

A Corridor to Collaboration

Building Partnerships in the Mt. Hood Highway 26 Corridor



Prepared by the Community Mitigation Assistance Team
10/12/2022



EXECUTIVE SUMMARY

Many times, it's a large fire that provides the impetus for communities to engage in wildfire mitigation. Along the Hwy. 26 corridor between Sandy and Government Camp, the need for action was prompted by several nearby wildfires (Lionshead, Beachie and Riverside), as well as an 8-day PSPS or Public Safety Power Shutdown by Portland General Electric in 2022 – the second shutdown in two years.

The length of the shutdown and the resident's inability to get any status updates prompted the start of an informal wildfire partnership in 2022. The Partnership recognizes both the gravity of the fuels and communications situations and the opportunity to become proactive and capitalize on local interest before conditions worsen.

What the partners lack in on-the-ground wildfire mitigation experience, they make up for with their passion and commitment to undertake wildfire mitigation efforts and create wildfire resiliency along the Hwy. 26 corridor.

In spring 2022, the Zigzag Ranger District of the Mtn. Hood National Forest and Hoodland Fire began discussions with the Community Mitigation Assistance Team (CMAT) about whether a team would be the appropriate tool for the budding Wildfire Partnership. The formal request was initiated and specifically requested the following: Support for the partnership; sharing of wildfire mitigation best practices; support for developing input to inform the Clackamas County CWPP; support for the USFS fuels mitigation strategy; engagement of and guidance to residents; a review of existing

programs and plans, and the development of a Mitigation Action Plan that outlines next steps and recommendations.

In addition to the in-briefing and closeout, CMAT hosted three workshops – two to help build the partnership with a focus on structure and governance as well as working together, and one workshop for Community Planning Organizations (CPO) and Home Owner Association (HOA) leaders to better understand their challenges and needs. The Team also conducted one-on-one interactions with the majority of the participating partners. We were fortunate to be able to spend a half day in the woods with U.S. Forest Service personnel to better understand some of the challenges they face and looking at opportunities for them to undertake action on their lands and support community needs.

This report first provides recommendations to the individual entities that make up the Wildfire Partnership, and then focuses on recommendations for the Partnership itself. To assist with the implementation of CMAT recommendations, this report includes a Community Toolbox ([link here](#)) that contains research, references and resources relating to the recommendations for the Hwy. 26 Wildfire Partnership.

TABLE OF CONTENTS

INTRODUCTION	1
SECTION 1 – THE PARTNERS.....	4
Clackamas County Disaster Management.....	5
Clackamas Fire District I.....	6
Community Planning Organizations, Homeowner Associations and Residents.....	7
Hoodland Fire District #74.....	10
Mt. Hood Skibowl.....	12
Office of the State Fire Marshal.....	14
Oregon Department of Forestry.....	15
Portland General Electric.....	16
Portland Water Bureau.....	17
Sandy Fire District #72.....	18
Summer Home Recreation Residential Areas (U.S. Forest Service).....	19
Timberline Lodge.....	20
United States Forest Service.....	21
SECTION 2 – THE PARTNERSHIP.....	24
Structure and Governance of the Partnership.....	25
Interaction Considerations for the Partnership.....	28
THANK YOU.....	31
CMAT.....	32
TOOLBOX.....	33
APPENDIX A – Suggested Meeting Agendas.....	34

GUIDING PRINCIPLES

These guiding principles have been developed by mitigation subject matter experts, social scientists, community leaders, wildfire personnel and land managers. The principles apply to mitigation efforts across the board in every community and are proven to increase mitigation outcomes.

Work together – A group of people who share the same goals can get more done together than separately. They plan together, piggyback on strengths, share resources, staff, and the work. A partnership is more likely to get supporting funding. Collaboratively planning, implementing, sharing successes and lessons learned is an essential first step in building a common vision and gaining broad community support.

Be strategic – Focus on high-risk areas first. Be strategic by creating larger landscape fuel treatments and helping clusters of homes reduce risk. Scattered smaller treatments are not as effective.

Face-to-face engagement – Sharing with residents is best done face-to-face through a home assessment and conversations about the realities of living in a wildfire-prone environment. Often this discussion must take place many times before someone takes action. Make a phone call or use online tools, like Zoom or Facetime to engage if necessary.

Employ messaging wisely – Messaging will help raise awareness of wildfire risk and share successes but messaging alone does not result in mitigation on the ground. A brochure

that illustrates defensible space can be a tool during one-on-one discussion. Handing out brochures at an event, leaving door hangers, or placing a news release in the local paper asking folks to create defensible space has little value or lasting effects on behavior change.

Stretch project funds – Require homeowners to contribute (either in cash or sweat equity) to the cost of a mitigation project. This investment empowers the homeowner to take responsibility for what's theirs and makes them more likely to maintain their project over time. Always engage local and regional partners that have something to lose or gain; these individuals and businesses may have financial resources to contribute.

Help vulnerable populations – Provide mitigation assistance for low-income, elderly, and disabled residents in high- and medium-risk areas who unable to accomplish this work on their own.

Promote home hardening and defensible space – Having homeowners prepare their yard and structure for wildfire is the most important thing they can do to avoid loss and is always where work should begin.

GUIDING PRINCIPLES

Invest most of your time and resources on risk

reduction actions – Meetings, recognition programs, news releases, or going to events do not accomplish mitigation. Respect everyone's time. Make meetings short and strategic. Spend time reducing risk on the ground. Ensure tasks and initiatives are clear at the end of each meeting and are moving the partnership forward.

Celebrate success! – Sustained participation in any partnership will require frequent communication and recognition of contributions. Recognition does not have to be formal and can be as simple as a handwritten thank you. Recognition in the presence of peers and partners goes a long way toward retaining volunteers. Share accomplishments to build momentum for mitigation work. Stories, especially those from the perspective of the property owner, often have the biggest impact.

INTRODUCTION

The Hwy. 26 corridor between Sandy and Government Camp in Clackamas County, Oregon, is part of the Mt. Hood Scenic Byway. Several small communities dot the corridor, which is surrounded by the Zigzag Ranger District of the Mt. Hood National Forest, including the Salmon-Huckleberry and Mt. Hood Wilderness Areas. Approximately 19,000 people call the Hwy. 26 corridor home. They live, work and play in Sandy, Welches, Zigzag, Rhododendron, Government Camp, and multiple smaller communities. Mt. Hood, Oregon's highest peak, is a year-round high-use destination and recreation area that receives 2.3 million visitors annually. The main economic drivers for the Hwy. 26 corridor are natural resources and tourism/travel industry. The Bull Run Watershed, the primary source of drinking water for the city of Portland, lies northwest of Mt. Hood and just a few miles north of the Hwy. 26 corridor. Rugged topography and dense forests surround communities. Homes, summer cabins and short-term rental properties are distributed along narrow roads that branch off of Hwy. 26. The collaboratively developed Oregon Wildfire Risk Explorer interactive map shows the entire corridor as being at high-risk for wildfire.

According to a U.S. Forest Service blog post, [Fire on the \(west-side\) of the mountain](#),

“It is easy to assume that the drippy forests in western Washington and Oregon are too wet to burn. Historically, fires in western Oregon and Washington only occurred every 100–400 years. However, over the last two decades, forests in the

Pacific Northwest have experienced longer fire seasons and an increase in area burned. . . recent wildfires have been a wake-up call to communities on the west side of the Cascade Range. With climate change, warm and dry conditions will become more common and conducive to frequent, large fire events in forests on the west side of the Cascades. Wildfire risk exposure and the consequences of very large fire events are high, especially in areas with a wildland–urban interface.”

According to the [2020 Oregon Wildfire Spotlight](#), in September of 2020, “multiple fires ignited under critically hot and dry conditions and spread dramatically during multiple days of high winds (average sustained winds of 20-30 mph with 50-60 mph gusts). Two pre-existing fires in Oregon were exponentially aggravated by the high-wind event: Lionshead—which the wind pushed over the crest of the Cascades from Warm Springs—and Beachie Creek.” Driven by high east winds, the Riverside Fire burned 138,054 acres, primarily on the Clackamas Ranger District of the Mt. Hood National Forest and burned within nine miles of Hwy. 26. Within 30 hours of the Riverside Fire's discovery, it grew over 112,000 acres as it moved 17 miles west along the Clackamas River drainage.

