

**To:** Nikki Moore[nmoore@blm.gov]; Robert Wick[rwick@blm.gov]; Cindy Osorto[cosorto@blm.gov]  
**From:** Butts, Sally  
**Sent:** 2017-02-07T13:25:44-05:00  
**Importance:** Normal  
**Subject:** Fwd: National Conservation Lands Communications Plan  
**Received:** 2017-02-07T13:26:14-05:00  
[Communications Plan--Messages Outline 20Oct16.docx](#)  
[Communications Plan--Q&As 12Oct16.docx](#)  
[Communications Plan--Revised Draft Plan-rhawks 19Oct16.docx](#)  
[TaskList 31Oct16.docx](#)

For discussion at the meeting I just scheduled this Friday at 1pm.

Sally

----- Forwarded message -----

**From:** **Hawks, Robin** <[rhawks@blm.gov](mailto:rhawks@blm.gov)>  
**Date:** Tue, Feb 7, 2017 at 12:30 PM  
**Subject:** Fwd: National Conservation Lands Communications Plan  
**To:** Sally Butts <[sbutts@blm.gov](mailto:sbutts@blm.gov)>

Hi Sally,

Here are the Communications Messages that we have collectively worked on and the Qs and As that the program leads helped with. I hope we can consider the new 4-6 pages of conservation messages (requested by Neil) as part of a comprehensive package that we can post on the inter/intranet as a resource for future communication needs.

Thanks for your help. I am happy to get together to discuss.

Robin

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----- Forwarded message -----

**From:** **Hawks, Robin** <[rhawks@blm.gov](mailto:rhawks@blm.gov)>  
**Date:** Thu, Feb 2, 2017 at 11:35 AM  
**Subject:** National Conservation Lands Communications Plan  
**To:** Nikki Moore <[nmoore@blm.gov](mailto:nmoore@blm.gov)>

Hi Nikki,

The plan, Q and As, messages, and task list are attached to the trailing e-mail. I will print out the messages and Q and As for your consideration as you review the set of "Key Conservation Messages" that Bob and Sally are working on (and that grew out of our briefing for Neil). I hope we can fit them in as part of the overall package.

Robin

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----- Forwarded message -----

From: **Hawks, Robin** <[rhawks@blm.gov](mailto:rhawks@blm.gov)>  
Date: Tue, Nov 1, 2016 at 9:23 AM  
Subject: Update National Conservation Lands Communications Plan  
To: Jeff Krauss <[jkrauss@blm.gov](mailto:jkrauss@blm.gov)>  
Cc: Christopher McAlear <[cmcalear@blm.gov](mailto:cmcalear@blm.gov)>

Hi Jeff,

As potentially relevant to the meetings today and tomorrow, I am sending you the most recent version of the National Conservation Lands communications plan, talking points, Q and As, and task list that I have worked on with Bob Wick, Michelle Barret and Safura Saeed. The Division Chiefs/DDCs, Bob, Michelle and Safura had only a few very minor edits (to the task list) during the most recent round of review that ended yesterday, and those are incorporated into the attached.

Best regards, Robin

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----- Forwarded message -----

From: **Hawks, Robin** <[rhawks@blm.gov](mailto:rhawks@blm.gov)>

Date: Thu, Oct 20, 2016 at 1:43 PM

Subject: Update on Communications Plan

To: Michelle Barret <[mbarret@blm.gov](mailto:mbarret@blm.gov)>, Safura Saeed <[ssaeed@blm.gov](mailto:ssaeed@blm.gov)>, Robert Wick <[rwick@blm.gov](mailto:rwick@blm.gov)>

Cc: Adrienne Dicerbo <[adicerbo@blm.gov](mailto:adicerbo@blm.gov)>

Michelle, Safura and Bob,

Thanks again for your help in updating and modernizing the National Conservation Lands Communications Plan! As you are aware, Elizabeth Ladwig's detail ended shortly after she had circulated the Communications Plan documents for comment and proposed some responsive revisions. I have recently reviewed her final draft and made additional changes. In particular, I have worked to improve the alignment of the 15 year strategy, tactics and task lists.

The plan is intended to provide the overall strategy that we have pursued and continue to pursue. The task list distinguishes between those tasks that are complete/or continuing from those that remain to be accomplished, with the latter shown in bold/italics. As Bob suggested early on, I suggest that WO-400 use this plan as a framework and specify annual implementation strategies (specific social media campaigns, media targets, national events, etc.) and prioritize them in our annual priority exercise (and operating budget development).

I have just shared this version with the WO-410 and WO-420 Division Chiefs/Deputy Division Chiefs for their review and discussion with their staffs, and asked for any feedback by October 30th. If you have additional feedback/comments/corrections, I would also welcome those at this time.

By the first week of November, I hope we can post the component parts on our intranet site for use (and future update as needed).

Thanks again! Robin

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Sally R. Butts, J.D., Acting Division Chief

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## National Conservation Lands Q & As

### **National Conservation Areas, National Monuments, and Similar Designations**

1. What is included in the program?
  - a. 25 National Monuments (NM)
  - b. 16 National Conservation Areas (NCA), 5 similarly designated lands such as outstanding natural areas and forest reserves.
  - c. 223 Wilderness Areas (over 8.7 acres)
  - d. 517 Wilderness Study Areas (WSAs) (about 12.6 million acres)
  - e. 69 Wild and Scenic Rivers (about 1,001,358 acres)
  - f. 13 National Scenic and Historic Trails (over 5,078)
  - g. Conservation Lands of the California Desert
  
2. What does the program do?
  - a. Manages NM&NCAs for purposes like conservation, protection, restoration, and enhancement of objects and values discussed in their enabling legislations/proclamations.
  - b. Ensure the multiple uses for which NM&NCAs were designated give the public access to and enjoyment of public lands.
  - c. Develops and tracks budgets; reviews land use plans and other programs' policies for consistency; makes and interprets its own national policy; provides training and other information to managers of new NM&NCAs; and reviews legislation and testimony.
  
3. How is the program funded?
  - a. Congressional allocation from the NM&NCA specific "subactivity 1711".
  - b. Relies on other BLM programs such as cultural, recreation, range etc. to fund work on the ground.
  - c. Contributions from volunteers and partners.
  
4. How are National Monuments and National Conservation Areas designated?
  - a. Two ways:
    - i. Act of Congress, signed by the president.
    - ii. Public proclamation issued by the president pursuant to the Antiquities Act of 1906.
  - b. No one statute provides standards or directs their management—these are outlined in each individual proclamation or law.
  
5. What am I allowed to do on my local National Monument or National Conservation Area?

## National Conservation Lands Q & As

- a. Depends on the law that designated it and the land use plan made by the BLM. In general, a broader array of uses is permitted than similar national park units, e.g. hunting; pets, etc. are normally permitted.
- b. Find out what can be done on an NM or NCA by contacting the local BLM field office.
- c. Most low-impact uses such as hiking, hunting, and equestrian uses are allowed; most potentially higher-impact uses such as Off Highway Vehicle use are restricted to certain times or places, or are prohibited where resource or visitor conflicts occur.

### Trails

1. How are trails designated?
  - a. Established by Congress in 1968, the National Trails System Act designated the first national trails.
  - b. Additional trails are designated by Congress through a two phased process:
    - i. Authorize a feasibility study of the proposed trail and assign a Department (either Interior or Agriculture) to conduct the study.
    - ii. Depending on the feasibility study, a National Trail will be designated, a route will be officiated, and the National Trail Administrations is assigned to a department.
2. What is the Federal Interagency Council on Trails?
  - a. The FICT is a working group that works to foster the development of America's trails by:
    - i. Enhancing federally designated trails of all types.
    - ii. Coordinating items such as mapping, signs and markers.
    - iii. Ensuring trail issues are integrated in Federal agency programs.
    - iv. Developing a Memorandum of Understanding (MOU) among the agencies for long term cooperation.
3. What is the difference between a scenic and a historic trail?
  - a. National Scenic Trails provide outdoor recreation, conservation, and enjoyment of the various scenic qualities of the areas they pass through.
  - b. A National Historic Trail extends along a historic trail or route of travel with national significance. The designation identifies and protects historic routes, remnants, and artifacts for public use and enjoyment.
4. What is the difference between administration and management of National Scenic and Historic Trails?

