

# Driftless Area Restoration Effort Outreach Plan

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Prepared by:



**Biodiversity Project**  
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Prepared for and funded in part by:



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## INTRODUCTION

In the fall of 2007, Trout Unlimited (TU) commissioned Biodiversity Project to develop an outreach plan to support their collaborative restoration work in the Driftless Area. As outlined in the Driftless Area Restoration Effort (DARE) Strategic Plan, the overarching goals of this project include the following:

- Restore watershed health to reduce delivery of sediment and nutrients and improve water quality to benefit Driftless Area rivers and streams;
- Protect and restore habitat for fish and other species of interest to increase angling and other recreational opportunities;
- Serve as a national model for landscape-scale community restoration and land protection efforts; and
- Promote sustainable rural economies

Biodiversity Project was tasked with identifying ways that public communications could support these goals and the subsequent objectives provided in the Strategic Plan. Our recommendations, which are outlined in this report, are intended to provide a general, and hopefully flexible, outreach plan for TU and its partners to implement as they move forward with their restoration efforts.

This report is organized into three main sections. The first two sections cover the components of the recommended communications plan, including objectives, target audiences, desired outcomes, and proposed strategies and activities. The third section provides specific message, messenger, and pathways recommendations. The recommendations in this report were informed by the following<sup>1</sup>:

- The goals and objectives outlined in the DARE Strategic Plan;
- The results from a communications planning meeting<sup>2</sup> held on November 1, 2007, and subsequent communications, with DARE partners;
- Informal interviews with Driftless Area tourism, convention and visitor's bureaus and chambers of commerce;
- Existing public opinion and marketing research pertaining to the region;
- Academic literature pertaining to communications and diffusion of innovations.

Please note that the information in this report is not set in stone. A collaborative process between TU and its partners needs to commence to ensure that everyone is bought-in to the plan and that appropriate changes are made to maximize adoptability.

Questions regarding the contents of this report can be directed to Laura Hewitt at Trout Unlimited: 608-250-3534, [lhewitt@tu.org](mailto:lhewitt@tu.org) or Willow Russell at Biodiversity Project: 608-250-9876, [wrussell@biodiverse.org](mailto:wrussell@biodiverse.org).

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<sup>1</sup> A complete list of resources is provided in Appendix A.

<sup>2</sup> A participant list for this meeting is provided in Appendix B.

## DARE COMMUNICATIONS OBJECTIVES

In order to accomplish the goals outlined above, six general objectives were identified in the DARE Strategic Plan:

- Demonstrate on-the ground protection, restoration, and planning success in Showcase Watersheds.
- Foster integration across political boundaries of natural resource protection, restoration, and planning.
- Increase funding for restoration and better utilize existing funding.
- Build the capacity of partner groups to implement Driftless restoration priorities.
- Influence federal, state, and local policies to promote protection, restoration, and public access.
- Promote a regional identity by increasing awareness and understanding of the Driftless Area.

Through a day-long meeting with DARE partners, email communications following that meeting, and discussions with TU staff, Biodiversity Project worked to identify and prioritize ways that a communications campaign could support these objectives. The most obvious opportunities were connected to the first and last of the objectives listed above.<sup>3</sup> Based on this conclusion we have developed the following *communications* objectives to support the overarching goals of DARE (mentioned in the introduction).

- 1) Build a strong network of landowners, farmers, and volunteers in specified Driftless Area Showcase Watersheds to carry out restoration efforts and to act as messengers for restoration success stories.**
- 2) Demonstrate and promote success of Showcase Watersheds among agencies and non-profit organizations that have the capacity to replicate such programs and inspire replication throughout Driftless Area.**
- 3) Facilitate a discussion and reach a collective agreement among Driftless Area tourism bureaus, educators, businesses, and DARE partners regarding a common name and consistent language for communicating about the region.**
- 4) Build a constituency of engaged citizens that are ready to act for the Driftless Area by tapping into, and promoting, regional identity and pride.**

The recommendations in this report are based on these four communications objectives.

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<sup>3</sup> In the Communications Planning Meeting held on November 1, 2007 DARE partners discussed opportunities for communications associated with each of these objectives. The summary of this discussion is provided in a table in Appendix C.

## TARGET AUDIENCES, DESIRED OUTCOMES, & PROPOSED STRATEGIES

In this section we have identified target audiences for each of the four objectives outlined above. Target audiences are described generally, and we have identified desired outcomes and suggested strategies for each. This information is summarized in Figures 1-2 and specific message recommendations for each can be found in the following section.

### **Objective #1: Build a strong network of landowners, farmers, and volunteers in specified Driftless Area Showcase Watersheds to carry out restoration efforts and to act as messengers for restoration success stories.**

Landowners in Showcase Watersheds: This audience includes farmers and other landowners in the specified watershed, particularly (a) opinion leaders within the community, (b) landowners that have a disproportionate effect upon the watershed, and (c) landowners that are already undertaking restoration measures and can be spotlighted as conservation heroes. A 2003 survey of Southeastern Minnesota landowners indicates that this audience is more likely to be older (average age of 60 years), white, and male.<sup>4</sup>

- *Desired Outcome:* Landowners understand that they are part of a particular watershed and that their actions, in concert with the actions other landowners in the watershed, can affect the health of streams in that area. They know how to manage their land in a sustainable way and can access resources to protect the watershed. They understand how these efforts benefit them and feel a sense of pride and stewardship. They participate in the restoration of Showcase Watersheds.
- *Proposed Strategy:* Research indicates that innovations (in this case, conservation practices to restore Showcase Watersheds) are adopted more rapidly if they are spread through interpersonal, peer communications channels.<sup>5</sup> In other words, landowners will be more receptive to land management suggestions made by other landowners. Therefore, once your Showcase Watersheds have been identified, we recommend the following activities:
  - 1) Identify the landowners in your Showcase Watersheds, particularly those that have a disproportionate effect on watershed health. This will refine your target audience and allow you to prioritize your communications efforts.
  - 2) Identify and enlist your allies, meaning those landowners that have already adopted conservation practices on their land or are interested in doing so.
  - 3) Identify opinion leaders in the watershed, meaning those individuals that other landowners look to for advice and exemplary behavior. Networking with your allies should help you to identify these individuals. You could also start with elected county board members who are farmers and who perhaps serve on land conservation committees.
  - 4) Reach out to opinion leaders through your allies. If your allies happen to be opinion leaders then you do not need to take this step. If not, work with

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<sup>4</sup> Payton, Michelle A., Fulton, David C. 2003. Results of a 2003 SE MN Landowner Study: Summary of Landowner Perceptions of Coldwater Stream Management and Trout Anglers.

<sup>5</sup> Rogers, Everett M. 1995. *Diffusion of Innovations – Fourth Edition*. The Free Press, NY, New York

your allies on a strategy to reach the opinion leaders. Identify the appropriate communications forums (e.g. individual meetings, one large gathering, etc.), develop messages (further recommendations in the next section), and rely on your allies to be your messengers.

- 5) Enlist opinion leaders as messengers to reach other landowners in the watershed.
- 6) Spotlight “conservation heroes” while all of the above efforts are under way. Use earned media stories in local papers and agricultural publications to “sensitize” landowners to Showcase Watershed restoration efforts.  
**Note:** When spotlighting heroes, be sure that you do not make their accomplishments seem out of reach for the “average” landowner. Make it clear that conservation is something that *any* landowner can practice.
- 7) Develop a way to identify model farms for neighbors and those passing by. You should work with your allies to determine the best way to do this, but one approach might be placing signs at the farm’s entrance or along roadside property lines, indicating that the landowner is a partner in watershed restoration.
- 8) Celebrate accomplishments and provide a forum for landowners to receive and provide peer recognition for, and reinforcement of, their efforts. This could be achieved at a fun event sponsored by TU and their partners or through a broader, pre-existing farming event. Regardless of the forum, it is important that at least some of the praise and recognition comes from peers and respected members of the farming and broader community.

**Note:** When developing your criteria for selecting Showcase Watersheds you should consider these activities and whether they will be possible in the watershed that you select. For instance, you probably do not want to target a watershed where you have few or no easily identifiable allies.

Members, Urban Residents, Recreation Users: These individuals are either already members of TU or their partner organizations, or share many of their characteristics. They already understand the benefits of the Driftless Area, as they engage with it regularly for recreation. They are concerned about the resource and are poised to act.

- *Desired Outcome:* These individuals volunteer for restoration efforts in Showcase Watersheds. They will not only provide vital labor, but they will send a message to landowners that the Driftless Area is important and worth protecting. Through interpersonal channels and media stories these individuals will also act as messengers for other recreation users and urban residents, encouraging them to support the effort by donating money or volunteering.
- *Proposed Strategy:* TU and its partners currently have active volunteers and communicate regularly with their members. To mobilize these individuals we recommend the following activities:
  - 1) Learn about your members’ motivations for, and obstacles to, volunteering. Identifying motivations and obstacles will help you to design events that

cater to your members' needs. Plus, understanding why they are willing to take time out of their day to volunteer will help you to craft your pitch.

- 2) Utilize existing networks and their associated communications pathways (e.g. action-alerts, newsletter announcements, radio kiosks, etc.) to raise awareness about volunteer events. In these communications, use what you have learned from your volunteers and emphasize the benefits they get from volunteering.
- 3) Follow-up with interpersonal communications like personal phone calls, individualized email appeals, and in-person recruitment at events. Research indicates that mass media channels (in this case mass emails, newsletters, etc.) are useful for conveying information, but that interpersonal communications are more successful in terms of generating action (i.e. volunteering).<sup>6</sup>
- 4) Inspire your members to recruit *their* friends, colleagues, and families. This kind of “gravity party” approach could increase your volunteer force significantly. Remember to encourage your members to share personal stories and the ways they benefit from volunteering with potential recruits.
- 5) Organize a few large-scale restoration events in Showcase Watersheds to help generate media coverage, raise the profile of restoration efforts, and bolster volunteer morale.

Community Organization Leaders and Regional College Professors: These individuals could include college ecology class professors, and organizers from the United Way, the Girl Scouts, 4-H, at risk youth programs, etc. These people may not be very knowledgeable about the Driftless Area or its benefits, but they are committed to their community and natural areas in general. In the case of educational groups, they often welcome hands-on learning experiences for their students and members.

- *Desired Outcome:* These individuals will provide large groups of volunteers and a stronger media hook for larger restoration events.
- *Proposed Strategy:* Communicating with these individuals will consist mainly of interpersonal interactions (e.g. phone and email invitations to participate in a restoration event). However, investing a little more time in activities such as short visitor presentations, slide shows, Web content, or simple publications that are framed with values and the need for action, but also highlight the educational and morale boosting benefits of volunteer events, could also increase interest. Whenever possible, use credible messengers for your audience. For example, when speaking with organizations like Girl Scouts or 4-H, focus on quotes and images that represent the appropriate age group.

**Note:** Be sure to alert the media about restoration events that involve groups like these as they provide great photo opportunities and feel-good stories.

Area Businesses, Potential Funders, and Elected Officials: This is a fairly diverse group, which includes large or small businesses in Showcase Watersheds, foundations, state and federal funding agencies, and local, state, or federal elected officials.

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<sup>6</sup> Rogers, Everett M. 1995. *Diffusion of Innovations – Fourth Edition*. The Free Press, NY, New York

- *Desired Outcome:* Members of this audience will endorse, participate in, and provide financial or in kind support for restoration efforts. In the case of area businesses, they will provide incentives for their employees to volunteer in Showcase Watersheds.
- *Proposed Strategy:* Communicating with this group will mainly consist of interpersonal interactions (e.g. personalized invitations to elected officials participate in a restoration event, solicitations to area businesses to donate time, money, or goods, etc.). As with landowners, it will be beneficial to identify and recruit your allies first and enlist them as messengers. Local TU chapters could be good candidates for such a task as they will know who your allies are in the specified Showcase Watersheds. Earned media will also be important to sensitize this audience to restoration issues and to provide evaluation materials for funders.

Farmers and other Landowners outside the Showcase Watershed: This audience includes farmers and other landowners that live in different watersheds throughout the Driftless Area.

- *Desired Outcome:* Landowners are sensitized the work that is being done in a nearby Showcase Watershed and are more open to participating if such an effort is developed in their community.
- *Proposed Strategy:* Generate earned media in regional news sources and agricultural publications that spotlight conservation heroes and the success of watershed restoration efforts.

**Objective #2: Demonstrate and promote success of Showcase Watersheds among agencies and non-profit organizations that have the capacity to replicate such programs and inspire replication throughout Driftless Area.**

Potential Showcase Watershed Implementers: This audience is made up of agency and organization staff members that have the capacity to replicate Showcase Watersheds model in other parts of the Driftless Area.

- *Desired Outcome:* Potential implementers recognize and validate the success in Showcase Watersheds. They feel that these projects are worthwhile, understand how to replicate them, and do so.
- *Proposed Strategy:* Creating a replicable model for Showcase Watersheds will require an understanding of what potential implementers will need to organize their own restoration effort. Therefore, it is crucial that this audience is engaged throughout the development of your first Showcase Watersheds. To accomplish this we recommend the following activities:

- 1) Compile a list that includes key individuals that could spearhead a Showcase Watershed.

- 2) Engage these individuals in a discussion or a focus group if you will, to identify their needs. Such a session should answer questions like:
  - How do they define success in watershed restoration?
  - What tools and information will they need to replicate this project?
  - What are the potential obstacles to replicating such a project?

Answering these questions up front will help to establish initial buy-in and help to ensure that you to design a truly replicable project with measures of success that are validated by your target audience.

- 3) Provide updates to potential implementers as the project develops. These could be simple quarterly emails that might link to a central Web site that tracks progress in Showcase Watersheds with photos and other available stories and data. An annual evaluation update could take the form of a presentation or a tour of the watersheds' restoration sites, and should highlight success stories and lessons learned.
- 4) Promote success of Showcase Watersheds after the project has wrapped up, perhaps by sponsoring an event for potential implementers. Produce a user-friendly evaluation that uses the measures of success established through your initial meeting.
- 5) Develop a guide for replicating the project. The first step in this process should be a review of existing restoration guides and determination of how, and whether, they are being used.<sup>7</sup> Input from potential implementers, who will be using the guide, will also be critical. We recommend producing a paper version of this guide that is supported by Web content. The Web content could provide an introduction to the guide for casual inquirers, but could also provide updates to the guide.
- 6) Facilitate development of additional Showcase Watersheds by working closely with key potential implementers.

