ordinance are described as follows:

1. The Ordinance adds a new chapter 2.34 to the Lacey Municipal Code establishing a Commission on Equity.
2. The Ordinance approves this summary for Publication.

A copy of the full text of this Ordinance will be mailed without charge to any person requesting the same from the City of Lacey.

Published: January 25, 2021

APPENDIX C: Commission on Equity – Diversity, Equity, Inclusion, and Belonging Workshops

Meeting	DEIB Strategic Plan Work Agenda Item	Link
March 25, 2024	Draft DEIB Strategic Plan Workshop: City Workforce Data Review	Access here .
May 6, 2024	Draft DEIB Strategic Plan: Status Overview, Part I	Access here .
May 30, 2024	Draft DEIB Strategic Plan: Status Overview, Part II and Draft Review	Access here .
June 24, 2024	Recommendation to Lacey City Council	Access here .
February 26, 2024	DEIB Strategic Plan Update	Access here .
January 29, 2024	DEI Strategic Plan Workshop: Document Elements Review, Part 3 - Commission on Equity Message and Demographics	Access here .
December 26, 2023	Document Elements Review Part II: What we Heard Summary, Accountability: Benchmarks and Indicators, Commission on Equity Message	Access here .
November 27, 2023	Document Elements Review Part I: Introduction to the Plan	Access here .
December 27, 2022	Draft Benchmark & Indicators – Second Draft Policies, Programs & Services Initial Review of Draft Livability, Review definitions of BIPOC, Restorative Justice	Access here .
November 28, 2022	Strategic Diversity, Equity, and Inclusion Plan Workshop – Focus Areas, Impact Statements, and Strategies, Part 6	Access here .
October 24, 2022	Strategic Diversity, Equity, and Inclusion Plan Workshop – Focus Areas, Impact Statements, and Strategies, Part 5	Access here .
September 26, 2022	Strategic Diversity, Equity, and Inclusion Plan Workshop – Focus Areas, Impact Statements, and Strategies, Part 4	Access here .

August 22, 2022	Strategic Diversity, Equity, and Inclusion Plan Workshop – Focus Areas, Impact Statements, and Strategies, Part 3	Access here .
July 25, 2022	Strategic Diversity, Equity, and Inclusion Plan Workshop – Focus Areas, Impact Statements, and Strategies, Part 2	Access here .
June 27, 2022	Strategic Diversity, Equity, and Inclusion Plan Workshop – Focus Areas, Impact Statements, and Strategies, Part 1	Access here .
March 28, 2022	Strategic Diversity, Equity, and Inclusion Plan Workshop #7 – Community Connectivity Analysis & Visioning for Change	Access here .
February 28, 2022	Community Connectivity Analysis and Visioning for Change	Access here .
January 24, 2022	Revisit Equity Values, Mission, and Vision Statements & Overview of Values-based, decision-making in practice	Access here .
December 27, 2021	Creating a Mission Statement	Access here .
September 27, 2021	COE Survey, Creating an Equity Statement	Access here .
August 23, 2021	Overview of Strategic Planning process, Values-based decision making, role of government in shaping existing inequities, where have we been, where do we want to go	Access here .

To access all the meetings listed in the above chart, visit **CityofLacey.org/COE** or scan:



APPENDIX D: Applicant and City Staff Demographics

Applicant Demographics:

It is important to note that the City voluntarily collects applicant demographic data. In 2023, 83% of all City applicants (full-time, part-time, and seasonal) provided some demographic data; 17% of all City applicants provided no demographic data. **As a result, City applicant demographic data is likely under- or overrepresented in categories.**

In addition, currently applicant demographic data collected by the City does not fully align with US Census Bureau categories. The City uses a third-party system to collect applicant demographic data. Through this system, the City currently collects data on "Ethnicity" which includes the US Census Bureau categories of "Race" and "Ethnicity." The City collects data on "Gender" which aligns with the US Census Bureau categories of "Sex." For comparison purposes, the City data "Gender" is changed to "Sex." For more information on US Census Bureau data collection, see **Insert A**. The City is looking into ways to improve demographic data collection in the future.

The US Census Bureau uses the US Office of Management and Budget (OMB) standards set in 1997.

Race and Ethnicity: The US Census Bureau collects data per the OMB standards for Race in categories of: White, Black or African American, American Indian or Alaska Native, Asian, Native Hawaiian or Other Pacific Islander, Some Other Race. Individuals that select multiple categories are tabulated in Two or More Races.

Ethnicity OMB standards are two categories: "Hispanic or Latino" or "Not Hispanic or Latino."

Sex: The US Census Bureau currently attempts to collect data by Sex, not Gender. However, even they acknowledge the general confusion with the concepts.

About the Topic of Race (census.gov): <https://www.census.gov/topics/population/race/about.html>

Additional Instructions for Respondents (census.gov) <https://www.census.gov/programs-surveys/decennial-census/technical-documentation/questionnaires/2020/response-guidance.html>

All Applicants – Race and Ethnicity: Based on the information currently available, in 2023, compared to the population of the City of Lacey, applicants for all positions (including full-time, part-time, and seasonal) were underrepresented in the following racial categories: Asian (-7%), White (-6%), Black (-2%), Two or More Races (-2%), and American Indian and Alaska Native (-1%).

Figure A: Race, City of Lacey Population, 2023

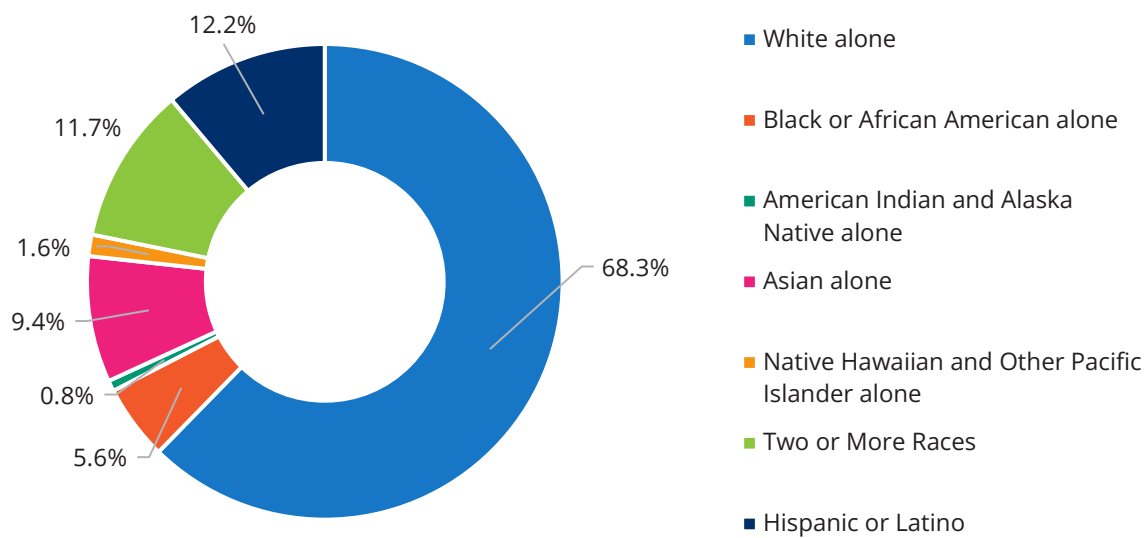


Figure B: Race, City of Lacey Applicants, 2023

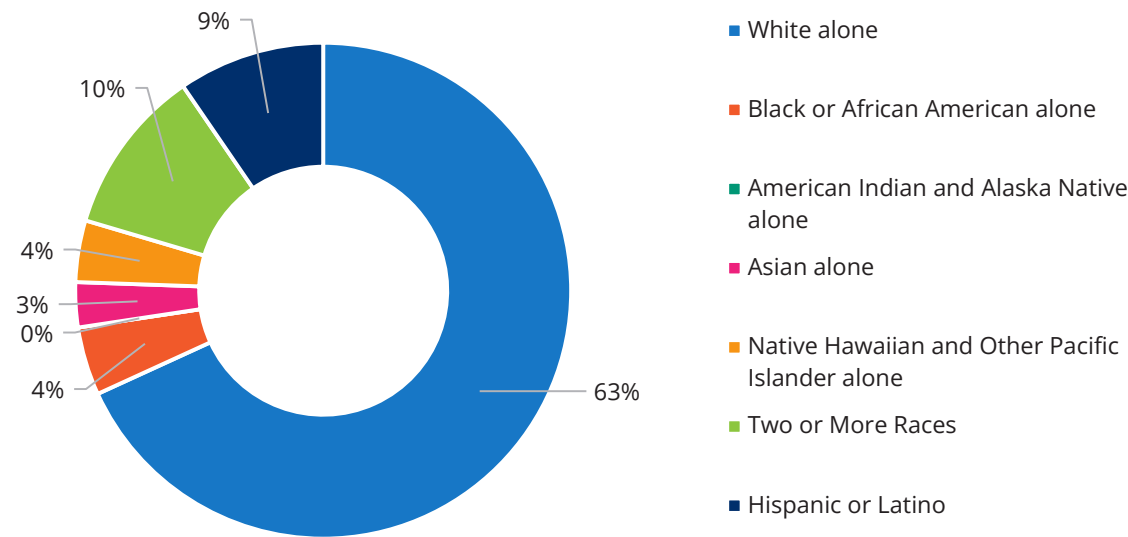
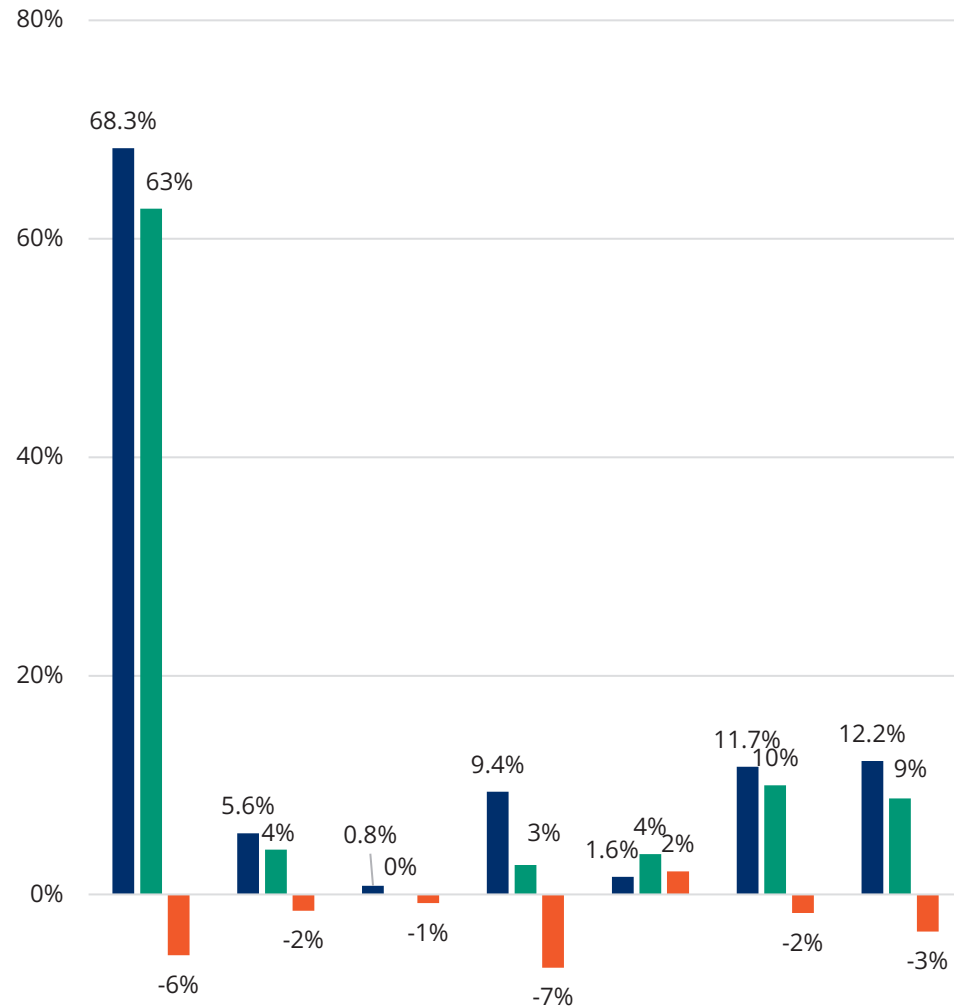


Figure C: Race, City of Lacey compared to City Applicants, 2023



	White alone	Black or African American alone	American Indian and Alaska Native alone	Asian alone	Native Hawaiian and Other Pacific Islander alone	Two or More Races	Hispanic or Latino
■ Lacey city, Washington	68.3%	5.6%	0.8%	9.4%	1.6%	11.7%	12.2%
■ City of Lacey Applicants	63%	4%	0%	3%	4%	10%	9%
■ Difference	-6%	-2%	-1%	-7%	2%	-2%	-3%

■ Lacey city, Washington ■ City of Lacey Applicants ■ Difference

Based on the information currently available, in 2023, compared to the population of the City of Lacey, for all positions applicants hired were underrepresented in the following racial categories: White (-15.3%), Asian (-4.4%), and American Indian and Alaska Native (-.08%).

Figure D: Race, City of Lacey Population, 2023

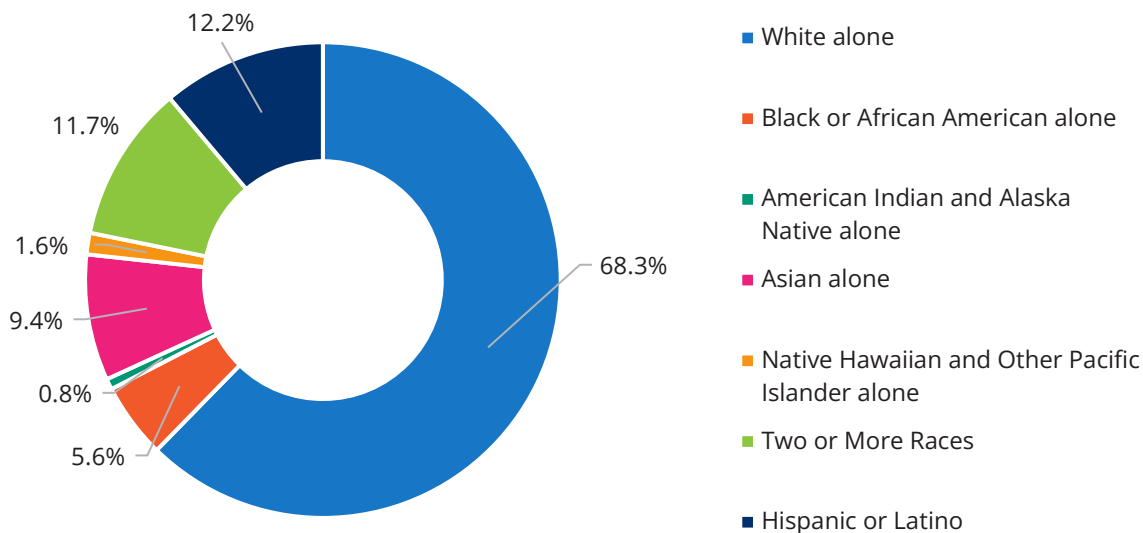


Figure E: Race, City of Lacey Applicants Hired

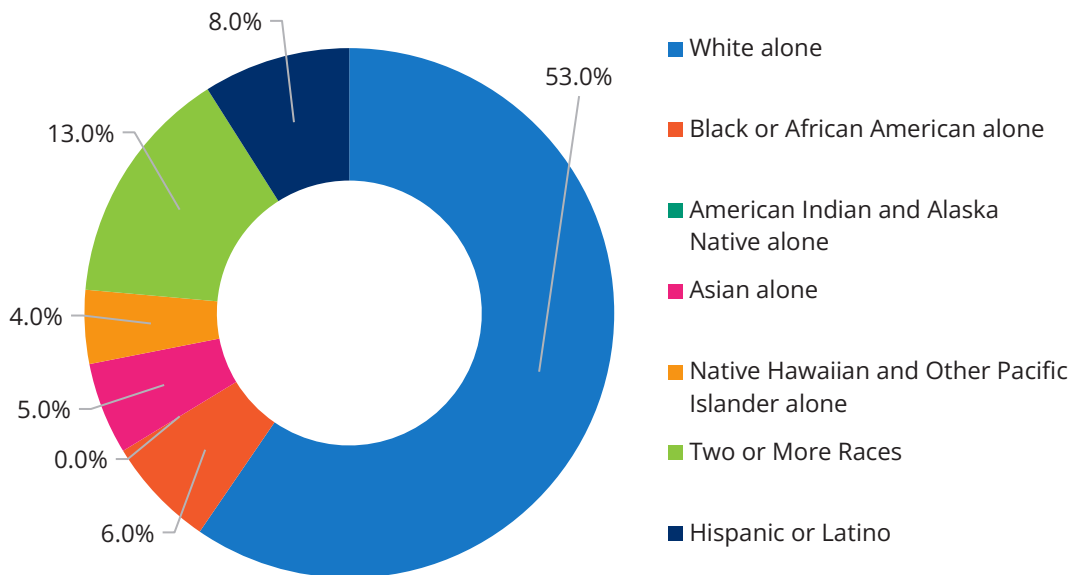
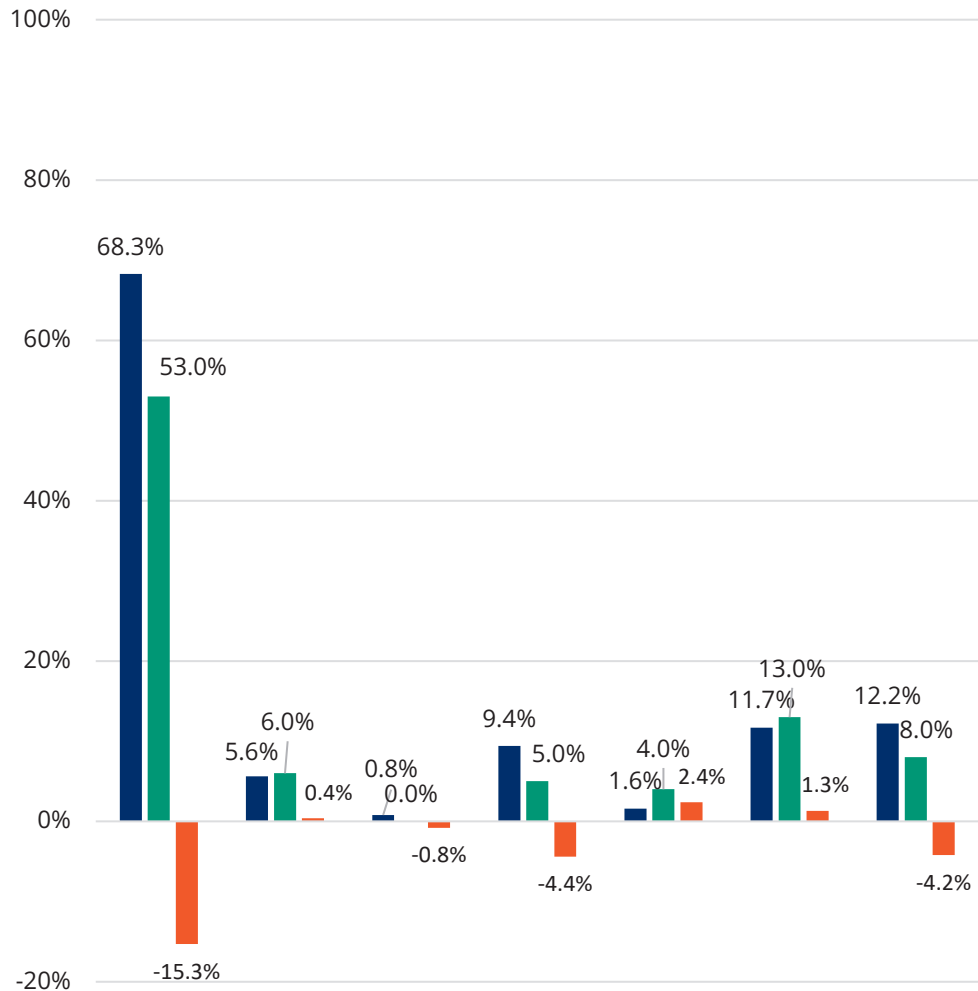


Figure F: Race, City of Lacey compared to City Applicants Hired, 2023



	White alone	Black or African American alone	American Indian and Alaska Native alone	Asian alone	Native Hawaiian and Other Pacific Islander alone	Two or More Races	Hispanic or Latino
■ Lacey city, Washington	68.3%	5.6%	0.8%	9.4%	1.6%	11.7%	12.2%
■ City of Lacey Hired	53.0%	6.0%	0.0%	5.0%	4.0%	13.0%	8.0%
■ Difference	-15.3%	0.4%	-0.8%	-4.4%	2.4%	1.3%	-4.2%

■ Lacey city, Washington ■ City of Lacey Hired ■ Difference

Applicant – Sex: Based on the information currently available, in 2023, compared to the population of the City of Lacey, applicants for all positions were underrepresented in the following sex category: Female (-18.4%).