## National Conservation Lands Q & As

- a. Administration entails trail-wide coordination. Each National Trail is assigned to one or two Federal agencies for administration. Depending on funding, the agency responsibilities include: coordinating agencies and partner organizations in planning, marking, certification, cooperative/interagency agreements, and financial assistance.
  - b. Management deals with on-site jurisdiction. Various entities own or manage lands along National Trails, so management responsibilities include: inventorying resources, planning/developing trail segments, trail maintenance, and managing visitor use.
5. What are some key program policy points of the Trails program?
    - a. Conserve, protect, and restore National Trail resources and values.
    - b. Promote preservation, public access, travel opportunities, enjoyment, and appreciation of National Trails for present and future generations.
    - c. Address proposed actions w/in the Trail management corridor through environmental assessment or Environmental Impact Statement (EIS) process.
    - d. Identify goals, objectives, and desired outcomes for the National Trails.
  6. What are some things that go into the administration of National Trails?
    - a. Establishing Advisory Councils and make and maintain cooperative relationships.
    - b. Protection of property interests.
    - c. Trail marking, studies, reports, official map maintenance, and funding.
  7. What are some things that go into National Trail management?
    - a. Inventory, documentation and assessment of:
      - i. Trail resources, values, and qualities.
      - ii. Opportunities for improvement.
      - iii. Existing land uses and prior rights.
    - b. Use of Federal Trail Data Standards.
    - c. Establishment of land use plan decisions.
    - d. Mitigation where adverse impacts are unavoidable. (E.g. restoration or enhancement of values or other parts of the trail to offset impacts).

### **Wild and Scenic Rivers**

1. What are the primary effects of Wild and Scenic River (WSR) designation?
  - a. Protection and enhancement a river's current natural condition and provide for public use consistent with retaining those values. Designation provides certain legal protections from adverse development.
2. How are rivers designated?

## National Conservation Lands Q & As

- a. The original Wild and Scenic River Act was established in 1968 and designated 8 rivers and segments, two of which are BLM.
  - b. Additional WSRs are designated two ways:
    - i. Act of Congress
    - ii. By the Secretary of the Interior
3. What makes a river eligible for the National System?
- a. A river must be free-flowing and contain at least one object, resource, or value (e.g. fishery, recreation, cultural, scenic, etc.).
4. What is a river's classification and how are rivers classified?
- a. Once determined eligible, river segments are tentatively classified for study as either wild, scenic, or recreational based on the level of development of the shoreline, watercourse and access at the time the river is found eligible.
5. What are the effects of WSR designation on private landowners within the river corridor?
- a. Designation does not give or imply government control of private lands within the river corridor. Many rivers include private lands within the boundaries of the designated river area, but management restrictions would apply only to federal lands. Federal government has no power to regulate or zone private lands under the Act.

### Wilderness

1. What is Wilderness?
  - a. A designation defined in the Wilderness Act of 1964 to provide long term protection and conservation of public lands.
2. What did the Wilderness Act do?
  - a. Established a national policy to preserve Wilderness
  - b. Established a definition of Wilderness
  - c. Established a National Wilderness Preservation System
  - d. Designated the first 9.1 million acres of legally protected Wilderness
  - e. Established a single, consistent wilderness management direction
  - f. Mandated a Wilderness review process
  - g. Asserted the exclusive power of Congress to designate a Wilderness area
3. How is Wilderness designated?
  - a. Under the Wilderness Act, Congress has exclusive power to designate Wilderness as well as the power to un-designate Wilderness or change the boundaries.

## National Conservation Lands Q & As

4. What uses occur on BLM-managed Wilderness?
  - a. Protection of air and watersheds; maintenance of soil and water quality, ecological stability, plant and animal gene pools, protection of archaeological and historical sites, habitat for wildlife; and livestock grazing.
  - b. Outdoor recreation opportunities include: hunting, fishing, hiking, horseback riding, and camping.
  
5. What are some other uses that occur on Wilderness?
  - a. Air quality designations, fire management, landowner access, lands acquisition within a Wilderness, livestock developments, use of vehicles to support livestock grazing, mining and mineral leasing, mineral exploration, disabled use, search and rescue, and water rights.
  
6. What are Wilderness Study Areas?
  - a. Under the Federal Land Policy and Management Act of 1976 the BLM surveys roadless areas for wilderness characteristics to be able to designate WSA's.
  - b. *Keeping it Wild 2*, the interagency strategy for monitoring wilderness character, describes wilderness character as a holistic concept based on:
    - i. Biophysical environments free from modern human impact
    - ii. Personal experiences in natural environments
    - iii. Symbolic meanings of humility, restraint, and interdependence that inspire human connection with nature.
  - c. The 5 qualities of wilderness character are that the area is: untrammeled, natural, undeveloped, has solitude or primitive and unconfined recreation, and other features of value.

## National Conservation Lands Key Messages

### Internal - General Messages

- Short Messages
  - Under FLPMA, conservation and sustained yield are integral parts of the Bureau of Land Management's mission.
  - National Conservation Lands play a key role in the conservation side of BLM's multiple-use and sustained yield mandate.
  - Conservation is playing an increasingly larger role in BLM's mission, making this an exciting new era for the BLM.
  - The National Conservation Lands hold invaluable historical and cultural significance.
  - National Conservation Lands compliment development demands placed on other BLM lands by ensuring that areas with high conservation values are protected.
  - National Conservation Lands can provide a positive face for the BLM to a broad segment of the American public.
  - Almost all Field Offices have one or more units of the National Conservation Lands within their boundaries.
  - These lands serve as a first class laboratory for scientists and historians from all around the world
  - The National Conservation Lands help drive our nation's \$646-billion outdoor recreation economy.
  
- Longer Messages
  - As part of our modern mission, we protect some of the most scenic and iconic areas in the country, including Red Rock Canyon, the Rio Grande del Norte, the Grand-Staircase Escalante, the Upper Missouri River Breaks, the heart of the Sonoran Desert, the Canyonlands of southern Idaho, and the King Range National Conservation Area along the coast of California.
  - The BLM mission for the National Conservation Lands is to conserve, protect, and restore nationally significant landscapes that are recognized for their outstanding cultural, ecological, and scientific values. These lands continue to support many traditional activities, such as hunting and fishing, livestock grazing, and Native American cultural and religious practices.
  - The National Conservation Lands make up 11 percent of BLM-administered lands and are designated to restore, protect, and conserve the diverse natural, cultural, and historic resources found within them. Local economies are rewarded as these lands attract visitors as well as new residents who want to be near these special places.
  - The National Conservation Lands play an integral role in the Department's landscape scale approach to management and the BLM's leadership role. The BLM is developing state-of-the-art regional databases from the results of Rapid Ecoregional Assessments and revising its approach to land use planning.
  - The National Conservation Lands offer a high level of durability for investment of mitigation funding in meeting the goals of the department and BLM's new mitigation strategies.

