



GOVERNOR TINA KOTEK

Plan for a Resilient Oregon Statewide Resilience Forum

October 15, 2025, 1:00 pm to 4:00 pm

Register for the Zoom meeting:

<https://us06web.zoom.us/meeting/register/XMAFVZYgSwa-WBnX4X1ySg>

1:00 pm	Welcome & charge for the group	Governor Tina Kotek
1:05 pm	Introductions by participants	All
1:45 pm	Introduction to the Plan for a Resilient Oregon (PRO)	Jonna Papaefthimiou, Chief Resilience Officer
1:55 pm	Questions & Discussion about the Introduction	All
2:05 pm	Review of Group Agreements & Shared Expectations	Erik Cole, Resilience Plan Manager
2:15 pm	BREAK	
2:25 pm	Interactive Small Group Activity & Discussion: Definitions of Resilience	All
3:05 pm	PRO Planning Process & Timeline	Aimee Frisch, Resilience Plan Coordinator & Erik Cole
3:12 pm	University Research Team Introduction: Approach & Scope	Erica Fleishman, Oregon State University; Josh Bruce, University of Oregon; Michael Howard, University of Oregon
3:32 pm	Questions & Discussion about Approach & Scope	All
3:40 pm	Outstanding Questions & Discussion	All
3:50 pm	Logistics & Next Meeting	All
4:00	Adjourn	

Attached: Overview document with group agreements; Plan overview, including draft definition of resilience; First PRO Newsletter



GOVERNOR TINA KOTEK



Plan for a Resilient Oregon

Statewide Resilience Forum Overview & Agreements

October 2025

The **Oregon Statewide Resilience Forum** is a group of resilience practitioners, researchers, and leaders that will support and advise on development of the **Plan for a Resilient Oregon (PRO)**. The PRO is a people-centered, multi-hazard resilience strategy commissioned by Governor Tina Kotek. The PRO is scheduled for release by **Labor Day 2026**. It aims to inform the **2027–2029 state budget**, legislative agenda, and executive agency directives.

Purpose and Role: The Statewide Resilience Forum (SRF) brings together diverse, engaged leaders from the state and local levels to

- Guide development of a flexible, actionable resilience framework.
- Ensure the plan reflects lived experience, regional diversity, and community-specific challenges.
- Vet and advise on preliminary strategies, key findings, and recommendations.
- Support the incorporation of community feedback, scientific research, and agency expertise into the PRO.

Forum participants will collaborate to suggest potential ways to align statewide policy with local realities and urgent resilience needs by offering their perspectives, providing substantive input, and reviewing drafts. The Forum is intentionally designed to bring both statewide strategy and local wisdom to the planning process. Participants will represent their organizations, agencies, or regions rather than expressing their individual opinions; however, their personal experience and knowledge

Deliverables & Impact: The Statewide Resilience Forum's work will:

- Contribute directly to the drafting and refinement of the Plan for a Resilient Oregon.
- Inform a Story Map that visually captures resilience challenges and solutions.
- Spotlight effective existing practices and shape new, strategic recommendations to enhance Oregon's resilience.

Engagement and Research Backbone: The work of the Forum is supported by a joint research team from the **University of Oregon's Oregon Partnership for Disaster Resilience** and **Oregon State University's Oregon Climate Change Research Institute**. This team's scope of work includes the following:

- Inventory and analyze existing resilience plans.
- Design qualitative engagement tools for use by the Regional Resilience Forums.
- Conduct interviews and focus groups with state agencies, infrastructure experts, and other relevant individuals and entities.
- Serve as a resource to the Statewide Resilience Forum, and

- Synthesize findings and **draft the Plan for a Resilient Oregon** in collaboration with the PRO team in the governor's office.

Composition: The Forum is composed primarily of representatives directly working in the resilience field from state agencies, statewide associations, and community-based organizations. The public is also welcome. The group will adhere to a published agenda and shared expectations and agreements, outlined below, to allow all participants to engage productively and equitably.

Meetings and Discussion: The Statewide Resilience Forum will hold meetings on a set day and time each month until June of 2026. While not subject to Oregon public meeting rules, the SRF will hold virtual meetings open to the public, and any written materials provided will be maintained in a public access file that is available for examination.

These meetings will generally follow a common agenda, adhere to an approved schedule of subject matter discussions, and yet encourage dialogue and inquiry. In all cases, efforts will be made to solicit input from individuals who have been directly involved in, or who have special knowledge of, resilience in Oregon.

