



King County
Emergency Management



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.



A MESSAGE FROM THE DIRECTORS



King County
Emergency Management

Dear Partner:

On behalf of myself, our Deputy Director Alysha Kaplan, and all of the staff members at King County Emergency Management, I am pleased to present the 2019 King County Emergency Management Annual Report. This is the fourth report since the inaugural issue in 2016, and the first since I signed on as Director last March.

This has been a year of self-discovery and transition at KCEM, as we engaged in an office-wide philosophical understanding of our mission, coupled with an organizational optimization, in order to maximize our services to the people and institutions of King County. We've applied many of the lessons learned during our numerous exercises and activations (especially last February's "Snowmageddon"); "flattened" our structure to sharpen our focus on operational readiness and regional services; engaged with our many stakeholders through our robust community of partners; and applied an equity and social justice lens to every facet of our events, plans, policies, and guidelines.

King County is faced with an expanding set of hazards – both natural and human-caused – to which this office is tasked with engaging the "whole community" in assessment of risk, development and testing of capabilities, refining plans and procedures, and operationally executing those capabilities. Over the past year, we have been fortunate to have some of the very best minds in the profession of emergency management, from both the private and public sectors, lending an ear and offering constructive recommendations for how to move forward.

As you review this year's accomplishments and plans for the future, please know that we are grateful for your support and many contributions.

Toward a more resilient King County,

Brendan McCluskey, JD, MPA, CEM, CBCP

Director, King County Emergency Management



Brendan McCluskey, Director



Alysha Kaplan, Deputy Director

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 (<https://www.kingcounty.gov/Alert>) 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, 38,000 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. Innovations this year included promotions showing people how to register by text and download the cellphone app.



Enhanced Social Media Presence

Social media is where increasing numbers of people turn to for information during a crisis. The most commonly used digital information-sharing platforms are Twitter, Facebook, and Nextdoor. Our office employs a strategy of engagement on social media to quickly disseminate **#KingCountyReady**-branded preparedness and safety messaging. Since launching the **#KingCountyReady** campaign in late June, emergency management is now the single most frequently discussed topic from King County’s social channels.

	Number of Posts	Impressions	Engagements	Average Impressions per Post	Average Engagements per Post
Twitter	124	680,554	4,583	5,488.3	73.3
Facebook	25	31,566	1,955	1,262.6	78.2
Total	167	730,786	6,589		

We also link folks to our Emergency News blog (kcemergency.com) to provide timely, accurate information and resources during winter storms, heatwaves, public health hazards, and other region wide incidents. The Emergency News blog serves as a central hub for public information and situation updates, and draws a following of media, regional stakeholders, and residents. Total views of various posts during a given incident have topped 163,500 (i.e. February 2019 severe winter storm emergency).

Action 2: Emergency Operations - Improved Readiness

Operations are the life blood of emergency management; bringing together agencies from every level of government and the private sector to respond in time of need. Over the past year, we have revamped our procedures for anticipating and engaging in emergency response coordination. Employing lessons learned from the February snow storm, we've reorganized our Emergency Operations Center to better align functions and strengthened the support to our 24/7 Duty Officer to enhance our readiness for the next incident. Our new EOC Activation Levels are listed and defined below.

Emergency Operations Center Activation Levels (revised January 2020)

Level	Definition and Staff Posture	Deliverables
Full	Incident requires full KCOEM staffing the Emergency Operations Center and activation of many Emergency Support Functions.	<ul style="list-style-type: none"> • Situational Reports • Incident Support Plan • Actively updating WebEOC • Actively updating Emergency News blog
Partial	Incident requires staffing of the Emergency Operations Center by KCOEM staff and activation of select Emergency Support Functions (other departments or jurisdictions)	<ul style="list-style-type: none"> • Situational Reports • Incident Support Plan • Actively updating WebEOC • Actively updating Emergency News blog
Enhanced	Incident monitored by Duty Officer, the Backup Duty Officer, and additional KCOEM staff (as needed).	<ul style="list-style-type: none"> • Situational Reports • Incident Support Plan (as needed) • Actively updating WebEOC • Actively updating Emergency News blog (as needed)
Steady-State	No anticipated incident or event. Monitoring by the Duty Officer.	<ul style="list-style-type: none"> • Periodically monitoring and updating WebEOC

