

**GOVERNOR'S SALMON
RECOVERY OFFICE /
SALMON RECOVERY
FUNDING BOARD
COMMUNICATIONS PLAN**

December 6, 2016



Prepared by Pyramid Communications

INTRODUCTION

When the federal government began listing salmonids under the Endangered Species Act in the late 1990s, our state met the challenge with an unprecedented locally led and coordinated approach to recovery. By region, we created recovery organizations chaired by local elected officials and tribal representatives. Those organizations wrote and committed to implement salmon recovery plans. We created the Salmon Recovery Funding Board (SRFB) to fund projects vetted by scientists, community members, and regional recovery organizations. And we created the Governor's Salmon Recovery Office (GSRO) to help integrate the activities of state and federal agencies and tribes, and coordinate the efforts of the entire network.

Washington's salmon recovery network comprises a sustained 17-year effort by thousands of people and the investment of hundreds of millions of dollars across our state to restore salmon and the clean water and land that sustains them. The benefits are multiple: for our ecosystems and landscapes, for our enjoyment and our health, and for fishing-dependent economies, particularly in rural areas. Robust salmon populations are essential to the culture and economies of the 29 federally recognized treaty tribes in our state.

The primary purpose of this communications plan is to empower the GSRO and SRFB to accelerate support for the salmon recovery network so that we might recover salmon in Washington state and preserve and improve upon this treasure of locally-led, creative problem solving and planning for our future.

The plan builds upon the 2014 communications plan that Pyramid Communications developed for the GSRO and the Council of Regions, with a specific focus on the opportunities, strategies, and tactics that would be best executed by GSRO and SRFB. The plan was informed by workshops, interviews, and meetings with a GSRO-convened advisory group (see Appendix A) and other stakeholders, research, and our own experience with salmon recovery in the state of Washington.

HIGH-LEVEL CONTEXT SETTING

The high-level goals and objectives that follow provide a framework within which we developed this communications plan. They are adapted from the 2014 communications framework completed for GSRO and the Council of Regions and updated in collaboration with the GSRO and SRFB working group to reflect the current aspirations of the entire salmon recovery network.

GOAL

To ensure continued support for scientifically credible, regionally led, locally implemented salmon recovery in Washington state so that we might enjoy abundant and healthy salmon populations, all the multiple additional benefits of functional ecosystems, and Pacific Northwest we recognize into the future.

UPDATED 2014 OBJECTIVES

- Community members know the multiple benefits of investing in salmon recovery.
- Key decision makers advocate for and fund regionally led salmon recovery.
- Salmon recovery network members, partners, and volunteers remain enthusiastic, committed, and reliable.
- Conservation Districts are recognized as critical contributors to regional salmon recovery efforts and continue to work with private landowners and others to implement salmon recovery strategies.
- Private landowners continue to embrace and voluntarily implement salmon habitat recovery strategies.
- State agency actions related to salmon health are fully funded and more closely integrated with approved regional recovery plans.
- Federal agencies meet their obligations to salmon recovery, and affected communities understand these obligations.
- State agencies and regional organizations collaborate with tribes on shared objectives and cultivate mutual trust.
- Professionals tasked with salmon recovery are aligned and work toward commonly understood objectives.
- Commercial and sport fishers enthusiastically support salmon recovery as essential to healthy fisheries.
- Regions have the capacity to continue to implement recovery plans and innovate new strategies (engage with next generation, ensure succession of effort and development of contemporary solutions).

PRIORITY AUDIENCES

The most effective communications efforts prioritize and target the key audiences you need to reach in order to achieve your objectives. Based on the updated 2014 objectives, primary audiences for this communications plan fall into three categories.

FOUNDATIONAL

These audiences become your strongest messengers and need to tell the same story.

- The seven regional salmon recovery organizations and Council of Regions
- Lead entities and Washington Salmon Coalition
 - » [note: both RO's and LE's inclusive of tribes, local electeds, utilities, etc.)
- Salmon Recovery Funding Board
- Governor's Salmon Recovery Office/Recreation and Conservation Office
- Washington Department of Fish and Wildlife
- Tribal leadership
- Regional fisheries enhancement groups
- Conservation Districts
- Local elected representatives

NEAR TERM

These are decision-makers and influencers critical to achieving overarching and near-term objectives.

- Governor's natural resources and outdoor recreation policy staff
- Washington Department of Ecology, Department of Natural Resources, and other state agencies impacting salmon recovery
- Washington congressional delegation
- Washington legislative leaders relevant to salmon recovery
- Tribal co-managers working directly with the governor and federal and state agency staff
- Federal agencies, primarily the National Oceanic and Atmospheric Administration, U.S. Forest Service, U.S. Fish and Wildlife Service, Environmental Protection Agency, and U.S. Army Corps of Engineers
- Local governments

MID TERM

These are desired partners for longer term success.

