

# Succession Plan

## Oregon Department of Emergency Management (ODEM)

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## Assessment | Mission and Vision

### Mission

It is the [mission](#) of the Oregon Department of Emergency Management to lead collaborative statewide efforts, inclusive of all partners and the communities we serve, to ensure the capability to get help in an emergency and to protect, mitigate, prepare for, respond to, and recover from emergencies or disasters regardless of cause.

### Vision

Our vision is an established, equitable culture of preparedness that empowers Oregonians to thrive in times of crisis.

### Values

We embrace four core values:

- **Advocacy** – We value the perspectives of our team, our partners and those we serve, and support their efforts to advance our shared interests.
- **Collaboration** – We value sincere, communicative and supportive partnerships that encourage trust and make us better than we are on our own.
- **Innovation** – We value ideas that challenge current practices while we seek out and leverage new opportunities to improve our ability to serve.
- **Leadership** – We value opportunities to lead our emergency management and 9-1-1 communities with integrity, respect, courage and accountability, and to foster the development of leaders within our organization.

### Future Workforce

ODEM continues to grow and mature as a department with future positions in continuity, human resources, information technology, finance and compliance, public affairs, and equity slated for recruitment in 2024. ODEM also seeks to fill two key leadership roles: Chief Information Officer and Legislative Coordinator/Strategic Communication Manager

## Identification | Critical/Highly Critical Positions

Without critical and key personnel ODEM could not deliver mission critical activities resulting in the inability to protect, mitigate, prepare for, respond to, and recover from emergencies or disasters. The effects of this could result in economic damage to Oregon’s whole community, houselessness or loss of critical infrastructure, failure to provide emergency services (including 9-1-1) and loss of life.

### Highly Critical

#### 1. Director

##### a. Competencies of Position

- i. Education: Doctorate Degree
- ii. Certification: Not required
- iii. Experience: Ten years of management experience; OR five years of management experience and a Master’s degree in a related field.
- iv. Management:
  1. Plan, assign and approve work

2. Respond to grievances
  3. Discipline and reward
  4. Coordinate scheduling
  5. Hire and discharge
  6. Evaluate performance
  - v. Knowledge and Skills:
    1. Oregon Revised Statute 401;
    2. Oregon Revised Statute 469;
    3. Oregon Administrative Rules;
    4. Federal Public Law 99-145
    5. Federal Public Law 93-288;
    6. Code of Federal Regulations 44 AND 47 Federal OMB Circulars;
    7. U.S. Department of Homeland Security Plans & Policies
- b. Why identified as Highly Critical
- i. Vacancy would cause a significant impact to organizational structure and effectiveness
  - ii. Specialized experience and skill is required, with a limited pool of qualified applicants
  - iii. Challenging and lengthy recruitment process with external oversight
  - iv. Skill set in very high demand
  - v. Authoritarian requirements in both statute and rule
  - vi. Position also serves as the Homeland Security Advisor and requires ability to maintain Secret level clearance

## **2. Deputy Director**

- a. Competencies of Position
  - i. Education: Bachelor Degree
  - ii. Certification: Not required
  - iii. Experience: Five years of management experience; OR two years of management experience and a bachelor's degree in a related field.
  - iv. Management:
    1. Plan, assign and approve work
    2. Respond to grievances
    3. Discipline and reward
    4. Coordinate scheduling
    5. Hire and discharge
    6. Evaluate performance
  - v. Knowledge and Skills:
    1. Oregon Revised Statute 401;
    2. Oregon Revised Statute 469;
    3. Oregon Administrative Rules;
    4. Oregon Emergency Operations Plan;
    5. OERS Operating Procedures and Standards;
    6. Oregon State Open System Directives for Information Processing;
    7. Hazard Mitigation Grant Administrative Plan;
    8. Public Assistance Administrative Plan;

9. FEMA Emergency Management Training Program and Exercise Program Guidance;
10. FEMA/NEHRP Earthquake Program Guidance;
11. Federal Public Law 99-145
12. Federal Public Law 93-288;
13. Code of Federal Regulations 44 AND 47 Federal OMB Circulars;
14. Title III, Section 303 Superfund Amendments and Reauthorization Act of 1986;
15. US DOT Emergency Response Guidebook;
16. CERCLA SARA Title III;
17. FCC Public Safety Radio Communications Guidelines
18. EPA guidelines;
19. CFR's;
20. NUREG0654/FEMA REP-1-18;
21. Administrative Procedures Act;
22. Conflagration Act;
23. Uniform Act;
24. Oregon Building Codes
25. U.S. Department of Homeland Security Plans & Policies

b. Why identified as Highly Critical

- i. Vacancy would cause a significant impact to organizational structure and effectiveness
- ii. Specialized knowledge and skill is required, with a limited pool of qualified applicants
- iii. Challenging and lengthy recruitment process with external oversight
- iv. Skill set in very high demand

**3. Chief Financial Officer**

a. Competencies of Position

- i. Education: In development
- ii. Licensure: In development
- iii. Experience: Seven years of supervision, management, or progressively related experience; OR four years of related experience and a bachelor's degree in a related field.
- iv. Management:
  1. Plan, assign and approve work
  2. Respond to grievances
  3. Discipline and reward
  4. Coordinate scheduling
  5. Hire and discharge
  6. Evaluate performance
- v. Knowledge and Skills:
  1. Generally Accepted Accounting Principles (GAAP)
  2. Code of Federal Regulations
  3. OMB Circulars Directives, and Policies
  4. Federal/State Grants/Cooperative Funding Agreements and Appendices
  5. GASB pronouncements and opinions

6. Oregon Revised Statutes and Oregon Administrative Rules
  7. Oregon Accounting Manual
  8. Statewide Financial Management Application
  9. DAS policies and procedures
  10. Office of Grant and Training / Office of grant Operations Financial Management Guide
- vi. Training:
1. DAS – PS – Contract Administration Training
  2. DAS – PS – Principles of Public Procurement – Risk Management
  3. DAS – PS – Oregon Procurement Advanced Certification
  4. DAS – PS – Procurement Ethics
  5. DAS – CHRO – Create a Positive Team Culture
  6. DAS – CHRO – Workday
  7. DAS – CHRO – Foundational Training Program (FT)
  8. DAS – CHRO – Managing Remote Teams
  9. DAS – CHRO- Effective Delegation
- b. Why identified as Highly Critical
- i. Vacancy would cause a significant impact to organizational structure and effectiveness
  - ii. Specialized knowledge and skill is required, with a limited pool of qualified applicants
  - iii. Challenging and lengthy recruitment process with external oversight
  - iv. Skill set in very high demand

#### **4. Chief Information Officer**

- a. Competencies of Position
- i. Education: In development
  - ii. Certification: In development
  - iii. Experience: Seven years of supervision, management, or progressively related experience; OR four years of related experience and a bachelor's degree in a related field.
  - iv. Management:
    1. Plan, assign and approve work
    2. Respond to grievances
    3. Discipline and reward
    4. Coordinate scheduling
    5. Hire and discharge
    6. Evaluate performance
  - v. Knowledge and Skills:

**Information Technology Leadership**

    1. Serve as a member of the agency executive leadership team in the identification, prioritization, and funding of technology derived from the agency's goals and strategic plan using IT governance practices.

2. Develop and execute a strategic technology plan that provides clear goals, strategies, and tactics aligned with the overall mission of the agency and considers the latest trends in technology.
3. Effectively communicate the agency's vision and ensure accountability of team performance by establishing benchmarks to measure outcomes.
4. Lead the implementation of the technology vision for the agency through direct oversight and monitoring of IT projects and technology initiatives ensuring objectives are met.
5. Research and recommend technology and data standards that efficiently and effectively meet the needs of the agency and its stakeholders.
6. Provide subject matter expertise to advise agency and state leaders on how best to meet agency objectives using modern technology approaches.
7. Develop, implement, and oversee agency-wide IT policy, as well as provide formal feedback to state and federal officials regarding the impact of technical policy and resource decisions.
8. Serve and participate, as necessary, in advisory boards, technology workgroups, and/or standing leadership groups to ensure effective communication, collaboration, strategic thinking, information gathering, networking, and input to state and federal policy.
9. Provides leadership and direction for system development lifecycle.

#### **Supervision and Oversight**

1. Provide oversight and supervision as the highest-ranking technology manager for management of low-level managers, supervisors, or a team of mid- to upper-level professionals.
2. Consistently model the established agency values of inclusive, collaborative, bold and innovative.
3. Oversee the agency IT Governance process and active project portfolio, including project initiating, planning, executing, controlling, and closing.
4. Coach and mentor direct reports in providing leadership and supervision to the staff in which they directly manage and/or lead.
5. Counsel staff in work-related activities, personal growth, and career development goals. Ensures that annual performance evaluations and mandatory trainings are completed.
6. Develop and ensure accountability of all internal policies and procedures.
7. Develop, implement, and manage appropriate internal controls that ensure the security, confidentiality, and protection of all data transported and stored with and within the agency technology structure.
8. Oversee the implementation and management of organizational development initiatives, staffing plans, career ladders, disciplinary

actions, and related strategies to ensure a healthy office culture.  
Lead and participate in key position recruitments.

9. Plan and approve employee staff work schedules, timesheets, and travel requests.
10. Ensure that equity, diversity, and inclusion, and promote and foster a diverse workforce and discrimination/harassment-free workplace.

**Service Operations, Technology Assets, and Financial Management**

1. Develop and manage the IT biennial budget, in addition to any budgets for any associated grants or indirect funds.
2. Estimate fiscal impact for proposed technology and policy initiatives.
3. Develop budget reduction options and policy option packages for the biennial budget development.
4. Review and approve information technology contracts and technology purchases.
5. Ensure information is reported to the state legislature, federal government, and other parties as required by statute, regulation, and rule.
6. Impart an IT service management strategy that ensures exceptional customer service for both internal and external customers.
7. Oversee the implementation of agency information security, business continuity, and disaster recovery strategies to minimize risk, safeguard sensitive information, and ensure the ongoing availability of critical IT resources.
8. Guide the enterprise architecture strategy and systems development lifecycle that appropriately leverage technology to incrementally improve business processes and maximize resource investments.
9. Identify technology key performance indicators (KPIs) and track/reports progress on the established metrics over time.
10. Manage information technology assets through administration of best practices including financial and inventory management supporting the asset lifecycle.

