



OREGON DEPARTMENT OF
EMERGENCY MANAGEMENT

**State of the State and
Integrated Preparedness Plan
Seminar
September 21, 2026**



State of the State Report

- Annual aggregate report
- Highlighting high priorities
- Regional Trends
- Identifying and making recommendations for addressing gaps





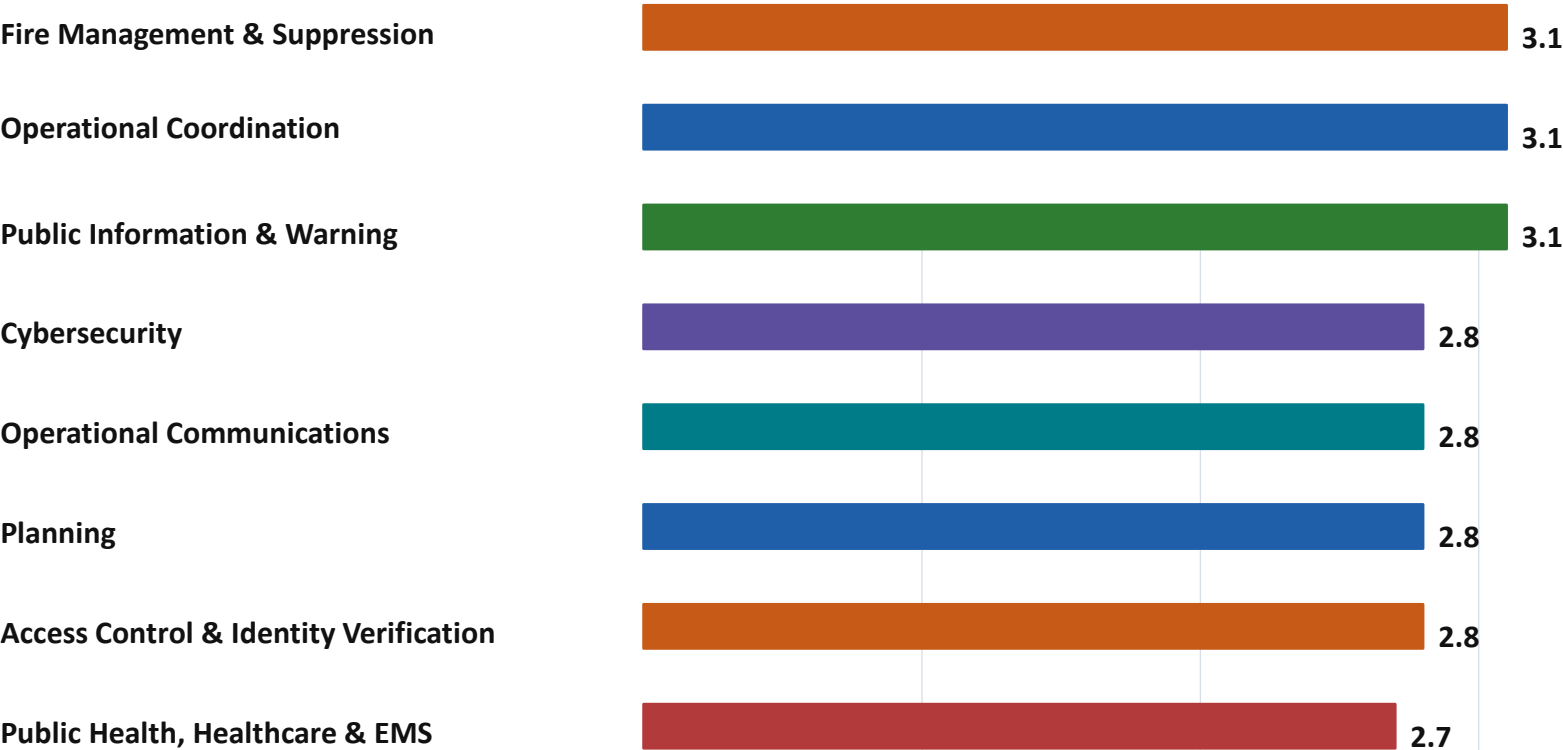
2025 Overall Rankings

Core Capability	Priority	Overall
Fire Management and Suppression	High	3.1
Operational Coordination	High	3.1
Public Info & Warning	High	3.1
Situational Assessment	Medium	3.0
Community Resilience	Medium	2.9
On-Scene Security, Protection, & LE	Medium	2.9
Mass Search and Rescue Operations	Medium	2.8
Cybersecurity	High	2.8
Operational Communications	High	2.8
Planning	High	2.8
Access Control and Identity Verification	High	2.8
Risk and Disaster Resilience Assessment	Medium	2.8
Public Health, Healthcare, and EMS	High	2.7
Threat and Hazard Identification	Medium	2.7
Long-term Vulnerability Reduction	Medium	2.6
Health and Social Services	Medium	2.5
Critical Transportation	Medium	2.5
Infrastructure Systems	Medium	2.5
Mass Care Services	Medium	2.5
Risk Mgt for Protection Programs & Activities	Medium	2.5
Natural and Cultural Resources	Medium	2.5
Environmental Response/Health and Safety	Medium	2.4
Intelligence and Information Sharing	Medium	2.4
Logistics and Supply Chain Management	Medium	2.4
Economic Recovery	Medium	2.4
Supply Chain Integrity and Security	Medium	2.3
Fatality Management Services	Low	2.1
Physical Protective Measures	Medium	2.0
Housing	Medium	1.9
Interdiction and Disruption	Low	1.6
Screening, Search, and Detection	Low	1.5
Forensics and Attribution	Low	1.0



2025 High-Priority Core Capabilities

Eight capabilities were identified as high priority in 2025.



