

To: Robin Hawks[rhawks@blm.gov]; Wick, Robert[rwick@blm.gov]; Butts, Sally[sbutts@blm.gov]; Nikki Moore[nmoore@blm.gov]
From: Osorto, Cindy
Sent: 2017-02-17T16:55:24-05:00
Importance: Normal
Subject: Re: Comm Plan Final -- coming soon from Cindy
Received: 2017-02-17T16:55:29-05:00
[Communications Plan--Revised Draft Plan 2-17-17.docx](#)
[Communications Plan--Messages Outline 2-17-17.docx](#)
[Hunting and Fishing Brief Papers 2-17-17.docx](#)
[w-InvestmentinAmerica-Feb17 17.docx](#)

Attached are the final edits made to two briefing papers (hunting and fishing and economics) and the Communications Plan draft plan and the Communications Plan messages outline. The draft plan and messages outlines are both 10 pages long each, slightly shorter than before.

Please let me know if there's anything else I can help with.

Hope everyone has a wonderful three-day weekend!

Kind regards,

On Fri, Feb 17, 2017 at 4:27 PM, Robin Hawks <rhawks@blm.gov> wrote:

Bob, That's great! Thanks to you and Cindy. Robin

Sent from my iPhone

> On Feb 17, 2017, at 4:15 PM, Wick, Robert <rwick@blm.gov> wrote:

>

> Hi Robin/Sally/Nikki,

>

> Cindy did a great job incorporating our new messages into the comm plan. It became very long, but I suggest we just leave it that way and pluck what we need for shorter briefing papers & other messaging on an as-needed basis. One reason it is long is there is much repetition between the different audiences.

>

> I reviewed and added one more round of edits & now Cindy is doing a final check for typos -- she will send out to everyone either later today or Monday & we will call it a "Final Working Document" unless there are other requests for changes.

>

> --

> Bob Wick

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National Conservation Lands Key Messages

Internal - General Messages

- Short Messages
 - Under FLPMA, conservation and sustained yield are integral parts of the BLM's mission and are playing increasingly larger roles, especially within the National Conservation Lands.
 - National Conservation Lands compliment energy and grazing demands placed on other BLM lands by ensuring that areas with high conservation values are protected and positively showcased to the American public.
 - The units within National Conservation Lands hold invaluable historical, scientific, natural, visual, and cultural significance.
 - The National Conservation Lands make up around 15 percent of BLM-administered lands and almost all Field Offices have one or more units of the National Conservation Lands within their boundaries.
 - Supported economic sectors include oil, gas, coal, non-energy minerals, renewable energy projects, grazing, and timber.
 - The National Conservation Lands help drive our nation's \$650 billion outdoor recreation economy by providing free recreational opportunities to the public while aiding local and state economic prosperity.
 - National Conservation Lands offer a variety of BLM programs (wildlife, T&E, range, fisheries, recreation etc.) and opportunity to amplify messages about these respective programs and their benefits to the public
- Longer Messages
 - 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.
 - Local economies are rewarded as these lands attract visitors as well as new residents attracted by outdoor amenities. Visits to National Monuments and National Conservation Areas (NCAs) have grown at over 400% the rate of other BLM recreation sites in the past 10 years. In 2016, there were 8.6 million visits to National Monuments and NCAs.
 - Scenic and iconic American lands are part of the system, including the Rio Grande del Norte in New Mexico, the Grand-Staircase Escalante in Utah, the Upper Missouri River Breaks in Montana and the King Range NCA along the coast of California.
 - In 2016, on a budget of only \$2.73 per acre (compared to \$35.71 per acre for the National Park Service), National Monuments and NCAs supported over \$50 in regional economic activity for every acre of land managed. This amounts to \$17 in regional economic contributions for every \$1 of federal funding.
 - The National Conservation Lands practice a landscape scale stewardship approach and allow for innovative management strategies. Rapid Ecoregional Assessments were developed to look at regions and identify resource values and

National Conservation Lands Key Messages

patterns of environmental change that may not be evident when managing smaller land areas.

- 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, as well as a system to concentrate efforts to make mitigation more consistent, predictable, and effective.