**Emergency Support Function (ESF#2):**

1. Facilitates the delivery of mission critical information to maintain situational awareness for emergency management decision makers and support elements.
2. Develops and maintains a cyber and communications common operating picture with Federal, state, and industry partners.
3. Consults in the development of cyber and communications restoration priorities during disasters.
4. Assist in the coordination and deconflicts incident radio frequencies in disaster event areas of operation.
5. Support statewide communications infrastructure coordinating response efforts and assisting in the stabilization and reestablishment of systems and applications during incidents.



6. Program lead for emergency communications, 9-1-1, and Oregon Emergency Response System (OERS) once transitioned to the agency is complete.

ii. Training

1. DAS – PS – Contract Administration Training
2. DAS – PS – Principles of Public Procurement – Risk Management
3. DAS – PS – Procurement Ethics
4. DAS – CHRO – Create a Positive Team Culture
5. DAS – CHRO – Workday
6. DAS – CHRO – Foundational Training Program (FT)
7. DAS – CHRO – Managing Remote Teams
8. DAS – CHRO- Effective Delegation

b. Why identified as Highly Critical

- i. Vacancy would cause a significant impact to organizational structure and effectiveness
- ii. Specialized knowledge and skill is required, with a limited pool of qualified applicants
- iii. Challenging and lengthy recruitment process with external oversight
- iv. Skill set in very high demand

**5. Legislative Coordinator/Strategic Communication Manager**

a. Competencies of Position

- i. Education: In development
- ii. Certification: In development
- iii. Management:
  1. Plan, assign and approve work
  2. Respond to grievances
  3. Discipline and reward
  4. Coordinate scheduling
  5. Hire and discharge
  6. Evaluate performance

iv. Knowledge and Skills:

**1. Leadership / Management**

Serves as an active member of the department’s executive staff team and as the Legislative Coordinator to agency director and deputy director, and the governor’s office as requested. Conducts resource assessments to determine availability to implement and sustain section programs and budget when required resources are redistributed to meet other priorities. Prepares, implements, and directs the allocation to impacted programs of federal annual and state biennial budget projections for supervised programs. As a member of the leadership executive team, participates in the program budget preparations. Contributes justification and initial budget projections for Legislative packages. Makes decisions on budget priorities for Section Coordinates with the management team to reallocate funding resources, as necessary, to

accommodate changes in priorities and effectively utilize scarce resources. Identifies issues and resolves conflicts in formulating, developing, coordinating, and executing emergency plans and programs. Perform strategic overview and leadership of staff interviews, selecting and providing training for new staff; provide input on team performance; hear employee concerns, grievances, and advise leadership. Manage staff and conducts regular one on one meetings with the team. Coaches and mentors staff. Hosts meetings, conferences, and councils on emergency management planning and coordination. Fosters and promotes the importance and value of a diverse, discrimination and harassment -free workplace. Respects diversity of opinion, ideas and cultural differences. Supports outreach and diversity-related efforts in order to diversify the workforce.

**2. Legislative Coordination**

Serve as the primary representative and liaison for the Department of Emergency Management with the Oregon Legislature. Develop and maintain good working relationships with legislative leadership (Speaker of the House, President of the Senate, House and Senate Majority and Minority members), Emergency Management Policy and Budget Committees Chair and Vice-Chairs and committee members, other legislators and legislative staff. Provide technical and political guidance and direction on the impacts of legislation, rules and policies that impact the Department. Speak on behalf of OEM with authority to commit the department to implement new programs and services; or to change existing programs and services with the ability to commit revenue for actions. Direct a coordinated legislative program for ODEM. Develop interim and regular session strategies. Direct and coordinate all state, federal and local government liaison activities for all levels of staff within ODEM. Develop and coordinate ODEM's legislative agenda including new legislative concepts and policy options. Direct and assign work to upper management and staff within all divisions of ODEM to ensure accurate and timely information and responses are provided to the legislature, the governor and governor's staff, other state agencies and stakeholders. Manage the process from concept development through implementation of new legislation. Responsible for the development, oversight and implementation of a department-wide legislative training program.

**3. Legislative analysis**

Review bills and amendments to determine agency impacts; evaluate potential short- and long-term effects of bills; research and compile information about legislation; identify legislative and executive intent through research. Analyze measures, discuss impacts with ODEM staff, determine priority to ODEM, and make recommendation for course of action to Director and agency leadership. Draft briefing papers, memos, and reports for agency

leadership about the impacts of legislative measures on agency programs and funding.

**4. Fiscal impact statements**

Work with Director, OEM Financial staff, and OEM division staff to develop fiscal impact statements (FIS) in response to legislative measures.

**5. Testimony**

Work with Director/Deputy Directors to coordinate and prepare testimony before the Oregon Legislature and ODEM Stakeholders and committees. Write, review, and edit testimony, including developing content and message, and prepare presentation materials and materials to support agency testimony. Coordinate presentations with ODEM presenters and legislative committee staff. Ensure final testimony is timely, accurate, and complete.

**6. Legislative concept development**

Engage divisions in ODEM's legislative concept development process to initiate, coordinate, and propose needed legislation. Initiate development of legislative concepts that improve the efficiency of ODEM programs and are consistent with Governor, stakeholders, and agency priorities. Ensure legislative concepts are fully developed, including consideration of internal staff engagement, stakeholder outreach, and budget impacts. Ensure timelines established by the Governor's Office, Department of Administrative Services, and OEM leadership are met. Coordinate site visits for governor, State Resilience Officer, legislators and other public officials.

**7. Constituent responses**

Research, write, and edit responses to legislative constituent issues related to assigned divisions; ensure responses are timely, accurate, and complete; ensure responses do not conflict with legislative or agency priorities.

**8. Legislative reports**

Track timelines, write and review statutorily required reports. Ensure the content of report is accurate, complete, and meets requirements of the law.

**9. Coordination**

Regularly meet with ODEM Leadership to provide legislative updates. Assemble work groups and subject matter experts to facilitate the resolution of legislative issues. Serve on internal task forces and work groups formed to address emergency management issues, concerns, or implementation of policies and legislation.

**10. Legislative handbook and training**

Write, edit, and maintain ODEM's Legislative Handbook; develop materials and deliver training to ODEM staff about the agency's internal legislative process; provide tools, answer questions, and educate ODEM staff about the state legislative process.

**11. Legislative tracking system**

Develop and manage the central legislative tracking system for ODEM; work with all divisions of ODEM to ensure tracking system meets needs train staff on data entry and inquiry procedures.

**12. Emergency Operations Coordination**

Directs and approves operation schedules and staffing requirements for the Joint Information Center. Serves as the liaison to the legislature and congressional delegation. Coordinates legislative and congressional delegation briefings and VIP visits. Advises the ODEM Director and Governor's Office on legislative or policy issues related to disaster response and recovery. Works with the Joint Information Center to develop briefing materials for local and state officials and members of the congressional delegation.

**13. Emergency On Call**

Serves as 24/7 on-call Executive Duty Officer (EDO) – on a weekly rotational schedule, alternating with other ODEM managers. Acts on all issues requiring emergency response decisions after hours. Is a critical member of the management team during emergencies.

Training

1. DAS – PS – Contract Administration Training
2. DAS – PS – Principles of Public Procurement – Risk Management
3. DAS – PS – Oregon Procurement Advanced Certification
4. DAS – PS – Procurement Ethics
5. DAS – CHRO – Create a Positive Team Culture
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b. Why identified as Highly Critical

- i. Vacancy would cause a significant impact to organizational structure and effectiveness
- ii. Specialized knowledge and skill is required, with a limited pool of qualified applicants
- iii. Challenging and lengthy recruitment process with external oversight
- iv. Skill set in very high demand

**6. Business Services Director**

a. Competencies of Position

- i. In development

b. Why identified as Critical

- i. Vacancy would cause an impact to operations
- ii. Specialized knowledge and skill required
- iii. Challenging recruitment
- iv. Moderately competitive compensation package
- v. Skill set in demand

- vi. Promotional opportunities exist

**Critical**

**1. 9-1-1 Section Manager**

a. Competencies of Position

- i. Education: In development
- ii. Certification: In development
- iii. Experience: Three years of management experience in a public or private organization which included responsibility for each of the following: a) development of program rules and policies, b) development of long- and short-range goals and plans, c) program evaluation, and d) budget preparation or Two years of management experience in a public or private organization which included responsibility for each of the following: a) development of program rules and policies, b) development of long- and short-range goals and plans, c) program evaluation, and d) budget preparation; and 45-48 quarter hours (30-32 semester hours) of graduate level coursework in management or Three years of professional experience as a program/project leader ,assigning and reviewing work of professional staff (e.g., engineers, etc.) including project responsibility for developing goals and objectives, project evaluation, and monitoring and controlling or preparing a budget.

iv. Management:

- 1. Plan, assign and approve work
- 2. Respond to grievances
- 3. Discipline and reward
- 4. Coordinate scheduling
- 5. Hire and discharge
- 6. Evaluate performance

v. Knowledge and Skills

- 1. Oregon Revised Statutes 401 (inclusive)
- 2. Chapter 533 Oregon Laws 1981 Sections 10 - 20
- 3. FEMA Guidelines
- 4. US DOT Emergency Guidebooks
- 5. Oregon Public Utility Commission Tariffs
- 6. Homeland Security Issues
- 7. Oregon Administrative Rule
- 8. Federal Communications Commission Rules and Regulations
- 9. 9-1-1 Networks and Equipment technical guidance
- 10. PSAP Operations and Call Delivery Service
- 11. OERS Operating Procedures and Standards
- 12. Disaster Response Operations

vi. Training

- 1. DAS – PS – Contract Administration Training
- 2. DAS – PS – Principles of Public Procurement – Risk Management
- 3. DAS – PS – Oregon Procurement Advanced Certification
- 4. DAS – PS – Procurement Ethics
- 5. DAS – CHRO – Create a Positive Team Culture
- 6. DAS – CHRO – Workday