High-priority capabilities declined to 8;
medium-priority capabilities increased to 20.



Recurring Gap Themes

The assessment points to several cross-cutting preparedness needs identified statewide.



The most useful takeaway for work planning is not a single capability score. It is the repeated pattern of needs across POETE: sustain current capacity, modernize tools and infrastructure, increase access to training, and use exercises to validate plans and coordination.



Statewide Gaps Identified in the Report

Recurring POETE gaps highlight statewide preparedness needs across participating jurisdictions, agencies, and partners.

Planning

Recurring

Plans need to be current, usable, coordinated, and aligned with partner input and lessons learned.

Organization

Recurring

Staffing capacity, bench depth, and clearly defined roles continue to affect readiness.

Equipment

Recurring

Modern and redundant tools, systems, and infrastructure are needed across several capabilities.

Training

Recurring

Role-specific and localized training remains one of the most repeated needs.

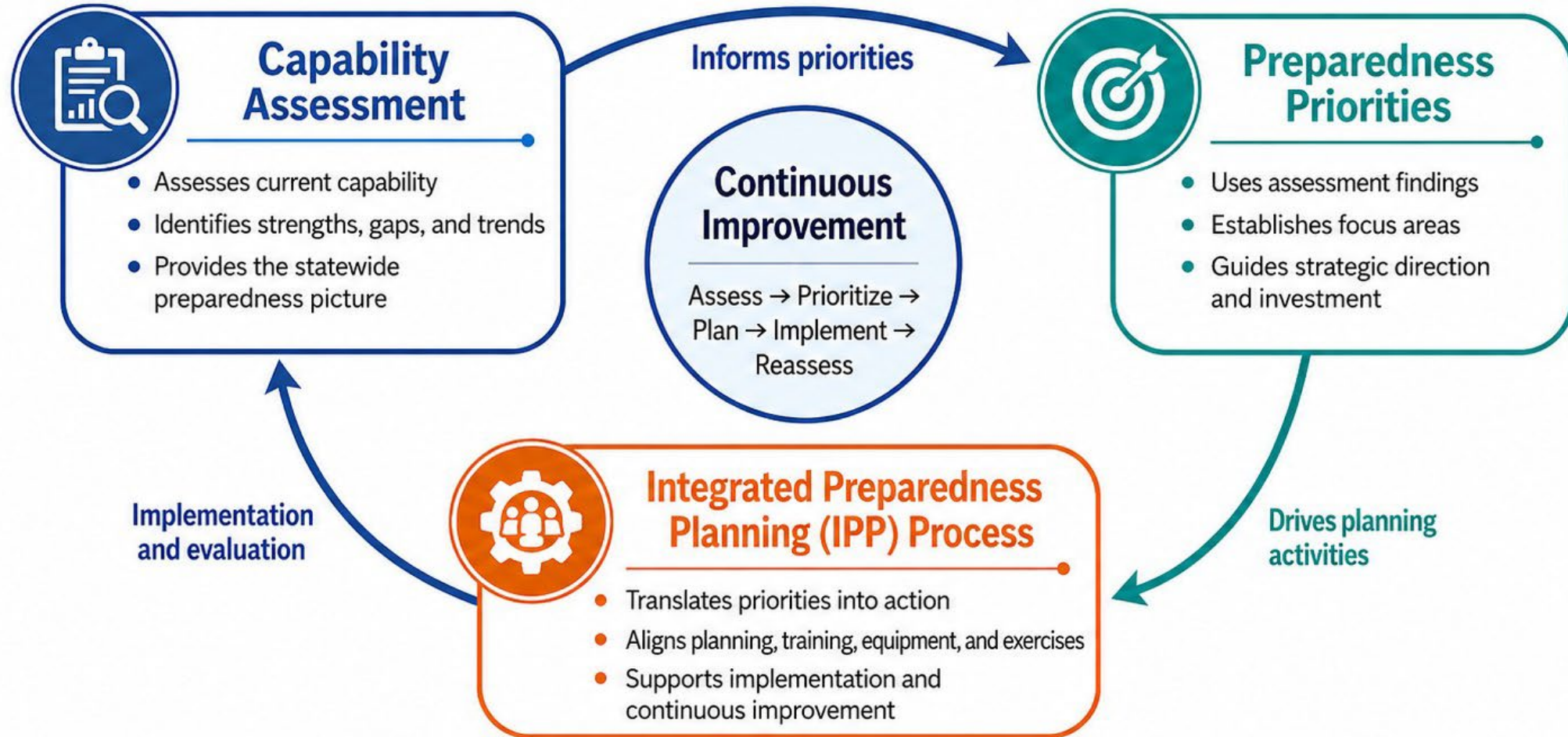
Exercises

Recurring

More frequent, multiagency exercises are needed to test plans and improve readiness.

How Capability Assessment, Preparedness Priorities, and the IPP Process Work Together

A continuous cycle for assessing capability, setting priorities, and guiding preparedness activities



The Capability Assessment helps identify statewide strengths and gaps. Preparedness Priorities focus attention on the most important capability needs. The IPP process organizes planning, training, and exercise activities to address those needs and feeds lessons learned back into future assessments.



