Resilience Attributes for Oregon's Lands and Waters
DRAFT REPORT
Last Updated | April 8, 2026

CONTENTS

This report provides a draft of resilience attributes for Oregon's lands and waters. The content was derived from a scan of existing attribute frameworks (in February 2026; Appendix A), followed by a design workshop (on March 10-12, 2026), which was attended by content experts, state and federal agencies, and Tribes. The background research, combined with input from the March workshop, has informed this draft of resilience attributes. More detailed information is available on the project's webpage at: https://www.oregon.gov/oweb/resources/Pages/EO-25-26.aspx

1. Context

On October 21, 2025, Oregon Governor Tina Kotek issued Executive Order No. 25-26 (EO), titled *Directing State Agencies to Take Urgent Action to Promote the Resilience of our Communities and Natural and Working Lands and Waters*. Included in Section I of the EO, *Foster Resilient Lands, Waters, and Communities,* the Oregon Watershed Enhancement Board (OWEB) and Oregon Department of Fish and Wildlife (ODFW; hereafter, lead agencies) were directed to use existing plans and strategies and the best available science to define key resilience attributes for land and waters, including;

- Characteristics of lands and waters that are able to deliver multiple benefits that are likely to persist under future climate conditions;
- Identifying conditions where focused actions, such as restoration, enhancement, or reconnection, would lead to high resilience.

The goal of this process is to define a set of attributes for Oregon's lands and waters that can become the "north star" for state agency investment and action into the future. Defining the attributes for resilient land and waters is the first step in a coordinated and sustained effort across Oregon's natural resource agencies. A scan of existing attribute frameworks was conducted in February 2026 (Appendix A), followed by an attribute design workshop on March 10-12, 2026, attended by content experts, state and federal agencies, and Tribes. The background research, combined with input from the March workshop, has informed these draft attributes, which will be posted for feedback by April 7th, with revisions incorporated by early May 2026.

Table 1.1. Definition of Resilience

Resilience Definitions As stated in Executive Order 25-26, "The Oregon State Legislature established a definition of climate resilience in House Bill 3409 (2023) as 'the capability to anticipate, prepare for, respond to and recover from significant climate-related threats while minimizing damage to social wellbeing, the economy and ecosystem functions.'" During the March workshop, participants responded to the definition above with the desire to also incorporate how human stewardship supports ecosystem functions that are crucial to resilience (i.e., carbon or water cycles) as well as the recognition that disturbances are an important part of ecological processes.

People have stewarded lands and waters for millennia. People are integral parts of ecosystems, and ecosystems provide the essentials that people, fish, and wildlife need to thrive. While there are many ongoing state efforts to define strategies for the climate resilience of communities (e.g., in transportation or public health), this effort is most concerned with the climate resilience of land and water (ecological resilience). Nonetheless, we recognize that people live in relationship with nature and are intrinsically connected to its health, whether they harvest first foods, make a living from agriculture or forestland, recreate outdoors, or live in an urban area and are still affected by watershed management practices many miles away.

There are sometimes competing needs for land and water, tradeoffs, and other decisions that people make that can compromise ecological resilience. For example, there is a finite amount of land to meet needs for housing, energy production, and wildlife habitat, among a myriad of other uses. Climate resilience requires ongoing planning and intention around how land and water are used, currently and into the future.

During the workshop, participants explored the concept of resilience, recognizing that it requires an understanding that:

- Systems change, and the goal of resilience is not to preserve things exactly as they are at a point in time, but to protect the *ability* of lands and waters to continue to support essential functions and processes even as they change.
- Ecosystems in Oregon are at risk of loss due to a number of factors: long-term drought, catastrophic wildfire, invasive species and diseases, sea level rise, destructive flood events, habitat loss, and other impacts. And we know this risk is accelerating.
- Resilience requires balancing the capacities to cope with, adapt to, and/or transform in response to these risks and changes.
- Resilient ecosystems support communities, livelihoods, and lifeways, and to be sustainable, those relationships must be reciprocal.
- Resilience depends on a solid regulatory foundation, but gaps remain in governance systems.