Action 3: Expanded State and Local Planning Efforts

Dam Safety Public Awareness – Phase 2

Based on research findings showing a significant deficiency in knowledge of dam related hazards, we created a dam safety public education and outreach plan that was approved for continued funding by the King County Flood Control District in February 2019. Since then, the program has reached nearly 600 participants. Highlights include: engagement in a citywide evacuation of Carnation; a dam failure mailer to be sent to all residents living in an at-risk area; and a down-size model dam to better educate students about dams, their benefits, environmental impacts, and potential for failure.

Additionally, a dam failure response plan was created for the South Fork Tolt Dam and we were awarded a \$70,000 FEMA grant to help remove a poor condition dam in the City of Newcastle. Our Dam Safety program will continue to be funded into the next year.

Regional Hazard Mitigation Plan Update

Required by federal law every five years to qualify for important types of disaster relief, our office led the Regional Hazard Mitigation Plan update process in 2019 on behalf of County government and scores of partner jurisdictions. As of this writing, the County plan and 41 jurisdiction annexes are complete. Over the next year, we expect to add 10-20 additional jurisdictions. Of King County's 39 cities, 25 will have completed their annex in time for the first submission; another seven are expected to submit in 2020.

Part of this process included submitting hazard mitigation grant applications to the state and FEMA. To date, at least six from King County jurisdictions, including one from the Water Treatment Division, were selected to complete full applications. These grants could bring up to \$4 million in federal support.

The mitigation plan has actions fully integrated with the County's Strategic Climate Action Plan. It aligns with and amplifies the goals of our Equity and Social Justice Strategic Plan, as featured in a national publication.

IAEM Bulletin

September 2019

**Reduce Vulnerability by Making Equity
and Social Justice a Core Part of Your Plans**

Comprehensive Emergency Management Plan (CEMP) Update

Required under State law to be updated every five years, the CEMP is the basic playbook for who does what at King County government in an emergency. We used the past year to significantly improve the County's CEMP to focus on a regional response to incidents, rather than solely within King County government (the case until now). The effort brought in almost 150 participants from 17 different King County government offices and 9 different partner organizations, who may simply adopt (annex to) this plan in order to meet local requirements to the State. The final product also provides a great opportunity for better networking and training before incidents.

Regional Catastrophic Preparedness Grant Award

King County and the Puget Sound Region have been recognized as a critical resource by FEMA's Regional Catastrophic Preparedness Grant Program (RCPGP) and awarded \$1.4 million in 2019. The RCPGP supports building core capabilities essential to achieving more secure and resilient communities. Our effort focuses on providing planning resources to close known capability gaps in Housing and Logistics and Supply Chain Management and encouraging innovative regional solutions problem that come with catastrophic incidents.

Action 4: EOC Activations – Cyber-attack to “Slush-maggedon”

As of this writing, our office is winding down from our activation in support of January 2020 snow response efforts, including the week-long power outage and closure of US 2 in the Skykomish/Baring area. We sent “Reverse 9-1-1” emergency alerts to the area and coordinated with KCSO Search & Rescue teams conducting door-to-door welfare checks on snowbound residents. In early 2019 our office engaged in one of the largest full-scale emergency activations in County history, when a series of severe winter storms snarled traffic, cut power to tens of thousands, and buried many eastside neighborhoods in heavy, deep snow, while the County conducted an election.

