

State Integrated Preparedness Plan



2026 – 2029

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Purpose

The Integrated Preparedness Plan (IPP) documents the Planning, Equipment, Training and Exercise (POETE) priorities for a multi-year period – this version outlines priorities over a three-year period from July 2026 through June 2029. This product is a living resource, updated and refined annually via regional, state government, and internal Oregon Department of Emergency Management (OEM) Integrated Preparedness Planning Workshops (IPPWs).

The priorities identified in this document were developed by the Oregon [Emergency Preparedness Advisory Council](#) (EPAC) and are derived from analysis of existing strategic guidance, threat assessments, and previous exercise and incident corrective action findings. A progressive, multi-year program enables organizations and jurisdictions to develop planning documentation related to the priority areas, identify and procure the equipment necessary to address IPP or internal priority areas, train personnel on its content, and exercise those documents to validate and/or implement the product in a no-fault environment. There is no one set of preparedness priorities that will support the needs of every community in Oregon, the statewide priorities are broad enough to allow all jurisdictions and state agencies to plan activities that align with their internal priorities and requirements as well as support the priorities of the state.

This IPP combines POETE activities that develop or maintain capabilities in support of the established priorities. These activities were identified and confirmed in IPPWs. Local and tribal emergency management agencies, as well as all state agencies identified in the state's Comprehensive Emergency Management Plan (CEMP), were invited to participate in and provide their perspective and inputs during the IPPWs.

Included is a schedule, which provides a graphic illustration of the proposed activities for the identified priorities, scheduled for July 1, 2026, through June 30, 2029.

Preparedness Activity Considerations

Threats, Hazards and Risks

Oregon faces several threats, hazards and risks, as listed in the Hazard Categories section in the State of Oregon Emergency Operations Plan (EOP). The primary threats, hazards and risks that informed the current preparedness priorities were the capabilities with significant gaps for either a Cascadia Subduction Zone earthquake or tsunami, cyber-attack or explosive devices incident.

Capability Assessments

The *State of the State Capability Assessment* is an annual assessment of Oregon counties, select cities, Tribal Nations and state agencies. Information collected in this assessment is used to complete the annual Federal Emergency Management Agency (FEMA) *Threat and Hazard Identification and Risk Assessment* (THIRA) and *Stakeholder Preparedness Review* (SPR). The results of this assessment help identify the progress of emergency management initiatives and support the prioritization of future Planning, Organization, Equipment, Training, and Exercise (POETE) efforts. This includes informing the Integrated Preparedness Plan and workshops, setting grant priorities and investment justifications, and shaping statewide preparedness priorities.

The capabilities are assessed through five categories: Planning, Organization, Equipment, Training and Exercise (POETE) for capability lost, sustained or built, and to determine if an overall gap remained in the core capability. Overall gaps indicate that despite efforts and resources, there's still a challenge in fully performing the core capability as needed based on Oregon's potential threats and hazards. Following the identification of gaps, strategies to address those gaps were identified.

Core capabilities are further broken down into their component functional areas and ranked within the POETE to highlight which areas had the highest and lowest capacity. Functional area rankings were based on a 0-5 scale rubric, with 0 indicating no capacity and 5 indicating the highest capacity. Core capabilities rated as high by many respondents were selected as the highest priorities overall for Oregon.

The compiled and analyzed data from the Capability Assessment is used to create the annual State of the State Report. Based on the State of the State Report, THIRA/SPR and the National Exercise Program Priorities, the top eight priorities with gaps were chosen to focus on during this IPP cycle.

During the Integrated Preparedness Plan workshops held regionally across the state, local jurisdictions and Tribal Nations used their capability assessment data to identify gaps and needs. This information was used to prioritize plans, training, and exercises for the next 12–24 months aimed at closing those gaps and addressing identified needs.

Closeout | Version 1.0 (Fiscal Year 2022 – 2025)

The 2025 Annual Update Process closed out “Version 1” of the Statewide IPP product. This closeout offers Oregon the opportunity to assess progress within the outlined Preparedness Priorities over the established three-year period.

The 2022 IPP process utilized an internal OEM effort to establish new Preparedness Priorities with the following focus areas being selected for the Version 1 IPP cycle:



Continuity of Operations



Fire Management & Suppression



Mass Care Services



Operational Communications



Operational Coordination*



Planning*



Public Health, Healthcare and EMS*



Public Information and Warning *

The table below outlines the progression of the statewide average capability scores throughout the past 3-year IPP cycle for each Preparedness Priority. Of the 8 selected priorities Oregon saw some growth in 5 (63%) of the focus areas – although growth within each was quite minimal.

These ratings are on a scale of 1-5, coming directly from the State Capability Assessment Tool (CAT) where emergency management professions self-assess their current capabilities.

	2023	2025	Progress
Continuity of Operations	2.7	2.6	- 0.1
Fire Management & Suppression	2.8	3.0	+ 0.2
Mass Care Services	2.4	2.5	+ 0.1
Operational Communications	2.6	2.8	+ 0.2
Operational Coordination	3.2	3.1	- 0.1
Planning	2.7	2.8	+ 0.1
Public Health, Healthcare and EMS	2.5	2.7	+ 0.2
Public Information and Warning	3.2	3.2	+/- 0.0

