2024 Annual Report

Vision: *A County with disaster-ready communities where everyone is prepared for and can recover from emergencies.*

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

Contents

List of Figures

King County Emergency Management Overview

The King County Office of Emergency Management (KCOEM) is part of the Department of Executive Services (DES), which is a partner and leader in Delivering Excellent Service every day; this is achieved by focusing on customers, internal and external, and treating everyone with fairness and respect. KCOEM, pursuant to King County Code, is responsible to provide comprehensive emergency management in accordance with the Revised Code of Washington, Chapter 38.52, including to:

- Prepare for and plan for emergencies and disasters;
- Lead County emergency preparedness efforts and provide effective direction, control, and coordination of King County Government emergency services functional units before, during, and after emergencies and disasters;
- Provide liaison with other governments and the private, nongovernmental sector on matters related to emergency management; and
- Serve as the regional coordinating entity for local governments, King County Governmental departments, and other appropriate agencies, before, during, and after emergencies and disasters.

KCOEM implements strategies and conducts activities to enhance the capability and capacity of the King County region to prepare for, and then operate in, all types of emergency and disaster situations across five mission areas: prevention, protection, mitigation, response, and recovery. Preparedness establishes the risk environment; establishes frameworks for roles, responsibilities, tasks; provides for integration of various capabilities; and uses training and exercises to validate and revise those capabilities. These capabilities can then be executed, or operationalized, prior to, during, and after emergencies and disasters. Capabilities, in the context of emergency management and throughout this report, are distinct, yet interdependent elements that provide the means to accomplish missions, functions, or objectives through the execution of related tasks.

KCOEM has four key outcomes:
1. Region-wide planning and emergency response coordination for jurisdictional and private sector partners.
2. Achieve a state of continuous improvement through the adoption of standards-based programs.
3. Develop resilient and inclusive systems for King County departments and the whole community.
4. Develop a strong workforce made up of internal and external partners, ready to coordinate emergency response and recovery.

These outcomes are achieved through the following four priorities:

Priority: Emergency Operations Center (EOC) Readiness
Strengthen EOC readiness by fitting the proper environment and layout, improving technology, personnel training, and qualifications. Improving and updating process and procedures and ensuring opportunities for experience through exercises and real events.

Priority: Situational Awareness
Develop better situational awareness, including gathering, analyzing, assessing, processing, and distributing information to partners. Developing and distributing intelligence, using new and enhanced technology, and having the ability to see a broad perspective on threats and hazards.

Priority: Public Awareness and Education
Provide for overall regional readiness through public awareness, performing outreach activities and training, increasing options for and reach of alert and warning systems, using traditional and social media for messaging. Increasing public resilience through programs such as Community Emergency Response Team (CERT), disaster readiness skills, and other public education programs.

Priority: Disaster Risk Reduction
Help to ensure disaster risk reduction by using corrective actions and lessons learned to guide future emergency management work, giving proper attention to the mitigation, prevention, and protection mission areas. Building up the County's continuity framework through plan updates, workshops, and exercises.

In July 2022, King County earned its second accreditation through the [Emergency Management Accreditation Program](#) (EMAP). EMAP accreditation demonstrates that King County has proven its capabilities in disaster preparedness and response systems. Overall, the EMAP process ensures that programs evaluate plans, policies, and procedures to gauge compliance with standards certified by the American National Standard Institute (ANSI).

The KCOEM-led full accreditation means that the County's emergency management enterprise demonstrated compliance with 64 standards considered by the industry to be performance criteria for emergency management programs. As of December 2024, there were only 92 accredited programs worldwide. King County was one of only 25 accredited counties in the US, and one of five programs in Washington State. EMAP accreditation is valid for five years and the program must maintain compliance with the Emergency Management Standard through submissions of annual reports. Programs are completely reassessed every five years to maintain accreditation status.

Key Update: Disaster Damage Assessment

When an emergency occurs, KCOEM collects and compiles information about impacts to public infrastructure, businesses, and private residences through a multi-step damage assessment process. KCOEM does this to determine if the event has caused impacts that are beyond the County's and State's abilities to respond and recover. If so, state or federal assistance, including aid from the Federal Emergency Management Agency (FEMA) and the U.S. Small Business Administration (SBA), among others, may be requested.

This process begins with an Initial Damage Assessment (IDA), which provides a rapid overview of the situation. KCOEM coordinates with King County agencies to perform immediate inspections of County owned/operated infrastructure, and emergency management partners in incorporated areas to do the same for public infrastructure in cities and towns. This step helps prioritize emergency response efforts and determine immediate needs, such as debris management and sheltering. When warranted, KCOEM concurrently surveys the community to determine the scope of damages to businesses and primary residences.

Figure 1: Strong Winds Knocked Over Trees

KCOEM shares this information with the Washington Emergency Management Division (EMD). If the initial assessments indicates that the County and the state have impacts that exceed local response and recovery capabilities, KCOEM conducts a more detailed Preliminary Damage Assessment (PDA) in collaboration with EMD and federal agencies. This phase involves gathering comprehensive data on

Figure 2: Homes Damaged by Fallen Trees

affected roads, utilities, public buildings, and other infrastructure needed to provide essential services. The data collected is compared to estimated recovery costs and resource needs. Evidence from the PDA, demonstrating why external funding, personnel, or logistics support is required is used to request state and federal assistance.

In 2024, KCOEM facilitated labor-intensive damage assessments for two events, severe winter storms and extreme cold in January, and catastrophic straight-line winds and heavy rainfall in November.

From January 5 through January 29, King County experienced a series of severe winter storms bringing extensive flooding, damaging high tides, freezing temperatures, high winds, landslides, and mudslides resulting in widespread damage to public infrastructure. High winds and prolonged freezing temperatures caused widespread outages across the County. The continuous combination of high winds and heavy precipitation knocked hundreds of trees and branches onto public rights of way leading to significant debris cleanup efforts. Fire suppression sprinkler system water pipes burst at multiple public facilities across the county.

Figure 3: Storm Damage in Local Park

KCOEM coordinated data collection and reporting for four King County agencies, six cities and towns, one school district, and a regional healthcare provider. Results of the PDA estimated that these entities combined in King County sustained over $11.4M in damages.

From November 17 through November 25, Washington experienced a series of severe weather events driven by a persistent trough of low pressure. In King County, peak wind gusts of 50-60 mph were recorded, while mountain areas saw gusts surpassing 70 mph on November 19 and 20. The unusual wind direction also created highly localized areas in the urbanized foothills of east King County, where wind effects were more intense than "normal" windstorms. These strong winds, coming from an uncommon eastward direction significantly impacted the region's trees, causing widespread damage to vegetation and infrastructure. The high winds caused extensive power outages, infrastructure damage, large amounts of debris, and hazardous road conditions.

Figure 4: Downed Trees in Neighborhood

KCOEM coordinated data collection and reporting for five King County agencies, eighteen cities and towns, four fire districts, two utilities, a regional healthcare provider, and the Muckleshoot Tribe of Indians. KCOEM also collected damage information from over 2,600 businesses and residents. Results of the PDA estimated that these entities in King County combined sustained over $17.5M in damages. Figures 1-4 are images of damages across King County from the November storm.

Priority: EOC Readiness

EOC Readiness: Comprehensive Emergency Management Plan

In 2024, KCOEM continued work to update and reform the Comprehensive Emergency Management Plan (CEMP). The CEMP outlines goals, roles and responsibilities, and concepts of operations to address all hazards in the five emergency management mission areas[1]: Prevention, Protection, Mitigation, Response, and Recovery. The plan components undergoing review and update are the base plan, which is a philosophical and strategic statement on emergency management, and the concepts of preparedness and operations; the Response mission area plan and Emergency Support Function (ESF) annexes; the Recovery mission area plan and Recovery Support Function (RSF) annexes, the combined Prevention-Protection mission area plan, and updates to the Regional Hazard Mitigation Plan. Plan enhancements include identification of Core Capabilities, Community Lifelines, and Essential Elements of Information (EEI) to bring uniformity for partners needing to use multiple components. This multi-year planning effort involves coordinating with numerous partners such as local government at County and city levels, special purpose districts, non-profit organizations, and private sector businesses. KCOEM planners facilitated working groups, reviewed updated federal and state guidance, and used interviews and surveys to collect information for plan updates.

Figure 5: Hierarchy of King County Emergency Management Plans
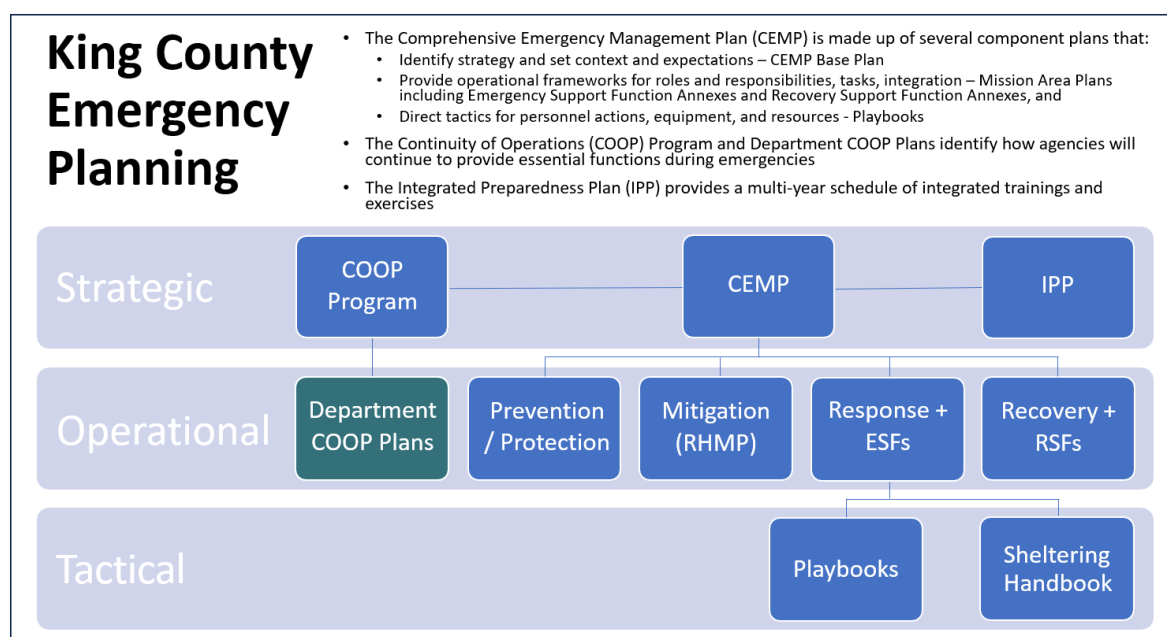
Figure 5 shows the relationship between the CEMP, which sets context and expectations, the mission

---

[1] Prevention - Prevent, avoid or stop an imminent, threatened or actual act of terrorism.
Protection - Protect our citizens, residents, visitors, and assets against the greatest threats and hazards in a manner that allows our interests, aspirations and way of life to thrive.
Mitigation - Reduce the loss of life and property by lessening the impact of future disasters.
Response - Respond quickly to save lives, protect property and the environment, and meet basic human needs in the aftermath of a catastrophic incident.
Recovery - Recover through a focus on the timely restoration, strengthening and revitalization of infrastructure, housing and a sustainable economy, as well as the health, social, cultural, historic and environmental fabric of communities affected by a catastrophic incident.

area plans, which provide frameworks for roles and responsibilities, tasks, integration, and actions, and the playbooks and handbooks, which direct personnel actions, equipment, and resources. It also shows how Continuity of Operations (COOP) program guidance, department COOP plans, which describe how essential functions are continued, and the Integrated Preparedness Plan (IPP), which provides a multi-year schedule of integrated trainings and exercises, are connected.

County Emergency Preparedness Assessment (CEPA)
KCOEM was one of the first participants—and the first large county—to engage in Washington State Emergency Management Division's newly updated County Emergency Preparedness Assessment (CEPA) process. As Homeland Security Region 6 and a core partner in the Seattle Urban Area Security Initiative (UASI), King County helped demonstrate how the CEPA framework can scale effectively for complex, high-population jurisdictions. To support this effort, KCOEM designed and facilitated a full-day CEPA workshop, organizing the core capabilities into functional groupings tied to a general scenario. This approach allowed for deeper discussions with subject matter experts across disciplines and a more holistic understanding of the county's strengths, needs, and planning priorities.

King County continues to fulfill UASI requirements by submitting an annual Stakeholder Preparedness Review (SPR); the CEPA provided a timely and valuable opportunity to vet the King County SPR responses in a collaborative workshop setting. By engaging local and regional experts across mission areas, KCOEM was able to align UASI SPR findings with real-world operational perspectives. While the dual requirement of CEPA and SPR presents ongoing coordination challenges, the CEPA process ultimately enhanced the quality and relevance of the regional preparedness assessment and underscored the benefit of early participation in the state's evolving preparedness strategy.

The SPR is a self-assessment that requires jurisdictions to evaluate current capabilities, set targets, and identify capability gaps across 32 core capabilities. The SPR is a key element in federal preparedness reporting and grant eligibility. The CEPA, while similar in scope, offers a more facilitated, in-person approach that encourages dialogue across agencies and disciplines. For King County, the two processes complemented each other—the CEPA workshop created a space to test assumptions and validate data before finalizing the SPR submission, making it a useful strategic touchpoint as long-term integration between state and federal assessment requirements is further developed.

EOC Readiness: Training and Qualifications
A key component of staff readiness at KCOEM is ensuring personnel are thoroughly trained not only in nationally recognized emergency management standards, and also in the specific duties required to effectively operate the EOC. This includes a blend of foundational knowledge, such as the National Incident Management System (NIMS) and Incident Command System (ICS), and hands-on training in the tools, systems, and protocols used locally. The goal is to ensure that all staff—whether seasoned professionals or new team members—understand both the broader context of emergency management and the specific expectations within King County's operational framework.