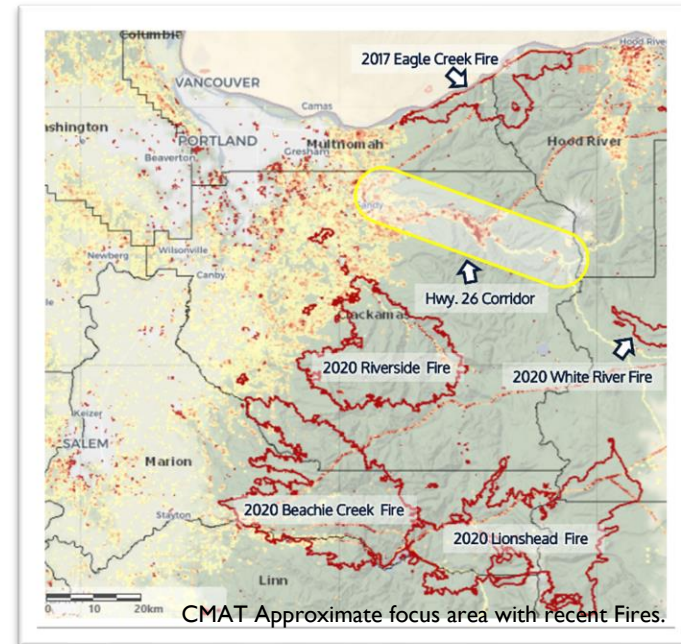
Due to the historical absence of frequent large wildfires in the area, wildfire risk reduction activities have been minimal. In addition, east wind events that feature hot, dry winds often in

INTRODUCTION

excess of 50 mph are common during late summer and early fall. The Hwy. 26 corridor features similar fuel and topographic conditions to the areas that burned in September 2020, making this area vulnerable to similar events. Hwy. 26 is the only emergency egress route out of the corridor, highlighting the need for safe and efficient evacuation of the public during a large wildfire. There is an immediate need for all stakeholders to take collective action to reduce their wildfire risk.

Many stakeholders in the Hwy. 26 corridor expressed the “we dodged a bullet” sentiment, and conversations about their experiences during the Riverside Fire still evoke strong emotional responses. The other experience they recounted was their first Public Safety Power Shutoff (PSPS), where it became clear that they needed to start working together to find better solutions. Residents, visitors, businesses, and public service agencies alike were without power for 8 days, with smoke in the air from a nearby fire and no way of finding out what was going on. Those who depend on the Portland General Electric power grid for all communications experienced a total loss of situational awareness. PSPS events are expected to continue, given the frequent east wind events in the area during the late summer and early fall.

These events in 2020 resulted in a heightened interest to collaborate, and with the fourth iteration of the Clackamas County Community Wildfire Protection Plan (CWPP) underway, the time is ripe. There are three fire protection districts along the Hwy. 26 corridor: Hoodland Fire District



#74, Sandy Fire District #72, and Clackamas Fire District #1. Multiple home owner associations (HOAs) exist and there are five recognized Community Planning Organizations (CPOs): Government Camp, Rhododendron, Hoodland, Firwood Neighbors, and Bull Run Community Association. Government Camp and Wapanitia community residents are actively working to reduce wildfire risk as nationally recognized Firewise USA® sites. However, improved collaboration among stakeholders and additional resources are needed to support the existing efforts to improve outcomes.

INTRODUCTION

Report Sections

Back in September 2020, from the deck of the Timberline Lodge, on the south slopes of Mt. Hood, staff and community members peered west with deep-rooted fear and nervousness as the smoke rose from the Riverside Fire. In 2022, 5,000 customers near Mt. Hood went dark, literally. With a Public Safety Power Shutdown in full effect, communications abruptly stopped, unlit stop lights shook furiously as the East winds roared down the valley, and once again residents looked nervously toward the forested valleys through the smoke.

Today, fire restrictions reverberate as visitors stay in short-term rentals. Campers wonder if they can or cannot make smores with their children while longtime residents worry that the campers did not read the fire restriction signs. Partners, from both ends of the valley; from the professional and paid to the passionate and selfless, diligently work to protect what it is that they personally care about. The responders and emergency personnel toil away with limited time and money to get work finished before the snow flies. Established residents and new devotees cry out where they can, hoping to be heard, asking that more be done. Managers of resorts and public lands listen intently, acknowledging their role and responsibility to protect the people and the place.

Wildfire has become personal to the Hwy 26 community. The CMAT, in this report, decided to use this concept -- that wildfire is personal -- as the lens in which to frame our recommendations. To do this, the report is broken down, first, into the steps that the individual groups and organizations should take, and then the collaborative actions, which we feel must be taken together.



SECTION I - THE PARTNERS

The organizations called out in this document represent the groups which the CMAT spoke to and interacted with. This is not intended to be exhaustive nor intended to be exclusive. If your organization is not listed below, it does not mean there is nothing to be done as you all have a role to play in reducing wildfire risk and increasing wildfire resiliency along the Hwy. 26 corridor. We urge you to read these recommendations comprehensively and see where you can lend a hand, even if the recommendation is not yours to bear. Wildfire mitigation requires a commitment from everyone to work together. Partners are listed below alphabetically.



Clackamas County Disaster Management

Findings – An update to the county-wide Community Wildfire Protection Plan (CWPP) is underway and scheduled to be completed by the end of 2022. The current CWPP lacks the level of specificity needed to develop prioritized projects. For example, the current CWPP states as an action to “Work with United States Forest Service (USFS), Oregon Dept. of Transportation (ODOT) and other landowners to extend vegetation treatments from defensible space to reduce fuels in common areas, right of ways, and other public and private lands.” The County is also completing a wildfire hazard risk map distinct from the risk map being created out of SB 762.

Opportunity - Include partners and local input in more meaningful ways.

Recommendations

Ongoing

- Actively participate in Hwy. 26 Wildfire Partnership meetings.

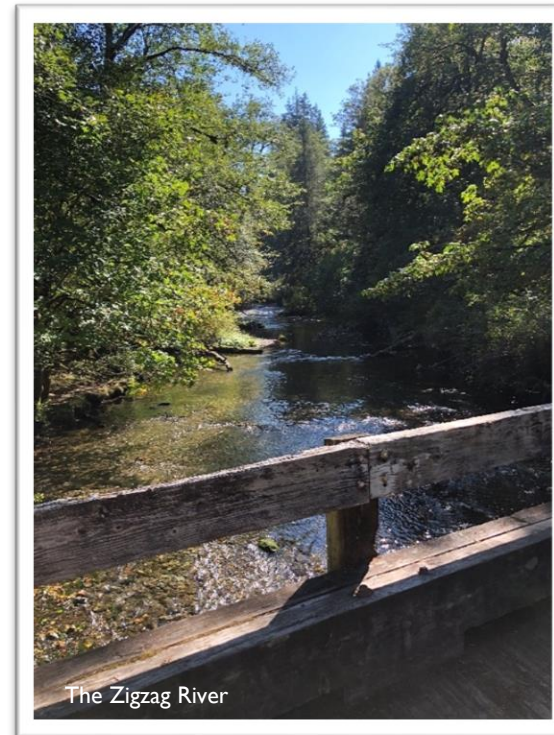
Short-Term Activities: (Within 3 months)

- Immediately host meetings with fire districts and CPOs/HOAs to share CWPP drafts and updates and incorporate partners’ input into final plan.
- Do not expect the participants to understand the importance and value of a CWPP. Support community engagement by providing information about CWPPs, the process and how partners can participate.
- Get specific. When and where appropriate, CMAT recommends that specific areas (road names, mile markers, tax lots, areas, CPOs, and towns) be spelled

out in the action plan to enhance the partnership’s ability to plan collaborative projects and seek project funding.

Long-term

- Communicate with citizens about the intent of the County’s wildfire risk map, how it differs from the SB 762 statewide risk map, and how the two maps directly affect homeowners.



Clackamas Fire District #1

Findings – Clackamas Fire District #1 recently hired a Wildfire Program Manager to manage their wildfire program and this position may include some responsibility throughout Clackamas County. Clackamas Fire Crew 30 is a Type 2 wildland fire hand crew operating under Clackamas Fire District #1 and available to perform mitigation work outside of the District’s boundary. Additionally, they have been trained and are expected to begin conducting Home Ignition Zone (HIZ) assessments within the next year.

Opportunity – Expand the use of Crew 30 into additional fire districts within Clackamas County.

Recommendations

Ongoing

- Actively participate in Hwy. 26 Wildfire Partnership meetings.
- Utilize Crew 30 for mitigation work in highest risk areas identified by the Partnership.

Short term (Within 3 months)

- Determine Crew 30’s capacity and their priorities, and communicate this capacity and availability to partners.

Long term

- Seek input from Fire Districts and develop an electronic HIZ assessment tool.
- Train Crew 30 members and other fire district members across the county on use of the tool.

- Determine scope of HIZ assessment program and communicate with eligible residents about this service.
- Develop a system (agreement, MOU) for entities to request and utilize Crew 30 for mitigation work outside Clackamas Fire #1’s District boundaries.
- Apply for Community Wildfire Defense Grant funding next year to fund additional administrative staff for the wildfire program, and to purchase equipment such as a chipper, dump trailer(s), and an air curtain burner.
- Continue to implement wildfire mitigation recommendations from the Clackamas Fire District #1’s “2020 Fire Siege After-Action Report.”