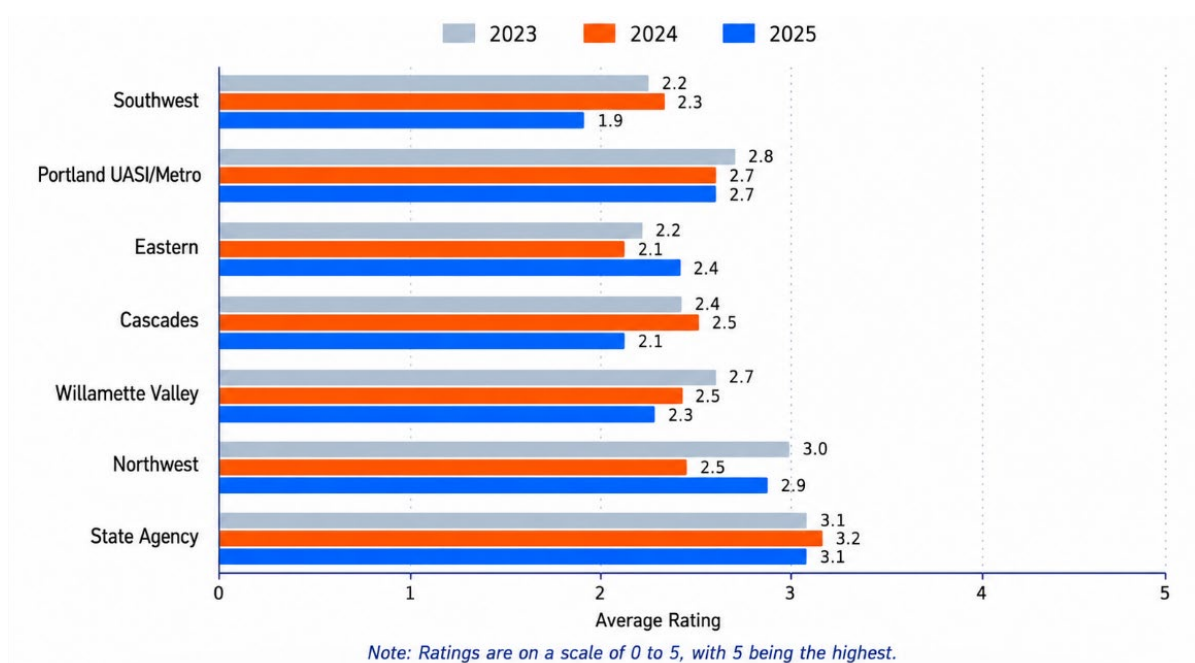
Continuity of Operations

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

Priority Progression | Capability Assessment Data

	2023	2025	Progress
Planning	2.9	2.5	- 0.4
Equipment	2.8	2.9	+ 0.1
Training	2.5	2.2	- 0.3
Exercise	2.6	2.9	+ 0.3
OVERALL	2.7	2.6	- 0.1

Continuity of Operations 3-Year Comparison



Continuity of Operations Development

Continuity of Operations remains an area of focus with varying development. In 2025, Continuity Planning received an overall rating of 2.6, with lower ratings in Training and Planning indicating continued gaps in staff preparedness, plan development, and operational use of continuity procedures. While Equipment and Exercise scored higher, the data suggests that agencies and jurisdictions still need additional support to update COOP plans, train staff on continuity roles and essential functions, and ensure plans are regularly tested. Regional data

also shows variation across the state, with State Agency and Northwest ratings among the strongest and Southwest and Cascades showing lower capacity. Overall, continuity planning continues to fall behind other planning functional areas and remains a priority for targeted improvement.

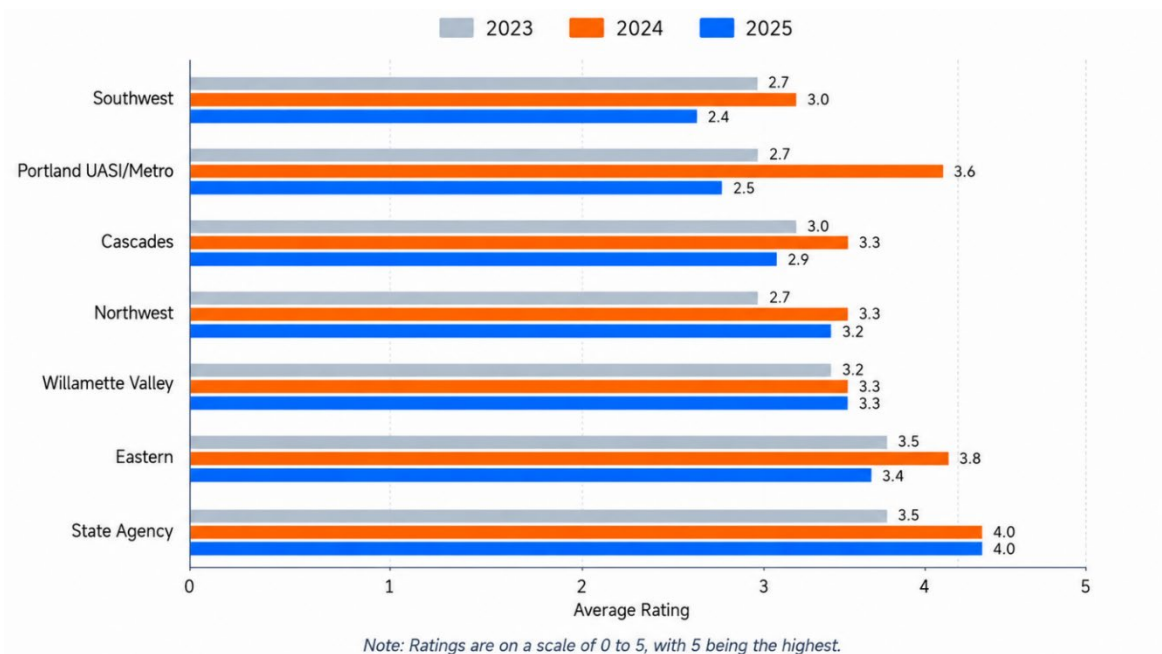
Fire Management and Suppression

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

Priority Progression | Capability Assessment Data

	2023	2025	Progress
Planning	2.9	3.1	+ 0.2
Equipment	2.7	3.0	+ 0.3
Training	2.9	3.1	+ 0.2
Exercise	2.8	3.0	+ 0.2
OVERALL	2.8	3.0	+ 0.2

Fire Management and Suppression 3-Year Comparison



Fire Management and Suppression Development

Since the passage of Senate Bill 762 in 2021, which allocated over \$220 million, Oregon has significantly strengthened its wildfire preparedness, fire management, and suppression capabilities. State agencies, led by the Oregon Department of Forestry and the Oregon State Fire Marshal, have expanded coordination with local and federal partners to improve readiness and response. Key advancements include enhanced hazard mapping, prescribed fire programs, long-term resiliency planning, and targeted investments in systems like Response Ready Oregon and the Oregon Fire Mutual Aid System. As reflected in the data, capabilities have increased across all four preparedness activity areas. Continued improvements to the Fire Service Mobilization Plan, the addition of Regional Mobilization Coordinators, and increased data driven decision making have further strengthened statewide suppression capacity. Together, these efforts are building a more coordinated, efficient, and resilient wildfire management system across Oregon.

