



# PLEASE REVIEW PRIOR TO MEETING

## Preliminary Brief on Insights from Focus Groups April 2026

### Methods

To date, we have conducted seven focus groups covering different thematic areas and including experts from across Oregon (Table 1, 2). Focus groups on six additional themes (food and agriculture, energy systems, water and wastewater systems, coastal hazards, housing, and economics and jobs) are scheduled.

*Table 1: Focus Group Themes*

<b>Focus Group Theme</b>	<b>Number of Participants</b>
Climate Change Resilience	14
Wildfire Resilience	8
Tribal Perspectives	12
Transportation and Building Systems	8
Emergency Response	7
Long Term Recovery	6
Communication Systems	6
<b>Total</b>	<b>61</b>

*Table 2: Regions Associated with Focus Group Participants' Expertise*

<b>Region as Defined in the Plan for a Resilient Oregon</b>	<b>Number of Participants</b>
Statewide	27
Northwest	9
Southern	8
Eastern	6
Central	6
Portland Metro	5

The regional expertise of invitees to each focus group has been relatively evenly distributed, although the greatest proportion of invitees have statewide expertise. Not all invitees choose to participate.

All focus groups follow a common structure, with discussions adapted to the expertise and dynamics of each. Each focus group has three main parts: risk context, in which participants discuss strengths and limitations in Oregon's resilience as revealed by recent hazards; recommended actions, in which participants identify actions at the state level that would strengthen resilience; and opportunities and barriers, in which participants describe barriers, enabling factors, and institutional structures needed to implement resilience actions. This structured approach allows for consistency across focus groups while also capturing context-specific knowledge, experiences, and priorities from different sectors.

We audio recorded and transcribed each focus group and removed identifying information from the transcript. Each transcript was 30-40 single-spaced pages. We analyzed the text with thematic coding and sorted quotations into five categories: strengths of Oregon's resilience, limitations to Oregon's

resilience, recommended actions (which were further classified by action themes; see below), barriers to implementation, and successes that could be emulated or expanded. The following sections present the results of the focus groups conducted to date.

### Strengths of and Limitations to Oregon’s Resilience

We asked each focus group a version of the question, “What recent hazards have tested Oregon’s resilience? What strengths and limitations in our resilience did these hazards reveal?”

The questions were tailored to the topic of each focus group. For example, we asked the focus group on communication systems, “What recent hazards have tested the resilience of Oregon’s communication systems? What strengths and limitations in the resilience of our communication systems did these hazards reveal?”

Community level response, cross-county and cross-agency partnerships, and planning were recognized as strengths by all focus groups (Table 3). Other strengths were associated with particular focus groups. For example, improved data generation and data sharing methods were mentioned as strengths in the focus groups on climate change and on transportation and building systems, whereas education efforts were mentioned as a strength by the wildfire focus group.

*Table 3: Illustrative strengths of Oregon’s resilience identified by focus groups*

<i>Climate change</i>	<i>Wildfire</i>	<i>Tribal perspectives</i>	<i>Transportation and building systems</i>	<i>Emergency management</i>	<i>Long term recovery</i>	<i>Communication systems</i>
Community-level response and solidarity	Collaboration across agencies	Collaborative partnerships with state agencies	Early hazard and risk planning for transportation systems	Volunteers are capable and able to work in spaces in which public entities cannot	Community groups support each other across regions	Partnerships that facilitate communication backups during emergencies
Strong land use planning	Improved alignment in communication	Co-management of natural resources			Rapid community action, supported by state funds, after disaster	
Existing rules and policies	Community-based and grassroots initiatives	Strong sense of community	Data sharing and statewide transportation mapping	Rural communities are well networked and supportive	Pre-disaster planning facilitated productive rebuilding after a disaster	
Growing data and mapping capacities	Education efforts		MOU for data sharing between Oregon’s Department of Transportation and Health Authority has informed decision-making	Mutual aid resources – counties helping counties, emergency managers sharing resources across counties		
Local knowledge	Increased public awareness and defensible spaces					
Adaptive practices						

Limitations to Oregon’s resilience that were mentioned by all of the focus groups included limited staff capacity, fragmented management and governance, and vulnerable infrastructure (Table 4). Limitations that were mentioned by several focus groups included insufficient, unstable, or slowly distributed

funding; limited hazard awareness; partnerships that do not adequately respect tribal or local leadership; antiquated operations systems; and gaps in data.

*Table 4: Limitations to Oregon’s resilience identified across by focus groups*

<i>Climate change</i>	<i>Wildfire</i>	<i>Tribal perspectives</i>	<i>Transportation and building systems</i>	<i>Emergency management</i>	<i>Long term recovery</i>	<i>Communication systems</i>
Insufficient and unstable funding	Gaps in long term recovery, including slow housing reconstruction	Limited investment in infrastructure	Insufficient asset tracking and data transparency	Old houses with poor insulation and insufficient HVAC systems	Slow distribution of funding to displaced residents	Insufficient backup dispatch centers when primary centers are evacuated
Aging and vulnerable infrastructure	Communities feel abandoned after emergency management phase	Weak and inconsistent partnerships	Lack of seismic-ready runways	Lack of staff capacity, especially in rural areas, leads to burnout and high staff turnover	Lack of a coordinating body at the time of an event - fragmented and duplicated efforts	Lack of statewide connection between computer-aided dispatch platforms (CAD-to-CAD)
Limited rural capacity and inequality	Infrastructure vulnerabilities	Need for greater cultural awareness and respect in engagement	Lack of coordination across the state; great local work is not connected	Inadequate sheltering capacity, lack of ADA-compliant shelters	Recovery systems are not geared toward listening to local leadership	Lack of retail telephone service and coverage in isolated communities
Fragmented governance	Economic vulnerabilities, e.g., from reduced tourism	Infrastructure failures – lack of standpipes for firefighting, unusable bridges and water systems	Lack of knowledge about location and condition of culverts	Insufficient numbers of volunteers, lack of training and of injury and risk insurance for volunteers	Antiquated crisis management system for logistics, resources, etc.	Vulnerability of above-ground lines to fire
	Limited awareness of risk in some areas	Loss of cultural knowledge and traditions tied to resilience	Seismic deficiency of thousands of bridges	Limits to bilingual and plain language communication	Too few staff and associated capacity, especially in rural areas	
			Limited fuel diversity	Pressure on I-84 and bridge infrastructure during evacuations	Impacts on schools of students lost to displacement	

## Recommended State-Level Actions

We asked all focus group participants, “What actions (policy, budget, or administrative) could the state take to build Oregon’s resilience in [topic of focus group]?” Facilitators captured the key ideas with a Google Slides interactive exercise. Although some actions were recommended by only one focus group, variations of other actions were recommended by multiple focus groups (Table 5).