In the past year, we’ve activated more than a dozen times in support of search and rescue operations, distressed animals, public health alerts, severe weather, protests, and more. Notable activations include:

- Snow/Skykomish Response (January 2020)
- Fall/Winter Flood events (Oct.-Dec. 2019)
- Sounders Victory parade (November 2019)
- Downtown Ballard Structure fire (October 2019)
- Monroe earthquake (July 2019)
- Tolt Dam/Carnation School Evacuation Drill (May 2019 - Full activation)
- May Day protests (May 2019)
- February 2019 Snow (Full activation)
- Missing persons (several incidents throughout the year)
- Complex Coordinated Terrorist Attack exercises (ongoing - see details on page 14)



Executive Award for Community Resilience. In 2019, King County Search & Rescue was honored for its exemplary services over the decades, especially during the February 2019 Snow emergency providing 24/7 life-saving service to snowbound residents across eastern King County.

KEY ACHIEVEMENTS

Action 1: Equity & Social Justice (ESJ) - Applying the Lens to Emergency Management

King County is leading the way addressing inequities in delivery of service to those we are pledged to serve. While the most vulnerable in our community face day-to-day living challenges, the situation is made worse during an emergency or disaster: language barriers, access, and socio-economic realities. People who are unable to prepare or readily access available resources suffer disproportionately greater loss during disaster response and recovery. Our office is addressing this urgent need by bringing the County's Equity and Social Justice (ESJ) goals to bear in all facets of our work, including:

Plans, Policies, and Budgets

- Integration of ESJ in the Regional Hazard Mitigation Plan: As part of our update process, the planning team included the *14 Determinants of Equity* as the Mitigation Plan's goals and incorporated an ESJ lens as a weighting factor for Hazard Mitigation project prioritization.
- Updated Procurement Procedures: KCEM's revised *Finance & Administrative Manual* strengthens outreach to women and minority-owned businesses when soliciting quotes for both regular and emergency work.

Communication and Education

- Significant training events in 2019 for all our staff: the first focused on the elements of structural racism and the responsibility to eliminate barriers, while the second examined case studies of emergency response and recovery during Hurricane Katrina. Our Director joined peers across our government participated in the special program "Building A Racially Just King County" by Dr. Heather Hackman and her associates.

Community Partnerships

- Inclusive Emergency Communications Plan rollout: Since 2018, King County has led a regional effort to develop an Inclusive Emergency Communications Plan for serving Limited English Proficient (LEP) residents. That plan launched this Fall, has been submitted to State EMD and received praise as a model. The plan's framework includes procedures, templates, and resources that can be accessed and adapted to meet the public messaging needs of individual jurisdictions and their unique communities:

- *Standardized presentations for engaging language communities and encouraging emergency alert system registrations.*
- *Pre-scripted and translated emergency message library.*
- *Translation Tips: a guide for understanding target audiences, preparing materials for translation, working with a translation vendor, and leveraging on-demand translation options.*
- *Centralized [webpage](https://www.kingcounty.gov/depts/emergency-management/emergency-management-professionals/inclusive-emergency-communications.aspx)¹ and SharePoint site for information and document-sharing.*



Action 2: EMAP Accreditation Maintenance

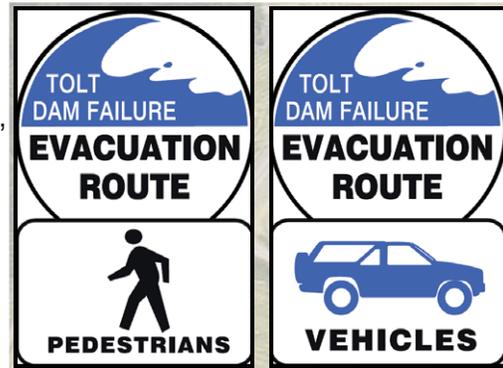
Since 2017, when our office became one of just 30 counties nationwide to meet best-practice standards prescribed by the Emergency Management Accreditation Program (EMAP), we have engaged in a process of

1 <https://www.kingcounty.gov/depts/emergency-management/emergency-management-professionals/inclusive-emergency-communications.aspx>

continuous improvement to enhance our compliance with every one of its performance measures. While EMAP accreditations are subject to full-scale review every five years, we completed an annual self-assessment in 2019 to ensure standards are being maintained, and trained an active cadre of EMAP assessors.