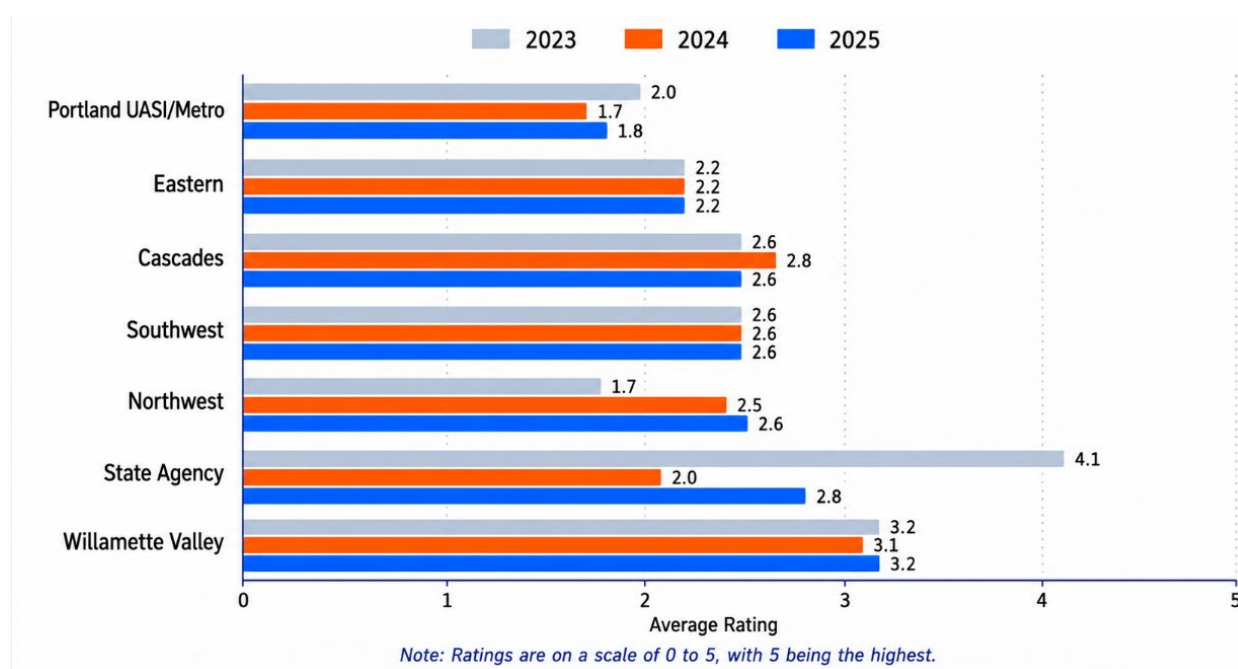
Mass Care Services

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

Priority Progression | Capability Assessment Data

	2023	2025	Progress
Planning	2.5	2.6	+ 0.1
Equipment	2.4	2.5	+ 0.1
Training	2.3	2.3	+/- 0.0
Exercise	2.3	2.5	+ 0.2
OVERALL	2.4	2.5	+ 0.1

Mass Care Services 3-Year Comparison



Mass Care Services Development

Mass Care Services continues to show development through regional planning, partner coordination, exercises, and real-world response experience. Regional mass care and sheltering planning efforts have advanced, including completion of a regional Mass Care and Shelter plan that is being refined at more localized levels. Jurisdictions continue to coordinate with local, state, federal, nonprofit, and private sector partners to improve shelter planning, identify

shelter workers, plan for supplies, and maintain facilities that may support mass care operations.

Capability development has also been supported through exercises and recent response activities, including IronOR-24, Able Readiness 6, extreme weather events, wildfire response, and winter storm operations. These efforts have helped jurisdictions test assumptions, strengthen coordination with the American Red Cross and community organizations, and identify additional needs for shelter operations, medically fragile sheltering, support trailers, and supply caches. While several areas have built capacity, some plans have not yet been fully exercised, and regional variation remains. Continued investment in training, exercises, supplies, staffing, and partner coordination will be important to strengthen Mass Care Services capability statewide.

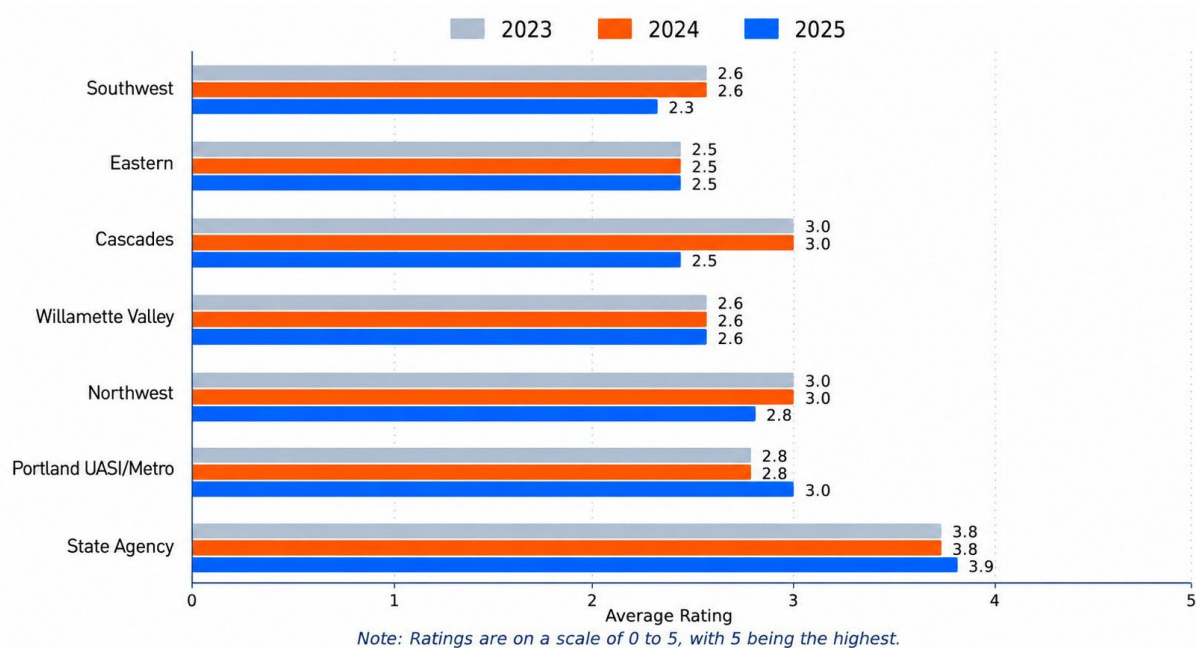
Operational Communications

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

Priority Progression | Capability Assessment Tool Data

	2023	2025	Progress
Planning	2.8	2.8	+/- 0.0
Equipment	2.6	2.9	+ 0.3
Training	2.6	2.7	+ 0.1
Exercise	2.5	2.8	+ 0.3
OVERALL	2.6	2.8	+ 0.2

Operational Communications 3-Year Comparison



Operational Communications Services Development

Operational Communications shows measurable progress from 2023 to 2025. The strongest gains occurred in Equipment and Exercise, both increasing significantly, reflecting continued investment in communications infrastructure and greater use of exercises and real-world incidents to test communications systems and procedures. Training also increased slightly, indicating ongoing efforts to build staff familiarity and readiness, while Planning remained

stable, suggesting jurisdictions are maintaining and refining existing communications frameworks rather than making major new planning changes.