Figure G: Sex, City of Lacey population and City of Lacey Applicants

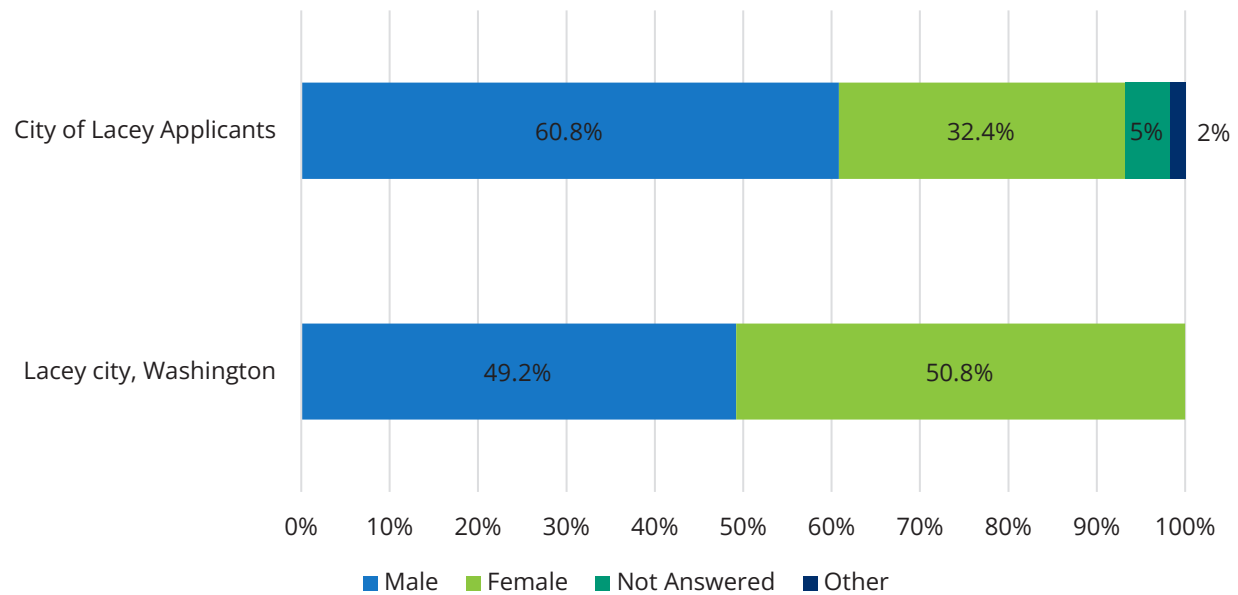
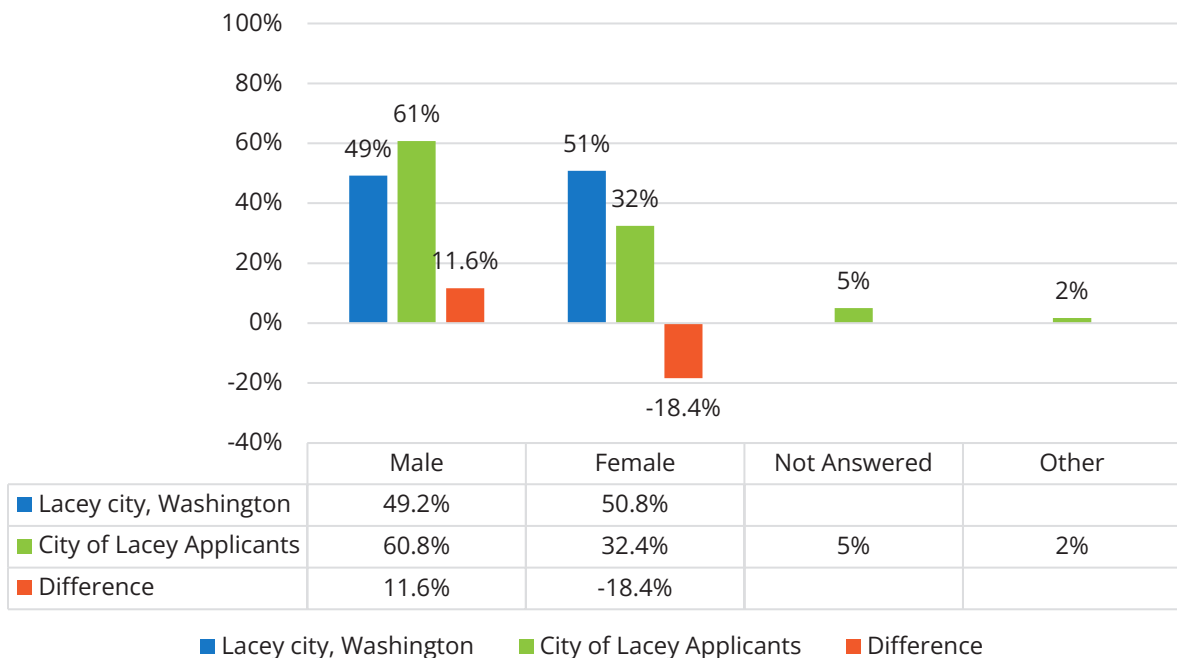
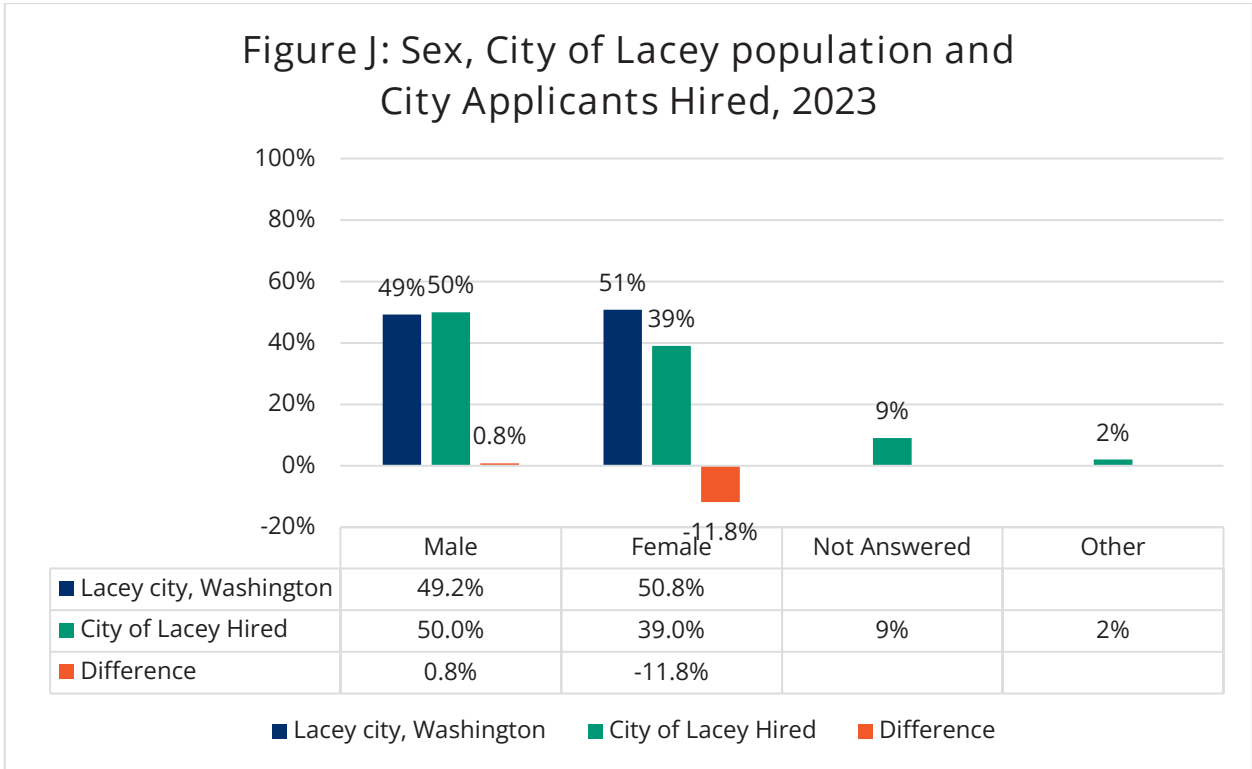
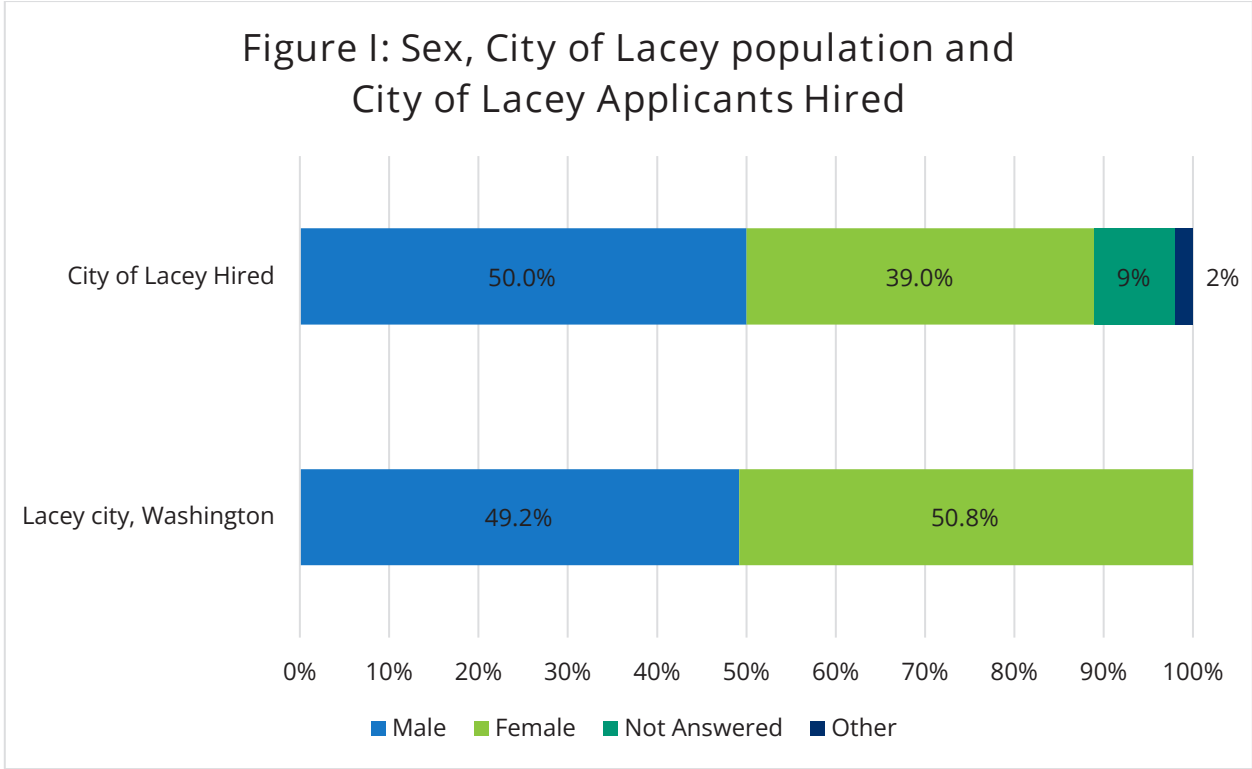


Figure H: Sex, City of Lacey and City Applicants, 2023



Based on the information currently available, in 2023, compared to the population of the City of Lacey, across the entire organization for all positions (including part-time/seasonal) applicants hired were underrepresented in the following sex category: Female (-11.8%).



Future Improvement: The City is working on a way to track more detailed steps within the hiring process, to include: 1) difference between part-time and full-time positions, 2) screening, and 3) interviews.

Future Improvement: The City is working on a way to track more detailed steps within the hiring process, to include: 1) difference between part-time and full-time positions, 2) screening, and 3) interviews.

City Full-Time Workforce Demographics:

This data is from January 2024. Like applicant data above, the data collected by the City on its workforce does not completely match the US Census Bureau and as a result, the data is not completely comparable. This data is also collected by a third-party system. The City is working on ways to create better alignment in the future.

Through the third-party system, data collected by the City currently includes “Hispanic and Latino(/a/x/e)” in the category of “Race.” The US Census Bureau includes this data under the category of “Ethnicity.” As a result, several race categories may be underrepresented compared to US Census Data (e.g., individuals that identify as White and Hispanic or Latino or those that identify as black and Hispanic or Latino). The City currently collects data for “Gender” however this data is more comparable to the US Census Bureau category of “Sex.” For comparison purposes, this data is compared to “Sex.”

In addition, at this point in time, workforce demographic data is not updated at a regular interval. As a result, some of the data: 1) may not reflect current preferred identifications of staff members, and 2) may be dated based on previous selection allowances and previous census categories. As an example of the latter, in 1997, the Office of Management and Budget [revised Directive No. 15](#) and divided the “Asian or Pacific Islander” racial classification into two separate ones — “Asian” and “Native Hawaiian or Other Pacific Islander.” This change went into effect with the 2000 Census. The City’s third-party system may not have made this change at this time and remained “Asian/Pacific Islander” for an unknown period. For the purpose of this analysis, individuals identified as “Asian/Pacific Islander” were categorized as “Two or more races.” As a result, it is likely that the category of “Asian” is extremely underrepresented and the category of “Two or more races” overrepresented.

City Full-Time Workforce – Race and Ethnicity:

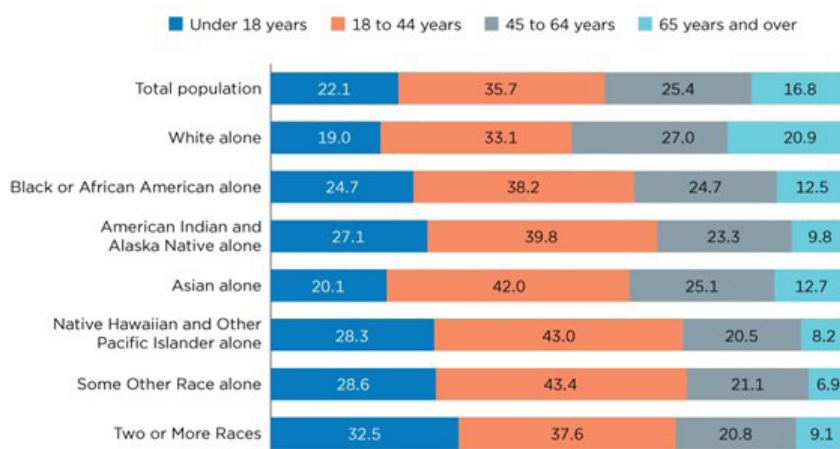
The City's current full-time workforce is made up of **20.3%** people of color (including all identified as Hispanic and Latino/a/x/e), see **Figure K**.

The population of Lacey is made up of **31.7%** people of color. Notably, younger populations trend more multiracial, see **Insert B**.

INSERT B: The nation's Multiracial population was the youngest of any race group, according to recently released 2020 Census demographic data. Among those who reported Two or More Races (referred to in this story as Multiracial) 32.5% were under age 18 in 2020 (Figure 1).

<https://www.census.gov/library/stories/2023/06/nearly-a-third-reporting-two-or-more-races-under-18-in-2020.html>

Figure K: Race by Selected Age Categories: 2020
(in percent)



Note: Percentages may not add to 100.0 due to rounding.

Information on confidentiality protection, nonsampling error, and definitions is available at <https://www2.census.gov/programs-surveys/decennial/2020/technical-documentation/complete-tech-docs/demographic-and-housing-characteristics-file-and-demographic-profile/2020census-demographic-and-housing-characteristics-file-and-demographic-profile-techdoc.pdf>.

Source: U.S. Census Bureau, 2020 Census Demographic and Housing Characteristics File (DHC).

The City's current full-time workforce compared to the City of Lacey population is under-represented in the following categories: Asian (-9.1%), Black or African American (-1.3%), Hispanic or Latino/a/x/e (-7.3%), Native Hawaiian and Other Pacific Islander (-1.3%), and Two or More Races (-5.3%), see **Figure L** and **Figure M**.

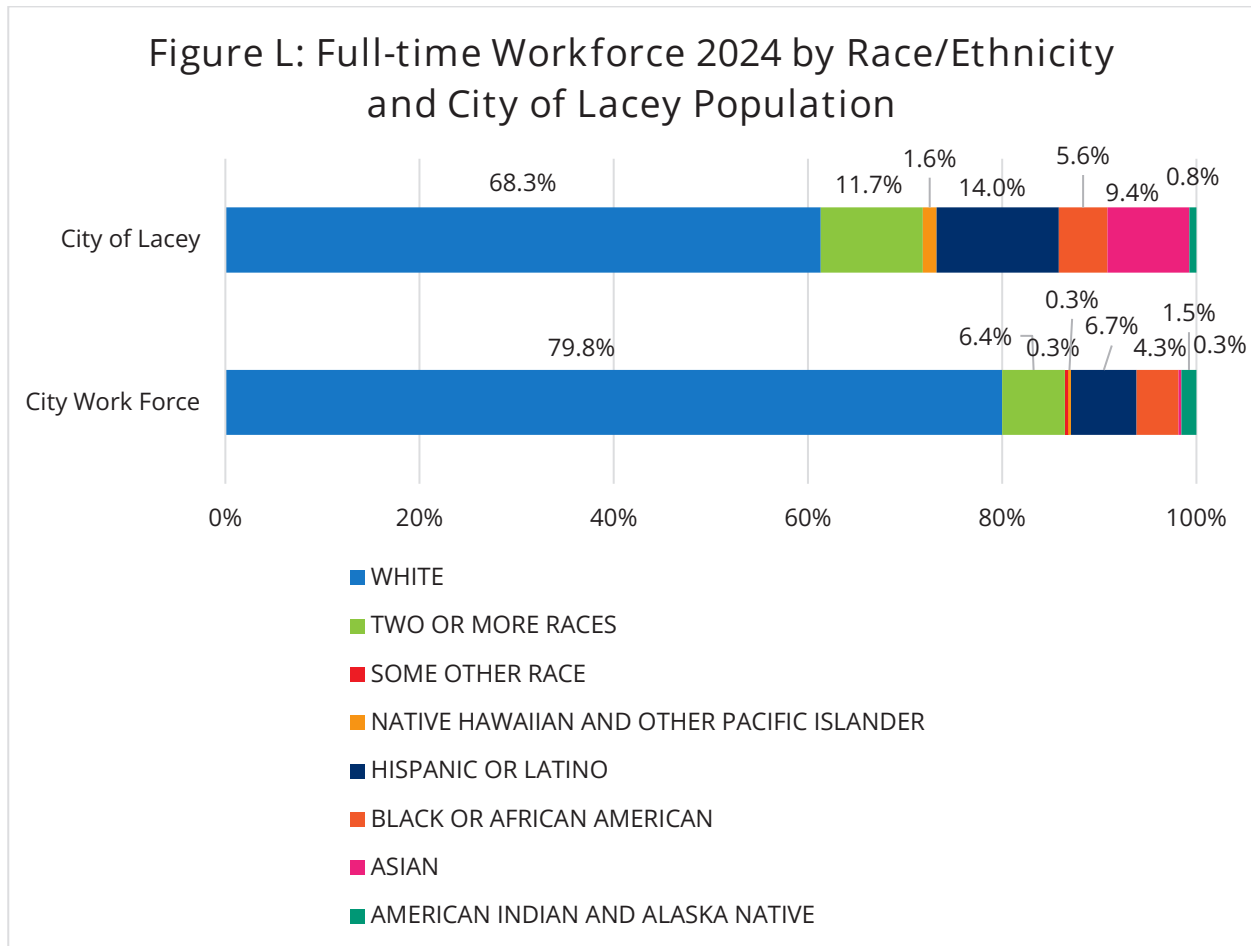
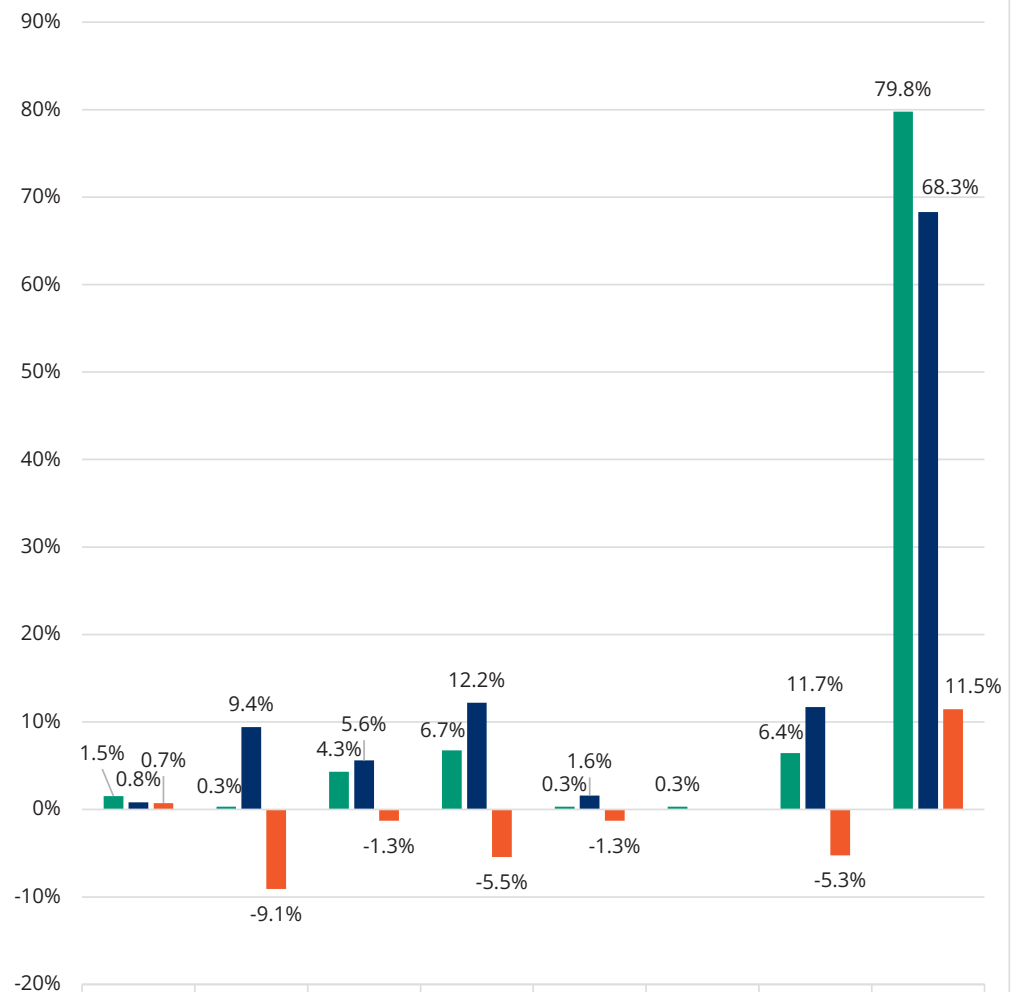


Figure M: City Workforce Compared to City of Lacey Population



	AMERICAN INDIAN AND ALASKA NATIVE	ASIAN	BLACK OR AFRICAN AMERICAN	HISPANIC OR LATINO	NATIVE HAWAIIAN AND OTHER PACIFIC ISLANDER	SOME OTHER RACE	TWO OR MORE RACES	WHITE
City Work Force	1.5%	0.3%	4.3%	6.7%	0.3%	0.3%	6.4%	79.8%
City of Lacey	0.8%	9.4%	5.6%	12.2%	1.6%		11.7%	68.3%
Difference of Workforce to Population	0.7%	-9.1%	-1.3%	-5.5%	-1.3%		-5.3%	11.5%

City Work Force City of Lacey Difference of Workforce to Population

The City's current full-time, non-supervisor/management workforce compared to the City of Lacey population is underrepresented in the following categories: Asian (-9%), Black or African American (-1.2%), Hispanic or Latino/a/x/e (-6.3%), Native Hawaiian and Other Pacific Islander (-1.2%), and Two or More Races (-4.4%), see **Figure N** and **Figure O**.

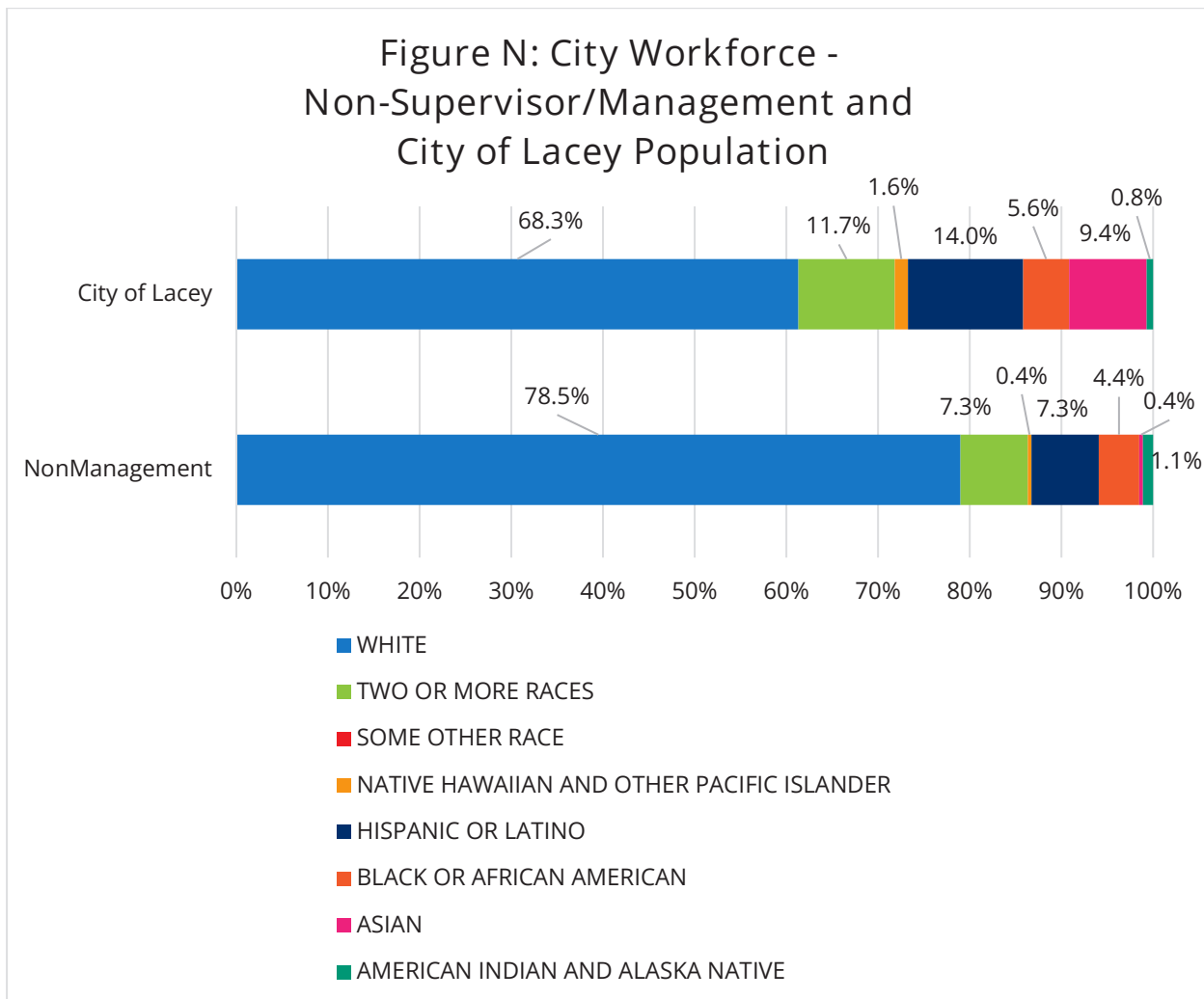
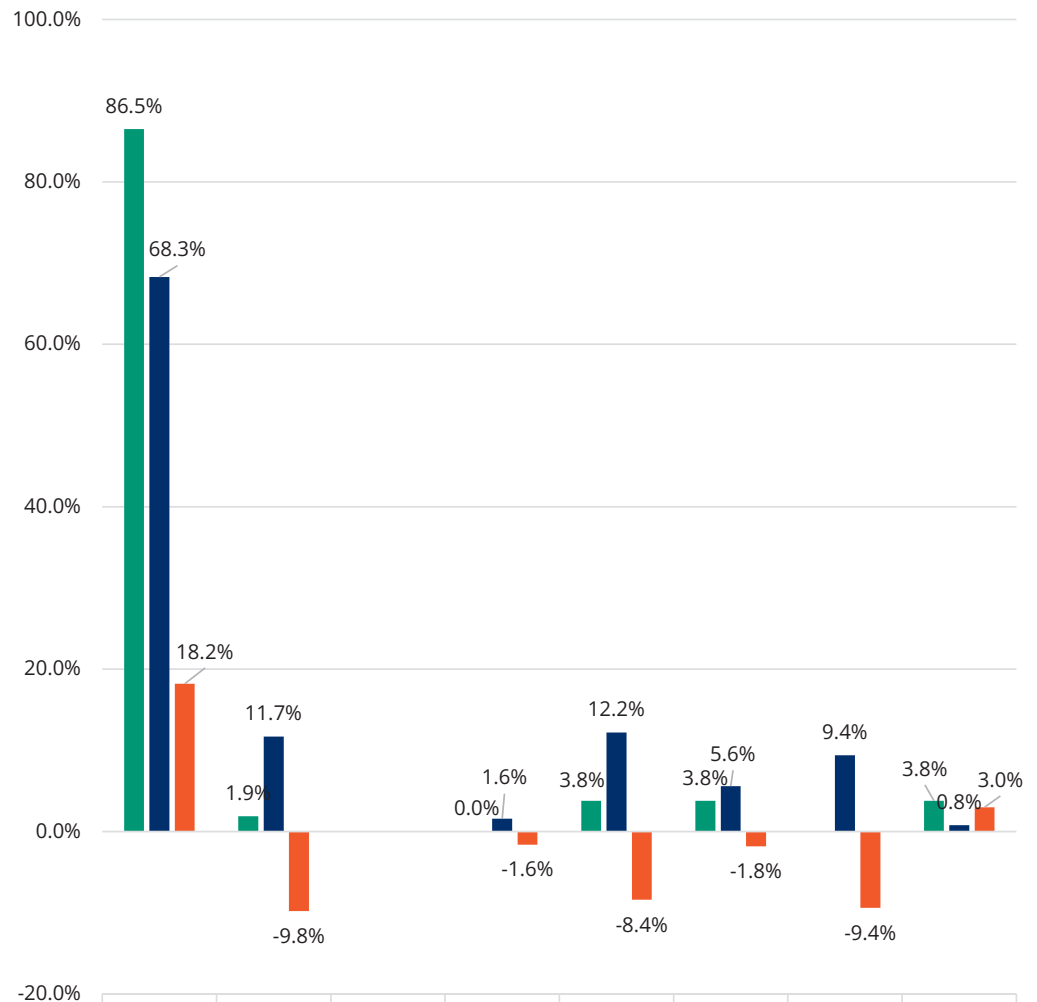