**Objective #3: Facilitate a discussion and reach a collective agreement among Driftless Area tourism bureaus, educators, businesses, and DARE partners regarding a common name and consistent language for communicating about the region.**

Current Driftless Area Communicators: The parties in this diverse group are already communicating about the Driftless Area, although they may not refer to it that way. These groups include non-profit organizations, local, state, and federal agencies, local, state, and federal elected officials, educators, area businesses that are directly, or indirectly, dependent upon the resources provided by the region, and state tourism bureaus and local convention and visitor bureaus (CVB).

- *Desired Outcome:* Parties agree upon a common name for the Driftless Area and common language to describe it. Parties use the common name and language in their communications and marketing materials.

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<sup>7</sup> Wisconsin Wetlands Association has an award-winning restoration guide that would be worth reviewing.

- *Proposed Strategy:* This could be a difficult task as there is a huge diversity of terms used to identify the region (e.g. Mississippi River Valley, blufflands, Driftless Area, Bluff Country, Coulee Region etc.) and some groups may be committed to their particular branding.<sup>8</sup> Therefore, we recommend a series of graduated steps towards this end.

- 1) Hire a staff person to facilitate coordinated communications efforts pertaining to the Driftless Area.
- 2) Conduct a series of informal interviews with key representatives from these different groups to:
  - Discuss potential benefits of using a common name for the region.
  - Assess their willingness to adopt a common name.
  - Identify obstacles to using a common name.

**Note:** Biodiversity Project administered an online survey with Driftless Area communicators and conducted informal telephone interviews with regional tourism bureaus and CVBs, to learn about their current communications and to assess their interest in collaborating in future campaign efforts. We have included the results from the survey and interviews in Appendix D. With regards to the tourism bureaus, we have highlighted those that are the most interested and could act as messengers to the rest.

- 3) Organize a meeting for they key individuals to discuss developing a common name for the region (providing there is enough interest).
- 4) Hire a marketing firm to test different names and language to describe the region (providing the groups involved are bought-in to the process and are willing to adopt the firm’s recommendations).
- 5) Organize a second meeting to disseminate the results from the marketing research and discuss possibilities for a coordinated campaign.

**Note:** Coordinated communications could go forward without establishing a common name for the region. A common name would simplify efforts, but if no agreement can be reached, coordinated efforts could focus on using common messages.

**Objective #4: Build a constituency of engaged citizens that are ready to act for the Driftless Area by tapping into, and promoting, regional identity and pride.**

Engaged Driftless Area Residents and Visitors: This group includes individuals that are already connected with region because they farm the land, fish in the streams, run a business dependent on the region’s natural resources, are a member of a Driftless Area conservation

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<sup>8</sup> In January of 2007 Biodiversity Project conducted an online survey of organizations, agencies, and a small number of businesses and tourism bureaus that are currently communicating about the Driftless Area. The results of that survey confirmed that there is not one universal term used to refer to the Driftless Area. Terms and phrases like the “Driftless Area,” “Mississippi River Valley,” and the “blufflands” are used most frequently, but no single term is used by more that 55% of the respondents. Plus, the majority of respondents refer to the area in multiple ways.

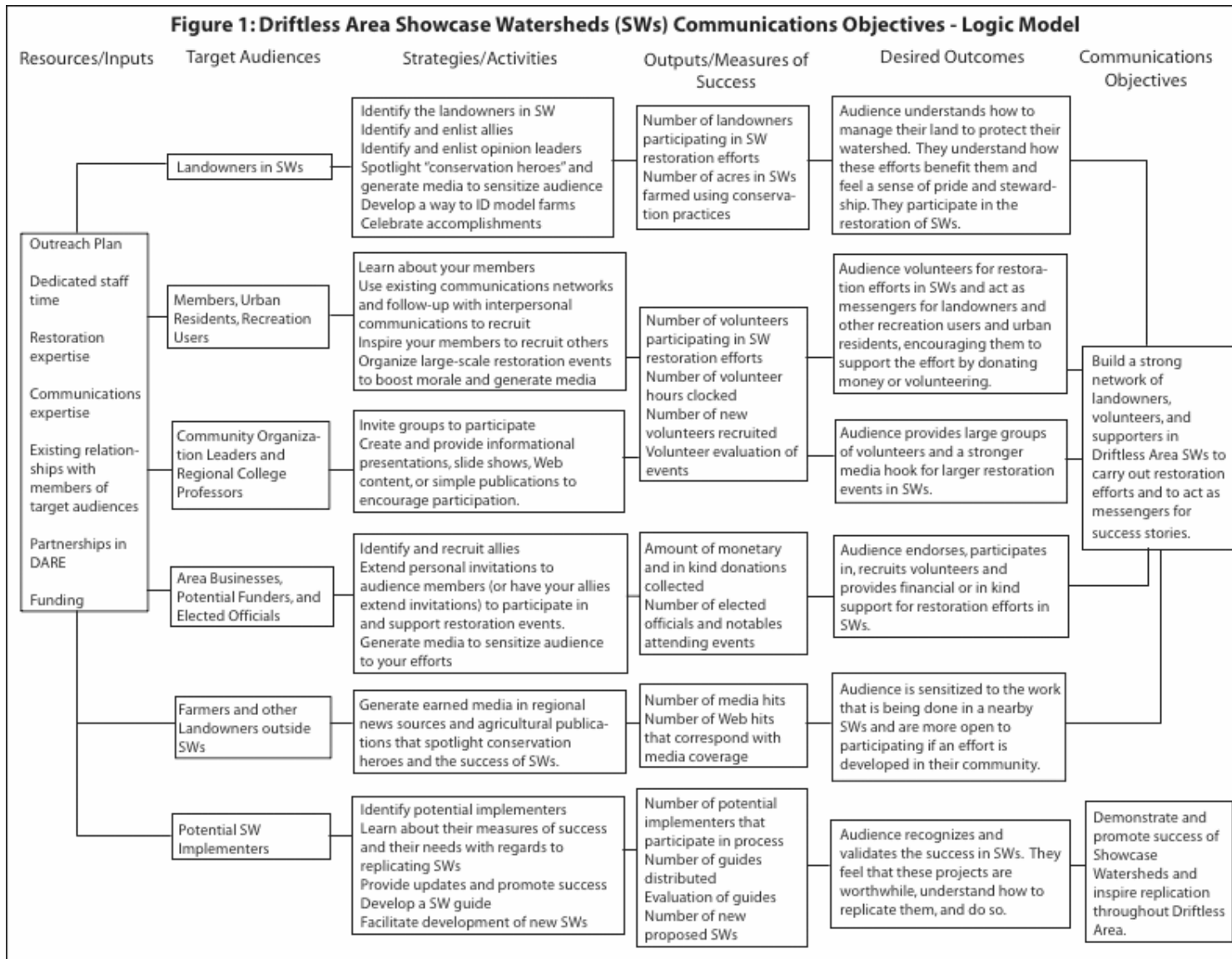
organization, visit a nature or educational center in the region, or just hike in the rolling landscape. These individuals are already sold on the region in a localized sense, but do not use common language to describe it and may not recognize it as one resource, understand all the threats, or know how they can help.

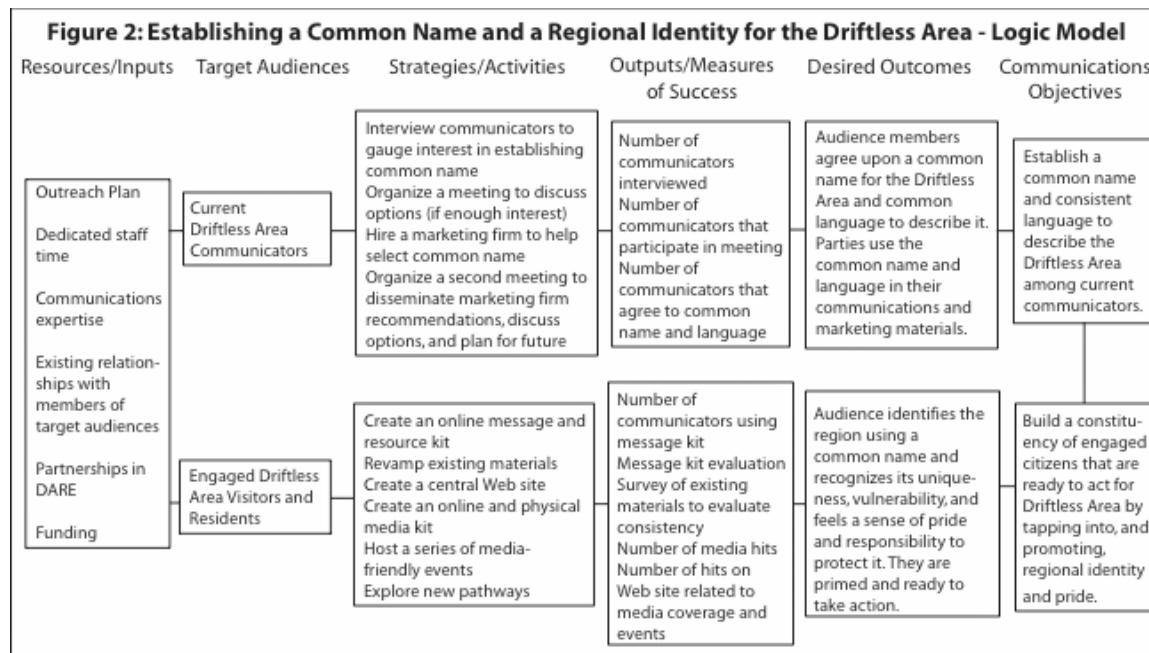
- *Desired Outcome:* Residents and visitors identify the region using a common name (if applicable) and recognize its uniqueness, vulnerability, and feel a sense of pride and responsibility to protect it. They are primed and ready to take action.
- *Proposed Strategy:* Design and launch a coordinated communications campaign with Driftless Area non-profit organizations, agencies, businesses (such as bed and breakfasts and tour group guides), and tourism bureaus. Such a campaign could include the following activities:
  - 1) Create an online message and resource kit for all the campaign partners to use. The kit should include the overarching message and various issue specific adaptations, fact sheets, sample press releases, images, etc.
  - 2) Revamp existing materials (e.g. brochures, Web sites, curriculums) used by partners to reflect common language and name (if one is agreed upon).
  - 3) Create a central Web site housed and maintained by one of the campaign partners that focuses specifically on the resource. All the other materials and media coverage should drive people to this site.
  - 4) Create an online and physical media kit that includes press releases, fact sheets tailored to your message, images, etc. This kit can be distributed at, or before, events or with specific press releases to help ensure that your story is framed according to your message.
  - 5) Host a series of media-friendly events like fishing tournaments, BioBlitzes, bluff-top dinners, tours of restored Showcase Watersheds, etc. and use the earned media to brand the region and broadcast you message. **Note:** On June 17<sup>th</sup> through the 22<sup>nd</sup> of 2010, Rochester will host the professional Outdoor Writers Association of America's (OWAA) annual conference, which might be a good opportunity to get your message out. TU has provided tours for this group in the past.
  - 6) Explore new pathways to reach your audiences. After you have successfully coordinated existing efforts and communications materials, brainstorm with your partners and marketing firm to think of other creative products, such as point of experience signage (e.g. "Welcome to the Driftless Area" signs).

#### **Objectives #1-4: Summary Figures**

The recommendations outlined above are summarized in Figures 1 and 2. We have adopted the Logic Model format for these figures to illustrate the connections between your communications objectives, desired outcomes, and the proposed strategies and activities for each target audience. In these figures we have also included the resources (or inputs) that will be required to achieve your objectives and possible measures of success (or outputs) that could be used to evaluate your strategies and activities. These sample logic models could be used as a starting place for your communications program planning and evaluation.

**Figure 1: Driftless Area Showcase Watersheds (SWs) Communications Objectives - Logic Model**





## MESSAGE, MESSENGER, & PATHWAY RECOMMENDATIONS

The first part of this section provides basic guidelines for developing a compelling message and selecting appropriate messengers and pathways. Directly following these guidelines are specific recommendations for some of the target audiences listed above.

### The Basics: Messages, Messengers, and Pathways

What is a Message? A message is a paragraph, or a series of short paragraphs, that provide the basic template for all your specific communications. Your message paragraph should be clear, compelling, and short. Imagine you're at a neighbor's door and you have about one minute to engage and convert him or her to your cause. What do you say?

Your message should do four basic things:

- 1) Give your audience a reason to care about your issue by appealing to values. These are your audience's values, not your own. Do not get hung up on winning for the "right" reasons, as you define them. Remember, you are making an emotional argument. Always put values first, facts second.
- 2) Describe a threat and who is responsible for the problem. What's the problem? Why does this put what your audience values at stake?
- 3) Provide a solution. Stress benefits and show how the solution addresses the threat. Give your audience faith in the solution's potential and be positive.
- 4) Describe what action will help solve the problem. Be *specific* about the action. For example, rather than asking your audience to reduce polluted runoff from their homes, let them know how they can do it (e.g. bury pet waste, pick native grasses that thrive without pesticides, etc). These actions can vary depending on your immediate needs – donations, letters of support, participation in a meeting or public event, etc.

A strong message will appeal to your audience's emotions, provide them with information, offer a solution, and give them something to do in response to the threat.

Who Should Deliver Your Message? No matter how good your message is, you will need to find a messenger that complements your message and carries weight with your audience. It is quite possible that it will not be you.

Messages are typically most credible when they come from people affected by an issue or problem rather than those far removed. For example:

- Doctors, nurses and patients are excellent messengers for stories about health threats.
- Clergy are far more likely to be persuasive messengers than executive directors of environmental organizations when communicating a spiritual message about nature to religious Americans.
- Children, as politicians and corporations figured out a long time ago, are terrific messengers for all kinds of messages, especially those concerned with “future generations,” and family values.

As mentioned above in the strategy for reaching landowners, credible messengers are also often people that “look” like your audience, in other words, people that reflect their values and communities.

How Can You Reach Your Audience? When reaching out to your target audiences there are a variety of communications pathways that you can choose from, including (but not limited to):

- The news media – such as newspapers, television, the Web and radio.
- Paid advertising – such as on the radio, television, the Web, or in print.
- Point-of-experience products and signs – such as signage *at* the resource (state parks, on a trail) or messages in area restaurant menus or hotel rooms.
- Web and email – such as Web sites, action alerts, and email invitations.
- Public events – such as bluff-top dinners, BioBlitzes, fishing tournaments, and large-scale volunteer restoration efforts.
- Novelty items – such as bumper stickers, skywriting, and bar coasters.

