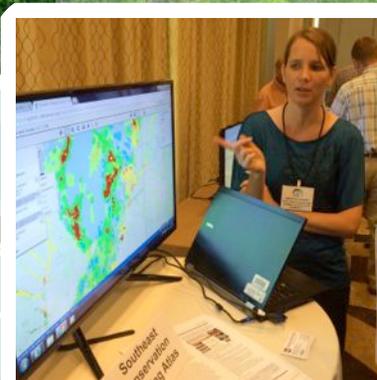


Gulf Coastal Plains & Ozarks Landscape Conservation Cooperative

2016-2020 Communications Strategy



This Communications Strategy was developed by Gregg Elliott ([K Gregg Consulting](#)) and Greg Wathen, GCPO LCC Coordinator, in collaboration with the GCPO LCC staff. This plan also builds on and borrows from the fine work and wisdom of Laura Maclean and many other great communications experts within the [LCC Network](#), as well as the outstanding work of Ashley Dayer in developing the [Intermountain West Joint Venture Communications Strategy](#).

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For more information on the GCPO LCC visit our website: gcpolcc.org.

The GCPO LCC Steering Committee approved this strategy at their June 15, 2016 meeting in Baton Rouge, LA.



Organizations that wish to become more effective at communicating science-based information should make the effort to coordinate their communication with others, both internally and externally, and should make their communication “as simple as possible, but not simpler.”

- Edward Maibach, Director of George Mason University’s Center for Climate Change



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GULF COASTAL PLAINS & OZARKS LANDSCAPE CONSERVATION COOPERATIVE (GCPO LCC) 2016 DRAFT COMMUNICATION STRATEGY

I. SUMMARY

This is the revised 2016 GCPO LCC communications strategy, reflecting updates to communications practices and an expanded set of audiences, communications activities, and goals that reflect the maturing nature of the GCPO LCC in achieving its mission. New developments since the 2012 Communications Strategy include development and the beginning stages of assisting with implementation of a conservation blueprint for the entire geography, and via the Southeast Conservation Adaptation Strategy, for the entire Southeast region. Notably, this strategy includes an emphasis on the application of human dimensions concepts and practices to improve and measure the effectiveness of LCC communications.

The approach for developing the 3 communications goals and 7 objectives in this strategy include:

- Building on the original communications strategy developed in 2012;
- A focus on the GCPO LCC's 2013-2018 Strategic Plan, including our mission and vision of conservation success;
- The incorporation of relevant goals and recommendations contained in the Network's 2014 Strategic Plan, Science Plan, and Communications Plans.
- Consideration of general Science Delivery best practices related to communications, which are currently in development by the LCC Network.

Five key elements of a Communications Strategy

1. Objectives of communications (why - what is to be achieved?) - derived from organizational goals
2. Audience identification (who)
3. Messaging tailored to audiences (what we say, information we convey)
4. Tactics/tools/channels for reaching audiences (how)
5. Evaluation: process measures (activities undertaken/completed/people reached) and outcome measures (results in the form of partner attitudes and actions)

Audiences

Partners - our currently engaged partner organizations represented on the Steering Committee, Advisory Council, Adaptation Science Management Team; our principal investigators and their institutions; many are on the GCPO news list.

Conservation community - others within the same partner organizations and beyond who share conservation objectives as a focus of their work but not yet working with us or not yet on our newlist (e.g. tribes, cultural resources, state water quality, etc. - there are many).

"Shared interest" sectors - the organizations who do not have wildlife conservation as their *primary* mission but may conduct some conservation and/or have vast influence on or use of the landscape, e.g. forestry companies, urban planners, biofuels, water quality agencies, etc.)

Elected government - legislative/executive bodies that must support the landscape conservation mission in order for it to succeed (e.g. Congress, state governors, state legislatures).

GCPO leadership - Steering Committee, Partnership Advisory Council, Adaptation Science Management Team, Coordinator & Science Coordinator

Interested public - a fundamentally non-science/non-conservation audience that nevertheless constitutes an important constituency for conservation in the U.S. (e.g. hunters, fishers, memberships of conservation NGOs, gardeners, campers, etc.)

List of Communications Goals & Objectives

Goal 1. Strengthen and Increase Collaboration

Objective 1: Increase partner satisfaction and collaboration through interactive communication aimed at deepening and broadening our *inreach* to LCC partner audiences

Objective 2: Increase participation in LCCs and understanding/support for landscape conservation and the LCCs' key role through *outreach* to new audiences.

Goal 2. Promote/Foster the Use of Landscape Conservation Science

Objective 3: Increase awareness and understanding of landscape conservation science across the GCPO geography, the Southeast U.S., and nationally.

Objective 4: Facilitate the application of landscape conservation knowledge and tools by land managers and decision makers.

Objective 5: Encourage and support adoption of the GCPO LCC Conservation Blueprint for conservation planning and implementation.

Goal 3. Improve the GCPO LCC's Understanding and Use of Social Sciences and Human Dimensions in Developing Targeted Communications Strategies

Objective 6: Facilitate and increase the LCC partnership's knowledge and understanding of social science and human dimensions in natural resource conservation.

Objective 7: Develop targeted communications tools and tactics, based on appropriate social science/human dimensions techniques.

GCPO LCC Mission and Vision

The GCPO LCC mission is to define a shared vision for sustainable natural and cultural resources in the face of a changing climate and other threats; design strategies to achieve that vision; and deliver results on the ground through leadership, partnerships, contributed resources, evaluation and refinement over time. The GCPO LCC vision is to ensure natural and cultural landscapes capable of sustaining healthy ecosystems, clean water, fish, wildlife, and human communities in the 180-million- acre Gulf Coastal Plains & Ozarks region through the 21st century.

