# Training Program

Fiscal Year 2024 Report

OREGON DEPARTMENT OF

OEM

EMERGENCY MANAGEMENT

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# Executive Summary

During the 2024 State of Oregon Fiscal Year (FY24: July 1, 2024 – June 30, 2025), the OEM Training Program hosted 79 and supported 103 training deliveries, totaling 182 – a 33% increase from the prior year. These courses total more than 2,600 hours of instruction to 2,578 students, conducted by 77 OEM-credentialed instructors from 41 different organizations.

The OEM Training Program continued to expand Oregon's Incident Command System (ICS) instructor cadre and delivery capacity. The largest training gap identified in FY23 was the Emergency Operations Center (EOC) Skillset Courses, due to a lack of instructors. OEM hosted four Emergency Operations Center (EOC) courses in FY24, recruiting credentialed instructors into these classes to build the EOC instructor cadre and capacity statewide. The OEM Recovery team were also credentialed as instructors for "G0205: Recovery from Disaster: Local Community Roles," and delivered it for the first time, which filled another critical training gap identified in FY23.

To further support development of a diverse instructor cadre, the OEM Training Program piloted the "Training Travel Reimbursement" project. This project leverages Emergency Management Performance Grant (EMPG) funding to alleviate financial obstacles to training faced by many in Oregon. This pilot provided access to training in historically underserved areas, resulting in increased course deliveries in the Eastern and Northwest regions. In FY24, seven instructors and eleven students were approved to receive travel reimbursement.

# Background

## FEMA-Approved Courses

FEMA-approved courses fall into three main categories:
- Oregon Department of Emergency Management (OEM)-Managed G-Courses
- FEMA National Disaster Emergency Management University (NDEMU)-Managed E/L/K-Courses
- FEMA National Training and Education Division (NTED) Training Partner Program (TPP)-Managed AWR, MGT, and PER courses.

Each category is managed by a different entity and follows a different process for delivery.

Courses with a "G" prefix are FEMA-classified state courses developed by NDEMU. These are managed and certificated by the OEM Training Program and delivered by local, OEM-credentialed instructors. The delivery records for these courses are maintained by OEM.

Courses with an "E," "L," or "K" prefix are classified by FEMA as federal courses developed, managed, and certificated by NDEMU. These courses are delivered at NDEMU in Emmitsburg, Maryland ("E"), locally ("L"), or virtually ("K") by NDEMU-credentialed instructors. These courses require a significant amount of coordination in comparison to G-Course deliveries. In the case of National Emergency Management Basic Academy (NEMBA) courses, the OEM Training Program has the authority to endorse instructors, but these instructors are not fully credentialed by FEMA and can only teach within Oregon.

Courses with an "AWR," "MGT," or "PER" prefix are classified by FEMA as federal courses developed, managed, and certificated by the various training partners via the National Training and Exercise Division (NTED) Training Partner Program (TPP). TPP members include the National Domestic Preparedness Consortium (NDPC), the Rural Domestic Preparedness Consortium (RDPC), and other partners funded through the Homeland Security National Training Program Continuing Training Grants. These partners are typically part of a university or under a government agency that receive grant funding to develop and conduct specialized trainings in their various subject matter areas.

The prefixes of these courses indicate the focus and level of training provided by the course. These are defined as:
- AWR (Awareness-Level): Designed to provide basic knowledge and understanding of a specific topic.
- MGT (Management-Level): Designed to focus on the coordination, leadership, and decision-making skills required for managing emergency response activities.
- PER (Performance-Level): Courses designed to provide hands-on experience that focus on developing and enhancing the skills needed to perform specific tasks or roles during an emergency.

## State of Oregon Integrated Preparedness Planning Process

OEM conducts a series of annual Integrated Preparedness Planning Workshops (IPPWs) with partners to document the planning, equipment, training, and exercise priorities for a revolving three-year period. These workshops are conducted within each OEM region, with OERS Council agencies, and internally at OEM to understand the preparedness goals and needs across the state. The information gathered from these workshops is synthesized into a single document called the State Integrated Preparedness Plan (IPP).

The trainings listed in the IPP are identified by partners that they hope to hold within the next three years, ranging from scheduled training to wish-list items. The data gathered from partners allows the OEM Training Program to identify the state's training needs, coordinate within priority areas for training delivery, and identify any barriers to the process. Any internal trainings listed in the IPP that does not involve the OEM Training Program is excluded for the purposes of this report.

## OEM Course Deliveries

When training is hosted by OEM, all planning, coordination, and outreach efforts are done by the OEM Training Program. Planning and coordination steps include selecting dates, identifying a location, identifying instructors, setting up a registration page, outreach and more.