Forum Decision-Making and Facilitation: The SRF will provide context and experience which will be valuable to Plan for a Resilient Oregon. As an advisory body without official decision-making ability, The Forum will advise the Plan for a Resilient Oregon, with final decision-making reserved for the Governor. The Forum will generally operate by consensus or consent with voting utilized as a last resort. To guide the discussion, each meeting will have a facilitator who will be identified before each meeting. To clarify the group's advice to the governor, facilitators may take straw polls, ask participants to rank options, and so forth.

The governor's office staff and the research team will share facilitation responsibilities. A lead facilitator will be designated for each meeting. In accordance with the standards of conduct, the facilitator will be responsible for managing the discussion, ensuring broad participation, and following the agenda. Specific decisions about the conduct and flow of the meeting will be made by the meeting facilitator.

Meeting Location and Agendas: Meetings will be held monthly and will be virtual, unless otherwise noted. A meeting schedule will be posted on the project website. All efforts will be made to make any meeting schedule or venue change at least a week in advance of the meeting. Agendas for the Forum meetings will be set by the Governor's Office staff in consultation with research partners. Meeting agendas and supporting materials will be distributed to participants at least one week ahead of the meetings.

Minutes from the previous meeting will be posted with the agenda for the next meeting. Minutes will reflect the general topics of conversation, key points of consensus or disagreement, and expected follow-up actions.

Meeting Participation Expectations: Participants in the Statewide Resilience Forum are expected to:

- Serve the public interest
 - Serve the mission of the PRO and the public good above personal, political, or organizational interests.
 - Abide by all relevant statutes, regulations, policies, and procedural rules.

- Act with integrity and honesty
 - Provide accurate, truthful input based on their expertise and experience.
 - Disclose any potential or actual conflicts of interest promptly.
- Encourage inclusivity and equity
 - Make space for all participants to speak or engage.
 - Welcome and consider diverse perspectives.
- Engage respectfully and professionally
 - Treat all colleagues, staff, and the public with courtesy, even in disagreement.
 - Listen attentively and avoid interrupting others.
 - Communicate thoughtfully:
- Participate constructively
 - Attend meetings regularly and prepare for the meetings.
 - Engage in discussions in good faith, focusing on solutions.

Should additional expectations be proposed, the whole group will be consulted for agreement.

Subject-Matter Experts: Experts and those with lived experience may be invited to present at meetings to provide their expertise, knowledge, and wisdom. With the input of the SRF, a schedule of topics will be developed for the series of meetings.

Connection to Regional Forums: The Statewide Resilience Forum is directly informed by **five Regional Resilience Forums**, made up of fifty-three **community-based organizations (CBOs)** from across Oregon. Each Regional Forum will engage regionally and with their own community constituencies to raise issues, gaps, and recommendations. In each region, the State of Oregon has contracted with a core group of CBOs who are compensated for local outreach events as well as their participation in their region's forum. A full list of Regional Resilience Forum Member Organizations can be [found here](#).

These CBOs are responsible for:

- Attending monthly regional meetings (Oct 2025–July 2026).
- Hosting community engagement events.
- Providing culturally relevant input.
- Collecting stories and sharing local resilience priorities.

Regional Facilitators will organize monthly meetings, compile input, and participate in the Statewide Resilience Forum on behalf of their region. The five contracted regional facilitator organizations are:

Eastern Oregon – **Northeast Oregon Economic Development District**

Central Oregon – **Unite Oregon**

Southern Oregon – **Jackson County Community Long-Term Recovery Group**

Northwest Oregon – **Centro de Servicios Para Campesinos**

Portland Metro – **Verde**



UNIVERSITY OF OREGON



Office of Governor
TINA KOTEK



Oregon State
University

BUILDING A RESILIENT OREGON

Understanding the Landscape of Resilience Planning Pathways

Plan for a Resilient Oregon

The Plan for a Resilient Oregon (PRO) is a statewide initiative launched by the Governor's Office to help Oregon communities prepare for and adapt to increasingly severe disasters. A people-centered plan, it centers equity, local knowledge, and community-driven solutions, with a focus on building long-term resilience across diverse geographies and populations. The planning process began in early 2025 and will unfold over two years, culminating in a published Resilience Plan and StoryMap. Monthly Statewide Resilience Forums—starting October 2025—will serve as key venues for public input, knowledge sharing, and collaborative visioning as we build this plan together.