Primary communications activities recommended in this Strategy

- Continue regular newsletter and website, expand our subscribers lists, and increase targeted lists/communications for specific audiences.
- Create a Communications Network, to include communications experts from the GCPO and possibly the Southeast and South Central CSCs and across the entire SECAS geography.
- Focus on evaluation of outcomes as opposed to processes. This may require enlisting the services of experts in the use of tools such as Google Analytics, and social science survey techniques. “*Outcome measures*” are explicitly noted under Evaluation for each objective.
- Seek to leverage the communications channels of others more aggressively, including social media. Directly ask for LCC news concerning tools/research of interest to be shared with the members of specialty organizations (such as forestry associations). Seek coverage of GCPO news in partners’ publications, blogs, social media, and other news. Actively solicit media coverage, such as by bloggers and through press releases, journalist tip sheets/relationships, and other tools.
- Webinar series (posted on YouTube as well as the website) to disseminate project results, the GCPO Conservation Blueprint, the GCPO Ecological Assessment, etc.
- Improve implementation of our project communications life cycle to include:
 - * planning for communications & audiences at the outset of each project;
 - * continue project articles (PI/partner interviews);
 - * continue webinars presenting results;
 - * broad dissemination of articles & results via partners and other media;
 - * case studies, as merited, demonstrating impact of research.

Evaluation of Communications

Evaluation of communications effectiveness is critical, as it is for any endeavor that seeks to achieve demonstrable progress or change. Communications evaluation measures generally fall into one of two categories: process or outcome measures. Process measures generally show how effectively we reached our audience; outcome measures aim to show how effectively we convinced or motivated the audience to change attitudes or take action.

For example, google analytics “sessions,” “unique users,” and “page views” all are various ways of measuring the traffic that has visited a specific page on a website. But these measures tell us nothing about what the audience did with that information. A measure of the number of downloads of a document provides a bit more confidence that information may be perceived as useful, but it is still unclear whether and how the information is applied.

Outcome measures of success relate back to GCPO LCC conservation goals; they seek to answer the question, “To what extent did these communications result in more or improved conservation actions by the target audience?” Outcomes measures can sometimes be identified, but in many cases the degree to which communications are specifically responsible for certain actions or outcomes may be difficult to assess or require a significant investment (e.g. audience polling or surveys).

Nevertheless, given these uncertainties, consistent methods in monitoring both process and outcome measures of communications success should provide a good indication of the degree of communications effectiveness.

Process measures embedded within a tool or communication channel

Most LCC communications and products will be disseminated via the web or electronic newsletters; therefore, two key tools that have and will continue to be used to evaluate web-based communications are:

- Google Analytics (which could include a wide range of measures such as website traffic, sources of traffic, UTM tags for link tracking, goals and event tracking, etc.) for GCPO LCCs’ web-based communications and tools (i.e. news, website, webinars, gcpolcc.org, the Conservation Planning Atlas, Blueprint, and GCPO Projects Database).
- Mailchimp statistics for response to newsletter based information (opens, clicks, open rate by individuals/organizations; growth of lists, etc.)

Built-in process measures such as those listed above are, to the extent possible, noted in the Tactics & Tools analysis section of this Strategy.

II. OUTLINE OF AUDIENCES, STRATEGIES, AND EVALUATION BY OBJECTIVE

Goal 1. Strengthen and Increase Collaboration

Objective 1: Increase partner satisfaction and collaboration through interactive communication aimed at deepening and broadening our *inreach* to LCC partner audiences - "bridge communications silos."

Audiences: The Southeast Communications group + existing partners and "shared interest" audiences identified by staff and the Southeast communications group.

Strategies:

- Renew the Southeast communications community of practice (i.e. communications staff of state, federal, and nonprofit conservation agencies) to share updates and achieve mutual objectives on key conservation initiatives/LCC work and the work of individual partners.
- Share lessons learned to increase communications capacity and effectiveness.
- Identify key expanded audiences, programs, or projects as potential partners.
- Explore means of sharing information with specific relevance to state/agency audiences.

Evaluation:

- *Process measure:* Number of LCC partner organizations participating in network
- Organizational representation within the GCPO newsletter list
- *Process measure:* Number of new ideas for communications collaboration implemented to connect LCC partners (e.g. states) with information pertinent to them
- *Outcome measure:* Feedback from partners (direct, survey, or other method) concerning level of satisfaction with LCC communications, projects, and tools

Objective 2: Increase participation in LCCs and understanding/support for landscape conservation and the LCCs' key role through outreach to new audiences.

Audiences: All audiences, including cultural resources, tribes, government, and "shared interest" audiences to be determined by GCPO leadership.

Strategies:

- Develop and disseminate LCC success stories and annual report(s).
- Highlight partnerships and the work of our partners.
- Reach out to potential partners (identified by staff) to develop relationships; interview, and share their stories.

Audiences: Land managers, planners, and decision makers within the conservation community.

Strategies:

- Identify and refine priority audiences for outreach (project-specific, sector-specific, partner-specific).
- Develop "peer testimonials," stories, and case studies from those who have used or benefited from LCC science products.

Evaluation:

- *Outcome measure:* Increase in participating people and new organizations (e.g. cultural, tribal, shared interest, etc.) as measured by the Mailchimp database
- *Outcome measure:* Number of webinars and webinar attendance.
- *Outcome measure:* Techniques (e.g., web-based surveys) and metrics for measuring understanding and support outcomes to be developed
- *Process measure:* Number of testimonials/cases developed (these may be video, written, or other)
- *Process measure:* Number of partners highlighted in news and success stories

Goal 2. Promote/Foster the Use of Landscape Conservation Science

Objective 3: Increase awareness and understanding of landscape conservation science across the GCPO geography, the Southeast U.S., and nationally.

