On July 1, 2022, OEM became an independent agency

Our vision is an established, equitable culture of preparedness that empowers Oregon's whole community to thrive in times of crisis.

Our mission is to lead collaborative statewide efforts, inclusive of all partners and the communities we serve, to ensure the capability to get help in an emergency and to protect, mitigate, prepare for, respond to, and recover from emergencies or disasters regardless of cause.
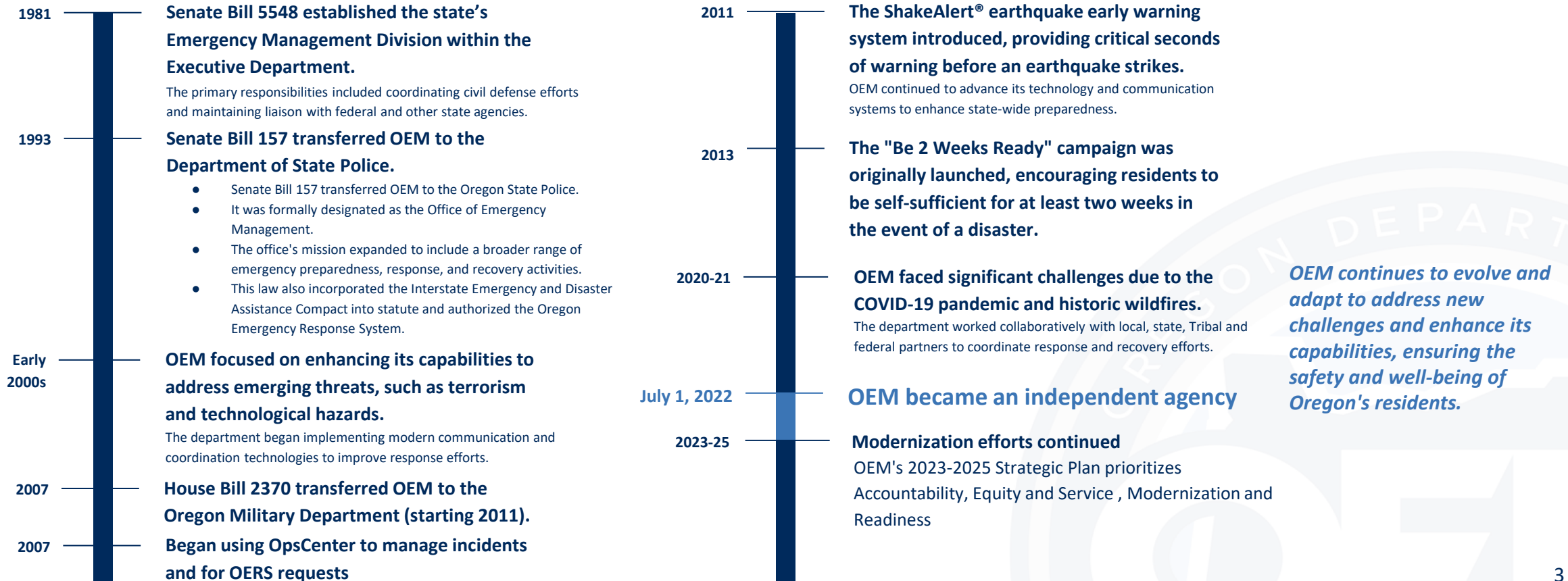
Our Values

Advocacy | Collaboration | Innovation | Leadership | Service

HISTORICAL CONTEXT

PRE-1981: Before the establishment of FEMA in 1979 and the founding of the Oregon Emergency Management Division in 1981, responsibilities in Oregon were decentralized, with various local, Tribal and state agencies handling disaster response and civil defense.

1981 — **Senate Bill 5548 established the state's Emergency Management Division within the Executive Department.**

The primary responsibilities included coordinating civil defense efforts and maintaining liaison with federal and other state agencies.

1993 — **Senate Bill 157 transferred OEM to the Department of State Police.**

- Senate Bill 157 transferred OEM to the Oregon State Police.
- It was formally designated as the Office of Emergency Management.
- The office's mission expanded to include a broader range of emergency preparedness, response, and recovery activities.
- This law also incorporated the Interstate Emergency and Disaster Assistance Compact into statute and authorized the Oregon Emergency Response System.

Early 2000s — **OEM focused on enhancing its capabilities to address emerging threats, such as terrorism and technological hazards.**

The department began implementing modern communication and coordination technologies to improve response efforts.

2007 — **House Bill 2370 transferred OEM to the Oregon Military Department (starting 2011).**

2007 — **Began using OpsCenter to manage incidents and for OERS requests**

2011 — **The ShakeAlert® earthquake early warning system introduced, providing critical seconds of warning before an earthquake strikes.**

OEM continued to advance its technology and communication systems to enhance state-wide preparedness.

2013 — **The "Be 2 Weeks Ready" campaign was originally launched, encouraging residents to be self-sufficient for at least two weeks in the event of a disaster.**

2020-21 — **OEM faced significant challenges due to the COVID-19 pandemic and historic wildfires.**

The department worked collaboratively with local, state, Tribal and federal partners to coordinate response and recovery efforts.

July 1, 2022 — **OEM became an independent agency**

2023-25 — **Modernization efforts continued**

OEM's 2023-2025 Strategic Plan prioritizes Accountability, Equity and Service , Modernization and Readiness

OEM continues to evolve and adapt to address new challenges and enhance its capabilities, ensuring the safety and well-being of Oregon's residents.

3

GOALS AND ROLES

OEM will transform into an **accountable** organization that values **equity and customer service** supported by modern integrated systems and a **ready and resilient** workforce.

With roles in:

EMERGENCY COORDINATION & OPERATIONS

HOMELAND SECURITY

GRANT MANAGEMENT & ADMINISTRATION

PREPAREDNESS & TRAINING

PROGRAMS

1 Administration

2 State 9-1-1 Program

3 Preparedness

4 Response

5 Mitigation

6 Recovery

The Statewide Interoperability program and WATCH will be added soon.

2023-25 Biennium Organizational Chart (131 POS | 111.47 FTE)

Administration
(51 POS | 41.84 FTE)

State 9-1-1
(10 POS | 10.15 FTE)

Preparedness and Response
(42 POS | 32.23 FTE)

Mitigation and Recovery
(28 POS | 27.25 FTE)

2025-27 Biennium Organizational Chart
(134 POS | 131.25 FTE)

Administration
(50 POS | 48.50 FTE)

State 9-1-1
(14 POS | 14.15 FTE)*

Preparedness and Response
(44 POS | 41.10 FTE)

Mitigation and Recovery
(26 POS | 27.50 FTE)

*An error in data shows 5 positions in the 9-1-1 category that belong in the Administration category

$5.8 million

$23.0 million

$151.0 million

$80.8 million

$1.06 billion

Bond Debt Service

Administration

9-1-1 Emergency

Preparedness & Response

Mitigation & Recovery

POSITIONS BY PROGRAM

- Mitigation & Recovery
- Administration
- 9-1-1 Emergency
- Preparedness & Response

TOTAL 134 POS | 131.25 FTE

GOVERNOR'S RECOMMENDED BUDGET | COMPARISON

the comparison presented is between 23/25 ARB and 25/27 GRB

Programs (y-axis) / **Cost** (x-axis)

Legend:
- 2023-25
- 2025-27

Program	2023-25	2025-27
Administration	$29.5 million	$22.9 million
9-1-1 Emergency	$143.7 million	$150.9 million
Preparedness & Response	$71.4 million	$80.7 million
Mitigation & Recovery	$1.03 billion	$1.059 billion
Bond Debt Service	$4.8 million	$5.7 million
Total Budget	$1.287 billion	$1.320 billion

X-axis: $2 million, $4 million, $6 million, $8 million, $9 million, $1 billion, $1.2 billion, $1.4 billion

Other Funds
$186 million

General Fund
$36 million

Breakdown of General Fund Spending

16%
1%
18%
4%
61%

Federal Fund
$1.09 billion

- Administration
- 9-1-1
- Preparedness & Response
- Mitigation & Recovery
- Bond Debt Service

Federal Fund   General Fund   Other Funds

KEY PERFORMANCE MEASURE (KPM)

This is a list of the current agency performance and outcome measures. Visit the OEM Key Performance Measures (KPMs) webpage for more information on how these measures are used by the agency, and progress toward achieving goals.

