

Oregon Ocean Science Trust Board Packet

January 2026

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OREGON OCEAN
SCIENCE TRUST



Document 1 - Agenda
Wednesday, January 7, 2026 | NOON–3:00 PM

Meeting will be virtual using GoToMeeting:
<https://meet.goto.com/createstrat/oregonoceansciencetrust>
Call in information: (571) 317-3112 | **Access Code:** 438-756-733

Time	Topic	Document
NOON–12:10PM	Welcome, introductions, opening comments, approval of previous meeting summary – Chair Laura Anderson	Document 1
12:10PM–12:40PM	Discussion with Charles Steinback re: the nexus of science, policy, and the blue economy – opportunities and challenges for aligning impact-focused investment with ocean science.	
12:40PM–1:45PM	Trust Administrative Items <ul style="list-style-type: none">• Introduction of new DSL primary contact (Jean)• Discussion of options and next steps to stagger OOST appointments to Land Board• Status of Trust-funded grant projects to date (Lisa)• Review of draft bylaw changes/amendments (Karina, Lisa)• Review of Trust budget (Lisa)• Fundraising updates (Lisa)• 2026 Work Plan/Gantt Chart (Lisa)• 2026 Legislative Engagement Plan and Briefing Packet (Lisa)• 2026 Fund Development Plan (Lisa)• Communications Calendar (Lisa)• Website Maintenance logs (Lisa)	Document 2 Document 3 Document 4 Document 5 Document 6 Document 7 Document 8 Document 9
1:45PM–2:00PM	BREAK	
2:00PM–2:45PM	Board Member Open Mic - An opportunity for Board members to discuss topics of interest	
2:45PM–2:55PM	West Coast Ocean Science Action Agenda – Update, discussion, and key next steps	
2:50PM–3:00PM	Public Comment and Adjourn	

Agenda items and times are subject to change. DSL will make reasonable accommodation for people with disabilities. Please notify Oregon Relay Service (1-800-735-2900) at least 5 business days before meeting.

2026 OOST Board Meetings

April 1, Noon–3pm (Newport, OR)

July 8, Noon–3pm (Newport, OR)

October 7, Noon–3pm (Newport, OR)

Document 2

Scenarios for achieving staggered term lengths of 4-years for all OOST Board positions

Constraints: all positions to eventually have 4-year terms; ; no interim term should be shorter than 2-yr; reduce the frequency of making appointments to once every two years

2024 2025 2026 2027 2028 2029 2030 2031 2032 2033 2034 2035 2036 2037 2038 2039 2040

Scenario 1) Current term schedule sustained indefinitely

Chair	4-yr				4-yr				4-yr				4-yr				4-yr			
Vice Chair	4-yr				4-yr				4-yr				4-yr				4-yr			
Rep 1	3-yr				3-yr				3-yr				3-yr				3-yr			
Rep 2	3-yr				3-yr				3-yr				3-yr				3-yr			
Rep 3	3-yr				3-yr				3-yr				3-yr				3-yr			

Appointment dates → Jan 2027 Jan 2028 Jan 2030 Jan 2032 Jan 2033 Jan 2036 Jan 2039 Jan 2040
all positions appointed

Actions needed

- 1) No change to current terms for all positions, indefinitely
- 2) Appoint two to five positions at irregular frequency (i.e., every 1-3 years)

Scenario 2) Six-step Plan A - Achieve staggered 4-yr appointments by January 2028, but requires immediate adjustments of appointment terms for 4 positions

Chair	no change - 4-yr indefinitely				4-yr				4-yr				4-yr				4-yr			
Vice Chair	shorten to 2-yr				set to 4-yr indefinitely				4-yr				4-yr				4-yr			
Rep 1	set to 4-yr indefinitely				4-yr				4-yr				4-yr				4-yr			
Rep 2	shorten to 2-yr				set to 4-yr indefinitely				4-yr				4-yr				4-yr			
Rep 3	set to 4-yr indefinitely				4-yr				4-yr				4-yr				4-yr			

Appointment dates → Jan 2026 Jan 2028 Jan 2030 Jan 2032 Jan 2034 Jan 2036 Jan 2038 Jan 2040

Actions needed

- 1) Immediately - Shorten terms of current Vice Chair and Rep 2 to 2-yr, to end Dec 2025.
- 2) Jan 2026 - Set terms of Vice Chair and Rep 2 to 4-yr, indefinitely. Appoint Vice Chair and Rep 2 to 4-yr terms
- 3) Present to indefinite - Set terms of Chair, Rep 1, & Rep 3 to 4-yr. Current holders of those positions remain in office until Dec 2027
- 4) Jan 2028 - Appoint Chair, Rep 1, & Rep 3 positions to 4-yr terms
- 5) Jan 2030 - Appoint Vice Chair & Rep 2 positions to 4-yr terms
- 6) Lather, rinse repeat steps 4 & 5, staggered every 2 years, indefinitely

Scenario 3) Six-step Plan B. Achieve staggered 4-yr terms by January 2029, requiring shortening all positions once at various times

Chair	shorten to 3-yr				set to 4-yr indefinitely				4-yr				4-yr			
Vice Chair	shorten to 3-yr				shorten to 2-yr				set to 4-yr indefinitely				4-yr			
Rep 1	no change				set to 4-yr indefinitely				4-yr				4-yr			
Rep 2	no change				shorten to 2-yr				set to 4-yr indefinitely				4-yr			
Rep 3	no change				set to 4-yr indefinitely				4-yr				4-yr			

Appointment dates → Jan 2027 Jan 2029 Jan 2031 Jan 2033 Jan 2035 Jan 2037 Jan 2039 Jan 2041
all positions appointed

Actions needed

- 1) Jan 2026 - Shorten current terms of Chair & Vice Chair to 3-yr, to end Dec 31, 2026. No change to terms of current holders of Rep 1, Rep 2, & Rep 3
- 2) Jan 2027 - Set terms of Chair, Rep 1, & Rep 3 to 4-yr, indefinitely. Shorten terms of Vice Chair and Rep 2 to 2-yr thru Dec 2028. Appoint all positions to new terms.
- 3) Jan 2029 - Set terms of Vice Chair and Rep 2 to 4-yr, indefinitely. Appoint Vice Chair and Rep 2 positions to 4-yr terms
- 4) Jan 2031 - Appoint Chair, Rep 1, & Rep 3 positions to 4-yr terms
- 5) Jan 2033 - Appoint Vice Chair and Rep 2 positions to 4-yr terms
- 6) Lather, rinse repeat steps 4 & 5, staggered every 2 years, indefinitely

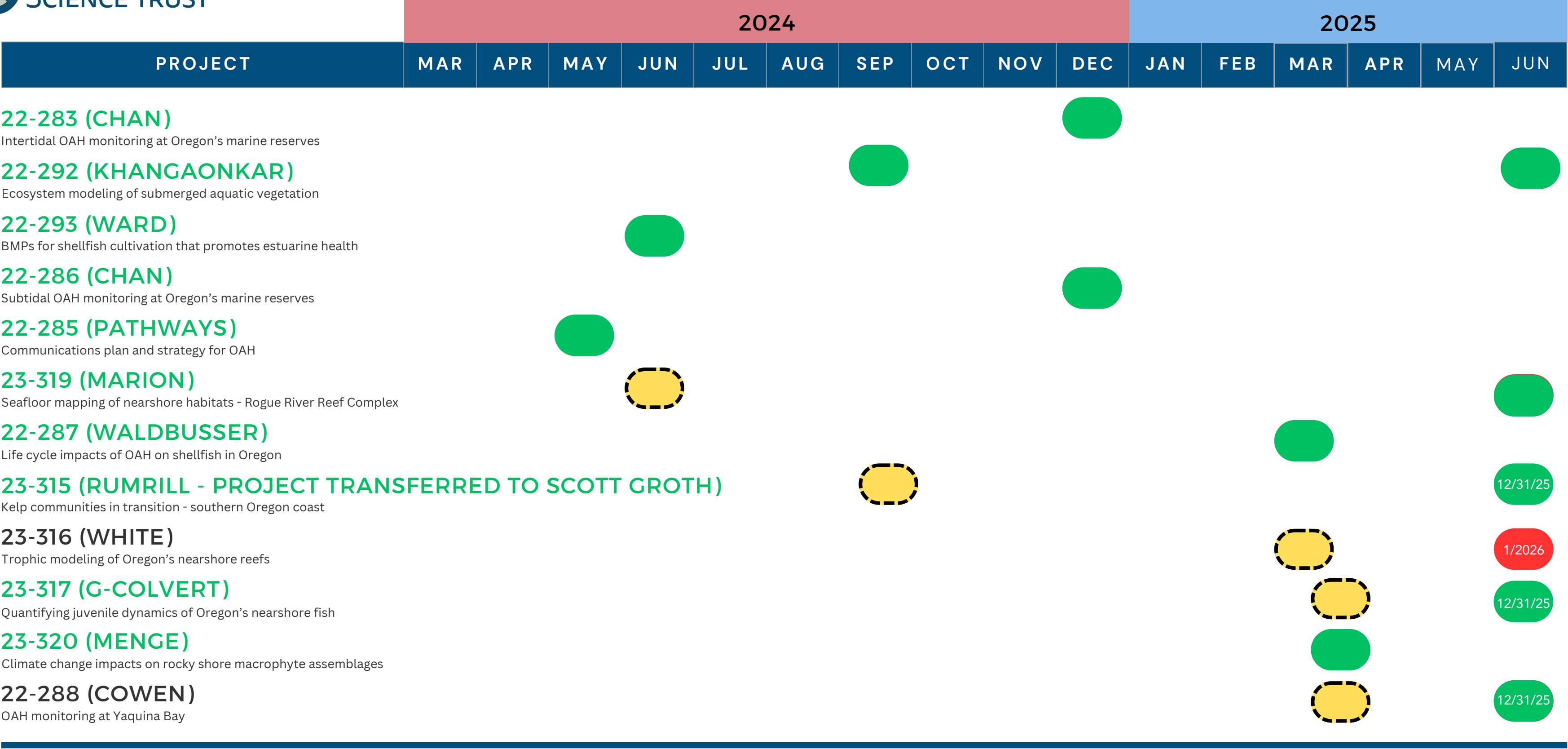
Scenario 4) Ten-step Plan. Achieve staggered 4-yr terms by 2032, with no changes to current appointments