### External - General Messages

## National Conservation Lands Key Messages

- Short Messages
  - The mission of the National Conservation Lands is to conserve, protect, and restore these nationally significant landscapes that are recognized for their outstanding cultural, ecological, and scientific values.
  - The National Conservation Lands are places that spark the imagination. Their spacious beauty has drawn people to the West for generations. The National Conservation Lands sustain for the future—and for everyone—these remarkable landscapes of the American spirit.
  - The National Conservation Lands are places where you can explore, hike, hunt, fish, and enjoy the natural and cultural splendor of the American West. They offer unequalled opportunities for education, scientific study, and self-discovery.
  - The National Conservation Lands are big, less crowded, and offer more ways to explore than other protected areas.
  - BLM manages over 45 National Monuments and National Conservation Areas, designated to protect objects of historic or scientific interest on public lands and encompass lands of tremendous beauty and diversity, ranging from the rugged California coastline to colorful desert canyons.
  - BLM manages approximately 28% of all Wilderness Areas, consisting of rugged mountain ranges, broad valleys, and desert plains that include the surviving remnants of the vast natural landscape that once covered all of North America.
  - BLM manages land along 18 of the 30 National Scenic and Historic Trails nationwide. National Scenic Trails provide for outstanding outdoor recreation and National Historic Trails follow a historic trail or route of national significance.
  - BLM manages approximately 20% of the National Wild and Scenic Rivers System, established to preserve certain rivers with outstanding natural, cultural, and recreational values in a free-flowing condition for the enjoyment of present and future generations.
  - The National Conservation Lands help drive our nation’s nearly \$650-billion recreation economy.
- External Longer Messages
  - The National Landscape Conservation System, or National Conservation Lands, encompasses nearly 32 million acres of specially designated places, whose wild character and world-class resources are under the stewardship of the Bureau of Land Management (BLM). Through the National Landscape Conservation System—created in 2000 and formally established by Congress in 2009—the BLM works to conserve, restore, and protect its National Conservation Lands for present and future generations.
  - There are nearly 900 units of National Conservation Lands; they include national monuments, national conservation areas, wilderness and wilderness study areas, national wild and scenic rivers, national scenic trails, and national historic trails. Largely primitive and undeveloped, National Conservation Lands fill a vital niche. They are critical to maintaining large ecosystems throughout the Nation and supporting the animal and plant species that depend on those landscapes. They provide wide, open spaces and preserve the record of geologic change,

## National Conservation Lands Key Messages

- prehistoric life, and thousands of years of human history, cultures, and traditions on the public lands.
- These lands are working landscapes that support a broader mix of uses than similar designations managed by other agencies. More than 99% of acreage is open to livestock grazing as well as hunting and recreational shooting, and Native American cultural and religious practices. Conservation is a top priority for these lands, but opportunities for a variety of land uses make the National Conservation Lands unique.
  - National Conservation Lands offer visitors premier opportunities for solitude, learning, and recreation. They are visitor magnets and host one-quarter of all recreation use on BLM lands. Local economies are rewarded as these lands attract visitors as well as new residents who want to be near these special places.
  - Every year, the BLM is discovering more and more people who want to join in the agency's efforts to care for National Conservation Lands. With the help of friends groups, youth groups, and schools—and many other volunteers, young and old—the BLM is forging a new conservation model to manage and protect these remarkable landscapes for present and future generations to enjoy.
  - BLM strives to form partnerships with local communities to participate in joint stewardship and build shared ownership in successes. These are your lands, and the BLM wants your input.
  - National Conservation Lands are a growing component of America's protected lands. A large percentage of the new National Monument and Wilderness acreage in the contiguous U. S. over the past 20 years are under BLM stewardship as part of the National Conservation Lands. Thus, the idea of the National Conservation Lands is relatively new and up and coming, making this an exciting era of conservation.

### External - Specific Messages

- Recreationist
  - Motorized Recreation
    - Short Messages
      - Opportunities for many forms of off highway vehicles are available in the National Conservation Lands.
      - There are amazing opportunities for everything from motorcyclists to snowmobilers.
    - Long Messages
      - National Conservation Lands have hundreds of miles of trails and primitive roads that are available for motorized recreation such as off road motorcycling and other off-highway vehicles.
      - Black Rock Desert-High Rock Canyon Emigrant Trails NCA in Nevada provides riders an opportunity to follow the path of 19th century emigrants on the Applegate National Historic Trail.
      - In Alaska, snow machine riders can explore Steese NCA or ride along the world famous Iditarod National Historic Trail.

## National Conservation Lands Key Messages

- Incredible opportunities for solitude and scenery, as well as adventure, await off highway vehicle riders in the BLM's National Conservation Lands.
- Non-Motorized (hiker, equestrian, mountain biker, boaters)
  - Short Messages
    - National Conservation Lands provide opportunity for a wide range of non-motorized recreation such as bird watching, mountain biking, hiking, and boating.
    - Economic contribution of “quiet recreation” 2014
      - 38 million quiet visits
      - 25,000 jobs
      - 800,000,000 personal income
      - Economic output 2.8 million dollars
  - Long Messages
    - Public lands managed by the BLM as part of the National Conservation Lands have hundreds of miles of trails open to hiking, and mountain biking. The National Conservation Lands work cooperatively with nonprofit groups and trail users to ensure that these trails provide an enjoyable and scenic experience.
    - National Conservation Lands can offer stunning views of red Aztec Sandstone canyons, unique wildlife, and much more, all accessible by foot, horse, and boat.
- Hunters & Fishers
  - Short Messages
    - The BLM strongly supports the goal of promoting recreational fishing, hunting, and shooting opportunities on the public lands.
    - Over 98% of land in the National Conservation Lands is open to hunting.
    - Through a cooperative relationship with state agencies first rate hunting and fishing opportunities have been created throughout the conservation system.
    - The BLM uses its partnerships to accomplish on-the-ground conservation work throughout the country.
    - In addition to managing game habitat, areas in the conservation system have also reintroduced game species formerly extirpated from the area.
  - Long Messages
    - The BLM works closely with national partners to promote hunting, fishing and shooting on public lands through the Federal Land Hunting, Fishing, and Shooting Sports roundtable and Wildlife and Hunting Heritage Conservation Council.
    - BLM works with Tread Lightly! To educate recreationists about responsible shooting to encourage good stewardship.

## National Conservation Lands Key Messages

- Vermilion Cliffs National Monument provides habitat for desert bighorn sheep, pronghorn, mule deer, and chukar.
  - The Colorado Division of Wildlife has designated the Gunnison River in Gunnison Gorge National Conservation Area as a Gold Medal Trout Fishery supporting excellent rainbow, brown, and cutthroat trout population.
- Conservationists
  - Short Messages
    - National Conservation Lands are critical to the protection of the Nation's natural, cultural, and paleontology resources.
    - These Lands serve as a first class laboratory for scientists and historians from all around the world.
    - Over 30 percent (223) of the special status species found on BLM lands are on National Conservation Lands.
    - Some places are too special to build roads on, mine, or develop. The National Conservation Lands protect our most public lands with the most significant natural, cultural, and historic value.
  - Long Messages
    - National Conservation Lands are critical to maintaining large ecosystems throughout the Nation and supporting the animal and plant species that depend on those landscapes. They provide wide, open spaces and preserve the record of geologic change, prehistoric life, and thousands of years of human history, cultures, and traditions on our public lands.
    - These lands conserve landscapes instead of isolated islands. From an ecological perspective these sweeping, contiguous settings serve to sustain biodiversity, provide environmental resilience, and retain habitat connectivity.
    - These lands contain some of the highest resource values and are opportune for investing in off-site restoration/mitigation funding.
    - National Conservation Lands conserve majestic examples of America's unique flora and fauna, such as the most massive (Giant Sequoia), oldest (Bristlecone Pine), and tallest tree species (Coastal Redwood).
- Media Messages press releases monument designations
  - Short Messages
    - By advertising important components of the National Conservation Lands we perform important public outreach.
    - The BLM has initiated the recreation mapping project to provide easily accessible outdoor recreation maps for the public.
    - The Vintage Landscape Posters series shines a spotlight on the awe-inspiring landscapes of the National Conservation Lands.

