

# Organizational Analysis and Report on Recommendations

## For the Eastern Brook Trout Joint Venture

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Wendy Wilson, River Network  
December 2, 2013

### Assessment Process

River Network consultant, Wendy Wilson, conducted a thorough organizational assessment of the Eastern Brook Trout Joint Venture (EBTJV) during the months of October and November of 2013. This work included review of the on-line survey data collected from EBTJV participants in December, 2012 (Nat Gillespie, Steve Moore, Douglas Stang, Dianne Timmins, Alan Heft, Bob Curry, Robert Carline, and Tom Sadler).

For this assessment we reviewed EBTJV organizational documents, interviewed EBTJV coordinator, Steve Perry, and interviewed Gary Berti and Steve Moyer of Trout Unlimited for an external perspective. We also received email communications from several steering committee members. We gained further insight by assisting Steve Perry with the Draft Business Plan and consulting with Water Words that Work, LLC., regarding their assessment of EBTJV communications programs.

The purpose of this document is to detail recommendations for organizational development goals, milestones and implementation steps within several priority areas. The recommendations included are purely those of the reviewer. They are based on the experience of River Network staff and consultants who have worked with similar groups over 25 years. We have chosen not to provide direct attribution of comments since compiling notes from so many people makes it hard to capture the context of each statement.

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### General Comments:

The following comments from participants are generally representative of those received by the reviewer:

- Our goal setting process has been good – We now have catchment database which is an improvement that will help implement road map.

- The process to develop the road map has been valuable for those in the field (especially working for state and federal agencies). Practitioners have changed how they do their work because of Mark Hudy's research, the peer review process and dissemination of that work and threats and status reports.
- We are meeting our mission to some extent, but the potential for success is higher yet.
- Need to identify more funding
- Need greater media attention
- Need higher level of agency leadership
- Greater NGO participation would help further the work

**Key areas of agreement:**

- 1) All participants interviewed by the consultant agreed that the EBTJV has a strong and compelling mission which is to create a common conservation agenda for Eastern brook trout protection & restoration, communicate with the public about the need for protection & restoration, develop resources to better implement that agenda and report to the public on the results of this work.
- 2) Observers noted that there is a strong legacy of conservation leadership within EBTJV. This leadership is important within the wider conservation community and has substantially contributed to the progress made to date. There is a common understanding that the group should try to tell the story of brook trout to a wider public and convey the need for urgent action

**Areas for further internal discussion:**

- 1) The question was raised several times whether or not the EBTJV is the appropriate place to try and facilitate a broader discussion with non-biologists – perhaps across societal sectors (farmers, timber, mining, real estate, highways, etc.) focused on the problems of brook trout. If this is going to happen, it will probably have to start with the leadership of the EBTJV and its strong NGO partners such as Trout Unlimited and American Rivers. Is this needed?
- 2) It was often noted by observers that the EBTJV is shy about claiming credit for the actions of its partners taken together or separately. There may be disagreement about what we can say we have “accomplished” (beyond funding on-the-ground projects) without stepping on toes. This is something that should be more frankly discussed with all partners.

Other questions that may need discussion include the following:

- What else is going on out there that is helping brook trout? How do the actions of our partner organizations reinforce the work of our road map?
- What –specifically -- do we want “the public” to think and do about brook trout? Are we saying things are getting worse or better? Why?
- What does “success” look like for us? Any change in the needle? Full recovery?
- Who do we need to be on board to be successful? Why aren’t they here?
- Could our existing Partners help us get more funding and reach new constituencies?

**Suggestions from Interviewees: (edited for brevity)**

- Need to re-establish committees so that the work of EBTJV is more spread out.
- Need to increase partner engagement – there are too many groups on this list that probably don’t know they are even on it. How can Partner groups participate besides submitting proposals?
- Need to maximize EBTJV outreach to existing partners and bring our partners’ victories into how we measure success.
- Should be more strategic about how we grow given the decrease in funding from NFHP. (Relying more on strong partners, working with the LCCs, coordinating with the Chesapeake Bay Program, etc.)
- Need to create a situation where we are putting our partner organizations in positions to go to the wider public more effectively. Train people how to do habitat improvements– rather than making them compete for a pot of money with a bunch of strings attached.
- Include people with wider expertise than just biologists. This would help create new partnerships with business and industry groups focused on getting specific things done.
- Facilitate discussion directly with key groups about what is wrong and how they can help. Stream morphology is affected by local government/ highway departments. Forestry practices. Farm practices. Coal-mining practices. Gas-drilling impacts.
- Encourage public awareness of impacts of losing brook trout and the impact of our efforts to restore them. Put together a road show that states can roll-out to their stakeholders. Motivate people. Hold events with partners that connect the science to what can be done on the ground
- Should work with LCCs more closely and reduce competition for inter-agency funding.

