



FAS COVID-19
Response and Recovery Summary
Department of Finance and Administrative Services



Seattle
Finance &
Administrative Services



Director's Foreword

Dear FAS Colleagues,

In March 2020, the Seattle region became the nation's first epicenter of the COVID-19 pandemic—reporting some of the first deaths from the virus in the U.S. and the first cluster of deadly outbreaks.

Our lives changed almost overnight. Hospitals and healthcare workers were stretched to capacity. Employees who could shifted to telework. Businesses changed their operations; some closed their doors permanently. And the things we may have previously taken for granted—riding the bus to work, sitting in a movie theater or hugging friends and family—were suddenly halted.

So much was unknown in those initial months and much has been learned since. Now, 21 months later, the city that served as ground zero for the virus is leading the nation as one of the most vaccinated.

The long road to this point was built by the collective action of many: healthcare professionals and first-responders, public health agencies and local governments, businesses and community partners and, of course, our residents. It was also made possible by the tireless civil servants within the City of Seattle, including those working in the Mayor's Office, Seattle Fire Department, Office of Emergency Management and of course you: the teams of the Department of Finance and Administrative Services (FAS).

You demonstrated the very best of what it means to be public servants and could be counted on when it counted most for our city.

Teams in FAS helped stand up the City's four testing sites—which served as a national model and have provided more than 1 million tests. They instituted safety protocols to keep our workforce safe in the 120-plus facilities FAS manages. They provided outreach and education to businesses to ensure employees and patrons were protected. They created Seattle's main COVID-19 hotline to answer questions from residents and schedule appointments. And they stood up the largest civilian-led mass vaccination site in the nation, one that—when the dust settled—provided more than 102,000 potentially life-saving vaccines. Of these, 44 percent went to BIPOC community members.

This work is not done of course. With the emergence of the Delta variant, Seattle is and will remain steadfast in its resolve to stop the spread and protect our residents. And FAS will continue supporting our community every step of the way.

That's why we've created this document: the FAS COVID-19 Response and Recovery Summary. This summary is meant to document the work we've done, provide a sober and clear-eyed assessment of lessons learned, offer key takeaways, and serve as a blueprint for our department in the event of another future emergency.

As you'll read, our work is and will continue to be prioritizing safety, equity and the continuity of operations for the critical services provided across our 16 divisions.

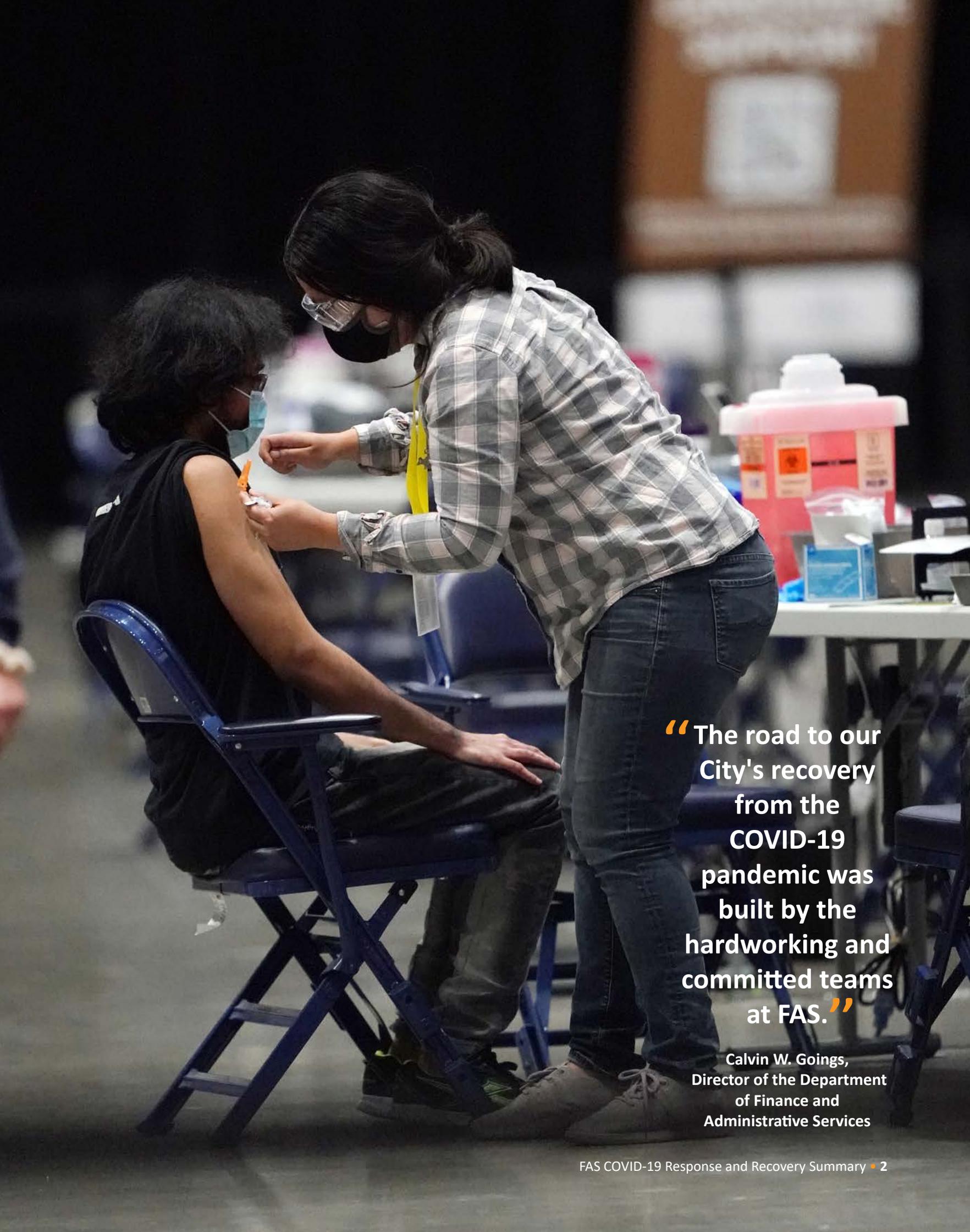
I hope this report captures even just a shred of the monumental work and commitment of the FAS teams during this unprecedented time. I've never been prouder or more humbled to work with a team of colleagues.

Thank you to these teams, our colleagues across the City, the leadership of Mayor Jenny A. Durkan and our residents. We've weathered the uncertainty and stress of the pandemic just as we'll weather our recovery from it—together.

Thank you,



Calvin W. Goings
Department Director
Finance and Administrative Services



“The road to our City's recovery from the COVID-19 pandemic was built by the hardworking and committed teams at FAS.”

**Calvin W. Goings,
Director of the Department
of Finance and
Administrative Services**

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I. Executive Summary and Key Takeaways

This report provides a documented overview and key takeaways on how the City of Seattle's Department of Finance and Administrative Services (FAS) helped lead the City's response and recovery to the COVID-19 pandemic.

Early and immediate steps taken by the department ensured the City was well positioned to organize, sustain and build its COVID response and, above all, to protect and serve its residents and 13,000-member workforce. These critical steps included the development of cleaning and safety protocols for the 120 City-owned facilities and 4,000-vehicle fleet FAS manages. FAS also converted its seven brick and mortar neighborhood Customer Service Centers and Customer Service Bureau into a remote call center that ensured residents had access to multilingual information and assistance. Finally, FAS led all emergency management logistics for the City—everything from helping launch an Army Field Hospital, securing isolation and quarantine spaces for healthcare workers and first responders exposed to the virus, and centralizing the purchasing, tracking, storage and distribution of more than 2 million individual Personal Protective Equipment (PPE) items for employees and the public.



SFD Chief Harold Scoggins speaks at a press conference with Mayor Durkan following FAS' delivery of donated PPE. In addition to securing PPE for the City, FAS also managed the City's supply donation program.

From the onset of the pandemic, FAS worked diligently to support its partners at Public Health – Seattle & King County and the Washington State Department of Health to respond to the COVID-19 virus.

And, as global understanding of the virus quickly evolved and companies and governments like the City transitioned to remote work, public health guidance focused on universal mask-wearing, testing and contact tracing. FAS continued to lead the City's response by quickly partnering with the Seattle Fire Department (SFD) and the Mayor's Office to create a free COVID test site program—one that centered equity by focusing on accessibility. The program became a national model, garnered a Seattle Management Association leadership award and has provided more than 1 million free COVID tests. FAS identified the site locations, executed contracts for the City and led logistical support, including developing signage, ordering supplies, and erecting tents and workstations. FAS also created a designated COVID-19 hotline to assist residents seeking appointments for the sites.

Then, in January 2021, as federal and state governments slowly began to roll out COVID-19 vaccines, FAS began work on what would become the City's most ambitious undertaking over the entire course of the pandemic: launching and operating the largest civilian-led mass vaccination site in the country at the Lumen Field Event Center.

FAS did this by brokering a partnership with the City, Swedish and First & Goal, Inc., hiring and onboarding over 200 new FAS employees, training hundreds of volunteers and ordering more than 15,000 individual items to convert an 190,000 square foot space—one that had been empty due to COVID—into one of the largest vaccination sites in the country. The site operated for nearly three months and provided more than 102,000 vaccines, 44 percent of which went to BIPOC residents.

Throughout this time, FAS also supported the City's smaller community vaccination sites by securing their locations, equipping them and providing logistical support to SFD, which operated the sites.

Thanks to this work, in June 2021, the City of Seattle reported a monumental milestone: 70 percent of its residents were vaccinated—making it the most vaccinated large city in the country. At the time of this writing, 83 percent of residents are now fully vaccinated and Seattle is well on its way to recovery.



City and county officials speak during a press conference at the FAS-led Community Vaccination Site at Lumen Field.

Just as it has done throughout the pandemic, FAS continues to play an outsized role in the City's efforts, and the department recently led one of the most significant milestones of the City's recovery since it closed facilities to the public and began telework in March 2020: FAS safely reopened public-facing counters and neighborhood customer service centers throughout the city, restoring critical in-person services to residents.

Now, as more employees gradually return to worksites over fall and winter 2021, the City is utilizing safety protocols developed by a 75-person Return to Worksite Operational Task Force led by FAS.

The pandemic is still ongoing. And the emergence of the Delta variant and others pose new challenges for cities as we rethink our response and recovery. That is why, to aid in this work, document lessons learned, and to add to the growing body of expertise on emergency management logistics in the wake of the pandemic, FAS has compiled this report. It provides a high-level synopsis of FAS' role, chronicles steps taken and offers key takeaways and best practices during one of the most unprecedented emergencies in a generation.

Key Takeaways in Planning

- **Remain responsive and adaptive as a crisis evolves**
FAS began planning for and positioning itself to respond to the COVID-19 virus even before it was well understood. FAS ordered PPE, like disposable masks and sanitizer, for first responders very early and was able to adjust as new guidance emerged. FAS' initial response also focused on building safety protocols to disinfect surfaces and creating temporary isolation spaces. Once public health guidance shifted and the City better understood how the virus is transmitted, FAS quickly pivoted to closing facilities and public-facing counters and improving air flow and filters in all its buildings. By remaining agile, FAS was able to quickly adapt and respond in real time.
- **Be proactive and plan for contingencies**
Teams charged with planning efforts need to be given the room, resources and flexibility to plan for likely scenarios in an emergency. Good planning requires seeing around corners, anticipating needs and evolutions, and preparing for them. Empowering planning teams to be flexible and to change course when needed allows them to respond well when challenges occur.
- **Consider technology needs in all planning**
One of the hardest things to build immediately in an emergency is the necessary technology infrastructure. Ideally, this is in place before an emergency so that teams can seamlessly transition their work if needed. Regardless of the emergency event—a pandemic, an earthquake, a fire that forces an evacuation or destruction of property—plan ahead for how teams will utilize technology and what resources they might need in the event of a technology failure or disruption.

Key Takeaways in Management

- **Build and rely on strong internal organizational structures to lead**
A key to FAS' response was having strong communication, collaboration, information and resource-sharing among its department leadership and teams. As soon as the City activated its Emergency Operations Center, FAS jointly launched its Department Operations Center. This ensured information was shared across teams, streamlined work and reduced opportunities for knowledge gaps or barriers. Having a strong internal organizational structure allowed for greater collaboration and coordination, and provided teams with clear asks and direction and regular check-ins on progress.