The following sections outline options PRO can pursue throughout this planning process based on the American Planning Association's [*Planning for State Resilience: A 50-State Breakdown*](#).

"Resilience is the capability to anticipate, prepare for, respond to, and recover from emergencies and natural disasters while minimizing harm, protecting, and improving social wellbeing, the economy, and ecosystem functions."
-Modified from HB 3409 (2023), defining "climate resilience"

Creating Oregon's Resilience Plan

Common Themes Across Plans

Across the country, resilience plans share overlapping priorities. APA's analysis shows that successful plans often include:

- **Equity & Environmental Justice:** Prioritizing frontline and tribal communities and embedding equity in funding, engagement, and metrics.
- **Nature-Based Solutions:** Wetland restoration, green infrastructure, and forest health are common strategies.
- **Infrastructure Modernization:** Upgrades to energy, transportation, water, and broadband systems are central to resilience.
- **Climate Hazards:** Plans address wildfire, flooding, extreme heat, drought, and sea-level rise using scenario modeling and risk assessments.
- **Community Engagement:** Inclusive outreach—such as multilingual materials, youth engagement, and advisory panels—is essential to legitimacy and impact.
- **Governance & Coordination:** Interagency collaboration, regional partnerships, specific roles, and clear implementation pathways are key to success.

Purpose & Implementation Mechanisms

APA’s review shows that states use a mix of mechanisms to implement resilience plans. APA notes that states with strong legislative or executive mandates tend to have more durable and well-funded resilience strategies. Oregon can draw from these models to design a plan that is both visionary and actionable:

Mechanism	Role	Characteristics	Examples
Regulatory	Enforces resilience through rules and standards	<ul style="list-style-type: none"> - Codified in administrative law or agency rulemaking - Often tied to permitting, compliance, or enforcement - Can mandate climate risk assessments or resilience metrics 	<ul style="list-style-type: none"> - NJ PACT: Requires climate resilience in land use decisions - AB 205 (CA): Streamlines clean energy permitting with resilience standards
Legislative	Establishes legal authority and funding mandates	<ul style="list-style-type: none"> - Passed by state legislatures or EOs - Creates durable mandates and budget allocations - Often sets timelines, reporting requirements, or agency roles 	<ul style="list-style-type: none"> - Global Warming Solutions Act (VT): Statutory emissions targets - Oregon HB 2021: Requires 100% clean electricity by 2040, with equity provisions
Monetary	Provides funding for resilience actions	<ul style="list-style-type: none"> - Grants, infrastructure investments, technical assistance - Can be state-administered or federally supported - Often tied to eligibility criteria from planning documents 	<ul style="list-style-type: none"> - Resilient Florida Grant Program: Funds local adaptation projects - Oregon Community Renewable Energy Grant Program
Planning Guidance	Offers frameworks, templates, and technical support	<ul style="list-style-type: none"> - Non-binding but influential - Helps local governments align with best practices - Often used to unlock funding or meet federal requirements 	<ul style="list-style-type: none"> - FEMA Hazard Mitigation Planning Guide - NREL Resilience Roadmap
State-Level	Sets broad policy direction and coordinates agencies	<ul style="list-style-type: none"> - Often led by Governor’s Office or state agencies - Provides vision, goals, and cross-sector strategies - Can guide funding, legislation, and local implementation 	<ul style="list-style-type: none"> - Oregon Resilience Plan (2013): Focused on seismic resilience - Colorado Climate Resilience Framework
Regional/Local	Tailors resilience to community context	<ul style="list-style-type: none"> - Developed by counties, cities, or tribal governments - Reflects local hazards, demographics, and priorities - Often nested within state or federal frameworks 	<ul style="list-style-type: none"> - Clinton County Hazard Mitigation Plan (NY) - Eugene Climate Action Plan

Charting Oregon’s Path Forward

As Oregon embarks on the development of the Plan for a Resilient Oregon, it joins a growing movement of states recognizing the urgency of climate adaptation, disaster preparedness, and equitable resilience. By learning from national models, integrating community voices, and aligning with proven planning frameworks, Oregon can craft a plan that is both visionary and grounded—one that reflects the lived realities of its people and the diverse landscapes they call home. The Resilience Plan will not be a static document, but a dynamic roadmap for collaboration, investment, and action.

