



# King County

Emergency Management



## 2018/2019 Annual Report

### Our Vision

A county with disaster ready communities where everyone is prepared for and can recover from emergencies.

### Our Mission

We provide regional leadership to strengthen community resilience and access to emergency services.



# Our Priorities

## King County Emergency Management culture:

- We are innovative, open-minded and adaptable to new and creative ideas.
- We create a safe, collaborative place that invites all voices and perspectives.
- We have clear roles and responsibilities that capitalize on unique skills, strengths, and passions.
- We have strong leadership that starts at the top and is cultivated throughout the organization.

## We are committed to specific outcomes:

### Regional Emergency Services

To provide region-wide planning and emergency response coordination for jurisdictional and private sector partners.

### Standards-Based Programs

To achieve a state of continuous improvement by measuring quality, cost, delivery, safety, and morale.

### Resilient and Inclusive Systems

To have the ability to prepare and plan for, absorb, respond to, recover from, and adapt more successfully to adverse events.

### Quality Workforce

To develop a strong workforce made up of internal and external partners, ready to coordinate emergency response and recovery.

The following pages provide specific examples of how we've achieved these outcomes.

## KEY ACHIEVEMENTS

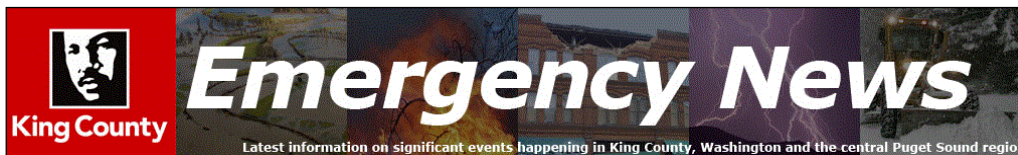
### Action 1: Public information and notification

#### ALERT King County

When trouble is brewing, people want to know. ALERT King County is our fast-growing public alert system serving residents of King County. Launched in early 2016, ALERT King County is designed to reach people where they are (home, work or vehicle), enhancing their ability to make good decisions and stay safe. To date, 28,000 residents have signed up to receive emergency messages by email, voice, and text. These short messages can be geo-coded to notify everyone in an impacted area – as we did when deep snow blanketed dozens of neighborhoods in east King County this winter. More than 25 cities and towns in King County have joined the ALERT King County program.

#### Emergency News blog

Whenever a significant event hits our region, we launch our Emergency News blog ([kcemergency.com](http://kcemergency.com)) to provide timely, accurate, and centralized public information. This cloud-based website that County, regional partners and the media can link to from their own digital communication systems provides countywide updates and resources. The Emergency News blog has been successfully employed during a number of incidents, including our February 2019 severe winter storm emergency, where it drew more than 150,000 “views”.



### Action 2: Emergency Operations Center operational readiness

Operations is the core of emergency management, bringing together agencies from every level of government and the private sector to respond in time of need. By design, our programs are in a continuous process of improvement, using the lessons learned from previous incidents to inform and enhance response and recovery efforts in the future.

#### Complex Coordinated Terrorism Attacks (CCTA) program

The Department of Homeland Security has awarded the Tri-County Region (Pierce, King, and Snohomish) \$1.5 million for the Program to Prepare Communities for Complex Coordinated Terrorist Attacks (CCTA). The program’s goal is to enhance preparedness and implement effective, sustainable, and regional approaches for potential terrorist attacks that:

- involve synchronized and independent assaults at multiple locations
- are initiated with little or no warning
- employ one or more weapon systems (i.e Madrid train bombings, Mumbai attacks, etc.)

King County, on behalf of the Tri-County region, was one of 29 jurisdictions nationwide to receive this grant. Initiated by King County in February 2018 on behalf of the Tri-County region, program participation has built to more than 200 participants representing dispatch, law enforcement, fire/EMS, health care, and emergency management. Federal partners include FEMA, the FBI, and the Washington State Fusion Center.