*Table 5: Recommended state-level actions and the focus groups that made the recommendation*

<b>Theme</b>	<b>Recommended Action</b>	<b>Focus Groups</b>
<b>Funding</b>	Funding that is flexible, sustained (not temporary), and supported by long-term mechanisms. Ideas for accomplishing this: <ul style="list-style-type: none"> <li>• Use state tax refund kicker to set up endowments that transcend budget cycles</li> <li>• Create a critical infrastructure resilience grant program supported by general obligation bonds</li> </ul>	Climate change, Wildfire, Transportation and building systems, Emergency management, Long-term recovery
	Deliver funding directly to local governments, county emergency management, and county public safety for salary, equipment, and training	Climate change, Emergency management, Communication systems
	Deliver funding directly to Community Organizations Active in Disaster (COADs), Volunteer Organizations Active in Disaster (VOADs), Long-Term Recovery Groups (LTRGs), and other community led resilience organizations	Long-term recovery
	Deliver unrestricted funding directly to Oregon’s tribal nations for resilience activities aligned with their priorities	Tribal perspectives
	Create a ready-to-go disaster fund to replace declining federal funds: a state program for quick response and post-disaster buy-outs	Climate change, Emergency management
	Offer tax or other incentives to help landowners and homeowners with restoration and home hardening; low-cost loans for community projects	Wildfire, Long-term recovery
	Provide regular financial support for maintaining emergency communication systems (the current grant-funded process encourages poorly maintained systems because funds are more likely to be awarded for replacement)	Emergency management
	Fund statewide connections of computer aided dispatch platforms (statewide CAD to CAD); the solution is ready to go and just needs to be funded	Communication systems
	The 911 tax will sunset in December 2029; it currently only supports 45% of 911 operations; critical to renew and consider increasing the tax	Communication systems
<b>Data and monitoring</b>	Centralize data <ul style="list-style-type: none"> <li>• Create a central repository of data and preparedness guidance for continuity of messaging</li> <li>• Hire statewide data architects to help overcome siloed data generation and help with data sharing</li> <li>• Maintain updated databases</li> <li>• Maintain interoperable alert and warning evacuation system</li> <li>• Expand data sharing among agencies</li> </ul>	Climate change, Wildfire, Transportation and building systems, Emergency management, Communication systems
	Invest in data systems <ul style="list-style-type: none"> <li>• Invest in an asset management tracking system</li> <li>• Update the state’s crisis management/situational awareness and resource management system</li> <li>• Update software to allow for selection of multiple counties without multiple logins</li> </ul>	Transportation and building systems, Emergency management

	Develop clear metrics to measure progress over time and measure the net impact of education efforts	Climate change, Wildfire
	Develop a systematic way of cataloguing lessons learned, sharing across regions, and informing policy, including showing how resilience serves multiple interests	Wildfire, Long-term recovery
	Identify which infrastructure is critical, where it is, and the risk level	Communication systems
<b>Planning and policy</b>		
	Guide agency planning and policy by outlining which 5-10 resilience strategies the state wants agencies to prioritize in upcoming years	Transportation and building systems
	Support local planning <ul style="list-style-type: none"> <li>• Update local comprehensive plans more frequently</li> <li>• Provide funding, staff, and coordination for city-level adaptation plans</li> <li>• Establish a centralized planning unit to support local and county planning where staff is limited</li> </ul>	Climate change, Emergency management
	Coordinate across plans and policies <ul style="list-style-type: none"> <li>• Champion programs with cross sector integration (e.g., programs that provide heat pumps and weatherization can also provide home hardening for wildfire)</li> <li>• Connect the goals in Oregon’s prosperity, housing, and resilience planning</li> <li>• Connect investment planning with resilience justifications</li> <li>• Create the market mechanisms and economic structures to support people undertaking landscape resilient practices</li> </ul>	Wildfire, Emergency management
	Incorporate current climate change knowledge into planning <ul style="list-style-type: none"> <li>• Incorporate into design guidelines across public and private infrastructure</li> <li>• Make climate smart approaches acceptable</li> </ul>	Climate change, Transportation and building systems
	Develop new plans <ul style="list-style-type: none"> <li>• Develop a realistic state seismic event recovery plan for people, fuel, and shelter</li> <li>• Implement post-disaster buyout plans</li> <li>• Create a marine plan for coordinated planning across Oregon’s 23 public ports to connect with the rest of the transportation system plans</li> </ul>	Climate change, Transportation and building systems
	Investigate possible new policies <ul style="list-style-type: none"> <li>• Potentially require a specific amount of backup power at each critical infrastructure site, such as communication and water sites</li> <li>• Potentially support county-level flexibility on land use restrictions for the implementation of public safety communication (e.g., for new towers)</li> </ul>	Transportation and building systems, Communication systems
<b>Organizational structure</b>		
	Increase institutional and regional coordination <ul style="list-style-type: none"> <li>• Establish a regional disaster coordination and recovery network, similar to the regional solutions model, that bridges communities and state agencies and facilitates collaboration across regions; must be state-supported, well-resourced, and year-round</li> <li>• Formalize the Climate Change Adaptation Framework Implementation Team with executive support</li> <li>• Share resources and planning across water, communication, and transportation systems when they align</li> <li>• Create a climate resilience office that houses state-driven Hazard Mitigation Plan updates and mitigation funding</li> </ul>	Climate change, Transportation and building systems, Long-term recovery