- **Manage up and down with concise overview of what’s at stake and decision points**

When decisions need to be made quickly and decision-makers are faced with a deluge of information, it is important to keep summaries or talking points concise and organized. Do not overcommunicate. Do the legwork to distill information and provide a high-level overview; spell out what is at stake and what is needed of the decision-maker.

- **Redeploy talent and build in training and redundancies**

Throughout the pandemic, FAS was able to quickly redeploy employees to new positions or tasks based on emerging needs. The department was able to do this by building in training and redundancies so key staff had backups and knowledge/roles are shared. This helps eliminate single points of failure. This was especially helpful for FAS when launching the mass vaccination site or reassigning Customer Service Centers’ staff to support the City’s Customer Service Bureau call center.



FAS launched an Employee Ambassador program which oversaw the implementation of safety protocols in City facilities. Ambassadors helped conduct temperature and health checks and ensured employees and visitors complied with safety measures.

Key Takeaways in Logistics

- **If a system stands in the way, create a new one**

If a conventional practice or way of doing things serves as an impediment, barrier or delay to your agency’s crisis response, seek new ways to do business or to work around barriers. For the City of Seattle, in the initial days of the COVID-19 pandemic, departments were competing with each other, as well as other cities, states and countries, for the same personal protective equipment. FAS solved this by centralizing the City’s PPE purchasing and warehousing process. This meant the City was better able to streamline, order, track, manage and distribute PPE to its workforce—something that was critically important. FAS also created a new division, known as Logistics and Emergency Management, to handle Citywide emergency management logistics.



In addition to standing up the City’s mass vaccination site, FAS supported community vaccination sites throughout the city.

- **Engage stakeholders to understand scope of needs**

At the start of an emergency response, agencies may have limited information about the scope and length of need. FAS worked around this by engaging with client departments (SFD and SPD) and collaborating jurisdictions (King County) to find out as much information as possible about logistical needs, such as search parameters, supply needs and contract requirements. This helped ensure teams had an understanding of the scope, timeline and deliverables.

Key Takeaways in Collaboration

- **Utilize the strength of existing partnerships and forge new ones**

Governments and agencies can maximize their impact through partnerships. FAS has done this continuously throughout the pandemic, capitalizing on existing partnerships with healthcare providers to launch the largest civilian-led mass vaccination site in the country, and creating new ones with businesses and hotel providers to keep residents safe and house first responders who needed quarantine and isolation spaces.

- **Be innovative in providing services and building partnerships**

FAS utilized no-charge money orders to provide cash-only customers a way to stay current on their accounts while brick-and-mortar Customer Service Centers were closed. This work was only possible because of the existing partnerships with Wells Fargo.

Key Takeaways in Communications

- **Engage your communications team early and often**
When possible, engage your communications team so they have the latest and most accurate information to share out. Information sharing is key when projects are quickly moving.
- **Embed equity in all communications strategies**
Considerations for accessibility, translation and interpretation services should not come at the end. Communications can be tailored and built from the onset if equity is kept front and center.
- **Create easily adjusted, customized templates for multiple uses**
Create and utilize toolkits and templates when creating mass communications. For the vaccination site, signage was frequently adjusted based on new policy or public health changes. By having templates in place, it was easy to quickly adjust signage and communications as needed.



Safety measures were implemented throughout the site to keep employees, volunteers and residents safe.

Key Takeaways in Equity

- **Begin with the community**
Invite stakeholders who have limited English proficiency (LEP) to provide input on key strategies and operational needs. Create a regular opportunity for the community to provide ongoing feedback on progress and success.
- **Center equity**
Equity should be embedded and centered in every step of the process. At every decision point—location of testing site, what services to provide or how to communicate about them—equity must be considered in all policy and operational decisions.
- **Cultural competency**
Ensure volunteers and staff understand that providing language access is a priority, including key expectations in onboarding and training.
- **Create opportunities for feedback**
Create multiple ways for feedback (patients, volunteers and staff) to continue improving services to the LEP community.



FAS led logistics for the City's test sites, including outfitting them for inclement weather and procuring critical PPE.

II. Introduction

A. Purpose of Report

The report, compiled by FAS teams, provides a high-level overview of steps taken, best practices implemented and lessons learned throughout the pandemic. By documenting this work, this report seeks to serve as an assessment and blueprint for FAS, as well as other agencies, governments and organizations, to utilize as they assess their own emergency preparedness and plan for and respond to other future emergencies.

This report is structured in seven sections. The Executive Summary provides an overview and key takeaways, the Introduction section provides context for the department, its role in the City and an incident overview.

The remaining sections are organized around the four pillars of emergency management: mitigation, preparedness, response and recovery, followed by a conclusion. An appendix at the end of this report provides corresponding documentation, procedures and materials developed to support the emergency response.

B. About FAS

The Department of Finance and Administrative Services (FAS) is often the public's first interaction with the City of Seattle, operating as a customer-focused front door that assists with everything from starting a business or paying utilities, to reporting a pothole, requesting public information or even adopting a new pet.

FAS also acts as the City's "nerve center." Its 620-plus employees span 16 divisions and work behind the scenes providing critical functions, like processing paychecks for the City's 13,000-person workforce, managing 120-plus City facilities—including police and fire stations—providing \$353 million in City services annually and coordinating all emergency management logistics for the City of Seattle.

C. Incident Overview

On Jan. 9, 2020, the World Health Organization announced a new coronavirus-related pneumonia. Within a month, thousands of cases were reported, and hundreds had died from the virus. In late February 2020, the Seattle region reported what at the time was thought to be the first death in the United States from COVID-19. And, within just one week, seven of the nation's first nine COVID-19 deaths were linked to an outbreak at an adult family home just miles from the city—making Seattle the initial epicenter of the virus' outbreak in the U.S.

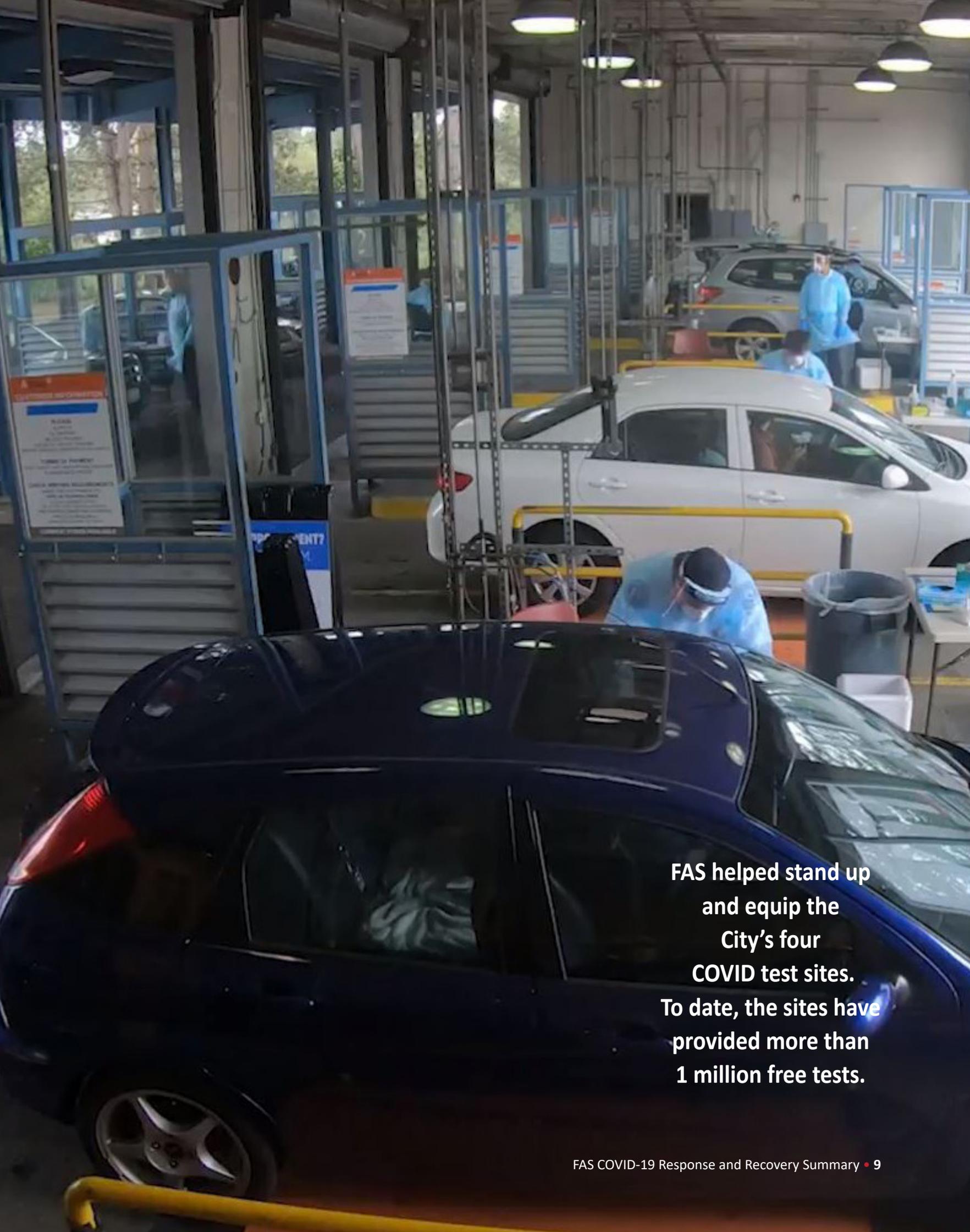
As soon as the first COVID-19 death was reported in the region, the City activated its Emergency Operations Center—bringing together teams and resources from across departments—and FAS stood up its Department Operations Center (DOC). On March 5, 2020, the City announced mandatory telework guidance for its 13,000 employees, and on March 11, 2020, the World Health Organization declared COVID-19 a pandemic, followed just days later with a declaration by the White House of a national emergency.

Everyday life changed overnight. FAS was well prepared in this moment to respond and to lead. The department assumed an aggressive, all-hands-on-deck emergency management posture that has continued for more than 21 months as FAS helps lead the City's response, gradual reopening and its eventual recovery.

Detailed in the following sections is how the department has responded, and steps taken at each phase of the crisis.



FAS Director Calvin W. Goings (right) and Mayor Jenny A. Durkan receive an update on the COVID-19 outbreak in March 2020 as the virus was first becoming known in Seattle.



**FAS helped stand up
and equip the
City's four
COVID test sites.
To date, the sites have
provided more than
1 million free tests.**

III. Managing the City's Immediate Response

Protecting the City's Workforce and the Public

A. Procuring Protective Equipment

Like cities around the country and globe, Seattle faced an immediate and urgent need at the start of the pandemic for personal protective equipment (PPE), such as masks, gloves and other supplies, to protect first responders who were treating COVID-19. Initially, public health guidance advised that PPE be reserved for first responders and the public was advised against purchasing masks because of supply shortages. To address this, and the fact that departments, cities and states had been competing against each other for the same limited supplies, FAS developed a list of 24 critical PPE items that the City would need, as well as projections for how quickly the City would utilize its existing supply and how long future stockpiles would last. FAS set a threshold of maintaining a 90-day supply of PPE for the City. The City's Office of Emergency Management (OEM) used these calculations and charged FAS with overseeing all Citywide PPE orders. The goal of centralization was to make the process more efficient—since, in many cases, departments were ordering the same supplies from the same vendors—to remove any internal, administrative bottlenecks, and to improve the City's ability to get needed equipment more quickly.



FAS secured and distributed face coverings for every City employee.

