IT Annual Report

2026

CONTENTS

Executive Summary **2**

Strategic Objectives **3**

Metrics and Targets **3**

IT Initiatives **4**

Resource Allocation **10**

Risks and Mitigation Strategies **11**

Next Steps **12**

Conclusion **13**

Executive Summary

This year marks a pivotal point in the evolution of technology at the Oregon Department of Emergency Management. Over this last year, we have made significant strides in organizational maturity, IT governance, service delivery, planning, and project implementation, with the following significant improvements:

- IT Governance:
    - OEM has successfully stood up its IT Governance Committee, comprised of key stakeholders within the agency, to determine and prioritize necessary IT initiatives our agency should embark and continue to work on. (Pull some language from the IT Governance Charter)
- Data and Data Governance:
    - We have appointed our first agency data governance coordinator and lead data steward, following through on requirements from the Department of Administrative Services' Open Data and Data Governance programs.
    - We have submitted our first partial data inventory, while also continuing work with the buildout of our data inventory.
- Equipment Improvements:
    - The agency completed the build-out of our asset inventory, scanning and tagging all equipment owned.
    - All out-of-date devices were replaced with newer equipment.
- Planning:
    - We have developed our first GIS Strategy, outlining the steps necessary to move our geospatial products forward for the enhancement of our whole community.
    - We have started work updating our IT Disaster Recovery Plan, collaborating with key stakeholders and program owners within our agency to document our most critical assets and plan for recovery of these systems.
- New Implementations:
    - We have implemented a new grants management software, assisting our agency in tracking important grants utilized to help communities recover from disasters, embarking on the final stages of the grants modernization initiative and stagegate process.

As we look ahead, we are energized by the opportunities before us and committed to delivering high-impact, mission-aligned technology services that empower our agency and the communities we serve.

Strategic Objectives

The following strategic objectives, as outlined in OEM's IT Strategic Plan, provide the foundation for technology decisions, investment planning, and service delivery across the agency:

- Advance mission delivery through digital modernization: Implement flexible and scalable technologies that enhance OEM's ability to respond quickly and effectively to emergencies.
- Enable a secure, resilient, and adaptive infrastructure: Build IT systems and networks that can sustain evolving operational demands while withstanding cyber and physical threats.
- Promote information as a strategic asset: Improve the accessibility, quality, and governance of data to support informed decision-making and performance measurement.
- Deliver excellent IT services and user experience: Strengthen service delivery through process improvements, automation, and enhanced support tools that meet customer needs.
- Strengthen IT governance and operational transparency: Formalize oversight structures and communication pathways to align IT initiatives with enterprise strategy and ensure accountability.
- Develop a skilled and agile IT workforce: Invest in training, professional development, and collaborative practices that empower staff to meet current and future technological demands.

Metrics and Targets

OEM is in the process of identifying appropriate key performance metrics (KPMs) for IT. These will be related to our overall strategic objectives and documented within our IT Strategic Plan. IT staff is reviewing appropriate systems used to track metrics, such as helpdesk information and data documentation, to help evaluate the capabilities the agency has in developing SMART (strategic, measurable, action-oriented, realistic, and time-bound) KPMs to then present and review for vetting and approval with the IT Governance Committee.

Previously listed KPMs from our 2025 annual report included the following:

1. Digital Modernization

- % of legacy systems replaced or retired
- % of systems migrated to modern, cloud-based platforms
- Time to deploy business solutions (from request to implementation)

2. Secure and Resilient Infrastructure

- % of critical systems with documented business continuity plans

- Number of successful disaster recovery tests per year
- % of systems achieving target uptime (99.9%)

3. Information as a Strategic Asset

- % of systems with applied data classification
- Number of active datasets published to internal or external dashboards
- % of compliance with data governance standards

4. Excellent IT Services and User Experience

- Average helpdesk ticket resolution time
- User satisfaction score (based on annual survey)
- % of service catalog items automated or self-service enabled

5. Governance and Operational Transparency

- % of projects reviewed and tracked by the IT Governance Committee
- % of strategic roadmap milestones achieved on schedule
- % of initiatives linked to agency strategic goals

6. Skilled and Agile Workforce

- % of IT staff completing annual professional development
- % of roles with defined training plans and skill assessments
- Participation in cross-functional project teams

IT Initiatives

The Oregon Department of Emergency Management (OEM) is executing a comprehensive portfolio of IT projects and initiatives to modernize operations, support emergency management, and enhance agency-wide efficiency. These initiatives are aligned with OEM's IT Strategy Plan and are essential to building a resilient, mission-ready technology environment.

