

Sierra Nevada Conservancy
Education and Communications Plan

**THE BLUEPRINT FOR A SUSTAINED 5-YEAR EFFORT TO
SUPPORT INCREASED UNDERSTANDING OF
THE SIERRA NEVADA**

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I. EXECUTIVE SUMMARY

Communication consists of information distributed by an entity such as the Sierra Nevada Conservancy (SNC), whether in person, in writing, over the airwaves or digitally. Effective communication serves to educate and inform constituents, engaging them in the organization's work and promoting policies and programs that create positive change and help achieve the organization's goals.

The following is the education and communications plan for the Sierra Nevada Conservancy (SNC). SNC will strive to implement this plan through partnerships and existing programs with a variety of stakeholders. The plan presents a roadmap for the SNC's communications over the next five years. The plan is divided into five sections:

- **Section I** consists of a description of the methodology used to develop the plan and a summary of the plan's contents.
- **Section II** includes general information about the Conservancy.
- **Section III** contains communications plan goals and objectives, principles of communication, target audiences, obstacles to successful message delivery, key messages, and specific strategies, tools and tactics to achieve SNC's communications goals.
- **Section IV** includes a list of high priority actions the Conservancy could consider undertaking in the near-term.
- **Section V** is an appendix section with information on the public outreach process used to solicit input for development of this plan, as well as recommendations for internal protocols and processes to help implement the actions outlined in this plan.

Methodology

Throughout the process of developing the plan, the VELOCITY7 Consultant team worked closely with SNC Executive Officer Jim Branham, Program Manager Bob Kingman, Outreach & Partnership Program Coordinator Kerri Timmer, and Funding & Resource Development Coordinator Marji Feliz.

In addition to working with SNC staff, Consultants researched various sources to develop this plan. Background research included:

- a survey of Communication and Education Plans produced by similar government agencies, and research into methodologies for initiating and carrying out a similar planning process (see Appendix A for full list of sources consulted);
- a survey of how other regionwide groups described the Sierra region (see Appendix B);
- an evaluation of the Conservancy's previous outreach and education efforts and materials and a review of existing stakeholder lists generated from these efforts (see Appendix C).

Consultants then conducted extensive outreach to solicit both specific input from key constituency groups, as well as broader input from a wide range of key stakeholders throughout the region (see Appendix D for list of public outreach participants). Tools to solicit input included:

- phone interviews and a series of face-to-face meetings with key Sierra-based partners;
- meetings with partners in major urban areas, including Sacramento, San Francisco/Oakland and Los Angeles;
- a live videoconference for close to 30 participants;
- a web-based survey (see Appendix F for survey questions) to collect input more broadly from a wide range of key stakeholders throughout the region.

Ideas gleaned through this public outreach effort (see Appendix E for full list) inform the strategies, tools and tactics outlined in this plan and serve as examples of specific actions that could be taken to implement some of the strategies.

Target Audiences

SNC's broad mission and multiple program areas require two-way communication with a number of target audiences both within and outside the region – covering all of the program areas and geographic sub regions. The general audiences for communications from SNC are: a.) people who live, work or recreate in the Sierra; b.) people both inside and outside the region who derive benefit from the Sierra's values, resources and economy; and c.) the people who make decisions about current and future investment in protecting the region's values, resources and economic viability.

The Consultant team broke those general categories down into more specific targets based on the recommended strategies listed in Section III of this plan.

Key Messages

Based on background research and public input, this plan recommends a consistent set of messages that can be reflected across audiences, regions and program areas. These messages include:

1. **The Sierra Nevada is critically important** – SNC communications need to support a common understanding of the tremendous range of economic, social and environmental benefits the Sierra Nevada region provides to the state;
2. **Those who live and work in the Sierra are stewards of the region's resources and economy** – it is important to the future of both the region and the SNC that those who live and work in the region come to see themselves as stewards of those very qualities that make the region important;
3. **Investment is necessary to conserve the region's critically important resources and long-term economic vitality** – SNC communications should highlight, align with and support the need for dramatic new investment in the region's resources and communities by state and federal government, individual and corporate investors, donors and private foundations.

4. **The SNC is the state's primary vehicle to conserve the region's resources and promote sustainable economic activity in the region** – the SNC has been authorized by the people of California to facilitate state investment in the region; SNC communications should affirm the Conservancy's role as a partner, facilitator and convener regarding critical resource and economic issues in the region.

Major Recommendations

The plan includes a series of targeted strategies, tools and tactics for accomplishing the SNC's education and communications goals. From that list of tools and tactics, Consultants identified a variety of Implementation Options (see page 30). In keeping with its Strategic Plan goals and guidelines, the SNC will seek to implement this education and communications plan in cooperation and collaboration with a variety of governmental and non-governmental partners.

In addition, Appendix H contains a set of recommendations for the internal organization to help the SNC more effectively implement the recommendations included in this plan and, ultimately, achieve its education and communication goals.

II. ABOUT THE SIERRA NEVADA CONSERVANCY

SNC's communication and education plan supports the achievement of the Conservancy's mission, vision, and goals as identified in the SNC's five-year strategic plan (approved July 20, 2006). For more information about the Conservancy, please visit the Web site at www.sierranevada.ca.gov. Copies of the strategic plan are available from the Conservancy upon request or via download from the Conservancy's Web site. Following are key elements of the Strategic Plan.

Vision

The magnificent Sierra Nevada Region enjoys outstanding environmental, economic and social health with vibrant communities and landscapes sustained for future generations.

Features:

- Rich and diverse natural, physical and living resources are protected and conserved.
- Healthy, diverse and economically sustainable local communities thrive, prepared for and protected from natural disasters.
- Californians value and invest in healthy watersheds that provide high quality water, spectacular scenery and important wildlife habitat.
- Sustainable working landscapes provide environmental, economic and social benefits to the region.
- The region's cultural, archeological and historical resources are preserved, visited and treasured.
- Healthy and sustainable tourism, recreation and commercial activities are valued and encouraged.

Mission Statement

The Sierra Nevada Conservancy initiates, encourages, and supports efforts that improve the environmental, economic and social well-being of the Sierra Nevada Region, its communities and the citizens of California.

The 25 million acres of the conservancy reach from Kern County to the Oregon border.

The Conservancy will not only support environmental preservation but assist the regional economy, preserve working landscapes and provide increased opportunities for tourism. It will serve as an example of economy and environment in harmony.

The 25 million acres within the new conservancy are a gift to the people of California, a gift that we have now guaranteed will keep on giving. Our children and grandchildren, visitors from far and wide, will see and enjoy the same Sierra Nevada that we value so much today.

Governor Arnold Schwarzenegger
September 27, 2004

SNC's Key Objectives

- The SNC seeks to "add value" and build upon existing community and regional efforts.
- The SNC brings a regional focus to the issues of the Sierra Nevada, collecting and sharing information across the region and communicating the benefits and contributions of the region.
- The SNC encourages community-based solutions and will assist communities with technical expertise, information and resources necessary to achieve local solutions.

- The SNC uses the best available information and science in making decisions, identifying opportunities to fill information and technical gaps and building on and expanding community information.
- The SNC informs and educates the public throughout the Region and the State about the important contributions the Sierra Nevada provides to all Californians, including providing clean water for many uses outside the Sierra, access to world-class recreation and tourism and the production of a variety of important commodities.
- The SNC strives to identify and implement activities that result in integrated environmental, economic and social benefits rather than “either or” outcomes.

Implementing SNC’s Programs

- The SNC develops program priorities considering the input received through community outreach efforts and seeks to meet community needs, recognizing local and regional differences, through program and organizational flexibility.
- The SNC gives priority to multi-benefit projects and integrated activities (those that address more than one of the SNC’s program objectives).
- The SNC encourages projects and activities that leverage other organizations’ (government, private and non-profit) competencies and funding.
- The SNC evaluates projects considering what is occurring on surrounding lands, cognizant of potential impacts to those landscapes.
- The SNC purchases and/or creates incentives for the purchase, where practical, of resources for goods and services within the Sierra Nevada Region. We diligently seek opportunities to improve the economic well-being of communities in the region.

III. STRATEGIES, TOOLS AND TACTICS

The primary purpose of this plan is to develop a comprehensive and implementable 5-year Education and Communications Plan that identifies critical messages, target audiences, objectives, tasks, partnership opportunities, and relative costs of various options. It is SNC's intent to identify, work through and enhance existing efforts wherever possible, taking advantage of opportunities for cooperative marketing with other groups, working with an existing educational program to insert Sierra-based content, etc.

Successful implementation of the plan and its programs should also lead to increased funding and investment in the region, as well as increased opportunities to partner with others (see Appendix G for list of potential partners) to achieve SNC's mission and goals.

Communications/Education Plan Goals and Objectives

- Cultivate a well-informed group of current and future opinion leaders and decision makers within and outside the region regarding the Sierra Nevada, the benefits of the region to the state, and the need for significant investment in the region.
- Foster a sense of community and stewardship among residents of the Sierra Nevada, emphasizing, for example:
 - the economic, social and environmental benefits and values of the region and why it makes sense to protect and enhance them;
 - the interrelationships between people living within the region and the rest of the state, including stewardship, use and enjoyment of resources, public investment and resource protection.
- Develop a better understanding by California residents of the economic, social and environmental benefits the Sierra Nevada region provides to the state, emphasizing, for example:
 - what the region contributes to the State cumulatively and to the residents individually:

- water and how the region's residents are the stewards of the state's water supply and other key resources;
 - recreation: most easily understood and visualized benefit to those outside the region;
 - air quality and contribution of Sierra forests to air quality;
 - other elements to be identified with input from key stakeholders;
- why people within the region and throughout the state should care about what happens to the region, as it will affect their use and enjoyment of the region;

Principles of Communication

The following are guiding principles that will further the goals of the SNC Education and Communications plan and that should be used in developing and disseminating communications. These reflect the *values* of the SNC and will enable the communications to be as effective as possible.

- **Target communications:** Focus on key target audiences to maximize the impact of communications and to best leverage the budget, and—ultimately—the advancement of the mission of SNC.
- **Use Electronic Communications:** Participants in outreach meetings and surveys affirmed that a significant degree of communication within the Sierra Nevada occurs using email. Respondents to the follow-up survey to the videoconference also reported a high satisfaction level with the use of the on-line videoconference format. Electronic communications has become, for most of the internal and external audience, an effective and valuable manner of communicating to a large and diverse group.
- **Develop relationships first:** This is the most effective way to influence external stakeholders to support the SNC's goals and objectives. Many of those interviewed affirmed the importance of personal relationships to a successful SNC communication plan. A number cited the exceptionally high value of the 21 program and grant guideline outreach meetings conducted in early 2007 to creating a dialogue between local constituencies and the new state agency.

- **Develop a cadre of non-Agency spokespeople.** Many of those who reside in the Sierra Nevada receive messages best from local spokespeople representing constituencies with which they feel most comfortable – agriculture, environmental, economic development, business, arts and culture.

As such, successful communication in the Sierra Nevada will rely upon enabling these community leaders to speak in an informed manner about issues in the Sierra and the work and accomplishments of the SNC.

Target Audiences

SNC's broad mission and multiple program areas require two-way communication with a number of target audiences within and outside the region – covering all of the program areas and geographic sub regions – in order to achieve SNC's overall goals and specific communications objectives. Audiences identified for strategic communications efforts as part of this plan include:

Inside Sierra Region

- Sierra residents, all of whom depend on the Sierra resources for their quality of life and economic viability;
- People or organizations that work specifically on Sierra-based issues, including environmental groups, business groups, Chambers of Commerce, economic development organizations, agricultural groups, arts groups, etc.;
- Project proponents (potential grantees);
- Local elected officials and other decision-makers;
- State and Federal officials and agency representatives working in the Sierra;
- Sierra teachers, schoolchildren, youth groups;
- Property owners and their advisors (real estate agents, estate planners, etc.);
- Recreationists, heritage tourists and other tourists who live within the region;
- Conference marketers and event planners, tour operators;
- Chambers of Commerce, economic development organizations.

Outside Sierra Region

- Teachers and schoolchildren in selected areas outside the Sierra, to be identified in future plan implementation actions;
- Urban users of Sierra water in selected areas to be identified as part of plan implementation;
- Recreational users and tourists from outside the Sierra;
- Regional or statewide NGOs, business leaders and others that advocate for public investment in SNC program areas.

Local, State and Federal Decision-Makers

- State Constitutional Officers, members of the Legislature and their district and committee staff;
- Key Federal, State and Agency officials;
- Local government officials within and outside the region;
- Groups and organizations which advocate on Sierra Nevada related issues.

Obstacles to Successful Message Delivery

In developing program elements of the SNC Education and Communication Plan, three key obstacles to effective communication are acknowledged:

- **The Sierra Nevada Looks Pristine to Non-Sierra Residents** – many visitors from outside the Sierra Nevada view the region as a pristine wilderness. Communicating the fragility of the region and the need for public investment in the region's resources is complicated by the fact that it appears beautiful and livable.
- **Low Awareness of the Region's Value to California** – residents within and outside the Sierra Nevada are largely unaware of the economic and environmental values of the region and the degree to which the state and nation rely upon those values.
- **An Undeveloped Sense of Regional Community Identity** – by and large, those who call the Sierra Nevada home identify first with their local community and then with the larger statewide

community and a significant number in the Sierra Nevada aren't aware that they themselves live in the Sierra Nevada.

Additional specific communications challenges identified in informational interviews for this plan include:

- Geography – large area to cover, including within the region and outside the region, rural and urban
- Multiple sub regions, each with own issues, character, key players
- Many communities and jurisdictions (22 counties, 212 communities, 40+ agencies, etc.), each with own issues, character, preferred communications vehicles, spokespeople
- Many stakeholder groups (and they are not necessarily consistent across sub regions), requiring different messages, language, messengers
- Multiple organizational goals and program areas, each requiring own messages, messengers/spokespeople, communications vehicles
- Overlap of strategic/programmatic goals, making clear messaging more difficult
- Lack of single media outlet that reaches whole region; lack of media consistency across sub regions; no single or even small number of media tools to reach large number of target audience
- General distrust of government agencies, especially those that interface with private land/landowners
- Conflict between stakeholder groups
- Confusion about various "Sierra" groups and who's doing what, including SNC
- Message consistency (both in terms of content and visual design) – especially with satellite offices, Board turnover, entirely new staff, etc.
- Constraints on certain tools, like state Web site
- Fundamental difference between this and other conservancies (broader mandate, meaning more to communicate and more different interested stakeholders than traditional conservancies)
- Breaking out of traditional mold – identifying potential new opportunities and capitalizing on them in communications efforts (e.g. ecosystem services and sustainable ecosystems and the

new business opportunities that might engender ... ways to get the word out that don't depend on physical meetings, which are tough due to travel distances, etc.)

- Need for infrastructure within SNC to support meaningful and new ways of communicating.

Key Messages

To help address these obstacles, and to meet SNC's overall communication goals, this plan recommends a set of core messages for general use across audiences, regions and program areas.

Sources used in the development of these messages included the in-depth interviews with internal and external stakeholders, results of outreach meetings in the Sierra, Sacramento, Los Angeles and Oakland, and the results of the videoconference and SNC Survey described in the **Methodology** section above. These key messages are described below.