To ensure coordination, tracking and management of PPE at every level within the City, FAS:

- **Established the Pacific Purchasing Exchange**
FAS led the creation of the Pacific Purchasing Exchange (PPE), a collaborative effort of large West Coast jurisdictions formed to share best practices, identify purchasing trends, address common needs and exchange vendor contacts to assist in the procurement of critical PPE during the pandemic. The exchange included government officials and representatives from San Diego, San Francisco, Los Angeles, Seattle, Bellevue, Spokane, Yakima, Everett, Salem and Portland, and the group met regularly to share information and resources, including vendor lists, lessons learned and how to be successful in the procurement of critical PPE.
- **Created a Taskforce and PPE Coordination**
FAS also launched a PPE taskforce with representatives from Seattle Fire Department, Seattle Police Department, the City's Office of Emergency Management and the Mayor's Office. A weekly task force meeting ensured the City could monitor its supply, ensure orders were informed with real-time data and be appropriately disbursed.
- **Fostered a New Organizational Structure**
FAS developed new internal structural changes to support the emergency event and to coordinate all of FAS' frontline, emergency logistics. In May 2020, the department created a new division, known as Logistics and Emergency Management (LEM), which brought together experts across the department to oversee every element of the centralized warehouse and purchasing process across the City. Under this process, the centralized warehouse leads the purchase and distribution of 24 critical PPE items.
- **Developed and Oversaw a PPE Dashboard**
Additionally, to track PPE orders and supplies in real-time, FAS' Logistics and Emergency Management division created a PPE dashboard. The dashboard displays a snapshot of supply levels in key departments and organizes listings into a color-coded chart so that teams could easily assess their supply, ranging from nearly depleted (five days or less supply) to well-stocked with 60-days or more supply. If critical PPE items outside of the standardized 24 were unable to be procured by departments, then the FAS LEM team would order the item(s) and direct bill departments. If additional PPE items are sourced by the LEM team, other City departments then have the option of ordering from vendors directly.

- **Equipped a PPE Warehouse**

Because of the volume and size of these PPE orders, storage and distribution of them was a critical and immediate need. To meet it, FAS secured a PPE warehouse utilizing specifications and requirements for lease or purchase. Standing up the warehouse was based on a centralized location for customers, proximity to highways or the transportation network, a 90-day storage requirement (45,000 square feet), workforce availability (10 personnel and equipment), longevity of site (one year or more lease), and security (cameras, alarm system, increased patrols).

Once PPE orders were received at the warehouse, FAS developed standard practices to process, track and distribute incoming items. The department developed protocols and instructions that were shared with departments to ensure the process was clear, consistent and documented. Incoming orders were made through the City's centralized ordering system (WebEOC) and processed by LEM. All orders were reviewed for accuracy and confirmed by department representatives for delivery status.

An example of this process is as follows:

1. *Order Fulfillment*

- a. Warehouse personnel gather and consolidate orders for pickup by departments. Chief Warehouse, Manager, or designee calls department staff for pickup.
- b. Departments pick-up order at consolidated warehouse.

2. *Inventory Management*

- a. City departments are billed for orders.
- b. Order is closed out in WebEOC.
- c. LEM team reviews inventory supply for replenishment.
- d. LEM team orders restock of items.
- e. FAS Purchasing and Contracting orders replacement of supplies.

- **Established PPE Donation Program**

The City also established a PPE donation program in March 2020 at a time when both hospitals and first responders were facing PPE shortages. Extensive media coverage raised awareness among community leaders and the City led the effort to coordinate the management of donations. The City launched a local donation effort, partnering with Goodwill to collect items from residents and the commercial sector. FAS LEM coordinated with Goodwill to house 136,000 donated PPE items at the City's centralized warehouse. These donations culminated in deliveries to nearly 50 community organizations, long-term care facilities and homeless shelters.

- **Centralized Purchasing**

At this same time, FAS' Purchasing and Contracting (PC) division assumed an expanded role to support the City's Emergency Operations Center (EOC). As the magnitude of the pandemic became more apparent, PC increased the number of staff dedicated to the efforts of fulfilling PPE orders. PC also utilized other non-dedicated PC staff to assist with various efforts throughout the process that included research and contract negotiations.

Understanding FEMA and requirements for federal reimbursement, PC immediately developed a comprehensive spreadsheet to track all PPE supplies ordered. This spreadsheet provided full detail of all orders, including source, lead-time(s), quantity, payment method, etc. It also served as the data source for the PPE Dashboard previously cited.

FAS LEM coordinated with Goodwill to house 136,000 donated PPE items at the City's centralized warehouse. These donations culminated in deliveries to nearly 50 community organizations, long-term care facilities and shelters.



FAS created a centralized ordering system that ensured City departments had needed PPE.

PC leveraged its relationships with existing blanket contract suppliers to source items and branched out nationwide for quotes due to the high demand. PC handled the influx of e-mails and calls the City received from non-contracted suppliers, many of whom changed their line of business to provide PPE in response to the pandemic. Using various procurement resources, PC carefully vetted each company to protect the City from risk of fraud or scams. Companies that were confirmed as reputable were added to a bidders list for future quote requests.

Overview of PC Procurement Process:

1. Procurement
 - a. City departments place PPE order of the 24 critical supplies through WebEOC.
 - b. LEM team monitors WebEOC for resource requests. The LEM team prioritizes requests based on established and approved protocol developed in coordination with OEM guidance.
 - c. The LEM team uses WebEOC to assign orders for fulfillment.
 - d. The LEM team works with FAS PC to establish PPE supply based on customer needs.
 - e. FAS PC sends out request for quotes to multiple suppliers to place orders.
 - f. Orders are delivered and received at the consolidated warehouse. Approved invoices for purchases are paid via CRF, FEMA, or direct bill based on FAS Accounting and Budget Services team guidance.

An example of how the processes described above often came together was FAS' work to find a solution to a supply chain issue faced by its sister agency, the Seattle Fire Department (SFD.) SFD uses Isopropyl Alcohol to decontaminate its vehicles and equipment. Early in the pandemic, SFD was unable to procure supplies due to a nationwide shortage. SFD immediately called for LEM and PC teams to assist. Through research, the supply chain source LEM connected with directed the City's contract fuel provider to negotiate with refineries. Using this unconventional source, LEM/PC was able to purchase supplies from a construction entity.



Teams in FAS' centralized warehouse unload PPE and deliver it to members of Seattle Fire Department. FAS has secured and delivered more than 2 million individual PPE items to City departments and the public since the pandemic began.

B. Closure of Public-facing Counters

At the same time the City was working to secure PPE and ensure the safety of its workforce and the public, it was also working to provide accurate information to residents on the quickly evolving virus while continuing key City services and operations.

For many residents, their first interaction with the City of Seattle is through one of the seven Customer Service Centers operated by FAS. These centers operate like a front door to City government and services.

From seven locations within Seattle, staff at these Customer Service Centers (CSCs) research and provide information, process payments on behalf of other City departments, process passports on behalf of the U.S. Department of State and provide convenient drop-off and pick-up locations between City programs and customers.

On March 16, 2020, the City temporarily closed its in-person, public-facing counters—including the CSCs—to help contain the spread of the COVID-19 virus. To continue serving customers wishing to make payments at one of the CSCs, FAS utilized payment drop boxes located at each center. Customers who typically paid in cash were directed to any Wells Fargo Branch in Seattle to obtain no-charge money orders. Providing this service to support cash-paying customers allowed the brick-and-mortar CSCs to remain closed as long as necessary. And to keep CSC employees successfully and productively employed during the centers' temporary physical closures, FAS outfitted and trained staff to assist the Customer Service Bureau (CSB), which became a fully remote call center in early March 2020.

FAS' Facility Operations Division (FO) is responsible for the property management, facilities services, building operations and maintenance controls for 120-plus facilities. These facilities are home to City employees that provide essential services to Seattle residents and include such buildings as City Hall, the Seattle Justice Center, fire stations, police precincts and maintenance yards.

While in this remote environment, the call center exceeded previous call records by sometimes three and four times—and was still an efficient, seamless and responsive system that successfully served residents of all backgrounds.

To ensure residents had access to accurate, relevant and in-language information and City services, FAS:

- **Expanded Payment Options for Cash-Paying Residents**
The City, led by FAS Treasury Services, partnered with Wells Fargo, its official bank, to allow customers to exchange cash for a money order up to \$1,000 at a local Wells Fargo branch—free of charge—for City payments, allowing greater security for customers using the payment drop box option. Customers could make payments to any City division or department, either by mailing or placing their payments in an FAS payment drop box, located at local CSCs. CSC staff collected the drop box contents Monday through Friday, delivering them to FAS Treasury Services cashiers who posted the payments to customer accounts.
- **Converted to a Remote Call Center**
FAS' Customer Service Bureau (CSB) offers the closest thing the City has to a single-entry point to municipal government, similar to 311. Customers can contact CSB by a variety of methods: phone (206-684-2489 [CITY]), web, mobile app (Find It, Fix It [FIFI]), walk-in, mail, e-mail or voicemail. CSB provides information and referral to appropriate City departments, assists customers in obtaining City services, provides a neutral forum to file a complaint or opinion about a City department and provides an alternate forum for customers to report concerns about police conduct. CSB also staffs the City Hall lobby customer service kiosk.



When public-facing counters at the FAS-run Seattle Animal Shelter closed, teams began to offer appointment-only, in person adoptions.

The City Hall lobby customer service kiosk closed March 16, 2020, and the CSB converted to a remote call center with all staff successfully and productively teleworking. As the City's COVID-19 response unfolded, CSB's main number was prominently displayed on the City's primary COVID-19 website, including translated text for English as a second language (ESL) callers. Staff initially assisted customers with general COVID-19-related calls and their role has expanded throughout the City's COVID response to meet the City's and public's needs.

CSB built its virtual call center using "soft phones" installed on laptops and tied into its existing automated call distribution system. CSB utilized MS Teams and its SharePoint site to provide staff with the information they needed to field calls.

C. Public Services and Building Operations

While some City services, like the CSB, could transition to a virtual format, the City still had to maintain and operate its brick and mortar facilities, particularly those where employees reported to worksites. FAS' Facility Operations (FO) division is responsible for the property management, facilities services, building operations and maintenance controls for these 120-plus FAS facilities. These facilities are home to City employees who provide essential services to Seattle residents and include such buildings as City Hall, the Seattle Justice Center, fire stations, police precincts and maintenance yards.

As additional guidance from federal, state and local health agencies became available around the spread of the COVID-19 virus, FAS' property management team was and remains responsible for ensuring enhanced cleaning and safety protocols are in place, adjusting ventilation systems to align with Centers for Disease Control and Prevention (CDC) guidance and coordinating the placement of protective barriers, where needed.

Their quick and proactive work was paramount to helping ensure the safety of frontline employees whose work required they be onsite throughout the pandemic.

To ensure citywide facilities were safe to members of the City workforce and the public, FAS:

- **Improved Ventilation in City Facilities**

FAS closely followed guidance from the CDC and the American Society of Heating, Refrigerating and Air-Conditioning (ASHRAE) to setup HVAC

systems and provide additional outside air and higher filtration rates that can reduce the risk of COVID-19 airborne transmissions. There are over 2,000 pieces of HVAC equipment and many different types of HVAC systems operating in FAS facilities. Following the CDC and ASHRAE recommendations, FAS increased the outside air intake to 40 percent or higher on 55 HVAC systems. On 50 of the HVAC systems that support main air handler filtration options, FAS increased the filter rating to MERV 13 or higher. Where possible, HVAC run times were increased to start early in the morning to increase air exchanges.

- **Installed Plexiglass Barriers**

To provide protection from forward-facing airborne interactions between frontline employees and customers, FAS evaluated all existing public-facing locations in its owned and operated facilities for safety and separation. This included areas like public-facing counters and security guard stations. A consistent design and application for protective barriers was developed, and a vertical plexiglass and stanchion system was installed on top of existing surfaces. To maintain a transaction passage and auditory transmission, the bottom of the plexiglass was raised five inches. These plexiglass barriers have remained in place throughout the duration of the pandemic and provide enhanced protection for onsite employees required to staff these work stations.

- **Created Enhanced Cleaning Procedures**

FAS developed new and enhanced cleaning protocols that were communicated widely across City departments. As part of this, janitorial staff and janitorial vendors increased the frequency of cleaning and disinfecting key touch points and objects, including, but not limited to, doorknobs and handles, elevator buttons, handrails (stairwells and entries), light switches, restroom sinks and faucets, countertops, front of kitchen appliances and vending machines. Posters and signs, which remind employees and tenants of recommended handwashing behaviors to prevent the spread of germs, were installed in all restrooms. FAS also developed a protocol for enhanced cleaning of employee workspaces, in the event of a COVID-19 diagnosis by a City employee working in a City facility. This involved immediately contacting the employee's supervisor, notifying the Maintenance Control Center at (206) 684-5422 and submitting a work order as soon as possible in the City's facilities project management tool Unifier, and FAS scheduling a cleaning crew to disinfect the individual's workspaces.