IT Governance Framework – Establishes a structured decision-making body for prioritizing IT investments, ensuring strategic alignment, and monitoring execution. The Governance Committee will oversee project approvals, resource allocations, and performance metrics.

Status: In implementation. Committee was established and started meeting in June 2025 . Initial work for this group has been developing an intake process and prioritizing project proposals. .

Challenges and how addressed: Resource needs were identified for process support and internal staff was borrowed to assist.

Grants Management Modernization – Replaces manual tracking with a fully automated, end-to-end digital platform that supports grant application, monitoring, and reporting. This system improves compliance, reduces processing times, and enhances visibility across the grant lifecycle.

Status: In implementation (some grants have been implemented – PA, Mitigation)

Challenges and how addressed: getting all three grants into the same system has been a challenge, with conflicting priorities. Has been addressed by discussing elements with individual program areas to identify commonalities between the different grants and ensuring consistent data input.

Task Management System – A Microsoft 365-based solution developed in-house to centralize tracking of agency actions, assignments, and deliverables. The tool promotes accountability, transparency, and agility through real-time status updates and role-based workflows.

Status: On hold

Challenges and how addressed: The project sponsor paused this work due to resource constraints and competing priorities.

Crisis Management System (OpsCenter) Replacement – A phased effort to replace OEM's 20-year-old emergency response coordination platform. Initial work includes requirements gathering, stakeholder engagement, and risk mitigation planning. The system will ultimately improve incident response, resource tracking, and interagency coordination.

Status: Planning

Challenges and how addressed: Internally OEM is assessing the capabilities of existing systems and evaluating the applicability of using new tools or enhancements to meet and address needs.

Integrated Watch Center Enhancements (OERS Transition) – Prepares OEM to assume operational control of the Oregon Emergency Response System from OSP. Project level efforts include the build out of a new physical facility within OEM's existing footprint, the purchase and installation of new hardware, installation of radio over IP equipment, the deployment of new call-center-as-a-service (CCaS) software, the split of OERS phone lines from OSP's Law Enforcement Data System Call Center, and the optimization of threat intelligence and alerting software deployed under the OR-Alert Program for the center.

Status: In progress. The build out has been completed. Software and hardware have been procured and installed. OEM and the vendor team are currently in the process of deploying the CCaS system, with cutover expected June 29th, 2026.

Challenges and how addressed: This project has faced significant funding challenges due to misidentified revenue sources during the budgeting process. As such, non-public safety grade CCaS software was selected over the desired public safety grade system. This resulted in significant savings, but reduced capability, resilience, and will impact future interoperability

initiatives. Additionally, this decision will increase long term operational costs and the system will need to be replaced by a public safety grade NG-911 ready system in the midterm. Other challenges related to vendor management of subcontractors have arisen that have primarily been mitigated through contractual administration strategies and the intentional inclusion of slippage periods during project scheduling. Another significant challenge has been the optimization of call taker workflows and notifications processes. Businesses needs require the support of a legacy critical incident management system (OpsCenter) however the system doesn't support the advanced workflow capabilities needed to support requirements placed on the center by partner agencies. This has been partially mitigated through a connection between the legacy system and a more modern system in which call takers are guided through workflows, however there have been difficulties in integrating the two systems.

Data Center Services Migration – In response to end-of-life hardware, OEM is planning to migrate critical services to cloud-hosted or co-located environments. This shift ensures service continuity, improves security, and reduces maintenance costs.

Status: Planning – currently in the process of evaluating the system requirements for transitioning to the cloud for OEM's current hardware infrastructure.

Challenges and how addressed: difficulty identifying the cloud cost model versus the current process for determining existing hardware physical requirements. Limited guiding resources available to determine requirements, limited budget availability to procure and sustain cloud services. OEM is in the process of developing a policy option package (POP) for funding to procure cloud services.