These improvements are supported by targeted investments and operational enhancements across the state. Jurisdictions reported deployment of multi-band radios in first responder vehicles, development of Statewide Communication Interoperability Plan (SCIP) and Primary, Alternate, Contingency, and Emergency (PACE) communications planning, and expanded use of low-earth orbit satellite technology, communications trailers, and mobile shelters with generators. Exercises and real-world incidents, including wildfire response, have helped personnel gain familiarity with communications systems and validate operational procedures. Overall, the data reflects steady progress in modernizing communications capability, strengthening redundancy, and improving statewide operational readiness.

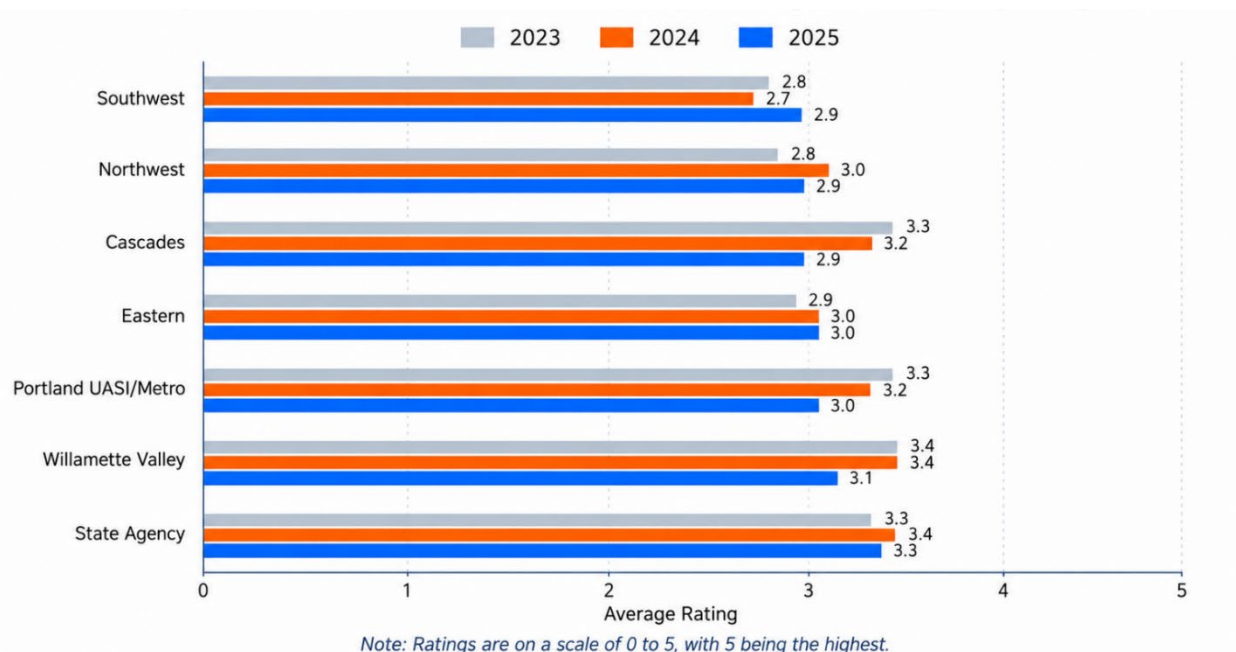
Operational Coordination

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

Priority Progression | Capability Assessment Tool Data

	2023	2025	Progress
Planning	3.3	3.3	+/- 0.0
Equipment	3.2	3.1	- 0.1
Training	3.2	3.0	- 0.2
Exercise	3.2	3.0	- 0.2
OVERALL	3.2	3.1	- 0.1

Operational Coordination 3-Year Comparison



Operational Coordination Development

Operational Coordination capability has seen minimal reduction in each of the preparedness activities, with the planning element sustaining as is. The Emergency Management Performance Grant (EMPG) remains a key funding source for maintaining emergency management staffing, planning, training, exercises, and operational readiness. This work also supports Oregon's statutory framework under ORS 401.305, which requires counties to maintain an emergency

management program and appoint an emergency program manager. Agencies continue to update EOPs and annexes, refine interagency procedures, strengthen partnerships, and use technology to improve situational awareness and information sharing.

Planning

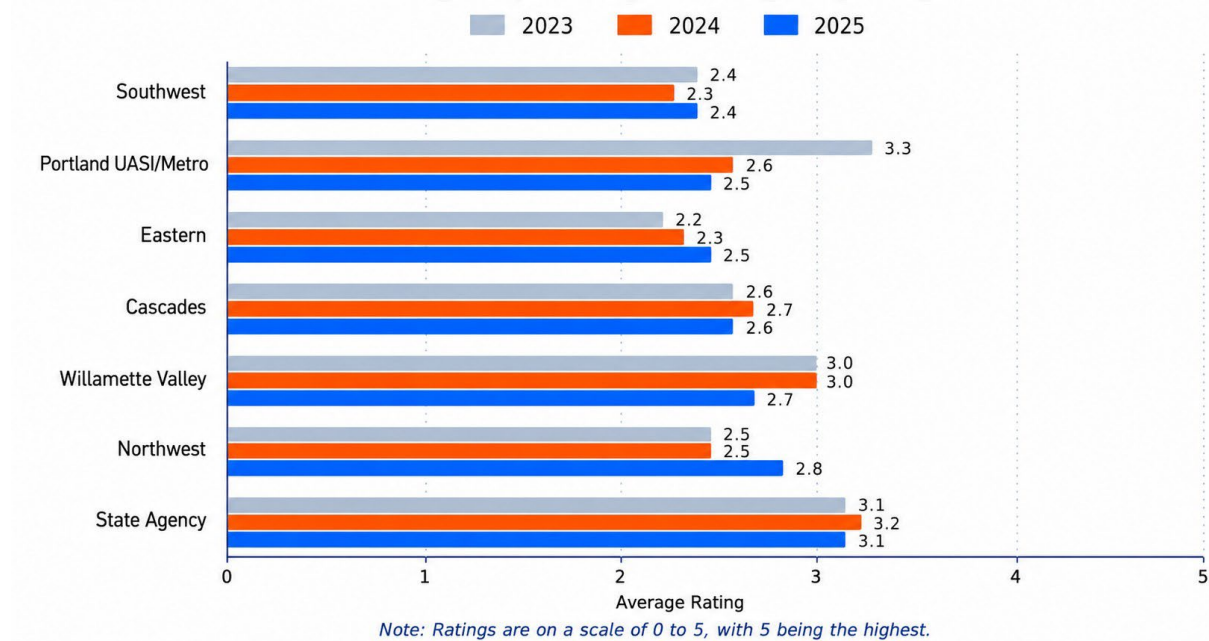
Conduct a systematic process engaging the whole community as appropriate in the development of executable strategic, operational and tactical-level approaches to meet defined objectives.