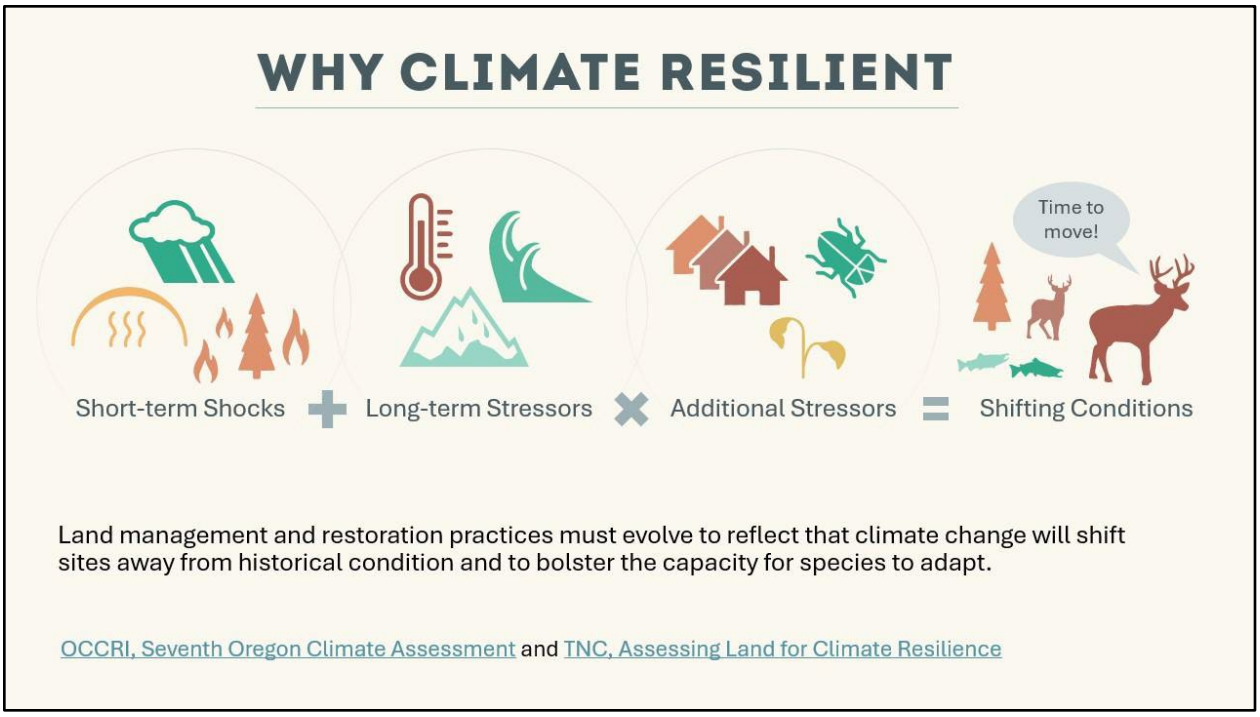

Figure 1.0. Reasons for Considering Climate Resilient Land and Waters
The diagram above illustrates that climate impacts involve both short-term shock events (i.e., wildfire, heat domes, or drought) combined with long-term stressors (i.e., rising temperatures or declining snowpack). These climate impacts are magnified by other pressures (i.e., pests, housing development, etc.), and to be resilient, ecosystems have to be able to cope with many impacts across different time scales.

Table 1.2. Key Oregon Plans and Strategies

- Oregon State Wildlife Action Plan (formerly the Oregon Conservation Strategy), 2016 (2026 revision pending), ODFW: An overarching state strategy for conserving fish and wildlife. It provides a shared set of priorities for addressing Oregon's conservation needs. Includes the Oregon Wildlife Corridor Action Plan (2024), which addresses wildlife and habitat connectivity.

- Oregon's Integrated Water Resources Strategy, 2025, OWRD: Oregon's IWRS provides a statewide inter-agency framework for better understanding and meeting Oregon's instream and out-of-stream water needs. Oregon's Water Resources Commission adopted the first IWRS in 2012 and the second in 2017. Oregon Revised Statute (536.220) was updated in 2023 to require that the IWRS be updated every 8 years.

- Oregon's 20-Year Landscape Resiliency Strategy, 2023, ODF: Department of Forestry led plan to coordinate federal, local, and state partners, and leverage investment opportunities within priority geographies to achieve landscape-scale resilience and wildfire risk reduction.

- Oregon Native Seed Strategy, 2025, ODA: Guidance document that supports ecological restoration and conservation through the procurement, preservation, and production of native seed in Oregon.

