

# Training Program

Fiscal Year 2025 Report



July 2026

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## Executive Summary

The 2025 fiscal year showcased significant progress, resilience and innovation for the OEM Training Program. This is marked by increased access and diversity of training, strengthened partnerships and major advances in statewide emergency management capabilities. The OEM Training Program navigated challenges and disruptions from prolonged federal shutdowns to make progress on long-term strategic priorities and support training across the state. Highlights include establishing Oregon's pathway for a state O0305 instructor cadre, delivering a five-day G0191 roadshow, completing a full Basic Academy series and expanding statewide access to continuity and recovery trainings.

This year, the OEM Training Program hosted 49 and supported 99 training deliveries, totaling 148 deliveries and exceeding the number planned for the year in the Integrated Preparedness Plan (IPP). These courses total more than 2,276 hours of instruction to 2,334 students, conducted by 91 OEM-credentialed primary and support instructors from 43 different organizations.

The program advanced key strategic priorities including publishing the Emergency Coordination Center (ECC) Training and Exercise Plan, completion of the two-year SQS Historical Recognition period, and launch of the OEM Staff Training and Exercise Reporting Tool. In a period of great uncertainty, the 2026 Oregon Prepared Conference provided statewide professionals with a key opportunity to foster relationships, collaborate, and learn from one another. The formation of the Continuous Improvement, Training, and Exercise (CITE) Unit of the OEM Preparedness Section and the State Agency Training Consortium (SATC) continues to strengthen coordination, streamline communication, and support enterprise-wide emergency management workforce development.

Collectively, these accomplishments reflect the training program's commitment to OEM's updated Mission, Vision, and Values – strengthening statewide partnerships and advancing whole-community resilience. The OEM Training Program's progress this fiscal year positioned Oregon's emergency management community for greater readiness and resilience in the years to come.

# Introduction and Program Overview

## Program Overview

The OEM Training Program directly advances the OEM Mission by leading efforts that build a ready and resilient Oregon. This includes coordinating and delivering training that equips partners before, during, and after emergencies, fostering collaboration and coordination across state agency, Tribal, and local partners, cultivating a culture of professional development and continuous adult education, and fostering a workforce of credentialed personnel to be mobilized in response. The OEM Training Program oversees a suite of projects and lines of effort to support the education and professional development of emergency management and public safety professionals across the state. The program is part of the newly formed Continuous Improvement, Training, and Exercise (CITE) Unit of the OEM Preparedness Section and leads collaborative statewide emergency management training efforts.

### Training Course Coordination and Delivery

The Training Program coordinates and manages several types of training courses, each with distinct requirements, processes and coordination needs. These fall into two distinct buckets: courses approved by the Federal Emergency Management Agency (FEMA) and everything else – referred to by the program as “Miscellaneous” training.

FEMA-Approved curriculum is managed by a range of stakeholders and is notably organized by various prefixes and falls into three categories:

- [OEM Training Program](#)-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.

G-Courses are developed by NDEMU and entirely managed, tracked, documented and certificated by OEM, with the “G” indicating that it is an “indirect” course delivery. OEM relies on a statewide cadre of OEM-credentialed instructors to deliver these courses. Instructors are required to meet all standards in the OEM State Instructor Guidance, including delivering a minimum number of course hours, annual instructor training and attestation to maintain credentialed status. The training program maintains an evaluation survey for all G-course deliveries to evaluate course material, instructor and facility standards. These efforts ensure consistent high-quality training across the state.

E/L/K-Courses are managed and certificated by NDEMU; “E” indicates a residential delivery at NDEMU, “K” indicates a virtual delivery, and “L” indicates a mobile/local delivery held in Oregon. L-Course deliveries often require longer timelines for scheduling, higher student registration minimums and a greater degree of coordination between instructors and course managers before, during and after deliveries.

NTED TPP courses are developed through the Homeland Security National Training Program Continuing Training Grant by various entities with subject-matter specific expertise, typically from a university or government agency. The prefixes sort courses by their level of content: awareness-level, management-level, or performance-level.

In addition to coordination with NDEMU and NTED-partners for course deliveries within Oregon, the OEM Training Program is responsible for endorsing any Oregon resident's attendance to any NDEMU or NTED-partner course regardless of location or modality.

Miscellaneous training is a broad label for all other training in Oregon that the OEM Training Program may play a role in. These may be training developed, organized, or coordinated by OEM, or other federal, Tribal, state, or local organizations.

When OEM directly hosts a course, either in-person at OEM's facility, virtually, or in another location around the state, the training program manages all planning and logistics including instructor and venue selection and coordination, registration, rostering, and outreach. 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 may assist with planning, coordination, and outreach efforts and, when possible, works with partners to coordinate deliveries that meet the needs of multiple jurisdictions and organizations.

### **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. IPPWs are held within each OEM region, with state agencies, and internally at OEM and are conducted in alignment with the statewide preparedness priorities set by the [Emergency Preparedness Advisory Council \(EPAC\)](#) and data collected in the [State Capability Assessment](#) to identify the upcoming preparedness activities 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 training data collected in the IPP helps the OEM Training Program's identify trends and barriers to address and informs partner support, coordination, and delivery decisions throughout the rest of the year. The training identified by partners can range from already-scheduled training to wish-list items. All trainings that are listed in the IPP that are feasible and involve OEM in any capacity, are counted as "planned" training in this report. Training listed on a jurisdiction's IPP that is not logistically feasible or does not involve/need support from the OEM Training Program is excluded for the purposes of this report. All "delivered" training included in this report are either hosted, facilitated, coordinated, endorsed, advertised, or in some way supported by the OEM Training Program.

### **Oregon State Qualification System**

The OEM Training Program leads the [Oregon State Qualification System \(SQS\)](#), Oregon's implementation of the FEMA National Qualification System, a component of the [National Incident Management System](#) that standardizes processes for qualifying, certifying, and credentialing deployable emergency personnel. The SQS outlines the processes to build and

maintain a workforce of personnel credentialed in Incident Command System (ICS) positions, Emergency Operations Center (EOC) positions, and additional positions requiring a statewide minimum standard for intrastate or interstate mobilization and deployment.

### **Oregon Prepared Conference**

OEM's annual spring conference, [Oregon Prepared](#), brings together an average of over 400 local, Tribal, state, federal, nonprofit, volunteer and private-sector partners from over 150 unique organizations for training, information sharing, networking and discussion across all phases of emergency management. The OEM Training Program leads all conference planning, operations and logistics, supported by a planning committee comprised of state and local representatives. Over three days, the conference features over 40 breakout sessions organized into multiple session tracks, several plenary sessions, a keynote dinner, exhibitor hall, a social night and multiple pre-conference educational opportunities.