- Commercial fishers and entities
- Sport-fishing and other recreational organizations
- Environmental and conservation organizations
- Next generation leaders and participants (college students, local chambers of commerce, etc.)
- Private landowners
- Local media

The primary strategies detailed in the next section include staged events, relationship-building, and the use of media to meet multiple priority audiences and make progress toward multiple guiding objectives simultaneously.

Additionally, GSRO, as implementer of this plan, will want to develop a list of media and influencer contacts and a data base of potential opportunities for shared endeavor, for each of the priority audiences. This task could be assigned to one of the new advisory committees we recommend creating to support this work. As an example, we've developed a list of media and influencer contacts for one of your mid-term audiences, sport fishing organizations and sport fishers. Please see Appendix B for Sample Media and Influencer List—Sport fishers and sport fishing organizations.

There are several additional ways of using the list of priority audiences:

- For each audience, answer:
 - » How would we know if we had the ideal relationship? What results would we see?
 - » What is the best way to engage with this audience? Media channels? Messengers?
 - » What does this audience need from us in order to reach its own objectives? Is there overlap with our priorities?
- Tap the list of priority audiences when filling board vacancies or assembling advisory committees, seeking sponsorships, or scheduling events.
- In advance of every event or meeting, check to see which audiences may be represented—an opportunity to develop relationship.
- Identify by name the top 100 people with whom you want to stay in touch regularly.

PRIMARY STRATEGIES

These strategies, recommended specifically for GSRO and SRFB, will allow the two entities to robustly support the salmon recovery infrastructure in its efforts to implement the Endangered Species Act recovery plans. They are designed to achieve multiple objectives in parallel and revolve primarily around storytelling, relationship building, and overall management. Management strategies, while technically not communications strategies, will strengthen the network and provide the GSRO and SRFB with additional successful outcomes that will support ongoing communications efforts. This report anticipates that GSRO will hire a new dedicated communications/fundraising staff person to coordinate and implement this plan, and that that person will have the continued support of RCO staff.

IMMEDIATE AND UPCOMING OPPORTUNITIES

GSRO and SRFB have five near-term opportunities that offer avenues to elevate messages and begin to build relationships, and advance key communications strategies. These are:

1. Use the 2017 salmon recovery conference to introduce the new network narrative.

Use the salmon recovery conference to frame the new narrative about the network, mobilize landowners/ implementers/sponsors and local electeds, engage the next generation of salmon leaders, and prelude the work to come.

- » **September/October** – Identify the theme and frame the conference in the “call for sessions.”
- » **November** – Reach out to tribes and secure tribal presenters, civic leaders, potential funders, and others who can speak to the theme (see Storytelling and Materials Development section); and other priority audiences.
- » **December** – Establish partnerships with Washington universities and colleges; establish methods to promote the conference to students and professors and engage their participation; identify invitees with whom you want to develop greater collaboration.
- » **January** – Provide Washington universities and colleges with information about the conference; finalize presenters, sessions, and the agenda; post information on relevant websites; set conference hashtag; design materials/signage for in-room experience.
- » **February** – Send invitations and agenda.
- » **March** – Send reminder email; share the new narrative and messages with the network so that everyone is speaking with one voice; provide details about how to engage with attendees in advance of the event, and how they can promote the conference on social media.
- » **April** – Meet with editorial boards of papers with demonstrated interest in local and regional community-led self-determination, climate resilience, salmon recovery (Crosscut, Wenatchee World, etc.). Work with regional organizations, lead entities, and regional fisheries enhancement groups to send media releases to local newspapers highlighting local interest.

2. Promote the State of Salmon in Watersheds website.

Promote the website and ensure that it includes the new frame and updated messages.

- » **December** – Identify way to receive and act on comments about new site from stakeholders and network.
- » **January** – Issue media release on Governor’s report and new site; send to all legislators, NOAA and other federal agencies; state agencies; regional organizations and other members of the network and stakeholders (see social and earned media strategy).

- » **January** – Prepare presentation and introduce site to key audiences (legislative committees, SRFB, NOAA, Governor’s policy staff, regional salmon recovery boards, etc.).
- » **January and ongoing** – Drive people to the site via social media.

3. Implement the GSRO/SRFB fundraising plan.

- » Hire a communications/fundraising staff person for GSRO.

4. Amplify regional network members’ legislative outreach by forming a panel to testify before key legislative and congressional committees.