## National Conservation Lands Key Messages

- The National Conservation Lands help drive our nation's \$646-billion outdoor recreation economy.
  - The National Conservation Lands are little-known wonders of wilderness.
- Long Messages
    - National Conservation Lands encompass National Conservation Areas, Wild and Scenic Rivers, Scenic and Historic Trails, and Wilderness areas. Because of this National Conservation Lands has had the opportunity to participate in the Wilderness 50th anniversary, and is currently preparing for the 50th anniversaries of the Wild and Scenic Rivers Act, and the National Trails Act.
    - The BLM has been working towards a new "Look and Feel", a new visual identity for the National Conservation Lands to better connect with the public. We hired Interbrand, a renowned marketing and branding firm to help BLM develop this new "look and feel", which includes a wordmark, or logo, as well as a suite of creative elements that will be consistently applied to signage, print and digital materials.
- Tribal Messages
    - Short Messages
      - The BLM has partnerships with many tribes to cooperatively manage various national monuments and national conservation areas. These lands belong to the people, so tribal input is highly important.
      - The BLM has assistance agreements, MOU's, cooperative agreements, etc. with tribes near 7 National Monuments and National Conservation Areas.
    - Long Messages
      - The BLM has a partnership with the Pasqua Yaqui Tribe in the form of a free use vegetation permit to conduct ongoing grassland restoration within the Las Cienegas NCA. Additionally the BLM has volunteer agreements to maintain the interpretive Heritage Discovery Trail.
      - The California Coastal NM and the Arcata Field Office have MOUs with the Yurok Tribe and the Cher-Ae Heights Indian Community of the Trinidad Rancheria concerning the establishment of a BLM lead Seabird Protection Network. The monument and the Ukiah Field Office work with the Manchester Rancheria Band (Bokeya) of the Pomo Indians and the Kashia Pomo Indians concerning planning efforts with the Point Arena-Stornetta Unit's cultural resources program and RMP Amendment and the vegetation restoration of a small island off of Gulala, CA. The monument and the Bakersfield Field Office work with the Chumash Indian Tribe (numerous Bands) concerning oil spill response on the coast of Santa Barbara County.
      - The BLM has a cooperative agreement with the Agua Caliente Band of Cahuilla Indians to manage Federal lands within and outside the

## National Conservation Lands Key Messages

boundaries of the Agua Caliente Indian Reservation where it occurs within the Santa Rosa-San Jacinto Mountains NM.

- BLM conducts annual tribal consultation for the Canyons of the Ancients NM and the Tres Rios Field Office.

- Tourism Messages

- Short Messages

- The impressive range of sights and experiences available on National Conservation Lands units are perfect for short day excursions or long road trips.
- National Conservation Lands protect world renowned sites with extraordinary resources, objects and values.
- Open to All: The National Conservation Lands protect our wildlife habitat, clean water, history, and outdoor traditions.

- Long Messages

- From Grand Staircase National Monument in Utah to the Steese NCA in Alaska, the National Conservation Lands offer opportunities to experience magnificent sights all across the country. You can follow in the steps of historical figures, or quietly fish along a scenic river.
- From soaring arches and towering mountains to ancient lava flows and caves hidden deep beneath the ground, the geological resources of the conservation system inspire a sense of wonder in visitors and scientists alike. The system protects and conserves these landforms to maintain their beauty for future generations and to help scientists discover how America's most magnificent landscapes were born.
- New Mexico's Fort Stanton-Snowy River Cave NCA has the Snowy River, a five mile long formation of calcium carbonate that may be the largest mineral deposit of its kind.

- Youth Messages

- Short Messages

- The National Conservation Lands are little-known wonders of the West. They are ruggedly beautiful, untouched places for you to discover and explore.
- The National Conservation Lands provide opportunities for young people to begin public service careers through our engagement programs. You can have an inspiring, fulfilling career contributing to the conservation of these lands.
- Opportunities exist across all BLM states for youth engagement in public lands. If you live in a BLM state, there are inspiring lands near you, waiting to be explored.
- These lands are yours to use however you wish: Play, Learn, Work, and Serve.

- Long Messages

## National Conservation Lands Key Messages

- BLM also has an outdoor education program, Youth in Wilderness, with the Pasqua Yaqui Tribe and the Tohono O’ dham Nation on both the Las Cienegas NCA and the Ironwood Forest National Monument. The partnership focuses on connecting urban tribal youth with natural areas on the NCA and monument and helping them learn from tribal elders about the cultural associations with wildlife and plants in these areas.
    - In keeping with the Secretary’s goal of “engaging the next generation” during FY2014 more than 3,100 youth hired by the BLM removed invasive species, monitored water quality, improved wildlife habitat, and completed a host of other critical resource projects.
  - Educator Messages
    - Short Messages
      - Our sites have numerous interpretive opportunities for visitors to learn about history, culture, paleontology, geology, and much more.
      - The teacher-staff partnerships developed in programs like Teachers on the Public Lands strengthen connections between the BLM and local schools.
    - Long Messages
      - Educational programs are essential for the BLM to achieve its mission of sustaining the health, diversity, and productivity of America’s public lands. Public lands are significant resources for engaging learners of all ages about their cultural heritage and the natural world in which they live.
      - Hands on the Land is a national network of field classrooms that connects students, teachers, and community volunteers to America’s public lands. Educators can work with the BLM to customize hands on experiences using local, natural, historical and archaeological settings to bring classroom learning to life.
      - Teachers on the Public Lands program is an initiative launched in 2014 that allows ten teacher “interns” to spend their summer breaks at Hands on the Land sites in their local communities where they can engage in site education projects, observe BLM resource management, and develop lesson plans that BLM employees, teachers, and community volunteers can use in the future.
      -
  - Industry Messages (ex. Cattlemans beef association)
    - Short Messages
      - Businesses interact with ecosystems by using ecosystem services and contributing to ecosystem change.
      - In an effort to better manage development on public lands, the DOI has worked towards a mitigation strategy that includes landscape scale mitigation planning to increase efficiency and predictability for land use applicants.

## National Conservation Lands Key Messages

- The outdoor industry depends on a full spectrum of public lands and waters to provide customers with places to use the products they make and sell. Therefore it is your interest to protect these lands.
  - Long Messages
    - Mitigation policy helps industry by: reducing risk, uncertainty, and litigation; better structuring BLM to handle cross-boundary issues internally; public relations benefits; long term, next project approval because we have healthier landscape.
    - Degradation of ecosystem services will affect business and industry in 3 principal ways: if current trends continue ecosystem services that are freely available today will cease to be available or become more costly leading to additional costs which will be passed downstream to secondary and tertiary industries and will change the operating environment of all business. Loss of services will also affect the framework conditions within which businesses operate, influencing consumer preferences, stockholder expectations, and governmental policies; new business opportunities will emerge as demand grows for more efficient or different ways to use ecosystem services for mitigating impacts or to track or trade services.
    - Businesses' engagement in voluntary actions to reduce their impact on Earth's ecosystems can be an engine of positive change in two ways: it can be a source of new opportunities for business, and a means of preserving our natural assets for future generations—Jonathan Lash, President World Resources Institute
    - Outdoor recreation contributes \$730 billion annually to the US economy, and supports nearly 6.5 million jobs across the country. Ensuring that some of our BLM lands are preserved for recreation and habitat is an investment in our economic future and the quality of life in communities.
    - More than 140 million Americans make outdoor recreation a priority in their daily lives. Each year, Americans spend \$646 billion on outdoor recreation that supports 6.1 million direct jobs and \$80 billion in federal, state and local tax revenue.
- Community Messages
  - Short Messages
    - A federal land designation can economically benefit the surrounding communities.
    - Researchers found that the protection of lands has a positive correlation with high population growth, employment and income growth.
    - Western non-metropolitan counties with protected federal lands had faster employment growth and higher per capita income.