## OEM Support for Partner Deliveries

When supporting a training delivery, the support provided can vary drastically based on the needs of the hosting agency and the type of course being offered. The OEM Training Program assists with planning, coordination, and outreach efforts and works with partners to coordinate deliveries that meet the needs of multiple jurisdictions.

# Course Deliveries

## Overview

This year, the OEM Training Program hosted 79 and supported 103 training deliveries, totaling 182 – a 33% increase from the prior year. These courses total more than 2,600 hours of instruction to 2,578 students, conducted by 77 OEM-credentialed instructors from 41 different organizations.

| IPP | FY24 | FY23 | Course Type |
|:---:|:---:|:---:|:---:|
| 143 | 80 | 73 | OEM Managed (G) Courses |
| 27 | 14 | 22 | NDEMU Managed (L/K) Courses |
| 22 | 15 | 23 | NTED TPP (AWR/MGT/PER) Managed Courses |
| 39 | 73 | 19 | Miscellaneous Courses |
| 231 | **182** | 137 | **Total Trainings** |

## OEM Managed G-Course Deliveries

Overall, there was a 10% increase in the number of G-course deliveries compared to FY23. In addition to the existing set of G-courses regularly delivered, the OEM Training Program credentialed instructors for and delivered three new G-courses this year: G0205, G2304, and G2308. The courses listed below reflect courses delivered this fiscal year, last fiscal year, or identified in the IPP. A full list of the G-courses can be found in Appendix A. OEM is currently unable to offer courses denoted in grey due to a lack of credentialed instructors and is prioritizing development of the instructor cadre in these areas.

| IPP | FY24 | FY23 | Course Code and Title | Instructors |
|-----|------|------|-----------------------|-------------|
| 0 | 0 | 0 | G0108: Community Mass Care and Emergency Assistance | No |
| 27 | 13 | 10 | G0191: Emergency Operations Center (EOC)/ICS Interface | Yes |
| 1 | 0 | 0 | G0202: Debris Management | No |
| 2 | 1 | 0 | G0205: Recovery from Disaster - Local Community Roles | Yes |
| 0 | 0 | 1 | G0288: Local Volunteer and Donations Management | Yes |
| 34 | 33 | 31 | G0300: ICS-300 Intermediate ICS for Expanding Incidents | Yes |
| 1 | 0 | 0 | G0358: Evacuation and Re-Entry Planning Course | No |
| 32 | 23 | 22 | G0400: ICS-400 - Advanced ICS for Complex Incidents | Yes |
| 8 | 3 | 5 | G0402: ICS-402 - NIMS Overview for Senior Officials | Yes |
| 0 | 0 | 2 | G0428: CERT Train-the-Trainer | Yes |
| 2 | 0 | 0 | G0557: Rapid Needs Assessment | No |
| 14 | 4 | 2 | G2300: Intermediate Emergency Operations Center Functions | Yes |
| 8 | 1 | 0 | G2302: EOC Leaders Skillset Course | Yes |
| 7 | 1 | 0 | G2304: EOC Planning Support Skillset Course | Yes |
| 5 | 0 | 0 | G2306: EOC Resources Support Skillset Course | Yes |
| 2 | 1 | 0 | G2308: EOC Operations and Situational Awareness Skillset Course | Yes |
| 143 | **80** | 73 | **Total Trainings** | |

## National Disaster Emergency Management University (NDEMU) Managed L/K Course Deliveries

Delivery of L/K Courses delivered in FY24 decreased by 36% compared to FY 23, despite the increase in courses requested. NDEMU paused all training deliveries between January and June 2025, accounting for the decrease in course deliveries in Oregon and for approximately 66% of FY24 IPP NDEMU courses requested. The only L Courses that were delivered in this timeframe were by local Oregon instructors or private contractors with NDEMU credentials. Due to an agreement with NDEMU, OEM has the authority to endorse subject-matter experts as instructors (within Oregon only) without NDEMU credentialing, allowing continued delivery of the National Emergency Management Basic Academy (NEMBA) courses (L0101, L0102, L0103, L0105, and L0146).

Oregon has faced a longstanding lack of Incident Command System All-Hazards Position Specific course deliveries. Unlike most NDEMU courses where FEMA instructors deliver courses for free, these courses are almost exclusively taught by private contractors for cost. OEM could offer these courses at no cost with credentialed instructors, and the OEM Training Program has sought Train-the-Trainer courses, but NDEMU is pausing all Train-the-Trainers until the curriculum for all position specific courses is updated. This effectively blocks any new instructors for these courses nationwide for at least the next two years.

