

King County Office of Emergency Management

**King County Emergency Management Accreditation Program
Progress Report**

**As Requested By:
The King County Council
Ordinance 18239**

Office of Emergency Management
Department of Executive Services

July 29, 2016

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Introduction

In 2014, the King County Council enacted a proviso requiring an emergency management program self-assessment and a proposed work plan to achieve accreditation of the program under the auspices of the internationally recognized Emergency Management Accreditation Program.

The 2015/2016 Biennial Budget Ordinance, Ordinance 17941, Section 23, Proviso P1, related to the Office of Emergency Management stated that \$100,000 shall not be expended or encumbered until the executive transmits a King County emergency management program self-assessment and a proposed work program to achieve accreditation of the program and a motion that accepts the report and the motion is passed by the council.

Specifically, the proviso required a report that addressed the following:

- 1) An evaluation developed in collaboration with the Emergency Management Advisory Committee (EMAC) assessing King County's ability to meet its major local and regional emergency management responsibilities and grant requirements, including the following subject areas:
 - a) Prevention;
 - b) Planning;
 - c) Resource management and logistics, including volunteer and donations management;
 - d) Mutual aid agreements
 - e) Communications and warning;
 - f) Emergency operations center functions;
 - g) Training and exercise;
 - h) Public information;
 - i) Public education; and
 - j) Administration and financial requirements.
- 2) A description of the self-assessment process;
- 3) A copy of the self-assessment tool;
- 4) Findings of the self-assessment;
- 5) The Emergency Management Advisory Committee's comments on drafts of the following work products: project scope; preliminary findings; and final report; and
- 6) A proposed work program to achieve accreditation from the Emergency Management Accreditation Program of King County's emergency management program by December 2018, including:
 - a) A schedule with major milestones;
 - b) A proposed budget; and
 - c) A funding source.

The “2015/2016 Budget Proviso Report: Program Self-Assessment and Accreditation Workplan” was transmitted to the King County Council on July 31, 2015. The initial proviso report described what the Emergency Management Accreditation Program is, the various steps required to qualify for accreditation, and it’s associated Standard. In addition, the report detailed how the King County Office of Emergency Management proposed to conduct a tiered self-assessment process in order to qualify for accreditation and the initial findings of its baseline assessment.

On February 22, 2016 the King County Council passed Ordinance 18239 requiring the transmission of two progress report on the efforts to achieve EMAP accreditation. This proviso report update is the first of those two reports. It describes the Emergency Management Accreditation Program work plan, initial challenges and successes, progress update and next steps to qualify for accreditation.

Emergency Management Accreditation Program Work Plan

The proposed and initially instituted Emergency Management Accreditation Program (EMAP) work plan included the following major milestones:

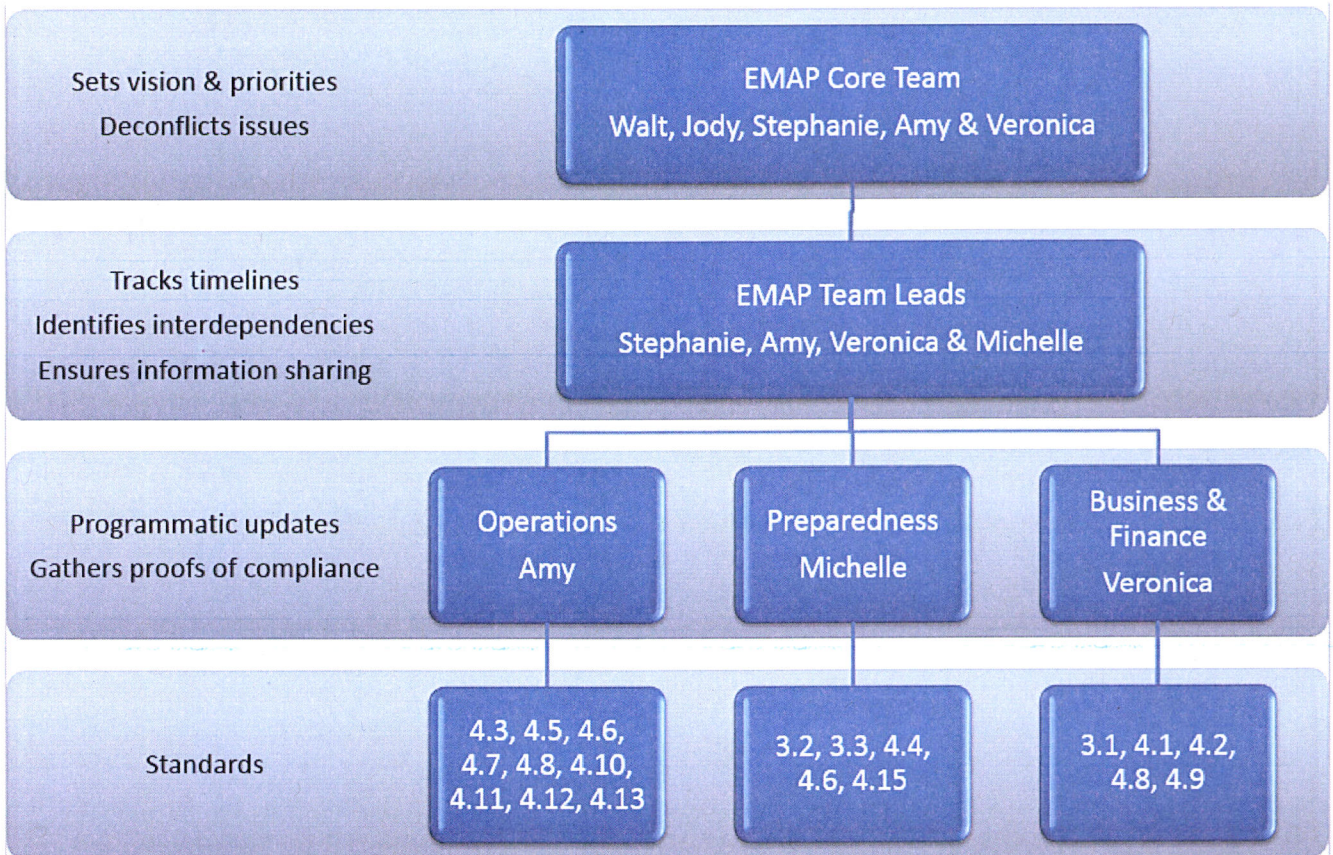


The preliminary baseline assessment and proposed work plan was presented to the King County Office of Emergency Management (KCOEM) staff on April 7, 2015 and to the Emergency Management Advisory Committee (EMAC) on May 12, 2015.

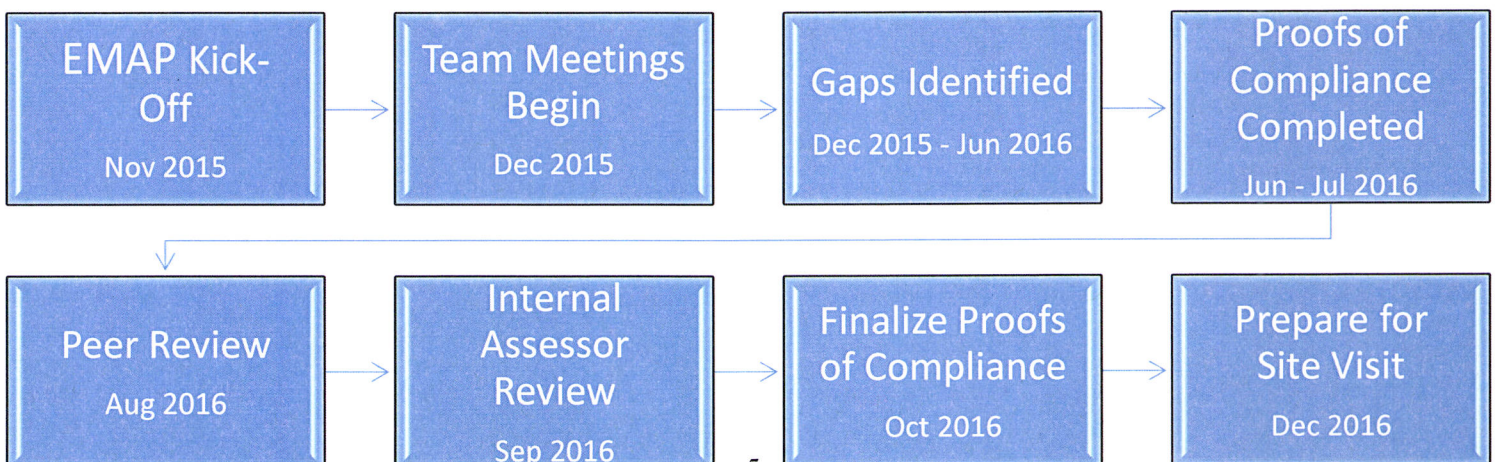
Standard specific teams were identified and work began to review the baseline assessment for each standard. Standard Leads conducted programmatic assessments and identified potential proofs of compliance concurrently through the summer and fall of 2015. However during this time, it became apparent that the multitude of interdependencies amongst the 64 standards required a more integrated and collaborative team structure and work plan to support project efforts. A revised work plan was developed and launched in November 2015.