## National Conservation Lands Key Messages

- Communities neighboring the Grand Staircase Escalante NM, Grand Canyon Parashant NM, Vermilion Cliffs NM, Cascade Siskiyou NM, all experienced economic growth after the designations.
    - Studies show no evidence that designating national monuments prevents continued economic growth.
  - Long Messages
    - Extraction based industries have diminished over time and have been replaced by economic activities specifically dependent on preservation including tourism, permanent relocation to be closer to the natural amenities offered, recreational homes and cabins, and retirement.
    - Studies have shown that counties with public lands tend to have a significant positive correlation between the percent of land designated as federally protected Wilderness and population, income, and employment growth.
    - A high quality of life which includes protected and scenic landscapes can stimulate “amenity migration” which draws entrepreneurs and attracts a skilled workforce across a range of industries.
    - The communities in Mohave County, Arizona and Washington County, Utah neighboring the *Grand Canyon-Parashant National Monument* experienced **strong growth** after the 2000 designation of the monument, continuing previous growth trends.
      - From 2000 to 2008, in the Grand Canyon-Parashant Region:
      - Population grew by 34%
      - Real personal income grew by 44%
      - Jobs grew by 44%
      - Real per capita income grew by 7%
- Historic Messages
  - Short Messages
    - The National Conservation Lands were created to better conserve lands that embody critical landscapes.
    - Since their creation, the National Conservation Lands have provided a framework for conserving, protecting, and restoring significant landscapes across the Nation.
    - The National Conservation Lands is one of the least known collection of spaces. The tenth anniversary celebration worked to celebrate the Lands you may not know.
    - While the National Conservation Lands weren’t created until 2000, they got their start as early as 1906 with the passing of the Antiquities Act.
  - Long Messages
    - The BLM manages public lands under the FLPMA to prevent their unnecessary degradation under the principles of multiple use and sustained yield but there are specific areas of public land that embody critical landscapes. In 2000, the National Conservation Lands were created to better conserve these lands.

## National Conservation Lands Key Messages

- After gaining legal permanence in 2009 from the Omnibus Public Land Management Act, the National Conservation Lands celebrated their 10th anniversary in 2010 with the creation of a 15-year strategy. This strategy calls for management and cooperation across landscape boundaries, shared stewardship with partners, and commitment to conservation excellence, all to conserve, protect, and restore these special areas for present and future generations.
- On June 16, 2015 the National Conservation Lands celebrated its 15th anniversary. In recognition of the treasured landscapes and opportunities that exist on these lands and in celebration of the anniversary, the National Conservation Lands team did a take-over of the BLM's national social media accounts on the 15th of each month, providing photos, sharing scientific research, employee and intern profiles, all to reach out to and share the great diversity and wonders of the lands with the public.

# DRAFT

## Communications Plan

### National Conservation Lands

#### Introduction

The National Conservation Lands are unexpected, ruggedly beautiful wonders of the American West. This inspiring landscape includes 873 federally recognized areas and approximately 32 million acres of National Monuments, National Conservation Areas, Wilderness Areas, Wilderness Study Areas, Wild and Scenic Rivers, National Scenic and Historic Trails, and Conservation Lands of the California Desert. Due to a lack of awareness of these vast yet little-known wonders, the BLM's communication strategy intends to raise both internal support and external understanding that these special places are yours to enjoy, from the red rock deserts to the Alaska tundra. Play, Explore, Connect!

That National Conservation Lands showcase the conservation and sustained yield components of the BLM's multiple use mission. The BLM works to conserve, protect and restore these lands to ensure that people can continue to enjoy recreation, solitude, wildlife viewing, historic, and scientific experiences. As with any young system, it is important to communicate what the National Conservation Lands can contribute to both the BLM's mission and to the American people.

#### Communications Plan

One of the keys to our success in building public support for the BLM's efforts to conserve, protect and restore the National Conservation Lands lies in our ability to communicate the right messages to the right audiences at the right time. To achieve this, the emphasis in this communications plan is on ensuring that the majority of communications activities are planned, consistent, strategic, focused efforts, not simply reactive ones. This will help us determine communications priorities, key audiences, messages, and goals. The communications plan will guide our decisions on which communications activities to undertake and what objective each activity will meet. As part of its focus, it will also outline responsibilities and timelines.

#### Goal

In support of the BLM's long-term goal for the National Conservation Lands, we establish the following long-term communications goal:

***To create, strengthen, and preserve support of National Conservation Lands and policies among internal and external audiences.***

## Key Communication Challenges and Opportunities

The following key observations by National Conservation Lands managers and communications staff can help guide how we approach communications about National Conservation Lands.

### Communication Challenges

- Because they are the newest system of public conservation lands, the National Conservation Lands are not widely known or understood outside of the BLM. Visitors to the public lands are often not aware or indifferent to specific management designations and do not distinguish National Conservation Lands from National Park units or other areas managed by different federal agencies. Typically the default understanding is that National Conservation Lands units are National Parks, as the public has limited knowledge of the BLM, particularly its conservation mission.
- Within the BLM, there is also a lack of understanding, particularly about the value of having a separate policy and management framework for the National Conservation Lands units.
- Further complicating messaging, National Conservation Lands comprise a family of special designations that carry distinct requirements and proscriptions. In addition, a unit's individual designation language carries specific requirements.
- The term "National Landscape Conservation System" does not resonate with the public and the public finds the acronym, "NLCS", even more abstract and less compelling. The BLM adopted the term "National Conservation Lands" as an alternative name for the congressionally-designated system and National Conservation Lands is now the official name of the Division. National Conservation Lands and Community Partnerships is the name of the Directorate.
- Initially, the National Conservation Lands were seen by other BLM Divisions and Directorates as separate and exclusive, because they are managed according to a different set of rules. This perception has been reduced over the past several years but there is still room for additional integration through cooperative, interdisciplinary management of National Conservation Lands and positive internal communication.
- Within each National Conservation Lands designation type, individual units are carry spec
- Organized user groups hold specific and competing views regarding best uses for these lands. The public and elected officials often express mixed support for designations because they are concerned that additional usage restrictions will be implemented or limitations will be added that have a negative economic impact.

### Communication Opportunities

- The National Conservation Lands, being relatively new and unknown, can be highlighted as "new and fresh" places that offer unique visitation opportunities.
- Similarly, the more remote, less developed and rustic nature of many of these areas provides a niche opportunity that is distinct from other Federal land management agencies, particularly the National Park Service.

- National Conservation Lands units improve local economies through tourism and by conserving scenery and providing outdoor recreation amenity values that increase the marketability of surrounding residential communities
- National Conservation Lands positively impact the scientific understanding of our natural and cultural heritage. These places are special for their scenic value, but they also hold historical and cultural significance.
- The broad spectrum of lands and responsibilities provides the National Conservation Lands for targeted communications toward a wide range of user and interest groups.
- The larger, more visible, National Conservation Lands units have established active partner groups that can help the BLM communicate key messages to gateway communities and diverse user groups.
- The geographical range and diversity of National Conservation Lands units offer a many opportunities exist to present the key messages.
- National Conservation Lands have been among the most popular subjects on the BLM's social media platforms, especially when images are featured.
- The BLM's web redesign with new recreational maps and poster series has also proven to be useful tools.

## Target Audiences

Target audiences are those groups who are affected by our work, those who we want to reach or whose perception we want to influence or groups with whom stronger relationships will help us reach our communications goal.

### **Internal**

- BLM employees
- DOI leadership
- Other federal conservation/land management agencies (Fish and Wildlife Service, Bureau of Reclamation, National Park Service, Office of Surface Mining Reclamation and Enforcement, Bureau of Indian Affairs, US Forest Service, Natural Resources Conservation Service, Department of Energy, Department of Defense, US Army Corps of Engineers, US Geological Survey, Federal Energy Regulatory Commission)

### **External**

#### *Recreationist*

- American Recreation Coalition\*
- Federal Lands Hunting, Fishing, and Shooting Sports Roundtable
- Wildlife and Hunting Heritage Conservation Council
- Recreational clubs and groups
-

***Conservation***

- Association of Fish and Wildlife Agencies\*
- Conservation Lands Foundation\*
- The Wilderness Society\*
- Izaak Walton League of American\*
- PEW Charitable Trusts\*
- International Association of Fish and Wildlife Agencies
- Western Association of Fish and Wildlife
- North American Intergovernmental Committee on Cooperation for Wilderness and Protected Areas
- Public Lands Foundation
- Public Lands Council
- The Nature Conservancy
- Defenders of Wildlife
- The Sierra Club
- Natural Resources Defense Council
- National Wildlife Federation
- Society for Ecological Restoration
- State environmental/conservation groups (e.g., Wyoming Outdoor Council, Southern Utah Wilderness Alliance)
- Other NGOs and partner/friends organizations)
- Society for Rangeland Management

***Tribal***

- Native American Tribes\*
- Alaskan Native Corporations\*

***Tourism***

- Colleagues in state tourism, park, forestry, fish and wildlife, and related agencies\*
- Western and Southeast State Tourism Policy Council

***Educators***

- National Science Teachers Association of Environmental Education
- North American Association of Environmental Education
- National Environmental Education Foundation
- Outdoor leadership and outdoor education associations
- Outward Bound, and other youth based outdoor education organizations
- Youth conservation corps groups: SCA, etc.