| IPP | FY24 | FY23 | Course Code and Title |
|---|---|---|---|
| 2 | 0 | 0 | L0050: Exercise Control and Simulation (only available as on NDEMU campus delivery) |
| 1 | 0 | 1 | L0101: Foundations of Emergency Management |
| 1 | 0 | 1 | L0102: Science for Disasters |
| 1 | 0 | 1 | L0103: Planning: Emergency Operations |
| 6 | 5 | 3 | L0105: Public Information Basics |
| 0 | 0 | 1 | L0110: Basic Academy Train the Trainer |
| 1 | 0 | 0 | L0131: Exercise Evaluation and Improvement Planning |
| 1 | 0 | 0 | L0139: Exercise Design and Development |
| 1 | 0 | 0 | L0142: Situational Awareness (Unavailable) |
| 2 | 3 | 5 | L0146: Homeland Security Exercise and Evaluation Program (HSEEP) Training |
| 0 | 0 | 1 | L0208: State and Tribal Coordinating Officer |
| 1 | 0 | 0 | L0318: Local Mitigation Planning Training |
| 1 | 0 | 0 | L0388: Advanced Public Information Officer (only available as NDEMU on campus delivery) |
| 2 | 0 | 0 | L0419: Shelter Field Guide Training for State & Local Communities |
| 1 | 1 | 1 | L0449: Incident Command System (ICS) Curricula Train the Trainer |
| 0 | 0 | 1 | L0705: Fundamentals of Grant Management |
| 0 | 0 | 1 | L0708: Procurement Under Grants |
| 1 | 0 | 1 | L0956: NIMS ICS AHPS Liaison Officer* (Cost) |
| 0 | 0 | 1 | L0958: NIMS ICS AHPS Operations Section Chief Course* (Cost) |
| 0 | 1 | 0 | L0960: NIMS ICS AHPS Division/Group Supervisor* (Cost) |
| 1 | 2 | 1 | L0962: NIMS ICS AHPS Planning Section Chief Course* (Cost) |
| 1 | 0 | 0 | L0964: NIMS ICS AHPS Situation Unit Leader* (Cost) |
| 1 | 0 | 0 | L0965: NIMS ICS AHPS Resource Unit Leader* (Cost) |
| 0 | 0 | 1 | L0969: NIMS ICS AHPS Communications Unit Leader Course* (Cost) |
| 0 | 0 | 1 | L0970: NIMS ICS AHPS Supply Unit Leader Course* (Cost) |
| 1 | 1 | 1 | L/K1301: Continuity Planning |
| 1 | 1 | 0 | L/K1302: Continuity of Operations Program Management |
| 27 | **14** | 22 | **Total** |

# National Training and Exercise Division Training Partner Program Managed Course Deliveries

NTED course deliveries decreased 35% FY24 compared to FY23, and did not meet the amount identified in the IPP. Like the impacts seen with NDEMU courses, deliveries from training consortium partners were paused in the beginning of 2025 and many courses were removed from the catalog to comply with new federal requirements. As a result, partners offering these courses require scheduling more than a year or two in advance. The courses below denoted in grey are no longer available for delivery.

Historically, awareness of these courses has been low, but the OEM Training Program has made progress on this front, reflected by the 440% increase in these courses listed on the IPP. Some courses below are offered virtually, directly from providers, which can be shared by the OEM Training Program. These sometimes satisfy the needs identified in the IPP but are not included below because they were coordinated without OEM support. See Appendix B for all acronyms including all training providers' full name.

| IPP | FY24 | FY23 | Course Code and Title | Provider |
|---|---|---|---|---|
| 0 | 1 | 0 | AWR-132: Understanding and Planning for School Bombing Attacks | EMRTC |
| 1 | 0 | 0 | AWR-213: Critical Infrastructure Security & Resilience | TEEX |
| 0 | 1 | 1 | AWR-232: Mass Fatalities Planning & Response for Rural Communities | RDPC |
| 0 | 0 | 1 | AWR-310: Natural Disaster Awareness for Community Leaders | NDPTC |
| 0 | 0 | 1 | AWR-328: All Hazards Preparedness for Animals in Disasters | RDPC |
| 1 | 1 | 0 | AWR-329: Leveraging Tools for Coordinated Disaster Communications | NDPTC |
| 0 | 0 | 1 | AWR-331: Winter Weather Hazards: Science and Preparedness | NDPTC |
| 1 | 0 | 0 | AWR-370: Addressing Gaps in Recovery: Conducting Impact Assessments | CTOS |
| 1 | 0 | 0 | AWR-386-W: Establishing Collaborative Case Management Services | NCDP |
| 0 | 1 | 0 | AWR-421: Demystifying Cyber Attacks | TEEX |
| 1 | 0 | 0 | AWR-423-W: Mass Care Shelter & Relocation Communications | NCDP |
| 0 | 1 | 0 | MGT-303: Cybersecurity Vulnerability Assessment | NCPC |
| 0 | 1 | 0 | MGT-305W: Achieving Equitable Outcomes through Effective Public Information and Warning | GTRI |
| 0 | 0 | 1 | MGT-315: Conducting Risk Assessments for Critical Community Assets | TEEX |
| 0 | 0 | 1 | MGT-318: Public Information for All Hazards | TEEX |
| 0 | 1 | 0 | MGT-319: Medical Countermeasures: Point of Dispensing (POD), Planning and Response | TEEX |
| 1 | 0 | 0 | MGT-340: Crisis Leadership | TEEX |

