OCRF 2024-2-40 Relevant and Authentic Engagement for ODFW with Urban populations

Fall 2024 OCRF Project Proposal

Oregon Department of Fish and Wildlife

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FollowUp Form

Introduction

Project Title*

Insert the full project name assigned by ODFW, including the unique code before the Project Title that was given in the agreement.

(Example) OCRF XXXX-XX_ ProjectTitle

OCRF 2024-2-40 Relevant and Authentic Engagement for ODFW with Urban populations

Upon completion of the project, please complete this Final Report document and submit it before the Project Expiration Date on the Project Agreements. The information you provide will be used for accountability and reporting and displayed to the general public. Please be as clear and concise as possible and avoid jargon or acronyms.

Project Location

Provide the nearest city and the county where project work will be completed, if multiple locations will be used provide them as a bulleted list.

Portland metro area

- Beaverton
- Cornelius
- Durham
- Fairview
- Forest Grove
- Gladstone
- Gresham
- Happy Valley
- Hillsboro
- Johnson City
- King City
- Lake Oswego
- Maywood Park
- Milwaukie
- Oregon City
- Portland
- Sherwood
- Tigard
- Troutdale
- Tualatin
- West Linn
- Wilsonville
- Wood Village

Anticipated Impact Measurement Unit*
Other (please explain below)

Anticipated Impact Measurement Unit - Other
If you selected other above, please explain here.

ODFW staff in the Portland metro area

Anticipated Impact Value
(from the original application)

20

Anticipated Impact Value 2*
(from the original application) anticipated miles, acres, volunteers engaged, etc.

2509489

Actual Impact Value*
Enter the ACTUAL impact value (miles, acres, # of volunteers engaged) after completion of the project.

2509489

Actual Impact Value 2*
Enter a second ACTUAL impact value, after completion of the project, if original application had two. Otherwise, use this question to further explain actual impact value of the project.

n/a

Oregon Conservation Strategy Species*
List the Oregon Conservation Strategy Species and Oregon Conservation Strategy Opportunity Areas that the Project benefited.

N/A

Final Report Questions

Project Statement*

Briefly describe what the project accomplished and the problem(s) it addressed. Make a clear and concise statement; avoid jargon and acronyms.

Learned about the barriers affecting people's willingness and availability to recreate outdoors and their familiarity with Oregon Department of Fish and Wildlife; found possible solutions to address some of the barriers.

Summary of Goals*

Describe how project goals, objectives, and/or milestones were completed. Discuss any measurable and achieved benefits (# of volunteers engaged, acreage restored, retrofits,
planning documents created, research results, etc.).

Connected with two different communities in the Portland Metro area, met goals, milestones and objectives. Strengthen relationships and build new one with individuals within each community.

Lessons Learned*

Describe lessons learned and challenges faced during the grant performance period. Examples being delays, contractual issues, permitting, funding, changes to the project Scope of Work or amendments, etc.

Leave the process open ended and be able to set up next steps

Next Steps*

Describe any next steps for the project, if any.

Bring more resources to the community based on their feedback

Attachments

Include all project data collected, such as surveys, reports, PDF maps, photo monitoring and planning documents. Upload any color photographs of the Project area(s) before and after the Project completion taken at the pre-set photo points as one document.

Optional Document URL

If documents are stored in an accessible location such as Dropbox, you may enter the url here.

Attachment 1

ODFW EBO Portland Metro Pilot Summary of Findings 021826.pdf

Attachment 2

Attachment 3

Attachment 4

Attachment 5

Attachment 6

Attachment 7

Attachment 8

Attachment 9

Attachment 10

Certification

Drafts of final reports for review may be submitted to ODFW.OCRF@odfw.oregon.gov

Certifying Statement*

I certify that the above and attached information is true and accurate.

Yes

Applicant Authorized Representative Name*

Antonio Salgado

Authorized Representative Title*

Community Engagement Coordinator

File Attachment Summary

Applicant File Uploads

- ODFW EBO Portland Metro Pilot Summary of Findings 021826.pdf

Agency: Oregon Department of Fish and Wildlife, ODFW

Project: Engaging with Urban Populations, Portland Metro
Everyone Belongs Outdoors Pilot.

Data gathering Period: 07/30/2025 to 09/27/2025

Scope: Conduct individual and group interviews with ODFW employees and members of the public identified as part of urban populations representing significant gaps in the agency's service footprint within the broader Portland-Metro region.

Total of individual Interviews: 14

Key Demographics:

- ODFW North Willamette Watershed District Staff
- Wood Village, Lideres Naturales Community and Leadership
- Portland, People of Color Outdoors PDX Community and Leadership

Number of Community Focus Groups: 2
Aggregate of Participants: 28

Purpose:

1. **Identify Demographic Service Gaps and Barriers to Delivery:**
    - Conduct internal interviews with ODFW NWWD staff members across various departments.
    - The focus of these interviews will be to ascertain perceptions and existing data regarding the most significant demographic service

gaps. This includes identifying specific communities or groups within the Portland Metro region that may be underserved or underrepresented in ODFW's current outreach and service delivery.
    - Furthermore, explore potential internal and external barriers that hinder the effective delivery of ODFW's mission, services, and resources to these identified communities. Including examining communication strategies, accessibility of facilities and programs, cultural competency, and resource allocation.

2. **Discover Key Insights from Target Demographics:**
    - Engage directly with representatives and members of the identified target demographic groups within the Portland Metro region.
    - The primary goal is to gain a deeper understanding of their awareness regarding ODFW's mission, the range of services it provides (e.g., fishing and hunting licenses, wildlife viewing opportunities, conservation efforts, educational programs), and the perceived relevance of the agency to their daily lives and values.
    - Through surveys, focus groups, and one-on-one interviews, we will also explore general personal values related to wildlife, conservation principles, and outdoor recreation. This will help us understand their existing connections to the natural world, their motivations for engaging with it, and any potential barriers to participation in outdoor activities or support for conservation initiatives.

3. **Recommendations for Optimized Engagement:**
    - Provide actionables based on the comprehensive findings from both internal interviews and direct engagement with target demographics.

Centered Intentionality

ODFW's mission as it appears on their main website:

"Our mission is to protect and enhance Oregon's fish and wildlife and their habitats for use and enjoyment by present and future generations."

NWWD Wildlife District 5-Year Strategic Plan
Last updated: 8/12/2024

"Promote diversity, equity, and inclusion within ODFW and increase engagement with historically excluded or underrepresented groups from the public interacting with ODFW and wildlife in Oregon."