OREGON DEPARTMENT OF **EMERGENCY MANAGEMENT**

IPP Version 1

July 1, 2023 – June 30, 2026



Version 1 | Progression

The table below outlines the progression of the statewide average capability scores within this current IPP cycle for each Preparedness Priority:

	2022	2023	2024	Progress
Continuity of Operations	2.7	2.9	2.8	+0.1
Fire Management & Suppression	2.8	2.9	3.5	+0.7
Mass Care Services	2.3	2.5	2.5	+0.2
Operational Communications	2.5	2.8	2.8	+0.3
Operational Coordination	3.1	3.3	3.2	+0.1
Planning	2.5	2.9	2.8	+0.3
Public Health, Healthcare and EMS	2.6	2.6	2.7	+0.1
Public Information and Warning	3.1	3.2	3.2	+0.1



Version 1 | Planning Themes

What the initial IPP planning data showed

369

Planning Projects

69%

Local / Tribal

31%

OERS Council

Coordination

Largest planning focus

Foundational Planning

COOP and planning stayed strong

Local Priorities

Many projects fell outside set categories

Areas for Attention

Communications and public information



Version 1 | Equipment Themes

First time adding equipment – what we did:

- Included known equipment from grants
- Asked for planned purchases
- Included available equipment if provided
- Asked for Stockpile feedback

What we will do differently based on experience:

- Continue to include known equipment from grants and ask for planned purchases
- Ask for current equipment availability if known, knowing OEM does not have a tracking mechanism besides spreadsheets at this time
- Ask for equipment deficiencies/areas of need

Positive outcomes/suggestions for future

- Agencies are communicating on equipment sharing and some discussed plans to continue conversations outside of IPPW process



Version 1 | Training Themes



Fire Management and Suppression

	2022	2023	2024	Progress
Training	2.9	2.9	3.5	+ 0.6



Operational Communications

	2022	2023	2024	Progress
Training	2.4	2.8	2.8	+0.4



Mass Care Services

	2022	2023	2024	Progress
Training	2.2	2.4	2.4	+0.2



Public Information and Warning

	2022	2023	2024	Progress
Training	3.1	3.2	3.2	+0.1



Operational Coordination

	2022	2023	2024	Progress
Training	3.0	3.2	3.1	+0.1



Public Health, Healthcare, and EMS

	2022	2023	2024	Progress
Training	2.6	2.7	2.6	+/-0.0



Planning

	2022	2023	2024	Progress
Training	2.7	2.7	2.6	-0.1



Continuity of Operations

	2022	2023	2024	Progress
Training	2.6	2.5	2.4	- 0.2



Version 1 | Exercise Themes

Exercise



Continuity of Operations

Continuity of Operations is the ability to provide uninterrupted critical services, essential functions and support – while maintaining organizational viability – before, during and after an event that disrupts normal operations.

Priority Progression | Capability Assessment Data

	2022	2023	2024	Progress
Planning	2.9	3.0	2.6	- 0.3
Equipment	2.7	2.8	2.9	+ 0.2
Training	2.6	2.5	2.4	- 0.2
Exercise	2.6	2.7	2.8	+ 0.2
OVERALL	2.7	2.9	2.8	- 0.1



Mass Care Services

Provide life-sustaining and human services to the affected population, including hydration, feeding, sheltering, temporary housing, evacuee support, reunification and distribution of emergency supplies.

Priority Progression | Capability Assessment Data

	2022	2023	2024	Progress
Planning	2.4	2.6	2.4	+/-0.0
Equipment	2.3	2.5	2.5	+0.2
Training	2.2	2.4	2.4	+0.2
Exercise	2.2	2.4	2.5	+0.3
OVERALL	2.3	2.5	2.5	+0.2



Fire Management and Suppression

Fire Management and Suppression provides structural, wildland, and specialized firefighting capabilities to manage and suppress fires of all types, kinds, and complexities while protecting the lives, property, and the environment in the affected area. Due to fire management and suppression being carried out by local fire agencies independently of local emergency managers, much of the ongoing efforts across the state are not effectively captured by this document.

Priority Progression | Capability Assessment Data

	2022	2023	2024	Progress
Planning	2.9	3.0	3.6	+ 0.7
Equipment	2.7	3.0	3.5	+ 0.8
Training	2.9	2.9	3.5	+ 0.6
Exercise	2.8	2.8	3.5	+ 0.7
OVERALL	2.8	2.9	3.5	+ 0.7



Operational Communications

Ensure the capacity for timely communications in support of security, situational awareness, and operations by all means available, among and between affected communities in the impact area and all response forces.

Priority Progression | Capability Assessment Tool Data

	2022	2023	2024	Progress
Planning	2.6	2.9	2.8	+0.2
Equipment	2.4	2.9	2.8	+0.4
Training	2.4	2.8	2.8	+0.4
Exercise	2.3	2.7	2.8	+0.5
OVERALL	2.5	2.8	2.8	+0.3



Version 1 | Exercise Themes

Exercise



Operational Coordination

Establish and maintain a unified and coordinated operational structure and process that appropriately integrates all critical stakeholders and supports the execution of core capabilities.