7. DAS – CHRO – Foundational Training Program (FT)
8. DAS – CHRO – Managing Remote Teams
9. DAS – CHRO- Effective Delegation
10. F36 Telecommunications FTM (M41-15)

b. Why identified as Critical

- i. Vacancy would cause an impact to operations
- ii. Specialized knowledge and skill required
- iii. Challenging recruitment
- iv. Moderately competitive compensation package
- v. Skill set in demand
- vi. Promotional opportunities exist

**2. Mitigation Section Manager**

a. Competencies of Position

- i. Education: In development
- ii. Certification: In development
- iii. Experience: Three years of management experience in a public or private organization which included responsibility for each of the following: a) development of program rules and policies, b) development of long- and short-range goals and plans, c) program evaluation, and d) budget preparation or Two years of management experience in a public or private organization which included responsibility for each of the following: a) development of program rules and policies, b) development of long- and short-range goals and plans, c) program evaluation, and d) budget preparation; and 45-48 quarter hours (30-32 semester hours) of graduate level coursework in management or Three years of professional experience as a program/project leader ,assigning and reviewing work of professional staff (e.g., engineers, etc.) including project responsibility for developing goals and objectives, project evaluation, and monitoring and controlling or preparing a budget.
- iv. Management:
  1. Plan, assign and approve work
  2. Respond to grievances
  3. Discipline and reward
  4. Coordinate scheduling
  5. Hire and discharge
  6. Evaluate performance
- v. Knowledge and Skills
  1. State Hazard Mitigation Officer Role and Responsibilities
  2. Oregon Revised Statues, Chapter 401
  3. Oregon Administrative Rules (OAR), Chapter 104, Division 40
  4. Oregon Emergency Response System (OERS) ADuty Book@ Procedures
  5. Robert T. Stafford Disaster Relief and Emergency Assistance Act (PL 93-288, as amended by PL 100-707 and the Disaster Mitigation Act of 2000 - PL 106-390)

6. 44 CFR, Parts 9, 10, 13, 201, and Part 206,
  7. Subparts M and N
  8. FEMA Compendium of Hazard Mitigation Guidance
  9. FEMA Hazard Mitigation Grant Program Desk Reference
  10. FEMA Property Acquisition Handbook for Local Communities (FEMA 317)
  11. FEMA NFIP Technical Bulletin Series
  12. FEMA Flood Mitigation Assistance Guidance (FEMA 299)
  13. National Environmental Policy Act (NEPA) National Historic Preservation Act, as implemented by 36 CFR, Part 800, Section 106 Governor's Hazard Mitigation Policy (1996)
  14. Enhanced State Natural Hazards Mitigation Plan State Hazard Mitigation Grant Program Administrative Plan
  15. OMB Circular No. A-94, Guidelines and Discount Rates for Benefit-Cost Analysis of Federal Programs
  16. OMS Circulars No's. A-87 and A-21 relating to cost principles for governments and educational institutions
  17. FEMA "How To Guides" on Natural Hazards Mitigation Planning
  18. 44 CFR Subparts 201.4, 201.5 and 201.6 (as revised) relating to new requirements for state and local hazards mitigation planning
  19. FEMA's Mitigation e-Grants system: An electronic system developed in response to Public Law 106-
  20. 107 which requires an on-line grant application processes to electronically create, review, and submit a grant application via the Internet.
  21. FEMA's National Emergency Management Information System (NEMIS), for the development, application and financial tracking of Hazard Mitigation Grant Program and Public Assistance Program funding.
- vi. Training
1. DAS – PS – Contract Administration Training
  2. DAS – PS – Principles of Public Procurement – Risk Management
  3. DAS – PS – Oregon Procurement Advanced Certification
  4. DAS – PS – Procurement Ethics
  5. DAS – CHRO – Create a Positive Team Culture
  6. DAS – CHRO – Workday
  7. DAS – CHRO – Foundational Training Program (FT)
  8. DAS – CHRO – Managing Remote Teams
  9. DAS – CHRO- Effective Delegation
- b. Why identified as Critical
- i. Vacancy would cause an impact to operations
  - ii. Specialized knowledge and skill required
  - iii. Challenging recruitment
  - iv. Moderately competitive compensation package
  - v. Skill set in demand
  - vi. Promotional opportunities exist

### 3. Preparedness Section Manager

#### a. Competencies of Position

- i. Education: In development
- ii. Licensure: In development
- iii. Experience: Three years of management experience in a public or private organization which included responsibility for each of the following: a) development of program rules and policies, b) development of long- and short-range goals and plans, c) program evaluation, and d) budget preparation or Two years of management experience in a public or private organization which included responsibility for each of the following: a) development of program rules and policies, b) development of long- and short-range goals and plans, c) program evaluation, and d) budget preparation; and 45-48 quarter hours (30-32 semester hours) of graduate level coursework in management or Three years of professional experience as a program/project leader ,assigning and reviewing work of professional staff (e.g., engineers, etc.) including project responsibility for developing goals and objectives, project evaluation, and monitoring and controlling or preparing a budget.
- iv. Management:
  1. Plan, assign and approve work
  2. Respond to grievances
  3. Discipline and reward
  4. Coordinate scheduling
  5. Hire and discharge
  6. Evaluate performance
- v. Knowledge and Skills: In development
- vi. Training
  1. DAS – PS – Contract Administration Training
  2. DAS – PS – Principles of Public Procurement – Risk Management
  3. DAS – PS – Oregon Procurement Advanced Certification
  4. DAS – PS – Procurement Ethics
  5. DAS – CHRO – Create a Positive Team Culture
  6. DAS – CHRO – Workday
  7. DAS – CHRO – Foundational Training Program (FT)
  8. DAS – CHRO – Managing Remote Teams
  9. DAS – CHRO- Effective Delegation

#### b. Why identified as Critical

- i. Vacancy would cause an impact to operations
- ii. Specialized knowledge and skill required
- iii. Challenging recruitment
- iv. Moderately competitive compensation package
- v. Skill set in demand
- vi. Promotional opportunities exist



#### 4. Recovery Section Manager

##### a. Competencies of Position

- i. Education: In development
- ii. Licensure: In development
- iii. Experience: Three years of management experience in a public or private organization which included responsibility for each of the following: a) development of program rules and policies, b) development of long- and short-range goals and plans, c) program evaluation, and d) budget preparation or Two years of management experience in a public or private organization which included responsibility for each of the following: a) development of program rules and policies, b) development of long- and short-range goals and plans, c) program evaluation, and d) budget preparation; and 45-48 quarter hours (30-32 semester hours) of graduate level coursework in management or Three years of professional experience as a program/project leader ,assigning and reviewing work of professional staff (e.g., engineers, etc.) including project responsibility for developing goals and objectives, project evaluation, and monitoring and controlling or preparing a budget.
- iv. Management:
  1. Plan, assign and approve work
  2. Respond to grievances
  3. Discipline and reward
  4. Coordinate scheduling
  5. Hire and discharge
  6. Evaluate performance
- v. Knowledge and Skills:
  1. Oregon Revised Statute 401
  2. Oregon Emergency Operations Plan
  3. Public Law 93-288 CFR 44
  4. OMB Circulars
  5. DAS Contracting Procedures
  6. NEPA Cost/Benefit Guidelines
- vi. Training:
  1. DAS – PS – Contract Administration Training
  2. DAS – PS – Principles of Public Procurement – Risk Management
  3. DAS – PS – Oregon Procurement Advanced Certification
  4. DAS – PS – Procurement Ethics
  5. DAS – CHRO – Create a Positive Team Culture
  6. DAS – CHRO – Workday
  7. DAS – CHRO – Foundational Training Program (FT)
  8. DAS – CHRO – Managing Remote Teams
  9. DAS – CHRO- Effective Delegation

##### b. Why identified as Critical

- i. Vacancy would cause an impact to operations
- ii. Specialized knowledge and skill required
- iii. Challenging recruitment
- iv. Moderately competitive compensation package

- v. Skill set in demand
- vi. Promotional opportunities exist

## 5. Regional Coordination Section Manager

### a. Competencies of Position

- i. Education: In development
- ii. Certification: In development
- iii. Experience: Three years of management experience in a public or private organization which included responsibility for each of the following: a) development of program rules and policies, b) development of long- and short-range goals and plans, c) program evaluation, and d) budget preparation or Two years of management experience in a public or private organization which included responsibility for each of the following: a) development of program rules and policies, b) development of long- and short-range goals and plans, c) program evaluation, and d) budget preparation; and 45-48 quarter hours (30-32 semester hours) of graduate level coursework in management or Three years of professional experience as a program/project leader ,assigning and reviewing work of professional staff (e.g., engineers, etc.) including project responsibility for developing goals and objectives, project evaluation, and monitoring and controlling or preparing a budget.

### iv. Knowledge and Skills:

1. Oregon Revised Statute 401 •
2. Oregon Administrative Rules •
3. Federal OMB Circulars •
4. EPA guidelines •
5. CFR's
6. NUREG0654/FEMA REP-1-18 •
7. ORS469
8. Administrative Procedures Act
9. HMTUSA
10. Conflagration Act
11. FEMA/NEHRP Earthquake Program Guidance
12. Hazard Mitigation Grant Administrative Plan Public Assistance  
Administrative Plan Oregon Emergency Management Plan OERS  
Operating Procedures and Standards
13. Oregon State Open System Directives for
14. Information Processing
15. Robert T. Stafford Disaster Relief and Emergency Assistance Act;  
Public Law Title III, Section 303 Superfund Amendments and  
Reauthorization Act of 1986
16. Federal Public Law 99-145 and 93-288
17. Code of Federal Regulations 44
18. US DOT Emergency Response Guidebook
19. CERCLA SARA Title III
20. FCC Public Safety Radio Communications Guidelines

- v. FEMA Emergency Management Training Program and Exercise Program Guidance Dept of Homeland Security, U.S. Dept of Justice and Office of Justice Program Guidelines for Domestic Preparedness National Response Framework
  - vi. Training
    1. DAS – PS – Contract Administration Training
    2. DAS – PS – Principles of Public Procurement – Risk Management
    3. DAS – PS – Oregon Procurement Advanced Certification
    4. DAS – PS – Procurement Ethics
    5. DAS – CHRO – Create a Positive Team Culture
    6. DAS – CHRO – Workday
    7. DAS – CHRO – Foundational Training Program (FT)
    8. DAS – CHRO – Managing Remote Teams
    9. DAS – CHRO- Effective Delegation
- b. Why identified as Critical
- i. Vacancy would cause an impact to operations
  - ii. Specialized knowledge and skill required
  - iii. Challenging recruitment
  - iv. Moderately competitive compensation package
  - v. Skill set in demand
  - vi. Promotional opportunities exist