1. The Sierra Nevada is Critically Important

SNC communications need to support a common understanding of the tremendous range of economic, social and environmental benefits the Sierra Nevada region provides to the state. It also needs to support the common understanding of the importance of this region to all Californians and the need to protect it. For example, the Sierra Nevada:

- provides more than 60% of California's most valuable commodity - water, the vast majority of which is used for residential, agricultural and environmental uses outside of the region;
- sustains a growing tourism and outdoor recreation industry attracting more than 50 million recreation visit days a year;
- hosts a particularly rich and diverse human, natural and geologic history;
- supports 212 communities dependent upon natural resources for jobs, recreation, and community character;

- provides habitats for 66% of the bird and mammal species and about 50% of the reptile and amphibian species in California;
- is home to more than 400 species of terrestrial vertebrates and in excess of 320 species of aquatic invertebrates (the region contains more endemic aquatic invertebrates than any other ecological region in the world);
- produces from 33% to 50% of the State's annual timber supply;
- provides solutions to reduce climate change impacts through its forests and rangelands;
- provides solace and vacation opportunities for all.

2. Those who live and work in the Sierra are stewards of the region's resources and economic vitality.

It is important to the future of both the region and the SNC that those who live and work in the region come to see themselves as caretakers and stewards of those very qualities that make the region important.

3. Investment is Necessary to Conserve the Region's Critically Important Resources, Communities and Economic Activities

Recent years have shown a greater willingness by state policymakers to make investments in the Sierra Nevada, highlighted by the successful legislation creating the SNC, line item inclusion in recent state water bonds, and appropriations from the state's Environmental License Plate account to fund operations of the SNC.

Prior to 2001 the Sierra Nevada earned less than 1 percent of state bond funds designated for resource purposes, leaving a tremendous inventory of incomplete water and sewer infrastructure, agricultural and ranching conservation, fire and fuel load reduction projects, economic development and water quality improvement projects.

Communications of the SNC should highlight, align with and support the need for dramatic new investment in the region by state and

federal government, individual and corporate investors, donors and private foundations.

4. The SNC is the state's vehicle to conserve the region's resources, communities and economic well-being.

The SNC has been authorized by the people of California to facilitate state investment in the region. SNC communications should affirm its role as a partner, facilitator and convener of critical resources issues in the region consistent with its mission:

The Sierra Nevada Conservancy initiates, encourages, and supports efforts that improve the environmental, economic and social well-being of the Sierra Nevada Region, its communities and the citizens of California.

Equally important to the mission of the SNC are the philosophies underlying its organizational approach:

"Cooperation" The SNC emphasizes cooperation with local governments and other governmental, tribal and non-governmental partners in providing information, technical assistance and financial support to assist in meeting mutual goals.

"Partnerships" The SNC coordinates and collaborates with all partners to achieve research, project funding and program goals.

"Seeks Solutions" The SNC convenes and facilitates interested parties to seek solutions for difficult problems to achieve environmental, economic and social benefits.

"Respect" The SNC respects the mission, responsibilities and obligations of other agencies and organizations.

Strategies, Tools and Tactics

The following section outlines a series of strategies, tools and tactics to connect different audiences inside and outside the region with the key messages regarding the values and benefits of the Sierra Nevada.

Each audience – Inside Sierra Region, Outside Sierra Region, and Local/State/Federal Decision-Makers – includes a detailed list of tools

that can help to achieve each strategy. The next section, Implementation Options, includes a prioritized list of programs under each strategy. Performance data will be used to evaluate the success of education and communication programs undertaken by the SNC and will provide additional information for prioritizing education and communication efforts in the future.

INSIDE SIERRA REGION

Goal:

The primary goal of the Inside Sierra Region section of the SNC Education and Communications Plan is to communicate with the region's citizens, local elected officials and agency representatives about the values of the region, issues affecting those values, the need for further investment in protecting and enhancing those values, as well as the opportunities for partnership with the Conservancy to achieve these goals.

Note: many of the activities described below will also contribute to efforts outside of the Sierra region.

Objectives:

- Foster a sense of community and stewardship among residents of the Sierra Nevada;
- Ensure that Sierra communities have a clear understanding of the value of the SNC's work;
- Enhance constituents' and partners' communication and education/outreach capacity;
- Facilitate, coordinate, and collaborate with partners to achieve research, project funding, and SNC program goals;
- Encourage the development of projects in the region that can help achieve SNC's program goals;
- Solicit support from local individuals, organizations, and government for increased funding and investment in the region.

Target Audiences:

The target audiences for this section are people who live, work and recreate in the Sierra Nevada region – more specifically:

- Sierra residents, all of whom depend on the Sierra resources for their quality of life and economic viability;
- People or organizations that work specifically on Sierra-based issues, including environmental groups, business groups, Chambers of Commerce, economic development organizations, agricultural groups, arts groups, etc.;
- Project proponents (potential grantees);
- Local elected officials and other decision-makers;
- State and Federal officials and agency representatives working in the Sierra;
- Sierra teachers, schoolchildren, youth groups;
- Property owners and their advisors (real estate agents, estate planners, etc.);
- Recreationists, heritage tourists and other tourists who live within the region;
- Conference marketers and event planners, tour operators;
- Chambers of Commerce, economic development organizations.

Strategy 1. Establish SNC as a reliable source for solid, well-researched facts regarding the region.

- 1.1 Provide information about the Sierra region and the work of the Conservancy through a traveling exhibit for display at county libraries, government offices, schools, and as part of regional festivals, conferences or other public events. Display could include a kiosk with informational materials, photographs, maps and possibly a Powerpoint/slideshow/video illustrating topics of regional interest, such as local history, recreation resources, local farmers markets, recent SNC-funded projects, etc. Several different versions of the content could be produced, tailored to different audiences and messages.

1.2 Increase regional and issue-based outreach by:

- 1.2.1** continuing to hold regular interactive community meetings for residents of each SNC sub region on timely issues affecting the Sierra, in general, and/or specific sub regions;
- 1.2.2** continuing to utilize web-based conferencing and other technology tools to increase communication throughout the region;
- 1.2.3** sponsoring symposia (such as the Climate Change symposium scheduled for December 2007) to bring experts to the region to communicate with interested stakeholders about important issues to the Sierra Nevada region and what they can do to address them;
- 1.2.4** encouraging NGO and agency partners to include Sierra –based educational tracks or presentations at their conferences for SNC and/or its partners to provide information on Sierra issues.

1.3 Make the SNC the standard reference for news and information about the Sierra by:

- 1.3.1** providing additional informational elements on the Web site and better publicizing it to local leaders and stakeholder groups (see Appendix H for more detail);
- 1.3.2** expanding the existing physical library (housed at the Placer County main branch) and E-library (which provides electronic access to plans, reports, studies, assessments, handbooks and other publicly available information relating to the geographic area and purposes of the SNC) and better publicizing the two libraries' existence and potential uses;
- 1.3.3** securing public opinion research for the region and making it available to stakeholders and decision-makers.

Strategy 2. Foster a sense of community stewardship among people who live and work in the Sierra.

- 2.1** Develop a “Sierra Stewardship Day” for residents throughout the region, with river or trail clean-ups, restoration projects, photo days, etc., to strengthen people’s connection to the region where they live. Aspects of this could include; working in coordination with or under the auspices of existing programs: including local sponsors and participation from local and regional stakeholder groups; inviting local and regional media; and devising a mechanism for reporting accomplishments in real time (e.g., pounds of trash removed in clean-ups, number of acres or river or trail miles restored, etc.).
- 2.2** Provide opportunities for Sierra schoolchildren to learn about the region – continuing what SNC started with the logo competition – and to participate in regional outdoor educational activities such as:
 - 2.2.1** identifying middle schools, high schools, charter schools and home-schools requiring senior projects and/or other community service; working with partners in the region to identify possible community service projects related to SNC and partner goals; and sending a memo to project advisors or counselors from those schools outlining potential projects and how to get involved;
 - 2.2.2** working with educators and other partners to develop curriculum for schools in the Sierra (and throughout the state), to augment information about the Sierra Nevada in educational units on California history;
 - 2.2.3** serving as a liaison to encourage participation by Sierra schools and other youth entities in larger citizen-action efforts taking place throughout the State such as, for example, the Children and Nature Network’s “Leave No Child Inside,” PG&E’s Youth Investment Program, the Adopt-a-Stream program, etc.
- 2.3** Improve property owner knowledge about land conservation and hazardous risk reduction programs by:
 - 2.3.1** developing new materials and/or more broadly disseminating existing materials to property owners and their advisors regarding economic incentives and tools

for land conservation, fire protection, and other hazardous risk reduction, in cooperation with partner organizations.

- 2.4 Recognize and appreciate valuable work being conducted in the region by SNC partners and interested stakeholders, and create opportunities for outreach related to this work by:
 - 2.4.1 encouraging and partnering with grant recipients to host events celebrating successful projects — linking local elected officials to the successes so they start feeling connected to SNC;
 - 2.4.2 developing informational signage, when appropriate, for projects funded by the SNC;
 - 2.4.3 providing recognition at SNC Board meetings or project-related events of local people and organizations and showcasing the valuable work they are doing within SNC sub regions and program areas.

- 2.5 Enhance direct community knowledge of or participation in key Sierra issues by:
 - 2.5.1 providing information about issues affecting the region on the SNC Web site as a way of building connectivity and community in the region.

 - 2.5.2 partnering with existing projects that utilize video, audio, printed materials and the internet to communicate with interested individuals and organizations about the history and character of the region.

Strategy 3. Enhance the understanding of people who live, work and recreate in the Sierra about features unique and valuable to the Sierra, such as its Native American history, gold rush history, the railroad, Sierra small town character, wilderness habitat area, outdoor recreation opportunities, etc.

- 3.1 Initiate and support efforts to develop an interpretive “Sierra Trail” network throughout the Sierra connecting culture, history, people, groups, historical sites, wilderness areas, etc., which would encompass efforts on behalf of many SNC program areas, including economic development, historic preservation, art,

environment, year-round tourism, and more. Examples of possible elements of a "Sierra Trail" project include:

- 3.1.1** developing materials by sub region highlighting the trail and its related special features for placement in Chambers of Commerce, Bed & Breakfasts, hotels, rest stops, visitor centers, farmer's markets, etc.;
- 3.1.2** promoting the work of interested tribal entities to communicate their messages within the region;
- 3.1.3** working with interested counties to develop and promote existing agricultural-based marketing and tourism programs as part of connected Sierra Trail network;
- 3.1.4** working with Caltrans, State Parks, National Park Service, counties and other appropriate agencies to expand interpretive signage on roads, trails, major travel routes, rest stops, etc., to explain historic events/places that contribute to the Sierra Trail concept;
- 3.1.5** working with counties on potential scenic highway designations to showcase scenic values of the Sierra region;
- 3.1.6** identifying visitor centers and tourist hubs within or at gateways to the Sierra to install permanent educational exhibits about the Sierra region and the work of the Conservancy (e.g. Lone Pine/Death Valley, Yosemite NP museum, etc.).

OUTSIDE SIERRA REGION

Goal:

The primary goal of the Outside Sierra Region element of the SNC Education and Communication Plan is to substantially increase awareness of the natural resource, social and economic values of the Sierra Nevada so as to dramatically and permanently build support for investment in the region by residents of the entire state.

Objectives:

- Develop a better understanding by California residents of the economic, social and environmental benefits the Sierra Nevada region provides to the state, emphasizing what the region

contributes to the state cumulatively and to the residents individually. These contributions include, but are not limited to:

- water: most important benefit to those outside the region;
- recreation: most easily understood and visualized benefit to those outside the region;
- rural heritage: with focus on rural small-town character;
- historic/cultural heritage: region's history and contribution to the birth of the state;
- working landscapes: gold, water, ranching, timber – current economic activities that benefit the state.

Target Audiences:

The primary target audiences for the Outside Sierra Education and Communication Plan section include:

- Teachers and schoolchildren in areas outside the Sierra;
- Urban users of Sierra water;
- Recreational users and tourists from outside the Sierra;
- Regional or statewide NGOs, business leaders and others that advocate for public investment in SNC program areas

Strategies, Tools and Tactics

Strategy 1. Support youth educational programs that build long-term stewardship, knowledge and awareness of the history, culture and resources of the Sierra Nevada.

1.1 Develop a schools program, with partners, to educate youth outside the Sierra about how the Sierra is important to their lives. Examples of possible elements of such a program include:

- 1.1.1** developing a program for schools in target districts highlighting Sierra history, geography and resource values through, for example, assemblies, curriculum and the internet;
- 1.1.2** developing a program for students from outside the region who attend summer camps in the Sierra Nevada;

- 1.1.3 developing an exchange program for Sierra students and students outside the region so that students in both locations better understand where their water comes from and how important it is to ensure a clean and steady supply of water for everyone in the state;
- 1.1.4 identifying existing educational programs sponsored by agencies, municipalities and NGOs that provide Sierra-based outdoor recreational programs and educational programs for urban youth and working with program sponsors to include information on the values of the Sierra to increase youth awareness.

Strategy 2. Educate water consumers outside the Sierra as to the importance of water conservation and watershed investments in the Sierra.

- 2.1 Develop an urban water education plan, with partners, to communicate with urban water users about the importance of the Sierra Nevada to the environmental and economic health of the state, including water quality and water quantity. Examples of possible elements of such a program include:
 - 2.1.1 creating a series of educational inserts for inclusion in billing statements of urban water agencies' users linking water conservation with the health of the Sierra Nevada;
 - 2.1.2 developing a series of celebrity profiled English- and Spanish-speaking Public Service Announcements (PSAs) for television and radio in the urban areas;
 - 2.1.3 expanding water conservation programs, such as those sponsored by Conservation Corps and Mono Lake Committee, to retrofit urban households with low flow water devices as a vehicle for urban water user and youth education about water conservation and linkages to the Sierra.

Strategy 3. Support education and communication programs that align messages for recreation, tourism and wilderness opportunities in the Sierra Nevada.

- 3.1 Support efforts to develop marketing programs that communicate with and inform those visiting the Sierra as to the

importance of the region to all Californians. Examples of possible elements of such a program include:

- 3.1.1 developing a Sierra Trail (see *Inside Sierra Region* section above for more information on this item);
- 3.1.2 sponsoring and/or supporting iconic Sierra recreational opportunities, such as the Sierra Nevada Endurance Run, a Sierra Ride (for biking), and a Pacific Crest Trail Hike;
- 3.1.3 after Sierra License Plate is implemented, using promotion of new registrations and renewals as an educational tool;
- 3.1.4 developing an education piece about areas of importance in the Sierra Nevada for pilots to use when pointing out Sierra features.

LOCAL, STATE AND FEDERAL DECISION-MAKERS

Goal:

The primary goal of this element of the SNC Education and Communication Plan is to communicate with local, state and federal decision-makers, agencies and funding entities regarding the region's important values, resources and products that affect the entire state. A better informed decision-making community will provide for a more coordinated and strategic approach to challenges and opportunities, resulting in increased investment and improved results.

Note: many of the activities described below will also contribute to efforts inside of the Sierra region.

Objectives:

- Develop, build and expand on relationships with key state policy-makers and decision-makers;
- Cultivate a well-informed group of current and future opinion leaders and decision-makers within and outside the region regarding the Sierra Nevada, the benefits of the region to the state and nation, and the need for significant investment in the region;
- Increase the opportunities and capacities to partner with other state and federal agencies to achieve SNC's mission.

Target Audiences:

The specific audiences for this section include.

