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1:00	Welcome & Introductions	Jonna Papaefthimiou, State Resilience Officer
1:03	Agenda Overview & Logistics	Jonna P.
1:05	Plan and Process Updates on the PRO	Jonna P.
	- Questions and Discussion	All
1:25	Draft PRO Strategy & Actions – Overview of Updated Version	All
	- Additions and refinements	
	- Showing timeline and costs	
1:30	Discussion of Strategies & Actions	All
	- By strategy, 1 - 6	
	- Questions, comments, suggestions	
2:00	Break	
2:10	Continue discussion of Strategies & Actions	All
2:30	Regional Resilience Forum Updates	Regional Facilitators
	- Response to Strategies & Tactics	
2:55	Gratitude and closing	Jonna P. / All
3:00	Adjourn	Jonna P.

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

	DRAFT PRO Strategies and Tactics	Budget Range	Timeline for Projected start
	Prepared for PRO State Resilience Forum DRAFT with revisions as of 7/8/26. Plan for a Resilient Oregon Resource site	In Dollars \$ <\$500,000 \$\$ \$500k–\$1M \$\$\$ \$1- 5M \$\$\$\$ >\$5M	Years from now
S1	Increase the state’s ability to serve the immediate needs of survivors of disasters, especially those with the least capacity to recover.		
1.1	Provide timely and accurate preparedness, response, and recovery information in multiple languages, formats, and communication channels so all Oregonians—including people with disabilities and those with limited English proficiency—can receive and act on critical information.	\$\$	0-4
1.2	Expedite implementation of the Oregon Individual Assistance Grant Program (HB 4121 [2026]) to address critical needs of disaster survivors.	\$\$\$	0-4
1.3	Develop on-call agreements with appropriate and accessible local services to provide individual assistance and contribute to long-term recovery after a declared disaster.	\$\$	0-4
1.4	Make universal accessibility the standard for all alert and warning communications. Use plain language, accessible formats, and multiple communication channels from the outset.	TBD	5-8
1.5	Develop and fund a statewide program that connects computer-aided dispatch platforms.	TBD	5-8
S2	Formalize support for regional community resilience networks that bring together Tribes, local governments, federal and state agencies, Coalitions of Organizations Active in Disaster, Long Term Recovery Groups, and other community organizations.		
2.1	Build the Oregon Community Resilience Coalition (placeholder name) by providing Community Organizations Active in Disaster, Voluntary Organizations Active in Disaster, Long Term Recovery Groups, Centers for Independent Living, and other regional coordinating organizations with funds to regularly convene regional partners.	\$\$\$\$	0-4
2.2	Invite Regional Resilience Coalitions (placeholder name) to design and lead quarterly meetings of Tribes, community-based organizations, local governments, federal and state agencies, for training, planning, and problem-solving, and to inform state investments in resilience. Include Regional Economic Development Districts and agricultural, educational, public health, and other sector-based organizations where there is interest or need.	No additional cost	0-4
2.3	Create a state Public Assistance Grant program for Tribes, counties, cities, and special districts to develop and update Federal Emergency Management Agency (FEMA)-compliant natural hazards mitigation plans, apply for hazards mitigation and other resilience grants, and meet cost-share requirements.	\$\$\$\$	0-4
2.4	Assist cities and counties to update comprehensive plans and development code regulations with current data on the distribution of hazards.	TBD	0-4

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2.5	Formalize state support for in-state travel for mutual aid or training among Tribes, counties, cities, and special districts in Oregon and for regional Community Resilience Coalition members engaged in peer-to-peer coaching, mutual aid, and training.	\$	0-4
2.6	Continue to support Resilience Hubs (as defined in ORS 409.760); require resilience hub grant recipients to participate in their regional resilience networks.	\$\$\$\$	0-4
2.7	Establish a formal Oregon Department of Emergency Management–Department of Public Safety Standards and Training coordination process to assess training needs, develop standardized curricula, and deliver accessible, regionally based training for volunteer first responders and emergency workers.	\$	0-4
2.8	Establish an online clearinghouse to help Tribes, counties, cities, special districts, and community organizations identify funding opportunities related to resilience.	\$\$	0-4
2.9	Reserve a portion of public art funding for organizations in disaster-impacted communities to promote community cohesion and collective healing.	\$	0-4
2.10	Ensure stable, dedicated funding for Tribal, county, and city emergency management.	TBD	5-8
2.11	Provide qualified emergency service volunteers with affordable access to injury and liability insurance while performing approved emergency service activities and training.	TBD	5-8
2.12	Establish a fund with public and private investment that provides needs-based small grants for pilot projects, including technical assistance, capacity building and grant writing, which are co-designed with frontline communities.	TBD	5-8
2.13	Increase capacity for emergency planning and food storage at food banks and other community food distribution hubs.	TBD	5-8
S3	Integrate economic resilience and business recovery into community resilience efforts; prioritize support for preparedness and recovery by local and small businesses, Minority, Women, and Emerging Small Business (MWESB), and Service-Disabled Veterans (SDV)		
3.1	Create a business recovery fund to provide technical assistance and low-interest or forgivable loans to businesses impacted by declared disasters. Prioritize applicants that were insured and that provide essential goods, services, or employment. Designate a portion of the fund to train small businesses on off-site storage of records, insurance, and other forms of preparedness. Include noncitizen business owners.	\$\$\$	0-4
3.2	Work with Travel Oregon to support communities in rebuilding their market presence and tourism infrastructure following declared disasters.	\$\$\$	0-4
3.3	To ensure essential recovery support reaches all affected communities, collect data on gaps in disaster assistance for undocumented residents, workers, and business owners, and build inclusion into the design of state assistance programs.	ongoing	0-4