## **6. Response Section Manager**

- a. Competencies of Position
  - i. Education: In development
  - ii. Licensure: In development
  - iii. Experience: Three years of management experience in a public or private organization which included responsibility for each of the following: a) development of program rules and policies, b) development of long- and short-range goals and plans, c) program evaluation, and d) budget preparation or Two years of management experience in a public or private organization which included responsibility for each of the following: a) development of program rules and policies, b) development of long- and short-range goals and plans, c) program evaluation, and d) budget preparation; and 45-48 quarter hours (30-32 semester hours) of graduate level coursework in management or Three years of professional experience as a program/project leader ,assigning and reviewing work of professional staff (e.g., engineers, etc.) including project responsibility for developing goals and objectives, project evaluation, and monitoring and controlling or preparing a budget.
  - iv. Management:
    1. Plan, assign and approve work
    2. Respond to grievances
    3. Discipline and reward
    4. Coordinate scheduling
    5. Hire and discharge

6. Evaluate performance
- v. Knowledge and Skills:
  1. Oregon Revised Statute 401
  2. Oregon Administrative Rules
  3. Federal OMB Circulars
  4. EPA guidelines
  5. CFR's
  6. NUREG0654/FEMA REP-1-18
  7. ORS 469
  8. Administrative Procedures Act
  9. HMTUSA
  10. Conflagration Act
  11. FEMA/NEHRP Earthquake Program Guidance
  12. Federal Public Law 99-145 and 93-288
  13. Code of Federal Regulations 44
  14. US DOT Emergency Response Guidebook
  15. CERCLA SARA Title III
  16. FCC Public Safety Radio Communications Guidelines
  17. Hazard Mitigation Grant Administrative Plan
  18. Public Assistance Administrative Plan
  19. Oregon Emergency Management Plan
  20. OERS Operating Procedures and Standards
  21. Oregon State Open System Directives for Information Processing
  22. Robert T. Stafford Disaster Relief and
  23. Emergency Assistance Act; Public Law
  24. Title III, Section 303 Superfund Amendments and Reauthorization Act of 1986
  25. FEMA Emergency Management Training Program and Exercise Program Guidance
  26. Dept of Homeland Security, U.S. Dept of Justice and Office of Justice Program Guidelines for Domestic Preparedness
  27. National Response Framework
- vi. Training:
  1. DAS – PS – Contract Administration Training
  2. DAS – PS – Principles of Public Procurement – Risk Management
  3. DAS – PS – Oregon Procurement Advanced Certification
  4. DAS – PS – Procurement Ethics
  5. DAS – CHRO – Create a Positive Team Culture
  6. DAS – CHRO – Workday
  7. DAS – CHRO – Foundational Training Program (FT)
  8. DAS – CHRO – Managing Remote Teams
  9. DAS – CHRO- Effective Delegation
- b. Why identified as Critical
  - i. Vacancy would cause an impact to operations
  - ii. Specialized knowledge and skill required

- iii. Challenging recruitment
- iv. Moderately competitive compensation package
- v. Skill set in demand
- vi. Promotional opportunities exist

## **7. Compliance and Regulatory Manager**

- a. Competencies of Position
  - i. In development
  
- b. Why identified as Critical
  - i. Vacancy would cause an impact to operations
  - ii. Specialized knowledge and skill required
  - iii. Challenging recruitment
  - iv. Moderately competitive compensation package
  - v. Skill set in demand
  - vi. Promotional opportunities exist

## **8. Strategic Planner**

- a. Competencies of Position
  - i. Education: A Bachelor's Degree in Business or Public Administration, Behavioral or Social Sciences, Finance, Political Science or any degree demonstrating the capacity for the knowledge and skills;
  - ii. Certification: None.
  - iii. Experience: Five years professional-level evaluative, analytical and planning work OR; Any combination of experience and education equivalent to eight years of experience that typically supports the knowledge and skills for the classification.
  - iv. Knowledge and Skills:
    - 1. Local, state, and federal statutes, rules and policies,
    - 2. OEM ORS/OARs - ORS401 to 404; OAR 104;
    - 3. legislative procedures.
    - 4. Knowledge of local government, state, and federal law changes affecting the department.
    - 5. Knowledge of local and state government agencies, with respect to emergency management issues or other programs or trends affecting the department.
    - 6. Knowledge and ability to research and develop regulations and/or policy recommendations.
    - 7. Oregon Comprehensive Emergency Management Plan
    - 8. OERS Operating Procedures and Standards
    - 9. Oregon State Open System Directives for Information Processing
  - v. Training
    - 1. AS – PS – Contract Administration Training
    - 2. DAS – PS – Principles of Public Procurement – Risk Management
    - 3. DAS – PS – Oregon Procurement Advanced Certification
    - 4. DAS – PS – Procurement Ethics
    - 5. DAS – CHRO – Create a Positive Team Culture

6. DAS – CHRO – Workday

- b. Why identified as Critical
  - i. Vacancy would cause an impact to operations
  - ii. Specialized knowledge and skill required
  - iii. Challenging recruitment
  - iv. Moderately competitive compensation package
  - v. Skill set in demand
  - vi. Promotional opportunities exist

**9. Chief Audit Executive**

- a. Competencies of Position
  - i. Education: A Bachelor’s degree in a business-related field such as business or public administration, finance, economics, computer science, or accounting; OR A field specific to the agency’s mission AND three years of experience performing professional level auditing, investigations, compliance, policy/program, or work closely related to the agency mission.
  - ii. Certification: None
  - iii. Experience: Six years of experience performing professional level auditing, investigations, compliance, policy/program, or work closely related to the agency mission.
  - iv. Knowledge and Skills:
    - 1. Local, state, and federal statutes, rules and policies,
    - 2. OEM ORS/OARs - ORS 401 to 404; OAR 104;
    - 3. Code of Federal Regulations: 2 CFR Part 200
    - 4. Knowledge and understanding of the Institute of Internal Auditor’s Professional Practices Framework;
      - a. The International Standards for the Professional Practice of Internal Audit (*aka IPPF, or Red Book*)
      - b. Core Principles for the Practice of Internal Auditing;
      - c. The Code of Ethics
    - 5. GAO Government Accounting Standards
    - 6. COSO (Committee of Sponsoring Organizations of the Treadway Commission) ERM Framework;
    - 7. Knowledge of changes to professional auditing standards;
    - 8. Ability to assess risk and evaluate processes to provide management with recommendations on the effectiveness of governance, risk management, and internal controls.
  - v. Training:
    - 1. Professional standards require 40 hours of continuing professional education
    - 2. AS – PS – Contract Administration Training
    - 3. DAS – PS – Principles of Public Procurement – Risk Management
    - 4. DAS – PS – Oregon Procurement Advanced Certification
    - 5. DAS – PS – Procurement Ethics
    - 6. DAS – CHRO – Create a Positive Team Culture

## 7. DAS – CHRO – Workday

- b. Why identified as Critical
  - i. Legislatively mandated position established in compliance with ORS 184.360 and OAR 125-700-0100 through 125-700-0155;
  - ii. Vacancy would cause an impact to operations
  - iii. Specialized knowledge and skill required
  - iv. Challenging recruitment
  - v. Moderately competitive compensation package
  - vi. Skill set in demand
  - vii. Promotional opportunities exist

### **Development | For Critical and Highly Critical Positions**

Gaps in recruitment and retention are applicable at the agency level. Challenges in culture and organizational evolution has resulted in a lack of foundational elements to identify promotional opportunities and to retain qualified individuals. ODEM, the State of Oregon and the nation is recovering from a worldwide pandemic which has changed the face of workers and the workplace. This monumental shift has created unique challenges in the workforce and caused an unprecedented challenge in recruiting and retaining talent. In addition, the State of Oregon struggles to match salary found in the private sector resulting in many failed recruitments post-offer. Also, emergency management is a complex and often taxing work environment resulting in burnout and regrettable attrition. Finally, an outsourced HR department results in delays and inefficiencies engaging qualified applicants once they are identified. These gaps have culminated in some key personnel functioning in a capacity beyond the original scope of their position description.

Challenges in skill development are unique to emergency management which requires a skillset unique to other planning positions and service delivery models. Emergency management is a service delivery dichotomy comprised of what is commonly referred to as 'Blue Sky' and 'Grey Sky' days. More specifically, there is a service delivery model employed in times of disaster and emergency (grey sky) where qualified personnel are elevated to positions of command or subject matter expertise based on the type, scale and complexity of the incident. This requires very specific training and certifications. Blue sky days are times outside of disaster or emergency where the department is focused on the typical aspects of Preparedness, Operations, Training and Exercise surrounding emergency management and the honing of internal business processes to support the full-service delivery model. The agency must ensure a qualified and knowledgeable team of experts to carry out the mission however position descriptions sometimes lack current and specific requirements for education and certification. TO further complicate service delivery, critical positions are elevated to command roles which require the ability to exercise certain authorities to carry out mission essential functions and response efforts which may be unclear or under communicated. ODEM intends to use the activities outlined in the action plan to address the development of specific core competencies for each position and incorporate into each employee's

professional development plan. This will be developed and managed by the HR section when placed into service.

