

PRO Strategy Framework DRAFT

Definitions

Goals: What the PRO aims to achieve.

PRO goals are aspirational targets for state-led actions that will increase the resilience of people and communities across Oregon. Goals are people-centered, equity-focused, and intended to be stable over time and across administrations.

Strategies: How the goals will be achieved.

PRO strategies clearly describe how the state will progress toward achieving each goal within three to five years. Strategies provide direction and focus and reflect community input.

Actions and Tactics: Steps that will be taken to implement each strategy.

Actions and tactics describe responsibilities, outputs, or outcomes. Actions and tactics may include but are not limited to allocating funds; legislation; executive orders; pilot projects; eliminating, consolidating, updating, or creating state programs; and formalizing a partnership or governance structure. Actions and tactics are feasible, assignable to responsible entities, and measurable for accountability and learning. Implicit in all actions and tactics is the provision of sufficient funds for personnel, other participants, communications and computing infrastructure, and so forth. All new directives or mandates will be associated with either a release from other responsibilities or support for the additional responsibilities.

Goal 1: Deliver tangible wins for frontline communities

Within three to five years, deliver tangible improvements at local and regional levels that reduce risk and build trust in communities at high risk from natural hazards.

Strategy 1.1 – Grow strategic partnerships with local resilience leaders

Actions and Tactics

- 1.1.1. Implement agreements with community-based organizations that can support long-term recovery on an as-needed basis. (budget, executive)
- 1.1.2. Convene community-based organizations and agency staff from all of Oregon's regions each quarter for joint training and problem-solving on resilience challenges. (executive)
- 1.1.3. Direct the state's Regional Solutions Teams to establish regional networks or hubs with leaders of Community Organizations Active in Disasters (COADs), Volunteer Organizations Active in Disasters (VOADs), Long Term Recovery Groups (LTRGs), and Extension Disaster Education Networks (EDENs); include a representative of each of those regional groups in county- and state-level resilience planning and disaster response. (executive)
- 1.1.4. Grow the size and utility of the Oregon Volunteers in Disasters database. (budget)

- 1.1.5. Provide financial support to enable and compensate community members' participation in regional resilience networks. (budget)
- 1.1.6. Provide financial support for peer-to-peer learning and communication networks. (budget)
- 1.1.7. Fund local health authorities to train community physical and mental health workers. (budget)
- 1.1.8. Make liability and injury insurance accessible and affordable to volunteer first responders (legislative, budget)

Strategy 1.2 – Create long-term incentives to build and sustain community resilience

Actions and Tactics

- 1.2.1. Ensure that alert messages and emergency response and recovery updates are communicated quickly in all of the languages that Oregonians understand most easily. (budget)
- 1.2.2. Provide resilience information and early warning systems that are actionable, multilingual, culturally relevant, and accessible (executive, budget)
- 1.2.3. Provide tools and support for effective local evacuation planning. (budget)
- 1.2.4. Offer tax incentives to encourage property owners to retrofit or harden homes and other structures. (legislative, budget)
- 1.2.5. Strengthen building codes and zoning regulations to improve the ability of structures to withstand hazards. (legislative)
- 1.2.6. Direct the Division of Financial Regulation and Oregon Insurance Director to collaborate with the insurance industry to increase access to personal, property, rental, and business insurance. (executive)
- 1.2.7. Expand K-12 education on hazard resilience. (legislative)
- 1.2.8. Expand eligibility for individual assistance programs following disasters to individuals under the age of 18. (legislative, budget)
- 1.2.9. Implement a state program for rapid post-disaster buyouts in hazard-prone regions. (legislative, budget)
- 1.2.10. Expedite provision of funds for housing people displaced by natural disasters. (budget)
- 1.2.11. Provide financial support for property owners to simultaneously increase energy efficiency and harden structures. (legislative, budget)

Strategy 1.3 – Develop and sustain funding for infrastructure resilience grants focused on frontline communities.