The City's increased frequency of cleaning high-touch areas, protocols for enhanced cleaning and development of a signage package better prepared City facilities for continued occupancy by its employees.

- **Supported Ongoing Capital Projects**

In spring 2020, the City had almost 70 active construction sites. The Mayor's Office, FAS and labor advocates were committed to ensuring workers on these sites had adequate COVID-19 health and safety protections.



FAS Customer Service teams ensured residents received assistance, even while they operated remotely for most of the pandemic. The City's public-facing counters safely reopened with plexiglass barriers pictured above.

FAS supported the Project Delivery Executive Committee (PDEC), who are senior staff in departments that operate construction projects, in reaching out to their public works contractors to amend their health and safety plans (HSPs) to include COVID-19 protection. FAS provided secondary reviews of each HSP and built a Citywide HSP Dashboard to monitor progress.

D. Isolation and Quarantine Facilities

As more was understood about the virus and its transmission, it became clear that people who have COVID-19 can help prevent transmission by self-isolating/quarantining (I/Q) for a doctor-recommended time period (usually 14 days). In March 2020, FAS supported the Seattle Fire Department (SFD) and Seattle Police Department (SPD) in sourcing I/Q accommodations for first responders, who, because of their frontline role, were some of the first to have potential exposure to the virus.



FAS Director Calvin W. Goings, right, consults with members his Capital Development team on preparing a City-owned site for use by King County as an isolation/quarantine location.

Early in the pandemic, the City anticipated needing I/Q accommodations for up to 400 first responders. While many first responders could I/Q in their own homes, some would be unable to isolate from vulnerable household members and would need a separate space to recover.

The City also supported King County with its need for property to accommodate temporary I/Q facilities for residents. FAS worked with the County to explore leasing or purchasing hotels, using underutilized City property and purchasing a former nursing home.

To ensure first-responders, healthcare workers and others diagnosed or exposed to COVID-19 had access to safe spaces, FAS:

- **Secured Hotel Accommodations for Emergency Personnel**

FAS utilized search criteria provided by SFD and Mayor’s Office (MO) to reach out to over 20 King County hotels in an effort to secure safe accommodations for first responders. All declined participation, most citing extreme safety concerns. Parallel to this process, however, the owner of Executive Hotel Pacific (EHP) reached out to the MO and FAS quickly determined that EHP met safety needs, as the hotel had an adequate ventilation system, including windows that opened to the outside to help with airflow. At the direction of the MO, FAS secured EHP’s 155 rooms, including housekeeping and food service. Price was based on past occupancy and FAS worked with SPD, SFD and MO to develop safety protocols for check-in, stay and check-out.

In January 2021, FAS shifted contracting efforts and secured hotels for people experiencing homelessness. These spaces continue operations at this time.

- **Partnered with King County to Secure Leases for Community Isolation and Quarantine Spaces**

Additionally in March 2020, FAS secured a site for immediate use by King County as a temporary I/Q facility for unsheltered and underserved community members on City-owned property near 130th and Aurora (1132 N. 128th St). The site served as one of the first I/Q locations operated by Public Health - Seattle & King County (PHSKC) staff as part of their regional emergency response.

Although the original lease expired in April 2021, PHSKC remains on site as a month-to-month tenant, with its trailers on “warm” status, until the COVID-19 pandemic is over.

- **Identified and Negotiated Purchase of Quarantine Facilities**

FAS was also tasked at this time with procuring one or several non-congregate I/Q housing properties for possible purchase by the City, King County or the state for overflow relief for hospital patients or I/Q for persons experiencing homelessness.

FAS conducted due diligence on one particularly suitable property that was in court-ordered receivership near downtown Seattle. A former nursing home with 126 rooms located at 2611 S. Dearborn in the Central District of Seattle had rooms that were well suited to single-room occupancy and social distancing.

At the direction of the MO, FAS property negotiations with the receiver and owner were fast-tracked. A purchase and sale agreement was drafted and the facility was successfully purchased by the state in early April 2020. Thanks to FAS' work, the Washington State Department of Health began operating the facility shortly after as an I/Q facility.

E. Logistical Support for City Departments

As this report demonstrates, FAS provides service to the City in many ways. In an emergency, when the Emergency Operations Center (EOC) is activated, FAS Logistics and Emergency Management (LEM) steps in to provide broad logistical support to fellow City departments and partners throughout the region as required by Emergency Support Function 7. Once the EOC was formally activated to address the COVID-19 crisis on March 2, 2020, FAS navigated the broken supply chains across the globe to secure needed PPE, assist with humanitarian efforts to support those infected with the virus, protect vulnerable populations, and led Citywide emergency management logistics.

The EOC remained activated for 14 weeks until formally deactivated June 8, 2020. LEM continued to receive, source and track resource requests and, to date, has actively managed over 1,000 individual requests. LEM also continues to resolve the distribution of remaining resources and equipment, as well as assists with the FEMA reimbursement funding.

To ensure timely, consistent and cohesive logistical support across City departments, FAS:

- **Procured and Equipped Supplies to Support People Experiencing Homelessness**

FAS supported the City's Human Services Department and its contracted service providers to expand sheltering capacity in the City's community centers and Seattle Center. To support this effort, FAS procured sanitation, PPE and bedding supplies for Seattle and King County programs. This support enabled the agencies to continue providing critical outreach and sheltering services to vulnerable populations while maintaining the safety of staff and clients. FAS also distributed bedding supplies, including 1,306 cots, 170 bariatric cots and 1,532 blankets from the emergency shelter caches over 15 months.



The FAS-led vaccination site was operated by a team of City employees, Swedish health professionals and community volunteers.

- **Helped Stand Up Army Field Hospital**

FAS also provided logistical support to regional medical systems by working with FEMA to establish an Army Field Hospital. Intensive Care Units within the northwest hospital system were experiencing increased COVID cases in March 2020. To remove pressure from the hospital system, the Field Hospital was established at the former CenturyLink Field Event Center, now known as Lumen Field Event Center, to redirect non-COVID ICU patients for treatment. FAS established an agreement with First & Goal, Inc. for use of its stadium facilities, and coordinated with FEMA to bring in resources to erect in-patient medical services within 21 days.

- **Supported Food/Meal Distribution to Food Banks**

During this same time, Seattle food and meal programs reported anywhere between a 25 percent and 300 percent increase in the number of individuals and families impacted by the COVID-19 pandemic. Due to a decrease in volunteers during this time, FAS partnered with the City’s Human Services Department and King County Emergency Management to support 45 National Guard members deployed to support local food banks.

These programs also reported difficulty in procuring individual supplies to maintain their services and a need to pivot to home delivery and to-go bags. To address critical supply shortages, FAS procured sanitation and hygiene supplies for approximately 30 food banks and 40 meal programs in Seattle to help ensure agencies could continue to serve vulnerable populations with nutritional and basic needs.

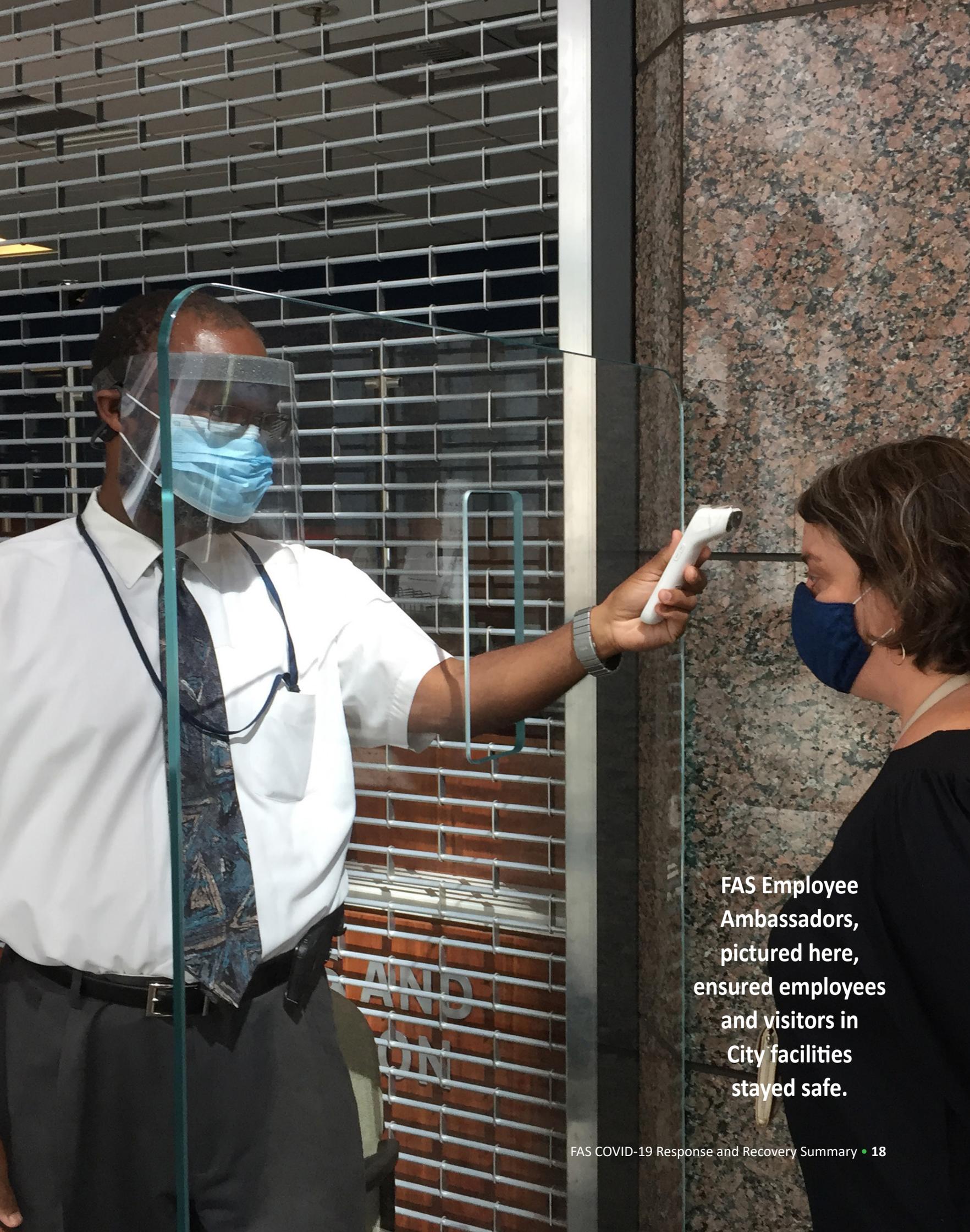
- **Assisted in Standing Up Emergency Childcare for Healthcare Workers, First Responders**

FAS contributed to standing up emergency childcare for health workers, first responders and other essential staff by working directly with the City’s Department of Early Education and Learning (DEEL) to procure cleaning, PPE and health screening supplies needed by DEEL-contracted childcare providers. The urgency to continue maintaining essential services required that childcare providers provide services. Without FAS support, individual providers faced significant challenges to procuring PPE and sanitation supplies following public health guidance.

FAS distributed bedding supplies, including 1,306 cots, 170 bariatric cots and 1,532 blankets from the emergency shelter caches over 15 months.



FAS Director Calvin W. Goings, yellow jacket, joins Mayor Jenny A. Durkan, center, and members of City leadership at a joint press conference with Swedish and Seattle Fire Department.



**FAS Employee
Ambassadors,
pictured here,
ensured employees
and visitors in
City facilities
stayed safe.**

IV. Leading the City's Preparedness and Response

Expanding Access to Public Health Information and Testing

A. Community Testing Sites

As the pandemic progressed in spring and summer of 2020, FAS helped lead the City's preparedness and response by setting out to provide equitable public access to COVID-19 testing. Working with the Mayor's Office and Seattle Fire Department, four FAS divisions—Real Estate Services, Logistics and Emergency Management, Facility Operations and Capital Development—established two drive-up and two walk-up test sites.