	<p>Increase staffing capacities</p> <ul style="list-style-type: none"> <li>• Establish general funded grant administrators with local and regional capacities</li> <li>• Increase staff in councils of government from outside of the I-5 corridor</li> <li>• Increase ability for the resilience office to take action</li> <li>• Employ a climate expert at each regional solution center as a local decision-making resource</li> <li>• Fund a recovery navigator role</li> <li>• Fund a COAD coordinator in each county</li> <li>• Increase funding or other motivations to ensure continuous case management. Case manager turnover is not a trauma-informed best practice.</li> </ul>	Climate change, Emergency management, Long-term recovery
	<p>Invest in local leadership</p> <ul style="list-style-type: none"> <li>• Integrate community leaders (e.g., regional coordinators) into the highest levels of state disaster response and recovery, such as the Joint Field Office</li> <li>• Establish community-based advisory committees to help implement state and local plans</li> <li>• Provide reimbursements for county-to-county mutual aid activities</li> <li>• Improve methods of state-community and state-public consultation; implement clear follow-up strategies</li> <li>• Fund councils and commissions to meet with local communities (funds for travel, food, childcare, etc.)</li> <li>• Create more co-management agreements for natural resources and lands with Oregon’s tribes</li> </ul>	Climate change, Tribal perspectives, Emergency management, Long-term recovery
	<p>Build collaboration across sectors</p> <ul style="list-style-type: none"> <li>• Improve engagement with private sector internet service providers on opportunities for collaborations among networks</li> <li>• Create partnerships with transportation-adjacent landowners for fire and storm damage and recovery</li> </ul>	Transportation and building systems, Communication systems
<b><i>Education and Training</i></b>	<p>Build on successes and expand preparedness training</p> <ul style="list-style-type: none"> <li>• Utilize K-12 education to introduce families to mitigation and preparation</li> <li>• Educate the public on how they’ll be able to communicate in the event of an emergency across different carriers, etc.</li> </ul>	Wildfire, Communication systems
	<p>Expand professional training availability, accessibility, and content</p> <ul style="list-style-type: none"> <li>• Provide reimbursement for travel to trainings for volunteers and professionals</li> <li>• Provide trauma-informed training to all volunteers, case managers, and permit navigators</li> <li>• Provide more trauma-informed training in communities so that community members can step in as needed</li> <li>• Consider moving Incident Command System training to a state agency that focuses primarily on training to enhance ability to provide needed training across the state and limit redundancy</li> </ul>	Wildfire, Emergency management, Long-term recovery
	<p>Invest in community leadership training</p> <ul style="list-style-type: none"> <li>• Create a technical or working group of experienced COAD leaders who can train others on how to form and maintain a COAD</li> <li>• Support COADs, VOADs, and LTRGs in sharing with one another rather than bringing in experts from outside the region or state</li> <li>• Provide support for peer-to-peer learning activities</li> </ul>	Climate change, Emergency management, Long-term recovery
	<p>Expand bilingual capacities</p> <ul style="list-style-type: none"> <li>• Develop additional languages and formats for alerts and warnings</li> </ul>	Emergency management

	<ul style="list-style-type: none"> <li>Perhaps invest in a coordinator to determine best languages and formats for various locations</li> </ul>	
<b>Health Investments</b>	Create a rapid response team for mental and behavioral health. In rural communities, this team needs to supplement existing trusted sources of counseling at medical clinics, schools, and religious institutions. Adding telemedicine options is not an effective means of supporting rural communities.	Long-term recovery
	Obtain risk and injury coverage for volunteers	Emergency management
	Update and expand a policy for emergency prescription planning – ideally ensure everyone has a 30-day emergency prescription supply before an event	Emergency management
<b>Infrastructure Investments</b>	Complete the resilient (seismic ready) Portland International Airport runway	Transportation and building systems
	Diversify fuel and energy sources across the state	Transportation and building systems
	Ensure that all new school building are designed for a higher level of hazard resilience	Transportation and building systems
	Require future charging infrastructure to provide managed charging, optimization for time use, and vehicle to grid service	Transportation and building systems
	Explore new media for alert messaging, such as tv, Xbox, and Spotify. ( <a href="https://www.atsc.org/nextgen-tv/">https://www.atsc.org/nextgen-tv/</a> )	Communication systems

*Priority Actions by Focus Groups*

Most focus groups considered one or a small number of actions to be especially high priorities.

- The climate change focus group’s priority was mechanisms for providing sustained (not temporary or grant-based) funding directly to local governments for resilience efforts, a priority shared by many of the other focus groups. A second priority was improved data sharing and monitoring metrics.
- The wildfire focus group did not identify any given action item as its highest priority, but long-term, sustained, and flexible funding arose frequently in this focus group, as did the need for policies that better integrate wildfire resilience with resilience in housing, energy, and public health.
- The tribal perspectives focus group emphasized tribes’ need for direct access to flexible funding without restrictions on how the funds are spent to support their resilience. A secondary priority was increased tribal co-management of Oregon’s natural resources for achieving resilience.
- The transportation and building focus group’s priority was the creation of a critical infrastructure resilience grant program that is supported by general obligation bonds so that it is reliable over the long term.
- The emergency management focus group identified three priorities. First, stable dedicated funding for county emergency managers to reduce reliance on federal funding. Second, travel reimbursement for training and mutual aid, especially for rural communities far from the I-5 corridor. Third, investing in statewide interoperability and shared situational awareness and management tools, which overlaps with the priority of the communications systems focus group.
- The long-term recovery focus group’s priority was the establishment of a permanent regional community resilience network that serves as a permanent regional coordinating structure, connecting state agencies to local communities, counties government to community

organizations, and regions to each other. A related goal was to ensure local leaders are integrated into state-level resilience decision making, which could be facilitated through the proposed regional resilience coordinating network.

- The communications systems focus group’s priority was a statewide CAD to CAD solution.

**Barriers to Implementation and Successes**

We asked focus group participants to identify barriers to the success of state-level actions to increase resilience (Table 6). Limited staff capacity with many responsibilities falling on a few staff, funding instability, limited coordination across agencies and sectors, and institutional silos were commonly mentioned.

*Table 6: Barriers to implementation of resilience actions mentioned by focus group participants*

<i>Climate change</i>	<i>Wildfire</i>	<i>Tribal perspectives</i>	<i>Transportation and building systems</i>	<i>Emergency management</i>	<i>Long term recovery</i>	<i>Communication systems</i>
Cultural resistance	Varying levels of awareness, preparedness, and trust	Limited staff capacity with many responsibilities	Limited coordination across the state	Local and state level priorities compete	Organizational risk aversion	Land use restrictions can be an obstacle to establishing necessary communication infrastructure for public safety  Federal programs and funding that have been relied on for training and technical assistance are going away
Funding instability	Funding instability	Limited and constrained funding	Outdated or absent asset management systems	Emergency management workload is too high for the number of staff	Funding constraints (e.g., funds from Community Development Block Grants are cumbersome and inflexible)	
Communication gaps across actors	Lack of clear communication about needs and approaches	Multi-hazard contexts			Lack of community and expert input on state-level funding decisions	
Institutional silos	Institutional silos and fragmented efforts	Partnerships that do not respect tribal sovereignty and culture			Limited collaboration with the private sector	
Top-down decision-making		Lack of equipment				

The focus group on long-term recovery emphasized organizational risk aversion as a key barrier and provided suggestions for addressing removing this barrier.