Chair	no change - 4 yr indefinitely				4 yr				4-yr				4-yr				4-yr			
Vice Chair	no change - 4 yr				shorten to 2-yr				set to 4-yr indefinitely				4-yr				4-yr			
Rep 1	no change - 3-yr				no change - 3-yr				shorten to 2 yr				set to 4-yr indefinitely				4-yr			
Rep 2	no change - 3-yr				no change - 3-yr				set to 4-yr indefinitely				4-yr				4-yr			
Rep 3	no change - 3-yr				no change - 3-yr				shorten to 2 yr				set to 4-yr indefinitely				4-yr			

Appointment dates → Jan 2027 Jan 2028 Jan 2030 Jan 2032 Jan 2034 Jan 2036 Jan 2038 Jan 2040
4 positions appointed

Actions needed

- 1) Present to indefinite - No change to 4-yr term of Chair, indefinitely
- 2) Present - Dec 2026 - No change to terms of all current position holders
- 3) Jan 2027 - Appoint Rep 1, 2 & 3 to 3-yr terms, thru Dec 2029
- 4) Jan 2028 - Appoint Chair to 4-yr term
- 5) Jan 2028 - Shorten term of Vice Chair for 2-yr, thru Dec. 29; Appoint Vice Chair to 2-yr term
- 6) Jan 2030 - Set terms of Vice Chair and Rep 2 to 4-yr indefinitely; Shorten terms of Rep 1 & Rep 3 to 2-yr, thru Dec 2031; Appoint Vice Chair and Reps 1, 2, & 3
- 7) Jan 2032 - Set terms of Rep 1 & Rep 3 to 4-yr, indefinitely; Appoint Chair, Rep 1, & Rep 3 to 4-yr terms
- 8) Jan 2034 - Appoint Vice Chair and Rep 2 to 4-yr terms
- 9) Jan 2036 - Appoint Chair, Rep 1, & Rep 3 to 4-yr term
- 10) Lather, rinse repeat steps 8 & 9, staggered every 2 years, indefinitely



COMPLETED GRANT PROJECTS IN GREEN

Document 4

Oregon Ocean Science Trust

BYLAWS


Section 1- Name and Principal Office

- A. The name of the organization is the Oregon Ocean Science Trust.
- B. The principal office of the Trust is located at 775 Summer St, Suite 100, Salem, OR 97301.


Section 2 – Duties

- A. The Duties of the Trust are to:
 - 1. Promote peer-reviewed, competitive research and monitoring that leads to increased knowledge and understanding of Oregon’s ocean and coastal resources;
 - 2. Promote innovative, collaborative, community-oriented, multi-institutional approaches to research and monitoring related to Oregon’s ocean and coastal resources;
 - 3. Enhance Oregon’s capacity for peer-reviewed scientific ocean and coastal research;
 - 4. Subject to available funding, establish and execute a competitive grant program to conduct research and monitoring related to Oregon’s ocean and coastal resources; and
 - 5. Submit a report to the Legislative Assembly by March 31 of each even-numbered year, describing progress of the trust in carrying out its duties.

Section 3 – Members and Terms of Office

- A. The Trust consists of seven members.
- B.  Five voting members of the Trust shall be appointed by the State Land Board.. The term of office of each voting member appointed is four years, but a member serves at the pleasure of the State Land Board. Before the expiration of the term of a member, the State Land Board shall appoint a successor whose term begins on January 1 next following. A member is eligible for reappointment. If there is a vacancy for any cause, the State Land Board shall make an appointment to become immediately effective for the unexpired term.
- C. Members must be residents of Oregon with a commitment and interest in the stewardship of Oregon’s ocean and coastal resources, and have not less than five years’ experience in competitive granting, marine science, foundations or fiscal assurance. A member is eligible for reappointment.
- D. Two non-voting members shall be appointed; one Senate member, by the President of the Senate, and one House member, by the Speaker of the House of Representatives.
- E. Board members are eligible for compensation per the Department of State Land’s Board Compensation and Expense Reimbursement Policy for the Oregon Ocean Science Trust effective 1 April 2025 (Appendix A).

Section 4 – Selection of Oregon Ocean Science Trust Chair and Vice Chair

 The members shall select from its voting members two individuals to serve as Chair and Vice Chair of the Trust. The Chair shall facilitate meetings of the Trust and is authorized to enter into agreements and contracts necessary to carry out the work of the Trust, as approved by the Trust. The Chair position fulfills the legislative requirement to select an executive director. The Vice Chair shall assume the duties of the Chair in the Chair’s absence or incapacity and perform such duties as are assigned by the Chair.

Section 5 – Meetings

- A. Regular Meetings – The Trust shall hold quarterly meetings at a place, date and time determined by the Chair.
- B. Special Meetings - Special meetings of the Trust may be convened at the discretion of the Chair or called by a majority of the members of the Trust.
- C. Teleconference – The Trust may transact business by teleconference and other electronic or virtual means according to state protocols or statute.
- D. Notice
 - 1. Meeting Notice – Trust members shall be given written notice by the Chair at least 20 business days in advance of regular meetings; such notice to include date, place and time of the meeting.
 - 2. Meeting Materials – At least seven days prior to each regular meeting the Chair shall transmit to Trust members an agenda and materials that are pertinent to the agenda.
 - 3. Special Meeting Notice – Notice of special meetings shall be given to Trust members at least five days in advance of the date of the meeting and it shall set out the date, place, time and purpose for the meeting. Action taken at special meetings shall be limited to the topic or topics designated in the meeting notice.
 - 4. Public Notice of Meetings – Public notice of all meetings shall be made. Such notice shall include the time, date and place of the meeting.
- E. Quorum and Voting
 - 1. Quorum – A majority of the voting members of the Trust constitutes a quorum for the transaction of business.
 - 2. Majority Vote – When a quorum is present, business may be transacted upon a simple majority vote.
 - 3. Mail Ballots, E-Mail Ballots and Transactions – If a simple majority of the members consent in writing to any action taken or to be taken by the Trust, such action shall be as valid an action of the Trust as though it had been accomplished at a meeting of the Trust.

Section 6 – Committees

- A. Standing and ad hoc committees may be created by the Chair of the Trust as necessary to help fulfill the Trust’s purposes.
- B. Quorum and Voting
 - 1. Quorum – A simple majority of the committee’s members shall constitute a quorum.
 - 2. Voting – When a quorum is present, business may be transacted upon a simple majority vote.

Section 7 – Disbursement of Trust Fund and Grant Program

The Trust shall establish policies for the distribution of funds from the trust allowed by ORS 196.567 and 196.568.

Section 8 – Conflict of Interest

- A. Members of the Trust are subject to the provisions of ORS Chapter 244 and Oregon Constitution, Article XI, Section 7.

- B. To avoid potential or perceived conflict when a Trust member serves on the Board or is affiliated with an organization that applies for and/or receives funding from the Trust, Trust members shall be excluded from in any way participating in or influencing decision-making regarding organizations to which he or she is affiliated or on whose Board he or she serves.

Appendix A. Compensation and Expense Reimbursement Policy – Oregon Ocean Science Trust

Definitions

- (1) “Commission or Council” means those official bodies identified in ORS 174.109.
- (2) “Qualified member” means a member who is not in full-time public service and who had an adjusted gross income in the previous tax year:
- a. Of less than \$50,000, as reported on an income tax return other than a joint income tax return; or
 - b. Of less than \$100,000, as reported on a joint income tax return.
- (3) “Full-time public service” is interpreted to include all full-time employment with any public body within the State of Oregon, including but not limited to cities, counties, special districts, school districts, and community colleges. For more information on what constitutes a public body, see ORS 174.109.

Purpose

The purpose of this policy is to recommend official duties and responsibilities that may be considered reimbursable expenses and compensation-eligible activities for the Oregon Ocean Science Trust (OOST).

Background

To advance equity and reduce barriers to public participation in government, Oregon state law (ORS 292.495) provides for certain “qualified” board and commission members to receive compensation for the performance of official duties. Qualified members of the OOST will be compensated for the performance of official duties. This policy contains information about qualified and non-qualified members and the rates of compensation. It also outlines the official duties of committee members, the process for compensating qualified committee members, and the process for requesting expense reimbursement.

Rate of compensation

Per state law, the amount of compensation paid to qualified members of boards and commissions is equal to the per diem compensation received by members of the state legislature. That amount is calculated using published federal per diem rates, which can be found here: [Per Diem Rates | GSA](#)

The amount of compensation is calculated by adding the GSA’s standard daily lodging rate to the standard M&IE rate. This daily rate, paid for each day or portion of a day in which the

member performs official board or commission duties. Federal per-diem rates are reviewed annually. Changes to rates, if any, are implemented on Oct 1st of each year.

Compensation received may be considered taxable income and may impact a member's eligibility for various benefit programs. Members may wish to consult a tax professional and/or the administrator of any relevant benefits programs before accepting compensation. Committee members may choose to decline compensation at any time.

Non-qualified committee members are not eligible for compensation.

Policy – Official Duties Eligible Compensation

Qualified members are eligible for compensation for each day, or portion of a day, in which they engage in their official duties. Official duties of committee members include, but may not be limited to:

- Attending scheduled OOST meetings;
- Completing yearly mandatory training courses required for all state board members;
- Reading, reviewing, or preparing committee-related reports, documents, and other materials;
- Attending community meetings or events, with prior approval from the OOST staff;
- Attending community events with approval in writing from the OOST Board Chair in consultation with the Department of State Lands Deputy Director prior to attending the event, to be considered for compensation;
- Other duties as approved in advance by OOST.