External - General Messages

- Short Messages
 - Created in 2000, the National Conservation Lands bring together all of the BLM's conservation units. These lands include over National Monuments, National Conservation Areas, Wilderness Areas, Wilderness Study Areas, Wild and Scenic Rivers, and National Scenic and Historic Trails.
 - They encompass approximately 15% or 36 million acres of BLM's land base.
 - The mission of the National Conservation Lands is to conserve, protect, and restore nationally significant landscapes that are recognized for their outstanding cultural, ecological, and scientific values.
 - Inclusion of areas in the National Conservation Lands reflects decades of conservation stewardship of these special places
 - The National Conservation Lands have broad-based community support for their recognition as crown jewels of the public lands.
 - 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 encompass lands of tremendous beauty and diversity, ranging from the rugged California coastline to colorful desert canyons. They offer unequaled opportunities for education, scientific study, and self-discovery.
 - 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 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.
 - The National Conservation Lands help drive our nation's \$650 billion outdoor recreation economy by providing free recreational opportunities to the public while aiding local and state economic prosperity.
- External Longer Messages
 - The National Landscape Conservation System, or National Conservation Lands, encompasses nearly 36 million acres of specially designated places, whose wild character and world-class resources are under the stewardship of the BLM. Through the National Conservation lands—created in 2000 and formally established by Congress in 2009—the BLM works to conserve, restore, and protect these special places for present and future generations.

National Conservation Lands Key Messages

- There are nearly 900 units of National Conservation Lands and by being largely primitive and undeveloped these lands fill a vital niche. They are critical to maintaining large ecosystems throughout the nation and supporting many animal and plant species. 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 the public lands.
- A large percentage of the new national monument and wilderness acreage designated 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 growing, making this an exciting era of conservation.
- These lands support a broader mix of uses than similar designations managed by other agencies. More than 99% of acreage is open to livestock grazing and hunting, as well as Native American cultural and religious practices. Conservation is a top priority for these lands, but multiple-use opportunities make the National Conservation Lands unique.
- BLM strives to form partnerships with local communities to participate in joint stewardship and build shared ownership in successes. 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.
- Local economies are rewarded as these lands attract visitors and new residents. Visits to National Monuments and NCAs have grown at over 400% the rate of other BLM recreation sites in the past 10 years. In 2016, there were 8.6 million visits to National Monuments and NCAs.
- Visitor spending due to visits to National Conservation Lands reaches many local industries, including but not limited to restaurants, motels, camping-related businesses, gas and oil, transportation businesses, and souvenir businesses.
- In 2016, on a budget of only \$2.73 per acre (compared to \$35.71 per acre for the National Park Service), National Monuments and NCAs supported over \$50 in regional economic activity for every acre of land managed. This amounts to \$17 in regional economic contributions for every \$1 of federal funding.
- 90% of western cities greater than 50,000 people are within just 25 miles of a National Conservation Lands site.
- Many goods and services provided by National Conservation Lands are not traded in markets and thus are not valued through market activity. Goods and services such as clean air, pristine views, and the value ascribed to recreational experiences such as fishing, hiking or camping are examples of nonmarket values. The BLM provides a wide array of nonmarket values through resources and activities, even if they are not sold or purchased.

External - Specific Messages

- Recreation
 - Motorized Recreation
 - Short Messages

National Conservation Lands Key Messages

- Opportunities for many forms of off highway vehicles are available in the National Conservation Lands, ranging from motorcycling to snowmobiling, for those seeking spectacular scenery and adventure in remote locations.
- Long Messages
 - National Conservation Lands have hundreds of miles of trails and primitive roads that are available for motorized recreation such as dual-sport motorcycling and other off-highway vehicles.
 - Black Rock Desert-High Rock Canyon Emigrant Trails NCA in Nevada provides riders a chance to follow the path of 19th century emigrants on the Applegate National Historic Trail.
 - In Alaska, snow machine riders can ride along the world famous Iditarod National Historic Trail.
- 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.
 - 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 BLM works 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.
 - The Arkansas River through Browns Canyon National Monument is the busiest segment on the most popular commercially outfitted whitewater river in the West. In 2016, outfitters earned over \$5.5 million on boating receipts alone on the segment. According to the Colorado River Outfitters Association, whitewater boating brought over \$60 million to the Arkansas Valley economy in 2014, with over a third of this use coming from Browns Canyon.
 - The California condor release site in Arizona's Paria Canyon Vermillion Cliffs National Monument is a popular location for visitors to view these largest land birds in North America.
- Hunters & Fishers
 - Short Messages
 - The BLM strongly supports recreational fishing, hunting, and shooting opportunities on the public lands.
 - Over 99% of land in the National Conservation Lands is open to hunting.