✔ Exceeding Benchmark

✖ Not Meeting Benchmark

See the Annual Performance Progress Report for a complete list of KPM changes: 2024 OEM Annual Performance Progress Report

✔ Emergency Information Equity and Accessibility
Alternative Languages

✔ Emergency Information Equity and Accessibility
Alternative Text

✔ Emergency Information Equity and Accessibility
Captioning and ASL

✖ **Statewide Exercise Participation**

✔ **State Response and Recovery Capabilities**

✔ **Statewide 9-1-1 Reliability and Redundancy**

✖ **Enhanced State Hazard Mitigation Plan Status**

✔ Customer Satisfaction
Overall

✔ Customer Satisfaction
Timeliness

✔ Customer Satisfaction
Accuracy

✔ Customer Satisfaction
Helpfulness

✔ Customer Satisfaction
Expertise

✔ Customer Satisfaction
Availability

✔ **Employee Engagement**

✔ **Audit Accountability**

The agency is introducing new metrics:

- Audit Accountability
- Employee Engagement
- Web Content Accessibility
- % of Whole Community Partners with a role in the CEMP

At the same time, OEM is retiring:

- Maximizing Federal Risk Reduction Investments
- Reducing Future Disaster Risks
- Counting Alt Text (is included in Web Content Accessibility)
- % of Safety Agencies Participating in OEM Coordinated Exercises

Statewide Disaster Preparedness Stockpile Program

Oregon Legislature Joint Emergency Board Report
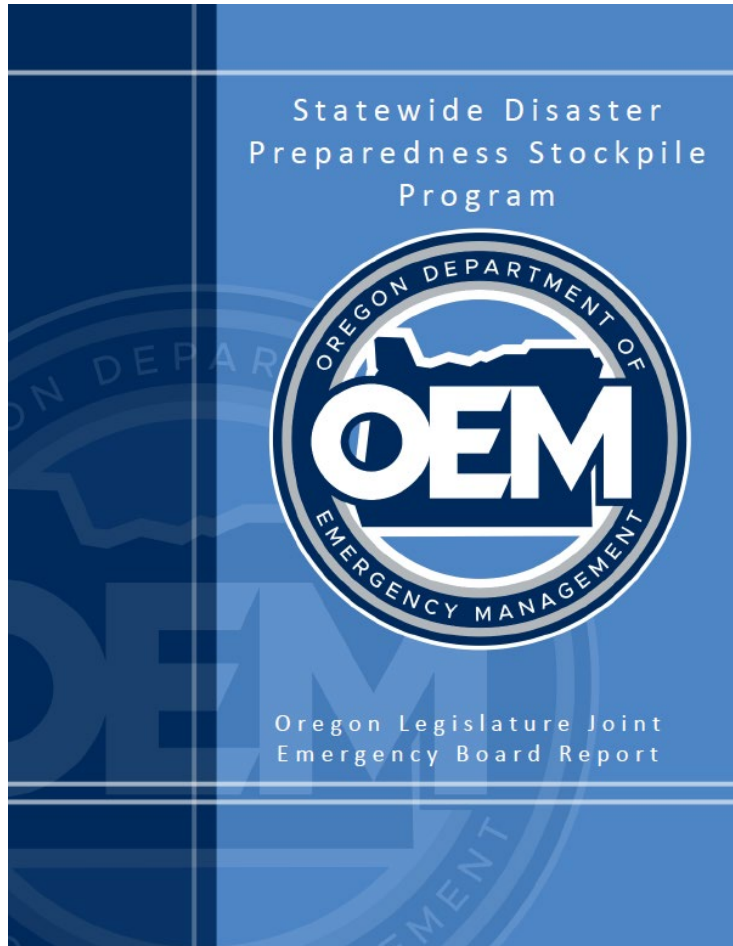
Statewide Stockpile Program

Senate Bill 5550 funds the stockpile for the 2023-25 biennium. The bill is awaiting action on the House floor.

BUDGET DRIVERS AND RISKS

1 Establishment as a separate department required OEM to develop administrative platforms for finance, human resources, IT, and other shared professional support services.

2 Homeland security threats and increased operational demand require improved readiness through incorporation of statewide interoperability and enhanced Oregon Emergency Response System watch programs.

3 The cadence at which we are responding to disasters is increasing, as is our cost. As a state, we need to improve our readiness and be less reliant on federal funding and support.

FINANCE STAFFING

PURPOSE: To grow the maturity and capability of our operations by **transitioning away from** relying as a client agency on **DAS Shared Financial Services** for agency Accounting and Budget services, and **to make permanent sufficient grant accounting staff to:**

| 1. Support agency operations | 2. Decrease payment processing times | 3. Improve compliance review accuracy | 4. Improve customer experience |

OEM leverages advanced technologies to enhance coordination, situational awareness, and response efficiency during emergencies.

Crisis Management Software:	For planning, tracking, and coordinating disaster response efforts in real-time (OpsCenter).	**Emergency Notification Systems:**	Platforms to broadcast alerts to the public via SMS and email.
Geographic Information Systems (GIS):	For real-time visual display of information and situational awareness of impacted communities and resource status/location.	**Cybersecurity Tools:**	Protects sensitive data and systems from breaches during disasters (DAS-EIS).
Real-Time Data Analytics Tools:	To monitor weather patterns, predict risks, and analyze response effectiveness.	**Inventory and Resource Management Systems:**	For tracking supplies, equipment, and personnel deployment.
Communication Systems:	Reliable radio, satellite, and VoIP systems for seamless communication among emergency teams.	**Satellite Imaging and Remote Sensing:**	For real-time assessment of disaster impact and planning recovery efforts.
Mobile Command Centers:	Portable units equipped with communication tools and computers to serve as operational bases.	**Power Backup Systems:**	Generators and solar solutions to ensure continuous operations during power outages.
Early Warning Systems:	Sensors and software for issuing alerts about natural disasters like earthquakes, floods, or storms (by Oregon Hazards Lab).	**Incident Reporting Tools:**	For field teams to document and share information quickly.
Drones and Robotics:	For aerial surveillance, search and rescue, and supply delivery to inaccessible areas.	**AI and Machine Learning:**	To optimize response strategies and predict future disaster scenarios.

IT PROJECTS

The following are IT projects being implemented at OEM.

✓ Complete   ➕ In Process   ✕ Not Started

|	
➕	Grants Management
➕	Crisis Management
➕	Learning Management*
➕	Next Generation 911
✕	Data Center Migration
➕	Oregon Record Management Solution (ORMS)

partnering with OFSM and DPSST

EMERGENCY MANAGEMENT

Purpose: To invest in a modern software solution that will integrate all the data systems used by the various partners represented by the emergency support functions (ESFs) and reporting from federal, state, local and Tribal emergency management partners into a common operating picture.