- » The panel could include Brian Abbott, Nancy Biery, Jeff Breckel, Bob Bugert, and David Troutt.
- » Key points to communicate include:
 - The success the network and the urgency we face
 - The release of the State of Salmon in Watersheds report
 - The launch of the redesigned website
 - The salmon recovery conference

5. Conduct earned media.

- » Draft and submit an op ed to the Seattle Times or the Olympian in January that ties the need for salmon recovery funding to the start of the legislative session.
- » Be sure to include the newly developed key messages that frame the work and importance of network.
- » Share a template op ed with regional organizations that they can customize and submit to relevant regional outlets at the same time.
- » Sit with key editorial boards—Crosscut re civic and civil regional planning; Wenatchee World re the 2018 Conference, etc.

LONGER TERM STRATEGIES

1. New 2018 Salmon Summit to Accelerate Recovery

We have learned how to create the conditions that lead to salmon survival (restored fish passage, healthy habitat, hatchery- and harvest-management decisions working in harmony with habitat recovery). But we also know that it’s not happening quickly enough. The effects of climate change and a rapidly increasing human population are exerting devastating pressure on salmon and all of the systems upon which the species depend for survival. Additional issues, ranging from shrinking budgets for state agencies to limited outside knowledge about the role and importance of the regional network, hamper progress (See the fundraising feasibility report for a deeper analysis of the current challenges facing the regional network and salmon recovery efforts).

Recent fisheries closures and increasing curtailments could further exacerbate challenges to salmon recovery by focusing attention on allocation rather than recovery. While the regional salmon recovery organizations have been devoted primarily to habitat recovery, their plans include the need to synchronize habitat, hatchery and harvest management. The plans also call for continuous evaluation and adaptive management. It may benefit the entire endeavor to share observations about the status of salmon recovery with NOAA Fisheries, the State of Washington, the tribes, the regional organizations, and stakeholders in a summit as a way of positioning the network for accelerated recovery actions. At a minimum, the summit might address:

- » Developing new hatchery and harvest strategies.
- » Securing renewed commitments from cities, counties, and the state to meet heretofore unmet shoreline management act, critical areas, and storm water requirements.
- » Meaningfully implementing co-management with the tribes.
- » Asking and answering what can be done and what needs to be done to increase success.
- » Communicating and engaging with stakeholders and the general public.

Ultimately, the hope is that a re-evaluation of the recovery plans will lead to accelerated progress, climate resilient communities, healthy watersheds, salmon resurgence, and a host of other benefits. It will also daylight the urgent need for additional capacity, particularly for communications and fundraising, at the regional organizations. Additionally, such a forum would provide a vehicle by which to tell this story.

2. 2019 International Year of the Salmon

The North Pacific Anadromous Fish Commission is planning for an international celebration of salmon in 2019. GSRO should make contact with NPAFC in 2016 to explore ways to highlight and generate support for Washington's salmon recovery network.

STORYTELLING AND MATERIALS DEVELOPMENT

The need to reframe and update the current narrative about the salmon recovery in our state came through loud and clear in our research to develop this plan. While the messages that were developed in 2014 still apply, the new frame will need to communicate the effectiveness of the regional system and the urgency of reinvesting it.

1. Share overarching messages and story narrative that details the purpose, importance, and success of the network. See message framework later in this plan.

- » Salmon restore and define us; we are committed to restoring them.
- » Seventeen years into salmon recovery, we know what works.
- » But the challenges are mounting: climate change and increasing human demand on stressed resources.
- » We need to redouble our investments in salmon recovery for multiple benefits.
- » Regional recovery plans all include adaptive management provisions; let's review our strategies against new challenges.
- » The best, most effective resource we have is the regional network—it's time to reinvest in this essential infrastructure to shape our own future.

2. Create new and update existing materials.

- » Develop a new, easy-to-digest collateral piece, designed for both print and digital distribution to use as a leave-behind, hand out, or to forward (should refer readers to SOS website for more information).
- » Create a high-level, designed PDF or PowerPoint "road show" presentation for use in meetings and at events that tells the story of the network (e.g., for use by the panel mentioned above).
- » Update and extend messaging across digital channels, including the State of the Salmon report, RCO website and social media, regional websites, etc.

- » Update GSRO salmon video to include new messages and support other communications activities, particularly to highlight the existence of the salmon recovery network.

3. Illustrate the work of the network by sharing successful salmon recovery stories.

- » Package stories for use on social channels. Include pictures and links.
- » Highlight projects in other communications vehicles, such as the State of Salmon in Watersheds report, op eds, brochures, informational sheets, news roundups, etc.
- » Spotlight landowners who have willingly stepped forward, are leaders in their communities, whose projects have had particular impact.

4. Develop a kind of regional "SWAT" team to assist with storytelling, particularly as it relates to fundraising.

- » Identify regional network members, including recovery organization, lead entity, and regional fisheries enhancement group staff, as well as project sponsors and implementers who are skilled at this kind of storytelling.
- » Enlist their support to help lead message and story training for other messengers in the network.
- » Deploy members strategically at events and meetings.