(Additional relevant plans are included in Appendix B)

2. General Considerations for Attributes

This effort set out to define the attributes of resilient lands and waters, and to identify some initial indicators that could be useful for tracking progress toward those attributes. However, this process did not endeavor to outline the metrics needed to operationalize those indicators. Understanding the difference between attributes, indicators, and metrics was an important starting place for the design workshop participants to set the right scale for the conversation.

Additionally, workshop participants also understood that no new state funding currently exists for expanding agencies' climate resilience efforts or creating new systems for tracking accomplishments. The group did not let funding limitations constrain what they imagined for the future. They did, however, use funding limitations as a sideboard to think about what agencies can do now with existing resources, and what might need to be set aside for future next steps.

Table 2.0 Working definitions for attributes, indicators, and metrics

An **attribute** is a broad characteristic or quality of land or water that contributes to climate resilience (e.g., "connected aquatic and terrestrial habitat" or "ability to flood and recover"). Attributes help articulate big-picture goals for resilience. An **indicator** is a specific observable feature or condition that signals progress toward an attribute. Indicators provide a way to determine whether an attribute is improving or declining (e.g., habitat connectivity: "habitats are reconnected through removal of barriers [e.g., fencing, installation of wildlife crossing structures]") or flood resilience: "extent of floodplain restoration in priority watersheds"). A **metric** is the actual numeric value or unit used to measure an indicator over time. Metrics enable monitoring and comparison and can be quantitative or qualitative (e.g., habitats are reconnected: # miles of fencing removed in a given area, % decrease in wildlife road mortality, acres of key connectivity habitat conserved). Metrics are the cumulative measurements reported for a particular indicator.

3. Attributes of Resilience Lands and Waters in Oregon

After three days of robust, thoughtful, and genuinely energized discussion, the lead agencies and workshop participants rallied around four key resilience attributes for Oregon's lands and waters. As the attributes began to emerge from the workshop discussions, one central theme became clear: everything is connected, and attributes are not isolated traits. Attributes are highly interconnected ecological processes, cultural relationships, and adaptive capacities that interact across time, space, and community. Some Tribal frameworks describe these relationships as cycles rather than linear characteristics—emphasizing reciprocity, continuity, and the relationship between people and nature.

Table 3.0 Attributes of resilient lands and waters

Resilient lands and waters in Oregon have the following attributes: ● Connectivity within and across land, sea, water, and sky ● Diverse and complex habitats, species, landscapes, and aquatic systems that provide options for responding to change and disturbance ● Space, time, and capacity for ecological processes to support and reinforce ecosystem function ● Capacity to sustain communities, lifeways, and livelihoods And… people and environment are resilient together through place-based relationships.

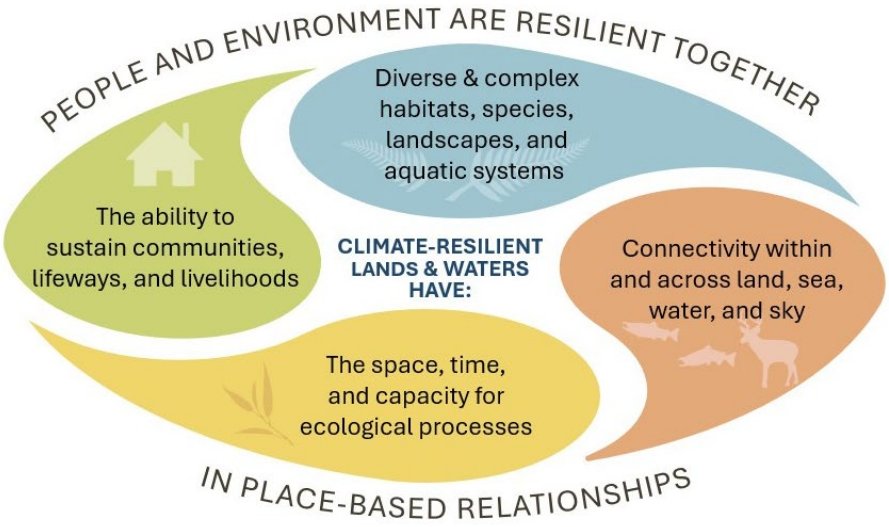

Figure 3.0 Attributes of Resilient Lands and Waters in Oregon. This figure provides a visual illustration of how climate resilient lands and waters are the combination of interconnected attributes, each one influenced by people and communities working together towards resilience goals, and which subsequently make human communities more resilient as well.