Training sessions are designed to walk participants through what it takes to be an effective emergency manager in King County. This can include instruction on technical systems like WebEOC, radio operations, and even seemingly minor but essential tasks such as managing the A/V system in the EOC. Emphasis is placed on understanding and applying policies and procedures to promote consistent, coordinated, and effective responses across all types of incidents. These sessions help ensure that when an emergency occurs, staff members are confident, competent, and ready to support the region seamlessly. Figure 6 shows the required and recommended training for KCOEM employees.

Figure 6: OEM List of Required and Recommended Training

	All Staff Members	FEMA PDS	Duty Officers	Planners	EOC Manager	EOC Operations	EOC Resource Management	EOC Planning	Other Non-OEM Personnel Working in the EOC
FEMA Independent Study Courses									
IS-5.A: An Introduction to Hazardous Materials			REQ			REQ			
IS-13: EMI Conduct and Behavior	REQ								
IS-15.B: Special Events Contingency Planning for Public Safety Agencies				REQ				REC	
IS-26: Guide to Points of Distribution				REC			REQ		
IS-27: Orientation to FEMA Logistics							REQ		
IS-75: Military Resources in Emergency Management				REC		REQ			
IS-100.C: Introduction to the Incident Command System, ICS 100	REQ								REQ
IS-200.C: Basic Incident Command System for Initial Response	REQ								REC
IS-201: Forms Used for the Development of the Incident Action Plan			REQ		REC	REC	REC	REQ	REC
IS-120.C: An Introduction to Exercises	REQ	X							
IS-230.D: Fundamentals of Emergency Management	REQ	X							
IS-235.C: Emergency Planning	REQ	X							
IS-240.B: Leadership and Influence	REQ	X							
IS-241.B: Decision Making and Problem Solving	REQ	X							
IS-242.B: Effective Communication	REQ	X							
IS-244.B: Developing and Managing Volunteers	REQ	X							
IS-247.B: Integrated Public Alert and Warning System (IPAWS) for Alert			REQ						
IS-271.A: Anticipating Hazardous Weather & Community Risk, 2nd Edition			REQ						
IS-403: Introduction to Individual Assistance	REC								
IS-772: Individual Assistance PDA Orientation	REC								
IS-453: Introduction to Homeland Security Planning				REQ					
IS-700.B: An Introduction to the National Incident Management System	REQ								REQ
IS-703.B: National Incident Management System Resource Management				REC			REQ		
IS-706: Intrastate Mutual Aid	REC					REC	REQ		
IS-800.D: National Response Framework, An Introduction	REQ								REC
IS-1300: Introduction to Continuity of Operations	REC			REQ					
IS-2000: National Preparedness Goal and System Overview	REC			REQ					
IS-2002: Introduction to FEMA Operational Planning				REC				REQ	
IS-2200: Basic Emergency Operations Center Functions	REQ								REC
IS-2900: National Recovery Framework Overview	REC								
IS-2901: Introduction to Community Lifelines	REQ								
FEMA Instructor-led Courses									
E0143: Advanced Situational Awareness and Common Operating Picture			REC					REC	
E/G0191: Emergency Operations Center/Incident Command System Interface	REQ								REC
G0235: Emergency Planning				REC					
G0272: Warning Coordination			REC						
E/G0300: ICS 300: Intermediate Incident Command System for Expanding	REC		REQ						
E/G0400: ICS 400: Advanced ICS for Command and Gen Staff-Complex Incidents	REC								
E0948: Situational Awareness and Common Operating Picture								REC	
E2002: FEMA Operational Planning Manual								REC	
E/G2300: Intermediate Emergency Operations Center Functions	REC								
L8540: Basic Interagency Logistics Seminar/Logistic Center Tour							REC		
FEMA Position-specific Courses									
O305: All-Hazards Incident Management Team Introduction	REC								
E/L0950: NIMS ICS All-Hazards Incident Commander Course					REC				
E/L0958: NIMS ICS All-Hazards Operations Section Chief Course						REC			
E/L0960: NIMS ICS All-Hazards Division/Group Supervisor Course	REC								
E/L0962: NIMS ICS All-Hazards Planning Section Chief Course								REC	
E/L0964: NIMS ICS All-Hazards Situation Unit Leader Course								REC	
E/L0965: NIMS ICS All-Hazards Resources and Demobilization Unit Leaders Course								REC	
E/L0967: NIMS ICS All-Hazards Logistics Section Chief Course							REC		
E/L0970: NIMS ICS All-Hazards Supply Unit Leader Course							REC		
FEMA National Emergency Management Academies									
FEMA National Emergency Management Basic Academy	REC - for people new to the profession of emergency management								
FEMA National Emergency Management Advanced Academy	REC - for people with a few years of experience in the profession of emergency								
Other FEMA Courses									
IS-368: Including PWD and ARN in Disaster Operations									
IS-2500: National Prevention Framework Introduction									
IS-2600: National Protection Framework Introduction									
IS-2700: National Mitigation Framework Introduction									

Courses in *italics* are usually only available at EMI (in Emmittsberg, MD). FEMA *WILL* pay the travel costs to EMI if you are accepted into the class. Please get approval from your manager before beginning the application process for any classes that involve travel.

<u>King County Regional Credentialing Workgroup and Regional Qualification Review Board</u>
In 2024, KCOEM continued work on the King County Regional Emergency Operations Center Personnel Credentialing Program (EOC PCP), which launched in 2023. The program provides the process by which the King County region will conduct the qualifying and credentialing of EOC personnel within the region. The King County EOC PCP was created as part of a collaborative effort between KCOEM and other King County regional emergency management entities, such as other County agencies, cities and towns, special purpose districts, and other partners. King County regional entities are covered under this framework unless they opt to facilitate a separate program.

The EOC PCP:
- Identifies the required knowledge, skills, and abilities for essential EOC positions and establishes the qualifications for credentialing EOC personnel in King County.
- Establishes Position Task Books (PTB) for essential EOC positions.
- Develops a process for qualifying and credentialing EOC personnel across King County to support jurisdictional assistance.

Significant KCOEM accomplishments related to EOC Credentialing in 2024, included:
- Development of PTBs for the EOC Section Chief and EOC Manager positions.
- Development of a draft Regional EOC Credentialing Plan.
- Creation of a credentialed EOC staff tracking system.
- Establishment of a Regional Qualification Review Board (QRB).

In July 2024, the provisional Regional Qualification Review Board (QRB) held its initial meeting. The purpose of the QRB is to review applicants/trainees and certify those who fulfill the requirements of the EOC positions. Nine people were selected to the QRB, based on qualifications and experience. They represent emergency management, public health, transit, and utility agencies. The goal of the provisional QRB was to develop a charter, which includes the application process and requirements, the applicant documents, and the roles and responsibilities of the QRB.

EOC Readiness: EOC Activations
The King County EOC is the location from which regional coordination of information and resources to support incident management activities takes place. The personnel in the EOC serve some or all the following roles and responsibilities, depending on the incident or event:
- Collecting, analyzing, and sharing information.
- Supporting resource needs and requests, including allocation and tracking.
- Coordinating plans and determining current and future needs.
- Providing coordination and policy direction.

In 2024, several emergencies called on KCOEM resources as shown in Figure 9; these emergencies are in addition to the incidents and events handled by the Duty Officer (see Figure 18: Duty Officer Activity Type and CIR Category for Incidents Reported). The EOC Activation definitions can be seen below in Figure 10.

November General Elections EOC Activation – Thursday October 31 through Tuesday November 12
On Thursday October 31, KCOEM activated the King County EOC to Enhanced Monitoring to support King County Elections Officials with the preservation and protection of voter rights by monitoring local and regional events, sharing information, and performing situational assessments. The move to Enhanced Monitoring was prompted by national reports of voter intimidation, damage or destruction of

voting sites (drop box locations), and white powder events. In preparation for the General Election, KCOEM supported King County Elections in developing emergency response procedures for use in the event of a facility emergency. This coordination brought together representatives from KCOEM, Elections, Metro, Facilities Management Division (FMD), and King County International Airport.

Then, during the lead up to and past the General Elections, KCOEM facilitated local and regional collaboration and information sharing with King County Government, local jurisdictions, the contiguous counties of Pierce and Snohomish, and the Washington State Emergency Management Division.

On Tuesday, November 5, the King County EOC increased the activation posture to Partial Activation, with Emergency Support Function representatives from the King County Sheriff's Office (KCSO), Elections, Department of Community and Human Services (DCHS), FMD, King County Information Technology (KCIT), Executive's Office, and Seattle Office of Emergency Management (SOEM) supporting the operation. Figure 7 below shows KCOEM staff and County representatives working in the EOC on November 5.

Figure 7: General Election EOC Activation Staff (Planning and Operations)

November Winter Storm EOC Operations – Tuesday November 19 and beyond
The Puget Sound region experienced a period of sustained severe weather, characterized by heavy rain, strong wind, and mountain snow, during the month of November 2024. On November 11, the National Weather Service (NWS) Seattle Weather Forecast Office issued a Wind Advisory for western King County due to the potential for high winds from an offshore storm. In the days following, heavy rainfall began to fall, causing concern for river and inland flooding. The King County EOC moved to Enhanced Monitoring early on November 11 in response to the potential for high wind event predicted overnight. On Wednesday November 20, the EOC ramped up operations, moving to Partial Activation in response to downed trees, road closures, and power outages reported in the County. Early on November 20, the EOC conducted outreach to County departments and agencies and city jurisdictions to gather information on impacts, operational status, and resource needs. Emergency Support Function (ESF) representatives from DCHS, Department of Natural Resources and Parks (DNRP), and Public Health – Seattle & King County (PHSKC) supported the EOC Human Services and Infrastructure Branches. The Northwest Healthcare Response Network (NWHRN) and the American Red Cross (ARC) also sent representatives to the EOC for staffing. Figure 8 shows KCOEM staff and ESF partners working in the EOC during the November Winter Storm. Recovery activities for the November Winter Storm continued through the end of 2024 and into 2025.

Figure 8: November Winter Storm EOC Activation
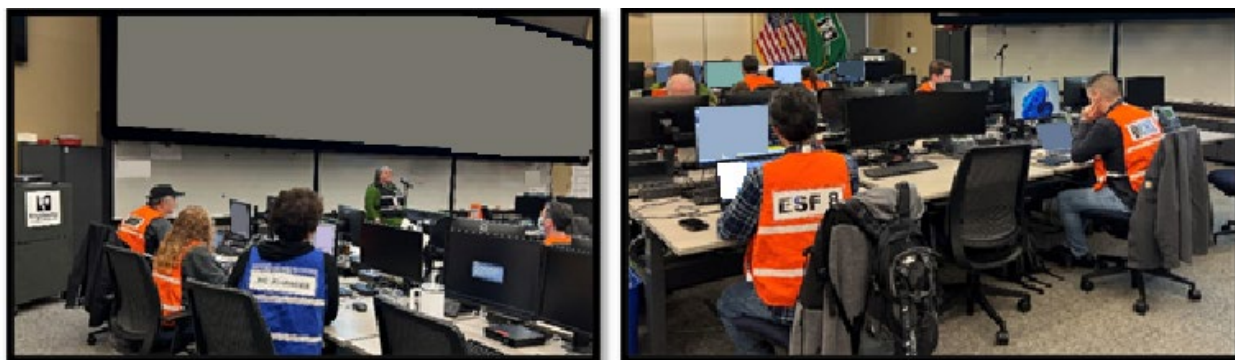
Figure 9: 2024 EOC Activations

Mission # / Event	2024 Dates	Activation Level	Ops Periods
Tolt Siren: Mis-timed Test	3/27	Enhanced Monitoring	1
24-1325 / Mercer Island Water	4/3-8/2	Enhanced Monitoring	5
24-2630 / July Extreme Heat Event	7/3-10	Enhanced Monitoring	5
24-3638 / General Election Monitoring	10/31-11/4	Enhanced Monitoring	1
	11/5	Partial Activation	1
	11/6-11/12	Enhanced Monitoring	1
24-4680 / November Winter Storm	11/19	Enhanced Monitoring	1
	11/20-11/25	Partial Activation	5
	11/25 –12/31	Enhanced Monitoring	1
		2024 Total	**21**

For the incidents noted above, such as extreme heat and the November Election, there was some amount of prior notice available. This notice allowed KCOEM to engage in pre-event planning and coordination with King County leadership, agencies, and other partners, through regional coordination calls (King County agencies and jurisdictional partners) and Business Continuity Calls (King County Government leadership).

In 2024, KCOEM conducted annual updates of the four Extreme Weather Playbooks, which include Extreme Heat, Smoke, Extreme Cold/Snow/Ice, and Flooding. Playbooks outline the actions, critical tasks, roles and responsibilities, and coordination elements to prepare for and respond to these hazards. Additionally, KCOEM continues to socialize the Essential Elements of Information (EEI) concept with partners who are expected to provide updates. Incident specific EEIs are included in each of the playbooks.