RELATIONSHIP BUILDING

People give money to and support people, first and foremost, making the development of strong and deep relationships a top strategy for GSRO and SRFB. This takes time, yet both GSRO and SRFB are well-positioned to be successful in this realm. GSRO has proven that it is adept at working with state agencies and SRFB members bring to the table the depth of their professional relationships. The tactics outlined below put the focus on building relationships with members of your target audiences.

1. Meet with directors of state natural resource agencies.

- » Identify shared priorities for each region.
- » Highlight commitments made in the recovery plans.

2. Cultivate relationships with tribes and their support organizations.

- » Visit leading-edge projects.
- » Meet one-on-one or in small groups with tribal leaders.
- » Meet with Northwest Indian Fisheries Commission and Columbia River Intertribal Fish Commission directors to update them on activities of the salmon recovery network and seek additional ways to work more closely together toward shared goals.

3. Harness the power of the locally elected officials across the state who are active members of the regional salmon recovery boards, as well as regional fisheries enhancement group board members, and lead entity members to tell the story.

- » Educate them about opportunities to promote the network (e.g., meet with legislators)

- » Provide them with tools as needed.
- » Identify a small group of network members to help initiate the social media strategy.

4. Identify partnerships to involve students who are studying environmental and related fields.

- » Identify opportunities to involve students pursuing degrees in environmental studies, American Indian studies, biology, sociology, and other relevant subjects. Include public and private Washington universities and colleges as well as tribal colleges in the Northwest.
 - University of Washington College of the Environment
 - University of Washington Department of American Indian Studies
 - Western Washington University Huxley Environmental College
 - Northwest Indian College
- » Provide partners with stories and content pieces to share across their social channels to better educate students about current activities related to salmon restoration.
- » Build a Twitter list of educational resources with ties to the environment.
- » Set aside an inventory of “scholarship” tickets to Salmon Recovery Conference to share with select students at each of the colleges to get people who may be interested in pursuing a career in the field.

5. Cultivate collaborative relationships to align and advance shared salmon recovery goals with targeted stakeholders, including:

- » Sport fishers
 - Cross-promote each other’s work across social media to foster relationship and demonstrate partnership in salmon recovery.
 - Participate in salmon derby’s, trade shows, podcasts, and conferences
 - See partial list in Appendix B
- » Commercial fishers
- » Conservation Districts
 - SRFB meet with WA Commission of Conservation Districts
- » Irrigation Districts
- » Washington Wildlife and Recreation Coalition
 - SRFB meet with WWRC
- » Washington Association of Counties and Washington Association of Cities

6. Interface tightly with the governor’s office.

- » Cultivate the governor as a spokesperson for salmon recovery and the network as the vehicle for advancing his interests in mitigating climate change, enhancing outdoor recreation, and building more civic-minded and creative communities.
- » Provide the governor’s staff with priorities and key achievements of GSRO/SRFB and the regional network to share in communications and/or social media, as needed.

NETWORK SUPPORT AND OVERALL MANAGEMENT

The tactics outlined below will enable the GSRO and SRFB to more fully implement this communications plan and achieve your objectives.

1. Hire a full-time GSRO communications and fundraising staff lead.

- » Ensure experience with implementation of social media strategy.

2. Assemble an advisory committee or work group of salmon recovery network members to assist with strategy development and outreach.

- » Regional fisheries enhancement groups, lead entities, regional organizations, conservation districts, and others have experience cultivating supporters, increasing participation, telling their stories; they’ll have ideas, contacts, and the capacity to engage their own networks on behalf of the whole.

3. Sync communications efforts with the fundraising strategy to protect and raise capacity funds for the network.

- » Engage federal funders.
- » Outline a coordinated legislative ask.
- » Work with Governor’s office and support his budget to the Legislature.
- » Ensure programmatic support by relevant state agencies.
- » Connect with relevant state legislators and members of Congress to educate them about the network and the work of the regions.
- » Seek new funding from foundations, legacy donors, outdoor recreation/fishing-related businesses, and others.

4. Provide support for the regions to develop and carry out locally relevant communications and outreach.

- » Provide communications training.
- » Share the overarching narrative about the network and the key messages.
- » Share the (to be developed) presentation with the regional organizations.
- » Send regular communications to let the network know what GSRO/SRFB is up to and how the regions can be involved.

5. Leverage the proposed LEAN study.

- » Evaluate the statewide network for efficiencies that result in greater alignment of efforts.
- » Streamline use of existing efforts and resources.