This new cloud-based system will expedite coordination with advancements in resource management, logistics tracking, asset tracking, threat analysis and information sharing.
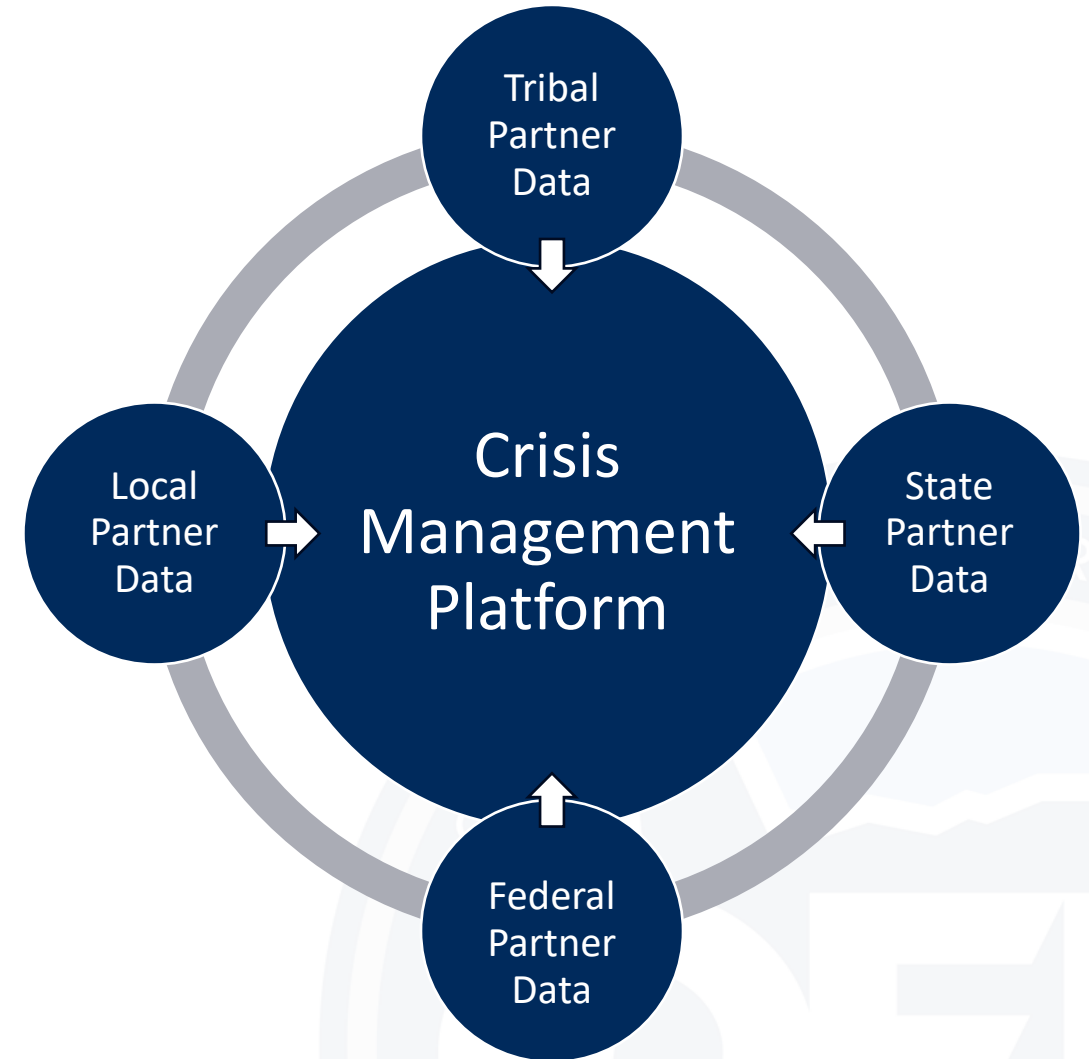
Inclusion, Diversity, Equity and Accessibility (IDEA) Program

Translation of emergency alerts, news, and other information into Oregon's major languages, including American Sign Language and Braille

Training to ensure continuous improvement and implementation of best practices for whole community resilience

Compliance with state and federal requirements Including HB2902, SB 770, SB 692, Title VII; Civil Rights Act of 1964, Subchapters I and II; Americans with Disabilities Act

Supports agency mission: Upholds commitment to ensuring safety for the whole community, including older adults, rural Oregonians and people with disabilities

STATE 9-1-1 PROGRAM

The State 9-1-1 Program administers the legislative mandate for a statewide 9-1-1 emergency communications system for the state's 40 Public Safety Answering Points (PSAPs).
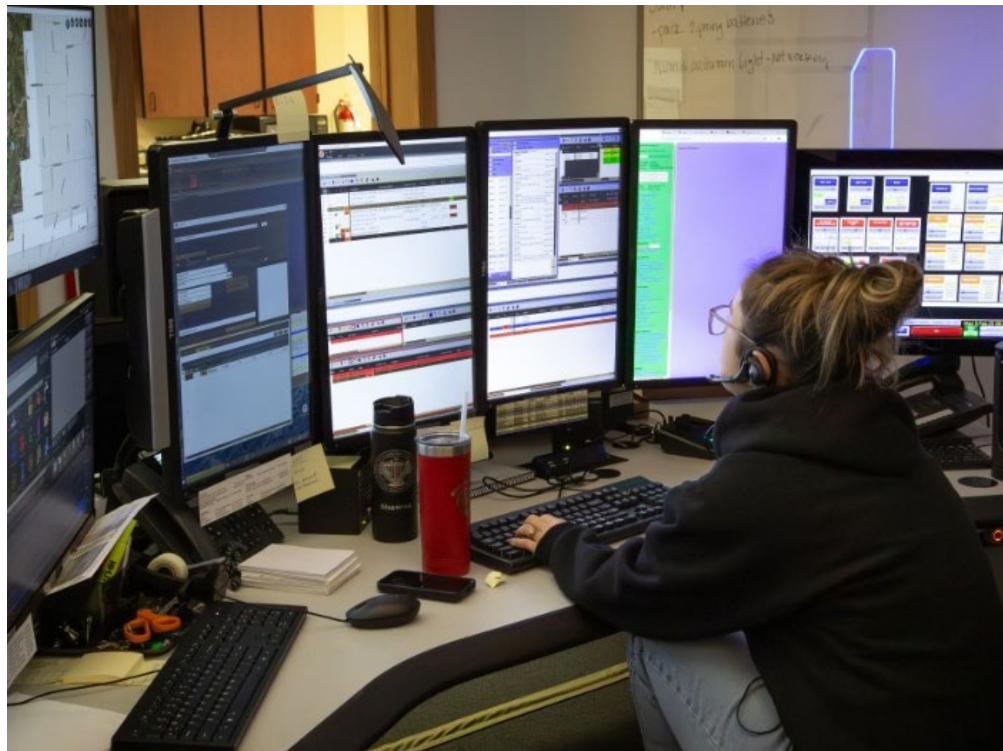
This includes:

- 14 Program Staff*
- Oversight of statewide 9-1-1 emergency call routing systems/technology
- 2.2M+ emergency requests for assistance annually
- 3.7M+ local/administrative calls
- Management and oversight of the $80M annual 9-1-1 tax
  (Approx. 60% [$12M] is distributed quarterly to Local 9-1-1 jurisdictions)
- Collaboration with industry partners, state agencies and local jurisdictions
- Advancement of 9-1-1 enterprise technology
- PSAP consolidation in 2024-2025
  (Lakeview into Klamath 911, Coos County into City of Coos Bay, Toledo PSAP into Willamette Valley Communications Center)

*An error in data shows 5 positions in the 9-1-1 category that belong in the Administration category