Action 3: Functional Exercises

Among our many training and exercise requirements, EMAP and FEMA mandate that our office conducts a comprehensive “functional exercise” of our Emergency Operations Center (EOC) each year (unless we have had a full-scale activation, with multiple departments, divisions, or jurisdictions participating). Using lessons learned from previous drills, we have revamped our response policies and procedures at every level of our operations. These were given a thorough evaluation during several events over the past year, including a 10-day EOC activation for the February 2019 snowstorm, ongoing tri-county drills associated with the Complex Coordinated Terrorist Attack program, and a major exercise involving a failure scenario of the South Fork Tolt Dam (Carnation area).



Action 4: Emergency Management Coordinating Committee – Progress Report

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

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

- Drafting, in concert with DHR, of the *King County Guidelines for Workforce Management*.
- Incident After Action Review – February Snow Storm response, facility impacts, Tolt Dam Full Scale Exercise, and THIRA/SPR AAR
- FEMA Core Capabilities Assessment and Stakeholder Preparedness Report
- Employee Alert & Notification – Naming conventions/tagging for KCInform administrators, recipients, and additional roll-outs to new County Departments
- King County Comprehensive Emergency Management Plan (CEMP) update
- King County Regional Hazard Mitigation Plan update
- Continuity of Operations Plans (COOP) – Maintenance/Updates/Draft for Divisions
- Puget Sound Emergency Radio Network (PSERN) implementation
- FirstNet (by AT&T) presentation on communications for first responders
- WebEOC – KCSNAP web-based incident snapshots initiative
- Training & Exercise – County, State and Federal opportunities

¹ See Attachment for Rosters and Attendance

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 was used multiple times during 2019 by emergency managers and a pool of trained administrators to quickly reach every employee by email, desk phone, and mobile phone during an emergency. The system allows KCInform administrators to target recipients based on organization, specialty, or workplace location. In the three years since its inception, a large majority of King County's 16,000+ employees have chosen to enhance their existing KCInform accounts with additional contact information (i.e. personal email and mobile phone number).



Action 2: Countywide Emergency Policy Revisions

Lessons learned from last February's snowstorm were a large driver behind efforts to revamp countywide emergency policies. In collaboration with our staff, the Department of Human Resources and the Office of Labor Relations published *King County Guidelines for Workforce Management in an Emergency*¹ this Fall. This manual provides agency management with a planning, policy, and procedural guidance on personnel administration during an emergency or inclement weather. These guidelines are a companion to each agency's Continuity of Operations Plan and provide clarification on employee status: (i.e. "first responder," "mission-critical," "non-mission critical") in an emergency. The revised policy provides additional information to get departments better prepared for emergencies, including checklists and guidelines.

Action 3: Continuity of Operations Plan (COOP) Updates

Continuity of Operations Plans (COOPs) identify and describe how essential government functions will be continued during an emergency or disaster. In place at every department (and some key divisions), COOPs specify essential services, lines of succession, alternative worksites, and emergency staffing plans for each essential service. With the reorganization of County government and the adoption of the new *King County Guidelines for Workforce Management in an Emergency*², all COOPs are now under revision. Our office and the Emergency Management Coordinating Committee (EMCC) are leading this effort. (See the *Emergency Management Coordinating Committee – Progress Report* on page 9)

1 <https://kingcounty.gov/~media/audience/employees/policies-forms/hr-policies/AllHazardsJan2014.ashx?la=en>

2 <https://kingcounty.gov/~media/audience/employees/policies-forms/hr-policies/AllHazardsJan2014.ashx?la=en>

Action 4: Public Education and Outreach

Public preparedness and awareness are essential to building resilient communities. We do this by employing a whole-community approach, bringing those we serve the latest information on how to prepare for the unexpected.