Contextual Background:

- **Oregon's Current Population:** 4.27 million, with a current growth of 0.3% per year.
- **Migration:** Deaths have outnumbered births in Oregon since 2024, meaning the state's population growth is now dependent on migration from other states and countries.

Race and ethnicity

- **White (Non-Hispanic):** In 2022, this group made up 73.5% of the population, a decrease from 78.5% in 2010. In 2023, the non-Hispanic White population was 72.3%.
- **Hispanic/Latino:** As the fastest-growing minority group, the Hispanic population grew by 2.6 percentage points between 2010 and 2022 to represent 14.4% of the population. As of 2023, the share was 14.3%.
- **Other groups:** As of 2023, other significant racial/ethnic groups include:
    - **Two or more races:** 4.4%
    - **Asian:** 4.4%
    - **White (Hispanic):** 4.3%

Age and household

- **Aging population:** Adults aged 65 and older began to outnumber youths under 18. The population aged 65+ was the fastest-growing age group between 2010 and 2022, increasing by over 50%.
- **Median age:** At 40.7 years, Oregon's median age is higher than neighboring Washington and California. (38.8 California, 38.2 Washington, 39.2 National average)

Geographic distribution

- **Urbanization:** Population growth is heavily concentrated in Oregon's urban counties.
    - **Growing counties:** Deschutes and Crook counties, Washington, Columbia, and Yamhill counties.
    - **Growth in cities:** Multnomah County saw population growth from 2023 to 2024 for the first time since the pandemic began. (0.2 % 1,600 additional residents)
- **Rural decline:** Many rural counties are experiencing population decline, as seen in Grant (0.69 %) and Baker (0.48 %)counties.

Portland Metro Ethnic Composition:

Hispanic or Latino: 13.2 % (130% growth since 2000).

Asian: 7% in 2023 (170% growth since 2000)

Black or African American: 2.9 % (67% growth since 2000). Historic communities in North/Northeast Portland declined due to economic displacement

American Indian and Pacific Islander: 1.2% (0.5% growth since 2020)

Sources: Portland State University (PSU) Population Research Center (PRC), Oregon Office of Economic Analysis (OEA), U.S. Census Bureau, American Community Survey, US Census Bureau.

Key Findings

Focus Group A, PDX People of Color Outdoors

PDX People of color Outdoors:
From their main website: *“POCO serves BIPOC individuals and White parents of BIPOC children by creating healing outdoor experiences that build deep connections with nature and community, develop environmental leaders, and normalize BIPOC presence across Oregon's natural spaces”*

Self Identified Representation:
Blaxican, AfroLatino, African-American, Hispanic-American.

ODFW Awareness:

A prevalent finding across participant demographics was an often superficial understanding of the agency's core mission. This understanding was predominantly linked to the act of purchasing fishing licenses, which served as the primary, and frequently sole, point of direct engagement with the agency.

However, this transactional awareness did not extend to a broader comprehension of the agency's other objectives, such as wildlife conservation, habitat restoration projects, scientific research initiatives, or the management of non-game species. Similarly, there was a significant lack of awareness regarding the full spectrum of recreational activities that the agency supports and promotes beyond fishing, including hunting, wildlife viewing, hiking, camping, and educational programs.

Cultural Redlining:

The focus group discussion brought to light a significant barrier to outdoor activities participation: the perception that such activities are exclusively for "other people." This sentiment stems from several interconnected factors.

The financial burden associated with acquiring the necessary equipment often acts as a deterrent. Specialized gear for hiking, camping, fishing, or other outdoor pursuits can be prohibitively expensive, creating an economic barrier for many individuals and families. This perceived cost extends beyond initial purchases to include ongoing maintenance and potential upgrades, making sustained participation difficult.

The cost of accessing the locations where these activities take place presents another substantial hurdle. Expenses such as gasoline for travel to remote natural areas, day passes for parks or recreational sites, and particularly high costs for activities like lift tickets for skiing or snowboarding, render many outdoor experiences unaffordable. This effectively limits participation to those with disposable income and reliable transportation.

Finally, a pervasive sense of discomfort was voiced by participants from ethnic minority backgrounds. This discomfort from being the sole or one of very few individuals from their ethnic group engaging in certain outdoor activities. This feeling of being an "outsider" can be a powerful disincentive, leading to a reluctance to participate or a desire to seek out activities where greater diversity is present. This suggests a need for more inclusive environments and outreach efforts within outdoor recreation.

Safety Concerns:

Participants expressed several instances where they felt unsafe in outdoor environments beyond city limits, such as during camping or hiking excursions. This pervasive sense of insecurity, exacerbated by the current sociopolitical climate, has actively discouraged individuals from seeking recreation outside urban areas. The group shared distressing accounts, including encounters with confederate flags in campgrounds and malicious interrogations experienced on hiking trails. These stories resonated deeply with the broader group, highlighting a shared concern for personal safety and a feeling of unwelcome in certain natural spaces.

This sentiment significantly impacts their willingness to engage with outdoor activities, leading to diminished opportunities for connection with nature and a potential barrier to its benefits.

Opportunity Scarcety:

Participants also highlighted a significant barrier to engagement: a pervasive lack of access to readily available and easily digestible information regarding recreational opportunities. More specifically, they expressed a strong desire for this information to be accessible within "affinity spaces" – community environments where they felt genuinely welcomed, understood, and comfortable.

Participants shared their desire for learning the basics for each opportunity including equipment needs, Locations, and guidelines for participation.

This sentiment underscored the critical role of community-based organizations like POCO (People of Color Outdoors PDX, for example). Participants emphasized the need to continue fostering and supporting such organizations, recognizing their efforts in bridging this "opportunity gap." POCO, and similar groups, were praised for their ability to provide culturally sensitive and contextually relevant options, ensuring that recreational opportunities are presented in a manner that resonates with and invites diverse community members.

Anecdotal Data Points:
Half of the group reported spending *10 days or more outdoors*, especially during the summer months, with their favorite activities being:

- Hiking
- Camping
- Neighborhood Walks (Participants asked if this ‘counts’ as an outdoor activity)
- Stargazing
- Forest Bathing
- Yoga
- Snowshoeing
- Stand-Up Paddleboarding

- Golf
- Kayaking
- Shooting
- Snowboarding

Several outdoor recreation location preferences were shared including:

- Camp Westwind
- Mt. Rainier
- Clackamas Lake, Ripple Creek
- Latourell Falls
- East River Corridor
- Oregon Zoo
- Rocky Butte
- Mt. Hood
- Lawrence Lake (Camping)
- Sandy River

Leadership Interview Summary:

Pamela Slaughter:

Pamela has had over the years several connections to ODFW. Over the years, she has not only been a recipient of ODFW's Oregon Conservation & Recreation Fund (OCRF) grants, which have been instrumental in supporting her initiatives, but she has also achieved certification as an ODFW angler. Pamela has actively collaborated with the ODFW in various community events, including Coyote Palooza.