To receive compensation a board member must submit a written claim via email prior to the event, have completed the self-attestation form, and have approval for reimbursement from the OOST Chair and DSL Deputy Director listing dates, amount of time and activities the board member is seeking reimbursement.

Board members should aim to complete asynchronous duties the same day as regularly scheduled meetings to ensure efficient use of OOST funds.

Board members may choose to decline compensation and/or reimbursement for official duties.

Performing a task for a de minimis amount of time does not qualify for compensation.

Members who have questions about whether an activity is considered part of their official duties should consult the Board Chair for guidance.

Requesting Compensation

Before submitting a request for compensation, a board member must complete and submit a DAS self-attestation form. Self-attestation forms must be completed by each committee member upon appointment and updated each year. To request compensation, board members should complete the Travel Expense Detail Sheet (TEDS) and submit their request to the Department of State Lands Executive Assistant.

Requests for compensation are due by the last day of the month following the month in which the duties were performed.

Section 9 – Parliamentary Procedures

The rules contained in the current edition of Robert's Rules of Order Newly Revised shall govern the Trust in all cases to which they are applicable and in which they are not inconsistent with these By-laws and any special rules of order the Trust may adopt.

Section 10- Amendment of By-laws

These By-laws may be amended by the Trust by a vote of four-fifths of the voting members of the Trust, provided that written notice for the proposed amendment(s) shall have been given not less than thirty days prior to the meeting at which the amendment(s) will be considered. Any term, clause or section that becomes at variance with higher authority such as executive orders, rules, regulations or statutes shall be void; however, all remaining By-laws shall have the full force and effect and may be amended as provided to maintain conformity.

By-laws Adopted January 22, 2016 by the Oregon Ocean Science Trust.
Bylaws Amended XXXXXXXX xx, 2025 by the Oregon Ocean Science Trust.

Document 5

Oregon Ocean Science Trust Budget Summary - January 2026

Contracts							
Contractor Name	Purpose	Contract #	Start Date	End Date	Contract Budget	Remaining Balance	
Oregon State University	Acidification/hypoxia research Hatfield Marine Science Center Climate monitoring	22-288	3/1/2022	12/31/2025	97,497	\$24,374	
Oregon State University	Trophic Modeling Nearshore Reefs	23-316	3/1/2023	1/31/2026	150,000	\$37,500	
Oregon State University	Juvenile dynamics of key commercial and recreational fishes	23-317	3/1/2023	12/31/2025	169,815	\$42,454	
Oregon Department of Fish & Wildlife	Kelp Communities in Transition	23-315	3/1/2023	9/30/2025	193,341	\$48,335	
Sprout Partners	Communications Consultant	23-350	10/15/2023	12/31/2025	75,000	\$38,863	
Creative Resource Strategies LLC	OOST Admin Support	21-274	9/21/2021	12/31/2025	250,000	\$61,526	
Creative Resource Strategies LLC	OOST Director of Strategies Initiatives and Programs	25-1034	1/1/2026	12/31/2027	105,000	\$105,000	
						\$358,052	
Discretionary Funds							
Cash Balance						\$98,000	
Grants							
Successful Grants							
West Coast Ocean Alliance (2025)	West Coast Ocean Science Action Agenda - Joint grant application with California Ocean Science Trust					\$65,600	
Builder's Initiative (2025)						\$35,000	
Builder's Initiative (2023)						\$300,000	
						\$400,600	
Grant Applications in Process							
Northwest Area Foundation	WCOSAA engagement with Tribes					\$150,000	LOI sent 17 December 2025
Paul M Angell Family Foundation	Capacity building					\$100,000	LOI sent 17 December 2025
UNESCO	Blue Carbon workshop					\$13,000	Requested on 8 December 2025
UNESCO	WCOSAA engagement with Tribes					\$150,000	Requested on 19 November 2025
						\$413,000	
Grants OOST Is Exploring Applying for in 2026							
Renewable Natural Resources Foundation (February 2026) - with California OST							
Blue Convergence							
Heising-Simons Foundation							
Reser Foundation							
Meyer Memorial Trust	WCOSAA engagement with Tribes						
Unsuccessful Grant Applications							
Oregon Community Foundation (2025)	Requested by OOST for West Coast Ocean Science Action Agenda					\$25,000	
Autzen Foundation (2025)	Requested by California Ocean Science Trust for West Coast Ocean Science Action Agenda					\$25,000	
Blue Convergence (2025)	Using Two-eyed Seeing (Etuaptmumk) to Co-Create Forward-Thinking Climate-Resilient Fisheries Strategies					\$150,000	
						\$200,000	



Director of Strategic Initiatives and Programs

Work Plan 2026

Project	Name	Date
Director of Strategic Initiatives and Programs	Lisa A. DeBruyckere	1/1/2026

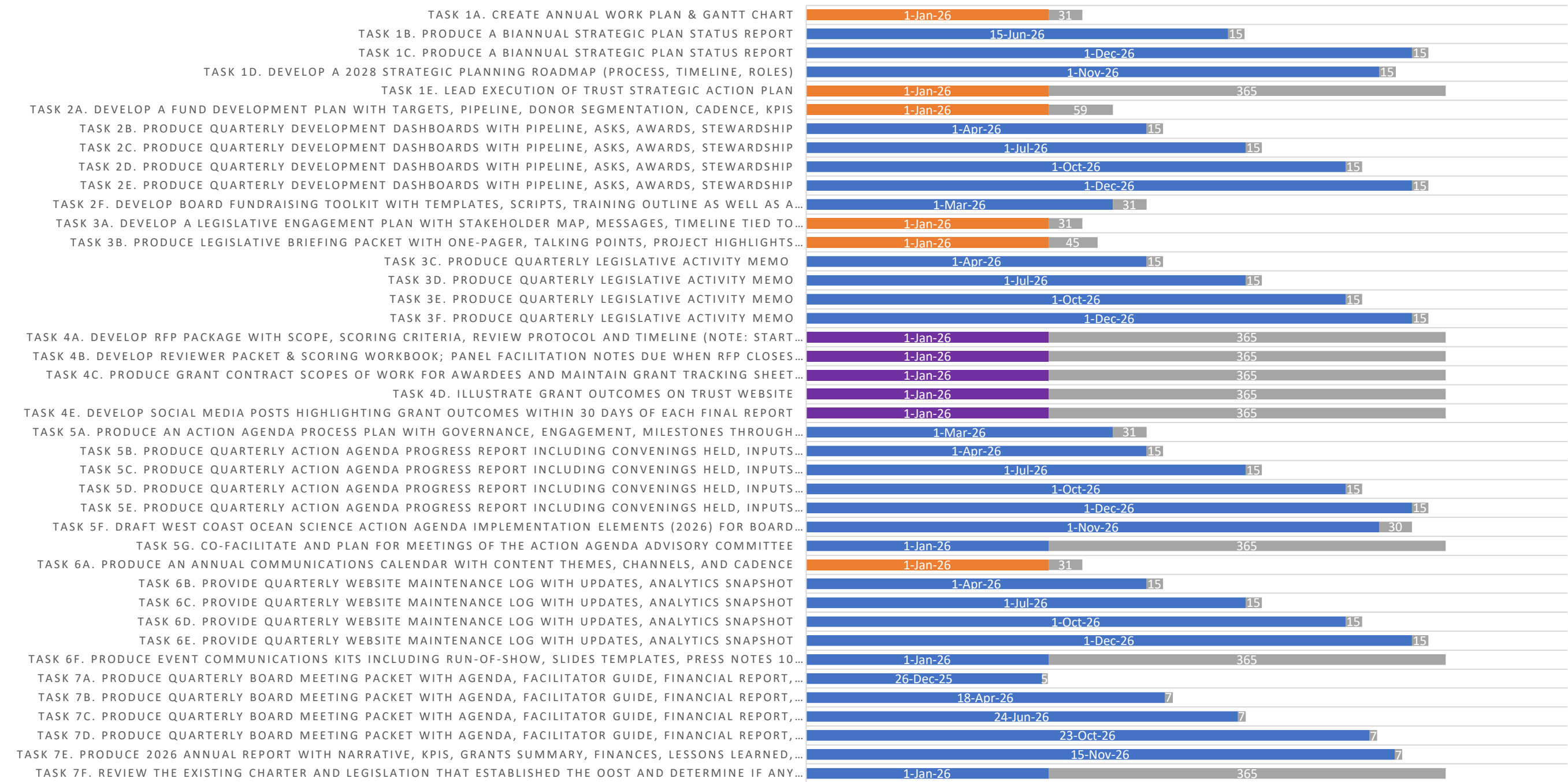
Introduction
This is the work plan for the Oregon Ocean Science Trust Director of Strategic Initiatives and Programs for calendar year 2026.

Goals & Objectives
Serve as the primary lead for Oregon Ocean Science Trust (OOST) operations, fundraising, grantmaking, strategic partnerships, and regional collaboration, reporting directly to the OOST Board and coordinating closely with the Oregon Department of State Lands.

Timeline
The project timeline section illustrates the start and end dates of each task and visualizes them in a basic stacked bar chart timeline.

