



Statewide Resilience Forum Agenda

Register for the Zoom meeting:

1:00	Welcome & Introductions	Jonna Papaefthimiou, Chief Resilience Officer
1:03	Agenda Overview & Logistics	Jonna
1:05	Table of Contents Update Discussion	Jonna
	<ul style="list-style-type: none"> - Feedback from Regions & Statewide Forum - Updated draft is in the packet 	
1:20	Drivers of Change Discussion	Erica Fleishman
2:05	Break	
2:15	Regional Resilience Forum Updates	5 Regional Facilitators
2:45	Resilience Stories/Narrative Project with Oregon Humanities	Josh Bruce
2:50	Update on Local Plans Review – to be discussed next meeting	Mike Howard
2:55	Meeting Wrap-up	Jonna
	<ul style="list-style-type: none"> - Summarize meeting outcomes - Actions to take before next meeting 	
3:00	Adjourn	

The members of the Statewide Forum are panelists. Members of the public viewing the meeting are “attendees”. Please take the post-meeting survey. Your input and suggestions are very important to us.

Find out more about the PRO at: [Governor of Oregon : Plan for a Resilient Oregon : Policies : State of Oregon](#)



Office of Governor
TINA KOTEK



PLAN FOR A RESILIENT OREGON STATEWIDE RESILIENCE FORUM

Meeting #3: December 17, 2025

Via Zoom

Attendance:

Statewide Resilience Forum members:

Northwest Region Facilitators: Debbie Cabrales & Valeria Coronado, Centro de Servicios Para Campesinos; **Eastern Region Facilitators:** Lisa Dawson, Sara Baker & Chantal Ivenso, Northeast Oregon Economic Development District; **Southern Region Facilitators:** Tessa Elbettar & Matthew Havniar, Jackson County Long Term Recovery Group; **Portland Metro Facilitators:** Xitlati Torres, Verde **Central Region Facilitators:** Christina de la Torre & Metzin Rodriguez, Unite Oregon; Marina Denny, OSU Extension Service; Tim Dooley, Association of Oregon Counties; Paris Edwards, Oregon Department of Transportation; Ed Flick, Oregon Department of Human Services; Gabriela Goldfarb, Oregon Health Authority; Kirstin Greene, Oregon Department of Land Conservation and Development; Ali Hansen, Oregon Department of State Lands; Shannon Marheine, Oregon Housing and Community Services; Patence Winningham & Natasha Fox, Oregon Department of Emergency Management; Maxwell Woods, Oregon Department of Energy.

University Research Team: Josh Bruce, University of Oregon: Oregon Partnership for Disaster Resilience; Erica Fleishman, Oregon State University Oregon: Climate Change Research Institute; Alyssa Cody, University of Oregon Graduate Student; Willow Vero, University of Oregon Graduate Student

PRO Staff Team: Jonna Papaefthimou, Oregon Chief Resilience Officer; Erik Cole, Oregon Statewide Resilience Plan Manager; Aimee Fritsch, Oregon State Resilience Plan Coordinator; Blake Stroud, Oregon Housing and Community Services, Senior Policy Advisor, Disaster Recovery and Resilience

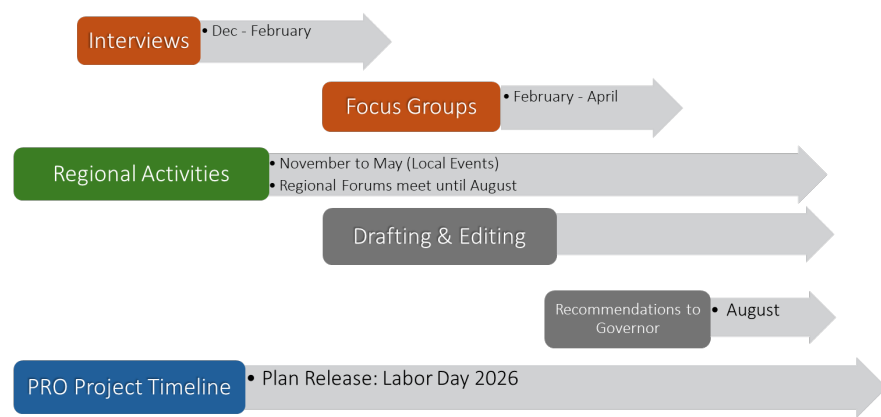
1. Welcome and Introductions by SRF Participants – Jonna Papaefthimiou, Oregon State Resilience Officer

SRF participants and the public were invited to introduce themselves in the chat.