Figure 10: EOC Activation Levels

Level	Definition/Condition	Staffing Posture	Select Deliverables
Full	Incident or event that requires a fully staffed EOC by KC Emergency Management and activation of many or all of the Emergency Support Functions (ESF) and/or Recovery Support Functions (RSF), including other King County departments and partner agencies.	• All KC Emergency Management staff members • ESFs / RSFs • Other King County agencies • City/town representatives • Voluntary agencies • State and federal EM programs	• Situation Reports • Incident Support Plans • Active use of WebEOC • Active use of Emergency News Blog • Regional / state / local / County agency coordination calls • Active resource management
Partial	An incident or event that requires staffing of the EOC by KC Emergency Management personnel and activation of one or more Emergency Support Functions ESFs and/or Recovery Support Functions (RSF), including select King County departments and partner agencies.	• KC Emergency Management staff members • Public Information Officer • ESF and/or RSF representatives (generally, these are from King County departments and agencies)	• Situation Reports • Incident Support Plans • Active use of WebEOC • Active use of Emergency News Blog • Active resource management • Conducting coordination calls with county entities and jurisdictions
Enhanced	An anticipated or presently occurring incident or event is being monitored by Duty Officers and additional KC Emergency Management staff members as needed.	• Duty Officer • Back Up Duty Officer • Public Information Officer • Additional KC Emergency Management staff members, as required	• Situation Reports / Snapshots • Incident Support Plans, as needed • Active use of WebEOC • Sharing of situational awareness products • Emergency News Blog, as needed
Steady State	No anticipated or presently occurring incident or event that requires assistance beyond the regular day-to-day KC Emergency Management operations and monitoring by the Duty Officer.	• Duty Officer	• Periodic monitoring and updating of WebEOC as conditions warrant • Sharing of situational awareness and products

EOC Readiness: Professional Emergency Management Training

KCOEM offers emergency management trainings, seminars, and exercises to stakeholders, including King County Government and our many external partners.

- With the FIFA World Cup coming to Seattle in 2026, one of the ways KCOEM has been preparing is by bringing in classes that are directly related to managing sporting events and large special events. In 2024 alone, over 160 students attended five classes that were specifically brought to the area to prepare for the FIFA World Cup 2026 matches.
- In 2024, KCOEM also continued to reach out to more professions and more disciplines. As part of outreach to the water and wastewater utilities in the area, KCOEM offered a two-day class on "Disaster Management for Water and Wastewater Utilities." KCOEM also offered a four-day class on "Managing Floodplain Development through the National Flood Insurance Program." There was a high level of interest in both classes, reflected by higher than normal attendance for both classes.

See Figure 11 for the courses brought to the area by KCOEM, and a list with explanations of several of these courses, below.

Figure 11: Courses provided by KCOEM in 2021, 2022, 2023, and 2024

Course Name	Number of Times Taught[4]			
	2021	2022	2023	2024
ATC-20 / ATC-45: Safety Evaluation of Buildings after Earthquakes (ATC-20) and Windstorms and Floods (ATC-45)			2	1
ATC-20: Procedures for Post earthquake Safety Evaluation of Buildings			1	
AWR-219: Site Protection through Observational Techniques			1	
AWR-315: Fundamentals of Criminal Intelligence			1	
AWR-409: Recognizing and Identifying Domestic and Homegrown Violent Extremism			1	
Coordination for Mass Casualty Incidents Involving Foreign Nationals			1	
Crisis Communications		1		
EMAP *Emergency Management Standard* Training			1	
Fusion Center Liaison Officer (FLO) - Basic				1
G0108: Community Mass Care and Emergency Assistance				1
G0288: Local Volunteer and Donations Management				1
G0358: Evacuation and Re-Entry Planning Course				1
G0557: Rapid Needs Assessment				1
G-191: EOC/ICS Interface		**2**	**2**	
G-205: Recovery from Disaster: Local Community Role		1		1
G-2300: Intermediate EOC Functions			**1**	**2**
ICS-300: Intermediate ICS for Expanding Incidents	**2**	**2**	**2**	**2**
ICS-400: Advanced ICS for Complex Incidents	**8**	**2**	**2**	**1**
Introduction to EOCs - Regional Training Event	2	4		
JIS/JIC/PIO Skills Training		5	6	
King County EOC Familiarization Training for ESF 4			2	
L0101: "Foundations of Emergency Management"			1	
L0103: "Planning: Emergency Operations"			1	
L0110: *Train the Trainer* for FEMA's Basic Academy			1	
L0273: Managing Floodplain Development through the National Flood Insurance Program				1
L0956: Liaison Officer (AHIMTA)			1	

L0962: All-Hazards Planning Section Chief			1	
L-388: Advanced PIO		1		
Lunchtime Lecture: ICS-100 (Just-in-Time training)	3			
Lunchtime Lecture: ICS-200 (Just-in-Time training)	3			
Mass Care Forum		1		
MGT-324: Campus Emergencies Prevention, Response, and Recovery			1	1
MGT-343: Disaster Management for Water and Wastewater Utilities				1
MGT-384: Preparing for Cyber Attacks and Incidents				1
MGT-412: Sport and Special Event Evacuation and Protective Actions				1
MGT-460: Planning for Disaster Debris Management		1		
MGT-466: Sport and Special Event Enhanced Risk Management and Assessment				1
MGT-469: Radiological Dispersal Device (RDD) Response Guidance				1
MGT-475: Crowd Management for Sport and Special Events				1
MGT-481: Disaster Recovery: A Strategic Overview of the Public Assistance Process				1
MGT-482: Disaster Recovery Public Assistance Programs, an Introduction				1
MGT-489: Managing Public, Private and NGO Partnerships to Prepare for and Solve Critical Logistics and Supply Chain Challenges During Large Scale Disasters				1
O-305: Type 3 All-Hazards IMT		1	2	
Public Assistance & Preliminary Damage Assessment Training			1	
Regional Elections Security Symposium			1	
Summer Hazards Seminar	1	1	1	1
Understanding Complex Coordinated Terrorist Attacks		1		
WebEOC - Regional Training Event	3	4	2	4
Winter Weather Seminar	1	1	1	1
Total	**23**	**28**	**37**	**29**

<u>Select Course Descriptions</u>

WebEOC - Regional Training Event: is a 1.5-hour, remote-access class on how to use WebEOC, which is an information sharing tool used by EOCs. It consists of both an initial overview of WebEOC, as well as hands-on practice accomplishing specific tasks with the software.

ICS-300: Intermediate ICS for Expanding Incidents: this 3-day course provides training for personnel who require intermediate application of ICS and expands upon information covered in the ICS-100 and ICS-200 courses.

ICS-400: Advanced ICS - Complex Incidents: this 2-day course provides training and resources for personnel who require advanced application of ICS and expands upon information covered in ICS-100 through ICS-300. The target audience is senior personnel performing in a management capacity in ICS.

G-191: EOC/ICS Interface: this course reviews ICS and EOC responsibilities and functions and depends heavily on exercises and group discussions to formulate the interface. The course provides an opportunity for participants to begin developing an interface between an Incident Management Team and EOC personnel.

G-2300: Intermediate Emergency Operations Center Functions: this 3-day course has the goal of assisting individuals and jurisdictions to develop or improve their EOC through training on the

managerial and operational roles of the modern-day EOC as a NIMS Command and Coordination functional group operating within a Multiagency Coordination System.

Figures 12 - 15 provide information on the number of 2024 KCOEM trainings and students reached.

Figure 12: Summary of KCOEM Training

	2020	**2021**	**2022**	**2023**	**2024**
Total Class Hours	8,053	5,067	6,690	10,489	9156
Number of Students	526	819	1,079	980	795
Number of Classes	13	23	28	37	28

Figure 13: Student Contact Hours Per Year
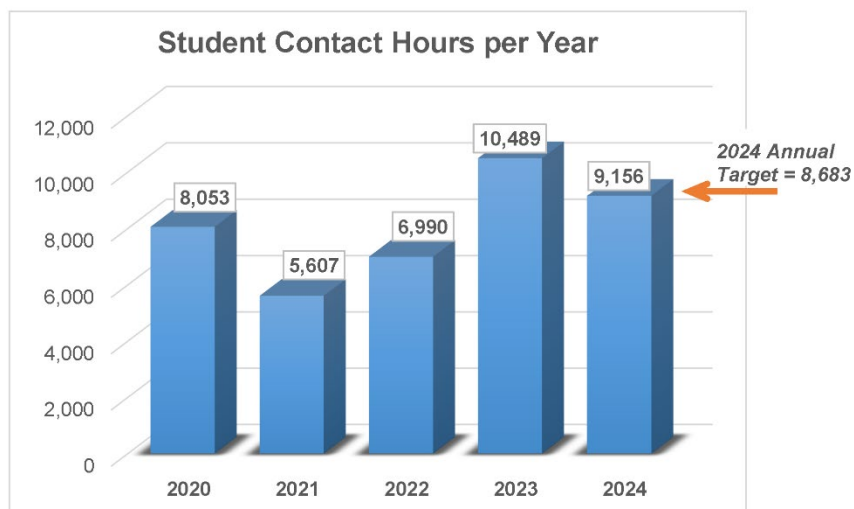
Figure 14: Number of Students per Year
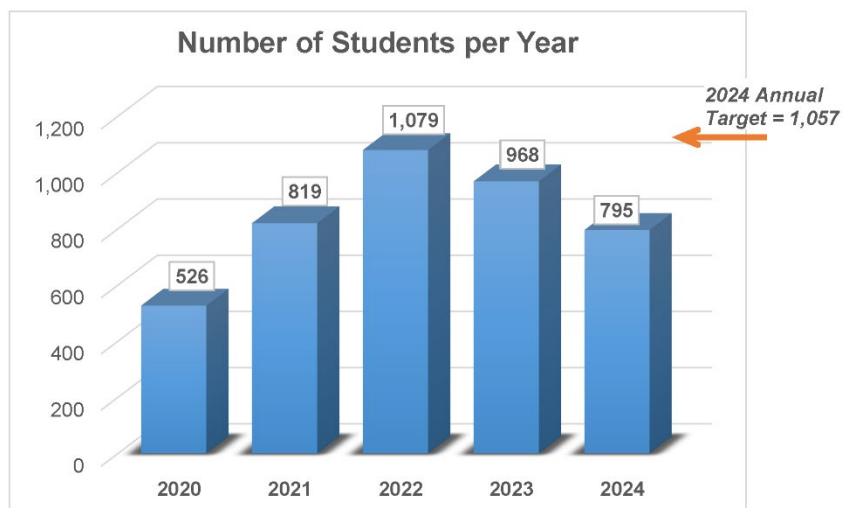
Figure 15: Number of Classes per Year
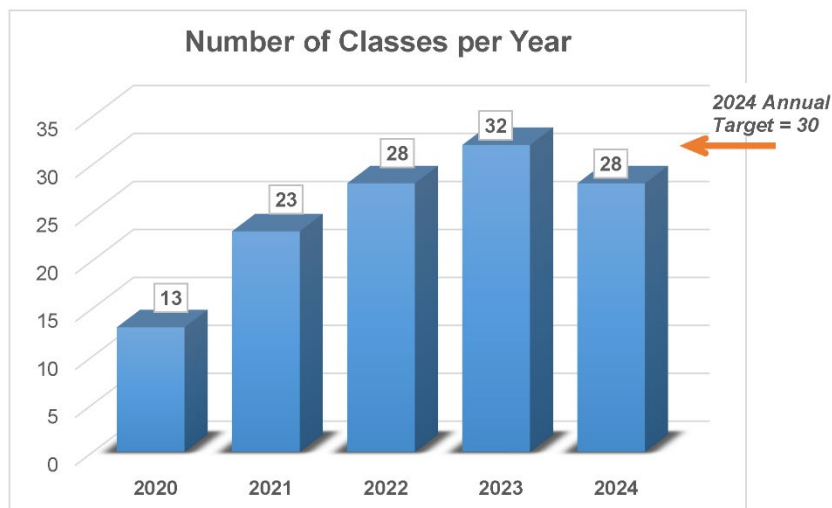
EOC Readiness: EOC 101 Videos

In May, KCOEM added another seven videos to the EOC 101 website www.kingcounty.gov/EOC101. Developed by our partners and produced by the City of Renton Emergency Management, the position-specific videos give a high-level overview of the Finance Section Chief, Situation Unit Leader, Planning Section Chief, Operations Section Chief, Operational Rhythm, Logistics Section Chief, and Communications Unit Leader. These trainings help round out the other eight videos created in prior years.

EOC Readiness: Emergency Managers Professional Webinar Series

To remain responsive to the needs of regional jurisdictions and partners, KCOEM hosts a webinar series that brings in leading experts from across the country—and occasionally around the globe—to explore timely and relevant emergency management topics. These sessions provide deeper insight into national and international incidents, best practices, and innovative approaches. Past topics have included case studies such as the response to the East Palestine train derailment, as well as operational guidance on issues such as effective crowd management. The goal is to expose local professionals to broader perspectives that can inform planning and response efforts at home.

Figure 16: Screenshot Examples of Webinars

These webinars, often described as the emergency management equivalent of "TED Talks," are both engaging and informative. They are designed to share information and foster interactive dialogue; participants can ask questions in real time and explore how the subject matter applies to their specific roles and communities. Sessions are recorded to maximize accessibility; live attendance has

remained strong, averaging around 40 participants per event. This format has proven to be a valuable tool in advancing professional development, encouraging cross-jurisdictional collaboration, and building a stronger, more informed emergency management community. Figure 16 shows screenshots from two of the Emergency Managers Professional Webinars held in 2024. Figure 17 shows attendance at each of the 2024 Emergency Managers Professional Webinars by date and topic.