In Process – Completed – Pending Funding – Not Started

GANTT CHART - PROGRESS IMPLEMENTING WORKPLAN



Task 1. Strategic Leadership & Implementation (Estimated LOE: 35%). Lead execution of OOST’s 2023-2028 Strategic Action Plan; plan the 2028 plan process; coordinate with OOST Board and DSL on operations. Acceptance Criteria: Clear tie to plan actions; realistic timelines; risk/issue log and mitigation; concise executive summaries.						
Deliverables	Start Date	End Date	Duration	Status	Strategic Plan Alignment	Milestones
Task A. Create annual work plan & Gantt chart	1 Jan 2026	31 Jan 2026	31	In process	D1	Annual work plan and Gantt Chart completed.
Task B. Produce a biannual Strategic Plan status report	15 Jun 2026	30 Jun 2026	15	To do	D1	Biannual Strategic Plan status report is created.
Task C. Produce a biannual Strategic Plan status report	1 Dec 2026	15 Dec 2026	15	To do	D1	Biannual Strategic Plan status report is created.
Task D. Develop a 2028 Strategic Planning Roadmap (process, timeline, roles)	1 Nov 2026	15 Nov 2026	15	To do	A3, B1, B2, B3, B4, C1, C2, C3, D1, D2, D3	2028 Strategic Planning Roadmap is created.
Task E. Lead execution of Trust Strategic Action Plan	1 Jan 2026	31 Dec 2026	365	In process	A3, B1, B2, B3, B4, C1, C2, C3, D1, D2, D3	
Task 2. Fund Development & Grants (Estimated LOE: 20%). Design and implement a diversified fund development plan; pursue grants/donors; report progress quarterly; support future \$2–3M competitive grant program. Acceptance Criteria: Measurable targets; pipeline hygiene; evidence of submitted proposals/meetings; materials ready for Board use.						
Deliverables	Start Date	End Date	Duration	Status	Strategic Plan Alignment	Milestones
Task A. Develop a fund development plan with targets, pipeline, donor segmentation, cadence, KPIs	1 Jan 2026	28 Feb 2026	59	In process	A3, B1, B2, B4, D1	Fund Development Plan is completed.
Task B. Produce quarterly development dashboards with pipeline, asks, awards, stewardship	1 Apr 2026	15 Apr 2026	15	To do	B1, B4	Quarterly development dashboard is produced.
Task C. Produce quarterly development dashboards with pipeline, asks, awards, stewardship	1 Jul 2026	15 Jul 2026	15	To do	B1, B4	Quarterly development dashboard is produced.
Task D. Produce quarterly development dashboards with pipeline, asks, awards, stewardship	1 Oct 2026	15 Oct 2026	15	To do	B1, B4	Quarterly development dashboard is produced.
Task E. Produce quarterly development dashboards with pipeline, asks, awards, stewardship	1 Dec 2026	15 Dec 2026	15	To do	B1, B4	Quarterly development dashboard is produced.
Task F. Develop Board fundraising toolkit with templates, scripts, training outline as well as a Board onboarding module	1 Mar 2026	31 May 2026	31	To do	A3, B1, B2, D1	Board fundraising toolkit is developed.
Task 3. Legislative & Government Engagement (Estimated LOE: 10%). Build relationships and awareness among Oregon legislators and the congressional delegation; align concepts with DSL schedules; advance OOST priorities; participate in OPAC and related convenings. Acceptance Criteria: Plan/memos reflect current timelines; targeted, bipartisan outreach; clear asks and outcomes.						
Deliverables	Start Date	End Date	Duration	Status	Strategic Plan Alignment	Milestones
Task A. Develop a Legislative engagement plan with stakeholder map, messages, timeline tied to session/Legislative Days	1 Jan 2026	31 Jan 2026	31	In process	A3, B1, B3, C1	Legislative Engagement Plan is developed.
Task B. Produce Legislative Briefing Packet with one-pager, talking points, project highlights updated as needed	1 Jan 2026	15 Feb 2026	45	In process	A3, B1, B3, C1	Legislative Briefing Packet is developed.
Task C. Produce quarterly legislative activity memo	1 Apr 2026	15 Apr 2026	15	To do	B1, B3	Quarterly legislative activity memo is produced.
Task D. Produce quarterly legislative activity memo	1 Jul 2026	15 Jul 2026	15	To do	B1, B3	Quarterly legislative activity memo is produced.
Task E. Produce quarterly legislative activity memo	1 Oct 2026	15 Oct 2026	15	To do	B1, B3	Quarterly legislative activity memo is produced.
Task F. Produce quarterly legislative activity memo	1 Dec 2026	15 Dec 2026	15	To do	B1, B3	Quarterly legislative activity memo is produced.
Task 4. Grantmaking & Program Management (Estimated LOE: 15%). When funding is secured, administer competitive, peer-reviewed grant processes with DSL; convene experts; manage lifecycle; publicize outcomes. Acceptance Criteria: Transparent, defensible processes; timely communications; complete award files; web content accurate/accessible.						
Deliverables	Start Date	End Date	Duration	Status	Strategic Plan Alignment	Milestones
Task A. Develop RFP Package with scope, scoring criteria, review protocol and timeline (note: start and deadline for this task is currently the entire year until funding is secured)	1 Jan 2026	31 Dec 2026	365	To do	A3	RFP Packages are developed.

Task B. Develop reviewer packet & scoring workbook; panel facilitation notes due when RFP closes (note: start and deadline for this task is currently the entire year until funding is secured)	1 Jan 2026	31 Dec 2026	365	To do	A3	Reviewer packet and scoring workbook is developed.
Task C. Produce grant contract scopes of work for awardees and maintain grant tracking sheet with invoicing and reporting schedule due within 30 days of Board awards (note: start and deadline for this task is currently the entire year until funding is secured)	1 Jan 2026	31 Dec 2026	365	To do	A3	Grant scopes of work are developed and tracking sheets are maintained.
Task D. Illustrate grant outcomes on Trust website	1 Jan 2026	31 Dec 2026	365	To do	A3	Outcomes from grants are illustrated on the Trust website.
Task E. Develop social media posts highlighting grant outcomes within 30 days of each final report	1 Jan 2026	31 Dec 2026	365	To do	A3, B1, B2, B3, C3	Social media posts highlighting grant outcomes are produced within 30 days of each final report.
Task 5. Regional Collaboration and Diplomacy (Estimated LOE: 10%). Co-lead Action Agenda work with California Ocean Science Trust; liaise with West Coast partners and WCOA; facilitate subregional convenings; compile shared science priorities toward the late-2026 implementation plan. Acceptance Criteria: Inclusive engagement (incl. Tribal partners); clear artifacts (notes, drafts); alignment with 2026 target.						
Deliverables	Start Date	End Date	Duration	Status	Strategic Plan Alignment	Milestones
Task A. Produce an Action Agenda Process Plan with governance, engagement, milestones through 2026	1 Mar 2026	31 Mar 2026	31	To do	B1, B2	Action Agenda Process Plan is developed.
Task B. Produce quarterly Action Agenda progress report including convenings held, inputs captured, draft elements	1 Apr 2026	15 Apr 2026	15	To do	B1	Quarterly Action Agenda progress report is produced.
Task C. Produce quarterly Action Agenda progress report including convenings held, inputs captured, draft elements	1 Jul 2026	15 Jul 2026	15	To do	B1	Quarterly Action Agenda progress report is produced.
Task D. Produce quarterly Action Agenda progress report including convenings held, inputs captured, draft elements	1 Oct 2026	15 Oct 2026	15	To do	B1	Quarterly Action Agenda progress report is produced.
Task E. Produce quarterly Action Agenda progress report including convenings held, inputs captured, draft elements	1 Dec 2026	15 Dec 2026	15	To do	B1	Quarterly Action Agenda progress report is produced.
Task F. Draft West Coast Ocean Science Action Agenda Implementation Elements (2026) for Board review	1 Nov 2026	30 Nov 2026	30	To do	A3, B1, B2	West Coast Ocean Science Action Agenda Implementation Elements is created for Board review.
Task G. Co-facilitate and plan for meetings of the Action Agenda Advisory Committee	1 Jan 2026	31 Dec 2026	365	In process	B1, B2	Advisory Committee meetings are planned for and facilitated.
Task H. Facilitate convenings with WCOA Tribes to identify tribal ocean science priorities to incorporate into the Action Agenda	1 Feb 2026	1 Dec 2026	334	To do	A3, B1, B2	WCOA Tribal ocean science priorities are identified and incorporated into Action Agenda.
Task 6. Communications and Outreach (Estimated LOE: 5%). Coordinate with communications contractors (e.g., Sprout Media) to develop messaging, maintain OOST and Action Agenda websites, and support events and earned media. Acceptance Criteria: On-brand materials; timely updates; accessible content complying with state standards.						
Deliverables	Start Date	End Date	Duration	Status	Strategic Plan Alignment	Milestones
Task A. Produce an annual communications calendar with content themes, channels, and cadence	1 Jan 2026	31 Jan 2026	31	In process	B1, B2, C1, C2, C3, D1	Annual communications calendar is developed.
Task B. Provide quarterly website maintenance log with updates, analytics snapshot	1 Apr 2026	15 Apr 2026	15	To do	C3	Quarterly website maintenance logs with updates and analytics snapshot is produced
Task C. Provide quarterly website maintenance log with updates, analytics snapshot	1 Jul 2026	15 Jul 2026	15	To do	C3	Quarterly website maintenance logs with updates and analytics snapshot is produced
Task D. Provide quarterly website maintenance log with updates, analytics snapshot	1 Oct 2026	15 Oct 2026	15	To do	C3	Quarterly website maintenance logs with updates and analytics snapshot is produced
Task E. Provide quarterly website maintenance log with updates, analytics snapshot	1 Dec 2026	15 Dec 2026	15	To do	C3	Quarterly website maintenance logs with updates and analytics snapshot is produced
Task F. Produce event communications kits including run-of-show, slides templates, press notes 10 business days before events	1 Jan 2026	31 Dec 2026	365	To do	A3, B1, B2, D2	Event communications kit is developed.