Her experience with the agency is consistently positive. She highlighted the exceptional training and mentorship she has received, which has not only enhanced her personal skills but also empowered her to lead and organize successful outdoor programs. ODFW's provision of essential supplies and dedicated volunteers for POCO outings has been crucial, ensuring that these excursions are well-equipped and adequately staffed.

"..They didn't come just to put worms on hooks, they came prepared to give the group a full learning experience."

Pamela's overarching impression is that the ODFW is committed to making the outdoors more accessible for underrepresented communities. She perceives a

clear and consistent intentionality in their actions, recognizing that their support for organizations like POCO is not merely transactional but deeply rooted in a genuine desire to create inclusive outdoor opportunities.

Focus Group B, Wood Village's Lideres Naturales

Lideres Naturales (Leaders by Nature) is an organization led by community members, primarily Hispanic residents of the Wood Village Green mobile home park and nearby neighborhoods. The organization is dedicated to promoting self-advocacy and leadership among residents, offering opportunities for civic engagement, and celebrating local culture and community.

Self Identified Representation:
Hispanic-American, Mexican, Latiné

ODFW Awareness

Only a few participants who purchased fishing licenses had any knowledge of the existence of the agency or or the range of services it provided, and their impression was that the agency's primary responsibilities were limited to the regulation of fishing activities and the general management of Oregon's waterways.

A Family Affair

There was a general consensus within the group that aside from the constraints of the financial considerations often associated with exploring new outdoor activities, there exists a prevailing stereotype of an "outdoorsy" individual. This perception, they argued, often renders many outdoor activities exclusionary, particularly for multigenerational family groups. The feeling was that the activities themselves, or the way they are often portrayed, do not readily accommodate or welcome a diverse age range or varying levels of physical ability within a family unit.

When prompted to identify motivators for encouraging community engagement in these activities, they expressed that an invitation specifically extended to the *entire* family, coupled with a deliberate representation of these activities as genuinely welcoming to family groups, would be highly effective.

Focus on Youth

A persistent challenge identified by the group was the difficulty in engaging children and young adults in outdoor activities. This was attributed to the compelling allure of modern digital entertainment, including video games, television, and mobile phones, which often overshadow the appeal of spending time outdoors.

To counteract this, the group emphasized the importance of making the initial point of entry to outdoor activities both appealing and easily accessible for young people. They expressed a strong belief that by simplifying access and enhancing the attractiveness of these experiences, not only would children and young adults be more inclined to participate, but would also encourage the entire family unit to explore and engage in these possibilities together.

Opportunities Close to Home

Although most participants were open to traveling for new outdoor experiences, a degree of comfort and familiarity was necessary to encourage such trips. Several participants expressed interest in learning about fishing and hunting, provided that basic instruction, mentorship, and equipment loan opportunities were available within their community or a familiar, close-to-home space.

Immigrant Safety.

This community has been significantly impacted by the current sociopolitical climate. This has led to fears regarding the use of public spaces and interactions with government or official representatives. This pervasive stress has

paradoxically created a perceived sense of safety in staying indoors and sheltered, which directly contradicts the goals of the EBO campaign.

Similarly to the POCO group, the sense that activities like camping and hiking were for people of affluence given the entry cost of equipment and collateral expenses, the feeling of “othering” created by the current societal conditions also has enhanced their skepticism of trying new outdoor activities.

Anecdotal Data Points:
When asked which “outdoor activities” they part take most often on:

- (Nursery Employees) - All month long
- (Hiking) - 2 or 3 times per month
- (Gardening) - Each week
- (Family Time, Parks Nearby) - 2 to 4 times per week
- (Hot Springs) - Once per month
- (Camping) - 3 times per month in the Summer
- (Cascades/Hood River) - Once per month
- (Walking/Camping) - 3 times per month

Participants shared an affinity towards recreating in and around water bodies, some of the favorites shared:

- Beacon Rock
- Timothy Lake
- Lewis and Clark Park (Sandy River)
- Crater Lake
- Kelly Creek
- Depoe Bay

Leadership Interview Summary:

Teresa Campos-Dominguez:

Teresa's understanding of the Oregon Department of Fish and Wildlife (ODFW) was limited; she generally knew it managed waterways, their usage, and wildlife research, despite having no direct connection to the agency.

Upon arriving in the United States, Teresa's family fished for sustenance but lacked fishing rods, specialized gear, and awareness of necessary permits due

to affordability issues. While fishing was part of her cultural heritage, the methods used in the U.S. were unfamiliar. Later, through friends, she learned about the license requirement but remained largely unaware of other regulations.

She learned about free fishing dates through a small fishing group at her church. She also noted that a few community members hunt, likely without proper licensing.

As a leader of Lideres Naturales, Teresa believes that integrating these experiences into the community's cultural wealth would be best achieved by providing skills and knowledge within community spaces, potentially by training members to become trainers themselves.

Quantitative Snapshot

Category	Focus Group A *(PDX People of Color Outdoors)*	Focus Group B *(Líderes Naturales)*	Key Contrast
First-generation immigrants	10%	100%	Group B primarily immigrant, Group A primarily U.S.-born
Preferred language other than English	0%	85%	Group B heavily Spanish-speaking
Over 40 years old	40%	90%	Group B older demographic
Ever gone fishing	80%	85%	Similar exposure to fishing
Ever gone hunting	40%	25%	Slightly higher hunting experience in Group A
Heard of ODFW	90%	30%	Awareness far higher among Group A

Summary:

Group A is younger, U.S.-born, and English-speaking, with higher awareness but similar financial and safety barriers.

Group B is older, Spanish-speaking, immigrant-heavy, with lower awareness and engagement in formal outdoor systems (ODFW, licenses).

Qualitative Thematic Analysis

1. Outdoor Connection and Activity Patterns

• Group A: Broad range of activities — from hiking and yoga to snowboarding and kayaking. Strong emotional or spiritual connection (tranquility, removing self from city life). More individual recreation but safety concerns limit exploration.