Organizational risk aversion is killing us and it's part of this, it's the same thing. I mean, it's [Oregon Housing and Community Services], they're just very risk averse. They've been a pass-through agency to build, to fund the construction of affordable housing for decades. They're really good at that. But in terms of funding recovery in a hurry, with really cumbersome dollars. They just, this is not what they do. And the influence of [the Oregon Department of Justice] can't be overstated. The Department of Justice filters everything that's done, recovery related, no matter which agency is supporting the recovery, and they bring a very conservative risk averse bent to that. You can't spend money quickly. You can't experiment. You can't, you know, you can't make things happen the way they need to happen in recovery if you're

going to be risk averse all the time. So I would say like to me, the number one thing is that it's just organizational risk aversion, which if we had some funds that were kind of set aside for recovery that could buffer, so that if there was a misstep with community development block grant funds, we could back fund that and [Oregon Housing and Community Services] wasn't gonna be on the hook trying to figure it out. That'd be one way to relieve some of that risk aversion. (Long-term recovery focus group)

### Successes

We asked focus group participants to offer examples of successful resilience in Oregon that could be replicated or expanded (Table 7).

Table 7: Examples of successful resilience initiatives provided by focus group participants

<i>Climate change</i>	<i>Wildfire</i>	<i>Tribal perspectives</i>	<i>Transportation and building systems</i>	<i>Emergency management</i>	<i>Long term recovery</i>	<i>Communication systems</i>
Climate hubs	Long-term recovery groups	Cohesive fire management, partnerships between tribes and national forest managers	Port of Portland's resilient runway design plan could be replicated	Community Organizations Active in Disasters (COADs)	Community-led long-term recover groups	OR-ALERT – previously no statewide alert system, now 36 counties, 5 tribes, and 27 state agencies have joined, statewide communications in five languages, >5000 users trained
Increasing data				Office of Emergency Management's provision of reimbursement for mutual aid and travel for training		
Weatherization programs	Prescribed burn associations	Forest land that has been returned back to tribes or is co-managed with tribes		Move to statewide data tools, such as statewide alert and warning software, evacuation mapping, and SARTopo mapping for search and rescue	Creation of resident-owned community after a manufactured home park burned	
Green infrastructure grants	Community collaboratives (e.g., Southern Oregon Forest Restoration Collaborative and Firebrand)				Successful partnerships: Long-term Recovery Group and Eugene Water and Electric Board; Pure Water Partners program	
Environmental justice mapping tools	Community Organizations Active in Disaster (COADs)				Flexibility in building codes for rapid, affordable housing. Energy Trust of Oregon helped cover costs to meet more stringent building codes.	
	Preparation programs such as Firewise and home hardening	Collaborative natural resource management, such as the Coquille tribe's salmon monitoring project with the U.S. Forest Service			Rapid rehousing initiative in Lane County used flexible funds to put fire hardened	

					manufactured homes on the ground quickly	
					The disaster intake registry, a community owned registry system to address fragmentation of disaster survivor lists	
					Rapid distribution of funds to long-term recovery group after 2022 Wallowa hailstorm	

These examples of successes reflect many of the strengths of Oregon’s resilience (Table 3) and can be emulated or expanded in the Plan for a Resilient Oregon.



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# PLAN FOR A RESILIENT OREGON STATEWIDE RESILIENCE FORUM

## Meeting 6: March 18, 2025

Via Zoom

### Attendance:

#### Statewide Resilience Forum Members:

**Regional Facilitators:** **Northwest** Debbie Cabrales, Centro de Servicios Para Campesinos; **Eastern:** Chantel Ivenso, Northeast Oregon Economic Development District; **Southern:** Tessa Elbetta, Jackson County Long Term Recovery Group; **Portland Metro:** Xitlati Torres, Verde **Central:** Christina de la Torre & Metzin Rodriguez, Unite Oregon.

**At-large members:** Marina Denny, OSU Extension Service; Tim Dooley, Association of Oregon Counties; Ed Flick, Oregon Department of Human Services; Gabriela Goldfarb, Oregon Health Authority; Kirstin Greene, Oregon Department of Land Conservation and Development; Patence Winningham & Natasha Fox, Oregon Department of Emergency Management; Maxwell Woods, Oregon Department of Energy; Paris Edwards, Oregon Department of Transportation; and Christian Stringer, Department of Justice

**University Research Team:** Josh Bruce, University of Oregon: Oregon Partnership for Disaster Resilience; Mike Howard, University of Oregon: Oregon Partnership for Disaster Resilience; Erica Fleishman, Oregon State University Oregon: Climate Change Research Institute; Kelsy Emard, Oregon State University, 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 & Introductions** – Jonna Papaefthimiou, Oregon State Resilience Officer

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

### 2. **Agenda Overview & Logistics** – Jonna Papaefthimiou, Oregon State Resilience Officer

Brief overview of agenda and meeting logistics. Audio dialogue is limited to panelists; the public are welcome to participate via chat or provide input via the post meeting survey.

### 3. **Plan for a Resilient Oregon Goals Discussion-** Jonna Papaefthimiou, Oregon State Resilience Officer

PRO Goals (work in progress)

1. Tangible wins for frontline communities
  - a. Plan are intended to become actions and improve communities
    - i. Frontline communities: people get to define themselves and can be regional, economic, racial, health, etc. This definition is intended to be inclusive.
2. Continue conversation and collaboration with local leaders
  - a. This goal is intended to gauge success of actions and provide feedback for improvement

- b. Improved agency- community dialogue
- 3. Build resilience into budget and asset management process
  - a. Some necessary investments take place within infrastructure and communities
  - b. This goal focuses on many long-term actions
  - c. Areas of focus may include budgets, staffing capacity, utilities, and physical infrastructure
  - d. Max Woods: Raises a point about many energy assets being private and the costs of resilient infrastructure improvements.
    - i. Jonna P: the state could provide asset management software to local utilities, and provide technical assistance.
  - e. Paris Edwards (chat): very big fan of asset management support for transportation systems! Knowing where and why infrastructure is breaking down would support strategic resilience.
  - f. Patence Winingham (chat): In addition to energy, we also have extremely hazardous substance facilities that are not seismically retrofitted. :(
    - i. Also, OSFM has a data set in the CR2K program for hazardous substance facilities and rail info that might be helpful.
  - g. Hoang- Van Nguyen (chat): State asset management would be wonderful to assist smaller utilities.
- 4. Shift state agency culture towards collaboration across the enterprise
  - a. The current state system includes many siloed departments and agencies. Due to the complexities of hazards, there is a need for increased agency collaboration.
  - b. Paris Edwards (chat): I see data sharing embedded in goal 4, which would be relevant to local and state agency data integration. In particular, thinking about our transportation systems as a functional whole (like the users do), rather than working along jurisdictional boundaries.