***Industry***

- Outdoor Industry Association\*
- National Cattleman's Beef Association
- Ranchers/permittees and livestock organizations

### ***Community and Volunteers***

- Members of Congress and key staff members\*
- Western Governors' Association\*
- Governors and key staff members
- County Commissioners and other local elected officials
- BLM Resource Advisory Councils
- National Association of Counties
- Western States Land Commissioners Association
- Gateway communities
- Other NGOs and partner/friends organizations

### **Media**

- Outdoor Writers Association
- Targeted daily and weekly Western newspapers in National Conservation Lands areas
- Social media platforms of internal and external partners
- National magazines (e.g., *Outdoors*, *National Geographic*, *Backpacker*)
- National and local NPR radio stations Internal DOI and BLM publications/web pages (BLM Daily, One Interior, state publications)Public Broadcasting Service
- Nature and Sportsman Television and Cable shows
- Society of Environmental Journalists

\*Primary target audiences

### **Objectives and Key Messages**

Objectives define what we must achieve with each of the target audiences to meet our communications goals. Messages are tailored to each of the strategic audiences and are purposely short and specific. Messages can help us focus our efforts with each of our target audiences in several ways. They can communicate to our target audiences what we have to offer and why they should support or collaborate with us.

#### **Internal objectives:**

- Build and reinforce a unique identity for the BLM National Conservation Lands, recognizing the lands as both a cohesive system and unique units with distinct management and designation types: Maintain current & useful intranet information.
- Increase BLM employees' and managers' willingness & effectiveness to communicate National Conservation Land priorities and messages to critical audiences: Implement communication plan & maintain communication messages & tools.

- Increase BLM employees' and managers' acceptance that the National Conservation Lands are an integral part of the agency's multiple use and sustained yield mandate: Collaborate on a minimum of 1 inter-Division project with in WO-400 and a minimum of 1 inter-Directorate project each year.

**Internal key messages:**

1. To understand the BLM it is necessary to understanding the role of the National Conservation Lands' in the BLM's multiple use and sustained yield mission.
2. Including National Conservation Lands issues and messages in meetings with local constituents will benefit managers and employees across programs.
3. WO-400 provides time-saving tools, messages, and materials for managers and employees to use in discussing National Conservation Lands issues and priorities.

**External interest groups objectives:**

- Build and reinforce a unique identity for BLM's National Conservation Lands, recognizing the lands as both a cohesive system and unique units with distinct management and designation types.
- Increase constituent groups' awareness and support of National Conservation Lands as an integral part of BLM and its multiple use and sustained yield mandate. Many constituent groups are related to industry, tourism, media, etc.
- Increase interest groups' ability and willingness to communicate National Conservation Lands priorities and messages to their members.
- Increase media coverage of National Conservation Lands by interest groups.
- To increase consistency of messaging regarding both the uniqueness of National Conservation Lands and their connection to other BLM lands and sister agencies.
- Encourage public involvement and youth engagement. Increase volunteer workdays and youth programming. Additionally, increase the number of volunteers and youth involved in National Conservation lands programs.

**External interest groups key messages:**

1. National Conservation Land areas are little known places to experience the beauty of the American West. They provide unique wilderness and abundant recreational opportunities.
2. National Conservation Lands will appeal to your group's audience and deserve your support.
3. These are your lands and the BLM welcomes your interest and input into their management.
4. The BLM actively seeks partnerships with local communities and private organizations to participate in joint stewardship and build shared ownership in successes.

**Media objectives:**

- To build and reinforce a unique identity for BLM's National Conservation Lands that does not compete with USFS or NPS.

- To increase the number of positive and informative stories about the National Conservation Lands and BLM's management of these lands in targeted media outlets.
- To increase media that encourages public involvement and youth engagement in the National Conservation Lands.

**Media messages:**

1. The National Conservation Lands areas are important to external audiences, from community conservation groups to industry, and have something special to offer each audience. They are unexpectedly, ruggedly, beautiful wonders of the American West.
2. The BLM will be responsive and helpful to your requests.
3. The BLM can work with the media, particularly through social media, to reach youth who are the future of American conservation.

**Strategy**

The National Conservation Lands 15-Year Strategy separates external and internal communication into two different theme areas, 3, *Raising Awareness of the Value and Benefits of the BLM's National Conservation Lands*, and 4 *Building upon BLM's Commitment to Conservation*, but the tasks associated with realizing these goals are closely linked. The BLM cannot effectively improve its external communications regarding the National Conservation Lands without addressing the internal communication challenges it faces. The BLM's employees are the front-line communicators with the public, and a strong program to ensure employee awareness of the BLM's National Conservation Lands is essential to the long-term success of the BLM's external communications efforts. If BLM employees are unable to provide a succinct definition of the National Conservation Lands and their mission, it is unlikely that the broader public will be able to do so.

Consequently, the strategies identified to implement internal and external communications goals overlap and should be approached in a unified manner. Sustained, longer term actions are necessary to establish the National Conservation Lands identity at both the internal and external levels, and all of these strategies are required to help achieve that goal.

- Coordinate Internal and External Communication efforts (Strategic Goals 3A and 4A): Establish a communications steering committee to coordinate and insure consistency among efforts to achieve goals 3A and 4A.
- Develop Design Standards (Strategic Goal 3A1): Develop standard design guidelines. Establish a standardized "look and feel" for National Conservation Lands' publications and products based on the National Conservation Lands WordMark and InterBrand products.
- Create Internal Communications Package (Strategic Goal 4A1): Develop a web-based internal communications package that highlights the National Conservation

Lands and its role in the BLM mission, for internal use by managers and program leads.

- Capitalize on Internal Communication Opportunities (Strategic Goal 4A2): Capitalize on opportunities to communicate the National Conservation Lands vision, mission, and strategy internally through social media, briefings, leadership team meetings, workshops, and new employee orientation
- Provide Training for BLM Employees (Strategic Goal 4A3): Work with the BLM's National Training Center, the Arthur Carhart Wilderness Training Center, universities, and others to develop training modules that explain National Conservation Lands policy and guidance; incorporate into Pathways training.
- Develop Informational Materials (Strategic Goal 3A2): Use maps, site-specific brochures, posters, postcards, videos, websites, social media, media outreach, reports, competitions and other tools to reach out to the public about the National Conservation Lands.
- Increase Internet Use (Strategic Goal 3A3): Update the National Conservation Lands national web pages to ensure messages are consistent, contemporary, and provide the information that the public wants to know, consistent with the BLM web redesign project.
- Maximize Event Participation (Strategic Goal 3A4): Use external events to educate the public about National Conservation Lands, including National Public Lands Day, National Fishing Week, Great Outdoors Week, National Trails Day, and National Tourism Week, Wilderness Week, special purpose meetings such as Dark Skies and Veteran events, and periodic celebrations like the 50<sup>th</sup> Anniversary of the Wilderness Act.
- Develop External Outreach Plan (Strategic Goal 3A5): Develop a national external outreach and media plan that includes development of a brand and tag line for National Conservation Lands as a whole.