The Enabling Environment: Climate-resilient lands and waters are powered by communities working together for landscape-scale solutions

In the workshop, attendees envisioned the role of people stewarding lands as the *enabling environment* through which climate resilience is fostered. In other words, climate resilience doesn't just happen, but must be intentionally managed for. While this wasn't envisioned as an attribute per se, attendees still thought it worthwhile to have indicators for this in order to evaluate whether the conditions are in place for climate resilience activities to take place.

How communities and people enable climate resilience:

- Public and private sector partners collaboratively manage for resilience goals across ownership boundaries
- Decision-making systems/policies are data-informed and are responsive to changing ecological trends
- Vulnerability, equity, and access to representation are considered in resource allocation
- Tribal sovereignty and treaty rights are recognized
- Resilience planning includes a wide range of cultural perspectives and is designed for inclusivity
- There are feedback mechanisms and other tools in place for accountability
- Intergenerational communities are engaged in place-based work
- Innovations help foster new ways of working and understanding impact

In the section below, each of the four climate resilience attributes is described in more detail and potential indicators are listed:

1. Connectivity within and across land, sea, water, and sky.

Connectivity is the degree to which land, water, and sky facilitate the movement of organisms and ecological processes. Connectivity includes structural and functional components. Structural connectivity is the physical structure of the environment, including the continuity of unfragmented lands or patchwork green spaces in urban areas. Functional connectivity is the successful movement of organisms and ecological processes, such as gene flow and nutrient cycling. Connectivity allows for movement of species both over the short term, such as when fish retreat to coldwater streams during the summer, and over the long term, such as tree species moving up in elevation in response to rising annual temperatures and long-term drought.

Example Indicators

- Functional permeability of land, water, and sky - documented movement of species, nutrients, and genetic information
- Urban-wildland integration through riparian corridors, greenways, or other forms of 'stepping stones' to allow movement through urban areas
- Water quantity and quality that support the movement of species with adequate cold water refugia for biota
- Connectivity across climate gradients that allow species to move in response to changing patterns of temperatures & precipitation, including both short-term refugia and long-term climatic shifts
- Connection of habitats that allow species to complete their full life history cycles; organisms have access to persistent pathways for daily, seasonal, annual, and once-in-a-lifetime movements
- Presence and increase of large, unfragmented landscapes (protection and restoration actions in priority connectivity areas are occurring)
- Removal/minimization of barriers (e.g., dams, levees, revetments, jetties, fences, roads, culverts, tide gates, noise/light in urban areas, and recreation)
- Floodplain connectivity - water, sediment, and biota can move horizontally, vertically, and longitudinally without restriction

2. Diverse and complex habitats, species, landscapes, and aquatic systems that provide options for responding to change and disturbance.

Diversity helps create resilience in many different ways and at many different scales. Diversity can refer to the variety of species, genes, landscape patches, vegetation communities, habitat types, soils, seafloors, topography, crop types, cultural groups, and management approaches. Equally important to diversity is redundancy; that is, the replication of particular elements or pathways in a system such that short-term losses can be absorbed by the system. Diversity and redundancy are critical attributes of resilient lands and waters because they allow the ecosystem to better handle disturbances or changing conditions and provide "insurance" in the event of catastrophic disturbance.

Example Indicators

- Species composition and richness (including fish, wildlife, native plants, First Foods, medicines, and culturally significant species)
- Heterogeneity/complexity at multiple scales in the system (within and among vegetation communities, habitat types, streams and floodplains, nearshore environments) and including the pattern/spatial arrangement of those systems across the landscape
- Redundancy (both for species and ecological functions) so that if you lose species presence or ecological function in one place, you still have it elsewhere
- Invasive/native species extent as a proportion of the landscape
- Keystone/indicator/habitat specialist species presence
- Population trends for indicator species or functional groups (e.g., for marine - marine mammals and seabirds, fish/invertebrate species)

3. Space, time, and capacity for ecological processes to support and reinforce ecosystem function.

Ecological processes — such as fire, the carbon and nutrient cycles, sea level dynamics, and soil formation — shape the conditions and systems we depend on, including water quantity and quality, air quality, rivers and floodplains, and habitat. Ecological functions often rely on natural disturbances like fire, high flow and flood events, wind events, and landslides to create and enhance structural and functional diversity across the landscape and to facilitate the flow of nutrients and materials through the ecosystem. When those ecological processes are working, and disturbance events are within the natural range of variability, lands and waters have the ability to absorb, adapt, recover, and even benefit from short-term shocks and long-term stressors.