• Group B: Most participants spend regular time outdoors, often in local parks with family. Activities centered on family, food, and relaxation (fishing for eating, gardening, beach trips). Outdoor time is integrated into daily life rather than a planned 'recreational activity'.

Insight:

Latinx participants see outdoors as social/family-based, while Black/Afro-Latino participants see it as restorative and personal.

2. Barriers to Access

Group A focused on safety, racism, and financial cost. Both cited lack of information and affordability as key issues.

Group B emphasized language barriers, low confidence, work, and family responsibilities.

3. Motivators and Pathways for Engagement

• Group A: Motivated by representation ('people like me are doing it') and diverse community engagement. Prefer small, supportive introductions and opportunities for skill-building.

• Group B: Motivated by children's interest, family activities, and opportunities to learn. Desire for Spanish-language workshops and mentorship.

4. Cultural and Institutional Awareness

ODFW familiarity was 30% vs 90%, showing a clear knowledge gap. Group 1's low awareness suggests limited outreach in Spanish or immigrant-centered networks, while Group 2's ongoing distrust indicates representation and safety gaps, not visibility.

Focus Groups Analysis

Black and Afro-Latino Community: Building Trust and Ensuring Belonging

The Black and Afro-Latino community faces primarily social and systemic barriers. Participants expressed significant concerns about safety and belonging outside urban areas, citing experiences of hostility or unwelcoming behavior in some recreational spaces. While aware of institutions like ODFW, they desire greater visibility of diversity within outdoor culture and leadership.

To foster inclusion, ODFW should emphasize

- **Representation and Trust-Building:** Develop campaigns and programs that visibly feature Black and Brown outdoor leaders ("people who look like me"). Collaborate with trusted Black-led and multicultural organizations to ensure community voices shape program design and

build credibility.
- **Small-Group, Community-Based Experiences:** Offer workshops and trainings within neighborhoods to help participants develop outdoor skills and confidence in supportive, affirming settings before engaging in larger or more remote activities.
- **Increased Affordability:** Address universal financial barriers through initiatives like subsidized licenses, shared equipment, or group transportation.

Latinx Community: Fostering Family and Cultural Connection

For the Latinx community, outdoor activities are deeply intertwined with family life and shared experiences, often centered around spending time with children, communal meals, and visiting parks or fishing to provide food. However, participation in more structured recreation is limited by:

- **Information Access:** A lack of Spanish-language resources.
- **Navigational Challenges:** Uncertainty regarding rules, licensing, and processes.
- **Cultural Relevance:** A scarcity of culturally tailored education or mentorship.

To overcome these barriers, NWWD should prioritize:

- **Bilingual and Culturally Resonant Communication:** Distribute Spanish-language materials about licenses, laws, and opportunities through trusted community channels like churches, *mercados*, and family networks. Social media platforms such as Facebook and TikTok are effective for visual, family-oriented messaging.
- **Family-Centered Programming:** Offer workshops that combine recreation with education, such as community fishing days, nature hikes, or "learn-to-camp" sessions, all conducted in Spanish and designed for multigenerational groups.
- **Mentorship and Equipment Access:** Establish lending libraries or guided introductory sessions to provide basic equipment and mentorship, thereby lowering participation barriers.

Overarching Recommendations: Outdoor Recreation as a Community and Cultural Experience

Across both communities, the fundamental recommendation is to frame outdoor recreation not as an individual pursuit but as a **community and cultural experience**.

- For Latinx participants, this means emphasizing **connection, family, and shared learning.**
- For Black and Afro-Latino participants, it means centering **belonging, representation, and collective empowerment.**

Ultimately, inclusive engagement requires more than mere translation or outreach; it demands **intentional design that meets each community where they are**—linguistically, culturally, and emotionally. By investing in bilingual education, community partnerships, visible representation, and family-oriented programming, agencies like ODFW can re-define "the outdoors" into a space where every Oregonian feels welcome, capable, and at home.

Persona Development

The development of these **reference archetypes** can serve as a bridge between the **organizational insights identified through staff interviews** and the **recommended strategies for public engagement, outreach, and equity** within the NWWD's broader mission.

During the analysis phase, recurring internal themes—such as limited staff capacity, inconsistent outreach implementation, regulatory complexity, and the need for more culturally responsive communication—emerged as barriers to effectively serving the district's increasingly diverse population. These personas translate those systemic observations into **human-centered profiles** representing the communities most affected by, or least connected to, NWWD's services.

By synthesizing demographic, behavioral, and attitudinal data from both the focus group responses and the organizational findings, the personas illustrate the **real-world implications** of the identified challenges and provide a tangible framework for addressing them through actionable strategies.

Relation to the Recommendations

Each persona embodies distinct aspects of the report's core recommendations:

- **Structural Improvements:** By understanding the lived experiences of diverse residents (e.g., cost sensitivity, language barriers, complex licensing), NWWD can streamline systems and allocate outreach resources more equitably.

- **Cultural Transformation:** Personas highlight the importance of representation, inclusion, and trust-building as cultural priorities within

outreach and communications.

- **Community-Centered Practices:** Personas reinforce the need for partnerships with families, educators, and local organizations to create accessible and meaningful entry points into outdoor engagement.

In practical terms, these personas enable staff and leadership to:

- Visualize and empathize with the perspectives of diverse community members;
- Test outreach strategies and messaging for cultural and practical relevance;
- Prioritize programs that address identified equity gaps in participation and awareness;
- Support the internal goal of aligning DEI initiatives with tangible, measurable community outcomes.

Ultimately, these personas act as **strategic empathy tools**, ensuring that the agency's recommendations are implemented with a grounded understanding of who the public is, what barriers they face, and how NWWD can most effectively foster inclusive and lasting relationships with Oregon's communities.

