Mt. Hood area All-Lands Strategic Action Plan to Reduce Wildfire Risk

2025-2035

Vision

The Mt. Hood area thrives alongside fire by recognizing its natural role in maintaining resilient landscapes and working together through investments to reduce the negative impacts of catastrophic wildfire.

Partners and Scope

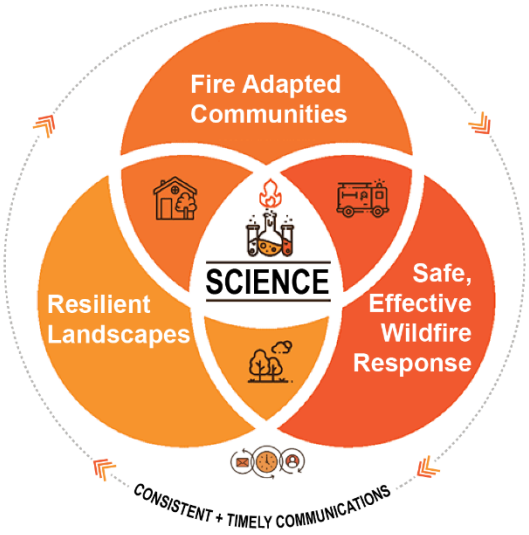
Partners

Each of the partners listed here helped inform the plan and plays an important role in its implementation. Each group is made up of key community organizations; the full network is too numerous to list here.

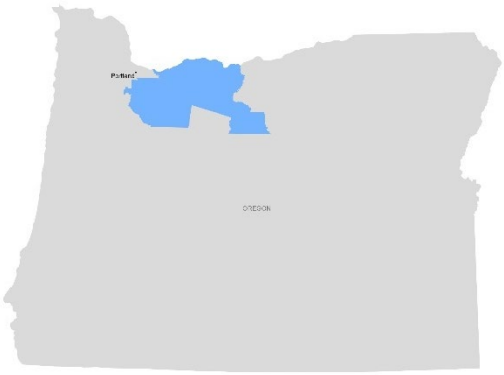
Clackamas County Disaster Management
Clackamas Fire District 1
Clackamas Soil & Water Conservation District
Clackamas Wildfire Collaborative
Columbia River Gorge National Scenic Area
East Cascades Oak Partnership
Estacada Fire
Hood River All-Lands Partnership
Hood River County Disaster Management
Hood River Forest Collaborative
Hood River Soil & Water Conservation District
Mt. Hood Corridor Wildfire Partnership
Mt. Hood National Forest
Natural Resources Conservation Service
Oregon Department of Forestry
Oregon State Fire Marshal
Oregon State University Extension Fire Program
Wasco County Community Development
Wasco County CWPP Steering Committee Core Team
Wasco County Forest Collaborative

Scope

Our scope focuses on wildfire risk reduction using the National Cohesive Wildland Fire Management Strategy framework.



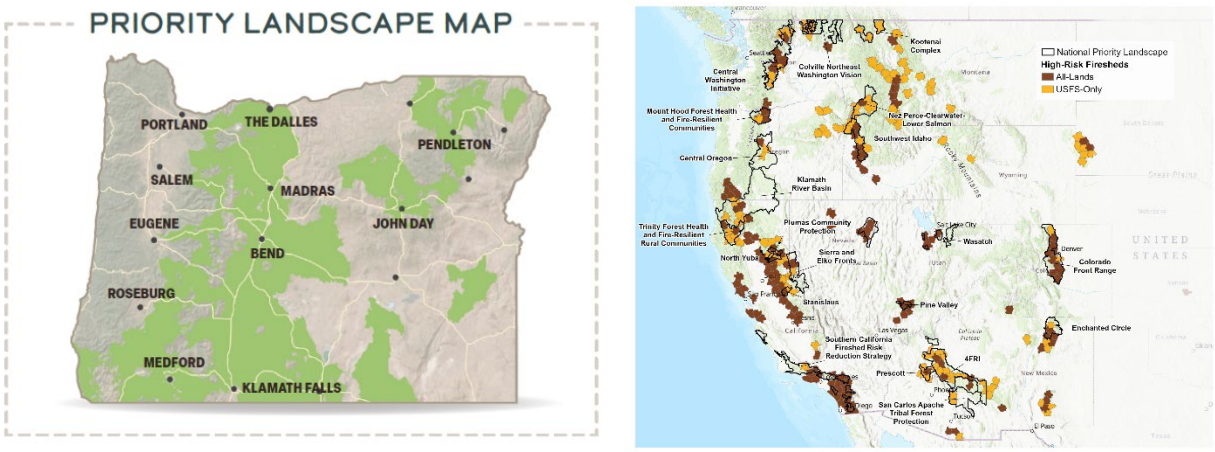
The Mt. Hood area includes Clackamas, Hood River, & Wasco Counties, as well as Columbia Gorge communities within Multnomah County. This plan does not apply to Indian Reservation lands.



Introduction

The Mt. Hood area, like much of the American West, is experiencing shifts in ecosystem dynamics due to forest management practices and fire exclusion over the last century, increased human development near fire-dependent forest lands, and more severe wildfires. Taken together, these factors have increased wildfire risk across the Mt. Hood area. This area ranks high in both state (Oregon Landscape Resiliency Strategy 2023) and national (Wildfire Crisis Strategy 2022) risk assessments, demonstrating the urgent need for proactive wildfire risk reduction to support resilient communities and landscapes. Tribal Nations, leaders in landscape resilience work, are asking for increased stewardship on ceded lands to promote forest health and resiliency. Partners express that now is the time to think strategically and collaboratively about managing shared risk. This collective plan for wildfire risk reduction builds on the strengths of individual organizations and local partnerships while identifying and addressing shared priorities to achieve the greatest impact across a larger geographic footprint.