National Conservation Lands Key Messages

- 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.
 - The Wilderness Study Areas in Utah's Henry Mountains are home to one of four free-roaming bison herds in the U. S. and the only huntable herd. Approximately 40 hunting permits per year are issued for the 3-400 animal herd. The population has increased so that some of the animals are being located to begin a new herd in the Book Cliffs Wilderness Study Area.
 - The Colorado Division of Wildlife has designated the Gunnison River in Gunnison Gorge NCA as a Gold Medal Trout Fishery supporting excellent rainbow, brown, and cutthroat trout population.
 - California is the only state with populations of tule elk. The Rocky Mountain Elk Foundation partnered with the BLM to acquire lands within the Berryessa-Snow Mountain National Monument to expand habitat for one of the state's tule elk herds. RMEF remains heavily involved in habitat protection and enhancement projects. California's tule elk herds have recovered from the brink of extinction and Cache Creek now has several trophy bull tags available each year.
- 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 Key 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.
- Contiguous landscape 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
 - The National Conservation Lands encompass iconic monuments, rivers, and trails, as well as little-known wonders of wilderness.
 - 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.
 - The National Conservation Lands help drive our nation's \$646-billion outdoor recreation economy.
 - 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.
- Tribal Messages
 - Short Messages
 - The BLM has partnerships with many tribes to cooperatively manage various national monuments and NCAs. 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 NCAs.
 - 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.

National Conservation Lands Key Messages

- The California Coastal NM and the Arctata 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 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 or long excursions.
 - 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 offer ruggedly beautiful, untouched places for youth to discover and explore through recreational, volunteer, educational, and career opportunities.

National Conservation Lands Key Messages

- The National Conservation Lands offer engagement programs and internships for young adults to begin public service careers.
- Long Messages
 - 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.
 - BLM has an outdoor education program, Youth in Wilderness, with the Pasqua Yaqui Tribe and the Tohono O’odham 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.
- Educator Messages
 - Short Messages
 - There are 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
 - Short Messages
 - Businesses interact with ecosystems by using ecosystem services and contributing to sustainable practices.
 - The DOI has created 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
 - 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
 - Researchers have found that a federal land designation can have a positive correlation with population, employment, and income growth.
 - Western non-metropolitan counties with protected federal lands had faster employment growth and higher per capita income.
 - Communities neighboring the Grand Staircase Escalante NM, Grand Canyon Parashant NM, Vermilion Cliffs NM, Cascade Siskiyou NM, all experienced economic growth after the designations.
 - 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

National Conservation Lands Key Messages

- 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 County neighboring the Grand Canyon-Parashant National Monument experienced strong growth after the 2000 designation of the monument. From 2000 to 2008:
 - Population grew by 34%
 - Real personal income grew by 44%
 - Jobs grew by 44%
 - Real income per capita grew by 7%
- Historic Messages
 - Short Messages
 - Since their creation, the National Conservation Lands have provided a framework for conserving, protecting, and restoring significant landscapes across the nation.
 - Although they encompass some of the least known areas, the National Conservation Lands include many historically significant units.
 - While the National Conservation Lands weren’t created until 2000, designations began in 1906 with the passing of the Antiquities Act.
 - Long Messages
 - The BLM manages public lands under the FLPMA to prevent their degradation under the principles of multiple use and sustained yield.
 - 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. These inspiring landscapes include 876 federally recognized areas and approximately 36 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.

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. These areas are distinctive from conservation units of other agencies such as the National Park Service in that they allow for a broader mix of public uses (such as hunting and fishing), and are often working landscapes where grazing and other traditional public land uses continue. The BLM also employs a model of stewardship that engages local communities. 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:

October 21, 2016

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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

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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, ecological, 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. Example agency and organization audiences include:

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

Recreation

- American Recreation Coalition*
- Federal Lands Hunting, Fishing, and Shooting Sports Roundtable
- American Hiking Society

- River Management Society
- 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
- Outdoor Writers Association

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.
- Learn key messages and priorities of BLM programs and use the National Conservation Lands to highlight these messages where appropriate.
- 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. These are your lands and the BLM welcomes your interest and input into their management.
3. The BLM actively seeks partnerships with local communities and 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, youth engagement and diverse constituents 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. Implement the use of the standardized "look and feel" for National Conservation Lands' publications and products as well as the National Conservation Lands WordMark.