Persona 1: Maria Torres – Urban Latinx Parent

Demographics & Context:

- Age: 38

- Location: Beaverton, OR
- Family: Married, two children (ages 8 and 12)
- Language: Primarily Spanish, some English
- Background: First-generation immigrant, works full-time in healthcare

Relationship to NWWD:

- Interested in outdoor recreational activities (hiking, fishing) for family bonding and cultural connection
- Limited awareness of NWWD programs or regulations
- Frustrated by language barriers and confusing permit processes

Motivations & Barriers:

- **Motivations:** Family-friendly nature activities, cultural experiences, safe and welcoming environments for children
- **Barriers:** Limited Spanish-language resources, lack of clear guidance on rules/permits, concerns about cost and accessibility

Equity & Access Factors:

- Needs culturally and linguistically appropriate materials
- Benefits from mentorship or structured family programs

Implications for NWWD Recommendations:

- Offer Spanish-language guides and outreach materials

- Develop family-centered programs and workshops
- Provide accessible equipment and low-cost or subsidized participation options

Persona 2: Jamal Reed – Young Black Urban Explorer

Demographics & Context:

- Age: 25
- Location: North Portland, Oregon
- Family: Single
- Background: Black American, recent college graduate, works in tech
- Lifestyle: Enjoys outdoor recreation for wellness (hiking, kayaking, stargazing) and escape from urban environment

Relationship to NWWD:

- Has some experience with outdoor activities but limited trust or sense of belonging in traditionally white-dominated outdoor spaces
- Feels uncertainty about safety and representation at state-managed recreation sites

Motivations & Barriers:

- **Motivations:** Connection to nature, community-building, skill development

- **Barriers:** Perceived hostility/unwelcoming environments, cost, limited visibility of people “like me” in outdoor leadership

Equity & Access Factors:

- Requires programs emphasizing representation, peer mentorship, and inclusive participation
- Needs targeted outreach and trust-building to engage effectively

Implications for NWWD Recommendations:

- Develop outreach highlighting diverse participation in programs
- Partner with local community organizations to co-create events
- Offer skill-building workshops that are safe, accessible, and culturally resonant

Persona 3: Aisha Khan – Community Youth Educator

Demographics & Context:

- **Age:** 32
- **Location:** Salem, Oregon
- **Family:** Single
- **Background:** Afrolatino
- **Role:** Coordinates after-school programs, community events, and youth leadership opportunities

Relationship to NWWD:

- Interested in facilitating student exposure to outdoor recreation and wildlife conservation
- Has limited familiarity with permitting, funding, and licensing requirements
- Seeks trustworthy partners for youth programming

Motivations & Barriers:

- **Motivations:** Equitable access to outdoor education, environmental stewardship, youth empowerment
- **Barriers:** Complex regulations, cost constraints, lack of guidance for group activities

Equity & Access Factors:

- Needs clear, accessible program materials and logistical support
- Benefits from partnerships with state agencies that provide training, resources, and inclusive frameworks

Implications for NWWD Recommendations:

- Provide simplified, plain-language program guides and permits
- Enable school and youth group partnerships for hands-on outdoor programs
- Offer funding or equipment support for underserved youth initiatives

Persona 4: Daniel Nguyen – Healthcare Professional

Demographics & Context:

- **Age:** 34
- **Location:** East Portland (Lents / Powellhurst-Gilbert area)
- **Family:** Married, no children; close ties to extended family
- **Background:** Vietnamese American
- **Role:** Works in healthcare administration; grew up in a multigenerational household

Relationship to NWWD:

- Has **heard of ODFW but not NWWD**, does not clearly understand what the agency does beyond "fish and wildlife."
- Does not associate ODFW or NWWD with activities he regularly engages in, such as visiting city greenspaces or walking trails.
- Sees the agency as something "for sportsmen" or "for rural communities," not for urban families or Asian American communities.

Motivations:

- Staying active and reducing stress through nature
- Connecting to cultural values around balance, wellness, and respect for natural spaces
- Opportunities to bring family members who may be English-limited or unfamiliar with Oregon's outdoor norms

Barriers:

- **Perceived Irrelevance:** Does not see ODFW's offerings as aligned with the kinds of activities he enjoys.

- **Cultural Disconnect:** His community does not have strong generational traditions around hunting, fishing, or wilderness camping in the U.S.

- **Family Considerations:** Parents and elders prefer urban, accessible spaces and may not feel comfortable in remote areas.

Equity & Access Factors:

Daniel represents a large segment of Asian American residents in Portland who:

- Use and deeply value **urban natural spaces**, yet are not reached by traditional ODFW outreach paths.

- Lack clear entry points into "ODFW-associated" outdoor activities like fishing or wildlife programs.

- Prefer experiences that include structure, information, and cultural resonance (videos, simple how-to steps, community-hosted events).

- Come from families with mixed language fluency and different cultural baselines for outdoor recreation.

Implications for ODFW Recommendations:

- **Highlight Urban Nature Opportunities:** Connect ODFW's work to spaces like community parks, green corridors, and family-oriented activities that feel accessible to Asian American communities.

- **Provide Clear, Simple Learning Pathways:** Create bite-sized guides (visual, multilingual) explaining regulations, locations, and basic

equipment.

- **Leverage Cultural Values:** Focus messaging on wellness, family connection, low-pressure exploration, and environmental respect.

- **Partner with Asian Community Organizations:** Collaborate with Vietnamese, Chinese, Filipino, Korean, and Bhutanese community associations, temples, and cultural centers.

Persona 5: Eric Thompson

Demographics and context::

- **Age:** 47

- **Ethnicity:** White (Caucassian)

- **Occupation:** Former manufacturing worker; currently part-time contractor

- **Residence:** Rural community near Sandy, OR

- **Family:** Divorced, one teenage son

- **Connection to Nature:** Grew up fishing and hiking, now does so less often due to financial stress and feelings of alienation

Relationship to NWWD:

Aware of ODFW but perceives it as **bureaucratic and inaccessible**. Believes outdoor recreation has become elitist or overly politicized. Occasionally purchases a fishing license but feels disconnected from how the agency operates or who it serves.

Motivations

- Reconnecting with outdoor traditions and passing them on to his son
- Finding a sense of belonging and community identity
- Desire for simple, affordable access to outdoor activities

Barriers:

- Rising costs (equipment, permits, travel)
- Feeling that the agency and broader outdoor community have shifted away from supporting “ordinary people”
- Political polarization around conservation and land management topics
- Limited opportunities for inclusive, mixed-background recreational events in rural areas

Equity and Access Factors:

Eric highlights a growing population of rural, working-class residents who **feel disenfranchised from state systems**, including those meant to serve them. While not racially marginalized, he experiences **social and economic exclusion**, which can influence attitudes toward environmental programs and government initiatives.