Community Planning Organizations, Homeowner Associations and Residents

Findings – According to the Clackamas County [website](#), Community Planning Organizations (CPOs) are part of the community involvement program for Clackamas County. CPOs are notified of proposed land use actions and legislative changes within their boundaries. They may review these applications and provide recommendations to the Board of County Commissioners. Five CPOs, Bull Run Community Association, Firwood Neighbors, Hoodland, Rhododendron, Government Camp, fall within the Hwy 26 corridor. Some CPOs are more actively engaged in wildfire mitigation activities than others; however, additional CPOs and Homeowner’s Associations (HOA) and other localized areas are expressing interest in becoming more engaged. Government Camp and Wapanitia are the only recognized Firewise® USA Communities; Wapanitia is an unincorporated community.

Opportunity – Learn Together and Plan Together.

Recommendations

Ongoing

- Actively participate in Hwy. 26 Wildfire Partnership meetings.

Short term (Within 3 months)

- Establish a contact list just for resident leaders who are interested in wildfire mitigation.
- Convene resident leaders on a regular basis to share information and needs about wildfire mitigation issues;

include an educational component (guest speaker or training) into meetings.

- Communicate with Hoodland Fire and the Wildfire Partnership to help them understand your wildfire mitigation needs (like chipping services, slash drop-off sites, a cost-share program, or help for disabled and elderly, project planning, etc).
- Coordinate with the Wildfire Partnership on educational or training events for the community at large.
- Capture successes and lessons learned from Government Camp CPO and Wapanitia HOA to share with other neighborhoods as interest grows.
- Review the [recommended action](#) items for Hoodland Fire District communities in the 2018 Clackamas County CWPP. Visit with Hoodland Fire and/or the Clackamas County Resiliency Coordinator Jay Wilson if you would like to include specific recommendations for your community.

Long term

- Encourage each CPO and/or community to host at least one work day annually; [National Community Wildfire Preparedness Day in May](#) is an opportune time. Make residents aware of the \$500 State Farm grant available to support expenses (opportunity usually opens up in Jan.).

Community Planning Organizations, Homeowner Associations and Residents

Opportunity – Develop solutions to assist residents with slash disposal.

Recommendations

Ongoing

- Actively participate in Hwy. 26 Wildfire Partnership meetings

Short term (Within 3 months)

- Contact Hoodland Fire about utilizing the FD’s existing chipper funding (\$15,000).

Long term

- Work with OSFM / ODF and seek grant funding for annual chipper rental.
- Investigate use of Clackamas Crew 30, Team Rubicon or youth corps assistance with mitigation projects.

Community-Specific Recommendations: Timberline Rim and Wapanitia

Timberline Rim HOA:

Findings - In Timberline Rim HOA, residents have generated slash from defensible space work, but have had challenges with slash disposal. Older residents and those on a fixed income need financial assistance. They also face challenges in contacting owners of short-term rental properties. The HOA has discussed creating a “Village” to enhance its influence and participation in County matters.

Opportunity - Capitalize on renewed interest from the Timberline Rim HOA to reduce slash piles in the neighborhood and re-gain their Firewise® recognition.

Recommendations

Ongoing

- Actively participate in Hwy. 26 Wildfire Partnership meetings.

Short term (Within 3 months)

- Contact Hoodland Fire about utilizing the FD’s existing chipper funding.
- Seek out volunteer groups (Boy Scouts, church group, Ant Farm) and plan work day(s) to help out neighbors in need of help with hauling slash to road for chipping.

Long term

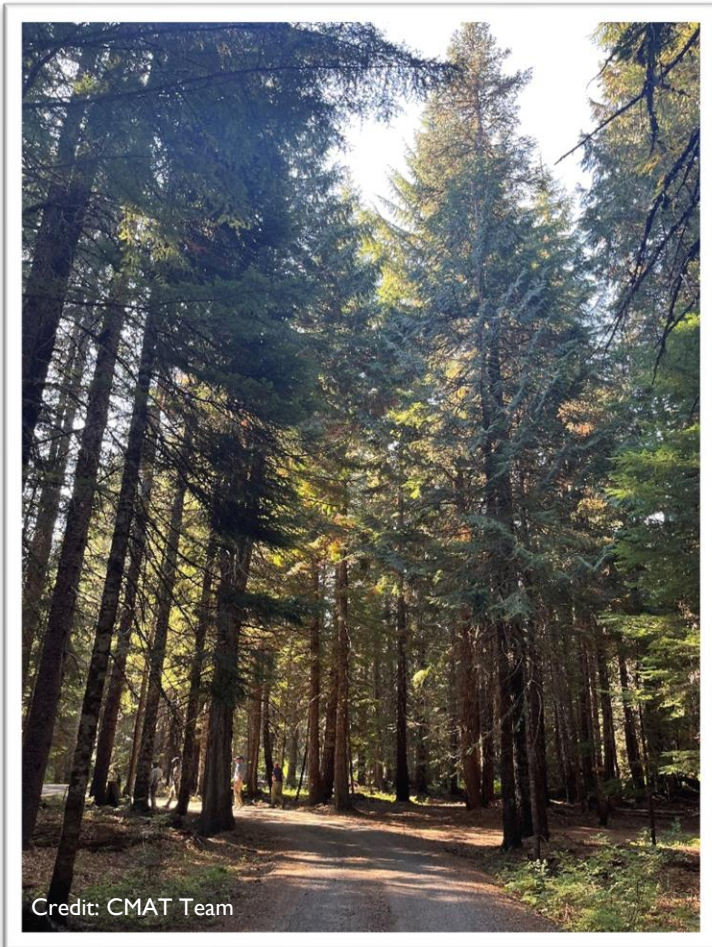
- Once chipping has been completed, have Hoodland Fire and ODF complete a community assessment and make recommendations for future actions. Prioritize particularly high-risk areas to focus on first.
- Develop a project list and work with ODF and Hoodland Fire on seeking grant funding to complete work.

Wapanitia Home Owners Association

Findings – Wapanitia, an unincorporated community directly off Hwy. 26 has been an active Firewise® USA Community since 2018 and has strong leadership with an interest in doing more. They currently provide chipper services at low cost to

Community Planning Organizations, Homeowner Associations and Residents

residents on a given day once a year. Residents are required to place material on the roadside by their homes. They would like to collaborate with the USFS on a fuel reduction project



on USFS property between the HOA and the nearby Wilderness. The portion of the Salmon Wild & Scenic River within the community has a recreational designation.

Recommendations

Ongoing

- Actively participate in Hwy. 26 Wildfire Partnership meetings.
- Continue to expand outcomes by adding additional homeowners and increasing home hardening activities.
- Continue annual work days and summer chipper program to provide an efficient, low-cost solution for slash removal.

Short term (Within 3 months)

- Engage in Clackamas County CWPP update and provide specific recommendations for Wapanitia.
- Share program process, lessons and successes with other communities within the area.
- Work with ODF to plan projects on larger forest treatments on common space and to seek grant funding for projects.

Long term

- Assess with USFS the ability to undertake forest projects on USFS land adjacent to HOA property and the possible establishment of a secondary egress of Finn Rd (the old Wapanitia Rd).

Hoodland Fire District #74

Findings - The Hoodland Fire Marshal is currently the only staff conducting HIZ assessments. The focus of these assessments has been primarily in the Government Camp area due to a grant received two years ago. Residents expressed frustration with the long wait to get an assessment due to limited Hoodland Fire District capacity. In addition to assessments and funding for mitigation work, the grant provides funding to support slash clean up and curbside chipper activities. Currently, Hoodland Fire completes approximately 100 assessments per year, tracks them on a physical map, and inputs the data into an Access database, which is not accessible to others. The information is collected for grant auditing and reporting purposes.

Other residents, especially those living on a fixed income, expressed frustration with the lack of slash-disposal and chipping options, and the high cost of wildfire mitigation work. Hoodland Fire has funding to support some mitigation work and chipper services across their jurisdiction; however, the program has not been widely advertised due to lack of capacity. Community Emergency Response Team (CERT) members used to assist the Fire District with providing education and outreach but has been inactive for the past couple years.

Opportunity – Expand wildfire mitigation programs to help meet the needs of residents.

Recommendations

Ongoing

- Actively participate in Hwy. 26 Wildfire Partnership meetings

Short term (Within 3 months)

- As residents increase mitigation activities, visit regularly with CPO and HOA leaders to solicit information on their challenges and needs.
- Review the existing Government Camp project, refine and expand to other underserved areas of the Hoodland Fire District.
- Partner with the USFS to pilot the development of the slash drop-off sites at Lolo Pass gravel pit and Laurel Hill Quarry.
- Train Hoodland firefighters on chipper operations and set up a schedule for chipping within in communities. Consider asking for a small donation (\$150 – 250) from the neighborhood to be able to continue providing this service.
- Expand Hoodland chipper services to all areas of the district.
- Send additional department members to ASIP training to increase assessor capacity.
- As Hoodland Fire increases the number of capable assessors, work with CPOs, HOAs, partners and other networks to spread the word about home assessment services.

Hoodland Fire District #74

- If additional capacity is needed, create an agreement with Clackamas Fire District #1 to allow Hoodland Fire to utilize Crew 30 to conduct HIZ assessments and implement mitigation projects.
- Require resident participation during the home assessment whenever possible.
- Embed pictures into all assessment reports shared with residents. This helps hold residents accountable to the work requested.
- Set up an online web form for residents to request home assessments (contact Wildfire Adapted Partnership at 970-385-8909 for an example).