Priority Progression | Capability Assessment Tool Data

	2022	2023	2024	Progress
Planning	3.1	3.4	3.3	+0.2
Equipment	3.0	3.2	3.1	+0.1
Training	3.0	3.2	3.1	+0.1
Exercise	3.1	3.2	3.1	+/-0.0
OVERALL	3.1	3.3	3.2	+0.1



Planning

Conduct a systematic process engaging the whole community as appropriate in the development of executable strategic, operational and tactical-level approaches to meet defined objectives.

Priority Progression | Capability Assessment Tool Data

	2022	2023	2024	Progress
Planning	2.9	3.0	2.7	-0.2
Equipment	2.8	3.0	3.0	+0.2
Training	2.7	2.7	2.6	-0.1
Exercise	2.6	2.7	2.9	+ 0.3
OVERALL	2.5	2.9	2.8	+0.3



Public Health, Healthcare, and EMS

Public Health, Healthcare and EMS provide lifesaving medical treatment via Emergency Medical Services and related operations and avoid additional disease and injury by providing targeted public health, medical and behavioral health support and products to all affected populations.

Priority Progression | Capability Assessment Tool Data

	2022	2023	2024	Progress
Planning	2.6	2.7	2.7	+0.1
Equipment	2.5	2.6	2.7	+0.2
Training	2.6	2.7	2.6	+/-0.0
Exercise	2.5	2.5	2.6	+ 0.1
OVERALL	2.6	2.6	2.7	+ 0.1



Public Information and Warning

Public Information and Warning delivers prompt, reliable and actionable information to the whole community using clear, consistent, accessible, and culturally and linguistically appropriate methods to effectively relay information regarding any threat or hazard, as well as the actions being taken and the assistance being made available, as appropriate.

Priority Progression | Capability Assessment Tool Data

	2022	2023	2024	Progress
Planning	3.1	3.1	3.1	+/-0.0
Equipment	3.1	3.3	3.3	+0.2
Training	3.1	3.2	3.2	+0.1
Exercise	3.0	3.2	3.2	+0.2
OVERALL	3.1	3.2	3.2	+0.1



Version 1 | Exercise Themes

Exercise



Start = 2.7



Mass Care Services

2.3

2.5

2.5

2.6

2.7

2.8

3.1

3.1



Public Information and Warning



Operational Coordination

0	1	2	3	4	5
Jurisdiction has not exercised nor participated in an exercise designed to test this area.	Jurisdiction has a progressive exercise plan that includes this functional area	Jurisdiction has exercised or participated in a basic exercise (TTX or workshop) that tested this functional area	Jurisdiction has exercised or participated in a larger exercise (drill or full-scale) that tested this functional area.	Jurisdiction exercised or participated in an exercise that tested this functional area and included internal and external partners.	Jurisdiction has a progressive exercise program that tests all areas, includes internal and external partners, and makes improvements as necessary



Mass Care Services

2.5

2.6

2.8

2.8

2.9

3.1

3.2

3.5



Fire Management and Suppression

End = 2.9

1.3



3.3

Others End = 2.2



Version 1 | Exercise Themes

Exercise



Start = 2.7



Mass Care Services

2.3

2.5

2.5

2.6

2.7

2.8

3.1

3.1



Public Information and Warning



Operational Coordination

0	1	2	3	4	5
Jurisdiction has not exercised nor participated in an exercise designed to test this area.	Jurisdiction has a progressive exercise plan that includes this functional area	Jurisdiction has exercised or participated in a basic exercise (TTX or workshop) that tested this functional area	Jurisdiction has exercised or participated in a larger exercise (drill or full-scale) that tested this functional area.	Jurisdiction exercised or participated in an exercise that tested this functional area and included internal and external partners.	Jurisdiction has a progressive exercise program that tests all areas, includes internal and external partners, and makes improvements as necessary



Mass Care Services

2.5

2.6

2.8

2.8

2.9

3.1

3.2

3.5



Fire Management and Suppression

End = 2.9

V2 End = 4.0



Planning



Mass Care Services



Operational Coordination



Public Information and Warning

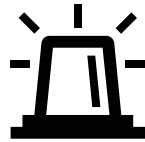


Public Health, Healthcare, EMS



Version 1 | Exercise Themes

Exercise



Are we hosting exercises that support the development of capabilities we want to have?

OR

Are we hosting exercises because we have to?



We participated in 'x' exercise events
Did multiple communications exercises
Continued to test PIO systems

Damage Assessment: Our community wants to be able to have a complete picture of the damage to our community within 1 week of an impact from a wildland fire to ensure impacted residents / communities can initiate recovery actions.

EOC Effectiveness: We want to create a County EOC that can support on-scene response efforts and coordinate a Common Operating Picture through the development of bench strength within our EOC that includes primary and back-up contacts trained in their role for all Command and General Staff positions.

Joint Information System: We want to develop a JIS that can provide our community the information necessary to respond and recovery from emergency situations



Version 1 | Exercise Themes

Exercise



Are we using the 0-5 rating to answer the Capability Assessment Tool?



2.2 overall rating = MOST of our capabilities have been exercised in a discussion-based environment.....is that accurate?