Discussion and Questions:

Tim Dooley: Brought up the need for a discussion around road systems within asset management. Association of Counties (AOC) has a lot of resources around county roads, bridges, and culverts for each county. Tim and AOC would be happy to collaborate.

Patence Winingham: Property insurance would also be worth considering.

Jonna: yes, insurance companies are likely to keep records of cost.

Chat: Also, OSFM has a data set in the CR2K program for hazardous substance facilities and rail info that might be helpful.

Tessa Elbettar: What is the role of CBOs in goal 4?

Jonna: Sees CBOs in goals 2 and 4, and there needs to be a place for them to talk to one another.

Kristin Greene: The state can not take on resilience alone, and brings up worry about EO 26. Which may lead to an increase in agency silo. What does resilience mean in goal 3?

Jonna: The PRO Team is working on a survey for state agencies and studying state budgets. We hope to overlay these indicators to understand where gaps and needs exist.

Debbie Cabrales: Brings the conversation back to CBOs, by suggesting that smaller, local CBOs are also recognized within the collaboration process.

Jonna: Yes, it seems this goal needs to be expanded. It should be expanded to include regional leaders and nurturing community groups.

Debbie: Large established groups often get grants, but smaller groups are often the ones on the ground doing the work, but it's rather unseen.

Jesse Noone in chat: nurturing and supporting community champions

Jonna in chat: 2: Support regional collaboration for disaster resilience, including established and emerging community leaders

Tessa Elbettar in chat: Absolutely, I think supporting existing and also helping to build sustainable regional resilience networks

I think that could fall under your proposed #2 Jonna

Cristina De La Torre in chat: it sounds like we are talking about building capacity and direct connections to grassroots organizations, not just use intermediaries and grassstop organization and say we "checked the box" for community accountability

Patence Winningham in chat: Consider a framework reference for #2. I would like to talk more about this with you Jonna.

Xitlali Torres in chat: Reinforce and support community capacity through communication, collaboration, accountability, etc.

Miriam Fultz in chat: (1) What are specific outcomes for each of four Objectives ("Meta-Goals")(sets of related activities) linked to PRO goal "...help communities around Oregon adapt and thrive in the face of increasingly severe disasters" (2) In one of the four goals, something perhaps about evidence-informed collaboration? This would give a nod to the assessment/evaluation/accountability discussed earlier. This is the good work.

Musse Olol in chat: How can we make sustainable to relationships/collaborations developed after the emergency/crisis is over?

Jonna: based on the discussion it seems that goals two and three need to be updated. The PRO Team will plan to bring a new version of the goals to the next SRF meeting.

#### **4. PRO Preliminary Interviews Brief and Discussion– Erica Fleishman and Kelsey Emard, Oregon State University**

The presentation was based on the brief that was sent out in the meeting packet. The OSU Research Team has been conducting interviews over the past few months. Rigorous methods have been used in each interview. Interviews are 60 minutes, use the same questions and are semi structured. Interviews are transcribed and include anonymity.

**Risk factor themes:** Infrastructure, environmental, economic, temporal, and social and cultural. Many interviewees highlight multiple risk factors in the interviews.

**Infrastructure risks:** roads and bridges, evacuation routes, septic and water systems

**Environmental and temporal risks:** seasonal weather, tourism seasons, outdoor work seasons, recreation seasons

**Economic risks:** Being under or uninsured, low-income level, living with degraded infrastructure, limited access to services

**Resilience Strengths:** emergency coordinating bodies, community emergency plans, early warning systems, social networks, hazard planning

**Areas for greater investments:** trust, hazard insurance

**Additional capacities for resilience:** coordination among actors, coordination among systems of different sizes, and information sharing

**Recommended actions:**

- Temporary grant programs are challenging, many programs should be permanent
- Funding for both new and existing programs
- Catalog of emergency support functions statewide
- Support health authorities
- Invest in regional hubs
- Expanding community engagement, awareness, and education
  - Enabling people to participate in processes
- Invest in resilient infrastructure
  - Upgrade and improve
  - Assess and reduce climate and seismic vulnerability
- Develop strong and accessible data
- Support underserved communities
  - For residents, volunteers, and responders
  - Train mental health providers

**Examples of successful existing programs:**

- Agristress hotlines
- Utility rates for low income populations
- Interagency Hazard Mitigation Team
- Oregon Worker Relief Fund
- DLCD resilience planning process
- ODEQ Drinking Water Program's workshops

Focus groups are still underway, a brief should be sent out in April.

**Discussion Notes**

Patence Winningham: Funding is mentioned for some programs but it's quite complex as some programs are not guaranteed funding. How are numbers compared?

Jonna: Hopefully the PRO will be able to stretch funding. Hopefully the PRO will be able to include budget POPs for agencies in a collaborative sense.

Kirstin Greene: Makes note about the organization of interview themes and the order of goals, it seems the goals could use some reorganization.

Kelsey Emard: the Research Team is still in the process of working on interviews and so themes are not strategically organized based on the goals.

Tessa Elbetter: Found it interesting the Community and Networks Resilience Hubs were mentioned in the presentation. On this note, there is a lot of room for increased collaboration.

Max Woods: Draws attention to the quick note about POPs, would like more clarity around this.

Jonna: More information will be released soon.

Christina De La Torre: Brought up the areas of recovery and rebuilding. Is there a separation built into the interview methodology to code the difference in short or long term recovery?

Patence Winningham: In response to the 2020 wildfires the state set money aside for recovery. However, it seems there needs to be a more centralized approach.

### **Chat Discussion:**

Chantel Iverson: Are you still doing interviews through June? How many interviewees across Eastern Oregon?

Tessa Elbetter: There was no map included showing what regions these interviews serve or where they are located. I also was hoping to know that information

Xitali Torres: I may have missed it but I did miss if there was a deadline to suggest interviewees, so some of my suggestions were not able to be interviewed, in the future it would be great to get these expectations upfront.

Kelsey Emard: Hi All, that is true, we did not include a map of regions covered, and I don't have one with me where I am at, but we do have that information and can get it to you. We aimed to have a strong involvement across regions.