Long Term

- Establish site assessment tool and platform for sharing information that will be available to all Hoodland assessors. Work with Clackamas Fire #1 who is currently developing a tool (for county-wide use) to electronically capture and collect HIZ assessment data to make sure the tool will meet your needs.
- Work with partners to develop a central repository for structure triage (resorts, commercial properties) assessment information.

Opportunity - Capitalize on renewed interest from the Timberline Rim HOA.

Recommendations

Short term (Within 3 months)

- Work with the HOA to get a chipping event scheduled to remove existing slash piles.

Long Term

- After completing the chipping, conduct a community assessment with ODF and identify specific high-risk areas to work next.
- Help them understand the new requirements and process of getting recognized as a Firewise® USA community.

Opportunity – Reinvigorate the Hoodland CERT to increase the capacity of Hoodland Fire.

Recommendations

Short term (Within 3 months)

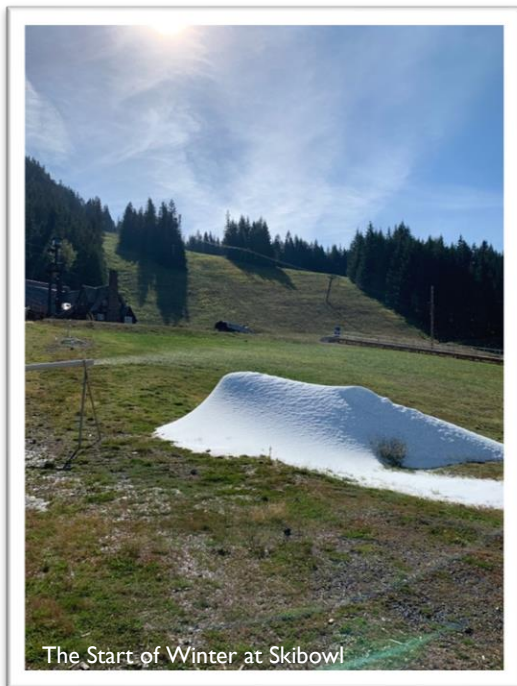
- Visit with CERT members to determine level of interest in specific activities where additional capacity is needed.
- Provide ASIP training to interested CERT members.
- Provide chipper operations training to interested CERT members.

Long Term

- Look at opportunities to have CERT members assist with education, outreach and prevention efforts.

Mt. Hood Skibowl

Findings – Mt. Hood Skibowl’s history extends back to 1928 when the area blossomed around a legendary ski jump. Today Skibowl’s footprint encompasses over 1500 acres and employs approximately 1000 people during the winter. The resort operates under a USFS Special Use Permit which sets parameters on what activities can and cannot be undertaken, consistent with current agency laws, regulations, orders and policies. Skibowl feels a strong sense of place and expressed a desire to give back to the community. A desire exists to create a culture that is rooted in “fun” and “protection” of the area that so many love.



Opportunity – Use the existing relationship you have with residents and visitors to create a wildfire adapted culture.

Recommendations

Ongoing

- Actively participate in Hwy. 26 Wildfire Partnership meetings

Short term (Within 3 months)

- Convene a ski resort wildfire working group to act as the voice of the ski resorts regarding wildfire mitigation and forest management.
 - Publicly announce the creation of the group and invite key local stakeholders to join.
- Share wildfire mitigation and fire adaptation information with staff and visitors.
 - Ensure visitor information includes a list of resources available and actions that can be taken.
 - Develop wildfire mitigation resources to share directly with staff. The biggest barrier to action is often not interest, but lack of knowledge, including access to tools, funding and guidance. Provide contact information and resources in internal communications.
 - Make both public and internal statements proclaiming your company’s commitment to wildfire mitigation activities.

Mt. Hood Skibowl

Long term

- Implement a wildfire mitigation demonstration site on Mt. Hood Skibowl property to highlight what wildfire mitigation can look like.
- Review current USFS structure assessment report and request joint USFS/Hoodland Fire structure assessment be completed.
 - Take action on recommendations to harden structures and reduce fuels around structures and critical infrastructure.
- Review Special Use Permit and assess with the USFS opportunities to increase fuel reduction around structures.
- Create a Skibowl volunteer crew that can support wildfire risk reduction activities in partnership with Hoodland Fire, land management and social service organizations.
 - Annually, complete a wildfire mitigation project on common space or at a community member's property.
- Investigate the creation of a year-round fuels crew to complete critical infrastructure and Mt. Hood Skibowl projects.

Office of the State Fire Marshal

Findings – OSFM has recently hired seven regional fire risk reduction specialists (FRRSs) to work with local partners to create and promote fire-adapted communities in Oregon. The FRRSs will serve as a resource for community wildfire planning, educational events, financial opportunities, and provide technical assistance to communities as they work to become more adapted to living with fire. These are brand-new positions whose roles and responsibilities are being developed as we speak, which allows some freedom and flexibility to best meet the needs of the communities they serve.

Opportunity – Provide support and solutions to local partners to help create fire-adapted communities.

Recommendations

Ongoing

- Actively participate in Hwy. 26 Wildfire Partnership meetings
- Educate stakeholders on SB 762, the wildfire risk map, and state’s defensible space code when they become finalized and adopted.
 - Provide specific recommendations on how individual homeowners can reduce their wildfire risk and comply with the code.
- Engage directly with communities and fire departments, providing education and assisting them with any other wildfire mitigation needs.
- Participate in the national Fire Adapted Communities Learning Network to learn from other mitigation experts and glean best practices that could help support the communities you serve.

Short term (Within 3 months)

- Help CPOs and HOAs within the Hoodland Fire District to better understand the CWPP process, how it could help in their efforts, and what types of projects would be appropriate to include as recommendations in the upcoming Clackamas County CWPP revision.
- Work with the Wildfire Partnership to develop grant proposals to implement specific CWPP actions (e.g. ODF/OSFM grants, Community Wildfire Defense Grants, Coalition of Western States Foresters WUI Competitive grants, Federal Emergency Management Agency (FEMA) Building Resilient Infrastructure & Community grants).

Long term

- Require FRRSs to take the [Community Wildfire Mitigation Best Practices](#) course, offered both virtually and in-person. Consider hosting an in-person course for the FRRSs and other practitioners in the state, with priority given to areas that are just getting involved in wildfire mitigation.

Oregon Department of Forestry

Findings – Oregon Department of Forestry (ODF) has a new grants coordinator in the North Cascades District - Molalla Unit, which covers the Hwy. 26 corridor. Currently, the grants coordinator is managing two Coalition of Western States Foresters Wildland Urban Interface (WUI) Competitive grants in the focus area and is looking at other areas where such programs could be replicated. ODF has indicated that the Hwy. 26 corridor is an area of concern for future programs funding opportunities.

Opportunity – Utilize cross-boundary collaboration to prioritize, fund and complete high-priority mitigation projects in the Hwy. 26 corridor.

Recommendations

Ongoing

- Actively participate in Hwy. 26 Wildfire Partnership meetings.
- Provide technical assistance and help secure funding to local partners.

Short term (Within 3 months)

- Meet with area HOAs and CPOs and visit communities to assess fire risk, strengthen relationships and collaborate on projects.
- Update the ODF section of the Clackamas County CWPP with specific actions.
- Work with the Wildfire Partnership to identify high-priority projects and plan to secure funding for these projects.

Long term

- Work with the Wildfire Partnership to develop grant applications to implement specific CWPP actions (e.g. Community Wildfire Defense Grants, Coalition of Western States Foresters WUI competitive grants, FEMA BRIC grants, or other grants)
- If and when crews are available share this resource with Wildfire Partners
- Assign crews to fuels removal and vegetation management for larger projects (30-40 acres) to accomplish collaborative actions.
 - The Coffee Creek (Women's) Correctional Facility Crew and Clackamas Crew 30 can provide mitigation services.
 - The Ant Farm youth crew may be able to assist with mitigation projects and/or chipping events.

Portland General Electric

Findings – Portland General Electric (PGE) expressed interest in supporting risk reduction efforts within the Hwy. 26 corridor and undertakes several prevention and mitigation activities. PGE has a Wildfire Mitigation and Resiliency (WM&R) team which is required by SM 762 to annually submit a Wildfire Mitigation Plan, undertake repairs, vegetative management, inspections and patrols within designated High-Risk Fire Zones under new guidelines developed by the Oregon Public Utilities Commission. The Hwy. 26 corridor falls within the PGE-identified *Mt. Hood Corridor / Foothills High-Risk Fire Zone*. PGE does institute Public Safety Power Shutdowns (PSPS) and will continue to as a proactive measure to reduce the potential for power systems ignitions during critical fire weather events.

Opportunity – Become a wildfire mitigation leader in the utilities sector.

Recommendations

Ongoing

- Actively participate in Hwy. 26 Wildfire Partnership meetings

Short term (Within 3 months)

- Present FEMA BRIC undergrounding proposal to the Wildfire Partnership. Work with partners to assess where opportunities exist to expand the footprint and treat adjacent high-risk fuels.
- Share upcoming events to ensure broad promotion and participation. If you have not already done so,

immediately share information about the [2023 Wildfire Mitigation Plan Workshops](#).