Learning Management System (LMS) – Collaboratively developed with Oregon State Fire Marshal (OSFM), Oregon State Police (OSP), and Department of Public Safety Standards and Training (DPSST), this platform will standardize training delivery, ensure compliance tracking, and provide a user-friendly interface for professional development across emergency management disciplines.

Status: On hold – OEM is awaiting implementation from DPSST for the procurement of their instance of this application.

Challenges and how addressed: funding for OEM's instance of the DPSST learning management system. Do not have clarity on the cost structure associated with this platform. Need to determine how OEM will implement their solution into the DPSST solution as a multi-agency platform.

Next Generation 9-1-1 (NG911) – A statewide modernization initiative designed to upgrade the existing analog Enhanced 9-1-1 (E9-1-1) system to a digital, IP-based emergency communications network. This transition enables Oregon's primary public safety answering points (PSAPs) to receive, manage, and share emergency communications using modern technology that supports improved speed, accuracy, resilience, and interoperability.

Status: Implementation Planning – Stage Gate 3; Waiting on IQMS Deliverables. Required project artifacts submitted to DAS EIS for review. Mandated third-party independent quality management services (IQMS) contractor has been onboarded and is completing review of the Statement of Work and developing an Initial Risk Assessment. These two IQMS tasks are the remaining outstanding requirements to receive Stage Gate 3 endorsement and commence project implementation.

Challenges and how addressed: Insufficient IQMS Subject Matter Expertise – IQMS has sufficient subject matter expertise in general IT project management but inadequate specific 9-1-1 technical expertise. Working with the IQMS vendor and DAS, a plan was developed for the IQMS vendor to acquire a resource with the technical expertise necessary to provide sufficient engagement on technical documents such as the NG Test Plan. NG9-1-1 Vendor Engagement and Resource Availability – To further development of project artifacts/deliverables or engagement of Lumen with IQMS contractors, and secure vendor and subcontractor resources, the state needs to sign a NG9-1-1 service order against the Lumen Next Generation 9-1-1 tariff catalog. Working with DAS EIS oversight, the provisional signing of the NG9-1-1 Service Order has been authorized. This authorization allows for the greater planning efforts and validations to support the progress of the project as IQMS completes initial requirements to begin project execution. Additionally, the signing of the NG service order secures vendor and subcontractor resources for the project.

Oregon Records Modernization (ORMS) – Aligns OEM's records management with statewide standards for digital documentation, retention, and access. This includes appointing a records officer and deploying policy-based tools for lifecycle governance.

Status: On Hold. Progress to date has included appointing a records officer and some draft policies have been developed. OEM has decided to defer using the Secretary of State's (SOS) records management system at this point in time.

Challenges and how addressed: Microsoft 365 capabilities and associated DAS-related policies restrictions. Requires recategorization and labeling of existing files/systems in use. Requirements for setting policies for each record via technical retention processes.

M365 Governance and Standardization – Streamlines usage of Microsoft 365 tools by implementing governance policies, optimizing licenses, and reducing site sprawl. Training and adoption campaigns are underway to enhance user effectiveness.

Status: In implementation. Have implemented the data asset classification requirements labeling on files stored within the agency.

Challenges and how addressed: inconsistent use of existing tools, lack of full agency data inventory, and lack of implementation of records management/role based access requirements.

Service Desk Modernization – The outdated helpdesk appliance has been replaced with ManageEngine's cloud-based ITSM platform. The roadmap includes asset tracking, self-service portals, and integration with project and knowledge management systems.

Status: In implementation (helpdesk technician, ticket categories, procured asset tracking software)

Challenges and how addressed: adding and updating the knowledge base and availability for staff to populate helpdesk knowledge base. Encouragement of staff to utilize the ticketing system for logging requests for support and assistance. Helpdesk ticket statistics and daily ticket review to ensure these tickets are resolved and followed-up in a reasonable time period.

Procurement Tracking System – A low-code application built in Power Apps that digitizes procurement requests, automates approval workflows, and generates real-time reports to support transparency and audit readiness.

Status: Implemented (using Microsoft SharePoint List, not Power Apps)

Challenges and how addressed: automated approval system for purchases within the agency. PCAs tied to specific manager approval requirements, etc.

Fleet Key Kiosk System – A secure, automated solution for managing fleet vehicle access and logging usage data. The kiosk improves accountability, reduces manual errors, and integrates with OEM's asset tracking systems.