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3.4	Support the Regional Food and Agriculture Business Centers, the Farmer and Rancher Resilience Grant Program, and other programs that serve small and underserved farmers, growers, and ranchers to ensure business continuity and economic and food resilience.	\$\$\$	0-4
3.5	Explore the most effective methods to inform homebuyers and new residents of natural hazard risk on their property and in their communities.	\$	0-4
3.6	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 and Certification Office for Business Inclusion and Diversity (COBID) certified businesses to support economic recovery.	TBD	5-8
3.7	Support and expand Oregon Builds, the Youth Reengagement System at Youth Development Oregon, Community Wildfire Protection Corps, the Oregon Conservation Corps Wildfire Workforce Partnership, and other educational programs that contribute to resilience goals and train and prepare youth, underrepresented, and rural workers.	TBD	5-8
3.8	Invest in the Oregon Native Seed Strategy and similar programs that expand Oregon's resilience economy.	TBD	5-8
S4	Invest in data collection and sharing among state agencies and with Tribal and local governments to inform risk assessments and asset management.		
4.1	Support, maintain and expand climate, public health, and environmental health data and epidemiology programs that inform decisions about community health and equity. Partner with institutions of higher education to build on what exists currently.	TBD	ongoing
4.2	Support and maintain basic hazard data collection such as landslide mapping, flood risk assessments, and forest health monitoring by state agencies. Partner with institutions of higher education to build on what exists currently.	TBD	ongoing
4.3	Partner with the Association of Oregon Counties to pilot an expansion of their transportation asset management database to other public assets such as water and sewer systems, parks, and fairgrounds.	\$\$	0-4
4.4	Maintain and expand wildfire cameras, seismic monitors, and other natural hazard data collection systems; integrate these data into state systems.	TBD	0-4
4.5	Adopt a computerized maintenance management system at ODOT to support preventative maintenance and invest in state highway system asset information to identify critical risks and inform investment priorities.	\$	0-4
4.6	Promote disaster preparedness and response education as standard civic knowledge for all ages, including K-12 and higher education.	\$	0-4
4.7	Support the Department of Administrative Services' efforts to design and maintain an enterprise-wide infrastructure data-sharing system for state agencies and their partners.	TBD	5-8
4.8	Develop data-sharing agreements among agencies and with the Association of Oregon Counties (AOC) and Oregon Enterprise Information Systems (EIS) that enable use of infrastructure asset data for resilience planning and emergency response.	TBD	5-8