PLAN FOR A RESILIENT OREGON

MONTHLY NEWSLETTER



September 2025



Recent & Upcoming Events:

September 8th & 9th: The Plan for a Resilient Oregon Team presented at the Oregon Infrastructure Summit

October 6th – Resilience & Wellness Event kicking off the Tribal-State Government to Government Summit

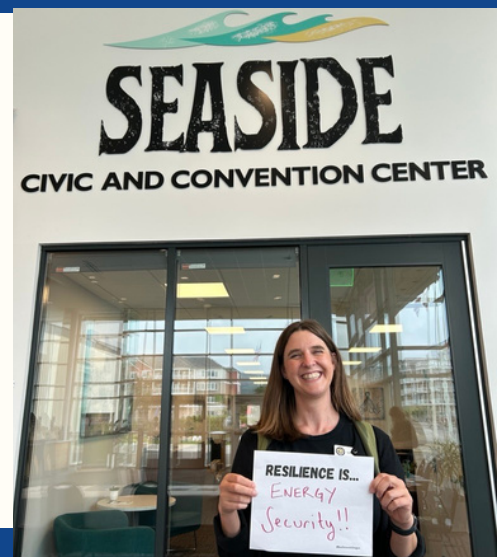
October 15th – Kickoff of the [Statewide Resilience Forum](#)

Welcome to the PRO Newsletter!

The Plan for a Resilient Oregon (PRO) is & will be a people-centered resilience strategy to help communities around Oregon adapt and thrive in the face of increasingly severe disasters. It is funded by Federal Disaster Recovery Dollars, and initial work began in the Spring of 2025.

Now, as we begin to move from the planning to the researching stage, we are launching a monthly newsletter to keep our community informed on what's coming up, what good work is happening, and ways that you can get involved!

If you have ideas or events you'd like to share with the broader Resilience Community in Oregon, we'd like to promote them here, you'll also be hearing about the State & Regional Resilience Forums, Community Engagement events, and the academic research that's informing the plan.



01/03

Resilience Is... Response of the
Month

Organization Spotlight: Long-Term Recovery Groups

This month marks the 5-year anniversary of the Labor Day fires and we want to spotlight two of our Regional Resilience Forum members- the [McKenzie Valley](#) and [Jackson County](#) Long-Term Recovery Groups. They've both done incredible work not just in immediate post-disaster housing & resource coordination, but also by coordinating & planning with their communities into long-term recovery and preparation for future hazards.

JCLTRG recently published a [Standards of Community Care Manual](#)-a resource for communities addressing disaster recovery as well as other pressing systemic issues like housing instability, public health emergencies, and systemic equalities.

Thank you Long-Term Recovery Groups for your vital resilience work!



Plan Updates:

- Our biggest update this month is the selection of 53 organizations as Regional Resilience Forum Members! Please see Page 3 for a list of organizations selected by region. We had over 130 organizations apply, and it was many difficult decisions to get to our finalists. Now we're working on finalizing contracts so that the forums can begin meeting in October!
- More good news on the academic side of the Plan - we have finalized contracts with the [Oregon Partnership for Disaster Resilience](#) and [Oregon Climate Change Research Institute](#), to begin compiling the best knowledge around resilience to bring to the Forums and the PRO.



02/03

Regional Resilience Forum

Member Organizations

*Asterisk designates Facilitator Organization

Eastern:

- Clearview Disability Resource Center
- Community Action Program of East Central Oregon
- Eastern Oregon Center for Independent Living
- Harney County Senior and Community Services Center
- Medical Teams International
- Northeast Oregon Economic Development District*
- Oregon Food Bank
- Oregon Livestock Council
- Peace Lutheran Church
- Rural Development Initiatives, Inc

Central:

- Abilitree
- Unite Oregon*
- Citizens4Community, Inc
- Ecumenical Ministries of Oregon
- Friends of Family Farmers
- High Desert Food and Farm Alliance
- Immigration Counseling Service
- Klamath Watershed Partnership
- Mid-Columbia Economic Development District
- United Way of the Klamath Basin

Southern:

- A Greater Applegate
- Bay Area Enterprises Inc.
- CCD Business Development Corporation
- Illinois Valley Fire District
- Jackson County Long-Term Recovery Group*
- Oregon Climate and Agriculture Network,
- Rogue Action Center
- Rogue Climate
- Rogue Food Unites
- Rogue Valley Food System Network
- Talent Maker City

Northwest:

- Beyond Toxics
- Black Joy Oregon
- Cape Meares Community Association
- Centro de Servicios Para Campesinos*
- Community Action Team, Inc.
- Lincoln County COAD (Community Organizations Active in Disaster)
- McKenzie Valley LTRG of Lane County
- Santiam Memorial Hospital
- South Willamette Solutions
- United Way of Columbia County