2. Agenda Overview & Logistics – Jonna

Brief overview of agenda and meeting logistics. Audio speaking is limited to panelists; the public are welcome to participate via chat or provide input via the survey. Provided a quick overview of the timeline for the PRO through the end of the project cycle.

PRO Timeline at-a-glance



3. Putting Plans into

Action: Discussion of Table of Contents for the PRO – Jonna

Discussion on draft Table of Contents:

- The PRO does not have to use the term “natural hazards,” could use “risks and threats” or climate hazards.
- Lack of green infrastructure represented

- In the actions, can we center what's already happening? Yes.
- Should there be a "Findings" section between Methods and Recommendations/Actions? The Actions are the results/findings of the methods. The Appendix will have additional context for those recommendations. This order can be moved around.
- Will ideas/recommendations that don't make it into the final plan still be accessible somewhere? We will prioritize the strategies that the Governor needs to focus on legislatively/monetarily but will find a way to ensure other strategies that emerge through the process are still reflected in the final plan.
- How is accountability represented in the plan to ensure it comes to fruition? Please share recommendations on how to integrate accountability.
- Under recommendations, also list challenges to implementation. Is this the 'drivers of change'? If so, how can that language better connect with the community?
- Also need to discuss prioritization of actions to ensure the highest-impact ones have a better chance at implementation.
 - Transparency of trade-offs. If we're prioritizing some actions, we need to be clear about what is deprioritized in compromise.
- It could be helpful to include estimated costs
- Durable evaluation matrix—name what makes a strategy or action most likely to be successful
- Strategy question – how to best reach people who speak languages other than English? People with disabilities?
- "Connections" was discussed and suggested in the NW Forum as potential section in the table of contents

4. Additional Feedback from Regional Resilience Forums – Regional Forum facilitators

Southwest Region (Tessa Elbetta): Meeting was held 12/3/25. Discussed Table of Contents and Drivers of Change—strong call for regionalization/localization of strategies. Even within regions, rural and urban areas have disparities. Center community ownership of plan. Anchor community partners to continue ongoing resilience work/advocacy. Add grant-ready resources and clear pathways so organizations can use the plan to support resilience locally.

Central Oregon Region (Cristina de La Torre): Discussion on Table of Contents and Drivers of Change. More clarity and stronger definitions of preparedness, equity, collaboration, and engagement of Tribal governments. How can CBOs and local authorities see themselves in the plan, rather than just State-level priorities? Desire for technical assistance for CBOs to expand their capacity and skills in the resilience building space. What direct outcomes can CBOs expect to receive through this process?

Portland Metro Region (Xitlali Torres): Needs to be centered around shocks and stresses to the community. Emerging themes: Access to affordable childcare, fund availability, coordinated actions in regional areas, philanthropy integration, SNAP cuts.

Northeast Region (Chantal Ivenso): Economic impact of disasters, especially in rural areas. Low institutional trust should be addressed in the plan. Metrics dashboard, feedback loops, alternative streams of funding. Maps that demonstrate spatial distribution of vulnerabilities. Different styles of communication are needed for different regions, especially considering impact on Tribes.

Northwest Region: No update this month.

5. Introduction to Drivers of Change Activity & Discussion – Erica Fleishman, University Research Team

Discussion on the drivers of change: This exercise works to create a set of scenarios that could happen at any time and develop strategies to combat these scenarios. Major factors need to be identified, many of which are aligned with the field of strategic foresight. SRF members were asked to send the Research Team ideas and thoughts regarding drivers of change.