### **Agency-wide plans for competency development**

- Inclusion, Diversity, Equity, Accessibility (IDEA)
  - a. The agency is guided by a Diversity Equity and Inclusion (DEI) plan that includes milestones and measurable outcomes to ensure our ongoing commitment to inclusion, diversity, equity, and accessibility (IDEA).
  - b. The plan will undergo evaluation every two years and be adjusted to reflect progress toward reaching IDEA goals, changes in the agency, and evolving employee needs and competencies
- New Employee Orientation (NEO)
  - a. ODEM has a New Employee Orientation (NEO) process that introduces the agency's mission, values and culture. It ensures employees are provided with the resources and training to be successful within the agency and promotes staff engagement.
  - b. All new full-time employees or temporary staff that will be working at the agency for more than 30 days are enrolled in the NEO program.
  - c. The NEO program includes feedback and measurement to support continuous improvement.
- Recruitment
  - a. Recruitment is supported by position descriptions that encompass knowledge, skills, and abilities combined with relevant personal characteristics to successfully perform in the role.
  - b. Core competencies are incorporated into interview questions.
  - c. The recruitment process is fair and inclusive. It uses strategies such as removing bias from job descriptions, and articulating our agency's commitment to inclusion, diversity, equity and accessibility in the description.
  - d. Diversifying sourcing channels, standardizing evaluation criteria, and selecting interview panelists that represent diverse perspectives, including the agency's IDEA Coordinator, also ensure a fair and inclusive process.
- Retention
  - a. Investing in career development of employees and providing them with opportunities to enhance their competencies through mentorship and ongoing professional development.
  - b. Internal recruitment methods are employed, such as referrals, promotions, or transfers, to identify and develop employees who have the core competencies needed for a role.
  - c. C. To ensure that employee input guides the agency's goals toward retaining and supporting a diverse workforce we also perform two annual surveys: one measuring employee engagement and one specifically targeting employee experiences with workplace culture relative to IDEA.
- Training
  - a. all new full-time staff and temporary employees that will be at the agency 30 days or longer shall receive an introduction to the agency's mission, values, and culture.



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- b. All employees new to Oregon state employment shall complete the trainings assigned in the DAS Statewide Onboarding Process.
- c. All employees new to Oregon state government shall participate in the Uplift Your Benefits training.
- d. All new managers how were hired or promoted into a permanent or limited duration supervisory management position shall complete the manager's Foundational Training Program.
- e. All employees new to Oregon state government, or that transferred into the executive branch will participate in the DAS customer service training.

In addition to the basic DAS mandated new employee orientation, ODEM will begin developing role-based training curriculum specific to authority and statutory mandates.

## Evaluation | Competencies, Goals, and Recruitment Strategies

ODEM Strategic Planning will engage the Continuous Improvement Workgroup to co-develop, monitor and report the following to the Executive Leadership Team (ELT) annually:

### Highly Critical/Critical Positions

- Workflow Analysis: major changes in operations, systems or mission essential functions/personnel
- Legislative Analysis: additions or changes to statutory mandates

### Competency Adjustment

- Minimum Qualifications: development, review and assessment of core competencies for all Highly Critical/Critical positions
- Mandatory Training: development, review and assessment of core curriculum for all Highly Critical/Critical positions

### Employee Goals

- Performance Evaluation: annual goal setting and evaluation for all staff
- Career Development: identification and realization of promotional opportunities
- Engagement and Satisfaction: measure employee engagement and satisfaction

### Recruitment Strategies

- a. Monitoring KPIs, including the number of qualified candidates per job post, time to hire (50 days or less), offer acceptance rate, source of hire (e.g., Partners in Diversity, CBO listservs), and turnover rate.
- b. Pending changes in KPIs adjustments will be made to engagement in recruitment channels, job posting descriptions, candidate evaluation criteria, and interview panelist training.

## Action Plan | 2023 – 2025

ODEM will align strategic, succession and continuity planning through annual planning and evaluation resulting in a corrective action plan (CAP) for each biennium. The following activities will be implemented as part of the ODEM 2023 - 2025 CAP:

**ACTIVITY #1:**

**Objective:** Ensure an actively engaged workforce.

**Targeted Completion Date:** Ongoing

**Intermediate Milestones:** Ratings of 1 or 2 below 30% by December 2024  
Ratings of 1 or 2 below 50% by December 2025  
Ratings of 1 or 2 below 70% by December 2026

**Contingencies (if any):** Potential staffing/funding changes

**Metric Target:** Baseline = 28%, Target = 70%

**Metric Definition:** Percentage of staff respond as engaged or highly engaged

**ACTIVITY #2:**

**Objective:** Ensure a competent and qualified workforce by creating core competencies and curriculum by position and a system for tracking, monitoring and reporting competencies.

**Targeted Completion Date:** December 2025

**Intermediate Milestones:** Highly Critical positions completed by December 2024

**Contingencies (if any):** Sufficient general funds allocated to system acquisition by legislature.

**Metric Target:** 100% completion of core competencies and curriculum for all Highly Critical/Critical personnel by December 2025

**Metric Definition:** Percentage of Highly Critical/Critical positions with completed core competencies and curriculum.

**ACTIVITY #3:**

**Objective:** Ensure continuity of operations through fully developed and documented procedural guides for all Highly Critical/Critical positions.

**Targeted Completion Date:** December 2025

**Intermediate Milestones:**

**Contingencies (if any):**

**Metric Target:** 100% by December 2025

**Metric Definition:** Percentage of fully developed and documented procedural guides for all Highly Critical/Critical positions.

**Conclusion**

ODEM recognizes the importance of succession planning at its core but also how it informs a key tenet of emergency management: continuity of operations. Due to the criticality of ODEM’s mission, it is imperative the agency has a well-defined pathway for achieving a functional and sustainable succession model.



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Erin K. McMahon, Director 12/28/2023

## Appendix A – Criticality Analysis Matrix

<b>NOT A CRITICAL POSITION</b>	<ul style="list-style-type: none"><li>• Vacancy would cause limited impact</li><li>• Limited specialized knowledge or skills required</li><li>• Strong recruitment potential</li><li>• Competitive compensation package</li><li>• Limited direct promotional opportunities</li></ul>
<b>CRITICAL POSITION</b>	<ul style="list-style-type: none"><li>• Vacancy would cause an impact</li><li>• Some specialized knowledge or skills required</li><li>• Challenging recruitment</li><li>• Moderately competitive compensation package</li><li>• Skill set in demand</li><li>• Promotional opportunities</li><li>• Anticipate vacancy within the next 1 to 5 years</li></ul>
<b>HIGHLY CRITICAL POSITION</b>	<ul style="list-style-type: none"><li>• Vacancy would cause a significant impact</li><li>• Specialized knowledge or skills required</li><li>• Very challenging recruitment</li><li>• No competitive compensation package/compression issues</li><li>• Skill set in high demand</li><li>• Promotional opportunities</li><li>• Anticipate vacancy within the next year</li></ul>

## **Appendix B – Agency Statute and Rule Mandates**

### **Chapter 401 — Emergency Management and Services**

#### **401.052 Responsibilities of Oregon Department of Emergency Management.**

- (1) The Oregon Department of Emergency Management is established.
- (2) The department shall be responsible for:
  - (a) Coordinating and facilitating private sector and governmental efforts to prevent, prepare for, respond to and recover from emergencies; and
  - (b) Coordinating exercises and training, planning, preparedness, response, mitigation and recovery activities with state and local emergency services agencies and organizations.
- (3) The department shall prepare a statewide emergency management plan and update the plan from time to time as necessary.

#### **401.062 Oregon Department of Emergency Management; appointment of director.**

- (1) The Oregon Department of Emergency Management is under the supervision and control of a director, who is responsible for the performance of the duties, functions and powers of the department.
- (2) The Governor shall appoint the Director of the Oregon Department of Emergency Management, who holds office at the pleasure of the Governor. The appointment of the director is subject to confirmation by the Senate in the manner prescribed by ORS 171.562 (Procedures for confirmation) and 171.565 (Vote required for confirmation).
- (3) The director shall be paid a salary as provided by law or, if not so provided, as prescribed by the Governor.
- (4) For purposes of administration, subject to the approval of the Governor, the director may organize and reorganize the department as the director considers necessary to properly conduct the work of the department.
- (5) The director may divide the functions of the department into administrative divisions. Subject to the approval of the Governor, the director may appoint an individual to administer each division. The administrator of each division serves at the pleasure of the director and is not subject to the provisions of ORS chapter 240. Each individual appointed under this subsection must be well qualified by technical training and experience in the functions to be performed by the individual.

#### **401.072 Appointment of Deputy Director**

- (1) The Director of the Oregon Department of Emergency Management may, by written order filed with the Secretary of State, appoint a deputy director. The deputy director serves at the pleasure of the director, has authority to act for the director in the absence of the director and is subject to the control of the director at all times.
- (2) Subject to any applicable provisions of ORS chapter 240, the director shall appoint all subordinate officers and employees of the department, prescribe their duties and fix their compensation.

#### **401.076 Rules**

In accordance with applicable provisions of ORS chapter 183, the Director of the Oregon Department of Emergency Management may adopt rules necessary for the administration of the laws that the department is charged with administering.

**401.082 Advisory and technical committees**

- (1) To aid and advise the Director of the Oregon Department of Emergency Management in the performance of the functions of the Oregon Department of Emergency Management, the director may establish such advisory and technical committees as the director considers necessary. The committees may be continuing or temporary. The director shall determine the representation, membership, terms and organization of the committees and shall appoint their members. The director is an ex officio member of each committee.
- (2) Members of the committees are not entitled to compensation, but in the discretion of the director may be reimbursed from funds available to the department for actual and necessary travel and other expenses incurred by them in the performance of their official duties in the manner and amount provided in ORS 292.495

**401.088 Interagency Agreements**

The Director of the Oregon Department of Emergency Management may enter into interagency agreements with other state agencies that the director determines are necessary to carry out the duties of the Oregon Department of Emergency Management.

**401.092 Duties of director; federal fire management assistance declaration; rules.**

- (a) The Director of the Oregon Department of Emergency Management is responsible for coordinating and facilitating exercises and training, emergency planning, preparedness, response, mitigation and recovery activities with the state and local emergency services agencies and organizations, and shall: Make rules that are necessary and proper for the administration and implementation of this chapter;
- (b) Coordinate the activities of all public and private organizations specifically related to providing emergency services within this state;
- (c) Maintain a cooperative liaison with emergency management agencies and organizations of local governments, other states and the federal government;
- (d) Have such additional authority, duties and responsibilities authorized by this chapter or as may be directed by the Governor;
- (e) Administer grants relating to emergency program management under ORS 401.305, emergency services for the state and the statewide 2-1-1 system as provided in ORS 403.430;
- (f) Provide for and staff a State Emergency Operations Center to aid the Governor and the department in the performance of duties under this chapter;
- (g) Serve as the Governor's authorized representative for coordination of certain response activities and managing the recovery process;
- (h) Establish training and professional standards for local emergency program management personnel;
- (i) Establish task forces and advisory groups to assist the department in achieving mandated responsibilities;

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- (j) Enforce compliance requirements of federal and state agencies for receiving funds and conducting designated emergency functions; and
- (k) Coordinate the activities of state and local governments to enable state and local governments to work together during domestic incidents as provided in the National Incident Management System established by the Homeland Security Presidential Directive 5 of February 28, 2003.