Task 7. Board and Organizational Support (Estimated LOE: 5%). Plan and support quarterly OOST Board meetings; maintain relationships with Board and contractors; provide financial/operational reporting and a final annual report. Acceptance Criteria: Complete and comprehensible packets; accurate financials; decisions/action tracking.						
Deliverables	Start Date	End Date	Duration	Status	Strategic Plan Alignment	Milestones
Task A. Produce quarterly Board meeting packet with agenda, facilitator guide, financial report, program reports, decisions log 7 days before Board meeting	26 Dec 2025	31 Dec 2026	5	Completed for 1 st quarter board meeting 2026		Quarterly Board meeting packet is produced within 1 week of Board meeting.
Task B. Produce quarterly Board meeting packet with agenda, facilitator guide, financial report, program reports, decisions log 7 days before Board meeting	18 Apr 2026	25 Apr 2026	7	To do		Quarterly Board meeting packet is produced within 1 week of Board meeting.
Task C. Produce quarterly Board meeting packet with agenda, facilitator guide, financial report, program reports, decisions log 7 days before Board meeting	24 Jun 2026	1 Jul 2026	7	To do		Quarterly Board meeting packet is produced within 1 week of Board meeting.
Task D. Produce quarterly Board meeting packet with agenda, facilitator guide, financial report, program reports, decisions log 7 days before Board meeting	23 Oct 2026	30 Oct 2026	7	To do		Quarterly Board meeting packet is produced within 1 week of Board meeting.
Task E. Produce 2026 Annual Report with narrative, KPIs, grants summary, finances, lessons learned, 2027 preview	15 Nov 2026	15 Dec 2026	7	To do	A3, B1, B2, C1, C2	2026 Annual Report (reflecting 2025 activities) is produced.
Task F. Review the existing charter and legislation that established the OOST and determine if any amendments/changes should be made to ensure they are current	1 Jan 2026	31 Dec 2026	365	In process	D2	

Document 7a

Oregon Ocean Science Trust Legislative Engagement Roadmap

January 2026



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Overview

This document is intended to develop a legislative engagement strategy and state-focused communications to advance the priorities and mission of the Trust.

Strategies proposed in this document:

- Emphasize bipartisan, statewide support for Trust priorities.
- Highlight the need for ocean science in support of people, economies, and industries.
- Hone messaging to clarify what the Trust does and why state legislators should care.
- Develop focus areas that will resonate with state legislators and represent the diversity of Trust priorities.
- Highlight the nexus between the Trust and state priorities.

Pathways to Grow Engagement with State Legislators

- Establish and build relationships with state legislators, nurturing new and emerging champions for ocean and coastal science.
- Participate in the state funding process, as appropriate, encouraging state investments in ocean and coastal science to leverage federal and private funding.
- Collaborate with other organizations, as appropriate, to raise awareness of the role of the Trust in advancing and supporting ocean and coastal science for Oregon priorities.

Engagement Goals

The state legislative engagement goals are to:

- 1) Serve as a trusted, science-based resource for state policymakers and leaders to make informed management and policy decisions.
- 2) Support state funding for ocean and coastal research to meet state and regional priorities.
- 3) Expand support for ocean and coastal science among policymakers throughout the State of Oregon.

Priority Topics

Healthy Coasts and Ocean, Healthy Communities

The Trust funds and supports ocean and coastal research that can inform sound policies that benefit both people and place. The science we support can be applied to broader ocean policy issues of importance to Oregon, including climate-ready fisheries, ocean

acidification and hypoxia, blue economy and workforce development, offshore energy, and more. Communities across Oregon benefit from a healthy ocean and coast.

Maximize Government Investments

The flexibility and nimbleness of the Trust enhances government return on investment by leveraging philanthropic and private funds to support management-relevant, forward-looking ocean and coastal research priorities. A diversified funding portfolio, consisting of state, federal, and private investments, is critical to funding the science and research needed to inform ocean management and policy. The Trust has a solid track record of financial accountability with its fiscal agent, the Oregon Department of State Lands.

2026 Talking Point

To maximize the potential to solicit private and philanthropic funding, the Trust needs a sister organization that is considered exempt from federal taxes per the Internal Revenue Code. As a result, the Trust has introduced a legislative concept in the 2026 short legislative session, which gives the Trust the authority to create an organization considered tax exempt by the Internal Revenue Code.

Trusted Expert Network

The Trust is a non-advocacy organization established by the Oregon state legislature. We support science that informs a diversity of policy and management priorities in Oregon and foster and maintain an extensive network of experts and partners.

Oregon Legislature – Priority Committees

Senate Committee on Energy and Environment - This committee handles legislation related to energy, climate, and environmental matters, which often include marine issues such as ocean acidification and hypoxia, and offshore wind energy proposals.

- [Senator Lew Frederick](#) - Chair
- [Senator Suzanne Weber](#) - Vice-Chair
- [Senator Courtney Neron Misslin](#)
- [Senator Noah Robinson](#)
- [Senator Janeen Sollman](#)

House Committee on Climate, Energy, and Environment – This committee handles legislation relating to reducing greenhouse gas emissions, promoting clean energy, enhancing energy efficiency, protecting natural resources, and addressing climate change impacts.

- [Representative John Lively](#) - Chair
- [Representative Mark Gamba](#) - Vice-Chair

- [Representative Bobby Levy](#) - Vice-Chair
- [Representative Tom Andersen](#)
- [Representative Jami Cate](#)
- [Representative Darcey Edwards](#)
- [Representative Ken Helm](#)
- [Representative Emerson Levy](#)
- [Representative Pam Marsh](#)
- [Representative Sarah McDonald](#)
- [Representative Virgle Osborne](#)
- [Representative Mark Owens](#)

House Committee on Agriculture, Land Use, Natural Resources, and Water - This committee reviews a wide range of natural resource bills, including those pertaining to marine reserves, ocean shore protection, and general water issues affecting coastal areas.

- [Representative Ken Helm](#) - Co-Chair
- [Representative Mark Owens](#) - Co-Chair
- [Representative Sarah McDonald](#) - Vice-Chair
- [Representative Court Boice](#)
- [Representative Jami Cate](#)
- [Representative Annessa Hartman](#)
- [Representative Bobby Levy](#)
- [Representative Pam Marsh](#)
- [Representative Susan McLain](#)
- [Representative Lesly Muñoz](#)
- [Representative Anna Scharf](#)

Joint Committee on Ways and Means – This committee is responsible for the state’s budget, which is central to coastal and ocean policy.

- [Senator Kate Lieber](#) - Co-Chair
- [Representative Tawna Sanchez](#) - Co-Chair
- [Senator Fred Girod](#) - Co-Vice Chair
- [Representative David Gomberg](#) - Co-Vice Chair
- [Representative Gregory Smith](#) - Co-Vice Chair
- [Senator Dick Anderson](#)
- [Senator Wlnsvey Campos](#)
- [Senator Lew Frederick](#)
- [Senator James Manning Jr.](#)
- [Senator Mike McLane](#)
- [Senator Courtney Neron Misslin](#)
- [Senator David Brock Smith](#)
- [Senator Janeen Sollman](#)
- [Senator Bruce Starr](#)

- [Representative Vikki Breese-Iverson](#)
- [Representative Lucetta Elmer](#)
- [Representative Paul Evans](#)
- [Representative Emerson Levy](#)
- [Representative Rob Nosse](#)
- [Representative Mark Owens](#)
- [Representative E. Werner Reschke](#)
- [Representative Ricki Ruiz](#)
- [Representative Andrea Valderrama](#)
- [House Majority Leader Ben Bowman](#)

House Rules Committee – Not generally a priority committee for the Trust, this committee is listed here because it introduced, on behalf of the Trust, LC 248 for the 2026 short legislative session. This LC gives the Trust the authority to create a nonprofit exempt from federal tax, per the Internal Revenue Code.

- [House Majority Leader Ben Bowman](#) - Chair
- [Representative Lucetta Elmer](#) - Vice-Chair
- [Representative Hai Pham](#) - Vice-Chair
- [Representative Dacia Grayber](#)
- [Representative Jason Kropf](#)
- [Representative Alek Skarlatos](#)
- [Representative Kim Wallan](#)

Priority Caucuses and Councils

Oregon Coastal Caucus - This is an informal, bipartisan group of state legislators representing coastal districts. They engage stakeholders, constituents, and state agencies on matters critical to the coast, such as commercial fisheries and offshore wind development. Although a caucus and not a formal legislative committee, it addresses issues that affect coastal communities, industries, and economies.

- Rep Court Boice
- Vice-Chair: Sen. David Brock Smith
- Rep. David Gomberg
- Sen. Dick Anderson
- Sen. Suzanne Weber
- Rep. Boomer Wright
- Rep. Cyrus Javadi

Ocean Policy Advisory Council (OPAC) – This is a legislatively mandated marine policy advisory body that provides guidance to the Governor, state agencies, and local governments on ocean policy and resource management. OPAC members can be found [here](#).

2026 Oregon Legislative Session

The 2026 Oregon Legislative Session starts 2 February 2026 and concludes 35 days later on 9 March 2026 (barring any potential two 5-day extensions, which can occur via a 2/3 vote). Legislative Days, a 3-day event scheduled for 13-15 January 2026, will include committee meetings in which legislators discuss bills and issues for the upcoming session.

Legislative Leaders – Existing and Potential Champions

Building relationships with key legislators and their staffs requires identifying leaders with a combination of interest and committee assignments as well as relevant leaders within the geographic footprint of the Trust’s and legislative constituent interests.