Figure 17: Emergency Managers Professional Webinar Series Attendance Tracking
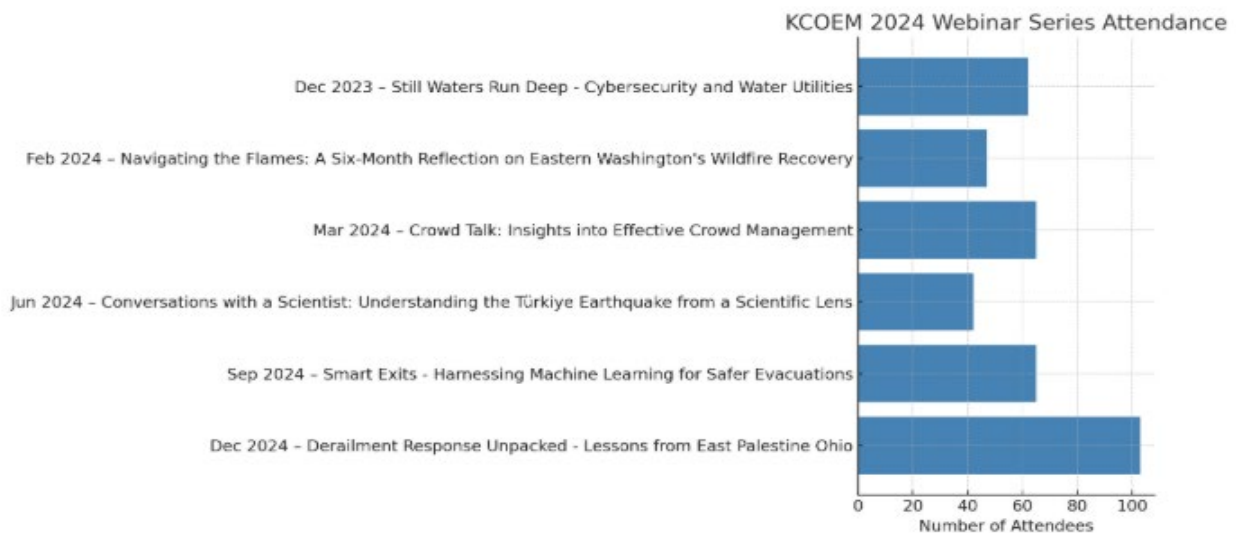
Priority: Situational Awareness

Situational Awareness: Duty Officer Activity and Coordination

KCOEM Duty Officers rotate through week-long shifts, being available "24/7" as the primary entry point for King County Government and partner agencies into the emergency management system. Duty Officers provide regional situational awareness to King County Government and partner organizations, and answer calls for support and resources in response to incidents and emergencies. The critical information requirements (CIR) list identifies categories of situations about which the Duty Officer collects, analyzes, and distributes information. Sources of information include the National Weather Service, first responder organizations, State and federal agencies, jurisdiction partners, and King County departments and agencies, among others. This process helps KCOEM, and partners, inform operational decisions, such as changing the level of preparedness for an incident, activating the EOC, and dispatching resources to support an incident response operation.

KCOEM Duty Officers monitor and respond to a number of different situations and events. In 2024, some notable activity included:
- Issuing public alerts for missing people on behalf of law enforcement partners.
- Monitoring natural hazards (severe weather and geologic hazards) to assess local impacts.
- Supporting local jurisdictions and special purpose districts with public alerting due to water contamination.

KCOEM Duty Officers track activities in the WebEOC Activity Log and associate them by the CIR categories to adequately capture incidents reported.

Figure 18 below shows number of incidents reported to the KCOEM Duty Officer in 2021-2024, aligned by CIRs and Activity Type. Figure 19 provides a more detailed crosswalk of the types of incidents that could be reported to the Duty Officer and how KCOEM categorizes them by CIR. Note that sub-categories do not show on WebEOC but are used by Duty Officers to identify which activity type and CIR to select when reporting.

Figure 18: Duty Officer Activity Type and CIR Category for Incidents Reported - 2021 to 2024

ACTIVITY TYPE	CIR Category	2021 Total	2022 Total	2023 Total	2024 Total
Avalanche	Geological	0	0	0	1
Biological/Pandemic	Health/Mass Care	0	3	2	0
Civil Disturbance	Law Enforcement Activity	1	4	3	5
Communications Support	Communications	4	1	0	6
Cybersecurity Incident	Communications	1	0	0	2
Earthquake	Geological	7	0	1	4
Exercise (Activity or Notification)	Government Operations	N/A	N/A	1	3
Fire	Fire Department Activity	20	6	0	6
Flooding	Severe Weather	0	3	6	2
Government Operations	Government Operations	1	4	3	8
Hazmat	Fire Department Activity	322	461	486	485
KC Facility Issue	Government Operations	2	6	1	4
Landslide	Geological	5	2	1	4
Law Enforcement Activity	Law Enforcement Activity	5	3	5	14
Minor Resource Request	Government Operations	8	4	0	10
Mission Number Request	Government Operations	0	7	1	4
Mutual Aid Request	Government Operations	1	0	0	0
Other		6	11	2	20
Other EOC activating	Government Operations	2	3	1	8
Planned Event	Government Operations	N/A	N/A	3	8
Public Alerting Request	Government Operations	1	5	6	8
Public Health (Non-Pandemic)	Health/Mass Care	0	2	0	5
Rescue	Fire Department Activity	2	1	0	3
School Operations	School Operations	2	1	0	0
Severe Weather	Severe Weather	2	8	26	96
Terrorism	Law Enforcement Activity	1	2	3	0
Threat Advisory Conditions	Law Enforcement Activity	N/A	N/A	1	0
Transportation	Transportation	15	15	3	22
Tsunami Alert	Geological	0	1	0	2
Utility Emergency	Utility Emergency	2	6	4	9
Unclassified		0	9	0	0
	Total	*410*	*568*	*559*	*739*

Figure 19: CIR-Duty Officer WebEOC Activity Log Crosswalk

CIR List	Subcategories	WebEOC Log Option
Transportation	Roadway; rail; marine/maritime; aviation; snow routes	Transportation
Health	Public Heath surge; animal or human disease outbreak; MCI; Mass Fatality Incident; environmental health	Public Health (non-pandemic); biological/pandemic
Line of Duty	Death or injury	Line of duty injury or death
Law Enforcement Activity	Civil disorder; suspicious activity; IED; bomb threat; utility threat (PW/electrical); dam threat; radiological threat; critical infrastructure threat; evacuation	Civil disturbance; law enforcement activity; terrorism; utility emergency; dam failure; rescue
Fire Department Activity	Structure fire; wildfire; fire fatality; hazmat	Fire; hazmat; rescue
Severe Weather	Advisory; Watch; Warning; unusual weather; flooding	Severe weather; flooding
Threat Advisory Conditions	National DHS Threat Level; aviation threat level; MARSEC threat level	Threat advisory conditions
Utility Emergency	Water, stormwater, wastewater; electrical; dam emergency; telephone; gas	Utility emergency; KC facility issues;
Radiological / Hazmat	Nuclear power plant event; radiological device; radiation leak; biological release; chemical release	Hazmat; biological/pandemic
Communications	911 outage; internet outage / cyber issues; mission critical communications	Communications support; cyber-security incident; utility emergency
Geological	Earthquake; tsunami; volcanic eruption	Earthquake; landslide; tsunami/seiche; volcanic hazard
Government Operations	EOC status; mutual aid request; KC facility impacts; government facility impacts or closures; emergency declarations; Presidential messages; COOP; COG; media; elected officials; neighboring counties; KC regional assets deployed	Other EOC activating; mutual aid request; KC facility issue; government operations; minor resource request
School Operations	School system status; bus collision; school emergency	School operations

Situational Awareness: Weekly Coordination Calls

KCOEM hosts weekly regional coordination calls to promote integration, collaboration, and situational awareness across the region. These calls are anchored by a report from the Duty Officer, who provides updates on current events, emerging issues, and ongoing operations. When topics require deeper insight, subject matter experts—such as representatives from the NWS or Washington State Fusion Center (WSFC)—are invited to present more detailed briefings. The calls serve as a vital platform for creating a shared picture of regional activity and threats, enabling agencies to respond more effectively and cohesively.

In addition to operational updates, these calls begin with remarks from KCOEM leadership, giving participants direct access to agency decision-makers and a chance to ask questions or raise concerns. The format also encourages jurisdictions, partner agencies, and departments to share relevant information from their areas, highlight needs or challenges, and request support or follow-up on specific topics. This open, collaborative approach not only strengthens regional partnerships but also ensures that all stakeholders have a voice in shaping priorities and responses.

Situational Awareness: Snapshot Reports

During emergencies, KCOEM plays a critical role in informing partner agencies of the situation and impacts to support implementation of protective actions. Situational awareness information is shared through a variety of methods, including incident Situation Reports (SitRep). These provide decision makers with relevant information regarding the nature and extent of the situation, any cascading effects, and the status of operations. Information in the SitReps is gathered from King County Government departments and agencies, jurisdictional partners, and other response operations entities.

For the incidents in 2024, key King County entities with situational updates included: DNRP, DCHS, DLS, FMD, KCSO, PHSKC, and Elections. KCOEM uses information gathered from a variety of sources to identify the status of a lifeline. Lifeline health is indicated by color coding to indicated severity. See details bleow. Figure 20 is an actual example of a situation report developed and shared during the November 2024 Winter Storm.

Figure 20: Excerpt from November Winter Storm Situation Report
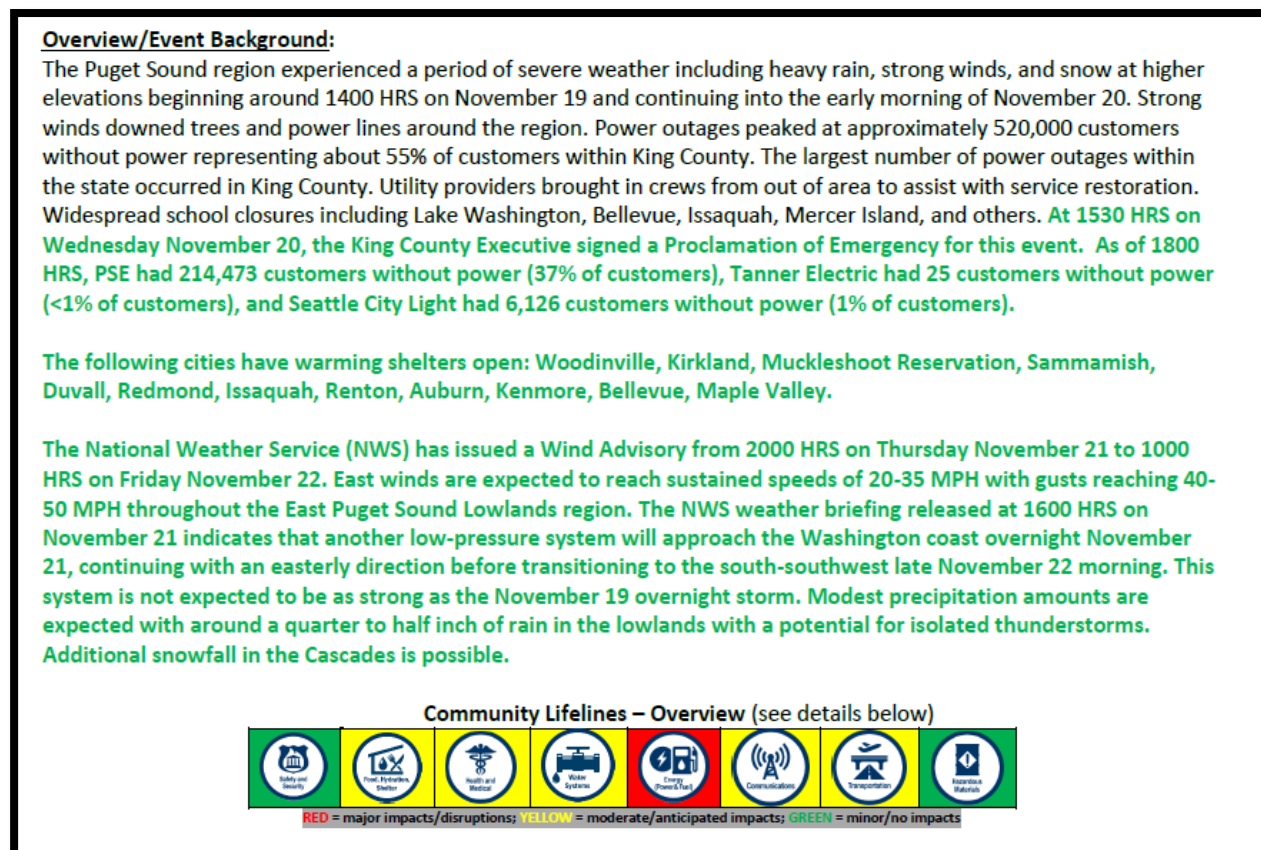
Priority: Public Awareness and Education

Public Awareness and Education: Mass Notification

Getting messages out to residents, businesses, and government employees during an emergency became easier in 2024 with the transition to a new version of the alerting software. Over the course of several months, data was transitioned from over 40 distinct user interface instances in the alerting software system into one consolidated platform that serves the entire County. Prior to the consolidation, departments and cities had separate user interfaces on the same alerting software system, with separate administrative permissions. The software transition allows better integration of messaging capabilities should KCOEM need to send alerts for any of the agencies or cities. To date, all cities in King County except Seattle have joined the County-wide alert and notification program – which is offered at no charge.

KCInform and ALERT King County Enrollment

KCInform is King County Government's branded system for alerting employees to incidents and emergencies. County employees have their work email address and work phone (if known) automatically enrolled in KCInform (near 100%) and are encouraged to enhance their accounts with personal contact information.

ALERT King County is the public-facing regional notification system serving residents, businesses, and visitors. Countywide, more than 73,000 residents and businesses have enrolled since its launch in 2017. In July 2024, enhancements were made to the underlying system that controls ALERT King County, and KCOEM was able to bring the number of automatically translated languages available in the system to 29. Figure 21 shows the public opt-in trend for ALERT King County.