| | | | | |
|---|---|---|---|---|
| 0 | 0 | 1 | MGT-343: Disaster Management for Water and Wastewater Utilities | TEEX |
| 1 | 2 | 0 | MGT-345: Disaster Management for Electric Power Systems | TEEX |
| 0 | 0 | 2 | MGT-348/PER-233: Medical Preparedness & Response for Bombing Incidents | EMRTC |
| 0 | 0 | 1 | MGT-361: Crisis Management Affecting Institutions of Higher Ed | TEEX |
| 1 | 0 | 0 | MGT-384: Preparing for Cyber Attacks and Incidents | TEEX |
| 0 | 0 | 1 | MGT-403: Underserved Populations Preparedness Planning for Rural Responders and Volunteers | RDPC |
| 0 | 1 | 0 | MGT-404: Sports and Special Events Incident Management | TEEX |
| 0 | 0 | 1 | MGT-414: Critical Infrastructure Resilience and Community Lifelines | TEEX |
| 1 | 0 | 0 | MGT-418: RTIPP | NCBRT |
| 0 | 1 | 0 | MGT-439: Pediatric and Disaster Response and Emergency Preparedness | TEEX |
| 1 | 0 | 1 | MGT-448: All Hazards Planning for Animal, Agricultural, and Food Related Disasters | RDPC |
| 0 | 0 | 1 | MGT-452: Physical and Cyber Security for Critical Infrastructure | TEEX |
| 0 | 1 | 0 | MGT-456: Integration of Cybersecurity Personnel into the EOC for Cyber Incidents | TEEX |
| 0 | 0 | 1 | MGT-460: Planning for Disaster Debris Management | NDPTC |
| 1 | 0 | 0 | MGT 461: Evacuation Planning Strategies | TEEX |
| 1 | 0 | 0 | MGT 462: Community Planning for Economic Recovery | NDPTC |
| 0 | 0 | 1 | MGT-465: Recovering from Cybersecurity Incidents | CJI |
| 1 | 0 | 0 | MGT-475: Crowd Management for Sport and Special Events | TEEX |
| 1 | 0 | 1 | MGT-487: Mass Care - Shelter and Relocation Coordination | NCDP |
| 0 | 0 | 1 | MGT-491-S: Climate Change Risks for Underserved Populations | NCDP |
| 0 | 1 | 0 | MGT-493: Crisis Leadership: Resolving Climate Impacts through Community Lifelines | RDPC |
| 3 | 0 | 1 | PER-256: Comprehensive Cybersecurity Defense | NCPC |
| 0 | 0 | 1 | PER-275: Law-Enforcement Active Shooter Emergency Response (LASER) Training | NCBRT |
| 4 | 1 | 1 | PER-375: Surviving an Active Threat: Run. Hide. Fight. | NCBRT |
| 0 | 0 | 1 | PER-375-1: Surviving an Active Threat: Run. Hide. Fight. Train the Trainer | NCBRT |
| 0 | 1 | 1 | PER-382: Malware Prevention, Discovery, and Recovery (MPDR) | NCPC |
| 1 | 0 | 0 | PER 402-W: Pandemic Planning for Mass Sheltering | NCDP |
| 22 | **15** | 23 | **Total** | |

# Miscellaneous Course Deliveries

This category acts as a catch-all for training that is not FEMA-approved curriculum, many of which are led by OEM. There was an increase of 284% in the number of miscellaneous course deliveries compared to FY23, and surpassed the amount identified in the IPP for FY24.

Many of these deliveries were spontaneous and not listed in the IPP. OneResponder training was identified six times in the IPP, but due to federal uncertainty, the SQS Committee decided to pause the official roll out of OneResponder until there is confidence in its continuity.