Actions and Tactics

- 1.3.1. Partner with one or more established community foundations to establish and administer a fund to which state employees and private philanthropists can donate to assist Oregonians in long-term recovery. (executive)
- 1.3.2. Introduce legislation to establish a dedicated resilience endowment or trust to which tax filers may voluntarily contribute all or part of their kicker rebate. (legislative)

- 1.3.3. Introduce legislation to establish long-term critical infrastructure resilience, agricultural resilience, and long-term recovery grant programs. (legislative)
- 1.3.4. Reintroduce HB 3170 (2025) related to resilience hubs with amendments to make funding for community resilience hubs that serve as shelters, kitchens, or community resource centers available.
- 1.3.5. Partner with one or more established community foundations to deliver funding directly to local and county governments for salary, equipment, and training. (budget)
- 1.3.6. Establish a dedicated fund in the governor’s recommended budget to support small- and medium-sized projects co-designed with frontline communities and Tribes, including technical assistance grants to reduce administrative burdens. (budget)

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

Within three to five years, move from episodic consultation to regular, sustained interaction that builds trust among partners.

Strategy 2.1 – Make sustained funding available to collaborative, regional resilience entities

Actions and Tactics

- 2.1.1. Establish regional resilience hubs with central resources, access to state-level recovery funds, and support for grant administration. (budget, legislative)
- 2.1.2. Create a source of stable, dedicated state funding for emergency management by counties and cities. (legislative, budget)
- 2.1.3. Invest in Community Organizations Active in Disasters (COADs), Volunteer Organizations Active in Disasters (VOADs), Long Term Recovery Groups (LTRGs), and Extension Disaster Education Networks (EDENs). (budget)
- 2.1.4. Establish standards requiring compensation for the time and travel costs of community experts, regardless of their affiliation, if funds for such costs are not already available through the entities they serve. (legislative)
- 2.1.5. Fund county-to-county mutual aid activities. (budget)

Strategy 2.2 – Integrate community leaders into state resilience planning, disaster response, and recovery

Actions and Tactics

- 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)

- 2.2.2. Increase the speed with which funds are made available to retain community cohesion following extreme events. (executive action)
- 2.2.3. Direct the state’s Regional Solutions Teams to establish regional networks or hubs with leaders of Community Organizations Active in Disasters (COADs), Volunteer Organizations Active in Disasters (VOADs), Long Term Recovery Groups (LTRGs), and Extension Disaster Education Networks (EDENs); include a representative of each of those regional groups in county- and state-level resilience planning and disaster response. (executive)

Strategy 2.3 – Support counties and local governments with limited capacity for resilience planning and action

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)
- 2.3.2. Provide workforce trainings in skills associated with resilient construction, environmental management, and trauma-informed care. (budget, executive)
- 2.3.3. Deliver funding directly to local and tribal governments, county and city emergency management entities, and county public safety entities for salary, equipment, and training. (budget)
- 2.3.4. Create a state program for quick response and post-disaster buy-outs. (budget)
- 2.3.5. Deliver unrestricted funding directly to Oregon’s tribal nations for resilience activities aligned with their priorities. (budget)

Goal 3: Build resilience into budget and asset management processes

Over the next ten years, reduce risk and costs by embedding resilience in Oregon’s plans for the establishment and maintenance of public assets.

Strategy 3.1 – Align state investments with long-term risk reduction and loss avoidance principles

Actions and Tactics

- 3.1.1. Partner with the Association of Oregon Counties to invest in and expand their existing specialized asset management tools for use across Oregon
- 3.1.2. Partner with Business Oregon to conduct two to four asset management pilot projects in jurisdictions with limited asset management resources. (executive, budget)

- 3.1.3. Centralize data on the location, condition, and risk level of critical infrastructure (as defined by ORS 401.685) and create data sharing mechanisms among agencies; hire statewide positions to support this process. (executive, budget)
- 3.1.4. Introduce legislation authorizing the establishment of a permanent, bond-supported state resilience grant and loan fund to provide grants and low-interest loans to local governments, tribes, utilities, and regional resilience hubs for projects that increase the resilience of critical infrastructure systems. (legislative)
- 3.1.5. Introduce legislation requiring state agencies to incorporate climate and disaster risk assessments into the planning, design, and rehabilitation of state-owned assets; set minimum standards for resilience in siting, design, and maintenance, particularly for state owned facilities. (legislative)
- 3.1.6. Strategically position state disaster response and recovery resources in communities across the state before disasters occur. (executive)