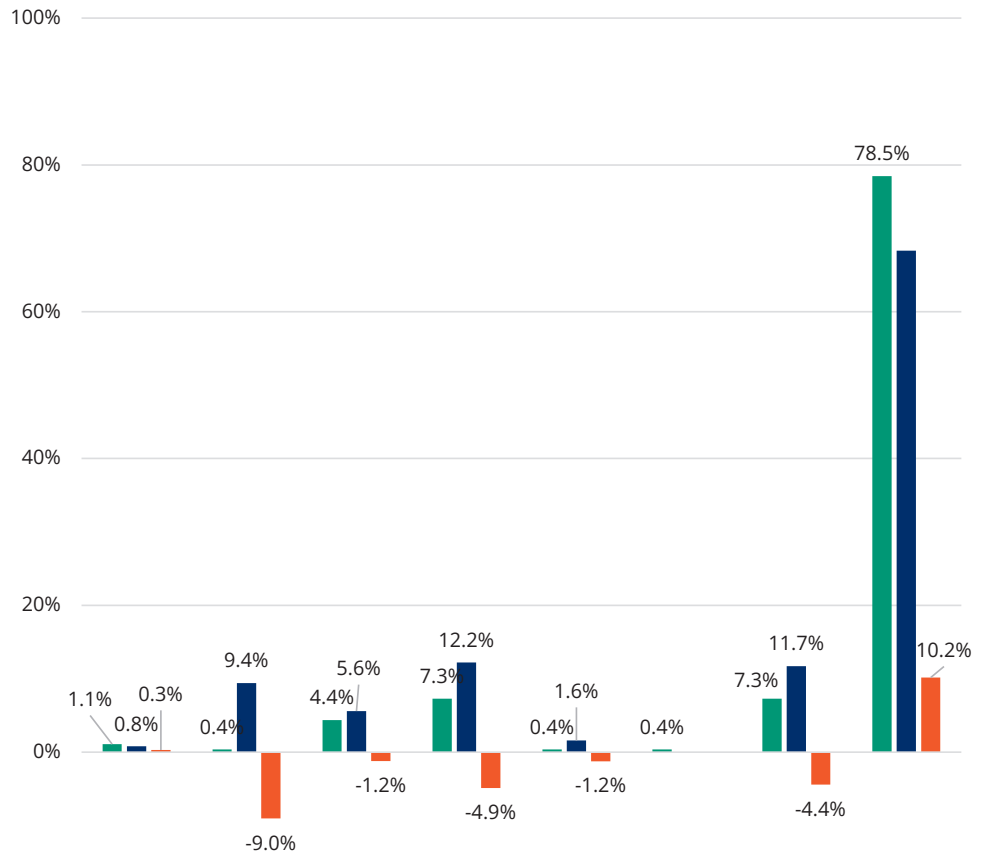
Figure O: City Workforce - Supervisor/Management Compared to City of Lacey Population



	WHITE	TWO OR MORE RACES	SOME OTHER RACE	NATIVE HAWAIIAN AND OTHER PACIFIC ISLANDER	HISPANIC OR LATINO	BLACK OR AFRICAN AMERICAN	ASIAN	AMERICAN INDIAN AND ALASKA NATIVE
Management	86.5%	1.9%		0.0%	3.8%	3.8%		3.8%
City of Lacey	68.3%	11.7%		1.6%	12.2%	5.6%	9.4%	0.8%
Difference of Workforce to Population	18.2%	-9.8%		-1.6%	-8.4%	-1.8%	-9.4%	3.0%

Management City of Lacey Difference of Workforce to Population

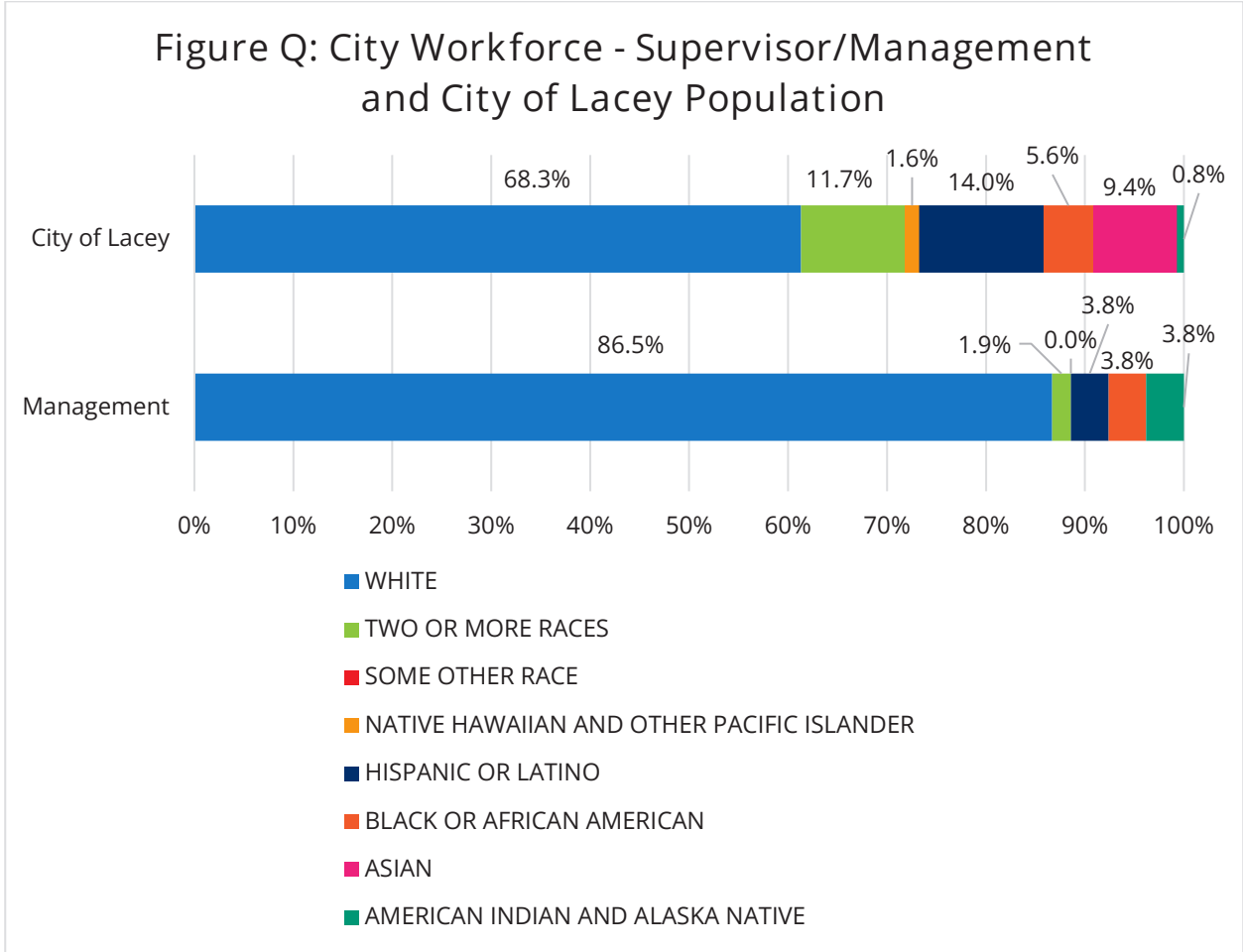
Figure P: City Workforce -
Non-Supervisor/Management Compared to
City of Lacey Population



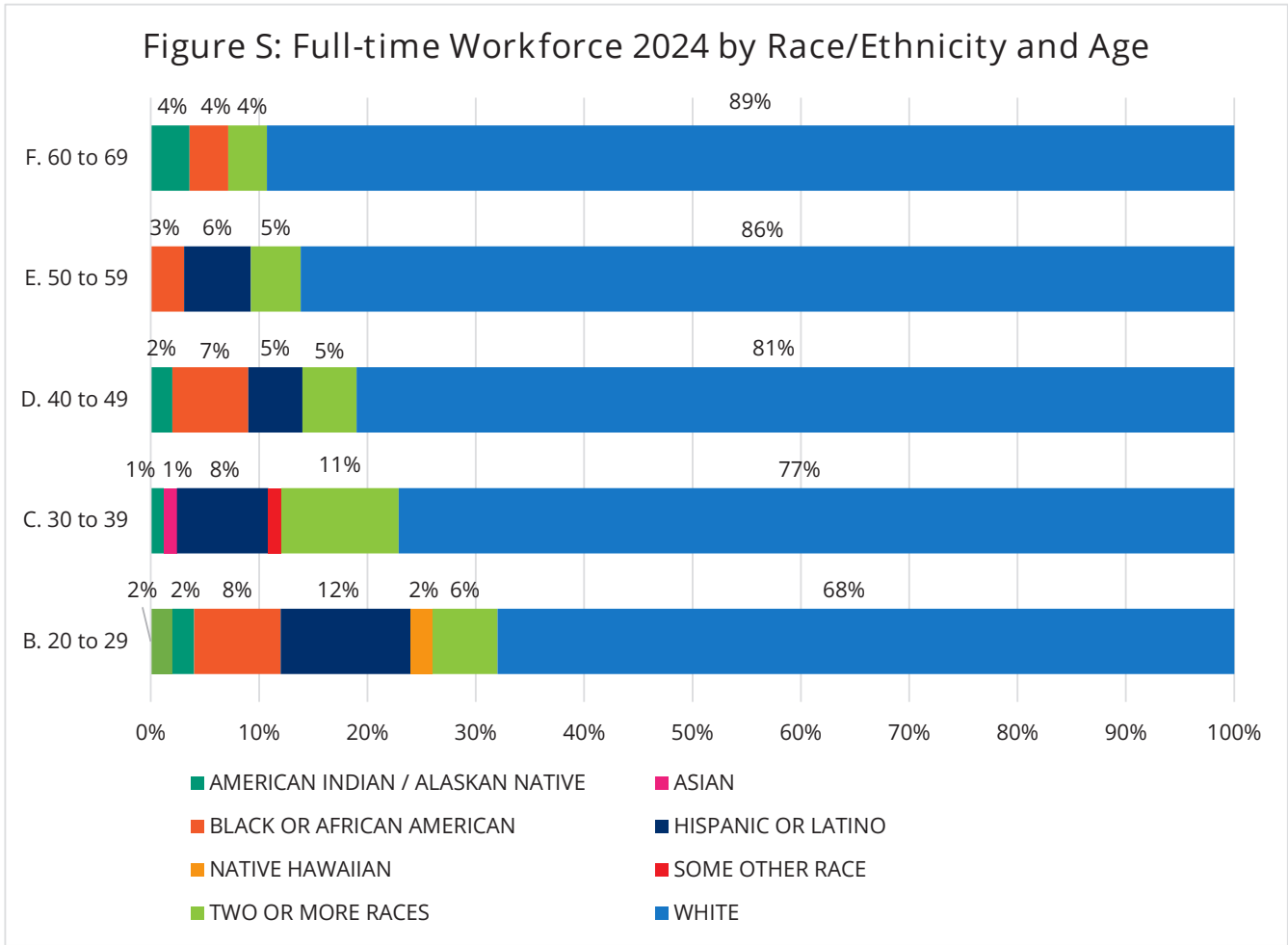
	AMERICAN INDIAN AND ALASKA NATIVE	ASIAN	BLACK OR AFRICAN AMERICAN	HISPANIC OR LATINO	NATIVE HAWAIIAN AND OTHER PACIFIC ISLANDER	SOME OTHER RACE	TWO OR MORE RACES	WHITE
NonSupervisor/Management	1.1%	0.4%	4.4%	7.3%	0.4%	0.4%	7.3%	78.5%
City of Lacey	0.8%	9.4%	5.6%	12.2%	1.6%		11.7%	68.3%
Difference of Workforce to Population	0.3%	-9.0%	-1.2%	-4.9%	-1.2%		-4.4%	10.2%

■ NonSupervisor/Management ■ City of Lacey ■ Difference of Workforce to Population

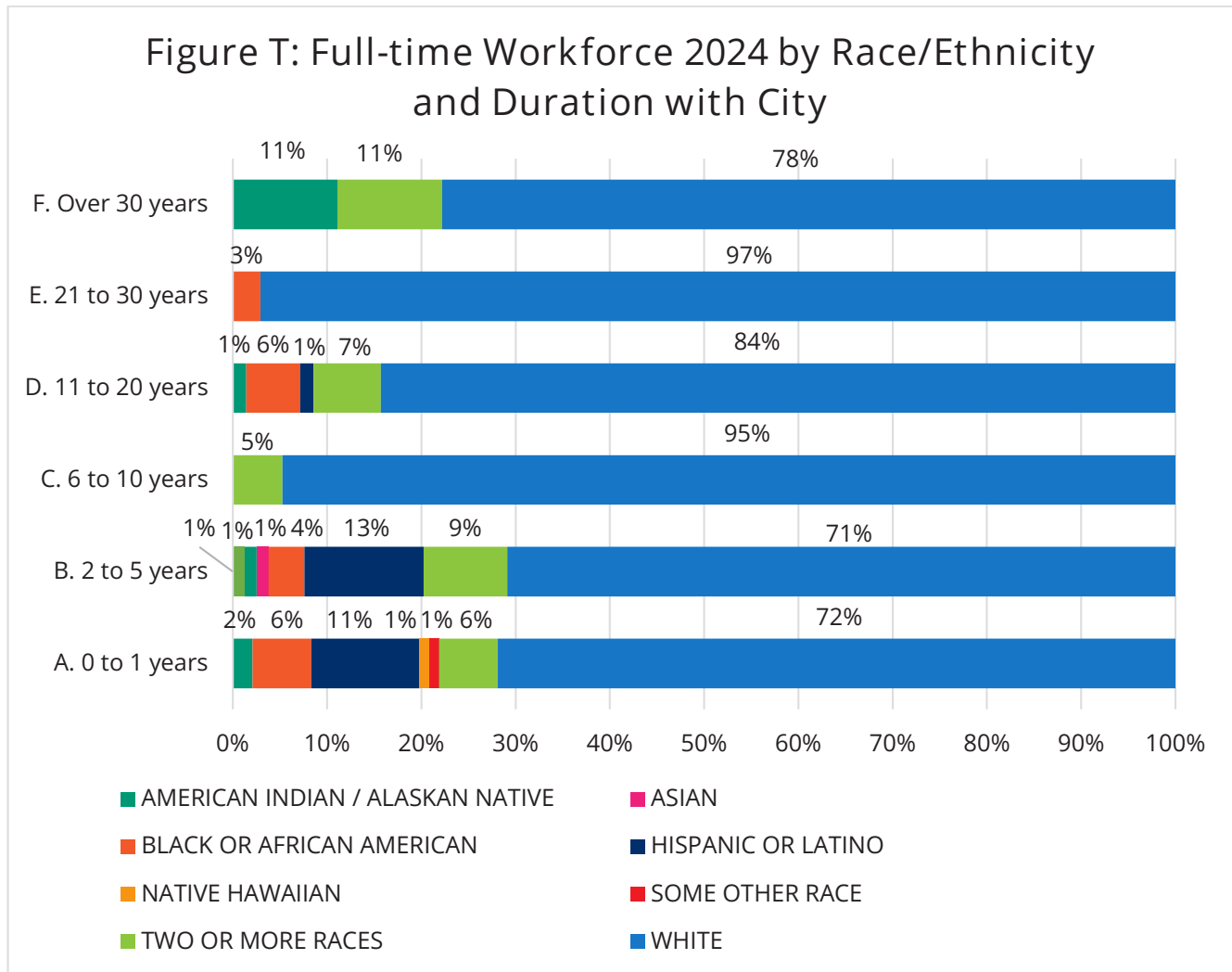
The City’s current full-time, supervisor/management workforce compared to the City of Lacey population is underrepresented in the following categories: Asian (-9.4%), Black or African American (-1.8%), Hispanic or Latino/a/x/e (-10.2%), Native Hawaiian and Other Pacific Islander (-1.6%), and Two or More Races (-9.8%), see **Figure Q** and **Figure O**.



Staff in younger age categories tend to be more racially diverse, see **Figure S**.



Staff with fewer years at the City tend to more racially diverse, see **Figure T**.



Sex:

The City's current full-time workforce is made up of **33.1%** females. Lacey population is made up of **51%** females. The City's current full-time workforce compared to the City of Lacey population is underrepresented in the category: female (-17.7%), see **Figure U** and **Figure V**.

Figure U: Sex, City of Lacey Population and City of Lacey Workforce

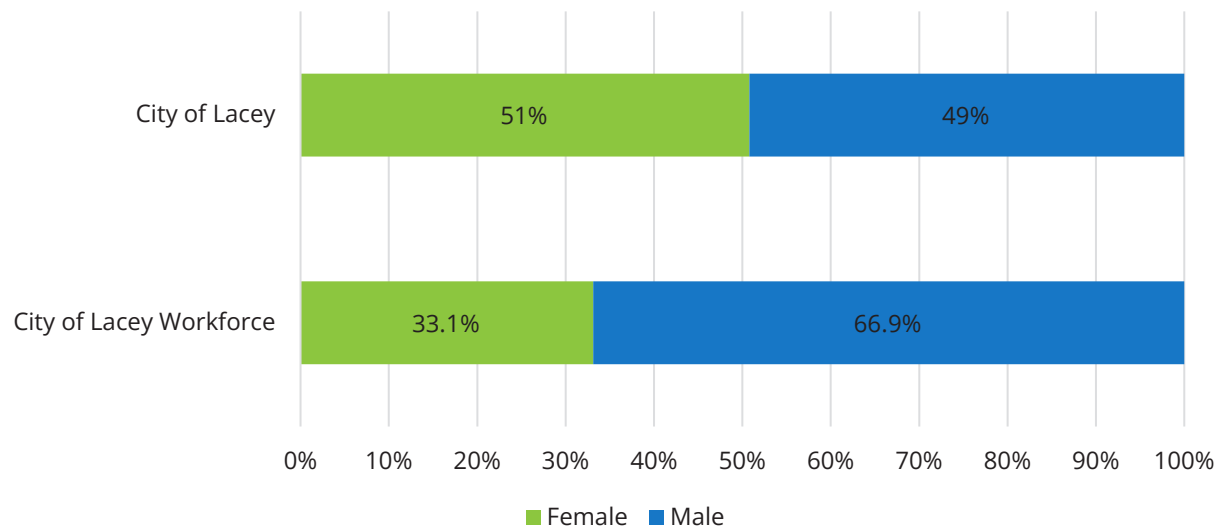
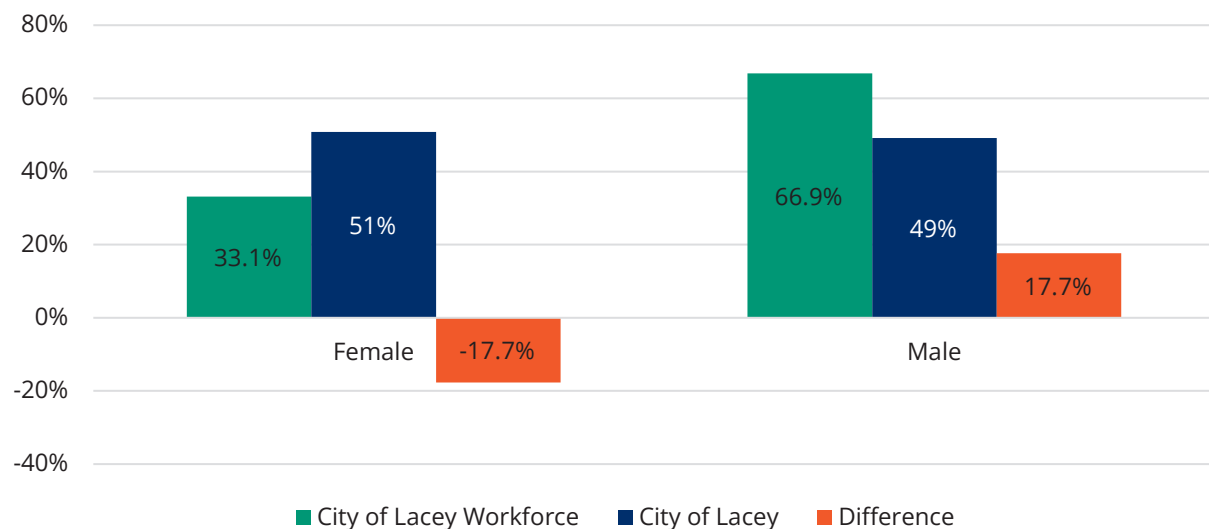
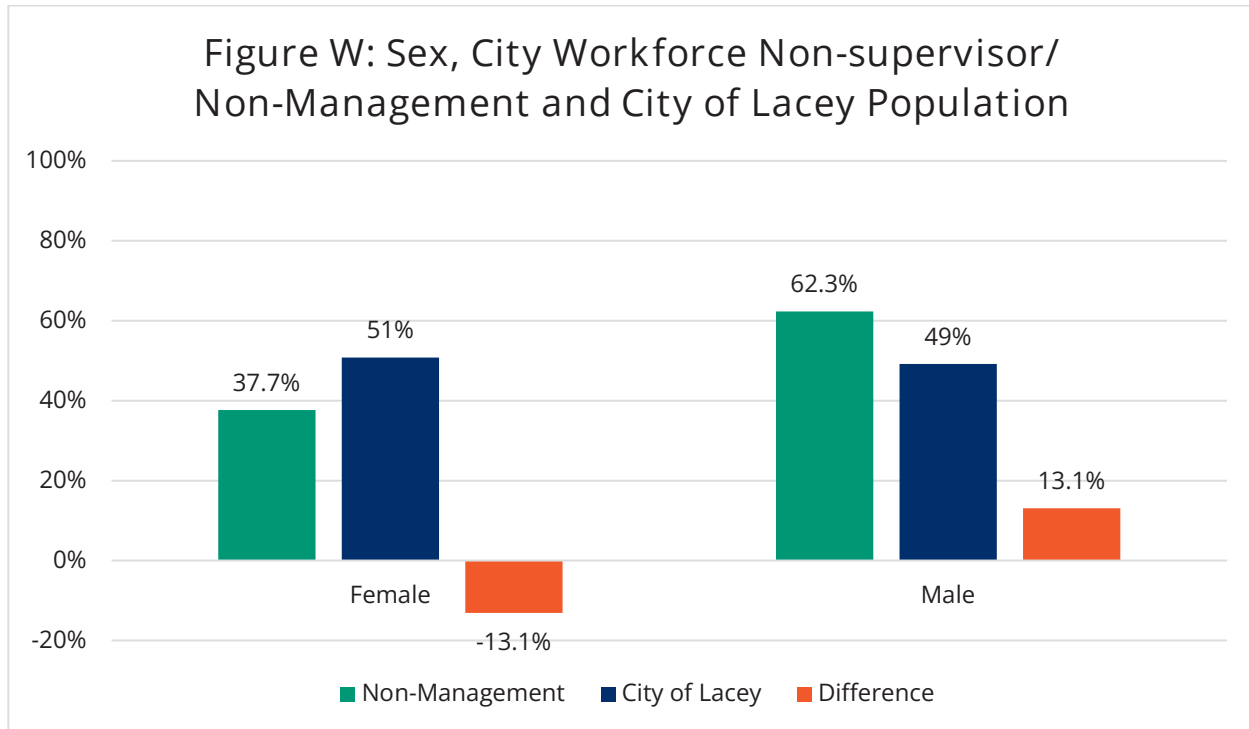