STATE 9-1-1 PROGRAM

While about 60% of the total 9-1-1 tax is distributed to local 9-1-1 jurisdictions, 35% is used by OEM for oversight and management of statewide infrastructure & technology.
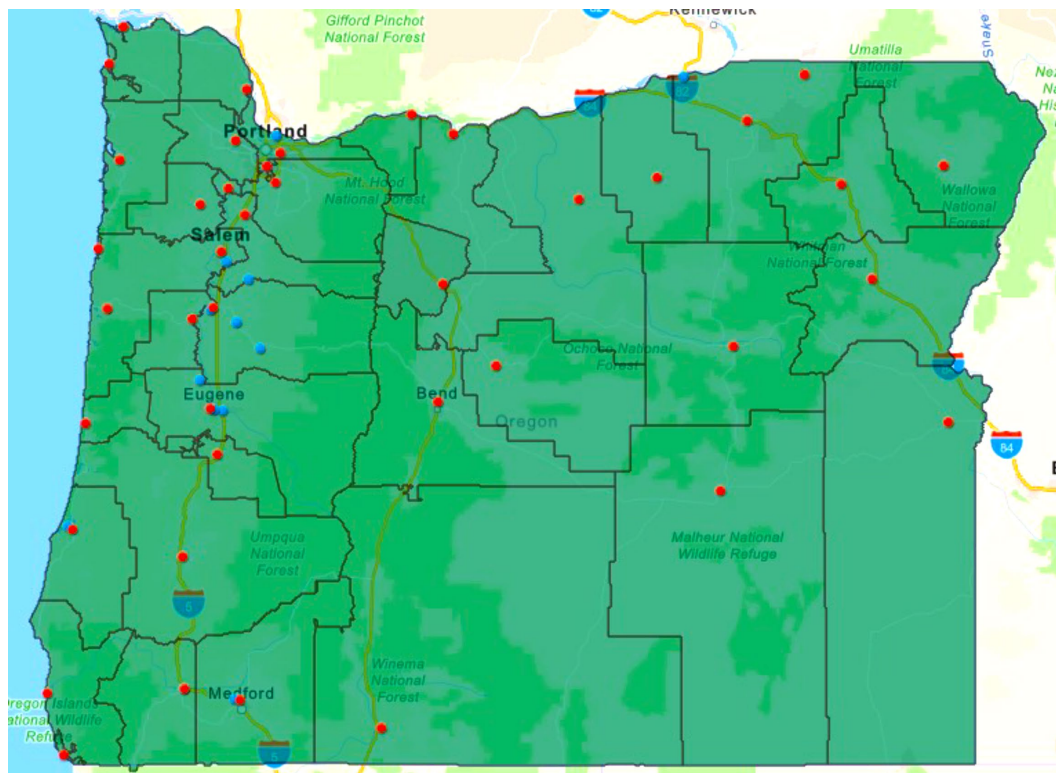
What OEM's 35% supports:

- Telecommunications call delivery services
- Geographic Information Systems/databases
- 9-1-1 call handling/processing equipment
- Text-to-911 services
- Technology modernization (i.e., Next Generation 9-1-1)

Top image: 2024 IronOR statewide preparedness exercise

Bottom image: Regional coordinators during the 2024 wildfire response

Preparedness Section

- Planning
- Training & Exercise
- Community Preparedness
- Geologic Hazards
- Preparedness Grants

Response Section

- State Emergency Coordination Center (ECC)
- Stockpile program management
- Auxiliary communications
- Consequence Management, Catastrophic, & response planning
- Statewide OERS Watch
- Statewide Interoperability Coordinator (SWIC)
- Homeland Security

PREPAREDNESS AND RESPONSE GRANTS BY %

6.77%

13.22%

8.95%

33.56%

37.51%
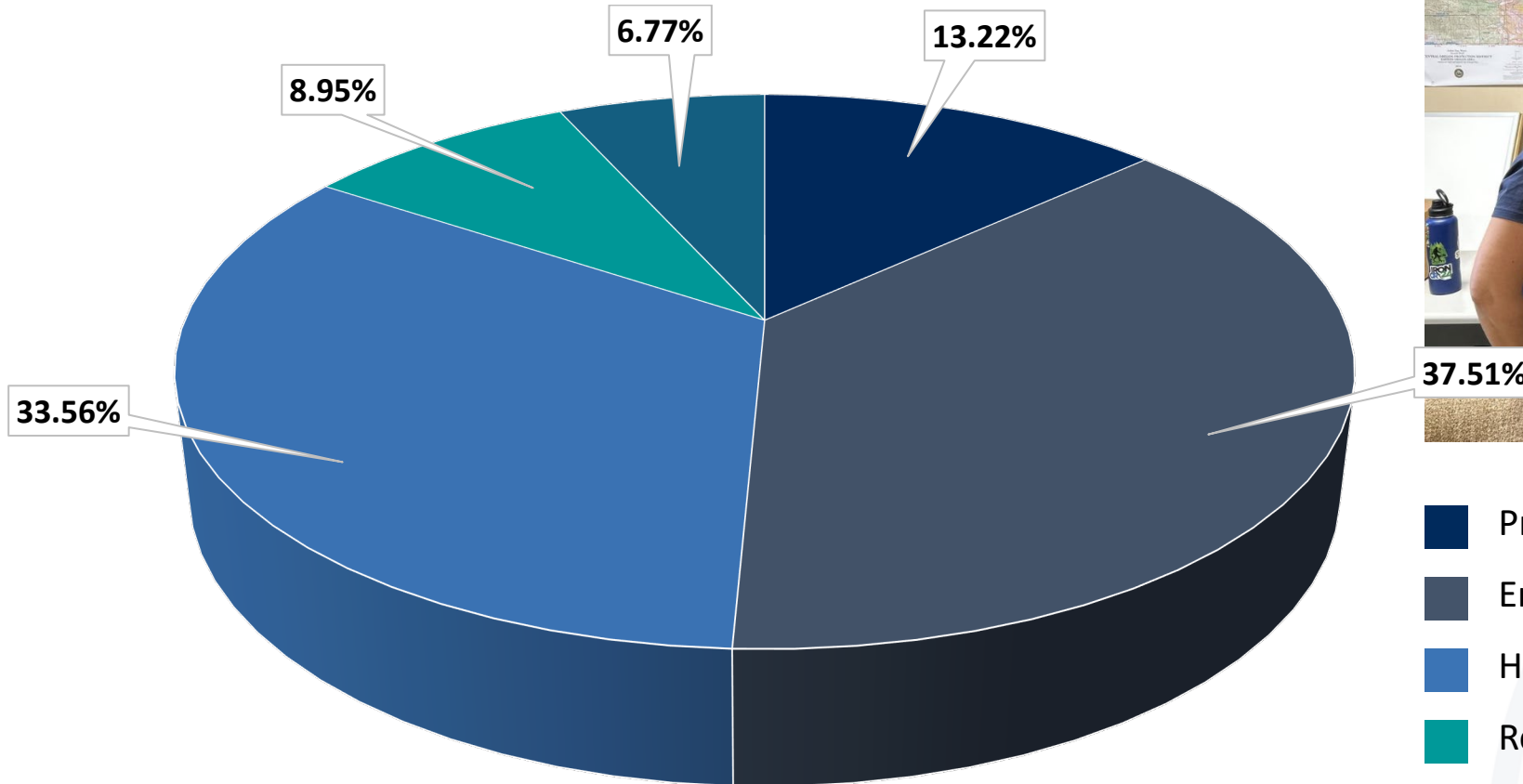
■ Preparedness & Response Programs