Priority Progression | Capability Assessment Tool Data

	2023	2025	Progress
Planning	2.9	2.7	- 0.2
Equipment	2.9	3.1	+ 0.2
Training	2.6	2.5	- 0.1
Exercise	2.7	3.0	+ 0.3
OVERALL	2.7	2.8	+ 0.1

Planning Coordination 3-Year Comparison

Planning Capability Average by Region



Planning Development

Emergency planning capability in 2025 reflects overall continued progress, with minimal reductions in planning and training, and additional capability built particularly in equipment and Exercise. Agencies and jurisdictions have advanced planning through updates to core plans, development of evacuation and mass care strategies, and incorporation of lessons learned from recent incidents. These efforts have been reinforced through training and exercises, supporting more coordinated and operationally focused planning efforts statewide.

Equipment shows more modest growth with overall trends indicating a stable and maturing capability. Continued investment in exercises and real-world application has strengthened planning effectiveness; however, ongoing refinement, coordination, and resource alignment are still needed to fully address complex and large-scale incidents.

Public Health, Healthcare and Emergency Medical Services (EMS)

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

Priority Progression | Capability Assessment Tool Data

	2023	2025	Progress
Planning	2.6	2.8	+ 0.2
Equipment	2.5	2.7	+ 0.2
Training	2.6	2.7	+ 0.1
Exercise	2.4	2.6	+ 0.2
OVERALL	2.5	2.7	+ 0.2

Public Health, Healthcare and EMS 3-Year Comparison



Public Health, Healthcare and EMS Development

In 2025, Public Health, Healthcare, and Emergency Medical Services capability is seeing consistent growth across all preparedness activity areas. Jurisdictions continue to maintain and update key plans, including Mass Fatality, Mass Care, and Ambulance Service Area plans, while strengthening coordination for medical surge and behavioral health needs.

Efforts such as the Regional Resource Hospital (RRH) collaborative and Oregon Medical Coordination Center (OMCC) support coordinated response, while Oregon Health Authority, Health Security, Preparedness and Response investments continue to address equipment and supply needs. Although training and exercises are ongoing, lower levels of new development highlight the need for continued investment in workforce capacity and resources to strengthen statewide readiness.

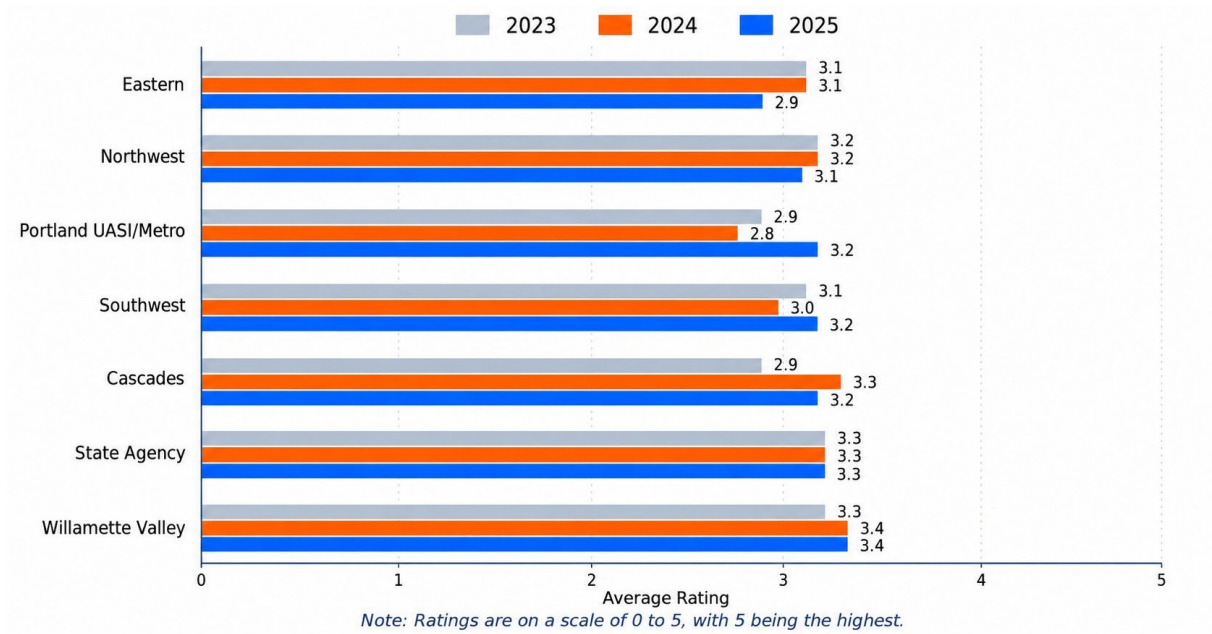
Public Information and Warning

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

Priority Progression | Capability Assessment Tool Data

	2023	2025	Progress
Planning	3.1	3.1	+/- 0.0
Equipment	3.2	3.2	+/- 0.0
Training	3.2	3.1	- 0.1
Exercise	3.2	3.2	+/- 0.0
OVERALL	3.2	3.2	+/- 0.0

Public Information and Warning 3-Year Comparison



Public Information and Warning Development

Public Information and Warning capability is seeing sustainment across the preparedness activities areas. This assessment reflects Oregon’s ongoing efforts to enhance communication protocols, improve interagency coordination, and expand training for public warning systems. The state did see the statewide implementation of OR-Alert, now fully operational across all 36 counties, providing consistent and reliable emergency notifications. Gaps remain across the preparedness activities, highlighting continued opportunities to further strengthen and modernize Public Information and Warning capabilities statewide.