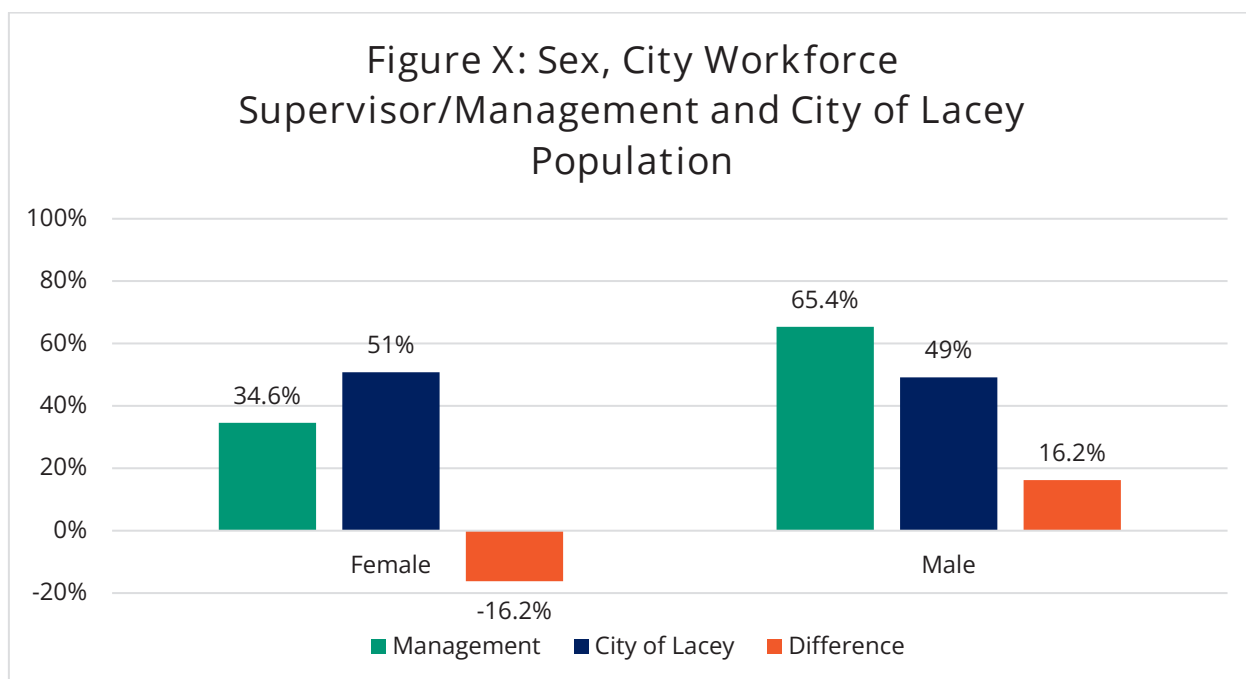
Figure V: Sex, City Workforce Compared to City of Lacey Population



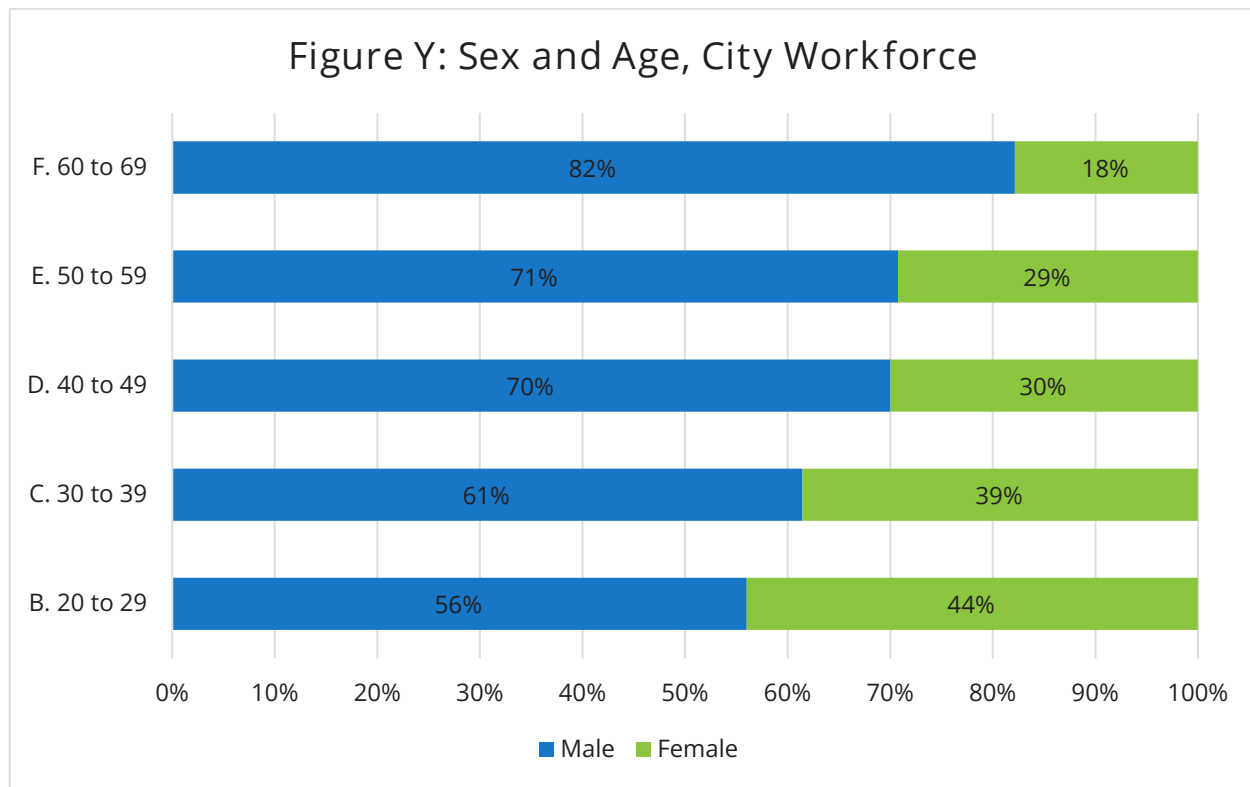
The City's current full-time, non-supervisor/management workforce compared to the City of Lacey population is underrepresented in the following category: Female (-9%), see **Figure W**.



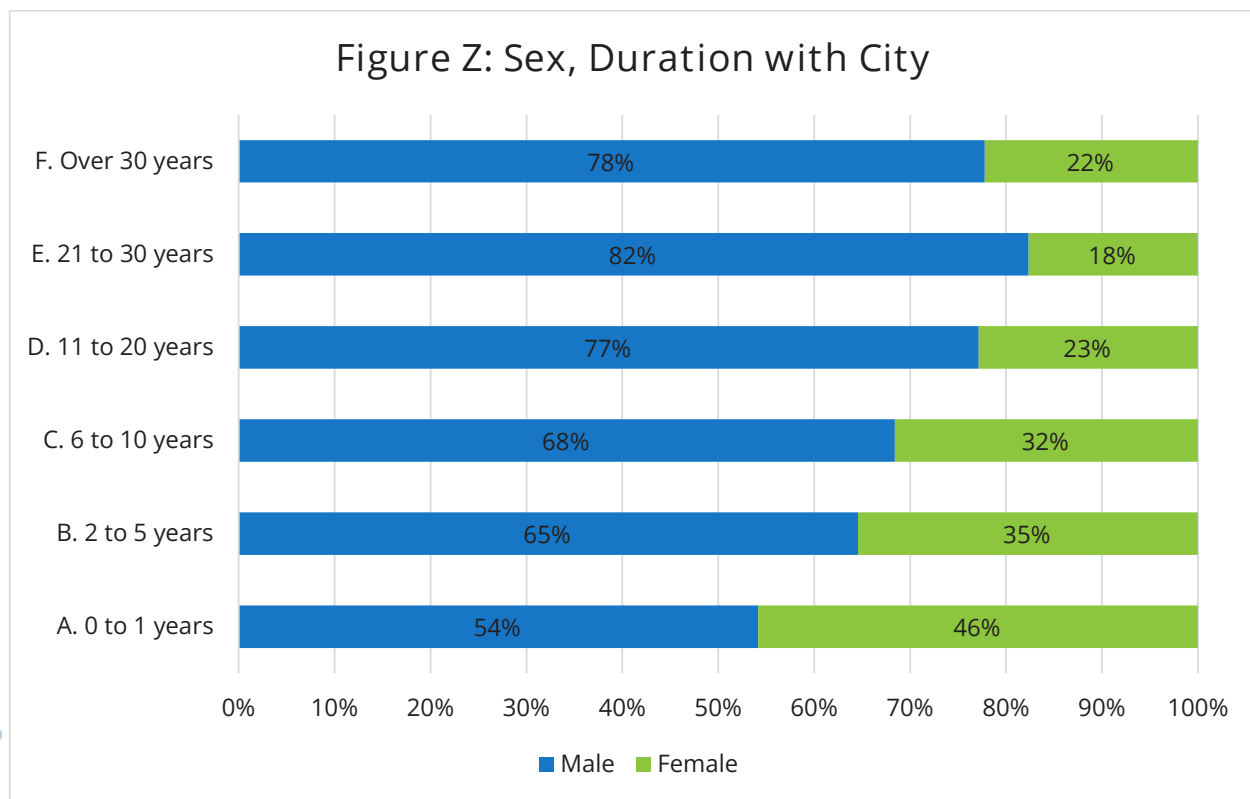
The City's current full-time, supervisor/management workforce compared to the City of Lacey population is underrepresented in the following category: Female (-9%), see **Figure X**.



There tends to be more females in younger age categories, see **Figure Y**.



There tends to be more females in staff with less years at the City, see **Figure Z**.



Police Department

The population of Lacey is made up of **31.7%** people of color.

The population of Lacey is made up of **51%** females.

From the City's Workforce Data:

Full-time, Commissioned Police Workforce:

Totals:

- Is made up of **38.6%** people of color (including all identified as Hispanic and Latino/a/x/e)
- Is made up of **24.3%** females.

Non-management:

- Non-management positions are made up of **42.1%** people of color (including all identified as Hispanic and Latino/a/x/e).
- Non-management positions are made up of **28.1%** females.

Management:

- Management positions are made up of **23.1%** people of color (including all identified as Hispanic and Latino/a/x/e).
- Management positions are made up of **7.7%** females.

Administrative Police Workforce:

Totals:

- Is made up of **44.4%** people of color (including all identified as Hispanic and Latino/a/x/e).
- Is made up of **80%** females.

Non-management:

- Non-management positions are made up of **37.5%** people of color (including all identified as Hispanic and Latino/a/x/e).
- Non-management positions are made up of **87.5%** females.

Management:

- Management positions are made up of **100%** people of color (including all identified as Hispanic and Latino/a/x/e).
- Management positions are made up of **100%** females.

From 2023 Annual Report to Council – March 26, 2024: <https://laceywa.portal.civicclerk.com/event/98/files/agenda/1885>

Figure AA: Lacey Police Department Racial Composition
(in perent)

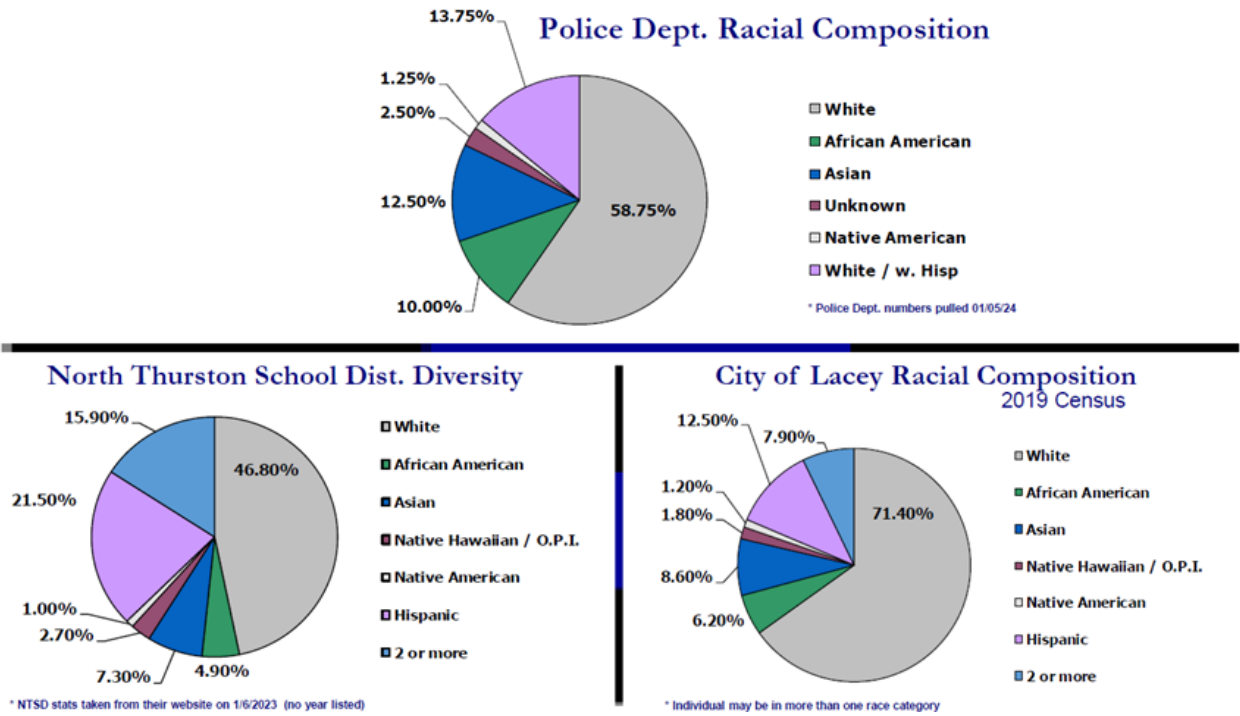
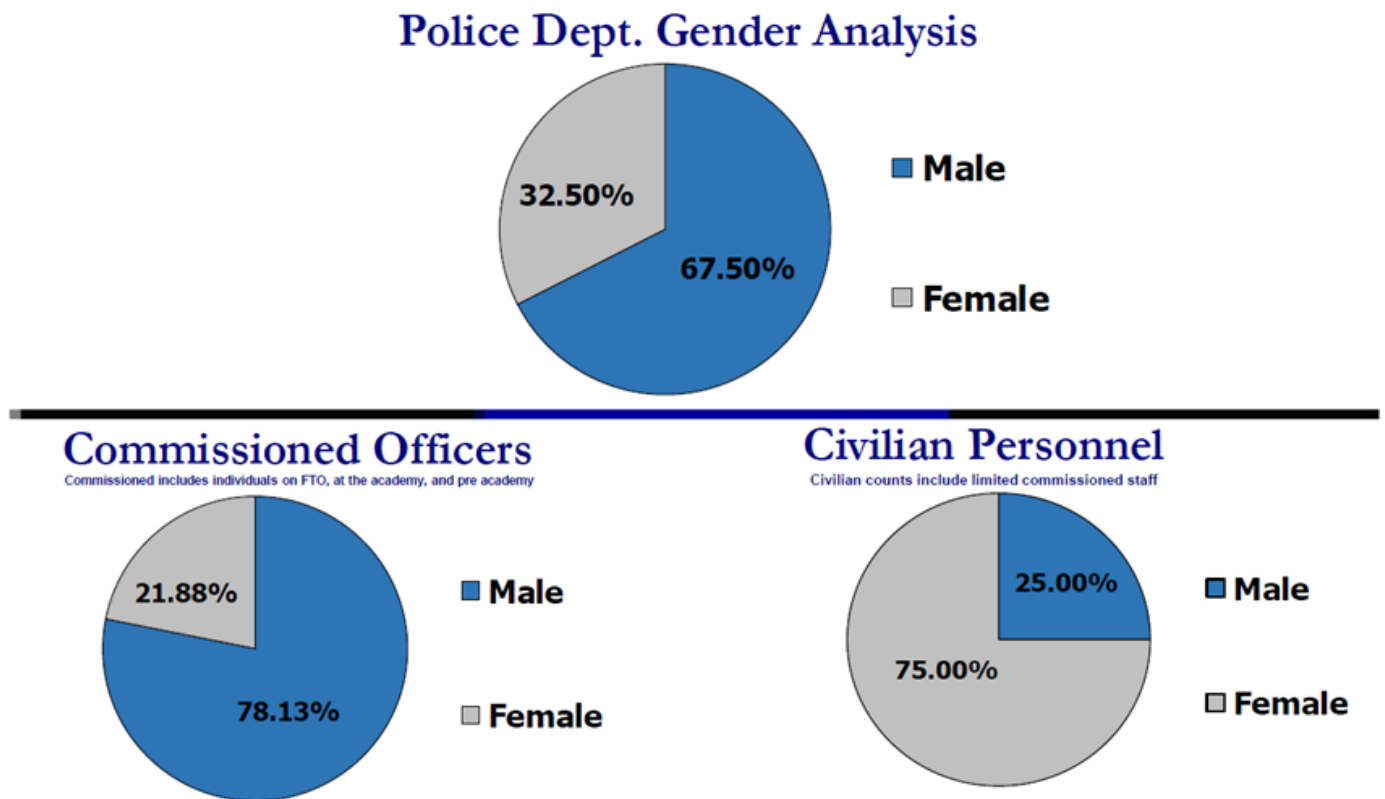


Figure BB: Lacey Police Department Gender Analysis

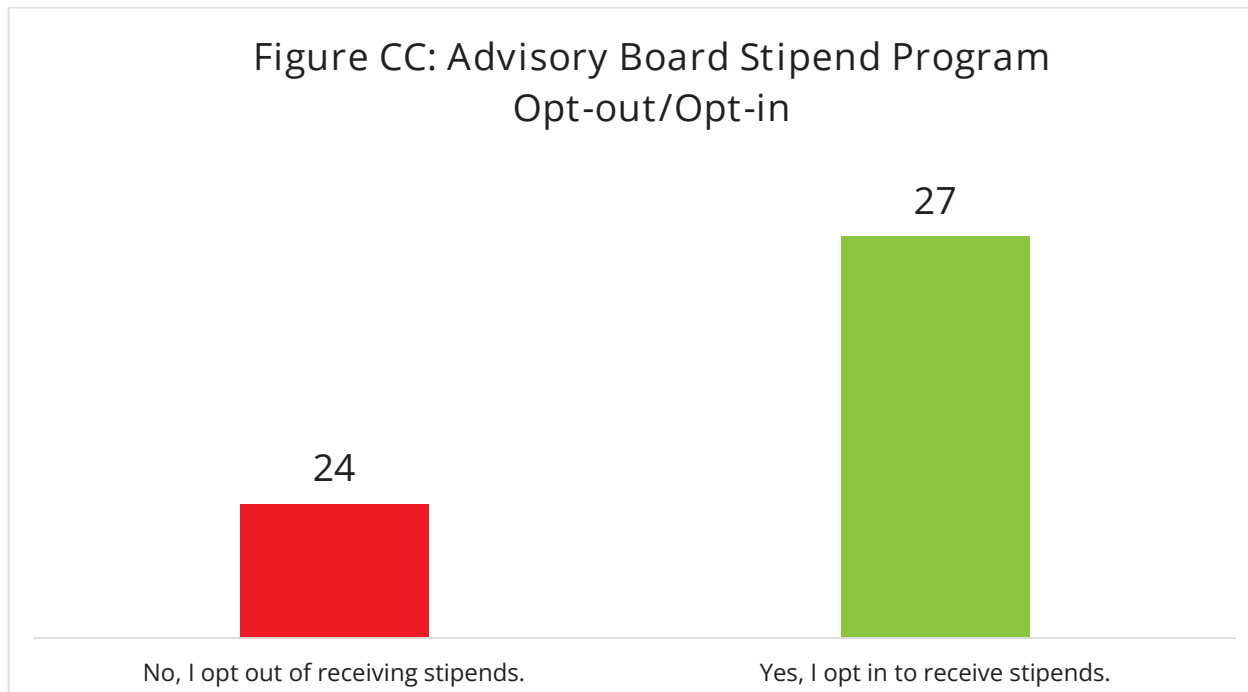


Next Steps: HR will continue to use Exit Interviews to help improve retention strategies. In the future the City also aims to establish and implement the use of an employee survey to help improve retention strategies. HR continues to grant legally required preference for veterans and is committed to outreach to persons of all protected classes.

APPENDIX E: Advisory Board Stipend Program and Demographic Survey

In 2023, the Lacey City Council adopted the Advisory Board Stipend Program policy and allocated \$50,000 for implementation in 2024. For more information on the Advisory Board Stipend Program see the Lacey City Council Policies and Procedures Manual, Section 2.17, https://cityoflacey.org/wp-content/uploads/sites/3/2023/12/CURRENT_COUNCIL_POLICIES_PROCE-DURES_2023_Updated-12.07.2023.pdf

The City implemented the Advisory Board Stipend Program in early 2024. Of the 51 individuals eligible to participate in the program in early 2024, 27 opted-in (53%) and 24 opted-out (47%).



Demographic Survey:

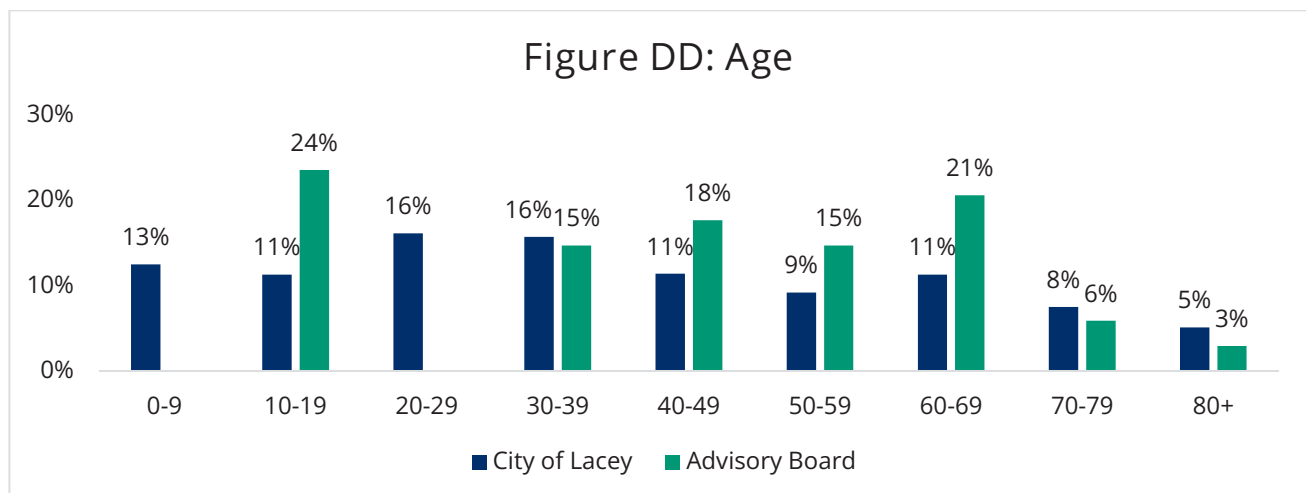
In 2024, as part of the Advisory Board Stipend Program, the City performed a voluntary demographics survey of current Advisory Board Members. City staff presented the results of this survey to the Lacey City Council on April 16, 2024, see: <https://laceywa.portal.civicclerk.com/event/847/files/agenda/1944>

Of the 51 individuals eligible to take the survey in early 2024, the City received 36 responses, for a response rate of 71%. Notably, all demographic questions were optional and as a result, some survey participants did not respond to every question.