Figure 21: Annual ALERT King County Public Opt-In Trend
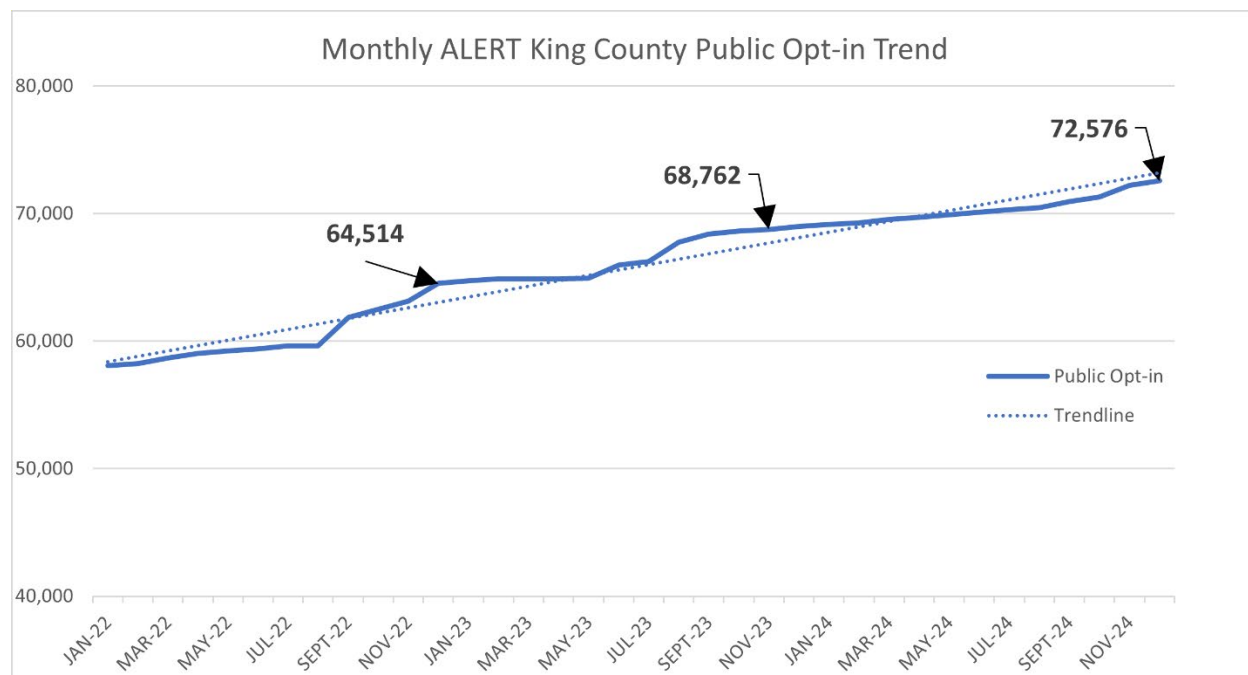
In 2024, 4,040 messages were sent through KCInform and ALERT King County. Due to a change in the messaging system, which was upgraded in 2024, information regarding which agencies sent messages was no longer available. Figure 22 shows the number of messages sent by jurisdictions in table form, noting that this information is not available for 2024.

Figure 22: KCInform and Alert King County Messages Sent by Jurisdiction in 2021-2024

Jurisdiction	2021	2022	2023	2024
Cities	398	185	190	*
Hospitals	4	27	2	*
Fire Districts	13	0	0	*
Water Districts	8	0	0	*
Transit Provider	6	0	0	*
King County Government	6,823	6,108	5,797	*
Total	*7,252*	*6,320*	*5,989*	*4,040*

* The messaging system was upgraded in 2024, resulting in the inability to pull this data for comparison

ALERT King County Semi-Annual Test

Twice a year, in March and September, KCOEM conducts a test of the ALERT King County notification system. A test alert is sent to those who have opted in to the system. A survey is attached to the test message, with three questions. The first two questions always ask about personal preparedness, and the third question always addresses a different topic. Figure 23 shows the survey results of the annual test.

In March, there were 1,116 responses. Of those, 1,058 felt they were "more prepared" or "about the same" as six months ago, having created or added to their emergency kits (114), talked to their friends and family about emergency preparedness (73), and created or added to their emergency plan (71). When asked about where people are more likely to go when the weather is very hot or very cold, an overwhelming majority (979) said they would rather stay at home, versus with friends and family (76) or a mall or other business (39). Only 17 said they would go to a cooling or warming shelter or a community center.

In September, there were 1,194 responses. Of those, 1,143 felt they were "more prepared" or "about the same" as six months ago, having created or added to their emergency kits (109), talked to their friends and family about emergency preparedness (83), and created or added to their emergency plan (56). To coincide with the update of the Regional Hazard Mitigation Plan, people were asked the top three hazards they were most concerned about in King County – earthquake (1,073), severe weather (607), and wildfire (386) were the top three of the 14 identified hazards in the plan.

Figure 23: Survey results for questions 1 through 3 of the annual ALERT King County test.

Question 1: Do you feel more or less prepared than you did 6 months ago?

March: 5% Less prepared, 14% More prepared, 80% About the same
September: 4% Less prepared, 14% More prepared, 82% About the same

Legend: More prepared / About the same / Less prepared

Question 2: If you feel more prepared, how have you increased your preparedness?

March: 34%, 21%, 22%, 15%, 7%
September: 35%, 18%, 27%, 16%, 5%

Legend:
- Created or added to my emergency kit
- Created or added to my emergency plan
- Talked to my friends and/or family about emergencies and what we'll do
- Signed up for other emergency alerts
- Other

Question 3: What do you want to do in the next 6 months to become more prepared?

March: 37%, 27%, 25%, 7%, 4%
September: 37%, 28%, 24%, 7%, 4%

Legend:
- Create or add to my emergency kit
- Create or add to my emergency plan
- Talk to my friends and family about emergencies and what we'll do
- Sign up for other emergency alerts
- Other

Trusted Partner Network and ALERT King County

In 2024, the Trusted Partner Network (TPN) program was reevaluated and reimagined. The focus was turned to community-based organizations from individual contributors. There was also an increased focus on marketing of ALERT King County to a wider audience of language communities, due in part to the increased number of languages available in the system (29) and the addition of translation capabilities to the ALERT King County registration landing page. This meant that people could choose the language on the website in which to sign up for alerts as well as which language to receive the alerts.
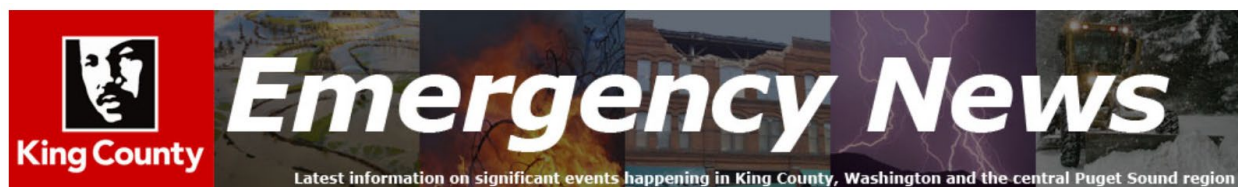
Emergency News Blog

KCOEM's Emergency News blog, kcemergency.com, is used to provide updated emergency information that is responsive to an incident's changing situations. Much of the information is a collection of partner response, updates, and resources, which is available to the public in a "one-stop" location of coordinated information. Many posts occur when an ALERT King County is sent out, to provide additional information and/or direction to the public. In 2024, there was a total of eight posts correlating to January's winter weather, the March South Fork Tolt Dam false alarm, Fourth of July heat wave, September's Preparedness Month, and the November Windstorm. A majority of the views (35,471) and visitors (21,353) for the year (43,369 and 24,279 respectively) came from the November Windstorm. Figures 24 and Figure 25 each show the number of views and visitors to the KCOEM

Emergency News Blog in 2024.

Figure 24: King County Emergency News Blog views and visitors
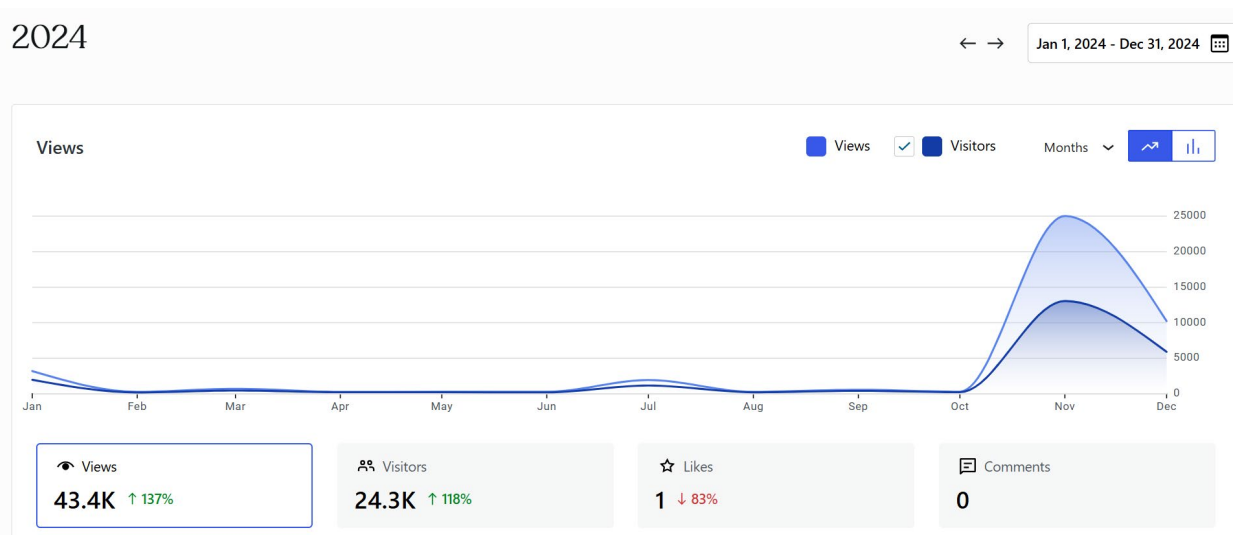
Figure 25: King County Emergency News Blog views and visitors
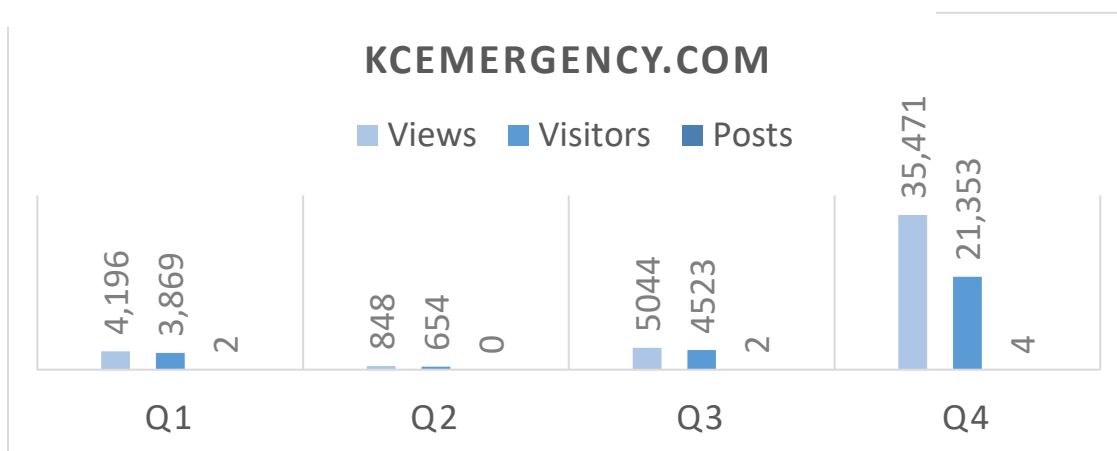
Public Awareness and Education: Public Training and Education

In 2024, KCOEM expanded its public education and outreach efforts, with a continued focus on providing accessible, actionable preparedness information to individuals and communities across the region. A key highlight of the year was the launch of the *Get Ready King County* instructional workbook—a foundational resource designed to guide residents through the core steps of emergency preparedness. With content ranging from emergency kits and communication plans to sheltering strategies and hazard-specific guidance, the workbook was distributed both in print at events and digitally through the KCOEM website and partners, quickly becoming a central tool in community outreach and education efforts.

KCOEM maintained its strong commitment to community education and capacity-building by continuing the popular Basic Disaster Skills Training webinar series, held monthly and offered free to the public. These sessions remained a highly attended entry point for those beginning their preparedness journey.

In response to growing interest in more advanced content, KCOEM also expanded its Advanced Disaster Skills Training webinar offerings in 2024, covering deeper topics such as winter weather hazards, cybersecurity, emergency water storage, and neighborhood coordination. This layered approach to preparedness education allowed community members to build on their knowledge throughout the year.

The team also led and supported over 60 community events, workshops, and resource fairs, reaching thousands of residents in diverse locations—from libraries and senior centers, to festivals, block parties, and cultural events. Through partnerships with PHSKC, DCHS, and community-based organizations, KCOEM delivered in-person workshops in areas such as Skyway, Auburn, Kent, Maple Valley, and Redmond. These engagements included specialized presentations to middle and high school students, English language learners, and older adults. The *Get Ready King County* workbook and preparedness items such as flashlights, document bags, whistles, and thermal blankets were shared widely at these events.

KCOEM continued its strong collaboration with the Senior and Veteran Services team at DCHS, hosting a regional series of preparedness workshops at senior centers. These interactive sessions emphasized practical, low-barrier strategies for older adults to build resilience. In total, the team conducted outreach, presentations, and trainings for over 1,700 participants during just the first half of the year, with many more reached through summer and fall, at events including the Sammamish Emergency Preparedness Fair, the Chinatown-International District Night Market, and the Muckleshoot Casino Safety Fair. Figure 26 shows highlights of KCOEM staff attending outreach events in King County. Figure 27 highlights the total number of participants at outreach events in 2024.

Additionally, KCOEM remained committed to equity and inclusion in outreach, participating in cultural festivals such as the Chinese Cultural Festival and the Pacific Islander Heritage Month Celebration, and partnering with organizations such as Mother Africa and Lutheran Community Services Northwest. KCOEM public education efforts in 2024 reflect a consistent, flexible approach—meeting people where they are, listening to community needs, and delivering trusted, relevant preparedness information. These efforts support a more resilient King County and continue to build relationships that are essential to effective emergency management.