Audiences: Partners, conservation community, “shared interest” audiences, interested public, elected government.

Strategies:

- Complete and publicize first “State of the GCPO” report and Assessment-in-Brief documents.
- Maintain projects database and disseminate research results.
- Disseminate information through traditional channels, e.g. newsletters/webinars and new channels (such as publications/blogs/social media of others).
- Increase capacity of LCC staff (through expert assistance and/or training) to ensure they have the tools and skills to identify, develop, and manage effective communications that are focused on key audience identification, translation, and science delivery.

Evaluation:

- *Process measure:* Number of new channels (such as publications, newsletters, blogs) for disseminating information.
- *Process measure:* Number of webinars and webinar attendance.
- *Outcome measure:* Techniques (e.g., web-based surveys) and metrics for measuring awareness and understanding will be developed.

Objective 4: Facilitate the application of landscape conservation knowledge and tools by land managers and decision makers.

Audiences: Partners, Refuge managers, National forest supervisors, WMA managers, private lands biologists, conservation community audiences, and “shared interest” audiences recommended by PIs and GCPO Science staff (targeted depending on subject matter).

Strategies:

- Facilitate two-way communication to identify information gaps and barriers that prevent effective use of conservation science by resource managers and decision-makers.
- Develop targeted strategy for outreach and engagement for different kinds of conservation practitioners, such as:
 - ◆ Organize, promote, and support project webinar series (webinars scheduled as projects are completed) that combine, whenever possible, CPA applications/data.
 - ◆ Use the communications channels of interest-based organizations (such as land trusts newsletters, timber company newsletters, organizational list serves or blogs).

- ◆ Follow best practices for science delivery communications in the project life cycle (as defined by LCC Network guidance under development).
- ◆ Conduct outreach for audiences specific to each project.

Evaluation:

- *Process measure:* Number of webinar or meeting attendees
- *Process measure:* Number of new contacts provided by PIs
- *Process measure:* Google analytics measuring the response to and use of datasets, reports, and tools on the Conservation Planning Atlas
- *Process measure:* Number of case studies that illustrate how partners are using LCC information and tools, for example:
 - Forest Characterization Database
 - Ozarks Decision Framework
 - [Inundation Frequency Model](#)

Objective 5: Encourage and support adoption of the GCPO LCC Conservation Blueprint for conservation planning and implementation.

Audiences:

- Current partners and Blueprint workshop invitees
- An expanding network of people and organizations - both self-identified and identified by staff

Strategies:

- Support invitations/RSVPs/comments/agendas/presentations for both web meetings and workshops for key audiences (e.g. Geomatics) or initiatives (e.g. open pine or sea level rise adaptation).
- Establish the capacity to support interactions with “Blueprint customers.”
- Develop training or other outreach to assist partners in applying the blueprint.
- Support organization of meetings (live or online) around key

Audiences:

- New potential partners or organizations that could benefit from accessing Blueprint data and maps, as well as contribute information to the ongoing Blueprint process.

Strategies:

- Conduct outreach directly to representatives of identified organizations as well as through communications media specific to the targeted audience(s).

Evaluation:

- *Process measure:* Number of partners participating in Blueprint reviews
- *Outcome measure:* Number of partners that adopt the conservation blueprint for their organization’s conservation planning and implementation

Goal 3. Improve the GCPO LCC's Understanding and Use of Social Sciences and Human Dimensions in Developing Targeted Communications Strategies

Objective 6: Facilitate and increase the LCC partnership's knowledge and understanding of social science and human dimensions in natural resource conservation.

Audiences: LCC communications team(s), partners, and principal investigators working with the GCPO LCC.

Strategies:

- Conduct literature reviews and interviews to compile results into easily accessible information – report archives, short documents, best practices, website blogs.
- Partner with other conservation initiatives that are attempting to better integrate human dimensions into their conservation planning. An example is the North American Waterfowl Management Plan, which has established a human dimensions objective, and Human Dimensions Working Group.

Evaluation:

- *Process measure:* Development of a catalog of social sciences/human dimensions communications resources
- *Outcome measure:* Creation of a social sciences/human dimensions community of practice; number of participants.
- *Outcome measure:* Feedback of partners concerning their increased knowledge and/or increased use of HD guidance and practices

Objective 7: Develop targeted communications tools and tactics, based on appropriate social science/human dimensions techniques.

Audiences: LCC communications team(s), partners, and principal investigators working with the GCPO LCC.

Strategies:

- Deploy social science expertise to identify key conservation constituencies in the GCPO LCC, and to develop communications techniques, media, and appropriate outlets to target these constituencies.
- Develop key messages and recommendations partners can use based on the published literature/social science expertise.
- Compile and disseminate existing information on the values people place on ecosystem services provided by healthy natural and cultural landscapes.
- Track/use social science research literature to improve communications with key audiences using the mediums they prefer.

- Use results of LCC projects such as the Grala ecosystem services project, to identify key constituencies, and develop social science techniques for targeting LCC communications to these constituencies.

Evaluation:

- *Outcome measure:* Identify instances where key messages, recommendations, and other practices are used (such as citations of the GCPO work).
- *Outcome measure:* Identify instances where existing and new partners/ organizations receive and implement GCPO LCC key messaging recommendations.
- *Outcome measure:* Develop case studies that test the use of targeted messaging based on social science/human dimensions information. For example, using results of Grala ecosystem services project to develop specific communications tactics for targeted constituencies.

III. MESSAGING, TACTICS & TOOLS FOR REACHING AUDIENCES

Detailed tables with suggested messages for identified audiences, as well as tactics, tools, and channels for reaching them are included in Appendices A and B, respectively. These tables can be used to tailor communications, since messaging and means of dissemination will be specific to each campaign, whether it be release of a recently completed study with recommendations for conservation practitioners, or the launching of a newsletter. To this end, Appendix C provides a checklist of tactics & tools for specific campaigns and Appendix D provides a project “rollout” template that will help to track actions and responsibilities required in disseminating key information, tools, and research results.