■ Emergency Management Performance Grants

■ Homeland Security Grant Program

■ Resiliency/SPIRE Grant Program

■ Geohazard Grants

1 SPIRE improves emergency preparedness and resilience by providing response equipment across the state

2 OEM has received 3 rounds of SPIRE funding totaling $15 million

3 Awarded 176 pieces of incident equipment throughout the state to more than 150 jurisdictions/agencies

4 SPIRE IV applications will open spring 2025 to continue to provide equipment to disaster response operations statewide
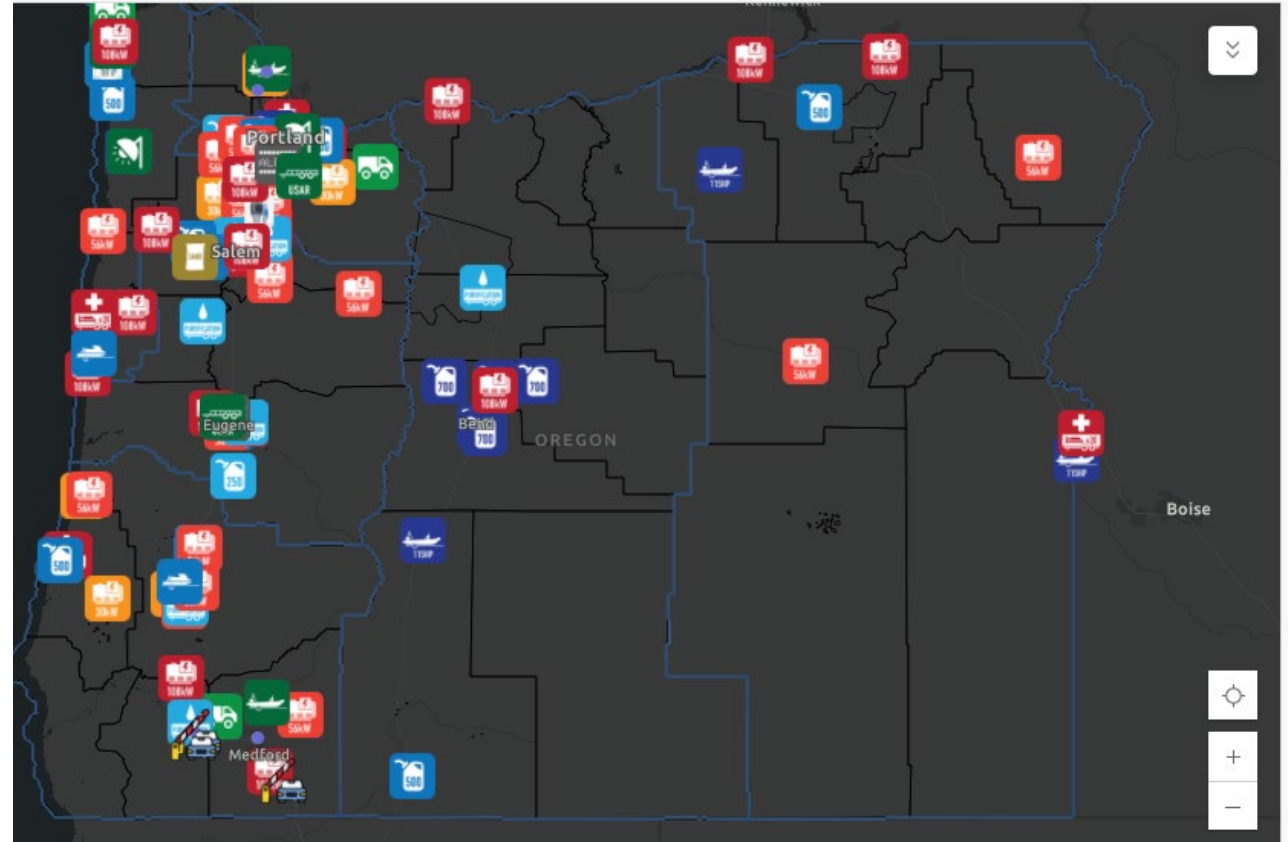
Visit the SPIRE Dashboard on the OEM website to see the equipment locations in real time.

Emergency Management Performance Grant (EMPG)

Total number of federal awards: 3
Total number of subrecipient projects: 50
Total Funds managed: $32,496,180

FY 22: $12,220,842
Federal: $6,110,421
State Match: $6,110,421

FY 23: $10,687,364
Federal: $5,343,682
State Match : $5,343,682

FY 24: $9,587,974
Federal: $4,793,987
State Match : $4,793,987

- Funds state, local, Tribal emergency management agencies

- 50% federal/state cost share

- Funds development of Emergency Operations Plans, training and exercises like the IronOR 2024 Statewide functional exercise

These grants enhance the ability of Tribal, state, local, governments and non – profits to protect against and respond to terrorist attacks.

Urban Area Security Initiative (UASI)

Total number of federal awards: 3
Total number of subrecipient projects: 10
Total Funds managed: $ 11,010,728

FY 22: $ 3,800,000
Projects: 4

FY 23: $3,800,000
Projects: 2

FY 24: $3,410,728
Projects: 4

State Homeland Security Program (SHSP)

Total number of federal awards: 3
Total number of subrecipient projects: 228
Total number of state projects: 28
Total Funds managed: $14,057,750

FY 22: $4,847,500
Local Projects: 90
State Projects: 8

FY 23: $4,847,500
Local Projects: 66
State Projects: 11

FY 24: $4,362,750
Local Projects: 72
State Projects: 9

Nonprofit Security Grant Program (NSGP)

Total number of federal awards: 3
Total number of subrecipient projects: 70
Total Funds managed: $9,507,044

FY 22: $2,293,094
Local Projects: 16

FY 23: $3,606,863
Local Projects: 27

FY 24: $3,607,087
Local Projects: 27

State and Local Cybersecurity Grant Program (SLCGP)

Total number of federal awards: 3
Total number of subrecipient projects: 59 (+42 pending)
Total Funds managed: $9,035,602

FY 22: $2,988,286
State Match: Cost Share waived
Local Projects: 57

FY 23: $6,047,316
State Match : Cost Share waived
Local Projects: 2 (42 submitted to CISA pending approval)

FY 24: $6,513,815
Federal: $4,559,670
State Match: $1,954,145 Cost Share Waiver pending

NEHRP AND EOC GRANTS | FY 2022-24

National Earthquake Hazards Reduction Program (NEHRP)

Total number of federal awards: 3
Total number of subrecipient projects: 10
Total Funds managed: $401,704

FY 22: $129, 536
Federal: $97,152
In-kind match: $32, 384

FY 23: $136,084
Federal: $102, 063
In-kind match: $34, 021

FY 24: $136, 084
Federal: $102, 063
In-kind match: $34, 021

Emergency Operations Center (EOC) Grants Program

Total number of federal awards: 3
Total number of subrecipient projects: 9
Total Funds managed: $8,411,038

FY 22: $5,000,001
Federal: $3,750,000
Local Cost-Share: $1,250,001

FY 23: $1,077,704
Federal: $817,703
Local Cost-Share: $260,001

FY 24: $2,333,333
Federal: $1,750,000
Local Cost-Share: $583,333

RESPONSE AND DISASTER DECLARATIONS

Since 2003, there have been 310 disaster related executive orders including:

- COVID-19
- Wildfires
- Flooding
- Civil Unrest
- Winter Storms
- Homelessness
- Excessive Heat

Dropping the two highest and lowest years shows there is still an upward trajectory for disasters in Oregon

Year	Count
2003	6
2004	2
2005	5
2006	7
2007	9
2008	11
2009	9
2010	3
2011	7
2012	6
2013	8
2014	13
2015	18
2016	4
2017	11
2018	22
2019	2
2020	59
2021	37
2022	19
2023	22
2024	27
2025	3
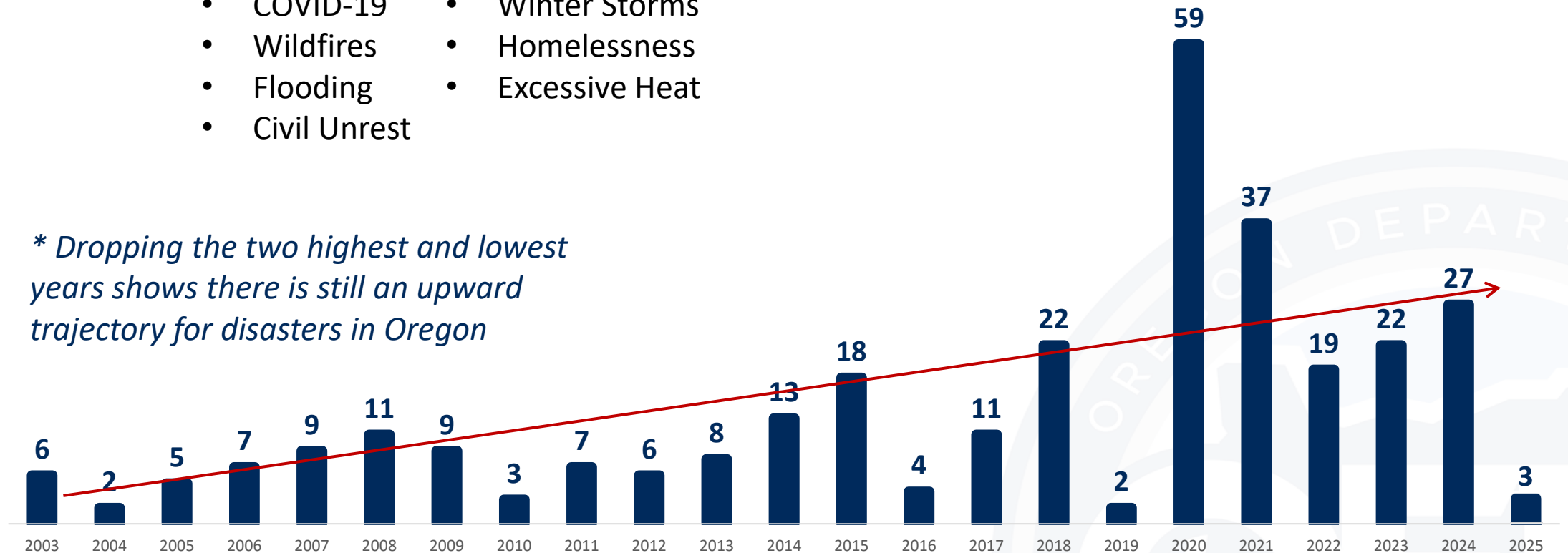
EMERGENCY SUPPORT FUNCTIONS (ESFs)