Long term

- Update partners on Mitigation Plan progress and system enhancements.
- Consider PGE Foundation funding to support mitigation activities,
- Host PGE volunteer day with other partners to lend a hand in high-risk fire zones.
 - Work could include feeding a chipper, cleaning around a vulnerable resident's structure, staffing a slash disposal site or focusing on lending a hand to those unable to physically do the work themselves.

Portland Water Bureau

Findings – The 121-square mile Bull Run Watershed serves as the primary water source for the City of Portland and serves nearly one million customers. A conflagration in the watershed would have a significant impact on the city’s water supply and the Forest for years to come. While fire is infrequent, the potential exists for an extreme watershed altering event like “the fire in 1493 that burned nearly the entire watershed” (Portland Water Bureau). The 2017 Eagle Creek Fire burned over 48,000 acres immediately north of the Bull Run Watershed and was a threat to the watershed. Strict regulations limit the amount and type of active management actions that can be taken. The Portland Water Bureau (PWB) does remove hazardous trees, remove brush along roads, and manage vegetation around their structures. PGE has power lines in the watershed and Public Safety Power Shutoffs have occurred in the area. The approach to wildfire management within the watershed is focused on prevention, early detection, and quick suppression.

Opportunity – Assess watershed management activities within the Bull Run Watershed for opportunities to mitigate future risk from wildfire.

Recommendations

Ongoing

- Actively participate in Hwy. 26 Wildfire Partnership meetings
- Discuss openly and honestly the potential post-fire impacts with customers and partners if a wildfire were to occur in the Bull Run Watershed.

- Continue brush clearance along roads and structures. Remove hazard trees when needed.
- Continue active collaboration with USFS on wildfire management actions and plans.

Long term

- Consider land management activities that could help reduce the impact which a fire will have on water resources.
 - Consider what forest management actions **can** be done as tree removal is authorized if the action fits within the management guidelines, rules, and regulations.
 - Preparing for the fire by understanding the impacts after it occurs is important but taking action to reduce the fire’s effect may provide a better return on investment.
- Speak with other water utilities who have experienced catastrophic wildfire in their watersheds (e.g. Denver Water, Colorado Springs Utilities) to learn from their experiences in order to better protect the Bull Run Watershed.
- Consider providing funding support for mitigation activities in communities near the watershed in hopes of reducing the chances of fire entering the area.
- Host a Portland Water Bureau volunteer day with other partners to lend a hand in high-risk fire zones.
 - Work could include feeding a chipper, cleaning around a vulnerable resident’s structure, or staffing a slash disposal site.

Sandy Fire District #72

Findings – Sandy Fire District #72 serves 25,000 residents in a 77-square mile area. The population has been increasing steadily as individuals seek a more rural lifestyle. Sandy Fire, in partnership with the City of Portland, is responsible for responding to incidents within the Bull Run watershed. Current wildfire mitigation activities are limited to community outreach; however, that outreach has been stalled due to Covid-19.

Opportunity – Increase wildfire mitigation activities and capacity through collaboration with partners.

Recommendations

Ongoing

- Actively participate in Hwy. 26 Wildfire Partnership meetings.

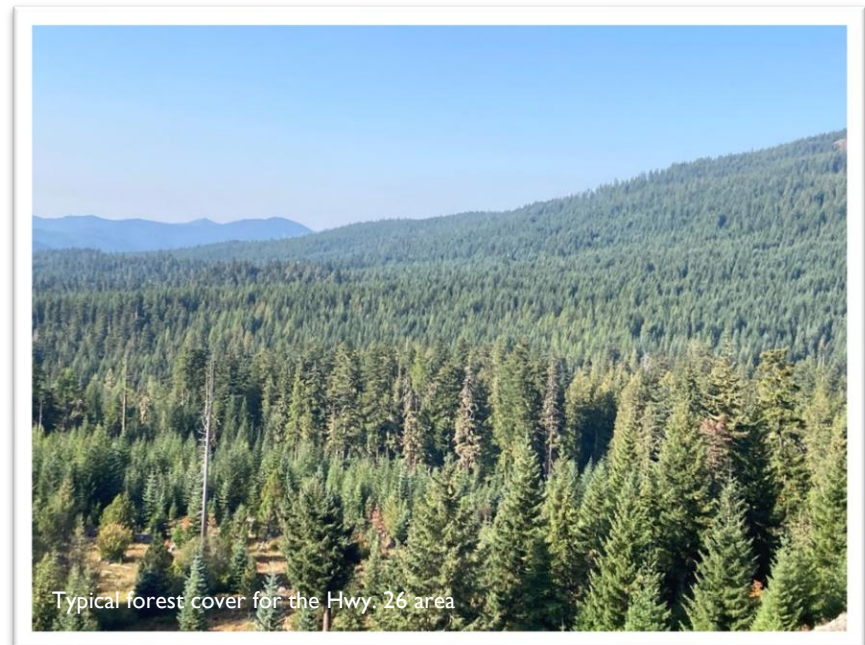
Short term (Within 3 months)

- Participate in Clackamas County CWPP update process and provide input.
- Assess suitability of using Fire District or County property as a slash-disposal site for resident in and around Sandy.
- Seek grant funding, as needed, for staffing or equipment.

Long term

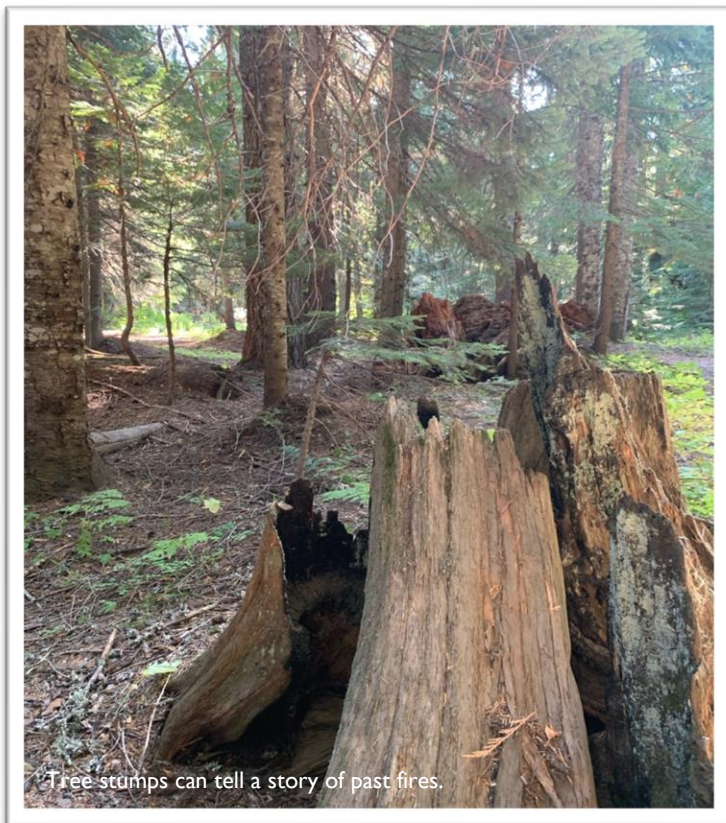
- Create an agreement with Clackamas Fire District #1 to allow Sandy Fire to utilize Crew 30 to conduct HIZ assessments and implement mitigation projects.

- Partner with Wildfire Partnership to collaboratively create a consistent community education and outreach platform across the Partnership boundaries.
- Collaborate with Wildfire Partnership to submit grant applications for mitigation projects, especially cross-boundary mitigation opportunities.



Summer Home Recreation Residential Areas (U.S. Forest Service)

Findings – There are over 549 summer homes / recreational residences on both sides of Hwy 26 near Rhododendron. The homes are privately owned, but located on U.S Forest Service lands. Due to the special-use permit, owners must adhere to strict guidelines related to any structural enhancements (hardening) and external activities (defensible space / HIZ creation) like vegetation removal.



Opportunity – Reduce structure ignition risk within the Forest Service Summer Home area(s).

Recommendations

Ongoing

- Actively participate in Hwy. 26 Wildfire Partnership meetings.

Short term (Within 3 months)

- Request structure assessments be completed (Please note that the existing capacity to complete assessments is limited, so this recommendation may take a bit of time until the program is expanded).

Long term

- Work with the Zigzag Ranger District to review and update the [Recreation Cabin Program Operations and Maintenance Plan](#) to include home hardening guidance when and where applicable.
- Strive for a non-combustible zone directly adjacent to cabins (0-5 feet) and adhere to Operations and Maintenance Plan Fire Safety Standards.
- When completing cabin renovations in compliance with permit stipulations, endeavor to use fire resistant building materials, especially roofing and decking materials, See the [Wildfire Home Retrofit Guide](#) for additional guidance, recognizing some options may not be allowed through the Special Use Permit (link also provided in the Toolbox).

