



Office of Governor
TINA KOTEK



Plan for a Resilient Oregon
Statewide Resilience Forum Agenda
June 17, 2026 1-3pm

Register for the Zoom meeting:

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

1:00	Welcome & Introductions	Jonna Papaefthimiou, State Resilience Officer
1:03	Agenda Overview & Logistics	Jonna P.
1:05	Revisit timeline: Now to Plan launch	Jonna P.
1:10	Questions or comments from SRF members	All
1:20	Presentation on PRO Community Engagement Summary <i>Included in meeting packet</i>	Josh Bruce, University of Oregon; PRO research team
1:30	Q & A on presentation	All
1:40	Regional Resilience Forum Updates	Five PRO Regional Facilitators
2:05	BREAK	
2:15	Draft PRO Strategies – Discussion #2 <i>Draft vision document and revised strategies document are included in meeting packet</i>	Jonna P.
2:55	Wrap Up & Next Meeting	Jonna P.
3:00	Adjourn	

A reminder to pre-register to get the Zoom information: [Webinar Registration - Zoom](#).

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](#)



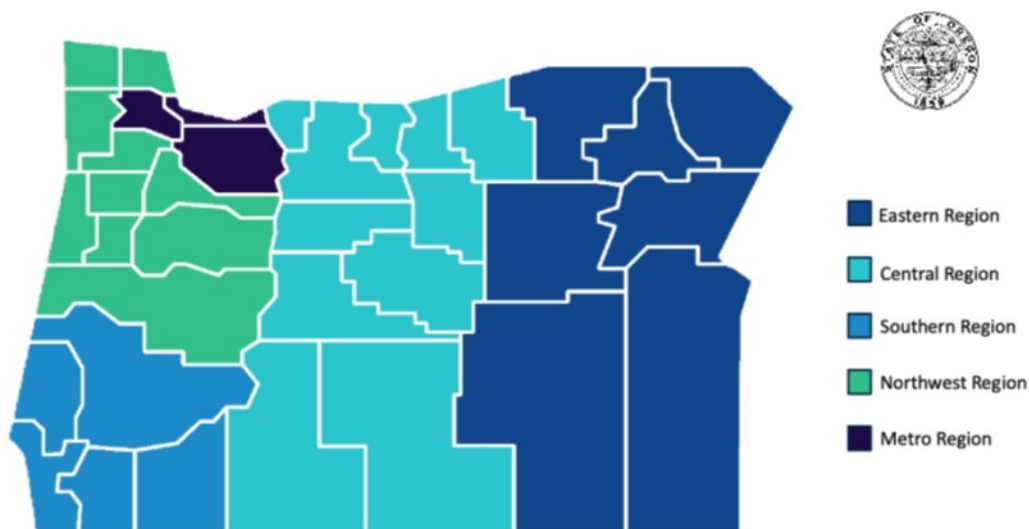
COMMUNITY PRIORITIES FOR A RESILIENT OREGON

Synthesis of Community Engagement Findings

Oregon’s communities are already living with the realities of natural hazards and their compounding effects, and they are responding with resourcefulness, care, and local knowledge. The Plan for a Resilient Oregon (PRO) is built on the foundation that resilience is built locally, through relationships, trusted neighbors, and community-rooted infrastructure. The PRO engagement process was designed to honor that reality by partnering with 51 community-based organizations (CBOs) across every region of the state to gather lived experience, priorities, and solutions from Oregonians most affected by natural hazards (Figure 1 and Table 1). In total 42 CBOs conducted engagement across the state. The community engagement findings represent the lived experiences of people associated with CBOs engaged in the PRO planning and engagement process and are not intended to represent the opinions or experiences of all Oregonians.

Between December 2025 and April 2026, CBOs facilitated a range of engagement activities, including dot boards, intercept surveys, focus groups, interviews, and the statewide Oregon Community Resilience Survey, using standardized tools and guidance provided in the PRO Community Engagement Toolkit. These activities reached thousands of Oregonians, including immigrant and refugee communities, elders, youth, farmers and ranchers, disabled residents, rural households, and people experiencing housing instability or food insecurity. In total, the PRO team recorded more than 4,000 touchpoints across all engagement methods (Table 2).

Figure 1: Regional Map



Source: Office of the Governor

Table 1 Regional Distribution of CBOs

<p>Eastern</p> <p>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</p>	<p>Southern</p> <p>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</p>	<p>Central</p> <p>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</p>
<p>Northwest</p> <p>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</p>	<p>Portland Metro</p> <p>Adelante Mujeres Afghan Support Network Amani Intercultural Community Inc Black Men’s 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*</p>	

Source: IPRE

*=regional facilitator

Participants described both the impacts they are experiencing and the systems they rely on. In the statewide survey, 80% of respondents reported experiencing at least one natural hazard, most commonly smoke and poor air quality, winter storms, extreme heat, and wildfire. Nearly half reported disruptions to transportation or energy systems, and many described mental health impacts, evacuations, and property damage.

Yet participants also emphasized their strengths in the face of hazards and emergencies: strong neighbor networks, culturally specific organizations, and local groups that anchor community response and recovery. Notably, survey respondents overwhelmingly indicated they would rely on friends, family, and neighbors (80%) and CBOs (58%) before government systems (local: 32%, state: 33%, and federal: 15%) during a disaster. Focus group participants echoed this theme,

describing mutual aid, local nonprofits, and informal networks as the backbone of community resilience.

This report synthesizes the insights gathered through these engagement efforts. It highlights the priorities participants identified including infrastructure resilience, resilience hubs, local emergency response planning, and food security and the state-level actions they believe would strengthen their communities, from funding and policy changes to improved communication systems and wildfire mitigation programs. Together, these findings form the community-driven foundation of the Plan for a Resilient Oregon.

Table 2 Distribution of Activities

Methods	Number of Participants	Identified Underserved Community Participants	Regional Distribution (of activities, # of online survey respondents)
Dot Board Activity	1,500*	Immigrant communities, multilingual speakers, elders, youth, rural communities.	Southern (1), Eastern (1), Northwest (4), Portland Metro (2)
Intercept Survey	437	Immigrant communities, multilingual speakers, rural communities, houseless populations, those experiencing food insecurity.	Southern (1), Eastern (4), Northwest (1), Portland Metro (2), Central (2)
Focus Groups	217	Immigrant communities, elders, disabled residents, low-income households, farmers and ranchers.	Southern (5), Eastern (1), Northwest (5), Portland Metro (7), Central (3)
Resilience Is... Participants were asked to explain what resilience means to them	1,125	Immigrant communities, multilingual speakers, elders, farmers and ranchers, youth, houseless populations, those experiencing food insecurity.	Southern (7), Eastern (4), Northwest (3), Portland Metro (4), Central (4)
Other activities	332	BIPOC individuals/communities, houseless populations, farmers and ranchers, and those experiencing food insecurity.	Southern (2), Eastern (1), Northwest (2), Portland Metro (3), Central (1)

Methods	Number of Participants	Identified Underserved Community Participants	Regional Distribution (of activities, # of online survey respondents)
Online Survey	407	Students, LGBTQIA+, retirees, veterans, those living with a disability	Southern (56), Eastern (7), Northwest (114), Portland Metro (148), Central (32)

Source: Community Engagement Reports, 2026
 Note: * equals the approximate number of dot board participants

OREGON COMMUNITY RESILIENCE AND INTERCEPT SURVEYS

To understand experiences of participants across the state, the PRO research team administered an online survey from December 29th to April 15th. The team included the survey in the Community Engagement Toolkit distributed to all Community Based Organizations (CBOs). CBOs shared the survey with their networks through email lists, newsletters, social media posts, and a provided QR code. Overall, 499 people started or opened the survey. Researchers only included surveys that were at least 50% complete. After omitting incomplete responses, the Research Team analyzed 407 survey responses.

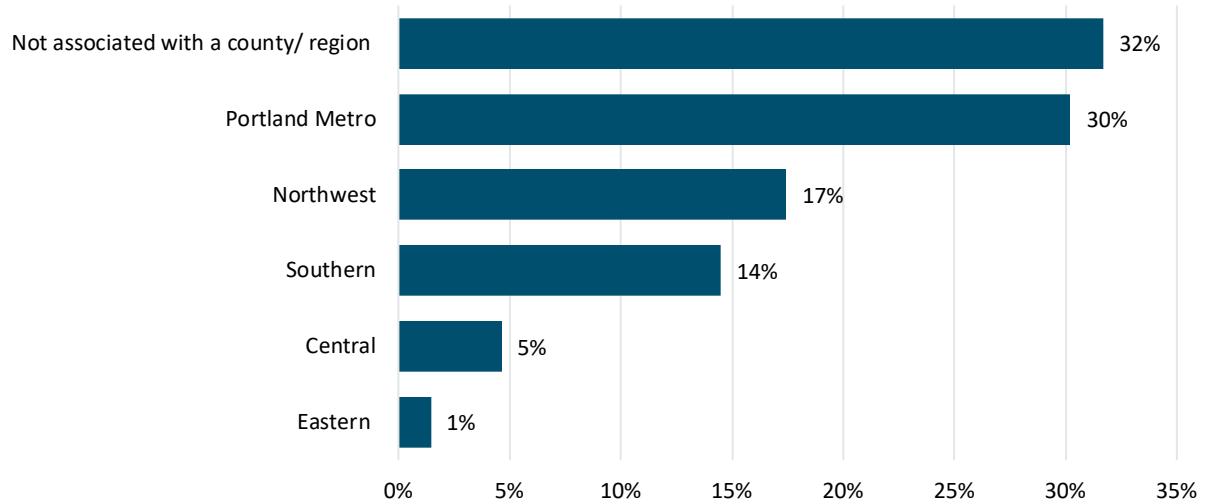
Responses were recorded from each PRO region; 357 online survey respondents represented 32 of the 51 CBOs participating in the PRO planning and engagement process. One hundred and twenty-five (125) respondents did not associate themselves with a CBO and 50 respondents did not answer the question.

The survey asked respondents about their level of concern regarding natural hazards, their past experiences with natural hazards, their preparedness, the resources they could rely on, and their priorities for improving natural hazard resilience.

In addition to the online survey, the Research Team designed an intercept survey to gather quick in-person data at resilience events. Nine (9) CBOs facilitated intercept surveys at their events, surveying 437 people across the state.