Figure 1: The Mt. Hood area is highlighted as a priority landscape under the Oregon 20-year Landscape Resiliency strategy (2023) and the Forest Service Wildfire Crisis Strategy (2022), including three of the 250 highest-risk firesheds nationally.



Reducing wildfire risk requires that we work across boundaries and coordinate actions across federal, state, county, and local levels to achieve impacts at scale. Successful cross-boundary projects have demonstrated the value of partnerships and strategic planning to reduce community risk while restoring fire to the landscape. In Wasco County, building on two successful Joint Chief's all-lands projects and an all-lands focus of the Wasco County Forest Collaborative over the past decade, a Community Wildfire Defense Grant has brought resources to hire a wildfire coordinator and complete key projects over the next five years. Momentum is evident in the formalizing of additional local partnerships over the past two years: Mt. Hood Corridor Wildfire Partnership, Hood River All-Lands

Partnership, and Clackamas Wildfire Collaborative. In Washington State, partners are implementing work in priority landscapes through the Washington 20-year Forest Health Strategic Plan (WDNR 2027). This Mt. Hood plan is complementary to the Washington effort but focuses on Oregon.

The Mt. Hood area contains several of the communities at most risk in Oregon (Dunn and McEvoy 2025). It encompasses unique natural features, including Oregon's tallest peak, the Columbia River Gorge, and diverse forest and grassland ecosystems ranging from high alpine meadows to low elevation pine-oak systems. This area provides drinking water to about one-third of Oregonians and irrigates crops that drive local economies. Additionally, 4.5 million visitors recreate in the Mt. Hood area every year, generating over $500 million in direct travel spending that supports 5,800 jobs (Travel Oregon 2024).

The scope of work included in this strategy is large but realistic. To improve forest health and ecological integrity, disturbance-based restoration is needed on 163,000 acres of local forested land (Forest Service 2024). Both landscape resilience and fire-adapted community work will require dedicated staff who can focus on these efforts. Considerable federal, state, and local investments have provided a strong foundation for this work over the past several years; however, fully implementing the strategies outlined in this plan will require an investment of at least $260 million over the next ten years. Once restoration is complete, ongoing maintenance would require $4-6 million annually.

This strategic action plan (SAP) defines our goals across the full geographic area. Developing the SAP solidified partner relationships, helping each partner understand existing projects and how to effectively support each other. The outcomes, strategies, and actions in this SAP present a clear plan of action that will lead to funding to implement priority actions at scale. SAP implementation will occur through annual action plans and funding proposals; these proposals will be stronger due to the breadth of partners aligned to work together to achieve SAP outcomes.

Wildfire Risk Reduction Impacts

By 2035, we envision the following impacts for each of the National Cohesive Wildland Fire Management Strategy goals:

- **Fire Adapted Communities:** Mt. Hood communities thrive with minimal impact from fire on quality of life, with shared responsibility for risk reduction, preparedness, and recovery.
- **Resilient Landscapes:** Stewardship of Mt. Hood area landscapes utilizes natural and cultural fire and active management as science-based tools to maintain desired conditions.
- **Safe, Effective, Wildfire Response:** Fully integrated communication network and proactive management along potential control locations (PCLs) and in the wildland urban interface (WUI) allows for wildfire response that limits catastrophic impacts.

Definition of terms:

Goal: National Cohesive Wildland Fire Management Strategy Framework element

Impact: The degree, direction, and timing of change predicted over the long term. These are the "what does success look like?" statements.

Strategies: Group of related actions that are intended to reduce or eliminate limiting factors or otherwise cause changes needed.

Action (Input): Specific interventions, treatments, project, or other activities that will contribute to specific objectives.

Output: What happened as a result of the action.

Metric (Indicator): Specific products or yields resulting from actions that can be quantified and measured over time.

Outcome: Intermediate results expected to emerge from the actions and their resulting outputs.

Strategies, Actions, and Outcomes

During workshops in November 2024, partners identified the impacts for each of the National Cohesive Wildfire Management Strategy goals that we plan to achieve over the next ten years. For each impact, we then developed a results chain (also called logic model or theory of change). Strategies and actions were selected to identify where we as partners can focus our energy to achieve the greatest impact in the Mt. Hood area. These strategies and actions represent the best opportunities to effectively reduce risk. Full text for strategies, actions, and outcomes is listed below, with abbreviated versions shown in the flow charts. The results chains shown in Appendix A demonstrate how each element is interrelated and contributes toward the desired impact.

Fire Adapted Communities: Mt. Hood communities thrive with minimal impact from fire on quality of life, with shared responsibility for risk reduction, preparedness, and recovery.

Metrics: Number of communities actively leading fire adaptation (ex: Firewise); number of partnership or collaborative projects supporting fire adapted communities

- Strategy: Improve community readiness to receive fire through preparedness & proactive risk reduction
  - Action: Local governments hire dedicated staff with expertise to obtain resources & manage programs to build fire adapted communities
    - Output: A dedicated local presence focused on community resilience
      - Metric: Number of fire adaption positions (full time equivalents or FTEs)
        - Outcome: Capital investments in communities and programmatic support for fire adaptation projects