Portland Metro:

- Adelante Mujeres
- Afghan Support Network
- Amani Intercultural Community Inc
- Black Mens Wellness
- Clackamas County Voluntary Organizations Active in Disasters (CCVOAD)
- Leaven Community
- Lloyd EcoDistrict
- Loco por la Aventura
- Nourish Oregon
- Slavic Community Center of NW
- United Territories of Pacific Islanders Alliance- Portland (UTOPIA PDX)
- Verde*

03/03

Forwarded this newsletter, or
know someone else who
should be on the mailing list?
[Sign Up Here!](#)

PLAN FOR A
RESILIENT
OREGON

OCTOBER 15, 2025
1PM – 4PM



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Statewide Resilience Forum

Today's Agenda

1:00 pm	Welcome & charge for the group	Governor Tina Kotek
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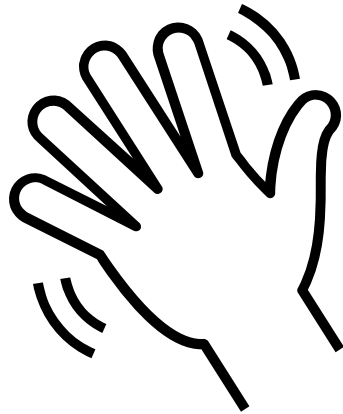
Today's Agenda cont'd

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4:00	Adjourn	

Introductions

Forum members please share your:

Welcome!



Name

Organization & Title

What is one thing you have accomplished in the last year that you are proud of?

Members of the public, please introduce yourself in the chat.

The Plan for a
Resilient
Oregon (PRO)

Role & Purpose: The
Statewide Resilience
Forum (SRF) brings
together diverse,
engaged leaders from
the state and local
levels to...

Statewide Resilience Forum Overview & Group Agreements



Guide development of a flexible, actionable resilience framework.



Ensure the plan reflects lived experience, regional diversity, and community-specific challenges.



Vet and advise on preliminary strategies, key findings, and recommendations.



Support the incorporation of community feedback, scientific research, and agency expertise into the PRO.

Statewide Resilience Forum Agreements & Meeting Expectations



Serve the Public Interest



Act with Integrity & Honesty



Encourage Inclusivity & Equity



Engage Respectfully & Professionally



Participate Constructively

Interactive Small Group Activity & Discussion:
Definitions of Resilience

“Resilience is the capability to anticipate, prepare for, respond to, and recover from emergencies and natural disasters while minimizing harm, protecting, and improving social wellbeing, the economy, and ecosystem functions.”

-Modified from HB 3409 (2023), defining "climate resilience"

Interactive Small Group Activity & Discussion:
Definitions of Resilience

Question 1: Is there any part of this definition you can't live with?

Question 2: What would you add or subtract so that it aligns with your perspective?

Question 3: What do you perceive as one policy, budget, or administrative action at the state level that would move the state toward achieving resilience?