Public Engagement: Community Fairs and Public Trainings

In 2019, our Public Education and Outreach team supported more than 50 public education activities, providing more than 1,000 residents with face-to-face, in-person preparedness skills training, and Map Your Neighborhood education. Through private and public partnerships, including the King County Library System, King County Housing Authority, city, tribal and unincorporated community leaders, our staff delivered hazard awareness and personal preparedness trainings to all corners of King County.

In addition, we supported more than 25 community functions ranging from safety fairs to nationwide campaigns, such as National Night Out and National Adoption Day. These events provided important public preparedness and safety information to more than 5,000 King County residents, in both unincorporated and incorporated areas. Lastly, we delivered four separate presentations on our public preparedness efforts to the King County Council's Regional Policy Committee and Local Services, Roads and Bridges Committee.



Councilmember Kathy Lambert visiting KCEM's booth at a community fair.

Partnership Support

In 2019 our office took the initiative to not only support regional partners with outreach materials, but to go the extra mile and provide opportunities for local engagement specialists, public educators, and public information officers to learn how to better communicate with the public on high profile topics. We provided training for these stakeholders on Washington's Early Earthquake Warning system, how to educate at-risk communities about smoke, fire, heat, and Cybersecurity Awareness.

Public education and outreach covers a spectrum of topics; it can be overwhelming for one individual to master them all. That is why volunteers, such as Community Emergency Response Team (CERT) members, are critical to any outreach program. These teams train and operate in partnership with their local jurisdiction's fire department or emergency management office. Through our network of regional partners, we were able to supply 20 active CERT programs in King County with enough supplies to run two basic trainings each, fostering an increase of at least 1,200 additional, trained volunteers countywide.