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4.9	Build on the pilot with the Association of Oregon Counties to expand access to infrastructure asset management software by all counties, cities, and special districts in Oregon.	TBD	5-8
S5	Improve long-term planning and use data to drive investments in the resilience of local utilities, affordable housing, transportation assets, public lands, and other lifeline systems.		
5.1	Include natural systems in infrastructure investments and increase the magnitude of data-driven investments in programs such as urban and community forestry and Place-based Water Planning Grants.	TBD	ongoing
5.2	Systematically seek and include indigenous land stewardship knowledge into state asset management decisions and seek opportunities for co-management with Tribal governments.	No additional cost	ongoing
5.3	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.	TBD	0-4
5.4	Establish a permanent state resilience grant and low-interest loan program, including technical assistance with proposal development, for projects led by Tribes, local governments, and special districts recovering from a disaster or seeking to increase the resilience of critical, at-risk infrastructure.	TBD	5-8
5.5	Expand the state's dam safety program to include levees and increase capacity for technical assistance for safety plans at high-hazard publicly and privately owned dams and levees.	\$\$\$	5-8
5.6	Treat affordable housing as a lifeline system by making data-driven investments in the Oregon Multifamily Statewide Energy Program (ORMEP) and other programs that improve energy efficiency and increase wildfire and flooding resilience for residents of affordable housing.	TBD	5-8
5.7	Coordinate planning among Oregon's 23 ports and between ports and other transportation systems.	TBD	9+
5.8	Support and implement the Integrated Water Resources Plan (IWRP) and integrate drought considerations into OWRD's place-based planning program.	TBD	9+
S6	Establish a Governor's Office of Resilience to steward resilience efforts and advance enterprise-wide collaboration.		
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 to preparedness.	No additional cost	Ongoing
6.2	Consult Tribal leaders in the implementation of resilience initiatives and ensure that all state resilience actions serve Tribal nations.	No additional cost	Ongoing
6.3	Strengthen coordination across regional resilience networks, state agencies, advisory committees, boards, and commissions by aligning planning, sharing information, and identifying opportunities to streamline governance and improve cross-system policy coordination.	No additional cost	Ongoing

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6.4	Convene regional resilience networks, state agencies, tribal representatives, and others at least quarterly, in partnership with Regional Resilience Networks.	TBD	Ongoing
6.5	Integrate the Plan for a Resilient Oregon strategies and actions with updates to Oregon's Natural Hazards Mitigation Plan.	No additional cost	Ongoing
6.6	Lead development of the small grants program (action 2.8), the online grants clearinghouse (action 2.9) and other PRO strategies as appropriate.	\$\$	0-4
6.7	Regularly report on implementation of the Plan for a Resilient Oregon.	\$\$	0-4
6.8	Systematically track emergency response costs across the state enterprise and report them annually to the legislature.	\$	0-4
6.9	Improve and regularly test continuity plans across state agencies to ensure essential services remain available during emergencies.	TBD	0-4
6.10	Partner with one or more established community foundations to establish and administer a long-term recovery fund to which state employees and private philanthropy can donate.	No additional cost	0-4
6.11	Engage community resilience leaders and private philanthropy as advisors to state-led resilience initiatives.	\$	0-4
6.12	Promote budget and other incentives for collaboration across agencies to achieve resilience goals.	TBD	0-4
6.13	Create resilience fellowships for state employees and offer leadership training on collaboration and resilience within the enterprise.	\$\$	0-4
6.14	Establish emergency preparedness as a core responsibility of all state employees by incorporating disaster response expectations into job descriptions and providing foundational training in hazard awareness, emergency procedures, and response roles.	\$\$	0-4
6.15	Establish a process and fund that permits state agencies to incur expenses for protection of lives and property during a declared emergency without jeopardizing funding for other programs.	TBD	5-8



Office of Governor
TINA KOTEK



PLAN FOR A RESILIENT OREGON STATEWIDE RESILIENCE FORUM

Meeting 9: June 17, 2026 [Meeting Packet](#)

Via Zoom

All SRF materials are available here: [Plan for a Resilient Oregon Resource site](#)

Attendance:

Statewide Resilience Forum Members:

Regional Facilitators: **Northwest** Debbie Cabrales, Centro de Servicios Para Campesinos; **Eastern:** Sarah Miller, Northeast Oregon Economic Development District; **Southern:** Tessa Elbetta, and Matthew Havnear, Jackson County Long Term Recovery Group; **Portland Metro:** Annabelle Rousseau, Verde **Central:** Christina de la Torre, Unite Oregon.

At-large members: Ali Ryan Hansen, Department of State Lands; Gabriela Goldfarb, Oregon Health Authority; Kirstin Greene, Oregon Department of Land Conservation and Development; Maxwell Woods, Oregon Department of Energy; Natasha Fox, Office of Emergency Management, Paris Edwards, Oregon Department of Transportation; Patence Winningham, Office of Emergency Management Shannon Marheine, Oregon Housing and Community Services; Maria Denny, Oregon State University Extension; and Christian Stringer, Department of Justice; Tim Dooley, Association of Oregon Counties;

University Research Team: Josh Bruce, University of Oregon: Oregon Partnership for Disaster Resilience; Erica Fleishman, Oregon State University Oregon: Climate Change Research Institute; Kelsy Emard, Oregon State University;

PRO Staff Team: Jonna Papaefthimiou, 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. Gov's office has set up a [New SRF Resource Site](#) with links to DRAFT documents, research briefs, minutes, and more

3. Revisit Timeline: Now to Plan launch – Jonna Papaefthimiou, Oregon State Resilience Officer

Jonna reviewed the project timeline from the current phase through launch of the Plan for a Resilient Oregon. She explained that the June meeting continues refinement of the plan vision and strategies. The July meeting will revisit revisions based on feedback before staff complete drafting. The final plan will combine research, presentations, engagement findings, and additional narrative describing planning methods and recommendations.