Managing for ecological processes requires good information and a recognition that future conditions are uncertain. Successful adaptive management depends on capacity and data-informed decision-making. Continued climate modelling on current trajectories and future scenarios will be important for Oregon to manage for and adapt to changing ecological processes (i.e., precipitation, temperature, vegetation community, and species range shifts, etc.).

Example Indicators

- Disturbance events occur, and yet watersheds persist/recover/adapt
- Early-successional habitats are present within watersheds and ecoregions (signifying the occurrence of habitat-forming processes)
- Extent/severity/frequency of disturbance events (compared to historic or desired range of historical or natural variability)
- Human capacity to adaptively manage is available (e.g., climate-ready management; inventorying and planning; investments being made in adaptation)
- Location and quantity of land conversion is balanced with ecological function
- Rivers and floodplains (geofluvial) have room to move, store, or slow water, and reduce the exposure of people and assets
- Fire regimes are maintained that include cultural burning, and fire intensity is consistent with biophysical setting
- Cultural practices are incorporated as ecological processes in land management

- Hydrologic systems that store, slow, and release cold, clean water over time
- Carbon sequestration and storage activities are implemented and encouraged
- Soil health is sustained and enhanced over time
- Water quality and quantity are sustained and enhanced over time

4. Capacity to sustain communities, lifeways, and livelihoods.

Healthy ecosystems provide the resources that all living things, including people, need to thrive. Resources may include everything from food to cultural resources to access. It means that people have the ability not only to earn a living from the benefits nature provides, but also that people have places to live safely, recreate, or practice ceremony. This attribute attempts to show how people and communities in a place-based relationship to the land are a trait of climate resilience, alongside connectivity or biodiversity.

Example Indicators

- Natural resource-based economies (forestry, farming, and ranching) and activities (hunting and fishing) can be supported sustainably
- Tribal communities have access to abundant first foods, medicine, cultural resources, and the ability to practice traditional lifeways
- Community co-benefits (i.e., clean air, clean water, access to natural places) are equitably shared
- Reduced risk of harm/loss to physical infrastructure, property, and other community facilities (e.g., flood mitigation, fire risk reduction, etc.)
- Land use changes are planful and deliberate where they do occur, and physical infrastructure fits within overall resilience efforts (i.e., stormwater harvesting)

4. Ideas for How These Attributes Might Be Applied

At the March 2026 workshop, attendees were asked to think about how leaning into using the attributes could provide opportunities to work beyond "business as usual" and what some barriers to that work might be. Some of those considerations identified include:

- This attributes framework could be a tool for supporting better inter-agency coordination. There are examples to build from (e.g., the Natural and Working Lands Fund), but expanding on those will require some structural capacity (e.g., assigned staff, roles for partners outside state government, etc.). There may need to be support for agencies to develop their resilience workplans (both within an agency and across agencies).
- Find connections to state agencies leading development (e.g., housing, economic development, transportation, and infrastructure). In addition, the workshop did not have attendees who could make it from local government, private landowners, and some federal land management agencies.
- It will be important to work across ownerships (e.g., State Parks owns lands that could be improved if ODF helped support management, and State Parks connects with the general public in ways that can support cultural shifts).
- To really move the needle in a positive direction on climate resilience, the state will need to honor and shore up existing laws where necessary, and introduce additional flexibility in laws where necessary (e.g., streamlining permitting for projects that restore resilience).

- There is an opportunity to look at the state's data systems to A) explore which data are being used to inform management decisions, B) improve managers' accessibility to quality data products to support resilience decisions, and C) prioritize coordinated data systems across agencies.
- These climate resilience attributes lend themselves really well to the state's Integrated Water Resources Strategy, particularly as it relates to instream water protection.
- There are opportunities to update state grant programs' evaluation criteria to better embrace resilience goals.
- State agencies should work more closely with the stewards on the ground (e.g., private landowners, federal land managers, Tribes, local governments, etc.).
- The language in the attributes is important, and different translations of jargon will be important (i.e., to not lose the specificity of ecological meaning, and also so every Oregonian sees themselves in the description of the attributes).