ESF 1
Transportation

ESF 2
Communications

ESF 3
Public Works

ESF 4
Firefighting

ESF 5
Information and Planning

ESF 6
Mass Care

ESF 7
Resource Support

ESF 8
Health and Medical

ESF 9
Search and Rescue

ESF 10
Hazardous Materials

ESF 11
Agriculture, Animals, and Natural Resources

ESF 12
Energy

ESF 13
Law Enforcement

ESF 14
Business and Industry

ESF 15
Public Information

ESF 16
Volunteers and Donations

ESF 17
Cyber and Critical Infrastructure Security

ESF 18
Military Support

31

SRF 1
COMMUNITY PLANNING
& CAPACITY BUILDING

SRF 2
ECOMONIC RECOVERY

SRF 3
HEALTH SERVICES

SRF 4
SOCIAL SERVICES

SRF 5
DISASTER HOUSING

SRF 6
INFRASTRUCTURE
SYSTEMS

SRF 7
NATURAL & CULTURAL
RESOURCES

1,099
Statewide missions

61 of the 1,099
Statewide Air Force Rescue Coordination Center missions (AFRCC) distress beacons

Top 5 Counties
Clackamas (136), Jackson (107), Deschutes (106), Lane (96), Douglas (94), Linn (83)

Since COVID and the 2020 Wildfires recreational outdoor activities have shifted from Marion County to Linn County; from Jackson County into Douglas and Lane Counties; and from Multnomah County (Columbia Gorge) into Clackamas. Deschutes County has always been in the top 3 counties in any given year.
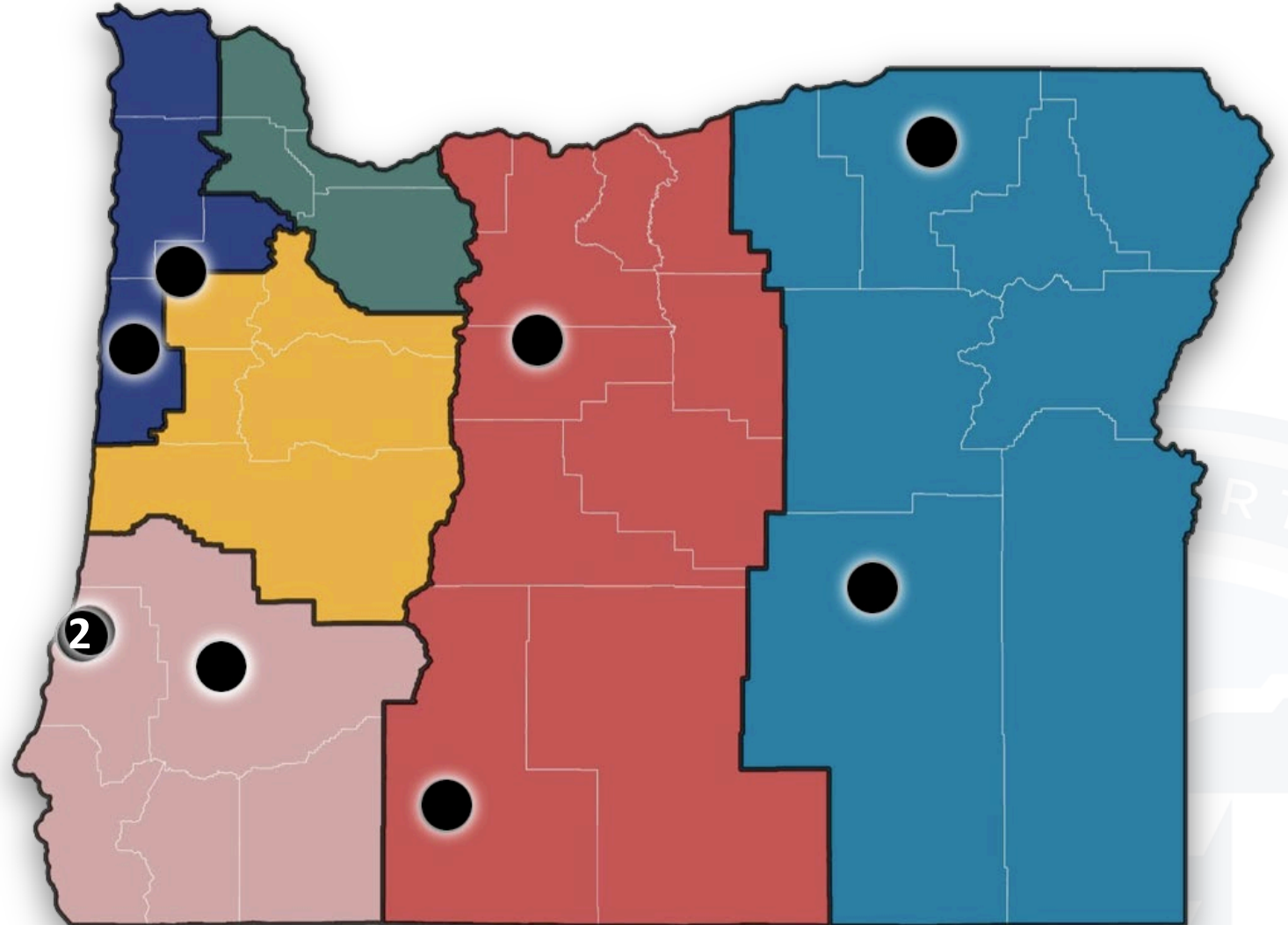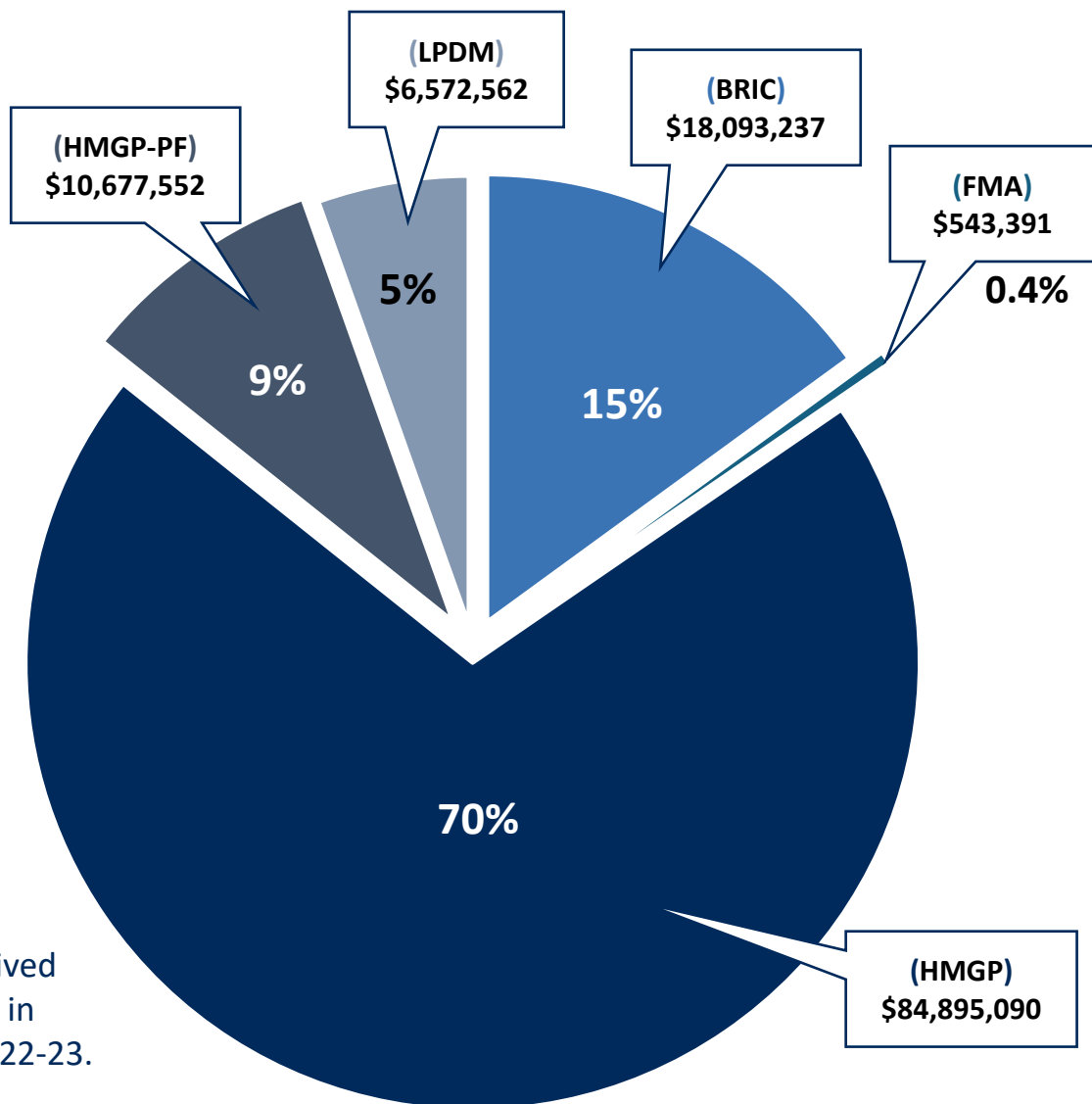
MITIGATION GRANTS | FY22-24