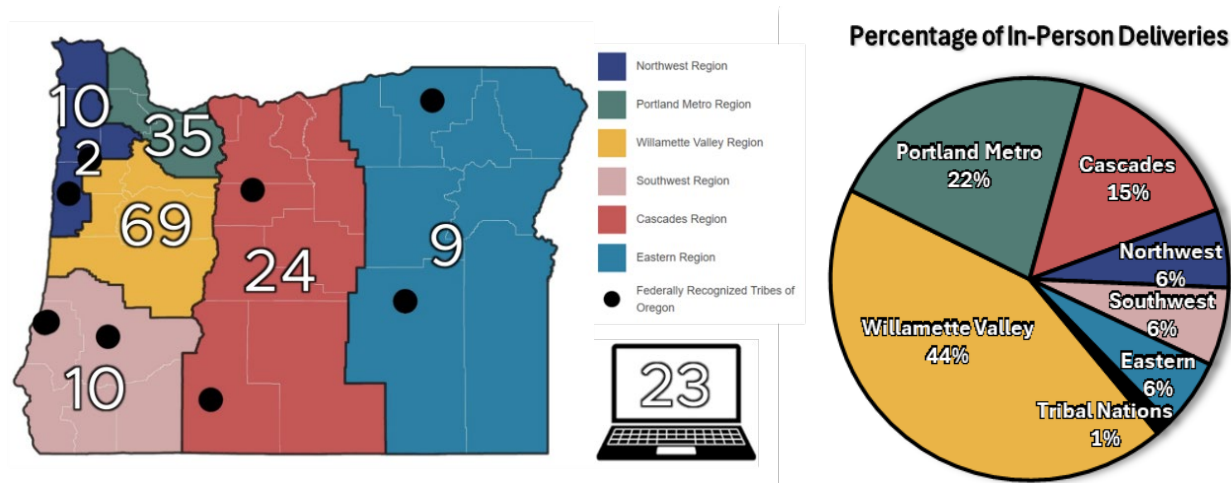| IPP | FY24 | FY23 | Course Title |
|---|---|---|---|
| 0 | 2 | 2 | 2024 Public Private Partnership Security and Resilience Seminar Series |
| 0 | 1 | 0 | Advanced Disaster Life Support |
| 14 | 19 | 0 | Radio Volunteer Trainings |
| 0 | 1 | 0 | Basic Disaster Life Support |
| 4 | 10 | 8 | Be 2 Weeks Ready (B2WR) Program Manager Trainings |
| 0 | 0 | 3 | COOP Plan Development Workshop Series |
| 0 | 1 | 0 | USDOT Assistance with Local Emergency Response Training (ALERT) |
| 0 | 1 | 0 | Diversity, Equity, Inclusion, Cultural Competency in Public Health |
| 0 | 1 | 0 | FEMA Benefit Cost Analysis (BCA) Virtual Training |
| 0 | 1 | 0 | HazMat Response Team Radiological Course |
| 1 | 1 | 0 | Immediate Post Disaster Emotional Assistance (IDEA) Course |
| 0 | 1 | 0 | Immediate Post-Disaster Emotional Assistance (IDEA) Train-the-Trainer Course |
| 0 | 1 | 0 | Information Technology Service Unit Leader (ITSL) Training Course |
| 0 | 1 | 0 | IO24 Training: Cascadia Subduction Zone Earthquake Overview |
| 0 | 1 | 0 | IO24 Training: Goal 1 - Coordination |
| 0 | 1 | 0 | IO24 Training: Goal 2 - Communications & Goal 3 - Mass Care |
| 0 | 1 | 0 | Leading the Modern CWPP Process |
| 0 | 0 | 2 | Local and Tribal Hazard Mitigation Planning Training |
| 0 | 1 | 0 | Mass Fatality Planning, Coordination, and Response |
| 3 | 2 | 3 | O-305: All Hazards Incident Management Team Course |
| 6 | 0 | 0 | OneResponder Training |
| 0 | 1 | 1 | Oregon Horse Council Technical Large Animal Emergency Rescue Course |
| 0 | 1 | 0 | Procurement Disaster Assistance Team (PDAT) Training |
| 0 | 7 | 0 | Tsunami 101 |
| 11 | 13 | 0 | Veoci Continuity of Operations Planning Software Training |
| 0 | 4 | 0 | Wildfire Briefing and Education Series |
| 39 | **73** | 19 | **Total** |

# Regional Deliveries

OEM separates Oregon into six regions: Cascades, Eastern, Northwest, Portland Metro, Southwest, and Willamette Valley. Trainings are counted by the OEM Region they were geographically held in, regardless of the hosting agencies' home region. The distribution of training deliveries between the regions is unequal but roughly follows the distribution of Oregon's population. Per 2020 census data, 45% of Oregon's populations live within the Portland Metro region and 24% lives in the Willamette Valley region.

Other regions have much sparser populations, presenting numerous challenges for successful training. Some areas lack adequate instructors for the trainings required, which often means individuals must travel farther distances to attend trainings, sometimes requiring overnight stays. This is a physical and financial barrier for many and it can be difficult to meet the minimum enrollment requirements (15-20 students) for federal level courses, which often leads to canceled training deliveries in these areas.

The nine sovereign Tribal Nations within Oregon's borders have the authority to organize their own training deliveries directly with FEMA. The OEM Training Program supported training needs as requested, including a hybrid delivery of "G0191: EOC/ICS Interface" to the Confederated Tribes of Grand Ronde.