# REGIONAL EMERGENCY SERVICES

## Information Management

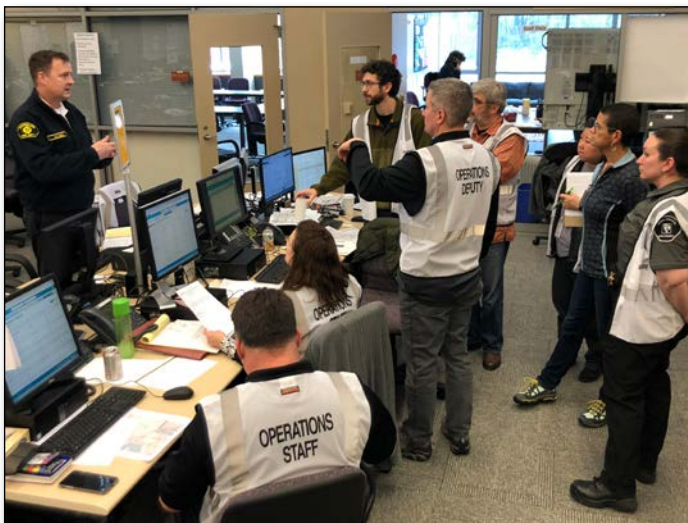
One of the greatest challenges for emergency managers is the ability to quickly organize and share information during a crisis. Over the past year, we have implemented and trained County staff on WebEOC, a web-based crisis information management software that provides all levels of government with dashboards and tracking systems to support all of the work we do at the Emergency Operations Center. Our staff continue to assist with the configuration of WebEOC among federal, state, and local stakeholders.

## Action 3: Expanded state and local planning efforts

### Dam Safety Public Awareness – Phase 1

At the direction of the King County Council, we have partnered with the King County Flood Control District to complete a study of dam safety plans and procedures in watersheds affecting King County. The report revealed a lack of quality/missing Emergency Action Plans, limited public awareness about dam risks, and insufficient operational readiness for a large dam failure. With the Flood District's help, we hired a full-time employee to investigate the best way to inform and educate our at-risk communities (Phase 1). As a result of this work, we have begun a full-scale public education campaign (Phase 2), by working with public and private dam operators, state regulators, and residents so that all are prepared to respond.

## Action 4: EOC activations – Cyber-attack to “Slush-mageddon”



As of this writing we are wrapping up one of the largest full-scale emergency activations in County history. The series of severe winter storms from late January to the end of February snarled traffic, cut power to tens of thousands, and buried many eastside neighborhoods in heavy, deep snow. Agencies engaged in the 10-day high-level response – coordinated through our Emergency Operations Center (EOC) in Renton -- included the National Guard, state and local law enforcement, multiple fire departments, non-profits, local jurisdictions, regional volunteer groups, and every department of County government. Our 24/7 Call Center fielded more than 700 calls from snowbound residents from Duvall to Hobart needing assistance in the form of food, fuel, road clearing, and urgent transportation.

In the year preceding “Slush-mageddon,” we activated the EOC more than a dozen times in support of search and rescue operations, distressed animals, public health alerts, severe weather, and protests. Notable activations:

- **Sammamish Cyber-attack (December 2018)**  
We responded to a web-based ransomware attack on the City of Sammamish by dispatching IT support and replacing compromised computers.
- **County Courthouse Water Main Break (September 2018)**  
We worked closely with Facilities Management Division and Courthouse staff to organize county departments affected by the building's closure and quickly get the word out to customers and employees.

# REGIONAL EMERGENCY SERVICES

- **Nationwide 9-1-1 Outage (December 2018)**

Our communications staff engaged the Joint Information System to support 9-1-1 operations and help implement a communications strategy that used ALERT King County and other methods to inform residents affected by CenturyLink's system-wide breakdown. We are leading the County effort to get to the bottom of what happened at CenturyLink, and to offer solutions to the Federal Communications Commission (FCC), the State's Utilities and Transportation Commission (UTC), and others involved with the investigation of what went wrong.

- **Rattlesnake Ridge (January 2018)**

EOC subject matter experts were deployed to the Yakima area to assist emergency personnel and address the growing subsidence of Rattlesnake Ridge that threatened residents, homes, the Yakima River, and a major transportation corridor.