Figure 26: KCOEM Staff Support for Events in King County

Figure 27: Total Outreach Participants (by quarter) 2024

Quarter	Event Type	Number of events	Number of participants	Additional details
1	In person Tabling	4	200	Community Resource Fairs
1	Virtual Basic Disaster Skills Training	4	357	Community groups and public webinars
1	In person Basic Disaster Skills Training	2	318	School and Community Based Organization groups
1	In person special topics training	3	34	Senior living communities
1	Facility visit	2	270	School group
2	In person Tabling	6	390	School groups, resource fairs, community festivals
2	Virtual Basic Disaster Skills Training	3	247	Public webinars
2	In person Basic Disaster Skills Training	1	20	Community groups
2	In person special topics training	1	265	Senior living community, school groups
3	In person Tabling	15	1,145	Community festivals, resource fairs
3	In person Basic Disaster Skills Training	1	150	School and community groups
3	Virtual Basic Disaster Skills Training	1	60	King County employees
3	National Night Out event support	5	325	NNO support in Pacific
4	In person Tabling	5	505	School and community resources fairs and community preparedness events
4	Basic Disaster Skills Training	1	60	Muckleshoot Indian Tribe
4	Workshop	1	10	Veterans group
	TOTAL	**55**	**4,356**	Average of 80 people per event

Cyber Ready Community Game: Enhancing Cyber Preparedness through Gamified Learning
KCOEM revitalized and adapted the Cyber Ready Community Game, originally developed by FEMA and CISA, for use at the Washington Statewide Cybersecurity Conference. The updated game was designed to bridge gaps between emergency management professionals, critical infrastructure partners, and cybersecurity practitioners by encouraging cross-sector collaboration and hands-on learning. By transforming the original boardgame into a "gamified tabletop exercise," KCOEM facilitated dynamic conversations about basic cybersecurity concepts and how they apply in each participant's real-world organizational context.

Significant changes were made to the original game to better reflect real emergency management functions and foster a whole-community approach. The role of Emergency Management was reframed to reflect its broad coordination role across sectors, and outdated resource mechanisms were replaced with realistic injects such as mutual aid agreements and cyber exercises. Competitive elements were also removed, shifting the format from individual organizations vying for points to a collaborative community goal—modeling real-world response coordination and strategic alignment.

To better suit the conference environment, the game was delivered via a hybrid model using PowerPoint injects, Excel-based scoring, and tailored discussion prompts to ground gameplay in reality.

Participants responded positively to the peer-to-peer learning model, which created a space to explore vulnerabilities, mitigation strategies, and interagency dependencies. Many noted the game helped clarify whom they would turn to during a real cyber event—relationships that don't often get exercised in traditional tabletop formats.

The project demonstrated the value of low-cost innovation by repurposing existing federal resources with community-specific updates. KCOEM has since shared the revised game widely, with more than 15 boxed sets taken by partners for internal use. As cybersecurity risks grow and the field evolves, OEM is committed to expanding the reach of the updated game and continuing to explore interactive methods to build regional resilience.

Public Awareness and Education: Social Media
KCOEM social media public outreach includes both preparedness and operational messaging. The yearly preparedness campaigns (Wildfire Awareness Month, Preparedness Month, Great Shakeout, and Winter Preparedness) are coordinated with social media posts as well as other media outreach. Social media, particularly KCOEM's Instagram, is used to push out information and link to the Emergency News Blog during EOC activations. Engagements are tied to the consistently-used hashtag across platforms #KingCountyReady. Figure 28 shows the number of posts on media platforms and the engagements.

Figure 28: #KingCountyReady social media posts and engagements
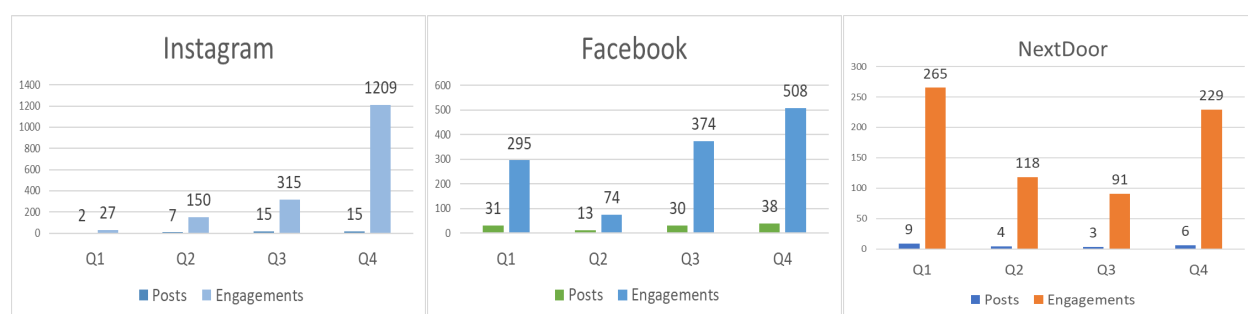
Priority: Disaster Risk Reduction

Disaster Risk Reduction: Regional Hazard Mitigation Plan
The Federal Emergency Management Agency (FEMA) administers the Hazard Mitigation Assistance (HMA) program, which funds mitigation projects that reduce or eliminate long-term risk to people and property from future disasters. Two of these HMA programs are the Building Resilient Infrastructure and Communities (BRIC) and the Hazard Mitigation Grant Program (HMGP).

BRIC is an annual, nationally competitive grant that had $500 million available for FY 2024, $1 billion for FY 2023 $2.3 billion available in the FY 2022 grant cycle, $1 billion in FFY21, and $500 million in FFY20. Since 2020, BRIC has brought in over $15 million to the King County region. Priorities were large infrastructure projects that prepare and reduce the impacts of climate change, and projects that serve historically underserved communities. HMGP funding becomes available after federal disaster declaration, and impacted jurisdictions are given priority for mitigation grant submissions; the COVID-19 pandemic brought $96 million in HMGP funding for Washington State. In FY22, KCOEM was awarded an HMGP grant to develop a King County Community Wildfire Protection Plan (CWPP).

Four years into the FEMA-approved King County Regional Hazard Mitigation Plan (RHMP), there has been success in attracting HMA grants; the RHMP allows any jurisdiction within geographic King County to sign on to the plan with a jurisdiction annex, making the planning process substantially easier and giving the jurisdiction access to HMA grant funding. Figure 29 shows the eight natural and six human-caused hazards covered by the RHMP Risk Assessment.

Figure 29: Natural and Human-Caused Hazards Covered by the RHMP Risk Assessment

| Avalanche	Civil Disturbance	Cyber Incident	Dam Failure	Earthquake	Flood	Health Incident
Hazardous Materials	Landslide	Severe Weather	Terrorism	Tsunami	Volcano	Wildfire

KCOEM provides leadership and support to the entire region of geographic King County, including through development of plans such as the RHMP. This plan assesses natural and human-caused hazards that can impact the region and develops strategies to reduce risk and build resilience. Nearly 60 planning partners including school districts, water districts, and cities participated in the process to develop the RHMP. Many of these have already completed annexes to the RHMP or are in the process of doing so. Figure 30 shows the number and type of jurisdictions that have signed on to the 2020 RHMP and adapted it for their own use. Figure 31 shows city participation in the RHMP annex creation. The 2025 RHMP will have additional annexes added.

In 2024, KCOEM led a regional planning effort to update the RHMP. KCOEM received 38 letters of intent to annex onto the updated RHMP for jurisdictions and districts. By the end of 2024, KCOEM was nearing completion of the 2025-2030 RHMP Base Plan. The new RHMP will be sent for State, Federal, and County Council approval in 2025 with the goal of adoption by October 2025. The KCOEM hazard mitigation team relied heavily on partner agencies for their input on new information to the risk profiles, capabilities assessment, and risk assessment. Partners helped with planning process and timeline for 2025 update, learned about new required elements, and discussed new mitigation strategies to address the 14 hazards listed. An RHMP Steering Committee was developed to oversee the update process with the bulk of the work being accomplished in 2024. The RHMP is updated every five years according to Federal Regulations.

Figure 30: Number and Types of Jurisdictions Signed on to the 2020-2025 RHMP and Adapted for Their Own Use

Status	City	Fire District	School District	Water/Sewer	Total
Approved	25	3	1	21	50
Working	4	0	5	3	12
Not Participating	10	22	13	15	59

KC RHMP - Cities Annexes
King County, Washington
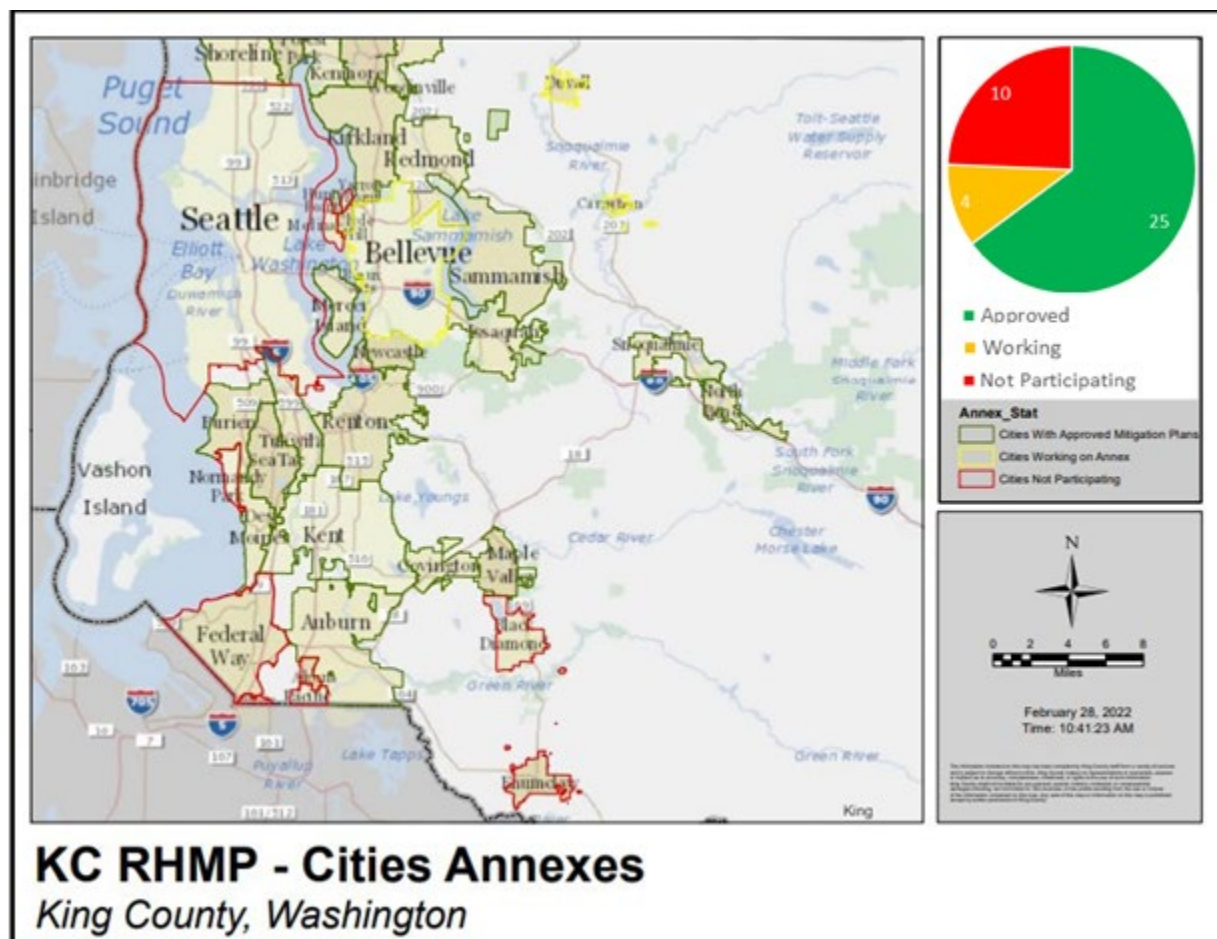
King County Government was awarded one BRIC grant for FFY20, funding King County's Climate Action Team in developing a strategy to mitigate the urban "heat island" effect. Two additional projects were approved but then pulled by the applicants. In FFY21, King County communities had three infrastructure large projects selected for further review, the final stage before award:

- The City of Shoreline seeks to stabilize a landslide hazard on North 175th Street
- The City of Auburn will seismically harden a control valve on Reservoir Two
- King County Water District No. 90 will relocate the District's Wellfield and Water Treatment Plant out of known hazard areas

BRIC FFY22 includes King County Regional Hazard Mitigation Plan Update $234,374 which has helped KCOEM create the 2025 RHMP. This project validates the County's commitment to substantial equity and climate change-informed investments in resilient communities.

BRIC FFY23 included:

- City of Bellevue Paper Permit Records
- City of Seattle Scoping Grant for URM Retrofit Evaluation and Design
- King County Planning and Design for Flood Reduction at SE 424th Street near 254th Avenue SE

Figure 32 shows a summary of regional (geographic King County) BRIC submissions for the FFY21 to

FFY23 BRIC rounds. Figure 33 provides the Summary of Regional FFY21 HMGP (Associated with DR-4481-WA) Submissions.

Figure 32: Summary of regional (geographic King County) BRIC submissions for the FFY21 to FFY24 Grant rounds

Status	BRIC FFY21		BRIC FFY22		BRIC FFY23		BRIC FFY24	
	Count	Cost Totals	Count	Cost Totals	Count	Cost Totals	Count	Cost Totals
Pre-applications	49	$468,036,578	22	$92,088,488	24	$213,638,654	6	$6,680,000
Full Application	24	$100,962,378	22	$92,088,488	14	$69,645,654	3	$1,320,000
Submitted by EMD	6	$14,676,786	10	$62,216,630	8	$32,640,952	3	$1,320,000
Federal Selection for Further Review	6	$14,676,786	3	$14,587,751	2	$831,892	Funding Cycle Cancelled	
Obligated as of Q4 2024	6	$13,806,289	1	$234,374	2	$831,892		

Figure 33: FEMA Hazard Mitigation Grant Program DR-4481-WA

Status	Count	Cost Totals
Pre-applications	34	$414,177,846
State Invite for full applications	24	$100,962,378
Submitted to FEMA	1	$344,964
Federal selection for further review	1	$344,964

Disaster Risk Reduction: Local Emergency Planning Committee

As required by the Emergency Planning and Community Right to Know Act (EPCRA), in 2024 the King County Local Emergency Planning Committee (LEPC) held regular quarterly meetings, reviewed the King County Hazardous Material Response Plan, participated in exercises, and collected on-site storage chemical reports from local businesses. LEPC meetings include representatives from local business and industry, and partners from local, state, and federal agencies. Figure 34 shows the status of the King County LEPC annual required activities for 2024.