0	1	2	3	4	5
Jurisdiction has not exercised nor participated in an exercise designed to test this area.	Jurisdiction has a progressive exercise plan that includes this functional area	Jurisdiction has exercised or participated in a basic exercise (TTX or workshop) that tested this functional area	Jurisdiction has exercised or participated in a larger exercise (drill or full-scale) that tested this functional area.	Jurisdiction exercised or participated in an exercise that tested this functional area and included internal and external partners.	Jurisdiction has a progressive exercise program that tests all areas, includes internal and external partners, and makes improvements as necessary

1.3

70%

3.3



Others End = 2.2



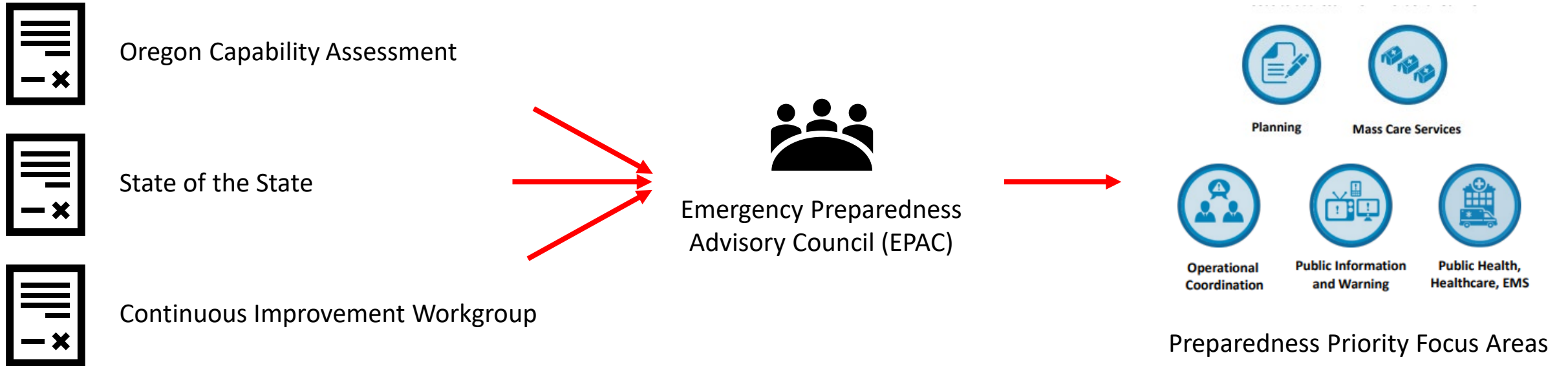
OREGON DEPARTMENT OF **EMERGENCY MANAGEMENT**

IPP Version 2

July 1, 2026 – June 30, 2029



Version 2





Version 2

2023-2026



Continuity of Operations



Fire Management & Suppression



Mass Care Services



Operational Communications



Operational Coordination*



Planning*



Public Health, Healthcare and EMS*



Public Information and Warning *

2026-2029



Planning



Mass Care Services



Operational Coordination



Public Information and Warning



Public Health, Healthcare, EMS



Version 2 | Planning Themes

What the updated IPP planning data shows

Operational Coordination leads

Largest share of identified plans; continued work on coordination, emergency operations, roles, responsibilities, and interagency procedures.

Planning remains significant

A major portion of activity supports plan maintenance, updates, and broader preparedness program development.

Targeted support planning continues

Mass care and public information planning support sheltering, services, public messaging, warning systems, and partner coordination.

Health coordination is reflected

Health and medical plans include Medical Countermeasures MCM, Points of Distribution POD operations, medical shelter support, ESF-8 support, and EMS system needs.

Version 2 priority areas



Planning



Mass Care Services



Operational
Coordination



Public Information
and Warning



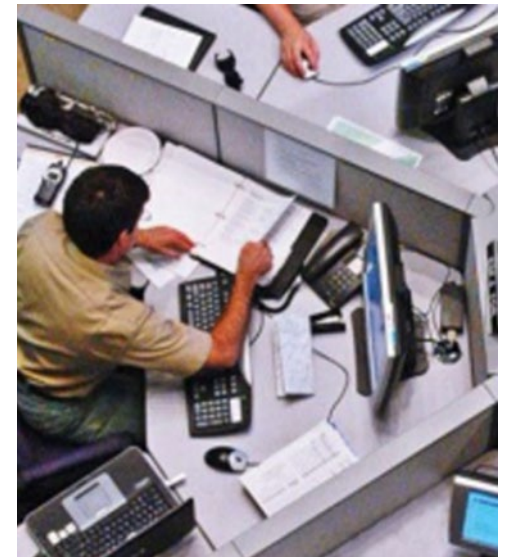
Public Health,
Healthcare, EMS

Takeaway: 2/3 Planning activity is concentrated in annual preparedness priority capabilities, while other 1/3 planning needs remain spread across broader core capabilities.