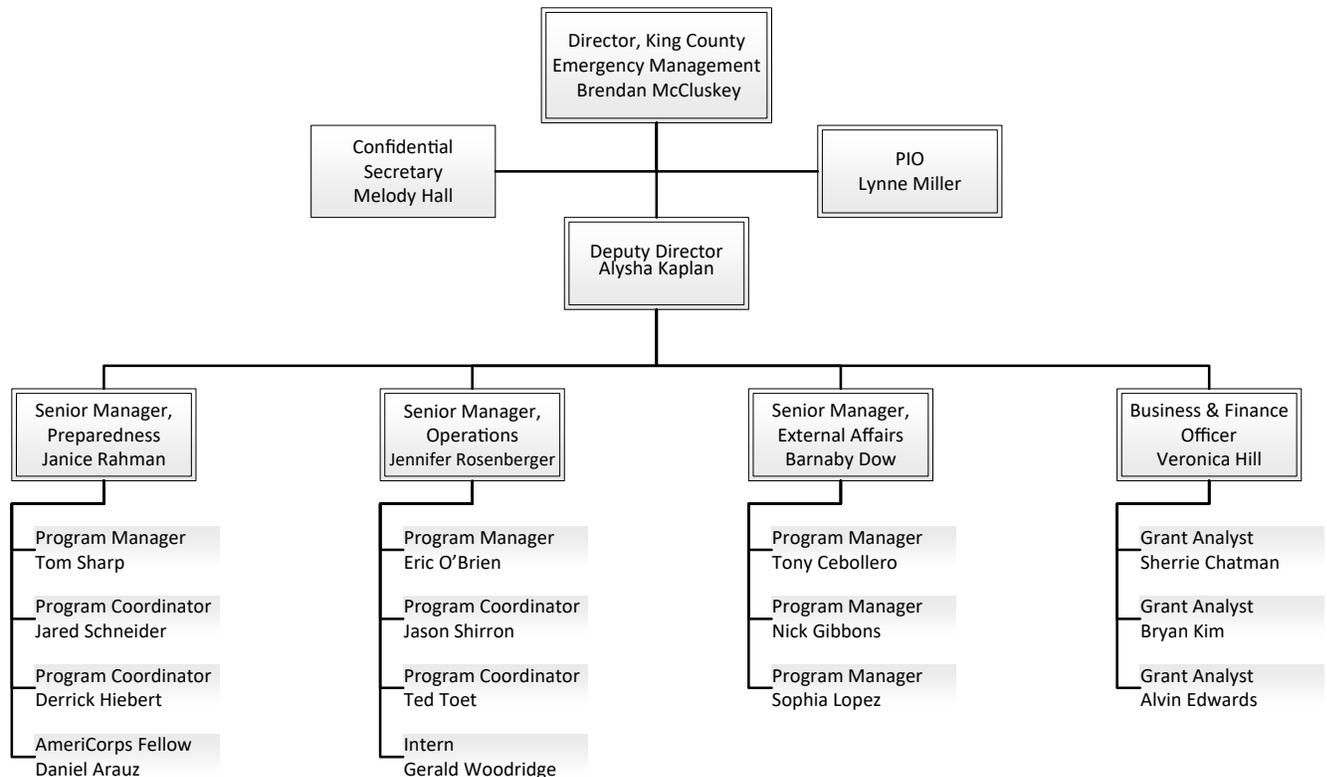


Redmond's Emergency Management staff picking up supplies at KCEM's office for their CERT training program.

KEY ACHIEVEMENTS

Action 1: Reorganization Reflects New Leadership Priorities

2019 marked a fundamental shift in the organization of program administration at our office. Under the direction of our new leadership team – both Director and Deputy Director were hired in 2019 – our organization has been restructured to enhance “lean” management principles. Our new, more horizontal organization, fosters a team approach. The process involved intensive discussion among key stakeholders, DES leadership, and staff (Including DiSC training seminars and day-long staff retreat this fall).



Action 2: Expanded Training Opportunities

Throughout 2019, 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, we hosted 42 separate classes and seminars reaching more than 824 students, two-thirds of whom were drawn from partnering agencies within our region and across the United States.

New Employee Orientation

A prepared employee is a resilient employee. That’s why in 2019 we worked with the Department of Human Resources and the Emergency Management Coordinating Committee to integrate training on preparedness and emergency notification procedures (KCInform) into the County’s New Employee Orientation program.

Internships

Growing the next generation of emergency managers is a key element of our mission.

AmeriCorps Fellow Daniel “Disaster Dan” Arauz was born and raised in sunny South Florida. A Nicaraguan-American first generation U.S citizen, he moved to Ithaca, NY for his undergraduate studies, majoring in Environmental & Sustainability Sciences at Cornell University. Daniel’s assignment with King County Emergency Management includes participating in our dam safety program.

Savannah State University Fellow Gerald Woodbridge has experience in emergency planning through his classwork, as well as volunteering with the Frank Callen Boys and Girls Club in Savannah, GA and Habitat for Humanity. Gerald is currently working towards a B.A. in Homeland Security and Emergency Management. His greatest interests in emergency management are terrorism, response and recovery, communication with hazard mitigation, and flood planning/insurance.