## Tactics

Tactics are the specific activities designed to meet our objectives and communicate clear, consistent messages to each of our target audiences. Many of these tactics have been implemented or are ongoing; others will be implemented in the future, as resources are available. Tactics can also be opportunistic, and we will need to remain flexible to overcome hurdles and leverage opportunities as they arise. If a tactic cannot be linked to one of our key audiences and meet a specific objective, then the tactic should be lowered in priority or eliminated. This list of tactics represents a starting point and can easily be built upon, once initial activities are undertaken and some momentum is built.

When developing tactics and refining metrics to track and measure accomplishments, several questions need to be asked and answered. These include:

- What do I want from this activity?
- Who, of the critical audiences identified, can I educate/persuade?

- How can I build partnerships/support?
- Will this help advance National Conservation Lands goals?

**Tactic to coordinate internal and external communications efforts:**

Establish Inter-Division/Directorate communications workgroup

**Tactics to establish National Conservation Lands design standards:**

1. Issue IM to disseminate WordMark Guidance.
2. Change Directorate and Division name to be consistent WordMark.
3. Complete and implement InterBrand guidelines:
  - a. Develop interactive web based tools/templates for Interbrand products.
  - b. Inventory existing National Monument signage.
  - c. Develop and install new signage at all National Monuments and National Conservation Areas.
  - d. Develop a plan to expand new signage to additional National Conservation Lands units.
  - e. Develop IM for partner use of WordMark & other aspects of branding.
4. Consistently implement new “look and feel,” wordmark and appropriate use of other design standards for all National Conservation Lands materials.

**Tactics for internal audience communications:**

4. Develop Internal Audience Communications Tool Kit:
  - a. Develop a National Conservation Lands PowerPoint & other “Look & Feel” templates and make available for WO-400 employees.
  - b. Update internal National Conservation Lands webpage featuring key components of this communications plan (key messages, fact sheets).
  - c. Develop a set of National Conservation Lands “boiler plate” talking points that WO employees and BLM state directors and field managers can use in appropriate speeches and presentations they may give throughout the year.
  - d. Create a National Conservation Lands photo gallery for use by all employees.
  - e. Develop general brochure, program specific fact sheets, Q & A on National Conservation Lands and special briefing folders for use by and for employees.
  - f. Improve communication of accomplishments by developing “dashboards” and an At-a-Glance type briefing materials to replace lengthy briefing documents.
5. Capitalize on Internal Communications Opportunities:
  - g. Maintain liaisons with other Directorates and Divisions.
  - h. Provide immediate support for stand up of new monuments, including a check list and tool kit for State and Field Offices, and new managers.
  - i. Contribute to Week Ahead, Early Alerts, BLM Daily stories, briefings, and regular inter-directorate, DOI and inter-agency meetings where National Conservation Lands managers can present key messages.
  - j. Work with the National Conservation Land Management Advisory Team to improve internal communications and engagement of state and field offices.
6. Provide training for BLM employees:
  - a. Provide Webinars and on-site sessions on Wilderness and Lands with Wilderness Characteristics.

- b. Complete policy training modules through National Training Center & Arthur Carhart Training Center.
- c. Participate in National Training Center Pathways Program.
- d. Identify opportunities for employees of BLM or DOI directorate to tour National Conservation Lands areas as part of other trips or meetings.

**Tactics for external audience communications:**

- 7. Develop a set of “boiler plate” messages tailored for different external audiences, for use by WO, State Directors and Field Managers.
- 8. Develop engaging information materials for external distribution:
  - a. Strategic printed informational materials including table cards, book marks, stickers, maps, and brochures where electronic posting and distribution will not be effective or efficient.
  - b. National Conservation Lands Vintage Poster and postcard series to increase awareness of the BLM’s special places.
  - c. Artist in Residence posters.
  - d. Postage stamp proposal highlighting National Conservation Lands.
- 9. Increase national internet presence as a primary means for communicating key messages and providing an information interface to the public:
  - a. Expand library of National Conservation Lands photographs available on the BLM national and state Flickr pages.
  - b. Post manager’s report annual summaries on-line.
  - c. Make posters, postcards, videos, etc. available for download.
  - d. Develop and post a video library.
  - e. Work with national and state web developers to update web pages with improved visitor information and a common look and feel.
  - f. Prepare and post the State of the National Conservation Lands report online.
- 10. Work with the NOC and State/Field Offices to complete interactive and static recreation maps for National Monuments and National Conservation Areas;
- 11. Develop a plan to expand new signage to other units types.

**Tactics for New and Traditional Media**

- 12. Participate in FYP and EKIP to increase awareness of recreation and education opportunities on National Conservation Lands and other parts of BLM.
- 13. Coordinate with office of new media (WO-600) in providing themed content campaigns for the National Conservation Lands.
- 14. Coordinate with Public Affairs to obtain coverage in traditional media outlets.

**Tactics to maximize external communications opportunities:**

- 15. Identify people who are influential in interest groups and educate them through letters, meetings, publications, and field trips about the value and importance of National Conservation Lands areas and the system.
- 16. Identify and create meetings and events where National Conservation Lands leaders may attend and present key National Conservation Lands messages (speaking, information displays) that will reach our priority targeted audiences.

17. Create a partnership “tool kit” to expand and nurture National Conservation Lands national and unit-specific partner relationships.

### **Tactics for comprehensive external outreach plan**

18. Revise Communications Plan.
19. Develop annual work plan based on staff and budget and track achievements.
20. Develop information to support and inform external communications such as marketing research, focus groups, tourism development groups, gateway community information, including visitation statistics and economic data:
  - a. BLM Visitor Center survey.
  - b. BLM Tourism Implementation Plan.
  - c. State of the National Conservation Lands report.
  - d. Comprehensive RMIS coding of National Conservation Lands.
  - e. Economic benefits of National Conservation Lands project.

### **Roles and Responsibilities**

Implementing this Communications Plan is a joint responsibility among the National Conservation Lands and Community Partnerships Directorate (WO-400), the Communications Directorate (WO-600) and the State and Field Offices.

- WO-410 has the primary responsibility for the content for National Conservation Lands messages, including making current information on National Conservation Lands available on the BLM internet, and for relationships within BLM.
- WO-420 has primary responsibility for educational and interpretive materials that support the communications strategy, and for encouraging and sustaining external partnerships.
- WO-600 has primary responsibility for insuring that all external communications materials and activities are consistent with BLM policy and public relations objectives; WO-600 and field counterparts also support the planning of events, are the gatekeepers for publications, the outlet for social media, and the interface with traditional media.
- State and Field Offices work with the Washington Office to ensure that messages are accurate and appropriate for achieving their strategic goals; and to implement the tactics to achieve the National Conservation Lands strategic goals.

### **Evaluation**

WO-400 and WO-600 will develop an annual work plan tied to this communications strategy that includes metrics for evaluating the success of implementing strategic actions each year. The following metrics for success will be incorporated: number of hits on National Conservation Lands web pages; recreational maps; and images.