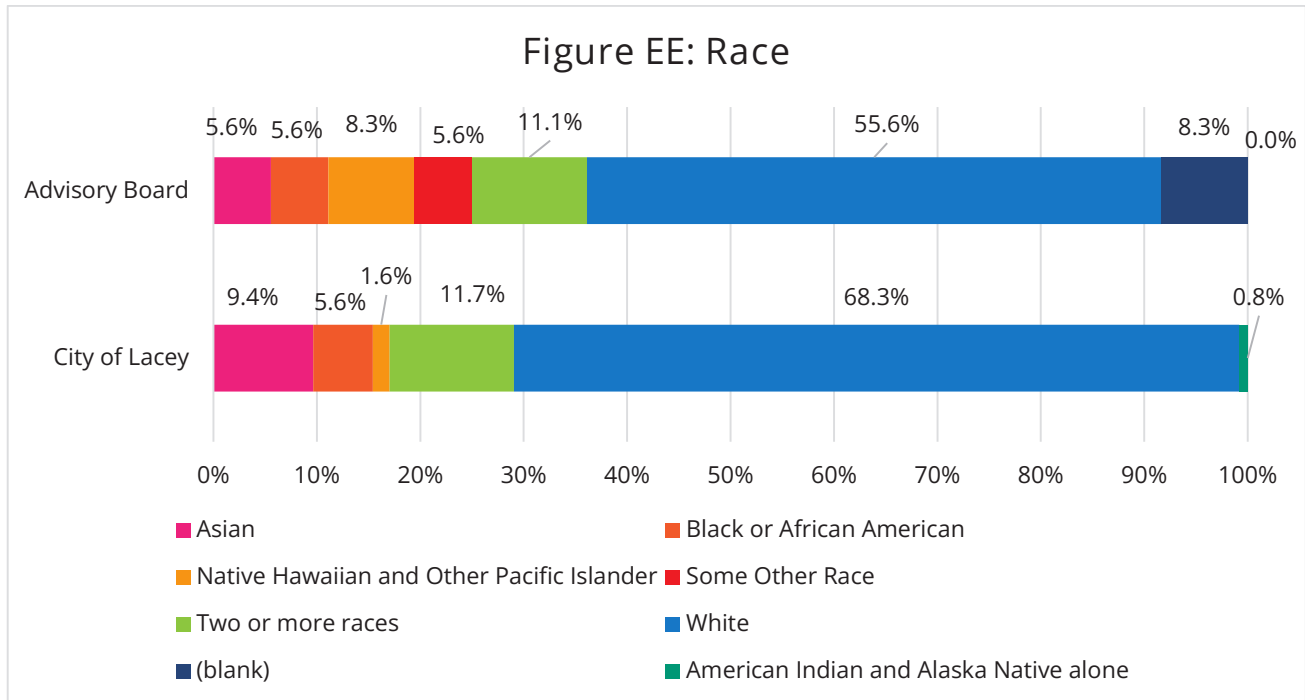
Data from the survey suggests the following Census categories were underrepresented on City Advisory Boards compared to the population of the City of Lacey:

- 20 - 29 years of age
- Hispanic / Latino/a/e/x voices
- Household incomes under \$50,000
- Household incomes ranging from \$50,000 to \$100,000
- Renters
- Some College

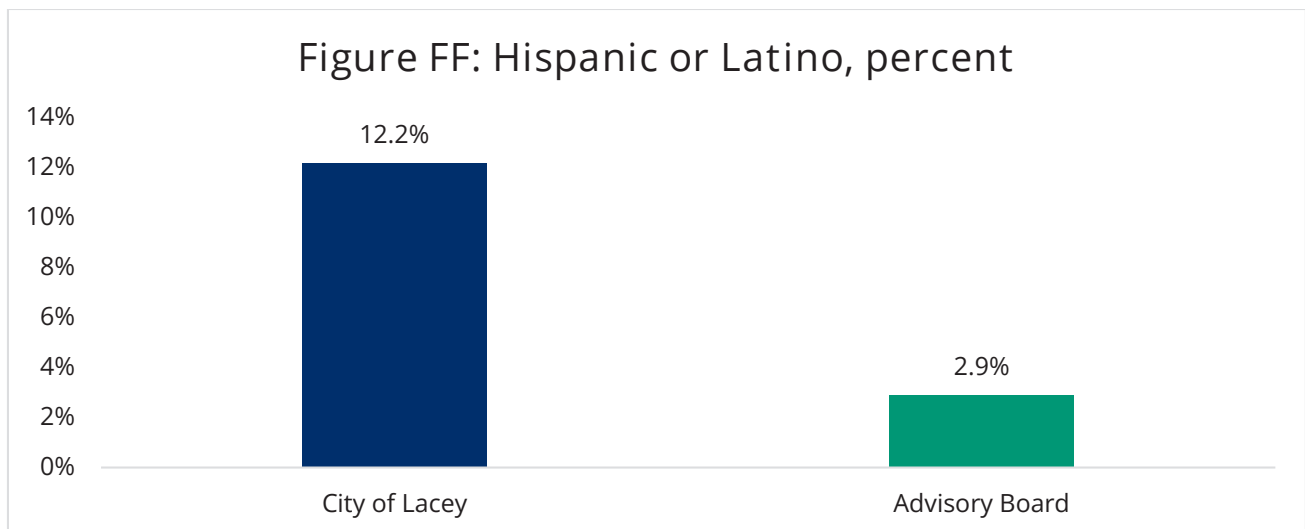
Q: What is your age category?



Q: Which best describes your racial identity? If multiracial, please select as many options as needed.



Q: Are you Hispanic or Latino?



Q: Do you speak any languages other than English? What other languages do you speak?

Figure GG: Languages spoken other than English

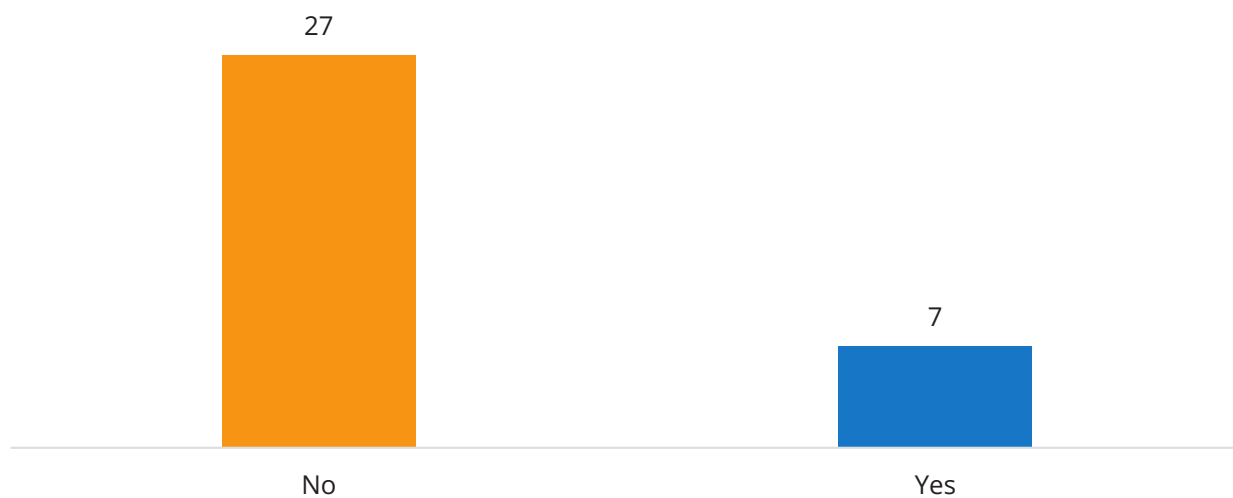
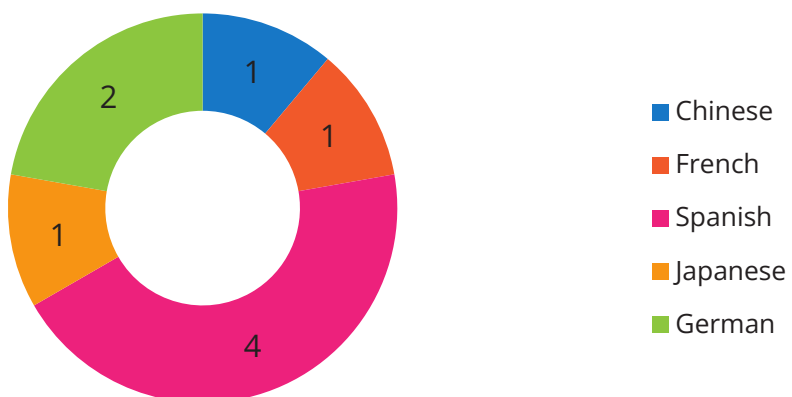
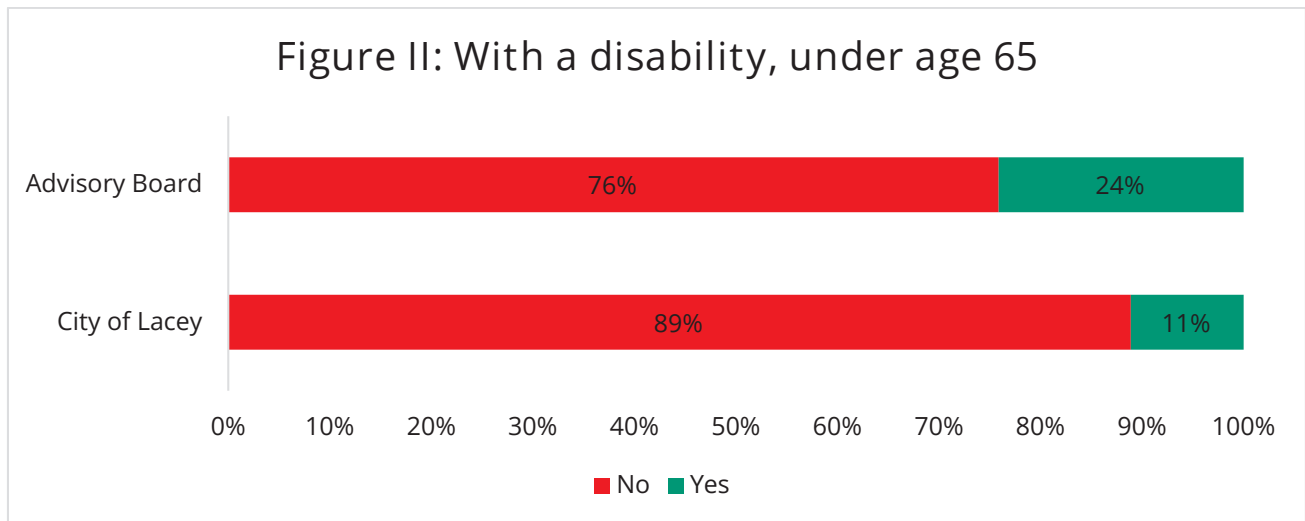


Figure HH: Languages spoken other than English



Q: Do you identify as a person with a disability? Please select as many options as needed.



Q: What is your estimated income?

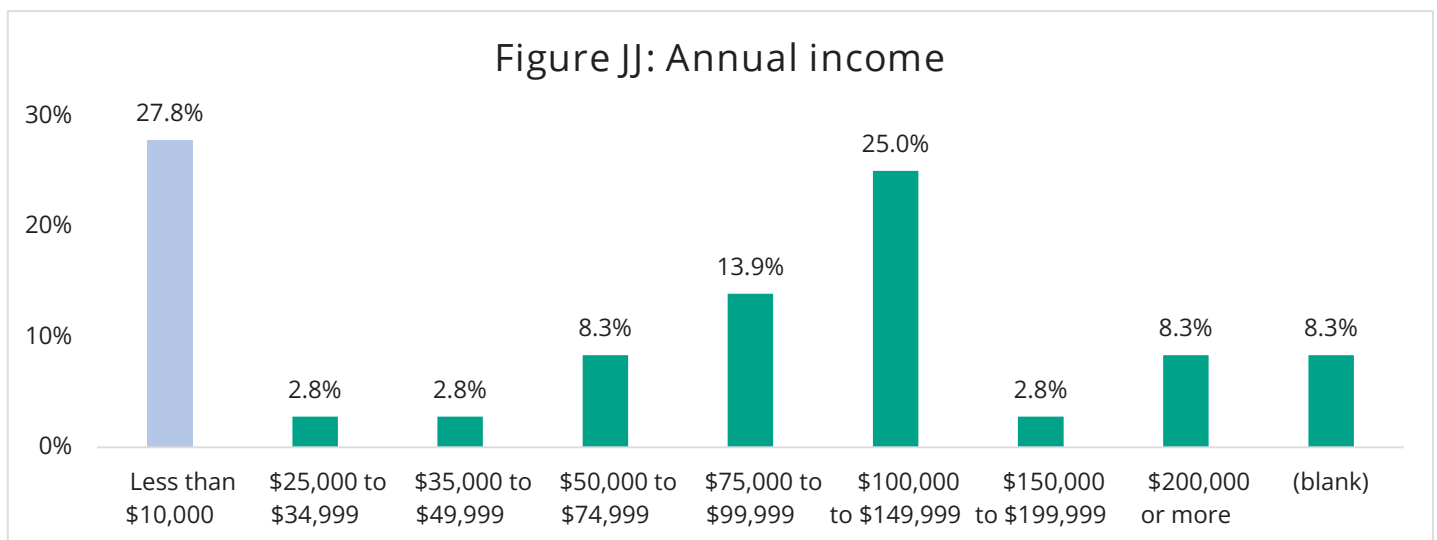
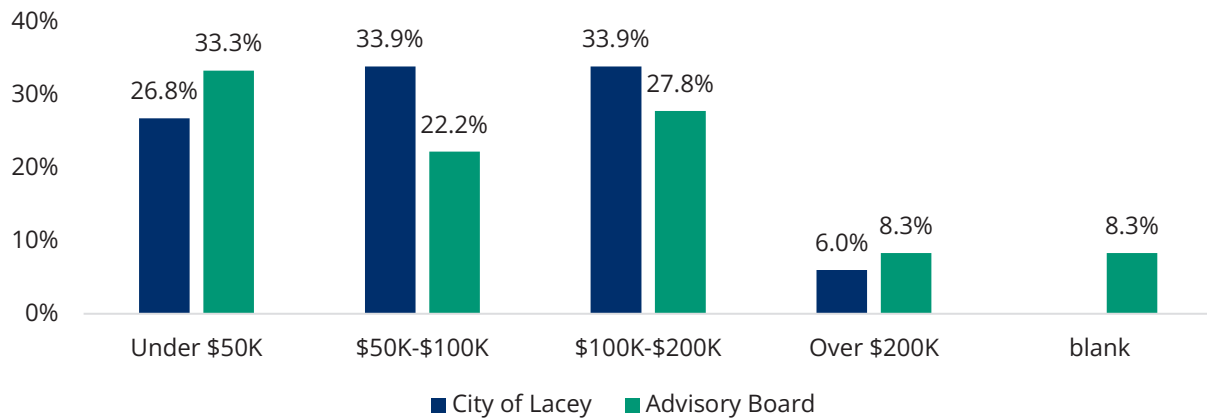
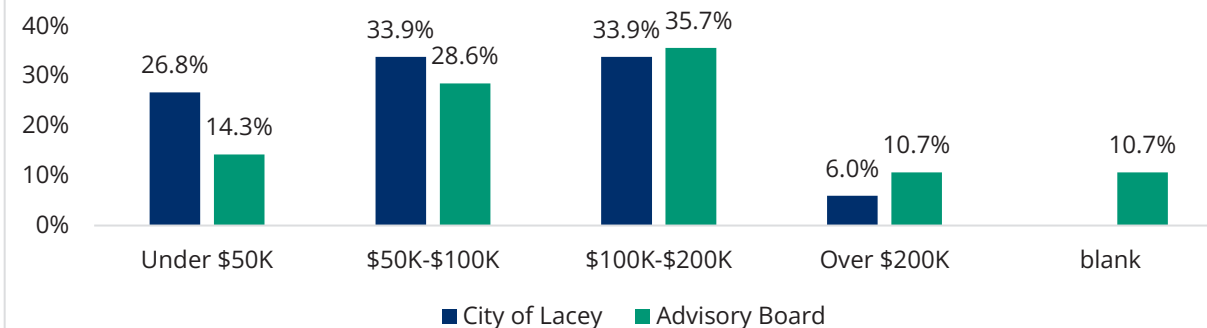


Figure KK: Annual Income/Household Income*

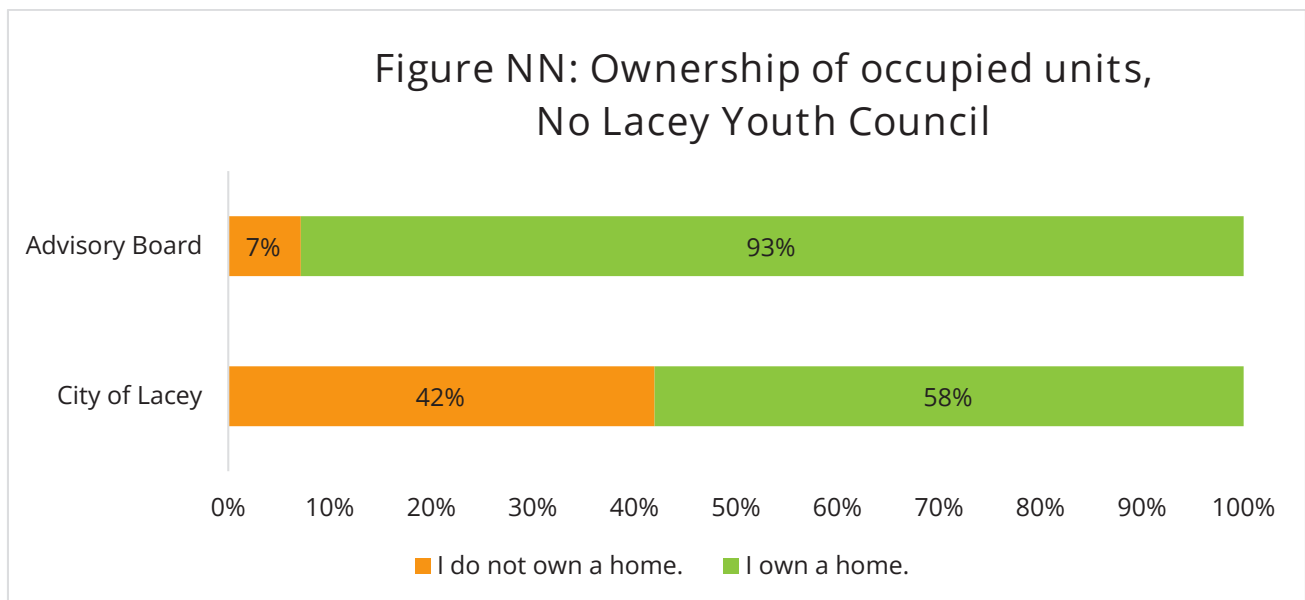
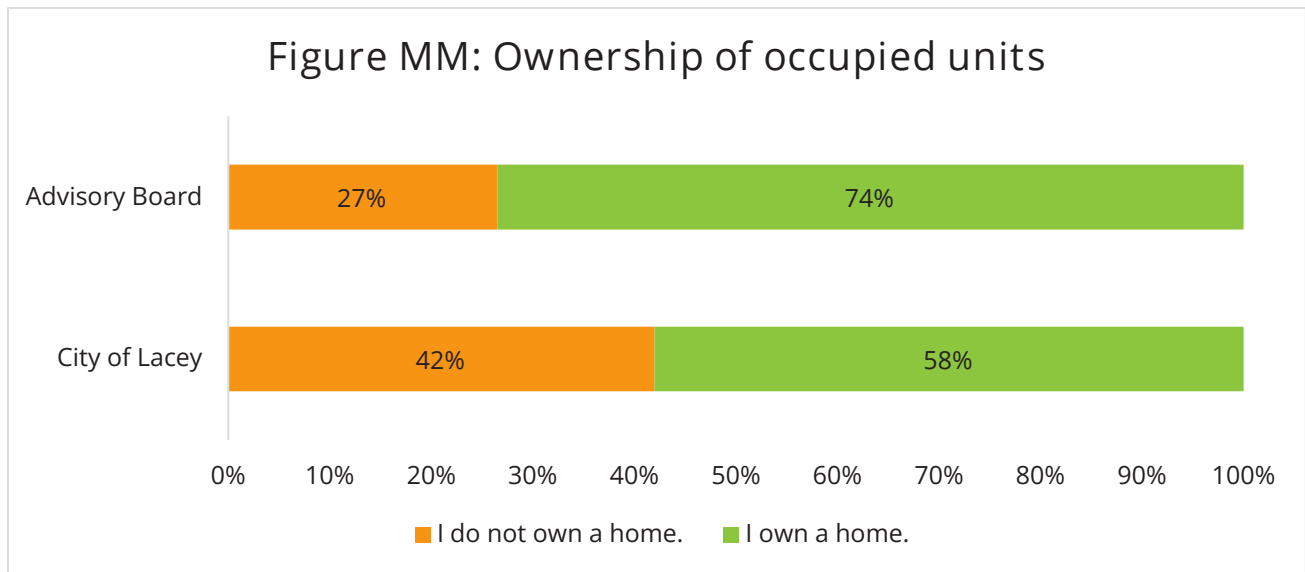


***Census asks for Household income, not annual income.**

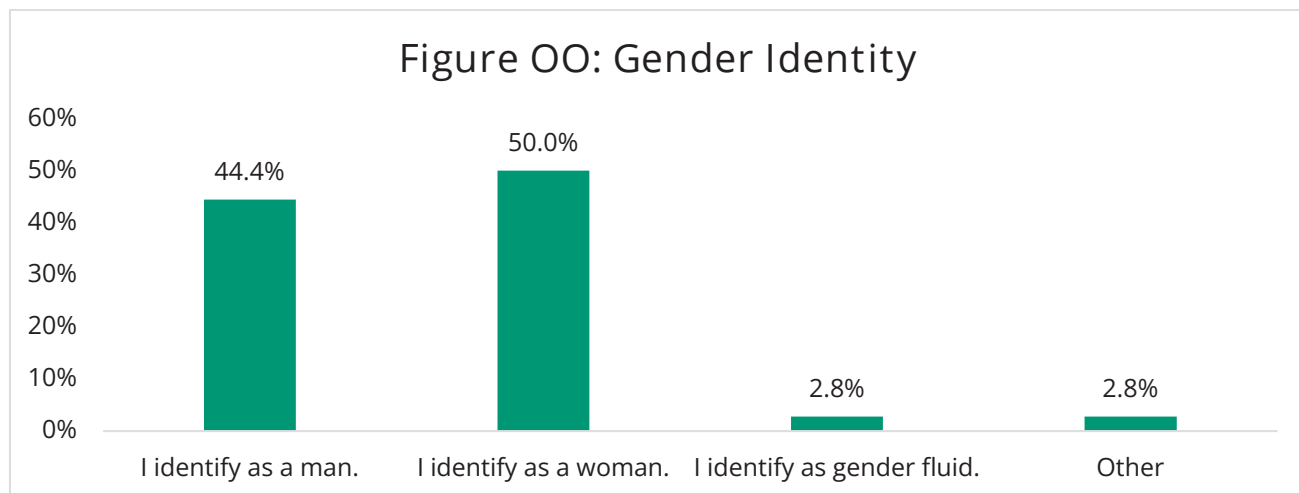
Figure LL: Annual Income/Household Income,
No Lacey Youth Council



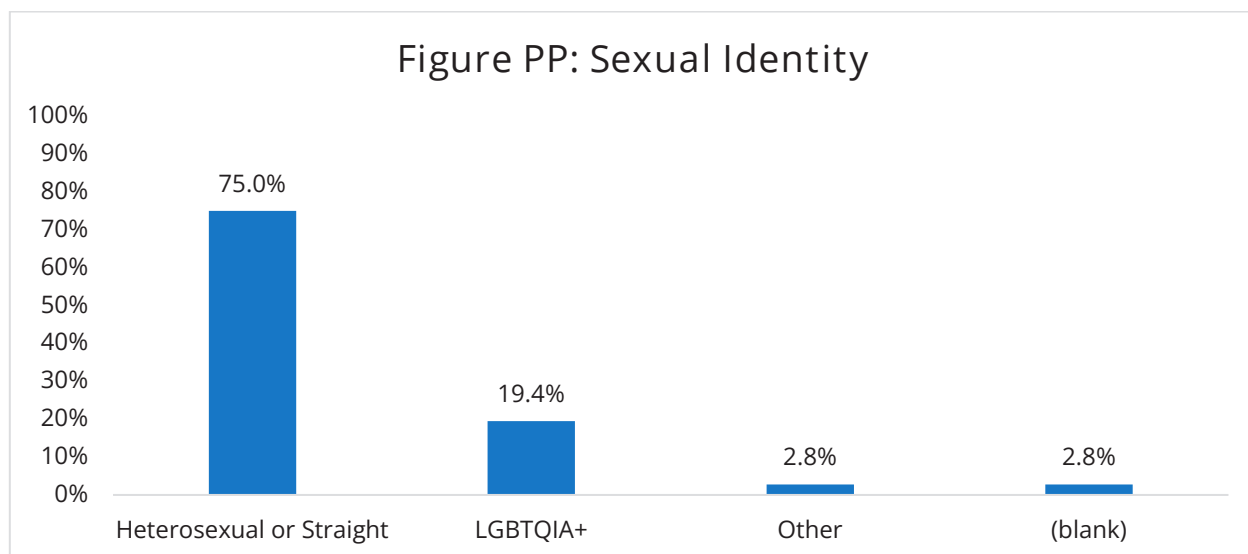
Q: Do you own a home?