Status: In implementation. Key Café has been procured and installed within the agency.

Challenges and how addressed: lack of staff availability and resources to implement.

Workstation Modernization – Replaces outdated devices and standardizes OEM systems on Windows 11. This improves security, enables advanced features, and supports hybrid and remote work environments.

Status: Implemented

Challenges and how addressed: Not Applicable

Business Continuity and Disaster Recovery Planning – Developing a robust BC/DR strategy aligned with OEM's Continuity of Operations Plan. This includes risk assessments, backup standards, and recovery testing protocols for critical systems.

Status: In progress. The IT Disaster Recovery Plan is in development to be completed and submitted with the updated Continuity of Operations Plan by September 30, 2026.

Challenges and how addressed: the pending departure of the OEM CIO and higher priority mission activities limit the availability of IT staff to update the plan. This is addressed partly with the assignment of the Preparedness Section's Cybersecurity Planner for project management responsibility helping to keep the project on schedule. Other challenges include an outdated

business impact analysis, which is being address by focusing the plan specifically on IT essential activities related to the Emergency Coordination Center (ECC) disaster recovery based on a specific set of assumptions.

Identity and Access Management (IAM) Enhancements – Strengthens access controls through better role definitions, automated provisioning/deprovisioning, and enhanced audit logging. This supports compliance with cybersecurity frameworks.

Status: In progress (all new applications are adding to Single Sign On (SSO) framework, new software AD Audit for enhanced audit logging)

Challenges and how addressed: not all applications allow for SSO integration. Funding for auditing and available resources for implementation of solutions/systems.

Asset Management System – utilizing a consistent application/software solution for tracking and managing assets owned by the agency.

Status: In progress. The AssetPanda software has been procured by OEM and is in the implementation phase, with the schema and record import process currently in place.

Challenges and how addressed: new buildouts are required with this software as a pre-existing template did not exist for datasets. Evaluating with program area staff the specific data required for audit purposes, appropriate tracking, and opportunities for integration with other systems, such as ArcGIS Online.

Oregon Volunteers In Disasters Database (ORVID) – a statewide volunteer database, allowing agencies to leverage this for training, recruiting, mobilizing, and deploying volunteers statewide.

Status: Transfer to OEM in progress. ORVID has been submitted to the IT Governance Committee as a part of the intake process for new projects to be prioritized and allow for assignment of dedicated support. This platform has been maintained by the Higher Education Coordinating Commission (HECC) and has been transferred legislatively to OEM for maintenance in the 2026 Legislative Session.

Challenges and how addressed: the existing licensing agreement expires on June 30, 2026, requiring additional coordination to ensure services are maintained through the transition of this software platform from the HECC to OEM. Risks are minimal in that this software platform is already maintained with the HECC, but it will require focused discussions to ensure services do not lapse.

These initiatives reflect OEM's strategic focus on secure, adaptable, and mission-aligned technology that meets the demands of emergency response and public safety.

Resource Allocation

Foundational elements of information technology involve core concepts, such as people, processes and technology. As such, OEM resources include the following support for implementation of IT within the agency:

Budget:

	Budget	**Actuals**
Professional Services	$2,479,258	$892,089
Services and Supplies	$388,282	$372,531
Total	**$2,867,540**	**$1,264,620**
FTE	8	8

**OEM IT budget and expenditures are embedded within the Director's Office budget.

Personnel:

Eight (8) permanent FTE, comprised of:

- Chief Information Officer,
- IT Team Lead/Network Administrator,
- Two (2) Systems Analysts,
- GIS Program Coordinator,
- Application Specialist,
- Logistics Coordinator,
- Help Desk Coordinator

One (1) Temporary FTE:

- Help Desk Coordinator

Two (2) Contracted Support FTE:

- 2 contract staff for project management

Technology:

OEM features a wide variety of software applications and technology aligned with business program areas. These include, but are not limited to:

- ServiceDesk for helpdesk ticketing software
- Microsoft 365 tools for tracking the status of projects, information sharing with teams, and remote meetings
- Esri GIS software for mapping, data visualization, and data collection initiatives
- OpsCenter software for incident data collection, resource request tracking, and mission assignments
- Everbridge software for alert and warning and critical event management
- Slido, Zoom, Basecamp, and Qualtrix for employee and partner engagement
- Flashalert and GovDelivery for public messaging
- Starlink for network connectivity
- AssetPanda and KeyCafé for asset tracking
- Civix for grant tracking

Risks and Mitigation Strategies

Effective risk management is critical to the success of OEM's IT initiatives. The following key risk areas and corresponding mitigation strategies are drawn from lessons learned and planning outlined in the IT Strategic Plan:

1. Resource Constraints

Risk: Limited staffing and dependency on contractors may delay project execution.