With limited resources to invest in communications, you will want to be thoughtful in your choices and be prepared to pre-test and evaluate the success in each case. Knowing your audience and the communication pathways that they interact with most often and scheduling multiple pathways simultaneously will increase the impact of your efforts.

The Role of Research – Public opinion research can help you to develop powerful messages by identifying your target audience's core values, level of knowledge, relevant concerns, and preferred language. It can also provide insight on trusted messengers and appropriate communications pathways. In cases where your target audience is a small select group of individuals that you interact with on a personal level, one-on-one experiences can supply similar information.

## **The Specifics: Message, Messenger, and Pathway Recommendations**

Based on existing public opinion and academic research, we have developed specific communications recommendations for two of the target audiences identified in the previous section: landowners and engaged visitors and residents. For each of these audiences we have identified values and concerns that can be invoked to make your argument more compelling, information about their attitudes and perceptions, language tips, a sample message, recommended messengers, and potential pathways.

For the remaining audiences, we have summarized some basic suggestions in Table 1. We have prioritized our recommendations this way for a number of reasons. Audiences such as members, urban residents, and recreation users have been folded into the engaged visitors and residents category for the purposes of broader public communications, particularly pertaining to establishing a regional identity.

Audiences such as community organization leaders, college professors, businesses, funders, and elected officials are very diverse and so individualized that it is difficult to devise broad recommendations for them. Communications with these audiences will most likely be interpersonal and therefore tailored to each individual based on your own experience and the basic communications principles provided above.

In the case of potential implementers of Showcase Watersheds and current Driftless Area communicators, the strategy we recommended in the previous section includes information-gathering steps through meetings and informal interviews. These initial steps will help you to communicate with these audiences effectively.

### **Recommendations for Communicating with Driftless Area Landowners**

Unfortunately, there is no silver bullet approach for persuading landowners and farmers to adopt conservation practices. Over the last quarter of a century researchers that have focused on conservation initiatives in various watersheds, testing models that have proven to be inaccurate and attempting to profile “adopters,” but achieving limited success.<sup>9</sup> “Study findings...strongly suggest that much research needs to be conducted in the social sciences before we can expect to adequately understand adoption of soil and water conservation behaviors at the farm-level.”<sup>10</sup>

Studies have documented that conservation programs in target watersheds have not achieved higher adoption rates than non-target watersheds despite concentrated application of the IETS approach, which provides Information, Educational learning experiences, Technical assistance, and economic Subsidies to landowners. Researchers conjecture that this may be due to wide variations among

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<sup>9</sup> Napier, T.L., Tucker, M., and McCarter, S. 2000. Adoption of conservation production systems in three Midwest watersheds. *Journal of Soil and Water Conservation* 55 No. 2: 123-134

Napier, T.L., Bridges, T. 2002. Adoption of conservation production systems in two Ohio watersheds: A comparative study. *Journal of Soil and Water Conservation* 57 No. 4: 229-235

Habron, G.B. 2004. Adoption of conservation practices by agricultural landowners in three Oregon watersheds. *Journal of Soil and Water Conservation* 59 No. 3: 109-115

<sup>10</sup> Napier, T.L., Tucker, M., and McCarter, S. 2000. Adoption of conservation production systems in three Midwest watersheds. *Journal of Soil and Water Conservation* 55 No. 2: 134

landowners in a given watershed and assert that “planners should not assume homogeneity of landowners.”<sup>11</sup> In short, no two landowners think alike.

This, unfortunately, makes it difficult to identify broadly applicable message recommendations for communicating with Driftless Area landowners and farmers. However, it is important to remember that you may not have to communicate with all landowners and farmers. As mentioned above, you may only want to focus on those that disproportionately affect the health of the watershed. Plus, adopting a strategy of enlisting allies and opinion leaders who can provide on-the-ground perspectives will help you to develop tailored messages. In the meantime, we have identified a few general guidelines that were gleaned from various research projects and our own experience with communications.

### Message Recommendations

*Values:* Research indicates that information and assistance alone is not enough to substantially increase adoption of conservation practices. It is possible that appealing to core values will generate more of a response than the former, more pragmatic appeals. As pollster John Russonello asserts, “Information educates, but values persuade.” Therefore, in order to help you reach farmers and other landowners, we recommend communications that highlight values such as:

- Stewardship – As stewards of this unique land we have the power and a responsibility to conserve this land.
- Love of country/sense of place – The Driftless Area represents who we are, defines our region, and enhances our quality of life.
- Responsibility to family and future generations – We have a responsibility to our children to ensure that they can enjoy the benefits of the Driftless Area as we have. (In a 2003 survey of Southeastern Minnesota landowners 85% feel a sense of responsibility to protect the environment.)
- Freedom/Choice – By providing leadership in the adoption of conservation practices, we can continue to care for our land as we see fit, rather than having the government develop and enforce regulations that infringe upon our way of life.

**Note:** Freedom/choice could bring up controversial issues and we do not necessarily recommend leading with this value. However, it is important to consider how to frame issues, like property rights, in terms of values that support your efforts. A common oppositional argument against conservation is that it takes away choice and freedom, when in fact it is just the opposite. Conserving natural resources helps to ensure that we have more choices over the long-term and are not, for instance, dependent on fertilizer companies because our topsoil has been eroded away.

*Concerns:* When invoking these values, you should connect them to relevant concerns. Based on the 2003 survey of Southeastern Minnesota landowners and other general public opinion research, we recommend focusing on the following concerns:

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<sup>11</sup> Habron, G.B. 2004. Adoption of conservation practices by agricultural landowners in three Oregon watersheds. *Journal of Soil and Water Conservation* 59 No. 3: 109-115

- Protecting the long-term health of the land - Over half of the respondents agreed that agriculture should focus on long-term protection of farmland rather than focusing on maximizing annual profits and felt that humans are severely abusing the environment.
- Declining water quality – Landowners in the 2003 survey indicated that they value high stream quality and a healthy trout population.
- Diminished fishing opportunities - One-third of the landowners in this survey fish in streams themselves and almost three-quarters allow fishing on their land. (This may not be applicable to the entire Driftless Area.)

*Perception and Attitudes:* When talking about threats and solutions with landowners, remember that they have a long history, and vast experience with the land. *Listen* to what they think the problems and solutions are, and work collaboratively to develop a plan of action. Though your conversations may vary between landowners, consider the following results from the 2003 landowner survey. It provides some insight into common perceptions among Minnesota landowners. For instance:

- With regard to threats, about half of landowners in the 2003 survey thought that loss of conservation reserve program acres, fertilizer and pesticide runoff, and sedimentation were moderate to large problems for stream health.
- With regard to solutions, nearly three-quarters of the landowners in the 2003 survey thought that the following techniques were moderately to greatly effective in maintaining stream quality (the first three were the most likely to be used by farmers):
  - Use of terracing and contour farming
  - Preventing contamination of ground water
  - Planting grasses, trees, and shrubs to prevent soil erosion
  - Use of conservation tillage practices

Over half of those surveyed thought Conservation Reserve Program, Wetlands Reserve Program, and the Wildlife Habitat Incentives Program were moderately to greatly effective in maintaining stream quality.

**Note:** Research indicates that the solutions you are asking your audience to adopt should be easy to explain and produce measurable results.<sup>12</sup> Therefore, communications about these actions should be coupled with information on how the farmer will benefit and how the action will fit easily into their current systems.

*Language:* As in all communications, it is important to speak in terms that your audience can relate to. This will probably be a little different for each landowner that you communicate with, but as a rule try to avoid jargon and work with your allies to identify friendly language.

### Sample Message

Below we have provided an example of how the recommendations outlined above could be applied in a message. This message is written from the perspective of another landowner.

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<sup>12</sup> Rogers, Everett M. 1995. *Diffusion of Innovations – Fourth Edition*. The Free Press, NY, New York

*We live in a unique, rich, and beautiful region. The Driftless Area, with its rolling topography, towering stone bluffs, and vast network of streams and rivers, is indeed a treasure. For generations we have farmed the land in this region, fished for trout in its waters, and shared its bounty with our children and communities.*

*Over time we have learned that the Driftless Area is not only special, it is also fragile. Erosion, which robs us of valuable topsoil, also clogs our streams and rivers, eliminating trout populations, and threatening adjacent lands with more frequent and severe flooding. This jeopardizes the long-term health and productivity of our land and the traditions that make life in the Driftless Area so unique and desirable.*

*These trends can be reversed. Landowners and farmers in our watershed are working together with conservation organizations and regional agencies to actively restore streams and adopt farming practices that keep our water clean and our soil on our farms.*

*This is our home. It is where we raise our families and, as stewards, it is our responsibility to care for it in a way that ensures that our children can continue to live and prosper here, as we have. Contact Trout Unlimited today to see how you can become a restoration partner. Trout Unlimited and their team of conservation organizations and agencies can help you to locate resources, provide you with technical assistance, and recruit volunteers to restore and stabilize stream banks on your property.*

**Note:** This is simply one example for illustrative and discussion purposes. We do not recommend that your messengers use this message verbatim. They will be interacting with other landowners on a personal level (i.e. meetings or one-on-one conversations), and the message will be more powerful if they make it their own. Encourage them to share their own stories and to rely on their own experiences with their fellow landowners to guide their communications. Using this example as a starting point, however, might help them to craft their messages.

### Messenger Recommendations

Selecting a credible messenger for your communications with landowners is crucial. As mentioned in the previous section, diffusion theory indicates that innovations (in this case, conservation practices) are spread more rapidly between peers. Therefore your most credible messenger for this audience will be other landowners. “Landowners trust other landowners because they can identify with their struggles and motivations.”<sup>13</sup> Focusing your energy on those landowners who are opinion leaders in the community you are working in will help to increase the impact of your efforts.

### Potential Communications Pathways

Communicating with landowners in a given watershed will be most productive if you use interpersonal channels (i.e. landowner to landowner contact). This could be accomplished diffusely through a network of landowners that you work with to carry messages to other landowners. It could also be accomplished more formally through meetings and events that provide a forum for group discussions with landowners that are already using conservation practices.

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<sup>13</sup> Napier, T.L., Bridges, T. 2002. Adoption of conservation production systems in two Ohio watersheds: A comparative study. *Journal of Soil and Water Conservation* 57 No. 4: 229-235

Mass media channels could also be useful for setting the stage more generally and “sensitizing” landowners to your message. Articles featuring “conservation heroes” in local newspapers, agricultural publications, and on local television news shows or radio programs such as the Farm Report, could get landowners thinking about adopting conservation practices.

## **Recommendations for Communicating with Engaged Driftless Area Citizens**

For the purposes of establishing a regional identity and engaged constituency for the Driftless Area we have recommended that you target your low hanging fruit first – those individuals that already interact with the resource with some regularity. As mentioned above, these could include your members, recreation users, nature center visitors, and so forth. Based on existing public opinion research, tourism data, and a survey that we conducted with the Blufflands Alliance group’s members, we have developed the following communications recommendations. Please note, however, that the amount of data available is somewhat limited and further public opinion research would be very useful in developing messages for this audience.

### Message Recommendations

*Values:* In order to reach this audience we recommend that your public communications focus on the following values:

- Love of country/sense of place – The Driftless Area represents who we are, defines our region, and enhances our quality of life.
- Responsibility to family and future generations – We have a responsibility to our children to ensure that they can enjoy the benefits of the Driftless Area as we have.
- Fairness – Everyone should have the right to enjoy the scenic beauty and recreational value of the Driftless Area and no single interest should have the right to take that away.

*Concerns:* When communicating with this audience we recommend connecting these values with the following concerns:

- Loss of natural areas and scenic beauty – The importance of the scenic beauty of the Driftless Area shows up in almost all of the data we reviewed. It is an important draw for visitors and contributes to the quality of life of the residents.
- Declining water quality – In national public opinion research, water quality is a top ranked environmental concern. That same research indicated that people understand the connection between land conservation and water quality.
- Diminished recreational opportunities – Outdoor recreation is a major draw for visitors to Driftless Area. For instance, according to Minnesota tourism data, 33% of anglers fish in southeast Minnesota and 37% prefer to fish for trout in streams. Among the most important aspects of fishing for these anglers is the ability to enjoy nature and relax in a quiet, peaceful place away from crowds.
- Loss of habitat and wildlife – Viewing wildlife is an important draw for visitors to the Driftless area and the loss of wildlife habitat was an important issue among members of Blufflands Alliance groups.

- Irresponsible development – Development of natural areas was a recurring concern of citizens in the Driftless Area and particularly among members of the Blufflands Alliance groups. These members did not think that current efforts were adequate to protect the region from development pressures.
- Personal and family’s health – Though it may require additional education, making the connection between land conservation and drinking water quality could be a powerful entrance point for communicating with this audience.

*Perception and Attitudes:* When communicating with this audience consider the following perceptions and attitudes regarding the Driftless Area:

- They do not use a common name to refer to the region. The member survey of the Blufflands Alliance groups indicated that these individuals use a wide diversity of terms and phrases to refer to the Driftless Area.
- Members understand that the Driftless Area is an important resource – In the Blufflands Alliance survey, members indicated that they are keenly aware of the value of the Driftless Area, including the relationship between bluffs and Mississippi River water quality and groundwater quality and quantity. They also recognized its role in providing habitat, attracting visitors to the region, and boosting the economy.
- Driftless Area in “good” or “okay” condition, according to Blufflands Alliance groups’ members. Very few think that it is in “excellent” or “poor” condition.

**Note:** This middle-of-the-road perception of the health of the region does not necessarily indicate a diminished sense of urgency among members to restore the resource, nor does it mean that they are not interested in protecting it. In fact, over 70% of the members surveyed feel that it is “very important” to address issues such as loss of wildlife habitat, degradation of water quality, and destruction of natural areas and scenic views in the Driftless Area. Therefore, to convey urgency in your communications efforts, focus on specific examples of these threats in the Driftless Area and, most importantly, make the issues salient by connecting them to your audience’s values (e.g. responsibility to our kids and grandkids). Just remember, if you are going to ramp up urgency around an issue, be sure to give your audience hope and something specific to do to help.