The OEM Training Program piloted the "Training Travel Reimbursement Scholarship" project, which leverages EMPG funding to alleviate financial obstacles to training faced by many in Oregon. This helps bring instructors to areas that need training the most and students to key trainings that they would otherwise be unable to attend. This project enabled the deliveries of L0105 in La Grande and Tillamook, G0300 in La Grande, G2304 in Salem, and helped bring future instructors to the L0449: ICS Train-the-Trainer course in Bend, among others. In total, seven instructors and eleven students were approved to receive travel reimbursement this fiscal year.

| IPP | FY24 | FY23 | OEM Region | % of In-Person Deliveries* | % of Population |
|---|---|---|---|---|---|
| 19 | 24 | 11 | Cascades | 15.1% | 8.9% |
| 25 | 9 | 6 | Eastern | 5.7% | 4.5% |
| 17 | 10 | 8 | Northwest | 6.3% | 5.2% |
| 37 | 35 | 33 | Portland Metro | 22.0% | 45.2% |
| 43 | 10 | 14 | Southwest | 6.3% | 11.9% |
| 84 | 69 | 49 | Willamette Valley | 43.3% | 24.3% |
| 5 | 2 | 0 | Tribal Nations | 1.3% | |
| 0 | 23 | 16 | Virtual | | |
| 230 | **182** | 137 | **Total** | 100% | 100% |

*The total number of deliveries used for this is 159, excluding the 23 held virtually.

# Oregon State Qualification System (SQS)

The State Training Program continues progress implementing the Oregon State Qualification System (SQS), which is Oregon's implementation of the FEMA National Qualification System (NQS), a component of the National Incident Management System (NIMS). It provides standardization of local processes for qualifying, certifying, and credentialing deployable emergency personnel. This program promotes interoperability nationwide by establishing a common language for defining job titles and enabling jurisdictions and organizations to plan for, request, and have confidence in the capabilities of personnel deployed from other entities.

In FY24, the OEM Training Program and SQS Committee launched the SQS webpage, presented an overview of SQS at Oregon Prepared, established the EOC Skillset Position Crosswalk and checklists, developed additional guidance documents and templates, and held multiple workshops to assist individuals with their applications. The first Qualification Review Board credentialed six individuals under this new system.

# Oregon Prepared Conference

The Oregon Prepared Conference provides participants with training and information on programs, current issues, lessons learned, and best practices related to all phases of emergency management. This annual conference is open to Tribal, county, city, special district, state and federal emergency management staff and partners with a role in mitigation, preparedness, response, or recovery. The goal of the conference was to equip attendees with the tools and knowledge needed to effectively mitigate, prepare for, respond to, and recover from emergencies and disasters. Sessions focused on a variety of areas such as information-sharing, multi-agency collaboration, inclusive planning, best practices for emergency management, real-world case studies, and more.

The 2025 conference was held April 16-18, in Sunriver, Oregon, with 383 attendees from 157 different federal, Tribal, state, local, volunteer, non-governmental and private sector organizations. With a total of 431 individuals registered, the attendance rate was 88.8%. Most of the cancellations were due to unexpected changes, including severe flooding around the state and federal partners facing a travel freeze.

| Organization Type | Attendees | Unique Organizations |
|---|---|---|
| Federal and Out-of-State | 10 | 7 |
| Tribal Government | 12 | 7 |
| State Government | 147 | 22 |
| County, City, Special District, and Public Sector | 126 | 64 |
| Volunteer, Non-Profit, and Not-for-Profit | 47 | 29 |
| Private Sector | 41 | 28 |
| **Total** | **383** | **157** |

# Program Improvements

## External Communications

Throughout FY24, the OEM Training Program continued to build on the external communication improvements made in FY23. The OEM Training webpage was completely overhauled to streamline how content is shown while adding more resources for partners. Additional pages were created for the State Qualification System and Integrated Preparedness Plan, allowing OEM to share resources specific to these efforts.

## Collaboration with Partners

The OEM Training Program works closely with FEMA, other state training programs, Oregon state agencies, and local and Tribal emergency managers.

The OEM Training Program strengthened relationships with the training programs from Washington and Idaho and identified opportunities for collaboration. A key idea is sending Oregon instructors over state lines to support nearby areas and instruct when needed.

Throughout FY24, the OEM Training Program collaborated with state agency training programs to ensure the overlapping needs of the agencies were met, avoid duplication and reduce costs. The OEM Training Program hosts monthly meetings with public safety state agency training programs to coordinate training deliveries between state agencies and local partners at no cost.

## Instructor Cadre Development

In FY24, 33 individuals were credentialled as new instructors or for additional courses by the OEM Training Program. In addition to these credentialed G-course instructors, there were several new instructors endorsed by the OEM Training Program to instruct courses in the National Emergency Management Basic Academy (NEMBA).