4. Questions or Comments from SRF members – All

None received.

5. Presentation on PRO Community Engagement Summary – University Research Team

Josh Bruce (University of Oregon) presented a high-level overview of the statewide community engagement findings supporting the Plan for a Resilient Oregon (PRO). He noted that Community-Based Organizations (CBOs) participating in the Regional Resilience Forums had previously reviewed a more detailed version of the findings and encouraged Forum members to review the full report included in the

meeting packet. Josh recognized the significant contributions of the regional CBOs, whose outreach efforts—supported by a Community Engagement Toolkit—resulted in more than **4,000 community engagement touches, 2,300 survey responses, 24 focus groups**, and more than **1,100 participants** in resilience visioning activities conducted in multiple languages and communities across Oregon.

Josh highlighted several recurring themes that emerged from the engagement process. While funding was identified as an important need, participants also emphasized stronger emergency communications, wildfire preparedness, resilient infrastructure, support for trusted community organizations, and long-term investment in local resilience capacity. Focus groups reinforced that resilience is built locally through trusted relationships, community networks, and culturally specific organizations, while also highlighting the need for multilingual communications, infrastructure redundancy, and sustained partnerships between state agencies and local communities. Participants also noted that resilience strategies should provide flexibility for communities to define and implement solutions that reflect local conditions.

Forum members discussed the qualitative nature of the findings and asked about opportunities to further analyze regional differences, demographic trends, and unique perspectives. Josh explained that the engagement effort was designed to gather broad community input rather than produce statistically representative results, and acknowledged the balance between continued analysis and the need to complete the draft plan for the Governor's review. Members emphasized the importance of balancing statewide consistency with local flexibility, allowing communities to adapt statewide strategies to local needs and capacities. Staff confirmed that the engagement methodology and Regional Forum feedback will be documented in the final plan, and Jonna Papaefthimiou concluded by noting that while the draft plan will identify near-term priorities for the next legislative session, the community engagement data will continue to inform resilience planning and implementation over the long term.

6. Regional Resilience Forum Updates – 5 Regional Facilitators

Southwest Region (Tessa Elbettar): Two pages of transformational changes and how they know it is working. Highlight item: Multi-year grant funding. Hard to build programs on a year-to-year basis. Need multi-year investments in programing. Statewide network of resilience networks. Funding for backbone organizations. Farmers and ranchers grant programs. Resilience hubs with a focus on the networks (not the stuff). Success: Faster recovery times, better leverage of resources and assets, better coordination, better local response (e.g., not two -weeks ready, one month ready). Three metrics to highlight: State legislative funding direct to CBOS (difficult to implement, easy to measure); how fast communities recover after a disaster (difficult to implement and measure); number of CBO assets leveraged during a disaster = dollars saved.

Central Oregon Region (Cristina de la Torre): Two things: Transformational ideas – strengthen institutional and governance structures. Improving outcomes for individuals – they included some specific metrics ideas. E.g., jobs created, reducing time of response. General feedback for others: Feeling like a disconnect between “transformational” actions (like increasing number of meetings) and would the actual outcomes are. Activity challenged their group in a positive way.

Portland Metro Region (Annabell Rousseau): Transformational change: CBO involvement in post-disaster recovery (metric could be info out prior to event, simplified agreements with ongoing investment, materials that have been translated). Creating a tiered system of resources to create

resilience hubs (metrics – number of hubs including non-sanctioned hubs, leveraging real-time data through the hubs). Difficult to influence/collect: Increase trust – important metric but hard to assess. Thirst for resilience to be built into local systems. They are really interested in how to operationalize CBOs as trust builders. Train-the-trainer workshops as a metric: how many happening, how many folks engaging (their experience is that access to these types of resources are available is invaluable). Having regional directors emerged as a solid idea for coordinating local groups and getting folks connected. But, these types of positions are not stable which could limit the impact unless folks are sticking around – turn over is an issue – don't want to lose the learned knowledge.