- State Constitutional Officers, members of the Legislature and their district and committee staff;
- Key federal, state and agency officials;
- Local government officials within and outside the region;
- Groups and organizations that advocate on Sierra Nevada issues

Strategies, Tools and Tactics**Strategy 1. Cultivate, educate and train Sierra-based spokespeople spanning the range of SNC program areas who can represent local and regional successes and opportunities.**

- 1.1** Work with sponsors to expand annual "Sierra in the Capitol Days", to include a wide array of partners representing all SNC program areas. This high-profile event is the vehicle to cultivate, educate and train Sierra-based spokespeople to represent Sierra successes and opportunities to legislators, agency representatives, regional leaders, local constituencies and the media.
- 1.2** Develop a program to inform and train Sierra partners to serve as spokespeople on key Sierra issues, including regular web-based informational-sharing sessions.
- 1.3** Identify opportunities in grant awards for applicants to demonstrate how the project will provide educational opportunities about the Sierra Nevada and the SNC for children, schools, communities and business partners.
- 1.4** Identify opportunities in grant awards for applicants to demonstrate how the project will communicate with and educate local, state, and federal policy-makers, and agency representatives and elected officials.

Strategy 2. Educate and Communicate with Legislators and Legislative Staff to build support for Sierra Programs

- 2.1** Host regular "Capitol in the Sierra Days" to provide an opportunity for local elected officials, state and federal legislators and their staff and agency representatives to visit the region to personally experience the region's value and to better understand Sierra opportunities, existing projects and current and future needs.
- 2.2** Develop an annual "Sierra Appreciation Week" for sponsorship (via resolution) by a Sierra legislator that incorporates history, environment, culture, economics and community elements scheduled to coincide with other high profile Sierra-based events, such as "Sierra in the Capitol Days" or the "Sierra Stewardship Day".
- 2.3** Establish regular communications with legislators and their staff to keep current on critical SNC strategic items.
- 2.4** Communicate with Non-Sierra legislators about the region so they are able to better understand Sierra interests:
 - 2.4.1** develop relationships with legislators in order to encourage SNC representation at legislative or NGO conversations about existing and proposed new state bonds that could support SNC programs;
 - 2.4.2** invite key legislative and committee staff to ceremonies and announcements, as a means of educating them about Sierra issues;
 - 2.4.3** meet regularly with key constituencies and partners active in the State Capitol, as a means of educating them about Sierra issues.

Strategy 3. Communicate with and educate other State and Federal Agencies about Sierra needs and opportunities in order to encourage additional investment in the region.

- 3.1** Produce an annual conference highlighting investment in the economic and environmental well-being of the region, including successful projects and cumulative results.
- 3.2** Work with partners to communicate with existing state and federal agencies that are possible financial partners for SNC program areas.

IV. IMPLEMENTATION OPTIONS

Taking action on all of the ideas presented in this plan would take a tremendous amount of time and resources. In order to make an initial determination regarding possible prioritization and sequencing of projects, all of the potential actions were evaluated against the following criteria:

- whether the action can be achieved internally,
- whether it is already being undertaken in some form,
- whether it is achievable within a relatively short period of time,
- whether it is cost-effective, and
- whether it covers more than one program area.

Using these criteria, three levels of priority are recommended within each audience:

- Projects already in progress that should continue to be implemented
- Priority 1 projects: These are projects that could be undertaken in the short term that require little time, effort and funding. They can mostly be achieved by SNC staff
- Priority 2 projects: These are projects that could be undertaken over a longer period of time that demand more resources and funding than Priority 1 projects

All recommendations depend on available funding and other resources. In keeping with its Strategic Plan goals and guidelines and to ensure efficient use of resources, the SNC will seek to build on exiting efforts and implement projects in cooperation and collaboration with a variety of governmental and non-governmental partners.

In addition, there are a number of highly effective "iconic" programs that cover multiple Conservancy goals or program areas that would take more investment and time than Priority 1 and 2 Projects; these would be high profile projects with long-term benefits for the Conservancy. It is recommended that the Conservancy implement these as soon as possible, given available resources.

Numbers next to each action detailed below relate to tasks as described in the previous section on Strategies/Tools/Tactics.

Priority Projects

Inside Sierra Region

Projects already in progress

- 1.2.1 continuing to hold regular interactive community meetings for residents of each SNC sub region on timely issues affecting the Sierra, in general, and/or specific sub regions;
- 1.2.2 continuing to utilize web-based conferencing and other technology tools to increase communication throughout the region;
- 1.2.3 sponsoring symposia (such as the Climate Change symposium scheduled for December 2007) to bring experts to the region to educate interested stakeholders about important issues to the Sierra Nevada region and what they can do to address them;
- 1.3.1 providing additional informational elements to the Web site and better publicizing it to local leaders and stakeholder groups, (see Appendix H for more detail).
- 1.3.3 securing public opinion research for the region and making it available to stakeholders and decision-makers.

Priority 1 Projects

- 1.2.4 encouraging NGO and agency partners to include Sierra-based educational tracks or presentations at their conferences for SNC and/or its partners to provide information on Sierra issues.
- 1.3.2 expanding the existing physical library (housed at the Placer County main branch) and E-library (which provides electronic access to plans, reports, studies, assessments, handbooks and other publicly available information relating to the geographic area and purposes of the SNC) and better publicizing the two libraries' existence and potential uses;
- 2.2.1 identifying middle schools, high schools, charter schools and home-schools requiring senior projects and/or other

community service; working with partners in the region to identify possible community service projects related to SNC and partner goals; and sending a memo to project advisors or counselors from those schools outlining potential projects and how to get involved;

- 2.4.3** providing recognition at SNC Board meetings or project-related events of local people and organizations and showcasing the valuable work they are doing within SNC sub regions and program areas.

Priority 2 Projects

- 1.1** Provide information about the Sierra region and the work of the Conservancy through a traveling exhibit for display at county libraries, government offices, schools, and as part of regional festivals, conferences or other public events. Display would include a kiosk with informational materials, photographs, maps and possibly a slideshow video illustrating topics of regional interest, such as local history, recreation resources, local farmers markets, recent SNC-funded projects, etc. Develop several different versions of the content tailored to different audiences and messages.
- 2.3.1** developing new materials and/or more broadly disseminating existing materials to property owners and their advisors economic incentives and tools for land conservation, fire protection, and other hazardous risk reduction, in cooperation with partner organizations.
- 2.4.1** encouraging and partnering with grant recipients to host events celebrating successful projects — linking local elected officials to the successes so they start feeling connected to SNC;
- 2.4.2** developing informational signage, when appropriate, for projects funded by the SNC;

High Profile Projects

- 2.1 Develop a "Sierra Stewardship Day" for residents throughout the region, with river or trail clean-ups, restoration projects, photo days, etc., to strengthen people's connection to the region where they live. Aspects of this could include; working in coordination with or under the auspices of existing programs: including local sponsors and participation from local and regional stakeholder groups; inviting local and regional media; and devising a mechanism for reporting accomplishments in real time (e.g. pounds of trash removed in clean-ups, number of acres or river or trail miles restored, etc.).
- 3.1 Initiate and support efforts to develop an interpretive "Sierra Trail" network throughout the Sierra connecting culture, history, people, groups, historical sites, wilderness areas, etc., which would encompass efforts on behalf of many SNC program areas, including economic development, historic preservation, art, environment, year-round tourism, and more.

Outside Sierra Region

Priority 1 Projects

- 3.1.2 sponsoring and/or supporting iconic Sierra recreational opportunities, including the Sierra Nevada Endurance Run, a Sierra Ride (for biking), and a Pacific Crest Trail Hike;

Priority 2 Projects

- 3.1.4 developing an education piece about areas of importance in the Sierra Nevada for pilots to use when pointing out Sierra features.

High Profile Projects

- 1.1 Develop a schools program, with partners, to educate youth outside the Sierra about how the Sierra is important to their lives.

- 2.1 Develop an urban water education plan, with partners, to communicate with urban water users about the importance of the Sierra Nevada to environmental and economic health of the state, including water quality and water quantity.

Local, State and Federal Decision Makers

Projects already in progress

- 1.3 Identify opportunities in grant awards for applicants to demonstrate how the project will provide educational opportunities about the Sierra Nevada and the SNC for children, schools, communities and business partners.
- 1.4 Identify opportunities in grant awards for applicants to demonstrate how the project will communicate and educate local, state and federal policy-makers, and agency representatives and elected officials.
- 2.4.3 meet regularly with key constituencies and partners active in the State Capitol as a means of educating them about Sierra issues and encouraging them to reflect those issues in their work.
- 3.2 Work with partners to educate existing state and federal agencies that are possible financial partners for SNC program areas.

Priority 1 Projects

- 2.3 Establish regular communications with legislators and their staff to keep current on critical SNC strategic items.
- 2.4.1 develop relationships with legislators in order to encourage SNC representation at legislative or NGO conversations about existing and proposed new state bonds that could support SNC programs;

Priority 2 Projects

- 1.2** Develop a program to inform Sierra partners, including regular web-based informational-sharing sessions;

High Profile Projects

- 1.1** Work with sponsors to expand annual "Sierra in the Capitol Days", to include a wide array of partners representing all SNC program areas. This high-profile event is the vehicle to cultivate, educate and train Sierra-based spokespeople to represent Sierra successes and opportunities to legislators, agency representatives, regional leaders, local constituencies and the media.
- 2.1** Host regular "Capitol in the Sierra Days" to provide an opportunity for local elected officials, state and federal legislators and their staff and agency representatives to visit the region to personally experience the region's value and to better understand Sierra opportunities, existing projects and current and future needs.
- 2.2** Develop an annual "Sierra Appreciation Week" for sponsorship (via resolution) by a Sierra legislator that incorporates history, environment, culture, economics and community elements scheduled to coincide with other high profile Sierra-based events, such as "Sierra in the Capitol Days" or the "Sierra Stewardship Day".
- 3.1** Produce an annual conference highlighting investment in the economic and environmental well-being of the region, including successful projects and cumulative results.

V. APPENDICES

Appendix A: SOURCES CONSULTED

The research team was charged with looking for similar plans written for similar agencies. Consultants used the following steps to identify relevant documents:

- A search of the Sierra Nevada Conservancy's own E-library. Putting the word "Communication" into the Quick Search box returned only one document "*Conservation Planning on Grazing Lands The Art of Communication*," which unfortunately had no direct relevance to this project.
- A search of the California State Web site. Again, even when putting in a variety of search criteria, e.g. "Communication" "Outreach" and "Education," we found very few relevant documents. Most were departmental documents concerning internal communications e.g. http://www.ohi.ca.gov/calohi/docs/2003-20_Communication_Plan_Attachment.doc . Other documents included a variety of emergency communication plans e.g. *California's Energy Emergency Contingency Plan* or the *Terrorism Response Plan*.

Some documents were more useful, even though they had been designed for an agency with a different mission from the SNC, e.g. the Integrated Waste Management Board October 2003 Communication Strategy and Outreach Plan 2003-4 <http://www.ciwmb.ca.gov/Publications/General/53003003.pdf> (see description below under "Relevant Documents").

- A search for "Communication Plan" on Google yielded several useful examples of agencies' plans, e.g. the City of Corvallis, OR Communications Plan <http://www.ci.corvallis.or.us/downloads/cmo/Communications%20Plan/Communications%20Plan.pdf> and some useful templates, e.g., one from the State of Colorado <http://www.colorado.gov/oit/documents/projectmanagement/CommunicationPlan.doc>.

Examples of relevant documents are listed and described below.

- A search for "Outreach Plan" on Google yielded several interesting documents, e.g. <http://www.nero.noaa.gov/nero/outreach/outreachplan-final.pdf> NOAA Fisheries Northeast Region Outreach Strategic Plan (see title below under "Relevant Documents").

Most documents however were either too complex, too general, or entirely off the point.

- A search for "Education Plan" on Google and elsewhere yielded many documents related mainly to school systems.
- A search was performed on Google looking for "Conservancy Outreach Plan" again without any useful results. The SNC's Communication Plan was mentioned on the first page of the search results.
- A search based on the words "Marketing Plan" with various limiters did not find any useful documents.
- Personal phone calls to Mary Small of the Coastal Conservancy, and Patrick Wright of the Tahoe Conservancy, were of some assistance. We discovered that none of the existing Conservancies in California has developed a communications and outreach plan such as this one, although the Coastal Conservancy has a section in its Strategic Plan that addresses the elements they would like to see in a Communications Plan (see title below under "Relevant Documents").
- Personal knowledge by consultants of useful Communications Plans yielded a draft communications plan for Sierra-Cascade Land Trust Council, which was also useful (see title below under "Relevant Documents").

Relevant Documents

- **CA IWMB Communications Plan 2003**
<http://www.ciwmb.ca.gov/Publications/General/53003003.pdf>
- **City of Corvallis**
<http://www.ci.corvallis.or.us/downloads/cmo/Communications%20Plan/Communications%20Plan.pdf>

- **Colorado State Template**
<http://www.colorado.gov/oit/documents/projectmanagement/CommunicationPlan.doc>
- **NOAA Fisheries Northeast Region Outreach Strategic Plan**
<http://www.nero.noaa.gov/nero/outreach/outreachplan-final.pdf>
- **Coastal Conservancy: Goal 17 of Strategic Plan**
http://www.coastalconservancy.ca.gov/Programs/Strategic_Plan.pdf
- **Sierra-Cascade Land Trust Council Draft Strategic Communications Plan**
- **Federal Geographic Data Committee (FGDC)**
http://www.fgdc.gov/policyandplanning/future-directions/action-plans/FGDC_Communications_Plan_1_14_05_posted.pdf
- **IMPACS: Why should your non-profit have a communications plan?**
http://www.impacs.org/files/CommCentre/communications_planning.pdf
- **How to Develop A Communications Plan**
<http://www.hieran.com/comet/howto.html>
- **PowerPoint from University of BC**
"Creating a Communications Plan"
http://www.publicaffairs.ubc.ca/facultystaff/diy/commstrat/create_comm_plan.pdf
- **Developing an outreach plan: USEPA Watershed Academy**
<http://www.epa.gov/watertrain/gettinginstep/>
- **Outreach Plan for Comprehensive Conservation Planning in the Roanoke-Tar-Neuse-Cape Fear Ecosystem**
<http://www.fws.gov/ncplanning/HTML/Programs/Outreach/outreach.html>

Appendix B: SIERRA REGION DESCRIPTIONS

Consultants undertook an extra exercise to see how existing Sierra-based organizations communicate the idea of "the Sierra."

Consultants searched Web sites to find definitions of the Sierra; but, while most organizations were adequately communicating about the work they were doing in the Sierra, few were communicating the idea of what the Sierra actually is. The following organizations had useful descriptions of the Sierra region on their Web sites:

- Trust for Public Land
- Nature Conservancy
- Sierra Fund
- Sierra Cascade Land Trust Council
- Sierra Business Council
- Saving the Sierra.

A. Trust for Public Land

"The Sierra Nevada may be the most important and impressive natural feature in California. In his book, *The Mountains of California*, John Muir called the Sierra Nevada "the Range of Light, the most divinely beautiful of all the mountain chains." Home to twelve major rivers, the Sierra supplies 70 percent of California's agricultural and urban water. Its slopes represent an exceptionally wide range of elevations that host 50 percent of the state's native plant species, including old-growth forests and oak woodlands. These plant communities are home to more than 400 animal species, many of which rely on the Sierra as primary habitat.