### **OEM Staff Training**

In addition to statewide training coordination and projects, the OEM Training Program supports the professional development of all OEM Staff. The OEM Staff Training and Exercise Plan acts as the foundation for staff training by establishing agency-wide training standards, guidelines and timelines. Each quarter, staff submit their completed training and exercise activities through the OEM Staff Training and Exercise Reporting Tool. This data is compiled by the OEM Training Program into quarterly reports for agency leadership. Because OEM is responsible for the State Emergency Coordination Center, the training program also maintains the ECC Training and Exercise Plan that outlines the minimum training, exercise and credentialing standards for OEM employees and partner agencies serving in ECC roles. The training program assists the coordination and delivery of formal and agency-developed training hosted at OEM to fulfill the training needs outlined in both plans.

### **Professional Development**

The OEM Training Program oversees and supports a series of statewide and national professional development and certification programs and frequently assists individuals attain these professional milestones.

- Management and certification of the Oregon [Basic Applied Practices Series \(BAPS\)](#) and [Advanced Professional Series \(APS\)](#) programs.
- Hosting FEMA's [National Emergency Management Basic Academy \(NEMBA\)](#) to provide this foundational education to Oregon emergency management professionals.
- Sharing application information and providing guidance for FEMA National Emergency Management [Advanced](#) and [Executive](#) Academies, [Executive PIO](#), [Master Exercise Practitioner Program](#), [Planning Practitioner Program](#), and [Continuity Excellence Series \(CES\)](#).
- Proctoring the [CES Level II Master Continuity Practitioner](#) final exam.
- Collaborating with the Oregon Emergency Management Association (OEMA) to support its [Oregon Certified Emergency Management Specialist \(ORCEMS\)](#) certification program.
- Sharing application information and providing guidance for the International Association of Emergency Managers (IAEM) [Certified Emergency Manager \(CEM\)](#) certification program.

# Course Deliveries

## Overview

This year, the OEM Training Program hosted 49 and supported 99 training deliveries, totaling 148 deliveries and exceeding the number planned for the year in the IPP. These courses total more than 2,276 hours of instruction to 2,334 students, conducted by 91 OEM-credentialed or support instructors from 43 different organizations.

The OEM Training Program maintains strong partnerships across the country, including with representatives from FEMA, NTED Training Providers, and other State Training Officers.

Through FY25, these relationships proved necessary as FEMA faced lapses in funding due to the multiple federal government shutdowns affecting the Department of Homeland Security (DHS) for a total of 123 days. This caused repeated outages of all NDEMU Training webpages, including the [Independent Study](#) and National Emergency Training Center Online Admissions Application pages, and intermittent communication from course managers, Region 10 partners, and admissions staff. Despite these significant impacts, by working closely with various partners from FEMA, the number of L-course deliveries still exceeded what was planned for the fiscal year and what was delivered in FY24.

The OEM Training Program improved collaboration with the training programs from Washington and Idaho. This included monthly state training officer sync meetings, coordination of cross-border course deliveries and traveling to participate in the Washington Emergency Management Division's State EOC training to help inform OEM's own ECC Training.

One of Oregon's most persistent statewide training gaps has been the limited availability of the 00305: Type 3 All-Hazards Incident Management Team Course. This five-day, exercise-based course provides students with hand-on experience to perform as members of an IMT. This course requires specialized instructors and historically has only been available through hiring a contractor, which creates significant barriers for delivery. After more than six months of coordination with the Oregon Department of Public Safety and Standards (DPSST) and the National Fire Academy (NFA), the rarely delivered N0310: Type 3 Incident Management Team All Hazard Facilitator Development Course was hosted by OEM to a full class of ICS instructors from across the state. The OEM Training Program continues ongoing coordination with DPSST and NFA to establish credentialing procedures and build a formal instructor cadre, expanding statewide access to this highly sought after course.

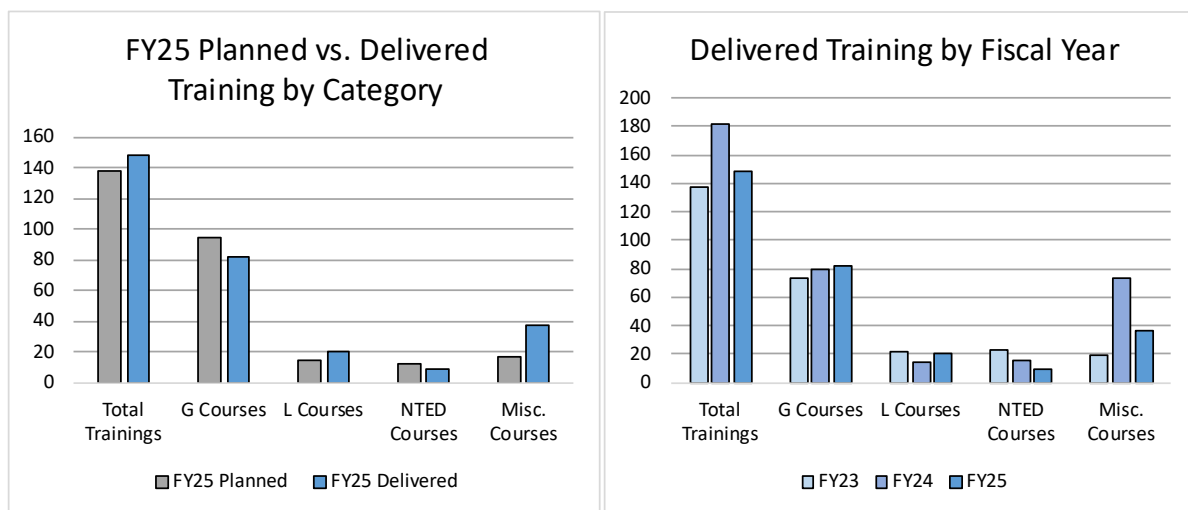
The OEM Training Team began to develop its continuity of operations (COOP) instructor cadre in FY25. After a rigorous twelve-month process, both of OEM's Continuity Program Coordinators formally received credentialing from the FEMA Office of National Continuity Programs as Level II Master Continuity Practitioners, authorizing them to instruct courses L1301: Continuity Planning and L1302: Continuity of Operations Program Management.

In addition to these specific cadre development projects in FY25, 25 individuals were credentialed as new G-course instructors or were credentialed in additional courses.

Additionally, there were several new instructors endorsed by the OEM Training Program to instruct courses in the National Emergency Management Basic Academy (NEMBA) within Oregon.

#### FY25 Planned and Delivered Course Offerings Compared to Past Fiscal Year Totals by Course Type

| Course Type               | FY25 Total Delivered | FY25 Planned | FY24 Total | FY23 Total |
|---------------------------|----------------------|--------------|------------|------------|
| OEM Managed (G) Courses   | 82                   | 95           | 80         | 73         |
| NDEMU Managed (L) Courses | 21                   | 14           | 14         | 22         |
| NTED Managed Courses      | 9                    | 12           | 15         | 23         |
| Miscellaneous Courses     | 37                   | 17           | 73         | 19         |
| <b>Total Trainings</b>    | <b>149</b>           | <b>138</b>   | <b>182</b> | <b>137</b> |



### OEM Managed G-Course Deliveries

In FY25, there was an increase in G-course deliveries and a meaningful expansion in the variety of courses offered. G-course deliveries increased by 2.5% from FY24, though totals still fell slightly short of IPP targets due primarily to cancellations stemming from low enrollment or student attrition. A full list of the G-courses can be found in Appendix A.