Appendix A, the messaging section includes messaging themes from which specific messaging for individual campaigns can be built. Most messaging themes were derived from or came directly from existing GCPO, SECAS, or LCC Network documents. In addition, the messaging section also includes “dialogue questions” that highlight some of the unknowns about potential new audiences for the GCPO as well as how to explore potential areas of shared interest. These dialogue questions recognize the growing certainty that interactive communications are critical to the success of the collaborative landscape conservation enterprise.

Appendix B, the Tactics & Tools analysis provides an overarching view of the tactics and tools (and some, though by no means all, communications channels) at our disposal, those we have been using, and those we are most likely to use in the coming years. Often the same tactic or channel can carry multiple messages to multiple audiences (e.g. e-news).

IV. LIST OF APPENDICES

- A. GCPO LCC Communications Messaging by Objective & Audience
- B. GCPO LCC Tactics & Tools Analysis
- C. GCPO LCC Campaign Tactics Checklist
- D. GCPO LCC Project Rollout Template

**GCPO LCC 2016
Communications Strategy**

**Appendix A:
Communications Messaging by
Objective and Audience**

		GCPO LCC	
What we aim to achieve		Audience(s)	Message(s) (themes largely derived from previous LCC documents)
GOAL 1	STRENGTHEN & INCREASE COLLABORATION		
OBJECTIVE 1	Increase partner satisfaction and collaboration through interactive communication aimed at deepening and broadening our inreach to LCC partner audiences (inreach).	The Southeast Communications group + existing partners and “shared interest” audiences identified by staff and the Southeast communications group.	<p>Message theme: The Gulf Coastal Plains & Ozarks (GCPO) Landscape Conservation Cooperative’s efforts to define and design sustainable landscapes are intended to support strategic delivery of conservation actions.</p> <p>Dialogue: We want your participation/feedback to make this a truly useful partnership/product/exercise. What is the specific interest of your organization in the GCPO LCC and its science products? How can your organization (better) participate in the LCC? Are there more/better ways to leverage each other’s science products, communications, etc.? Can you please assist in evaluation of _____ project/initiative? How can we work together more effectively to achieve our mutual goals? How can we create true synergy? How can we work together on projects/in fundraising/other ways? Are there more/better ways to leverage each other’s planning, science products, communications, etc?</p>

		GCPO LCC	
What we aim to achieve		Audience(s)	Message(s) (themes largely derived from previous LCC documents)
OBJECTIVE 2	Increase participation in LCCs and understanding/support for landscape conservation and the LCCs' key role through outreach to new audiences.	All audiences, including cultural resources, tribes, government, and "shared interest" audiences to be determined by GCPO leadership.	<p>Message theme: The GCPO LCC and its existing partners have developed a variety of tools, data, and a future oriented conservation Blueprint that can help inform the resource management decisions of many different types of organizations. We invite you to learn more and/or meet with us concerning our products/ Blueprint/studies and the ways in which they could be of use to your organization.</p> <p>Dialogue: What are the near-term (3-5 year) goals that your organization is seeking to achieve? What are our shared interests? What are the long-term/large-scale/future change issues that you are struggling with or most concerned by? Can you please assist in evaluation of _____ project/initiative? How can we work together more effectively to achieve our mutual goals? Are you interested in collaborating more closely with the GCPO LCC?</p>
		Land managers, planners, and decision makers within the conservation community.	<p>Message theme: Same as above</p> <p>Dialogue: What impediments do you currently face in working across organizational/ jurisdictional/ownership lines? In what ways could your operation/decisions/planning benefit from greater understanding of the context (surrounding lands) within which your operations/your land is embedded? Are you aware of the Conservation Planning Atlas, its datasets, mapping platform and other functions? Are you aware of the GCPO LCC/ Sciencebase projects database, which catalogs the landscape-scale research that has been sponsored by the LCC?</p>

		GCPO LCC	
What we aim to achieve		Audience(s)	Message(s) (themes largely derived from previous LCC documents)
GOAL 2	PROMOTE/FOSTER THE USE OF LANDSCAPE CONSERVATION SCIENCE		
OBJECTIVE 3	Increase awareness and understanding of landscape conservation science across the GCPO geography, the Southeast U.S., and nationally.	Partners, conservation community, “shared interest” audiences, interested public, elected government.	<p>Message theme: Protecting natural and cultural resources is essential to sustaining our health and quality of life. We, along with fish and wildlife, rely on clean water and the benefits of having healthy rivers, streams, wetlands, forests, grasslands, and coastal areas in order to thrive. Managing the landscapes that provide our natural and cultural resources has become increasingly challenging. LCCs are working to identify a network of landscapes and seascapes capable of sustaining natural and cultural resources for current and future generations. More at lccnetwork.org/about/about-lccs and gcpolcc.org/about-the-gcpo-lcc)</p> <p>Dialogue: What does landscape conservation mean to you? Do you view a “connected network of landscapes and seascapes” on a large scale as important? Why or why not? Which, if any, of your specific interests do you see supported by a “connected network of landscapes and seascapes” that is sustainable over the long-term? To what extent would you be interested in learning more about landscape scale conservation? To what extent would you be interested in participating in landscape scale conservation?</p>