With population growth projected to triple in the Sierra by 2040, significant conservation strategies must be developed and implemented now if the ecological processes that sustain the region's resources are to remain viable. Over the past thirty years, the Sierra's population growth, especially in the foothill counties, has dramatically affected the Sierra's natural resources, particularly the region's oak woodland communities. Habitat fragmentation resulting from low-density residential development has been a principal cause of this degradation. If left unchecked, it will alter the very nature of the Sierra Nevada, as we know it.

Underlying TPL's ambitious Sierra Nevada Program is our desire to protect the intrinsic yet intangible value of the Sierra, as we know it. Our principal methodology for achieving these region-wide

conservation goals is via the identification and protection of critical landscapes by means of fee acquisition, conservation easements, and other strategies. In cooperation with public agencies, nonprofit organizations, landowners, and foundation partners, TPL is working to halt the deterioration of the Sierra Nevada's unique natural communities. In doing this we are protecting the rural character and sense of wildness that make the range an incomparable treasure in the American landscape."

B. The Nature Conservancy

“World-renowned for its majestic beauty, the Sierra Nevada Mountain Range boasts such famous landmarks as Yosemite Valley, Lake Tahoe, Kings Canyon National Park, Giant Sequoia National Monument, and Mount Whitney, the tallest peak in the continental United States. Within the Sierra Nevada’s lies the Northern Sierra Project, a landscape-scale endeavor that reflects the unique and ambitious approach of The Nature Conservancy.

In 2000, the Conservancy launched the Northern Sierra Project to protect the mountain valleys, meadows, wetlands, and aquatic and riparian communities that represent the area's unique natural diversity.”

C. The Sierra Fund

“The Sierra Nevada has always inspired the human imagination and powered the human spirit. Today, its resources fuel one of the most productive economies on Earth. This rugged, 400-mile-long mountain range is home to the forests, lakes and rivers that produce more than 60 percent of California’s water supply. The Sierra Nevada features the tallest mountains in the nation outside of Alaska and boasts the singular beauty of Lake Tahoe and Yosemite Valley, as well as eight national forests, three national parks, and numerous state parks and wilderness areas.

And yet the grandeur of the Sierra Nevada is greater than the physical sum of its parks, peaks, forests, wildlands and waterways. For the Sierra Nevada inhabits the imagination and heart of California. For many, the Sierra was the scene of their fishing trip, first campfire, or first snowball fight. For millions more - ranchers, loggers, farmers and recreation business owners - this landscape is their home and livelihood. It is “la Sierra” in the Latino culture, a mythic place of reflection, peace and play. However one defines the Sierra Nevada, one thing is certain: the future of all Californians is bound to its fate.”

D. Sierra-Cascade Land Trust Council

“The mountains and valleys of the Sierra-Cascade region, like the California coast, help to shape and define us as a region and a people. Gold and other resources drew legions of settlers to the area 150 years ago, and growth has continued as a result of the region's other natural resources and recreational opportunities. Today the Sierra-Cascade continues to enrich California, Nevada and the nation with its natural bounty: clean water that sustains us and is essential to our

states' prosperity; natural habitat for wildlife; majestic scenery for enjoyment by residents and visitors alike; productive rangeland, farmland and forest lands for food, wood and other goods essential to our daily lives; and abundant recreation opportunities.

Natural assets The Sierra-Cascade region is known world-wide for its natural wonders - including majestic groves of giant sequoia in the south, dramatic glaciated landscapes in the High Sierra, golden oak-studded foothills along the west slope, high desert beauty on the east side, and the volcanoes of Mt. Lassen and Mt. Shasta to the north. But natural icons such as Yosemite, Lake Tahoe and the Range of Light are only part of the story. Together the Sierra-Cascade provides: one-third of California's landmass; well over 60% of California's water; refuge for at least half of California and many of Nevada's plant and animal species; and a haven for more than 100 million visitors each year, who contribute to the economic well-being of the region.

Key issues The Sierra-Cascade is a resource of regional, statewide, and national significance. However, this majestic mountain region is undergoing rapid change. The Sierra-Cascade contains three of the four fastest-growing counties in Nevada and five of the 10 fastest-growing counties in California. Population has almost tripled in the Sierra Nevada alone between 1970 and 1995, and it is expected to double again by 2020.

This rate of growth compounds the problems of sprawl, shrinking habitat, polluted water and impacts on the aesthetic and recreational experiences enjoyed by so many. Now is the time for Californians and Nevadans to exercise good stewardship, wisdom and foresight by protecting the region's natural assets and rural way of life for current and future generations."

E. Sierra Business Council

"The Sierra Nevada, the longest unbroken mountain range in the United States, runs for 400 miles along the eastern flank of California and the western tip of Nevada. Neighbor to the Great Basin to the east, the Klamath Province to the north, the Central Valley to the west, and the Mojave Desert to the south, the Sierra Nevada is a distinct geologic province that spans two states and twenty-one counties.

What defines our region, more than any fact or figure, is the dramatic beauty, ecological uniqueness, and natural bounty of the landscape. In the Sierra lie the highest peak, deepest canyon, and longest

wilderness in the continental United States. The Sierra is home to the largest living species on earth, the Giant Sequoia, as well as to an impressive diversity of flora and fauna. The rivers, lakes, and streams of the Sierra supply over 50 percent of California's water needs, helping to fuel the seventh largest economy in the world. And the Sierra is one of the most important recreation and tourist resources in the nation. Visitors travel to the Sierra from all over the world to experience Lake Tahoe, Yosemite National Park, Mono Lake, Mt. Whitney and the whole Sierra range. The Sierra Nevada is, without question, a treasure of national significance.

The Sierra Nevada is also defined by a rich human history, beginning with the migration of Native people to the region at the end of the Ice Age. Our history includes many of the most colorful figures and events in Western history: the early Spanish explorers; Jim Beckwourth and other fur trappers; John Fremont, Josiah Whitney and the early surveyors; the discovery of gold at Coloma in 1848 and the ensuing Gold Rush; the Pony Express; Mark Twain; and the construction of the first transcontinental railroad. This cultural legacy lives on today-in our historic towns, on our rural landscape, and in the independent vitality of today's Sierra residents."

F: Saving the Sierra

"Saving The Sierra focuses on the challenges and successes of conservation in the rural and remote communities of the range that is home to more than two million Californians. The Sierra is also home to majestic Yosemite National Park, sparkling Lake Tahoe, and towering giant sequoias, as well as burgeoning resort developments and suburban style residential and commercial sprawl that threaten the sustainability of rural life and the environmental integrity of the region."

Appendix C: PREVIOUS SNC OUTREACH

Consultants were charged with identifying and evaluating outreach tools used for previous outreach and education efforts regarding the Sierra Nevada Conservancy and reviewing existing stakeholder lists generated from these efforts.

Methodology

1. Identified already existing and previously produced education and communication efforts of the SNC:
 - A.) SBC "Listening Sessions": Jun – Oct 2005
 - B.) SNC Strategic Plan Comment Forums: Apr – May 2006
 - C.) SNC Web site
 - D.) SNC Board Meetings
 - E.) SNC Newsletter
 - F.) SNC Outreach Brochures
 - G.) SNC Job Recruitment
 - H.) SNC Logo contest
 - I.) SNC Email Blast List
 - J.) GreenInfo Sphere of Influence map.

2. Identified key players in each of the above outreach efforts for an evaluation interview:
 - Ray Lacey, California Tahoe Conservancy
530-543-6038
ray@tahoecons.ca.gov
 - Steve Frisch, Sierra Business Council
530-582-4800 x311
sfrisch@sbcouncil.org
 - Lisa Beutler, Center for Collaborative Policy
916-445-2079
lisa-beutler@comcast.net
 - Mary Small, Coastal Conservancy
510-286-4181
msmall@scc.ca.gov
 - Gloria Sandoval, Dept. of Boating & Waterways
916-263-8186
gsandoval@dbw.ca.gov

- Andrea Lewis, Cal EPA
916-322-7179
alewis@calepa.ca.gov
 - SNC Staff, including Bob Kingman, Jim Branham, Marji Feliz.
3. Developed basic interview questions for evaluation purposes:
 - What did you want to achieve with outreach effort – desired outcomes?
 - What did you do to generate participation/readership/ involvement?
 - Who is/was well-represented [at meetings] – why?
 - Who is/was missing [at meetings] – why?
 - What worked well in terms of getting the word out?
 - What didn't work as well, what challenges did you experience, what would you do differently?
 4. Aggregated interview results by outreach effort (results appear below).
 5. Reviewed and evaluated design and content of existing materials, including: blast email contact list, SBC outreach list, forum materials, Web site, September 2006 newsletter, original brochure created by Tahoe Conservancy, newer brochure currently in use, job recruitment materials, and logo contest materials.

Conclusions

A. Process (Communications/Outreach Efforts)

- Despite the Conservancy's relative youth, SNC has already directly or indirectly sponsored a number of outreach and education efforts, including:
 - initial sub-regional outreach and "listening sessions" in 2005
 - GreenInfo map of region in 2005
 - state Web site launch in 2005 (?)
 - five SNC Board meetings a year, each in different sub regions, beginning May 2005
 - SNC Outreach brochures in 2005 and 2006
 - strategic plan sub-regional forums in 2006
 - SNC Newsletter in September 2006
 - SNC Job Recruitment in 2006
 - Logo Competition in 2007
 - Press releases and other communications via the email blast list, ongoing.

- The outreach process to date has been somewhat disjointed or piecemeal in approach, with different consultants, different goals, different methodologies, and different materials. As a result, the efforts to date have lacked a cohesive look, feel and message.
- This may be at least partly due to the fact that there is no single individual within the Conservancy who is responsible for communications; communications happens almost as a “by-product” of other efforts, such as the strategic plan process or the upcoming program guideline development.
- Similarly with data management for outreach and contacts – there doesn’t seem to be a single person responsible, nor a single repository nor agreed upon process, for generating, using and maintaining or updating comprehensive contact lists for different outreach and education purposes.

B. Product (Outreach Materials)

- The Conservancy is very good at using consistent baseline language regarding its mission, function and program areas. One concern, however, is that the language can be somewhat dense and not as “user-friendly” as it might need to be for future outreach efforts.
- By thus far designing outreach and education efforts around specific tasks – such as the strategic plan outreach or the program guidelines workshops – outreach materials lack consistency. You can’t look at any given communication piece and immediately recognize that it is from the Sierra Nevada Conservancy. The SNC’s own image could be strengthened by making sure that all communications are integrated and individual pieces are easily recognizable as coming from the Conservancy.

Evaluation of Past outreach Efforts

A. SBC “Listening Sessions”

June – October 2005

1. What did you want to achieve – desired outcomes?

- Begin to create a common understanding of what the Conservancy is and how it can work
- People leave with useful, accurate information about their region and the Conservancy
- Dispel rumors/myths about conservancies in general and this Conservancy in particular
- Create a forum to collect residents’ information about contacts, projects, programs, interests and outreach
- Increased community capacity by linking meeting participants with groups in their area they can get involved with immediately

- Lists of individuals interested in participation in future Conservancy assessment and/or strategic planning processes
- People leave excited and wanting to get projects funded under Conservancy in future

2. What did you do to generate attendance?

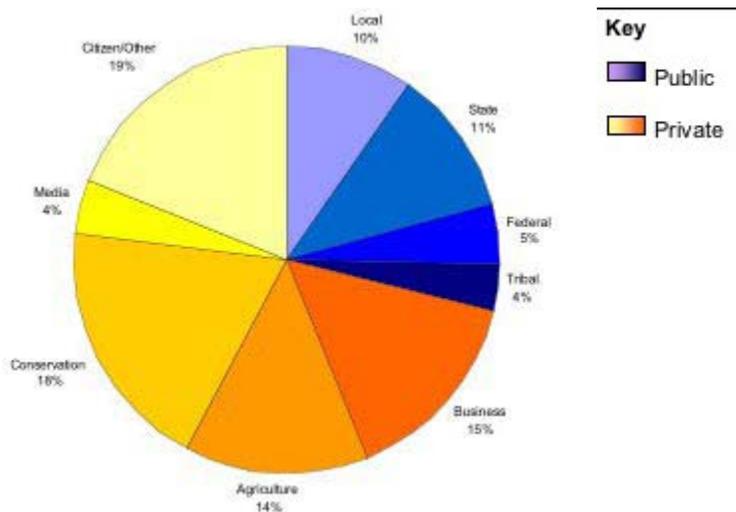
- Developed database of 4,500 names, including: elected officials, representatives of state and local governments, arts councils, agriculturalists, environmental groups, land trusts, chambers of commerce, tourism and recreation personnel, media contacts, fire districts, school districts, watershed communities, natural resource based industries, local businesses, corporations, real estate and development firms, tribal groups, and non-profit organizations.
- Used three main strategies to publicize the forums:
 1. public service announcements and press releases
 2. email invitations
 3. posters announcing the events distributed at government offices, grocery stores, cafes, and other gathering places
- Invitations were mailed to all local elected officials within the Sierra-Cascade region, including county supervisors, city council members, and elected officers of local entities such as fire, irrigation, and community service districts. State and Federal officials also received notification by mail.
- Specific outreach was conducted to include representatives of Federal, State and local agencies that would have a direct working relationship with the SNC. United States Forest Service, Bureau of Land Management, California Department of Forestry and Fire Protection and California Department of Fish and Game officials were personally invited. In each sub region, individual County Supervisors and special district representatives were recruited, as well.

Did it Work? Attendance figures (based on sign-in sheets):

131	Eastern
50	Northern
96	So-Central
87	Southern
76	Central
<u>80</u>	No-Central
520	TOTAL (*)

(*) actual total was estimated by SBC to be **700+** -- based on headcounts at each forum and fact that a certain number of people chose not to sign in

Breakdown of Forum Participants by Sector



3. Who was well-represented at meetings – why?

19%	Citizen/other
18%	Conservation
15%	Business
14%	Agriculture
11%	State govt.
10%	Local govt.
5%	Federal govt.
4%	Tribal
4%	Media
	26% public (govt.)
	74% private

Participants differed significantly by sub region. But generally speaking, County government officials seemed well-represented (because it's their job), environmental groups (because of their effective networking systems with individual members).

4. Who was missing from meetings – why?

Local businesses. In certain cases a Chamber of Commerce representative might have been there (again, because it's their job); but there weren't many individual Sierra-based local businesses. Would like to have seen more large businesses like

SPI, PG&E, Southern Pacific (major landholders and power players in region), although realize that their offices are often far removed from the region.

Notification methods were somewhat controversial and differed by sub region, depending on wishes of SNC Board member host in that region.

5. What worked well in terms of getting word out?

Did best job under the circumstances – an adequate minimum. Email networks seemed to work best.

6. What didn't work as well, what challenges, what would you do differently?

Given geographical extent, should have had interactive Web site and used web more to get the word out. Could have answered questions publicly, more quickly and could have ensured more consistent information. There are constraints on what can be done on state Web site; therefore, to institute more interactive, creative use of web, need to do it on project basis through consultants.

Could have been people at forums who didn't make themselves known or who didn't speak. Didn't have any way of capturing or tracking them for future outreach or just to know who was there, what stakeholders were represented. People who wanted to be known were predictable – signed in, wanted to be on mailing list, etc. But many people at each meeting chose not to record their presence.

