



**KING COUNTY**

1200 King County Courthouse  
516 Third Avenue  
Seattle, WA 98104

**Signature Report**

**September 26, 2017**

**Motion 14960**

**Proposed No.** 2017-0191.1

**Sponsors** von Reichbauer

1           A MOTION approving the report relating to the strategic  
2           plan for airport security, as required under the 2017-2018  
3           Biennial Budget Ordinance, Ordinance 18409, Section 108,  
4           Proviso P1.

5           WHEREAS, the King County council in adopting the 2017-2018 Biennial Budget  
6   Ordinance, Ordinance 18409, Section 108, Proviso P1, directs the executive to transmit:  
7   (1) a report relating to a strategic plan for airport security, and if determined necessary,  
8   will provide oral reports in executive session to the government accountability and  
9   oversight committee, on the elements of the strategic plan that affect national security  
10   under RCW 42.30.110(1)(a); and (2) a motion that approves the report, and the motion is  
11   passed by the council, and

12           WHEREAS, the King County International Airport recognizes that changes are  
13   necessary in relation to aviation security and is dedicated to implementing those changes,  
14   having retained a consultant previously and moving forward with improvement measures,  
15   and

16           WHEREAS, the airport has completed the evaluation of existing and current  
17   systems and future needs of security systems including physical security perimeter  
18   systems, technical security systems and operational security protocols. A report is  
19   provided including short term and long term goals and objectives and

20           WHEREAS, government accountability and oversight committee members were  
21 given the opportunity to ask questions in open and executive session regarding the oral  
22 report, and

23           WHEREAS, executive staff have offered to provide the same oral report to any  
24 councilmember requesting information on airport perimeter security measures;

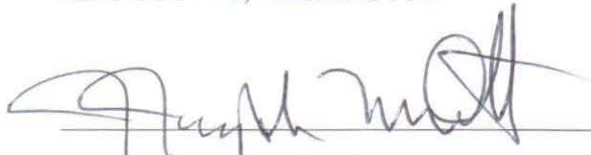
25           NOW, THEREFORE, BE IT MOVED by the Council of King County:

26           The report on matters relating to a strategic plan for airport security, Attachment  
27 A to this motion, is hereby approved.  
28

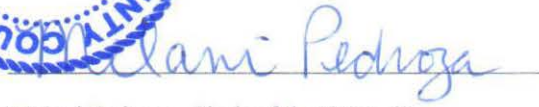
Motion 14960 was introduced on 5/8/2017 and passed by the Metropolitan King  
County Council on 9/25/2017, by the following vote:

Yes: 9 - Mr. von Reichbauer, Mr. Gossett, Ms. Lambert, Mr. Dunn,  
Mr. McDermott, Mr. Dembowski, Mr. Upthegrove, Ms. Kohl-Welles  
and Ms. Balducci  
No: 0  
Excused: 0

KING COUNTY COUNCIL  
KING COUNTY, WASHINGTON



J. Joseph McDermott, Chair



Melani Pedroza, Clerk of the Council

**Attachments:** A. King County International Airport Security Strategic Plan

MOTION 14960  
Attachment A

# KING COUNTY INTERNATIONAL AIRPORT SECURITY STRATEGIC PLAN

April 2017



King County



Prepared by

**KING COUNTY DEPARTMENT OF TRANSPORTATION**

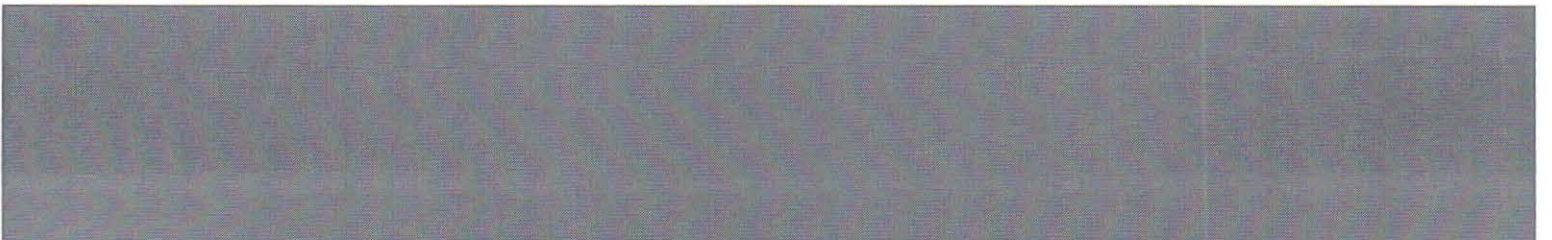
**King County International Airport - Boeing Field**