The OEM Training Program updated the OEM Instructor Guidance and implemented annual training required for all instructors to maintain their credentialing. This updated process will ensure quality of instruction by keeping instructors engaged with OEM, following expectations, and informed of any relevant updates.

## OEM Staff Training Plan Update

The OEM Staff Training Plan establishes standards, guidelines, and timelines for the professional development of all OEM employees, including State of Oregon mandatory employee training, FEMA training curriculum, and additional trainings related to specific duties carried out by OEM employees. This plan was updated in FY25 in coordination with the OEM

Management Team to ensure the training requirements for staff aligned with NIMS and best practices.

## Emergency Coordination Center (ECC) Training and Exercise Plan

The OEM Training Program led efforts with internal OEM partners and OERS Council partners in establishing a workgroup to create a formal Training and Exercise Plan for the State ECC. This plan will be completed in FY25 and will establish minimum training standards, State ECC integration with SQS, and outline the structure and cadence of ECC training and exercises.

# Looking to the Future

In the next fiscal year, the OEM Training Program will continue to make program improvements to ensure progress and long-term sustainability. Commitment to transparent communication, quality course delivery, and addressing limitations to training access are the OEM Training Program's top priorities.

The OEM Training Program will continue the growth of its instructor cadre, allowing for a greater quantity and variety of training deliveries offered around the state. To support new instructors and ensure instructional quality, the OEM Training Program will further develop instructor guidance, training, and a formal instructor mentorship program.

In FY25, the State Qualification System Planning Committee will formally transition into the Governance Committee. As the implementation transitions to long term maintenance, additional members will be added to the Qualification Review Board, the historical recognition period will close, and a revision of the SQS guidance will be published.

These improvements will increase the level of service provided to partners and ensure a greater level of training across the State of Oregon to effectively protect, mitigate, prepare for, respond to, and recover from emergencies or disasters regardless of cause.

## Appendix A: List of Local Courses

Below is a complete list of all courses the OEM Training Program manages or coordinates including G-courses, NDEMU L-courses and NFA O-courses hosted in Oregon. OEM is currently unable to independently offer courses denoted in grey due to a lack of credentialed instructors and is prioritizing development of the instructor cadre in these areas. The grey L-course courses are currently available through NDEMU-credentialed instructors, but are not reliably available for delivery in Oregon.

| Course Code and Title | Course Hours | Instructors |
|---|---|---|
| G0108: Community Mass Care and Emergency Assistance | 14 | No |
| G0141: Instructional Presentation and Evaluation Skills | 18 | No |
| G0191: Incident Command System (ICS) Emergency Operations Center (EOC) Interface | 8 | Yes |
| G0205: Recovery from Disaster - Local Community Roles | 17 | Yes |
| G0235: Emergency Planning Course | 16 | No |
| G0251: Workshop in Emergency Management - Amateur Radio Resources | 4 | No |
| G0270.3: Expedient Flood Training | 0.75 | No |
| G0271: Hazardous Weather and Flooding Preparedness | 17.5 | No |
| G0272: Warning Coordination | 12 | No |
| G0279: Retrofitting Flood-Prone Residential Structures | 28 | No |
| G0288: Local Volunteer and Donations Management | 10 | Yes |
| G0300: ICS-300 Intermediate ICS for Expanding Incidents | 21 | Yes |
| G0318: Local Mitigation Planning Workshop | 12 | No |
| G0358: Evacuation and Re-Entry Planning Course | 16 | No |
| G0360: Preparing for Emergencies–What K-12 School Staff Need to Know | 12 | No |
| G0361: Multi-hazard Emergency Planning for K-12 Schools | 16 | No |
| G0362: Training the Trainer for K-12 Schools Curriculum | 25.5 | No |
| G0365: Partnerships for Creating and Maintaining Spotter Groups | 5 | No |
| G0367: Emergency Planning for Campus Executives | 2 | No |
| G0386: Mass Fatalities Incident Course | 14 | No |
| G0400: ICS-400 - Advanced ICS Command and General Staff - Complex Incidents | 15 | Yes |
| G0402: ICS-402 - Incident Command System (ICS) Overview for Executives and Senior Officials | 4 | Yes |
| G0418: Mass Care-Emergency Assistance (MC-EA) Planning and Operations Course | 13.2 | No |
| G0427: CERT Program Manager | 14 | No |
| G0428: CERT Train-the-Trainer | 18.5 | Yes |
| G0489: Management of Spontaneous Volunteers in Disasters | 7 | No |
| G0556: FEMA Local Damage Assessment | 12 | No |