[...]

### **401.094 System for notification of emergencies; emergency management coordinators; rules.**

- (1) (a) The Department of State Police shall maintain a system for the notification and interagency coordination of state resources in response to emergencies involving multijurisdictional cooperation between the various levels of government and private business entities.
- (1) The department shall provide the Oregon Department of Emergency Management with a service level agreement that describes the continued daily operations and maintenance of the system, the services and supplies needed to maintain the system 24 hours a day, every day of the year, and the policies and procedures that support the overall notification system. The notification system shall be managed by the Oregon Department of Emergency Management as a continuously available communications network and a component of the state's emergency operations center.
- (3) The notification system shall be the primary point of contact by which any public agency provides the state notification of an emergency or disaster, or requests access to state and federal resources.
- (4) Each department of state government, and those agencies of state government identified in the statewide emergency management plan prepared under ORS 401.052 as having emergency service or administrative responsibilities, shall appoint an emergency management coordinator as their representative to work with the Oregon Department of Emergency Management on the development and implementation of emergency plans and procedures.
- (5) The Oregon Department of Emergency Management shall adopt rules relating to the planning, administration and operation of the notification system maintained under this section.

### **401.096 Federal grants for emergency management and services; authority of department.**

- (1) The Oregon Department of Emergency Management is designated as the sole agency of the State of Oregon for the purpose of negotiating agreements with the United States Department of Homeland Security or other appropriate federal agency, on behalf of the state, for the acquisition of federal funds for the purpose of providing emergency program management and emergency services. [...]

### **401.109 Oregon Homeland Security Council.**

- (1) The Oregon Homeland Security Council is established within the Office of the Governor. The mission of the council is to assess risks to the safety and security of the State of Oregon with special emphasis on matters related to domestic terrorism and other major threats to the people of Oregon, including to critical infrastructure, and to make formal recommendations to the Governor with respect to homeland security policy.

(3) The membership of the council consists of:

(e) The Director of the Oregon Department of Emergency Management; [...]

(6) The Director of the Oregon Department of Emergency Management is the vice chairperson of the council and serves as the chairperson in the absence of the Governor. [...]

**401.114 Emergency preparedness functions**

The Oregon Department of Emergency Management shall carry out the following functions:

- (1) Coordinate emergency management functions on a regional basis within this state;
- (2) Coordinate training related to emergency response on a regional basis within this state; and
- (3) Develop and carry out emergency preparedness exercises on a statewide basis.

**401.165 Declaration of state of emergency; procedures.**

- (1) The Governor may declare a state of emergency by proclamation at the request of a county governing body or after determining that an emergency has occurred or is imminent.
- (2) All requests by a county governing body that the Governor declare an emergency shall be sent to the Oregon Department of Emergency Management. Cities must submit requests through the governing body of the county in which the majority of the city’s property is located.

Requests from counties shall be in writing and include the following:

- (a) A certification signed by the county governing body that all local resources have been expended; and
  - (b) A preliminary assessment of property damage or loss, injuries and deaths.
- (3) (a) If, in the judgment of the Director of the Oregon Department of Emergency Management, the Governor cannot be reached by available communications facilities in time to respond appropriately to an emergency, the director shall notify the Secretary of State or, if the Secretary of State is not available, the State Treasurer that the Governor is not available. [...]

**401.239 First informers; credentialing.**

- (1) As used in this section, “critical service provider” means an individual:
  - (a) Who has received credentials under this section and who is employed by, or is acting pursuant to a contract under the direction of, an organization deemed by the Oregon Department of Emergency Management to be critical to emergency response operations in Oregon;[...]
- (4) The department may establish sector-specific programs for the credentialing of individuals as critical service providers. Such programs must inform critical service providers about:
  - (a) Risks associated with entering a geographic area subject to a declaration of a state of emergency under ORS 401.165 (Declaration of state of emergency);
  - (b) Best practices for working safely in the geographic area; and
  - (c) Best practices for working in a geographic area without hindering or interfering with the conduct of emergency services by an emergency service agency.
- (5) The department may authorize one or more private entities organized under the laws of this state to establish sector-specific programs for the credentialing of individuals as critical service providers, subject to the following requirements:



- (a) The department may authorize a private entity under this subsection only if the entity represents a majority of owners and operators in the sector for which the entity will establish a credentialing program.
  - (b) A program established under this subsection must meet the requirements set forth in subsection (4) of this section.
  - (c) An entity authorized by the department under this section to establish a credentialing program shall annually submit to the department a report regarding the operation of the program, including any changes to the program.
- (6) The department may adopt rules to administer and implement the provisions of this section.

**401.368 Workers' compensation benefits.**

- (1) The Oregon Department of Emergency Management shall provide workers' compensation coverage for qualified emergency service volunteers who are injured in the course and scope of performing emergency service activities under the direction of a public body if the injury occurs:
- (a) While the volunteer is performing emergency service activities under the direction of the public body during a state of emergency declared under this chapter, or during a state of public health emergency proclaimed under ORS 433.441; or
  - (b) While the volunteer is engaged in training being conducted or approved by a public body for the purpose of preparing the volunteer to perform emergency services.
- (2) Workers' compensation coverage shall be provided under this section in the manner provided by ORS 656.039.

**401.534 Oregon Disaster Response Fund**

- (1) The Oregon Disaster Response Fund is established in the State Treasury, separate and distinct from the General Fund. Moneys received from federal grants for disaster response efforts shall be deposited into the Oregon Disaster Response Fund. Moneys in the fund are continuously appropriated to the Oregon Department of Emergency Management to be used to:
- (a) Help state agencies and local government units with immediate disaster response and recovery efforts related to federally declared disasters in this state; and
  - (b) Implement long-term hazard mitigation measures after a federally declared disaster in this state during the period of immediate recovery from the disaster.[...]
- (3) The department shall adopt rules for the disbursement of moneys from the Oregon Disaster Response Fund.
- (4) If there are expenditures from the Oregon Disaster Response Fund, the Director of the Oregon Department of Emergency Management shall report to the Emergency Board, or to the Legislative Assembly if it is in session, on:
- (a) The nature and severity of the disaster;
  - (b) The actual and projected deposits into the fund;
  - (c) The sources of actual and projected expenditures from the fund;
  - (d) The nature of in-kind donations received; and
  - (e) The rationale for expenditures and allocation of payments to state agencies and local government units.
- (5) Following the final expenditure for a particular disaster, the director shall issue a final report to the Emergency Board, or to the Legislative Assembly if it is in session. The report must include

an aggregate description of the factors described in subsection (4) of this section. [2008 c.18 §5; 2021 c.539 §39]

**401.536 Oregon Local Disaster Assistance Loan and Grant Account; Local Disaster Assistance Review Board, Rules**

[...]

- (2) Moneys in the account are continuously appropriated to the Oregon Department of Emergency Management for:
  - (a) Providing loans to local governments, as defined in ORS 174.116 (“Local government” and “local service district” defined), and school districts to match, either in full or in part, moneys from federal programs for federally declared disaster relief that require a match;
  - (b) Providing loans and grants to local governments, as defined in ORS 174.116 (“Local government” and “local service district” defined), and school districts, for the purpose of paying costs incurred by local governments and school districts in response to federally declared disasters;
  - (c) Providing loans and grants to local governments, as defined in ORS 174.116 (“Local government” and “local service district” defined), and school districts for the purposes of paying costs incurred by local governments and school districts in response to disasters that are not federally declared disasters, as determined by the Legislative Assembly, if all loans and grants provided under paragraphs (a) and (b) of this subsection have been repaid, fulfilled or otherwise satisfied and moneys remain in the account; and
  - (d) Subject to subsection (5) of this section, paying the department’s expenses for administering loans made from the account under paragraph (a) of this subsection.[...]
- (4) The Oregon Department of Emergency Management shall deposit into the account any amounts repaid on loans made under subsection (2)(a) of this section.
- (5) The department may not charge the account more than five percent of the maximum amount in the account during a biennium for administrative expenses attributable to a loan made under subsection (2)(a) of this section.[...]
- (7) The department shall establish a Local Disaster Assistance Review Board to:
  - (a) Review the recommendations of the department regarding loans under subsection (2)(a) of this section;
  - (b) Approve, by a majority vote of members, the amount of any loan under subsection (2)(a) of this section; and
  - (c) Approve, by a majority vote of members, the terms and conditions of any loan under subsection (2)(a) of this section.[...]
- (9) The Oregon Department of Emergency Management shall adopt rules establishing:
  - (a) A loan application process and application forms for loans under subsection (2)(a) of this section;
  - (b) Reasonable financial terms and conditions for loans under subsection (2)(a) of this section, including interest and the repayment of the loans;
  - (c) Eligibility requirements for applicants for loans under subsection (2)(a) of this section;
  - (d) The maximum amount an applicant for a loan under subsection (2)(a) of this section may receive;
  - (e) The methodology the department will use for charging the account for administrative expenses; and

- (f) Procedures for submission of recommendations to the review board for loans under subsection (2)(a) of this section.

(10) The department shall provide staff support for the review board.

**401.551 Emergency preparedness equipment grant program; rules**

[...]