Mitigation: Prioritize high-impact projects, use phased implementations, and advocate for dedicated project and analyst roles.

2. Budget Uncertainty

Risk: Absence of a dedicated IT budget limits proactive planning.

Mitigation: Align requests with legislative and grant cycles; develop business cases and pursue interagency collaborations. OEM's 2027-29 Current Service Level budget will reflect revised structures establishing a separate budget for the IT section.

3. Legacy System Dependencies

Risk: Older systems lack resilience and security, increasing risk of failure.

Mitigation: Accelerate migration to modern platforms and integrate failover protocols into critical systems.

4. Cybersecurity Threats

Risk: Increasing cyber threats pose a risk to data integrity and availability.

Mitigation: Enhance IAM, endpoint protection, and BC/DR planning; implement continuous monitoring and policy enforcement.

5. Change Management

Risk: User resistance to new systems may hinder adoption.

Mitigation: Invest in training, stakeholder engagement, and phased rollouts to build user confidence.

6. Governance Gaps

Risk: Without active governance, initiatives may drift from strategic priorities.

Mitigation: Ensure regular governance meetings, enforce project reporting, and maintain transparency. IT governance has been actively meeting since June 2025 and has identified its top priorities for IT projects going forward.

These risks and mitigations will be reviewed quarterly through the IT Governance Committee and updated as part of the agency's ongoing risk management process.

Next Steps

As OEM completes the current phase of strategic planning and execution, the following next steps will guide ongoing progress:

- Communication/outreach with various sections within the agency on IT projects and status (not just at all staff).
- Encouragement and use of the IT helpdesk for logging requests for assistance.
- Feedback mechanism for IT support via helpdesk and surveys.
- Ongoing documentation of the agency data inventory.
- Development of data governance.
- Addition of monitoring systems to help initiate help/support for critical systems when they go down.
- SOG and consistency in outage notification processes/procedures.
- Ongoing buildout of the business continuity plans for critical systems at the agency.
- Revisions to the IT strategic plan, to include feedback from various sections within the agency. Socialization of IT needs by section and prioritization of needs via ITGC.
- SOP and consistency on the development or implementation of new systems, starting with a needs assessment and appropriate IT review processes.

- Encouragement/build-out of the IT Governance Committee and reaffirm/establish roles and responsibilities on how that committee interacts with the rest of the agency and KPMs associated with IT.
- Advocate for appropriate staffing based on operational needs of the agency.

Conclusion

This year marks a pivotal point in the evolution of technology at the Oregon Department of Emergency Management. In summary, the agency has made significant improvements in the following areas:

- IT Governance:
    - Establishing a governance framework for intake of new large projects, prioritization of existing projects, and coordination of IT services.
- Data and Data Governance:
    - Implementing a data coordinator for the agency, designating a lead data steward for the agency and producing our first open data plan and submissions to the Open Data Inventory.
- Equipment Improvements:
    - Buildout of our agency asset inventory and the replacement of all out-of-date hardware.
- Planning:
    - The development of our first GIS Strategy, outlining the steps necessary to move our geospatial products forward for the enhancement of our whole community.
    - Updating our IT Disaster Recovery Plan, collaborating with key stakeholders and program owners within our agency to document our most critical assets and plan for recovery of these systems.
- New Implementations:
    - Implemented a new grants management software, assisting our agency in tracking important grants utilized to help communities recover from disasters, embarking on the final stages of the grants modernization initiative and stagegate process.

As IT continues to evolve, our agency is focused on making incremental improvements with our processes, documentation, and systems in place to support our program areas for the future.


OREGON DEPARTMENT OF
OEM
EMERGENCY MANAGEMENT