*Language:* According to the data that we reviewed, we have provided the following language tips for this audience:

- Use place-based language – communications will be more powerful if you can tie them to a specific place that your audience has experience with.
- Use inclusive language – talk in terms of “us,” and make it clear that you and your constituents are part of the community and that your efforts are informed by that inclusion. Avoid using outsider language.
- Use ownership language – use phrases like “our” resource or “our” responsibility.
- Consider your audience’s level of eco-literacy – avoid jargon and be sure to define more difficult terms (e.g. watershed).
- Talk about scenic beauty, wildlife, and the Mississippi – in an open-ended question in the Blufflands Alliance survey, members most commonly described the beauty of the blufflands,

often referencing gorgeous vistas in the context of the Mississippi River. Many also wrote about the various habitats, such as goat prairies, and the abundance of plants and animals found in the blufflands.

- Consider the following terms and phrases as they resonated most with participants in the Blufflands Alliance survey as descriptors of the region:
  - A place of great scenic beauty
  - A place of diverse and rare ecosystems
  - Unique
  - A great place for recreation
  - Rugged
  - Vulnerable
  - Economically important to the region

### Sample Message

Below we have applied these recommendations to a sample message targeted at engaged Driftless Area citizens and visitors:

*Whether a visitor or a long-time resident, we all share a common bond with this unique region known as the Driftless Area. With its magnificent vistas along the Mississippi River, its towering stone bluffs, rolling hills, and a vast network of streams and rivers, the Driftless Area is truly a treasure. It provides habitat for wildlife and special places for our families to fish, canoe, hike, and just plain enjoy. It helps keep our water clean and sustains our local economies. In this way, the Driftless Area has defined our communities and our way of life for generations, but now it needs our help.*

*Erosion, which robs farmers of valuable topsoil, also clogs our streams and rivers, eliminating fish populations, and threatening nearby land with more frequent and severe flooding. Poorly planned development destroys scenic vistas, natural areas, and habitat that provides homes for fish and wildlife. Such activities jeopardize the recreation opportunities we enjoy and that help to sustain our local economies. They threaten the landscape we love and the traditions that make life in the Driftless Area so unique and desirable.*

*These trends can be reversed. Landowners and citizen volunteers in our communities are working together with conservation organizations and regional agencies to actively restore streams, save natural areas, and promote farming practices that keep our water clean and the soil on our farms. We all have a responsibility to conserve the Driftless Area, not for a single interest, but for our families, wildlife, and the future.*

*You can help today! Contact Trout Unlimited to see how you can help restore and conserve the Driftless Area by volunteering for stream restoration efforts, donating funds to your local conservation organization, or by talking to your friends and family about the Driftless Area and getting them outside to enjoy them.*

**Note:** This is a very general message. Whenever possible you should reference specific places that your audience has experience with and draw upon personal stories from residents and visitors to the region to strengthen your message.

## Messenger Recommendations

For your members you can be your own messenger. They will also likely trust scientists and government agencies (e.g. the DNR). For the other members of your audience the following messengers could be effective:

- Recreation users like fishermen, hunters, hikers, etc.
- Farmers or other landowners that have put their land in easements, and talk about stewardship and their “responsibility to the land.”
- Children who can appeal to concerns for future generations.
- Moms concerned about drinking water, river fish, and swimming as they relate to the health of their families.
- Nurses (often trusted more than doctors) that can also speak to water quality issues.
- Older residents talking about how much things have changed in the community – this could provide a sense of urgency about protecting land today.
- Local developers, real-estate agents, or business owners that can attest to the economic value of the resources in the Driftless Area.
- The bluffs and wildlife – images of the scenic vistas and flourishing wildlife can be used to convey messages.

## Communications Pathways

The following communications pathways could be used to reach your target audiences:

- Central Web site for the region – This site would consolidate the campaign message and related eco-literacy components. It would also promote regional pride and feature remarkable images, facts, and information about threats to the region. Additional information about personal actions people could take to protect the region, make donations, and media materials would also be posted on the site.
- Series of media-friendly Driftless Area events – These events could include fishing tournaments, BioBlitzes, bluff-top dinners, tours of restored Showcase Watersheds, and so forth. The earned media from these events could be used to brand the region and broadcast your message. **Note:** It is important to prepare for these events by creating a media kit to distribute before and at events and to provide a contact person on site that can deliver your message and steer reporters towards photo opportunities that reinforce your message. See more tips for working with the media in Appendix E.
- Earned media – In addition to the coverage of Driftless Area events, groups could also pursue other feature and news stories relevant to restoration efforts. Although newspaper readership has declined in recent years, research indicates that readership among your target audience is still relatively high. They are also fairly likely to watch the local news on television and listen to publicly funded radio.
- Economic impact statement – TU is about to release an economic impact statement related the Driftless Area. This document could be a good entrance point for area businesses, and could be distributed to them directly or through tourism bureaus and chambers of commerce. The chambers and tourism bureaus that we spoke to were interested in reading such a document and possibly sharing it with their members.

- Promotional materials – Tourism bureaus and area businesses already create a host of materials that promote the region. Coordinating with these groups to ensure these materials carry your message could be a cost-effective way to reach your audience. Promotional materials could include brochures and other publications, bar coasters, informational table tents, or bumper-sticker give-aways. Such a campaign would help build bridges with the local business community, potentially reach new donor audiences, and serve as an “ice-breaker” with new audiences.
- Shared organizational newsletter and Web content – Partners involved with DARE should work to produce clear and consistent messages about protecting the Driftless Area for use in each organization’s newsletter and on each Web site.
- Point of experience products and signs – Developing consistent signage for parks and natural areas in the Driftless Area and using other point-of-experience opportunities like messages in local hotels or restaurant menus will help to catch your audience’s attention while they are most open – when they are engaged with the resource.

Below we have provided a table that summarizes our message, messenger, and pathway recommendations. The table has been organized according to the communications objectives identified in this report and their corresponding target audiences.

<b>TABLE 1: SUMMARY OF MESSAGE, MESSENGER, AND PATHWAY RECOMMENDATIONS</b>			
<b>Objective #1: Build a strong network for Showcase Watersheds</b>			
<b>Audience</b>	<b>Message Recommendations</b>	<b>Suggested Messengers</b>	<b>Suggested Pathways</b>
Landowners in Showcase Watersheds (SWs)	Focus on values like stewardship, love of country/sense of place, and responsibility to future generations and connect those values to concerns like the long-term health of the land, water quality, and diminished fishing. <i>Listen</i> – this audience will have a wealth of knowledge about their land and how it could be managed. Speak in terms that they can relate to and lead with threats and solutions that <i>they</i> perceive as valid.	Other landowners and farmers, particularly opinion leaders in the community.	Interpersonal communications (e.g. one-on-one conversations, meetings). Earned media (regional print, radio, television), plus coverage in agricultural publications and broadcasts.
Members, Urban Residents, Recreation Users	Gather information from your current volunteers to craft your messages (e.g. find out why they volunteer). Also see Engaged Driftless Area Residents and Visitors (below) for more general recommendations.	You (i.e. TU and other member organizations) and your members.	Existing networks (e.g. newsletters), interpersonal communications (e.g. phone calls, personalized emails) and member recruitment (e.g. members recruiting their friends)
Community Organization Leaders and Regional College Professors	Focus on how the volunteer experience will benefit their students or members as well as the natural resources in the region.	You.	Interpersonal communications (e.g. phone calls, personalized emails, etc.)
Area Businesses, Potential Funders, and Elected Officials	Focus on how participation will benefit them as well as the region.	You and your allies that may be more connected.	Interpersonal communications and earned media (local and regional print, radio, television)
Landowners <i>outside</i> the Showcase Watershed	Follow the same basic guidelines as provided for the landowners in the SWs.	Other landowners and farmers.	Earned media (see landowners in SWs)

<b>Objective #2: Replicate Showcase Watersheds</b>			
<b>Audience</b>	<b>Message Recommendations</b>	<b>Suggested Messengers</b>	<b>Suggested Pathways</b>
Potential Showcase Watershed Implementers	Communications with this audience will be more of a conversation than a campaign. The message you would like them to walk away with is: SWs are worthwhile and doable. Therefore, you must first listen to their needs (e.g. what they will need to replicate SWs) and perceptions (e.g. their measures of success). Once this information has been gathered you should be able to design workable SW models and useful implementation tools and guides.	You.	Meetings and events (e.g. tours of SWs), email updates, earned media, and dedicated Web pages.
<b>Objective #3: Establish a common name and consistent language for communicating about the region</b>			
<b>Audience</b>	<b>Message Recommendations</b>	<b>Suggested Messengers</b>	<b>Suggested Pathways</b>
Current Driftless Area Communicators	As with SW implementers, communications with this audience will take the form of a conversation. The message you would like them to walk away with is: We will all benefit from using a common name and common language for the Driftless Area and we are willing to work together. Reaching this point will require some research (individual interviews with players), a convincing argument for a common name, and creative problem solving.	You and your allies that may be more connected.	Individual interviews, meetings and events, emails, dedicated Web pages.
<b>Objective #4: Build a Driftless Area constituency by establishing a regional identity and pride</b>			
<b>Audience</b>	<b>Message Recommendations</b>	<b>Suggested Messengers</b>	<b>Suggested Pathways</b>
Engaged Driftless Area Residents and Visitors	Focus on values like responsibility to future generations, love of country/sense of place, and fairness and connect those values with concerns like loss of scenic beauty and natural areas, degraded water quality, diminished recreation opportunities, loss of habitat and wildlife, and irresponsible development. Use place-based, insider, and ownership language, avoid jargon, and let the scenic beauty speak for itself through awesome images.	Recreation users, landowners, children, moms, nurses, older residents, business owners, wildlife and the region itself.	Central Web site, media-friendly events, earned media, promotional materials (partner with tourism bureaus), shared newsletter and Web content, point-of-experience products and signs, economic impact statement.

## CONCLUDING THOUGHTS

We hope that these recommendations are instrumental in developing a collaborative communications effort focused on the Driftless Area. There are so many organizations, agencies, and businesses invested in this region, and with leadership and coordination all of their efforts could be combined to produce an increased impact. People in the region love the bluffs and there is a compelling story to be told about their protection – a story that needs to be told in order to protect them for future generations.

## APPENDIX A

### RESOURCES: DRIFTLESS AREA RESTORATION EFFORT OUTREACH PLAN

*The recommendations in this report were informed by the following resources. Please note that we have provided availability information so you can access the actual documents if so desired.*

Title	Author	Year	Availability Notes
Adoption of conservation practices by agricultural landowners in three Oregon watersheds. Journal of Soil and Water Conservation 59 No. 3: 109-115	Habron, G.B.	2004	Available though academic databases
Adoption of conservation production systems in three Midwest watersheds. Journal of Soil and Water Conservation 55 No. 2: 123-134	Napier, T.L., Tucker, M., McCarter, S.	2000	Available though academic databases
Adoption of conservation production systems in two Ohio watersheds: A comparative study. Journal of Soil and Water Conservation 57 No. 4: 229-235	Napier, T.L., Bridges, T.	2002	Available though academic databases
Analysis of Tourism in Lanesboro, MN	Lanesboro Area Chamber of Commerce	2007	Available from Julie Kiehne <a href="mailto:lacc@lanesboro.com">lacc@lanesboro.com</a>
At a Glance: Minnesota Angler's Network	University of Minnesota Tourism Center	2001	Available at: <a href="http://www.tourism.umn.edu/research/ataglance/mnanglers.pdf">http://www.tourism.umn.edu/research/ataglance/mnanglers.pdf</a>
At a Glance: Minnesota Traveler Profile, Southern Region	University of Minnesota Tourism Center	2006	Available at: <a href="http://www.tourism.umn.edu/research/ataglance/MN-Trav-Prof-South-07.pdf">http://www.tourism.umn.edu/research/ataglance/MN-Trav-Prof-South-07.pdf</a>
At a Glance: Southern Minnesota Wildlife Viewers	University of Minnesota Tourism Center	2002	Available at: <a href="http://www.tourism.umn.edu/research/ataglance/southernmnwildlife.pdf">http://www.tourism.umn.edu/research/ataglance/southernmnwildlife.pdf</a>
Blufflands Alliance Member Survey	Biodiversity Project	2007	Contact Biodiversity Project: 608-250-9876
Blufflands Alliance Strategic Communications Planning Document	Biodiversity Project	2006	Contact Biodiversity Project: 608-250-9876
Blufflands Public Opinion Synthesis Report	Biodiversity Project	2006	Contact Biodiversity Project: 608-250-9876
Chicago and Twin Cities DMA Core Market Study: Applications and Key Findings	Wisconsin Department of Tourism	2007	Available from Will Christianson: <a href="mailto:wchristianson@travelwisconsin.com">wchristianson@travelwisconsin.com</a>
Diffusion of Innovations	Rogers, Everett M.	1995	Book available online, in stores, and at the library
Driftless Area Restoration Effort Strategic Plan	Trout Unlimited	2007	Available from Laura Hewitt: <a href="mailto:lhewitt@tu.org">lhewitt@tu.org</a>
Farmers and Water Quality – Local Answers to Local Issues: Evaluation of Producer Involvement in the USDA 1990 Water Quality Demonstration Projects	Nowak, Peter J. and O'Keefe, Garrett J.	1995	Available from Pete Nowak at UW Madison: <a href="mailto:pnowak@wisc.edu">pnowak@wisc.edu</a> or (608) 265-3581 <b>*He's a really good resource for communicating with landowners.*</b>
Protecting the Mississippi River: Key findings from six focus groups and a regional voter survey	Fairbank, Maslin, Maullin & Associates and Public Opinion Strategies	2007	Contact Biodiversity Project: 608-250-9876
Results of a 2003 SE MN Landowner Study: Summary of Landowner Perceptions of Coldwater Stream Management and Trout Anglers.	Payton, Michelle A., Fulton, David C	2003	Available from Laura Hewitt: <a href="mailto:lhewitt@tu.org">lhewitt@tu.org</a>
Upper Mississippi River Blufflands Communications Survey	Biodiversity Project	2007	Contact Biodiversity Project: 608-250-9876
Various Travel Industry Research Documents	Iowa Department of Economic Development - Division of Tourism	2007	Available at: <a href="http://www.traveliowa.com/travelindustry/research.html">http://www.traveliowa.com/travelindustry/research.html</a>
Wisconsin: Tourism's Economic Impact	Wisconsin Department of Tourism	2007	Available from Will Christianson: <a href="mailto:wchristianson@travelwisconsin.com">wchristianson@travelwisconsin.com</a>