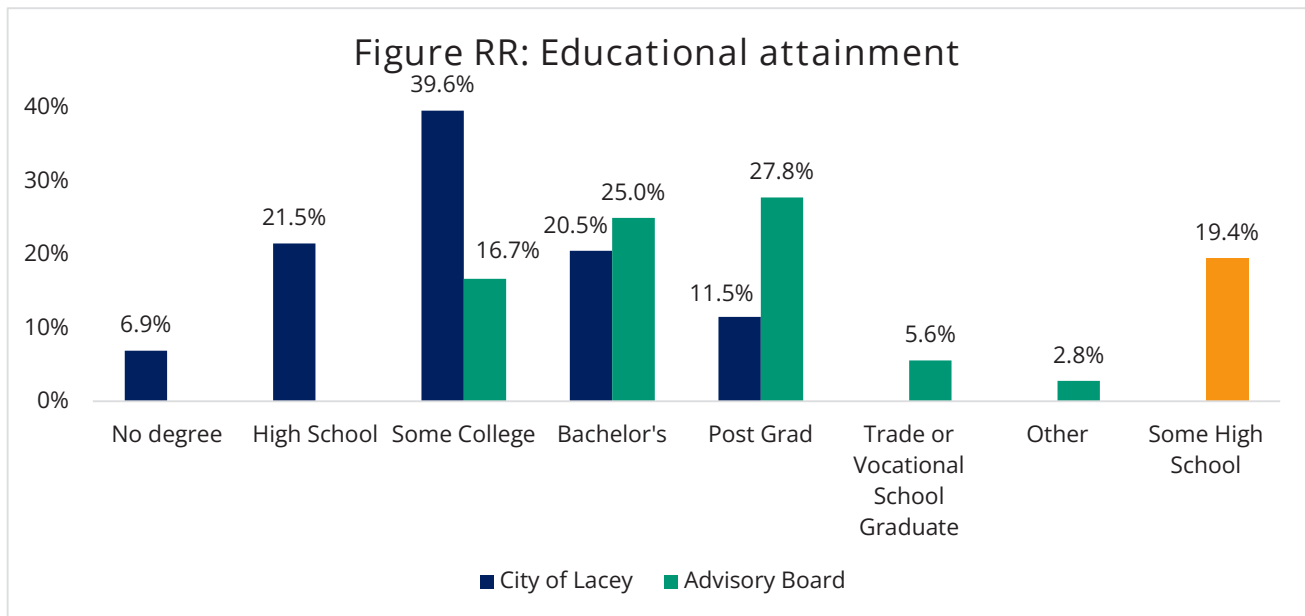
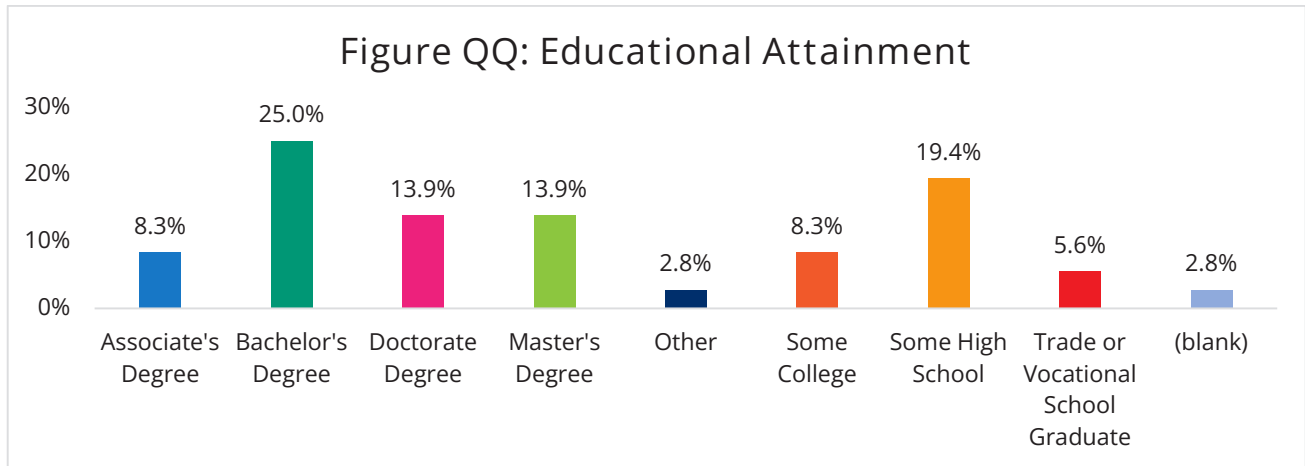
Q: What best describes your gender identity?



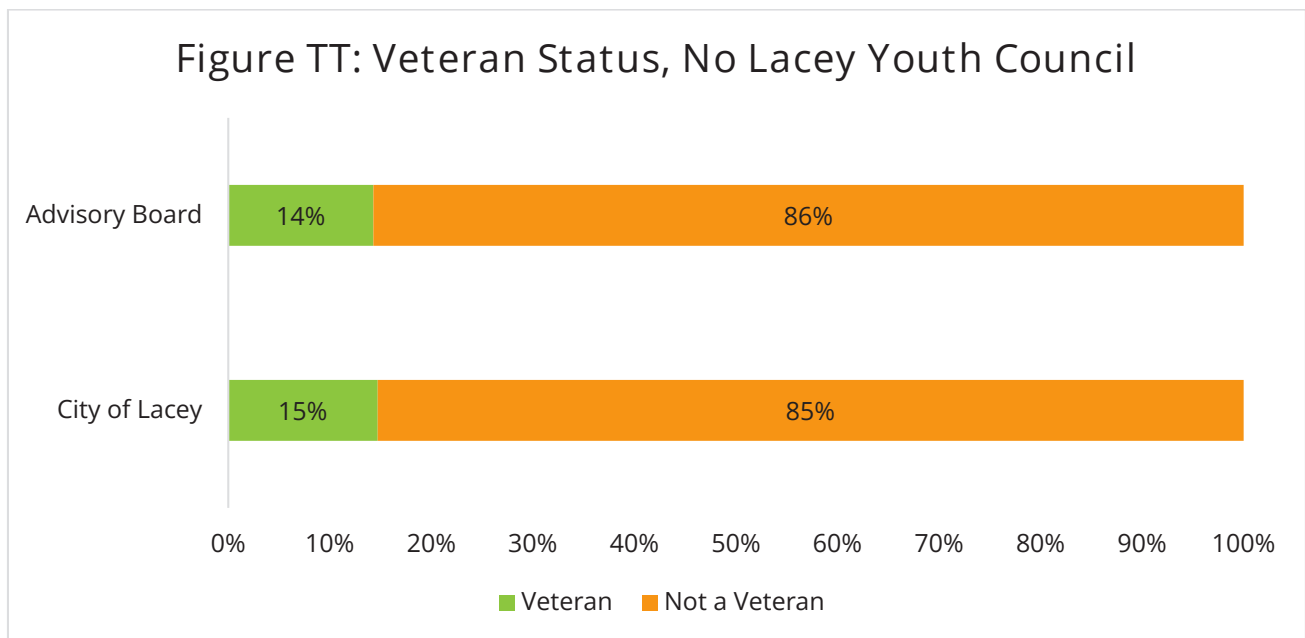
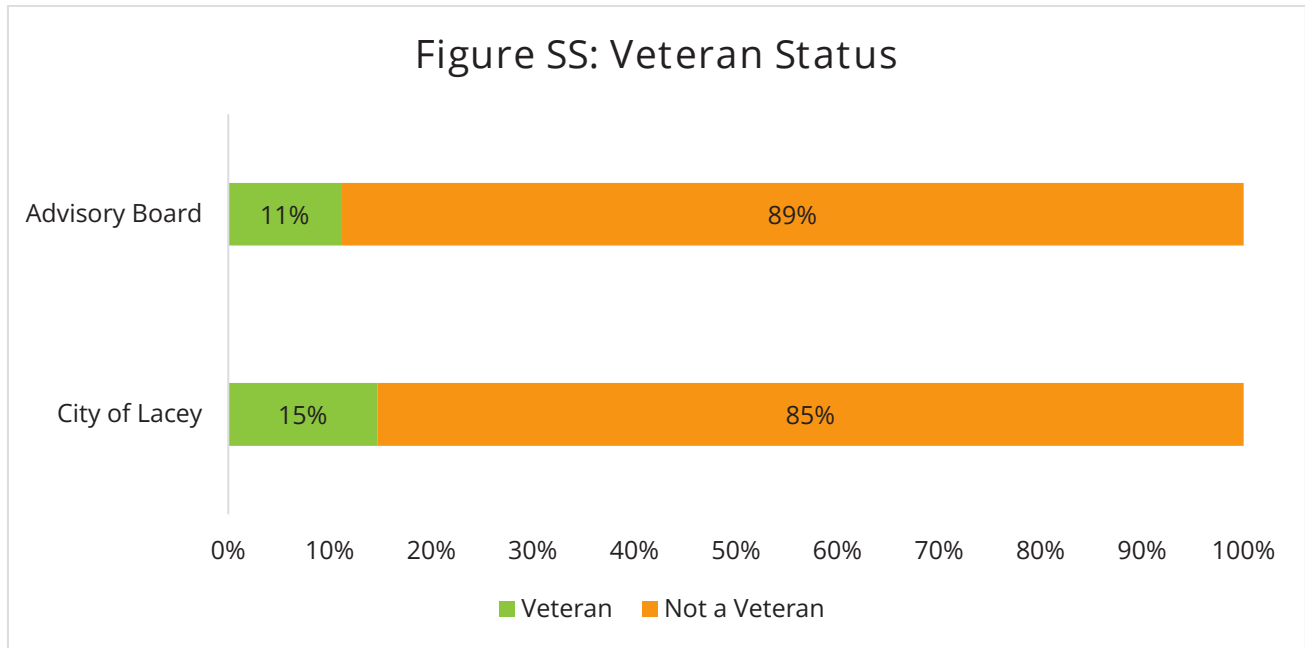
Q: What is your sexual orientation?



Q: What is the highest level of education you completed?



Q: Are you a Veteran?



Next Steps:

Pending budget approval, the City will continue to provide the Advisory Board Stipend program and plans to perform a demographic survey of Advisory Boards annually. The City is using this information to inform future outreach and engagement efforts. For example, with the new Ad Hoc Human Services Workgroup, the City created targeted social media advertisements aimed at increasing applications from underrepresented categories, see below. In addition, the City reached out directly to non-profits and organizations in the community.



Take an Active Role in Lacey Government!

We're looking for community members to serve on an ad hoc Human Services Workgroup

As a Workgroup Member you will:

- ✓ Review 2024 Human Services Grant Program applications.
- ✓ Make recommendations to the City Council for \$300,00 in funding allocations.
- ✓ Advise on a human services needs assessment.
- ✓ Be eligible for a stipend of \$50 per meeting, up to \$500 per year. ... and more!

LEARN MORE & APPLY TODAY!

LACEY



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- ✓ Be eligible for a stipend of \$50 per meeting, up to \$500 per year. ... and more!

LEARN MORE & APPLY TODAY!

LACEY

APPENDIX F: Lacey Cares / Park Survey Demographics

In 2021, the City collected community wide data through the Lacey Cares survey. The data from this survey was used to help inform community priorities for the Parks, Culture, and Recreation Community Comprehensive Plan, see: https://laceyparks.org/wp-content/uploads/2023/07/LPCR_Sections_01-09-ToC_LS.pdf

The survey asked a few voluntary demographic questions. Results of these questions, suggest that the following census categories were underrepresented on the survey compared to the population of Lacey:

- Asian, Black or African American, Native Hawaiian or Other Pacific Islander, and Two or More Races
- Males
- Under 21 years of age
- Household incomes over \$100,000



LACEY CARES

Q: Lacey Cares Survey Respondents, Race

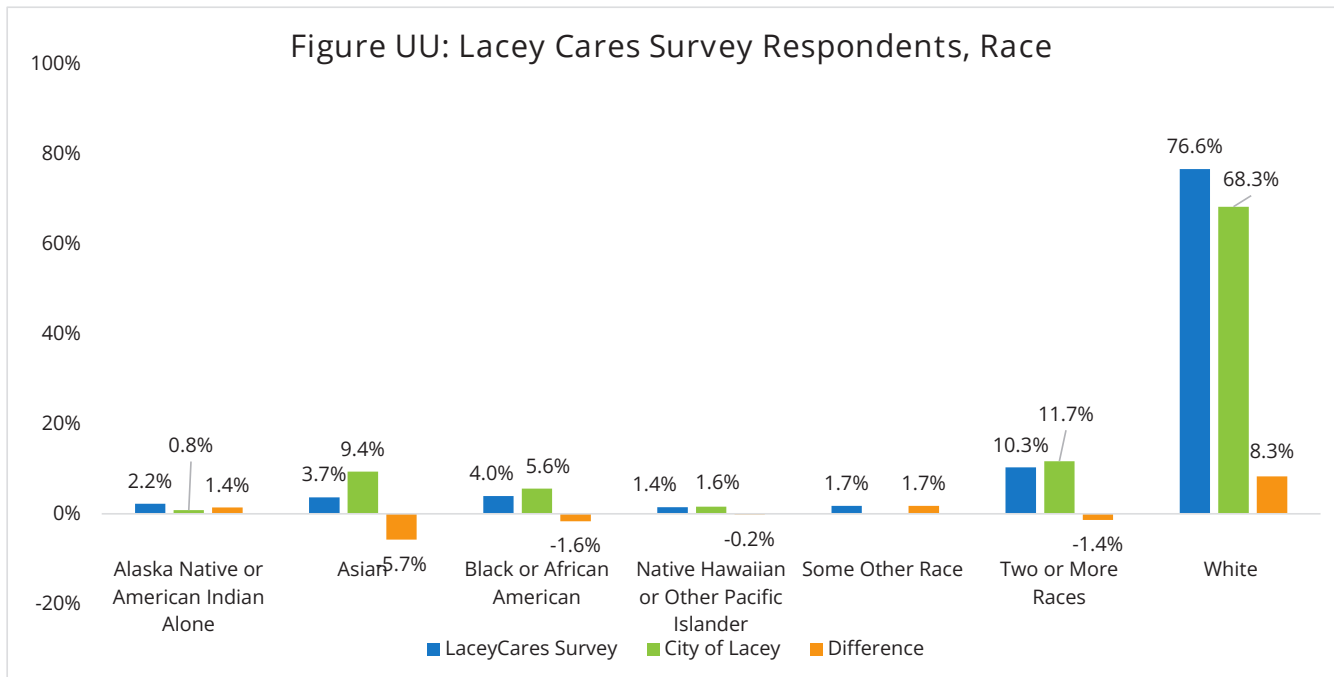
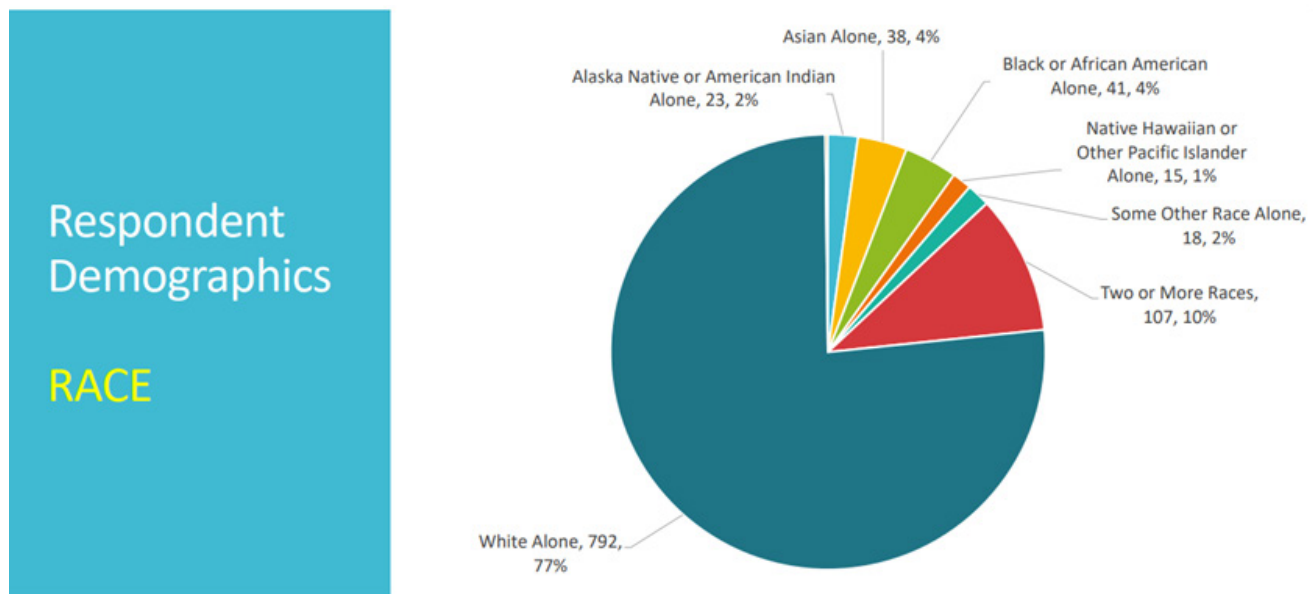


Figure VW: Lacey Cares Survey Respondents, Race



Q: Lacey Cares Survey Respondents, Ethnicity

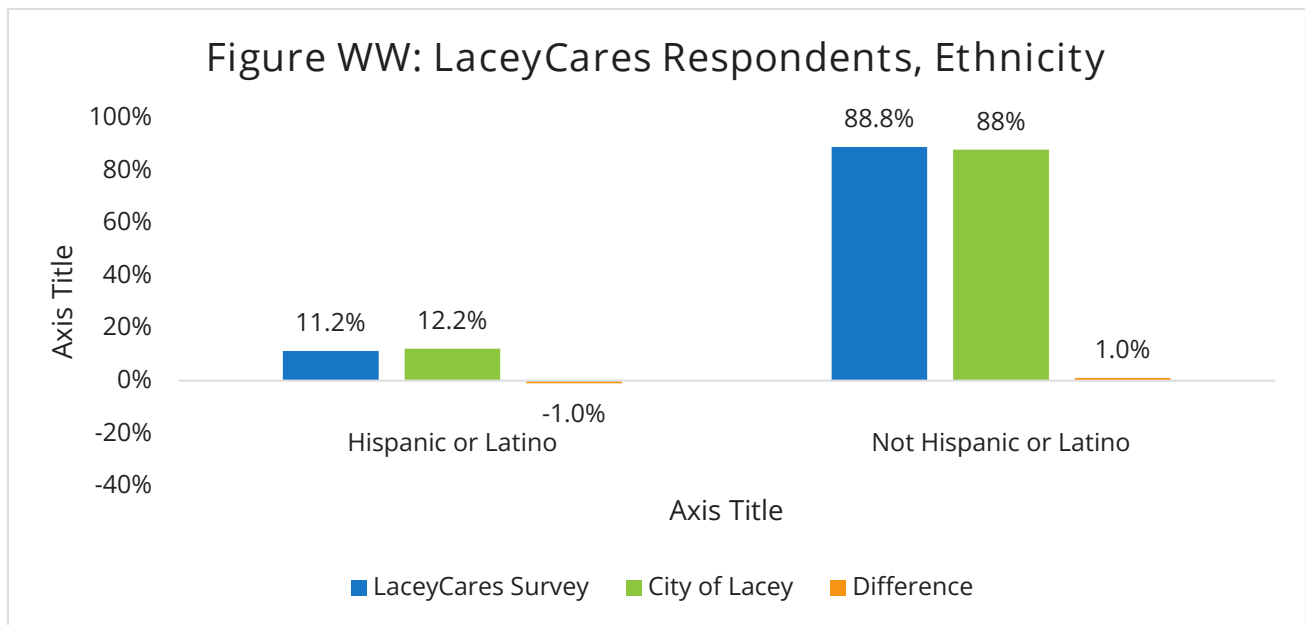
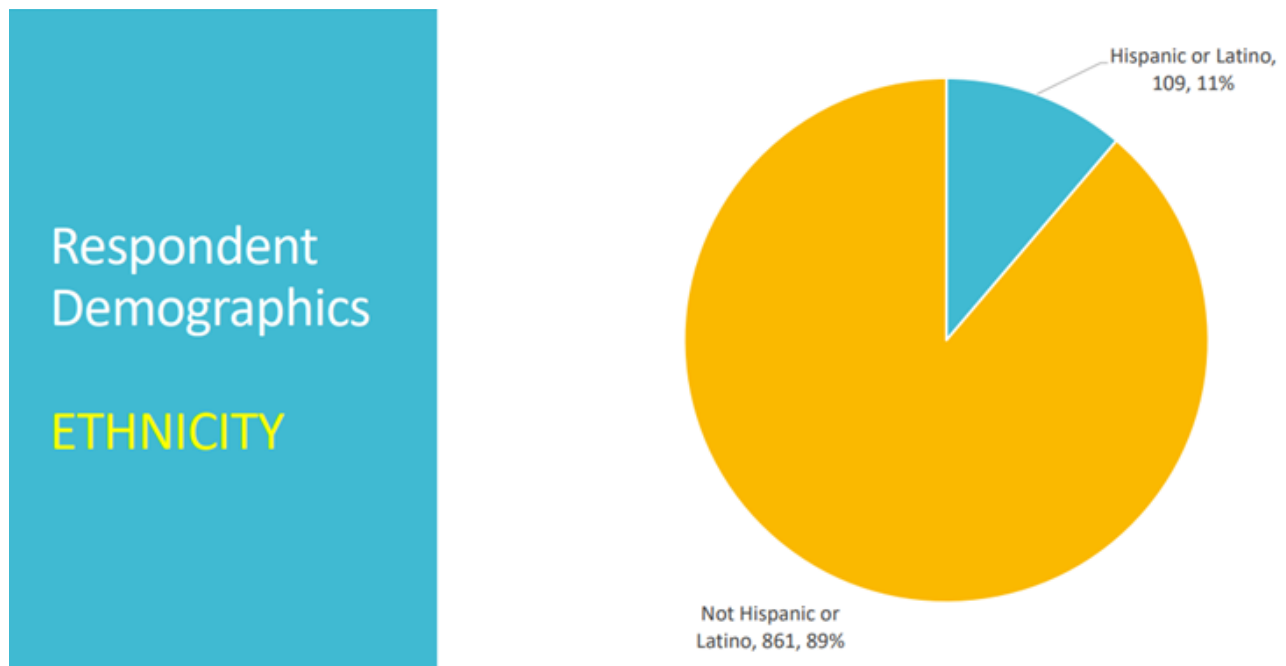


Figure XX: Lacey Cares Survey Respondents, Ethnicity



Q: Lacey Cares Survey Respondents, Sex (Note: survey asked for “Gender” compared to US Census category of “Sex”)