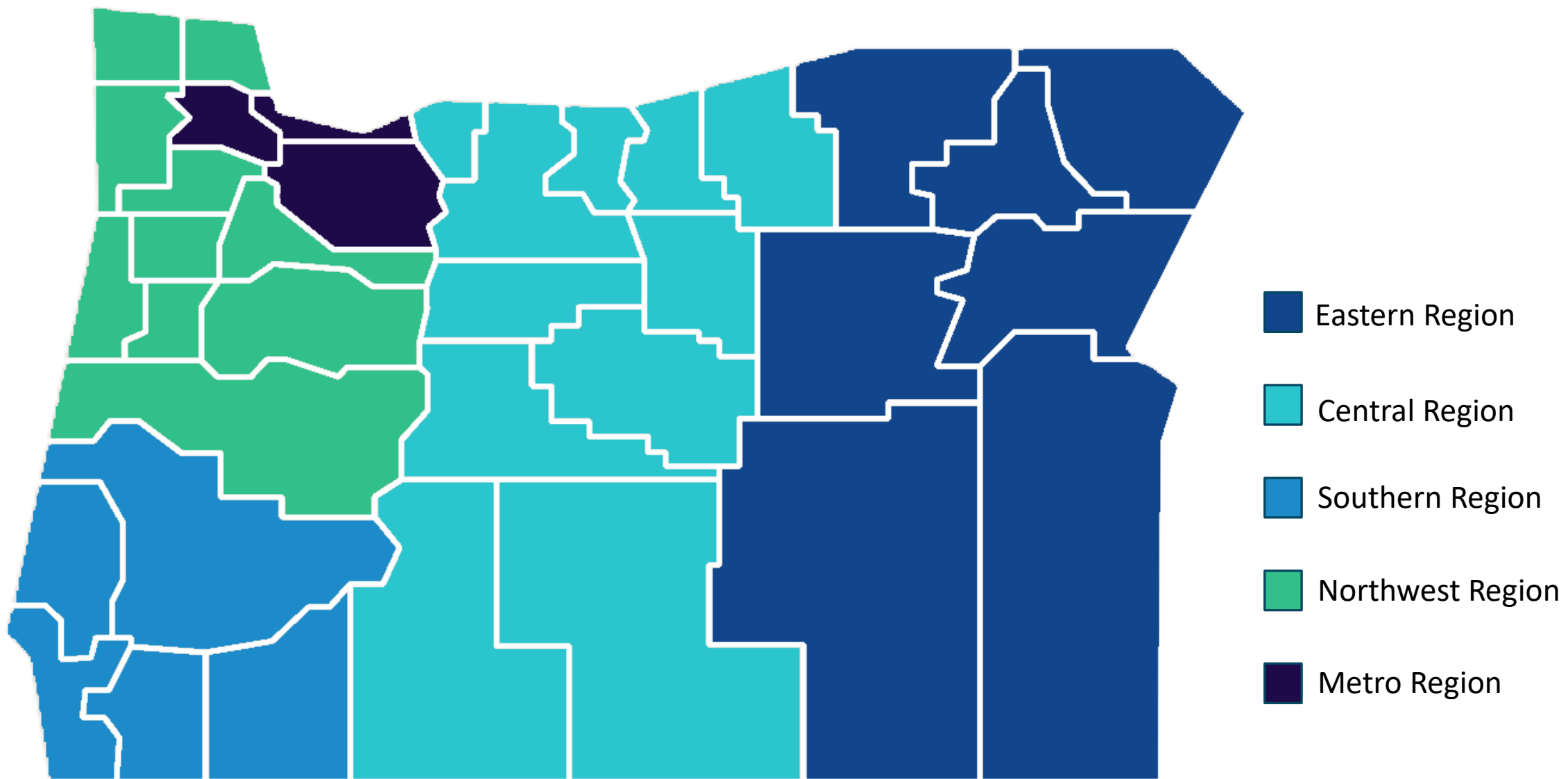
Question 4: Bonus: How can the PRO help you in your current work?