Timberline Lodge

Findings – The Timberline Lodge has a significant historical value to citizens and visitors alike, with roots that run deep into the community. The Timberline ski area operates under a USFS special-use permit which sets what activities can and cannot be undertaken within the footprint of the resort, consistent with current agency laws, regulations, orders, and policies.

Opportunity – Use the existing relationship you have with residents and visitors to create a wildfire adapted culture.

Recommendations

Ongoing

- Actively participate in Hwy. 26 Wildfire Partnership meetings
- Participate in ski resort wildfire working group to act as the voice of the ski resorts in regards to wildfire mitigation and forest management.

Short term (Within 3 months)

- Invite USFS and Hoodland Fire to jointly provide an updated Home Ignition Zone assessment covering both the Timberline Lodge structure and its surrounding forest.
- Share wildfire mitigation and fire adaptation information with staff and visitors.
 - Ensure visitor information includes a list of resources available and actions that can be taken.

- Develop wildfire mitigation resources to share directly with staff. The biggest barrier to action is often not interest, but lack of knowledge, including tools, funding and guidance. Provide contact information and resources in internal communications.
- Make both public and internal statements proclaiming your company's commitment to wildfire mitigation activities.

Long term

- Support community wildfire mitigation activities with the community connections and resources Timberline may be able to offer. Coordinate with the Hwy. 26 partnership for planning and support.
 - Example activities include: organizing a community slash drop off site, or assessing if it is possible to contribute matching funds to a community wildfire mitigation grant.
- Host a wildfire mitigation workshop at Timberline Lodge to highlight the development of the Hwy. 26 Wildfire Partnership.
- Consider providing funding support for mitigation activities, especially for residents that are disabled or unable to physically complete mitigation work.
- Host a Timberline Ski Area volunteer day with other partners to lend a hand in high-risk fire zones.
 - Work could include feeding a chipper, cleaning around a vulnerable resident's structure, or staffing a slash disposal site.

United States Forest Service

Findings – The United States Forest Service (USFS), due to regulations, restrictions and land uses is limited on where work can occur and the type of projects that can be implemented. Wilderness, critical habitats, Wild and Scenic Rivers, riparian corridors and protected watersheds comprise the majority of the Zigzag Ranger District of the Mt. Hood National Forest. However, there are areas, often adjacent to development, roads and critical infrastructure where projects can be completed. CMAT visited several areas where the USFS was interested in completing projects in alignment with mutually beneficial outcomes.

Opportunity – Collaboratively work and learn together.

Recommendations

Ongoing Actions

- Continue to act in a leadership role as the partnership gets moving forward.

Short-Term Actions

- Complete HIZ / structure assessments for the permittees (Skibowl, Timberline, Kiwanis Camp) with Hoodland Fire and other partners. *Complete these joint assessments immediately.*
- USFS Fire & Fuels staff, meet with area HOAs and CPOs and visit communities to assess fire risk, learn about water sources and strengthen relationships.

Opportunity – Work with partners to develop USFS land public safety egress and critical infrastructure protection projects.

Recommendations

Ongoing Actions

- Review existing authorities, plans and projects and, when appropriate, “dust them off”. As funding and the local acceptance for public safety fuels project grows, these projects will be ready.
 - Rapidly move roadside, public safety projects forward. Egress routes must be the first priority within the Hwy. 26 corridor.

Short-Term Actions

- Within the Insect and disease Categorical Exclusion (CE) area, assess if additional work can occur that will not require a great deal of additional time or money.
- Work with Special Use Permit holder, Timberline Lodge, to review permit stipulation as it relates to hazard tree removal. Support hazard tree removal in areas of critical importance (water infrastructure, such as the two water tanks that provide Government Camp their domestic water).
- Develop priority treatment actions and projects now to prepare for the Forest Summer Home fee retention funds expected.
- Plan and complete public safety and egress projects to act as pilot and demonstration sites.

United States Forest Service

Long-Term Actions

- Fast track the Forest-level CE opportunities and prioritize highly visible projects.
- Assess potential to implement a roadside shaded-fuel break, egress demonstration project along the south side of Hwy. 26 from Wood Lot Road/Laurel Hill Quarry area west to the Rd 28 and Hwy 26 intersection.
- Within the Trillium Lake (and other highest use) area(s) complete roadside brush out and reflective egress sign installation.
- Investigate and pilot reduced restriction fuelwood-gathering projects, providing a safe location for



fuelwood removal, while reducing fuel loading in the Forest.

- Assess ability to complete forest projects adjacent to active Wapanitia Home Owners Association Community and support establishment of secondary egress route from Finn Rd to Hwy 26 (the old Wapanitia Rd).
- Within Summer Home areas, review the Zigzag Ranger District Recreation Cabin Program Operations and Maintenance Plan.
 - Include home hardening guidance when and where applicable.
 - Assess if the Operations and Maintenance Plan guidance is congruent with defensible space recommendations (e.g. “lot vegetation must be maintained to resemble the natural forest conditions”).
 - Several easily attainable updates to the General Standards for improvements could be added (e.g., require decks be installed to meet ember ignition resistance standards and no material be stored underneath, require roofs meet Class A roof assembly standards, require the creation of a non-combustible zone directly adjacent to cabins).
 - Review SB 762 rules, as they become available, and assess the implication on Forest Service Summer Home residences.

United States Forest Service

Opportunity – Work with partners to establish slash-disposal locations within the Hwy. 26 corridor.

Recommendations

Short-Term Actions

- Investigate the establishment of three slash disposal sites with local partners at the following locations:
 - Lolo Pass gravel pit
 - Laurel Hill Quarry
 - Mud Creek Quarry
- Lead a tour to view and discuss the “how” on site.
- Pilot a slash-disposal program, first at Laurel Hill and Lolo Pass areas, closest to communities where limited slash disposal support exists.

Slash Site examples:

[Douglas County, Colorado](#) – Slash Mulch Program

[Jefferson County, Colorado](#) - Sustainable Lands and Safer Homes Program (SLASH)

[Ashland, Oregon](#) - Fire Adapted Ashland – Green Debris Drop Off Days

[Bend, Oregon](#) - Fire Free

SLASH SITE DEVELOPMENT CONSIDERATIONS

Consider these tips as you embark on the slash site development journey:

- Start small, by offering several weekends in the spring at 1-2 sites.
- Safety first – Make sure the site is easily accessible to vehicles. Provide traffic control and warning signs. Require customers cover their load and secure it properly.
- Ensure the site is controlled. A locked gate is essential to ensure unwanted dumping.
- Decide the best slash management tool for the site. Ask yourself:
 - Will you burn, chip or haul the material?
 - If chipping or hauling, where will the material go?
 - What is the cost to handle / haul the material?
 - What is the material type, size and quantity limitations based on the selected disposal method?
- Clearly define Accepted and Prohibited materials.
- Staff the site with volunteers and/or paid resources.
 - Slash site attendees will receive mitigation information and resources (home assessments, cost-share programs, resources) and track customer data.
 - Attendees can also ensure compliance with the program guidelines and collect any fees or donations.
- Consider separating material into several piles, such as:
 - Firewood
 - Slash
- If residents are invited to take free mulch, be very clear about the risks associated with using the combustible mulch near their homes and structures.

SECTION 2 - THE PARTNERSHIP

Wildfire adaptation and creating wildfire resiliency are complex issues that no one person or organization can take on alone. The organizations we have discussed above know this, and have already begun coming together to find solutions for fire response activities such as evacuation and fire suppression. However, many see the opportunity to take the interactions between governmental and non-governmental organizations further. When we come together with our different skills, strengths, resources, and determination, we can move mountains (or build lodges).

Like the foundation of Timberline Lodge, the foundation of the partnership must be strong and built to last. Collaboration requires a great deal of commitment, and sometimes “outside the box” thinking. If each member carries their own weight, then the entire community will reap the rewards.

In the following section, we provide our Findings, Opportunities and Recommendations regarding the development of a Wildfire Partnership. The first section focuses on Structure and Governance tasks, and the second section focuses on Interaction Considerations which will help guide the partnership’s next steps as you begin to work more collaboratively to mitigate the risk and impact of wildfire in the Hwy. 26 corridor.



Structure and Governance of the Partnership

Findings – Driven by a desire to reduce the potential impacts of wildfire in the Hwy. 26 corridor, a diverse group of individuals and organizations have come together to start addressing what actions can be undertaken to create a more wildfire resilient community. This area has not typically seen either frequent or large wildfires due to the annual precipitation in the area; however, changing climate conditions have brought warmer temperatures and less snowfall. The fire departments have historically dealt primarily with structure fires and medical calls, not wildfire or wildfire mitigation. Participants in the loosely formed Wildfire Partnership are engaged and ready to start working together and recognize the importance of working collaboratively; however, they are unsure of how to get started.

Opportunity – Formalize the Partnership.

Recommendations

Step 1. Getting Started - Assemble as a group, and identify who else should be at the table.