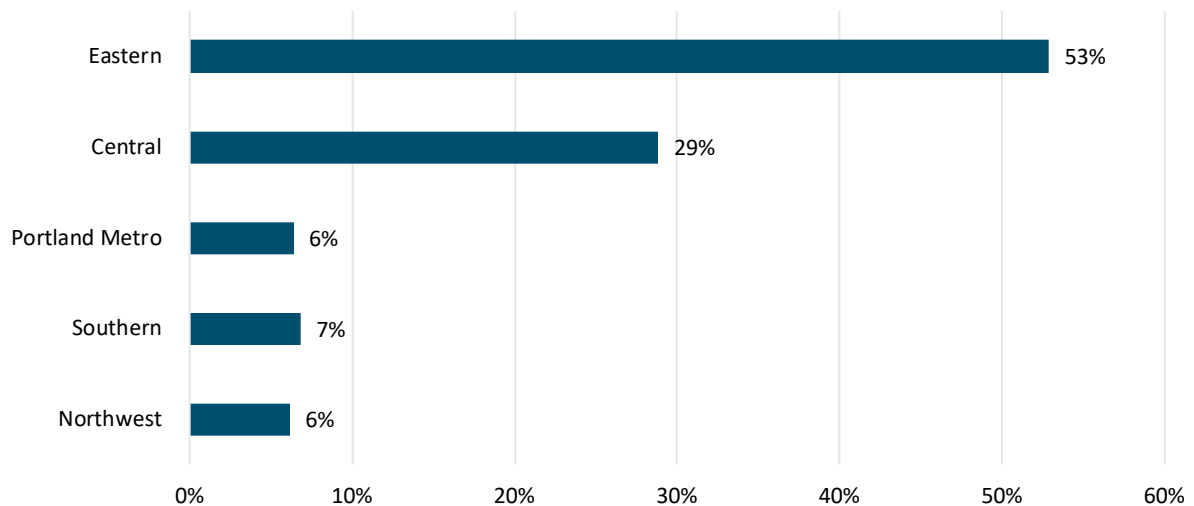
Three questions from the online survey informed the intercept survey format. The intercept survey also asked an additional question: *What hazard impact or potential impact concerns you the most?* When analyzing data, the Research Team combined responses from online surveys and the intercept surveys to illustrate a complete analysis of natural hazard resilience priorities and areas for improvement. Since not all online questions were represented in the intercept survey, chart titles and body text indicate if results are from a combination of survey methods. Figure 2 and Figure 3 show the regional distribution of each survey method.

Figure 2 Regional Distribution of Online Survey Respondents (n= 407)



Source: Oregon Community Resilience Survey, 2026

Figure 3 Regional Distribution of Intercept Survey Respondents (n=437)



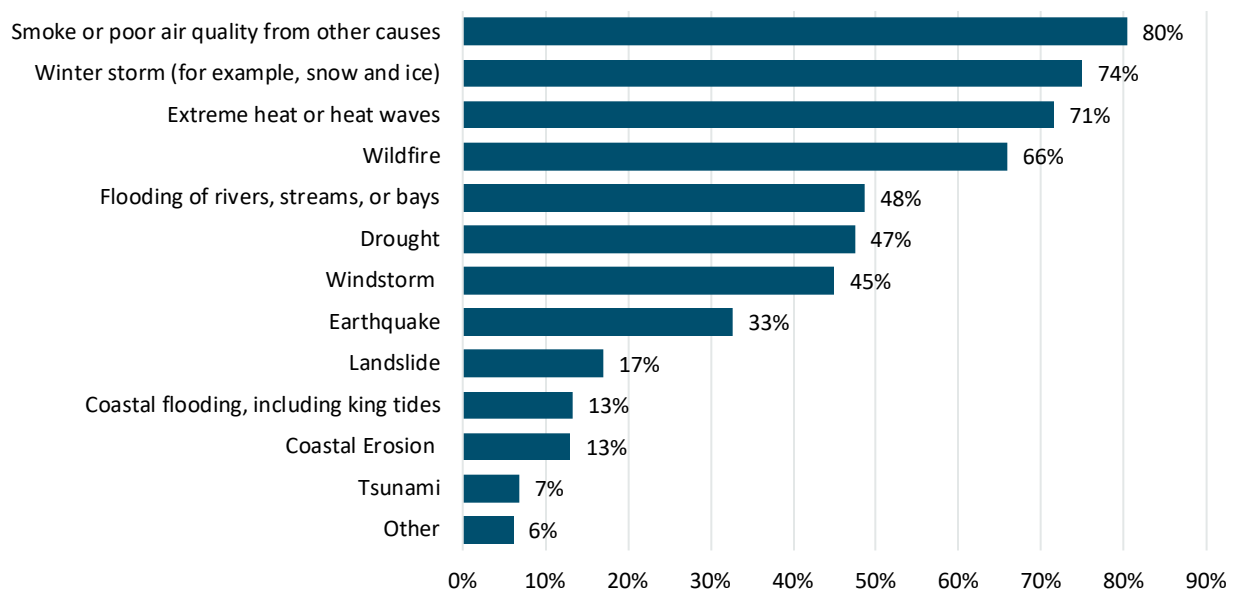
Source: CBO Engagement Reports, 2026

Impacts of Natural Hazards

Respondents across the state experience a variety of hazards, 80% (327 respondents) of online survey respondents had experienced at least one natural hazard event. Similarly, respondents are consistently concerned about the impacts of hazards, 70% of online and intercept respondents said they were extremely or moderately concerned about the impacts of natural hazards in their community.

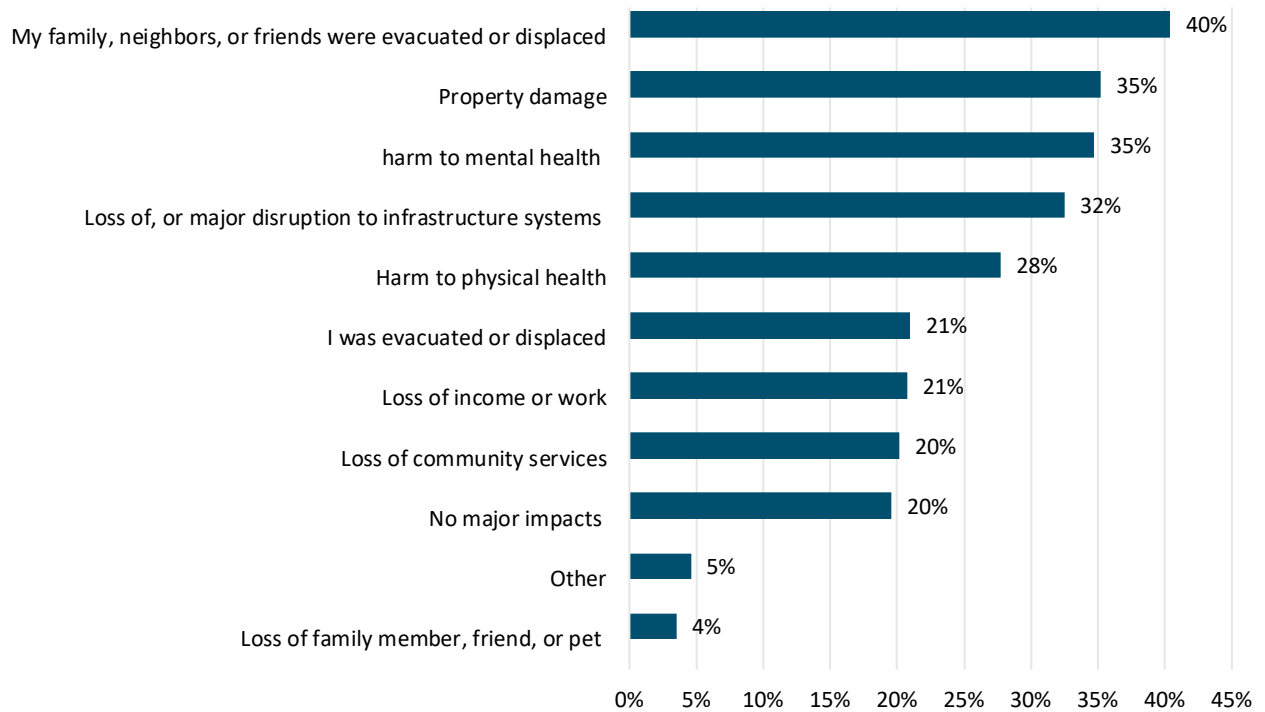
The most common hazards experienced across the state include smoke (80%) and poor air quality (80%), winter storms (75%), extreme heat (71%), and wildfire (66%) (Figure 4). Respondents reported a wide and all-encompassing range of impacts from natural hazards. Almost half (40%) of online and intercept respondents said that natural hazards had displaced their family, neighbors, or friends. Other frequent impacts included property damage (30%), harm to mental health (35%), and loss of infrastructure systems such as energy and transportation (32%) (Figure 5). These results show that impacts of natural hazards are all encompassing, impacting infrastructure, social, and health systems of everyday life. Responses under the 'other' category included increased expenses for necessities, animals impacted by smoke, loss of business, and inability to find shelter after a natural hazard event.

Figure 4 Types of Hazards Experienced (n=405, online survey)



Source: Oregon Community Resilience Survey, 2026. Question 2: What type of natural hazards have you experienced?

Figure 5 Impacts of Hazards (n= 844, online and intercept survey)



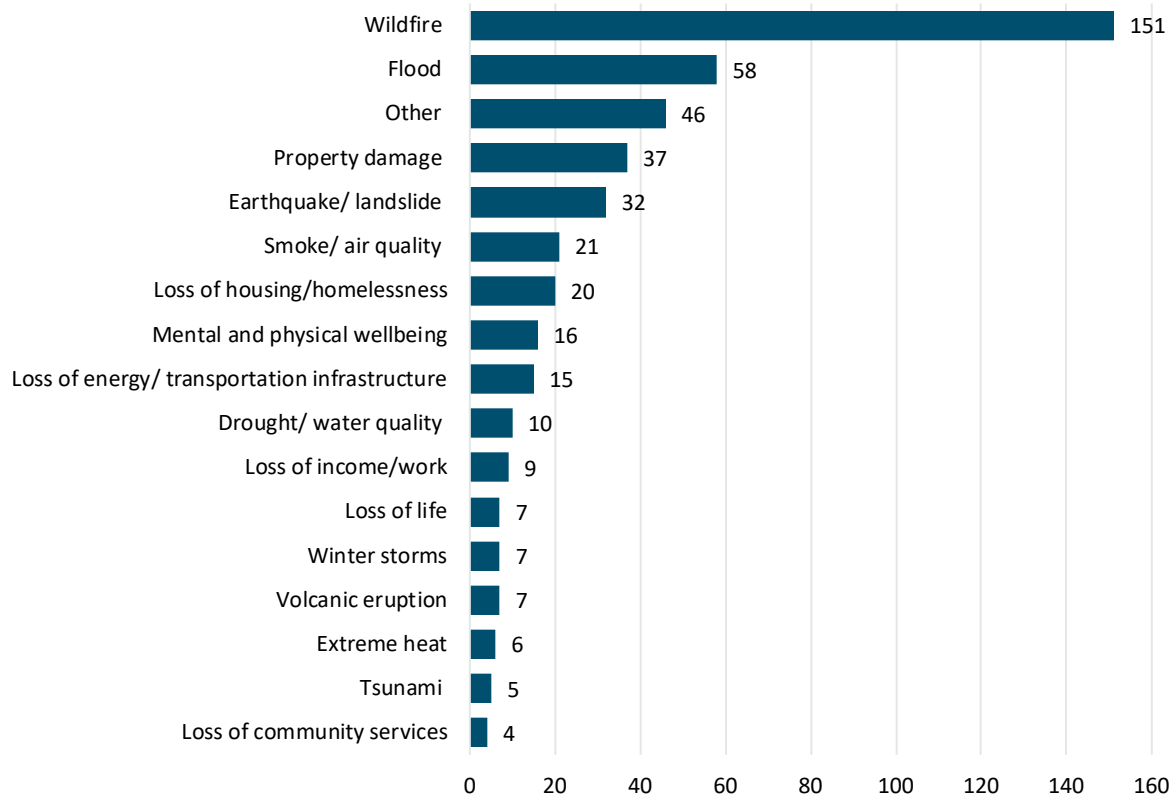
Source: Oregon Community Resilience and Intercept Survey, 2026. Question 3: What have been the impacts natural hazards on you or your family?