Senator Dick Anderson (R – District 5 – Lincoln City)

- Member, Joint Interim Committee on Ways and Means
- Non-voting member of the Trust

Representative David Gomberg (D – District 10 – Lincoln and Western Benton & Lane Counties)

- Co-Vice Chair, Joint Interim Committee on Ways and Means
- Non-voting member of the Trust

Senator Suzanne Weber (R – District 16 – Tillamook) Whip [Katy Pritchard, Chief of Staff]

- Vice-Chair, Senate Committee on Energy and Environment
- Member, Coastal Caucus

Representative Court Boice (R – District 1 – Gold Beach)

- House Interim Committee on Agriculture, Land Use, Natural Resources, and Water
- Chair, Oregon Coastal Caucus

Senator David Brock Smith (R – District 1 – Port Orford) Deputy Leader

- Vice-Chair, Oregon Coastal Caucus
- Vice-Chair, Senate Interim Committee on Energy and Environment
- Member, Joint Interim Committee on Ways and Means

Representative Boomer Wright (R – District 9 – Coos Bay)

- Oregon Coastal Caucus

Representative Cyrus Javadi (D – District 32 – North Coast)

- Oregon Coastal Caucus

Senator Janene Sollman (D – District 15 – Forest Grove, Cornelius, Hillsboro, Rock Creek)

- Member, Senate Committee on Energy and Environment
- Included Trust LC in her Blue Economy Bill in 2026

House Majority Leader Ben Bowman (D – District 25 - Tigard)

- Chair, House Interim Committee on Rules
- Joint Interim Committee on Ways and Means

Representative Lucetta Elmer (R – District 24 – McMinnville, Sheridan, Willamina)

- Vice-Chair, House Interim Committee on Rules
- Member, Joint Interim Committee on Ways and Means

Representative Hai Pham (D – District 36 – South Hillsboro & West Beaverton)

- Vice-Chair, House Interim Committee on Rules
- Vice-Chair: Sen. David Brock Smith

Representative Sarah McDonald (D – District 16 – Corvallis)

- Vice-Chair, House Interim Committee on Agriculture, Land Use, Natural Resources, and Water
- Member, House Interim Committee on Climate, Energy, and Environment

Representative Pam Marsh (D – District 5 – Southern Jackson County)

- Member, House Interim Committee on Climate, Energy, and Environment
- Member, House Interim Committee on Agriculture, Land Use, Natural Resources, and Water

Representative Lesly Muñoz (D – District 22 – Brooks, Gervais, Woodburn)

- Member, House Interim Committee on Agriculture, Land Use, Natural Resources, and Water

Representative Ken Helm (D – District 27 – Beaverton and Cedar Hills)

- Co-chair, House Committee on Agriculture, Land Use, Natural Resources, and Water
- Co-Chair, Water Caucus
- Member, House Interim Committee on Climate, Energy, and Environment

Senator Lew Frederick (D - District 22 - Portland) [Nathan Soltz, Chief of Staff]

- Chair, Senate Committee on Energy and Environment
- Member, Joint Interim Committee on Ways and Means Subcommittee on Natural Resources
- Member, Joint Interim Committee on Ways and Means

Senator Courtney Neron Misslin (D – District 13 – Wilsonville, King City, Sherwood, Tigard, Metzger)

- Co-Chair, Joint Interim Committee on Ways and Means Subcommittee on Natural Resources
- Member, Joint Interim Committee on Ways and Means

Representative John Lively (D – District 7 – Springfield)

- Chair, House Interim Committee on Climate, Energy, and Environment
- Member, Joint Interim Committee on Ways and Means Subcommittee on Natural Resources

Representative Mark Gamba (D – District 41 – Milwaukie, Oak Grove, N. Clackamas County, Sellwood, Eastmoreland, Woodstock)

- Vice-Chair, House Interim Committee on Climate, Energy, and Environment

Representative Bobby Levy (R – District 58 – Echo)

- Vice-Chair, House Interim Committee on Climate, Energy, and Environment
- Member, House Committee on Agriculture, Land Use, Natural Resources, and Water

Senator Kate Lieber (D – District 14 – Beaverton & Southwest Portland)

- Co-Chair, Joint Interim Committee on Ways and Means

Representative Tawna Sanchez (D – District 43 – North and Northeast Portland)

- Co-Chair, Joint Interim Committee on Ways and Means

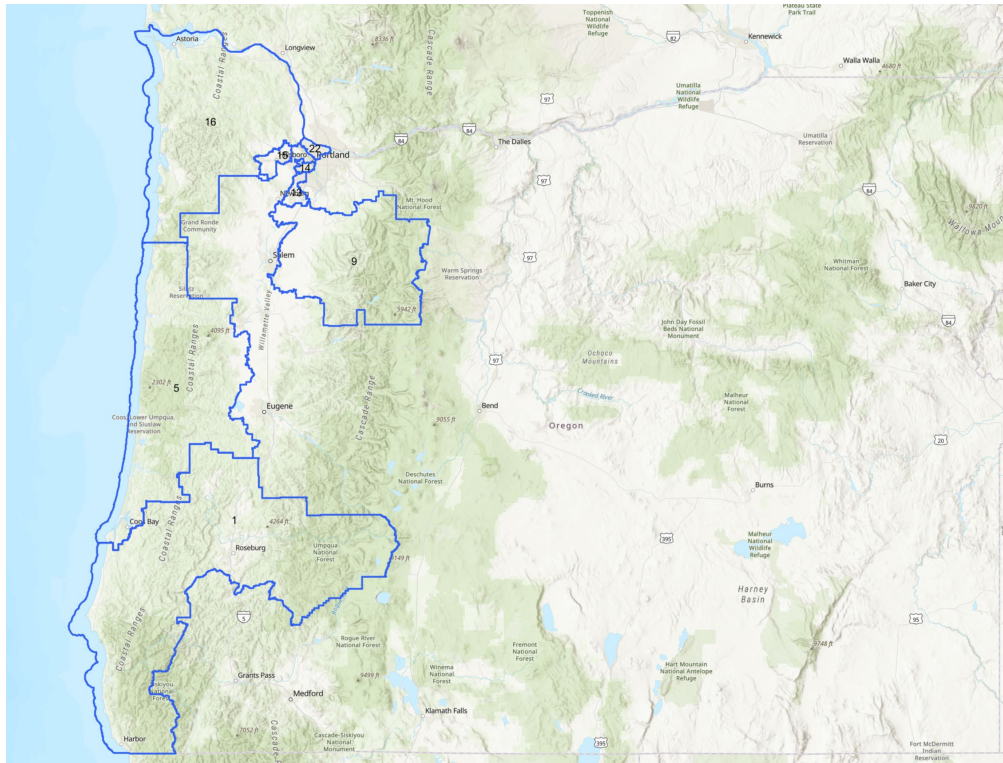
Senator Fred Girod (R – District 9 – Stayton)

- Co-Vice Chair, Joint Interim Committee on Ways and Means
- Member, Senate Interim Committee on Natural Resources and Wildfire

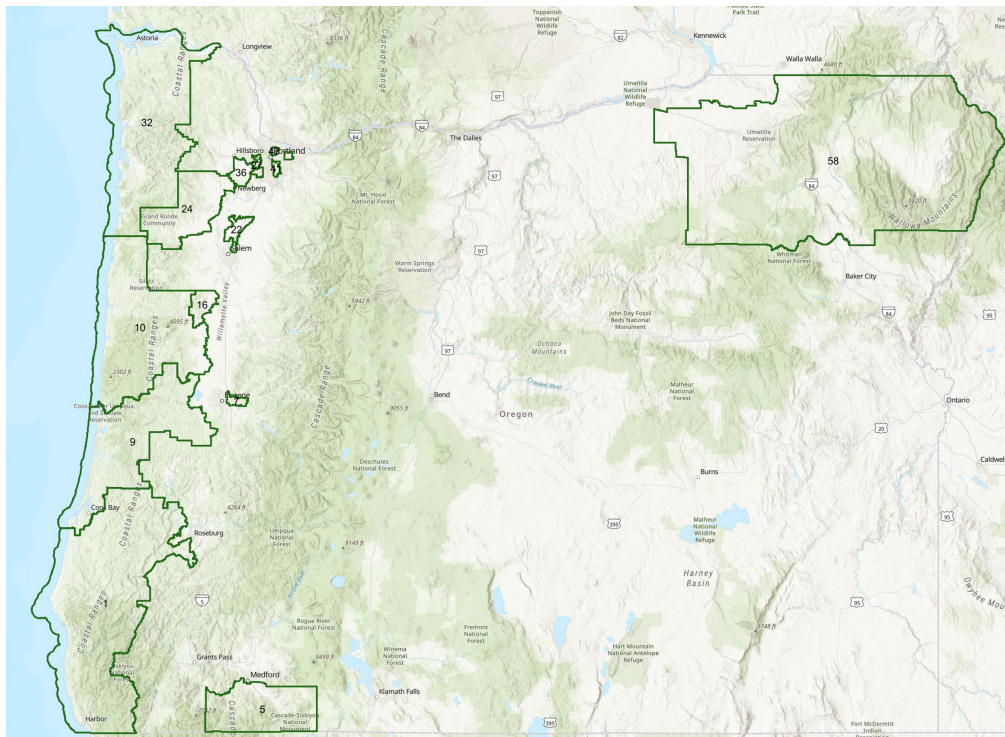
Representative Gregory Smith (R – District 57 – Umatilla, Gilliam, Sherman, Wheeler, Wasco, Jefferson, Marion & Clackamas Counties)

- Co-Vice Chair, Joint Interim Committee on Ways and Means

Senate Districts



House Districts



Legislation

The Trust introduced a legislative concept (LC) for the short 2026 legislative session that would give the Trust the authority to create a nonprofit exempt from federal tax, per the Internal Revenue Code. The LC currently resides in two locations prior to the start of the session – as LC248 in the House Rules Committee, and in Senator Sollman’s Blue Economy bill (number yet to be assigned).

Pathways for Engagement

Ocean Science and Building Ocean Champions

Informing legislators about who and what the Trust is and why ocean science is critical to state interests and Oregonians is a key goal. Meetings with individual legislators and follow-ups will help clarify the non-advocacy, science-based role of the Trust and help foster leaders that understand and tap into the value of the Trust for the state.

The goal is to have at least one in-person meeting in 2026 with the legislators listed in this document, prioritizing meetings in January 2026 with Oregon Coastal Caucus members, Senator Sollman, and leaders of the House Rules Committee to ensure the LC introduced by the Trust passes into law. These meetings will build off of meetings held with legislators during Legislative Days in November of 2025 (those meetings were held with Senator Weber, Sen. David Brock Smith, Rep. Boice, and Rep. Javadi – and there was significant email correspondence with other legislators).

After the 2026 short legislative session, efforts will focus on members that are champions in the ocean space, members with potential to become champions, and new members in the midst of establishing their priorities. Efforts will be made to conduct in-district visits with legislators and their district staff in 2026.