- Action: Each county or partnership develops a prevention & preparedness outreach campaign; partner organizations deliver it through their networks
  - Output: Wildfire preparedness campaign is visible & consistent across the region (Ex: local businesses, fire districts, social media, websites, high-use recreation sites, concessionaires, and short-term rentals)
    - Metric: Percent of survey respondents (residents, visitors) that received messaging and report attitudinal or behavioral shifts in accordance with campaign messaging
      - Outcome: Mt. Hood residents and visitors expect and understand that living and recreating in this region includes exposure to wildfire
- Action: Local partnerships and organizations educate communities on preparedness and risk-reduction best practices
  - Output: Residents know how to reduce risks to their family, home and/or property and implement risk reduction actions
    - Metric: Percent of households surveyed that are implementing risk reduction behaviors based on knowledge gained through education programs
      - Outcome: Community members take proactive measures to prevent and prepare for fire, evacuations, and smoke
- Action: Wildfire resilience partnerships and local adaptation staff support communities to create and implement community action plans
  - Output: Communities engage in proactive fire adaptation planning and implementation
    - Metric: Number of communities actively leading fire adaptation
      - Outcome: Community leaders inspire their neighbors to engage in fire adaptation activities and practices
- Action: Forest Service implements Oregon Defensible Space Code and National Fire Protection Association best practices for all WUI structures, including vegetation management appropriate to the ecological setting
  - Output: Consistent codes and best practices across jurisdictions
    - Metric: Number of WUI structures meeting Code and/or NFPA best practices
      - Outcome: WUI structures are better positioned to resist fire when it occurs

FIRE ADAPTED COMMUNITIES

IMPACT: Mt. Hood communities thrive with minimal impact from fire on quality of life, with shared responsibility for risk reduction, preparedness, and recovery.

Outcomes

- Visitors and residents share expectations of living with fire
- Capital investments supporting fire adaptation projects
- Community members take proactive measures to prevent & prepare for fire, evacuations, & smoke
- Community leaders inspire their neighbors to engage in fire adaptation activities
- WUI structures are better positioned to resist fire when it occurs

Outputs

- Visible & consistent public campaign across the region
- A dedicated local presence focused on community resilience
- Residents know how to plan and implement personal risk-reduction actions
- Communities engage in proactive fire adaptation best practices
- Consistent codes & best practices across jurisdictions

Actions

- Counties develop & implement common community prevention & preparedness campaign
- Local governments hire dedicated fire adaptation staff to build fire adapted community programs
- Educate communities on preparedness and risk-reduction best practices
- Local partnerships & fire adaptation staff support creation & implementation of community action plans
- Forest Service implements Oregon Defensible Space code & National Fire Protection Association best practices

Strategies

- Improve community fire readiness through preparedness & proactive risk reduction

Resilient landscapes: Stewardship of Mt. Hood area landscape utilizes natural and cultural fire and active management as science-based tools to maintain desired conditions.

Metric: Pacific Northwest Region Ecological Departure and Restoration Needs Assessment

- Strategy: Increase cultural burning and indigenous participation in restoration design and implementation
    - Action: Federal agencies provide resources to build tribal capacity, consistent with Tribal trust responsibility
        - Output: Tribes have the capacity needed to engage in implementation of trust responsibility
            - Metric: Tribal funding or number of new positions for project planning or implementation on lands designated per treaty or other trust responsibility
                - Outcome: Tribes can lead cultural burning and vegetation management efforts per trust responsibility
    - Action: Federal agencies create opportunities for sharing knowledge between tribes and non-tribal land managers, consistent with trust responsibility
        - Output: Knowledge is shared between tribes and land managers across the project lifecycle from project selection/design through post-project monitoring
            - Metric: Number of projects planned or completed in co-stewardship with tribes
                - Outcome: Stronger partnerships ensure Tribal land management values are well represented in restoration approaches and completed projects on federal lands
    - Action: Local partnerships include tribal participation and incorporate indigenous resource management practices
        - Output: Indigenous perspectives are incorporated into the full project lifecycle, across all lands
            - Metric: Number of cross-boundary projects planned or completed in partnership with tribes and indigenous groups
                - Outcome: Increased cultural burning and indigenous restoration approaches on all lands, including private lands
- Strategy: Develop long-term capacity to plan and implement treatments
    - Action: Federal, state, and local governments fund a consistent workforce that can develop and implement landscape resilience projects at scale
        - Output: Land management organizations maintain local knowledge and expertise tied to project planning and implementation
            - Metric: Number of wildfire risk reduction positions (full time equivalents or FTEs) focused on project planning or implementation
                - Outcome: Land managers can respond to the needed pace of project planning and implementation

- Action: Local partnerships build collaborative capacity to prioritize implementation at scale
  - Output: Counties, in coordination with local partnerships, maintain updated action plans and priority project lists with shovel ready treatments identified
    - Metric: Annual CWPP action plans that include strategic landscape scale projects
      - Outcome: Projects focus on highest impact actions, at the appropriate scale, across jurisdictions
- Action: Local partnerships provide public-facing tools and outreach explaining the role of fire in maintaining resilient landscapes around the Mt. Hood area (public and private lands)
  - Output: Public information explains Mt. Hood area fire history, ecology, and current science
    - Metric: Number of views of online information or attendance at science events
      - Outcome: Communities are aware of how science is used to strategically design projects appropriate to each forest type and location
- Action: All partners formalize outreach to the contractor community and provide a steady stream of projects to support a local workforce
  - Output: Contractors can predict the amount of available work and are available to efficiently implement projects
    - Metric: Number of qualified bids on implementation contracts
      - Outcome: Adequate workforce allows for projects to be implemented at pace and scale required to achieve landscape resilience
- Action: All partners utilize training programs to expand the local contractor workforce
  - Output: Contractors are available to efficiently implement projects
    - Metric: Number of local trainees completing workforce development programs
      - Outcome: Adequate workforce allows for projects to be implemented at pace and scale required to achieve landscape resilience

- Strategy: Strategically place fuel treatments across landscapes and ownership types to mitigate fire intensity and severity
  - Action: All partners prioritize and design projects in partnership with fire practitioners and other resource advisors
    - Output: Partners identify high-impact restoration opportunities and appropriate treatments across the Mt. Hood area
      - Metric: Map of high priority restoration needs is updated and shared
        - Outcome: Projects occur in areas most critical to achieve landscape resilience, supported by all partners and organizations
  - Action: All partners conduct mechanical thinning and brush treatments