Long time lapses between forums: so long a time between when people were hearing anything about Conservancy. Left lots of room for questions to develop. People are using the web for follow-up information after a meeting like that, and we didn't offer that opportunity.

Could have been more done with local media. Some concern about that, though, because the message(s) can be inconsistent depending on how the local media portrays what's going on. Another good thing about a solid, interactive Web site is that the message stays constant. Can also help with rumor control.

B. SNC Strategic Plan Forums: April – May 2006

1. What did you want to achieve – desired outcomes?

Timeline was very tight; CCP had various plan elements, but many couldn't be used effectively due to time constraints. Plan was to use previous outreach process set up by SBC/SCLTC. Ran into

some glitches – SBC’s list had gotten somewhat “stale” due to year’s time lapse between forums. Also ran into technical difficulties around data transfer, who had list, whether it was complete, etc. So CCP had based a lot of its outreach on assumption that the list would be ready to run; but it put the process a bit behind.

2. What did you do to generate attendance?

Initiated parallel processes as necessary. Emailed associations to get the word out to their members. Note re: posters: the “crowd at the grocery store” probably isn’t going to be the most interested in the Conservancy and its activities. The interested ones are foundations, NGOs, govt. officials, etc. Should target more specific audiences; “general public” is not a target audience.

Tried to generate stories in local press, with varying degrees of success depending on timing. Such stories don’t just affect meeting attendance; you’re setting the stage for people to understand future activities. Strategy needs to reach beyond the meeting; integrate every public connection into overall goals, i.e., even if no one comes to meeting based on press article, it serves other goals.

3. Who was well-represented at meetings – why?

Enviro community, NGOs – effective networks for outreach and some were funded specifically to organize around and participate in these forums.

4. Who was missing at meetings – why?

Farmers and **businesses** were missing. Large group meetings are typically not the best ways to reach these groups. Doesn’t matter what topic is ... it’s hard for businesspeople and farmers to get out to things like meetings. Want to do more targeted outreach to these groups by going to them through Rotary, Lions Club, etc. Go to where they gather and make your presentation there. Need a separate secondary strategy for these groups.

Business community

The business community felt, based on the strategic plan and workshop language, that this was just another natural resource agency; so they were disappointed and felt discouraged from participating.

The language of the strategic plan and planning process and all the organizing in the community seemed geared toward the environmental components. That, coupled with the knowledge that the traditional role of conservancies has been as a conduit of

natural resource funding, set the tone and language of meetings, which was not friendly to business/economic interests. Perception was that SNC was not addressing long-term economic development issues, so why should the business/economic development stakeholders participate.

Social capital stakeholders

SNC investments will affect quality of life in Sierra communities. So the social-based stakeholders need to be a part: downtown advocates, agricultural advocates, churches/ecumenical community, affordable housing, social justice, etc. These are legitimate stakeholders based on impact SNC will have on communities.

5. What worked well in terms of getting word out?

Good lists available. SNC has kept list of 500 contacts fresh. Good media lists available.

Successful stories in local media were ones that had a local official quoted (alternate spokespeople, i.e., not just SNC staff); focus on local angle. A meeting itself isn't newsworthy; but if you can tie it to a local story or angle, then it is news. For example, using a photo of a local place may improve press coverage and resultant good meeting attendance, i.e., Jackson and Grass Valley.

If there's adequate time: do briefing meetings with key officials – two hour briefing in an afternoon the week before the meeting. Because you've met with constituencies and they've been involved, ensures more participation and circling back into the process.

Put together external design team/convening committee to help with process, invitations (who ought to be at meeting), outreach techniques (phone follow-up by local convening committee members to key stakeholders you want to be sure attend or participate), etc. – especially to gear toward different communities in terms of what works for local people. Can be statewide and local teams. Once someone is on convening team, they are more involved in process, too. Once you have them, you always have them for future efforts, and they tend to stay invested.

Depending on content – can do briefing phone calls with an 800# (i.e., hold "meeting" by conference call). This is probably more useful if you are dealing with a lot of or a sudden change in how things are going in a process, helpful to have for change management. Key is to find alternatives to physical meetings due to time constraints, childcare, farmer schedules, businesses, travel distances, etc.

Briefing calls – if a lot of rumors, change going on ... every other week briefing call on a particular topic. SNC sets up an 800# that people call in on. SNC staffer is on call to give update and answer questions. Example: Eldorado NF closed travel off road, which was a major change from previous rules. Held these call-ins every other week to let people know what was going on and to answer individual questions.

Caveat for all suggestions above... you need to have someone who owns this process. SNC probably isn't set up to do this quite yet. Can't give this stuff short shrift; need to take this very seriously, because to do it poorly can have all sorts of ramifications down the road.

6. What didn't work as well, what challenges, what would you do differently?

Because of tight timeframe, had trouble meeting local weekly paper deadlines. Need at least two weeks, typically, to get into local papers.

Figure out scheduling far enough in advance that you have time to meet local media deadlines for stories. You don't want to be limited to just calendar announcements, as these are not effective tools for actually generating participation.

Identify and focus on specific target audience(s), depending on content of communication. Who is going to be interested? Whom do you want to be interested? Focus on them, not on "general public." "General public" is NOT an audience for anything, i.e., general public isn't going to be interested in program and grant guidelines.

This conservancy is fundamentally different from the other conservancies, and that fact didn't come out clearly in the strategic plan meetings. Business people expected to see more of a link made between natural resources and the economy; what they saw instead was primarily natural resource-based content and conversation. The economic development/sustainability component of SNC's mandate was made to seem less important at the meetings and in the strategic plan document. The language/message of the strategic plan process didn't lead to a broader understanding of what makes this Conservancy different.

Could make dramatic improvement in communicating to the business community, not only current businesses, but future businesses that could develop to leverage investments made on ecosystem services, e.g. sustainable forestry, water quality, carbon

sequestration "Green is the new black." Money is flowing because of this rush for companies to be seen as "green"; so the question for the region is how do we leverage investment in ecosystem services, particularly in the form of water quality and carbon sequestration.

Example: *Intel wants to offset its emissions – they have choice of spending money to offset in Indonesia or in Eldorado NF... so the better SNC communicates to the business community – both in region and outside of region (i.e. Silicon Valley), the more investment can be captured in this region. Keep CA venture-capital money in state.*

To generate better participation from the business community, consider:

- Paying attention to the vocabulary used for outreach. Use vocabulary in a way to attract business participants.
- Conducting specific targeted outreach in business community to get business leaders to attend/participate. Then incorporate their input into the project planning and program planning direction.
- Paying attention to how SNC chooses/markets projects. For example, for every natural resource project (especially since that's what SNC has money for now), find a local partner who can speak to the economic benefits to the community, in addition to someone talking about enviro benefits, e.g., if SNC funds a project in Mammoth to improve water quality in Hot Creek (e.g., through storm water mgmt.) – have ESLT saying how great the project is for the environment AND have someone from Mammoth Mtn. saying how important environmental quality is to tourism and visitation. The core message has to come from multiple sectors of the community.

C. Web site: Jim Branham/Bob Kingman

1. What do you want to achieve – desired outcomes?

The purpose of the Web site is to provide a location for people to access information about the Sierra, e.g. a clearinghouse of information.

2. What do you do to generate visitation/awareness about Web site and content?

There are no pro-active efforts to generate visitation at this time. The web address is included in outreach materials.

3. How do you track interest/capture interested people (visitor sign-ins, sign-ups for getting Board and other info – e.g. do you use the Web site to generate more names for the email blast list?)

Not currently. The E-Library page has a mechanism for contacting SNC about broken links or problems with the e-database, and the Contact Us page has email links to each staff member and a “general information” email address. But there is currently no place where someone can sign up to have his/her name added to any outreach lists for future communications.

5. What doesn't work well, what challenges, what would you do differently?

All Web site content has to be reviewed/approved by the Resources Agency's Deputy of Communications, and the Conservancy has to abide by guidelines imposed by the State on web content and usage. So it is not the most flexible nor creative tool available for outreach.

D. SNC Board Meetings: Jim Branham/Bob Kingman

1. What do you want to achieve – desired outcomes in terms of public involvement or attendance?

In part, publicity around the Board meetings is intended to increase awareness of the Conservancy through media coverage and “buzz.”

2. What do you do to generate attendance?

Meeting notices and materials are posted on the Web site prior to each meeting (based on the public notification laws), and the Conservancy sends press releases to local media in the area where the Board meeting is to take place. The Conservancy also uses the email blast list to notify individuals about the meetings and the availability of meeting materials on the Web site. And Conservancy staffers publicize the meetings through various ad hoc individual discussions.

3. Who is well-represented at meetings – why?

In general, the conservation community seems to be well-represented, as well as individuals, local government entities and other organizations from within the area where the meetings are held.

4. Who is missing at meetings – why?

In general, the business community and the arts/culture/heritage community and tribal interests have yet to become engaged.

E. SNC Newsletter1. What did you want to achieve – desired outcomes?

The newsletter was put together at the request of a board member primarily as a means of keeping the Board informed about SNC's activities between meetings. Staff decided that the newsletter could be a useful tool for additional outreach, so in addition to distributing to Board members in the Board packet, SNC staff posted the newsletter on the Web site. Staff has always intended to put the newsletter out on some regular basis; but it has not been a top priority to date. Only one issue (Sept. 2006) has been produced so far.

2. What did you do to generate readership?

It was distributed via board packet for September meeting and subsequently posted on Web site.

3. Do you do anything to track hits or otherwise know that someone has read it?

Not at this time.

4. How often do you intend to produce future newsletters?

The intent is to continue producing something similar on a more regular basis.

F. SNC Outreach Brochures: Jim Branham/Bob Kingman1. What did you want to achieve – desired outcomes?

The first brochure was intended to familiarize people with the "most frequently asked questions" about what the Conservancy is/isn't and what it can and can't do. The second brochure was intended to be used in the same way; but it has been updated with excerpts from the strategic plan.

2. What did you do to distribute?

SNC staff currently use the newer brochure as a handout at all speaking engagements. It is also being used by the Needs Assessment consultants to provide background to people being interviewed as part of that process. Staff also hands the brochure out at all public events, such as the Program and Grant Guideline workshops.

3. Do you do anything to track hits or otherwise know that someone has read it?

Not at this time.

G. SNC Job Recruitment: Jim Branham/Bob Kingman1. What do you want to achieve – desired outcomes?

At this point SNC contracts with other State agencies to conduct its job recruitment tasks. SNC staff would like to get more creative about outreach, especially in the satellite office areas, to encourage applications from skilled candidates. They would like to go beyond the minimum legal requirements by maybe advertising in the local papers, more electronic distribution, working with partners in each sub region to distribute announcements more widely, advertising in trade journals, etc.

2. What do you do to get the word out?

Currently most of the communication happens either through the SNC Web site or through the standard State process and sites.

I. SNC Email “Blast” ListAnalysis:

Of different types of recipients, the list currently contains roughly the following breakdown:

Agencies	40
Agriculture	4
Business	13
Cities	35
Colleges/Universities	1
Community Sustainability	1
Counties	12 (of 22)
Foundations	5
Individuals	59
Land trusts	12 (of 20)
Legislature	1
Media	207
Recreation	1
Special districts	3
Unknown	22

This list is missing many of the key stakeholder groups that are critical to the Conservancy’s success, such as farmers and ranchers, timber

operators, business groups, arts groups, cultural/historic groups, recreation providers, the full range of local government representatives, special districts, key stakeholder groups *outside* the region, the academic community, etc. However, the Conservancy does have a number of separate lists that have not yet been integrated into this email blast list that cover some of the key stakeholder groups, including:

- BLM Field offices
- National Parks
- State Entities
- State Park District offices
- City managers
- Counties and sub regions
- County officials
- Forest Supervisors
- Legislators
- Mayors
- Officials
- Police Chiefs
- RCDs
- Senators
- VIPs.

None of the lists seem to include as many individuals as might be expected given the attendance at various outreach forums and Board meetings (where there have been sign-in sheets that would be expected to generate many more individual names for outreach).

The current list also needs work to include more pertinent information for sorting, such as issues of interest to each recipient, how the Conservancy got the person's name, what sub region each is in, and possibly additional contact information such as mailing address and/or phone number.

Benefits:

- 469 names
- relatively “fresh” data, according to CCP
- easy to use for quick information dissemination

Concerns:

- Not enough information for each contact
- No way to sort by type, interest, geographic region or other filter
- Missing many key stakeholder interests, both in the region and outside the region
- Among existing contacts, doesn't include full universe of entities within each type (e.g. only 12 of the 22 counties in region, only 12 of 20 land trusts in region, few if any contacts outside region, etc.)

J. Other Efforts to Consider? SNC Overall Communications Challenges

Identified in some of the informational interviews:

- Geography – large area to cover, including within the region and outside the region, rural and urban
- Multiple sub regions, each with own issues, character, key players
- Many communities and jurisdictions (22 counties, 212 communities, 40+ agencies, etc.), each with own issues, character, preferred communications vehicles, spokespeople
- Many stakeholder groups (and they are not necessarily consistent across sub regions), requiring different messages, language, messengers
- Multiple organizational goals and program areas, each requiring own messages, messengers/spokespeople, communications vehicles
- Overlap of strategic/programmatic goals, making clear messaging more difficult
- Lack of single media outlet that reaches whole region; lack of media consistency across sub regions; no single or even small number of tools to reach large number of target audience

- General distrust of government agencies, especially those that interface with private land/landowners
- Distrust between stakeholder groups
- Confusion about various "Sierra" groups and who's doing what, including SNC
- Message consistency (both in terms of content and visual design) – especially with satellite offices, Board turnover, entirely new staff, etc.
- Constraints on certain tools, like state Web site
- Fundamental difference between this and other conservancies (broader mandate, meaning more to communicate and more different interested stakeholders than traditional conservancies)
- Breaking out of traditional mold – identifying potential new opportunities and capitalizing on them in communications efforts (e.g. ecosystem services and sustainable ecosystems and the new business opportunities that might engender ... ways to get the word out that don't depend on physical meetings, which are tough due to travel distances, etc. ...)
- Need for infrastructure within SNC to support meaningful and new ways of communicating.