- Actively engage the Confederated Tribes of Warm Springs into project planning and project designs that treat, restore and enhance ceded and ancestral lands in the area.
- Identify what organizations or individuals are missing from the partnership. Missing organizations are probably working on the periphery, consider what they

can bring to the partnership and how being part of the partnership can benefit the organization.

- Recruit emerging leaders in the community as a rich source of perspectives, knowledge, and clout. Go beyond often-tapped formal leaders (The Ant Farm which offers a variety of youth programs was mentioned as someone to reach out to).
- A current list of potential members gleaned over the past week can be found in the Community Toolbox (Hwy. 26 Partners Contact List)



Vision Statement

Making sure the group has a common vision is an important part of lasting partnerships. By developing a common vision, you will help ensure that the partners are all aligned, and it will be easier to describe the purpose of the group to other entities.

Step 2. Develop a common vision and mission for the partnership

- Use the “Headline Exercise” from the workshop which CMAT hosted, as a tool to further refine a vision statement. The top five headlines are available [here](#).
- Develop a mission statement.

Step 3. Decide on an organizational structure and governance

- Finalize a Memorandum of Understanding (MOU), commitment letter, statement of mutual benefit or similar document pledging support for the common mission and vision.
- Develop an organizational structure that best fits the needs and resources of the partnership.

Structure and Governance of the Partnership

The Organization's Structure

Structure will allow your partnership to function more efficiently and effectively.

Three elements are necessary, regardless of the organizational structure

- A governing structure for decision making
- Rules by which the organization will operate
- A planned distribution of work

Use the organizational structure or combination of structures which best serves your partnership's needs and operating strengths. Several common structures and their characteristics include (adapted from [The Community Toolbox](#)).

Steering Committee (i.e., group of people who get things started)	Coordinating Council (i.e., Executive Committee)	Board of Directors (i.e., provide overall support, advice, and resources)	Task Forces (i.e., those who work together around broad objectives)	Action Committees (i.e., those who take action to bring about changes sought by the organization)
Generally formed to steer an organization or committee at its inception	Fulfills many of the same responsibilities as a steering committee. Acts as a director or program coordinator by modifying broad organization-wide objectives and strategies in response to input from individuals or committees.	Functions as a governing body of the organization, but does little coordination. Generally elects a president and committee chairs, committee chairs	Consists of members who work together around broad objectives. Members are chosen based on their interest in a particular issue.	Formed to do the actual work of task forces and bring about specific changes in programs, policies and practices. Members carry out the action steps to achieve the collaborative partnership's objectives and get feedback from community members

Structure and Governance of the Partnership

Step 4. Identify and designate needed working groups, committees or teams to work on specific projects or activities.

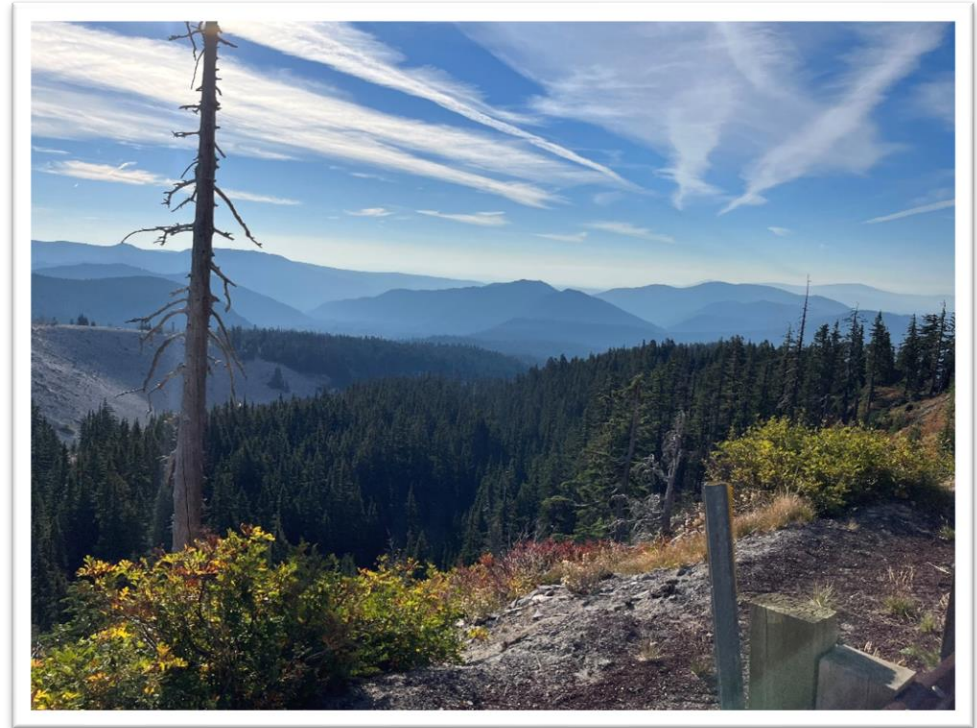
- CMAT identified several working groups and introduced them during the partnership workshop which you may choose to use if they meet the partnership's needs.

Step 5. Identify projects and get to work

- Create goals and next steps for committees or working groups.
- Use the CMAT recommendations in Section I of this document to help prioritize projects together.

Step 6. Schedule a time, in about a year, to evaluate how the partnership is going

- Set aside 2-4 hours to complete a self-assessment of the partnership's work. (CMAT created a *Partners Evaluation survey* located in the [toolbox](#)).
 - Discuss what you set out to do and what is or is not working with current partnership efforts.
 - Discuss if a paid coordinator is needed for the group (unless you've already hired one).
 - Decide if the current structure is working or if it is necessary to refine your structure.
 - Decide if you need to attain non-profit status to meet your goals and objectives.



Interaction Considerations for the Partnership

In addition to governance and structure there are some additional items for the Partnership to consider as you start working together. Taking time to discuss, structure and set up the items below will reap huge benefits for the group in the long run.

Recommendations

Opportunity – Decide on and set up an electronic platform to serve as a repository for mutually beneficial information.

Recommendations

- Set up a platform (Teams, Google Drive, other) for storing files (agendas, notes, data, photos maps) electronically.
- Set up an e-calendar that shares joint Wildfire Partnership meetings, events, and, field trips. Color code to highlight these items as Wildfire Partnership specific.
- Keep the key contact list here and charge all partners with keeping the list current.

Opportunity – Create momentum for the Wildfire Partnership.

Recommendations

- Publicly announce the creation of the partnership and the first actions which the group will undertake.

- Get some early, small wins under your belts. Focus on “low-hanging fruit” projects that are visible and inclusive. Example projects include:
 - Collaboratively work to develop the slash site program
 - Get some chipping done in other areas immediately. With a little bit of outreach and engagement a great deal can be accomplished.
 - Support roadside projects and let your stakeholders know you support the work

Opportunity – Change the tenor of your meetings from simply reporting to interactive.

Recommendations

- Look for opportunities to meet in the field and collaboratively approach problems or learning opportunities. Develop discussion questions for these trips.
 - For example, met at the gravel pit sites and gather input on using them as a slash sites, or go to Wapanitia and Government Camp to discuss the issues facing these communities and the work they have done.
- Spend part of a meeting discussing skills that each partner brings to the table. We all have hidden talents that may not be part of our normal jobs.
- Ask for assistance and be willing to provide help.
- Set aside time at each meeting for one or two partners to share information about a proposed program or

Interaction Considerations for the Partnership

project where there are opportunities for collaboration. Limit time spent simply sharing updates, as this will take time away from valuable co-development and co-work.

- Discuss opportunities to gather and share data that will benefit more than one partner. Commit to sharing data as much as possible to facilitate collaborative project planning, implementation, and monitoring.
- Think ahead when planning public meetings, town halls or other events to prevent conflicting meetings, look for opportunities to host joint meetings, and to avoid overwhelming the public with requests for their participation.

Opportunity: Capitalize on the formation of the Partnership to open up a dialogue with the community.

Recommendations

- Engage residents on-the-ground when mitigation work is occurring.
- Be open, honest, and transparent about the need and the risk.
- Don't shy away from controversy. Strive for understanding, not agreement.
- Provide information that residents can use.
 - Provide mitigation resources (phone #s, Contractor lists, funding & crew availability).