## APPENDIX B

PARTICIPANT LIST AND CONTACT SHEET						
Communications Planning Meeting: Driftless Area Restoration Effort - November 1, 2007						
Name	Organization	Title	Email	Phone	Address	City, State, Zip
Andy Morton	Wisconsin DNR	Basin Supervisor	james.morton@wisconsin.gov	608-935-1937	DNR Service Center-1500 North Johns St	Dodgeville, WI 53533
Cate Harrington	The Nature Conservancy	Senior Conservation Writer	charrington@tnc.org	608-251-3994 x139	633 West Main Street	Madison, WI 53703
Catherine McCalvin	The Nature Conservancy	Assistant Director, UMR Program	cmccalvin@tnc.org	608-534-6514	PO Box 305	Trempealeau, WI 54661
David Wilson	Driftless Area Initiative	Driftless Area Initiative Coordinator	david.wilson@rcdnet.net	608-723-6377 x135	150 West Alona Lane	Lancaster, WI 53813
Gary Siegwarth	Iowa Department of Natural Resources	Natural Resources Biologist	gary.siegwarth@dnr.iowa.gov	563-245-2446	16212 Big Springs Rd	Elkader, IA 52043
Gregg Stangl	La Crosse County Department of Land Conservation	Director	stangl.gregg@co.la-crosse.wi.us	608-785-9867	400 4th Street N	La Crosse, WI 54601
Henry Koltz	Schmidt, Darling & Erwin	Attorney	hek@sdelaw.com	414-258-4300	2300 North Mayfair Road, Suite 1175	Milwaukee, WI 53045
James Falvey	Mississippi Valley Conservancy	Advancement Director	jfalvey@mississippivalleyconservancy.org	608-784-3606 x3	201 Main Street, Suite 1001	La Crosse, WI 54601
Jeff Hastings	Trout Unlimited	Project Manager	jhastings@tu.org	608-606-4158	E7740 Hastings Lane	Westby, WI 54667
Jeffrey Potter	Biodiversity Project	Director of Communications Programs	jpotter@biodiverse.org	608-250-9876 x12	214 N. Henry Street, Suite 201	Madison WI 53703
John Nicholson	NRCS		John.Nicholson@mn.usda.gov	(507) 537-0541	330 Elton Hills Drive NW	Rochester, MN 55901
Julie MacSwain	NRCS	Public Affairs Specialist	julie.macswain@mn.usda.gov	651 602 7859	375 Jackson Street, Suite 600	St Paul, MN 55101
Karen Osterkamp	Iowa Department of Natural Resources	Fisheries Supervisor	karen.osterkamp@dnr.iowa.gov	563-927-3276	22693 205th Ave	Manchester, IA 52075

**PARTICIPANT LIST AND CONTACT SHEET**  
**Communications Planning Meeting: Driftless Area Restoration Effort - November 1, 2007**

<b>Name</b>	<b>Organization</b>	<b>Title</b>	<b>Email</b>	<b>Phone</b>	<b>Address</b>	<b>City, State, Zip</b>
Laura Hewitt	Trout Unlimited	Watershed Programs Director	lhewitt@tu.org	608-250-3534	222 S. Hamilton St., Ste. 3	Madison, WI 53703
Louise Mauldin	US Fish and Wildlife Service	Fishery Biologist	louise_mauldin@fws.gov	608-783-8407	555 Lester Ave	Onalaska, WI 54650
Steven Bertjens	USDA NRCS River Country RC&D Area	NRCS Coordinator	Steve.Bertjens@wi.usda.gov	608-723-6377 x136	150 W. Alona Lane	Lancaster, WI 53813
Pam Thiel	US FWS	Project Leader	pam_thiel@fws.gov	608-783-8431	555 Lester Avenue	Onalaska, WI 54650
Rena Anderson	USDA NRCS	PAS	renae.anderson@wi.usda.gov	608-662-4422	8030 Excelsior Dr, Suite 200	Madison, WI 53717
Tim Terrill	Winona Soil & Water Conservation District	District Manager	tim.terrill@mn.nacdnet.net	507-523-2171	P.O. Box 39 400 Wilson St.	Lewiston, MN 55952
Wally Bock	Trout Unlimited	National Leadership Council Representative	wjbock1@comcast.net	708-598-6718	8950 Sycamor Dr.	Hickory Hills, IL 60457
Willow Russell	Biodiversity Project	Communications Specialist	wrussell@biodiverse.org	608-250-9876 x13	214 N. Henry Street, Suite 201	Madison WI 53703

## APPENDIX C

### SUMMARY OF NOTES – DARE COMMUNICATIONS PLANNING MEETING – NOVEMBER 1, 2007\*

OBJECTIVES & STRATEGIES	SUPPORTIVE COMMUNICATIONS COMPONENTS	TARGET AUDIENCES	DESIRED OUTCOMES/ASK (Knowledge, Attitude, Action)
<p><b>*PRIMARY*</b></p> <p><b>Objective:</b> Demonstrate on-the ground protection, restoration, and planning success in Showcase Watersheds (SW).</p>	<p><u>Primary:</u></p> <ul style="list-style-type: none"> <li>• Promote success of Showcase Watersheds:               <ul style="list-style-type: none"> <li>– Spotlight landowner “conservation heroes”</li> <li>– Reach out to third parties that can talk about our success and catalyze new SW projects in other areas</li> <li>– Increase land owner buy-in</li> </ul> </li> </ul> <p><u>Secondary:</u></p> <ul style="list-style-type: none"> <li>• Increase eco-literacy</li> <li>• Increase connection to the watershed</li> </ul>	<p><u>Primary:</u></p> <ul style="list-style-type: none"> <li>• Potential partners (i.e. people who can spearhead SW projects in other areas)</li> <li>• Landowners, including:               <ul style="list-style-type: none"> <li>– Farmers</li> <li>– Those in SW</li> <li>– Those in potential SW</li> </ul> </li> <li>• Members, urban residents and recreation users</li> <li>• The media</li> <li>• Funders, businesses/corporate sponsors, and elected officials</li> <li>• Chambers of Commerce =&gt; businesses/corporate sponsors</li> <li>• Farm associations and organizations =&gt; farmers</li> </ul> <p><u>Secondary</u></p> <ul style="list-style-type: none"> <li>• Rural residents – non landowners</li> <li>• Community organizations</li> <li>• Schools</li> </ul>	<p><u>Potential Partners:</u></p> <ul style="list-style-type: none"> <li>• Know how to establish a SW</li> <li>• Inspired to coordinate more SW</li> <li>• Create their own SW</li> </ul> <p><u>Landowners:</u></p> <ul style="list-style-type: none"> <li>• Know how to manage their land</li> <li>• Know how to access resources</li> <li>• Understand benefits - \$/saliency</li> <li>• Understand threats</li> <li>• Understand relationship between land and water quality</li> <li>• Inspired to manage land better</li> <li>• Feel that DA is important to “me”</li> <li>• Sense of stewardship</li> <li>• Feel quality of life is linked to DA</li> <li>• Sense of pride and community</li> <li>• Adopt better management practices</li> <li>• Get engaged - participate in varied activities in restoration efforts</li> </ul> <p><u>Members, Urban Res., Rec. Users:</u></p> <ul style="list-style-type: none"> <li>• Volunteer for restoration efforts</li> <li>• Send message to landowners – we’re willing to work here, it’s got to be special</li> </ul> <p><u>The Media:</u></p> <ul style="list-style-type: none"> <li>• Carry our message to public</li> </ul> <p><u>Funders, Businesses, Elected Officials:</u></p> <ul style="list-style-type: none"> <li>• Donate \$</li> <li>• Provide employee volunteers</li> </ul> <p><u>Chambers of Commerce:</u></p> <ul style="list-style-type: none"> <li>• Be a messenger to businesses</li> </ul> <p><u>Farm Associations:</u></p> <ul style="list-style-type: none"> <li>• Provide \$</li> <li>• Be a messenger to farmers</li> </ul>

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<p><b>*SECONDARY – MOSTLY INSIDER*</b></p> <p><b>Objective:</b> Foster integration across political boundaries of natural resource protection, restoration, and planning.</p>	<ul style="list-style-type: none"> <li>• Integration of agency efforts</li> <li>• Media coverage of annual forum</li> <li>• Develop nongame guide for professionals</li> <li>• Develop nongame brochure for landowners</li> </ul>	<ul style="list-style-type: none"> <li>• Potential partners</li> <li>• Elected officials, funders</li> <li>• NRCS State Conservationists in all 4 states</li> <li>• The media</li> <li>• County, local NRCS, DNR, and other Conservation professionals</li> <li>• Landowners</li> </ul>	<p><u>Potential Partners</u></p> <ul style="list-style-type: none"> <li>• See integration, inspired to get involved</li> <li>• Increase Agency support for Driftless Area Initiatives</li> </ul> <p><u>Elected Officials, Funders:</u></p> <ul style="list-style-type: none"> <li>• See that integration is happening</li> </ul> <p><u>The Media:</u></p> <ul style="list-style-type: none"> <li>• Cover annual forums</li> </ul> <p><u>Conservation Professionals</u></p> <ul style="list-style-type: none"> <li>• Use guide for restoration efforts</li> </ul> <p><u>Landowners</u></p> <ul style="list-style-type: none"> <li>• Use guide for land management</li> </ul>
<p><b>*SECONDARY – MOSTLY INSIDER*</b></p> <p><b>Objective:</b> Increase funding for restoration and better utilize existing funding.</p>	<ul style="list-style-type: none"> <li>• Increase funding from corporations (develop a message for this audience)</li> <li>• Increase membership and retention</li> <li>• Increase advocacy for the Farm Bill</li> <li>• Increase attendance at State Technical Committee meetings</li> </ul>	<ul style="list-style-type: none"> <li>• Potential corporate sponsors</li> <li>• Potential members</li> <li>• Congressional delegation</li> <li>• NRCS State Conservationists in all 4 states.</li> <li>• State Technical Committee (STC)</li> <li>• TU volunteers =&gt; STC</li> <li>• Members of partner groups =&gt; Congressional delegation</li> </ul>	<p><u>Potential Corporate Sponsors</u></p> <ul style="list-style-type: none"> <li>• Donate \$</li> </ul> <p><u>Potential Members</u></p> <ul style="list-style-type: none"> <li>• Join and donate \$ and time</li> </ul> <p><u>Congressional Delegation</u></p> <ul style="list-style-type: none"> <li>• Increase/maintain levels of funding in conservation programs for DA</li> </ul> <p><u>NRCS State Conservationists</u></p> <ul style="list-style-type: none"> <li>• Give TU volunteers or other partners to a voting seat on STC</li> </ul> <p><u>State Technical Committee</u></p> <ul style="list-style-type: none"> <li>• ?</li> </ul> <p><u>TU Volunteers</u></p> <ul style="list-style-type: none"> <li>• More attending STC meetings</li> </ul> <p><u>Members</u></p> <ul style="list-style-type: none"> <li>• Respond to action alerts for appropriations and specific items</li> </ul> <p>?</p> <ul style="list-style-type: none"> <li>• Increase agency awareness by allowing cost share to be utilized for implementation.</li> </ul>

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<p><b>*SECONDARY – MOSTLY INSIDER*</b></p> <p><b>Objective:</b> Build the capacity of partner groups to implement Driftless restoration priorities.</p>	<ul style="list-style-type: none"> <li>• Implementer restoration trainings</li> <li>• TU Conservation Success Index (CSI)</li> </ul>	<ul style="list-style-type: none"> <li>• TU volunteers and chapters</li> <li>• NRCS, county, and other conservation professionals, including Soil and Water Conservation Districts</li> </ul>	<p><u>TU Volunteers</u></p> <ul style="list-style-type: none"> <li>• Attend trainings</li> <li>• Plan effective restoration projects</li> </ul> <p><u>Conservation Professionals</u></p> <ul style="list-style-type: none"> <li>• Attend trainings</li> <li>• Implement new technology</li> </ul>
<p><b>*SECONDARY – MOSTLY INSIDER*</b></p> <p><b>Objective:</b> Influence federal, state, and local policies to promote protection, restoration, and public access.</p>	<ul style="list-style-type: none"> <li>• Activate base to support policy objectives</li> <li>• Make Driftless Area “key” voter issue “environmental sacred cow” – agenda setting campaign (public will?)</li> <li>• Influence state and federal elected officials</li> <li>• Establish best use of “individual” and “collective” voice</li> <li>• Influence elected officials regarding:               <ul style="list-style-type: none"> <li>– Farm Bill</li> <li>– National Fish Habitat Action Plan</li> <li>– State level conservation issues</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Elected Officials - Driftless Congressional Delegation and in particular:               <ul style="list-style-type: none"> <li>– Harkin</li> <li>– Kohl</li> <li>– Kind</li> <li>– Peterson</li> <li>– Obey</li> <li>– Waltz</li> <li>– Coleman</li> </ul> </li> <li>• TU volunteers and partner memberships =&gt; Con. Del.</li> <li>• NRCS</li> <li>• NACD</li> <li>• Downstream – Miss River Task Force</li> <li>• County Commissioners</li> </ul>	<p><u>Elected Officials</u></p> <ul style="list-style-type: none"> <li>• Understand issues</li> <li>• Motivated to act on behalf of DA</li> <li>• Feel that DA is unique and special</li> <li>• Feel that DA central to quality of life</li> <li>• Promote good policies</li> <li>• Appropriate funds</li> <li>• Act as messengers</li> <li>• Enforce and develop regulations</li> </ul> <p><u>Volunteers and Members</u></p> <ul style="list-style-type: none"> <li>• Know where drinking water comes from</li> <li>• Respond to action alerts for appropriations and specific items</li> </ul> <p><u>NRCS</u></p> <ul style="list-style-type: none"> <li>• ?</li> </ul> <p><u>NACD</u></p> <ul style="list-style-type: none"> <li>• ?</li> </ul> <p><u>Downstream Miss Task Force</u></p> <ul style="list-style-type: none"> <li>• ?</li> </ul> <p><u>County Commissioners</u></p> <ul style="list-style-type: none"> <li>• ?</li> </ul>