Version 2 | Equipment Themes

- Equipment listed represents equipment, systems, technology, and resource needs
- Continued need for a statewide tracking of current equipment available to accurately predict future equipment needs (local work on this)
- Continued collaboration/sharing of resources is vital without a statewide system
- Shrinking budgets for maintenance and ongoing fees (especially communications) impact equipment purchasing
- Most identified equipment needs are spread across the broader preparedness portfolio rather than concentrated within the preparedness priority capabilities (77%)



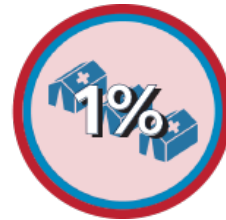


Version 2 | Equipment Themes

- **Planning:** Represents a smaller portion of equipment needs, likely tied to systems, technology, and tools that support planning, documentation, and coordination.
- **Mass Care Services:** Shows limited equipment needs in this dataset, but may include sheltering supplies, support equipment, and resources needed to sustain mass care operations.
- **Operational Coordination:** Represents the largest share of equipment needs within the annual priority capabilities, reflecting continued demand for systems, tools, and resources that support coordination, communications, situational awareness, and response operations.
- **Public Information and Warning:** Shows limited equipment needs, likely related to communication tools, public messaging systems, and resources that support warning and information sharing.
- **Public Health, Healthcare, and Emergency Medical Services:** Equipment needs identified in this area include shower trailers, laundry trailers, and a mobile morgue trailer. These requests reflect support for health, sanitation, sheltering, fatality management, and sustained response operations during large-scale emergencies or disasters.
- **Other – 77%**



Planning



Mass Care Services



Operational
Coordination



Public Information
and Warning



Public Health,
Healthcare, EMS

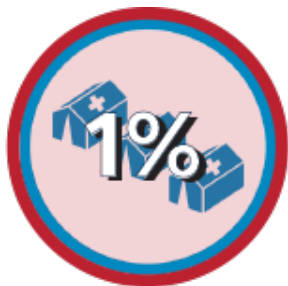


Version 2 | Training Themes



Planning

Planning
Statewide focus on continuity of operations (COOP) and ICS/EOC planning courses.



Mass Care Services

Mass Care Services
This is a critical gap. Mass care services also have the lowest capability score of identified priorities.



Operational Coordination

Operational Coordination
ICS and EOC trainings fall into this category, accounting for almost 50%.



Public Information and Warning

Public Information and Warning
This gap stems from the lack of available courses for this category. The OEM Training Program is actively working to provide additional training to close this gap.



Public Health, Healthcare, EMS

Public Health, Healthcare, and EMS
This category is underreported as health partners host these. As more local internal IPPWs happen it is likely that we would see the numbers go up



Version 2 | Training Themes

- 48% of training managed internally by agencies
- 31% of training managed by OEM
- 20% of training managed by FEMA's NDEMU or federal training consortium partners.
 - 452 Total From IPP
 - 142 G Courses
 - 74 L Courses
 - 18 AWR, PER, MGT Courses
 - 218 Misc. Trainings

Total Count	Sub-Category Count	Course Type
142		OEM Managed (G) Courses
	86	Incident Command System Courses (G0191, G0300, G0400, G0402)
	41	Emergency Operations Center Courses (G2300, G2302, G2304, G2308)
	15	Other Courses (G0108, G0141, G0205, G0288)
74		NDEMU Managed (L) Courses
	19	NIMS ICS All-Hazards Position Specific Courses (L0950-L0973)
	25	Basic Academy Courses (L0101, L0102, L0103, L0105, L0146)
	30	Other Courses (L0050, L0131, L0139, L0208, L0209, L0388, L0449, L0489, L0705, L0708, L1301, L1302)
18		NTED TPP Managed Courses
	2	Awareness Level (AWR-213)
	13	Management Level (MGT-310, MGT-315, MGT-318, MGT-330, MGT-346, MGT-414, MGT-418, MGT-439, MGT-440, MGT-475)
	3	Performance Level (PER-374, PER-375)
218		Miscellaneous Courses
	15	Incident Management Team (IMT) Training (O0305, Internal trainings)
	40	Emergency Operations Center Training (Internal ECC, AOC, and EOC Training)
	18	Community & Volunteer Training (AuxComm, B2WR, CERT, SAR, etc.)
	47	Comms & Software Training (COMT, Everbridge, Genasys, OpsCenter, etc.)
	7	Search and Rescue Training
	91	Other Training (Active Threat, Misc. EOC, Finance, HazMat, Mass Care, etc.)
452	452	Total Trainings



Challenges to State Training Program

- Training Courses that are difficult to obtain:
 - Position Specific Courses
- Training courses that are critical for closing gaps:
 - O-305 – Continued work on instructor cadre
 - L449/MGT906 – hosting in Portland in Spring '27
- Other challenges:
 - Position Specific TtT course updates – new process for legacy instructors



Version 2 | Exercise Themes

Exercise



- **Planning:** Exercising the planning Core Capability focuses on the Continuity of Operations sub-component. 22% of the submitted Planning Activities are COOP-focused, however we see only 10% of exercises focus on the topic. With so many agencies/jurisdictions writing COOP Plans, exercise opportunities should be sought out following the completion or update.
- **Mass Care Services – Evacuation / Relocation Assistance:** The current Preparedness Priorities outline “evacuation / relocation assistance” as the focus area, this data only shows 17% of mass care exercises focusing on evacuation so a possibility to consider exercises over the next 3 years on this topic.
- **Operational Coordination:** The coordination to ongoing operations continues to be a major focus for emergency management exercises, seeing 28% of total exercises. These exercises focus on Emergency Operations Center (EOC), Incident Management Team (IMT), and other coordination structures practice their key activities to support field operations.
- **Public Information & Warning:** Only 5% of exercises noted this focus and with the State-Level Exercise 2029 focusing on Public Information and Warning there should be additional exercise events included to build-up to a functional play.
- **Public Health, Healthcare, and Emergency Medical Services:** Healthcare-related exercises currently identify 7% of the total exercise events included in this IPP. The current IPP process does not regularly integrate healthcare organizations leading to a lack of the complete healthcare-exercise picture.