Coordination with Other Entities

When appropriate, the Trust should partner with other entities to amplify the work that aligns with topics of interest, yet ensuring the Trust maintains a non-advocacy role. Relevant organizations include Oregon State University, Hatfield Marine Science Center, Oregon Department of Fish and Wildlife, Oregon Ocean Alliance (and its respective individual organizations), Oregon Sea Grant, and South Slough National Estuarine Research Reserve.

Action Items

Task	Timeline	Responsibility
Contact Committee Coordinators of Senate Committee on Energy and Environment and House Rules Committee to provide an informational presentation on LC248/Blue Economy Bill (includes LC248)	January 2026	L. DeBruyckere
Finalize, print, and distribute to committee chairs one-pager on LC	January 2026	L. DeBruyckere, Cory
Ensure Board members have talking points on LC when discussing importance of LC with legislators and others	January 2026	L. DeBruyckere, Cory
Give informational presentation to both committees	February 2026	L. DeBruyckere
Track progress of LC as it moves through committees, and check in with committee members post-presentation to see if they have any questions/concerns	February 2026	L. DeBruyckere
Engage with legislators to ensure support for LC	February 2026	Board members
When LC passes into law, thank Committee leads for their support	March 2026	Board members
In April of 2026, update the Legislative Engagement Plan to prepare for next legislative session and significant financial ask for ocean and coastal competitive research grants	April 2026	L. DeBruyckere, Cory



Document 7b

Legislative Briefing Packet

The Ocean Science Funding Enhancement Act (LC 248)

Legislation Title/Concept	Ocean Science Funding Enhancement Act (LC 248)
Sponsor(s)	Rep. Bowman, Sen. Sollman
Date of Briefing	
Prepared By	Lisa A. DeBruyckere, Director of Strategic Initiatives and Programs Oregon Ocean Science Trust (503) 704-2884 oost@oregonoceanscience.com
The "Ask"	Please support legislative concept 248 and ensure it moves forward for drafting
Urgency/Timeline	Need support during the 2026 Oregon Legislative Session to ensure timely introduction

I. Executive Summary

The Oregon Ocean Science Trust has successfully disbursed almost \$2 million in competitive grant funding for needed ocean and coastal research to address existing and emerging challenges relating to changing ocean chemistry (more acidic, lower oxygen water) affecting Oregon's nearshore resources. This funding was allocated to the OOST through legislation in 2021 and 2022. Since that time, the OOST has been seeking opportunities to diversify its funding portfolio to leverage state investments with both federal and philanthropic funds, however, the structure of the OOST is a barrier to receiving funding from other sources.

Legislative Concept 248 provides the OOST with the necessary statutory authority to establish and operate a supporting 501(c)(3) non-profit entity. This small, technical change, which has no fiscal impact to the State of Oregon, will significantly amplify OOST's ability to raise private, philanthropic, and non-state grant funding, dramatically expanding ocean research and stewardship in Oregon without increasing general fund appropriations.

- **Problem:** As a state entity, OOST is currently limited in its ability to seek and accept private or federal non-state grants, constraining its operational budget.
- **Solution:** LC 248 grants OOST the explicit authority to form a tax-exempt 501(c)(3) foundation to act as its fundraising arm.
- **Benefit:** This authority has the potential to unlock millions of dollars in potential new funding, accelerate and sustain ocean research, and diversify OOST's funding portfolio, leveraging and maximizing state and federal contributions.

II. Background Information

A. The Role of the Oregon Ocean Science Trust (OOST)

The OOST was established by the Oregon Legislature in 2013 (Senate Bill 747) to secure and distribute funding to promote ocean and coastal knowledge, research, and monitoring to ensure the sustainable use of Oregon's resources, enhance coastal resilience, and support long-term ocean health for all Oregonians. Its work is vital to Oregon's Blue Economy, the health of all Oregonians, and coastal communities. Since its inception, the OOST has disbursed almost \$2 million in competitive grant funding (<https://www.oregonoceanscience.com/fundedresearch>) to researchers and scientists to address the most challenging issues facing our ocean and coast.

B. Funding Limitation

Many national philanthropic foundations, such as the David and Lucile Packard Foundation, Paul M. Angell Family Foundation, and The Waitt Foundation, and large federal grant programs prefer or *require* partnerships with a 501(c)(3) non-profit entity for maximum flexibility, matching, and tax-exempt

donation purposes. Because OOST currently lacks this dedicated non-profit arm, it is unable to competitively pursue these major funding streams.

In the short term, the OOST has occasionally been able to partner with the California Ocean Science Trust, which is classified as a 501(c)(3), to apply for and receive funding through their organization on behalf of the OOST, but this approach is not sustainable long-term and provides the Trust with no administrative overhead funding or ability to be recognized in the philanthropic community as an entity capable of receiving funding.

III. Proposed Solutions: Legislative Concept 248 Analysis

LC248 is a technical amendment to ORS 196.565 that explicitly provides authority to the OOST Board to create a non-profit arm of the Trust, designated as a 501(c)(3) for the sole purpose of supporting the mission of the OOST. It would allow the Foundation to solicit, receive, and manage gifts, grants, and contributions on behalf of the OOST. The language in the LC mirrors enabling authority granted to other quasi-governmental organizations in Oregon, including the Oregon State Parks and Recreation Department (Oregon State Parks Foundation), Willamette Falls Locks Authority, Oregon Zoo, Oregon Health Science University. This LC simply provides the OOST with the same standard tool to fulfill its mission (*Note: The LC would amend ORS 196.565 or add a new, specific statute, e.g., 196.566 or 196.570 to explicitly grant the authority*).

Analysis to Support this Request:

- **Zero General Fund Impact:** The creation and operation of the 501(c)(3) will be financed from sources other than state appropriations.
- **Enhanced flexibility:** Allows for rapid response to grant opportunities and multi-year funding commitments often preferred by private donors.
- **Leverages state funding:** During years when the Legislature seeks to provide funding to the OOST for competitive ocean and coastal scientific grants, the OOST can optimize its ability to leverage that funding with federal, foundation, and private funding.

The Oregon Ocean Science Funding Enhancement Act (LC 248)

Action Requested: Vote Yes and Co-sponsor LC 248

Sponsors: Rep. Bowman, Sen. Sollman



The Challenge: Missing Out on Millions in Ocean Research Funding

The Oregon Ocean Science Trust (OOST) plays a crucial, independent role in funding and coordinating scientific research that supports Oregon's coastal economy, sustainable fisheries, and resilience to stressors affect our ocean and coast.

- **Our track record of success:** The OOST has successfully and accountably administered nearly \$2 million in competitive grant funding for critical research on ocean acidification and hypoxia and nearshore ocean resources. All disbursed funds have resulted in completed, high-impact scientific research projects.
- **The problem:** Our current structure has delivered results, but it is outdated. As a purely state-established entity, OOST is currently hindered by its statutory structure. It is actively preventing the OOST from leveraging the state's successful investments by accessing substantially larger matching funds from federal and philanthropic partners.
- **Financial reality:** Given the existing constraints on the state's General Fund, it is critical that the OOST diversify its funding portfolio to sustain investments in essential ocean and coastal research. The OOST cannot effectively compete for or accept vital external funds, leaving critical research areas—like ocean acidification and nearshore habitat monitoring—underfunded.

The Solution: A Cost-Neutral Legislative Fix

LC 248 is a technical amendment to the Oregon Revised Statutes (likely **ORS 196.565** or **196.570**) that explicitly grants the Oregon Ocean Science Trust the authority to establish a supporting 501(c)(3) foundation.

- LC 248 provides a direct, proven approach to immediately leverage new funding for Oregon's ocean and coast. It adopts a widely used and successful funding model that maximizes capacity without increasing risk.
- This Foundation will serve as the dedicated fundraising arm for OOST, allowing it to competitively pursue large grants and donations previously inaccessible.
- This model is standard practice across Oregon's successful public institutions. Oregon Parks Forever and Oregon Zoo are 501(c)(3) entities that raise millions to support the missions of their respective state bodies.

Why This Matters: High Reward, Zero Risk - LC 248 is the most fiscally responsible way to boost Oregon's ocean research capacity.

1. No General Fund Impact: The creation and operation of the supporting 501(c)(3) will be financed by non-state funds, granting the authority that unlocks non-state dollars for the public good.

2. Budgetary Independence: Adoption of this LC will immediately diversify OOST's funding base, significantly reducing its dependency on the state's General Fund. This is a capacity-building measure that benefits the entire state budget.

3. Sustaining Critical Research: By securing non-state funding, the OOST will sustainably amplify critical research efforts. This is essential for understanding and mitigating existing and emergent threats to our ocean and coastal resources – research that is paramount to protecting the economic stability and public health of Oregonians and the communities dependent upon these resources.

4. Ensures Oversight: The OOST Board (the official state entity) will maintain full governance and control over the Foundation's activities and the distribution of all funds.

LC 248 is technically clean, fiscally non-controversial, and urgently needed. It is a forward-thinking policy that ensures Oregon can sustain essential scientific research that benefits the entire State of Oregon.

Packet to include one-pager and full-color graphically designed document of examples of the OOST, OOST projects funded to date, and the OOST 2024 annual report.

Document 8

Oregon Ocean Science Trust Fund Development Plan

February 2026



Purpose

The purpose of this plan is to build a sustainable, diversified funding portfolio to both increase organizational capacity and enhance the pace and scale of competitive ocean and coastal research grants.

Annual Fundraising Targets

Beginning in 2026, the primary goals are to:

- Expand OOST organizational capacity through establishment of an organization aligned with the OOST mission and designated as tax exempt per the Internal Revenue Code. LC 248 currently included in 2026 Legislative Session. In addition, the Blue Economy Bill, introduced by Senator Sollman, includes language that gives the OOST the authority to establish a 501(c)(3).
- Take steps to secure consistent federal funding through implementation of the West Coast Ocean Science Action Agenda.
- Work with DSL to include \$50,000 per biennium in DSL's budget to support operational capacity of the OOST.
- Foster and enhance relationships with legislators to secure General Fund to support OOST competitive grants on a consistent basis.
- Cultivate relationships with major donors and industry.
- Create opportunities to broaden the donor base through campaigns and gifts.