Figure 34: Status of Annual EPCRA Requirements for LEPCs

EPCRA Requirement	Status	Notes
Hold one LEPC meeting each year	100%	Meetings were held quarterly (four in 2024)
Membership is reflective of community	95%	No Major Updates
Plan contains all required elements	100%	Plan meets required content
Plan reviewed on annual basis	100%	Annual plan review completed in 2024
Collect/maintain chemical inventory forms	N/A	Ongoing (by KCOEM)
Provide chemical information to the public upon request	N/A	No requests were made in 2024

Disaster Risk Reduction: Dam Safety

There are 147 dams in the greater region that could affect King County in the event of an unintentional water release. While many of these dams are located within County boundaries, several are outside the jurisdiction but could still have significant impacts on the area. The 127 dams located in King County include: 9 high-hazard dams; 87 dams that, in the event of a failure, would have inundation areas that extend into King County; and, 31 dams that would have little to no impact after a failure. These dams serve a range of purposes, including flood protection, drinking water supply, and generating electricity. Most are owned by local governments or private entities, with a smaller number owned by state or federal agencies.

Given that dam failure is among the 14 hazards identified by King County, KCOEM manages a Dam Safety Program to support dam owners and operators with response plans for high-hazard dams, educate at-risk populations about the threat of dam failure, and help acquire resources to repair or remove poor-condition dams. In 2023, KCOEM began tracking the number of Emergency Action Plans (EAP) shared with the County by dam owners and operators, with the goal of having access to all developed EAPs to support response during dam failure incidents. In 2024, KCOEM continued tracking the number of EAPs received. Figure 35, shows the number of revised EAPs we received for the year compared to 2023. FEMA's current guidance is that EAPs should be reviewed yearly to account for staffing changes and should undergo a full revision approximately every 5 years. Similarly, Figure 36, shows the number of exercises of these plans in which we participated in 2023 and 2024, which follows a similar guidance of running an exercise of these plans approximately every 5 years.

Figures 35: Dam Failure Exercises in 2023 and 2024; and Figure 36: Number of EAPs OEM Received 2023-2024
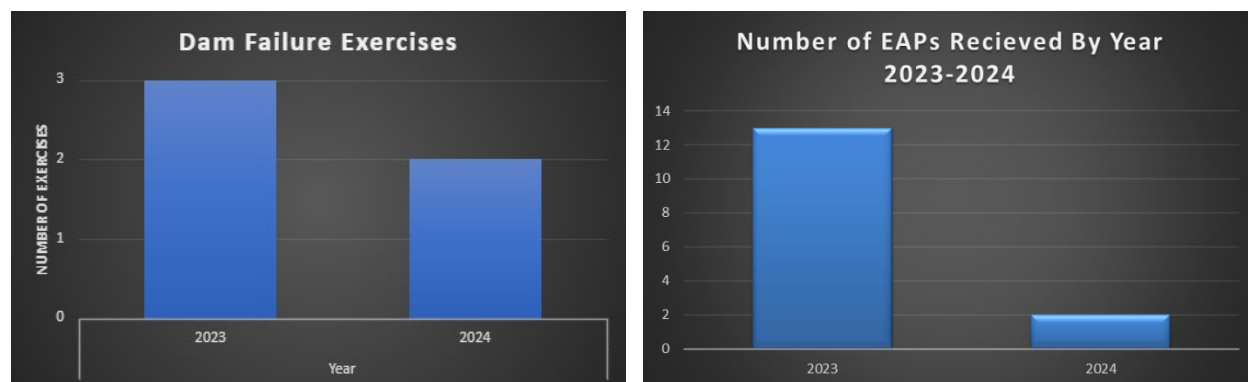
Disaster Risk Reduction: Community Wildfire Protection Plan (CWPP)

In July 2024, King County hired a Community Wildfire Protection Planner to develop the County's first Community Wildfire Protection Plan (CWPP). A CWPP is a collaboratively developed plan that will help communities identify and prioritize actions to prepare for and mitigate the risks of destructive wildfire. KCOEM established a core planning team of subject matter experts to provide guidance on the planning process and set direction for the County plan; members are listed below in Figure 37.

Figure 37: CWPP Core Planning Team 2024

CWPP Core Planning Team	
Local Representatives:	City of Duvall
	Eastside Fire & Rescue

	Fall City Fire District 27
	Mountain View Fire & Rescue
	Valley Regional Fire Authority
County Representatives:	King County Department of Local Services
	King County Department of Natural Resources & Parks
	King County Rural Forest Commission
	King County Office of Emergency Management
State Representatives:	Washington Department of Transportation
	Washington Department of Natural Resources
Federal Representatives:	United States Forest Service

The final plan will include an overview of local wildfire history, an analysis of wildfire vulnerability, recommendations to reduce wildfire risk, and an action plan for prioritized wildfire mitigation projects. The King County CWPP is expected to be finalized by the end of 2025. A major component of the CWPP development is public outreach and engagement. Figure 38 below shows two KCOEM staff members hosting a wildfire preparedness table at the Puget Sound Regional Fire Authority's Scout Night in October 2024.

Figure 38: KCOEM Staff Members Discuss Wildfire Preparedness for Scout Night at Puget Sound Regional Fire Authority

Disaster Risk Reduction: Emergency Management Coordinating Committee
The Emergency Management Coordinating Committee (EMCC) is comprised of representatives drawn from each department in King County Government and supplemented by subject matter experts critical to preparing for and operating at events and emergencies. This group meets monthly, including in-person once a quarter, to coordinate policy recommendations and guidelines, as well as collaborate on lessons learned from incidents affecting government operations. Figure 39 outlines the attendance of each department at EMCC meetings for 2022-2024.

In 2024, the EMCC contributed to:
- Reviewing KCOEM incident playbooks to ensure department activities and contacts are noted correctly, including the Flood Playbook, the Heat and Smoke Playbook, and the Extreme Cold/Snow/Ice Playbook
- Launching a new resource library for EMCC members gathering best practices, plans and

procedures, and helpful information from departments as a first stop for information gathering; also includes a first amendment auditor's reference sheet built in coordination with the KCOEM Crisis Management Coordinator

- Facilitating COOP Program updates through adding COOP open office hours after every EMCC meeting, hearing presentations on working with KCIT and FMD, and generating ideas on how to integrate these departments into agencies' specific COOP plans
- Updating and re-launching the Preparedness Month drills for County employees, including activities such as GETS card distribution, WebEOC access checks, and radio communications testing.
- Reviewing the process and best practices for Public Assistance PDAs

Figure 39: EMCC Attendance by Department for 2022, 2023, and 2024

Agency	2024	2023	2022
King County Assessor	60%	50%	20%
King County Council	50%	60%	100%
DAJD	80%	90%	80%
DCHS	90%	90%	70%
DES	100%	100%	100%
King County District Court	20%	10%	60%
DJA	40%	60%	60%
DNRP	100%	100%	100%
Metro	70%	50%	80%
DLS	40%	70%	90%
PHSKC	90%	80%	100%
King County Elections	100%	30%	90%
Executive Office	20%	10%	40%
DHR	90%	80%	90%
KCIT	40%	80%	60%
KCSO	60%	90%	100%
PAO	0%	20%	90%
King County Superior Court	20%	30%	20%
DPD	10%	10%	30%
Total (target = 75%)	**57%**	**58%**	**77%**

Disaster Risk Reduction: Continuity of Operations (COOP)

It is the policy of King County Government to maintain a comprehensive and effective continuity capability that includes Departmental Continuity of Operations (COOP) Plans and a County Continuity of Government (COG) Plan. KCOEM manages the COOP Program for King County Government, which helps to ensure the preservation of King County Government and the essential services and functions of individual departments under all conditions. KCOEM continues to develop and enhance the King County COOP Program since hiring a full-time Continuity of Operations Coordinator in 2023.

In 2024, KCOEM developed a centralized information hub as a one-stop repository to host all continuity-related documentation for easy access by Departments. The Continuity Program SharePoint currently

hosts the following tools and resources:
- King County Continuity of Operations Program Base Document
- Guide to Test, Training, and Exercise Programs for COOP Plans and Capabilities Annex
- King County Continuity of Operations Planning Model
- King County COOP Evaluation Framework
- Exercise Packages and Drills
- King County COOP Topics Training Documents and Recordings
- Department and Division COOP Plans
- COOP Worksheets & Templates

KCOEM established a COOP Plan review schedule and timeline, ensuring all department COOP plans be evaluated on a 3-year cycle. The following department plans were reviewed in 2024:
- Department of Human Resources
- Department of Executive Services
- Public Health - Seattle & King County
- Department of Natural Resources & Parks
- Metro

In 2024, KCOEM provided monthly continuity trainings and four quarterly workshops through the Emergency Management Coordinating Committee. Trainings and workshops focused on building the following plan elements: training and exercise, devolution, and record management for essential records. Specifically, KCOEM engaged in independent COOP plan review sessions with thirteen King County Departments and provided technical assistance to outside jurisdictions and agencies seeking input and collaboration, such as Seattle Public Utilities and the City of Bellevue.

Maintaining the resilience and seamless operation of departmental essential functions is critical, with the COOP Program serving as a foundational element in achieving this mission. The COOP framework integrates risk assessments, contingency strategies, and crisis management to reduce the impact of disruptions on daily operations. By proactively addressing potential threats and vulnerabilities, the COOP Program allows us to adapt swiftly, preserve essential functions, and protect the well-being of partners.

Disaster Risk Reduction: Federal Assistance
FEMA Public Assistance Program
KCOEM is the coordinating agency for the County when applying for FEMA Public Assistance following a disaster. A large part of this effort is a damage assessment, which includes a canvass of local entities to ascertain damage to public facilities and infrastructure within the geographic borders. In 2024, KCOEM facilitated damage assessment activities for a January cold snap and initiated damage assessment activities for a November windstorm. KCOEM also provided technical assistance to King County department and division-level staff members to help formulate and refine 54 different projects for FEMA Public Assistance Program reimbursement for events that occurred in 2020, DR 4481-COVID and DR 4539-Winter Storms, and in 2024, DR 4775-Cold Snap. To help facilitate this highly technical process, KCOEM conducted weekly assistance sessions with affected County agencies (Figure 40). The result of these efforts was a significant increase in the number of projects that were fully formulated by King County, submitted to the FEMA Consolidated Resource Center (CRC) for approval, and final Project Worksheets signed (Figure 41).

Figure 40: FEMA Public Assistance Information for Current Disasters

	Agencies Participating				Meetings Agencies				Number of Projects				Estimated Expenses
	2021	2022	2023	2024	2021	2022	2023	2024	2021	2022	2023	2024	2020-2024
Jan 2024 Cold Snap				4				36				9	$348k
Jan-Feb 2021 Storms	5	6	6	6	15	130	156	104	42	38	30	32	$16.8M
COVID-19	15	15	15	15	30	52	52	12	5	9	12	13	$200M
COVID-19 - DOH		1	1	1		25	25	0		1	1	1	$97M

Figure 41: Project Activity Summary for DR 4481, DR 4539, and DR4775
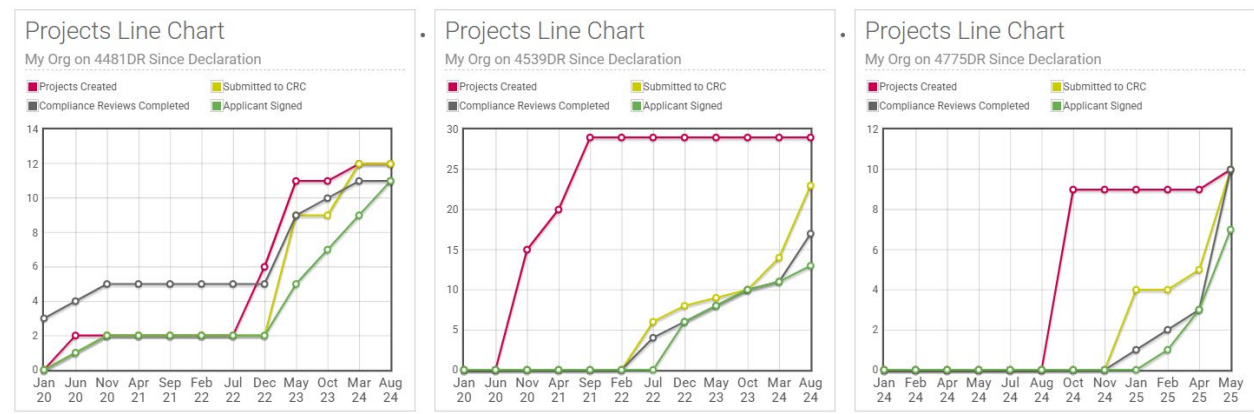
U.S. Small Business Administration Disaster Loan Program

After most major incidents, KCOEM also facilitates the collection of information to support a U.S. Small Business Administration (SBA) Disaster Declaration. Not all assessments result in a declaration, but the ones that do enable those severely impacted businesses and individuals to apply for low interest loans. In December 2024, KCOEM provided technical assistance for the November windstorm. As a result, the SBA issued an Administrative Declaration of a Disaster, making Business Physical Disaster Loans, Economic Injury Disaster Loans, and Home Disaster Loans available to businesses and individuals.