Planning



Mass Care Services



Operational
Coordination



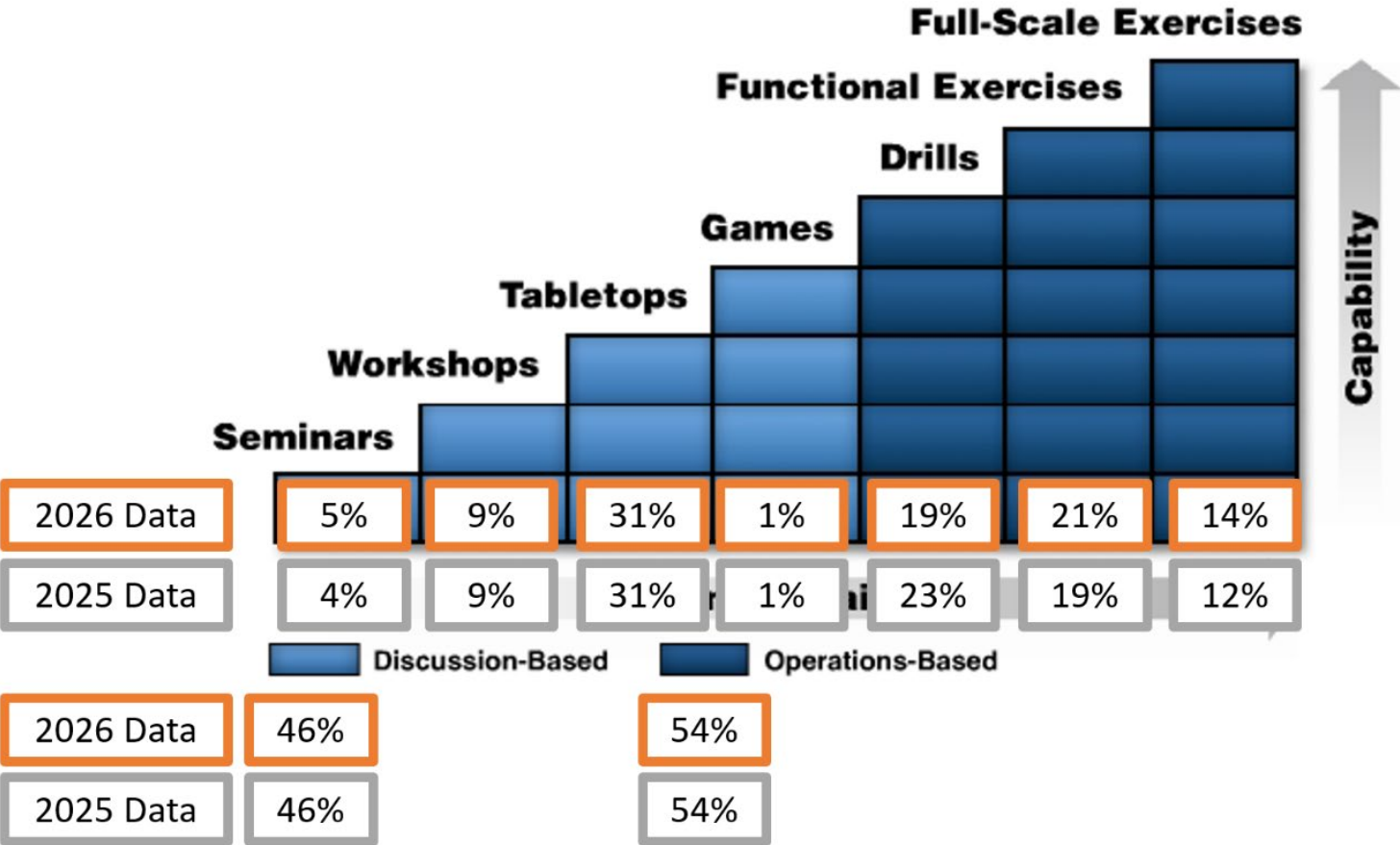
Public Information
and Warning



Public Health,
Healthcare, EMS



Version 2 | Exercise Themes



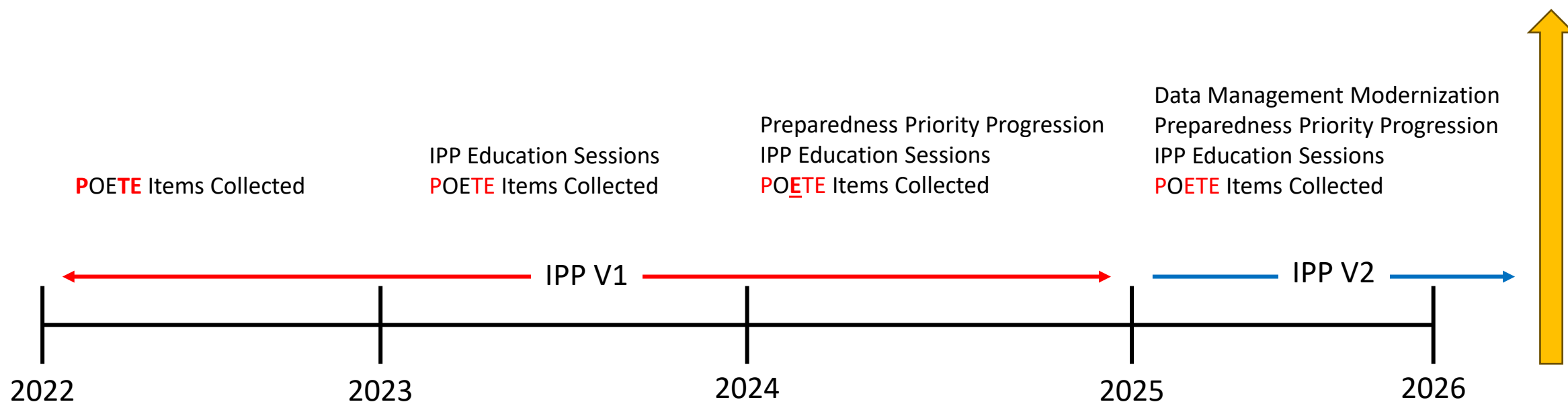
Year	% of Exercises
2026	65%
2027	28%
2028	5%
2029	2%