Michael Allen: Need to address climate resilience that includes both adaptation and adaptation.

Tessa Elbetter: For anyone who might not know what COADs do (mentioned in the networks slide) Community Organizations Active in Disaster (COAD) convene local partners (CBO & Government) to coordinate preparedness, response, and recovery efforts so services are aligned, gaps are identified, and unhelpful duplication is avoided. It strengthens

relationships, facilitates real-time information sharing, and connects community needs with available resources in a disaster. Also includes private and faith based partners.

Sophie Beym: Support for Traditional Healing from Tribal communities could add to this OHA supports the Tribal Preparedness Coalition. We meet 1x/month.

Karen Wolfgang: Curious about the accountability mechanisms for these programs and how to measure impact and effectiveness and rebalance based on that over any timeframe?

Miriam Fultz: RE: Karen Wolfgang comment - is accountability the focus of PRO assessment and evaluation efforts? Are there others?

Karen Wolfgang: Accountability, transparency, keeping up with and being responsive to evolving needs...

Patence Winningham: Centralized vs. decentralized...is also something that builds resilience. Encourages more coordinated approach. Hub and spoke model :)

Paris Edwards: Wondering if we will get to see the specifics of how well represented each of the focus group topics are? Or if the team has an approach to account for how important this is to their findings?

Erica F: Paris, yes, we will have those data for the interviews and focus groups after the coding is complete.

Jonna P (chat): We were talking about the order of goals, I wanted to share in case helpful, my four meta-goals were organized by time. #1 The state can fund some investments in frontline communities within a year. #2: Sustaining and growing regional forums might happen at the same time, although real trust and sustainability takes longer. #3 Building disaster resilience into budget processes will take a few cycles. We'll build it into the budget this biennium and then again next biennium and then maybe we'll start to see it as normal... #4 Culture shifts can start now but lasting culture change will happen when the most collaborative, compassionate, future-focused new employees are retained and supported and become agency leaders.

## **BREAK**

## **BREAK**

### **5. Regional Resilience Forum Updates – 5 Regional Facilitators**

What resources or needs did your region identify?

What topic or speaker did your March meeting include?

What were the key takeaways?

Any other highlights?

**Southwest Region (Tessa Elbettar):**

SW Region did an asset mapping activity. They were supported by OREM and OEM. People were asked to map their assets and redundancies.

Takeaways: No permanent infrastructure to host this type of activity, COAD is considering taking it on. There was also a call for more participation and collaboration across counties and within grant applications. There could also be more training and transparency around activation of state resources during hazards and disasters.

Rouge Climate has a community event in Coos Bay on March 19<sup>th</sup>.

**Central Oregon Region (Metzin Rodriguez & Cristina de la Torre):**

Presentations about emergency communications from OREM, and the Statewide Interoperability Department. Presentations included how 911 works and how complex the system is. Deployment of responders and notices was also discussed. There needs to be more awareness around how communication should take place during a disaster. A larger discussion took place about tools/ toolkits that CBOs have in emergencies.

Ecumenical Ministries has an upcoming event on March 20<sup>th</sup>. More information [here](#)

Tessa (chat): @Cristina what you were mentioning sounds a lot like what our COAD Communications Committee does, we just led a communications focused tabletop exercise designed for CBOS & Emergency managers to work together on the scenario, and we included vulnerable populations and based the scenario on the 2025 feb Ashland storm in which some folks were isolated for several days. But our comms committee works year round. I'm writing a report on the tabletop and id be happy to share that with you guys. Let me know!

Its has participation from different CBOs in our community

**Portland Metro Region (Xitlali Torres):**

EMs from the City of Portland and Gresham, and Upstream Access came to the RRF to discuss emergency management and COADs. Themes and takeaways included social resilience and community connections many community members may feel more comfortable using CBO facilities (warming or cooling centers) over government run ones. Many community members don't know how to sign up for alerts. Resources to expand community building were discussed.

Black Men's Wellness has an upcoming meeting.

Sherielyn Gardner (chat): I have a resource mapping project that was started in 2023-2024 and continued in 2025 that maps not just food systems but also transit, places that accept DUFEB, SNAP, basic hygiene and supplies, community gardens, school gardens, community centers, nonprofit/providers, CBOs, etc. We started with 12 NE Portland neighborhoods and turned a directory into a layered map that incorporates Oregon Food Bank's Food Finder, and even Street Roots Resource Guide (widely used in the Portland Metro area/Tri-counties of Multnomah, Washington, and Clackamas. If anyone would

like to see this Story Map project in collaboration between Milk Crate Kitchen and Portland Community College faculty and a team of 3 students, reach out to to me. [S.Gardner@milkcratekitchen.org](mailto:S.Gardner@milkcratekitchen.org)

The map is also printable, accessible on desktop and mobile... the idea is to help prepare for disasters by knowing Who's In Your Neighborhood

**Northeast Region (Chanel Ivenso):**

The NE region welcomed a County EM, Tribal Representative and a State Rep for a presentation and discussion. Discussed building and maintaining relationships across party and regional lines. Discussed distant supply chains and independent power sources. Discussed what Cascadia would look like for Eastern OR. A lot of talk around employers supporting employees' volunteer efforts. Conversations about wrap around services and the increased use of local foodbanks. Discussed the need for a better messaging system, and health system weaknesses.

**Northwest Region (Debbie Cabrales):**

Region hosted the Portland Bureau of Emergency Management, for a workshop on training community members. The training emphasized resources for Spanish speakers. The training focused on responding and preparing communities. Larger discussions included collaboration. Approximately 200 community members in Columbia County were recently displaced by floods. The RRF has been having a lot of discussions around collaboration for those in need.

Lincoln County COAD recently held a dot board exercise and are planning to have Resilience Is activity with Local 4H. Beyond Toxics will host a gardening workshop in the coming weeks.

**6. Meeting Wrap-Up – Jonna Papaefthimiou, Oregon State Resilience Officer**

Next month the SRF will focus on the results of the focus groups and continue discussing goals.

Please complete the [meeting survey](#) .

Presentation slides can be found [here](#)

## Select March SRF Survey Results

### Questions related to PRO Goals

13 responses

#### **Q1: Thinking about Goal 1: Tangible wins for frontline communities, what would be a tangible win, as a result of the PRO, for a community you are a part of (professionally or personally)?**

Improved emergency coordination between State and local governments, 2. Development of resilience hubs, 3. Small community involvement in resilience planning.