One important milestone was Oregon's first-ever delivery of G2306, equipping EOC personnel with skills to manage and coordinate resources during emergencies, filling a long-time training gap.

Another highlight was a five-day roadshow of G0191: EOC/ICS Interface in five historically underserved locations across central and eastern Oregon. OEM's Training Program conducted and instructed the roadshow to broaden statewide preparedness and ensure equitable access to this foundational education and the development of rural EOCs.

OEM expanded its capacity for virtual learning opportunities with Recovery staff delivering online offerings of G0205: Recovery from Disaster: Local Community Roles and G0288: Local

Volunteer and Donations Management for the first time through Microsoft Teams. This format allows participants throughout the state to access this education without creating barriers due to travel. This is the most effective way to provide training to individuals from across the state all at once, particularly for courses with more niche subject matter that may not fill a class in-person.

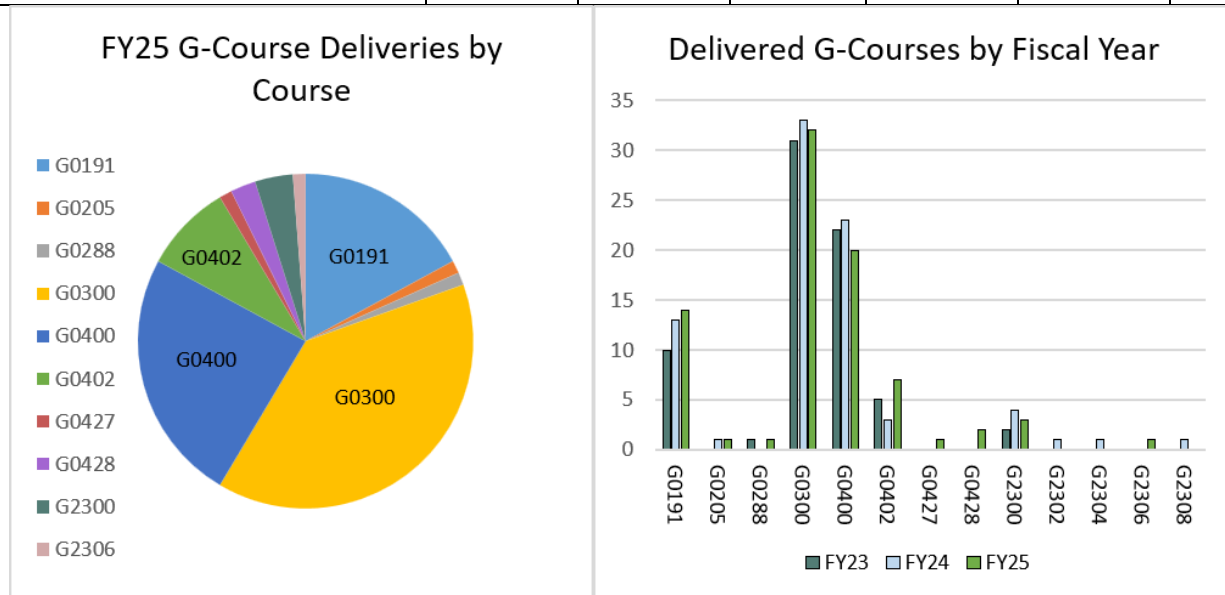
Finally, after many years, OEM brought back deliveries of G0427: Community Emergency Response Team (CERT) Program Manager and G0428: Community Emergency Response Team (CERT) Train-the-Trainer. These courses brought together CERT leadership from across the state to expand and develop the program statewide, ensuring community programs can sustain volunteer engagement and promote community preparedness.

Several G-course deliveries were cancelled due to low student registration or student attrition, despite efforts to increase attendance including direct communication with students needing the courses for credentialing and sharing course information to the training programs in Washington, Idaho, and Alaska. Course attrition has worsened over the last few years, causing the OEM Training Program to consider following other state training programs to implement measures such as requiring written agency approval or no-show penalties.

#### **FY25 Planned, Delivered, or Cancelled G-Course Offerings Compared to Past Fiscal Year Totals**

| <b>Course Code and Title</b>                            | <b>FY25 Delivered</b> | <b>FY25 Cancelled</b> | <b>FY25 Planned</b> | <b>FY24 Delivered</b> | <b>FY23 Delivered</b> | <b>Percentage Delivered/Planned</b> |
|---------------------------------------------------------|-----------------------|-----------------------|---------------------|-----------------------|-----------------------|-------------------------------------|
| G0141: Instructional Presentation and Evaluation Skills | 0                     | 1                     | 2                   | 0                     | 0                     | 0%                                  |
| G0191: Emergency Operations Center (EOC)/ICS Interface  | 14                    | 3                     | 12                  | 13                    | 10                    | 117%                                |
| G0205: Recovery from Disaster - Local Community Roles   | 1                     | 1                     | 1                   | 1                     | 0                     | 100%                                |
| G0288: Local Volunteer and Donations Management         | 1                     | 0                     | 0                   | 0                     | 1                     | 100%                                |
| G0300: ICS-300 Intermediate ICS for Expanding Incidents | 32                    | 3                     | 19                  | 33                    | 31                    | 168%                                |
| G0400: ICS-400 - Advanced ICS for Complex Incidents     | 20                    | 3                     | 23                  | 23                    | 22                    | 87%                                 |
| G0402: ICS-402 - NIMS Overview for Senior Officials     | 7                     | 0                     | 15                  | 3                     | 5                     | 47%                                 |
| G0427: CERT Program Manager                             | 1                     | 1                     | 0                   | 0                     | 0                     | 100%                                |
| G0428: CERT Train-the-Trainer                           | 2                     | 0                     | 2                   | 0                     | 0                     | 100%                                |

|                                                                 |           |           |           |           |           |            |
|-----------------------------------------------------------------|-----------|-----------|-----------|-----------|-----------|------------|
| G2300: Intermediate Emergency Operations Center Functions       | 3         | 1         | 8         | 4         | 2         | 38%        |
| G2302: EOC Leaders Skillset Course                              | 0         | 1         | 3         | 1         | 0         | 0%         |
| G2304: EOC Planning Support Skillset Course                     | 0         | 1         | 3         | 1         | 0         | 0%         |
| G2306: EOC Resources Support Skillset Course                    | 1         | 0         | 4         | 0         | 0         | 25%        |
| G2308: EOC Operations and Situational Awareness Skillset Course | 0         | 1         | 3         | 1         | 0         | 0%         |
| <b>Total Trainings</b>                                          | <b>82</b> | <b>16</b> | <b>95</b> | <b>80</b> | <b>73</b> | <b>86%</b> |



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

In FY25, NDEMU-managed L-course deliveries saw substantial growth, surpassing both FY24 numbers and IPP targets by 50%, with 21 courses delivered in total. This increase reflects a higher volume of training, and meaningful progress in building long-term sustainability in Oregon’s cadre of local instructors for federal NDEMU managed courses.