Implications for Implementation:

- Simplify messaging about **affordability and accessibility** of outdoor programs
- Create **bridge narratives** that emphasize shared values—family, stewardship, tradition—over politics or identity

- Partner with **local schools, veteran groups, and community centers** to re-engage disaffected rural residents

- Offer **low-cost or community-sponsored events** that rebuild trust and inclusion through hands-on participation

NWWD Current Outreach Activity and Existing Partnerships

Key:

NIFSA (Northwest Indigenous Food Sovereignty Alliance)
CWD (Chronic Wasting Disease)
APANO (Asian-Pacific Network of Oregon)
LSAMP (Louis Stokes Alliance for Minority Participation)
USFS (U.S Forest Service)
AE (Anglers Education)
FEF (Fish Eggs to Fry Program)
STEP (Salmon and Trout Enhancement Program)
POCO (People of Color Outdoors)
OHA (Oregon Hunters Association)
CPO (Community PLanning Organizations)
HOA (Homer Owners Organizations)
DEI (Diversity Equity and Inclusion)

WILDLIFE DISTRICT

Programmatic

- NIFSA – Cultural wildlife distribution program
- Coyote-palooza (Bird Alliance of Oregon, Bird Conservation Oregon, Feral Cat Coalition of Oregon, Humane World for Animals, Institute for Natural Resources, Portland Urban Coyote Project, Oregon Department of Fish and Wildlife, Willamette Riverkeeper.)
- Annual coordination with the Confederated Tribes of the Grand Ronde.

Individual

- Educational outreach to local schools and youth groups:
    - Helensview School – CWD sampling, camera trap deployment
    - Neil Armstrong Middle School – Wildlife careers
    - Ecology in Classrooms and Outdoors – basic ecology
    - Scappoose High School – Wildlife careers Presentation
    - Presentations for People of Color Outdoors spring break camp
    - Presentations at grade schools: Forest Grove, Saint Helens, Scappoose, Newberg
    - Presentations to Girl Scouts of the USA
    - Worked with teachers at Helensview School to develop a camera trapping curriculum for middle school and high school students.
    - Collaboration with Outdoor School Program to develop a Leave Wildlife Wild curriculum
- Public presentations to address damage through education:
    - Hoodland Block Party
    - Government Camp Brewing
    - Hoodland CPO
    - Mt Hood Forest Homeowner's Associations
    - Skyline Grange Association
    - Lion's Club
    - Bureau of Emergency Communications Inservice presentation (Multnomah County)
- Presentations to Hunting Advocacy groups:
    - Local Chapters of Oregon Hunters Association
- Habitat Improvement:
    - Mount Hood GNA Project (USFS)
- Species Monitoring:
    - Mt. Talbert Western gray squirrel monitoring (Oregon Metro)
- Recruiting and training outreach:
    - Partnership established with Portland State University's Louis Stokes Alliance for Minority Participation (LSAMP) internship
    - APANO – Wildlife monitoring/Wildlife careers Presentations

FISH DISTRICT and STEP

Programmatic

- Annual coordination with the Confederated Tribes of the Grand Ronde.
- Regular coordination with conservation groups and watershed councils on habitat improvement, including:
    - Clackamas River Basin Council,
    - Johson Creek Watershed Council,
    - Tryon Creek Watershed Council,
    - Tualatin River Watershed Council,
    - Columbia Slough Watershed Council,
    - Greater Oregon City Watershed Council,
    - Oswego Lake Watershed Council,
    - Sandy River Watershed Council,
    - North Clackamas Watersheds Council,
    - Pudding River Watershed Council,
    - Scappoose Bay Watershed Council,
    - Greater Yamhill Watershed Council,
    - Lower Columbia River Watershed Council,
    - East Multnomah Soil and Water Conservation District (EMSWCD),
    - West Multnomah Soil and Water Conservation District (WMSWCD),
    - Clackamas Soil and Water Conservation District (CSWCD),
    - Tualatin Soil and Water Conservation District (Tualatin SWCD),
    - Yamhill Soil and Water Conservation District, Columbia Soil and Water Conservation District,
- STEP Fish Eggs to Fry (see list below of schools)
- STEP & District Fishing Events
    - Free Fishing events
    - Family Fishing events
- STEP Volunteer Recruitment
- STEP Community outreach (see list of partners below)
- STEP Fish Dissections
    - classes
    - groups
    - clubs
    - camps
- STEP Fish biology & Ecology presentations to
    - classes
    - groups
    - clubs

- camps

WILDLIFE DIVERSITY

Programmatic

- Coordinate annual western pond turtle trapping at Muddy Valley Habitat Reserve with a wide variety of partners.
- Coordinate with WOU and Willamette Univ. to maintain the Oregon Turtles website to educate the general public on turtles (native and nonnative invasive) and provides a mechanism for report turtle sightings on-line.
- Support grant programs (OCRF, PFA, OWEB) for local partners by serving on review teams and providing input on grant applications.
- Develop and maintain educational kits on bats, American Beaver, turtles, and snakes. Loaned to internal staff and external partners to support public outreach/education events (e.g., ODFW booth at OSU's Get Outdoors at Peavy Arboretum, THPRD's Newt Day at Tualatin Hills Nature Center, Columbia Slough Explorando!). Kits are also loaned to public educators and home school co-ops upon request.
- Maintain partnerships with conservation groups throughout northwestern Oregon to advance the goals of Oregon's Strategic Wildlife Action Plan, including: city and county governments and parks/public works departments (e.g., Metro, City of Portland, City of Gresham, City of Salem, City of Hillsboro, Tualatin Hills Parks & Recreation District, Portland Parks & Recreation District, Willamalene Park & Recreation District, City of Eugene, City of Albany, Clean Water Services, Clackamas Water Environmental Services), Port of Portland, SWCDs (e.g., Clackamas, Tualatin, Marion, Yamhill, Columbia, Benton), watershed councils (e.g., Columbia Slough, Clackamas River, Mid-Coast), NGOs and land trusts(e.g., Institute of Applied Ecology, Bird Alliance of Oregon, Oregon Wildlife Foundation, Greenbelt Land Trust, The Wetlands Conservancy,), academia (e.g., OSU, PSU, WOU, MHCC, CCC ELC, Linfield Univ., Willamette Univ.), Oregon Zoo, OMSI, businesses (e.g., Portland General Electric), State/Federal/Tribal Governments (OPRD, ODOT, DSL, DEQ, USFWS, USFS, BLM, USACE, USGS, BPA, CTGR), private consultants (e.g., David Evans and Assoc., Inc. Stillwater Sciences).