        - Output: Treatments are completed in highest priority areas
            - Metric: Acres of mechanical fuels treatment
                - Outcome: Projects are completed in areas most critical to achieve landscape resilience, supported by all partners and organizations
    - Action: All partners restore meadows and other unique natural landscape features
        - Output: Landscape contains more variety with heterogeneity in forest density and hydrology
            - Metric: Acres of terrestrial habitat restored or enhanced
                - Outcome: Restored features improve landscape resilience to fire and other disturbances
    - Action: All partners establish and maintain shaded fuel breaks along highest risk PCLs
        - Output: Treatments are completed in highest priority areas
            - Metric: Acres of mechanical fuels treatment/miles of fuel break established
                - Outcome: Projects are completed in areas most critical to achieve landscape resilience, supported by all partners and organizations
    - Action: All partners apply prescribed burning treatments across the landscape
        - Output: Treatments are completed in highest priority areas
            - Metric: Acres of prescribed burning accomplished
                - Outcome: Projects are completed in areas most critical to achieve landscape resilience, supported by all partners and organizations
- Strategy: Provide timely post-fire recovery and reforestation expertise and assistance
    - Action: All partners develop a ready-to-execute fire recovery plan, aligned with national or state-level best practices or standard operating procedures (SOP)
        - Output: Template exists for fire recovery essentials, adaptable across ownership types and appropriate conservation practices
            - Metric: Template/SOP is updated and available
                - Outcome: Institutionalize the capacity and knowledge gained in the wake of the 2020 wildfires and apply post-fire expertise to pre-fire resilience planning

RESILIENT LANDSCAPES

IMPACT: Through science-based management, we decrease the need for disturbance-based restoration across the landscape.

Outcomes

- Restored features improve landscape resilience to disturbance
- Projects focus on highest impact actions across jurisdictions
- Projects are implemented at the necessary pace & scale
- Increased cultural burning on all lands
- Tribal land management values are well represented in projects

Outputs

- Forest density and hydrology are more heterogenous
- Partners identify high-impact restoration opportunities
- Land management orgs. maintain local expertise
- Contractors can efficiently implement projects
- Apply post-fire expertise to pre-fire resilience planning
- Projects across all lands incorporate indigenous perspectives
- Tribes have capacity to engage in implementation of trust responsibility

Actions

- Establish shaded fuel breaks along highest risk PCLs
- Conduct mechanical thinning and brush treatment
- Restore meadows & other unique landscape features
- Apply prescribed burning to landscape
- Fund a consistent workforce to develop & implement projects at scale
- Outreach to contractors to implement projects & expand local contractor workforce
- Provide a steady stream of projects which support a local workforce
- Develop/update fire recovery plans, aligned with national or state best practices
- Build collaborative capacity to prioritize implementation at scale
- Federal agencies provide resources to build Tribal capacity, consistent with Tribal trust responsibility
- Local partnerships include Tribal participation & indigenous resource management practices

Strategies

- Strategically place fuel treatments to mitigate fire intensity & severity
- Develop long-term capacity to plan & implement treatments
- Provide timely post-fire expertise & assistance
- Increase cultural burning and indigenous participation in restoration

Safe, Effective, Wildfire Response: Fully integrated communication network & proactive management along potential control locations (PCLs) and in the wildland urban interface (WUI) allows for wildfire response that limits catastrophic impacts.

Metrics: Quantified Wildfire Risk Assessment (QWRA) expected net value change; Monitoring Trends in Burn Severity (MTBS) acres burned at high vs. low-moderate severity

- Strategy: Communicate with the public before and during emergencies
  - Action: Local governments utilize Ready Set Go evacuation system
    - Output: Evacuation system is functional and clear
      - Metric: Percent of residents enrolled to receive alerts
        - Outcome: Emergency management organizations, residents, and visitors, understand evacuation plans and notification system prior to emergencies
  - Action: Local governments ensure redundancy in emergency communications systems
    - Output: Multiple systems are in place
      - Metric: Number of communications methods used for emergency communications
        - Outcome: Residents and visitors receive emergency notifications in a timely manner
- Strategy: Actively communicate across fire response organizations
  - Action: All partners conduct interagency simulation exercises, including response plans and testing radio interoperability, to help streamline processes during actual incidents
    - Output: Increased annual cross-organization participation, relationship building, and understanding of response plans across all organizations
      - Metric: Number of interagency simulation exercises held annually
        - Outcome: Response plans incorporate cross-organizational learning and fire response is seamless across jurisdictions during incidents
- Strategy: Fund sufficient, trained response workforce to cover longer fire seasons
  - Action: All partners utilize workforce development programs
    - Output: Fire response organizations are mentoring trainees
      - Metric: Number of fire trainees completing training programs
        - Outcome: Fire response organizations maintain a trained workforce with local knowledge
  - Action: All partners increase opportunities for surge workforce when needed
    - Output: Mechanisms and agreements exist to support fire response
      - Metric: Number of staff, partners, and contractors able to assist in wildfire response incidents
        - Outcome: Fire response organizations have access to needed workforce during peak response times

- Strategy: Develop and maintain evacuation routes and strategic holding areas for safe fire engagement
  - Action: All partners reduce hazards along evacuation routes
    - Output: Evacuation routes are clear of brush and hazard trees
      - Metric: Acres/miles treated or maintained
        - Outcome: Residents and visitors can quickly evacuate when needed, limiting catastrophic impacts to communities and resources
  - Action: All partners establish and maintain shaded fuel breaks along highest risk PCLs
    - Output: Treatments are completed in highest priority areas
      - Metric: Acres of mechanical fuels treatment and miles of fuel break established or maintained
        - Outcome: Responders can safely engage wildfire when it occurs, limiting catastrophic impacts to communities and resources

SAFE, EFFECTIVE WILDFIRE RESPONSE

IMPACT: Fully integrated communication network & proactive management in PODs and WUI allows for fire response that limits catastrophic impacts.