A significant example of this includes L1301: Continuity Planning and L1302: Continuity of Operations Program Management, delivered for the first time by Oregon instructors after OEM’s Continuity Planners receiving credentialing by FEMA’s National Continuity Program. By building a cadre of local instructors and delivering these courses, continuity of operations planning practices statewide are consistent and capabilities are strengthened.

OEM also supported a delivery of L0962: NIMS ICS All-Hazards Planning Section Chief Course, the first free delivery of an ICS position-specific course taught entirely by local instructors. This is a significant step in developing Oregon's capacity to overcome long-term financial barriers related to these courses, which has led to a reduced capacity of trained and qualified incident management team personnel across the state. OEM continues to coordinate with partners statewide to ensure that these courses are prioritized and delivered, including supporting deliveries of Incident Commander, Liaison, Operations Section Chief, and Logistics Section Chief courses; helping students across the state develop professionally and attain SQS credentialing.

OEM also hosted a complete FEMA Basic Academy Series (L0101, L0102, L0103, L0105, and L0146) with locally credentialed instructors. This 120-hour series provides foundational emergency management education by sharing fundamental knowledge of systems, concepts and practices that are key to the field. This was then capped off with the delivery of L0110: Basic Academy Train-the-Trainer delivered by FEMA instructors to continue to build Oregon's cadre of instructors for future iterations of this series.

Through partnership with the Oregon Department of Land Conservation and Development, OEM hosted the L0273: Managing Floodplain Development course. This course supports floodplain planning professionals from across the state learning about the National Flood Insurance Program and integral concepts of floodplain management to improve management and ordinance administration to mitigate the impacts of flooding in Oregon.

Finally, OEM supported the Confederated Tribes of the Umatilla Indian Reservation's back-to-back delivery of L0583: Emergency Management Overview for Tribal Leaders and L0580: Emergency Management Framework for Tribal Governments to support the Tribe's emergency management capacity and preparedness to effectively respond and recovery to emergencies.

Despite these wins throughout the year, the lapses in federal funding this fiscal year and subsequent lapses in FEMA staffing and systems caused numerous impacts to the OEM Training Program related to course coordination, instructor availability, student registration and certificate distribution for many of the courses delivered or planned throughout the year. These obstacles stem the OEM Training Program's reliance on various FEMA systems, processes and partners throughout every stage of an L-course delivery, including using FEMA systems and webpages that were pulled down entirely during federal shutdowns. This was done often with no communication, causing confusion and impacting individuals trying to complete training across the state. The OEM Training Program navigated these obstacles to ensure the effects were minimal, maintaining clear communication with partners throughout the year including increasing the cadence of the program's quarterly update meetings to monthly. Despite the training program's best efforts, securing offerings of some courses was unsuccessful due to lack of timely approval by FEMA or travel restrictions in place for the FEMA instructors.

## FY25 Planned, Delivered, or Cancelled L-Course Offerings Compared to Past Fiscal Year Totals

| Course Code and Title                                                               | FY25 Delivered | FY25 Cancelled | FY25 Planned | FY24 Delivered | FY23 Delivered | Percentage Delivered/Planned |
|-------------------------------------------------------------------------------------|----------------|----------------|--------------|----------------|----------------|------------------------------|
| L0101: Foundations of Emergency Management                                          | 1              | 0              | 1            | 0              | 1              | 100%                         |
| L0102: Science for Disasters                                                        | 1              | 0              | 1            | 0              | 1              | 100%                         |
| L0103: Planning: Emergency Operations                                               | 1              | 0              | 1            | 0              | 1              | 100%                         |
| L0105: Public Information Basics                                                    | 3              | 0              | 1            | 5              | 3              | 300%                         |
| L0110: Basic Academy Train the Trainer*                                             | 1              | 0              | 0            | 0              | 1              | 100%                         |
| L0146: Homeland Security Exercise and Evaluation Program (HSEEP) Training           | 2              | 0              | 2            | 3              | 5              | 100%                         |
| L0273: Managing Floodplain Development through the National Flood Insurance Program | 1              | 0              | 0            | 0              | 0              | 100%                         |
| L0449: Incident Command System (ICS) Curricula Train the Trainer*                   | 0              | 1              | 0            | 1              | 1              | 0%                           |
| L0705: Fundamentals of Grant Management*                                            | 0              | 0              | 2            | 0              | 1              | 0%                           |
| L0708: Procurement Under Grants*                                                    | 0              | 0              | 2            | 0              | 1              | 0%                           |
| L0580: Emergency Management Framework for Tribal Governments*                       | 1              | 0              | 0            | 0              | 0              | 100%                         |
| L0583: Emergency Management Overview for Tribal Leaders*                            | 1              | 0              | 0            | 0              | 0              | 100%                         |
| L0950: NIMS ICS AHPS Incident Commander*†                                           | 1              | 0              | 1            | 0              | 0              | 100%                         |
| L0956: NIMS ICS AHPS Liaison Officer*†                                              | 2              | 0              | 0            | 0              | 1              | 100%                         |
| L0958: NIMS ICS AHPS Operations Section Chief*†                                     | 1              | 0              | 0            | 0              | 1              | 100%                         |
| L0962: NIMS ICS AHPS Planning Section Chief                                         | 2              | 0              | 1            | 2              | 1              | 200%                         |
| L0965: NIMS ICS AHPS Logistics Section Chief*†                                      | 1              | 0              | 0            | 0              | 0              | 100%                         |

|                                                    |           |          |           |           |           |             |
|----------------------------------------------------|-----------|----------|-----------|-----------|-----------|-------------|
| L1301: Continuity Planning                         | 1         | 1        | 1         | 1         | 1         | 100%        |
| L1302: Continuity of Operations Program Management | 1         | 1        | 1         | 1         | 0         | 100%        |
| <b>Total Trainings</b>                             | <b>21</b> | <b>3</b> | <b>14</b> | <b>14</b> | <b>22</b> | <b>150%</b> |

\*Delivery of this course relies on non-OEM instructors

†Delivery of this course relies on paid contractors

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

There was a significant decrease in the number of NTED course deliveries in FY25 compared to previous years. There is a reduced number of courses available due to scheduling delays, courses being retired and training providers transitioning parts of their catalog to online self-paced courses. Additionally, there are high minimum enrollment thresholds for these courses for in-person delivery to ensure cost effectiveness. If minimum enrollment is not met, a scheduled course will be cancelled, which has historically occurred frequently in rural areas of the state due to the niche subject matter of many courses.