Service delivery methods and outreach to the "hard-to-reach communities."

As a resident of the North Coast, having transportation routes into and out of my area that can survive a Cascadia event would be a critical win.

I'm not sure these are goals (as goals are more general. Would be great if a definition of these planning terms could be included in the PRO. Perhaps apply the SMART Criteria to help us understand what a tangible win would look like (how would we know we have a win)? A tangible win would be when a community is sufficiently hardened - the processes, the equipment, strong relationships with first responders.

Well, the emergency supplies that we were able to give out with the funds for the community engagement events were pretty good and tangible, but only got to about 50 people, whereas our Region is obviously a lot bigger than that.

Sustained, accessible funding for disaster and climate resilience for farmers and ranchers

Evacuation maps and roadway evacuation routes marked with a code to help direct people in a designated evacuation direction. Organized local volunteers helping households be prepared for wildfire, lack of power, water treatment, sewage management.

Sustainable funding that we can rely on and plan for

A community that is empowered by action, supported by education, and promoted by leadership. A community that works together strengthening one another to thrive.

Community members having information about PRO, a website for comments, questions. Workshops similar to how congress members do their townhall. the first step will be communication and awareness. As well as having a report out that can be followed by governor's and even presented in the legislature.

I believe Eastern Oregon communities would appreciate consistent effective communication between the region and state agencies/the West. The level of communication would include having in person meetings and town halls in the region. Having an actionable plan(s) that are backed by funding and capacity. But not everything has to result in more regulations. Create handbooks with contacts and procedures for representatives so they know what to do during an emergency. Ways economies and small businesses can withstand disruptions (do we need to look beyond Business Oregon and WorkSource and take a more holistic approach?)..

More funding for community based organizations to continue the work that was started in recovery from the 2020 fires, and transition those expertise to resilience and response planning.

#### **Q2: Thinking about Goal 4: Shift state agency culture towards collaboration across the enterprise, have you experienced culture change in your workplace or community? If so, please provide examples be...**

Cultural change is non-linear and can be frustrating for those who expect predictability. I lead a group of 16+ state agencies who assign at least one liaison to the Oregon Environmental Justice Council. This group of agencies is diverse with varied connections to resilience planning. EJC Liaisons first desired more opportunities for consistent communication and connection with each other. The motivation for this change was the transition from the EJTF to the EJC and changing expectations for state agencies for the EJC. Here are some things that works for changing culture: consistent and predictable convenings to bring state agencies together, development of a community of practice in EJC liaison meetings, written communications for information that needs to be memorialized, responsiveness to state agencies when they need assistance and flexibility when needed. Impediments to cultural change: Difference in communication between agency leadership and staff liaisons, perceived lack of direction from GNRO, unfunded mandates for developing new programs, limited enterprise support to address equity and justice issues with external engagements.

We are seeing major collaboration between progressive groups and the Hispanic community. Groups have stepped up in the face of ICE and CBP activity. This has included food and transportation assistance, rapid response and legal observer training, actual communication between all! The challenge will be to maintain the communication once the crisis adrenaline fades.

A culture change is a must if Oregon if the PRO is to be successful in moving the state forward. What exactly t oyou mean by enterprise exactly - do you mean the state? Maybe state enterprise collaborate wel with each other, but what about collaborating with the people and communities that state agencies are to serve.

My workplace is currently experimenting with new ways to increase collaboration across teams, for example we are now required to work in the office once a week. I don't think it is necessarily working, I think it would be better to just have more dedicated times to work together. Another example I can think of is just having regular presentations of what different teams do, I've also heard of people switching roles for a day to get acquainted with what each other does.

What we have needed but have been lacking so far is clear leadership on key topics. As in, X is a goal and we are going to Y about it. You all hereby have clear direction and permission/are expected to show how your work supports these goals, what you are doing, and follow up about how it went- measure your impact and report back.

Change happened when a group of people left the department. Uneducated leaders create a group that has the wrong focus. For example, failing to review a community's emergency operations plan. How can you assist if you do not know what the community has adopted as its plan? What didn't work was bullying people, weaponizing human resources to focus on one's personal goals while knowingly ignoring federal regulations.

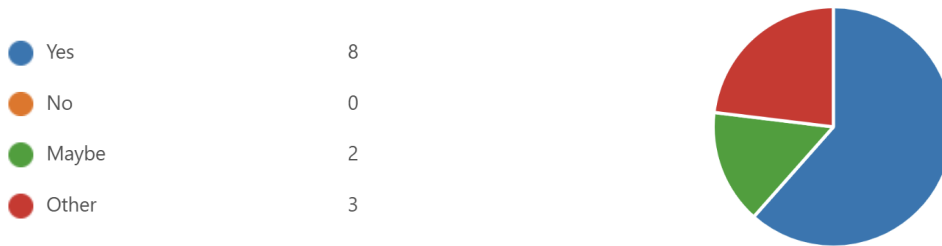
Yes, Unite Oregon is an organization led by people of color, immigrants, and refugees and thus our work focuses on making sure complex topics such as resilience hubs, policy and others is accessible. By providing bilingual workshops, events, lobby day, etc we have seen the culture change that happens when information becomes accessible and more easy to reach. Where members feel included. Unite Oregon being a co-lead in the passage of community resilience hubs has changed how we see just transition and resilience prep in Oregon. As well as our community in Rogue Valley that are impacted by wildfires every year and continue to advocate for these voices.

There has been cultural change in our workplace and community due to the pandemic. Changes included implementing a hybrid/remote work model and offering services via video conference. These change has helped some people in rural Eastern Oregon connect to resources, but the changes also take away a level of connection that may be needed to help with future collaboration. Maybe the state agency could find ways to connect employees or key leaders across the enterprise BEFORE and AFTER collaborative projects to maintain relationships. I don't know what that looks like. Maybe creating more teams or hosting in-person events. This is a hard question to answer with relevant suggestions because I do not fully understand the current agency and inter-agency cultures.

Remaining as nimble as possible, and being responsive to community needs. I would love to the ideas Jonna proposed about a combined budget bear fruit, I think we also can all agree that we need more alignment between OHCS, OEM, and OREM.