Site searches began in May 2020 with the goal of standing up two initial sites by early June. FAS identified a shortlist of approximately 20 potential sites across the City, either publicly owned properties or commercial properties available for lease in key locations. The former Washington State North and South Vehicle Emissions sites, which ceased operations in December 2019, were identified as likely locations. Both sites had offices, storage, driving lanes with sufficient queuing space and vehicle bays, and were easily adaptable for new use as testing sites.

Leases were quickly secured, retrofit work began and supplies were procured within weeks. The north and south drive-up testing locations opened to the public in early June 2020. Beginning in July, two additional sites in the southeast and southwest areas of the City were scouted to function as walk-up testing sites. The Mayor's Office secured no-cost agreements for use of Seattle Public Schools property for both sites. One site at Rainier Beach High School, later moved to a nearby park, opened in early August and another at Chief Sealth Athletic Complex opened soon after. All four sites were adapted to support temporary, public testing operations managed by the Seattle Fire Department in partnership with the University of Washington Medical Center.

To ensure residents had access to equitable COVID testing, FAS:

- **Secured Drive-up Sites**

Two drive up sites of roughly 50,000 square feet, each with small buildings of approximately 4,000 square feet, were selected to suit the operational needs of SFD. The drive-up sites utilized the existing office area and drive-through bays from the former vehicle emissions site operations. The primary additions to the site included devices for circulation, queuing and supplemental covers for staff operating outside of the building in inclement weather. Building and site retrofits were completed quickly. Short-term leases were negotiated for roughly \$20,000 a month plus utilities. On the logistics front, FAS' Communications team created signage and worked with the Seattle Department of Transportation (SDOT) to install site signage to identify and direct the public safely through the sites. Traffic plans were coordinated with SDOT and SPD.

Supplies were ordered and shipped to the site directly or from the FAS central warehouse. Over 1.4 million items of PPE were obtained for distribution to SFD for use at the sites during their year of operations. SFD hired nearly 120 temporary staff to support the program. FAS continued to serve as property managers for the sites while FAS/LEM provided ongoing logistics and security support throughout their time of operations. This included providing PPE, and vaccine storage and delivery, as well other services, supplies, and equipment as needed.



In addition to equipping and standing up the City's four test sites, FAS created all signage for the sites and ensured volunteers and staff had PPE at all times.

Over 1.4 million items of PPE were obtained for distribution to SFD for use at the sites during their year of operations. SFD hired nearly 120 temporary staff to support the program.

The sites were in high demand almost immediately and at a peak in November 2020 had more than 6,500 visits each day. Operations for the testing sites were transitioned from the City in April and May 2021, as the need for testing decreased and the availability of COVID-19 vaccines increased throughout the City. Over the course of one year, the two drive-up sites served more than 617,495 visitors.

- **Created Walk-up Sites**

To expand the City's successful testing program, FAS worked with City partners in the summer of 2020 to develop two walk-up sites on school facility parking lots. For these sites, temporary structures and utility hookups were needed. Testing lanes were created using shipping containers and tents. The containers were adapted with accessible ramps, lighting, supplemental heat and furniture. The testing operation was set up each day and taken down each evening by closing and locking the containers. Temporary electrical connections to nearby buildings were supplemented by diesel generators. Site retrofits were completed quickly by FAS staff and vendors at a cost of roughly \$150,000 per site.



FAS frontline employees juggled many roles, including leading logistics for the City's test sites, securing PPE and ensuring safety protocols were followed in City facilities it manages.

The City worked to ensure the walk-up sites were accessible to people with disabilities and were publicly accessible for pedestrians and transit users alike. Once again, signage was installed, and supplies were ordered and shipped to the site regularly. As with the drive-up sites, SFD hired temporary staff to greet visitors and administer the tests, and FAS staff continued to serve as operational support and property managers.

Upon opening, the sites were in constant use and at a peak had more than 1,500 visitors each day. In late fall, the Rainier Beach testing site was moved off school property to the nearby Park's property to allow for school reopening. In spring 2021, both walk-up testing sites were converted to COVID-19 vaccination sites, as the need for testing waned and the demand for vaccination sites in south Seattle escalated.

Over the course of approximately nine months of operations, the walk-up sites administered more than 170,000 tests and 116,000 doses of vaccine, with a special outreach focus on seniors, people with disabilities, low-income households and culturally diverse communities in south Seattle and south King County. Over 60 percent of the vaccine given at Rainier Beach were administered to people who self-identify as members of our BIPOC community.

B. COVID-19 Hotline

To assist residents who sought appointments at the City's test sites, FAS then also relied on its customer service expertise and added a designated COVID-19 hotline to its remote call center. The COVID-19 hotline fielded thousands of calls from residents, provided in-language services and helped schedule appointments for tests and answered non-medical questions. This ensured residents were informed and could access critical public health services.

Staff initially assisted customers with general COVID-19-related calls. However, when the City's COVID-19 testing sites opened, CSB became the sites' official hotline.

Thanks to dedicated and flexible staff, the CSB was able to meet the testing hotline demands and keep up with expanded call volumes. When Seattle was eventually authorized to provide vaccinations and the City entered into a contact center partnership with King County (KC), CSB hired temporary staff to expand the hotline capacity yet again to meet the increased call demand. While temporary staff required both application and phone system training, all had previous contact center experience, allowing them to get up to speed in three days. Once vaccines became more widely available, the City prepared to stand up a mass vaccination center and entered into a Memorandum of Agreement with KC to leverage the City's expertise. The City answered non-medical COVID-19 calls for all of the county so that KC could focus on calls requiring medical expertise. Throughout the City's COVID response, CSB staff utilized Language Line to assist English-as-a-Second-Language callers.

To ensure residents had access to accurate information and assistance with scheduling a COVID test, FAS:

- **Fielded Testing Site Calls and Assisted with Appointment Scheduling**

As the City's official COVID-19 Testing Site Hotline, CSB and CSC staff scheduled testing appointments, provided non-medical information related to test scheduling and site locations, hours, directions, and referred callers to external agencies. The hotline focused on assisting patients lacking online access and/or who required language assistance with scheduling appointments, helping those who could not "self-serve" to do so. Staff were provided training and back-end access to Seattle's testing site application to allow them to more efficiently answer patient questions. One of their most frequent requests came from patients having difficulty accessing their test results. Because of their back-end access, staff could coach patients to ensure they had entered birthdates and other information correctly. CSB utilized MS Teams and its SharePoint site to train new staff, as well as keep the entire team updated.

- **Answered Record Call Volumes**

To handle increased call volumes and keep CSC staff successfully and productively employed during the temporary closure of their in-person centers, FAS reassigned 16 CSC Customer Service Representatives (CSRs) to CSB's contact center. These CSRs began working with CSB on April 9, 2020, quadrupling the number of hotline call takers.

The additional CSC staff allowed CSB to keep up with its increased call volume, which grew substantially in 2020. While CSB typically fields 200-300 calls a day, during busy summer months, staff were answering 400-600 calls a day. By the third quarter of 2020, CSB's calls had quadrupled—going from 9,500 in 2019 to 40,000 in 2020 as residents sought information on COVID-19 testing. CSB received a record-setting number of calls—more than 1,000 a day—several times in November 2020 as people sought testing for holiday gatherings.

*More than
1 million
COVID tests
provided
at the City's
four test
sites
that FAS
helped
stand up.*



While the City's vaccination sites opened as appointment-only, walk-up appointments became available as vaccination supply increased in the area.

- **Responded to Nonmedical Vaccination Calls, Scheduling for Seattle and all of King County**

In 2021, the City of Seattle and King County collaborated on vaccinations to help stop the spread of COVID-19, reduce the virus' harm and improve public health.

When vaccinations became available, the City of Seattle and Public Health – Seattle & King County's (PHSKC) respective COVID-19 Testing Site Hotlines initially expanded to provide their callers with vital vaccination information and support. Additionally, PHSKC's COVID-19 Public Information Call Center (PICC) Hotline answered medical questions regarding test results, as well as for individuals who were symptomatic or had a known exposure to COVID-19.

To help ensure the public's needs were met, Seattle and King County entered a partnership allowing Seattle to focus on nonmedical COVID-19 calls countywide, so King County could focus on calls requiring medical expertise.

FAS began answering the County's calls on Feb. 8, 2021. Seattle and King County's telephone trees were programmed to route customers to the correct agency based on whether the caller needed medical or non-medical information. Staff also manually routed live non-medical and medical calls.

FAS scheduled testing appointments, provided non-medical information related to test scheduling and site locations, hours and directions countywide. FAS also provided countywide information on vaccination centers, and scheduled, rescheduled and canceled vaccination appointments for its vaccination sites (King County utilized a different application to manage its vaccination sites, so handled its vaccination site appointment rescheduling and cancellation). For a variety of reasons (e.g., licensing, security, etc.), neither jurisdiction was granted access to the others' vaccination applications, limiting who could reschedule and cancel appointments.

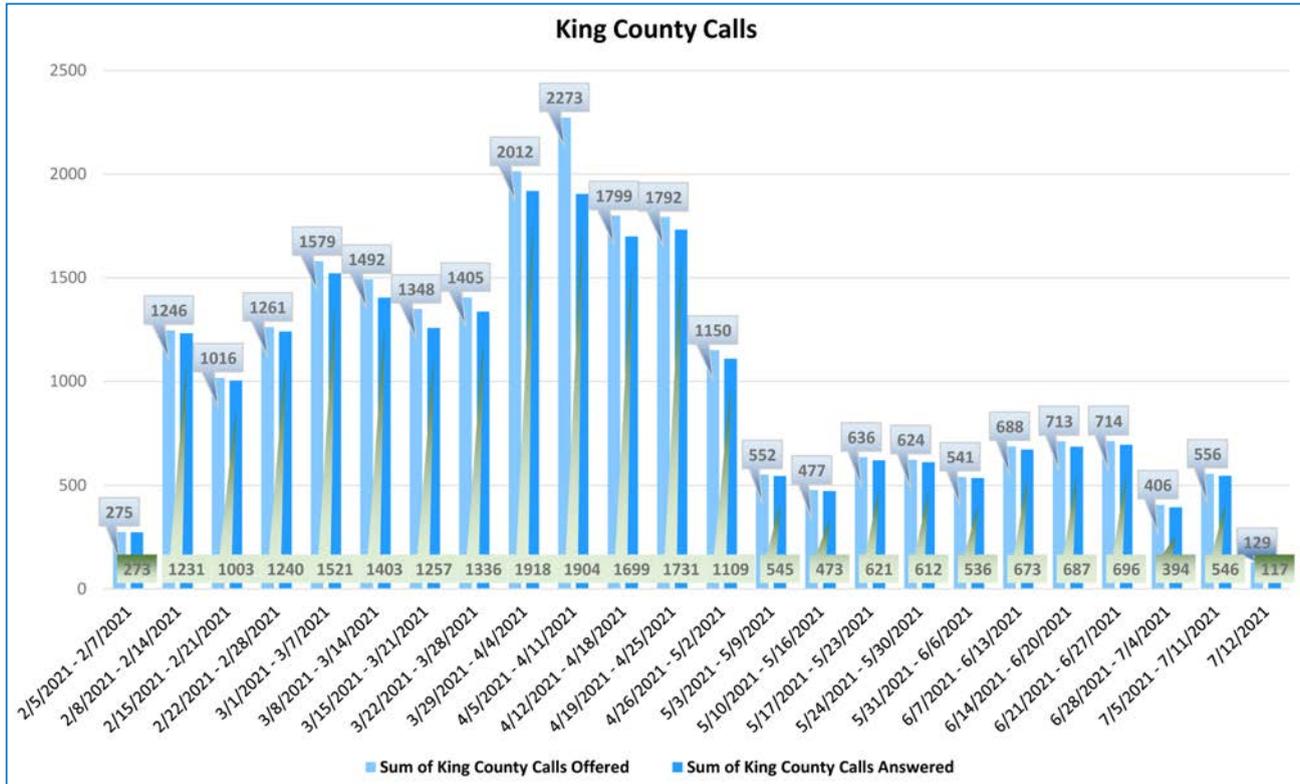
King County and the City of Seattle negotiated a Memorandum of Agreement to formalize the call center partnership described above. Under this agreement, signed in February 2021, FAS agreed to answer non-medical COVID-19 vaccine and testing calls for all of King County, in addition to the non-medical COVID-19 vaccine and testing calls it was already answering for Seattle. Seattle also agreed to schedule King County's testing appointments. Please refer to the City of Seattle and King County Signed MOA in the Addendum Section for details. The MOA met the City, County and FEMA's contracting requirements.