Outcomes

- Fire response is seamless across jurisdictions
- Trained workforce is available during peak response times
- Residents and visitors receive emergency notifications
- Residents and visitors can quickly evacuate when needed
- Responders can safely engage wildfire when it occurs

Outputs

- Increased cross-organization understanding
- Fire response orgs. are mentoring trainees
- Mechanisms & agreements exists to support fire response
- Evacuation system is functional and clear
- Evacuation routes are clear of brush & hazard trees
- Treatments are completed in highest priority areas

Actions

- Conduct interagency simulation exercises, including response plans & testing radio interoperability
- Utilize workforce development programs
- Increase opportunities for surge workforce
- Utilize Ready Set Go evacuation system
- Ensure redundancy in emergency comms. systems
- Reduce hazards along evacuation routes
- Establish shaded fuel breaks along highest risk PCLs

Strategies

- Actively communicate across fire response organizations
- Fund sufficient response workforce to cover longer seasons
- Communicate with the public before and during emergencies
- Maintain evac. routes & strategic holding areas for safe fire engagement

Opportunities for coordinated action across the Mt. Hood area:

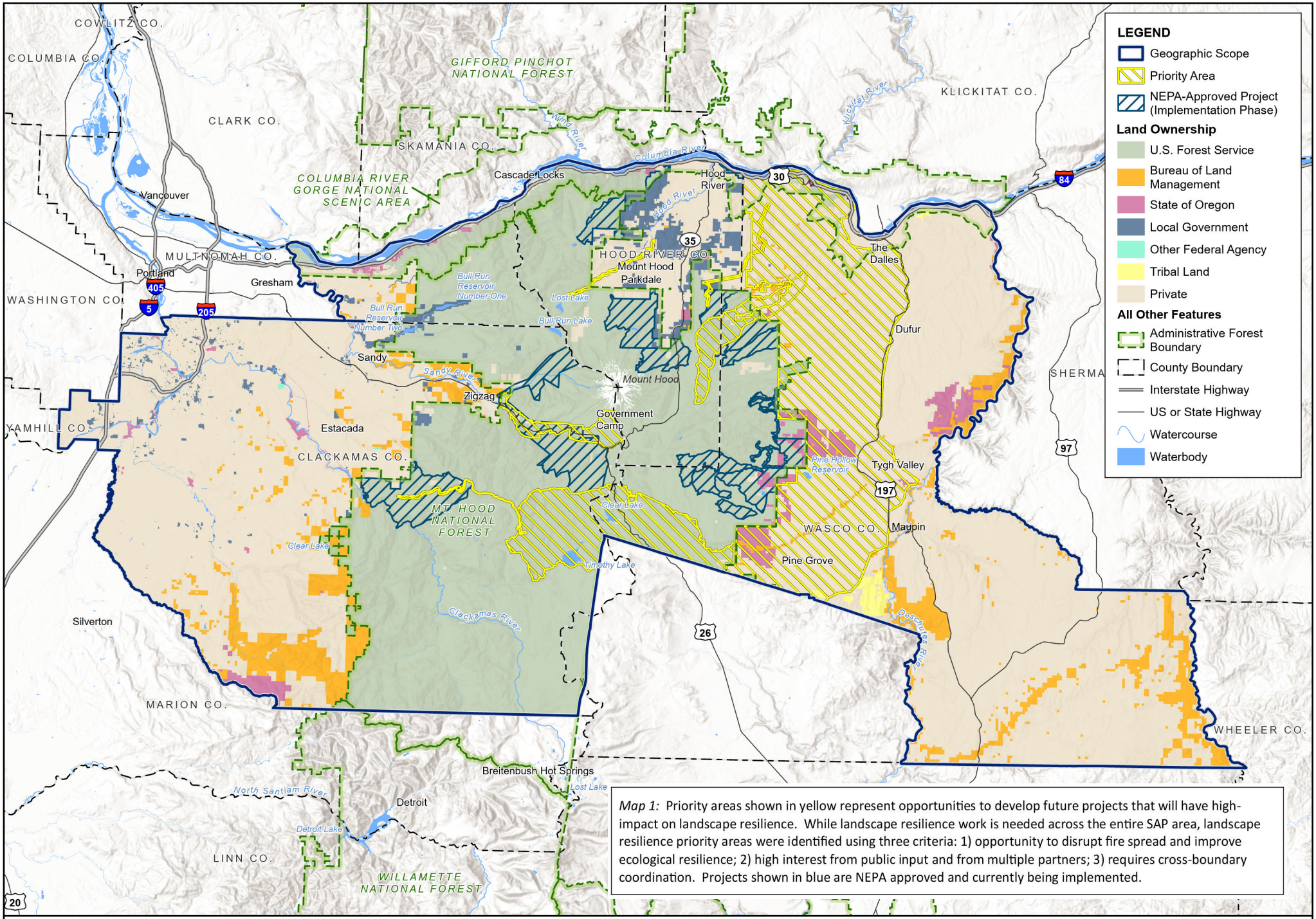
Landscape resilience requires broad scale work that crosses administrative boundaries. While landscape resilience work is needed across the entire SAP area, priority areas were identified using three criteria: 1) opportunity to disrupt fire spread and improve ecological resilience; 2) high interest from public input and from multiple partners; 3) requires cross-boundary coordination. These landscape resilience priority areas are shown in *Map 1*.

To identify priority areas, we used the Forest Service Pacific Northwest Region landscape prioritization framework (Forest Service 2023) to provide the most current and location-specific fire risk information. The resulting 24-map dashboard (Forest Service 2024) was shared with partners beginning in April 2024 to guide conversations as we developed the SAP. These maps were used as a starting point for conversations to identify priority geographies with core partners throughout the summer and fall of 2024. *Map 2* overlays two maps to highlight areas with the greatest potential to disrupt wildfire transmission from federal lands to communities, drinking water sources, and critical infrastructure as well as areas with potential to improve ecological resilience.