		GCPO LCC	
What we aim to achieve		Audience(s)	Message(s) (themes largely derived from previous LCC documents)
<p>OBJECTIVE 4</p>	<p>Facilitate the application of landscape conservation knowledge and tools by land managers and decision makers.</p>	<p>Partners, Refuge managers, National forest supervisors, WMA managers, private lands biologists, conservation community audiences, and “shared interest” audiences recommended by Pls and GCPO Science staff (targeted depending on subject matter).</p>	<p>Message theme: If you are a land manager, refuge manager, aquatic biologist, water manager, private landowner, conservation NGO, resource industry, cultural resource manager, land use planner, or state/federal agency habitat manager, then you will want to learn the results of scientific research projects as well as conservation and adaptation planning supported by the GCPO LCC. Why? Because for five years natural resource agencies, NGOs, and university partners have been working at an unprecedented level of collaboration to explicitly fill knowledge gaps, develop data and decision support tools, and focus on additional issues that are key to long-term, sustainable natural and cultural resource management in a 180-million acre region centered around the lower Mississippi River.</p> <p>Dialogue: What are your most pressing science/data needs - i.e. those that if you had answers today, would change your management tomorrow? What impediments do you face in seeking to manage your resources/communities within a larger landscape context? To what extent will _____ research results/tool/product be of use to you?</p>

		GCPO LCC	
What we aim to achieve		Audience(s)	Message(s) (themes largely derived from previous LCC documents)
OBJECTIVE 5	Encourage and support adoption of the GCPO LCC Conservation Blueprint for conservation planning and implementation.	Current partners and Blueprint workshop invitees	<p>Message theme: The Gulf Coastal Plains & Ozarks (GCPO) Landscape Conservation Cooperative’s efforts to define and design sustainable landscapes are intended to support strategic delivery of conservation actions. It is vitally important that members of the partnership are participating in its development and improvement. It is equally important that we work together to find ways to apply the Blueprint to achieve conservation on the ground.</p> <p>Dialogue: Do you see your priorities reflected in the current GCPO LCC Conservation Blueprint? If not, can we discuss or meet to exchange further information? Would you be willing to participate as an “early adopter” in applying the Conservation Blueprint toward conservation planning, community planning, project implementatio or fundraising? What are your ideas or preferences for how the Blueprint could or should be applied within your organization/ your region?</p>

		GCPO LCC	
What we aim to achieve		Audience(s)	Message(s) (themes largely derived from previous LCC documents)
<p>OBJECTIVE 5 (continued, audience 2)</p>		<p>New potential partners or organizations that could benefit from accessing Blueprint data and maps, as well as contribute information to the ongoing Blueprint process.</p>	<p>Message theme: The GCPO LCC's Landscape Conservation Design process will spatially depict priority focal areas and habitats for inclusion in an ecologically connected network of landscapes and seascapes adaptable to future change. To be effective, the Blueprint must be transparent, replicable, and defensible, bringing the best available science to bear on conservation decisions. Reviews by a diverse array of experts/organizations are identifying ways in which the Blueprint can be improved and provide maximum utility to a wide array of organizations and communities. More information at secassoutheast.org/get-involved.</p> <p>Dialogue: Where are the best places for smart urban growth that minimize negative impacts to fish and wildlife and provide greater open space/community protection? How do proposed new public lands fit into such a connected network? Where would stream restoration provide the most benefits to fish, drinking water quality, and outdoor recreation? Where should we focus conservation efforts now to improve the resilience of ecosystems and communities in advance of major disasters e.g. oil spills. Where will economic incentives achieve the most benefits on working lands?</p>

		GCPO LCC	
What we aim to achieve		Audience(s)	Message(s) (themes largely derived from previous LCC documents)
GOAL 3	IMPROVE THE GCPO LCC'S UNDERSTANDING & USE OF HUMAN DIMENSIONS IN DEVELOPING TARGETED COMMUNICATIONS STRATEGIES		
OBJECTIVE 6	Facilitate and increase the LCC partnership's knowledge and understanding of social science and human dimensions in natural resource conservation.	LCC communications team(s), partners, and principal investigators working with the GCPO LCC.	<p>Message theme: Environmental issues from urbanization to climate change extend beyond state boundaries and are outside the scope of any one agency to address. Current communications research recognizes: (a) organizations that wish to become more effective at communicating science-based information should make the effort to coordinate their communication with others, both internally and externally, and should make their communication "as simple as possible, but not simpler," and (b) should systematically invest in collecting audience data, conducting audience research, and evaluating communications effectiveness. (More information available from the Science of Science Communication, Edward Maibach).</p> <p>Dialogue: How can the GCPO LCC and its partners create synergy and more effective communications through the application of existing social science knowledge and best communications practices? How can conservation delivery be improved through application of human dimensions (specifically ecosystem services) findings?</p>

		GCPO LCC	
What we aim to achieve		Audience(s)	Message(s) (themes largely derived from previous LCC documents)
OBJECTIVE 7	Develop targeted communications tools and tactics, based on appropriate social science/human dimensions techniques.	LCC communications team(s), partners, and principal investigators working with the GCPO LCC.	Messaging & dialogue: To be developed with partners on a project/campaign-specific basis, using and testing specific social science/human dimensions techniques.

**GCPO LCC 2016
Communications Strategy**

**Appendix B:
Tactics & Tools Analysis**

ANALYSIS OF TACTICS, TOOLS & CHANNELS FOR COMMUNICATIONS				
GCPO LCC has used in past	GCPO LCC likely to use in future	Communications Tactics	Evaluation, P=process, O=outcome,	Frequency (Case-by-case, Daily, Weekly, Monthly, Intermittent/as needed, Quarterly, Annual)
		CORE GCPO TACTICS		
X	X	Website(s) (The core GCPO LCC website will transition to an updated content management system in 2017.)	P/O: Google Analytics (GA) - to show trends over time, response to specific events	A/M
X	X	E-Newsletter	P: Mailchimp analytics, including list size, opens, clicks by story, active members	A or Q
X	X	Factsheets (project/issue focused)		
X	X	Success stories		
X	X	Case studies	O: the case study example itself P: Number of case studies; number of outside channels; GA	A
X	X	Year-end or annual reports		
	X	Webinars	P: Number of registrants; number of attendees	C/A
X	X	Youtube /Vimeo	P: views/Google Analytics (GA)	A
X	X	Web-based meeting tools for brainstorming, prioritization, etc. (e.g. Meetingsphere)		