A vaccinator at the Community Vaccination Site at Lumen Field discusses a patient's health history before she receives her vaccine.

COVID-19 Hotline Calls Broken Out by Week and Entity

The following charts reflect the number of COVID-19 Hotline calls CSB answered for King County and the City of Seattle. “Calls offered” represents the calls received and automatically put in CSB’s call queue; “calls answered” represents calls where the caller spoke with an actual agent (individuals in the call queue sometimes hang up before their call is answered).



C. Return to Worksite Operational Task Force

While FAS and other City departments worked to keep the public safe, it also worked tirelessly to ensure the health and safety of its workforce as the City prepared for worksite reopenings. In March 2020 the Mayor issued a Proclamation of Civil Emergency to implement emergency procedures in City operations in response to the pandemic. As part of this order, City employees who could telework were required to do so.

In May 2020, FAS and the Seattle Department of Human Resources (SDHR) led the creation of the Return to Worksite Operational Task Force (RWOTF). This task force created seven subcommittees involving over 100 staff members from 12 departments and offices to create policy recommendations on all aspects of returning City employees and the public to City worksites. This work included building and facility operations, public-facing counters, health screenings, Race and Social Justice Initiative (RSJI), and vehicle use. As part of this work, FAS staff led each of the individual committees, which collaboratively produced comprehensive documentation and recommendations. The work to create the recommendations was thorough and comprehensive and addressed many policy issues never previously addressed by the City. FAS provided the structure and organization to this effort, with deadlines and regular check-ins to meet the urgent need to prepare City services to return to the office in a global pandemic. After thorough discussion and review with SDHR and labor partners, the RWOTF recommendations were adopted in October 2020.



An FAS Employee Ambassador conducts a health screening for an employee entering a City facility.

- **Recommended Protocols**

Each of the subcommittees held regular meetings to create policies and procedures for returning to the worksite, including guidance for social distancing, cleaning protocols, temperature screening, and many others. The resulting processes were implemented by FAS at FAS-managed properties and by other departments and tenants at their sites. It led to consistent, clear protocols throughout the City. It also improved communication and relationships among staff in various departments who performed similar functions. As an example, the subcommittee on returning the public to City worksites included representatives of Seattle Parks and Recreation, Seattle Center, Seattle Municipal Court and the Legislative Branch of the City, who all provided invaluable insight on their unique needs for returning the public to City sites given their health, safety, First Amendment and judicial due processes duties. This ensured recommendations were comprehensive and inclusive.

- **Implemented Next Steps**

FAS implemented many of the subcommittee's recommendations. As the pandemic continued, many employees continued to telework. The decisions of this task force ultimately led to providing guidance to the current Return to Office Interdepartmental Team, informing guidelines for the safety of employees returning to the office once the City's telework guidance expires.



FAS teams installed plexiglass barriers throughout City facilities in areas where employees and the public regularly interact. The City's public-facing counters were successfully reopened in August 2021 thanks to this work, restoring critical in-person services.

需要口譯員嗎?
穿背心的志願者可以幫您。
통역사가 필요하세요?
조끼를 입은 자원 봉사자에게
문의하세요.
Quý vị có cần thông dịch viên không?
Hãy hỏi tình nguyện viên mặc áo vest.
Nama afaan hiiku barbaaddaa?
Nama tola ooltummaa dalagu ka
jaakkeetaa san gaafadhu.
Ma ubaahan tahay turjubaan?
Weydii tabaruce jaakad qaba.

Interpretation services were available to patients in up to 200 languages at the FAS-led Community Vaccination Site at Lumen Field. The site had up to 35 interpreters at any time.



V. Leading the City's Recovery

Creating Equitable Vaccine Distribution and Accessing Federal Funding

A. Community Vaccination Hubs and Mobile Site Logistics

In anticipation of vaccines being approved by the Centers for Disease Control and Prevention (CDC) and supply increasing to support a broader city rollout, FAS Logistics and Emergency Management (LEM) partnered with the Seattle Fire Department (SFD) to determine locations for vaccine distribution. The public had already become familiar with the City's four established COVID-19 testing sites (Aurora, SODO, Rainier Beach, West Seattle) that were well located across the city, so they were determined to also be points of distribution when the vaccine was available. In addition, three mobile SFD units were built out to reach vulnerable communities and support pop-up events used for outreach to BIPOC communities.



Director Goings, Mayor Durkan and King County Executive Dow Constantine listen as Swedish's Chief Quality Officer Renee Rassilyer-Bomers, right, gives an overview of the vaccination process.

To ensure the City was prepared to deploy community vaccination and mobile hubs as soon as it received approval, FAS:

- **Steered Vaccination Administration Meetings**

FAS started a Vaccination Administration weekly meeting in November 2020 that included the Mayor's Office and Seattle Fire Department to discuss their vaccination operations, including the walk-up sites, mobile sites and future plans for high-volume vaccination clinics. This ensured the City was synced and coordinating on quickly evolving vaccination work.

- **Created Infrastructure to Receive, Store and Distribute Vaccine**

As SFD sought the required authorization to receive and distribute vaccines, LEM built the infrastructure needed to receive, store and distribute vaccine from approved manufacturers, each with specific handling requirements. Increased electrical service and distribution was installed to support a large walk-in freezer that was sourced from across the country and multiple refrigerators that were needed at the points of distribution. Back-up generators, security measures and handling protocols were deployed to ensure the vaccine safely made it to the clinic locations.

B. Mass Vaccination Site at Lumen Field

In January 2021, FAS was asked by the Mayor's Office to stand up a high-volume vaccination site for the city. In just six weeks, in coordination with staff from the Seattle Center and the Seattle Center Foundation, the department identified a site that provided accessibility, equity and parking, and negotiated and executed contracts with its site and medical partners Swedish and First & Goal, Inc. The department hired and onboarded over 200 new colleagues to help in this historic work, trained hundreds of volunteers, and ordered more than 15,000 individual items to convert a 190,000-square-foot space into the single largest, civilian-led mass vaccination site in the country.

As the scope of the initial project was quickly realized, FAS formed and stood up the Lumen Unified Command (LUC), which brought together teams from across the City, including the Mayor's Office, Seattle Information Technology Department, Office of Immigrant and Refugee Affairs, Seattle Department of Transportation, Department of Neighborhoods, Seattle Police Department, Seattle Fire Department and the Office of Emergency Management. Teams reported during daily LUC meetings the status of their individual assignments and projects leading up to and throughout the operation of the vaccination site.

More than 102,000 vaccinations were provided at Lumen, including over 8,000 in a single day

FAS led daily operations at the site, overseeing everything from vaccination orders, parking, security, patient check-in, supply inventory, tracking and management, communications and scheduling. To organize its work, the department created a unified organizational command, training videos and dozens of procedures so that work could be scaled and shared.

The site operated for three months and provided more than 102,000 vaccines, 44 percent of which went to members of the BIPOC community.

To stand up one of the largest mass vaccination sites in the country, FAS:

- **Activated Department Operations Center and Secured Contracts**

FAS activated its Department Operations Center in early 2021 once the decision was made to open a high-volume site in partnership with Swedish.

Swedish and FAS partnered with Seattle Center's Seattle/King County Clinic project director throughout the effort. Thanks to Seattle Center's previous work with the Seattle/King County Clinic, the groups had an existing and collaborative relationship to build on for the new mass vaccination site work. Potential sites for the clinic were selected by the Mayor's Office, and City staff toured sites to weigh operational alternatives, such as a high-volume interior location against a drive-through location. Lumen Field Event Center was eventually selected as it offered sufficient square footage for expanded operations as demand grew. Wi-Fi was readily available, so the City could scale up to capacity as needed, and adequate parking was also available. The Lumen Field Event Center schedule of events was more flexible than other large venues in the city, such as T-Mobile Park, given the baseball team's need for immediate occupancy in March. After the City hosted several walk-throughs with Swedish and FAS staff of the various sites, Lumen Field Event Center was selected for the City's high-volume vaccination site.



Signage reminding patients to mask up and keep six feet apart was posted throughout the site.

As FAS planned for scaling, the department anticipated expanded roles and hiring phases. Operational needs were balanced against a staffing calendar to create a matrix that guided staff hiring needed to open the clinic and for additional shifts as demand grew. In that process, the team determined whether roles should be filled by internal or external staff, or by contracts with the Seattle Center Foundation.

At the same time, FAS' Real Estate Services team worked to negotiate and execute on all the contracts necessary to run the site at Lumen Field Event Center. The team supported FEMA contracts, executed on necessary parking contracts and ensured all contracts included broader language to note Swedish's role and ownership of liabilities against City of Seattle liabilities versus Lumen's liabilities.

- **Procured All Materials**

Because of the scale of the site and the urgency around its opening, a key operational need was having an organized, streamlined and clear ordering process so that materials and supplies could be procured, distributed and set up in time for its opening in March 2021. To support this, FAS' LEM team stepped in to manage and place incoming orders through the City's centralized ordering system, WebEOC. Orders were placed by the Lumen Ordering Manager and were processed by the Distribution Mail Services Manager. The Distribution Mail Services Manager reviewed for accuracy and sent confirmation(s) to the Lumen Ordering Manager for delivery status. Simultaneously, an order log tracked the various requirements and payments to ensure proper billing and reimbursement if eligible.

- **Established Start Up and Operations**

The mass vaccination site was established with the understanding that it would be a joint all-civilian led operation. To run effectively and reach its full potential, community acceptance, safety, excellent customer service, accessibility, language access and equity were key priorities. The operation began by establishing a joint organization chart with identified leadership and roles which encompassed all personnel. Please refer to the Official Lumen Org Chart in the appendix for details. The joint team was composed of FAS (lead), Swedish, Lumen Field, and community volunteers. The team focused on recruiting BIPOC community members to ensure access and inclusion in the operation and that the volunteer base reflected the communities served.

Considerations for site operations included having physical space to include 15-30 minute observation areas post vaccination, ease of vaccine delivery, adequate cold storage (-20 degrees Celsius for Moderna and, originally, -90 to -60 degrees Celsius for Pfizer), the overall patient experience, ample parking, ADA compliance, accessibility for community members, information and signage clarity, capacity for treatment of acute anaphylaxis, and collaboration between medical and non-medical staff.

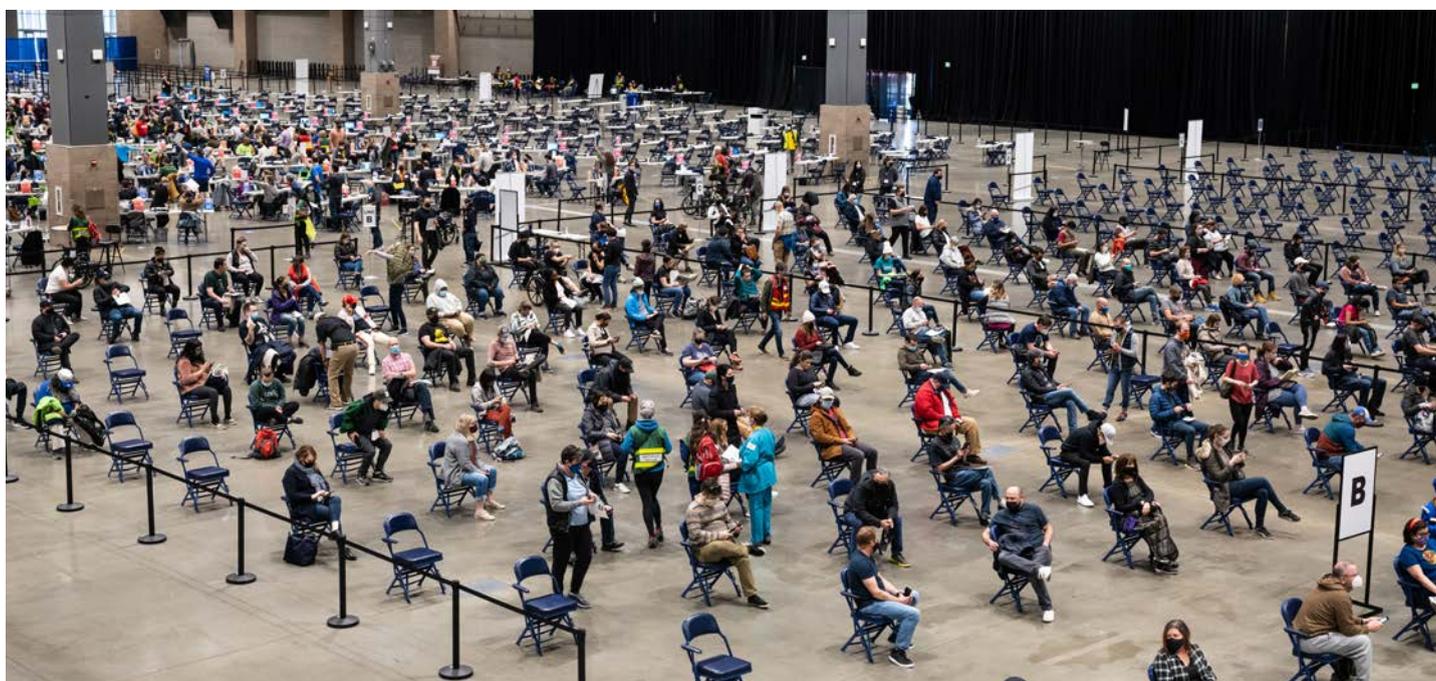
FAS created the Lumen Field Event Center Playbook (in Appendix B) which gave a broad overview of clinic operations. A Lumen Operational Layout was also developed to focus on the continual high throughput needed to provide service to all patients within assigned appointment windows and clearly delineated zones of operation.