SOCIAL AND EARNED MEDIA

Social media is no longer a nice to-do to get your message out to new audiences, but a critical step in ensuring your message reaches your target audience. 74 percent of all internet users have an account on social media networks: 89 percent of people 18-29, 82 percent of people 30-49, and 65 percent of people 50-64. People are just as likely to use social media to take a mental break as they are to build their professional networks or get information.

Safe to say, social media and earned media will be critical to ensuring that the new narrative and story about salmon recovery and the regional network is reaching and engaging priority audiences. Below are recommendations for how to use these relevant channels.

1. Position the SRFB as a source of public comment for salmon-related issues.

SRFB members have the expertise and credibility needed to position the board as a legitimate and knowledgeable body that can inform salmon-related conversations and decisions. Begin to build this reputation by:

- » Understanding individual member networks and contacts.
- » Drafting and submitting op eds to local and regional outlets.
- » Testifying in front of the Legislature and Congress.

Be sure to highlight this work in communications you distribute to the regions so that others also begin to see the SRFB as a strong advocate for salmon recovery.

2. Define a social media presence for GSRO that reflects its role as a convener and lead advocate for salmon recovery in Washington state. A social media strategy would provide guidance to understand:

- » Channel architecture – Which social media channel(s) should be used given resources
- » Content strategy – Which content to feature to lift up the statewide story of salmon recovery, including elements such as:
 - Success stories from the field about projects implemented by the regional partners and tribes.
 - Resources to educate audiences about critical environmental trends/challenges affecting regions.
 - Support to extend new communications resources like the State of Salmon website.
 - Continuously drive awareness about activities and policies to support during legislative session.
 - Highlights and coverage of salmon recovery conference.
 - Highlights of successful fundraising efforts and impact achievements in real time.
- » Partner management and coordination – How to create a streamlined, efficient practice of sharing across the network, which could include:
 - Recommendations on how to guide partners in coordinating and distributing key messages for promotions at the regional level.
 - Guidelines for soliciting stories from regional networks.
- » Evaluation and reporting – How to integrate metrics for social media performance with other tools in use to report on communications objectives; eg: to what extent are our social media strategies driving traffic to the State of Salmon in Watersheds website?

3. Build a monthly content resource and distribute it to RCO and regional partners to share stories about salmon recovery, the network, and its activities across social media.

- » On a monthly basis, craft 10 sample messages for regional partners, tribes, and other key relationships that can be shared on Facebook or Twitter and which include articles or key messages that align with the communications objectives.
 - **December** – Key content based on 2014 approved messages promoting critical role of salmon
 - **January** – Promote awareness of the State of Salmon in Watersheds report. Promote awareness of conference, continue promotion of stories/elements within the State of Salmon in Watersheds report
 - **February** – Leverage new storytelling materials/assets, continue promotion of stories/elements within the State of Salmon in Watersheds report
 - **March** – Promote conference/storytelling materials
 - **April** – Promote conference
 - **May** – Promote highlights from conference
 - **June** – Promote highlights from conference
 - **July** – Promote new storytelling materials/assets, highlight stories from the field, etc.

4. Support the State of Salmon in Watersheds report release.

- » Put together release/one-page overview of State of Salmon in Watersheds report. Include:
 - What it is
 - Who is involved
 - Impact highlights
 - Key challenges
 - What's ahead in 2017 and 2018
 - Where to find the report
 - How to get in touch with the GSRO
- » Draft sample posts to promote the report.
- » Design “snackable” imagery/media to highlight impact highlights on social media (i.e., visuals, links to videos on YouTube, etc.).
- » Use paid advertising on Facebook through the RCO’s Facebook page to drive traffic to the report.
 - \$250 in sponsored post to drive traffic to target audience
- » Share release/one-page overview with foundational and near-term audiences via email.
- » Identify key influencers (i.e., SRNet members, tribes, environmental schools, etc.) to encourage them to promote across their social channels and include link on their website.
- » Identify and train key spokespeople to speak to the media during the month of the release.
- » Execute earned media strategy.

5. Curate the salmon recovery conference to encourage social media sharing and relationship building; make it social-friendly.

- » Set conference hashtag and social preferences for sharing in January, then incorporate into all materials/collateral.
- » Incorporate handle and prompts to share throughout printed materials and signage.
- » Encourage people to share the conference leading up to the event.
- » Provide an option for people to provide their handle when registering, or locate their social handles after the fact, if already registered.
- » Build a Twitter list of conference attendees and promote to other attendees to encourage relationship building.
- » Use a social media aggregation tool (e.g., Tagboard) to display conversations and learnings in real-time during the conference on display boards and monitors.