Federal Grant Funding for Emergency Management

King County receives federal funds from the Emergency Management Performance Grant (EMPG) and the Homeland Security Grant Program (HSGP), which consists of the State Homeland Security Program (SHSP) and the Urban Area Security Initiative (UASI). Investments of these grant dollars are administered by KCOEM to meet regional capability gaps identified through annual assessments with input from partners. These grants also fund 40 percent of KCOEM's staff members, who provide coordination, planning, community education, exercise and evaluation, emergency operations, alert and warning, and resource management services, and contribute to all other services for which KCOEM has responsibility. Figure 42 shows a continued decline in the EMPG award and slight increases to SHSP and UASI. However, the increased amounts of SHSP and UASI funds that are passed through to regional sub-recipients results in a continued decline in sustainment funding for KCOEM. Additionally, there continues to be an overall decreasing trend to award amounts for nationally competitive portions of these grant programs.

Figure 42: Federal Grant Award Amounts Over Time
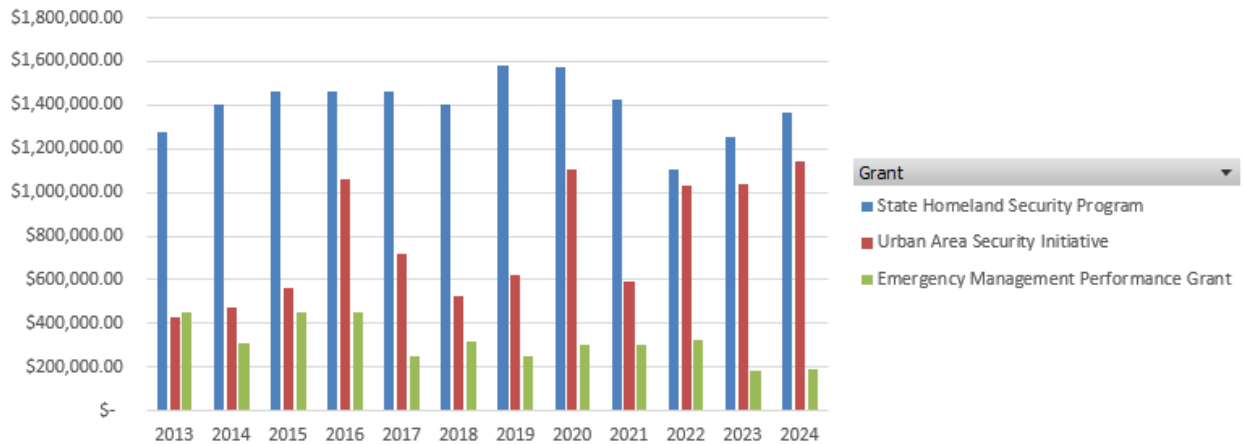
Figure 43 shows a summary of expenditures for 2013-2024 OEM operations versus pass through by grant source.

Figure 43: Summary of SHSP & UASI Allocations for KCOEM Sustainment vs. Pass-through for 2013-2024
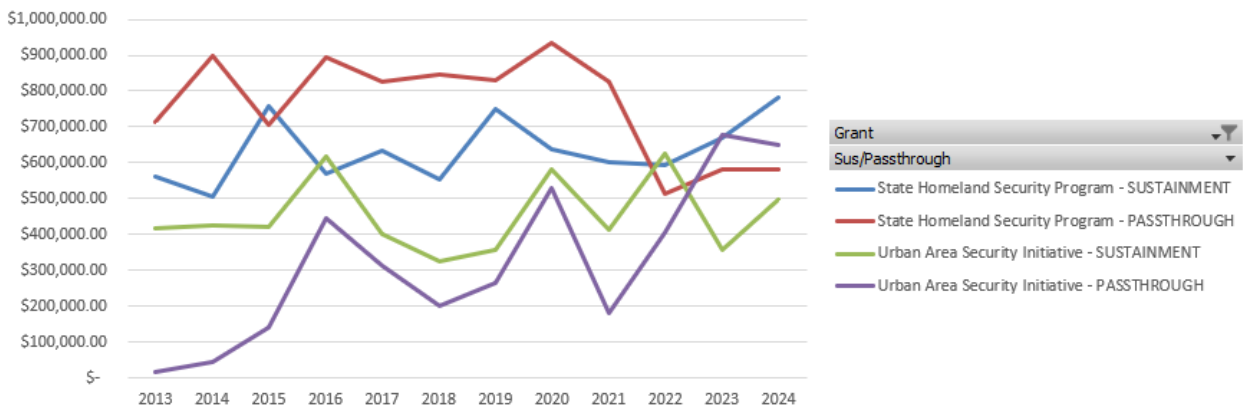
Approximately 50 percent of the HSGP awards for 2024 were passed through to regional partners to establish regional capabilities. Figure 44 shows the disciplines and types of regional projects receiving "pass-through" funding by the SHSP and UASI programs; direct support to OEM is at the bottom of the table.

Pass Through					
Discipline	**Project Title**	**2023**		**2024**	
		SHSP	**UASI**	**SHSP**	**UASI**
Fire/EMS/Hazmat	Joint Hazard Assessment & Structural Collapse	$ 150,143.00		$ 74,000.00	
	Hazmat Plume Modelling/Software	$ 1,988.00		$ 21,000.00	
	Nerve Agent Auto Kit Injectors			$ 20,000.00	
	Infrared Spectrometer Detectors			$ 200,000.00	
Law Enforcement	Fusion Center	$ 89,250.00			
	Helicopter Equipment		$ 56,842.00		$ 510,829.00
	Bomb Team Equipment	$ 152,250.00			
	Armored Vehicle System		$ 447,894.00		
	TAK			$ 54,886.00	
	Bleeding Control			$ 5,000.00	
Elections	Elections CCTV Cameras	$ 210,000.00			
	Ballistic Film			$ 195,000.00	
	Subtotal	$ 603,631.00	$ 504,736.00	$ 569,886.00	$ 510,829.00

Retained					
Discipline	**Project Title**	**2023**		**2024**	
		SHSP	**UASI**	**SHSP**	**UASI**
KCOEM Staff	Planning	$ 480,000.00	$ 268,421.00	$ 540,859.00	$ 290,053.00
KCOEM Projects	COW	$ 80,043.00			
	Stop the Bleed		$ 110,526.00		$ 189,743.00
	TPN	$ 37,000.00			
	Community Outreach	$ 50,000.00		$ 62,000.00	
	Elections Workshops		$ 100,000.00		$ 142,500.00
	Cybersecurity Seminars		$ 52,631.00		
	Information & Intelligence Sharing			$ 189,814.00	
	Subtotal	$ 647,043.00	$ 531,578.00	$ 792,673.00	$ 622,296.00
	Total	$ 1,250,674.00	$ 1,036,314.00	$ 1,362,559.00	$ 1,133,125.00

Administration

Best Run Government Roadmap Assessment

King County's Best-Run Government (BRG) Roadmap, formerly known as the Lean Maturity Model, provides a path and evaluation tool for all employees for continuously improving the equity, efficiency, and effectiveness of the County's service delivery. As a method for identifying improvement opportunities that move the County closer toward becoming a Best-Run Government, the Roadmap consists of criteria for operational excellence across four levels and 11 areas of maturity. The annual assessment takes place each September.

The BRG Roadmap and areas of maturity are divided into three sections; within each of these sections are Areas of Maturity for becoming a Best Run Government:

- Organizationally-aligned: Strategy, structure and culture align each level of King County to achieve its vision and goals
- Results-oriented: King County consistently sets goals and targets and achieves them
- Continuously-improving: King County understands customer requirements and processes to continually innovate and improve products and services

The areas of maturity are divided into three sections—organizationally aligned, results-oriented, and continuously improving—with ERSJ criteria embedded throughout each section. Within each of these

sections are Areas of Maturity for becoming a Best-Run Government. KCOEM solicits input from all staff members for the BRG Roadmap Assessment. KCOEM scores show both sustainment and growth from prior years. The 10-year Department of Executive Services (DES) Strategic Plan has an objective for all divisions to attain a score of "3" or higher in each of the categories by 2030. KCOEM met that objective with the 2024 results, and now will need to sustain. The assessment represents a level of maturity in the organization, and a score of "3" means KCOEM has been able to standardize the processes being measured, and a score of "4" means that those processes have been optimized. Figure 45 shows the BRG Roadmap Assessment results for KCOEM for the years 2021 through 2024.

Figure 45: BRG Roadmap Assessment Results for KCOEM

		Shared vision	Values	Strategy deployment	Delivers results	Performance measures	Leader standard work	Continuous improvement	Customer engagement	Employee engagement	Standard work	Visual management	Total
OEM Results	2021	2	2	2	2	2	2	2	3	3	2	2	24
	2022	3	3	3	2	3	2	2	3	3	3	3	30
	2023	3	3	3	3	2	3	2	3	3	3	3	31
	2024	3	3	3	3	3	4	3	3	3	3	3	34

BEAT Assessment

The Department of Executive Services (DES) facilitates twice-annual BEAT Assessments to measure department progress toward greater equity and social justice and the County's True North goals. BEAT stands for Beginning, Exploring, Applying, and Transforming; four levels of organizational maturity in the equity and social justice journey. DES divisions conduct surveys where participants select a score, anonymously and based on defined criteria, that they feel best reflects the division's progress toward equity goals in the areas of Communication and Communication Planning; King County Values and Behaviors, Workplace Culture, Working Processes, Division and Agency Systems; Leadership Strategy, and Ongoing ESJ Capacity.

KCOEM created a Change Team that promotes equity and social justice. The Change Team guides participation in BEAT assessments and uses data collected, along with any qualitative comments, to score each category overall and write a discussion about the results. Participation in the survey is voluntary and can be completed different ways: the first option is open to the entire office, and the second is distributed based on the Change Team's preference — either to the whole office or only to Change Team members. In 2024, the KCOEM Change Team chose to survey the entire office for both BEAT Assessment iterations.

During the June BEAT Assessment, approximately half of KCOEM employees participated. Participants scored, as an average, all categories at "Applying," except for Division/Agency Systems, which received a score of "Exploring." Much of the discussion focused on the effectiveness of the assessment and the plateau in results across multiple iterations. Participation levels were similar during the December BEAT Assessment, with just over half of KCOEM employees taking part. Although this iteration saw slightly higher overall participation, scores decreased to "Exploring" across all categories except for

Communication and Communication Planning, which remained at "Applying." Follow-up discussion primarily focused on strategies to improve participation in equity initiatives, support staff well-being, and identified actionable steps to demonstrate KCOEM's commitment to equity. Both surveys acknowledged and discussed how staffing changes influenced the results, while overall reflecting the division's ongoing commitment to exploring new and innovative ways to integrate equity into our work. Figure 46 shows the results from the June and December BEAT Assessments at KCOEM.

Figure 46: KCOEM BEAT Assessment Results

BEAT Assessment Category	June BEAT Result	December BEAT Result
Workplace Culture	Applying	Exploring
People and Relationships	Applying	Exploring
Division/Agency Systems	Exploring	Exploring
Ongoing ESJ capacity-building and access	Applying	Exploring
Leadership Strategy	Applying	Exploring
Communication/Communication planning	Applying	Applying
KC Values and Behavior	Applying	Exploring
Working Processes	Applying	Exploring

FBOD 5-Star Report
Each year, the Finance and Business Operations Division (FBOD) publishes its "Five-Star Report," a data-driven evaluation of internal controls that measures agency performance across six key financial reporting dimensions - ranging from finance adjustments and journal entry thresholds to asset capitalization and invoice processing. This rigorous methodology not only informs the accuracy of the County's annual financial statements but also reinforces the County's internal control framework and aligns with the Executive Values and BRG strategic priorities. The 2023 (issued in 2024) report showcases the progress made by the KCOEM, which achieved an overall rating of 4.40 out of 5.00 stars, a significant improvement from its 2022 score of 2.67 stars. This earned KCOEM the Countywide "most improved" award, a distinction underscored by a Countywide average of 3.30 stars and a reflection of the sustained efforts by the KCOEM Finance Section to strengthen financial integrity.

RCECC Room Use
The Regional Communication and Emergency Coordination Center (RCECC) facility in Renton is used by King County departments and agencies on a regular basis. In addition to hosting the Emergency Operations Center (EOC), the RCECC also has three breakout rooms, a training room, and an executive conference room, all of which can, and have been used, to host meetings, workshops, and events for King County Government and other partners. The combined space can host up to 397 individuals.

In 2024, the most frequent users of the RCECC meeting spaces consisted of the King County Sheriff's Office (KCSO), which used the space to conduct deputy training, the Department of Natural Resources and Parks (DNRP) which hosted new employee orientations in the EOC, and the Department of Local Services (DLS), which hosted their quarterly supervisors and managers meetings. Other semi consistent users of the space include the Department of Community and Human Services (DCHS) and the Division of Records and Licensing Services (RALS). The RCECC is routinely used by Regional Fire partners such as the King County Fire Chiefs' Association.

Other entities such as the National Weather Service (NWS), Washington State Emergency Management Division (EMD), the Northwest Healthcare Response Network (NWHRN), and planners from the National Disaster Medical System (NDMS) also used the facility in 2024. Figure 47 shows the number of times outside agencies used one of the rooms in the RCECC. In total, the RCECC was used by external (e.g., non-KCOEM) agencies a total of 231 times throughout the year.

Figure 47: Use of RCECC by Outside Agencies (by days used)

	Coordination Room	Training Room	Executive Conference Room	Breakout Rooms
KCSO	5	76	28	56
DNRP	4	1	1	6
DLS	3	1		4
RALS		1	1	
DCHS		1		
Executive Office or DES Extended Leadership Team	1	1	1	
Regional Fire Agencies		2		6
State / Federal Agencies	4	8		9
Voluntary Agencies		6		
Sound Cities Association			4	
Trauma Council		1		
Total Uses	**17**	**98**	**35**	**81**

3511 NE 2nd Street
Renton, WA 98056
206-296-3830

King County
Emergency Management
kingcounty.gov/ready