- 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; continue to provide session at Pathways training for newer employees.
- Develop Informational Materials (Strategic Goal 3A2): Use maps, site-specific brochures, posters, postcards, videos, websites, social media, competitions, reports, and other tools to reach out to the public about the National Conservation Lands so that they understand their values and public use opportunities.
- 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.
- Target 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 50th Anniversary of the National Trails and Rivers Acts.
- Develop External Outreach Plan (Strategic Goal 3A5): Develop a national external outreach and media plan for National Conservation Lands as a whole (this document).

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:

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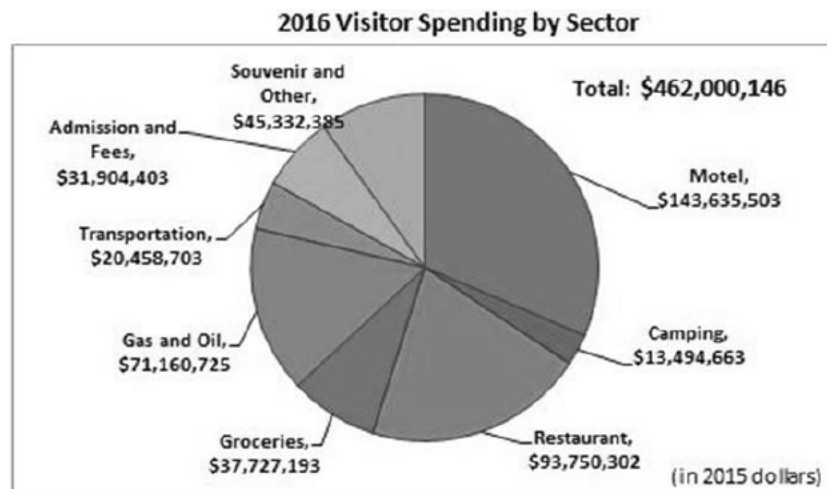
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- A horizontal bar chart with the title 'U.S. should take action to address climate change'. The y-axis lists four age groups: 18-29, 30-49, 50-69, and 70+. The x-axis represents the percentage of respondents, ranging from 0 to 100 in increments of 20. For each age group, there are two bars: a blue bar for 'Total' and a red bar for 'Male'. The data is as follows:
- | Age Group | Total (%) | Male (%) |
|-----------|-----------|----------|
| 18-29 | 95 | 95 |
| 30-49 | 93 | 93 |
| 50-69 | 82 | 82 |
| 70+ | 98 | 98 |

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- **Return on Investment:** On a budget of only \$2.73 per acre (compared to \$35.71 per acre for the National Park Service), National Monuments and National Conservation Areas (NCAs) supported over \$50 in regional economic activity for every acre of land managed. This amounts to \$17 in regional economic contributions for every \$1 of federal funding.
- **Proven Growth:** Visits to National Monuments and NCAs have grown at over 400% the rate of other BLM recreation sites in the past 10 years. In 2016, there were 8.6 million visits to National Monuments and NCAs.
- **Economic Engines:** Visitors to National Monuments and NCAs contributed over \$450 million in direct visitor spending, \$230 million in labor income, \$630 million in economic output, and over 7,100 jobs in 2016.



- **Part of a Major U. S. Economic Driver:** Recreation visitors to National Conservation Lands help drive the \$650 billion recreation economy.
- **Lots of Gateways:** 90% of western BLM cities greater than 50,000 are within just 25 miles of a National Conservation Lands site. Various studies have shown that retirees, skilled workers, and businesses are drawn to communities with large amounts of protected public land.
- **Community Tax Revenue Generators:** The Rio Grande del Norte National Monument outside of Taos, New Mexico, saw visitation jump from 111,000 in 2012 to 166,000 in its year of designation in 2013. This nearly 50% increase in visitation helped boost Taos' Accommodations and Food Service tax revenues by a half million dollars from the previous year. Retail Trade tax revenues increased nearly 10% or \$850,000 between 2012 and 2013.