To further understand the impacts of hazards, the intercept survey asked: *What hazard impact or potential impact concerns you the most?* Many respondents interpreted this question as asking what hazard concerns them the most and only listed a hazard. Some respondents included specific impacts and concerns. Figure 6 shows the distribution of responses.

Many respondents included more than one concern. The Research Team coded these answers under multiple categories. Respondents most frequently mentioned impacts or concerns associated with wildfire. Across all comments, over 150 respondents mentioned being concerned about wildfire. Many respondents did not elaborate on the impacts associated with wildfire, but may be concerned about evacuations, property damage, loss of housing, sheltering, and loss of forest habitats and natural resources.

Concerns and impacts related to floods were the second more frequent response. Roughly 46 comments were categorized as 'other' and many included concerns such as police, ICE, economic collapse, war, pesticide use, and societal behaviors. Many of these concerns are outside the scope of the Plan for a Resilient Oregon.

Figure 6 Count of Intercept Survey Respondents Natural Hazard Concerns (n=416)



Source: Intercept Survey, 2026. Question 3: What hazard impact or potential impact concerns you the most?

Preparedness

The Oregon Community Resilience Survey showed that many respondents are taking individual and community responsibly when it comes to preparing for natural disasters. However, many gaps remain. The Research Team asked respondents to agree or disagree with statements regarding common personal preparedness recommendations such as having a Go Bag, having resources to survive for 72 hours and two weeks following a disaster, financial resources to recover, and if actions have been taken to make their home more resilient to natural hazards (Table 3). Overall, most people are prepared to survive 72 hours after a disaster, but significantly less people are prepared with a Go Bag or 2 weeks of supplies.

Table 3 Individual Preparedness (n=402, online survey)

Do you agree with the following statements about your level of preparation for a natural hazard?	Agree	Neither Agree or Disagree	Disagree	n=
I have enough supplies to survive for at least 72 hours following a disaster	84%	7%	9%	398
I have enough supplies to survive for at least two weeks following a disaster	54%	16%	30%	400

Do you agree with the following statements about your level of preparation for a natural hazard?	Agree	Neither Agree or Disagree	Disagree	n=
I have a bag with essential items ready for use in the event of an emergency evacuation of my home	51%	16%	33%	400
I would have sufficient financial resources, such as sufficient insurance or savings, to recover from a disaster	42%	30%	42%	398
I/my landlord has taken action to make my home more safe from hazards, such as creating defensible space from fire or retrofitting for earthquake	39%	29%	32%	393

Source: Oregon Community Resilience Survey, 2026. Question 4: Do you agree with the following statements about your level of preparation for a natural hazard?

To understand community connections and social networks the Research Team asked about community preparedness activities, plans with family, friends, or neighbors, and social networks that could be leveraged after a natural hazard event (Table 4).

Table 4 Community Networks and Preparedness (n=402, online survey)

Do you agree with the following statements about your level of preparation for a natural hazard?	Agree	Neither Agree or Disagree	Disagree	n=
I know someone outside my household who could offer me temporary shelter	70%	17%	13%	400
I have a strong social network that would support me following a natural hazard	59%	26%	15%	396
I have participated in community preparedness activities such as drills or meetings	47%	14%	39%	395
I have a plan with my family, friends, or neighbors for how to respond immediately following a disaster	36%	39%	25%	395

Source: Oregon Community Resilience Survey, 2026. Question 4: Do you agree with the following statements about your level of preparation for a natural hazard?

Existing Organizational and Community Connections

The Research Team asked multiple questions to understand respondents’ expectations in relation to natural hazard response. One of the questions asked survey respondents what organizations and networks they would rely on if they were impacted by a natural hazard. Overwhelmingly, respondents expect that CBOs and their personal networks will help them over government resources. Over half (58%) of the respondents said they knew a community-based organization in the area would help them, and 80% of the respondents said they would feel comfortable calling on friends, family, or neighbors for support (Table 5). There was a much lower positive response for expected support for local emergency responders, city, state, or federal resources.

Table 5 Response and Recovery Networks (n= 402, online survey)

If I was impacted by a major natural hazard...	Agree	Neither Agree or Disagree	Disagree	n=
I would feel comfortable calling on family, friends, or neighbors for support.	80%	14%	6%	397
I know that community-based organizations in my area would help me	58%	34%	8%	398
I am confident that emergency responders in my community, such as police officers, firefighters, or paramedics, have the capacity to quickly respond.	39%	34%	26%	395
I anticipate that local government would help me.	32%	42%	27%	391
I anticipate that state government would help me.	33%	40%	27%	390
I anticipate that the federal government would help me.	15%	35%	50%	389

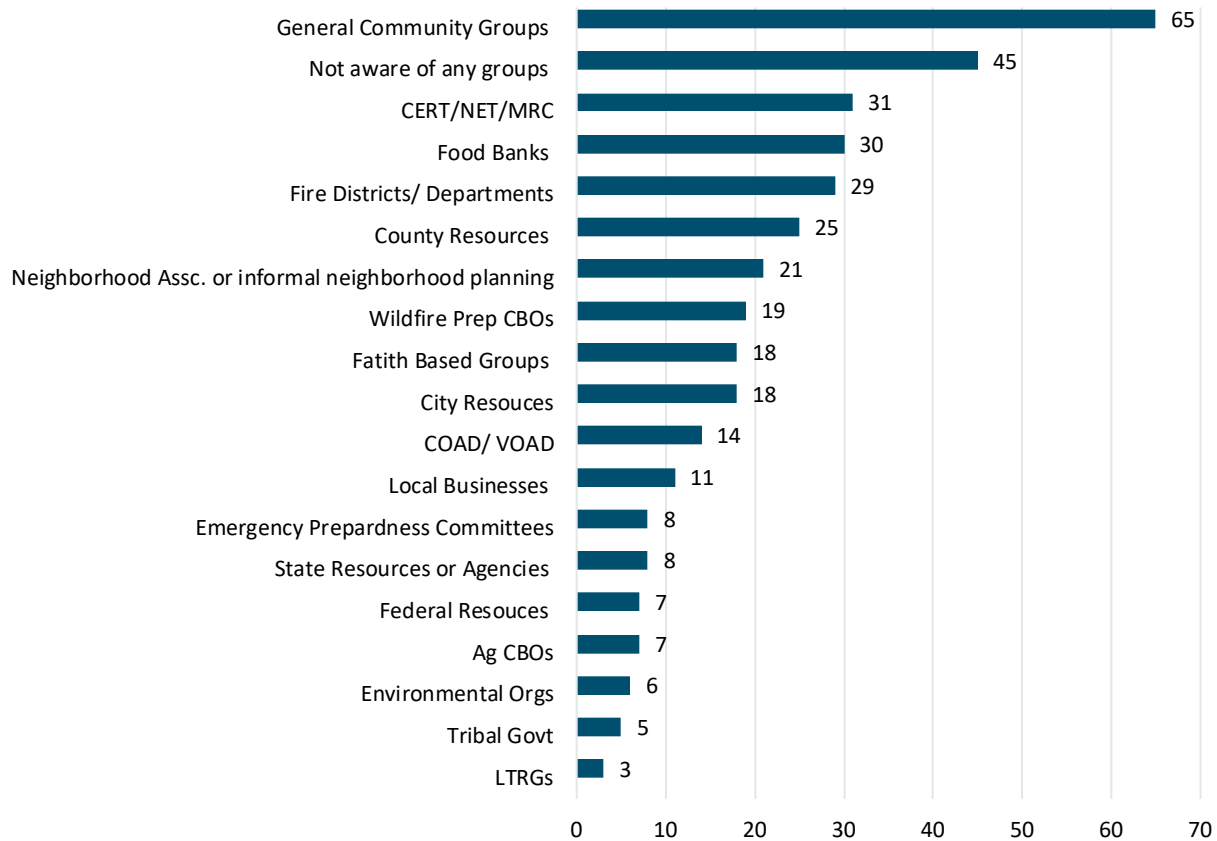
Source: Oregon Community Resilience Survey, 2026. Question 5: If I was impacted by a major natural hazard.

To solicit personal experience and local insights, the Research Team used an open narrative field in the survey to ask the question: *What programs or resources in your community help prevent, prepare for, or recover from natural disasters?*

Overall, 256 survey respondents answered the question. Many respondents listed multiple programs or resources; therefore, the total count of responses is greater than the number of respondents. The Research Team coded the responses into the categories seen in Figure 7.

Respondents mentioned general community groups more often than any other resource. General community groups include resources and programs such as, but not limited to, ham radio clubs, nonspecific non-profits, warming/cooling centers, and the Red Cross. Concerningly, 16% of respondents answered with “I am not aware of any groups” or a similar statement. This response was the second most common. Respondents’ third most frequent response included CERT/NET/MRC groups, with food banks, and fire districts/ departments receiving a similar number of mentions. These results reinforce the findings from the previous findings; Oregonians tend to rely on community groups and one another rather than government resources.

Figure 7 Count of Programs or Resources in Communities (n=256, online survey)



Source: Oregon Community Resilience Survey, 2026. Question 8: What programs or resources in your community help prevent, prepare for, or recover from natural disasters?

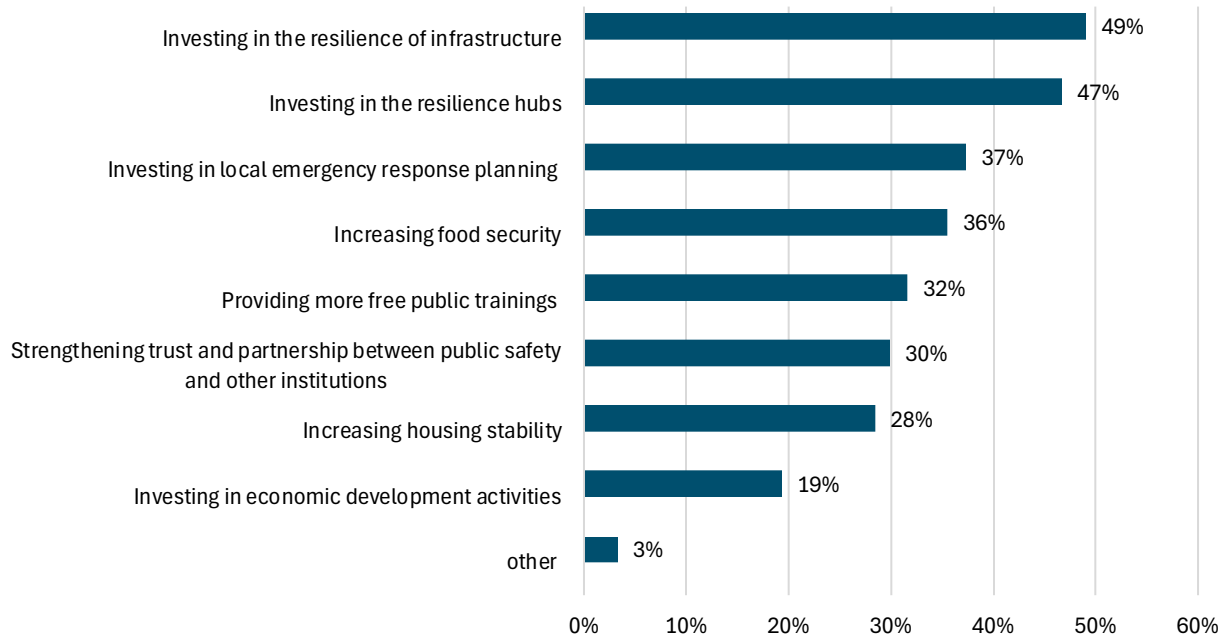
Priorities

To incorporate community voices in the shaping of plan strategies and actions, the online and intercept survey asked respondents about their priorities for building natural hazard resilience in their community. Respondents selected their top three priorities from a provided list, and there was an open narrative text field, allowing for more individual answers. From the options provided, the top three priorities were investments in infrastructure, resilience hubs, and local emergency response planning and alert systems. (Figure 8)

About half of respondents (49%) identified infrastructure resilience as one of their top priorities. These investments include improvements to utility networks, power and water systems, and transportation infrastructure. Investing in resilience hubs ranked second, selected by 47% of respondents. Resilience hubs provide communities with resources, services, and information before, during, and after emergencies. Over one third of respondents (37%) prioritized investments in local emergency response planning and evacuation alert systems. ‘Other’ responses included addressing climate change, promoting ecological resilience, developing new land use planning codes in hazard zones, investing in grassroots organizations, and insurance reform.