- (3) The Oregon Department of Emergency Management shall develop and administer a grant program to distribute preparedness equipment, or funds to purchase preparedness equipment, to recipients throughout this state. Pursuant to the grant program:
  - (a) Qualified applicants may request preparedness equipment that is identified on the list described in subsection (2) of this section. Applicants must demonstrate a need for the specific preparedness equipment requested, the ability to maintain the preparedness equipment and the ability to use the preparedness equipment to address deficiencies in local or regional emergency preparedness.
  - (b) The department shall identify which requests from applicants, if fulfilled, will maximize the state's ability to respond to an emergency, taking into account considerations that include but are not limited to:
    - A. The level of priority assigned to the requested preparedness equipment type pursuant to subsection (2) of this section;
    - B. The level of need for the requested preparedness equipment as demonstrated by the applicant;
    - C. The ability to use and maintain the preparedness equipment as demonstrated by the applicant;
    - D. The types of emergency most likely to occur in the region where the applicant is located; and
    - E. Whether the applicant has an alternative means of acquiring the requested preparedness equipment.[...]
  - (e) The department may not disburse preparedness equipment or funds under this section unless the department and the intended recipient first enter into a grant agreement. The grant agreement:
    - A. Shall require the recipient to maintain the preparedness equipment.
    - B. Shall provide that, if a recipient fails to adequately maintain preparedness equipment, the recipient must relinquish possession of the preparedness equipment or reimburse the department for the cost of the preparedness equipment.
    - C. Shall specify that the department may conduct periodic inspections of the preparedness equipment as described in paragraph (f) of this subsection.
    - D. Shall specify that preparedness equipment distributed to the recipient remains the property of the department until it is fully depreciated under governmental accounting principles, after which the department may offer the preparedness equipment for sale to the recipient at its fair market value at the time of sale.
    - E. May permit the recipient to use the preparedness equipment for any purpose, governmental or otherwise, that is permissible for assets financed with tax-exempt bonds, including nonemergency purposes.
    - F. Shall require private organizations to obtain approval from the department before making any use of preparedness equipment that is outside the scope of the purpose

of the private organization as stated in the formation documents or bylaws of the organization.

- G. Shall require the recipient to take action or refrain from action as necessary to maintain federal tax benefits related to any tax-exempt bonds that are used to fund the grant and to indemnify the State of Oregon for any costs, expenses or liability due to loss of such federal tax benefits caused by action or inaction of the recipient.
- (f) The department shall conduct periodic inspections of preparedness equipment distributed or purchased through the grant program to ensure that recipients are adequately maintaining the preparedness equipment. If the department finds that any preparedness equipment is not adequately maintained, the department may take possession of the preparedness equipment or require the recipient to reimburse the department for the cost of the preparedness equipment.
- (g) The department may transfer between recipients, dispose of or otherwise manage the preparedness equipment as the department determines is in the best interests of meeting the emergency preparedness needs of the State of Oregon. If the department disposes of preparedness equipment for any reason, including sale to a recipient as provided in paragraph (e)(D) of this subsection, the department shall deposit any moneys it receives from the disposal in the Resiliency Grant Fund established under ORS 401.552 (Resiliency Grant Fund).
- (4) On or before December 31 of each year, the department shall submit a report to the Legislative Assembly and to the Oregon Homeland Security Council that describes the administration and effectiveness of the grant program established under this section and the current prioritized list of preparedness equipment types.
- (5) The department shall adopt rules to administer and implement the provisions of this section.

#### **401.552 Resiliency Grant Fund**

The Resiliency Grant Fund is established in the State Treasury, separate and distinct from the General Fund. Interest earned by the Resiliency Grant Fund must be credited to the fund. The Resiliency Grant Fund consists of moneys deposited in the fund under ORS 401.551 (Emergency preparedness equipment grant program) and may include moneys appropriated, allocated, deposited or transferred to the fund by the Legislative Assembly or otherwise and interest earned on moneys in the fund. The moneys in the fund are continuously appropriated to the Oregon Department of Emergency Management for the purposes specified in ORS 401.551

#### **401.851 Wildfire planning and coordination**

- (1) The Oregon Department of Emergency Management shall update its statewide emergency plan as necessary to prepare for or respond to wildfire emergencies on an area-wide or statewide basis. The plan developed by the department to prepare for or respond to wildfire emergencies shall include, but need not be limited to, wildfire risk mitigation efforts and evacuation planning.
- (2) The department shall coordinate with cities, counties, adult foster homes, health care facilities and residential facilities, the Department of Human Services and the Oregon Health Authority to establish local or private procedures to prepare for emergencies related to wildfire and ensure that local efforts to prevent, respond to or recover from an emergency caused by wildfire are conducted in a manner consistent with the plan developed by the Oregon Department of Emergency Management to prepare for or respond to wildfire emergencies. The

coordinated activities may include, but need not be limited to, providing training, carrying out exercises and promoting community education.

**401.904 Rules.**

The Oregon Department of Emergency Management, in consultation with the State Department of Geology and Mineral Industries, shall adopt rules governing the conduct of earthquake emergency drills required by ORS 401.900 and 401.902. In addition to the Oregon Department of Emergency Management submitting the rules for publication pursuant to ORS 183.360 (Publication of rules and orders), the departments shall each post the rules on an electronic bulletin board, home page or similar site.

**401.922 Support services.**

The Oregon Department of Emergency Management shall provide technical, clerical and other necessary support services to the Seismic Safety Policy Advisory Commission.[...]

**401.950 Definitions; tsunami warning information; rules.**

[...]

- (2) The Oregon Department of Emergency Management, in consultation and cooperation with the State Department of Geology and Mineral Industries, shall:
  - (a) Develop and adopt by rule tsunami warning information and evacuation plans for distribution to transient lodging facilities located in a tsunami inundation zone; and
  - (b) Facilitate and encourage broad distribution of the tsunami warning information and evacuation plans to transient lodging facilities and other locations within tsunami inundation zones frequented by visitors to the area.
- (3) The Oregon Department of Emergency Management is not required to carry out the duties assigned under subsection (2) of this section if sufficient moneys are not available under ORS 401.955

**401.952 Uniform tsunami warning signal; rules.**

- (1) The Oregon Department of Emergency Management, in consultation with the State Department of Geology and Mineral Industries, shall establish by rule a uniform tsunami warning signal, including rules specifying the type, duration and volume of the warning signal and the location of warning signal delivery devices, for use on the Oregon coast.
- (2) The office is not required to carry out the duties assigned under subsection (1) of this section if sufficient moneys are not available under ORS 401.955.

**401.955 Contributions to finance tsunami warning system**

The Oregon Department of Emergency Management or the State Department of Geology and Mineral Industries may seek and accept gifts, grants and donations from any source to finance all or part of the duties assigned under ORS 401.950 (Definitions) and 401.952 (Uniform tsunami warning signal).

**Chapter 402 — Emergency Mutual Assistance Agreements**

**402.015 Mutual use of supplies and services.**

[...] The officers and personnel of all local government departments, offices and agencies may cooperate with, and extend such services and facilities to the Governor, to the Oregon Department of

Emergency Management and to emergency management agencies and emergency service agencies upon request.

**402.020 Reimbursement by state for services provided by local government employees.**

The state shall reimburse a local government for the compensation paid and the actual and necessary travel, subsistence and maintenance expenses of employees of the local government while actually serving at the direction of the Governor or the Director of the Oregon Department of Emergency Management in a state function or capacity.

**Chapter 403 — Emergency Communications System; 2-1-1 System; Public Safety Communications Systems**

**403.120 Oregon Department of Emergency Management duties and powers; rules.**

- (1) The Oregon Department of Emergency Management shall:
  - (a) Except as otherwise provided by law, adopt rules relating to the emergency communications system, as deemed necessary by the department.
  - (b) Plan, implement, administer, operate and maintain the emergency communications system required to fulfill the requirements of ORS 403.115.
  - (c) At the request of a 9-1-1 jurisdiction, act as an agent of the 9-1-1 jurisdiction for the purposes of purchasing and maintaining equipment and services required to conform to applicable laws and rules adopted by the department.
  - (d) Report biennially to the Legislative Assembly the progress made in implementing ORS 305.823 and 403.105 to 403.250. The report must include:
    - A. Financial information concerning the revenues collected, distributed and expended by state agencies and 9-1-1 jurisdictions for the purposes of complying with ORS 403.105 to 403.250; and
    - B. Account and subaccount balances.[...]

**403.130 9-1-1 jurisdiction plan; requirements; review; revised plans.**

- (1) A 9-1-1 jurisdiction shall create and maintain a 9-1-1 jurisdiction plan for emergency communications services provided within a 9-1-1 service area pursuant to ORS 403.105 to 403.250 and rules adopted by the Oregon Department of Emergency Management. The 9-1-1 jurisdiction shall submit the 9-1-1 jurisdiction plan to:
  - (a) The department; [...]
- (3) The department shall review the 9-1-1 jurisdiction plan for compliance with the requirements imposed under ORS 403.105 to 403.250 and rules adopted by the department, and if the plan is:
  - (a) In compliance, the department shall approve the plan.
  - (b) Not in compliance, the department shall reject the plan.
- (4) If the department rejects the 9-1-1 jurisdiction plan under subsection (3) of this section:
  - (a) The 9-1-1 jurisdiction shall revise and resubmit the plan within 90 days after the date the department rejects the plan; and
  - (b) The department shall review the revised plan and either approve or reject the revised plan within 90 days after the date the department receives the revised plan.
- (5) Each 9-1-1 jurisdiction shall submit to the department in writing within 30 days any change to a public safety answering point that alters the approved 9-1-1 jurisdiction plan on file with the department. The changes may include, but are not limited to:

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- (a) The address of the public safety answering point;
  - (b) Telephone numbers used to satisfy requirements set forth in ORS 403.115;
  - (c) Director changes;
  - (d) Agencies served by the 9-1-1 jurisdiction; and
  - (e) The method used to direct an emergency call once received by the primary public safety answering point.
- (6) If an established 9-1-1 jurisdiction proposes to move a public safety answering point to another location or a governing body proposes to establish a new 9-1-1 jurisdiction with a new primary public safety answering point, and if either of these proposals will result in control of the 9-1-1 service area by an agency or agencies other than the agency or agencies identified in the approved 9-1-1 jurisdiction plan filed with the department, the 9-1-1 jurisdiction or governing body shall submit a revised 9-1-1 jurisdiction plan setting forth the changes to:
- (a) The department;[...]
- (8) The department shall review the revised 9-1-1 jurisdiction plan for compliance with the requirements imposed under ORS 403.105 to 403.250 and rules adopted pursuant to ORS 403.120 and, if the department determines that the plan is in compliance, approve the plan.[...]

### **403.132 Provision of location of cellular device to law enforcement agency; rules.**

[...]

- (2) To facilitate requests for call location information, or the best available location information, from a law enforcement agency under this section:
- a) The Oregon Department of Emergency Management shall:
    - A. Maintain a database containing emergency contact information for providers of communications service for cellular devices that are registered to do business in this state or that submit to the jurisdiction of this state; and
    - B. Make the information immediately available upon request to a public safety answering point in this state. [...]
- (5) The department may adopt rules to implement this section. [...]