### FY25 Planned, Delivered, or Cancelled NTED Course Offerings Compared to Past Fiscal Year Totals

| Course Code and Title                                                                     | FY25 Delivered | FY25 Cancelled | FY25 Planned | FY24 Delivered | FY23 Delivered | Percentage Delivered/Planned |
|-------------------------------------------------------------------------------------------|----------------|----------------|--------------|----------------|----------------|------------------------------|
| AWR-148: Crisis Management for School-Based Incidents                                     | 1              | 0              | 0            | 0              | 0              | 100%                         |
| AWR-328: All Hazards Preparedness for Animals in Disasters                                | 0              | 0              | 1            | 0              | 1              | 0%                           |
| MGT-312: Senior Officials Workshop for All Hazards Preparedness                           | 0              | 0              | 2            | 0              | 0              | 0%                           |
| MGT-346: Emergency Operations Center (EOC) Operations and Planning for All-Hazards Events | 1              | 0              | 0            | 0              | 0              | 100%                         |
| MGT-347: Incident Command System (ICS) Forms Review                                       | 0              | 2              | 2            | 0              | 0              | 0%                           |
| MGT-418: Readiness: Training Identification and Preparedness Planning (RTIPP)             | 0              | 0              | 1            | 0              | 0              | 0%                           |

|                                                                                                 |          |          |           |           |           |            |
|-------------------------------------------------------------------------------------------------|----------|----------|-----------|-----------|-----------|------------|
| MGT-439: Pediatric and Disaster Response and Emergency Preparedness                             | 2        | 0        | 1         | 1         | 0         | 200%       |
| PER-334: Disaster Preparedness and Survival: A Guide for Individuals, Families, and Communities | 0        | 0        | 1         | 0         | 0         | 0%         |
| PER-353: Active Shooter Incident Management with Complex Incidents                              | 0        | 0        | 1         | 0         | 0         | 0%         |
| PER-374: Active Threats on Campuses: Protective Measures and Response                           | 1        | 0        | 0         | 0         | 0         | 100%       |
| PER-375: Surviving an Active Threat: Run. Hide. Fight.                                          | 2        | 1        | 1         | 1         | 1         | 200%       |
| PER-389-W: Best Practices for Short Term & Long-Term Housing Construction                       | 0        | 0        | 1         | 0         | 0         | 0%         |
| PER-403-W: Addressing Needs of Disaster Victims through Housing Programs                        | 0        | 0        | 1         | 0         | 0         | 0%         |
| PER-405: De-Escalation Training                                                                 | 0        | 1        | 0         | 0         | 0         | 0%         |
| <b>Total Trainings</b>                                                                          | <b>9</b> | <b>4</b> | <b>13</b> | <b>15</b> | <b>23</b> | <b>69%</b> |

## Miscellaneous Course Deliveries

Miscellaneous course deliveries increased significantly in FY25, exceeding FY24 totals by 32% and more than doubling IPP targets. This increase demonstrates OEM's growing coordination with partners to support various non-FEMA training opportunities around Oregon.

A key focus area over the past fiscal year was the development of a statewide instructor cadre for the National Fire Academy's O0305: Type 3 All-Hazards Incident Management Team Course. This course is the highest demand course across the state and has been a priority area for the OEM Training program over the past several years. Through collaboration with the Oregon Department of Public Safety Standards and Training and the National Fire Academy, OEM established a process for instructor credentialing and hosted the N0310: Type 3 Incident Management Team All Hazard Facilitator Development Course – both foundational steps to maintain a robust state cadre of O0305 instructors. OEM also supported four deliveries of O0305 in Portland, Wilsonville, Albany, and Medford. On top of nearly 100 students completing this course, these deliveries provided N0310 students with opportunities to be formal support instructors, which is a requirement to attain credentialing as a primary instructor.

The OEM Training Program also delivered Oregon Emergency Management 101 training as a pre-conference training at the Oregon Emergency Management Association (OEMA)

Conference in partnership with the Marion County emergency manager. This training provided new practitioners across the state an opportunity to learn Oregon-specific information to strengthen coordination with statewide partners.

OEM continued its support of the statewide professionalization of continuity planning through the delivery of five offerings of Veoci COOP software training. This training helps agency continuity planners understand and best utilize Oregon’s continuity of operations planning tool.

Additionally, the OEM Training Program supported the OEM Community Preparedness Coordinator’s delivery of seven Be 2 Weeks Ready Program Coordinator trainings, expanding statewide capacity for teaching community and individual preparedness best practices.

Finally, the OEM Training Program supported various OEM-led Damage Assessment training across the state including a session during the Oregon Prepared Conference. These help to build capability in evaluating impacts to ensure communities can quickly and accurately document damages to inform recovery decision making, resource requests, and disaster declarations.

**FY25 Planned, Delivered, or Cancelled Miscellaneous Course Offerings Compared to Past Fiscal Year Totals**

| Course Code and Title                                              | FY25 Delivered | FY25 Cancelled | FY25 Planned | FY24 Delivered | FY23 Delivered | Percentage Delivered/Planned |
|--------------------------------------------------------------------|----------------|----------------|--------------|----------------|----------------|------------------------------|
| Advanced Disaster Life Support Course                              | 1              | 0              | 0            | 1              | 0              | 100%                         |
| Amateur Radio Technician Course                                    | 0              | 1              | 1            | 0              | 0              | 0%                           |
| ATC-20: Post-Earthquake Safety Evaluation of Buildings             | 1              | 0              | 1            | 0              | 0              | 100%                         |
| ATC 45: Safety Evaluation of Buildings after Windstorms and Floods | 0              | 0              | 1            | 0              | 0              | 0%                           |
| Basic Disaster Life Support Course                                 | 1              | 0              | 0            | 1              | 0              | 100%                         |
| Be 2 Weeks Ready Program Coordinator Training                      | 7              | 0              | 4            | 10             | 8              | 175%                         |
| Capability Assessment Information Webinar                          | 2              | 0              | 1            | 0              | 0              | 200%                         |
| CISA All-Hazards Communications Technician                         | 0              | 0              | 1            | 0              | 0              | 0%                           |
| ECC Orientation Training                                           | 1              | 0              | 1            | 0              | 0              | 100%                         |
| FEMA P-2055, Post-disaster Building Safety Evaluation Guidance     | 1              | 0              | 0            | 0              | 0              | 100%                         |