**King County**

Department of Transportation

King County International Airport/Boeing Field



# KING COUNTY INTERNATIONAL AIRPORT SECURITY STRATEGIC PLAN 2017-2021

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# KING COUNTY INTERNATIONAL AIRPORT SECURITY STRATEGIC PLAN

## INTRODUCTION

In 2014, in response to a proviso in Ordinance 17941, King County International Airport-Boeing Field (KCIA) initiated a security planning process. This provided an opportunity to review the Airport's existing physical security attributes, electronic security components as well as standards, policies, process and security culture.

This strategic security plan (security plan) builds on the framework of that security planning process and is a critical guiding document that will outline our security goals and an approach to achieving them over a five (5) year time span.

KCIA's security plan includes consideration for a rapidly changing environment based on the realities of security today. KCIA is in compliance with guiding security regulations based on its classification as a general aviation facility with limited commercial service. However, recent security and risk assessments indicate additional security measures should be considered in order to meet the needs of its operating environment.

This security plan focuses on the urban environment KCIA operates in and the dynamic mix of airport users and stakeholders that contribute to the overall security at the Airport. In order to protect the interests of KCIA's stakeholders and flying public, it is recommended that KCIA take action to exceed current security standards in identified areas as described in this report.

The Airport's most important goal is the safety of its customers, tenants and their businesses and the surrounding communities. KCIA delivers value by helping to ensure the security of the premises, which is reflected in the confidence of its core customers and their continued patronage of KCIA.

**Goal of the plan:** Articulate a security vision and develop a clear strategic focus on actions and activities over the next five (5) years including identification of goals and implementation plans.

## PROCESS

As part of this process, in 2014, the strategic planning team conducted interviews and formed a security working group with airport tenants and stakeholders. KCIA's security working group includes representatives from King County Sheriff's Office, air cargo operators, fixed based operators, general aviation operators, corporate aviation and aircraft manufacturing.

An airport security assessment was conducted by an industry consultant in order to identify areas for improvement based on operating conditions, standards and best practices. An inventory of physical perimeter assets, technology and current policies and procedures was conducted. Finally, the Airport's organizational structure was evaluated for capacity and readiness to implement the goals of the strategic security plan.

This approach has been vetted by KCIA's airport stakeholders via the Airport security working group (security working group).



# KCIA OVERVIEW

## AIRPORT SECURITY MISSION

Provide the highest levels of security and safety to ensure the best interests of our tenants, employees, and community are met using innovative security measures. King County International Airport will foster an environment of mutual and shared responsibility for all assets and stakeholders.

## AIRPORT SECURITY VISION

To build and maintain a secure airport environment with converging physical, procedural and technological solutions.

Converging: meeting at a point

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## KCIA SECURITY OVERVIEW

Located just five miles south of downtown Seattle, KCIA is one of the busiest primary non-hub airports in the United States. The Airport operates as a Class IV, Reliever Airport with limited commercial service, meaning it handles limited commercial passenger traffic and has been designated by the Federal Aviation Administration (FAA) to relieve congestion from SeaTac and provide improved general aviation access to the overall community. The Airport has approximately 180,000 annual aircraft operations. KCIA is a complex and critical airfield with high value assets and a dynamic mix of tenants.

The Transportation Security Administration (TSA) specifies actual practices for airport compliance with security regulations. Due to the passenger count of scheduled commercial aircraft traffic at KCIA, the Airport is not required to meet the rules and regulations set forth by the Department of Homeland Security and the TSA in 49 CFR Part 1540 and 1542. KCIA recognizes however that changes in aviation security and the threat environment require KCIA to remain vigilant and respond to security threats, taking into account the unique attributes based on location, environment and tenant mix.