Appendix D: LIST OF PUBLIC OUTREACH PARTICIPANTS**Videoconference****Wednesday, April 25, 2007****Attendee list:**

Alex Terrazas, City of Truckee (for Tony Lashbrook)
Andrea Lewis, CalEpa
Angela Tahti, Placer County Arts
Matt Byrne, BLM
Bob Roberts, California Ski Industry
Brenda Rightmeyer, CA Fire Safe Council
Brent Smith, SEDD
Catherine Stifter, Saving the Sierra
Chuck Peck, SCLTC
Chuck White, Kern River Valley Revit.
David Bischel, California Forestry Association (Auburn)
Debra Lucero, Butte County Tourism
Ellen Lapham, Snowlands Institute
Gary Noy, Center for Sierra Nevada Studies, Sierra College
Gary Patton/Jason Avina, Planning & Conservation League
Greg Greenwood, Mountain Research Initiative
Izzy Martin, The Sierra Fund
Janice Forbes, Sierra Heritage Magazine
Julie Leimbach, Sierra Nevada Alliance (for Joan Clayburgh)
Joanne Neft, Placer Grown
Kathy Hubbard, California Ski Industry
Linda Arcularius, former SNC Board Member
Michaela Hayes, LaPiana Associates
Mick Grimes, Sonora Area Fn
Peter VanZant, individual, former pres. SYRCL
Veronica Blake, Auburn Community Fn

Questionnaires to public outreach meeting attendees

**Sacramento Meeting
April 27, 2007****Attendee list:**

Clyde Macdonald, Assemblyman Laird's office
Mark Luster, Sierra Pacific Industries
Dennis Hall, Trust for Public Land
Bill Craven, Senate Budget Subcommittee
Darla Guenzler, California Council of Land Trusts
Tasha Newman, Conservation Strategy Group

Marji Feliz, SNC
Kerri Timmer, SNC
Bob Kingman, SNC
Shawn Garvey, VELOCITY7

**Los Angeles Meeting
May 8, 2007****Attendee list:**

Mary Nichols, Los Angeles Department of Water and Power
Robert Garcia, The City Project/PCL Board member
Terry O'Day, Environment Now
Frances, Spivy-Weber, State Water Resources Control
Board/Mono Lake Committee
Geoff Mcquilken, Mono Lake Committee
Christel Webb, Metropolitan Water District of Southern California
Elsa Lopez, Mothers of East LA
Jan Chatten Brown, Chatten-Brown & Carstens

Janet Cohen, VELOCITY7
Bob Kingman, SNC
Shawn Garvey, VELOCITY7

**San Francisco Meeting
May, 2007****Attendee list:**

Janet Santos-Cobb, California Oaks Foundation
Cindy Heitzman, California Preservation Foundation
Dick Wayman, Coastal Conservancy
Jerry Meral

Richard Taylor, Shute, Mihaly and Weinberger
Eric Wesselman, Tuolumne River Trust
Robin Park, Trust for Public Land
Grant Davis, The Bay Institute

Janet Cohen, VELOCITY7
Bob Kingman, SNC
Shawn Garvey, VELOCITY7

Appendix E: COMBINED LIST OF FEEDBACK FROM URBAN MEETINGS AND VIDEOCONFERENCE

General Concepts

Mtg.

Focus on particular resources (e.g. rafting as recreational resource or “legacy” mining issues, etc.) to build relationships – target things that resonate with people based on their own interests. Use the targeted issue to get in the door; then you can broach larger issues once there.	Sac
Think beyond just water and water quality	Sac
Foothills as a larger theme, due to riparian corridors, oak woodlands, etc., i.e., the foothills are NOT just what you have to drive through to get to the Sierra Nevada ...	Sac
Need consistency between Web site, brochure, etc.	SF
Consistency of message between offices	SF
“Localize—try to find ways to connect recreation with water from the Sierra	SF
Connect tributaries to the sea—Source to Sea—get kids up to where their water comes from	SF
Talk about the value of protecting rural landscapes	SF
Our message should include what gold (from the Sierra) did for the state, and what Sierra products are doing now—water and wood and other Sierra products (wine). It’s also a place you can go to—this is the inspiring part of the message. The places, resources, wildlife, festivals—DWP needs to promote this and others. Use real images and storytellers.	LA
Sierra is disconnected from the coast—we need to build the audience	SF
Come up with a vision for the a long term urban rural connection	LA
Create a Sierra self identity—can the rest of the state help by recognizing the Sierra residents as stewards? Change the urban audience perspective and then the locals will start appreciating the fact that they are the guardians and more welcoming of outsiders.	Bob
Ensure that the working landscape community is supported.	VC
Iconic land conservation projects	All
Gold as a guiding principle	

What people need to know about the SNC--messages

What it is and what it is not	VC
That it is not just an enviro group, we need to see and experience an inclusive vision	VC
What we wrote in the brief conceptual plan was good. SNC’s role, how does it work, etc.	VC
How SNC partners with others	VC
What your mission and goals are, keep that in the forefront	VC
What’s the difference between the SNC and other conservancies in CA	VC
What SNC’s success metrics are	VC
SNC’s size, overall vision, connection to various levels of government and decision-making	VC
What are the actual environmental issues that SNC’s educational and communication will be addressing	VC

What an opportunity this represents for the future wellbeing and happiness of our children and their children...	VC
My guess is that the majority of folks are unaware it exists. Remember the concept needs to be told at least 9 times.	VC
What the conservancy can offer Sierra Nevada constituents.	VC
People don't understand that conservation is not owned by any constituency, political party, or group.	VC
The value and benefits of its work	VC
Keep telling about success stories of the SNC	VC
The SNC story needs to be told "on the ground" - as close to the community as possible.	VC
Where and with whom people can convene to learn more and participate in Supporting objectives (volunteer opportunities)	VC
You may need to reframe what it is? For instance, you mentioned it holds only 10% of the population. What if you reframed how important it is in terms of water, natural resources, beauty, Lake Tahoe, history, etc.	VC
The fact that the existence of the Conservancy doesn't automatically guarantee resource protection, it's a process, not a done deal	VC
Make sure that the diverse communities across California are reached with your message	VC
How the SNC can help local areas throughout the Sierra Nevada	VC
SNC should provide solid facts: 2 million Sierrans? Sierra produces 2/3 of every drop of water used in state? Triple growth rate by 2040? Be a resource for Sierra facts, opinions, polls, etc.	VC
Many people outside of the Sierra see it as clean and green and not threatened at all - we need to document the problems as well as the good solutions.	VC
The variety of ways through which individuals, groups, organizations may interact with the SNC	VC
That you want their input, that you want to create a 2-way conversation	VC
Will be partnering with others	Sac
People think that the Sierra is Lake Tahoe—need to explain the concept of the “Sierra Conservancy” word confuses people (Coastal Conservancy vs. Nature Conservancy)	SF SF
Our message should include what gold (from the Sierra) did for the state, and what Sierra products are doing now—water and wood and other Sierra products (wine). It's also a place you can go to—this is the inspiring part of the message. The places, resources, wildlife, festivals—DWP needs to promote this and others. Use real images and storytellers.	LA
SNC should do more to sell the history of the Sierra Nevada that is slowly fading away – take advantage of local interest in specific historic features; SNC's role can be protection and education	Sac
How to communicate with lawmakers etc	
Personal communication; participation in on-site events;	VC

Take these folks on a FAM tour of the Sierra Nevada. Create a trip to highlight historical, natural, and other areas. Yosemite is what it is because Ansel Adams took photographs and Roosevelt loved to hunt! Take that example and use it to engage today's legislators. It still works.

VC

Need a relationship, perhaps a champion that happens to be on their staff.

VC

Lobby Day, lobby training

VC

A model to consider is the seminars that Policy Analysis for California Education (PACE) holds for legislators and agency staff. These are very well-attended and are a good way to share info and have 2-way conversation.

VC

Partnerships with advocacy groups such as PCL, SNA, etc.

VC

Reach them as individuals through kids programs (many will heed their own children).

VC

Be sure to feed these folks in-season healthy locally grown food. As MFK Fisher said, "Food isn't everything, but everything worthwhile happens around food."

VC

See them as "us" and not "them" and keep them informed about what we are doing.

VC

The License Plate Campaign will give a great opportunity to reach out to everyone - unfortunately the Conservancy's role in this is restricted.

VC

Relationship. Relationship. Relationship. Who owns land in the Sierra Nevada? What legislators have personal interests there, summer or winter homes?

VC

What areas lack programs?

Historical gaps are huge as they relate to Native American history in this region.

VC

There are wonderful trails that exist back East that connect culture, history, people groups, historical sites, wilderness areas, etc. The development of a trail idea crosses many disciplines of the SNC program areas. It would be an ideal project that would encompass multiple groups and agencies and private business.

VC

The Kern River Valley would like to be included more in Sierra Nevada communication and education programs.

VC

The edges: far north, way south, eastside

VC

Gold mining's toxic legacy needs to be addressed - this is a huge potential problem for many Sierra communities with aging sanitation systems that are being held to new standards that are made even harder by the presence of mining wastes. This is also a huge problem for the state parks in our region, as well as other land owning agencies with old mines.

VC

Winter education & knowledge: ecology, survival of animals, water purity, snow science, and, with climate change, effects on recreation use and users.

VC

Some communities such as in Sierra County are struggling so hard with day to day economic issues that they, the "willing few", may not have the time to participate in the larger question; assistance with facilitating community dialog to foster ownership may be important.

VC

Make climate change and carbon sequestration issues intelligible to Sierrans: what's at stake for us as stewards. Get ahead of the curve on these issues.

VC

Who are SNC audience?

Not necessarily the general public

SF

Legislative and partner agencies	SF
Tax preparers, trust lawyers, estate planners, CPA's re: easements	SF
People who will be inheriting land	SF
Realtors	SF
Legislative districts which already have existing connections with the Sierra (Sher, Simitian)	
Peninsula, Santa Monica Mtns., Berkeley, Oakland Hills, East Bay, Marin (long-time camp visitors)	SF
Boat owners and Marinas	SF
Environmental Attorneys	LA
Rural population	LA
RV and motel users	LA
Urban water users	LA
Chambers of Commerce	LA
REI customers	LA
L.A. fly fishermen	LA
Second Homeowners	LA
Snowmobilers, OHVers, hunters, fishermen, birders	VC
Audubon California	VC

Existing or potential programs that exist for communicating with areas outside the Sierra

Use existing NPS, USFS, BLM channels to reach people outside Sierra reach	VC
Reach Bay Area and recreation businesses that work in the Sierra	VC
Work with area customers: raft companies, camps, outfitters, and also conference centers, casinos, Yosemite Institutes, Sierra Club...	VC
Use the CREEC network - the California Regional Environmental Education Community Network and their Sierra Nevada contact.	VC
Remember to include the hikers, bikers from outside the area. Jim Sayer is head of a national bicycling program which, in fact, is touring the agriculture community September 2007.	VC
Connect with children, youth. This is the best way to educate adults. Boy Scouts and Girl Scouts and other youth programs that visit the Sierra Nevada - encourage them to include education about the resources.	VC
NPR	VC
Work with Sierra based recreation focused business because they have broad based constituencies	VC
Yosemite Institute is an example of a program that does a good job of educating youth	VC
Packaging tours in the range and targeting geo-tourists. The packages can be of an eco-recreational - or cultural. Work with our Visitors Bureaus; California	VC
Welcome Centers, and local visitor centers and chambers and the state to increase sustainable tourism and a positive message to those outside the range	VC

Sierra College's Sierra Nevada Virtual Museum has been accessed by more than 750,000 visitors from more than 85 countries worldwide. The interest in the Sierra beyond our region is very strong, particularly among elementary schools.	VC
SEDD's "The Frayed Rope NHA," it would encompass efforts on behalf of economic development, historic preservation, art, environment, year-round tourism, and much, much more.	VC
CA Stories has funding for youth media, film, radio, photography projects. Saving The Sierra was the first Sierra-based project, but hopefully not the last!	VC
There is a state rest stop rehab program; perhaps opportunity for displaying message	VC
Have curriculum for schools throughout the state include education about Sierra Nevada in the units on California history; so much of California's "brand" is really the history of the Sierra Nevada	VC
County of Kern has a television channel K-GOV	VC
"The Frayed Rope" refers to the appearance on a map of the network of trails that branched out from the California Trail in western Nevada to cross the Sierra north and south of Lake Tahoe.	VC
	VC

Existing or potential programs that exist for communicating with areas inside the Sierra

Communicate through existing news listservs like SNA Weekly, YubaNet weekly, SEDD, Sierra Business Council, locally owned community newspapers, water shed groups, Rafting companies and other recreational groups that rely on the environment in their business plan, Sierra Heritage Magazine, Conservation Corps to build capacity of other Sierra-wide groups	VC
Start SNC local citizen newsgroups in different regions	VC
Communicate through the The Sierra Nevada Arts Alliance (of arts councils in the range.) It is a good resource for public communication; each has some sort of newsletter and various public events where messages or an ad set could be extended; in each interested sector; They could extend the message through our various web, print, point of sale displays. Placer County Arts prints an arts newsmagazine 6 times per year for example.	VC
Hold mtgs. with Sierra media folks including the Bee on specific issues: development, resources mgmt, conservation, fire, local economies, etc., etc.	VC
Partner with Sierra College's Sierra Nevada Virtual Museum; Center for Sierra Nevada Studies; brand-new Sierra College Institute of Sustainability - Truckee (pilot program for our 3200 square mile district)	VC
Hold "Town Hall" type community meetings	VC
Work with the Sierra Nevada AmeriCorps partnership which is a federal program that has sent about 29 post-graduates into the Sierra to work with non-profit environmental organizations for one year. They are involved in educational outreach, monitoring, restoration efforts, as well as various other organizational activities.	VC
UC field stations such as Sagehen have good communication programs	VC

Projects with schools - as you did for the logo competition- this reaches families, as well. High schools Senior Project and community service requirements. Perhaps a memo to counselors in middle and high schools with a suggested list of possible community service projects related to the Conservancy goals and objectives.	VC
Co-ordinate with the ski industry which has taken a very proactive position on climate change and specifically AB 32. They would like to find others in the region to work with to expand the effectiveness of their outreach.	VC
Work to find funds to build communities' capacity for Internet connectivity and building infrastructure for high speed throughout the Sierra.	VC
Join in with Creek Week and Earth Week which takes place in the last two weeks of April. People throughout the Sierra could be united in activities together during this time.	VC
The Society of American Foresters (SAF) conducts a highly successful "Forest Institute for Teachers" at the UC Berkeley Forestry Summer camp outside of Quincy. is an excellent weeklong program for teachers that provides a melding of the Sierra's natural history and sustainable forestry that is a great opportunity for expanded cooperative efforts with the Conservancy.	VC
Local Fire Safe Councils are a great direct connection to community at a grass roots level, using the California Fire Safe Council Web site and the Grants Clearinghouse administered by CFSC which reaches out to all types of community groups, nonprofits, local, state and federal collaboration	VC
Attend and join in with the many festivals, events and attractions throughout the Sierra. These events draw folks from inside and outside the range.	VC
Communicate with scientific researchers in the Sierra. The Consortium for Integrated Research in Western Mountains would be helpful. Connie Millar, PSW/Albany is the key contact.	VC
Feather River Land Trust has a program with outreach to local schools	VC
Placer County's Ag Marketing Program is being held up as a model throughout the state and country.	VC
Farmer's Markets throughout the Sierra are ideal forums for educational outreach.	VC
Friends of the River type recreation/education programs	VC
Important to connect with diverse populations - e.g., cultures, through their cultural institutions (local community centers, elders, alternative media, Spanish language stations)	VC
Saving the Sierra: Voices of Conservation in Action project in association with NPR, Sierra College, Sierra Nevada Alliance, and others.	VC

Potential Partners

PGE Stewardship Council	SF
Save the Bay and their Girl Scout program	SF
Water Districts	SF
Sierra summer camps—is there a Camp Association?	SF
State Office of Historic Preservation	SF
CA Heritage Tourism Council	SF
MWD and DWP	LA
Other conservancies and NGO's	LA
Coalition for Clean Air	LA
Coastkeeper Alliance	LA
League of Conservation Voters—door to door canvassers	LA
Environment Ca (used to be CalPirg)	LA
PCL	LA
Outdoor education and nature centers	LA
LA Audubon and Sierra Clubs	LA
ACWA	LA
Museums—Autry Western Heritage Museum, Natural History Museum	LA
Car Insurance Companies	LA
Chambers of Commerce	LA
California Indian Environmental Alliance. Coordinate with recognized and non-recognized tribal groups	VC
National organizations that can underwrite 'Sierra' centered projects - e.g., AIA sponsoring national design competition to develop Sierra climate(s) specific designs for residential and commercial structures	VC
Economic Dev. Councils—SEDD	us
Arts Councils	us
Sierra Nevada Arts Alliance	VC
AmeriCorps	VC
Society of American Foresters	VC
Saving the Sierra	VC
Sierra College	VC
Fire Safe Councils	VC