|                                                                             |           |          |           |           |           |             |
|-----------------------------------------------------------------------------|-----------|----------|-----------|-----------|-----------|-------------|
| Hazardous Waste Operations and Emergency Response (HAZWOPER) Refresher      | 1         | 0        | 0         | 0         | 0         | 100%        |
| Hazardous Waste Operations and Emergency Response (HAZWOPER) Training       | 1         | 0        | 0         | 0         | 0         | 100%        |
| HazMat Response Team Radiological Course                                    | 1         | 0        | 0         | 1         | 0         | 100%        |
| Home and Business Damage Assessment Training                                | 1         | 0        | 0         | 0         | 0         | 100%        |
| Introduction to Disaster Damage Assessment                                  | 5         | 0        | 0         | 0         | 0         | 100%        |
| IPAWS Workshop for Alert Originators                                        | 1         | 0        | 0         | 0         | 0         | 100%        |
| N0310: Type 3 All-Hazards Incident Management Team Course Train-the-Trainer | 1         | 0        | 0         | 0         | 0         | 100%        |
| O0305: Type 3 All-Hazards Incident Management Team Course                   | 4         | 0        | 5         | 2         | 3         | 80%         |
| OEM Grants Software EMPG Workshop                                           | 1         | 0        | 0         | 0         | 0         | 100%        |
| Oregon Emergency Management 101                                             | 1         | 0        | 1         | 0         | 0         | 100%        |
| Psychological First Aid (PFA) for Disaster Response                         | 1         | 0        | 0         | 0         | 0         | 100%        |
| Veoci COOPgov Continuity of Operations Planning Software Training           | 5         | 0        | 1         | 13        | 0         | 500%        |
| Volcano Planning and Preparedness Virtual Workshop                          | 0         | 1        | 0         | 0         | 0         | 0%          |
| <b>Total Trainings</b>                                                      | <b>37</b> | <b>2</b> | <b>17</b> | <b>28</b> | <b>11</b> | <b>188%</b> |

## Regional Deliveries

Training deliveries met or exceeded the planned deliveries for the year in all regions except the Willamette Valley. The OEM Training program focuses on supporting historically underserved regions of the state and reducing barriers to training delivery.

OEM organizes Oregon into seven regions: Eastern, North Cascades, Northwest, Portland Metro, South Cascades, Southwest, and Willamette Valley. Training deliveries are counted by the OEM Region in which they were geographically held, regardless of the hosting agencies' home region. The distribution of training deliveries between the regions is inherently unequal but is roughly proportionate to 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; on average, most training occurs within these two regions. While the Willamette Valley did not deliver all planned courses, it still had the highest number of courses delivered. This was due in part to an intentional OEM decision not to offer the course in Salem, but in other parts of the state.

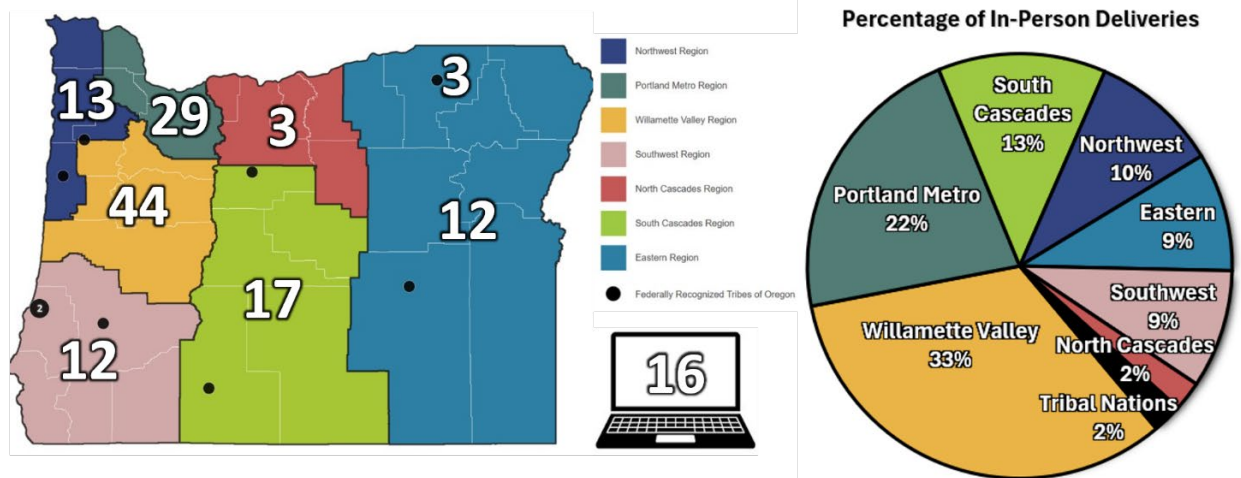
Other regions have much sparser populations, presenting numerous challenges for successful training deliveries. Some areas lack adequate instructors for the training required, which often means individuals must travel farther distances to attend training or requiring overnight stays. This is a physical and financial barrier for many, and it can be difficult to meet the minimum enrollment requirements (15-20 students) for federal-level courses, which has historically led 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. Training is only counted below when OEM provides support in some capacity.

#### FY25 Planned and Delivered Course Offerings Compared to Past Fiscal Year Totals by Region

| OEM Region        | FY25 Delivered | FY25 Planned | FY24       | FY23       | % of In-Person Deliveries* | % of Population |
|-------------------|----------------|--------------|------------|------------|----------------------------|-----------------|
| Eastern           | 12             | 13           | 9          | 6          | 9.0%                       | 4.5%            |
| North Cascades    | 3              | 3            | 2          | 1          | 2.3%                       | 1.3%            |
| Northwest         | 13             | 12           | 10         | 8          | 9.8%                       | 5.2%            |
| Portland Metro    | 29             | 28           | 35         | 33         | 21.8%                      | 45.2%           |
| South Cascades    | 17             | 9            | 22         | 10         | 12.8%                      | 7.6%            |
| Southwest         | 12             | 7            | 10         | 14         | 9.0%                       | 11.9%           |
| Willamette Valley | 44             | 59           | 69         | 49         | 33.0%                      | 24.3%           |
| Tribal Nations    | 3              | 0            | 2          | 0          | 2.3%                       |                 |
| Virtual           | 16             | 7            | 23         | 16         |                            |                 |
| <b>Total</b>      | <b>149</b>     | <b>138</b>   | <b>182</b> | <b>137</b> | <b>100%</b>                | <b>100%</b>     |

\*The total number of deliveries used for this is 133, excluding the 16 held virtually.