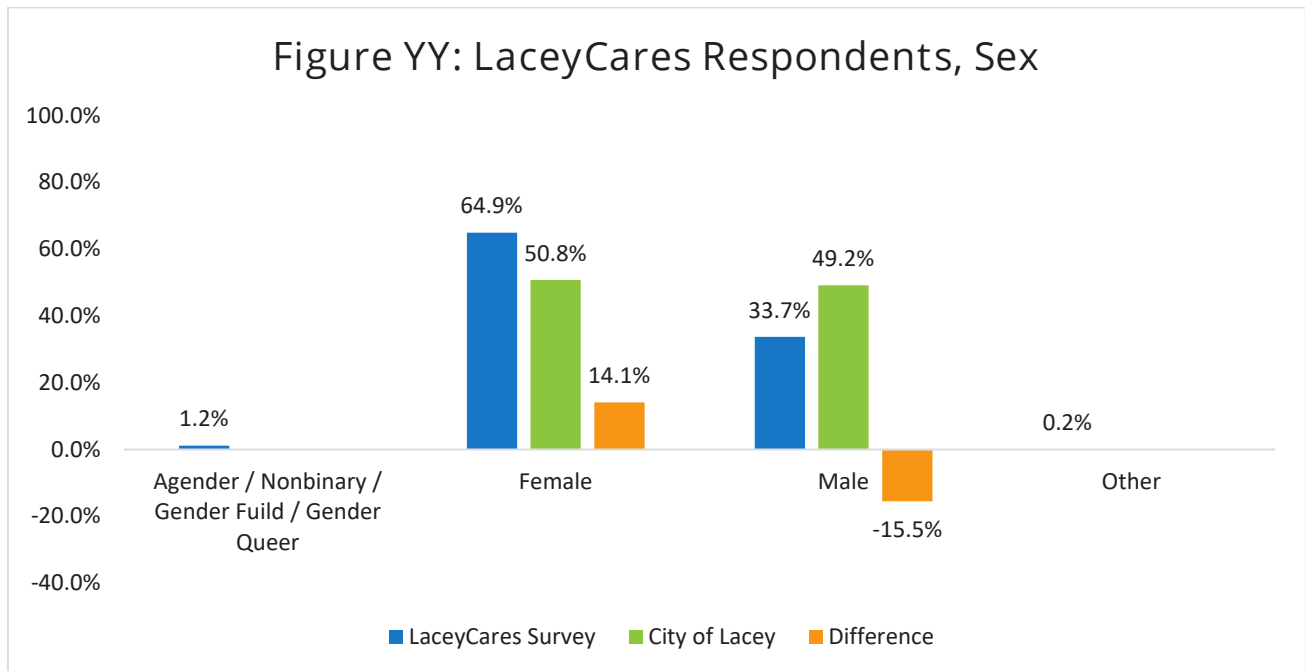
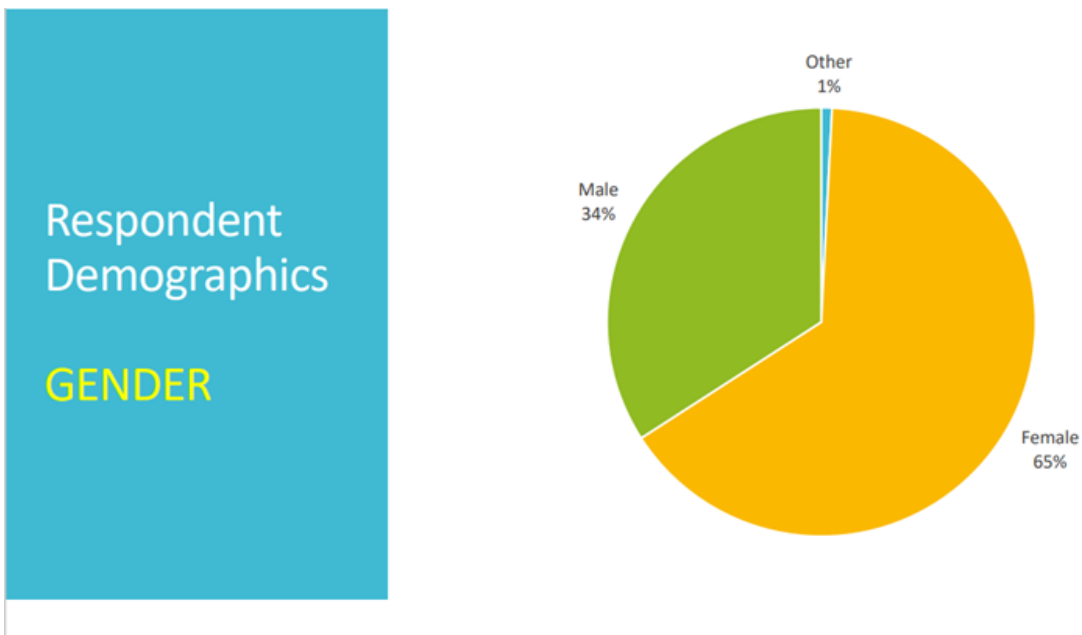


Figure ZZ: Lacey Cares Survey Respondents, Sex (Gender)



Q: Lacey Cares Survey Respondents, Household Income

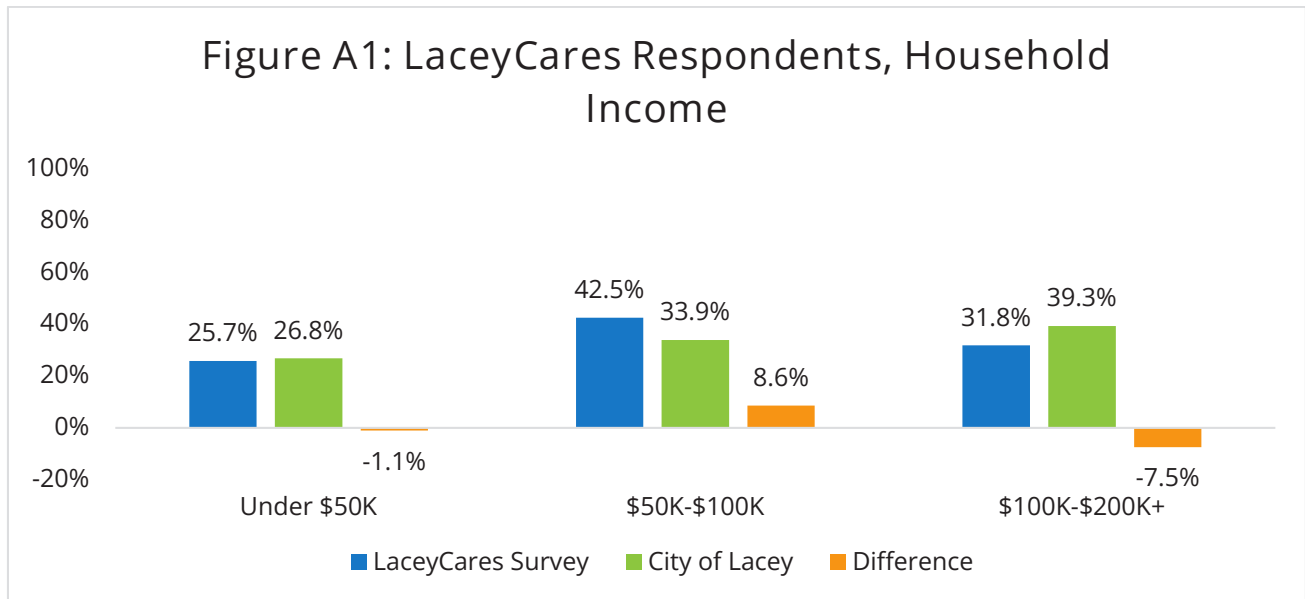
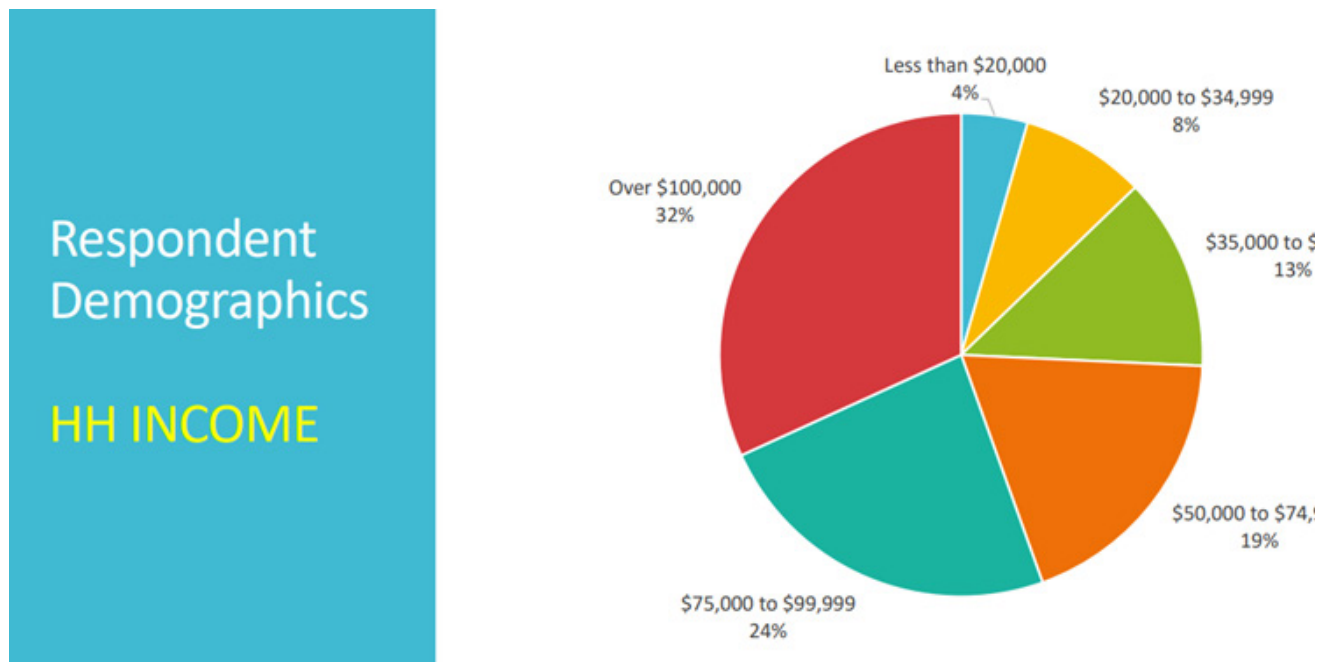
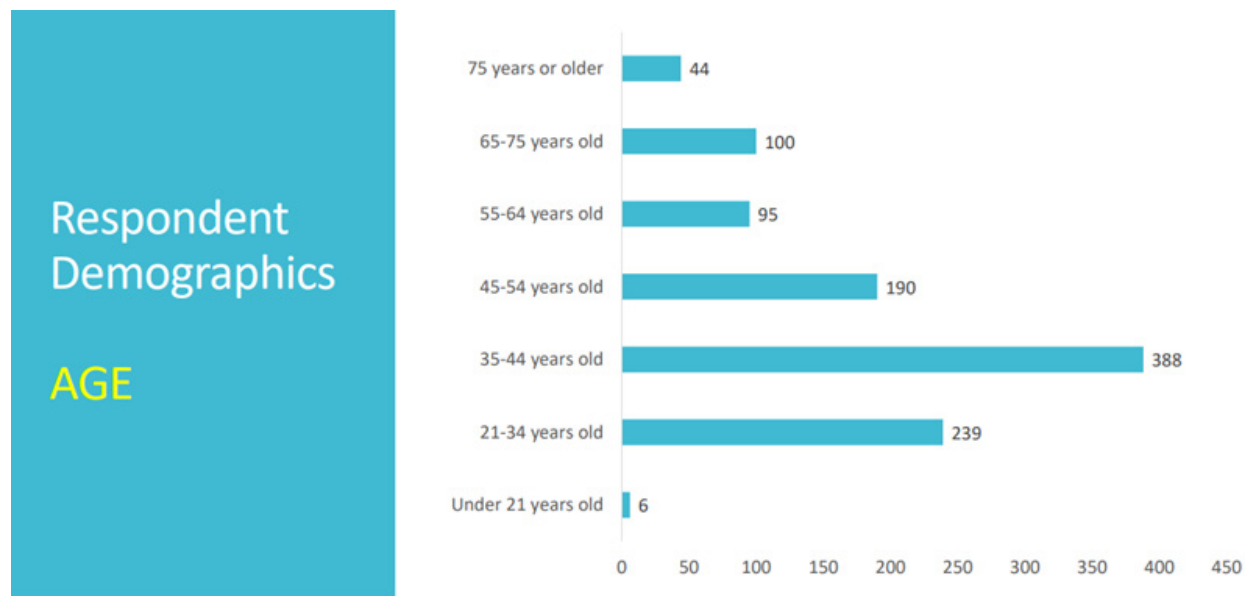


Figure B1: Lacey Cares Survey Respondents, Household Income



Q: Lacey Cares Survey Respondents, Age

Figure C1: Lacey Cares Survey Respondents, Age



APPENDIX G: 2023 Non-City of Lacey Initiated Events Attended

Table 3	
2023 Non-City of Lacey Initiated Events Attended	
Event	Department
Read Around Lacey	Public Affairs
Capital City Golf Club Estates Mixer	Public Affairs
Gold Star Memorial Event	City Manager's Office, Public Affairs
Maple Court Ribbon Cutting	City Manager's Office, Community and Economic Development
Thurston Green Business Awards	Community and Economic Development
Point in Time homeless census	City Manager's Office, Community and Economic Development
Budd/Deschutes Watershed MOU ceremonial signing	PW; CM; Council
Beachcrest Neighborhood Night Out	PW Water Resources
World Ocean Day, Estuarium, Olympia, WA	PW Water Resources
Nisqually Watershed Festival, Nisqually Wildlife Refuge	PW Water Resources
Orca Recovery Day, Squaxin Park	PW Water Resources
Benthic Invertebrate monitoring event w/ CIELO group	PW Water Resources
Olympia Oyster Seed Planting Project, Budd Inlet	PW Water Resources
South Sound Green Watershed Explorers	PW Water Resources
Hogs & Hounds @ NW Harley Davidson	Lacey Police Department
Day of Champions	Lacey Police Department
Torch Run	Lacey Police Department
Relay for Life	Lacey Police Department
Foofaraw at Port of Olympia	Lacey Police Department
Dry Tikes & Wet Wipes Stuff the Bus Event	Lacey Police Department
All Kids Win Haunted 5K Run	Lacey Police Department
Toy Drive for hospitals across OR and WA (multi-jurisdictional)	Lacey Police Department
Various community meetings, job fairs, events, etc. at North Thurston Public Schools,	Parks, Culture, and Recreation
Neighborhood meetings, (Panorama, Jubilee, etc.)	City Manager's Office, Parks, Culture, and Recreation
Various community service organizations such as Rotary, Lions Club, Kiwanis, Friendly Flower Garden Club, etc.,	City Manager's Office, Parks, Culture, and Recreation
Olympia Farmer's Market and Heritage Day at the Thurston County Fairgrounds.	Parks, Culture, and Recreation – Museum

APPENDIX H: Language Line Interpretation Services - Minutes

Table 4

Language Line Interpretation Services Minutes

YEAR	ARABIC	CHUUKESSE	FARSI	KOREAN	MANDARIN	SPANISH	VIETNAMESE	Total
2021						52.2	35.2	87.4
2022			51.5	14.9	13.9	339.2	29.3	448.8
2023	15.3	27.8		92.1	8.7	618.7	20.5	783.1
2024	4.6			64.0	11.2	286.6		366.4
Total	19.9	27.8	51.5	171.0	33.8	1,296.7	85.0	1,685.7

APPENDIX I: Existing Pedestrian Network and Bicycle Network (2018)

Figure D1: Existing Pedestrian Network - Lacey Pedestrian and Bicycle Plan

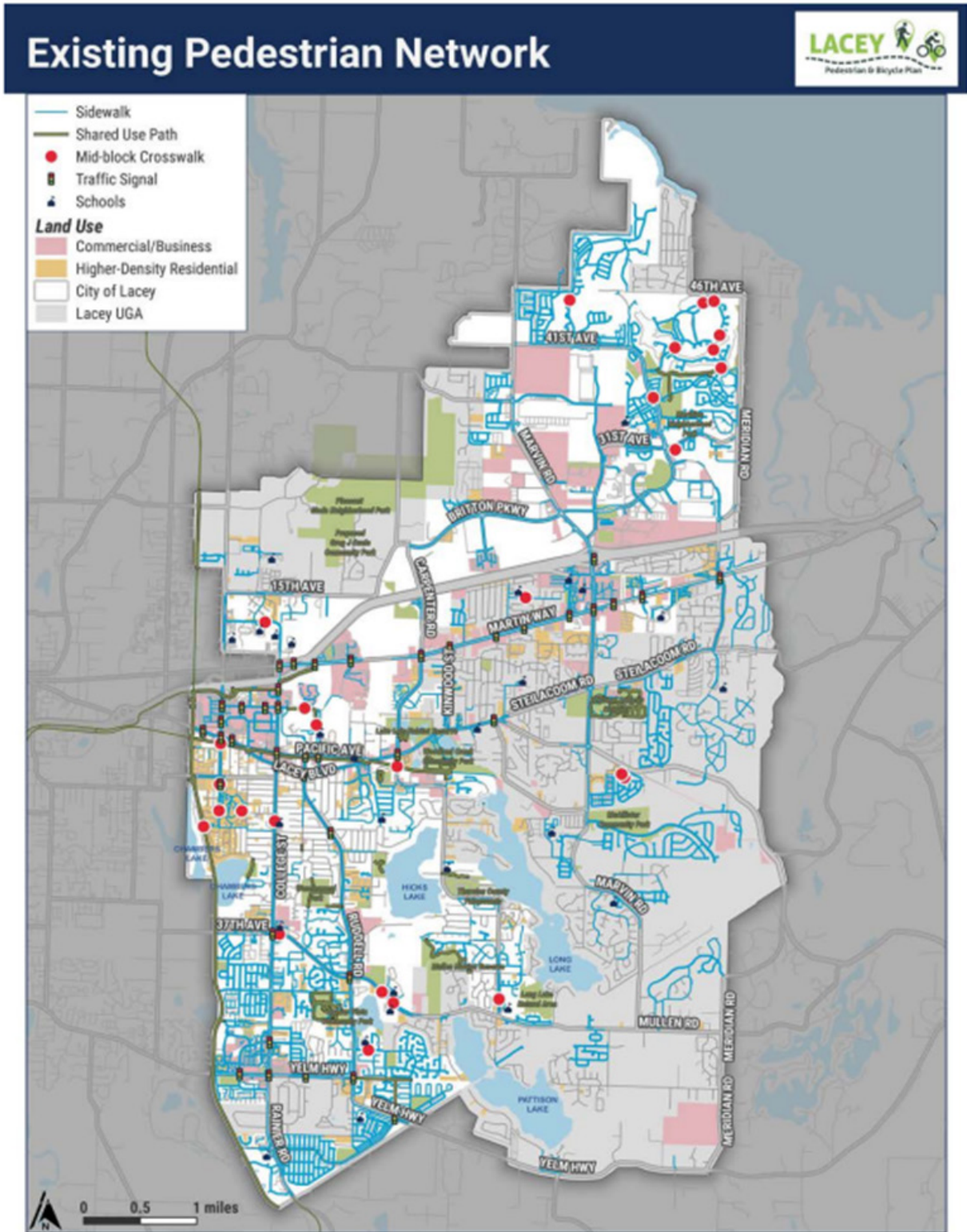
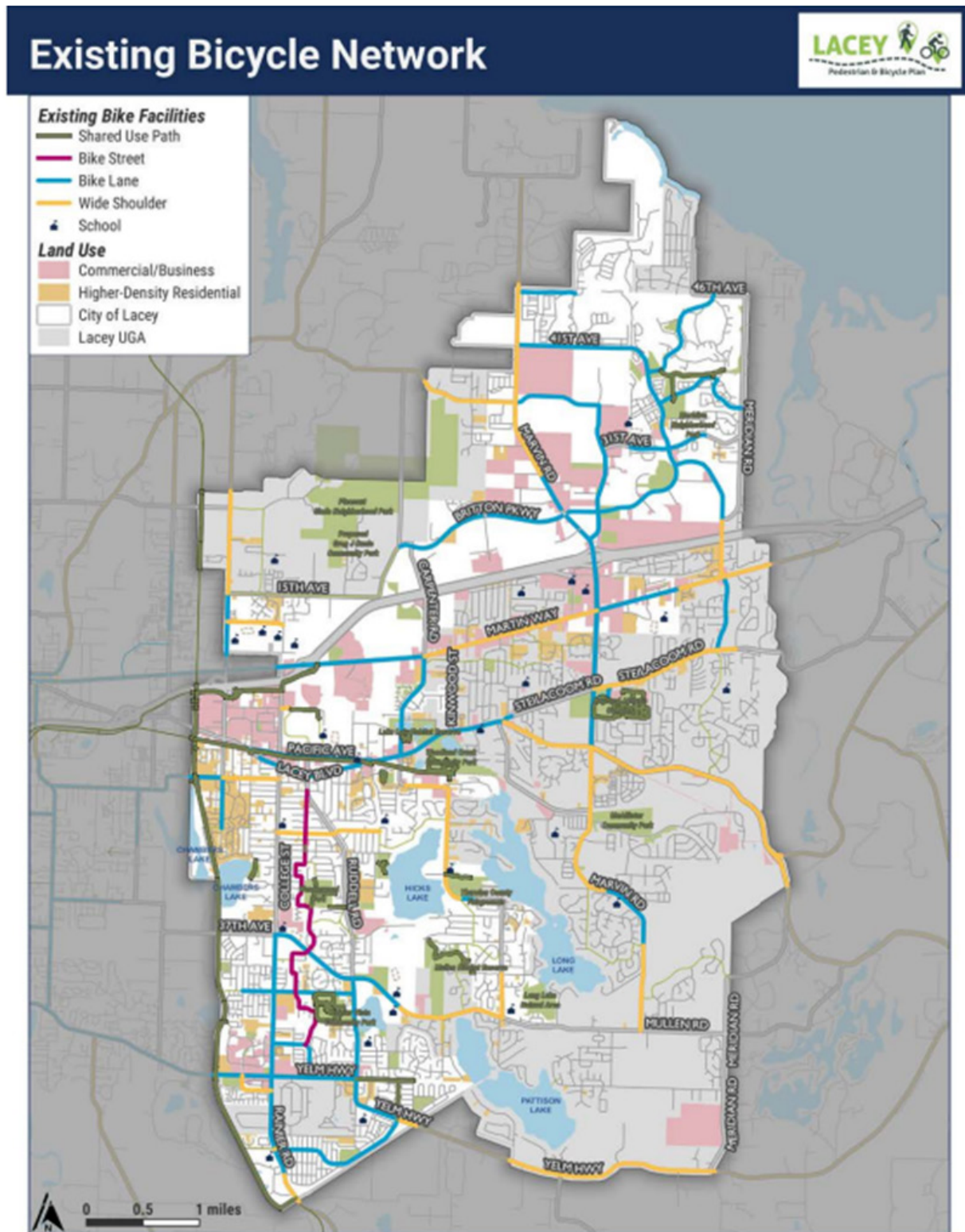
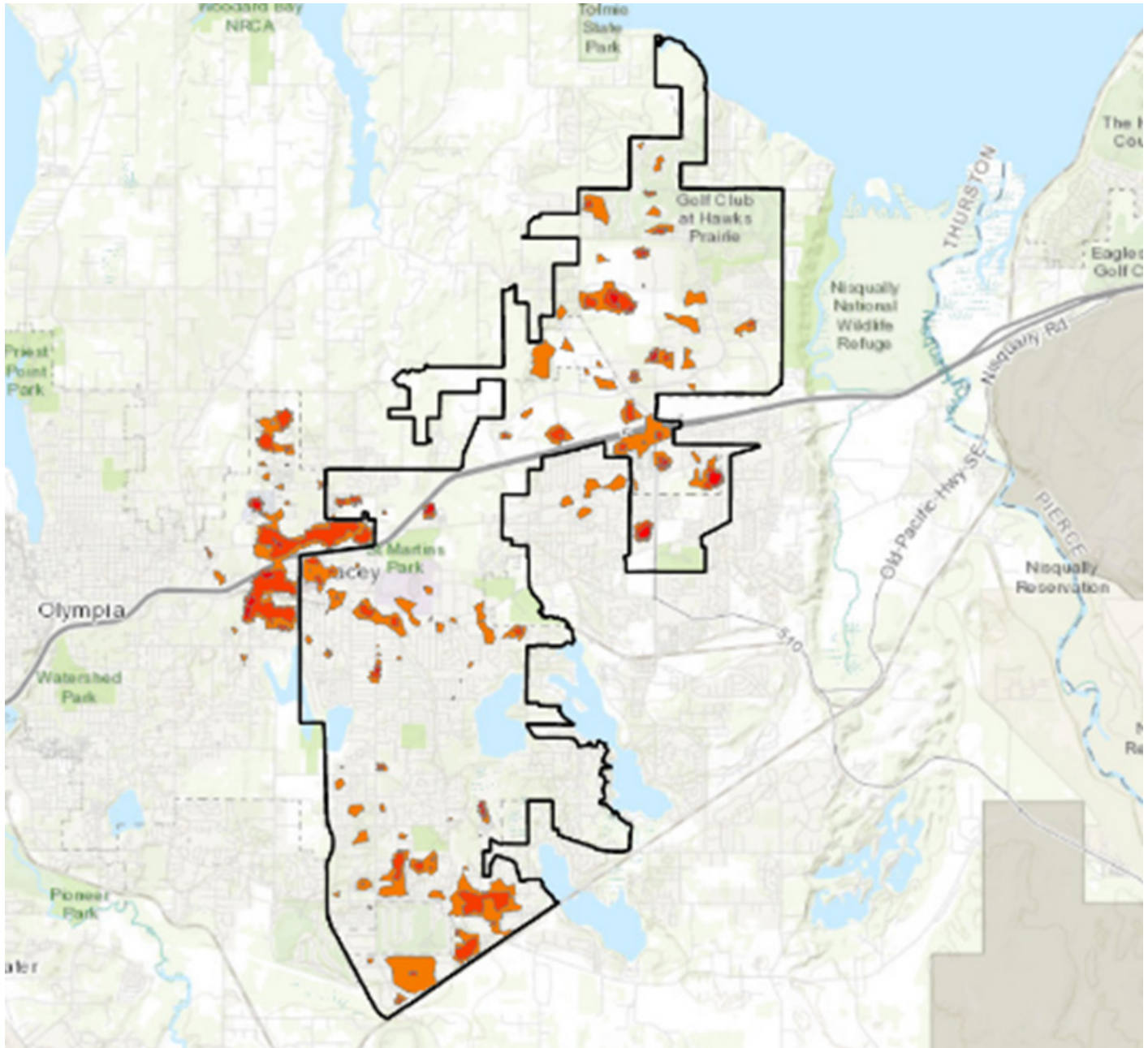