# SITUATION ASSESSMENT

## Environment



### Aircraft Manufacturing, Military, Flight Test (Boeing)

The Boeing Company has always been a central and foundational part of both KCIA's operations and the regional economy. The Boeing Company has shown a high commitment to physical security, security programs, and technology.

#### Passenger Services

While Sea-Tac handles 99 percent of the region's scheduled passenger services, Kenmore Air Express and other small airlines operate regular flights to regional destinations from KCIA. Security for passenger services is regulated by the airlines under guidelines and regulations by the Transportation Security Administration.

#### Air Cargo

Air cargo is a large sector for KCIA and plays an aggregating role in the region. Air cargo operators are required to hold a TSA-approved security plan through the Transportation Security Administration.

#### Fixed-Based Operators

Fixed-based operators are commercial entities that provide a menu of aeronautical services such as fueling, catering, parking, ground transportation, and maintenance and aircraft sales. Fixed-based operators are required to have a standard security program as guided by the Transportation Security

### General Aviation and Commercial Aircraft

General Aviation (GA) includes all civil aviation outside of regularly scheduled commercial service. At KCIA, this includes both local hobbyists as well as corporate jet aircraft. The Transportation Security Administration outlines security guidelines for general aviation.

# SITUATION ASSESSMENT

## Existing Security Procedures and Conditions

A security assessment was conducted to identify existing security procedures and conditions. Details of existing security conditions are outlined in the KCIA Airport Security Assessment, including a gap analysis. This report is deemed to be Sensitive Security Information (SSI) and can only be disclosed in Executive Session per the provisions of RCW 42.30.<sup>2</sup>

### Security Technology

Access control system, closed circuit television, credentialing and badging, emergency alert system, and cyber security.



### Perimeter Security

Access gates, fencing, vehicles, challenge procedures, signage, and lighting.

### Security Awareness Training

Tenant awareness, security training, and active-shooter training.

### Tenant and Community Outreach

Tenant security meetings, high profile tenants, and special events.



<sup>2</sup> Per RCW 42.330.110(1)(a) pertaining to "...matters affecting national security."



# SITUATION ASSESSMENT

## Financial Investment

Line items have been identified in the 2017/2018 budget for the following security enhancements:

- Physical Perimeter Security Upgrade: \$2,085,485
- Perimeter Intrusion Detection System: \$1,651,526

Potential additional capital investments will be analyzed and included in future budget requests based on identified strategic goals. KCIA in concert with the DOT Director's Office will actively and aggressively seek grant funding from federal, state and local sources for security related projects as prioritized in the strategic plan.

## Accomplishments

- Airport Security Assessment completed in 2015
- Addition of Security Working Group
- Fence and gate standard update completed
- Established airport Safety and Security Section
  - Safety and Security Program Manager
  - Access Control Specialist
- Completed Physical perimeter hardening - design and construction in 2016
  - Cable barrier system
  - Ecology block
- Airfield lighting assessment framework
- Review of critical infrastructure for power and communications completed
- Fence and gate replacement
  - Fence and gate assessment
  - Replacement of fence and gate - design and bid complete in 2016
  - Construction in Q2 and Q3 of 2017
- King County IT (KCIT) Business Evaluation framework
  - Fiber infrastructure
  - Perimeter Intrusion Detection System (PIDS)
    - Access control system
    - Closed Circuit Television
    - Steering Committee

# SITUATION ASSESSMENT

## Challenges & Opportunities

### SWOT ANALYSIS

A Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis was conducted through a security working group representing a sampling of stakeholders at the Airport including cargo, corporate, manufacturing, and general aviation. This analysis was conducted via a series of working meetings facilitated by an aviation security consultant team<sup>3</sup>. The consultant team worked with the security working group and Airport staff to identify strengths and areas for improvement.