Appendix A: Attribute Frameworks Explored

A.1. The Nature Conservancy's Center for Resilient Conservation Science

- The framework is called "Conserving Nature's Stage," which looks at the "conditions that allow nature to move, adapt, and thrive in a changing world." Available at https://crcs.tnc.org/pages/resiliencescience.
- This framework is useful because it represents over two decades of work and considers the unique ecoregions of the Pacific Northwest.
- The framework is based on the idea that the biota (flora and fauna) need the landscape (aka, stage) to survive and thrive. By identifying the characteristics of landscapes that support thriving plants and animals, TNC can then look for landscapes and/or parcels of landscapes to protect and conserve.
- This framework emphasizes connectivity, not only looking within regions of the United States and ecoregions, but the tools help identify connections across ecoregions and geographies.
- The Resilient Land Mapping Tool https://www.maps.tnc.org/resilientland/#/explore and Resilient River Mapping Tool https://www.maps.tnc.org/resilientrivers/#/ are the results of decades of research to map lands and waters across the US.
- Attributes are:
    - Geophysical: soil order, slope, elevation

A.2. Synthesis of Pacific Northwest and West Coast Tribal Frameworks

- Tribal plans emphasize that resilience is not resistance to change, but the capacity of lands, waters, and communities to continue providing food, culture, identity, and life under changing conditions. It is also the capacity of the people to adapt to changing conditions.
- This framework is useful because it offers a non-Western perspective on resilience.
- The plans do not frame resiliency as a set of attributes, rather resilience is ecological processes, cultural relationships, and adaptive capacity.
- The Confederated Tribes of the Umatilla Indian Reservation have articulated a Uplands Vision and a River Vision that include "Touchstones" which might be similar to attributes:
    - Uplands: Soil Stability; Hydrological Function; Landscape Pattern; Biotic Integrity
    - Rivers: Water and Water Quality; Geomorphology; Connectivity among habitats and across the river network; Riverine biotic community; Riparian vegetation
- Tribal plans also emphasize connectivity, but from a systems perspective rather than an attributes perspective. Cyclical versus linear?
- Attributes (the plans do not describe them as such; ChatGPT found implicit characteristics) include
    - Intact, connected watersheds (ridge-to-reef/headwaters-to-estuary)
    - Functioning estuaries, nearshore, and tidal wetlands
    - Structurally diverse forests and culturally stewarded fire landscapes
    - Cold-water refugia and groundwater-supported system (springs, seeps, wetlands)
- A synthesis of the following Tribes and tribal organization plans:
    - Confederated Tribes of the Umatilla Indian Reservation
    - Swinomish Indian Tribal Community
    - Tulalip Tribes
    - Jamestown S'Klallam Tribe
    - Lummi Nation
    - Quinault Indian Nation

A.3. Maine Climate Council

- 2019 legislation created the Maine Climate Council. The Council, with six working groups and a subcommittee, created a four-year action plan, Maine Won't Wait, to address climate change in Maine. The plan has four goals:
    - Reduce Maine's Greenhouse Gas Emissions
    - Avoid the Impacts and Costs of Inaction
    - Foster Economic Opportunity and Prosperity
    - Advance Equity through Maine's Climate Response
- In October 2024, Maine started a $69 million climate resilience grant, funded through the National Oceanic and Atmospheric Administration's Climate Resilience Regional Challenge.
- Created a State Resilience Office (SRO) which "works to grow the ability of communities and the state to prepare for and thrive within a changing climate."
- Office of Policy Innovation and the Future/ Community Resilience Partnership

A.4. Local Government Plans

- King County, Washington's Strategic Climate Action Plan defines a "Clean Air, Water, and Healthy Ecosystems" objective. The objective discusses protecting and restoring high-value forest and farmland; more robust tree canopy in heat islands; improved stormwater management and water conservation; protected floodplains to reduce flood risk; promoting habitat connectivity for salmon recovery; protecting shorelines and minimizing economic impacts of sea level rise.
- The City of Portland, Metro Regional Government, Lane County, and other local governments in Oregon have also defined local climate action plans, natural hazard mitigation plans, and other strategies that point to resilience attributes for lands and waters.

Appendix B: Oregon Plans and Strategies

Oregon Department of Agriculture. (2025). *Oregon Native Seed Strategy 2025*.

Oregon Department of Emergency Management. (2025). *Comprehensive Emergency Management Plan Volume I: Natural Hazards Mitigation Plan*.