- **Developed Procedures to Ensure Consistency of Operations**

Because the Community Vaccination Site was large and complex with many leaders, staff needed a common set of guidelines to ensure safe and effective operations. In addition to creating the Lumen Field Event Center Playbook, FAS also created a set of Procedures and FAQs (attached in Appendix B), as well as gathered policies and procedures from Swedish and First and Goal. The Procedures and FAQs outlined first steps for daily operations and emergency events. Staff used the document as a quick reference guide. Topics included accessibility, check-in and wayfinding, clinic operations, communications, data entry, environmental issues (i.e., security, safety, natural disasters), language access, medical and social work, opening and closing, extra doses, patient services, scheduling, technology issues and volunteer services.

- **Led Joint Operations Committee**

To ensure coordination Citywide and with its site partners, FAS also formed and led a Joint Operations Committee (JOC) that met weekly. JOC was devoted to planning for, identifying and solving key operational issues and included members of FAS, Swedish and First & Goal, Inc.



Patients at the mass vaccination site relax for 15 minutes in a designated “observation area.” Medical personnel monitored patients for any side effects following their vaccination.



FAS partnered with BIPOC organizations to recruit volunteers that reflected the BIPOC communities served at the site. Members of Kappa Alpha Psi, a historically African American fraternity, volunteered as greeters and are pictured here with Philip Saunders, center, a fraternity member and FAS Logistics and Emergency Management Division Director. Philip also served as Site Executive of the Community Vaccination Site at Lumen Field.

- **Recruited and Scheduled Volunteers**

Initially, the mass vaccination site relied solely on hundreds of volunteers to fill clinical and non-clinical roles to operate the site. FAS and Swedish created a volunteer scheduling approach that helped manage volunteers in the short-term. As demand grew and the hours of operation expanded, it was necessary for FAS to pivot from volunteers to paid, temporary staff.

Schedules were created to include adequate check-in and orientation time at the start of each shift and allowed for an organized transition overlap between shifts to avoid operational disruption and to maintain safety. Schedules also planned for sufficient staff to accommodate breaks and avoid personnel shortages that could impact the efficient operational flow.

Even with paid staff, volunteers continued to play a key role for clinical operations. Once a weekly schedule was established, it was loaded into Spark, a cloud-based staffing management application. Volunteers created profiles in Spark which allowed them to select dates, shifts and assignments according to their personal preferences and qualifications. Schedules were published two to three weeks in advance to ensure sufficient staff were available to operate the site. Volunteers were notified of new opportunities via the system's robust e-mail and text-message communication channels. The system was also used to send schedule reminders and informational materials to help volunteers prepare for their shift. The Spark system was used to manage volunteers only. FAS paid staff were scheduled using FAS tools and processes.

Volunteer recruitment followed a three-pronged approach.

- First, individuals who had previously volunteered at Swedish's Seattle University vaccination site were solicited to join the Lumen Field site to make use of their experience and backgrounds.
- Second, FAS developed a model of partnerships with local corporations who recruited their employees to commit to repeating volunteer work in specific roles, including Volunteer and Staff Management, Wayfinding, and (initially) Patient Check-In and Vaccination Data Entry roles.
- Finally, FAS worked with BIPOC and LGBTQ community-based organizations to staff volunteer roles and increase equity and visibility for participation of those communities in vaccination outreach efforts, as those are the communities the high-volume vaccination site sought to serve. These BIPOC and LGBTQ community-based organizations provided countless volunteers, all of who were provided access to the vaccine.

The Spark volunteer management system proved invaluable in maintaining contact with volunteers throughout the process. Anyone who joined the volunteer roster could be notified of new volunteer opportunities. The management system also handled waiting lists and cancellations automatically to keep volunteers informed as schedules changed.

- **Hired, Trained and Offboarded Staff**
Knowing that a model based solely on volunteers was not sustainable long-term, FAS moved to begin hiring 200-plus temporary employees to support the site. Job descriptions were drafted, and City class specifications analyzed to determine best match. Positions included full-time, part-time and intermittent in both represented and non-represented roles. Selected roles were made available as internal out-of-class opportunities. Positions were advertised with intentional broad outreach to diverse sites, organizations and publications. Hundreds of candidates applied.



Congresswoman Pramila Jayapal, right, gives an elbow bump to FAS' Equity Director Elisa Young while on a tour. Congresswoman Jayapal was among numerous federal, state and local officials who visited and supported the site.

FAS screened applications on an ongoing basis and coordinated subject matter expert (SME) review, phone screening, interviews and large in-person testing sessions. Once finalists were selected, FAS HR coordinated internal approval for discretionary pay positions and onboarding for all positions.

As clinic operations got underway, management recognized the need for greater flexibility in customer service staff and promoted senior customer service representatives to the supervisor classification. This resulted in greater operational efficiency, adaptability and increased equity.

FAS HR entered new employee data into the City's employee and payroll management system, helped coordinate bulk IT requests for new employee account set up and provided ongoing troubleshooting and support.

- **Provided Orientation and Training**
Given the high volume of employees hired at one time, group onboarding and training sessions were held for Customer Service Representatives (CSR). Employees brought their onboarding documents to the site for HR review and processing. Union representatives were also invited to the site to present information to the new hires. Immediately following the completion of hiring paperwork, tours of the facility were provided, which included an overview of site FAQs. A presentation on safety topics was delivered and new hires were trained on patient check-in procedures and the Signetic vaccine and patient management system.

Onboarding was also completed remotely with HR staff, for non-CSR roles at Lumen. HR offered an overview of the department on a weekly basis to these new hires. The welcome session highlighted topics such as FAS' Five Pillars, the City's Race and Social Justice Initiative (RSJI), the Americans with Disabilities Act (ADA), and administrative information, such as timekeeping. Information was also captured on a video for dissemination as needed.



Seattle City Council President M. Lorena González visited the Community Vaccination Site at Lumen Field to meet with and thank volunteers, staff and residents.

Staff were issued equipment necessary to perform the duties of their job, such as a vest, lanyard, and a City-issued cell phone or laptop as needed.

- **Scheduled Employees**

Official clinic dates were generally released on Fridays for the upcoming week at which point Lumen Customer Service Representatives received an e-mail notification announcing confirmed dates, roles and available shifts. Employees had 48 hours to respond with their availability, indicating if they were available all day, morning or evening only, and if they needed to start or end by a certain time. In late April, information was collected using a Doodle Poll rather than e-mail, vastly improving accuracy and efficiency.



Seattle City Councilmember Teresa Mosqueda, left, poses with volunteers during a visit of the site.

Using an Excel spreadsheet, management assigned employees to shifts and roles based on their availability and the needs of the clinic as indicated in Spark. Staff with limited availability were scheduled to cover lunches and breaks.

A draft schedule was sent via an employee distribution e-mail list the morning prior to a clinic. This gave staff the opportunity to request revisions or ask management to make corrections. A final schedule went out via e-mail the morning of a clinic, once adjustments were made for last-minute changes or callouts. Schedules were saved in SharePoint and available to the Customer Service Deputy Director, Floor Managers and the Scheduler. This allowed FAS to see real-time updates and served as the check-in and check-out attendance tool which ensured timesheet accuracy.

When limited vaccines or appointments created an early or “soft close” of a vaccination line, staff were given the option to leave early (clock out) or attend FAS-organized training presented on-site, which allowed them to fulfill their scheduled work hours.

- **Focused on Equity and Language Access**

During the planning stages of the vaccination clinic, FAS identified the need to equitably serve the entire community by providing medically qualified video and audio remote interpretation (VRI) services at the City’s mass vaccination site. FAS contacted AMN Healthcare, which has provided VRI in more than 200 languages at Seattle Center’s annual health clinic and also for hospitals and health centers nationwide. It took approximately four weeks from the initial meeting, through active negotiations, to execute a fully signed contract. All equipment was available, and staff was trained on the use of AMN platform.

AMN provided the City with 30 iPads on rolling carts to be used at its vaccination stations. In addition, AMN provided an unlimited number of apps that could be installed on City-owned tablets. FAS installed the apps on 10 tablets to be used in different capacities at the clinic.

After opening the clinic, community members provided recommendations on expanding language access services even further by providing in-person interpreters to offer patients the best possible support. To implement this immediately, FAS contracted with a small BIPOC-owned interpretation agency that provided in-person interpretation services at clinics. In addition to American Sign Language (ASL), in-person interpretation was provided in the top languages identified by the Office of Immigrant & Refugee Affairs:

- Amharic
- Cantonese
- Tagalog
- Somali
- Spanish
- Korean
- Mandarin
- Vietnamese
- Japanese

In expanding the language access services to include in-person interpretation, FAS established a language access management team. This work was led by the department’s Equity Director and a management team of four supervisors and six leads. To support this team, FAS also increased volunteer slots that included in-person interpreters in languages identified through patient registration, multi-lingual sign holders and rovers, and patient greeters to welcome and identify language and mobility needs. The Language Access Team worked closely with FAS’ Communications and Marketing Director to increase signage throughout the interior and exterior of the clinic, including the parking garage. FAS also created an audio welcome message in Seattle’s top nine languages listed above and printed translated information that was available upon the patient’s exit.

Below is a summary of the number of hours logged for professional in-person interpretation. This does not include volunteers that also provided interpretation services.

Description	Numbers
Total hours of logged professional interpreting services	4,675
Contracted interpreters in rotation	64

Description	Languages	
In-person interpretation for the following languages was provided	Amharic	Mandarin
	Arabic	Oromo
	ASL	Russian
	Burmese	Somali
	Cantonese	Spanish
	French	Tagalog
	Hindi	Thai
	Japanese	Tigrinya
	Korean	Toisanese
	Lao	Vietnamese

After expanding language access services, FAS continued to use AMN’s remote video interpretation services, specifically for languages that could not be provided in-person. AMN pivoted to be the overflow provider for top-tier languages when in-person interpreters were not available. AMN provided 127 video remote interpretations for 615 minutes of interpretation time in 26 languages.

Establishing a language access team provided an opportunity to maximize the needs of BIPOC, immigrant and refugee community members seeking vaccination. In-person interpretation, increased signage and ongoing community engagement was key to re-building trust in these communities. FAS improved community relations, reduced patient process times, aligned processes with other sections of the clinic and increased the positive experiences for thousands of patients in the community.



Greeters and wayfinders were stationed in key areas to help patients navigate the site and to identify any mobility or language access needs.

- Expanded Access with Free Shuttle Service**
 The site was continuously improved based on customer feedback. When community members suggested a free shuttle to help residents get to the site, FAS immediately launched conversations and executed a contract that quickly delivered the requested service. FAS worked with King County Metro and Expedia to launch a free shuttle service that ran every 15 minutes from central locations downtown to the vaccination site. Information about the shuttle was promoted in various languages to ethnic media and signage was posted at key pick-up and drop-off stations.