ANALYSIS OF TACTICS, TOOLS & CHANNELS FOR COMMUNICATIONS

GCPO LCC has used in past	GCPO LCC likely to use in future	Communications Tactics	Evaluation, P=process, O=outcome,	Frequency (Case-by-case, Daily, Weekly, Monthly, Intermittent/as needed, Quarterly, Annual)
X	X	Interview project PIs and/or stakeholders to develop project-specific stories, webinars, videos, podcasts etc. Interviews can explore why the project is important, develop different aspects of the story (human interest, research, unusual biology, new best practices, counter-intuitive findings, etc.).	Depends on channels through which stories are shared.	C
	X	Find new audiences for specific deliverables/projects/DSTs/LCDs by contacting new organizations directly, for example Forestry Associations, Extension depts. within state universities of the GCPO. Seek to develop relationships where information, research, and training opportunities are shared both ways.	P: Number of new organizations contacted O: Number of new organizations collaborating with the GCPO to share information	C
X	X	Twitter	P: number of followers; number of retweets	A/M

ANALYSIS OF TACTICS, TOOLS & CHANNELS FOR COMMUNICATIONS				
GCPO LCC has used in past	GCPO LCC likely to use in future	Communications Tactics	Evaluation, P=process, O=outcome,	Frequency (Case-by-case, Daily, Weekly, Monthly, Intermittent/as needed, Quarterly, Annual)
		INFORMATION		
	X	Elevator talk	O: informal feedback - does this make sense? what catches the audience's interest?	I
	X	Brochures (for print/organization focused)		
X	X	Briefs: research reports summarizing LCC/CSC/partner research on topics/geographies	P: clicks in Mailchimp; O: pdf/dataset/map download analytics to measure level of interest	A
	X	Data: presentation-ready graphs/infographics on various topics/geographies		
	TBD	White papers, in-depth cross-project synthesis		
		Magazine/online content and articles (stories)		
X	X	Journal articles		
	X	Banner, map, or booth for sharing information		
X	X	Scientific presentation/poster		
		Establish an internal system for sharing research/policy relevant to landscape conservation, global change and adaptation amongst staff.		

ANALYSIS OF TACTICS, TOOLS & CHANNELS FOR COMMUNICATIONS				
GCPO LCC has used in past	GCPO LCC likely to use in future	Communications Tactics	Evaluation, P=process, O=outcome,	Frequency (Case-by-case, Daily, Weekly, Monthly, Intermittent/as needed, Quarterly, Annual)
		MEDIA		
	X	Press releases/journalist pitches	P: number of press pick-ups	C
		News conferences	P: number of press pick-ups	C
	X	Videos/Podcasts	P: Youtube/other analytics	A
X	TBD*	RSS feeds online		
		Personality appearances	P: number of attendees	C
		Speakers' bureau		
x	x	Information/education programs or exhibits	P: size of meeting	C
		Billboards, signs		
X	X	Host Special events	P: number of attendees	C
		COLLABORATION		
X	X	Committees, working groups		
X	X	Conference calls		
	X	Video conferences		
X	X	Web-based document sharing	P: GA or number of participants; O: number of co-produced products or actions	A for specific documents of interest
X	X	Host/seminars, conferences	feedback/survey	C
X	X	Attend seminars, conferences as speaker/information provider		

ANALYSIS OF TACTICS, TOOLS & CHANNELS FOR COMMUNICATIONS				
GCPO LCC has used in past	GCPO LCC likely to use in future	Communications Tactics	Evaluation, P=process, O=outcome,	Frequency (Case-by-case, Daily, Weekly, Monthly, Intermittent/as needed, Quarterly, Annual)
		FEEDBACK (2-way dialogue with audiences)		
x	X	Surveys (e.g. Survey Monkey, Google docs, survey functions built into web meeting tools)		C
X	X	Scientific poster or “cafe” to dialogue with your audience/end users/colleagues	P: number of attendees	C
X	X	Interviews (to gain information for a variety of purposes)	P/O: quality of information	C
x	X	Send staff for one-on-one meetings with critical but under-engaged stakeholders in an effort to increase engagement and demonstrate the LCC’s shared interests with them.	O: Further meetings/collaboration or not?	C
		PROJECT RELATED		
x	X	Project videos developed by PIs and PI institutions.	P: views on YouTube	C
	X	Science-based BMP guides, websites	(dissemination via many channels)	A
X	X	Decision support tools	(dissemination via many channels)	A
		Entrepreneurial opportunities (business/partnership opportunities)		

ANALYSIS OF TACTICS, TOOLS & CHANNELS FOR COMMUNICATIONS				
GCPO LCC has used in past	GCPO LCC likely to use in future	Communications Tactics	Evaluation, P=process, O=outcome,	Frequency (Case-by-case, Daily, Weekly, Monthly, Intermittent/as needed, Quarterly, Annual)
		Grant Programs	SC CSC project used as justification for grant funding	C
		SOCIAL sharing-post often; schedule 1/week		
		Facebook	P/O: extensive FB analytics on page “insights,” especially reach, likes, post engagements, actions on page	
	X	Linked In		
		many other channels (e.g. Instagram, Google plus, etc.)		
		Slideshare		
X	TBD*	Blogs		
		Bookmarking sites (e.g. Digg, Stumbleupon)		
		INSTRUCTION/EXTENSION		
x	X	Find new audiences by increasing outreach presence at local and regional events, or work with stakeholders who already do outreach to incorporate landscape conservation information in their materials/events.	P: Number of factsheets, etc. passed out; number of events/number of attendees	A