Beginning | Version 2.0 (Fiscal Year 2026 – 2029)

2026 Update Process

Updated Preparedness Priorities

In 2025 the Emergency Preparedness Advisory Council (EPAC) established a Subcommittee to identify Oregon's Preparedness Priorities for the 2026–2029 cycle. This subcommittee established the priorities to guide strategic planning efforts that enhance statewide resilience and readiness across all mission areas. The priorities are informed by community-wide data collection and analysis, including:

- The Oregon Capability Assessment
- The State of the State Report
- Input from the Continuous Improvement Workgroup

The priority development effort started with the identification of FEMA Core Capabilities to determine the target areas the Oregon emergency management and response community needs to address. The EPAC identified five (5) capabilities areas:



Planning



Mass Care Services



**Operational
Coordination**



**Public Information
and Warning**



**Public Health,
Healthcare, EMS**

The updated Preparedness Priorities outline goals for each preparedness (POETE) activity along with specific objectives to support the accomplishment of each, see the goal language below:

Goal 1 – Planning: Utilize an all-hazards approach to planning that accounts for and addresses the needs of the most vulnerable in Oregon through a consistent framework that builds collaborative partnerships across all levels of government and organizations active in disasters.

Goal 2 – Organization: Advocate for the needs of Oregonians before, during and after disasters, ensuring a capable and flexible emergency management structure that effectively executes plans to address existing and emerging threats and hazards.

Goal 3 – Equipment: Ensure all local, regional, and state supply caches and/or stockpiles can meet the needs of all populations during response and recovery.

Goal 4 – Training: Establish a fully trained, credentialed and deployable emergency management workforce capable of supporting all phases of disasters, leveraging the most current resources and tools, and empowering Oregonian communities.

Goal 5 – Exercise: Ensure opportunities to provide experience and confidence in plans and the emergency management workforce through progressive exercise and testing of all developed plans prior to disasters.

By incorporating diverse input from the whole community including local, tribal, state, federal, non-profit, and private sector stakeholders the subcommittee developed actionable and inclusive preparedness priorities that reflect Oregon’s unique risks, needs, and opportunities.

2026 Process Overview

2026 IPP Update Process developed the IPP V2.0 and followed a similar phased approach to 2025. The process priority areas for 2026 are outlined below and intended to progress the IPP effort following lessons learned from recent IPP efforts.

- A. **Utilizing Updated Preparedness Priorities to Develop 3-Year Vision:** The 2026 IPP Process provides all jurisdictions with the opportunity to re-evaluate upcoming preparedness activities based on the new Preparedness Priorities. Some preparedness activities are critical to a jurisdiction’s own strategic vision, while other activities may be influenced by the new Preparedness Priorities. Therefore the 2026 effort will provide space to consider which preparedness activities for the next 3-year period to support collective growth within the Preparedness Priorities.
- B. **Organizational-Jurisdictional IPPW Support:** The 2025 process offered limited support to local and tribal partners in hosting jurisdictional IPPWs through template resources and technical assistance upon request. This 2026 process will work to offer more direct technical assistance, capability strength and gap analysis, and identifying community-specific needs. The more organizations and jurisdictions that host an internal IPPW, the more effective the regional IPPWs are. This effort will provide additional guidance and direct support to County and Tribal Emergency Management agencies.
- C. **Updated Tools:** Utilizing this three-year cycle, the OEM Integrated Preparedness Planning Team (IPPT) will update tools to support participant data submission and data interaction.

Development Phases

2026 IPP Update Process has been slightly adjusted from the past two years. This new timeline includes an earlier project start time (October) and pushes back the Regional IPPWs until April-May, hosting these at the Oregon Prepared Conference. This will provide space from October-March for agencies and jurisdictions to host their own IPPWs and refining their preparedness activity data so the Regional IPPWs can focus more on deconfliction and scheduling rather than data collection.

Phase	Scope	Schedule
Phase 1	IPPW Education & Guidance	October - December '25
Phase 2	Internal IPPWs	November '25 - April '26
Phase 3	Data Collation & IPP Draft	February - May '26
Phase 4	Regional Government IPPWs	March - April '26
Phase 5	Statewide IPPW & IPP Finalization	June '26
Phase 6	IPP Rollout & 2027 Expectations	June '26

Preparedness Priorities POETE Outlook

The planning activities listed and referenced capture plans, policies, and procedures that are scheduled or planned over the next 12-36 months across the state. As the IPP process becomes more routine, and additional partners participate, a more accurate representation of training will be made available.

Breakdown of Plans by Preparedness Priority: The planning data shows that most identified planning activity is concentrated in the annual preparedness priority capabilities, while additional planning needs remain distributed across the broader set of core capabilities. This reflects continued emphasis on maintaining and updating key emergency management plans while also addressing a wide range of statewide preparedness needs.

- **Operational Coordination:** Represents the largest share of identified plans and reflects continued work on coordination, emergency operations, roles, responsibilities, and interagency procedures.
- **Planning:** Represents a significant portion of planning activity, including plan maintenance, updates, and broader preparedness program development.
- **Mass Care Services:** Includes targeted planning for sheltering, support services, and coordination with partners.
- **Public Information and Warning:** Includes planning related to public messaging, warning systems, and communication coordination.
- **Public Health, Healthcare, and Emergency Medical Services:** Includes planning for medical countermeasures, point of dispensing operations, medical support in shelters, hospital and medical shelter operations, ESF-8 support, and EMS system needs. These

activities reflect continued work to strengthen health and medical coordination across state, regional, local, and healthcare partners.



Planning



Mass Care Services



Operational
Coordination



Public Information
and Warning



Public Health,
Healthcare, EMS

Equipment

The equipment listed and referenced represents equipment, systems, technology, and resource needs identified by jurisdictions and partners across the state. These needs may support preparedness, response, recovery, continuity, communications, sheltering, public information, and other capability areas over the next 12 to 36 months. As the IPP process becomes more established and additional partners participate, future updates will provide a more accurate and comprehensive representation of equipment needs statewide.

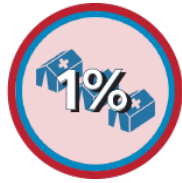
Breakdown of Equipment by Preparedness Priority: The equipment data shows that most identified equipment needs are spread across the broader preparedness portfolio rather than concentrated within the preparedness priority capabilities. This may indicate that equipment gaps are wide-ranging and support many different areas of preparedness, response, recovery, communications, and operational readiness. It may also suggest that jurisdictions do not always directly align equipment requests with the preparedness priorities or are not clearly describing that alignment in assessments. As a result, some equipment needs may support priority capability development but are being reported more broadly across other core capabilities.