- Strong stakeholder community culture
- Many tenants on the airfield have strong security cultures and internal plan
- Strong working relationships and security buy-in from stakeholders
- Airport and County commitment to improving security

S

- Multiple security systems, limited connectivity
- Manual updates of security systems
- Multiple access points/gates on the Airport
- Physical perimeter of varying standards on Airport
- Fiber and power connectivity around airport

W

- Aging physical infrastructure
- Lack of regulatory guidance
- Geographical location, proximity to urban environment
- Managing cost
- Resistance to process change

T

- Upgrade to new access control system
- Upgrading physical perimeter standards through retrofitting
- Airport redevelopment provides an organic opportunity to upgrade security
- Additional airport capacity - Safety and Security section

O

<sup>3</sup> Aviation Security Consultants, Denver Colorado

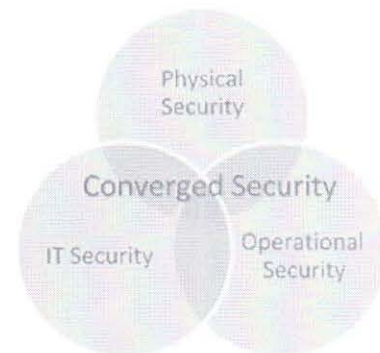
# SECURITY STRATEGIC PLAN

## Goals and Objectives 2017-2021

### KEY STRATEGIC ISSUES

Based on the Situation Assessment and the SWOT analysis, the following were identified as the key strategic security issues.

- Converged security approach-physical, IT and operational security
- Integrated security systems providing real-time situational awareness
- Airport Security processes and procedures directly integrated with stakeholders



Converged: coming together from different directions

### GOAL 1: PHYSICAL PERIMETER SECURITY

- a. Replace fences and gates to meet current security standards
- b. Include new fence and gate standard in all Airport development
- c. Minimize access control points
- d. Physical perimeter visibility
- e. Positive Identification of vehicles operating on Airport

**Objective:** Construction of phase 1 - fence and gate replacement project (Q3 2017)

**Objective:** Design of phase 2 - fence and gate replacement project (Q1 2018) **Objective:** Security lighting design and construction (2018 - 2021)

**Objective:** Design and implement vehicle badging/decal system (2018) **Objective:** Airport key and key control assessment (2018)

**Objective:** Reduce access control points by 25% (2017 - 2021)



# SECURITY STRATEGIC PLAN

2017-2021

## GOAL 2: PERIMETER INTRUSION DETECTION SYSTEM (PIDS)

- a. Allows for immediate updates to the access control system including shutting down gates or badge revocation
- b. Connectivity of multiple security systems - door alarms, fire alarms
- c. Positive identification of airport vehicles
- d. Airport camera systems

**Objective:** Identify fiber optic needs including future for system connectivity through KCIA PIDS business analysis (Q2 - Q3 2017)

**Objective:** Procure new access control system including hardware (Q3 2017)

**Objective:** Complete re-badge in access control system (2018 - 2020)

**Objective:** Transition airport card readers to dual authentication systems (2018 - 2020)

**Objective:** Eliminate pin code only access by 2021

**Objective:** Assessment of need for airport camera systems (2018)

## GOAL 3: UPDATE SECURITY PROCESSES AND PROCEDURES

- a. Collaboration with Airport tenants to implement process and procedural changes
- b. Airport standards reflecting updated security regulations and guidelines

**Objective:** Introduce "Challenge" Program (2018)

**Objective:** 100% badge holder security awareness training (2018 - 2020)

**Objective:** Revise Airport Minimum Standards document with increased emphasis on security standards (2018 - 2020)

**Objective:** Revise lease agreements with updated security standards (2019)

**Objective:** Create program for tenants to identify compliance with security standards for physical, IT, and operational security defined by Airport (2018 - 2020)

**Objective:** Airport badge return/retrieval rate of 85% by 2020

# SECURITY STRATEGIC PLAN

## 2017-2021 Action Plan

### NEXT STEPS

- Dynamic document review: update and revision
- Perimeter Intrusion Detection concept approval
- Security budget development 2019/2020



# Strategic Security Plan

## APPENDIX

### Airport Security Working Group Members

**Cargo:** UPS

**Manufacturing, Military, Flight Test:** Boeing Company

**Corporate Aviation:** Mente, Vulcan and Charles Air

**Light General Aviation:** Galvin Flying

**Fixed Based Operators:** Signature Flight, Clay Lacy Aviation, Kenmore Aero

**King County Sheriff's Office:** Aircraft Rescue and Firefighting

**Museum of Flight**

**King County International Airport:** Airport Director, Airport Deputy Director Airport Operations and Compliance, Safety and Security Program Manager, Airport Maintenance Supervisor, Business and Marketing Development Manager



# Strategic Security Plan

## APPENDIX

### Airport Security Working Group Meeting Summary

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#### **July 28, 2014:** Kick off Meeting for Airport Security Working Group

Agenda: Purpose of working group, security incident review, emergency communications, fence and gate standard revision, open forum.