The prioritization of infrastructure resilience and emergency response planning aligns with respondents’ experiences. Respondents frequently experienced disruptions to infrastructure services and evacuation during natural hazard events.

Figure 8 Community Resilience Priorities (n= 844, online and intercept survey)



Source: Oregon Community Resilience and Intercept Survey, 2026. Question 7: My top three priorities for building resilience in my community are: (select up to three)

State Supported Actions

The final online survey question used an open narrative text field to ask respondents: *What new state-level actions—such as policies, funding, or programs—could help prevent, prepare for, or recover from natural disasters in your area?* A total of 256 people responded. Many respondents listed multiple programs or resources, so the total number of responses exceeds the number of respondents. The Research Team coded the answers into the categories shown in Figure 9.

Respondents most frequently identified state funding, which they mentioned 61 times. Respondents mentioned state policy and coordination 36 times. Actions that would increase local communication and education around natural hazards, along with actions that would strengthen wildfire resilience, were the third most common responses, mentioned 33 and 30 times respectively.

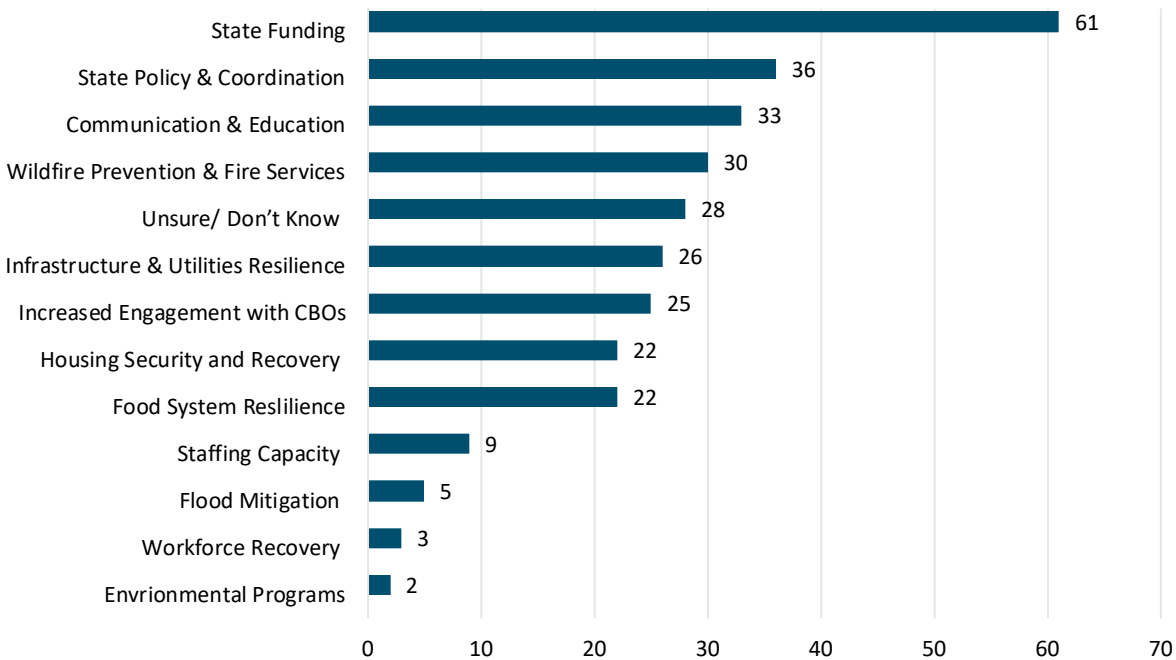
Within the category of state funding, actions included grants for local CBOs, loans for business startups, rental assistance programs, grants for farmers and ranchers, grants for home improvements and hardening, and funding for emergency responders (professional and volunteer). Many respondents also referred to funding as a general action the state could take.

Actions related to policy and coordination included policies to regulate natural gas seismic shut off valves and utilities in high winds and leveraging Oregon land use planning to respond to climate change and climate adaptation, policies and investments in climate adaptation (efficient buildings, electric vehicles, air pollution etc.). Other related actions include legislation to mandate defensible space, incentives for home retrofitting, support for local preparedness groups and local planning efforts, and a state supported insurance system or policies to prevent people from losing coverage.

Communication and education actions included increasing availability of preparedness trainings and supplies, increasing outreach and public service announcements about seasonal hazards, improvements in local communication systems, and transparency between state and local agencies.

Actions to increase wildfire resilience include programs for homeowner fuels reduction and home hardening, support for rural fire districts, enforcement of camping restrictions in fire prone areas, and support for Firewise communities. Many respondents also mentioned policy changes around wildfire prevention. The Research Team coded these responses under the wildfire category and state policy and coordination.

Figure 9 Count of State Level Actions (n=256)



Source: Oregon Community Resilience Survey, 2026. Question 9: What new state-level actions—such as policies, funding, or programs—could help prevent, prepare for, or recover from natural disasters in your area?

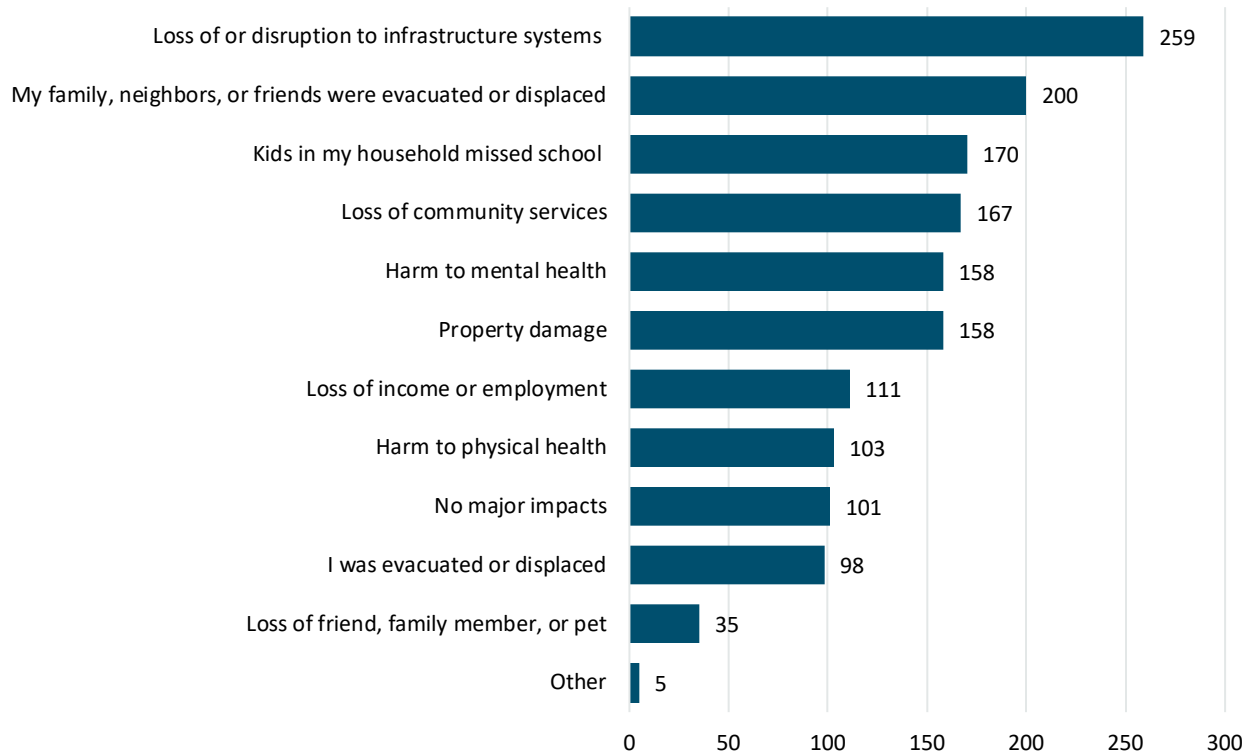
DOT BOARD ACTIVITY FACILITATED BY CBOs

Between December 2025 and April 2026, eight (8) CBOs hosted community engagement events and incorporated Dot Board activities into their programming. The Community Engagement

Toolkit included two Dot Boards that asked participants: “How have natural hazards impacted you, your friends, or your family?” and “How could the State of Oregon help you feel more resilient to natural hazards?” Across all events, approximately 1500 respondents made their voices heard by identifying the impacts they had experienced and the ways the State of Oregon could strengthen resilience in their communities. Researchers could not total the number of responses in the dot board activity; therefore, the following charts do not include n= values. To increase accessibility and cultural sensitivity, one CBO translated the Dot Boards into Farsi, and another CBO translated them into Spanish.

Participants most frequently identified the loss or disruption of infrastructure, such as transportation or energy systems, as the primary impact of natural hazards. Knowing someone who had been displaced and children missing school were also common impacts across the state. Other responses included losing insurance, the loss of family memorabilia, and concern about future conditions (Figure 10).