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<p><b>*SECONDARY – MOSTLY INSIDER*</b></p> <p><b>Strategy (related to the objective listed above):</b> Increase efforts to obtain conservation and access easements in strategic locations by developing landowner outreach information, providing training to volunteers, and using standard template for easement forms.</p> <p><i>*Important, but not a high priority. Fairly straight forward, don't really need BP's help on this one.</i></p>	<ul style="list-style-type: none"> <li>• Increase effort to obtain conservation and access easements through landowner outreach and training volunteers</li> <li>• Articulate toolbox for land conservation</li> <li>• Spotlight landowner “conservation heroes”</li> <li>• Reach out to third parties that can talk about your success</li> <li>• Increase land owner buy-in</li> <li>• Share success stories beyond partners</li> </ul>	<ul style="list-style-type: none"> <li>• Watershed districts</li> <li>• Land trusts</li> <li>• Affected landowners</li> <li>• TU chapters</li> <li>• Resource agency professionals</li> </ul>	<p><u>Watershed Districts</u></p> <ul style="list-style-type: none"> <li>• ?</li> </ul> <p><u>Land Trusts</u></p> <ul style="list-style-type: none"> <li>• Adopt common language for easements</li> <li>• Work with TU chapters on projects of common interest</li> </ul> <p><u>Affected landowners</u></p> <ul style="list-style-type: none"> <li>• Aware of tools available to them</li> <li>• More willing to use easements and allow access</li> </ul> <p><u>TU Chapters</u></p> <ul style="list-style-type: none"> <li>• Aware of tools that are available</li> <li>• Work with LT on projects of common interest</li> </ul> <p><u>Resource Agency Professionals</u></p> <ul style="list-style-type: none"> <li>• Aware of tools that are available</li> <li>• Adopt common language for easements</li> </ul> <p>?</p> <ul style="list-style-type: none"> <li>• Promote activities as socially good for the people.</li> </ul>

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OBECTIVES & STRATEGIES	SUPPORTIVE COMMUNICATIONS COMPONENTS	TARGET AUDIENCES	DESIRED OUTCOMES/ASK (Knowledge, Attitude, Action)
<p><b>*PRIMARY*</b></p> <p><b>Objective:</b> Promote a regional identity by increasing awareness and understanding of the Driftless Area.</p>	<ul style="list-style-type: none"> <li>• Promote regional identity</li> <li>• Driftless Area as a classroom – working through TU chapters (Trout in the Classroom)</li> <li>• Promote the area with tourism bureaus and chambers of commerce</li> <li>• Welcome to the Driftless Area signs</li> <li>• Establish common language</li> <li>• Establish common name?</li> </ul>	<ul style="list-style-type: none"> <li>• Landowners, including:               <ul style="list-style-type: none"> <li>– Farmers</li> </ul> </li> <li>• Elected officials</li> <li>• Teachers =&gt; students =&gt; parents and elected officials (?)</li> <li>• Chambers of Commerce =&gt; businesses</li> <li>• Businesses/potential corporate donors (regional)</li> <li>• Farm associations and organizations =&gt; farmers</li> <li>• Water planners</li> <li>• Soil &amp; Water Conservation Districts</li> <li>• Tourism Bureaus =&gt; Visitors</li> <li>• Recreational groups</li> </ul>	<p><u>Landowners</u></p> <ul style="list-style-type: none"> <li>• Know they live in DA - it's unique</li> <li>• Know DA is threatened</li> <li>• Sense of pride/worth protecting/want to do something</li> <li>• Manage land better</li> </ul> <p><u>Elected Officials</u></p> <ul style="list-style-type: none"> <li>• Understand issues and motivated to act on behalf of DA</li> <li>• Feel DA is unique and special and central to quality of life</li> <li>• Promote good policies and enforce/develop regulations</li> <li>• Appropriate funds and act as messengers</li> </ul> <p><u>Teachers</u></p> <ul style="list-style-type: none"> <li>• Teach tailored lessons for DA</li> </ul> <p><u>Students</u></p> <ul style="list-style-type: none"> <li>• Know they live in DA – it's unique</li> <li>• Know DA is threatened</li> <li>• Sense of pride</li> <li>• Want to do something</li> <li>• Messengers to parents</li> <li>• Messengers to elected officials</li> <li>• Volunteers</li> </ul> <p><u>Chambers of Commerce</u></p> <ul style="list-style-type: none"> <li>• Act as messenger to businesses</li> <li>• Endorse effort (provide credibility)</li> </ul> <p><u>Businesses</u></p> <ul style="list-style-type: none"> <li>• Donate \$</li> <li>• Provide employee volunteers</li> </ul> <p><u>Farm Associations</u></p> <ul style="list-style-type: none"> <li>• Provide \$</li> <li>• Partner in and endorse efforts</li> <li>• Act as a messenger to farmers</li> </ul> <p><u>Soil and Water Conservation Districts</u></p> <ul style="list-style-type: none"> <li>• Partner in efforts</li> </ul> <p><u>Tourism Bureaus and Recreation Groups</u></p> <ul style="list-style-type: none"> <li>• Partner in communications efforts</li> </ul>

## **RESOURCES IDENTIFIED BY THE GROUP:**

- Relationships with elected officials (Kohl, Kind, Waltz)
- Funds (TNC, DAI), Funds for materials (NRCS)
- Dedicated staff (TU, NRCS, TNC UMR work – have marketing staff to reach public )
- Members (TNC – volunteers, TU – volunteers and action alerts, BA – volunteers and action alerts)
- Individual relationships with landowners (8 people at the meeting)
- Sample landowner’s guides (Valley Stewardship Network, Blufflands Alliance, INHF, WLWCA, Military Ridge Prairie Heritage Area)
- Expertise
- Potential coordination with Blufflands Alliance

\*This information was captured during a facilitated conversation with 20 partners working on stream and upland restoration in the Driftless Area. The purpose of the meeting was to identify communications components that support the objectives and strategies outlined in the DARE Strategic Plan. In this table the objectives and select strategies from the DARE Strategic Plan are listed with corresponding communications components, potential target audiences, and the desired outcomes with regards to knowledge/awareness, attitude, and action (i.e. what we are asking our audiences to know, feel, and do). This document was revised to incorporate comments from Tim Terrill, Wally Bock, and Laura Hewitt.

## APPENDIX D

POSSIBLE COMMUNICATIONS PARTNERS - TOURISM BUREAUS AND VISITORS CENTERS										
<i>While developing the DARE Outreach Plan, Biodiversity Project conducted informal interviews with Driftless Area tourism bureaus and visitor centers to learn more about their communications work and to identify potential partners. This table lists those that seemed viable. They are prioritized according to their interest in partnering, and their capacity to partner, in a Driftless Area communications campaign. The high priority organizations are shaded in gray. Also, each statewide tourism bureau is listed as they might serve as a way to connect to smaller, more localized CVBs.</i>										
Priority	Organization Name	Organization Type	Contact Person	Phone	City/Town	State	Email	Web Site	Notes	What do you call the Driftless Area?
1	Historic Bluff Country	Tourism and Visitors Bureau	Brady Bergey	507-886-2230	Harmony and Bluff Country	MN	hbc@harmonytel.net	bluffcountry.com	This group seems like a natural partner and a good messenger to other tourism bureaus and CVBs. Historic Bluff Country is an umbrella organization for a number of CVBs in the Driftless Area and focus specifically on what they call "Bluff Country." When I spoke with Brady he was very interested in partnering. He was also interested in reading the Economic Impact Statement. Currently Bluff Country promotes things like recreation opportunities, camping, hospitality, must-sees, etc.	Root River Valley Bluff Country
1	Lanesboro Visitor Center	Tourism and Visitors Bureau	Julie Kiehne	507-467-2696	Lanesboro	MN	lacc@lanesboro.com	www.lanesboro.com	This group could be a great partner and messenger to other bureaus and CVBs. Julie was very excited about the prospect of partnering on communications. They are particularly interested in conserving their natural resources because so much of their economy depends upon them. In their communications they focus quite a bit on the Driftless Area - natural beauty, recreation opportunities, the Root River, biking, environmental education center (Eagle Bluff), etc. Specifically, they promote silent sports, including trout fishing, which is one of the biggest draws to the area. They also partner with Wabasha, Red Wing, and Winona. Julie was particularly interested in the Economic Impact Statement and would be willing to share with their members.	Driftless Area, Bluff Country
2	Lake City Tourism Bureau	Tourism Bureau and Chamber	Mary DeRoos	877-525-3248	Lake City	MN	<a href="mailto:mderoos@yahoo.com">mderoos@yahoo.com</a>	www.lakecitymn.org	This group heavily promotes cold-water streams and trout fishing as it is one of the major draws to the area. They also promote other recreation opportunities. Focus on Frontenac State Park and surrounding areas. Particularly interested in the Economic Impact Statement.	Mississippi River Valley, Blufflands

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Priority	Organization Name	Organization Type	Contact Person	Phone	City/Town	State	Email	Web Site	Notes	What do you call the Driftless Area?
2	Southern Minnesota Tourism Association (Part of Explore Minnesota Tourism)	Tourism and Visitors Bureau	Dave Vogel	507-389-2683	Statewide	MN	dave.vogel@state.mn.us	www.exploreminnesota.com	This is a regional group that is connected with Explore Minnesota. They are connected to a number of other bureaus and CVBs. They promote recreation opportunities, camping, hospitality, must-sees	Mississippi River Valley
2	Greater Madison Convention & Visitors Bureau	Tourism and Visitors Bureau	Tom Farley	608-255-2537	Madison	WI		http://www.visitmadison.com/	They do not really communicate specifically about the Driftless Area right now. However, they do promote the Great River Road and Tom was very interested in learning more. He could be a good partner and/or a good messenger to other tourism bureaus and CVBs.	Didn't really know what it was.
2	Rochester Convention & Visitors Bureau	Tourism and Visitors Bureau	Mary Gastner	507-288-4331	Rochester	MN	<a href="mailto:mgastner@rochestercvb.org">mgastner@rochestercvb.org</a>	www.VisitRochesterMN.com	Rochester is more of an urban area, but they do some promotion for the surrounding Driftless Area, particularly with reference to recreation. Note: Rochester will host the Outdoor Writers Association of America, June 17-22 2010. They are also connected to a tour company that focuses on wildlife tours in the Driftless Area: Rochester Tour Company. Dab Butterfass runs it: 507-421-0573 dbutterfass@charter.net.	Driftless Area
2	Wisconsin Department of Tourism - Travel Wisconsin	Tourism and Visitors Bureau	Will Christianson	608-267-3686	Statewide	WI	<a href="mailto:wchristianson@travelwisconsin.com">wchristianson@travelwisconsin.com</a>	<a href="http://www.travelwisconsin.com/">http://www.travelwisconsin.com/</a>	Do limited promotion about the uniqueness of the area, but might be interested in doing more. They also promote fishing specifically and are always looking for content for their site: <a href="http://www.travelwisconsin.com/Great_Trout_Fishing_Spots.aspx">http://www.travelwisconsin.com/Great_Trout_Fishing_Spots.aspx</a> . They have a keen interest in promoting "green" as their research showed 60% of the visitors would be strongly motivated to take a Wisconsin vacation if they received information about environmentally friendly activities and Green sites.	Driftless Area
3	Caledonia Area Chamber of Commerce	Tourism Bureau and Chamber	Gretchen	877-439-4893	Caledonia	MN	<a href="mailto:chamber@caledoniamn.com">chamber@caledoniamn.com</a>	www.caledoniamn.com	Focus primarily on Caledonia and the benefits of the Driftless Area natural resources.	Bluff Country

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Priority	Organization Name	Organization Type	Contact Person	Phone	City/Town	State	Email	Web Site	Notes	What do you call the Driftless Area?
3	Cannon Falls Chamber	Tourism Bureau and Chamber	Patricia Anderson	507-263-2289	Cannon Falls	MN	<a href="mailto:tourism@cannonfalls.org">tourism@cannonfalls.org</a>	<a href="http://www.cannonfalls.org">www.cannonfalls.org</a>	Focus primarily on the Cannon Valley Trail, the Cannon River, and other local sites.	
3	Discover Decorah	Tourism Bureau and Chamber	Brenda Balk	563-382-3990	Decorah	IA		<a href="http://www.decoraharea.com/contentdisplay.asp?id=home&amp;level=554">http://www.decoraharea.com/contentdisplay.asp?id=home&amp;level=554</a>	Promote fishing in the area (fishdecorah.com)	
3	Dubuque Area Chamber of Commerce	Tourism Bureau and Chamber	Sue Czesinski	563-690-9206	Dubuque	IA	<a href="mailto:sue@dubuquechamber.com">sue@dubuquechamber.com</a> or <a href="mailto:sczesinski@dubuquechamber.com">sczesinski@dubuquechamber.com</a>	<a href="http://www.dubuquechamber.com/">http://www.dubuquechamber.com/</a> <a href="http://www.dubuquechamber.com/chamber/about/staff.cfm">http://www.dubuquechamber.com/chamber/about/staff.cfm</a>	Did not speak with them directly.	
3	Great River Road Minnesota/Lake City Chamber of Commerce	Tourism Bureau and Chamber	Mary	651-345-4123	Eastern Minnesota	MN	<a href="mailto:lcchamber@lakecity.org">lcchamber@lakecity.org</a>	<a href="http://www.greatriverbluffs.com">www.greatriverbluffs.com</a>	Most of Driftless Area promotion is through the Bluff Country efforts and Explore Minnesota. Do focus on recreation.	
3	Houston Area Chamber of Commerce	Tourism Bureau and Chamber	Karla Kinstler	507-896-4668	Houston	MN	<a href="mailto:chamber@houstonmncchamber.com">chamber@houstonmncchamber.com</a>	<a href="http://www.houstonmncchamber.com">www.houstonmncchamber.com</a>	Focus primarily on the Houston Area, but also communicate about rare and endangered species and other environmental education.	blufflands
3	McGregor-Marquette Iowa Chamber of Commerce	Tourism Bureau and Chamber	Sasha	563-873-2186	McGregor	IA	-	<a href="http://www.mcgregor-marq.org/">http://www.mcgregor-marq.org/</a>	Promote the natural beauty of the area, Effigy Mounds, downtown historic areas. Partner with Prairie Du Chein and Crawford.	Driftless Area