6. Aggregate and capture content during the salmon recovery conference for later use.

- » Have a photographer/videographer on site.
- » Capture quotes/testimonials/key content in real time.
- » Set up a monitoring and tracking service to capture social media mentions and conversations to identify leads for future relationship building.
- » Identify and track influencers and people of note who are actively sharing on the conference hashtag and retweet/share out to expand your reach and authority.
- » Capture presentations and notes from presenters and feature their lessons on a digital platform like SlideShare or host it on the RCO or State of Salmon websites to extend the lifespan of the talks.
- » Use captured content in future social media sample content for partners to share that demonstrates the leadership of GSRO, SRFB, and network members.

MASTER TIMELINE

2016

- Secure support from governor's policy staff for a more assertive State of Salmon website.
- Redesign the State of Salmon website to be more relevant and user-friendly.
- Complete GSRO/SRFB communications and fundraising plans.
- Use messaging to frame invitations to the 2017 salmon recovery conference.

2017

- Hire a new communications/fundraising staff person at GSRO.
- Assemble communications advisory work group.
- Build strategies to reach primary audiences through relationship building and deployment of social and other media outreach.
- Provide message training for GSRO and SRFB members and staff.
- Begin implementation of the social strategy.
- Promote the State of Salmon in Watersheds website.
- SRFB and GSRO members testify to Legislative committees re website, urgency, etc.
- Frame the salmon recovery conference as an opportunity to review the past 17 years and need to accelerate and innovate recovery efforts for the next 17 (as a precursor to revisiting the recovery plans).
- Reinforce main messages in post conference follow-up communications.
- Support a visit by GSRO, SRFB, and regional representatives to Washington, D.C., to educate federal agencies and other national players about the need for increased capacity at the regional level.
- Engage with North Pacific Anadromous Fish Commission and others to tell story of WA Salmon recovery network at 2019 International Year of the Salmon.

2018

- With NOAA, the governor's office, state agencies, and tribes, host a summit to revisit the regional salmon recovery plans.
 - » Implement a targeted communications strategy for this event, leading up to and away from it.
- Continue implementation of the communications and fundraising plans.

2019

- Ensure showcase of WA salmon recovery network and participate in International Year of the Salmon.

UPDATED NARRATIVE

STORY FRAME

A frame introduces and provides context for information; it tells the listener how to interpret your actions and choices. It answers the implicit questions, “why should I care?” “why are you doing this?” and “to what end?”

Depending on audience, you will want to assemble a frame that emphasizes different messages. Below are two sample frames, followed by key messages.

1. Salmon are a cultural icon and a keystone species. What we think of as the Pacific Northwest is defined by the reach of their migration. Washington’s sustained statewide network of locally led salmon recovery organizations is unprecedented. Coordinated by the Governor’s Salmon Recovery Office, we work collaboratively to restore salmon to abundance, delivering additional benefits for all who live and depend upon healthy forests, streams, rivers, and shorelines. Seventeen years in, we know what works. But the twin challenges of climate change and rapid population growth are outpacing our ability to bring back this mighty fish. We must do more, more creatively and more quickly. We are committed to this work for our future.
2. Salmon restore and define us; we are committed to restoring them.
 - » Seventeen years into salmon recovery, we know what works.
 - » But the challenges are mounting: climate change and increasing human demand on stressed resources.
 - » We need to redouble our investments in salmon recovery for multiple benefits.
 - » Regional recovery plans all include adaptive management provisions; let’s review our strategies against new challenges.
 - » The best, most effective resource we have is the regional network—it’s time to reinvest in this essential infrastructure to shape our own future.

KEY MESSAGES

Salmon are the foundation and the future of our shared Pacific Northwest identity.

- Salmon are a symbol of resilience, strength, and survival in the dramatic and changing landscape we share.
- The reach of their migration forms the boundaries of what we call the Pacific Northwest.
- They are a cultural touchstone, a way of life, and an economic engine.
- For many tribes, salmon are considered a sacred resource.
- When we save salmon, we are saving ourselves.

When we restore salmon we also restore our waters, forests, and shorelines—multiplying the benefits of salmon recovery many times over.

- Clean and reliably available water is essential for safe drinking, sustaining our farms and gardens, and swimming and boating.
- Free flowing rivers provide fish passage and great rafting.
- Reconnecting streams to their floodplains lessens flood risks for our communities.
- Healthy forests absorb carbon and improve the air; they provide shade, cooler temperatures, and refuge for wildlife. Healthy forests hold water—essential for areas with shrinking snow pack—and absorb carbon. They provide economic opportunity for rural communities, and recreation for hikers, packers, hunters, and foragers.
- Natural shorelines filter pollution, support shellfish, shelter salmon, and aid all species challenged by rising sea levels.
- Tourism, hospitality, and recreational fishing feed our economy; all are driven by a healthy Pacific Northwest and abundant salmon.