ANALYSIS OF TACTICS, TOOLS & CHANNELS FOR COMMUNICATIONS				
GCPO LCC has used in past	GCPO LCC likely to use in future	Communications Tactics	Evaluation, P=process, O=outcome,	Frequency (Case-by-case, Daily, Weekly, Monthly, Intermittent/as needed, Quarterly, Annual)
X	X	Face to face meetings/training/ workshops		
		Tours/Demos	P: Number of attendees	
		Technical assistance/extension	P: Geographic extent of dissemination; number of people assisted	A
		Interpretive programs or exhibits		
		Specialized school curricula		
	X	Continuing education credits linked to other outreach (eg. webinars)	P: Number of webinars; number of attendees	C/A
		Online courses (MOOC)	P: Number of registrants; number of positive reviews	
		ADVERTISING		
		Partnership Recognition/Awards		
		Marketing Materials		
		Fundraising Events		
		Direct (e)mailing		
X	X	Logo & Branding		
	(investi- gate)	Google ads (grants to nonprofits)	P: Number of free ads	A
		Social ads (Twitter, Facebook)		
		Public Service Announcements		

ANALYSIS OF TACTICS, TOOLS & CHANNELS FOR COMMUNICATIONS				
GCPO LCC has used in past	GCPO LCC likely to use in future	Communications Tactics	Evaluation, P=process, O=outcome,	Frequency (Case-by-case, Daily, Weekly, Monthly, Intermittent/as needed, Quarterly, Annual)
		Traditional Advertisements in news/TV media		
		PUBLIC POLICY		
		Indirect lobbying/organizing		
	X	Issue-specific or program-specific data & policy analysis		
		Legislative committees/lobbying		
X	X	Briefing sheets (factsheets/success stories)	P: Number of factsheets/stories produced	A
		Public Hearings or Meetings		
		Public Comments/Testimony		
		Official Proclamations		
		Op-Ed/opinion pieces	feedback from readers	
		Legislative or agency decision victories	O: Number of decisions favored by conservation stakeholders	
NOTE:	*TBD	The asterisk indicates tactics that may change when the GCPO LCC switches to a different website content management system in 2017.		

**GCPO LCC 2016
Communications Strategy**

**Appendix C:
Campaign Tactics Checklist**

CAMPAIGN NAME:	APPENDIX V
(check all that apply)	Communications Tactics & Tools
	INFORMATION
	Website(s)
	E-Newsletter
	Elevator talk
	Brochures (for print/organization focused)
	Factsheets (project/issue focused)
	Success stories
	Case studies
	Briefs: research reports summarizing LCC/CSC/partner research on topics/geographies
	Data: presentation-ready graphs/infographics on various topics/geographies
	White papers, in-depth cross-project synthesis
	Magazine/online content and articles (stories)
	Journal articles
	Banner, map, or booth for sharing information
	Scientific presentation/poster
	Establish an internal system for sharing research/policy relevant to landscape conservation, global change and adaptation amongst staff.
	MEDIA
	Press releases/journalist pitches
	News conferences
	Videos/Podcasts
	RSS feeds online
	Personality appearances
	Speakers' bureau
	Information/education programs or exhibits
	Billboards, signs
	Host Special events
	COLLABORATION
	Committees, working groups
	Year-end or annual reports
	Conference calls
	Video conferences
	Web-based document sharing
	Web-based meeting tools for brainstorming, prioritization, etc.
	Host/seminars, conferences

CAMPAIGN NAME:	APPENDIX V
(check all that apply)	Communications Tactics & Tools
	Attend seminars, conferences as speaker/information provider
	FEEDBACK (2-way dialogue with audiences)
	Surveys (e.g. Survey Monkey, Google docs, survey functions built into web meeting tools)
	Scientific poster or “cafe” to dialogue with your audience/end users/colleagues
	Interviews (to gain information for a variety of purposes)
	Send staff for one-on-one meetings with critical but under-engaged stakeholders in an effort to increase engagement and demonstrate the LCC’s shared interests with them.
	Focus groups and many other social science techniques
	PROJECT RELATED
	Interview project PIs and/or stakeholders to develop project-specific stories, webinars, videos, podcasts etc. Interviews can explore why the project is important, develop different aspects of the story (human interest, research, unusual biology, new best practices, counter-intuitive findings, etc.).
	Project videos developed by PIs and PI institutions.
	Science-based BMP guides, websites
	Decision support tools
	Entrepreneurial opportunities (business/partnership opportunities)
	Grant Programs
	SOCIAL sharing-post often; schedule 1/week
	Facebook
	Twitter
	Linked In
	Google plus
	Youtube/Vimeo
	Slideshare
	Blogs
	Bookmarking sites (e.g. Digg, Stumbleupon)
	INSTRUCTION/EXTENSION
	Find new audiences by increasing outreach presence at local and regional events, or work with stakeholders who already do outreach to incorporate landscape conservation information in their materials/events.