Lessons Learned 2025 & 2026 Process | Strengths

#1

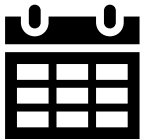
Overall progress on the intent and use of the IPP from IPP participants
(more room to grow)





Version 2 | Interactive Tool

Exercise



OEM Workflows

IPP Dashboard Home Page

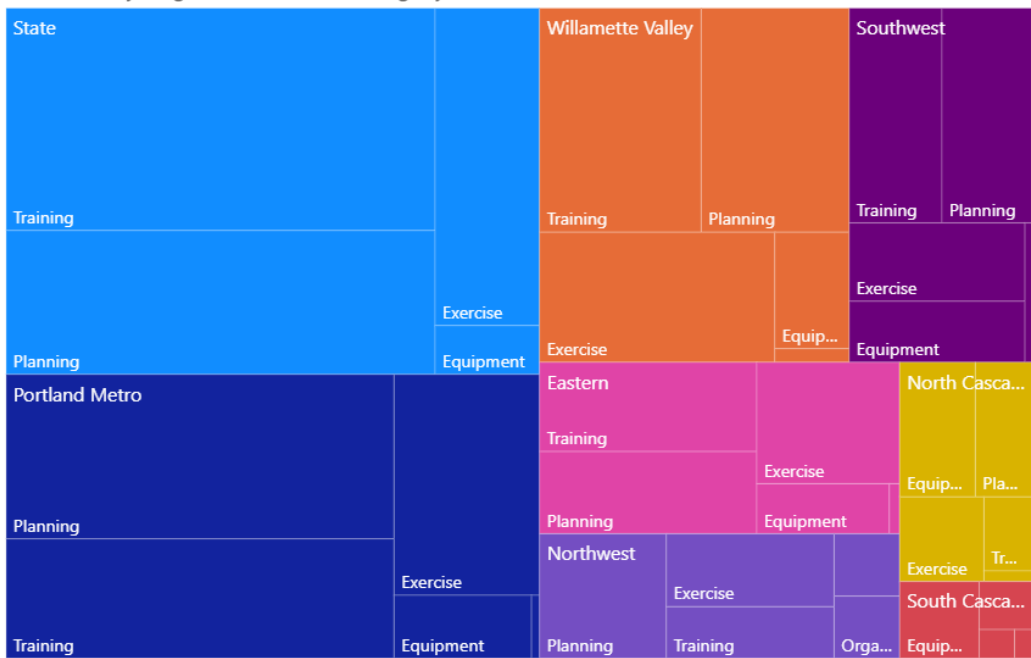
Home Page

Table

Gantt Chart

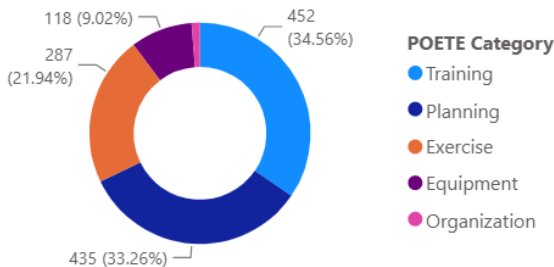
[IPP Dashboard Link](#)

Activities by Region and POETE Category

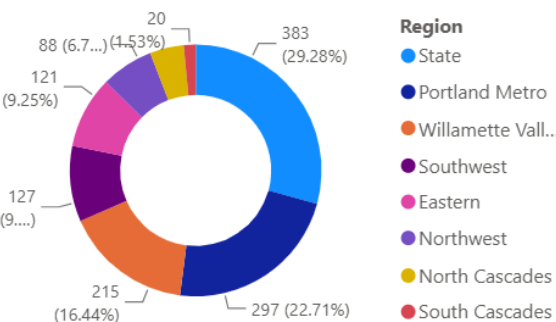


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Activities by POETE Category



Activities by Region



IPP Webpage



Need to add something new or make a correction? Click here!

Selected your desired filters above and click here to see filtered data!





OREGON DEPARTMENT OF **EMERGENCY MANAGEMENT**

IPP Version 2.1 Update Process **January – May 2027**



2026 Outlook | Focus Areas

Rescope the Purpose for IPP
(Are we Producing a Useful
Effort...?)



Revising the IPPWs to Meet
Needs of Specific Region.



Year 1 of Interactive Tool
(Feedback, Updates, Etc.)