Figure 10 Count of Dot Board Respondents’ Impacts of Natural Hazards

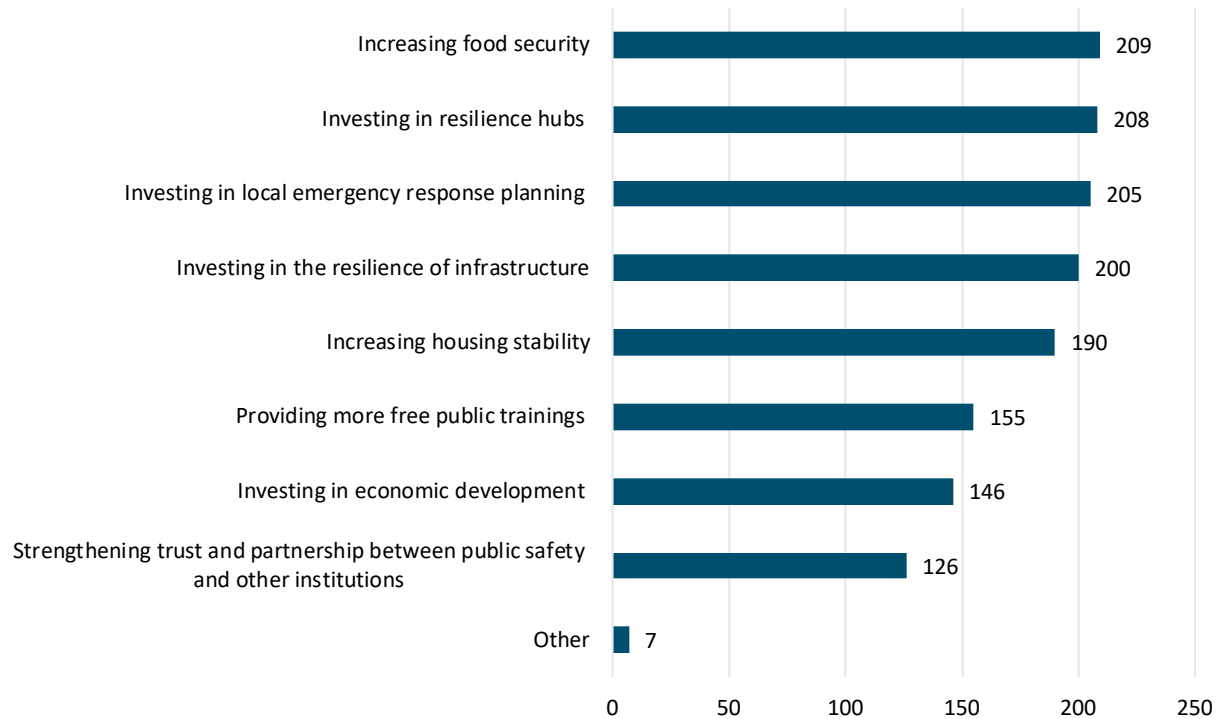


Source: CBO Community Engagement Reports, 2026. How have natural hazards impacted you, your friends, or your family? (Select all that apply)

During resilience events CBOs asked Dot Board participants to choose their top three priorities for how the state could help to make them feel more resilient. Once the Research Team aggregated all dot board responses, the most common priorities were increasing food security, investing in resilience hubs, and investing in local response planning (Figure 11). ‘Other’

responses include small business grants, non-taxable emergency funds, and inclusive/ accessible resources.

Figure 11 Count of Dot Board Respondents' Resilience Priorities



Source: CBO Community Engagement Reports, 2026. How could the State of Oregon help you feel more resilient to natural hazards? (Select top three priorities)

Survey Conclusions

Across all survey methods (Oregon Community Resilience Survey, dot boards, intercept survey) patterns to increase resilience across the state emerge. Participants most frequently prioritized investing in infrastructure resilience and resilience hubs in both the online Oregon Community Survey and the intercept survey. Across all three methods, participants frequently prioritized increasing food security. Participants from the Oregon Community Survey Resilience Survey and the dot boards frequently prioritized investing in local emergency response planning, which could include alert systems, evacuation planning, and continuity of operations planning.

FOCUS GROUPS FACILITATED BY CBOs

CBOs conducted focus groups with farmers, ranchers, immigrant communities, elders, families, coastal residents, rural neighborhoods, faith-based groups, disability advocates, and VOAD/COAD networks. The purpose of these conversations was to document lived experience with disasters, climate impacts, and systemic disruptions and to identify community-driven strategies that can inform statewide resilience planning.

Across all regions, participants described a landscape shaped by wildfire, drought, flooding, extreme weather, economic instability, and infrastructure failures. Yet they also described strong social networks, cultural cohesion, and local organizations that anchor community resilience.

Key outcomes from the focus groups include:

- A shared recognition that resilience is built locally, through relationships, knowledge, and community-based infrastructure.
- A clear need for redundant communication systems, water and energy resilience, and accessible funding for preparedness.
- Strong consensus that local organizations and trusted messengers are essential to effective resilience planning.
- A call for ongoing, not one-time, state investment in community capacity, infrastructure, and mental health supports.

Demographics

Across all participating organizations, the focus groups engaged over 200 participants representing every PRO region:

- **Southern Oregon:** Farmers, ranchers, natural resource professionals, rural residents, disability advocates, and community organizers.
- **Portland Metro:** Latino microentrepreneurs, Latine farmers, Slavic and Ukrainian immigrants, elders, families, and VOAD/COAD members.
- **Central Oregon:** Farmers, ranchers, food system leaders, and rural households.
- **Northwest Oregon:** Coastal residents, McKenzie and Mapleton communities, and rural neighborhood associations.
- **Eastern Oregon:** Economic development leaders and rural community representatives.

Key Themes

Below is a synthesis of the most prominent themes across all focus groups, organized by the PRO coding categories. Each theme includes a summary and three representative excerpts.

Strengths

1. Mutual Aid and Neighbor Networks: Communities consistently rely on each other during crises: sharing equipment, hosting livestock, checking on elders, and coordinating evacuations.

- “Neighbors helping neighbors—that’s what gets us through.”
- “Someone brought a water tank trailer to my property and then went to help the next person.”
- “Our driveway farm stand became a food-sharing hub for the whole neighborhood.”

2. Local Organizations as Trusted Anchors: Nonprofits, COADs/VOADs, and community groups provide coordination, communication, and culturally specific support.

- “Our Resilience Hub brought the community together.”
- “Adelante Mujeres is who we trust—they explain things in our language.”

- “COAD bridged gaps when no one else could.”

3. Cultural and Community Cohesion: Faith, family, and cultural identity strengthen resilience, especially among immigrant communities.

- “Our strength comes from our faith and from each other.”
- “We’ve survived worse— war taught us how to stay calm.”
- “Latino businesses are resilient because we support each other.”

Limitations

1. Infrastructure Fragility: Power outages, single-road evacuations, failing water systems, and unreliable communication networks were universal concerns.

- “When the cell towers went down, we had nothing.”
- “Our only gas station was out for a month—people were stranded.”
- “One road in and out means we’re trapped when fire comes.”

2. Economic and Insurance Barriers: Rising costs, inaccessible grants, and lack of insurance undermine preparedness and recovery.

- “I was denied by 32 insurance companies.”
- “Feed costs doubled after the fires.”
- “Even the best grant doesn’t cover everything—we need ongoing support.”

3. Policy and Governance Gaps: Conflicting regulations, zoning errors, and lack of multilingual communication create systemic barriers.

- “The county says my land is urban—I can’t grow food legally.”
- “Emergency alerts come in English only.”
- “State policies contradict each other—we’re caught in the middle.”

Successful Examples

1. Disaster Resilience Grants: Small, accessible grants had outsized impact on water storage, irrigation, livestock evacuation, and infrastructure upgrades.

- “That grant saved our farm.”
- “The pond liner means we finally have reliable water.”
- “The trailer we bought with the grant let us evacuate our animals.”

2. Community-Led Preparedness: Neighborhood gatherings, HAM radio clubs, resilience sheds, and local mapping projects strengthened readiness.

- “Our MeWe group is how we stay informed.”
- “We practice every year—it’s part of our culture now.”
- “The resilience shed with radios and Starlink is a game changer.”

3. Cross-Organizational Collaboration: Partnerships between nonprofits, fire districts, and community groups improved coordination and trust.

- “Networking with local organizations has been huge.”

- “Firewise funding helped our whole neighborhood prepare.”
- “Our COAD connected people to resources faster than anyone else.”

Recommended Actions

1. Strengthen Communication Systems: Communities want redundant, multilingual, and low-tech communication options.

- “We need HAM radio, mesh networks—something that doesn’t fail.”
- “Alerts must be in Spanish, Russian, Ukrainian.”
- “Physical bulletin boards still matter when the power is out.”

2. Invest in Water and Fire Resilience: Irrigation modernization, water storage, fuels reduction, and livestock evacuation infrastructure were top priorities.

- “Water harvesting earthworks should be statewide.”
- “We need a place to take our animals during fires.”
- “Juniper removal would save thousands of gallons a day.”

3. Fund Local Capacity and Ongoing Support: Communities need staff, coordinators, and long-term funding—not one-time grants.

- “We need someone whose job is resilience—not volunteers.”
- “Small farmers need financial support to survive.”
- “Local organizations should be funded to lead this work.”

Together, the focus groups reveal a consistent sentiment: communities are already doing the daily work of resilience, but they cannot do it alone. Participants described strength in social cohesion, trusted local organizations, and strong mutual-aid networks that anchor their response to wildfire, drought, flooding, and economic instability. At the same time, they emphasized the limits of volunteer-driven systems and the urgent need for reliable infrastructure, multilingual communication, accessible funding, and long-term state partnership.

RESILIENCE IS... ACTIVITY

The ‘Resilience is...’ opportunity was an activity designed to quickly and accessibly engage community members in their vision of the Plan for a Resilient Oregon. Commonly utilized at community events, participants filled out a sheet of paper with a word, sentence, or picture illustrating how they define resilience for themselves, their communities, or the state of Oregon (Figure 12). CBOs facilitated this activity at least 26 separate times across regions, engaging 1,125 people in sharing their opinions. Responses demonstrate a diversity of opinions representing the diversity of Oregon, ranging in priorities from strengthening local food security to supporting Indigenous sovereignty and to fortifying mutual aid networks in local communities. Key themes that emerged from ‘Resilience is...’ responses include:

- **Preparedness as a Daily Practice:** Resilience means having the plans, supplies, and habits in place to sustain yourself and others when systems fail.

- **Community as the First Line of Response:** Oregonians see resilience as neighbors checking on neighbors, sharing resources, and acting together long before outside help arrives.
- **Emotional and Psychological Resilience:** Resilience includes the inner capacity to stay calm, grounded, and hopeful in moments of fear, uncertainty, and disruption.
- **Adaptation, Flexibility, and Improvisation:** Communities define resilience as the ability to adjust quickly, improvise with what's available, and learn from each challenge.
- **Strong Local Systems: Food, Water, Energy, and Land:** Resilience depends on secure, local systems like food production, water access, renewable energy, and healthy ecosystems that can withstand shocks.
- **Infrastructure and Communication Reliability:** People consistently link resilience to reliable infrastructure and redundant communication systems that keep communities connected during crisis.
- **Collective Care, Mutual Aid, and Social Cohesion:** Resilience is built through trust, shared responsibility, and the everyday practice of taking care of one another.
- **Justice, Inclusion, and Interdependence:** Many Oregonians view resilience as inseparable from equity, cultural respect, and ensuring the most vulnerable are supported first.
- **Long-Term Vision and Systems Change:** Resilience requires sustained investment, policy alignment, and long-range planning that prepares communities for a changing climate and future risks.
- **A Sense of Identity, Place, and Meaning:** Resilience is also cultural and place-based, a way of living with the land, honoring community identity, and finding meaning in shared experience.

Figure 12 Resilience Is... collage



Source: IPRE

OTHER ACTIVITIES FACILITATED BY CBOs

A total of nine (9) CBOs designed and facilitated their own community resilience engagement activities in addition to the event described above. Altogether, these events engaged more than 300 participants across all PRO regions: Southern (2), Eastern (1), Northwest (2), Portland Metro (3), and Central (1). Activities varied widely by each organization. Several CBOs held tabletop exercises; one using a winter storm scenario to explore communications strategies and another exploring trends in community resilience. Others created written activities using a tree as a metaphor, inviting participants to write resilience needs on individual paper leaves later added to a larger tree or using a tree as a framework for building a stronger community.

The remaining CBOs facilitated discussions on historical timelines, emphasizing colonial influences, and envisioning future resilience for their community. One CBO, Beyond Toxics, hosted an African American/Black Resilience Breakfast centered around three resilience focused questions shared over a communal meal (Figure 13). Because each CBO implemented their own event with unique goals, a standardized synthesis of results across these events is not feasible.