Individual

- Recruiting and training outreach:
    - Trained students from Portland State Univ.'s Indigenous Traditional Ecological & Cultural Knowledge (ITECK) program in amphibian survey techniques on Mt Hood NF with PSU INR and The Wetlands Conservancy staff.
    - Partnered with MHCC's Natural Resources AA degree program and Clackamas River Basin to provide students with field opportunities/training in wildlife survey methods.
    - Educated and conducted training on turtle Visual Encounter Survey methods, trapping/marking techniques, nest search methods, and bullfrog capture and gut analysis techniques for 50+ partners.
- Education and conservation outreach:
    - Supported ODFW's Oregon is Worth Protecting campaign partnership with KGW (Northwestern Pond Turtle).
    - Conducted outreach and education to Governor's Office staff on bat ecology and proper bat box design and installation. Contributed to a video to highlight Oregon's bats, threats, and recommended conservation actions.
    - Harborton Frog Shuttle Volunteer Group (amphibians, wildlife movement, SWAP update)
    - Eugene Garden Club – turtle conservation, SWAP update
    - The Bible Project – turtle conservation
    - The Oregon Garden – turtle conservation
    - OMSI Science Pub – bat conservation
    - Mid-Coast Watershed Council – turtle conservation
    - Clean Water Services Eco-Team – turtle history and ecology
    - Partnered with Tualatin SWCD and THPRD to create an informational postcard that was mailed to ~3000 addresses within the Tualatin River Watershed to inform the public about invasive turtles (how to identify, respond, and report). Provided training for community scientists/volunteers.
    - Serve on the OFRI Wildlife in Managed Forests steering committee to provide input on draft educational and outreach products aimed at private forest landowners.
- Support voluntary wildlife conservation:
    - Coordinated with Harborton Frog Shuttle Volunteer Team to implement volunteer project.

HABITAT

Programmatic

- Coordination of the Wildlife Habitat Conservation Management Program (WHCMP):
    - Soil and Water Conservation Districts in NWWD (Tualatin, Clackamas, East & West Multnomah, Marion, Columbia) – presentations about WHCMP
    - County tax assessors in NWWD
- Coordination with County Land Use Planning Departments
- Participation on habitat steering committees and working groups
    - Climate Adapted Plant Materials Working Group
    - Regional Habitat Connectivity Working Group
    - Regional Oak Prairie Steering Committee

Individual

- Educational outreach:
    - Scappoose High School – Wildlife Careers Presentation
    - Scappoose Bay Watershed Council - presentation on habitat connectivity via the Palensky Wildlife Underpass
    - Institute for Applied Ecology
    - Washington County Small Woodlands Program – presentation on WHCMP

ADMIN

Programmatic

- Collaborating with the Oregon Marine Board and partners to maintain angling access to local rivers on properties with an ODFW interest:
    - Re-development of the boat ramp at Clackamette Park- Oregon City.
    - Re-licensing of the West Linn Angling Dock- Confederated Tribes of the Grand Ronde.
    - Oxbow Regional Park- Metro.
- Annual coordination with the Confederated Tribes of the Grand Ronde and the Confederated Tribes of Siletz Indians on tribal hunting and fishing tags.
- Coordinate with OSP, local law enforcement agencies, and USDA-APHIS

Wildlife Services on potential wildlife attacks on humans:
    - Coordination with Portland Police Bureau on coyotes in the Alameda neighborhood.
- Coordinate quarterly meetings of the Fish Leaders Group which has included members from the Native Fish Society, Oregon Bass and Panfish Club, Association of Northwest Steelheaders, Coastal Conservation Angler, Backcountry Hunters and Anglers, local fishing guides, and reporters for the Oregonian.
- Collaborating with partners on infrastructure maintenance:
    - Clackamas River Water, on projects and partnerships involving Riverside Park and the ODFW Campus in Clackamas.
    - Mount Hood National Forest- clear vegetation on Trillium Lake Dam.
- The Front office team in Clackamas has loaned education materials to the following groups over the last 2 years:
    - Environmental Learning Center- Sarah Bidwell
    - Knight Elementary School- Joyce Brown
    - Reynolds School Dist.-Giordan Pena
    - Banks Elementary School- Leslie Curran
    - Portland Urban Coyote Project- Barbara Brower

Individual

- Educational outreach:
    - Delivered a presentation on wildlife to Cub Scout Pack 223.
- Collaborating with recreational fishing partners:
    - Assisted I'm Hooked Inc organize supplies and coordinated ODFW staff for outreach at The Great Outdoor Experience at Hagg Lake in 2025.
    - Collaborating with I'm Hooked and other partners to explore the creation of competitive fishing as a new High School sport in Oregon.
- Planning conservation training and meetings with partners:
    - 2026 Urban Ecosystem and Research Consortium conference at Portland State University. Partners include Metro, West Multnomah Soil and Water Conservation District, Bird Alliance of Oregon, Portland State University, Environmental Services of Portland, USFWS, and many others.

- 2026 Leave it to Beaver – American Beaver Ecology and Restoration Workshop with partners including the Oregon department of Forestry, Clackamas Soil and Water Conservation District, Clackamas Community College, and the Wester Beavers Cooperative.

SAUVIE ISLAND

Programmatic

- Hawks and Hot Chocolate- Annual Raptor Viewing Event in February, partnering with Oregon Bird Alliance

Lower Columbia River

Programmatic

- Coordinates LCR Plan implementation with local watershed councils and conservation partners, such as:
  - Scappoose Bay Watershed Council Advisory Committee
  - Clackamas Partnership
  - Sandy Basin Partners
  - Hood River Working Group
  - Lower Columbia Estuary Partnership
- Coordinates meetings of the Lower Columbia River Recovery Plan Implementation Team, which is a collaborative group of diverse Lower Columbia River stakeholders—spanning agencies, tribes, local governments, and community partners.
- Participates on Oregon Watershed Enhancement Board review teams.

Immediate Actionables for NWWD (Within Existing Capacity)

Prioritized for Underrepresented Communities in the Portland–Vancouver Metro Region

This set of recommendations focuses on actions the North Willamette Watershed District (NWWD) can implement immediately using **existing staff, ongoing programs, active partnerships, and current budget levels**.
They respond directly to:

- STEP Biologist capacity constraints
- District Manager priorities
- Findings from Latinx, Black/Afro-Latino, and Asian American communities
- Current school and community partnerships

TIER 1:
0–30 Days (Immediate, Low-Effort, High-Impact)

1. Translate Existing Materials into Spanish, Vietnamese, and Chinese Simplified

Why:
Top unmet need across Latinx and Asian American communities.
Uses existing resources: materials already created by STEP, AE, and Wildlife.