Oregon Department of Environmental Quality. (2015). *Water Quality 2035 Vision and Strategy.*

Oregon Department of Environmental Quality & Oregon Department of Energy. (2024). *Oregon's Priority Climate Action Plan*.

Oregon Department of Fish and Wildlife. (2016). *Oregon Conservation Strategy – A Blueprint for Conservation in Oregon*.

Oregon Department of Fish and Wildlife Division. (2024). *Oregon Wildlife Corridor Action Plan*.

Oregon Department of Forestry. (2023). *The 20-Year Strategy. The Future of Landscape Resiliency in Oregon*.

Oregon Department of Land Conservation and Development. (2021). *2021 Climate Change Adaptation Framework*.

Oregon Department of Transportation Climate Office Adaptation and Resilience Team. (2022). *Climate Adaptation & Resilience Roadmap*.

Oregon Department of Transportation. (2012). *ODOT Climate Change Adaptation Strategy Report*.

Oregon Health Authority. (2017). *Oregon Climate and Health Resilience Plan*.

Oregon Water Resources Department. (2025). *Integrated Water Resources Strategy.*

State of Oregon. (n.d.). *Plan for a Resilient Oregon*.

State of Oregon. (2021). *State of Oregon Climate Equity Blueprint*.

Appendix C: Workshop Invitees

Affiliation	Name	Position
Allen Family Philanthropies	Yuta Masuda	Director of Science
American Rivers	Sarah Dyrdahl	Northwest Regional Director
Blue Mountains Forest Partners	Mark Webb	Executive Director
Burns Paiute Tribe	Trey Wall	Natural Resources Director
City of Ashland	Chris Chambers	Forestry Officer
City of Portland	Nishant Parulekar	Resilience Program Supervisor
Columbia River Gorge Commission	Lisa Naas Cook	Climate Program Manager
Confederated Tribes of Coos, Lower Umpqua and Siuslaw Indians	Ashley Russell	Director of Natural and Cultural Resources
Confederated Tribes of Siletz Indians	Angela Sondenaa	Director, Natural Resources
Confederated Tribes of the Grand Ronde	Brandy Bishop	Tribal Emergency Preparedness Coordinator
Confederated Tribes of the Grand Ronde	Colby Drake	Natural Resources Director
Confederated Tribes of the Grand Ronde	Lindsay McClary	Restoration Ecologist & Wildlife Policy Analyst
Confederated Tribes of the Umatilla Indian Reservation	Eric Quaempts	Natural Resource Director
Confederated Tribes of Warm Springs	Austin Smith, Jr	General Manager, Natural Resources
Conservation Science Partners	Brett Dickson	Chief Scientist
Coquille Indian Tribe	John Ogan	Executive Director of Natural Resources
Coquille Indian Tribe	Robin Harkins	Director, Natural Resource Department
Cow Creek Band of Umpqua Tribe of Indians	Kelly Coates	Natural Resources Director
ECONorthwest	Sarah Reich	Project Director
Farmers Conservation Alliance	Peter Harkema	Community Relations Manager
Foundations of Success	Marcia Brown	Senior Program Officer
Gilliam Soil and Water Conservation District	Herb Winters	District Manager
Institute for Applied Ecology	Laura Brophy	Estuary Technical Group Director
Klamath Tribes	Steve Rondeau	Natural Resources Director
Lomakatsi	Marko Bey	Executive Director
Mary's River Watershed Council	Nicole DeCrappeo	Director
Nature Record	Heather Tallis	Center for Coastal Climate Resilience
Oregon Biodiversity Information Center	Eleanor Gaines	Director
Oregon Sea Grant	Jessi Kershner	Associate Director of Extension & Engagement
Oregon State University, Geography and Environmental Sciences	Hannah Gosnell	Geography and Environmental Sciences
Oregon State University, Oregon Climate Change Research Institute	Erica Fleishman	Director
Pacific States Marine Fisheries Commission	Caren Braby	Economics Fisheries Information Network Program Manager
Research Triangle Institute International	Jeff Petrusa	Director, Energy and Environmental Economics
San Francisco Estuary Institute	Ellen Plane	Senior Scientist
Sustainable Northwest	Dallas Hall Defrees	Regenerative Ranching Program Director
The Nature Conservancy	Pete Caligiuri	Oregon Forest Strategy Director