- **Auburn Heritage Building Fire (January 2018)**

Dozens of residents were forced to evacuate this business/apartment complex in downtown Auburn rendered unlivable by an early morning blaze. We worked with State EMD and local officials to bring assistance to those in need.



- **Deployment Coordination (ongoing)**

We coordinated the deployment of Public Health and emergency professionals to help with response and recovery efforts for major disasters across the nation:

- » California Fires (October – November 2018)
- » Hawaii Volcano/Hurricane (June – August 2018)
- » Hurricane Maria/ Puerto Rico Relief (October 2017 – January 2018)

- **Missing seniors, children reunited (ongoing)**

Duty officers worked with search and rescue teams to activate "Reverse 9-1-1" calls to several targeted geographic areas. Using voice, text, and email messaging within specific neighborhoods, we helped locate and safely return youngsters to their families and helped find several missing senior adults.

- **Emergency Management Advisory Committee (EMAC) (ongoing)**

KCEM programs and all our regional efforts are informed by the Emergency Management Advisory Committee (EMAC). Created by the Council in the 1990's, EMAC is made up of subject matter experts drawn from both private and public sector stakeholders. EMAC advises and comments on emergency management and homeland security issues, regional planning, and policies. Last year, Emergency Management Advisory Committee (EMAC) members established a new standards-based organizational structure focused six priority areas:

- Regional Coordination
- Catastrophic Planning
- Mass Care
- Critical Infrastructure
- Preparedness & Community Outreach
- Responder Support

# STANDARDS-BASED PROGRAMS

## KEY ACHIEVEMENTS

### Action 1: EMAP Accreditation maintenance

Since 2017, when our office became one of just 30 Counties nationwide to meet (and exceed) the 64 best practice standards prescribed by the [Emergency Management Accreditation Program](#) (EMAP), we have engaged in a process of continuous improvement to enhance our compliance with every one of its performance measures. EMAP accreditations are subject to a full, on-site review every five years. EMAP is also a validation of our region's entire emergency management community.

### Action 2: Functional exercises

Whenever we are not engaged in an emergency response, we are practicing for one. Among our many training and exercise requirements, EMAP and FEMA require that our office conducts a full-scale "functional exercise" of our EOC each year (unless we have had a full-scale activation, with multiple departments, divisions, or jurisdictions at our EOC). Using lessons learned from previous drills, including the 2016 Cascadia Rising regional mega-quake exercise, and EMAP's vigorous internal assessment, we have revamped our response policies and procedures at every level of our operations. These were put through a rigorous vetting during a real event: our 10-day EOC activation in response to the February 2019 snowstorm.

### Action 3: Legislative support for KCEM/EMCC

A major focus for the past two years has been detailing emergency communications processes, systems, stakeholders, and initiators. In 2018, partly in response to a report from the King County Auditor<sup>1</sup>, Council passed legislation that codifies the KCEM Director as the designated official charged with responsibilities over emergency management policies and procedures in King County government. Council also passed code revisions that formalized and enhanced the role and responsibilities of the Emergency Management Coordination Committee<sup>2</sup>, including continuity of operations planning for use during emergencies.

### Action 4: Equity & Social Justice - getting the word out "FASTs"

While the most vulnerable in our community face challenges in day-to-day living, the situation is made even worse during an emergency or disaster: language barriers, access and functional needs, or socio-economic realities. People who are unable to prepare or readily access available resources suffer disproportionately greater loss during disaster response and recovery. King County Emergency Management is addressing this urgent need by bringing an equity lens to bear in all facets of our work, including:

#### Functional Assistance Service Teams (FASTs)

Given the proper support, people with access and functional needs can be accommodated in emergency shelters. This requires careful planning and coordination from all corners: government, nongovernmental organizations, faith- and community-based organizations, and private sources. Our office kicked off a regional coordinating effort in September 2018 to implement Functional Assistance Service Teams (FASTs). First developed in California, FASTs are groups of trained social service professionals ready to work in emergency shelters. FASTs work with shelter personnel to conduct assessments for people with access and functional needs to get them what they need for a shelter stay.