Northeast Region (Sarah Miller): On transformational change: Regions have good ideas about what they need to do, but they need buy-in to work on a shared goal and have the regions help move things toward shared goals. Need to address insurance for volunteers – may require legislative changes. Collaborating with county level resource fairs to set up coalitions ahead of time (e.g., mobile services that are flexible and adaptable that could be shared when needed). That could increase collaboration within Oregon. Metrics: they did not get to the prioritization tool. But top metrics: Length of time to return to normal after a disaster; number of community volunteers engaged in response; knowing ahead of time how much power redundancy would be available during an event; complete after action reviews after trainings, exercises, COAD/VOAD activations – Reviews would start to connect prep and response and work toward continual improvement.

Northwest Region (Debbie Cabrales): Conversation was about change and paradigm shifts. Talked a lot about service integration models. Talked a lot about what happens after a disaster and wanted to steer discussion to what happens before. Centralized platform or database at the state level that could help connect needs to assets (e.g., if a CBO didn't have a resource to meet a need, they could find it somewhere else). Discussion about ensuring that information is provided in indigenous languages.

7. Draft PRO Strategies – Discussion #2 Jonna Papaefthimiou, Oregon State Resilience Officer

Jonna provided an introduction to the second round of strategies and actions.

Jonna Papaefthimiou introduced the revised draft strategies, noting Governor Kotek's guidance to center the transformational change needed to strengthen Oregon's resilience, and to more clearly prioritize near-term actions while framing other recommendations as longer-term initiatives. She reminded the group of fiscal constraints, acknowledged the need to better recognize the role of the business community and non-government partners, and to identify opportunities to redirect existing resources toward higher-value resilience investments.

Forum members generally supported the overall direction of the draft strategies and offered recommendations to strengthen several areas of the plan. Major recommendations included:

Strategy 1 – Preparedness, Response, and Recovery

- Strengthen the integration of preparedness, response, long-term recovery, and lessons learned from the 2020 Labor Day Wildfires.
- Clarify the vision and ensure it aligns with the strategy.
- Better define "all Oregonians" to explicitly include all communities, languages, and accessibility needs.
- Clarify references to insurance access and survivor assistance to better describe intended outcomes.
- Need to make sure the "vision" aligns with the strategy.
 - "Effective pathways to serve all Oregonians"

Strategy 2 – Community Networks and Partnerships

- More explicitly recognize local governments as partners alongside emergency management, Tribes, Community-Based Organizations (CBOs), and other community partners.
- Restore stronger emphasis on resilience hubs and existing community resilience networks.
- Reinforce a whole-community approach that builds on existing local relationships rather than creating new structures.
- Better reflect the critical role CBOs play in building trust before, during, and after disasters.

Strategy 3 – Economic and Community Resilience

- Expand the strategy beyond natural hazards to include other disruptive events and chronic stressors, including cyber incidents, infrastructure disruptions, housing instability, and economic challenges.
- More clearly recognize the role of small businesses, agriculture, and local economies in community resilience.

Strategy 4 – Data and Decision Making

- Recognize and respect data sovereignty -- that individual data, particularly that with personally identifying information should be protected and safeguarded. Many folks are not going to offer information/data..
- Clarify that the PRO only addresses vetted aggregate and population data – collected by verified Oregon agencies and that data be protected.
- General support and enthusiasm about data-driven project and program review.
- Strengthen language balancing improved data sharing with privacy, data sovereignty, and security protections.
- Recognize that some infrastructure and community data cannot be broadly shared and should include appropriate safeguards.

Strategy 5 – Resilient Infrastructure

- Restore stronger emphasis on stable and affordable housing as a foundational component of resilient communities.

- Better integrate housing with other essential infrastructure systems.

Strategy 6 – State Leadership and Coordination

- Broad support for establishing a permanent statewide resilience coordinating function, such as an Office of Resilience, with authority to coordinate implementation across state agencies.
- Continue emphasizing chronic conditions and systemic vulnerabilities, not solely disaster response and recovery.

Additional Cross-Cutting Recommendations

- Use the term "**Oregon communities**" rather than "**all Oregonians**" where appropriate to better reflect community-level resilience.
- Ensure the strategies acknowledge regional differences and provide flexibility for local implementation.
- Continue recognizing resilience as a shared responsibility among state government, local governments, Tribes, businesses, nonprofit organizations, and community members.
- Reintroduce references to agricultural resilience, resilience hubs, and other community-based capacity-building efforts that members felt had been reduced in recent drafts.
- Better distinguish immediate implementation priorities from longer-term transformational initiatives.

All were asked to use the after-meeting survey to offer feedback on specific actions/tactics. Sticking to strategies and vision (objectives).

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8. Wrap Up and Next Meeting – Jonna Papaefthimiou, Oregon State Resilience Officer

We will revisit strategies at the next meeting. Please take the [May SRF meeting survey](#).

[May Meeting Presentation Link](#)