- **Planning:** Represents a smaller portion of equipment needs, likely tied to systems, technology, and tools that support planning, documentation, and coordination.
- **Mass Care Services:** Shows limited equipment needs in this dataset, but may include sheltering supplies, support equipment, and resources needed to sustain mass care operations.
- **Operational Coordination:** Represents the largest share of equipment needs within the annual priority capabilities, reflecting continued demand for systems, tools, and resources that support coordination, communications, situational awareness, and response operations.
- **Public Information and Warning:** Shows limited equipment needs, likely related to communication tools, public messaging systems, and resources that support warning and information sharing.

- **Public Health, Healthcare, and Emergency Medical Services:** Equipment needs identified in this area include shower trailers, laundry trailers, and a mobile morgue trailer. These requests reflect support for health, sanitation, sheltering, fatality management, and sustained response operations during large-scale emergencies or disasters.



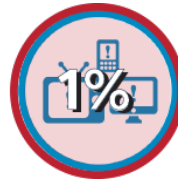
Planning



Mass Care Services



**Operational
Coordination**



**Public Information
and Warning**



**Public Health,
Healthcare, EMS**

Training

The training deliveries listed and referenced capture training deliveries that are scheduled or planned over the next 12-36 months across the state. As the IPP process becomes more routine, and additional partners participate, a more accurate representation of training will be made available.

Breakdown of Training Deliveries by Preparedness Priority: Nearly 50% of all planned training data is based on operational coordination, due to all ICS and EOC training falling into this category. Beyond this outlier, training is spread somewhat uniformly across most core capabilities including the Preparedness Priorities below.

- **Planning:** 12% of planned training is planning-based, primarily focusing on continuity of operations (COOP) and ICS/EOC planning courses. This is an appropriate proportion of overall training and reflects efforts made by the OEM Continuity program to engage partners across the state.
- **Mass Care Services:** This area has the lowest proportion of trainings at only 1%. This is a critical gap considering that mass care services also have the lowest capability score of identified priorities.
- **Operational Coordination:** As noted above, almost 50% of all planned trainings fall into this category. Although ICS and EOC courses are important, it is important to see a greater diversity of statewide training, which would cause this bucket to take up a smaller overall share of training.
- **Public Information and Warning:** This priority area is a training gap, due in part to the lack of available courses for this category. The OEM Training Program is actively working to find ways to provide additional public information and alert/warning training to close this gap.
- **Public Health, Healthcare, and Emergency Medical Services:** The data for this area is relatively low, but that does not necessarily indicate that these trainings are not

occurring, rather that these are not always communicated between public health and healthcare partners and the emergency management staff that participate in the regional workshops. As more jurisdictions host internal IPPWs, engaging these partners, it is likely that we would see numbers go up in this category.



The training deliveries planned over the next 36 months are broken down into four major categories: “G” courses hosted by OEM, “L” courses hosted by FEMA’s National Disaster Emergency Management University (NDEMU) and coordinated by OEM, “AWR”, “MGT”, and “PER” courses hosted by FEMA National Training & Exercise Division (NTED) Training Partner Program (TPP), and “Miscellaneous” training that acts as a catchall for any training that doesn’t fall neatly into the previous categories. The OEM Training Program plays an active role in the coordination and approval of all G, L, AWR, MGT, and PER course deliveries in Oregon, as well as some miscellaneous training such as the O-305 IMT course, Veoci training, and internal ECC trainings. These categories are further broken down into sub-categories that are grouped based on the content of the courses.

This data demonstrates a good balance of courses with roughly 48% being managed internally by agencies, 31% managed by OEM, and 20% relying on FEMA’s NDEMU or federal training consortium partners.

Total Count	Sub-Category Count	Course Type
142		OEM Managed (G) Courses
	86	Incident Command System Courses (G0191, G0300, G0400, G0402)
	41	Emergency Operations Center Courses (G2300, G2302, G2304, G2308)
	15	Other Courses (G0108, G0141, G0205, G0288)
74		NDEMU Managed (L) Courses
	19	NIMS ICS All-Hazards Position Specific Courses (L0950-L0973)
	25	Basic Academy Courses (L0101, L0102, L0103, L0105, L0146)
	30	Other Courses (L0050, L0131, L0139, L0208, L0209, L0388, L0449, L0489, L0705, L0708, L1301, L1302)

18		NTED TPP Managed Courses
	2	Awareness Level (AWR-213)
	13	Management Level (MGT-310, MGT-315, MGT-318, MGT-330, MGT-346, MGT-414, MGT-418, MGT-439, MGT-440, MGT-475)
	3	Performance Level (PER-374, PER-375)
218		Miscellaneous Courses
	15	Incident Management Team (IMT) Training (O0305, Internal trainings)
	40	Emergency Operations Center Training (Internal ECC, AOC, and EOC Training)
	18	Community & Volunteer Training (AuxComm, B2WR, CERT, SAR, etc.)
	47	Comms & Software Training (COMT, Everbridge, Genasys, OpsCenter, etc.)
	7	Search and Rescue Training
	91	Other Training (Active Threat, Misc. EOC, Finance, HazMat, Mass Care, etc.)
452	452	Total Trainings

Exercise

The exercises listed and referenced in this IPP capture only a fraction of the likely events upcoming in Oregon over the next 12-36 months, although this data outlines approximately 300 exercises anticipated to occur within this current IPP cycle. As the IPP process becomes more routine, and additional partners participate, a more accurate representation of exercises will be made available.

Breakdown of Exercise Events by Preparedness Priority: The data below demonstrates where statewide organizations anticipate hosting exercises within each Preparedness Priority. This data shows additional exercise events should be considered in the following Priority areas:

- **Planning:** Exercising the planning Core Capability focuses on the Continuity of Operations sub-component. 12% of the submitted Planning Activities are COOP-focused, however we see only 6% of exercises focus on the topic. With so many agencies/jurisdictions writing COOP Plans, exercise opportunities should be sought out following the completion or update.
- **Mass Care Services – Evacuation / Relocation Assistance:** The current Preparedness Priorities outline “evacuation / relocation assistance” as the focus area, this data only shows 17% of mass care exercises focusing on evacuation so a possibility to consider exercises over the next 3 years on this topic.
- **Operational Coordination:** The coordination to ongoing operations continues to be a major focus for emergency management exercises, seeing 28% of total exercises. These exercises focus on Emergency Operations Center (EOC), Incident Management Team (IMT), and other coordination structures practice their key activities to support field operations.
- **Public Information & Warning:** Only 5% of exercises noted this focus and with the State-Level Exercise 2029 focusing on Public Information and Warning there should be additional exercise events included to build-up to a functional play.
- **Public Health, Healthcare, and Emergency Medical Services:** Healthcare-related exercises currently identify 7% of the total exercise events included in this IPP. The current IPP process does not regularly integrate healthcare organizations leading to a lack of the complete healthcare-exercise picture.