(LPDM)
$6,572,562

(HMGP-PF)
$10,677,552

(BRIC)
$18,093,237

(FMA)
$543,391

0.4%

5%

9%

15%

70%

(HMGP)
$84,895,090

Building Resilient Infrastructure and Communities (BRIC) $18,093,237

Flood Management Assistance (FMA) $543,391

Hazard Mitigation Grant Program (HMGP) $84,895,090

Hazard Mitigation Grant Program Post-Fire (HMGP-PF) $10,677,552

Legislative Pre-Disaster Mitigation (LPDM) $6,572,562
(earmarked congressional spending bills)

TOTAL AWARDED: $120,781,832*

doesn't include grant applications that are under FEMA review and haven't been awarded yet.

The only state cost share was for the 2020 wildfires.

Oregon was fourth in the nation in 2022 for the most competitive BRIC awards and received the most BRIC awards in FEMA Region 10 in 2022-23.

Hazard Mitigation Reclassification

Purpose: To permanently reclassifying two current PA2 positions to PA3s to provide leadership and subject matter expertise for FEMA Hazard Mitigation Assistance grants and loans, Hazard Mitigation Planning, and RiskMAP Coordination. **This reclassification would align OEM with DAS's recommendations and allow Oregon to attain FEMA Enhanced Status.**

Increase Hazard Mitigation Grant Funds from 15% to 20%
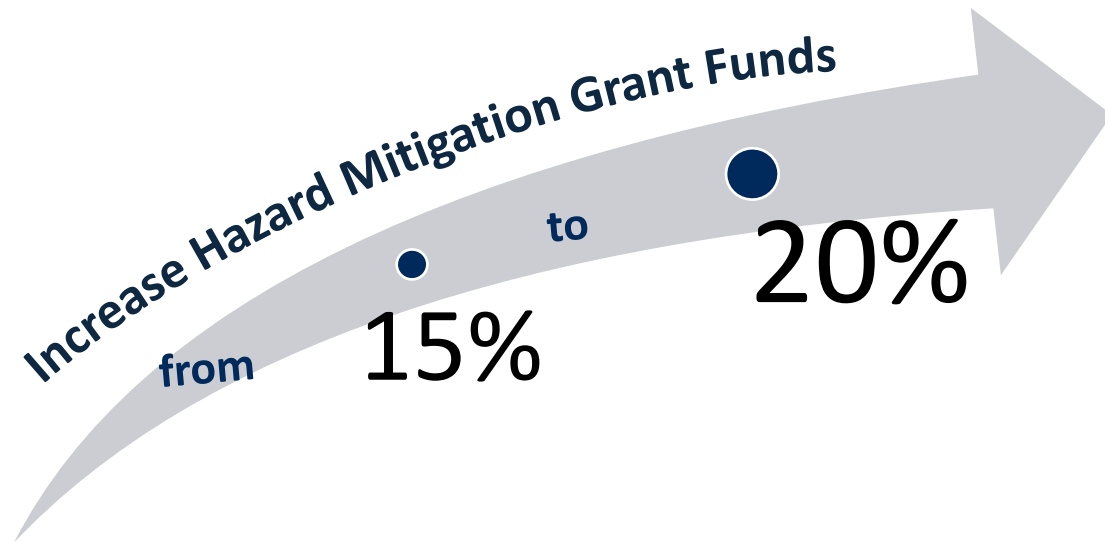
With "enhanced status" Oregon will receive additional Hazard Mitigation Grant Program Funds after disasters, because we will be able to adequately manage the various FEMA Programs.

FEMA Public Assistance (PA) is supplementary financial assistance for state, Tribal, local governments (and certain private nonprofits) that helps recover the cost of disaster response and recovery. It is provided under the Stafford act.

Oregon has had **8 Major disaster declarations** in the **past 6 years** with an estimated cost of $2.9 billion in recovery. With **811 subrecipients** and more than **2,800 projects.**

Prior to 2020, Oregon disaster costs ran about $10-30 million.

Cost share varies from no less than 75% up to 100% federal share depending on event.