1 <https://www.kingcounty.gov/depts/auditor/auditor-reports/all-landing-pgs/2016/emergency-mgmt-2016.aspx>

2 Please see the EMCC Special Report on page 11.

# STANDARDS-BASED PROGRAMS

## Limited English Proficiency Communications Outreach

The [Inclusive Emergency Communications](#) group, co-led by King County Emergency Management, the City of Seattle, and Public Health–Seattle King County, is a newly formed multi-stakeholder coordinating team tasked with developing a regional emergency communication plan for serving Limited English Proficient (LEP) residents. The plan includes procedures, templates, and available resources that can be accessed and adapted to meet the public messaging needs of individual jurisdictions and their unique communities. Strategies for achieving success include engaging community leaders to learn the best way to share information with their population groups, as well as establishing standardized procedures for using available services.



During the last year, the group has produced:

- Standardized presentations for engaging our many language communities and encouraging emergency alert system registrations.
- Pre-scripted and translated hazard-specific emergency message library.
- Translation Tips guide for understanding target audiences, preparing materials for translation, working with a translation vendor, and leveraging on-demand translation options.
- Centralized webpage and SharePoint site for information and document-sharing.



King County Executive Dow Constantine chose the Somali Health Board to receive the eighth annual [Executive's Award for Community Resilience](#), based on their community approach to healthcare, disaster preparedness, and emergency response.

# RESILIENT AND INCLUSIVE SYSTEMS

## KEY ACHIEVEMENTS

### Action 1: KC Inform

Getting the word out to County employees during an emergency reached a new standard of effectiveness in 2018 with the government-wide implementation of KCInform. This internal notification system allows emergency managers and a pool of trained administrators to quickly reach every employee by email, desk phone, and mobile phone during an emergency. When an incident hits a specific division or locations, KCInform managers can target recipients based on organization, specialty, or workplace location. In the two years since its inception, more than 14,000 employees have chosen to enhance their existing KCInform accounts with additional contact information (i.e. personal email, mobile phone number, etc.)



### Action 2: Continuity of Operations Plans (COOP)

Continuity of Operations Plans (COOPs) identify and describe how essential government functions will be continued during an emergency or disaster. COOPs for all critical departments and several of the County's vital divisions have been completed<sup>1</sup>. All meet EMAP standards. With the reorganization of county government at the end of 2018, several COOPs will now have to be revised. The Emergency Management Coordinating Committee is leading this effort with our office (see the EMCC Special Report on page 11).



Foster High School students, committed to emergency preparedness education and outreach within their community, learn about river flood risks during a Take Winter By Storm media event.

<sup>1</sup> For a list of current COOPs and their status, see Appendix A-1



## Action 3: Public education and outreach

Preparedness is the foundation for building resilient communities. Reaching those we serve at home and in the workplace with the latest information on how to prepare for the unexpected is one of our paramount objectives. Our outreach activities take on many forms and include translated materials.

### Make It Through

King County leads this regional campaign focused on preparing for catastrophic disasters, such as earthquakes. This year the campaign focused on meeting residents where they are, presenting a series of disaster skills trainings and equipping regional Community Emergency Response Team (CERT) volunteers with the equipment they need to assist neighbors following a disaster.



### Take Winter by Storm

[Take Winter by Storm](#) is an award-winning regional public education campaign focused on winter weather hazard preparedness: flooding, snow, ice, and power outages. Our office is one of several agencies leading this effort in coordination with Natural Resources and Parks, Seattle City Light, Seattle Public Utilities, and State Farm. In 2017-18 this partnership engaged diverse residents through social media and a series of hazard-specific media events, with the aim of raising awareness and encouraging practical steps towards becoming more prepared for winter storms.



### Community fairs and safety trainings

This year our staff explored new opportunities to engage community and neighborhood groups, businesses, and schools by participating in safety fairs and tailored presentations. Curriculum includes information on hazards in King County and ways people can prepare for them. We've also invested in culturally sensitive and multi-lingual outreach materials that appeal to diverse community members.