Recognitions and Achievements

Our staff have demonstrated excellence in pursuit of innovative program improvements and professional development:

- Sophia Lopez – Graduated from FEMA’s *National Emergency Management Advanced Academy* (NEMAA)
- Jared Schneider – Earned the *Floodplain Manager* certification from the Association of State Floodplain Managers (ASFPM)
- Derrick Hiebert – King County Executive’s *Performance Excellence Awards* nomination for Hazard Mitigation Prioritization
- Lynne Miller – King County Executive’s *Performance Excellence Awards* nomination for Leadership Excellence



"Disaster Dan" Arauz with his water-filled 'dam failure' prop that he uses to help the public understand this issue. Video of how this model works can be seen [here](https://youtu.be/iRVWvVxorHc).¹

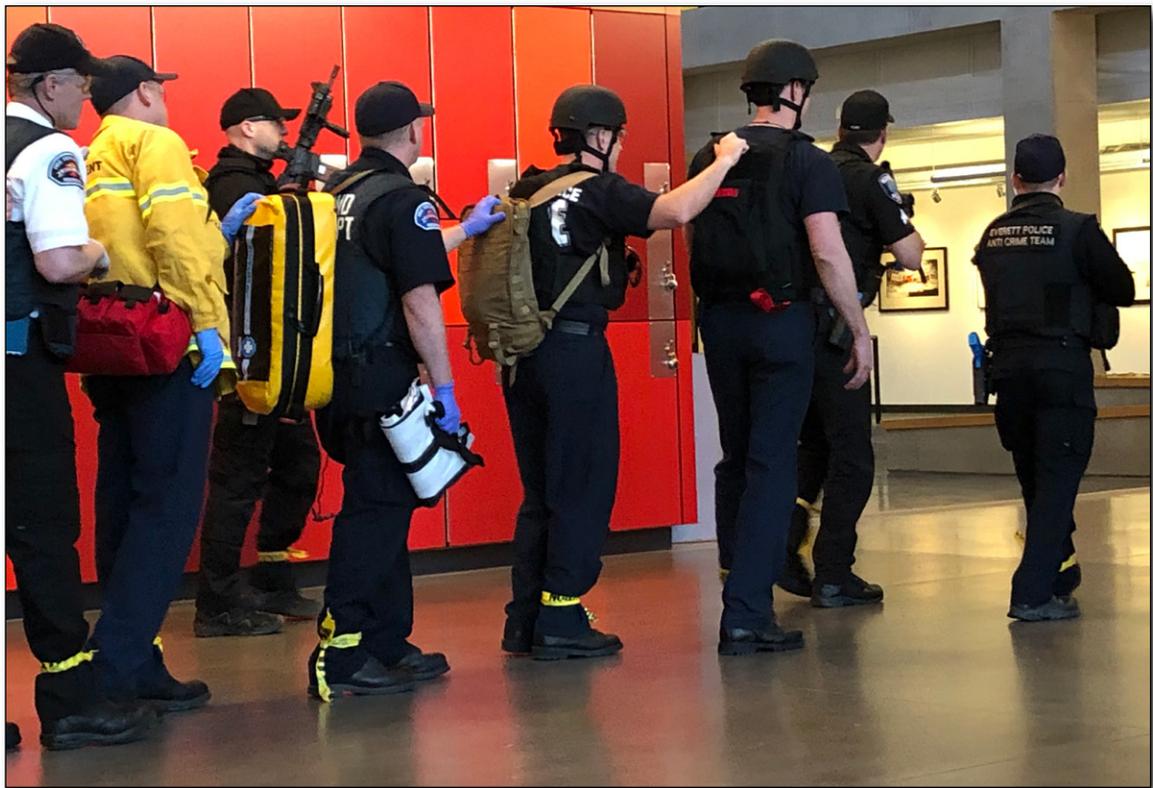


Sophia Lopez being presented with her certificate by FEMA Region X Administrator Mike O'Hare during her graduation from FEMA's *National Emergency Management Advanced Academy* (NEMAA)

1 <https://youtu.be/iRVWvVxorHc>

Action 3: Complex Coordinated Terrorism Attack Program

In 2018, the Department of Homeland Security awarded the Tri-County Region (Pierce, King, and Snohomish Counties) \$1.5 million for the Program to Prepare Communities for Complex Coordinated Terrorist Attacks (CCTA). The program's goal is to enhance regional preparedness and strategic and tactical approaches to potential terrorist attacks that involve more than a single incident. As a part of the Program, we helped grow engagement in 2019 to more than 1,000 participants representing dispatch, law enforcement, fire/EMS, health care, and emergency management. Federal partners included FEMA, the FBI, and the Washington State Fusion Center. Over the past year, participants engaged in ten separate intensive, multi-agency trainings, drills and exercises held at locations throughout the Tri-County Region.