75%

25% Subrecipient Share

Federal Share
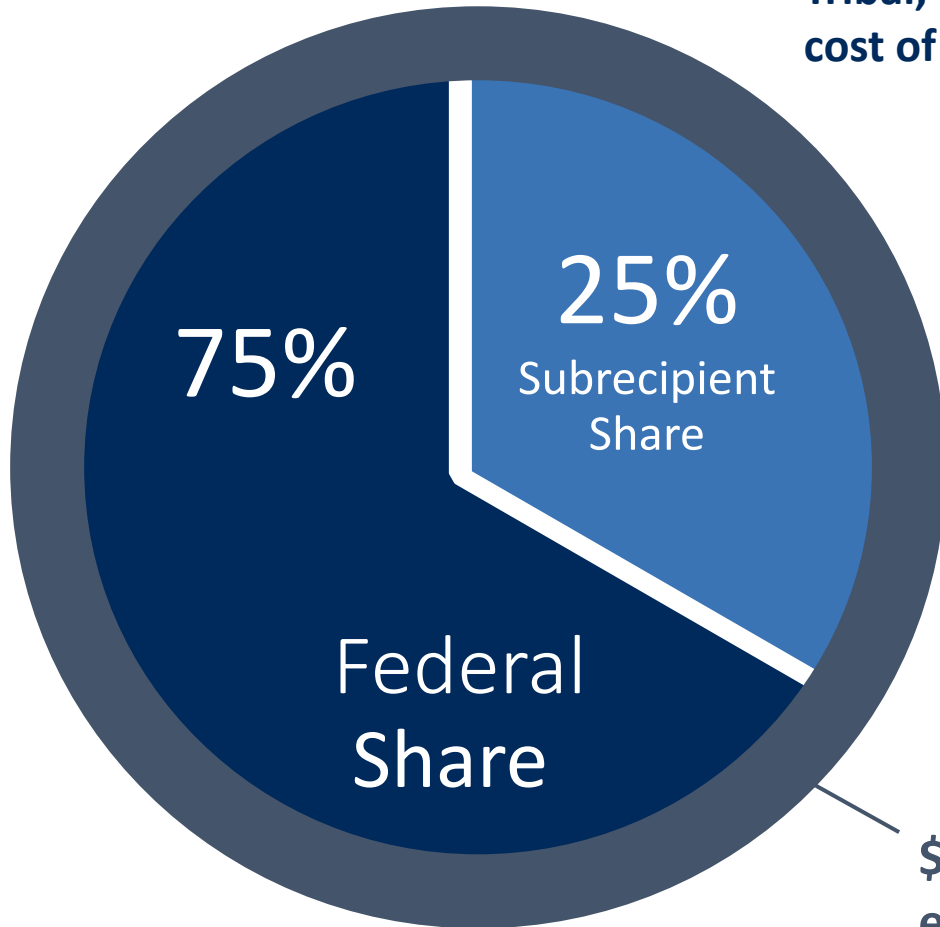
$2.9 billion in estimated disaster cost

Transfers Statewide Interoperability Program—including Statewide Interoperability Coordinator **(SWIC)** and staff—from DAS-EIS to OEM.*

Includes funding and support of OR-Alert Program, and State Interoperability Executive Council.

See also Senate Bill 826
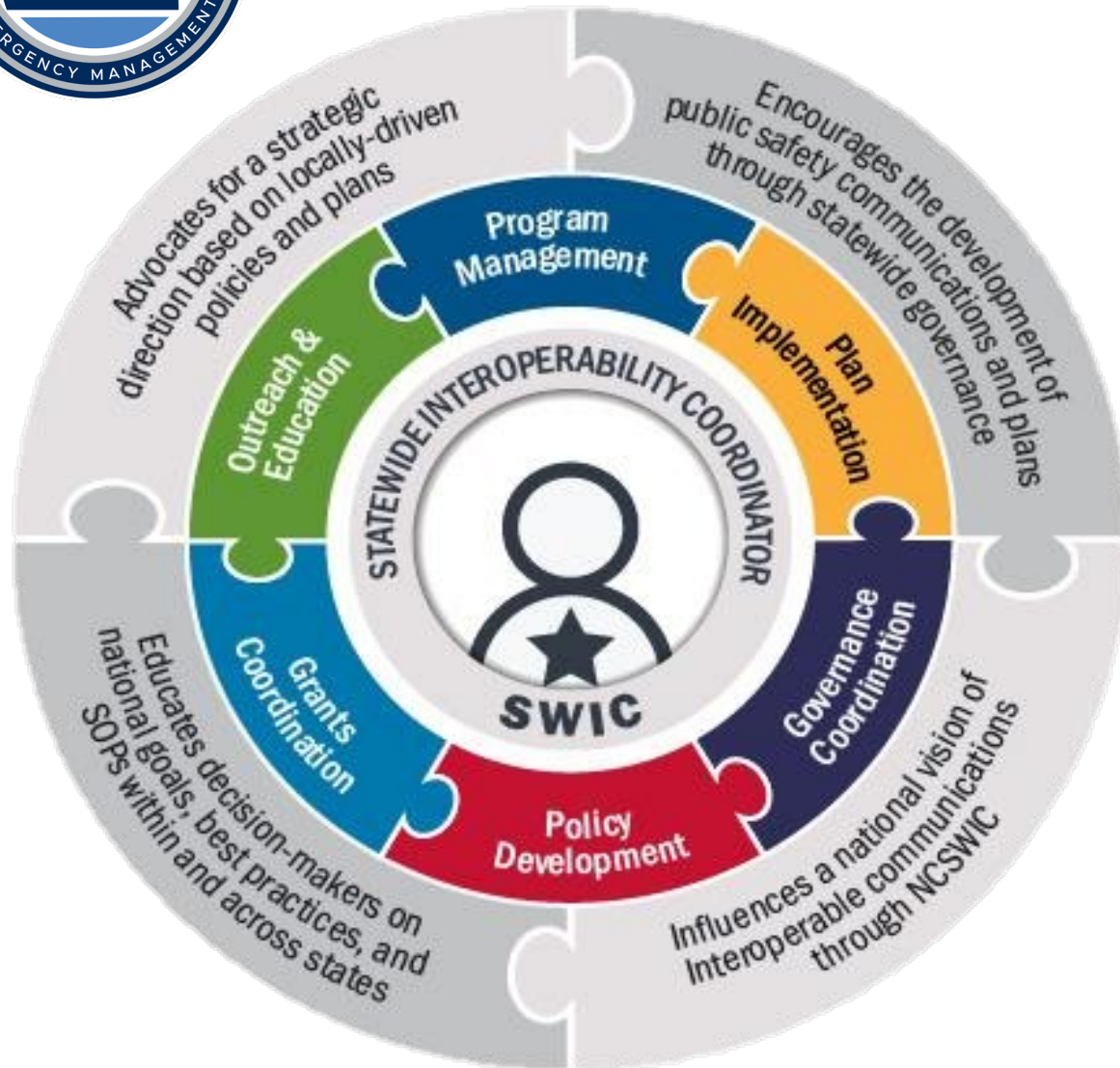
Vision

Seamless, interoperable, and resilient emergency communications throughout Oregon.

STATEWIDE INTEROPERABILITY

Interoperability begins with relationships.

OR-Alert

SWIC and staff are currently operationally forward deployed to OEM via an interagency agreement with DAS-EIS as of February 2024.

Benefits:

1. Integration into statewide emergency management, improving statewide capability

2. Strategic coordination of grant funding to achieve objectives in Statewide Communications Interoperability Plan (SCIP)

3. ESF-2 (Communications) capabilities added within OEM

Package 90 Mission: In collaboration with state agency partners, successfully transition the **Oregon Emergency Response System** capability into a ready, resilient, and effective critical communications center, capable of providing an informed common operating picture that supports the state's 24/7/365 watch capability without degradation or a gap in service delivery.

Ability to anticipate the need for, Track, and **deploy state owned resources**

Analyze and leverage data to **inform a common operating picture** across the state.

Perform intelligence-based Risk Assessments based on emerging incidents as they occur.

Serve as the central coordination point for interoperable communications,

NEEDED LEGISLATION

1 Senate Bill 823 fleet authority

2 Senate Bill 826 SWIC

3 Amendment to Oregon Laws 2021, Chapter 539, Section 155b for OERS to change 2025 to 2026 (SB 234)

4 SPIRE 2025-27 bonding authority

1 Disaster Mitigation

2 Internal Services

3 Preparedness and Response

Oregon Emergency Response System (OERS)

Program Analyst 2 (1 POS|1.00 FTE)
Administrative Specialist (6 POS | 6.00 FTE)
Continued vacancy is due to the delay in the OERS program transitioning to OEM

Organizational Structure Review

Program Analyst 2 (1 POS|1.00 FTE)
OEM continues its strategic planning and re-aligning the agency structure

In-Recruitment

Information Systems Specialist 3 (1 POS|1.00 FTE) ⟹ Now a Facilities Operations Specialist 1
This position will be actively recruited for in Spring 2025.

SAVINGS ACTIONS AND PLANS

Recover maximum return from Federal Grants

Implementing new grants management software

Improve procurement processes to increase efficiency and reduce cost

Modernize business process tools using M365

Transition from DAS Shared Services for finance and HR

Centralize grant subrecipient monitoring and risk assessments

Implement new crisis management system