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Priority	Organization Name	Organization Type	Contact Person	Phone	City/Town	State	Email	Web Site	Notes	What do you call the Driftless Area?
3	Wabasha-Kellogg Chamber/CVB	Tourism Bureau and Chamber	Cindy Gosse	651-565-4158	Wabasha	MN	travelinfo@wabasha.net	www.wabashamn.org	Did not speak with them directly, but they responded to the communications survey in 2007. They promote recreation opportunities, camping, hospitality, must-sees	Mississippi River Valley
3	Black Hawk Waterways Convention and Visitors Bureau	Tourism and Visitors Bureau	Diane Bausman	815-946-2108	Polo	IL	<a href="mailto:dbausman@bwcvb.com">dbausman@bwcvb.com</a>	<a href="http://www.bwcvb.com/">http://www.bwcvb.com/</a>	Promote a four county region in the Driftless Area, plus the Palisades State Park, the Upper Mississippi River Fish and Wildlife Refuge. Jo-Daviess and Jo-Carroll counties doing an eco-tourism feasibility study (spearheaded by the Jo-Daviess Conservation Foundation).	Mississippi Palisades State Park,
3	Convention & Visitors Bureau - Galena/Jo Daviess County	Tourism and Visitors Bureau	Betsy Eaton	877-464-2536	Galena	IL	director@galena.org	<a href="http://www.galena.org/">http://www.galena.org/</a>	Did not speak with them directly, but they responded to the communications survey in 2007. They promote recreation opportunities, camping, hospitality, must-sees	Bluffs, Driftless Area, Mississippi River Valley
3	Illinois Bureau of Tourism: Enjoy Illinois	Tourism and Visitors Bureau	Jan Kemmerling	312-814-4732	Statewide	IL	<a href="mailto:jan.kemmerling@illinois.gov">jan.kemmerling@illinois.gov</a>	<a href="http://www.enjoyillinois.com/">http://www.enjoyillinois.com/</a>	Do not really communicate specifically about the Driftless Area, but do promote the Great River Road. Particularly interested in the Economic Impact Statement and might be willing to share with members.	
3	La Crosse Area Convention Visitor's Bureau	Tourism and Visitors Bureau	Michelle Hoch	608-782-2087	La Crosse	WI	<a href="mailto:hoch@explorelacrosse.com">hoch@explorelacrosse.com</a>	-	Did not speak with them directly, but they responded to the communications survey in 2007. They promote recreation opportunities, camping, hospitality, must-sees	Coulee Region
3	Mississippi Valley Partners - Association?	Tourism and Visitors Bureau		888-999-2619	Wabasha and Regionwide	MN/WI	info@mississippi-river.org	www.mississippi-river.org	Looks like a very useful resource, but unfortunately I was never able to reach anyone. Their members are listed at: <a href="http://www.mississippi-river.org/members.html">http://www.mississippi-river.org/members.html</a>	
3	Quad Cities Convention Center and Visitors Bureau	Tourism and Visitors Bureau	Charlotte Morrison	563-322-3911 x105	Quad Cities	IL/IA	<a href="mailto:jtaylor@visitquadcities.com">jtaylor@visitquadcities.com</a>	<a href="http://www.visitquadcities.com/for-the-media/welcome-for-the-media.html">http://www.visitquadcities.com/for-the-media/welcome-for-the-media.html</a>	Did not speak with them directly.	
3	Visit Winona	Tourism and Visitors Bureau	Heidi Eldridge	507-452-0735	Winona	MN	info@visitwinona.com	www.visitwinona.com	Did not speak with them directly, but they responded to the communications survey in 2007. They promote recreation opportunities, camping, hospitality, must-sees	Mississippi River Valley

**POSSIBLE COMMUNICATIONS PARTNERS - TOURISM BUREAUS AND VISITORS CENTERS**

*While developing the DARE Outreach Plan, Biodiversity Project conducted informal interviews with Driftless Area tourism bureaus and visitor centers to learn more about their communications work and to identify potential partners. This table lists those that seemed viable. They are prioritized according to their interest in partnering, and their capacity to partner, in a Driftless Area communications campaign. The high priority organizations are shaded in gray. Also, each statewide tourism bureau is listed as they might serve as a way to connect to smaller, more localized CVBs.*

Priority	Organization Name	Organization Type	Contact Person	Phone	City/Town	State	Email	Web Site	Notes	What do you call the Driftless Area?
4	The Trempealeau Chamber of Commerce	Tourism Bureau and Chamber	-	608-534-6780	Trempealeau	WI		<a href="http://www.trempealeau.net/">http://www.trempealeau.net/</a>	Did not speak with them directly, but it seems to be a very small operation.	
4	Harmony Visitor Center	Tourism and Visitors Bureau		507-886-2469	Harmony	MN	<a href="mailto:visit@harmonytel.net">visit@harmonytel.net</a>	<a href="http://www.harmony.mn.us">www.harmony.mn.us</a>	Did not speak with them directly, but it seems to be a very small operation.	
4	Minnesota Department of Tourism - Explore Minnesota	Tourism and Visitors Bureau	Pat Simmons	651-215-9041	Statewide	MN	<a href="mailto:Patrick.Simmons@state.mn.us">Patrick.Simmons@state.mn.us</a>	<a href="http://industry.exploreminnesota.com/home.html">http://industry.exploreminnesota.com/home.html</a> <a href="http://industry.exploreminnesota.com/Regional_Offices.html">http://industry.exploreminnesota.com/Regional_Offices.html</a>	Pat is the head of the research department at Explore Minnesota. He is very helpful and interested in any efforts (particularly research) going on in the region. Very interested in the Economic Impact Statement.	Mississippi River Valley
4	Preston Area Tourism	Tourism and Visitors Bureau		888-845-2100	Preston	MN	<a href="mailto:preston@prestonmn.org">preston@prestonmn.org</a>	<a href="http://www.prestonmn.org">www.prestonmn.org</a>	Did not speak with them directly, but it seems to be a very small operation.	
4	Red Wing Visitor and Convention Bureau	Tourism and Visitors Bureau	Kathy Silverthorn	651-385-5934	Red Wing	MN	<a href="mailto:kathy@redwing.org">kathy@redwing.org</a>		Do not promote the Driftless Area directly, but are a member of groups that do. Recommended the University of Minnesota Tourism Center for tourism and marketing data: <a href="http://www.tourism.umn.edu/">http://www.tourism.umn.edu/</a>	Mississippi Bluff Country

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First Name	Last Name	Title	Organization	Organization Type	City	State	Phone	Email	Web Site	What Do They Call the Driftless Area?
Adam	Zirbel	Forester	Vernon County Land & Water Conservation Dept.	Public/Government Agency	Viroqua	WI	608-637-5480	azirbel@vernoncounty.org		Driftless Area
Alan	Lorenz	Chair	Wisconsin Mississippi River Parkway Commission	Nonprofit Organization	La Crosse	WI	608-788-7564	lorenzall@msn.com	wigreatriverroad.org	Mississippi River Valley, Great River Road Corridor
Amy	Boynton	Owner	Mandolin Inn	Business (e.g. bed and breakfast)	Dubuque	IA		innkeeper@mandolininn.com	www.mandolininn.com	
Ann	Pierce	Ecologist	MNDNR	Public/Government Agency	Rochester	MN	(507) 280-5076	ann.pierce@dnr.state.mn.us	www.dnr.state.mn.us	Blufflands, Driftless Area, Mississippi River Valley
Bill	Clapp	Coordinator	St. Croix Conservation Collaborative	Collaboration of non-profits and governmental organizations	St. Paul	MN	651 222-8137	gusclapp@qwes.t.net	none	St. Croix River valley
Brad	Walker	UMR Restoration Coordinator	Prairie Rivers Network	Nonprofit Organization	Edwardsville	IL	(618) 541-0778	bwalker@prairierivers.org		Bluffs
Brian	Madson	Regional Director of Marketing & Comm.	The Trust for Public Land	Nonprofit Organization	St. Paul	MN	651/999-5331	brian.madson@tpl.org	www.tpl.org	Blufflands, Bluffs, Driftless Area, Mississippi River Valley
Brian	Peterson	Planning Director	City of Red Wing	Public/Government Agency	Red Wing	MN	651-385-3617	Brian.Peterson@ci.red-wing.mn.us	www.Red-Wing.org	Bluffs
Byron	Karns	Biologist	National Park Service	Public/Government Agency	St. Croix Falls	WI	715-483-2281	byron_karns@nps.gov	www.nps.gov/sacn	Mississippi River Valley

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First Name	Last Name	Title	Organization	Organization Type	City	State	Phone	Email	Web Site	What Do They Call the Driftless Area?
Cathy	Henry	refuge manager	U.S. Fish and Wildlife Service	Public/Government Agency	McGregor	IA	563-873-3423	cathy_henry@fws.gov	http://midwest.fws.gov/driftless	Blufflands, Driftless Area, Mississippi River Valley
Charles	Winterwood	White Pine Group Delegate	Iowa Chapter of the Sierra Club	Nonprofit Organization	Des Moines	IA	515-277-8868	iowa.chapter@sierraclub.org	www.sierraclub.org/Iowa chapter	Bluffs
Chuck	Wemstrom	President	Natural Area Guardians of Jo Daviess County	the volunteer group for the USDA. SWCD	Elizabeth	IL	815-858-3418 ext. 3	info@naturalareaguardians.org	www.naturalareaguardians.org	Driftless Area, Specifically: USF&W Refuge, Savanna Region, Lost Mound Refuge, Palisades State Park
Clint	Miller	Conservation Director	Minnesota Land Trust	Nonprofit Organization	Red Wing	MN	651-388-5978	cmiller@mnlnd.org	www.mnlnd.org	Blufflands
Colleen	Schoenecker	SEEK Coordinator	Minnesota Pollution Control Agency	Public/Government Agency	Saint Paul	MN	651-215-0256	colleen.schoenecker@pca.state.mn.us	www.seek.state.mn.us	
Craig	Hollingsworth	forester	Wisconsin dept. of natural resources	Public/Government Agency	Lancaster	WI	608-723-2397	hollicx@dnr.state.wi.us	www.wi.gov	Driftless Area
Craig	Thompson	Regional Land Program Supervisor	Wisconsin Dept. of Natural Resources	Public/Government Agency	La Crosse	WI	698.785.1277	Craig.Thompson@wisconsin.gov	dnr.wi.gov	Blufflands, Bluffs, Driftless Area, Mississippi River Valley
Dan	Shaw	Conservation Director	Great River Greening	Nonprofit Organization	St. Paul	MN	651-665-9500	dshaw@greatrivergreening.org	greatrivergreening.org	Bluffs, Mississippi River Valley
Daniel	McGuiness	Director, Upper Mississippi River Initiative	Audubon	Nonprofit Organization	Woodbury	MN	651-739-9332	dmcguiness@audubon.org	www.audubon.org	Blufflands, Driftless Area
Daniel	Tix	Conservation Ecologist	Great River Greening	Nonprofit Organization	Saint Paul	MN	651-665-9500	dtix@greatrivergreening.org	www.greatrivergreening.org	Blufflands

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First Name	Last Name	Title	Organization	Organization Type	City	State	Phone	Email	Web Site	What Do They Call the Driftless Area?
									org	
Daren	Carlson	Ecologist/GIS Analyst	MN DNR	Public/Government Agency	St. Paul	MN	651-259-5079	daren.carlson@dnr.state.mn.us		Blufflands, Driftless Area
David	Wilson	Coordinator	Driftless Area Initiative	Consortium of 6 nonprofit conservation organizations	Lancaster	WI	608-732-6377 ext. 135	David.Wilson@rcdnet.net	www.driftlessareainitiative.org	Driftless Area
David	Clutter	Natural Areas Program Director	Natural Resources Foundation of Wisconsin	Nonprofit Organization	Madison	WI	608-264-8922	Warren.clutter@Wisconsin.gov	www.wisconsinconservation.org	Blufflands, Driftless Area, Mississippi River Valley
Denny	Caneff	Executive Director	River Alliance of Wisconsin	Nonprofit Organization	Madison	WI	608-257-2424	dcaneff@wisconsinrivers.org	www.wisconsinrivers.org	Driftless Area, Mississippi River Valley
Donna	Rasmussen	Water Plan Coordinator	Fillmore SWCD	Public/Government Agency	Preston	MN	(507)765-3878, ext. 3	donna.rasmussen2@mn.nacdnet.net	www.fillmoreswcd.org	Blufflands, Bluffs, Driftless Area
Doug	Cieslak	Exec Director	Driftless Area Land Conservancy	Nonprofit Organization	Dodgeville	WI	608-930-3252	driftless@mhtc.net	www.driftlesslandtrust.org	Driftless Area
Eric	Nelson	Refuge Biologist	Upper Mississippi River Refuge	Public/Government Agency	Winona	MN	507/494-6214	eric_nelson@fws.gov		Blufflands, Bluffs, Driftless Area, Mississippi River Valley, Upper Mississippi River System
Evanne	Hunt	President, St. Croix Chapter	The Prairie Enthusiasts	Nonprofit Organization	Hudson	WI	715-381-1291	eahunt@presenter.com	www.ThePrairieEnthusiasts.org	

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First Name	Last Name	Title	Organization	Organization Type	City	State	Phone	Email	Web Site	What Do They Call the Driftless Area?
Florence	Bird	Artist	Mississippi River Sculpture Park & Interpretive Center	Nonprofit Organization	Spring Green	WI	608-588-2473	florence@florencebird.com	mississippiiversculpturepark.com	Mississippi River Valley
Gretchen	Benjamin	Mississippi River Team Leader	Wisconsin Dept of Natural Resources	Public/Government Agency	La Crosse	WI	608-785-9982	gretchen.benjamin@Wisconsin.gov		Blufflands, Bluffs, Coulee Region, Driftless Area
Harv	Halvorsen	Wildlife biologist	Wisconsin DNR	Public/Government Agency	Baldwin	WI	715-684-2914 - x 113	harvey.halvorsen@wisconsin.gov	wisconsin.gov	Blufflands, Coulee Region, Driftless Area, Mississippi River Valley
Jaime	Edwards	Nongame Wildlife Specialist	MN Department of Natural Resources	Public/Government Agency	Rochester	MN	(507) 280-5070	jaime.edwards@dnr.state.mn.us	www.dnr.state.mn.us	Blufflands, Driftless Area
James	Falvey	Advancement Director	Mississippi Valley Conservancy	Nonprofit Organization	La Crosse	WI	608.784.3606	jfalvey@mississippivalleyconservancy.org	mississippivalleyconservancy.org	Blufflands, Bluffs, Coulee Region, Driftless Area, Mississippi River Valley, Southwestern Wisconsin, Coulees, Ridges, Rock Outcroppings, Unglaciaded Area
Jaye	Maxfield	Partner	Driftless Land Stewardship LLC	Private contractor - natural areas management	Bagley	WI	608-996-2135	jaye@driftlesslandstewardship.com	www.driftlesslandstewardship.com	Driftless Area
Jerry	Paulson	Executive Director	Natural Land Institute	Nonprofit Organization	Rockford	IL	815-964-6666	paulsonjerry@anoll.com	www.naturalland.org	Blufflands, Bluffs Driftless Area, Mississippi River Valley