Questions:

- How many years will the PRO be in effect once adopted?
 - Jonna- The PRO will act as the Governor's roadmap in her (hopeful) next term, budgets change every two years but hopefully programs from the PRO will be eligible for continued funding. The plan will identify strategies with longevity.
 - Erica: Due to the high amount of CBO involvement PRO hopefully many of the recommended strategies are nonpartisan and will have wide support.
- Xitlali Torres: Can you expand on social themes? Erica: Things that tend to change and impact resilience (funding, social change, mindsets, etc.)
- Gabriela Goldfarb: What are the most powerful drivers? Erica: SRF members are intended to the group to decide the most powerful drivers. A group discussion will help to prioritize or elevate specific drivers.
- Christina De La Torre: What level are these drivers applying to (local, regional, state)? Erica: This is a state plan, so actions will be at a state level and come from the Governor.

From the chat:

- Jamila Wilson: What role would regional governments like Metro play in raising revenue to support resilience strategies?
- Kim Tham: I would be curious to learn more about what was meant by unfunded mandates - any more specifics on that driver? It seems like changes at the federal level that impact federal datasets and warning systems would be a driver of change. It seems like changes at the federal level that impact federal datasets and warning systems might be drivers of change that I don't see represented.

Drivers to add:

Chantel: Add a driver for aging communities and nation.

Patence Winningham: Technological drivers to include cyber and AI

Paris Edwards: A concept map could be helpful, and adding aging population in the societal drivers category

Gabriela Goldfarb: Infrastructure (wastewater etc.)

Christina De La Torre: Economy and investments, how do we invest in infrastructure, preparedness programs and also low-income communities? Ensuring that we are catching all benefits coming out of investments. While also capturing some 'invisible benefits' such as those associated with green infrastructure.

Kirstin Greene: Taxes and economics could be narrowed, be mindful of many people who cannot own a home with the current taxes. Erica: If there is a tax in the national tax code, how can OR's tax code remain resilient?

Paris Edwards: What are the barriers of communities being able to protect themselves? Tax compression is a very significant issue for many counties. Financial vulnerabilities are also important to include.

Gabriela Goldfarb: Pandemics should remain on the list. Commends "community and trust" for their plain language, wonder about adding "social resilience" in addition.

Tim Dooley: Local governments are running deficits and will not be able to invest in projects. Measures 5 and 50 inhibit tax revenue.

Sophie Els from the chat: I appreciate that *consistency* of funding for disaster response & resilience is included. Having reliable, easy to understand sources of support for building resilience is crucial and is important to equitable access - very few people, especially farmers and ranchers (the community I serve), have the capacity to continually seek out and keep track of changing funds/support programs.

Sara Miller: What would we struggle with if things were taken away, as they are currently? Everything on the list involves people. What role does coalition building play? Within community food systems we are seeing collaboration and networks. It is essential to use a systems level framework and listen to community members impacted.

Christina De La Torre: Social and economy could be merged into one driver but must not lose the granularity of social elements. It will be a long time before we can rely on federal partners, so we need to build coalitions across states and regions.

Sara Miller from the chat: Perhaps this is where a strategy to engage private equity in new ways could be useful. I think trends in private equity funding is not only increasing, but also increasingly has a social return as a metric for choosing investments.

Erik Cole from the chat: In several regional meetings, folks called out what it takes to build and maintain their local coalitions and networks: fundraising/development, ability to keep operating, pay staff, and keep building membership and engagement.

Matthew Havnear: Public trust and public cohesion are very important for response and recovery efforts.

Paris Edwards: Nexus between food, water, and energy security and we must understand these connections moving forward.

Multiple questions from the chats about representation of food security groups on the SRF: There are many CBOs representing food systems within regional forums.

At the next meeting this conversation will be revisited based on today's findings and a feedback form for SRF members.