First Responders from different jurisdictions in the Tri-County Region working as a Rescue Task Force during a Complex Coordinated Terrorism Attack (CCTA) training drill in 2019.

Emergency Management Coordinating Committee (EMCC) Attendance: 2014 - 2019

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

Agency	Jan-19	Feb-19	Mar-19	Apr-19	May-19	Jun-19	Jul-19	Aug-19	Sep-19	Oct-19	Nov-19	Dec-19	2019	2018	2017	2016	2015	2014	Notes
Council *	x	x	x	x	x			x	x	x	x	x	91%	25%	0%	55%	14%	22%	
DAID *	x								x				18%	75%	67%	64%	71%	78%	
DCHS *				x	x	x		x	x				45%	75%	78%	27%	14%	0%	
DES *	x	x	x	x	x	x		x	x	x	x	x	100%	100%	56%	18%	0%	33%	
DES-Dir	x	x	x	x	x	x		x	x				82%	75%					
DES-FMD		x		x	x	x			x				55%	75%	67%	100%	57%	0%	
DES-KCIA	x	x	x					x	x	x			55%	50%	-	-	-	-	Moved to DES - Fall 2018
DES-OEM *	x	x	x	x	x	x		x	x	x	x	x	100%	100%	100%	100%	100%	100%	
District Court *		x											9%	38%	0%	0%	0%	22%	
DJA *								x					9%	25%					
DNRP *	x	x	x	x	x	x			x	x	x	x	91%	100%	89%	91%	86%	89%	
DNRP-Dir													64%	88%					
DNRP-Parks													9%	38%	0%	0%	0%	22%	
DNRP-SWD	x	x	x	x					x				45%	25%	11%	9%	29%	56%	
DNRP-WLRD						x					x		18%	0%	11%	0%	29%	0%	
DNRP-WTD	x	x		x	x	x			x	x	x	x	55%	38%	33%	82%	43%	89%	
Metro *	x	x	x	x	x			x	x	x	x	x	82%	100%	11%	0%	71%	56%	New Department - Fall 2018
DLS *	x	x	x	x	x	x		x	x	x	x	x	82%	-	-	-	-	-	New Department - Fall 2018
DLS - Roads										x		x	18%	100%	44%	55%	0%	22%	Joined DLS as a Division - Fall 2018
DLS - Permitting												x	45%	63%	78%	73%	86%	67%	Joined DLS as a Division - Fall 2018
Assessor *	x	x						x	x				36%	63%	0%	36%	43%	56%	
PHSKC *	x	x	x	x	x	x		x	x	x	x	x	100%	88%	100%	100%	100%	100%	
Elections *	x	x	x	x	x					x			55%	25%	0%	0%	50%	0%	
Executive *	x	x		x				x	x	x	x	x	64%	88%	0%	9%	29%	0%	
Exec-OLR	x	x		x						x	x	x	55%	88%	44%	45%	0%	0%	
DHR *								x	x		x		73%	100%					New Department - Fall 2018
KCIT *	x	x										x	27%	63%	56%	55%	71%	100%	
KCSO *	x	x							x				55%	63%	44%	36%	0%	56%	
PAO *													0%	0%	0%	0%	0%	0%	
Superior Court *													0%	0%	0%	0%	0%	0%	

(* = Attendance mandated by KCC in March 2018)

Average Annual Attendance (%)

55%	63%	38%	37%	41%	45%
-----	-----	-----	-----	-----	-----



Contact Us

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

February 2020