Immediate Deliverables:

- 1-page “Beginner Fishing in Your Area”
- “Where You Can Go Without a Car”
- “Free Fishing Days”
- Wildlife safety & “Leave Wildlife Wild”

Impact:
Removes the single largest access barrier for the largest underrepresented groups in the district.

2. Add Access and Representation-Relevant Slides to All Existing Presentations

NWWD already visits:

- Helensview School
- Neil Armstrong Middle School
- APANO
- Scappoose HS
- Clatskanie Library
- 6 OHA chapters
- Girl Scouts
- POCO spring break camp
- Numerous CPO/HOA meetings

Silent, low-effort upgrade: Add a 1–2 slide intro to every talk featuring:

- Faces of diverse ODFW staff and interns
- A list of “Entry-Level Outdoors Opportunities Near You”
- A map of easy-access sites: Kelly Creek, Lewis & Clark Park, St. Louis Ponds

3. Convert Existing Work into Visible Community Outreach

NWWD is already engaging in community accessibility work (POCO, APANO, LSAMP, Latino Outdoors, Outdoor School).
But most communities don’t know.

Immediate Actions:

- Monthly social post: “What We’re Doing With Your Community”
- One-page PDF summarizing all community partnerships
- Share with partners (APANO, POCO, NIFSA, schools)

Why: Builds trust and shared visibility without new programs.

4. Clarify “Safe Fishing Locations” for Asian American and Latinx Families

Use existing water quality advisories to create:

- A “Fish Here for Food” list
- A “Do Not Eat from These Areas” list

Why: Asian American communities fish heavily for subsistence in potentially polluted waters.

5. Add Entry-Level Angler Education Modules into Existing School

Visits

Without creating new events, incorporate:

- “Fishing basics”
- “What gear you actually need”
- “Where to fish without spending much”

Why: Allows the STEP Biologist to introduce AE **without** expanding his event load.

6. Start a Rod & Reel Lending Locker at St. Louis Ponds

This idea already exists internally as part of the St Louis pond master plan.
Immediate Setup:

- Store 10–15 rods already owned by AE
- Partner with library, school, or local community center as the host

Why: Removes the cost barrier for Latinx and low-income families.
Zero new equipment required.

7. Add Community “Office Hours” (1 hour/week)

Advertise a weekly virtual drop-in for:

- APANO
- Latino Outdoors
- NIFSA
- LSAMP interns

- POCO
- Teachers

Why: Massively increases accessibility with minimal added work.

TIER 2:
30–90 Days (Moderate Coordination, No New Staff Required)

8. Launch “Intro to ODFW: Urban Nature Edition” (1-hour virtual workshop)

Uses existing materials only.
Topics:

- Urban wildlife
- Safety
- Where to go near home
- Beginner-friendly fishing spots
- How ODFW serves city communities

Why: Addresses communities who:

- Don’t know ODFW exists (Asian American residents)
- Fear rural areas (Black and Latinx families)
- Feel disconnected from “traditional” outdoor culture

9. Implement Streamlined Wildlife Conflict Response.

Immediate Implementation:

- Delegate first-contact calls to early-career staff or interns
- Create a simple triage script
- Escalate only true conflict calls to biologists

Impact: Frees biologist time, reduces burnout, improves customer service.

10. Build a Community Partner Point-of-Contact Directory

Directory includes:

- Active contacts at APANO, NIFSA, POCO, Latino Outdoors
- School leads at Helensview, Neil Armstrong, etc.
- CPO/HOA contacts
- LSAMP coordinator

Purpose:
Expands reach without new events or new staff.

11. Use LSAMP Interns to Support AE and FEF Admin Tasks

Interns can:

- Prep translated materials
- Support FEF logistics (templated emails, calendar management)
- Create simple AE videos

- Assist with school presentations

Why: Supports STEP BIologist immediately without expanding his workload.

TIER 3:
90–180 Days (Medium Effort, Still Within Current Capacity)

12. Integrate AE Into Current School Pipeline

NWWD already has a strong school footprint:

- Helensview
- Neil Armstrong
- Forest Grove
- Newberg
- Saint Helens
- Scappoose

Lightly expand each visit:

- Add a 15-minute “Intro to Fishing” demo
- Show gear and how inexpensive it can be
- Include translated take-home sheets for families

Why: Facilitates the creation of future anglers without new events.

13. “Close-to-Home Fishing Days” Using Existing Parks

Use data from focus groups to prioritize:

- Lewis & Clark Park / Sandy River (Latinx)
- Kelly Creek (Latinx)
- Eastbank Esplanade (Asian American proximity)
- Rocky Butte, Latourell Falls (Black communities)

Format:

- One staff + two volunteers
- Rod lockers supply gear
- 1–2 hours only

Why: Simple, low-cost, culturally resonant.

14. Pilot “Weekend Stocking” for Family Access

Responds directly to internal fish staff suggestion.

- Stock limited ponds on Fridays/Saturdays
- Promote through community partners

Impact: Supports working-class families, Latinx immigrants, and Asian American anglers.

(Special Category): STEP Biologist Support Actions — Without New FTE

STEP BIologist's constraints guide all near-term action. These actions provide relief **now**, while protecting FEF excellence.

15. Automate and Delegate FEF Admin Work

Immediate actions:

- Templated communications for educators
- Auto-scheduled check-in calendars
- Intern/volunteer handles routine questions
- Standardized troubleshooting sheets

Impact: Reduces FEF time requirements without sacrificing quality.

16. Shift General Presentations to Other Wildlife Staff

STEP BIologist only attends:

- High-impact community events
- AE-specific school visits

- FOIA- or media-sensitive presentations

All other presentations (CPOs, HOAs, libraries) **can be covered by other staff**.

17. Integrate AE Into Existing District Work Instead of Adding Events

Instead of launching new AE events, embed AE content into:

- Helensview
- Neil Armstrong
- APANO
- Scappoose HS

Effect: Supports AE goals without increasing STEP Biologist's workload.

Summary: What NWWD Can Do Immediately

- Translate materials
- Add cultural slides to existing visits
- Create "safe fishing" lists/Map (Could be potentially addressed by the Story Map portion of Valadrian Creative's Contract)
- Start a rod locker
- Apply interns to AE/FEF

- Improve wildlife conflict call triage
- Create community partner directory
- Host “office hours”
- Integrate AE into current presentations
- Focus on urban nature entry points

Requires agency-level approval or new staffing:

- Splitting STEP biologist roles
- Standalone AE expansion
- Major FEF expansion
- New district-wide AE coordinator
- Broad weekend stocking program beyond pilot locations
- Recreation pass or licensing redesign