Broad-Scale Opportunities

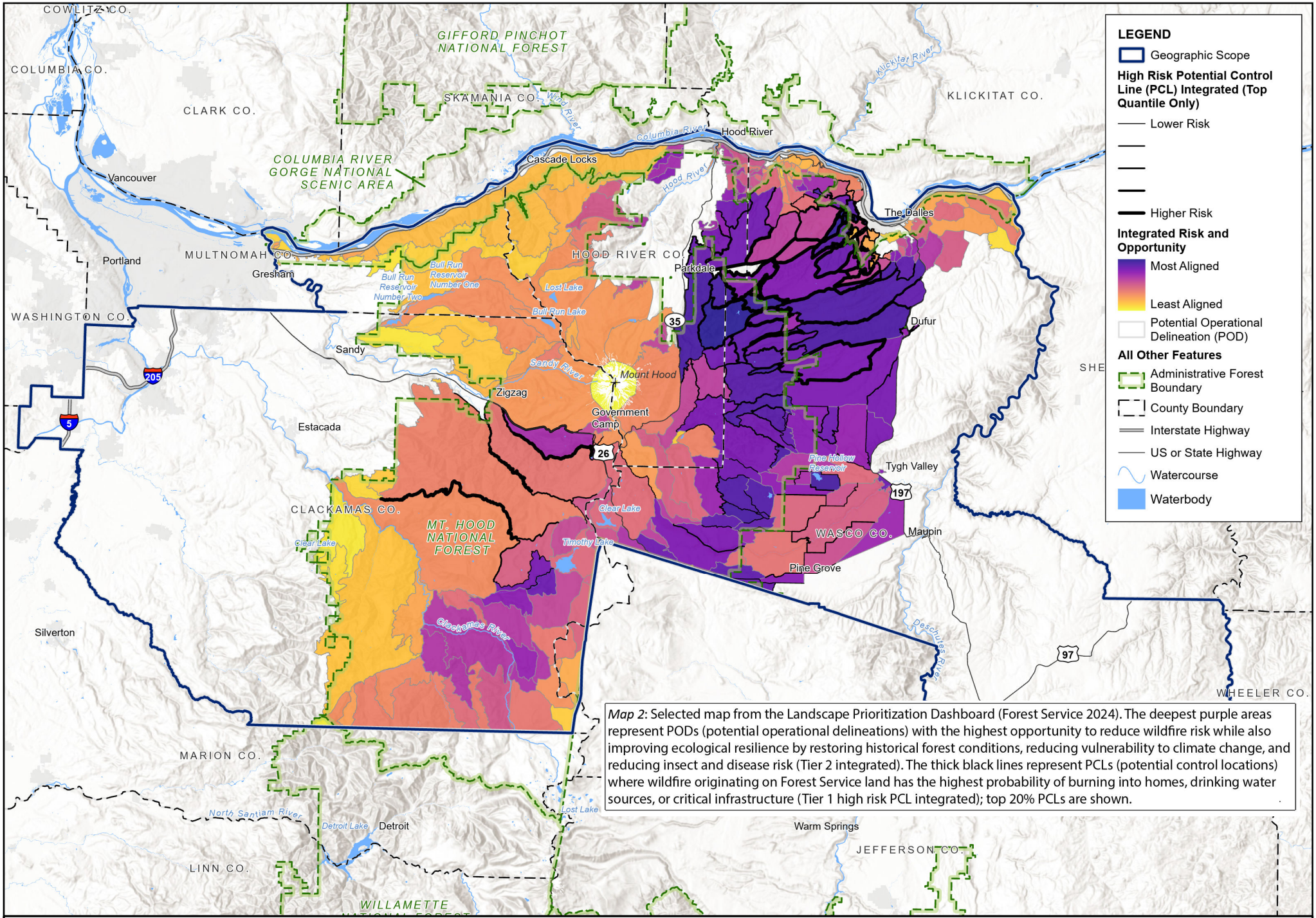
These opportunities require coordination at scales beyond the scope of any single partner. They represent areas where core partners can achieve high impact by working together across the region.

- Include defensible space code in 2030 update to Columbia River Gorge National Scenic Area Management Plan.
- Oregon legislation is needed for utilities to maintain backup power for cell towers during extended power outages.
- Sustainable funding at county, state, and federal levels is needed to maintain both fire response & fire preparedness workforce.
- Availability of workforce housing affects the ability of agencies and private industry partners to attract and retain a forestry, firefighting, and a fire preparedness workforce.
- Provide a sustainable supply of timber volume to support local forest products infrastructure. Maintaining local mills is critical to the successful implementation of wildfire risk reduction and landscape restoration projects across all lands.



Map 1: Priority areas shown in yellow represent opportunities to develop future projects that will have high-impact on landscape resilience. While landscape resilience work is needed across the entire SAP area, landscape resilience priority areas were identified using three criteria: 1) opportunity to disrupt fire spread and improve ecological resilience; 2) high interest from public input and from multiple partners; 3) requires cross-boundary coordination. Projects shown in blue are NEPA approved and currently being implemented.

Data Sources: ESRI, USFS, USGS, BIA, BLM, Hood River Co.



Map 2: Selected map from the Landscape Prioritization Dashboard (Forest Service 2024). The deepest purple areas represent PODs (potential operational delineations) with the highest opportunity to reduce wildfire risk while also improving ecological resilience by restoring historical forest conditions, reducing vulnerability to climate change, and reducing insect and disease risk (Tier 2 integrated). The thick black lines represent PCLs (potential control locations) where wildfire originating on Forest Service land has the highest probability of burning into homes, drinking water sources, or critical infrastructure (Tier 1 high risk PCL integrated); top 20% PCLs are shown.