## Oregon State Qualification System (SQS)

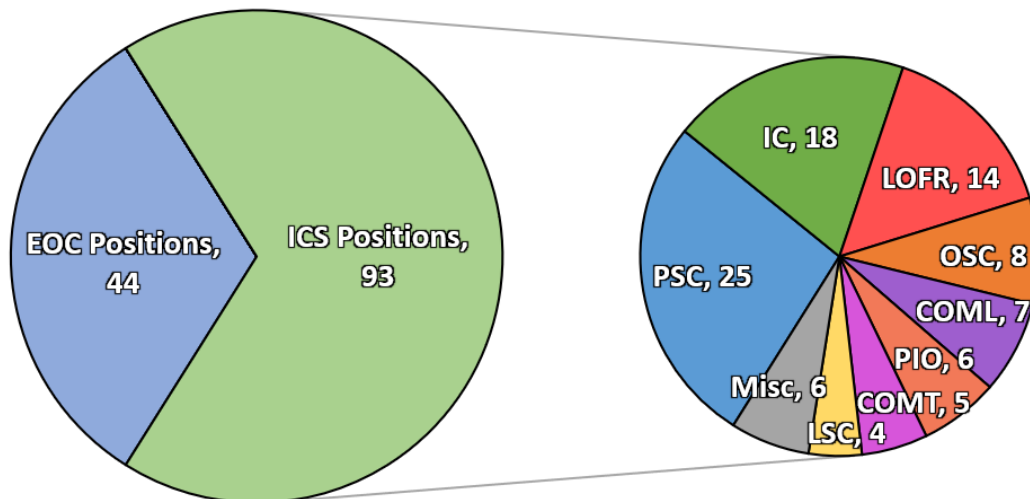
The OEM Training Program completed phase 3 of SQS implementation with the conclusion of the historical recognition period. SQS will now transition into the operations and maintenance phase to support a credentialed and deployable emergency management workforce. The SQS Committee conducted a full revision of the SQS Guidance Document to be released in FY26, adding context and definitions, clarifying instruction and streamlining organization and formatting. The OEM Training Program created an SQS tracker to track individuals through each step of the application, review and credentialing process. The Training Program also worked with the State Emergency Management Assistance Compact Coordinator to use this data to contact credentialed personnel for mutual aid requests.

### Historical Recognition

From June 1, 2024, to June 1, 2026, the SQS Historical Recognition period gave individuals with historical experience in ICS and EOC positions an opportunity to submit documentation showing their training and experience history to receive credentialing without needing to submit a fully completed task book, as these were not standard at the time they gained their experience.

The OEM Training Program received 118 historical recognition applications in FY25 and 19 in FY24, totaling 135 from 102 unique individuals. Of these 135 applications, 93 were for ICS positions and 44 were for EOC positions. Because EOC positions are defined by each individual jurisdiction, the total amount of EOC-based applications and number of individual skillsets were tracked.

**Total Number of SQS Historical Recognition Applications by Position**

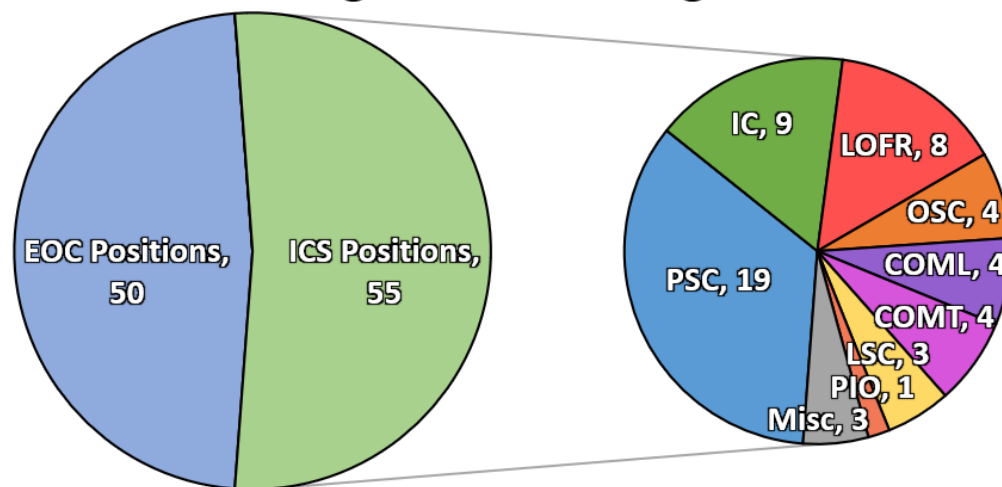


## SQS Historical Recognition Application Totals by Fiscal Year and Position

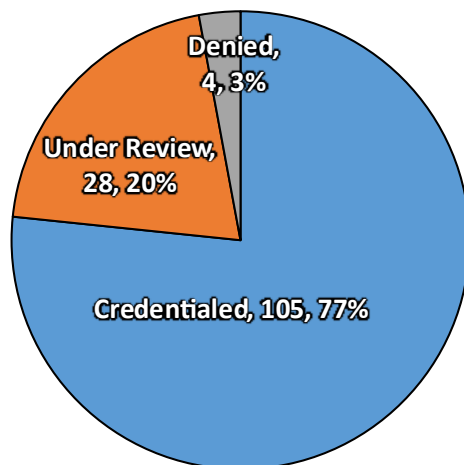
| Position Title              | FY25       | FY24      | Total Historical Recognition Applications |
|-----------------------------|------------|-----------|-------------------------------------------|
| Incident Commander          | 12         | 6         | 18                                        |
| Liaison Officer             | 12         | 2         | 14                                        |
| Public Information Officer  | 6          | 0         | 6                                         |
| Operations Section Chief    | 6          | 2         | 8                                         |
| Communications Unit Lead    | 5          | 2         | 7                                         |
| Communications Technician   | 5          | 0         | 5                                         |
| Planning Section Chief      | 20         | 5         | 25                                        |
| Logistics Section Chief     | 4          | 0         | 4                                         |
| Miscellaneous ICS Positions | 6          | 0         | 6                                         |
| Various EOC Positions       | 42         | 2         | 44                                        |
| <b>Total by Fiscal Year</b> | <b>118</b> | <b>19</b> | <b>137</b>                                |

As of the end of FY25, 109 of the 137 applications received have been fully processed, with 28 under review. Of the processed applications, 105 were credentialed (95 receiving what was applied for and ten receiving some form of alternative credentialing, often the corresponding EOC skillsets to an ICS Position) and four were denied.

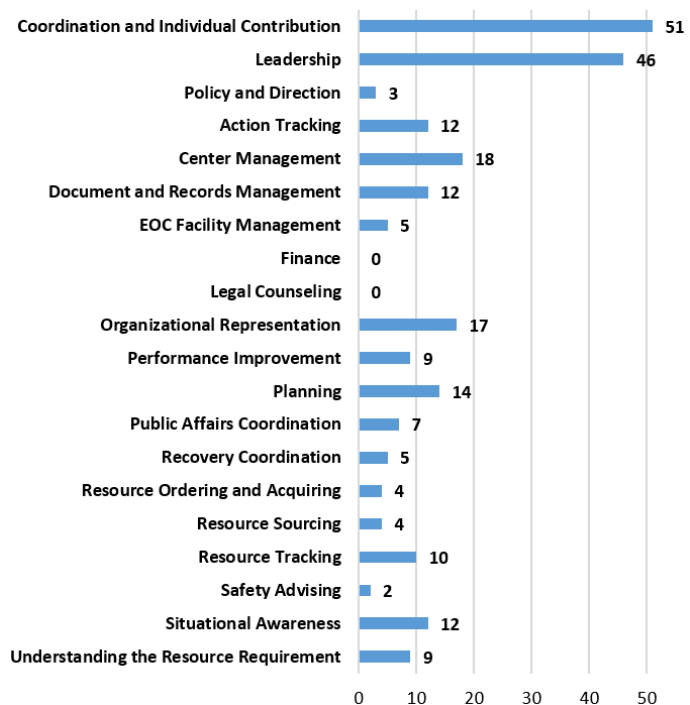
## Total Number of Positions Credentialed During Historical Recognition