CAMPAIGN NAME:	APPENDIX V
(check all that apply)	Communications Tactics & Tools
	Find new audiences for specific deliverables/projects/DSTs/LCDs by contacting new organizations directly, for example Extension depts. within state universities of the GCPO. Seek to develop relationships where information, research, and training opportunities are shared both ways.
	Face to face meetings/training/workshops
	Webinars
	Tours/Demos
	Technical assistance/extension
	Interpretive programs or exhibits
	Specialized school curricula
	Continuing education credits linked to other outreach (eg. webinars)
	Online courses (MOOC)
	ADVERTISING
	Partnership Recognition/Awards
	Marketing Materials
	Fundraising Events
	Direct (e)mailing
	Logo & Branding
	Google ads (grants to nonprofits)
	Social ads (Twitter, Facebook)
	Public Service Announcements
	Traditional Advertisements in news/TV media
	PUBLIC POLICY
	Indirect lobbying/organizing
	Issue-specific or program-specific data & policy analysis
	Legislative committees/lobbying
	Briefing sheets (factsheets/success stories)
	Public Hearings or Meetings
	Public Comments/Testimony
	Official Proclamations
	Op-Ed/opinion pieces
	Legislative or agency decision victories

**GCPO LCC 2016
Communications Strategy**

**Appendix D:
Project Rollout Template example**

SECTION I: GENERAL INFORMATION

1. **Project title:** Forest Characterization Database for Desired Wildlife Conditions in Bottomland Hardwoods
2. **What is the action triggering this communications plan?** *(Please explain in no more than three sentences)*

Public release of the Forest Characterization Database, which is a tool developed collaboratively with forest managers in the lower Mississippi Valley who needed a way to efficiently capture data about forest condition that would inform management to benefit a diversity of wildlife species. The project makes it easy to add metrics to existing timber cruise software that allow capturing data in the field such as understory and mid-story canopy, which can then be downloaded and analyzed on an office computer.

3. **What is the proposed date to announce this action? Why has that date been selected?** *(Please note whether this date is flexible)*

“Soft release” among collaborating partners:

Public release among the entire GCPO audience (and foresters?):

SECTION II: GOALS AND MESSAGES

4. **What are our primary communications goals?**

- 1.) Create awareness and a desire to try out the FCD among partners and stakeholders.
- 2.) Clearly describe the problem that led to the FCD and how the FCD project has solved that problem.
- 3.) Give illustrative examples of how the FCD will/can improve forest management.

5. What are our key messages? *(List no more than four!)*

<ul style="list-style-type: none">••••

SECTION III: DISSEMINATION

6. Who is leading this communications effort?

Gregg Elliott/communications and Tim Fotinos/FCD liaison

7. Scope: Which programs, FWS regions, or LCCs does this issue involve?

NWRS/Science Applications in Regions 2 and 4 (?); the Gulf Coast Plains & Ozarks (GCPO); Lower Mississippi Valley Joint Venture; state agencies?

What is the geographic scope of the product?

BLHW in the MAV??

8. Implementation timeline:

Target Date	Tactic	Responsible
	Soft release (webinar?)	Tim
	FCD story in news (need interviewees)	Gregg
	FCD webinar release	Gregg & Tim

9. Which communications tools are needed to support these strategies and tactics?

(Be as specific as possible about the products identified and who will produce them)

Tool	Responsible	Due Date
GCPO newsletter	Gregg	
Partner agency news (esp LDWF/LMVJV/NWRS?)	Gregg & paratners	
Tool demo/Webinar hosting	Gregg	
Video of field demo and/or peer testimonial from forester using the tool	Tim/foresters	
Social media posts	entire team	
YouTube videos (webinar/demo)	Gregg	

10. Which agencies, organizations and/or individuals should be notified?

Stakeholder Name	Contact Info	Funder?	Collaborator?	Contact By
LMVJV	Keith McKnight	?	Yes	Tim
EGCPJV	Catherine Rideout	?	Yes	Gregg
LCC Network	Gregg/Laura MacLean	Yes	Gregg	Gregg
LDWF	?	?	Gregg or Tim	Gregg or Tim

11. Who are the primary points of contact for this action?

Gregg Elliott, elliott.gregg@gmail.com, 901-385-1293, 901-569-8881 cell

Tim Fotinos:

Timothy A. Fotinos
 U.S. Fish and Wildlife Service
 I&M Plant Ecologist
 Red River NWR, 150 Eagle Bend Point, Bossier City, LA 71112
 office 318-742-1219 ext. 104
 cell 318-294-4296
timothy_fotinos@fws.gov
<http://www.fws.gov/southeast/IMnetwork>

Media (and Outreach) coordinators List - highlight those that apply, add as needed

Nadine Leavitt Siak, External Affairs, R4 (regional lead)
404-679-7290

nadine_siak@fws.gov

Tom R. MacKenzie, Media Relations Specialist and Native American Liaison, R4
404-679-7291

tom_mackenzie@fws.gov

Aislinn Maestas, External Affairs, Science Applications (Desert LCC, Gulf Coast Prairie LCC, Great Plains LCC), R2
505-248-6279

aislinn_maestas@fws.gov

Christina Meister, External Affairs, HQ (national lead)
703-358-2284

Christina_meister@fws.gov

Laura MacLean, Public Affairs, Science Applications, HQ
703-358-1809

laura_maclean@fws.gov

Gregg Elliott, Communications, Gulf Coastal Plains & Ozarks and Gulf Coast Prairie LCCs
901-385-1293

elliott.gregg@gmail.com

Lisa Thompson, Public Relations Specialist, Florida Fish and Wildlife Conservation Commission/Peninsular Florida LCC

lisa.thompson@mtfws.gov

Cynthia Edwards, SECAS Coordinator

c.kallio.edwards@gmail.com

Hilary Morris, SALCC

hilary_morris@fws.gov

Congressional coordinators (*Optional. Enter name, email and phone*)

Roya Mogadam, Legislative Specialist, HQ
703-358-2128

Roya_Mogadam@fws.gov

SECTION IV: OUTREACH PLAN INFO

Plan title:

Created by:

Date last edited

Edited By

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Potential questions:

<http://www.think4.com/solutions/silvassist-toolbar-arcgis> It's an online program, but it's difficult to use.

Plans for getting additional feedback/improvements?

How will data be shared among agencies?

Where & how to access database?

SECTION V: CONGRESSIONAL CONTACT LISTS

Delegation Contacts

Committee Contacts