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Data Sources: ESRI, USFS, USGS, BIA, BLM

Strategic Action Plan Development

The SAP was developed throughout 2024 in a process co-convened by Oregon Department of Forestry, Mt. Hood National Forest, Columbia River Gorge National Scenic Area, and Natural Resources Conservation Service, under guidance of a steering committee made up of leaders from each agency. The Mt. Hood Corridor Wildfire Partnership, Hood River All-Lands Partnership, Clackamas Wildfire Collaborative, Hood River Forest Collaborative, and Wasco County Forest Collaborative provided input on SAP development during regular meetings.

Figure 5: The Strategic Action Plan is aligned with state and national plans and incorporates existing local efforts. During the development process, we sought to listen to and incorporate input from tribes, best available science, local communities, and underrepresented groups.

Robust community engagement was critical throughout the SAP process, and we sought to provide opportunities for community members to share what they value most and what is at risk in terms of landscape resiliency and fire adaptation. Community input was gathered during four public meetings held in Welches, Estacada, Hood River and The Dalles, as well as through an online survey. Recognizing that not all community members are reached through existing channels, a team explored gaps in representation and discussed strategies to improve relationships through community liaisons. Local partnerships were fully integrated as co-hosts for public meetings and amplifying the online survey, and they were vital in reaching a broad network of community members.

Federally recognized Tribes were invited to engage through letters, emails, and personal contacts beginning in May. While this SAP was informed by ongoing Tribal engagement with partners, additional engagement is anticipated on a longer timeline and we recognize that Tribes need dedicated resources to continue growing their capacity to engage in co-stewardship. Confederated Tribes of the Warm Springs is beginning a planning process in 2025 that will inform how we implement the SAP together over the next ten years.

Elements of the SAP follow Oregon Watershed Enhancement Board strategic action plan guidance and definitions (OWEB SAP, n.d.), adapted to the National Cohesive Wildland Fire Management Strategy. A workgroup made up of local, state, and federal agencies as well as partnership representatives came together in two workshops to develop major components of the Plan, led by a facilitator from JLA Public Involvement. The group worked within sideboards laid out by the steering committee to identify a vision, outcomes, strategies, and actions. Participants were asked to work in an inclusive manner, bringing local perspectives and representing their respective organizations, but thinking holistically across the full scope of the plan.

Sideboards

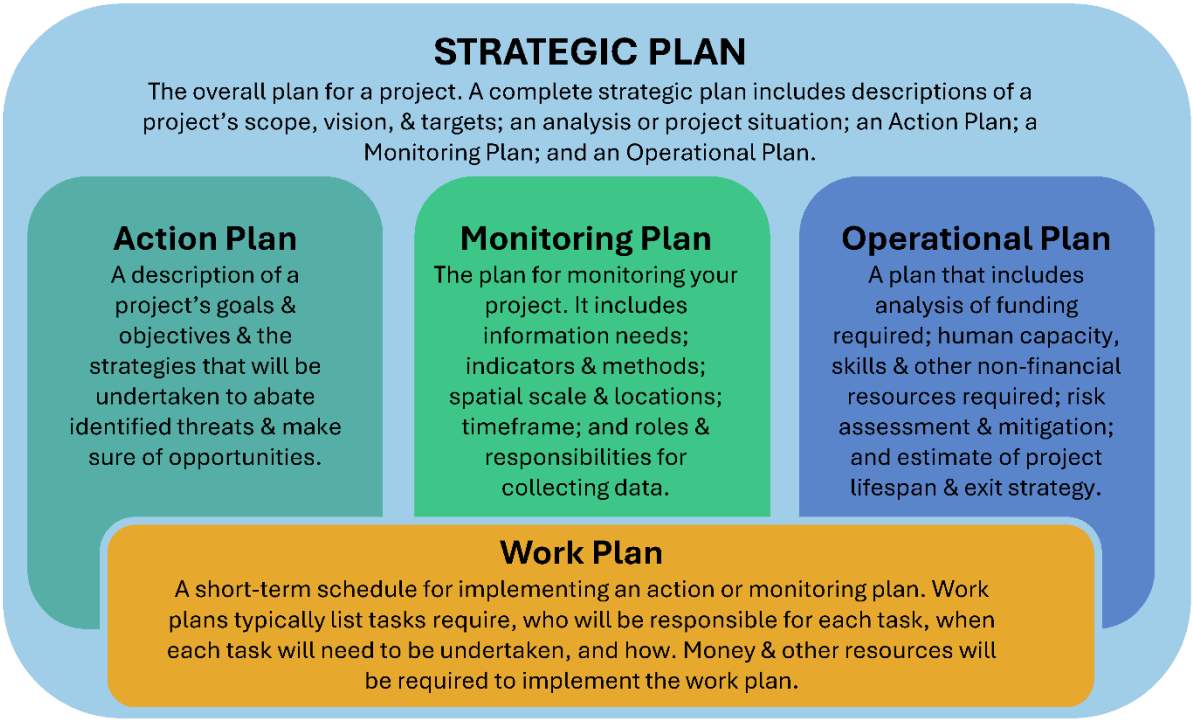
- Work within principles of the National Cohesive Wildfire Management Strategy and the Oregon 20-year Landscape Resiliency Strategy.
- Build on locally developed, existing plans.
- Integrate community values, science, and local knowledge.
- Work in an inclusive manner.
- Focus on the strategic level.
- Work at the scale appropriate to the desired impacts.

Partnership Framework

The SAP serves as the guiding strategic plan to help each partnership & organization align work and operational plans with our desired outcomes & strategies. It also identifies metrics to help us monitor outcomes across the region over the next ten years. Implementing the all-lands SAP will require coordination at multiple levels.