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First Name	Last Name	Title	Organization	Organization Type	City	State	Phone	Email	Web Site	What Do They Call the Driftless Area?
Jesse	Bennett	Co-Owner / Ecologist	Driftless Land Stewardship LLC	Natural Areas Management contractor	Bagley	WI	608-996-2135	jesse@driftlesslandstewardship.com	www.driftlesslandstewardship.com	Driftless Area, Mississippi River Valley, Upper Mississippi, Driftless Area Oak Savanna Complex
Jim	Rogala	Chapter President and Board member	The Prairie Enthusiasts	Nonprofit Organization	West Salem	WI	608-786-1855	therogues@chapter.net	theprairieenthusiasts.org	Driftless Area
Joe	Deden		Eagle Bluff	Nature Center or Environmental Education Center	Lanesboro	MN		joe.bear@eagle-bluff.org	www.eagle-bluff.org	Blufflands, Bluffs, Coulee Region, Driftless Area
Joe	Schmelz	Board Member	Nohr Chapter TU	Nonprofit Organization	Belmont	WI	608-732-7594	joschmelz@hotmail.com	http://www.nohrtu.org/	Driftless Area
John	Pearson	Botanist and Ecologist	Iowa Department of Natural Resources	Public/Government Agency	Des Moines	IA	515-281-3891	John.Pearson@dnr.state.ia.us	<a href="http://www.iowadnr.gov">www.iowadnr.gov</a>	Driftless Area
John	Helland	Legislative analyst	House Research Dept.	Public/Government Agency	St. Paul	MN	651-296-5039	john.helland@house.mn	www.leg.state.mn.us	Blufflands, Bluffs, Mississippi River Valley
Karen	Schik	Ecologist and Project Manager	Friends of the Mississippi River	Nonprofit Organization	St. Paul	MN	651-222-2193	kschik@fmr.org	www.fmr.org	Bluffs, Coulee Region, Mississippi River Valley
Kathy	Wine	Executive Director	River Action	Nonprofit Organization	Davenport	IA	563-322-2969	kathy@riveraction.org	www.riveraction.org	Mississippi River Valley, Mississippi River Basin
Katie	Abbott	Military Ridge Prairie Heritage Area Project Coordinator	SW Badger RC&D	Nonprofit Organization	Dodgeville	WI	608-935-2791 ext. 134	katie.abbott@rcdnet.net	www.swbadger.com	Driftless Area, Specifically: Military Ridge Prairie Heritage Area

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First Name	Last Name	Title	Organization	Organization Type	City	State	Phone	Email	Web Site	What Do They Call the Driftless Area?
Katie	Himanga		City of Lake City	Public/Government Agency	Lake City	MN		khimanga@earthlink.net		Blufflands, Bluffs, Mississippi River Valley
Ken	Barr	Chief Environmental	Rock Island Corps of Engineers	Public/Government Agency	Rock Island	IL	309-794-5349	kenneth.a.barr@usace.army.mil		Mississippi River Valley
Laura	Norian	Operations Manager	The Nature Conservancy	Nonprofit Organization	Des Moines	IA	515-244-5044	iowa@tnc.org	nature.org	Driftless Area
Laura	Hewitt	Watershed Program Director	Trout Unlimited	Nonprofit Organization	Madison	WI	608-250-3534	lhewitt@tu.org	www.tu.org/driftless	Driftless Area
Les	Everett	Program Coordinator	UM Water Resources Center	Educational Institution (Public)	St. Paul	MN	612-625-6751	evere003@umn.edu	wrc.umn.edu	Blufflands, Mississippi River Valley, Karst Region
Lisa	Hanni	LUM Director	Goodhue County	Public/Government Agency	Red Wing	MN	651-385-3197	lisa.hanni@co.goodhue.mn.us	www.co.goodhue.mn.us	Blufflands
Louise	Mauldin	Fishery Biologist	US Fish and Wildlife Service	Public/Government Agency	Onalaska	WI	608/783-8407	louise_mauldin@fws.gov	www.fws.gov	Driftless Area, Mississippi River Valley
MaryBeth	Garrigan	Director PPR	The National Eagle Center	Nature Center or Environmental Education Center	Wabasha	MN	651-565-4989	marybeth@nationaleaglecenter.org	info@nationaleaglecenter.org	Blufflands, Bluffs, Mississippi River Valley
Matthew	Kocourek	Marketing Associate	Applied Ecological Services, Inc.	Ecology Firm	Brodhead	WI	608-897-8641	matt.kocourek@appliedeco.com	www.appliedeco.com	Driftless Area, Mississippi River Valley
Michelle	Dingwall	Director of Development and Communications	west wisconsin land trust	Nonprofit Organization	menomonie	WI	715 235-8850	mdingwall@westwisconsinlandtrust.org	west wisconsin land trust	Blufflands, Bluffs

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Rena	Anderson	PAS	USDA NRCS	Public/Government Agency	Madison	WI	608-662-4422	renae.anderson@wi.usda.gov	www.wi.nrcs.usda.gov	Driftless Area
Richard	Acker	Staff Attorney	Environmental Law and Policy Center	Nonprofit Organization	Chicago	IL	(312) 795-3734	racker@elpc.org	www.elpc.org	Blufflands, Driftless Area
Richard	Biske	Blufflands Conservation Coordinator	The Nature Conservancy - Minnesota	Nonprofit Organization	Spring Valley	MN	651-564-0591	rbiske@tnc.org	www.nature.org	Blufflands, Driftless Area
Richard	Gauger	Executive Director	West Wisconsin Land Trust, Inc	Nonprofit Organization	Menomonie	WI	715-235-8850	rgauger@wwlt.org	wwlt.org	Blufflands, Bluffs
Robert	McGillivray	Senior Project Manager	The Trust for Public Land	Nonprofit Organization	St. Paul	MN	651-999-5307	rjm@tpl.org	www.tpl.org	Mississippi River Valley
Russell	Hagen	County Conservationist	Crawford County LCD	Public/Government Agency	Prairie du Chien	WI	608-326-0272	rhagen@crawfordcountywi.org	www.crawfordcountywi.org/landconservation	Blufflands, Driftless Area, Mississippi River Valley
Sally	Wakefield	Geospatial Services Manager	1000 Friends of Minnesota	Nonprofit Organization	Saint Paul	MN	651.312.1000	swakefield@1000fom.org	www.1000fom.org	Blufflands, Mississippi River Valley
Scott	Yess	UMRCC Coordinator	Upper Mississippi River Conservation Committee	Nonprofit Organization	Onalaska	WI	608-783-8432	scott_yess@fws.gov		Blufflands, Driftless Area, Mississippi River Valley
Tine	Thevenin	Project Manager	Hiawatha Valley Partnership	group of private citizens	Lake City	MN	651-345-4755	tinethevenin@dagknudsen.com	hiawathavalleypartnership.org	Blufflands, Bluffs, Mississippi River Valley
Todd	Mau	District Conservationist	USDA-NRCS	Public/Government Agency	Alma	WI	608-685-4454 ext 101	todd.mau@wi.usda.gov	www.usda.nrcs.wi.gov	Blufflands, Bluffs, Driftless Area, Mississippi River Valley, Ridgetops
Tom	Fuller	Field Rep.	Pheasants Forever	Nonprofit Organization	Oxford	IA	319-828-2050	tfuller@pheasantsforever.org	www.pheasantsforever.org	Mississippi River Valley

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<b>First Name</b>	<b>Last Name</b>	<b>Title</b>	<b>Organization</b>	<b>Organization Type</b>	<b>City</b>	<b>State</b>	<b>Phone</b>	<b>Email</b>	<b>Web Site</b>	<b>What Do They Call the Driftless Area?</b>
Tom	Duffus	State Director - MN/WI	The Conservation Fund	Nonprofit Organization	Duluth	MN	218-722-2393	tduffus@conservationfund.org	www.conservaionfund.org	Blufflands, Mississippi River Valley
Will	Hoyer	Water Specialist	Clean Wisconsin	Nonprofit Organization	Madison	WI	608-251-7020 x20	whoyer@cleanwisconsin.org	www.cleanwisconsin.org	Coulee Region, Driftless Area, Mississippi River Valley

## **APPENDIX E: CULTIVATING MEDIA RELANTIONSHIPS**

Produced by Biodiversity Project

Relationship-building with the media is really no different than relationship building in other aspects of life: listening, compassion, honesty, and respect will take you a long way. And, as you might guess, a sense of humor and a smile never hurt.

### ***Listening***

You'll save yourself a lot of trouble if you research your prospective media outlets before contacting them. You'll want to think about the story you're telling and your target audience. Which outlet is likely to reach your audience? Is television coverage better than newspaper coverage? Which editor or reporter is most likely to be sympathetic to your cause? The initial answers to these questions require some familiarity with your intended media outlets.

### ***Compassion***

Although it might seem like a glamorous life, being a reporter is not unlike working for a nonprofit cause. Declining profits in the newspaper trade have required smaller numbers of reporters to carry more of the burden. The result can be overworked journalists facing difficult deadlines. The more work you can do for the reporter, the more likely he or she is to run your story.

Spend time on your press releases and reporters will notice. Make sure your press releases are well written, timely, and accurate. Here are some pointers.

- Editors are trained to look at the opening and closing paragraphs – these are where you should concentrate your efforts. Try to “hook” the reader with an inspiring, humorous, or somewhat surprising opening.
- Provide plenty of quotations that reporters can use to shape their own stories.
- Make sure the contact information on your release is accurate, including email addresses and Web links for additional information.
- If you're awaiting a vote or another time-sensitive decision, have most of your press release written in advance and you'll save time getting your story out when the news breaks. Sometimes this means writing two different versions: one to run if the bill passes, one to run if it fails. This is common practice for groups working on policy issues.
- Indicate if images and interviews are available for the story and be prepared to provide print-ready/pre-formatted images and contact information for interviews.
- If you write the story to read like a news story, some small town editors will actually run your press release without changing a single word (don't expect a by-line though.)

Some reporters prefer to be contacted by telephone, others prefer email, and many still like to receive faxes. Be certain to provide your press releases and additional story information in a variety of formats. You might want to create a special “For the Media” section on your

organization's website. Regardless of what you decide to do, keep the reporters' interests in mind.

### ***Honesty***

Honesty is crucial to developing a relationship with a reporter or media outlet. Being proactive about integrity requires a higher level of honesty than you might expect. Here are a few tips to keep in mind when speaking to reporters:

- Make sure your facts are accurate – double-check them and provide sources so reporters can follow up on their own.
- Unless you're an expert, don't claim to be one. Make arrangements with sympathetic experts, perhaps local business people or university professors, before sending out your press release. When reporters call, provide all the information you can, but refer them to your experts on questions for which you don't know the answer.
- Don't speak for the opposition. When reporters ask why some people oppose your position, let them know when you're speculating about others concerns and encourage them to contact opponents for their side of the story.
- If you don't know the answer to a question, volunteer to track down the information from a credible source.
- When making promises to reporters about returning phone calls, arranging interviews, or providing graphics and photos – keep them. Always try to exceed their expectations for reliability.

### ***Respect***

In this case, respect means accepting that reporters are paid to probe an issue and to present more than one side (your side) of the story. We all occasionally face opposing views in our society, and we should expect to find reporters who doubt or don't share our concerns. Although the media aspires to objectivity, biased reporting does occur. Some reporters might seem hostile, but don't allow yourself to react too strongly. Stay on message and assure the reporter that you respect a difference of opinions and hope your opinions will receive fair and equal coverage. You can avoid reporting that is biased against you by avoiding strong emotional statements and accusations. You'll find more friends in the press and the public by thoughtfully choosing the public face for your cause – be strong, but not belligerent.

### ***Smile***

Don't underestimate the importance of friendliness and patience. Media and press work can be extremely stressful. Activists have a reputation for being humorless, something we should acknowledge with humor. If you expect reporters to be interested in your cause, take some time to learn about their interests. It never hurts to compliment a reporter on a recent story of theirs that you read and enjoyed. Let them know that you're ready and willing to help them find the resources they need to tell the story. And finally, thank them for covering the story and let them know you're available for future stories as needed.

In addition to honing your relationship-building skills, you may encounter other media situations. Tips about how to deal with two of the most common ones follow:

### ***What to Do About Interviews***

If you're contacted for an interview, ask the reporter what kind of story he or she is writing and what information you can provide to help shape the story. Of course, it's important to stay on message. Most newspaper interviews are conducted via telephone, so don't be afraid to grab your press release and read statements right from it.

If a longer television or radio interview is scheduled, then you can prepare concise message statements – also called “soundbites” – in advance. You might want to call affected citizens or local experts and ask them for quotations or stories that can reinforce your message. In some cases, radio and television producers will ask you to submit a list of topics and questions that the host might ask you on air. This saves their staff a lot of work and allows you to shape the interview to suit your strengths. As you prepare questions, be certain to write your answers (on a separate document, of course.)

Often you'll be lucky to get just one sentence quoted so you'll want to put your best foot forward. It's okay to ask the reporter, “Can I give you a quote?” and then give a one-sentence quote that best captures the point you want the public to see.

Finally, don't ever expect reporters to ignore something you tell them “off the record.” They are, after all, reporters. Professionalism is crucial and silly jokes or unkind words about an issue, the opposition's view point, or political figures may come back to bite you – hard.

### ***Tracking Down a Lead: Finding the Right Outlet***

Thanks to the Web, it's easier than ever to track down editors, reporters, and outlets for media stories you're trying to place. Most media outlets, from newspapers to radio and television stations, have websites with contact information regarding their reporters' duties.

Don't assume, though, that a reporter with a certain title is the best or only person able to cover your story. For instance, only major newspapers have dedicated environmental reporters, so you may find that the best match for you is someone who covers local issues, someone who writes “human interest” stories for the lifestyle section, or a columnist who happens to share your particular environmental concern.

Several professional services offer media lists for sale – in print and online. The largest of these are available through Bacon's or Vocus, but the cost can be prohibitive. If you're only looking for local media coverage, check your yellow pages and gather names and information through local websites.

If your organization has a small communications budget, you might investigate a nonprofit media resource designed for environmental groups. This online service is called Green Media Toolshed and is available on a sliding-scale annual fee (learn more online at [www.greenmediatoolshed.org](http://www.greenmediatoolshed.org).)