Timeframe	Funding Streams	Target Amounts	Rationale
2026	Foundations & Trusts	\$200,000	Leverage the OOST's scientific focus to secure large, multi-year, program-specific, and general operating grants
	Major Individual Gifts	\$100,000	Identify 2 high-net-worth individuals with an affinity for Oregon's coast, climate science, and/or marine ecosystems that may be willing to make a major (\$50K+) gift beginning in 2027 (when it is anticipated the OOST will have created a tax exempt entity)
	Corporate/Industry	\$50,000	Establish partnerships with Oregon-based companies (ports, commercial fisheries, aquaculture, technology, tourism) for program sponsorship or unrestricted gifts
	Annual/Online Giving	\$5,000	Broaden the donor base through digital campaigns and small-to-mid-level gifts (\$50-\$9,999) from coastal community members and conservation advocates
2027 and beyond	Federal government	\$2,000,000	Secure federal funding (\$2 million/biennium) through implementation of the West Coast Ocean Science Action Agenda
	State government	\$1,000,000	Secure \$1,000,000 each biennium to support ocean and coastal research via competitive grants

	State government	\$50,000	Include a \$50,000 request in DSL's budget for OOST operational capacity beginning in 2027–2028 budget
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Donor Pipeline

The process for moving a prospect from an initial lead to a committed, repeated donor includes identification, qualification, cultivation, solicitation, and stewardship.

1. Identification

- a. Research donor prospects and establish qualifications (giving history, cause alignment, proximity to person or cause, etc.)
- b. Populate donor cultivation spreadsheet, include contact details and preferred contact method

2. Qualification

- a. Establish viability of prospects by research and initial meetings. A donor becomes qualified by considering these 3 aspects:
 - i. Interested - want to continue conversations
 - ii. Capable - have ability to give at level needed
 - iii. Aligned - they care about the mission

3. Cultivation (Target at least one connection with the potential donor every 4-6 weeks)

- a. Establish a process of engagement and cultivation.
- b. Start by introducing organization goals and values, cultivate alignment.
- c. Build partnership by inviting to events, and understand personal values of prospect to further align.
 - Personal introduction (acknowledge their role as an individual with a personal interaction)
 - Discovery - Meet with the potential donor to understand their interest/passion in the OOST mission
 - Tangible Impact - Send a compilation of information that relates to their interests
 - Immersive Engagement – Create a shared sense of community and belonging by inviting them to participate in an event
 - Leadership Connection – Interact with OOST leadership
 - Prepare for the Ask – Share one or more elements of an OOST initiative, ask for their feedback (giving them an opportunity to shape OOST's future) and gauge interest in supporting

4. Solicitation or Ask

- a. At this point, the relationship between donor and organization is developed and this step becomes a straightforward next step.
- b. Ask for gifts of specific value and to support a specific initiative.

5. Stewardship

- a. Once the gift is given, the prospect becomes a donor. Ensure donors are recognized for their contributions in organizational impact.
- b. Continue to cultivate the partnership by keeping the donor updated on how the donation is being utilized. Make sure they are personally thanked.

Each individual makes decisions at different paces and has differing availability. It can take 6-12 months to cultivate one donor. The more an organization can invest in building strong relationships, the more likely the donor will continue to give for years to come.

Next Steps to Create the Donor Pipeline

Begin: develop a list of at least 10 names of known individuals by board members that might meet the qualifications for cultivation.

Sort: Identify tiers of giving and organize prospects into those tiers.

- 2 individuals that can give \$50,000 or more.
- 3–5 individuals who can give \$20,000 or more.
- 10 individuals who can give \$5,000–\$10,000 each.
- 15 individuals who can give between \$1,000 and \$5,000.

Identify the following:

Prospect Name	
Current Stage	(Identification, Qualification, Cultivation, Solicitation, or Stewardship)
Assigned Lead	
Priority/Rating	1 for High Capacity/High Affinity, etc.
Target Gift Amount	
Next Steps	Specific next step to be taken
Last Contact Date	
Date When Gift Will be Secured	

Donor Segmentation

Effective donor segmentation will enhance the ability of the OOST to raise funds from private source through improved communication and donor retention. The process involves:

- Collecting information about potential donors

- Identifying how long donors have been giving, how frequently they give, whether their giving is a one-off or recurring, the amount of the donation, the reasons for giving, and particular areas of interest. This data will inform donor segmentation.
- Upon identifying donor segments, the OOST will develop specific messages to effectively engage with each segment.

Key demographics of those most likely to give to an ocean research funding campaign:

- **Tech-forward alumni and executives** that seek to fund marine innovation tools.
- **Keystone species enthusiasts**, from middle-to-high income households in Oregon's urban areas that span the gap of science donors and ocean wildlife enthusiasts.
- **Blue economy business leaders**, primarily in the tourism and seafood industries, that seek to "future proof" Oregon's economy by supporting research on OAH, etc.
- **Collaborative giving groups and foundations** that fund science with other entities.

These demographics differ from those most likely to give to an ocean fund campaign (without the science focus). This group includes:

- **Urban environmentalists** that are educated and motivated and give to established organizations.
- **Coastal residents and citizen scientists**, including coastal retirees that like to support local projects involving local people.
- **Outdoor enthusiasts/recreationists** that like access to public spaces and support campaigns linking ocean health to recreation.
- **Foundations and collective giving groups (noted above)**

Key Performance Indicators (KPIs)

Donor Loyalty and Retention

- **Donor Acquisition Rate:** The percentage of new donors acquired annually.
- **Second Gift Conversion Rate:** The % of first-time donors who make a second donation (signaling successful onboarding).

Financial Efficiency and Return on Investment

- **ROI:** Net profit of a campaign divided by total costs.
- **Return on Investment (ROI):** The net revenue raised from a campaign compared to the expenses incurred to run it.

Campaign and Engagement Performance

- **Conversion Rate:** The % of prospects (e.g., website visitors, email recipients) who take a desired action, such as making a donation.
- **Average Gift Size:** Total amount raised divided by the number of gifts received (helps to identify opportunities to upgrade donors to higher giving tiers).
- **Pledge Fulfillment Rate:** % of promised contributions that are actually paid.

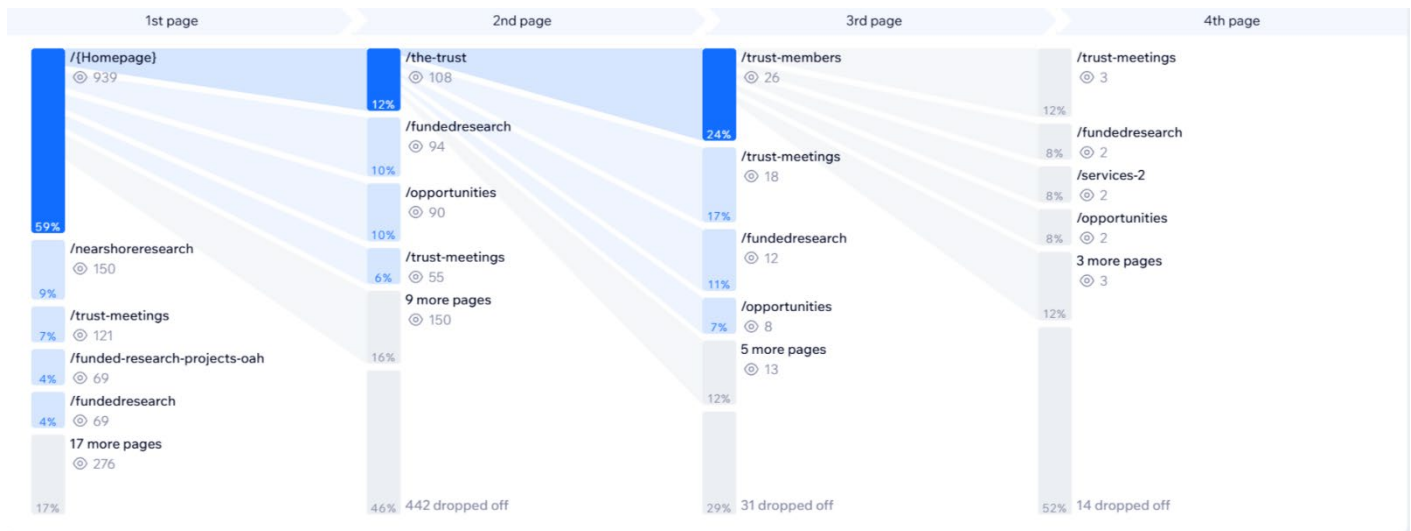
Engagement Metrics

- **Asks Made:** # of fundraising asks or appeals OOST team makes.

Website Maintenance Logs

Annual Data: December 17, 2024–December 17, 2025

		Oregon Ocean Science Trust	West Coast Ocean Science Action Agenda
Audience Overview	Users/Visitors	1,691	1,371
	New Versus Returning	96% new; 4% returning	99% new; 1% returning
	Demographics/Location/ Device	United States – 80% Singapore – 8% Other countries – 1% or less	United States – 92% Other countries – 1% or less
Acquisition	Traffic Sources	Direct – 48% Google (organic) – 28% Oregon.gov – 6% Einpresswire.com – 4% LinkedIn – 3%	Direct – 67% Google (organic) – 15% LinkedIn – 5% Einpresswire.com – 5% Bing (organic) – 3%
	Top Landing Pages	See graphic below table	Home page, Advisory Committee, Contact, Science Priorities
Behavior	Bounce Rate ¹	72.6%	79.6%
	Avg. Session Duration/Time on Page	2 minutes, 50 seconds	3 minutes, 40 seconds
	Pages Per Session	1.7	1.5
	User Flow/Path Analysis	See second graphic below table	



¹ Visitors that left the site after viewing only one page.