PRO Planning Process & Timeline

Formal Structure for Input



Statewide
Resilience
Forum



Regional Facilitators



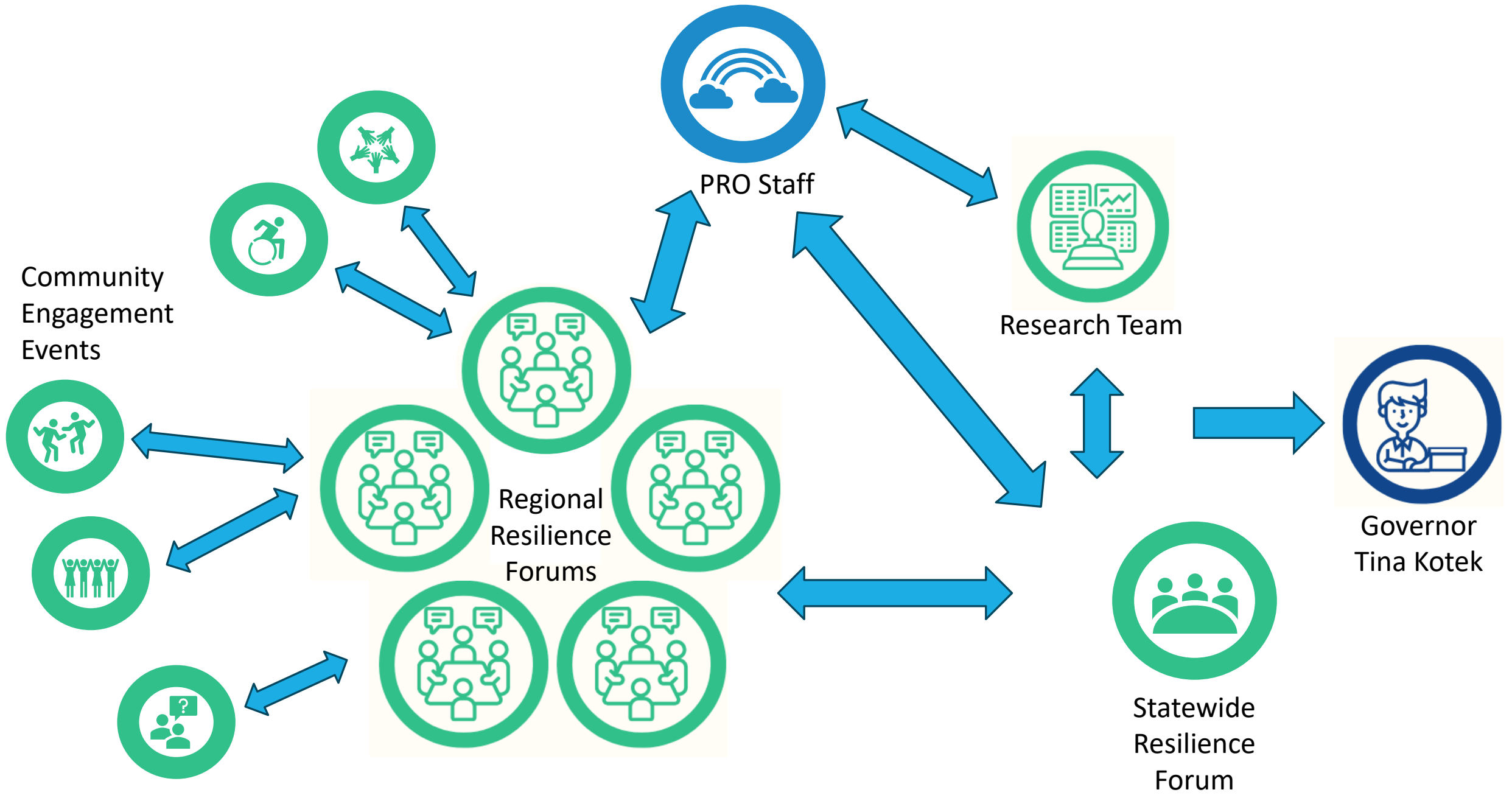
Eastern Oregon – **Northeast Oregon Economic Development District**

Central Oregon – **Unite Oregon**

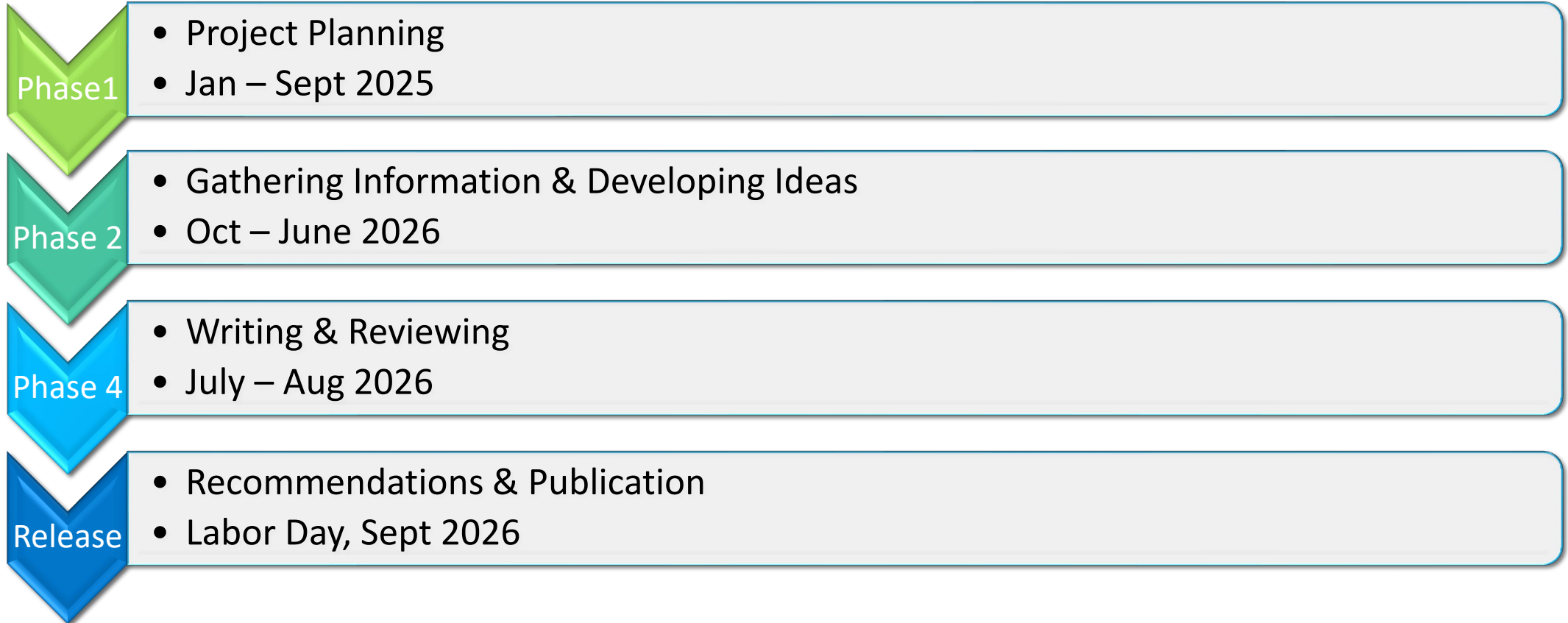
Southern Oregon – **Jackson County Community Long-Term Recovery Group**