Comment: High level of support for a formalized security working group, stakeholders have a vested interest in reviewing changes to security plans and procedures. Airport stated commitment to a collaborative security planning process. Emergency Communications stressed as an area needing improvement for the Airport community as a whole. Stakeholders expressed a desire for neighborhood/community policing.

Next Steps: Airport Security Working Group meeting schedule set as a goal to meet quarterly. Commitment to provide emergency communications through an updated emergency notification system. Commitment to debrief tenants after a security incident or crime occurred at the Airport.

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#### **January 14, 2015:** Airport Security Working Group Meeting

Agenda: Review of 2014 Q3/Q4 security incidents, distribution of draft fence and gate standards, selection criteria review for new emergency notification system, security awareness training, perimeter hardening criteria discussion, airport security assessment, open forum.

Comment: Desire for coordinated Active Shooter Training, comment on fence and gate standard, comment emergency notification system including route and emergency communication, input on necessity to harden perimeter based on recent security incidents. Working group again showed strong commitment to security working group.

Next Steps: Distribution of fence and gate standards with comments by end of February 2015. Update and distribution of emergency notification selection criteria by mid-February 2015. Security assessment interviews to be scheduled in March, 2015. King County Sheriff's Office commitment to conduct tenant Active Shooter Training as requested.

March 19: 2015: Airport Security Assessment, Tenant Interviews

Agenda: Aviation Security Consultants (ASC) tenant interviews

Comment: Corporate Flight Departments, Cargo Carriers, light general aviation, Fixed-Based Operators, and Manufacturing/Military Flight Test interviewed. Tenants shared flight department security culture, physical security standards and incorporation into Airport security upgrades.

Next Steps: In July, 2015 the Airport Security Assessment was shared with the Airport Security Working Group.

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#### **September 16, 2015:** Airport Security Working Group Meeting

Agenda: Review of work plan based determined by gap analysis of Airport Security Assessment, final draft of fence and gate standards, review of perimeter hardening criteria and work plan, emergency notification system selection, open forum.

Comment:

Next Steps: Request for information for emergency notification system by December, 2015, distribution of Fence and Gate standard for design by October, 2015.

# Strategic Security Plan

## APPENDIX

### Airport Security Working Group Meeting Summary

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#### **March 18, 2016:** Airport Security Working Group Meeting

Agenda: Cable barrier/ecology block design and construction review, Airport Security Assessment gap analysis update, emergency notification system update, Perimeter Intrusion Detection System (PIDS), gate code challenges.

Comment: Suggestion from multiple tenants on how to best communicate emergency notification to integrate with current systems, questions on selection criteria for perimeter hardening, input on priority order for Airport Security Assessment gap analysis. Request by tenants for break of meeting scheduled security working group during busy summer months, reconvene in the fall. Tenants agreed that distribution of gate codes creates challenges.

Next Steps: Testing of emergency notification system by June 2016, updated security plan priorities by June, 2016. Continued communication of security related items via email until next meeting. Additional information provided on selection of access control and Perimeter Intrusion Detection System (PIDS) at next meeting.

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#### **December 09, 2016:** Airport Security Working Group Email Meeting

Agenda: Email Security Working Group : Strategic Security Plan, goals, priorities, objectives, Airport Security Mission, Airport Security Vision.

Comment: Input on objectives, vision, priorities, policy.

Next Steps: Circulate draft of strategic security plan to ensure stakeholder buy in on plan. Next physical meeting scheduled March 2017.

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#### **March 30, 2017:** Airport Security Working Group Meeting

Agenda: Presentation and review of Strategic Security Plan

Comment: Support for vision, mission, objectives, goals and next steps.

Next Steps: Presentation of plan to County Council, return to Airport Security Working Group with comments from Council and next steps. Meet again in late summer.