| | | |
|---|---|---|
| G0557: Rapid Needs Assessment | 8 | No |
| G2300: Intermediate Emergency Operations Center Functions | 24 | Yes |
| G2302: EOC Leaders Skillset | 30 | Yes |
| G2304: Emergency Operations Center Planning Skillsets | 22 | Yes |
| G2306: EOC Resources Support Skillset Course | 18.5 | No |
| G2308: EOC Operations and Situational Awareness Skillsets | 22.5 | Yes |
| L0050: Exercise Control and Simulation | 13 | No |
| L0101: Foundations of Emergency Management | 40 | Yes |
| L0102: Fundamentals of Threats and Hazards | 24 | No |
| L0103: Planning: Emergency Operations | 16 | Yes |
| L0105: Public Information Basics | 24 | Yes |
| L0110: Basic Academy Train the Trainer | 40 | No |
| L0131: Exercise Evaluation and Improvement Planning | 32 | No |
| L0139: Exercise Design and Development | 13.5 | No |
| L0146: Homeland Security Exercise and Evaluation Program (HSEEP) Training Course | 16 | Yes |
| L0208: State and Tribal Coordinating Officer | 20 | No |
| L0449: Incident Command System (ICS) Train-the-Trainer | 34.5 | No |
| L0705: Fundamentals of Grant Management | 30 | No |
| L0708: Procurement Under Grants | 8 | No |
| L0950: NIMS ICS AHPS Incident Commander Course | 30 | No |
| L0952: NIMS ICS AHPS Public Information Officer Course | 31 | No |
| L0954: NIMS ICS AHPS Safety Officer Course | 29 | No |
| L0956: NIMS ICS AHPS Liaison Officer Course | 13 | No |
| L0958: NIMS ICS AHPS Operations Section Chief Course | 22 | No |
| L0960: NIMS ICS AHPS Division/Group Supervisor Course | 18.5 | No |
| L0962: NIMS ICS AHPS Planning Section Chief Course | 25 | Yes |
| L0964: NIMS ICS AHPS Situation Unit Leader Course | 31 | No |
| L0965: NIMS ICS AHPS Resource and Demobilization Unit Leaders Course | 23.5 | No |
| L0967: NIMS ICS AHPS Logistics Section Chief Course | 30 | No |
| L0969: NIMS ICS AHPS Communications Unit Leader Course | 25 | Yes |
| L0970: NIMS ICS AHPS Supply Unit Leader Course | 31.5 | No |
| L0971: NIM ICS AHPS Facilities Unit Lead Course | 18 | No |
| L0973: NIMS ICS AHPS Finance/Administration Section Chief Course | 18 | No |
| L0975: NIMS ICS AHPS Finance/Administration Unit Leader Course | 19 | No |
| L1301: Continuity Planning | 14 | No |
| L1302: Continuity of Operations Program Management | 14 | No |
| O-305: Type 3 All-Hazards Incident Management Team | 40 | Yes |

## Appendix B: Acronyms

- AHPS: All-Hazard Position-Specific
- AWR: Awareness-Level
- B2WR: Be 2 Weeks Ready
- BCA: Benefit-Cost Analysis
- CJI: The University of Arkansas, Criminal Justice Institute (NTED TPP Member)
- COOP: Continuity of Operations Planning
- CTOS: U.S. Department of Energy's National Nuclear Security Administration's (NNSA) Counterterrorism Operations Support (CTOS) Center for Radiological/Nuclear Training
- ECC: Emergency Coordination Center
- EMPG: Emergency Management Performance Grant
- EMRTC: New Mexico Tech (NMT) Energetic Materials Research and Testing Center
- EOC: Emergency Operations Center
- FEMA: Federal Emergency Management Agency
- FY: Fiscal Year
- GTRI: Georgia Tech Research Institute
- HSEEP: Homeland Security Exercise and Evaluation Program
- ICS: Incident Management System
- IPP: Integrated Preparedness Plan
- IPPW: Integrated Preparedness Planning Workshop
- ITSL: Information Technology Service Unit Leader
- MGT: Management-Level
- NCBRT: Louisiana State University National Center for Biomedical Research and Training
- NCDP: University of Columbia National Center for Disaster Preparedness
- NCPC: National Cybersecurity Preparedness Consortium
- NDEMU: FEMA National Disaster Emergency Management University
- NDPTC: University of Hawaii National Disaster Preparedness
- NEMBA: National Emergency Management Basic Academy
- NFA: U.S. Fire Administration National Fire Academy
- NIMS: National Incident Management System
- NQS: National Qualification System
- NTED: FEMA National Training and Education Division
- OEM: Oregon Department of Emergency Management
- OERS: Oregon Emergency Response System
- PDAT: Procurement Disaster Assistance Team
- PER: Performance-Level
- RDPC: Rural Domestic Preparedness Consortium
- SQS: Oregon State Qualification System
- TEEX: Texas A&M University Engineering Extension Service National Emergency Response and Recovery Training Center
- TPP:  FEMA NTED Training Partners Program
- USDOT: United States Department of Transportation