Revised Team Structure and Work Plan

The robust, tiered organizational structure, provided below, was created to coordinate and align efforts, identify and track interdependencies, streamline information sharing, set priorities and de-conflict issues. By grouping individual standards into three larger teams, programmatic interdependencies can be addressed comprehensively.



Major milestones and preliminary timeline for the revised EMAP work plan include:



Initial Challenges and Successes

1. Challenges

- a. While the revised EMAP work plan timeline accommodates updates for almost all formally adopted plan reviews, it does not align with the progress reporting timeline established within the Regional Hazard Mitigation Plan (RHMP). Since all other EMAP standard elements have been met by the RHMP, a timeline adjustment was approved by the Core Team to extend the proof of compliance completion deadline to September 2016.
- b. KCOEM conducted a Request for Proposals and contract negotiation for a new Emergency Notification System (ENS). This process proved to be significantly more time consuming and labor intensive than anticipated. As a result, the Program Manager leading the ENS effort was unable to devote the necessary time toward his assigned EMAP Standards until the new system was officially launched.

2. Challenges and Successes

- a. The Hazard Identification Risk Assessment (HIRA) and Consequence Analysis Standard is a cornerstone standard within EMAP, resulting in extensive interdependencies with other standards. Initially, the magnitude of those interdependencies proved to be a challenge as alignment issues between standards were identified. However, as the gap analysis and corrective actions were conducted, updating the HIRA proved to be a great success for both accreditation preparation and the Emergency Management Program as a whole. KCOEM is coordinating extensive collaboration with threat and hazard Subject Matter Experts and regional stakeholders to produce a comprehensive and detailed HIRA. In recognition of the time-consuming nature and the dependence on external stakeholder engagement of this effort, a timeline adjustment was approved by the Core Team to extend the proof of compliance completion deadline to October 2016.
- b. The Cascadia Rising 2016 functional exercise conducted from June 7-10, 2016, required a significant amount of staff time in the exercise design, training, and conduct of the four day exercise. Every member of the staff participated in the exercise and 30% of the staff were involved in the design and development at the local, regional and statewide levels. While this crucial effort did detract from staff engagement in the assessment of several standards, it also served as an excellent opportunity to test and validate a variety of plans and procedures for EMAP accreditation. During the exercise, KCOEM was able to test its Comprehensive Emergency Management Plan (CEMP), draft Emergency Coordination Center (ECC) Plan, just-in-time training materials and Section Guides, Duty Officer Procedures, and Alternate ECC procedures.

Successes

- c. Regional stakeholder engagement has proved to be a major success throughout the entire assessment process and several of associated review and update. Several planning efforts will be highlighted for the EMAP on-site assessment team to include the Homeland Security Region 6 Strategic Plan update, the RHMP update, the HIRA update, and the Joint Information Center/Joint Information System program.