Our regional recovery approach is innovative and unprecedented.

- When multiple species of salmon were listed under the Endangered Species Act in the late 1990s, our communities organized by region to write and implement our own recovery plans.
- This infrastructure of regional recovery organizations and local partners is led by local elected officials, tribal nations, and community participants and guided by the Governor’s Salmon Recovery Office and the Salmon Recovery Funding Board.
- The seven regional recovery organizations track federal and state agency commitments; and represent the salmon perspective at local land use, shoreline protection, and growth management meetings.
- Regional recovery organizations select and prioritize habitat recovery and other projects based on their ability to meet recovery plan goals.
- Projects submitted by the regions are prioritized and funded by the Salmon Recovery Funding Board.
- Since 1999 the SRFB has funded more than 2,000 community-based salmon recovery projects, most on privately owned land with willing landowners, and invested more than \$1 billion in salmon-bearing watersheds across the state.

Tribes and state and federal agencies are mandated to manage salmon to recovery.

- Agency actions address hatchery and harvest management strategies, which are co-managed with Northwest treaty tribes, as well as fish barrier removal, monitoring and evaluation, and restoration.
- The departments of Fish and Wildlife, Natural Resources, Transportation, and Ecology have committed to specific actions in the recovery plans and also implement additional strategies to aid the recovery work.
- Tribes co-manage the salmon resource, exercise treaty rights to protect salmon and habitat, implement projects on their own lands, and partner on other projects.
- As legal co-managers of the salmon resource, tribes, along with the state, drive the strategy and conversation around salmon recovery and set harvest levels each year.

We know what it takes to recover salmon.

- Seventeen years into the work there is much that we have learned about how to recover salmon.
- We know that salmon recover when fish passage is unrestricted, rivers and forests and shorelines are healthy, and hatchery- and harvest-management decisions work in harmony with habitat recovery.
- In Hood Canal and the Snake River salmon are closing in on recovery goals.

Mounting challenges are outpacing our progress.

- We continue to face an uphill battle for salmon recovery, made even steeper by increasing pressures from a growing human population and the impacts of climate change with warming and acidic oceans.
- Declining state and federal budgets, and limited enforcement of water and endangered species laws also work against recovery efforts.
- Our regional recovery organizations do not have the capacity to fully implement their recovery plans.
- In 2016, for the first time ever, the co-managers of the resource closed all but one coho fishery in the marine areas of Puget Sound.
- While the data shows we are making progress in some areas, we're simply not keeping pace with the new challenges.
- We must do more, more creatively and much more quickly if we hope to see salmon restored to abundance.

The locally-led regional structure is our best bet for success.

- Seventeen years in, the regional organizations now coordinate the work of thousands of people across our state to restore rivers, streams, forests, and shorelines.
- We are midway through the implementation of the recovery plans; the next 17 bring it home.
- We have established relationships over time.
- We have an infrastructure in place that's trusted, a forum for creative, cooperative, local problem solving with statewide and federal guidance on science and the big picture.
- What we are doing today for salmon is making our communities more cooperative and more resilient in the face of climate change.

APPENDIX A

ADVISORY GROUP MEMBERS

In June 2016, an advisory group was formed by the Governor's Salmon Recovery Office to guide the implementation of the three projects for which Pyramid is under contract. These projects include the creation of a GSRO and SRFB communications plan, fundraising strategy, and State of Salmon website redesign. Members include leaders from across the regional salmon recovery network.

Brian Abbott Governor's Salmon Recovery Office executive coordinator

Nancy Biery Salmon Recovery Funding Board member

Jeff Breckel Council of Regions spokesperson/facilitator

Bob Bugert Salmon Recovery Funding Board member

Cathy Cochrane Puget Sound Partnership communications lead

Sarah Gage Governor's Salmon Recovery Office lead entity program manager

Tara Galuska Recreation and Conservation Office salmon section manager

Amy Hatch-Winecka Washington Salmon Coalition chair

Jess Helsley Washington Coast Sustainable Salmon Foundation executive director

Jennifer Johnson Governor's Salmon Recovery Office recovery information coordinator

Laura Johnson Washington State Conservation Commission communication coordinator

Erik Neatherlin Washington Department of Fish and Wildlife science director

Colleen Thompson Regional Fisheries Coalition executive director

Jason Wilkinson Washington Salmon Coalition Puget Sound representative

Susan Zemek Recreation and Conservation Office communications director

APPENDIX B

SAMPLE MEDIA AND INFLUENCER LIST—SPORT FISHERS AND THEIR ORGANIZATIONS.

These represent opportunities—to get to know the community better and through which to share the story of the salmon recovery network and why supporting it will help restore robust sport fishing in Washington state.