**Total Number of SQS Historical Recognition Applications by Status**



**Total Number of EOC Skillsets Credentialed During Historical Recognition**



## Oregon Prepared Conference

The [2026 Oregon Prepared Conference](#) emphasized OEM's commitment to collaboration, service and building a ready and resilient Oregon. The conference opened with remarks from Oregon Secretary of State, Tobias Reid, who highlighted the importance of partnership, public trust and coordination in building resilience across the state. The conference provided attendees with a meaningful opportunity to meet face-to-face and network throughout the conference.

Presenters from across the state shared best practices, lessons learned and innovative approaches to whole-community engagement and outreach, preparedness planning, response operations and community recovery and resilience. This year also featured an expanded exhibitor presence, with a total of 39 indoor and outdoor vendors from all backgrounds.

The conference was held April 15-17, 2026, in Sunriver, Oregon, with 389 attendees from 176 different federal, Tribal, state, local, volunteer, non-governmental and private sector organizations. With a total of 421 individuals registered, the attendance rate was 92.4% - the highest it has ever been. 93% of the attendees surveyed said they would recommend the conference to a colleague and gave the conference an overall rating of 8.2/10 across all questions.

## 2026 Oregon Prepared Attendance Totals by Organization Type

| Organization Type                                 | Attendees  | Unique Organizations |
|---------------------------------------------------|------------|----------------------|
| Federal and Out-of-State                          | 11         | 7                    |
| Tribal Government                                 | 11         | 7                    |
| State Government                                  | 154        | 30                   |
| County, City, Special District, and Public Sector | 114        | 72                   |
| Volunteer, Non-Profit, and Not-for-Profit         | 38         | 21                   |
| Private Sector                                    | 61         | 39                   |
| <b>Total</b>                                      | <b>389</b> | <b>176</b>           |

## Program Improvements

### Continuous Improvement, Training, Exercise Unit

A significant organizational development this past fiscal year was the formation of the Continuous Improvement, Training, Exercise (CITE, pronounced “Kite”) Unit, established to improve span of control, streamline lines of communication, align program goals and improve program collaboration. The CITE Unit identified unified strategic initiatives to increase integration between programs, program continuity planning and strategic communication planning. Although this body of work is just beginning, the OEM Training Program has already seen greater collaboration with the Exercise and Continuous Improvement programs including efforts related to ECC Training and Exercise, SQS, the Integrated Preparedness Planning process, OEM Staff Training management and various program management efforts.

### State Agency Training Consortium

The OEM Training Program facilitates meetings with training program representatives from several state agencies with training missions to address shared challenges, close gaps across the enterprise and improve coordination. The State Agency Training Consortium (SATC) provides a dedicated forum for agencies to identify gaps, share tools and best practices and work on shared solutions to elevate statewide workforce preparedness. Codified through drafted bylaws, the SATC now serves as a statewide collaborative for Oregon Executive Branch agencies to align training practices with broader statewide initiatives and strengthen the statewide training ecosystem.

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

The OEM Training Program led a workgroup consisting of internal OEM partners and Oregon Emergency Response System (OERS) Council partners to create a formalized [State ECC Training and Exercise Plan](#), establishing minimum training standards, integration with SQS and the structure and cadence of ECC training and exercises. Immediately following final publication of the plan, OEM delivered the inaugural ECC Orientation Training, outlining everything an individual would need to know coming into the ECC for the first time. Moving forward, the OEM Training Program will work closely with the OEM Response and Recovery Operations Section.

## Looking to the Future

In the coming fiscal year, the OEM Training Program will continue strengthening long-term program sustainability through documentation and modernization of processes, transparent communication, quality course delivery and ongoing efforts to reduce barriers to training access across Oregon.

As a cornerstone of the successful training delivery, a major focus will be the development of the statewide instructor cadre. This includes strengthening partnerships, expanding guidance and developing mentorship opportunities to support new instructors and ensure instructional quality, allowing for a greater quantity and variety of statewide training deliveries.

The OEM Training Program looks forward to advancements in FY26, including but not limited to:

- Formalization and expansion of the State Agency Training Consortium (SATC)
- Continued implementation and expansion of SQS
- Continued development of ECC training and credentialing
- Continued improvement and expansion of the instructor cadre

These initiatives will elevate statewide training access and quality, supporting Oregon's communities before, during and after emergencies, advancing OEM's vision of a ready and resilient Oregon.

## 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                                                                   | 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          |
| 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          |
| 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           | Yes         |
| 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 | Yes |
| 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   | Yes |
| 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   | Yes |
| 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   | Yes |
| L1302: Continuity of Operations Program Management                               | 14   | Yes |
| O-305: Type 3 All-Hazards Incident Management Team                               | 40   | Yes |

## Appendix B: Acronyms

- AHPS: All-Hazard Position-Specific
- APS: Advanced Profession Series
- AWR: Awareness-Level
- B2WR: Be 2 Weeks Ready
- BAPS: Basic Applied Practices Series
- CEM: Certified Emergency Manager
- CERT: Community Emergency Response Team
- CES: Continuity Excellence Series
- CITE: Continuous Improvement, Training, and Exercise
- COOP: Continuity of Operations Planning
- DPSST: Oregon Department of Public Safety and Standards Training
- ECC: Emergency Coordination Center
- EMAC: Emergency Management Assistance Compact
- EMPG: Emergency Management Performance Grant
- EOC: Emergency Operations Center
- EPAC: Emergency Preparedness Advisory Council
- FEMA: Federal Emergency Management Agency
- FY: Fiscal Year
- HSEEP: Homeland Security Exercise and Evaluation Program
- IAEM: International Association of Emergency Managers
- ICS: Incident Management System
- IMT: Incident Management Team
- IPP: Integrated Preparedness Plan
- IPPW: Integrated Preparedness Planning Workshop
- MGT: Management-Level
- NDEMU: FEMA National Disaster Emergency Management University
- 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
- OEMA: Oregon Emergency Management Association
- OERS: Oregon Emergency Response System
- ORCEMS: Oregon Certified Emergency Management Specialist
- PER: Performance-Level
- PIO: Public Information Officer
- SATC: State Agency Training Consortium
- SLE: State-Level Exercise
- SQS: Oregon State Qualification System
- TPP: FEMA NTED Training Partners Program