Figure D1: Existing Bicycle Network - Lacey Pedestrian and Bicycle Plan



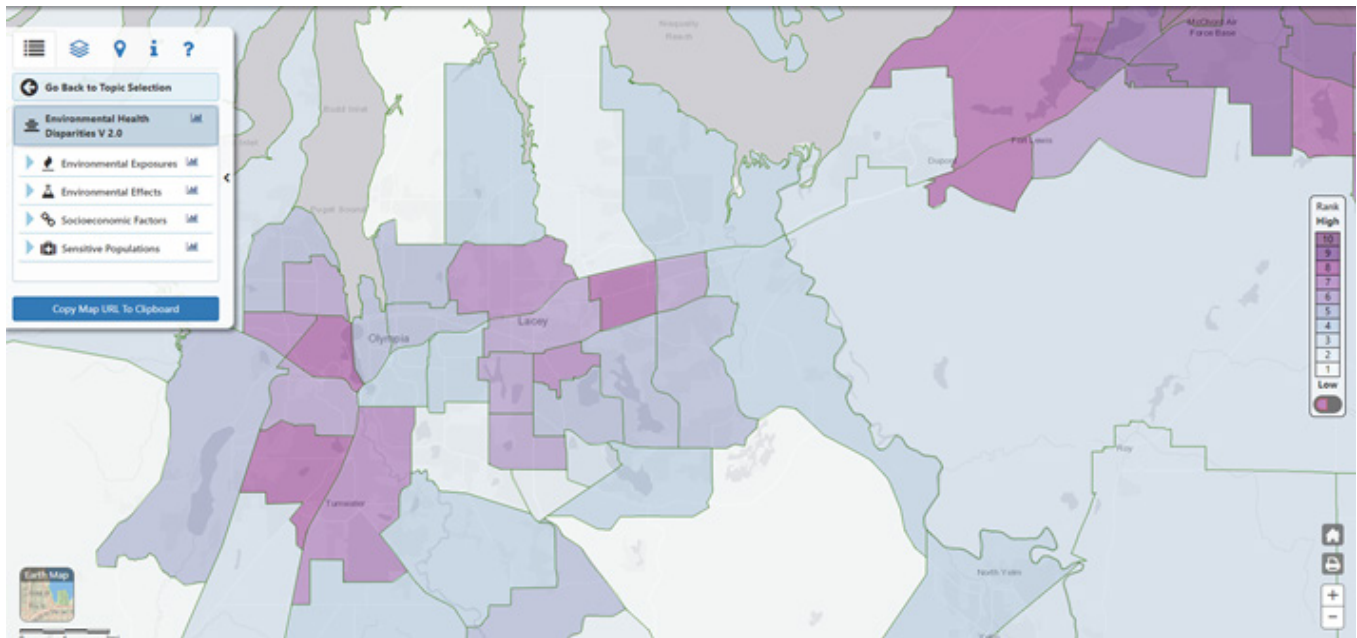
APPENDIX J: Heat Map

Figure E1: Heat Map - The Trust for Public Land's Urban heat island severity for U.S. cities (2022), see <https://www.arcgis.com/home/webmap/viewer.html?webmap=-339c93a11b7d4cf7b222d60768d32ae5>



APPENDIX K: Washington Environmental Health Disparities Map

Figure F1: Washington Environmental Health Disparities Map - To access the full Washington Environmental Health Disparities Maps, see [Washington Environmental Health Disparities Map | Washington State Department of Health](#)



APPENDIX L: Summaries of Engagement Sessions, Community Forums, and Focus Groups

Summaries of Engagement Session, Community Forums, and Focus Groups

The information below provides summaries of Commission on Equity Engagement Sessions, Community Forums, and some Focus Group meetings. Importantly, these summaries do not represent verbatim discussions.

2021 Community Engagement Sessions:

Partnerships:

- Explore partnerships with Timberland Library, North Thurston School District, other local entities.
- Increase communication with JBLM, new families to area.
- Increase communication with new residents.

Accessibility:

- Be sure to consider individuals with disabilities.
- Be sure to consider individuals with limited or no access to internet.
- Enhance broadband access across the County.
- Make City materials accessible, e.g., ASL interpreters, closed captioning, consider design that makes materials accessible for individuals with color blindness.
- Consider language and cultural barriers.
- Mask are barriers currently to hearing individuals in the Sessions.
- Communities members with language, cultural, or other barriers to information may feel limited in who they contact at the City.

Outreach:

- Expand the City newsletters and have an established contact at the City available to provide more information.
- Flyers in grocery store, park signage.
- Go to where the people are / go into the community for engagement.

- Use banners / Electronic reader boards.
- Make online materials, like the survey, 100% accessible.
- Use newspaper ads.
- Leverage community partnerships.
- Consider hosting additional forums and/or focus groups.
- Engage in more community engagement and dialogue.
- Engage more high school youth / youth voices.
- Outreach and engagement with Homeless Youth.
- Create an outreach list with local organizations / entities.
- Use Community liaisons to reach out to communities.
- Get creative in approaches.
- Find locations that may be less intimidating than City Hall to meeting with the community.
- Create an environment of trust when community members feel they can bring up items and/or issues they may be encountering.

Inclusivity:

- Expressed that visuals in the community matter, e.g., military statue.
- Indigenous land recognition.
- Create a list of who attends/is a part of celebrations; do an audit of who is left off those lists.
- Consider a Juneteenth celebration.
- Consider hosting additional forums and/or focus groups.
- Explore expanding the existing community center for large events and programming.
- Explore increasing representation on boards and commissions in the community, this includes the city as well as other governmental entities in the community.
- Concerns regarding businesses in the City.
- Judge people by content of character; expressed the commission was the wrong direction.
- Consider issues of housing and financial issues.
- Have empathy for others.
- Craft a mission statement.
- Increase diversity in the City organization, as well as outside of the City, e.g., Police.

Evaluation / Benchmark:

- Evaluate who we are reaching out to and if it is effective and identify gaps.
- Evaluate way to close identified gaps.

Black and African American Community Forum:

1. North Thurston Public Schools (NTPS):

A. How is the COE involved with NTPS?

The COE provided information on how the City of Lacey City Council and the North Thurston Public Schools Board of Directors are two distinct elected, governing bodies. The COE provided an overview of the February 2023 COE meeting where NTPS representative, Dr. Antonio Sandifer, Director of Equity and Languages, provided an overview of NTPS equity efforts and answered COE questions on this topic. The full presentation can be viewed here: [Commission on Equity - February 27, 2023 - YouTube](#) The COE expressed interest in continuing to dialogue with NTPS representatives on equity issues in schools.

B. Who manages resources for school district?

See question above. The NTPS Board is a separate elected, governing body from the Lacey City Council. NTPS is a standalone taxing district and directly collects revenues, e.g., property taxes. The City of Lacey and NTPS have an agreement for use of certain resources, e.g., school facilities for recreation programming like swim classes, indoor basketball programs, etc. In addition, at times the City of Lacey has received funding to help fund recreation programming, e.g., Playground Pals, a free recreation program.

C. What efforts are being done at NTPS, including NTSP elected bodies and advisory boards? Information on NTPS equity efforts can be accessed here: [Equity / Equity at NTPS \(nthurston.k12.wa.us\)](#). Per this page, please contact equity@nthurston.k12.wa.us for more information.

D. Concerns about representation of school teachers in the community.

2. Parks, Culture, and Recreation:

- A. Enhance representation at City-sponsored recreational events, including movies and concerts series.
- B. What types of youth engagement and recreation opportunities exist from the City?
- C. Expand beyond “celebrations” and infuse diversity throughout the community.

3. Enhance collaboration between government entities and other organizations:

- A. Hold regional efforts with the cities of Olympia, Tumwater, and Thurston County. Recognize that community does not end at a city's boundary.
- B. Enhance collaborations with organizations (e.g., non-profits, faith communities, etc.) in the community.
- C. Continue dialogue and collaborations with community members.

4. Land Acknowledgements:

- A. How will Land Acknowledgements be used by the City?

5. Homelessness:

- A. How can the greater Thurston County community collectively address issues like homelessness?

6. Health Care Access:

- A. Concerns were raised about employment and pay disparities at health care organizations.
- B. Concerns were raised about disparities in representation in health care.

- C. Concerns were raised about disparities in health care services and access, e.g., emergency room services.

7. Employment Inequities:

- A. Concerns were raised about explicit and implicit biases in employment processes across the community.

8. Racism as a Public Health Emergency:

- A. What is Thurston County doing since this declaration? What are cities doing?

9. Comprehensive Plan Updates and Engagement:

- A. Is there an outreach and engagement plan to get more individuals and communities involved in upcoming comprehensive planning updates?

COE Questions:

10. How can we create a welcoming community?

- A. Encourage more multigenerational community efforts.
- B. Improve communication access and knowledge of events. Expand communication efforts and create more culturally relevant communications.
- C. Develop one-stop resource for community members to improve access to information on the community. This would be very helpful for new members of the community, including new military personnel.
- D. Enhance information accessible at local Chambers of Commerce and other resource centers, e.g., a welcome center.
- E. Signage, flags, and other types of visualizations, in addition to certain businesses, in the community create an unwelcoming environment.

F. Display diversity throughout community.

G. Create a pedestrian friendly town center that helps enable community connectivity.

11. How could we increase participation from underrepresented community members?

A. Host more events like this in the community. Be inclusive, make sure that they are well-planned and well-organized.

B. Go to where people already are; do not ask community members to come to government facilities.

C. Increase marketing and outreach for events. Increase pamphlets on how to get connected.

D. Increase outreach to community organizations, e.g., faith groups.

E. Invite diverse voices to be involved in planning and community events.

12. What barriers have you seen or experienced in participating in decisions that impact the community?

A. Cultural barriers are a challenge.

B. Dismissal of concerns of African American students. Women of color are rarely heard.

C. Navigating government systems can be difficult. It can be hard to know how to get involved.

D. Holistically consider youth activities, mental health, and law enforcement.

E. Disparities in employment access in the community and explicit and implicit bias, and other barriers, in hiring processes.

13. Did you experience any barriers to your participation today?

- A. The time of the event was a barrier to some people due to work.

LGBTQIA+ Community Forum:

1. How can we create a welcoming community?
 - A. Host a Pride event in the community.
 - B. Expressed appreciation to the City for putting on this event.
 - C. Provide more information on how to volunteer and get involved within the community. Provide more information on what is going on in the community.
 - D. Concerns that there is a lack of diversity with candidates for public positions. Concerns that there is a knowledge gap on how to run for office or volunteer.
 - E. Signage, flags, and other types of visualizations, are important. Have more visual representation that demonstrates that the City is welcoming, e.g., flying the Progress Pride and Juneteenth flags longer, having more murals honoring cultural communities, creating entrance signs to the City welcomes everyone in multiple languages and expresses support for LGBTQIA communities.
 - F. Disappointed with the City's past sponsorship activities, but expressed appreciation of through response by the City.
 - G. Continue to collaborate with partners in the community.
 - H. Create a place where people can meet and engage safely with one another.
 - I. Create a support group for parents of LGBTQIA+ youth in Lacey, e.g., Lacey PFLAG.

2. What concerns do you have about racism and inequity in the community?
 - A. Concerns about North Thurston Public Schools and issues youth are facing.
 - B. Involve more youth voices and perspectives.
 - C. Use language that all can understand (plain talk) in communications.
 - D. Concerns about inaccurate information disseminated on SB5599.
 - E. More information on how allies can be helpful advocates in the elimination of racial and other inequities in the community.
 - F. Continue efforts to respond to homelessness; Lacey and jurisdictional partners are making strides with opening of Maple Court. Continue to collaborate with regional partners.
 - G. Concerns about the continued impact of historical legacies on community, e.g., redlining and access to economic opportunities.
3. How could we increase participation from underrepresented community members?
 - A. Concerns that there is a knowledge gap on how to run for office or volunteer.
 - B. Host youth and young child friendly events and programs.
 - C. To enhance participation, find existing gaps in engagement and focus efforts on closing these gaps.
 - D. Concerns about transportation access.
 - E. Concerns about language access and providing information in multiple languages.
 - F. Enhance communications on more social media platforms.

4. What barriers have you seen or experienced in participating in decisions that impact the community?
 - A. Enhance communication efforts by the City.
5. Did you experience any barriers to your participation today?
 - A. Expressed that it was refreshing to discuss LGBTQIA+ issues openly.
 - B. Enhance focus on youth voices and participation. Hold a forum for community members 18 years old and under.
6. Is there anything else that you would like to tell us?
 - A. Enhance communication efforts by the City. Communication is one of the hardest things; people don't read.
 - B. Concerns about safety of transgender and queer youth.
 - C. Include data and statistics in forthcoming DEI strategic plan.
 - D. Get more out more information on how community members can be more involved.
 - E. Concerns about people experience homelessness.
 - F. Enhance LGBTQIA+ events, like Olympia Pride parade.
 - G. Collaborate and share information with partners.

Centering Immigrant Communities Community Forum:

1. Welcome: Share one or two good things or experiences about being an immigrant in the community.

- For example: new food, people, community, favorite things, and cultural experiences?

Responses:

- Recognizing longstanding histories of communities in the area and their events, e.g., Chinese community
- Having established religious centers, e.g., Korean churches, Mosques, Buddhist Temple, etc.
- Restaurants and food options, e.g., Restaurants on Martin Way, Fast food establishments, etc.
- Landmarks and other representation in the community, e.g., indigenous peoples recognized in street names and events
- Connect with natural environment
- Seeing and experiencing new cultures and the diversity of the community
- Access to community services and resources, e.g., Library
- Community events and sports
- Cultural diversity is an asset in the City
- You do not have to change who you are to be part of the community

2. Creating a welcoming community:

- How have you felt excluded in the community?
- How have you felt included in the community?
- What helped you feel welcome in this community?
- What would make you feel more welcome in this community?

Responses:

- Histories of institutional and individual racism, e.g., restrictive covenants, redlining, Chinese Exclusion Act
- Discrimination trying to purchase properties from individuals and companies
- Political, social, economic representation matters, e.g., Gary Locke as Governor
- Resources in the community, e.g., ACRS in Seattle/King – Asian Counseling and referral service, possible expansion to Thurston, Multicultural center of South Sound is trying to get off the ground.
- Volunteering as a way to connect and feel welcome
- Establishing representative businesses and services, e.g., churches
- Felt excluded by delayed police response time for business, believed it was because it was a Korean business.
- Language barriers make people feel excluded and create barriers to forming relationships and performing civic tasks, e.g., jury duty. Lack of information in preferred language.
- Felt included by having a job, driving, learning to adapt to challenges, getting citizenship, and voting.
- Getting access to services for to Military members and their families

- Would like to see more conversations with community to build relationships
- Would like to see more cultural centers that provide information
- Welcoming center
- Community organizations
- Funding for community sports programs

3. Concerns about racism and inequity:

- Have you ever experienced racism/inequity in this community? Do you still have concerns?
- What are some of the biggest difficulties/challenges about being immigrants that you've experienced?
 - How did you adjust to this community?

Responses:

- Power hoarding is real
- Peaks and valleys in racism, e.g., Asian hate crimes during pandemic
- Experiences of assault at Mosque in Texas
- Representation matters, look at how people are portrayed in movies
- Rude comments. Emboldened by the last U.S. leadership
- The justice system doesn't serve people equally
- Cities are enriched by diversity
- Experiences of racism in community, e.g., children and grandkids are experiencing racism (name-calling)

- Teach person-to-person interactions to all community members
- Finding your place in a community can be difficult with different languages and cultures
- Lack of respect when addressing each other. Use proper names and learn the proper pronunciation
- Language barrier: Hard to voice concerns when language is a barrier, language barrier most difficult challenges, translators needed
- Experiences of discrimination in applying for jobs
- Assumption that we don't understand or not capable
- Lack of cultural humility
- Housing challenges
- Racism in government and community services
- More diversity of staff working in these positions
- Advocate in police station for immigrant communities

4. Participating in Community Decisions:

What would encourage you to participate more in community decisions?
Do you have any suggestions for solutions?

- Do you have problems with language barriers in the community?
- Do you have problems accessing information on community decisions?
- Do you feel comfortable expressing your ideas, questions, or concerns in the community?

Responses:

- People need to be invited to be on Boards and Commissions. Need trusted community members to invite, e.g., U.S. Census liaisons. Outreach and engagement using Trusted Messengers with existing relationships with communities.
- No tokenism; true inclusion and belonging. Individuals have important skills
- Don't use the word citizen
- Emphasis "Belonging" in DEIB
- Lacey has a Pacific Islander community that is underserved, Guam, Marshall Islands, Cook etc.
- Find people where they are, e.g., Filipino Sacred Heart Catholic is a big meeting place
- Voting – Having ballots and election materials in multiple languages, host classes for immigrants and other to learn process/information in preferred language
- Concerns that complaining or communicating about issues can potentially be misunderstood for racism or other misunderstandings
- Transportation
- Having a welcoming space to provide feedback
- Forums: community forums at schools, smaller forums, not recorded
- Sending surveys in different languages

5. Solutions:

- What would make living in this community better for you?
- What do you hope for the future in this community?

Responses:

- True and meaningful inclusion
- Opportunities to volunteer; serve and have a role in leadership decisions
- Make downtown more inviting
- Have districts, e.g., an international district or K-Town
- North Thurston School District is very diverse; but bullying is still an issue
- Lack of understanding leads to bullying, e.g., not understanding the various types of head coverings
- Military youth are an asset for diverse experience
- People can live in a community and not feel welcome in their neighborhood
- More public safety
- Solutions to homeless issues
- Creating a multicultural center where community can come together and learn from each other
- Having more forums to continue dialogue and relate to one another; expanding how to connect to communities
- Improving transportation options
- Investing in low barrier housing

Senior Services for the South Sound Focus Group:

1. How can we create a more welcoming community?

- Host more events in the community to increase opportunities for community members to get together and interact with one another.
- Having food works.
- Provide more transportation to community events; increase accessibility for community members to attend. Pick-up locations could include: schools, bus stops, Thurston County Fair parking areas, Virgil S. Clarkson Senior Center, local churches, and malls.

2. What concerns do you have about racism and inequity in the community?

- Participant from North Carolina stated that they enjoyed living in the Pacific Northwest.
- All we hear about is bad news. Would like to celebrate more successes, in addition to continuing to tackle challenges.
- Hold more inclusive holidays, e.g., Senior Center is looking to be more inclusive during future holiday celebrations. Where can you get more inclusive holiday decorations?

3. How could we increase participation from underrepresented community members?

- Create more opportunities for dialogue with community members.

4. What barriers have you seen or experienced in participating in decisions that impact the community?

- Getting the conversation started can be hard.

Did you experience any barriers to your participation today? No responses.

All Abilities Community Forum:

Question 1: Share one or two good things or experiences about being in our community.

Community members feel welcomed, included, and accepted by the inclusivity the City provides through community amenities like:

- Affirming visualizations, e.g., Pride flag
- Local parks
- Libraries
- Senior Center
- Cultural activities and art

Question 2: I felt excluded in the community when...

Many community members shared that they feel included in their community. However, others stated they did not feel the community was as diverse and would like to see more diversity and equity in the City.

Individuals felt excluded when:

- Same-sex marriage was questioned.
- When someone was asked to leave a restaurant for wearing a Muslim headscarf
- No changing tables in the men's room
- Limited language access for non-English speakers
- Names were mispronounced
- Limited access to mailboxes
- Limited access to parks, walkways, entrances

Question 3: I felt included in the community when...

Community members feel included when the City holds events like the All Abilities Forum, cultural events, the Sensory House, and the Lacey Spring Fun Fair.

Community members would like further inclusivity and expand opportunities for all abilities for City events. Individuals would like more resources for community members with sight impairments.

Question 4: What helped you feel welcome in this community?

Community members discussed:

- Small acts of kindness, such as learning how to pronounce a person's name
- Attending city events
- Talking to people and making connections
- Showing interest in others and greeting others, helps them feel seen

Community members also mentioned:

- Discord community--live streaming
- Boys and Girls Club
- River Ridge Math class
- Lighted-vehicle parade
- Lacey Spring Fun Fair
- Transportation

Question 5: I would feel more welcome in the community if...

Community members shared they would feel more welcome if there were more events like:

- Cultural celebrations
- Juneteenth
- Korean War Memorial Event
- Military Family Day
- Celebrating the accomplishments of everyday heroes
- Recognizing women in the community
- More events for individuals of all abilities to take part in
- Bus stops were closer
- Complete and accessible sidewalks
- Pride event
- Recognition of all religious holidays at schools and other places

Question 6: What are some of the biggest equity difficulties and challenges you've experienced in the community?

The community members listed the following equity issues that they would like the City to address:

- Wider stalls in restrooms for wheelchair users
- More accessible transit options, increased stops and frequency, later service
- Streetlights and crosswalks with audio directions
- Community common houses for all abilities
- More restrooms in parks
- Health resources for young children
- More resources in the community
- Language accessibility resources
- More educational resources regarding transgender and LGBTQIA+ training and support
- Career opportunities for individuals in their 20s
- More sport, recreation, and extracurricular opportunities

Question 7: In the community, what barriers have you experienced?

When asked about the barriers they faced, community members shared the following:

- Increased cultural humility
- More conversations and discussion on equity
- More disability friendly daycares and resources
- Accessible bus stops for all abilities (ex. Lacey Food Pantry)
- City events that are more accessible
- City information through print newsletters
- Government systems are difficult to navigate, e.g., Medicare
- Affordable housing, e.g., Mobile home parks
- Retirement options

Question 8: What would encourage or increase your ability to participate more in community decisions? Do you have any suggestions for solutions?

The following were discussed:

- More gathering spaces to connect
- Expanded internet access
- More ways to access information, e.g., distributed at schools, churches, libraries, community areas, post offices, and homeowner associations

Question 9: What would make living in this community better for you?

Community members discussed:

- More gathering spaces across the City for individuals to share resources, information, and participate in activities
- More music, e.g., jazz
- More printed materials

Question 10: What do you hope for the future in this community?

The community members would like:

- Access to wheelchair groups.
- Enhanced medical supply banks
- Expanded Dial-a-life service