- **Helping Local Businesses:** The Arkansas River through Browns Canyon National Monument is the busiest segment on the most popular commercially outfitted whitewater river in the West. In 2016, outfitters earned over \$5.5 million on boating receipts alone on the segment. According to the Colorado River Outfitters Association, whitewater boating brought over \$60 million to the Arkansas Valley economy in 2014, with over a third of this use coming from Browns Canyon.
- **Community Partnerships:** With the designation of the Organ Mountains-Desert Peaks National Monument, the Las Cruces New Mexico Convention and Visitors Bureau partnered with the Green Chamber of Commerce to sponsor “Monuments to Main Street” in September 2016. This month-long celebration included over 20 events ranging from guided monument tours to wine tasting.
- **Wilderness Recreation** in BLM Wilderness Areas supported an estimated \$11 million in economic output in 2015. Studies have shown that home values increase significantly when located near designated wilderness. A 2016 study found that the economic contributions from the entire National Wilderness Preservation System, which BLM is a part of, amounts to over \$700 million in national economic activity annually from the system’s 10 million annual visits.
- **Wild, Scenic, and Appreciated:** Although program-wide estimates are not available, numerous National Wild and Scenic Rivers managed by BLM experience high visitation. In 2016, the Deschutes Wild and Scenic River supported an estimated 200 non-BLM jobs and \$15 million in economic activity.
- **National Scenic and Historic Trails** provide significant educational, historical, and cultural value. The National Historic Oregon Trail Interpretive Center hosted nearly 40,000 visits in 2016, supporting an estimated 30 jobs and \$2.5 million in output in the region. People value the historical and environmental education provided by this site, which provided an estimated \$1.8 million in nonmarket use value in 2016.
- **Providing for Nonmarket Values:** Many goods and services provided by National Conservation Lands are not traded in markets and thus are not valued through market activity. Goods and services such as clean air, pristine views, and the value ascribed to recreational experiences such as fishing, hiking or camping are examples of nonmarket values. The BLM provides a wide array of nonmarket values through resources and activities, even if they are not sold or purchased.
- **Nevada’s Best Known Festival:** The Burning Man Festival in the Black Rock-High Rock Canyon Emigrant Trails NCA hosted approximately 70,000 participants in 2016 and is the largest “Leave No Trace” event in the world. Entry-exit days mark the busiest days of the year at the Reno-Tahoe Airport as close to 20,000 participants arrive-depart by air. In 2013 the Burning Man Organization Census determined that the event contributed over \$55 million to Nevada’s economy.



Ninety-nine percent of the 36 million acre National Conservation lands are open to fishing and hunting.

Many locations in the National Conservation Lands offer outstanding wildlife and fishery habitat and are the most sought-after locations for hunting and fishing within their respective states.

World-Class Fisheries

The Trinity Wild and Scenic River in California is one of the state's top steelhead streams. Up to 100 outfitters run trips along the 43 mile corridor each winter with customers paying \$400 per day for guided fishing opportunities on one of America's most stunning rivers.

Colorado's Gunnison Gorge National Conservation Area and the wild & scenic suitable **Arkansas River Headwaters (including Browns Canyon National Monument)** make up 118 miles of the state's total 322 miles of Gold Medal Trout Waters. Anglers come from throughout the nation to catch trophy brown and rainbow trout and provide support to local outfitter and guides.

Alaska's Gulkana Wild and Scenic River is one of the most popular sportfishing rivers in Alaska. It is the leading Chinook and Sockeye salmon spawning stream in the famed Copper River basin, which has a world-renowned commercial and sport salmon fishery. Further to the north, few rivers anywhere in the world can match the quality and quantity of the Arctic grayling fishery in the Delta Wild and Scenic River. Results of recent abundance estimates for Arctic grayling indicated the study area had one of the greatest observed density estimates for Alaskan riverine Arctic grayling ever published.

Montana's Madison River is perhaps the Big Sky State's most famous flyfishing stream. Where the river flows through the Lee Metcalf Wilderness, Beartrap Canyon Unit, it offers both world class fishing and whitewater.