Affiliation	Name	Position
The Nature Conservancy	Ryan Haugo	Director of Conservation & Science for Oregon
The Pew Charitable Trust	Andy Maggi	Officer, US Conservation
Trout Unlimited	Nell Scott	Director
Tualatin Soil and Water Conservation District	Dean Moberg	Director
US Department of Agriculture, Agricultural Research Service	Chad Boyd	Ecologist
US Department of Agriculture, Natural Resources Conservation Service	Cory Owens	Associate Director for Soil Services
US Fish and Wildlife Service	Mike Hudson	Regional Climate Change Coordinator
US Forest Service	Becky Flitcroft	Research Fish Biologist
US Forest Service	Meta Loftsgaarden	Forest Supervisor
US Geological Survey	Jason Dunham	Supervisory Research Ecologist
US Geological Survey, NW Climate Adaptation Science Center	Leona Svancara	Acting Regional Administrator
Wallowa Resources	Nils Christoffersen	Executive Director
Washington State Department of Ecology	Jimmy Kralj	Climate Resilience Strategy Planner
Washington State University, Center for Sustaining Agriculture and Natural Resources	Chad Krueger	Director
West Coast Seafood Processors	Susan Chambers	Deputy Director
Western Wildland Environmental Threat Assessment Center	Jessica Halfosky	Director
Weyerhaeuser	Jessica Homyack, PhD, CWB	Director of Environmental Research and Operational Support
World Wildlife Fund	Becky Chaplin-Kramer	Global Biodiversity Lead Scientist
WSP	Kelsey Harpham	Alliance for Global Water Adaptation Project Manager

Oregon Agencies & Offices	Name	Position
Governor's Office	Chandra Ferrari	Natural Resources Policy Advisor
Governor's Office	Geoff Hungtington	Senior Natural Resources Advisor
Oregon Climate Advisory Commission	Cathy Macdonald	Chair
Oregon Department of Agriculture	Johnathan Sandau	Deputy Director
Oregon Department of Agriculture	Troy Abercrombie	Program Manager
Oregon Department of Energy	Jamshed Suntoke	Climate Team Lead
Oregon Department of Energy	Jason Sauer	Natural & Working Lands Research Analyst
Oregon Department of Environmental Quality	Jennifer Wigal	Water Quality Division Administrator
Oregon Department of Environmental Quality	Joshua Seeds	Forest Water Quality Analyst
Oregon Department of Fish and Wildlife	Debbie Colbert	Director
Oregon Department of Fish and Wildlife	Rachel Wheat	Wildlife Connectivity Coordinator
Oregon Department of Fish and Wildlife	Sarah Reif	Habitat Division Administrator
Oregon Department of Fish and Wildlife	Spencer Sawaske	Water Program Manager
Oregon Department of Forestry	John Tokarczyk	Resource Planning Manager
Oregon Department of Forestry	Tim Holsbach	Deputy State Forester
Oregon Department of Geology and Mineral Industries	Christina Appleby	Legislative Coordinator and Geologist
Oregon Department of Geology and Mineral Industries	Jason McClaughry	Geological Survey and Services (GS&S) Program Manager

Oregon Agencies & Offices	Name	Position
Oregon Department of Land Conservation and Development	Kirstin Greene	Deputy Director
Oregon Department of Land Conservation and Development	Meg Reed	Coastal Policy Specialist
Oregon Department of State Lands	Bill Ryan	Deputy Director for Aquatic Resource Management
Oregon Department of State Lands	Jane Rombouts	Mitigation Coordinator
Oregon Department of State Lands	Randy Wiest (virtual)	Lead rangeland manager
Oregon Health Authority	Beth Haley	Senior Climate and Health Equity Strategist
Oregon Health Authority	Carey Palm	Emergency Preparedness Tribal Liaison
Oregon Health Authority	Gabriela Goldfarb	Environmental Public Health Section Manager
Oregon Health Authority	Kim Tham	Operations & Policy Analyst
Oregon Parks and Recreation Department	Andrea Hanson	Central Operations Resource Manager
Oregon Parks and Recreation Department	Matt Rippee	Central Park Services Manager
Oregon Water Resources Department	Annette Liebe	Technical Services Division Administrator
Oregon Water Resources Department	Crystal Grinnell	Integrated Water Resources Strategy Specialist
Oregon Watershed Enhancement Board	Alexa Schmidt	Water and Climate Coordinator
Oregon Watershed Enhancement Board	Sara O'Brien	Executive Director
Oregon Watershed Enhancement Board	Stephanie Page	Deputy Director