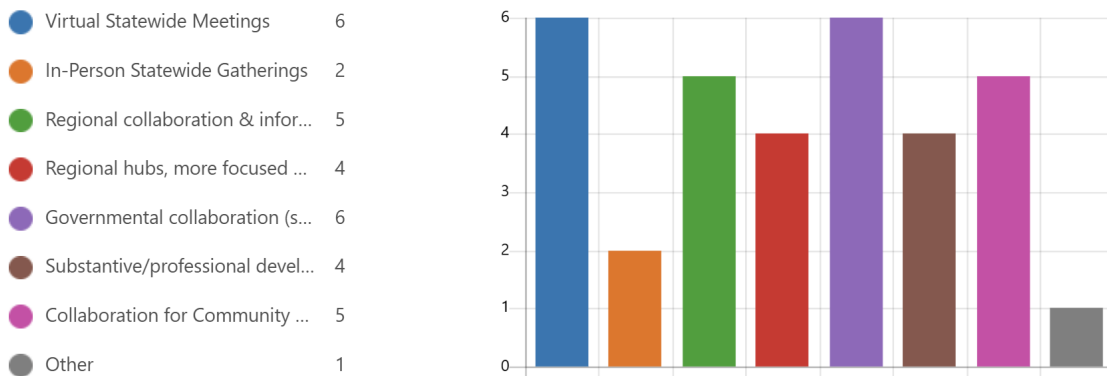
**Q3: Please reflect on Goal 2: Continue conversation and collaboration with local leaders and this theme identified in PRO interviews: "Invest in regional structures, coordination among systems of different sizes". An example of implementing this goal might be to keep the Regional Forums going (and maybe expand them) once the plan is complete. Would you participate in an ongoing structure focused on coordination and collaboration?**

3. Please reflect on **Goal 2: Continue conversation and collaboration with local leaders** and this theme identified in PRO interviews: **"Invest in regional structures, coordination among systems of different sizes"**. An example of implementing this goal might be to keep the Regional Forums going (and maybe expand them) once the plan is complete. Would you participate in an ongoing structure focused on coordination and collaboration?



**Q4: If you said yes or maybe to question 3, please tell us what types of activities would be the most valuable to you? You can choose more than one.**

4. If you said yes or maybe to question 11, please tell us what types of activities would be the most valuable to you? You can choose more than one.



**Q5: If you have further thoughts about the goals for the PRO, please share them here.**

Strongly recommend that you check with evaluation professionals to make sure that PRO has an accountability or evaluation framework built into the plan now and not waiting until the plan is largely done. Think about what the state resilience folks said - when Jonna asked them about how much they spend on resilience. It's because the state does not have an assessment and evaluation framework in place so that these data are being collected all along (maybe it does, but doesn't sound like it). If accountability is one of the "evaluation purposes," then what are the questions that the state would answer with data....

Here's what I shared to improve goal 2: Reinforce and support community capacity through communication, collaboration, accountability, etc.

The community needs to understand how to protect itself. Responsible adults understand that there are limited numbers of first responders, resources, and equipment. The better the community understands that they are responsible for their safety, well-being, preparedness, and mitigation, too. Part of being resilient is accepting responsibility for a resilient family home. Families should pay attention, take responsibility for their own resiliency, and not expect any government to do it for them. Protect YOUR family.

Continue to have a cohesive plan across the state so this information has allies.

It would have been nice to have a written explanation/reasoning for each goal.

PLEASE stabilize the national function that is COAD /VOAD! there is no stable funding for this network. Communities need this to build relationships, Emergency Managers need it to be their channel to community, and COADS all over the state need one another to learn from one another's lessons.

## Summary of Chat: Core Themes & Discussion

- ❖ Strong Support for Emerging Framework
  - Positive feedback on the four “meta-goals” structure for the Plan for a Resilient Oregon (PRO).
  - Recognition that organizing goals over time (short → long-term) is useful:
    - Near-term investments in frontline communities
    - Regional collaboration development
    - Integration into budget processes
    - Long-term culture change
- ❖ Discussion by Key Topics:
  - Infrastructure & Asset Management
    - Broad support for state-level asset management to assist:
      - Small utilities
      - Transportation systems
    - Need for better data integration across jurisdictions
    - Concern raised about hazardous facilities lacking seismic retrofits
  - Community & Regional Capacity
    - Strong emphasis on:
      - Supporting community-based organizations (CBOs) directly
      - Building regional resilience networks
      - Avoiding over-reliance on “grasstops” intermediaries
    - COAD model highlighted as effective for:
      - Coordinating response and recovery
      - Reducing duplication
      - Strengthening relationships across sectors
      - Greater funding and sustainability needed
  - Collaboration & Relationships
    - Ongoing challenge:
      - Sustaining partnerships after disasters
    - Recommendations:
      - Invest in long-term relationship infrastructure
      - Support community champions and local leadership
      - Encourage inclusive training and exercises
  - Data, Mapping & Tools
    - Interest in:
      - Environmental Justice Mapping Tool (DEQ seeking collaborators)
      - Resource mapping efforts (e.g., food systems, transit, community assets)
    - Need for:
      - Better visibility into interview/focus group coverage
      - Clearer regional representation data
  - Accountability & Measurement
    - Questions raised about:
      - How success will be measured
      - Accountability and transparency mechanisms
      - Ability to adapt based on outcomes and changing conditions
    - Suggestion to include:
      - “Evidence-informed collaboration” as a guiding concept
- ❖ State Role
  - Strong support for the state as:

- Convener
    - Capacity-builder
    - Data integrator
  - Interest in balancing:
    - Centralized coordination vs. decentralized resilience
- ❖ Equity & Inclusion
  - Emphasis on:
    - Direct engagement with grassroots organizations
    - Avoiding “check-the-box” approaches
    - Supporting Tribal preparedness and traditional healing practices
- ❖ Process & Engagement Notes
  - Survey shared for feedback on goals
  - Ongoing interviews and focus groups:
    - Requests for clearer timelines and regional mapping
  - Calendar of events established (some public, some internal)
  - Continued interest in:
    - Regional forums
    - Focus groups
    - Cross-sector collaboration opportunities
- ❖ Notable Ideas & Opportunities
  - Cohort-based learning for program participants
  - Integration of resilience into state budgeting cycles
  - Use of tabletop exercises to build relationships
  - Expansion of resource mapping tools for disaster readiness
  - Strengthening communication systems across CBOs and agencies
- ❖ Bottom Line:
  - There’s real alignment forming around:
    - Regional, community-driven resilience
    - Better data + asset visibility
    - Stronger state coordination without over-centralizing
    - Long-term relationship building—not just crisis response
  - But people are clearly pushing for:
    - More clarity on accountability
    - Better representation and transparency in engagement
    - And making sure this doesn’t become another plan that *sounds good but doesn’t shift power or resources*