Potential Media Partners

Editorial person from the Stockton record	SF
Outdoor writers	SF
Bay Area Backroads, Sierra Gold (Doug McCullum) Tom Sienstra	SF
Airline magazines	SF
LA Times	LA

Get links on many other Web sites	LA
VIA magazine	LA
Sunset magazine	LA
Hewell Hauser “California Gold”	LA
Make a Master Press List—segmented into different areas	SF

Potential Spokespeople

Ranchers	SF
Estate Planners etc	SF
SNC Board should act as messengers to the Board in their sub regions	SF
Fishermen	SF
Airline pilots	SF
Working landscape owners	LA
Ranchers	LA
Farmers	LA
Tribes	LA

Ideas-Printed Materials

Write a series of fact sheets about the SNC for media	SF
Write a series of fact sheets about economic incentives around the Sierra, e.g., easements, Mills Act, alternative building code, tax credits, preservation easements (like the State Office of Historic Preservation has)	SF
Produce magazine like “Coast and Ocean”. Could be “Mountains and Rivers”.	SF
Produce an annual Utne Reader type publication of Sierra Stories gleaned from a range of publications throughout the year	SF
Put people and their stories in all publications	SF
Create a map illustrating the varied landscapes in the SN	SF
Have an annual calendar	SF
Use other logos from the contest	Kerri

Ideas-Web site

Make the SNC Web site the standard reference for news and info about the Sierra	SF
Design a separate “Travelling in the Sierra” Web site	SF
Record successes on the web. Make a “click on county/region” tool to see local successes.	
Point out how the state has invested in the Sierra	SF
Ask for input on Web site, e.g., “is there a need we don’t know about?”	SF
Get links and info out on other people’s Web sites	LA

Ideas-Other Media Related

Hold a Video contest on YouTube—“What do you love about the Sierra?”	SF
Hold a Sierra Photo Contest	SF
Get into REI’s literature and Web site	LA

Ideas-Partnering with Water Districts

Work with water agencies to create a series of inserts for water bills connecting people's tap water with where the water comes from	SF
Create a menu of partnership ideas for water districts	SF
Partner with DWP on the Owens Valley project in some way	LA
Work with DWP and Mono Lake committee partnership to increase their education program to include the Eastern Sierra region as well as Mono Lake	LA
Work with DWP to participate in long term protection for the lands in Mono and Inyo County. They have no intention of selling, etc., except in very limited areas (urban line adjustments). They need to network with other agency landowners. These agencies are key constituencies.	LA
Work with DWP to increase involvement of RV users and motel users—but do education and outreach environmentally friendly rather than tacky.	LA
Work with DWP to design a strategic outreach plan. DWP wants to do bigger projects rather than small legal settlement projects. Broaden DWP's vision about where their consumers get water from. DWP itself needs to feel pride and responsibility for the area and wants their consumers to feel this too. Plan should include working with Chambers of Commerce in regions their water comes from, especially in this drought year. Also explaining that stewardship of L.A.'s water is in the hands of the people who live in the SN.	LA
Work with DWP to change DWP image in Mono and Inyo County. There are no established lines of communication between DWP and the counties right now. Perhaps a DWP/SNC joint op-ed in the LA Times using water conservation as a way to explain where the water comes from	LA
Work with DWP to help rancher land renegotiations	LA
Work with DWP and MWD to put informational inserts about Sierra water into their water bills	LA
Partner with MWD on creating projects with a Sierra component	LA
Work with DWP education program. It doesn't have a grants program—they have contracts with various entities to do education about things like recycled water, etc.	LA
Work with MWD k-12 programs. Needs to be approved by the MWD board	LA
Coordinate with DWP lessees who open up their ranches to visitors; working landscape owners, ranchers, farmers—helping them develop better relationship with metropolitan areas and people around them	LA
Partner with ACWA to reduce energy used in water transportation from the Sierra.	LA

Ideas-Education, Kids and Schools

Develop a curriculum re: connectivity of Sierra and ocean	SF
Develop educational materials for summer camps (who host urban kids and families)	SF
Ask airline pilots flying over the Sierra to point out that people are flying over the Sierra and that 60% of CA water comes from the Sierra, etc.	SF
Work with Audubon in LA and Sierra Club who have a new program to get people outdoors. Set ambitious goal—all kids should visit where their water comes from	LA

Work with outdoor education and nature centers—getting education about the SN to non-traditional families. LA

Partner with PGE and others to get urban kids out to the Sierra in service projects, planting projects. LA

Ideas-Easements and Realtors

Work with ranchers to host workshops about the benefits of easements SF

Develop a realtor certification for BMP's for historic preservation—"Certified Sustainable Realtor" SF

Work with Counties and cities to consolidate antiquated subdivisions and facilitate transfer of development rights SF

Work with state and whoever else to fast track the easement process SF

Ideas-Celebrating Successes

Put on receptions when projects are successful—try to link local and urban electeds to the success SF

Use mitigation successes from urban infrastructure growth (e.g., Hetch Hetchy) to publicize the Sierra SF

Start a "Sierra Appreciation Week" with proclamations, etc. Work with NGO's, schools, water districts, etc., to nominate projects and people. SF

SNC Board can issue recognition certificates for anything they want. Use these to recognize urban people SF

Ideas-Sierra Heritage

Work with Tourism Board and Ca Preservation Foundation, etc., to build a Sierra heritage tourism plan SF

Work with Caltrans, Tourism Board, etc., to form a Sierra Heritage Trail—like the Bay Trail and the PCT SF

Create materials/programs to show off small towns and the benefits of preservation—the importance of gold, etc., in the Sierra to Ca's history and cultural legacy SF

Ideas-Conservation and Restoration

Repeat LA's retrofit program in other areas—linking water conservation with the Sierra and building jobs at the same time. Example: Mono Lake Committee and CCC SF

Join with Coastal Commission Clean Up Day to spread river cleanups throughout the Sierra SF

Partner with State Parks and others to create an Oak Woodland State Park SF

Work with CCC, water districts and other to expand the Mono Lake/CCC/MELA program to SF and East Bay LA

Work with ? to create a series of Service Days; connecting with urban areas—shows sharing of resources LA

Ideas-Legislature (see also separate notes from Sac)

Pick 6 NGO's to fund and get support from their legislators. Help them build capacity and build SNC at the same time. Leverage their successes and ingrain SNC into the region

SF

Find a legislative champion (like Sher was) to ensure SNC gets into Bond Acts

SF

Ideas-Museums and Exhibits

Install an exhibit at the visitors center south of Lone Pine, Death Valley turn off—it's a big backpacker terminal there

LA

Install exhibits at all visitor centers throughout the state

LA

Have a permanent exhibit in the village at Yosemite park museum

LA

Design a traveling exhibit (maybe start with the logo contest travelling to public buildings around CA)

LA

Exhibit at museums—Autry Western Heritage Museum, Natural History Museum (which exists to do partnerships). SNC should link and make a partnership with museum exhibit production.

LA

Ideas-Speaking at Conference, etc.

Attend and speak at the State Bar Lawyers Conference in Yosemite (Tenaya Lodge) in the Fall. This includes lots of SoCal attorneys and govt. lawyers. About 300 lawyers attend.

Major cross section of environmental attorneys. Doing a SNC workshop. Do a display there. Hold a reception with light presentation. Get the keynote to talk about the SNC.

LA

Investigate other similar meetings (e.g., one at the Ahwanee-(Christel will let us know what this is))

LA

Speak at L.A. fly fishing association monthly dinners

LA

Ideas-Other Education

Work with utility companies and local govt. (property taxes bills, etc.) to educate second home owners. Welcome them rather than ostracize them.

LA

Use the License plate program to educate urban car owners. Cars are mostly in metropolitan areas of the state. Engage VIA magazine, Insurance companies

LA

Work with Sierra Tribes to educate urban audiences that there are really Indians in the SN.

Teach about their culture and their real live presence. Bring them to the city.

LA

Need to connect with transportation people (?)to get kids up to the Sierra

LA

Ideas-Miscellaneous

Facilitate legal settlements and put money towards capacity building

SF

Projects of Region-wide significance

Trail project

Nominate your historic trail place - each community send in nomination

Protection of viewsheds with signs at particular places

Geologic, Historic

Protect these hundred spots

This is your Wild Sierra marketing plan

Sophisticated marketing plan to communicate with recreation visitors
about recreation wild landscapes, wild animals

Appendix F: SURVEY QUESTIONS

Section 1:

Communicating with your organization/constituents

1. **Name**
Organization
Address
City
State
Zip
Tel

2. **What primary interest/constituency do you represent?**
Recreation/Tourism
Working landscapes (e.g., farming, ranching, timber, mining)
Water Quality
Air Quality
Community Development/Sustainable Communities
Natural resources
Cultural/historic/archaeological resources
Arts community
Natural disaster (e.g., fire, flood, etc.)
Public land use
Local/state/federal government
Other (please specify): _____

3. **How do you/your constituents prefer to receive information or direct communications from organizations like the SNC?**
Letter
Printed Newsletter
E-mail
E-newsletter
Phone call
Other (please specify): _____

4. **Please indicate whether you/your constituents typically use each of the following sources to get news or information about the Sierra by checking either 1-YES or 2-NO for each. Also please let us know which particular publications or sources you use in each category by including their name in the box provided.**

Local newspaper
Urban daily newspaper
Internet portals or specific Web sites
Internet blogs
Radio
Television
Local organization communications
Regional organization communications
Statewide/National organization communications
Other (please specify): _____

5. **What spokespeople do you/your constituents trust most for news about the Sierra?**
6. **Do you/your organization, or others you know, have existing communications networks or vehicles that SNC could tap into to get information out to constituents more efficiently? If so, please list them below**
7. **What is the most important thing the SNC should know about communicating with your constituents (such as; they don't typically use email, they are somewhat skeptical about the Conservancy; they are looking for project funding, etc.)?**
8. **How can the SNC better engage you/your constituents and more effectively address issues or concerns you/they may have?**

Section 2

Communicating with other organizations/constituencies

9. **What key target audiences do you think the Sierra Nevada Conservancy needs to communicate with to maximize its impact?**
10. **What other entities and organizations do you think SNC should partner with in joint communications efforts?**

Section 3

Your organization/constituents and the SNC

11. **What level of knowledge do you/your constituents have about the SNC?**

1-5 where 1 = none and 5 = very high

12. **What would you say is you/ your constituents' general perception overall perception of the SNC at this point?**
13. **How do you think the SNC differs from other entities in the Sierra Nevada region?**
14. **What information do you think you/your constituents want to know about the SNC?**
15. **Have you/your constituents participated in any SNC activities to date? (Please choose any that apply.)**
Board meetings
Field trips
Strategic plan workshops
Program/grant guideline workshops
IRWMP workshop
16. **What issues/questions/concerns do you/your constituents have regarding the Sierra or SNC??**

Final questions

17. **Have you seen examples of good communication tools that you think SNC should consider as a model - such as: specific e-newsletters, brochures, action alerts, Web sites? If so, please let us know what they are, and if possible, what entity created them.**
18. **SNC anticipates partnering with organizations within and outside the Sierra to communicate with different audiences. Are there any specific outreach or education programs you are aware of—yours or others'—that the Conservancy should explore for potential assistance and/or partnerships in the future?**
19. **Is there anything else you/your constituents would like SNC to know to help us improve as we plan for future outreach and communications?**

Appendix G: POTENTIAL PARTNERS AND PARTNERSHIPS

The following are categories of entities for possible partnerships to strengthen, utilize and build upon existing and prospective outreach and education efforts being carried out by key organizations, educators and communicators within the region.

Academic Institutions

- Community colleges and universities in the region or with programs related to the region, such as:
- Sierra College's Center for Sierra Nevada Studies/Sierra Nevada Virtual Museum/Institute of Sustainability;
- UC-Merced's Sierra Nevada Research Institute (SNRI), the first of UC Merced's signature interdisciplinary research institutes;
- University of California, Davis, and Sierra Nevada College's joint Tahoe Center for Environmental Sciences;
- University of Nevada, Reno's Desert Research Institute;
- UC field stations such as the Central Sierra Field Research Stations, a regional group of [UC Berkeley](#) field research & education reserves located on both sides of the Sierra crest north of Lake Tahoe; SNRI Wawona Field Station, dedicated to facilitating synergistic links among science, art, education, and natural resource management; and others;
- Information Center for the Environment (ICE), an environmental information brokerage and research laboratory in the Department of Environmental Science & Policy at the University of California, Davis;
- Individual scientific researchers and groups of researchers in the Sierra, such as the Consortium for Integrated Research in Western Mountains and others.

Agencies

- Resources Agency and its various departments
- Department of Conservation
- CALFED
- Department of Fish & Game
- CDF
- Department of Parks & Recreation
- Department of Water Resources
- Native American Heritage Commission
- Parks and Recreation Commission

- State Historical Resources Commission
- Wildlife Conservation Board
- Water Resources Control Board and Regional Boards (Valley, Lahontan)
- Urban and rural Water Districts

Agriculture

- Placer GROWN
- Calaveras GROWN
- Other county GROWN programs
- Foothill Farmer's Market Association
- Mountain Mandarin Growers' Association
- County Agricultural Commissioners
- California Farm Bureau (and individual chapters in the region)
- California Cattlemen's Association (and individual chapters in the region)
- University of California Cooperative Extension offices in region

Arts

- Sierra Nevada Arts Alliance
- Individual arts councils in the region

Driving

- Welcome Centers
- Local visitor centers
- Chambers of Commerce
- Car Insurance companies
- State rest stop rehab program

Environmental Organizations

- TPL
- TNC
- Sierra Nevada Alliance
- Mono Lake Committee
- Local Watershed groups
- Sierra Forest Legacy

Fire

- California Fire Safe Council
- Local Fire Safe Councils throughout region
- CDF
-

History/Heritage

- California Tourism Board
- Individual Tourism Boards and commissions throughout region
- California Preservation Foundation
- State Office of Historic Preservation
- California Heritage Tourism Council
- Museums—Autry Western Heritage Museum, Natural History Museum, Sierra College Sierra Nevada Virtual Museum, etc.
- Chambers of Commerce
- Saving the Sierra: Voices of Conservation in Action

Industry and Business groups

- Society of American Foresters (SAF) - "Forest Institute for Teachers" at the UC Berkeley Forestry Summer camp outside of Quincy
- California Ski Industry
- PGE
- Chambers of Commerce
- Local water districts
- State Bar –State Bar Lawyers Conference in Yosemite (Tenaya Lodge) in the Fall
- Environmental Attorneys
- Sierra Business Council

Media***Local Newspapers***

- Auburn Sentinel
- Auburn Journal
- Calaveras Enterprise
- Chico Enterprise-Record
- Inyo Register
- Lassen County Times
- Mammoth Times
- Mariposa Gazette
- Modoc County Record
- Mountain Democrat (Placerville)
- Plumas Bulletin
- Porterville Recorder
- Red Bluff Daily News
- Sacramento Bee
- San Francisco Chronicle
- Sierra Messenger
- Sierra Sun

- Sonora Union Democrat
- Southern Sierra Messenger
- The Sheet
- The Union of Grass Valley
- Union Democrat
- West Point News (monthly paper)

Regional daily newspapers

- Auburn Journal
- Fresno Bee
- Inyo Register
- LA Times
- Mammoth Times
- Modesto Bee
- Redding Record Searchlight
- Sacramento Bee
- San Francisco Chronicle
- Stockton Record
- Union Democrat
- Washington Post

Internet Portals Or Specific Web sites

- All regional newspaper Web sites.
- Caltrans and CHP sites for weather and road conditions
- County Web sites
- Forest Service and BLM Web sites
- friendsofdeercreek.org
- Google needs relating to: cultural, heritage, outdoor recreation; tourism issues
related to: communities, counties, regions
- KTNtalk.net
- My Mother Lode.com
- Resources Agency Web site
- Rough & Tumble news
- Sierra Business Council
- Sierra Nevada Alliance
- Sierra Nevada Conservancy Web site
- State Parks Web site
- Thumpertalk.com, KTMtalk.com, state parks, USFS, etc.
- TuCare
- Tuolumne River Trust
- USFS
- Wildlife Conservation Board Web site

- www.calforest.org
- www.firesafecouncil.org and e-newsletters
- www.foresthealth.org
- YubaNet

Internet Blogs

- Saving the Sierra Blog
- Act for Healthy Rivers "sewage blog" hosted nationally by American Rivers.