Northwest Oregon – **Centro de Servicios Para Campesinos**

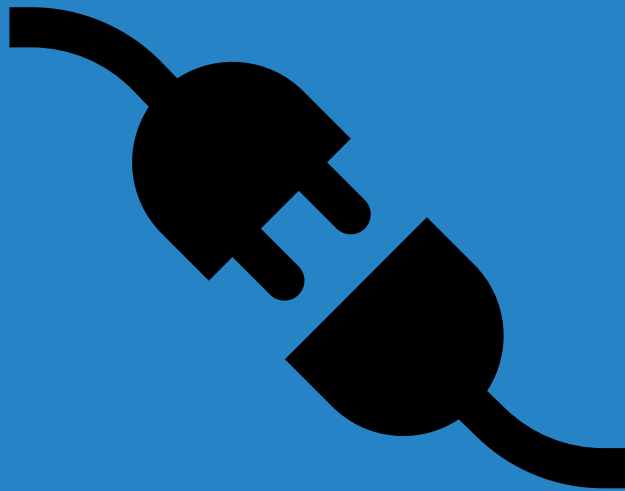
Portland Metro – **Verde**



PRO TIMELINE



Stay Connected



Sign up for our Network:

[Resilience Action & Impact Network Interest Form](#)

Submit a Local/County/Agency Plan:

[PRO | Plan for a Resilient Oregon Local Plan
Submission Form](#)

Webpage:

[Governor of Oregon : Plan for a Resilient Oregon :
State of Oregon](#)



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Resilience Planning Pathways

Building a Plan for a Resilient Oregon



Resilience

Resilience is the capability to anticipate, prepare for, respond to, and recover from emergencies and natural disasters while minimizing harm, protecting, and improving social wellbeing, the economy, and ecosystem functions.

- *Modified from HB 3409 (2023), defining "climate resilience"*



Core Themes of Resilient Planning

- Equity and Environmental Justice

- Nature-Based Solutions

- Infrastructure Modernization

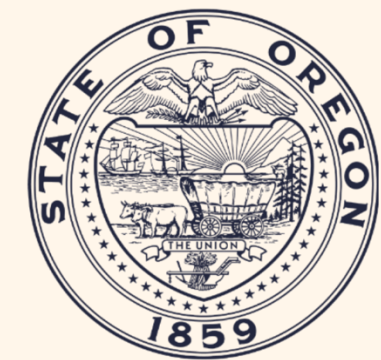
- Climate Hazards

- Community Engagement

- Governance and Coordination

Implementation Mechanisms

How States Put Plans into Action



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Mechanism	Role
Regulatory	Enforces resilience through rules and standards
Legislative	Establishes legal authority and funding mandates
Monetary	Provides funding for resilience actions
Planning Guidance	Offers frameworks, templates, and technical support
State Level	Sets broad policy direction and coordinates agency activities
Regional or Local	Tailors resilience to local or regional community context

Charting Oregon's Path Forward



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What kind of resilience plan will most effectively and equitably support Oregon communities in facing future challenges?

Questions for the research team? Contact Josh Bruce at jdbruce@uoregon.edu or Erica Fleishman at erica.fleishman@oregonstate.edu.