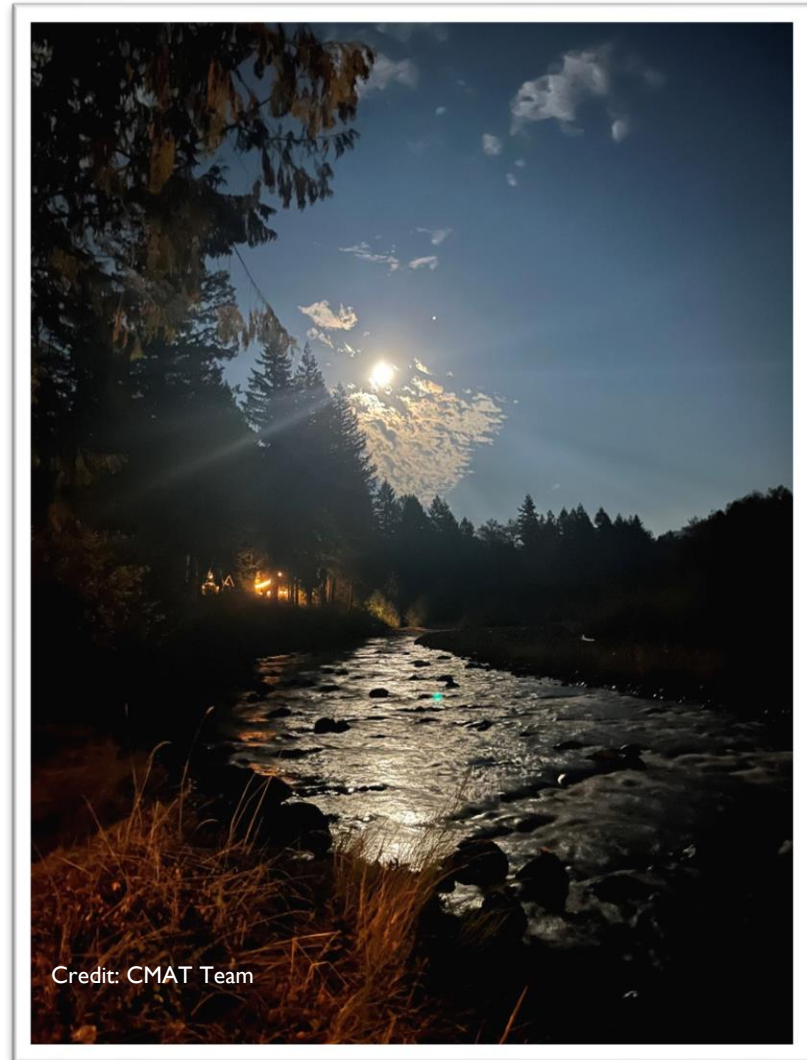
- Present information in a way that supports understanding and contains an interactive component. Examples for engagement include:
 - Informational newsletters with info customized to the Hwy. 26 corridor. Always include a clear call to action.
 - Look at liberatingstructures.com to get ideas for conducting small group activities.
 - Host interactive presentations and educational interviews to initiate discussions and learning.
 - Remain steadfast and frequent with opportunities. Understand that the entire community may not be present during each event, but frequency and consistency is key in virtual environments for education.
- Don't just focus on wildfire mitigation or fuels. Residents who value this area are interested in other values.
 - Discuss the multitude of positive benefits that can be realized by completing active management.
 - Discuss ongoing fires and changes you are seeing in wildfire behavior.
 - Share the global picture, not just what's happening in the Mt. Hood corridor or even Oregon.
- Consider partnership opportunities with less traditional entities, like the Coffee Creek Women's Correctional Facility, the Ant Farm, Americorps and Team Rubicon, to accomplish mitigation work.

Interaction Considerations for the Partnership

Opportunity: Jointly celebrate success!

Recommendations

- Frequently recognize partner contributions.
 - Recognize individuals' contributions to the partnership in the presence of peers and partners means a lot and goes a long way toward retaining volunteers.
 - Recognition can also be as simple as a handwritten thank you.
- Make time at each partnership meeting for partners to thank each other for something they did. This helps hold people accountable for what they said they would do.
- Share accomplishments to build momentum for mitigation work.
- Use visuals and maps to share stories of successful mitigation projects.
- Highlight people, places, and specific resources publicly. Vary the stories you share to demonstrate that “we all have a role to play” and how others can lend a helping hand.



THANK YOU

We thank the Hoodland Fire Department for hosting the CMAT team.

Many thanks to the following individuals for their participation and input during the virtual CMAT workshops, phone interviews, and numerous follow up emails (listed in alphabetical order):

Adam Ernst, Angie Kimpo, Anna Buckley, Allison Sweeny, Ben Sproul, Bill Husrik, Bill Westbrook, Brandon Flemming, Brent Olson, Brian Henrichs, Carol Norgard, Carolyn McDonald, Catherine Dillon, Colleen Urban, David Bihn, Dirk Shupe, Gar Abbus, Gerald Murphy, Jacob Gear, Jason Codner, Jay Wilson, Jeff Ennenga, Jen Warren, Jeremy Goers, Jim Price, Kate McPherson, Kayann Gardner, Kelly Ewing, Ken Roko, Linn Norgard, Logan Stewart, Mark Hendrickson, Marti Bowne, Mary Ellen Fitzgerald, Melinda McCrossen, Meta Loftsgaarden, Nora Gambie, Paul Leusch, Phil Schneider, Robert Deering, Ryan Terrek, Sarah Munro, Sarah Poet, Scott Kline, Scott Skellenger, Steve Graeper, Terry Niedermeyer, Trey Leonard, Walt Mayberry, Zach Littlefield

THE CMAT

The Community Mitigation Assistance Team (CMAT) is sponsored by the U.S. Forest Service to assist communities impacted by wildfire. CMATs are comprised of public and private wildland-urban interface (WUI) mitigation professionals from across the country. The Team provides technical and strategic mitigation support to build and strengthen sustainable mitigation programs. The team mentors organizations, helps to identify and provide tools, advises on the highest priorities for risk reduction, and shares best management practices for mitigation.



FOR MORE INFORMATION

U. S. D. A. National Forest Service CMAT

Sheryl Page

National Community Wildfire Mitigation Program
Manager

Phone: 719-553-1638

Email: Sheryl.Page@usda.gov



Team Members (Left to Right)

Pam Wilson

Board Member, Fire Adapted Colorado

Jon Bruno (Team Lead)

CEO, Coalitions & Collaboratives, Inc.

Jonathan.bruno@co-co.org

Steve Orr

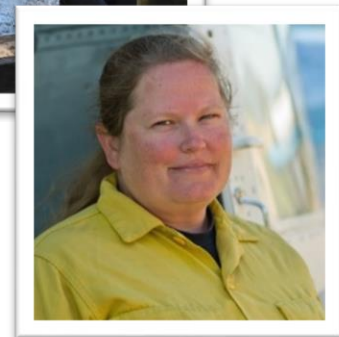
Training Specialist, Fire Adapted Colorado

Katie Dorman

Wildfire Mitigation Specialist, Coalitions &
Collaboratives, Inc.

Hannah Thompson – Welch (Virtual)

Wildfire Mitigation Specialist, North Carolina Forest
Service



Mt. Hood Highway 26 Corridor Toolbox



<https://drive.google.com/drive/folders/1HvFPNZsCKgK93yXelEqYUWZhEz6O72bk?usp=sharing>

APPENDIX A – SUGGESTED MEETING AGENDAS

SUGGESTED MEETING AGENDA #1 Hwy. 26 Wildfire Partnership

1. Introductions
 - Each organization's representative introduces themselves and other key staff, and main point of contact for their organization.
 - Ask for a notetaker

2. Establish guidelines that people will be honest with each other, respect confidentiality (when decided upon), and be responsible to the group.

3. Use the Draft Memorandum of Understanding which was started during the CMAT workshop to finalize the partnership's vision, mission, goals, decision-making structure, and expectations.

4. Set method of group communication (e.g. email list).

5. Set meeting schedule and confirm the next meeting date, time, and location.

APPENDIX A – SUGGESTED MEETING AGENDAS

SUGGESTED MEETING AGENDA #2 **Highway 26 Wildfire Partnership**

1. Introductions (*Note - while everyone may know each other this is a good way to welcome new members in. Consider an icebreaker to set the tone*)
2. Organization Presentations (*Note - these are just examples of the important information that must be shared to help partners gain a common operating picture*)
 - Clackamas County Disaster Management
 - i. Share CWPP process, important updates, the timeline and ask for partners' input.
 - PGE
 - i. Present on FEMA Building Resilient Infrastructure and Communities (BRIC) Grant application
 - Hoodland Fire
 - i. Present the outcomes from the Government Camp project and opportunities to refine / expand the program to other areas.
 - USFS
 - i. Share potential public safety and egress project locations. Discuss what the work might look and where it might occur. Ask for feedback.
 - ii. Discuss potential slash disposal site concept.
 - Clackamas Fire #1
 - i. Discuss use of Crew 30 for mitigation projects outside their district
3. Discussion
 - Assess what projects or programs interest the group and see what can be done to work together on them.
4. Identify the work groups / Committees needed
 - Designate working groups
 - Seek participation in the groups and a lead chairperson
5. Confirm the next meeting date, time, and location

APPENDIX A – SUGGESTED MEETING AGENDAS

SUGGESTED MEETING AGENDA #3 Highway 26 Wildfire Partnership

1. Introductions (include an icebreaker)
2. Working together to plan a project. (Note - *a field tour to the prospective site is a great way to get the discussion really moving forward*)
 - Using a project presented from the last meeting, the group will work together to develop the plan.
 - Plan next steps for working groups.
3. Define the purpose and scope of the project:
 - What is the desired outcome?
 - Define the roles and responsibilities of each participant and make sure mechanisms for communication and joint accountability are in place.
 - Define what resources are needed and how to get them
 - Develop a timeline
4. Confirm the next meeting date, time, and location.