Local partnerships such as the Clackamas Wildfire Collaborative, Hood River All-lands Partnership, and Wasco County Community Wildfire Protection Plan (CWPP) steering committee core team will develop action and operational plans to prioritize, fund, and implement the SAP. The Clackamas County, Wasco County, and Hood River County CWPPs each already outline priority projects. While the SAP strategies and actions are broad in nature to cover the full Mt. Hood area, we anticipate that local action and operational plans will contain SMART (specific, measurable, attainable, realistic, time-bound) objectives specific to the subset of strategies and action each organization focuses on. Work within and across these networks will contribute to SAP outcomes at scale.

Figure 6: Relationship between plans. Source: Open Standards for the Practice of Conservation, v4.0 2020)



SAP partner organizations are engaged in local partnerships, and many already work across county boundaries. In the near term, focusing resources, meeting time, and partner engagement on local partnerships is necessary to develop implementation plans that will achieve the SAP outcomes and achieve early successes. There is interest in formalizing into a regional SAP coalition focused on peer learning and communication; the exact membership, focus & meeting frequency will evolve over time.

Monitoring and Evaluation

To help us track progress of our collective actions over time, we assigned a quantifiable metric for each impact statement and action. Monitoring and evaluation of SAP outcome metrics (effectiveness monitoring) will utilize datasets and reports under the Forest Service Wildfire Crisis Strategy Outcome Tracking Framework (Forest Service 2024) and Oregon Landscape Resiliency Strategy metrics as those are developed. Implementation tracking already occurs through each organization but there are opportunities for improved coordination, such as linking GIS staff across agencies. As a statewide treatment tracking system is developed under the Oregon Landscape Resilience Strategy, we will use it to monitor outputs and actions.

Evaluation of progress toward regional outcomes should occur during annual meetings for partnership groups or through an annual area-wide workshop. We expect this plan to be dynamic over time as we learn from monitoring results and adapt our strategies and actions as needed.

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Fire Adapted Communities

Actions | Strategies | Outcomes | Impact

Strategy

Improve community readiness to receive fire through preparedness and proactive risk reduction.

Actions

- Hire dedicated fire adaptation staff.
- Develop a common prevention and preparedness outreach campaign.
- Educate communities on preparedness and risk-reduction best practices.
- Support communities to create and implement community action plans.
- Forest Service implements Oregon defensible space code and National Fire Protection Association best practices for WUI structures.

Outcomes

Capital investments in communities and programmatic support for fire adaptation projects.

Residents and visitors expect that living and recreating in this region includes exposure to wildfire.

WUI structures are better positioned to resist fire when it occurs.

Community members take proactive measures to prevent and prepare for fire, evacuations, and smoke.

Community leaders inspire their neighbors to engage in fire adaptation activities and practices.

Impact

Mt. Hood communities thrive with minimal impact from fire on quality of life, with shared responsibility for risk reduction, preparedness, and recovery.

Resilient landscapes

Actions | Strategies | Outcomes | Impact

Strategy

Increase cultural burning and indigenous participation.

Actions

- Federal agencies provide resources to build Tribal capacity, consistent with Tribal trust responsibility.
- Local partnerships include Tribal participation and incorporate indigenous resource management practices.

Strategically place fuel treatments to mitigate fire intensity and severity.

Actions

- Conduct mechanical thinning and brush treatments.
- Restore meadows and other unique natural landscape features.
- Establish and maintain shaded fuel breaks along highest risk PCLs.
- Apply prescribed burning treatments across the landscape.

Develop long term capacity to plan and implement treatments.

Actions

- Fund a consistent workforce that can develop & implement landscape resilience projects at scale.
- Build collaborative capacity to prioritize implementation at scale.
- Explain the role of fire in maintaining resilient landscapes.
- Provide a steady stream of projects that support a local workforce.
- Utilize training programs to expand the local contractor workforce.

Provide timely post-fire recovery and reforestation assistance.

Actions

- Develop a ready-to-execute fire recovery plan.

Outcomes

Apply post-fire expertise to pre-fire resilience planning.

Tribal land management values are well represented.

Increased cultural burning on all lands.

Restored features improve landscape resilience to fire and other disturbance.

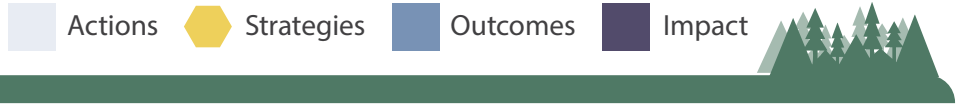
Projects focus on highest impact actions across jurisdictions.

Projects are implemented at the necessary pace and scale.

Impact

Stewardship of Mt. Hood area landscapes utilizes natural and cultural fire and active management as science-based tools to maintain desired conditions.

Safe, Effective, Wildfire Response



Strategy

Communicate with the public before and during emergencies.

Actions

- Utilize Ready Set Go evacuation system
- Ensure redundancy in emergency communications systems.

Develop and maintain evacuation routes and strategic holding areas for safe fire engagement.

Actions

- Reduce hazards along evacuation routes
- Establish and maintain shaded fuel breaks along highest risk PCLs.

Actively communicate across fire response organizations.

Actions

- Conduct interagency simulation exercises.

Fund sufficient response workforce to cover longer fire seasons.

Actions

- Utilize workforce development programs.
- Increase opportunities for surge workforce.

Outcomes

Residents and visitors receive emergency notifications.

Residents and visitors can quickly evacuate when needed, limiting catastrophic impacts to communities and resources.

Responders can safely engage wildfire when it occurs, limiting catastrophic impacts to communities and resources.

Fire response is seamless across jurisdictions.

Trained workforce is available during peak response times.

Impact

Fully integrated communication network & proactive management along PCLs and in WUI allows for wildfire response that limits catastrophic impacts.