In partnership with the City of Seattle and Public Health - Seattle & King County, we offer emergency planning workshops and trainings to schools, non-profits, and faith-based organizations. The premise is to help organizations create pre-disaster plans and procedures, and remain operational following an emergency so they are better able to help residents in crisis. 2018 saw this effort expanded to school faculty and administrators, for whom we teach and drill the elements of good crisis planning and response.

## KEY ACHIEVEMENTS

### Action 1: Expanded training opportunities

Throughout 2018, we offered an expanding menu of award-winning emergency management [trainings](#), seminars, and exercises to our stakeholders within King County government, and our many external partners (i.e. tribal nations, cities/towns, fire districts, school districts and utility districts). Last year, our staff hosted 42 separate classes and seminars reaching more than 824 students, two-thirds of whom were drawn from our partnering agencies in our region, and across the United States.

#### Weekly Duty Officer training

For the second year, we host weekly readiness-specific trainings aimed at the roles and responsibilities of our rotating team of duty officers. Training covers everything from EOC activation protocols, the emergency proclamation process, and continuity of business, policy calls, and hazard-specific procedures.

#### Executive tabletop exercises

In keeping King County leadership abreast of hazards and the multitude of responses necessary during a disaster and its recovery, our team conducts periodic tabletop exercises with the Executive Leadership Team. Scenarios covered in 2018 included cyberterrorism and workplace security. These exercises allow department directors, executive leadership, and elected officials to work through issues such as relocation of displaced workgroups, unified messaging to staff and stakeholders, and coordination with law enforcement and Information Technology.



### Action 2: Emergency Management Assistance Teams (EMAT)

Operational since July 2016, our office continues to lead and develop a group of experienced emergency management professionals, ready to assist emergency operations centers within King County and across the State during an emergency. The team is currently comprised of 20+ seasoned professionals from King County departments and partner jurisdictions who can quickly fill Command and General staff positions when a jurisdiction is overwhelmed. It also provides a system, tools, and training to enable the jurisdiction to sustain the capabilities the team brings.

## **SPECIAL REPORT: Emergency Management Coordinating Council**

Codified by the King County Council in March 2018, the Emergency Management Coordinating Council (EMCC)<sup>1</sup> is made up of representatives drawn from each department in County government (including separately-electeds) and supplemented by subject matter experts from divisions critical to responding to events and emergencies (i.e. Executive Office, Council staff, FMD, Metro Transit, Road Services, KCEM, etc.). This group meets monthly to review plans, policies and guidelines, and seeks lessons from incidents affecting government operations.

### **Activities**

Over the past year, the EMCC has contributed to the following:

- EMCC reorganization – New Charter, by-laws, recruitment
- Incident After Action Review – King Street Center power outage, Courthouse water main break, winter storms, large-scale demonstrations, etc.
- SR99 - Tunnel Closure/period of maximum constraint planning
- FEMA Core Capabilities Assessment
- Identifying “Mission Critical” employees for emergencies
- Alert & Notification – Naming conventions/tagging for KCInform admin, recipients
- New Employee Orientation – KCInform, Alert King County, personal preparedness
- King County Comprehensive Emergency Management Plan (CEMP) update
- King County Regional Hazard Mitigation Plan Update
- Framework for Internal Emergency Notifications (KCInform, etc.)
- Continuity of Operations Plans (COOP)<sup>2</sup> – Maintenance/Updates/Draft for Divisions
- Puget Sound Emergency Radio Network (PSERN) implementation
- WebEOC – KCSNAP web-based incident snapshots
- Preliminary Damage Assessment (PDA) procedures
- Training & Exercise – County-wide opportunities

### **Next steps**

With the creation/reorganization of County departments and divisions now set, EMCC is:

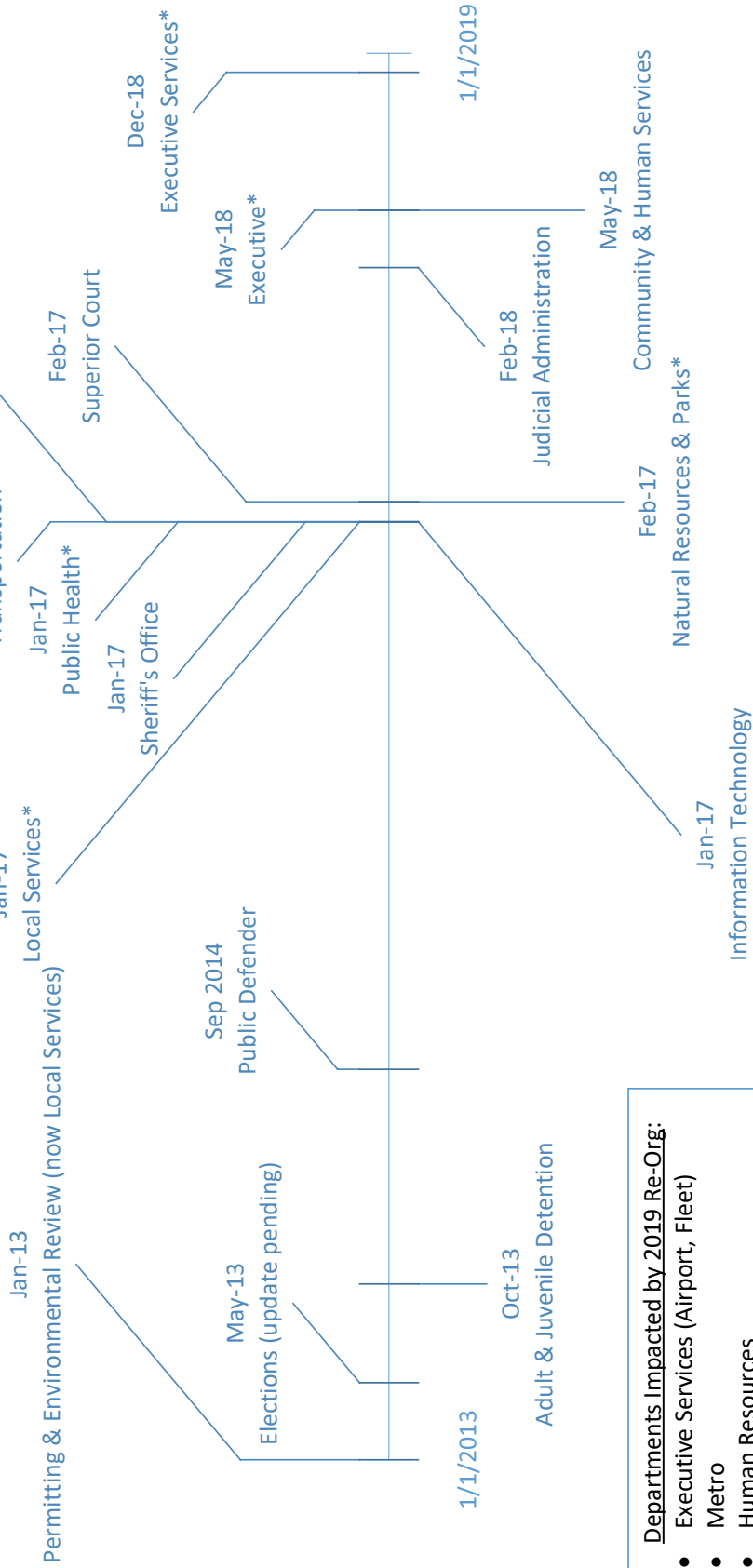
- Reaching out to propose and confirm membership consistent with requirements of K.C.C. 2A.310.070 and to add subject matter expertise as our new organizational environment requires
- Supporting the update of department and division-level COOPs to reflect the current organization of County government
- Continuing the engagement and promotion of both internal and regional planning and preparedness strategies; especially updates to the Regional Hazard Mitigation Plan and the King County Comprehensive Emergency Management Plan (CEMP).

<sup>1</sup> See Appendix A-2 for EMCC attendance through the years.

<sup>2</sup> See Appendix A-1 for COOP adoption/pending updates, etc.