Radio

<u>ESPN 710 a.m.</u> Outdoor Line, “Expert Driven Hunting & fishing Talk Radio” Hunting and fishing talk with Rob Endsley and Tom Nelson, Saturday mornings from 6 a.m. to 8 a.m. on	<u>Fox Sports AM 1380 KRKO Seattle.</u> “America Outdoors Radio” Regional show sponsored by Northwest Sportsman’s Magazine. Hosted by John Kruse. Americanoutdoorsradio.com Podcasts available at: nwsportsmanmag.com/radio
<u>KJR Sports Radio 9500 a.m.</u> “Northwest Wild Country” “America’s No. 1 fishing and hunting simulcast live and local every Saturday morning from 6 to 8 a.m.	

Trade Shows

<u>Seattle Boat Show.</u> “Boating and Fishing Seminars” aka “Fish Academy” – mostly sessions on “how to” fishing, but might be opportunity to present and/or have a booth about salmon and steelhead recovery in WA state.	<u>Pacific Northwest Sportsman’s Show</u> – Portland (larger than the Puyallup show listed above – same format and vendor managing the shows). Southwest Washington and Columbia basin folks head to this one. http://www.thesportshows.com/shows/pacific-northwest/show-information/
<u>Washington Sportsmen’s Show.</u> Sport fishing boat show, well attended by guides and outfitters. Late January-February. Seminars and exhibits.	

Events

<u>Northwest Salmon Derby Series.</u> 7,000 anglers at 14 fishing tournaments in Puget Sound, coordinated and promoted by Tony Floor, NMTA Director	of Fishing Affairs. www.NorthwestSalmonDerbySeries.com . <u>Steelhead Summit.</u> Annually, by Wild Steelhead Coalition, in Seattle
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Television programs

Outdoor GPS (Oregon)

Podcasts

“The Open Fly” fly fishing related interviews and features, Snake River Dam removal, hatchery reform, conservation, etc.	“Trout TV” trouttvshow.com sponsors: orvis, YETI, Patagonia, Glacier Anglers, etc.
“The World’s Greatest Fishing Podcast” interviews with “biggest names in fishing,” tactics, techniques, gear for catching monster fish. Itunes, stitcher radio, facebook, twitter. Ed Rush and Paul Moritz, hosts. 2x week. Worldsgreatestfishing.com .	Hilary Hutcheson and Rich Birdsell. 30 minute network fly-fishing tv show, destination fishing with insight into art of fly fishing, conservation, hydrology, fair chase ethics. Also on facebook, youtube, vimeo, twitter. Partners with Trout Unlimited.

Websites/on-line magazines

Ifish - http://www.ifish.net/board/index.php	Steelhead University - http://steelheadu.com/
Gamefish - http://www.gamefishin.com/	Salt Patrol - http://saltpatrol.com/
Bloody Decks - http://www.bdoutdoors.com/forums/forum/washington-state/	Westport Charter Boat Association - http://charterwestport.com/
Salmon University - http://salmonuniversity.com/	

Magazines

“Salmon and Steelhead Journal” - http://www.salmonandsteelheadjournal.com/	“The Reel News” Monthly newspaper format. Published by Puget Sound Anglers Features on Ed Iman’s annual fish camp in September, UW Fisheries, Columbia River Region, Sportfishing, and Tony’s [Floor] Tackle Box
“Salmon Trout Steelheader” (Frank Amato publications, Portland OR) - http://www.salmontroutsteelheader.com/	

Follow on Twitter

Northwest Sportsman - <http://nwsportsmanmag.com/headlines/>

Outreach to steelhead fishing community

<u>Wild Steelhead Coalition.</u> Wildsteelheadcoalition.org . dedicated to increasing return of wild steelhead to waters of the West Coast. WA based. Facebook. Advocacy alerts include, “Free the Snake”; “Dedicate Skagit as Wild Steelhead Gene Bank.” Host annual Steelhead Summit” (April) in Seattle.	<u>Association of Northwest Steelheaders.</u> Nonprofit. Oregon. nwsteelheaders.org . local groups of sportsmen dedicated to angling and conservation.
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Guides

Washington Guides Associations

Westport Charterboat Association

Facebook

Northwest Marine Trade Association

Tony Floor posts updates on fishing related matters of interest; also links to boat shows around the state, updates on marinas, and fishing-related events.

WA Recreation and Conservation Office

Susan Zemek manages.
GSRO could establish one.

Signatories to "Recreational Fishing Community Statement Regarding 2016 North of Falcon Salmon Season Setting Process" April 15, 2016

NW Marine Trade Association

Coastal Conservation Association

Northwest Sportfishing Industry Association

Outdoor Line

Charterboat Association of Puget Sound

Puget Sound Anglers