### **403.160 Mediation of disputes; arbitration; costs and fees.**

- (1) All disputes between a governing body, 9-1-1 jurisdiction and public or private safety agency regarding the emergency communications system must be mediated if the dispute cannot be resolved in accordance with a written agreement. When a governing body or 9-1-1 jurisdiction obtains knowledge that a dispute exists and cannot be resolved by the agencies, the governing body or the 9-1-1 jurisdiction shall notify the Oregon Department of Emergency Management of the dispute in writing. Within 30 days after this notification, the disputing agencies shall mutually select a mediator and notify the department in writing of this selection. If a mediator is not mutually selected by the agencies within this period, the Director of the Oregon Department of Emergency Management shall select a mediator from the list of mediators established under subsection (3) of this section. Once selected, the mediator shall establish a schedule for the mediation process. The disputing agencies shall resolve the dispute within 60 days after the date the mediator is agreed upon or selected unless the agencies mutually agree in writing to an extension of this deadline. A copy of all extensions must be submitted to the department. [...]

- (3) The department shall establish a roster of mediators qualified to mediate disputes under subsection (1) of this section. This list may be used by the disputing agencies when selecting a mediator. [...]

**403.165 Department to ensure compliance**

- (1) The Oregon Department of Emergency Management may institute proceedings against a public or private safety agency, a 9-1-1 jurisdiction or other person to compel compliance with or to restrain further violation of ORS 305.823 (Local government tax on telephone services prohibited) and 403.105 (Definitions for ORS 305.823 and 403.105 to 403.250) to 403.250 (Primary public safety answering points) or rules adopted pursuant to ORS 403.120 (Oregon Department of Emergency Management duties and powers).
- (2) Proceedings authorized by subsection (1) of this section may be instituted without official notice, hearing or order provided in ORS chapter 183. However, proceedings brought against a telecommunications utility must be brought before the Public Utility Commission as provided by ORS chapter 756.

**403.170 Agreement with Confederated Tribes of Warm Springs Reservation of Oregon**

- (1) The Oregon Department of Emergency Management may enter into an agreement with the Confederated Tribes of the Warm Springs Reservation of Oregon for the purpose of forming an entity to participate in the emergency communications system.

**403.240 Distribution of account proceeds; uses; reimbursement request review; reports.**

- (1) The Oregon Department of Emergency Management shall distribute quarterly the entire amount of the moneys in the Emergency Communications Account. The department shall pay the following amounts from the account:
- (a) Administrative costs incurred during the preceding calendar quarter by the Department of Revenue in carrying out ORS 403.200 to 403.230 in an amount that does not exceed one percent of the amount in the account on the date of distribution, or actual expenses incurred by the department, whichever is less.
- (b) Administrative costs to be incurred during the calendar quarter by the Oregon Department of Emergency Management in carrying out its duties under ORS 305.823 and 403.105 to 403.250. The amount to be paid under this paragraph may not exceed four percent of the amount in the account on the date of distribution, and, on or before the next date of distribution, the department shall repay to the account any amount received under this paragraph that exceeds the actual expenses incurred by the department in the quarter.
- (2) The department may:
- (a) Provide funding for the Oregon Emergency Response System in an amount that does not exceed 15 percent of the legislatively approved budget for the Oregon Emergency Response System subject to availability of funds within the limit for administrative costs in subsection (1)(b) of this section.
- (b) Prescribe the manner in which funding is provided to the Oregon Emergency Response System under this subsection.
- (4) The department shall use funds in the 9-1-1 Subaccount to pay for costs incurred during the preceding calendar quarter for emergency communications services provided by a 9-1-1 jurisdiction under ORS 403.105 to 403.250. The department may not disburse funds in the 9-1-1 Subaccount to a 9-1-1 jurisdiction that does not have an approved 9-1-1 jurisdiction plan under ORS 403.130. The department shall make payments for costs of the emergency



communications system on behalf of a 9-1-1 jurisdiction, or make reimbursement to the 9-1-1 jurisdiction for such costs, only after a reimbursement or payment request has been submitted to the department in the manner prescribed by the department. Reimbursement or payment requests for recurring and nonrecurring charges necessary to enable the 9-1-1 jurisdiction to comply with ORS 403.105 to 403.250 must be submitted directly to the department. The costs reimbursable or payable under this subsection are only those costs incurred for:

- (a) Modification of network routers or servers, central office switching and trunking equipment or other transport equipment;
- (b) Network development, hosting services, operation and maintenance;
- (c) Database development, operation and maintenance;
- (d) On-premises equipment procurement, maintenance and replacement;
- (e) Conversion of pay station telephones required by ORS 403.140;
- (f) Collection of the tax imposed by ORS 403.200 to 403.230;
- (g) Addressing if the reimbursement or payment request is consistent with rules adopted by the department; and
- (h) An employee of a 9-1-1 jurisdiction obtaining certification as a telecommunicator or emergency medical dispatcher from the Department of Public Safety Standards and Training under ORS 181A.560.

(4) Subject to availability of funds, the department shall provide funding to 9-1-1 jurisdictions based on cost information provided in their final plan under ORS 403.130. The department shall approve 9-1-1 jurisdiction plans that meet the requirements set forth in ORS 403.115 (2) and (4). The department shall limit funding for costs incurred prior to the preceding calendar quarter to charges associated with database development, network and on-premises equipment that satisfies the requirements of ORS 403.115 (2) and (4). The department shall prescribe the manner in which funding is provided under this subsection. [...]

(6) The department shall retain amounts remaining in the 9-1-1 Subaccount and may distribute the amounts in a subsequent quarter for those purposes set forth in subsections (3), (4) and (5) of this section.

(7) The department shall review reimbursement or payment requests for costs identified in subsection (3) of this section, necessary to comply with ORS 403.105 to 403.250, for the appropriateness of the costs claimed. The department shall approve or reject the reimbursement or payment requests.

(8) After all amounts under subsections (1) and (2) of this section and ORS 403.235 (2) have been paid, the department shall allocate the balance of the Emergency Communications Account to cities on a per capita basis and to counties on a per capita basis of each county's unincorporated area for distribution directly to 9-1-1 jurisdictions as directed by the city or county. However, each county must be credited a minimum of one percent of the balance of the account after the amounts under subsections (1) and (2) of this section and ORS 403.235 (2) have been paid.

(9) 9-1-1 jurisdictions shall submit an accounting report to the department annually. The report must be provided in the manner prescribed by the department and must include but not be limited to:

- (a) Funds received and expended under subsection (8) of this section for the purposes of fulfilling the requirements of ORS 403.115;

- (b) Local funds received and expended for the purposes of fulfilling the requirements of ORS 403.115; and
- (c) Local funds received and expended for the purposes of providing emergency communications services.

**403.250 Primary public safety answering points; rules.**

- (1) The Director of the Oregon Department of Emergency Management shall establish by administrative rule the minimum standards for a primary public safety answering point.
- (2) If a primary public safety answering point does not meet the minimum standards established under subsection (1) of this section within 45 days after receipt of written notice from the Oregon Department of Emergency Management, the department shall designate an alternate primary public safety answering point that meets the minimum standards and cause calls to be rerouted to the designated primary public safety answering point.

**Chapter 404 — Search and Rescue**

**404.100 Search and Rescue Coordinator; appointment; duties.** The Director of the Oregon Department of Emergency Management shall appoint a Search and Rescue Coordinator to:

- (1) Coordinate the search and rescue function of the Oregon Department of Emergency Management;
- (2) Coordinate the activities of state and federal agencies involved in search and rescue;
- (3) Establish liaison with the Oregon State Sheriffs' Association and other public and private organizations and agencies involved in search and rescue;
- (4) Provide on-scene search and rescue coordination when requested by an authorized person;
- (5) Coordinate and process requests for the use of volunteers and equipment;
- (6) Assist in developing training and outdoor education programs;
- (7) Gather statistics in search and rescue operations; and
- (8) Gather and disseminate resource information of personnel, equipment and materials available for search and rescue.

**404.105 Program for air search and rescue.** The Oregon Department of Emergency Management shall establish and maintain a program for the air search and rescue of lost aircraft and persons and for the air support of other emergency situations. The program established under this section may include, but is not limited to, the following:

- (1) The formation of a volunteer air search and rescue organization and provision of appropriate training to this organization.
- (2) Directing, coordinating and performing air activities in conjunction with air search and rescue and other emergency situations.
- (3) Entering into agreements with private persons, volunteer organizations, and federal, state and local agencies for air search and rescue and other emergency activities.
- (4) Such other related activities as may be deemed necessary and appropriate by the Director of the Oregon Department of Emergency Management.

**404.120 County sheriff to adopt search and rescue plan; contents; annual review.**

[...]

- (4) The Oregon Department of Emergency Management, after consultation with the Oregon State Sheriffs' Association, may establish guidelines for county search and rescue plans.

- (5) The department shall annually publish and distribute to the sheriff of each county a search and rescue resource inventory, which shall include materials, equipment and personnel available from counties, agencies and the State of Oregon for use in search and rescue incidents.

**404.125 Critique of search and rescue incident; filing amended search and rescue plan with Oregon Department of Emergency Management**

[...]

- (5) The department shall, in consultation with the Oregon State Sheriffs' Association, develop a standardized critique form to be used in the search and rescue critiques performed by a sheriff under this section.

**404.400 Agreement for outdoor recreation search and rescue card program**

- (1) The Oregon Department of Emergency Management may enter into an agreement with a nonprofit organization representing sheriffs in the State of Oregon under which the organization is authorized to establish and administer a program to produce and sell outdoor recreation search and rescue cards via authorized sellers.
- (2) The purpose of the card program is to allow members of the public to make voluntary contributions to search and rescue efforts in Oregon by purchasing cards and making voluntary donations.
- (3) An agreement under this section must meet the requirements set forth in ORS 404.410 (Requirements of program).
- (4) If the department enters into an agreement under this section, the department shall submit a report to the standing or interim committees of the Legislative Assembly relating to emergency services, on or before December 31 of each year, that describes the administration and effectiveness of the card program.

[...]