Figure 13 Beyond Toxics African American/ Black Resilience Breakfast



Source: Beyond Toxics

CONCLUSION

Across every region, every engagement method, and every demographic group, Oregonians voiced a shared message: resilience is local, relational, and rooted in community capacity. While the specific hazards and histories differ from coastal flooding to wildfire smoke to rural infrastructure gaps, the themes that emerged are consistent. Oregonians want the state to invest in the systems that keep daily life functioning during disruption: power, water,

transportation, communications, and housing stability. They want resilience hubs that double as trusted gathering places before, during, and after emergencies. They want clear, accessible emergency alerts and evacuation planning, especially for multilingual communities, elders, and rural households. And they want food security, recognizing that access to food is one of the most immediate and universal needs during crisis.

They also want the state to recognize and invest in the people and organizations already doing this work. Respondents repeatedly emphasized that CBOs, mutual aid networks, and local leaders are the first and most trusted responders, and that state investment should strengthen, not replace, these community-rooted systems. As one survey finding showed, only 15% of respondents anticipated federal support, while far more expected help from neighbors and local groups. The engagement process also surfaced a clear call for ongoing state partnership. Communities asked for sustained funding, accessible grants, support for rural and volunteer fire districts, improved communication systems, and policy changes that reflect the realities of climate-driven hazards. They also asked for transparency, coordination, and a state government that listens and responds to local expertise.

The insights in this report provide a blueprint to inform PRO strategies and direct the State of Oregon on how to prioritize resilience investments. They reflect what Oregonians know from lived experience: that resilience is built long before disaster strikes, through relationships, infrastructure, and community capacity. As the state moves forward with the Plan for a Resilient Oregon, these voices provide both direction and accountability. They remind us that resilience is not only a technical challenge but a collective commitment to safeguard wellbeing, trust, and opportunity for all Oregonians.

A Resilience Vision for Oregon

Tagline

Resilient by nature. Ready by choice.

Built locally, sustained statewide—for every Oregonian, in every community.

Executive Summary Version

Oregon envisions a future where every individual and community can anticipate, withstand, adapt to, and recover from natural hazards. We picture establishing resilience long before the inevitable disasters strike. We imagine a future where Oregon prevents most natural hazards from becoming disasters through trusted local institutions; diverse, redundant, and reliable infrastructure; and an enduring partnership between Oregonians and their state government. In a resilient Oregon, the state strengthens rather than replaces the networks of neighbors and community-based organizations that anchor preparation, response, mitigation, and recovery. Frontline communities, including rural and Tribal communities, low-income households, communities of color, people with disabilities, and youth and elders, are supported first. Planning and emergency information reaches everyone in accessible, culturally relevant forms, and the necessities of daily life, such as electricity, water, transportation, communications, housing, and food, remain available when disasters occur. Sustained by dedicated funding, coordinated regional structures, reliable data, trust among community partners, and care for the health of survivors, volunteers, and responders alike, this vision is a collective commitment to the wellbeing of and opportunity for all Oregonians.

Full Vision

Every individual and community in Oregon has the capacity to anticipate, withstand, adapt to, and recover from natural hazards and the disasters they can cause.

Resilience is built long before disaster strikes, through relationships, trusted local institutions, reliable infrastructure, and an enduring partnership between Oregonians and their state government.

We envision an Oregon where:

Resilience is local and based on relationships. In a crisis, Oregonians consistently turn first to neighbors, family, and community-based organizations. The state’s role is to strengthen, not to replace, community-rooted networks. Realizing Oregon’s resilience vision requires investing in the mutual-aid relationships, culturally specific organizations, and trusted local leaders that anchor preparedness, mitigation, response, and recovery in every region.

Everyone is included. Risk is uneven across Oregon, shaped by factors such as income, geography, language, disability, immigration status, and age. In a resilient Oregon, people's basic needs are met, and frontline communities, such as rural and Tribal communities, low-income households, communities of color, people with disabilities, and youth and elders, are supported first. Emergency information reaches everyone in their preferred language and in accessible, culturally relevant forms. The State and Oregon's nine sovereign Tribal nations consult and share information as equals in governance to guide and sustain resilience efforts across the state.

Essential infrastructure systems are stable. Every state investment in public infrastructure is an investment in resilience. When natural hazards cause disasters, Oregonians can trust that the necessities of daily life, such as electricity, water, transportation, communications, housing, and food, will be available because the state plans, funds, and maintains these systems to be resilient. The state also commits to identifying and upgrading existing infrastructure that is vulnerable to existing natural hazards. This process includes retrofitting and modernizing aging systems before they fail. The state's commitment to resilience extends to providing redundant, low-technology communication options and resilience hubs that serve as trusted gathering places before, during, and after disasters.

Trust is the foundation of resilience. Resilience is enterprise-wide, woven through local, regional, and state government and non-governmental support structures. A resilient Oregon depends on trust among communities and the institutions that serve them. Oregon builds trust through sustained engagement, capable and well-supported local governments, and emergency and recovery managers whose roles are stable and well-resourced. The state responds to local expertise with transparency and accountability.

Investment in resilience is sustained. Communities cannot build resilience on volunteer contributions and one-time grants alone. Oregon commits to: Dedicated, flexible, long-term funding for resilience; capacity to implement resilience plans; resilience related economic development and job creation opportunities; coordinated regional support structures; reliable data to inform decisions; and care for the mental and physical health of survivors, volunteers, and responders.

Everyone plays a part in resilience, with state coordination. Through enterprise-wide collaboration and achievement of shared goals, Oregon enables communities to thrive, not merely survive, in the face of evolving natural hazards.

Resilience in Oregon is a collective commitment to safeguard the wellbeing of and opportunity for all Oregonians.

DRAFT PRO Strategies and Tactics – 6/10/2026

- 1 Improve the state’s ability to serve people on the frontlines of disaster with improved communication and resources to meet the immediate needs of survivors.**

Vision: All Oregonians are confident they will receive timely, accessible information about emergency response and recovery. Everyone can access insurance. Disaster survivors receive quick support to stabilize their household. These assurances build trust and enable communities to collaborate towards long-term resilience goals.

- 1.1 Communicate natural hazard preparedness, response, and recovery information quickly and effectively to all Oregonians, including people with disabilities and people with limited English proficiency.
- 1.2 Fund and implement the Oregon Individual Assistance Grant Program to help stabilize households after a declared disaster.
- 1.3 Develop on-call agreements with local service providers to provide individual assistance and long-term recovery after a declared disaster.
- 1.4 Work with the insurance industry to increase access to homeowners, renters, and commercial insurance, and help all Oregonians understand their rights, coverage options, and available supports.

- 2 Provide consistent support to regional community resilience networks that bring together Tribes, federal and state agencies, local emergency managers, and community organizations.**

Vision: Every community in Oregon is part of a disaster resilience network centered in trusted local institutions. Supported is provided for full and consistent participation; networks foster trust that supports long-term resilience and surges in resources for emergency response and recovery.

- 2.1 Build the Oregon Community Resilience Coalition (placeholder name) by providing regional coordinating organizations with funds to regularly convene partners.
- 2.2 Convene agency staff, county staff, and each regional resilience group quarterly for joint training and problem-solving on resilience challenges.
- 2.3 Fund a public assistance grant program to help Tribes, counties, cities, and special districts develop, update, and maintain FEMA-approved Tribal and local hazard mitigation plans required to receive HMGP funding and to apply for and receive other FEMA mitigation project grants, pursue other grant opportunities, and meet cost-share requirements for grants.
- 2.4 Continue OEM's program that funds in-state travel for mutual aid or training among Tribes, counties, cities, and special districts in Oregon. Expand the program to include regional Community Resilience Coalition members engaged in peer-to-peer coaching, mutual aid, and training.

DRAFT PRO Strategies and Tactics – 6/10/2026

- 2.5** Continue providing grants to Tribes, counties, cities, special districts, and community organizations that partner with the state to provide emergency shelter and long-term recovery support.
- 2.6** Establish a formal OEM–DPSST coordination process to jointly assess training needs, develop standardized curricula, and deliver accessible, regionally based training for volunteer first responders and emergency workers. Leverage local instructors, regional training hubs, and public education providers to deliver accessible, community-based instruction.
- 2.7** Ensure qualified emergency service volunteers have affordable access to injury coverage and clear liability protection while performing approved emergency service activities and training.
- 2.8** Establish a fund that provides small grants for pilot projects, including technical assistance and applications for larger grants, that are co-designed with frontline communities. Designate a proportion of the fund for Tribes.
- 2.9** Establish an online portal to help Tribes, counties, cities, special districts, and community organizations identify funding opportunities.
- 2.10** Increase capacity for emergency planning and increased food storage at food banks; integrate food banks with other lifeline systems in the Regional Resilience Network.
- 2.11** Integrate regional resilience planning and coordination with the Oregon Community Food Systems Network, particularly their statewide Food Hub Network.
- 2.12** Leverage regional resilience networks to identify and support infrastructure resilience projects that meet identified community needs, such as fuel or solar + battery installations for energy system resilience. Support state agencies to be strong partners in this work.
- 2.13** Ensure stable, dedicated funding for Tribal, county, and city emergency management.
- 2.14** Include organizations that provide mental health services in Oregon Community Resilience Coalition.
- 2.15** Fund organizations in disaster-impacted communities to promote community cohesion and collective healing through art.

3 Integrate economic resilience and business recovery into community resilience by supporting local businesses that provide essential services, economic stability, employment, and sense of place.

Vision: Oregon's business community is a valued contributor to natural disaster response and recovery and receives support for its own recovery.

- 3.1 Create a business recovery fund to provide technical assistance and low-interest or forgivable loans to businesses damaged in declared disasters, prioritizing applicants with insurance coverage and those that provide essential community infrastructure or employment.
- 3.2 Include Regional Economic Development District representatives in Oregon Community Resilience Coalition.
- 3.3 Create a fund at Travel Oregon to support communities in rebuilding their market presence and tourism infrastructure following declared disasters.
- 3.4 Pilot Regional Food and Agriculture Business Centers to support business continuity and economic resilience of farms and food companies in rural Oregon.
- 3.5 Develop standard language in state procurement processes to permit quick purchase of materials and services needed for emergency response to declared disasters. Provide technical assistance to vendors that commit to providing goods and services in an emergency. Prioritize local businesses to support economic recovery.
- 3.6 Support and grow programs such as Oregon Builds, the Youth Reengagement System at Youth Development Oregon, Community Wildfire Protection Corps, and the Oregon Conservation Corps Wildfire Workforce Partnership for educational programs that contribute to resilience goals.
- 3.7 Invest in programs that expand Oregon's resilience economy, such as the Oregon Native Seed Strategy to support the development, expansion and success of the Native Plant/Seed market.
- 3.8 Support and grow efforts that build community resilience and provide multiple community and economic benefits. Prioritize circular economy initiatives, material/waste repurposing or diversion, and disaster mitigation.
- 3.9 Support Business Oregon, OEM, and Economic Development Districts in assessing and meeting the demand for small-business continuity training.

DRAFT PRO Strategies and Tactics – 6/10/2026

- 4 Invest in data collection and sharing among state agencies and with Tribal governments and local governments to inform better risk assessments and asset management.**

Vision: The State of Oregon values data about natural disaster risks and infrastructure and manages them for the benefit of all. The state enterprise, Tribes, and local jurisdictions can access data to inform timely decisions about risk and investment.