Planning



Mass Care Services



Operational
Coordination



Public Information
and Warning

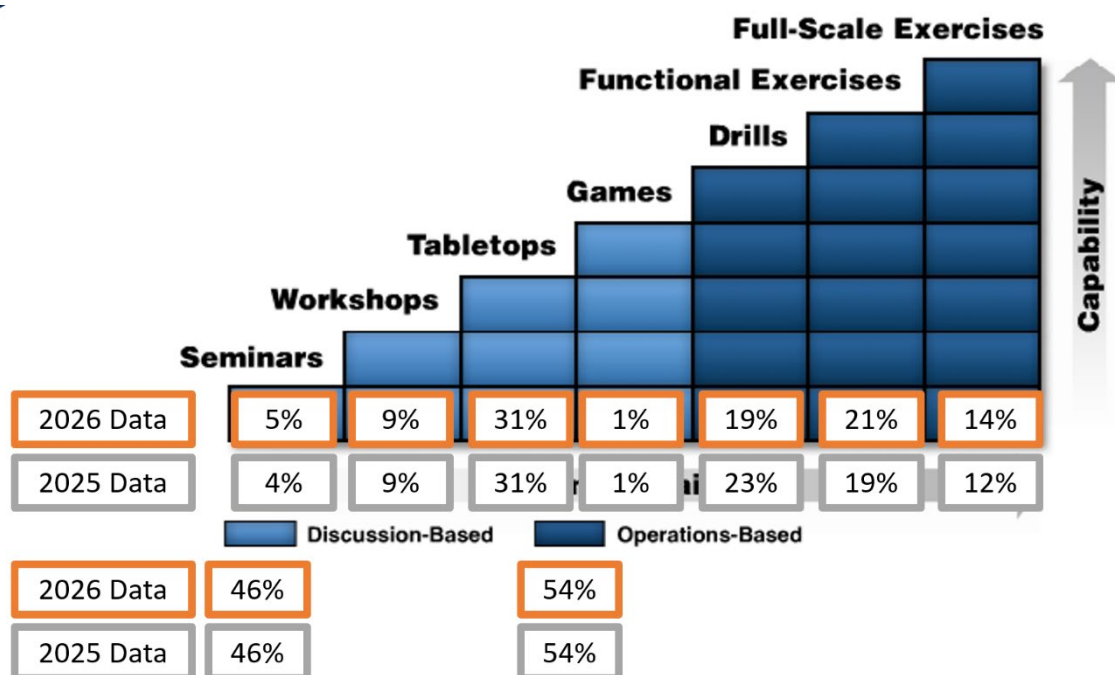


Public Health,
Healthcare, EMS

Breakdown of Exercise Events by Exercise Type: This data demonstrates mostly an even split between the number of discussion- and operations-based exercises that align with the data from 2025. To support a progressive exercise approach, the OEM Exercise Program encourages a heavier emphasis on discussion-based exercises to ensure individuals and organizations are effectively preparing for larger and more complex exercise events. Some comments on the data:

- **Seminars:** Seminar events have increased slightly, demonstrating organizations are offering events following the completion of a plan, process, or procedure to ensure partners are aware of, and knowledgeable about, the product and its expectations.
- **Workshops:** This type of exercise is likely to occur more frequently, but not being approached as an exercise, perhaps seen more as a meeting or work session. Workshops develop specific components of a plan, process, or procedure.

Statewide Exercise Data by Type



The data submitted for exercises leans heavily on the existing year of exercise activities, with only 35% of exercises being scheduled / anticipated for 2027 and beyond. This data speaks to an opportunity to extend emergency management program timelines from 12-18 months to more along the 36-month IPP timeline.

Exercise Breakdown per IPP Year

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

Oregon IPP Dashboard

To assist in the effective utilization of data collected through the IPPW process, OEM developed an [interactive dashboard](#). Partners can provide additional activities and modify or remove existing activities year-round for the most up to date information.

- View general overview of the statistics related to the type of preparedness activity, jurisdiction, region, or data to support users understand the full picture of anticipated preparedness activities.
- Sort data specific to key words, preparedness activity type, jurisdiction, region, and date to support users locate the most relevant preparedness activity data.
- Download existing data sets within a spreadsheet format to support users utilize and / or reference the current information.

Document Maintenance

This IPP product is updated on an annual basis by the OEM Preparedness Section through hosting regional, state government, and internal OEM IPPWs to revise and update the existing preparedness activity vision.

The updated IPP Product is released in July of each year to provide an assessment of progress towards the established Preparedness Priorities and outline the expected process for the upcoming IPP Update Process.

Next Steps and Implementation

Local-Tribal Governments

The following recommendations can help local and tribal governments interact with the POETE data on a routine basis to act as a reminder of planned activities, an opportunity to coordinate and collaborate on upcoming activities, and a space to keep the information/data relevant:

- A. **OEM Regional Coordinator Engagement:** As the OEM Regional Coordinators host their routine engagements with jurisdictions and organizations, a revision of the past and upcoming data points can be integrated into this space.

This update process will look different depending on the region, jurisdiction, and organization – so the OEM Regional Coordinators will be developing a strategy for their region following the implementation of this product.

- B. **Schedule Local or Tribal Integrated Preparedness Planning Workshop (IPPW) | Winter Months:** Hosting internal IPPWs will help refine upcoming emergency management program preparedness activities with your peers. The OEM IPPWs are hosted between January and March each year, and utilizing an internal IPPW for your jurisdiction in preparation for that will ensure your data is accurate and updated for the regional discussions.

Oregon Emergency Response System (OERS) Council

- A. **OERS Council Meeting Agenda Item | Quarterly:** On a quarterly basis, the IPP Team will present at the OERS Council to share which preparedness activities have taken place and which are upcoming to support awareness and possible collaboration of events.