Wyoming's North Platte River was once a major emigrant corridor followed by the **California, Oregon and Mormon Emigrant National Historic Trails**. The river west of Casper is now most popular as one of the U. S. best tailwater trout fisheries.

The Rogue Wild and Scenic River in southwest Oregon was first made famous by western author Zane Grey who fished its famed salmon runs beginning in 1919. The Rogue still supports the highest wild salmon population of any Oregon coastal river.

Unsurpassed Hunting Opportunities

Colorado's Black Ridge Canyon Wilderness typically hosts four of the state's 11 trophy desert bighorn ram tags each year -- These are highly coveted "lifetime" hunts, meaning a hunter can only draw one of the highly coveted tags once in their life.



Montana's Upper Missouri River Breaks National Monument is a wildlife mecca world famous for its big game, including trophy bighorn sheep hunting that is considered the best in North America, elk and both mule and whitetail deer. The area also has excellent upland bird, waterfowl and fishing opportunities.

Arizona's Agua Fria National Monument offers excellent hunting opportunities less than an hour from Phoenix, AZ. Popular game species include pronghorn antelope, mule deer, white-tailed deer, javelina, and Gambel's quail. *Hunting Works for Arizona* estimates the average AZ hunter spends \$1,200 dollars for trip related expenses.

The Wilderness Study Areas in Utah's Henry Mountains are home to one of four free-roaming bison herds in the U. S. and the only huntable herd. Approximately 40 hunting permits per year are issued for the 3-400 animal herd. The population has increased so that some of the animals are being located to begin a new herd in the Book Cliffs Wilderness Study Area.

Arizona's Grand Canyon-Parashant National Monument produces trophy-class muley bucks, in addition to pronghorn, bighorn sheep, turkey and quail.

Wyoming's Red Desert and its 10 Wilderness Study Area's is home to the largest desert elk population in the world as well as North America's largest migratory pronghorn antelope herd.

Alaska's Fortymile Wild and Scenic River Corridor is a key subsistence caribou and moose hunting location for the rural residents of Tok, Eagle, and Delta, Alaska because of its accessibility for hunting.

Winning Sportsmen Partnerships

The BLM develops partnerships with state governments and sportsmen groups throughout the west to improve habitat and populations of wildlife on the National Conservation Lands.

New Mexico's Rio Grande del Norte National Monument was designated in 2013, with the help of more than a dozen local sportsmen's groups. The spectacular Rio Grande Gorge offers the state's top wild trout fishery as well as hunts for elk, mule deer and bighorn sheep.

California is the only state with populations of tule elk. The Rocky Mountain Elk Foundation (RMEF) partnered with the BLM to acquire lands within the **Berryessa-Snow Mountain National Monument** to expand habitat for one of the state's tule elk herds. RMEF remains heavily involved in habitat protection and enhancement projects in the area. California's tule elk herds have recovered from the brink of extinction and Cache Creek now has several trophy bull tags available each year. One of the tags is reserved for an "apprentice hunt" for youth hunters.



A Diversity of Watchable Wildlife

Some of the best wildlife viewing locales in North America are located on the National Conservation lands. For example, **Oregon's Yaquina Head Outstanding Natural Area** is one of the best locations on the west coast for viewing migrating California grey whales.

Birders from around the nation come to view the raptors soaring above the cliffs at the **Morley Nelson Snake River Birds of Prey National Conservation Area in Idaho**.

The California condor release site in **Arizona's Paria Canyon Vermillion Cliffs National Monument** is a popular location for visitors to view these largest land birds in North America.

Hunting: A Highly-Valued Activity

According to an annual survey of hunters, fishermen, and wildlife watchers conducted every 5 years by the US Fish and Wildlife Service, wildlife recreation is highly valued. Hunters value the opportunity to hunt elk at about \$97 per person, per day, hunt deer at \$79 per person per day, and trout fish at \$49 per person per day.

According to the FWS survey, 38% of the population aged 16 or older participated in hunting, fishing, or other wildlife-related recreational activities in 2011. This supported \$145 billion in equipment and trip-related expenditures.

BLM hosted 6 million fishing visits and 6.6 million hunting visits in 2016. Hunting and fishing expenditures in the twelve western BLM states totaled \$15.9 billion in 2011 (though not all of this was for trips on BLM land).