- 4.1** Partner with the Association of Oregon Counties to expand their transportation asset management database to other public assets such as water and sewer systems, campgrounds, and fairgrounds.
- 4.2** Support DAS in designing a data sharing system with long-term functionality; anticipate maintenance needs.
- 4.3** Maintain wildfire cameras, seismic monitors, and other natural hazard data collection systems; integrate these data into other state systems.
- 4.4** Curate appropriate data elements to be deployed by Oregon's Open Data system and ensure that data are accessible to the public.
- 4.5** Convene a community-use data working group from the regional resilience networks to share data utilization techniques, explore future data utilization possibilities, and to advise the state on how it deploys public data.
- 4.6** Develop data-sharing agreements among agencies and with AOC and DAS-IT so asset data can be used for planning and emergency response purposes.
- 4.7** Invest in basic hazard data collection such as landslide mapping, flood risk assessments, and forest health monitoring. Partner with universities and other scientific centers to build on what exists currently.
- 4.8** Provide consistent support to maintain and expand climate, health, and environmental health data and epidemiology programs that inform decisions about community health and equity.
- 4.9** Partner with Oregon's institutions of higher education and research centers, including UO, OSU, PSU, and others, to coordinate hazard, climate, health, infrastructure, and resilience data collection, dissemination, and sharing for planning, public communication, and emergency response.
- 4.10** Standardize assessment methods and assess the condition of all ODOT culverts
- 4.11** Pilot an asset management transformation lead at ODOT.
- 4.12** Expand access to asset management software for all counties, cities, and special districts in Oregon.

- 5 Improve long-term planning and use data to drive investments in the resilience of lifeline systems including local utilities, affordable housing, and public lands.**
- Vision: Oregon's essential systems are reliable. Oregonians avoid preventable disasters and ensure community wellbeing into the future.***
- 5.1 Review utilization of grants such as the Special Public Works Fund, Safe Drinking Water Revolving Loan Fund, Well Abandonment and Repair Program, Levee Grant Program, and Feasibility Study Grants, and make recommendations for a comprehensive resilience grant and loan program to support reliability of lifeline systems.
 - 5.2 Establish a permanent state resilience grant and low-interest loan fund for projects by Tribes, local governments, and special districts that increase the resilience of critical infrastructure systems. Include grants for technical assistance necessary to develop further proposals for funding.
 - 5.3 Expand the state's dam safety program to include levees; increase capacity for modeling and technical assistance for safety plans at high-hazard dams and levees.
 - 5.4 Coordinate planning among Oregon's 23 ports and between ports and other transportation systems.
 - 5.5 Create a statewide working water resilience program that provides storage, irrigation upgrades, drought planning, and emergency water access.
 - 5.6 Include natural systems in infrastructure planning and make more data-driven investments in programs such as urban and community forestry and Place-based Water Planning Grants.
 - 5.7 Systematically seek and include indigenous land stewardship knowledge into state asset management decisions.
 - 5.8 Treat affordable housing as a lifeline system. Make data-driven investments in programs like the Oregon Multifamily Statewide Energy Program (ORMEP) that improve energy efficiency and increase wildfire resiliency for residents of affordable housing.

6 Establish a Governor's Office of Resilience to steward resilience efforts and advance enterprise-wide collaboration.

Vision: Oregon can solve problems because agencies work together; engage trusted community, Tribal, business, and philanthropic partners; and make data-driven decisions that advance the wellbeing of Oregonians. Oregon is a national leader in community resilience.

- 6.1 Ensure that state resilience efforts equitably serve people with disabilities, rural and frontier communities, immigrant and refugee communities, communities of color, and others who face disproportionate risks or barriers.
- 6.2 Consult Tribal leaders in the implementation of resilience initiatives and ensure that all state resilience programs also serve Tribal nations.
- 6.3 Convene regional resilience networks and state agencies quarterly.
- 6.4 Steward the data management and long-term planning efforts identified in strategies 4 and 5.
- 6.5 Lead development of the grant clearinghouse and the small grants program.
- 6.6 Work with DAS to create resilience fellowships for state employees and offer leadership training on collaboration and resilience within the enterprise.
- 6.7 Systematically track emergency response costs across the state enterprise and report them annually to the legislature.
- 6.8 Engage with established state advisory committees on topics such as public health, education, and the arts to integrate their expertise into regional resilience work.
- 6.9 Identify opportunities to link, align, or consolidate state boards and commissions to increase cross-system policy advising and reduce administrative burden.
- 6.10 Partner with one or more established community foundations to establish and administer a fund to which state employees and private philanthropy can donate to assist Oregonians in long-term recovery.
- 6.11 Partner with community resilience leaders and private philanthropy to identify opportunities for philanthropy to advise state-led resilience initiatives.
- 6.12 Systematically improve continuity of operations planning across the state enterprise; ensure state services are available when they are needed most.
- 6.13 Ensure that all state employees receive basic emergency preparedness training to strengthen personal, workplace, and community resilience. Training should include hazard awareness, emergency procedures, preparedness planning, and guidance on employee roles during natural disasters.

DRAFT PRO Strategies and Tactics – 6/10/2026

- 6.14** Make natural disaster response a part of every state employee's job description.
- 6.15** Work with LFO to establish an emergency board funding process so agencies can incur expenses to protect lives and property during a period of declared emergency without jeopardizing existing programs.
- 6.16** Promote creative financial and other incentives for a culture of collaboration, particularly across agencies, to achieve resilience goals.



Office of Governor
TINA KOTEK

REOregon
Recover · Rebuild · Revitalize



PLAN FOR A RESILIENT OREGON STATEWIDE RESILIENCE FORUM

Meeting 8: May 20, 2026 [Meeting Packet](#)

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 Elbettar, and Matthew Havnear, Jackson County Long Term Recovery Group; **Portland Metro:** Annabelle Rousseau, Verde **Central:** Christina de la Torre, Unite Oregon.

At-large members: 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; Maxwell Woods, Oregon Department of Energy; Paris Edwards, Oregon Department of Transportation; Christian Stringer, Department of Justice; Shannon Marheine, Oregon Housing and Community Services; Ali Ryan Hansen, Department of State Lands; Maria Denny, Oregon State University Extension; and Patence Winningham, Office of Emergency Management

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; Alyssa Cody, Gabi Robb, and Willow Vero, University of Oregon Graduate Students

PRO Staff Team: Jonna Papaefthimou, Oregon Chief Resilience Officer; Erik Cole, Oregon Statewide Resilience Plan Manager; Aimee Fritsch, Oregon State Resilience Plan Coordinator

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. Please take the post meeting survey, your input is very important.

3. Oregon Resilience Summit Announcement – Kristin Monahan, Kelley Nonprofit Consulting

At recent three-day conference, participants explored recovery during discussions with communities impacted during wildfires, shared resilience models across Oregon and other states, made art and connected. Next conference is October 21-23. Participants will include community members, representatives from the government sector, and philanthropy partners. Go to OregonResilience.org/Register to sign up, tickets will go on sale June 1. The Governor's Office will support admittance for community-based organizations to attend. Over 40 CBOs presented at the first conference, more expected at the October conference. There will be opportunities to highlight preconceived notions about resilience sectors, talk about the business community, hear about Oregon food

systems and land trust models, art/placemaking and cultural identity topics, the use of AI, and more. The website also has information about signing up to participate in the development of the conference. Partnering with McKenzie Valley Long-Term Recovery Group and three other organizations to-be-announced. There will be translation and other accessibility features built into the forum.

- Tessa Elbettar (from the chat): It would be great if the conference could include a panel with all the regional resilience forum facilitators!

4. Research Team Introduces DRAFT PRO Strategies – University Research Team

The PRO process is currently in the writing and reviewing stage. As a reminder, the research team reviewed over 100 NHMPs, CWPPs, and other plans to help inform resilience strengths and gaps. It revealed that the planning landscape is broad, but there is little integration across planning efforts. Additionally, few plans are implementation ready. The research team also conducted a variety of focus groups (14) and interviews (26) and engaged more than 300 people through this process. Other input included CBO engagement, a survey to state agencies, and Tribal youth engagement. The draft strategies are developed based on this information and will be revised to incorporate new input. The strategies/actions are preliminary and reflect a process of a people-centered plan and the aggregate input of various sources of information.

5. Feedback & Requests from Governor Kotek – Jonna Papaefthimiou, Oregon State Resilience Officer

The list of strategies provided to the SRF is the same list that Governor Kotek reviewed. Her input is that the scope is big, and she recognizes the need for transformational change to make the needed shifts for Oregon’s resilience. She also acknowledged that the scope is ambitious and asked us to start identifying the most important steps to prioritize to initiate transformational change and put those strategies to the front. For others, she asked that we adjust them to a 10-year timescale to implement. She also acknowledged that we have significant budget constraints, especially with federal funding impacts, resulting in many resource demands. She asked that we address the business community. She also said that government cannot do everything, so we need to acknowledge where other partners and systems are best suited to respond. Finally, she asked what we should stop doing that may allow us to redirect those resources to something more meaningful.

6. Discussion of Strategies – All

Jonna clarified the ask for this discussion is to bring personal perspectives from lived experiences/individual knowledge to apply to the draft strategies and the Governor’s feedback. Marina Denny questioned how to account for the data not reflected in the current draft strategies; Jonna responded that the rest of this data will be incorporated by the University Research Team by the end of July.

- Kristin Greene (DLCD): Commends team for centering frontline communities. 2.3.1 is one of our most loved strategies. The updating of factual information to comprehensive plans is fundamental to who we are as a state. One thing that could help other strategies come first is 4.1.4. We are closely related to OEM and want to sync up with them to determine what work lives in what agency.
 - **Actions and Tactics 2.3.1.** Introduce legislation allowing Oregon counties and cities to be considered for state cost-share on eligible public assistance projects if they use risk and vulnerability assessment information in their current, Federal Emergency Management Agency approved natural hazard mitigation plans (NHMPs) to adopt updates to the Goal 7 section of their comprehensive plan. (legislative)
 - **Actions and Tactics 4.1.4.** Formalize and fund the Climate Change Adaptation Framework Implementation Team. (legislative, budget)
- Patence (OEM): There's a lot we still don't know about mitigation efforts across the country as we await the FEMA report. All of our partners are part of strategy. Some state emergency managers still don't understand the purpose of the PRO and related planning efforts. How are we going to manage this from the state level down to the local level?
- Tim (AOC): There is something about recovery, reducing administrative burden, etc. I would love to have a strategy about rapidly recovering, so I can get people rebuilt in 6 months rather than 6 years.
 - Jonna: The state struggles to work together and do big hard things across multiple agencies/levels of government. Recovery definitely calls on us to better collaborate to serve our communities.
 - Patence Winingham (from the chat): appreciate that Tim - how do we remove/reduce the red tape that is a barrier to expedited recovery efforts.
 - Paris Edwards (from the chat): and yet, we don't want to keep putting ourselves in harm's way. Does rapid recovery also give space to question if we should rebuild, esp in the same place and in the same way?
 - Christina De La Torre: Agreed with Paris Edwards, especially making enough time for ensuring marginalized communities are invited to the table to make recovery decisions
 - Kristen Greene: Amplifying Paris' comment above. That is in our short list of loves (buyouts), managed retreat strategies, etc.
 - Grace Thikrill: Another follow on to Paris' comment. Our clients regularly speak as if adaptation to chronic conditions is the same as preparedness and recovery from acute events. Takes a lot of education to move the thinking. The term resiliency seems to be lumped into the event-based concept as I hear it used and the managed retreat or permanent modification of systems seems to be a struggling concept still.
- Maxwell: It feels like there is opportunity for more high-level goals across state enterprise efforts. It's a lot easier to be resilient if you have more money. Upleveling economic growth/Prosperity Council is an important level. Wildfires affect everything

and will drive our second biggest utility to bankruptcy. How can we incorporate these into the recommendations?