Budget

KCOEM has committed significant resources in support of the EMAP effort, including the assignment of a full-time project manager and substantial engagement of more than a dozen staff members on a regular basis. The commitment is far in excess of the original proviso's commitment of \$100,000 contained within the 2015/2016 Biennial Budget. Staffing and other costs to achieve accreditation come, therefore, at the expense of the Office's regular emergency management service activities (i.e. training, public outreach, communications, etc.). While it is important to note the real and significant impacts of this project, KCOEM sees the future benefit that accreditation will bring to our efforts in terms of enhanced services, in every aspect of our mission, as being well worth the initial investment of this effort.

Conclusion/Progress Update

KCOEM is on track to meet all requirements for submission of our program to EMAP for a formal accreditation review and site visit, tentatively scheduled for early 2017. Despite some early organizational challenges, KCOEM has developed an aggressive and efficient strategy for completion of the assessment process that has engaged every level of the organization.

All necessary Proofs of Compliance have been identified for each standard. Significant progress has been made toward the assessment, completion and compilation of those Proofs of Compliance. The EMAP Progress Tracking Matrix, Appendix A, provides a percentage of completion by standard.

EMAP Tracking Matrix
7/29/16

Standard	Title	Profs of Compliance Identified	Percent Completion	Peer Review (Aug)	Internal Assessor Review (Oct)	Profs Finalized (Oct)	Entered in Online Tool (Dec)
3.1 Admin, Plans & Eval			66				
3.1.1		100	75				
3.1.2		100	50				
3.2 Coordination			100				
3.2.1		100	100				
3.2.2		100	100				
3.3 Advisory Committee			75				
3.3.1		100	65				
3.3.2		100	75				
4.1 Admin & Finance			75				
4.1.1		100	75				
4.1.2		100	75				
4.2 Laws & Authorities			66				
4.2.1		100	75				
4.2.2		100	50				
4.3 Hazard Id, Risk Assessment & Consequence Analysis			25				
4.3.1		100	50				
4.3.2		100	25				
4.4 Hazard Mitigation			90				
4.4.1		100	100				
4.4.2		100	100				
4.4.3		100	100				
4.4.4		100	100				
4.4.5		100	75				
4.5 Prevention			35				

EMAP Tracking Matrix
7/29/16

4.5.1		100	50				
4.5.2		100	25				
4.5.3		100	25				
4.6 Operational Planning			40				
4.6.1		100	75				
4.6.2		100	45				
	CEMP	100	45				
	Recovery	100	100				
	COOP	100	0				
	COG	100	0				
4.6.3		100	35				
4.6.4		100	75				
4.6.5		100	30				
	COOP	100	30				
	COG	100	30				
4.6.6		100	30				
4.7 Incident Management			60				
4.7.1		100	75				
4.7.2		100	75				
4.7.3		100	50				
4.7.4		100	50				
4.7.5		100	25				
4.8 Resource Management & Logistics			25				
4.8.1		100	25				
4.8.2		100	25				
4.8.3		100	25				
4.8.4		100	25				
4.8.5		100	25				
4.8.6		100	25				
4.9 Mutual Aid			50				
4.9.1		100	75				
4.9.2		100	25				
4.10 Communications & Warning			50				

EMAP Tracking Matrix
7/29/16

4.10.1	100	50		
4.10.2	100	50		
4.10.3	100	50		
4.10.4	100	50		
4.10.5	100	50		
4.10.6	100	50		
4.10.7	100	50		
4.11 Operations and Procedures		60		
4.11.1	100	50		
4.11.2	100	50		
4.11.3	100	75		
4.11.4	100	50		
4.12 Facilities		75		
4.12.1	100	100		
4.12.2	100	66		
4.13 Training		66		
4.13.1	100	75		
4.13.2	100	75		
4.13.3	100	50		
4.13.4	100	50		
4.14 Exercises, Evals & Corrective Actions		50		
4.14.1	100	50		
4.14.2	100	50		
4.14.3	100	50		
4.15 Crisis Communication, Pub Ed & Info		90		
4.15.1	100	90		
4.15.2	100	85		
4.15.3	100	100		
4.15.4	100	100		
4.15.5	100	80		