## Department Continuity of Operations Plans (COOP)

12/31/2018



### Departments Impacted by 2019 Re-Org:

- Executive Services (Airport, Fleet)
- Metro
- Human Resources
- Local Services (Roads, Permitting)

### Departments Pending:

- Prosecuting Attorney
- District Court
- Council

\* Denotes Dept with Divisional COOPs

## Emergency Management Coordinating Committee (EMCC) Attendance: 2013 - 2018

\* = appointments required KCC 2A.310.070 (3/12/2018)

Agency	Jan-18	Feb-18	Mar-18	Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-19	Nov-18	Dec-18	2018	2017	2016	2015	2014	2013	Notes
Council*							X	X	X	X		X	25%	0%	55%	14%	22%	38%	
DAJD*	X	X		X	X	X	X		X			X	75%	67%	64%	71%	78%	38%	
DCHS*	X	X		X	X	X	X						75%	78%	27%	14%	0%	0%	
DES*	X	X	X	X	X	X	X	X	X		X	X	100%	56%	18%	0%	33%	88%	
DES-Dir	X	X	X	X	X	X	X	X	X		X	X	75%						
DES-FMD		X	X	X	X	X	X	X	X		X		75%	67%	100%	57%	0%	0%	
DES-HRD	X	X	X	X	X	X	X						88%	44%	55%	57%	11%	13%	See DHR below
DES-OEM	X	X	X	X	X	X	X	X	X		X	X	100%	100%					See KCEM below
District Court*				X	X	X							38%	0%	0%	0%	22%	0%	
DJA*						X	X						25%						
DNRP*	X	X	X	X	X	X	X	X					100%	89%	91%	86%	89%	75%	
DNRP-Dir	X	X	X	X	X	X	X	X	X	X	X	X	88%						
DNRP-Parks						X	X	X		X	X		38%	0%	0%	0%	22%	0%	
DNRP-SWD		X					X	X	X		X		25%	11%	9%	29%	56%	50%	
DNRP-WLRD							X						0%	11%	0%	29%	0%	0%	
DNRP-WTD		X		X			X	X	X	X	X	X	38%	33%	82%	43%	89%	75%	
DOA*	X		X			X	X	X	X				63%	0%	36%	43%	56%	13%	
DOT*	X	X	X	X	X	X	X	X	X				100%	44%	55%	0%	22%	75%	
DOT-Transit/METRO	X	X	X	X	X	X	X	X	X	X	X	X	100%	11%	0%	71%	56%	0%	New Department - Fall 2018
DOT-KCIA				X	X	X	X	X	X	X	X	X	50%						Moved to DES - Fall 2018
DPER*	X	X	X			X	X			X	X		63%	78%	73%	86%	67%	38%	Join DLS as division - Fall 2018
PHSKC*	X	X	X	X	X	X	X	X	X	X	X	X	88%	100%	100%	100%	100%	100%	
Elections*							X	X		X			25%	0%	0%	50%	0%	0%	
Executive*	X	X	X	X		X	X	X					88%	0%	9%	29%	0%	0%	
Exec-OLR	X	X	X	X	X	X	X	X	X	X	X	X	88%	44%	45%	0%	0%	0%	
DHR (2018)*	X	X	X	X	X	X	X	X	X				100%						New Department - Fall 2018
KCIT*			X	X	X	X	X	X	X			X	63%	56%	55%	71%	100%	100%	
KCSO*		X	X		X	X	X	X	X			X	63%	44%	36%	0%	56%	38%	
KCEM*	X	X	X	X	X	X	X	X	X	X	X	X	100%						Mandated by KCC - Mar 2018
PAO*													0%	0%	0%	0%	0%	0%	
Superior Court*													0%	0%	0%	0%	0%	0%	
<b>% attendance (*KCC mandated in March 2018)</b>													<b>63%</b>	<b>38%</b>	<b>39%</b>	<b>35%</b>	<b>40%</b>	<b>38%</b>	

# Contact Us



## Office Location

Regional Communications & Emergency Coordination Center  
[3511 NE 2nd Street, Renton, WA 98056](https://www.kingcounty.gov/prepare)  
206-296-3830 / [www.kingcounty.gov/prepare](https://www.kingcounty.gov/prepare)

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