- Jonna: We still have the opportunity to incorporate more wildfire efforts into these strategies and will follow up with State Fire Marshal.
- Chantal (Eastern OR): Would like to see ways that this plan and the collaboration can be sustainable. I would like to see what accountability looks like; this is important to ensure equitable outcomes. I also noticed food systems wasn't mentioned much, especially under critical infrastructure. It also doesn't call out marginalized communities specifically.
- Ed Flick: Incorporating food systems is really important to address in this plan.
 - Erica: The food and agriculture focus group had not been conducted at the time the draft strategies were developed.
 - Ed: I would hate to think that we're losing focus on long-term efforts to reduce seismic risk.
 - Jonna: This Oregon Seismic Safety Policy Advisory Commission's plan is engineering-heavy and leads strategy for seismic resilience for the state, and this plan is meant to support people-centered elements of that plan.
 - Ed: I would also like to see more reflected about displacement from hazards on people with disabilities.
 - Josh Bruce (from the chat): The OSPAC Resilience Plan was intended as a 50-year plan. Just for comparison and situational awareness.
- Matthew Havnear: A lot of this work depends on a network that typically isn't resourced until after a disaster occurs. Building up these systems before an emergency will be vital for resilience.
- Debbie: We're asking for voters to pay for these resilience efforts while families are already economically struggling to survive. How do we hold people accountable to make these things happen? How do we address man-made disasters like ICE and AI data centers? These are challenging and hard conversations that need to be had.
- Chantal (Eastern OR): Can we find more creative ways of addressing these issues in the face of budget constraints?
- Ali (State Lands): Where I want to feel fired up, I feel daunted because the strategies are encompassing so much. As we consider sequencing, what can we focus on immediately that will feel like a win to Oregonians? What speaks to me are the strategies that ring multiple bells.
- Paris: I don't know how we make good decisions and have them feel transparent. How do we start? What's the most broken? I don't think we do that without good, solid data.
- Cristina: Our forum came up with three great ideas that we would love for the PRO team to consider. 1) The need to identify the current status of some of these strategies. Are some of them already happening? 2) We noticed a lot of references to new or existing roles. Which of these are going to be expanded roles and which are new? This would help us understand budget allocation and where to start. A diagram about those roles and how they coordinate would be helpful—let's be explicit about

who it is and how they already coordinate or communicate and how we hope to better improve that process. 3) Accountability ownership to understand if these strategies are budget, legislative, or what other mechanisms are involved to ensure that strategy is being implemented.

- Kristin: On transformational change, I want to emphasize frontline communities. The people really struggling generally can't engage in these processes. I agree on prioritizing asset inventory and would add data. A new [OEM/DOGAMI tool](#) helps assess risk for local governments to determine most vulnerable communities by income helps understanding who is truly most vulnerable. It is still in beta testing.
- Jonna: What would be the biggest barriers or challenges? What's holding us back?
 - Ed: I hope we stay committed to this work and staying engaged with these communities. It has to be transformation and it has to work.
 - Tim: Maintenance of effort and authority to drive change.
 - Annabelle: Public buy-in. The public is going to know that these strategies are going to impact natural disaster response but everyday resilience too.
 - Jonna: Organizational culture. Culture eats strategy for breakfast. Reducing silo of efforts. Leadership.
 - From the chat: humility, dedicated people, relationships, reducing siloing of effort, belief in others, leaders, coming out of our silos, tactics that are accepted widely across political parties.. get input now at different levels, leadership and expectations.
- Jonna: These questions about strategy development will be in the survey too so please continue providing feedback there.

From the chat:

- Susan Patterson: When will the business focus groups be held, timelines to discuss economic and disaster resiliency?
 - Erica Fleishman: All focus groups have concluded, including housing, economics, and jobs. The data from those groups is not yet reflected in the draft strategies, however.
- Tessa Elebetar: Aimee, can you remind whether this draft includes the revisions from this month's RRF meetings
 - Erik Cole: Tessa (& Aimee) this does NOT reflect your meetings....yet. For ease of version control & to be true to all the feedback, this is the same document you had.
- Brenden Irsfeld: Perhaps beyond the scope of this effort, but I am curious if impacts of climate migration on the Pacific Northwest region has been discussed in tandem with the other goals/strategies being developed in the PRO plan
- Tessa Elbettar: If utility companies are worried about bankruptcy, I'm curious if there are policy spaces where that concern is being brought to insurers and insurance regulation, since I've heard we're 'behind' on home hardening incentives as a state
 - Max Woods: Hi Tessa - yes, wildfire risk/liability and electric utilities is one of the top energy-related issues now. Lots of legislative conversations. It's a major issue in Oregon and across the west.

- Mikaila Way: My first gut reaction was - Wow! This is an impressive consolidation of statewide work and input. I really like that Strategy 1.1 - Grow strategic partnerships with local resilience leaders under Goal 1 about tangible wins for frontline communities. To me this says this plan centers People & Relationships, and on the ground realities. Building on what Debbie Cabrales said, Two things I would like to see mentioned/articulated for making sure our workforce populations in seasonal/migrant work are included in emergency resilience plans. Essentially workers who are central to our economies, but are often left behind in disasters. They need to be included/ thought of before, during and after an emergency happens. Secondly, this extends to the communities and families that are extensions of this workforce in OR economies. Fisheries, Logging, Hospitality, Agriculture, Construction etc.
- Sophie Els: I think strategies in this draft that should be high priority are those that help address the issue of budget constraints, such as 1.3.2. (but recognize this strategy may not be the most useful). I think the draft should be expanded to include more creative funding strategies, building on examples like 1.2.4. (creating tax incentives for property owners to retrofit homes). The State could offer similar tax incentives for updates to water infrastructure, implementation of soil health practices, etc — incentivizing activities and strategies that increase resilience for rural and frontline communities. The State offers tax incentives to industries that are not contributing to long-term resilience (and can in fact undermine resilience by over-use of resources like water and energy...) — why not expand tax incentives to directly relieve some of the burden on frontline communities, by encouraging strategies that will actively build their resilience at the same time.
- Patence Winningham: <https://kumu.io/> make sense of a messy world. :) this is a cool free tool to Capture the structure of personal networks and reveal key players. Visualize the informal networks within your organization and see how work really gets done.
 - Josh Bruce: We used KUMU after the 2020 wildfires to try and visualize a statewide resilience network: <https://kumu.io/UOIPRE/corenet>

7. Regional Resilience Forum Updates – 5 Regional Facilitators

Southwest Region (Tessa Elbettar): Number one thing that came up was strategy implementation funding/having a budget attached. Also, broad support for strengthening and sustaining efforts for recovery. Local community side of recovery is not currently stabilized and requires investment from the state. Celebrating that strategies reflect CBO leadership/participation in implementation. Want to see compensation for CBOs for this work. Rural partners specifically mentioned appreciating any strategies around evacuation systems. Strategies that encourage collaboration between nonprofits and Tribes. Want to see more mandated collaboration from County-level government with CBOs. The biggest concern is long-term implementation. Not capacity on county/jurisdiction level to implement state-level mandate. What are the accountability

mechanisms? For rural communities, a mandate might be inequitable. Some strategies did not mention CBOs and they should be explicitly integrated into implementation structures. Folks want to see more on housing recovery. Mental and behavioral health capacity is already lacking in Oregon, which becomes more important after disasters. We want to see state agencies investing in strategic partnerships with communities. We want to meet the regional coordinator position. Complex grant requirements and reporting could exclude CBOs with limited administrative capacity. Concern that water infrastructure is not mentioned as critical to statewide infrastructure.

Central Oregon Region (Cristina de la Torre): We facilitated a quantitative/qualitative assessment in our strategy discussion. Participants were able to highlight priorities and aggregate them to understand where there was really high consensus and where strategies scored lower. Across all goals, we found mentions around resourcing before disasters to be the most important and identifying tangible wins for communities, so goal 1 and 2 strategies scored the highest. Strategy 4.1.3 was popular to enable flexibility and scalability. Strategies that scored lower were from goal 4 because of ambiguity. Who would own the land in the buy-out program? A lot of questions around funding strategies, etc. We also noted strategies that seemed too similar to be positioned under different goals. We really want to emphasize the need for current statuses of proposed strategies.

- **4.1.3.** Encourage and allow agencies to implement practical actions or experimental initiatives that support collaborative, state and local pre-disaster and post-disaster recovery initiatives. (executive)
- **Goal 1:** Deliver tangible wins for frontline communities
- **Goal 2:** Support regional resilience networks that engage established and emerging leaders in local government and nonprofit sectors to collaborate, problem-solve, and advise on disaster resilience and long-term recovery
- **Goal 4:** Shift state agency culture towards collaboration across the enterprise

Portland Metro Region (Annabell Rousseau): We were also wondering how support for people with disabilities would be integrated in the plan. We also discussed how we can get more public buy-in. Another question was around if there would be definitions around key terms in the PRO (i.e.: who are frontline communities?). We also discussed collaboration between CBOs, COADs, and VOADs and would like to see that language in the strategies. On the community level, we discussed how there isn't mention of volunteer-driven opportunities to support resilience. More mentions of long-term recovery efforts... is there a minimal baseline that will be established for recovery efforts? Will that be regionally based? How will it be accounted for? Our group really appreciated any mention of supporting grassroots efforts of skill and first-response culturally specific training. We like the idea of regional coordination of COADs and VOADs and CBOs at emergency planning tables. How will existing structures be addressed? We also want to see more language of both cities and counties being involved.

Northeast Region (Chanel Ivenso): Sustained collaboration. Our group really likes the push for Interagency coordination and restructuring. Idaho was brought up as a good example (radios that would work in multiple jurisdictions). Timeline for implementation would be a necessary next step. On 1.1.8, ORS rule already addresses this but doesn't define formalized group.

- **1.1.8.** Make liability and injury insurance accessible and affordable to volunteer first responders (legislative, budget)
- **2.2.1.** Establish a Governor's Community and Regional Resilience Council composed of representatives from tribes, community-based organizations, rural and frontier communities, labor, and culturally specific organizations to advise on PRO implementation, budget priorities, and policy trade-offs. (executive action)

Northwest Region (Debbie Cabrales): The Northwest Region is really excited about ongoing commitment to continue collaboration among groups. This is opening up opportunities to connect CBOs with state government. A lot of emphasis on multilingual/culturally relevant evacuation communication. A lot of conversation around questions for the researchers, such as funding resources, regional focus. Need a map of what needs to happen urgently and what is a lower priority. Conversation of FEMA funding and necessity to have status to receive resources. Big emphasis on water needing to be reflected in strategies. Also discussed man-made disasters like mass shooting and AI data centers. What makes people feel safe? Are COADs thinking of POC? There's a big mistrust in the government right now. What is an emergency and how is this term interpreted differently? The strategies are very dependent on funding which is unreliable.

8. Synthesis of Feedback/Review Next Steps – Jonna Papaefthimiou, Oregon State Resilience Officer

We have two more meetings coming up in May with RRF. We will share updated strategies ahead of the June meetings. Feedback included need for clear funding sources and accountability mechanisms for implementing these strategies. Please take the [May SRF meeting survey](#).

[May Meeting Presentation Link](#)