FAS launched a free shuttle service to and from the vaccination site in partnership with King County Metro, Expedia and community members.

- Managed Vaccine Supply and Operating Calendar**
 The City’s mass vaccination site focused primarily on administering the Pfizer vaccine. This decision was made due to the greater availability of the vaccine, the Lumen site conditions and the staffing capabilities of the Swedish Pharmacy team. Because Washington state required that vaccine supplies be used within a week of receiving the order, significant coordination took place to ensure: that there was sufficient staff available throughout the week; there were no conflicting neighborhood events that would make traffic in the area challenging; and that there was sufficient demand to utilize the vaccines, before placing an order. The site’s capacity could reach up to 22,000 patients a day, but there was also a need to make sure operations were scaled to avoid exhausting staff and volunteer contributions.

To do this, the team met on a weekly basis on Friday mornings to assess these conditions in the coming weeks. Teams discussed the staffing and volunteer capacity, upcoming events and likely community demand for vaccines. From those discussions, a recommendation was made for an order to be placed by the following Monday afternoon. On the next Friday or Saturday, the order would be confirmed by the state and would then be delivered the following Monday, one week from the initial order. These doses would need to be administered within seven days of the delivery for the site to be considered for additional doses the following cycle. The ordering flow chart and sample calendar in Section B of the Appendix illustrates a typical operations outlook.

- Managed Appointment Scheduling and Software**
 To support City of Seattle vaccination efforts, a robust software package and accompanying hardware solution was needed to schedule, manage, record and report vaccination doses administered at Lumen Field and Seattle Fire Department clinics. Upon recognizing a need for a unified solution to replace multiple disconnected processes used for previous City COVID-19 testing and early vaccination efforts, various options were evaluated. Beyond automated submission to Washington's Immunization Information System (WAIS), other key requirements included appointment scheduling and patient flow, data security, and privacy, while ensuring accessibility and language support. FAS, in conjunction with SFD and the Mayor’s Office, reviewed potential options and ultimately selected to leverage a solution from Seattle-based Signetic.



Swedish’s Chief Quality Officer Renee Rassilyer-Bomers, right, leads Seattle City Councilmember Andrew J. Lewis on a site tour.

Signetic's Managed Vaccination Solution (MVS) provided online self-service scheduling and phone bookings (via the FAS Customer Service Bureau) and optimized data flow while maintaining patient privacy and eliminating paper records.

FAS, led by the department's Chief Administrative Officer and supplemented by a team of internal and temporary staff, supported dose management, registration, patient journey, vaccine fulfillment and submission to WAIS, as well as dashboarding and custom reporting. The team also led hardware efforts to install and support 135 data entry workstations (initially laptops, later tablets) in cooperation with the Seattle Information Technology Department. This effort, and supplemental data quality controls, resulted in the accurate submission of more than 250,000 dose administrations to WAIS across all City of Seattle vaccination sites, including over 102,000 at Lumen.



Seattle City Councilmember Lisa Herbold toured the vaccination site and thanked volunteers during its first few days of operation.

The team's effort resulted in a quality customer experience, zero clinic downtime, and the ability to target vaccination efforts to those communities most affected by the virus. Through diligent monitoring, data and check-in staff training and development, and quality control management, more than 102,000 vaccines were administered, including nearly 8,000 on a single clinic day.

- **Directed Communications Efforts**

Finally, clear communications about the site and wayfinding signage at the facility were critical to ensuring residents were informed and had a smooth patient experience. FAS coordinated with the Mayor's Office, its partners at Swedish and First & Goal, Inc., and departments across the City to ensure communications around the vaccination site were aligned with public health messaging, the City's larger vaccination efforts, and rooted in equity and accessibility. This work began six weeks prior to the launch of the site, starting with developing website content, messaging to volunteers and creating signage for the 190,000-square-foot site.

This work fell into three key areas:

- *Layout and Flow*

A signage toolkit, with over three dozen various signs, was developed. FAS' Communications and Marketing Director toured the site ahead of its opening with operational staff, accessibility/ADA staff, parking and transportation leads, event managers, and members of the City's language access team, to ensure that all



Members of the Language Access support team provided interpretation services in more than 30-plus languages. The teams wore bright, visible vests and were stationed at all entrances and key points throughout the site.

signage and wayfinding leading up to the site was clear and communicated direction, actions and what to expect upon entry. This helped set expectations and set patients up for a streamlined and smooth experience.

- *Internal and External Communication*

Internal and external communications were closely coordinated with the Mayor's Office, the City's Language Access Team and, at times, partners in the Seattle Fire Department. All materials created—including signage, website content and flyers—were translated in up to eight of the most commonly spoken languages in the city. Regular e-mail communications were sent to City employees as vaccinations became more readily available. And the City held regular news conferences and shared press releases to coincide with every major milestone along the way.

- *Earned and Purchased Media*

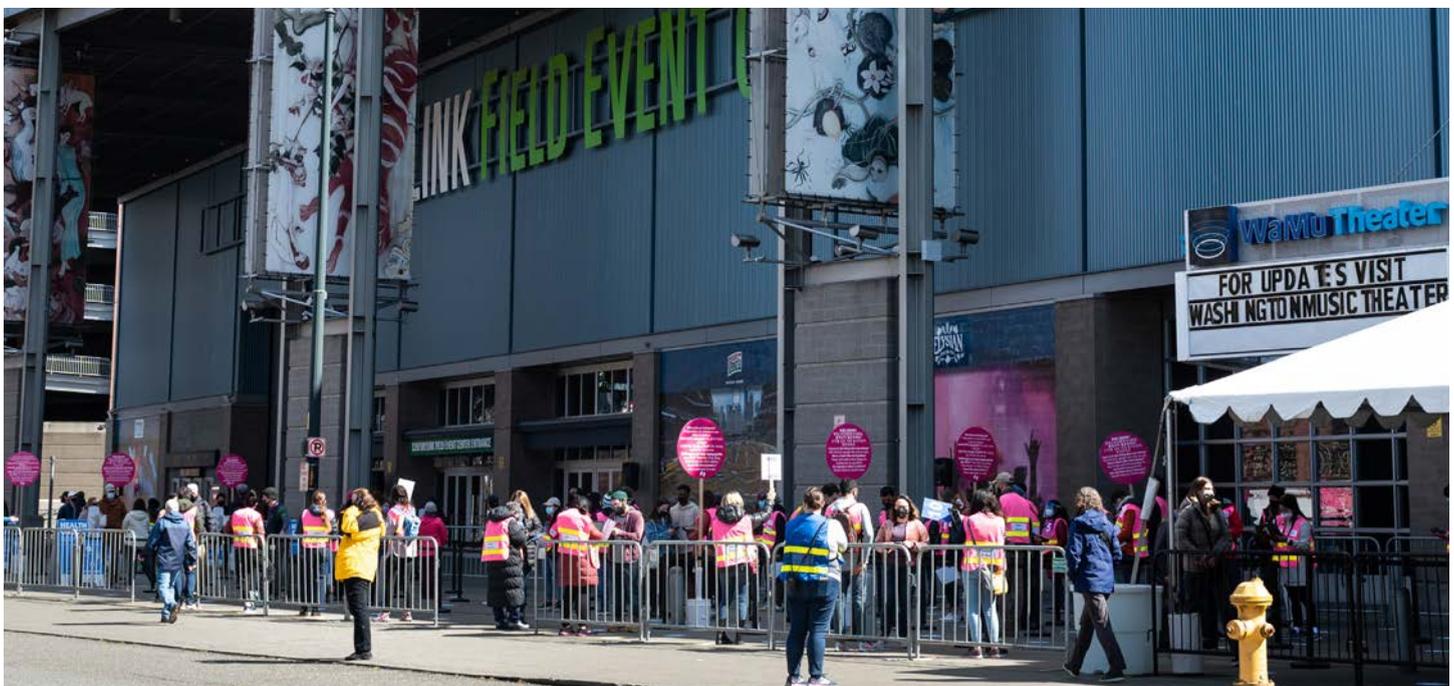
Because of the interest and news value of vaccinations, the City was able to utilize significant earned media through news releases and press availability. Weekly news releases on Lumen Field and other City vaccination efforts were shared every Wednesday. FAS also developed procedures for any time media were onsite. The procedures provided a process for what to do in the event media arrived at the mass vaccination site, who was to escort them, and how their presence would be announced over the staff radio. These processes were needed to ensure news media had continuous access while also balancing patient and employee privacy. Some purchased media ads were placed on social media to enhance outreach to BIPOC communities.



Seattle City Councilmember Dan Strauss, second from right, met with City staff, including Seattle City Light General Manager/CEO Debra Smith (left) and volunteers during a tour of the site.



Soccer star Megan Rapinoe, left, poses with partner and professional basketball player Sue Bird after the two served as volunteers at the FAS-led vaccination site.



FAS produced signage in various languages to help with wayfinding to and in the 190,000-square-foot space.

C. FEMA Coordination

Due to the significant costs of this work, the City tasked FAS with leading and coordinating the City's work to recoup funds through the Federal Emergency Management Agency (FEMA). The purpose of FEMA coordination was to receive maximum federal reimbursement for the City's COVID-related expenditures.

FAS' role in this effort was multi-pronged. FAS provided departments throughout the City with expertise in FEMA reimbursements, purchasing and contracting, and accounting. FAS also guided contract development and purchasing to meet FEMA requirements and coordinated with City departments and the City Budget Office (CBO) to set up Citywide templates and coding structures to accurately identify and report emergency spending.

By necessity, FAS began this work early so it would correctly capture and document FEMA-reimbursable costs. Through careful communications, FAS stayed current with the evolving FEMA rules, and adjusted City guidelines as necessary.

This effort required the time and expertise of multiple divisions within FAS, including the Purchasing and Contracting Division, Citywide Accounting, FAS' internal Accounting and Budget Services, and contacts in the operational units. Having multiple staff in each of these divisions coordinating with each other was critical to the success of this work.



FAS Director and site CEO Calvin W. Goings gives a tour of the vaccination site to U.S. Health and Human Services Secretary Xavier Becerra.

More than
44 percent
of patients
served at
the site
were BIPOC.



VI. Conclusion

At the time of this writing in fall 2021, the pandemic is now in its 21st month. The City of Seattle has begun a gradual reopening and recovery and is now among the most vaccinated cities and counties in the nation, with 83 percent of residents older than 12 fully vaccinated.

The COVID virus is still very much a part of daily life, however. Despite Seattle's high vaccination rate, the rise of the Delta variant has forced municipalities, companies and public health agencies around the world to rethink how they reopen and what recovery looks like.

To respond to this ever-changing situation, the City of Seattle recently mandated that all of its employees be vaccinated.

FAS led successful communications to its employees to ensure they are in compliance with the new mandate. FAS is also leading work to implement an Executive Order issued by the Mayor that requires all contractors and volunteers working at City sites to be vaccinated. Please see Appendix A for details.

Now, as Seattle continues its gradual reopening, the City is building off of the work, safety protocols and recommendations that were created by FAS last summer when it led the Citywide Return to Worksite Task Force. Many of those recommendations, including signage, hand sanitation stations, health checks, etc., are all in place and utilized daily at worksites as more employees gradually return to offices.

Additionally, FAS restored in-person services at its customer-facing counters in core downtown City facilities and six neighborhood-based Customer Service Centers. The public-facing counters provide critical services to the public, like paying bills, renewing a business license, processing a passport, or filing taxes. FAS led the reopening of these counters by ensuring City employees were protected, facilities were safe, and protocols were in place to protect the health and safety of members of the public.

As federal recommendations are developed and more guidance is available around booster shots—the third recommended COVID vaccination—FAS will draw on its experience if needed to support potential Citywide efforts to administer booster vaccines.

No one knows what the future holds, but FAS will remain agile, organized, responsive and coordinated, so that it's ready for any scenario. Thanks to the competent and skilled teams at the department, teams can and will continue to be counted on when it counts most for their city.



Volunteers and FAS and Swedish teams celebrated a major milestone at the site: providing more than 100,000 vaccines to residents.