Radio

- KVIE
- KVMR
- KXJZ
- KXPR
- NPR

Regional Organizations' Communications

- American River Watershed Group
- Audubon Society
- Placer Land Trust
- BLM
- California Forests magazine (CFA Publication)
- California Licensed Foresters Association
- District 2 Calaveras County
- Environment California
- Farmland Trust
- Fire Safe Council meetings
- Foothill Conservancy
- Friends of the River
- MALT
- Mokelumne Coast to Crest Trail
- Saving the Sierra Radio show
- SBC
- Sierra Club
- Sierra Forest Legacy newsletter
- Sierra Nevada Alliance electronic newsletter
- Sierra Nevada Business Alliance information
- SJV Partnership, COGS
- Society of American Foresters
- SYRCL "Sierra Citizen" and regular e-newsletter
- The Monitor - Friends of Deer Creek newsletter
- TuCare

- Upper American River Foundation
- Chambers of Commerce

Statewide/National Organizations' Communications

- The Furrow (John Deere)
- AARP
- Ag Alert - Cal Farm Bureau
- AMA
- AMA Dist. 36
- American Farmland Trust
- Audubon
- BlueRibbon Coalition
- Cal 4wd
- California State Parks
- California State Water Resources Control Board
- CDF - Local Ranger Unit
- Central Valley Regional Water Quality C. Board
- CSAC
- Environmental Defense
- Foothill Conservancy
- Friends of the River
- High Sierra Tourism Council newsletter
- LAFCO
- MALT outreach
- Many special interest/non-profit
- National Association of Development Organizations and others
- National Geographic
- National Main Street
- National Parks
- National Parks Bulletins
- New York Times
- NRDC
- Planning and Conservation League
- RCRC
- SBC newsletter
- Sierra Club
- Sierra Fund
- Sierra Heritage
- Sierra Nevada Alliance
- Sierra Nevada Conservancy
- Sunset
- The New Yorker
- Tourism-related newsletters

- U.S. Bureau of Reclamation
- U.S. Geological Survey
- UC Wellness Letter
- USFS - Forest Supervisor
- VIA

Commercial Radio

- KVML
- KCBS
- KCNO Alturas, CA
- KMMT, KSRW
- KNCO
- KTIP 1450 AM
- KTKE
- KVML
- News Talk Radio - 1530 am
- Tom Sullivan Show, News Talk 1530

Commercial Television

- All Sacramento TV Stations including KVIE
- Channel 3, 10, or 13 news
- KCRA
- KRCR Redding, CA
- KVIE, NCTV
- INDEPENDENT COMMUNITY TELEVISION
- Channel 8, Sonora, CA
- KFCF
- NCTV based in Nevada City
- Sacramento News Channels (3, 10 & 13)

Local Organizations' Communications

- AMA Dist. 36
- Auburn Chamber
- CAL 4WD, etc.
- CNSA
- District 2, Calaveras County
- Ebbets Pass Forest Watch

- Farm Bureau Newsletter
- Friends of Deer Creek
- Friends of the Rubicon
- Land Trusts, Environmental Groups
- Lincoln Arts
- Lincoln Chamber
- Local Fire Safe Councils
- Many newsletters and magazines
- MyValleySprings.com
- North Tahoe Business Association
- Placer County Ag Guide
- PlacerARTS
- PlacerGROWN
- Placer Valley Tourism
- Sierra Business Council
- Sierra Club
- Sierra Fund
- Sierra Nevada Alliance, Sierra Club
- Sierra Watershed Council
- SYRCL newsletter "The Sierra Citizen"
- Tehipite Topics - Sierra Club newsletter for local area
- TuCare
- Tuolumne River Trust

Real Estate

- Tax preparers
- Trust lawyers
- Estate planners
- CPAs
- Realtors
- Second Homeowners

Recreation

- Raft companies
- Summer camps
- City camps (e.g., Berkeley camp, Stanford camp)
- Outfitters
- Other guide services (e.g., pack guides, fly fishing guides, trail guides)
- Conference centers
- Casinos

- Yosemite Institute
- Sierra Club Outings clubs
- Sierra-based recreation-focused business
- Boat owners and marinas
- RV and motel users
- Chambers of Commerce
- Snowmobilers, OHVers, hunters, fishermen, birders
- Audubon California and local chapters in region

Schools/Education

- Feather River Land Trust - has a program with outreach to local schools
- Outdoor education and nature centers
- California Regional Environmental Education Community Network and their Sierra Nevada contact: <http://www.creec.org/>
- Saving the Sierra: Voices of Conservation in Action project in association with NPR, Sierra College, Sierra Nevada Alliance, and others.
- CA Stories, with funding for youth media, film, radio, photography projects
- PG&E Stewardship Council's Youth Investment Program
- Individual schools with Senior projects/community service requirements

Tribal Groups

- California Indian Environmental Alliance
- California Indian Basketweavers Association
- Native American Heritage Commission (Larry Myers – contact from Crawford Tuttle)

Youth Programs within region

- Boy Scouts
- Girl Scouts
- Campfire Girls
- Yosemite Institute
- Educational summer camps
- CA Stories
- Saving The Sierra
- Local, Regional and State Government Officials and Agencies
- Local, Regional and State Water Agencies
- Local, Regional and State EPA Agencies
- Local, Regional and State Air Quality Agencies
- Conservation Organizations
- Local, Regional and State Economic Development Agencies
- Fire and Disaster Protection Agencies
- Private and Government Forestry Management
- Farmers, Ranchers and Cattlemen Organizations
- Arts Councils
- Chamber of Commerce's
- School Districts, Schools, Instructors
- Conference and Tourist Destination Marketers
- California Film Industry
- Potential Partners Submitted by LA Municipal Water District

Appendix H: INTERNAL SNC PROGRAM AND PROTOCOL RECOMMENDATIONS

INTERNAL SNC PROGRAMS AND PROTOCOLS

In order to effectively achieve its education and communication goals and to implement the recommendations included in this plan, the SNC should improve upon existing efforts and enhance materials, internal programs and protocols. The following actions are recommended:

1.0 DATABASE

The SNC needs to ensure that its contact database includes all key stakeholder groups and individuals that are critical to the Conservancy's success.

The database needs to include pertinent fields for sorting such as: issues of interest to each recipient, how the Conservancy got the person's name, what sub region each is in, and, possibly additional contact information such as: mailing address and/or phone number.

2.0 PRINT COMMUNICATIONS

Ensure that all SNC materials are made accessible (i.e., translated to different languages, distributed through appropriate entities, etc.) to diverse populations throughout the Sierra and the State

2.1 Printed Brochure about SNC:

A simple four-color tri-fold brochure emphasizing the work and accomplishments of the SNC, with compelling photos as a "leave behind" or a first point of contact with key audiences. (It is our understanding that the existing brochure will be updated in the near future.)

2.2 Printed Brochure about the Sierra:

A simple four-color tri-fold brochure emphasizing values and features of the Sierra to be used at key locations (chambers of commerce, rest stops, etc.) throughout the Sierra.

2.3 Fact Sheets:

A series of simple fact sheets about the SNC and the Sierra for use at events, such as "Sierra in the Capitol Day", conferences, on the Web site as individual pages, in press kits, etc. These would give more information than the brochures above.

Individual fact sheets should include:

- Who SNC is, why it was formed, how it is funded, and its geographic reach
- What SNC does and what its program areas are
- Sierra success stories
- Sierra Needs
- Stories of the Sierra
- Frequently Asked Questions
- Why should you care?
- Facts and statistics
- Map of the SNC area

2.1 Annual Report

A brief overview summarizing the activities of the organization and highlighting accomplishments of the SNC in the past year with photos and success stories. This Annual Report can be the basis of an annual conference as described in Section III: Strategies, Tools and Tactics.

2.2 "Utne Reader" publication

A collection of Sierra-related articles produced on a regular basis, either in print or electronically, and sent to SNC e-newsletter list. This effort should be closely coordinated with others providing such service.

3.0 ELECTRONIC COMMUNICATIONS

In an area with constituents as widely spread out as the Sierra, it is essential to capitalize on new electronic technologies in order to communicate effectively. The SNC should work with communication companies, economic resource councils, businesses, cities and counties to increase the availability of high-speed internet throughout the region.

3.1 Website

The SNC Web site should become a reliable reference for news and information about the Sierra. The SNC should consider hiring a news clipping service to maintain a library of recent

articles relevant to the Sierra. Sections to be included on the SNC Web site as follows:

- Mission – already on Web site
- Vision – buried the Strategic Plan document but not visible as a stand-alone on the home page
- Logo – which is currently under development
- What's new at SNC or in the Sierra
- Other pages mirroring factsheets above
- Calendar of Sierra events
- Downloadable images of the Sierra
- Press Room (more detail in Item 5.5 below)
- A page with links to other people's publications and reports.

Additional Web site: Consider setting up an additional Web site linked to the official homepage. This would give information about the Conservancy but mainly focus on the features of the Sierra region and opportunities for visitors and how to get involved in one of the Conservancy's or their partners' programs.

3.2 E-newsletter

An e-newsletter to be sent out on a regular basis to subscribers. This gives the SNC the opportunity to build a long-term relationship with its constituents.

3.3 Video and Web Conferencing

The videoconference organized by consultants, in the course of public outreach for this plan, received highly positive feedback from participants. The SNC has also used Web Conferencing with success and positive feedback. This allows significant public participation without the need for extensive travel. The SNC should continue to use these and other technology tools to supplement face to face meetings.

3.4 Social Networking tools

The SNC needs to install links on the webpage to social networking sites such as Digg, Delicious, Reddit, etc. Consider also uploading the SNC video onto pages like YouTube, Google Video, etc. and creating pages for the SNC on Web sites like MySpace, Second Life, etc.

3.5 Blogs

Assign staff members to contribute to relevant blogs concerning Sierra issues, e.g., Voices of the Sierra Web site.

4.0 DISPLAY COMMUNICATIONS

The following are key components for expanding existing outreach efforts and further implementing the SNC's Education and Communication Plan:

4.1 Booth display:

- a. A large display or self-standing kiosk to be used at conferences, seminars and outdoor events as a way of sharing information, educating and involving citizens and building awareness about the SNC and its work.
- b. A simple table-top display that can be easily transported and assembled by SNC staff.

4.2 Powerpoint/looping video presentation:

A PowerPoint or looping video presentation of the Powerpoint presentation offering an overview of the SNC and its work, highlights the need for and value of the work, SNC's accomplishments, work that remains to be done, and why the audience should support the work of the SNC.

4.3 Maps: An "atlas" of maps of the Sierra showing features such as land-ownership, natural features, parks, major trails, historic sites, festivals, etc. Maps can be used in displays or as hand-outs at events and conferences and could be reproduced on items like T-shirts for sale or other distribution.

5.0 COMMUNICATION WITH THE MEDIA

The following materials and practices should be maintained and enhanced by the SNC in order to effectively communicate with the media.

5.1 Media Protocol

A protocol for answering calls from reporters laying out whom, within SNC, is authorized to speak to the media, and who will be the various point people on general and specific issues and projects.

This protocol should be distributed and understood by all staff, both at SNC headquarters and at Area offices, to ensure uniform responses to reporters.

5.2 Media list

A detailed working list of specific media contacts throughout the state should be a segmented section of the SNC's larger contact list.

5.3 Media kit

A media kit to be distributed at a press conference or event, or given to a reporter to provide background information for an interview or news story.

5.4 Press Releases

A template for SNC Press Releases that can be used by SNC headquarters staff and satellite offices.

Additionally, boilerplate wording should be developed about the SNC for inclusion in partners' Press Releases, e.g., when an SNC-funded project is announced or completed.

5.5 Press Room

A dedicated "Press Room," on the SNC Web site - a one-stop service for reporters needing information about the SNC and the Sierra, (see 3.1 above for more information on Web site recommendations).

5.6 Editorial Pages

SNC staff should look for opportunities for Board members and staff to submit op-ed pieces and letters to newspapers in the Sierra and in urban centers about SNC projects and Sierra issues. Staff should also meet regularly with editorial boards of major newspapers in the area to update them on Sierra issues and SNC projects.

5.7 Spokespeople

Third-party spokespersons should be recruited who can enhance the credibility of the SNC by speaking about Sierra issues at media events, in the legislature or by writing op-eds.

6.0 SNC INTERNAL ORGANIZATION

- 6.1** Ensure that a single SNC staffer has responsibility for coordinating SNC's communication strategy. Items to be included in this strategy should include:
- 6.1.1** Ensuring that appropriate SNC staff develops and maintains regular contacts to build, develop and maintain relationships with the key target audiences identified in Section III of this plan, including meeting schedules, timelines and staff responsibility areas.
 - 6.1.2** Designing an in-house "style guide" that formalizes and streamlines specific language to describe each of the SNC programs and ensuring universal language around SNC and Sierra issues throughout all the SNC offices.
 - 6.1.3** Developing a set of protocols regarding other groups' requests for use of the SNC Web site, e-newsletter and electronic mailing list.
 - 6.1.4** Developing mechanisms for feedback at every public meeting. Electronic surveys, a feedback section on the SNC Web site and e-newsletter can be used to encourage feedback.
 - 6.1.5** Ensuring that all SNC information is regularly updated, e.g., Web site, contact database, media list, e-library.
 - 6.1.6** Assigning SNC staff to attend press briefings, press conferences, conferences hosted by key partners, and technical presentations. Staff should also proactively research, identify and prioritize issue- or geographically specific festivals, events or attractions taking place throughout the Sierra for an SNC representative to attend as a speaker, presenter or attendee.
 - 6.1.7** Identifying grant programs administered by agencies (such as MWD, LADWP, PGE) to serve as partners in promoting programs that emphasize SNC goals.
 - 6.1.8** Ensuring that SNC staff is represented on committees where decisions are being made about potential funding which could be directed towards SNC program areas and aligned to SNC goals.