## National Conservation Lands Communications Plan Tracking Sheet

Strategy	Tactic	Action	Lead	Status	Priority	Budget needs (ops)	ECD
Coordinate Internal and External Communication	Establish Communications Workgroup	Nominate members, develop objectives	Wick	Complete			
Develop Design Standards to establish NLCS "Look and Feel"	Issue WordMark Guidance	Issue IM	Moore	Complete			
	Change WO 400 & WO 410 name	Revise DM	Hawks	Complete			
	Complete & implement InterBrand guidelines	Develop tools/templates for Interbrand products.	Flynn	Complete			
		Inventory existing National Monument signage	Cohen & Gregory	Complete			
		Replacement of signs at all National Monuments/ National Conservation Units	DAD	Complete			
		Develop IM for partner use of wordmark and	Butts/Moore	Complete			

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## National Conservation Lands Communications Plan Tracking Sheet

		other of branding					
	Consistently implement new "Look and Feel"	Format all products consistent with "Look and Feel"	WO 410 DC	Continuing			
<b>Create Internal Communications "Took Kit"</b>	Develop National Conservation Lands PowerPoint & other "Look and Feel" templates.	Post on intranet or make available on share drive.	Cohen/Flynn	Complete			
	<b>Update internal National Conservation Lands webpage featuring communication "tool kit"</b>	<b>Post communications tool kit on intranet</b>	<b>Cohen/Flynn</b>	<b>Unknown</b>	<b>High</b>	<b>N/A</b>	<b>TBD</b>
	<b>Develop a set of "boiler plate" talking points that WO employees and BLM state directors and field</b>	<b>Write/collect audience specific messages.</b>	<b>Hawks et. al.</b>	<b>Draft</b>	<b>High</b>	<b>N/A</b>	<b>October 2016</b>
	Create a photo gallery for use by all employees	Provide on intranet or on shared S: drive.	Wick	Complete			

## National Conservation Lands Communications Plan Tracking Sheet

	Fact Sheets on NLCS & NLCS Units		Moore	Complete
	Develop dashboards & At a Glance briefing materials		Hawks	Complete
Capitalize on Internal Communication Opportunities	Maintain liaisons with other Directorates and Divisions.	Assign staff to participate in other Directorate & Division, and & Inter directorate Meetings	DAD (300); Hawks (200); Nelson (210); West (230);	Continuing
	Engage early to support in new designations.	Prepare tool kit and check list; hold conference with states/field offices and new managers	Cohen	Continuing
	Contribute to regular internal publications and briefings.	Contribute to Week Head, prepare Early Alerts, collect articles for submission to WO 610 for BLM Daily	Hawks; Program leads; DC/DDCs	Continuing
	Work with the National Conservation Lands	Define roll; regularize communications;	Hawks	Continuing

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National Conservation Lands Communications Plan Tracking Sheet

	Management Advisory Team	and hold quarterly meetings.					
<b>Provide Training for BLM Employees</b>	Wilderness characteristics Training	Conduct webinars and on site sessions	Wick/Mali	Continuing			
	<i>NLCS Program specific Policy Training</i>	<i>Complete training modules on implementing policy manuals</i>	<i>NTC &amp; Program Leads</i>	<i>In progress</i>	<i>High</i>	<i>TBD</i>	<i>TBD</i>
	<i>Work with Carhart Wilderness Training Center and others to develop training.</i>	<i>Identify and develop needed training.</i>	<i>Sippel; Program Leads; CCUs</i>	<i>In Progress</i>	<i>High</i>	<i>TBD</i>	<i>TBD</i>
	Participate in Pathways Program	AD presents informational session & engage with students.	AD	Continuing			
	Identify opportunities for BLM and DOI employees to tour National Conservation Lands units.	Work with the field staff to encourage that visits be included in trips/ meetings	WO, SO and FO Program Leads	Continuing			

## National Conservation Lands Communications Plan Tracking Sheet

<i>Develop informational materials for external communications</i>	<i>Develop “boiler plate” external communications talking points.</i>	<i>Prepare external talking points tailored to key audiences</i>	<i>Hawks</i>	<i>In draft</i>	<i>Medium</i>	<i>N/A</i>	<i>October 2016</i>
	<i>Develop engaging informational materials for external distribution.</i>	Table cards, book marks, National Geographic map, brochures.	Butts/Mali	Complete			
		Vintage Posters & postcard series.	Hawks	Complete.			
		Artist in Residence posters	Candelaria (temporarily)	Ongoing			
		<b>Postage stamp proposal</b>	<b>Hawks</b>	<b>In draft</b>	<b>Medium</b>	<b>N/A</b>	<b>Nov 2016</b>
	<i>Increase national internet presence as a primary means for communicating key messages and providing information to the public.</i>	Expand library of photographs available on the BLM national and Flickr pages	Wick	Continuing			
		Post summary reports based on Monument manager reports	Cohen	Continuing			

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National Conservation Lands Communications Plan Tracking Sheet

		<b>Prepare/post State of the National Conservation Lands Report</b>	<b>Wootton</b>	<b>In draft</b>	<b>Medium</b>	<b>TBD</b>	<b>TBD</b>
		Make posters, postcards, videos, etc. available for download	Butts/WO 610	Complete			
		Develop and post a video library	Wick	Continuing			
		Develop an "Oh Ranger" for Arizona, New Mexico, "Trails Less Traveled"	WO 420/ AZ and NM State Offices	Complete			
		<b>Work with national and state Web leads to insure visitor information is up to date</b>	<b>Cohen/Flynn</b>	<b>On-going</b>	<b>Medium</b>	<b>TBD</b>	<b>TBD</b>

## National Conservation Lands Communications Plan Tracking Sheet

	<b>Work with the NOC and State/Field Office on recreation maps.</b>	Prepare Recreation map standard and complete for all National Monuments/NCAs	Cohen/Schmidt	Complete
		Expand recreation map pilot project to include additional units	Cohen/Schmidt	Continuing
<b>New and Traditional Media</b>	Participate in FYP and EKIP	Provide guidance to the field via IB/IM	Hawks/Wooster	Complete
	Coordinate with office of new media (WO 600) in providing themed content campaigns	Work with WO 610 to develop several successful campaigns; put in annual work plan.	Butts/Wick/Krause/Milnor	Continuing
	Coordinate with Public Affairs to obtain coverage in traditional media outlets.	Propose specific targets in annual work plan.		Continuing

### National Conservation Lands Communications Plan Tracking Sheet

<b>Maximize External communications opportunities.</b>	Identify influential people to educate through letters, meetings, publications & field trips	Propose targets in annual work plan and budget.		Continuing			
	Identify and create meetings and events where National Conservation Lands leaders may attend and present key messages	Propose targets in annual work plan and budget.		Continuing			
	<i>Create a Friends "tool kit" to expand and nurture National Conservation Lands national and unit-specific partnerships</i>	<i>Assemble templates and best practices for friends group development and maintenance.</i>	<i>Needham</i>	<i>Draft completed &amp; shared at Friends Rendezvous</i>	<i>High</i>	<i>TBD</i>	<i>TBD</i>
<b>Comprehensive external outreach plan</b>	<i>Revise existing communications plan</i>	<i>Work with WO-600 to update and modernize plan.</i>	<i>Hawks/Wick</i>	<i>In draft</i>	<i>Medium</i>	<i>N/A</i>	<i>Oct 2016</i>
	<i>Develop annual work plan and</i>	<i>Work with DC/DDCs to set</i>	<i>Moore/Ady</i>	<i>Not started</i>	<i>Medium</i>	<i>TBD</i>	<i>Nov 2016</i>

## National Conservation Lands Communications Plan Tracking Sheet

<i>track accomplishments</i>	<i>priorities for 2017</i>						
<b>Develop information to better support and inform external communications</b>	BLM visitor center survey	Candelaria	Complete				
	<b><i>BLM Tourism Implementation Plan</i></b>	<b><i>West</i></b>	<b><i>In draft</i></b>	<b><i>Medium</i></b>	<b><i>TBD</i></b>	<b><i>TBD</i></b>	
	<b><i>State of the National Conservation Lands report</i></b>	<b><i>Wootton</i></b>	<b><i>In draft</i></b>	<b><i>Medium</i></b>	<b><i>TBD</i></b>	<b><i>TBD</i></b>	
	<b><i>Comprehensive RMIS coding of National Conservation Lands</i></b>	<b><i>Cornichione</i></b>	<b><i>Underway</i></b>	<b><i>High</i></b>	<b><i>TBD</i></b>	<b><i>TBD</i></b>	
	<b><i>Economic benefits report</i></b>	<b><i>Cornichione</i></b>	<b><i>In draft</i></b>	<b><i>High</i></b>	<b><i>N/A</i></b>	<b><i>TBD</i></b>	
	<b><i>Enlist professional consultant(s)</i></b>	<b><i>TBD</i></b>	<b><i>Not started</i></b>	<b><i>Low</i></b>	<b><i>TBD</i></b>	<b><i>TBD</i></b>	

***Text in Bold Italics = incomplete or not started tasks***