6. Meeting Wrap-Up – Jonna

A survey and follow-up on drivers of change will be sent out, please take a moment to share your insights.

7. Adjournment

Plan for a Resilient Oregon

Draft Table of Contents, 6 January 2026

I. Front matter

- A. Teams and individuals who participated in development
 - 1. Governor’s office
 - 2. Research team
 - 3. Tribal Nations
 - 4. Statewide Resilience Forum
 - 5. Community-based organizations that participated in the Regional Resilience Forums (note facilitator roles)
- B. Others who informed plan (named with permission)
 - 1. Interview participants
 - 2. Focus group participants
 - 3. Others
- C. Acknowledgments

II. Foreword from Governor Kotek

- A. Motivation for and intended purpose of PRO
- B. Expected outcomes of PRO
- C. Next steps (embed resilience in standard operating procedures of state government?)

III. Executive summary

- A. Purpose and scope of PRO
- B. Ownership of and responsibility for implementing the PRO
- C. Legislative strategy (may be combined with actions)
- D. Recommendations for action and responsible parties

IV. Scope of PRO

- A. Our definition of resilience
- B. Major natural hazards encompassed by the PRO. Complementarity of the term and focus to Oregon’s Natural Hazards Mitigation Plan
- C. Major dimensions of resilience (e.g., emergency response; civic, built, and green infrastructure; rule of law; public health; engaged communities; coordination, leadership and collaboration among jurisdictions; housing)

V. Methods

- A. Synthesis of existing resilience plans
 - 1. Within Oregon, at state, county, and municipal or other local levels (including Oregon’s Climate Change Adaptation Framework [2020], Social Vulnerability Assessment [2020], and Natural Hazard Mitigation Plan and Risk Assessment [2025])
 - 2. Beyond Oregon
- B. Regional resilience forums
- C. Community engagement events
- D. Key person interviews
- E. Focus groups
- F. Statewide resilience forum
- G. Drivers of change (factors outside state control that may affect success of the PRO)
- H. Tribal youth resilience projects

VI. Summary of ongoing resilience actions at state, county, municipal, or other local levels

VII. Recommended new or revised state-led resilience actions at the state, county, municipal, or other local levels, and associated actors, that emerged from the methods. Where possible, describe how the actions are likely to be robust to future potential drivers of change. Depending on outcomes from interviews, focus groups, regional resilience forums, and other sources of information, may be organized by any combination of sector, jurisdiction, or region.

- A. Legislative changes and other policy actions
- B. Governor's budget
- C. Executive orders and other administrative actions
- D. Local initiatives and community-based actions
- E. Existing or necessary implementation partners
- F. Accountability, measures of success, and reporting to the public
- G. Enabling conditions or challenges to implementation (social, economic, environmental, or other) that are foreseeable but likely not barriers

VIII. Literature Cited

IX. Appendixes (incorporate photographs within appendix and PRO if we have consent from all people in the photographs)

- A. Existing resilience plans within and beyond Oregon
 - 1. Definitions
 - 2. Plan types
 - 3. Geographic scopes
 - 4. Goals
 - 5. Objectives
 - 6. Actions, responsibilities, and authorities
 - 7. Evidence of implementation and outcomes
 - 8. Case studies
 - 9. Suggested topics or methods for strengthening plans and outcomes
- B. Insights from regional resilience forums, such as needs, enabling conditions, mechanisms for increasing resilience, and measures of success
- C. Insights from key person interviews and focus groups
 - 1. Needs, enabling conditions, suggestions and mechanisms for increasing resilience, and so forth
 - 2. Actions that can be taken by state agencies
 - 3. Actions that can be taken by other entities
- D. Major resilience actions considered but not prioritized, and rationale
- E. External drivers of potential changes in Oregon's resilience
 - 1. Drivers in each thematic area
 - 2. Dependence between and relative influence of drivers
 - 3. Potential future process for stress-testing budget, administrative, or policy options against the drivers