Strategy 3.2 – Improve infrastructure resilience

Actions and Tactics

- 3.2.1. Issue an executive order directing the Department of Administrative Services and relevant agencies to update asset management policies to incorporate projected future climate and hazard risks, maintenance backlogs, and community impacts. (executive)
- 3.2.2. Introduce legislation requiring state owned or state leased structures to be resilient to major hazards via retrofitting and updated codes for new construction. (legislative)
- 3.2.3. Mandate the integration of hazard resilience into capital planning, design, and engineering. (executive)
- 3.2.4. Coordinate planning among Oregon’s 23 ports and between ports and other transportation systems. (executive)
- 3.2.5. Increase redundancy in critical infrastructure as defined by ORS 401.685. (legislative, budget)
- 3.2.6. Provide backup power for critical infrastructure as defined by ORS 401.685. (budget)

Strategy 3.3 – Encourage programs that achieve multiple resilience goals

Actions and Tactics

- 3.3.1. Integrate state-level prosperity, housing, and resilience initiatives. (legislative)
- 3.3.2. Account for projected climate change in infrastructure construction, maintenance, and upgrades. (legislative, budget)
- 3.3.3. Support local, regional, and state funding for youth development and workforce training programs that accomplish home hardening or other resilience activities for low-income residents. (budget)

Goal 4: Shift state agency culture towards collaboration across the enterprise

Over the next three to five years, enable government systems to work at the pace, extent, and system complexity that resilience requires while reducing burnout, improving continuity, and strengthening implementation.

Strategy 4.1 – Increase the ability of state agencies to act quickly and responsibly to keep people and communities safe.

Actions and Tactics

- 4.1.1. Issue an executive order directing state agency directors to emphasize outcome-based accountability and continuous learning and improvement in the administration of state programs and regulatory oversight. (executive)
- 4.1.2. Direct the Executive Leadership Team and state agency directors to evaluate opportunities to link, align, or consolidate state boards and commissions to increase cross-system policy advising and administrative burden. (executive)
- 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)
- 4.1.4. Formalize and fund the Climate Change Adaptation Framework Implementation Team. (legislative, budget)
- 4.1.5. Fund permanent regional coordinators to act as connectors among Community Organizations Active in Disasters (COADs), Volunteer Organizations Active in Disasters (VOADs), Long Term Recovery Groups (LTRGs), Extension Disaster Education Networks (EDENs), and agencies, and to represent regions in state-level decision-making. (budget)
- 4.1.6. Fund dedicated state-agency resilience staff, cross-agency fellowships, and training programs focused on systems thinking, community engagement, and scenario-based planning. (budget)
- 4.1.7. Provide incentives for agencies that jointly develop resilience initiatives or resilience-related policy option packages. (executive)

Strategy 4.2 – Align state action around shared outcomes through cross-agency resilience coordination

Actions and Tactics

- 4.2.1. Issue an executive order establishing resilience and cross policy-area collaboration as core expectations for the Executive Leadership Team; convene the Executive Leadership Team at least quarterly to discuss state-level resilience strategy and emergent resilience-related policy opportunities. (executive)
- 4.2.2. Introduce legislation requiring agencies with disaster, infrastructure, health, housing, and natural resource mandates to participate in formal cross-agency resilience

- coordination, including shared outcomes, joint reporting, and aligned planning timelines. (legislative)
- 4.2.3. Establish memoranda of understanding for data sharing among agencies. (executive)
 - 4.2.4. Direct the Department of Administrative Services to inventory emergency support functions across agencies to identify redundancy and priorities for investment. (executive)
 - 4.2.5. Direct the Department of Administrative Services to inventory recovery support functions across agencies to identify redundancy and priorities for investment. (executive)
 - 4.2.6. Work with the Secretary of State's office to audit Oregon's emergency response and recovery programs. (executive, budget)

Strategy 4.3 – Improve interoperability of communication systems

Actions and Tactics

- 4.3.1. Expedite permitting and minimize land-use restrictions for hazard detection and communication systems. (legislative)
- 4.3.2. Increase coherency among agencies in communication about hazards and resilience. (budget)
- 4.3.3. Connect statewide computer aided dispatch systems. (budget)