## **Consultant Recommendations**

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### Summary:

The EBTJV is at a transition point as an organization. It has been largely a volunteer entity serving the needs of state and federal biologists to coordinate their work. Now that it has hired its first staff it needs to grow to support the position financially and take the work of the organization to a larger scale.

The organizational structure of the EBTJV needs to grow to include more people. . Right now the Steering Committee is comprised of biologists representing agencies. They do not have the ability to fully implement the “road map” that is the mission of the EBTJV by themselves. The Steering Committee should decide how, over time, to include more anglers, key NGO leaders, sympathetic business leaders and others working to save brook trout

However, the Steering Committee is probably already too large to serve as the primary work-unit within the organization. So, the Steering Committee should consider how to build a stronger committee structure working independently of the Steering Committee but in support of common goals. Regional sub-groups of EBTJV have worked in some places in the past according to some participants. These could be more full recognized and/or promoted within the official structure of EBTJV.

The current funding strategy of the EBTJV does not seem to be sustainable given the known threats to federal grant programs. Having the newer kid on the block – the Landscape Conservation Collaboratives (LCCs)-- now looking for federal grants is a challenge. Many successful fish habitat partnerships rely more on state grants than EBTJV has. State funding options should be an active area of research for EBTJV.

Breaking into the world of private donations is also an option but seems like a long-term one rather than immediate. Many like to support specific projects rather than the general support funds most needed right now. In the non-profit world, most general support funding comes from participants, volunteers, and key allies.

EBTJV is most likely to get funding working closely with existing participants to craft joint proposals to private funders rather than by going it alone. In the longer term, we expect that working with partners such as Trout Unlimited and American Rivers some foundation grants and major corporate funders could be secured. Collaborative fund raising is hard, but possible, if EBTJV reaches out to those specific partners with a clear message about how your work fits together in ways that would attract new funding.

Foundations and potential major donors have heard a lot about Trout Unlimited, American Rivers and many sport-fishing organizations over the years. These groups have large contact data-bases and email blast capability that makes it virtually impossible to compete against in a head-to-head manner. Membership lists like these are often available to rent through a broker, but are not generally shared with another non-profit for fund raising purposes – even to key partners and allies.

A key recommendation for EBTJV is that the group needs to be small and nimble. Instead of trying to find funding to do projects, the group should be focused on building a movement of people that are doing projects that support the EBTJV road map. Clearly the group needs to increase its communications capacity per the recommendations of Water Words that Work (under separate cover) and establish email lists and the capacity to maintain data about individual supporters. However, the long-term build out plan to implement the EBTJV road map needs to be based on networking, facilitation and working THROUGH participating groups to engage key major funders.

Efforts to be more sustainable should start by talking directly – one on one -- with current partners about the value and collective impact of the EBTJV process and ongoing goals. Ongoing marketing and communications efforts for EBTJV needs to be based on a gap-analysis of what isn't being done by current Partners and allies to protect and restore EBT and what EBTJV is responsible to do. Checking in with existing Partners and asking them to help EBTJV approach new partners is a good place to start. The EBTJV Outreach Strategy should include a jointly-defined message, shared metrics of success, and be accessible to the lay public, particularly anglers.

Stakeholder engagement is a necessary, long-term strategy to protect and restore brook trout. All of the stakeholders who contribute to the problem need to be part of the solution. The timber and mining industries, for example, could find regulatory benefit for participating and/or sponsoring efforts to improve habitat over a larger landscape. The EBTJV should be a catalyst, and potentially help facilitate a wider process that brings stakeholders together to implement a common agenda.

Becoming a catalyst for stakeholder engagements starts with being a strong communicator, having a large email list, and a strong social media presence. Infra-structure for better outreach and communications is critical for EBTJV in the next stages of organizational development. The EBTJV should be evaluating itself with simple metrics such as: How many people are we reaching? Does the public understand the problem? Are we increasing actions taken on the ground to address the problem?

The challenge for the EBTJV's next phase of development is to be prepared to lead in the Age of Communications. Rather than looking internally and focusing on giving away funds, the group needs to focus externally on what can be done to improve brook trout habitat. Over time, and working with key partner organizations, the EBTJV can build the communications capacity to have greater impact. Key to this leadership is the ability to identify individuals interested in the mission of the organization beyond agency biologists, let them know what they can do and publicize the results.

**Recommended Priority Actions:**

<b>Organizational Focus Areas</b>	<b>Goals</b>	<b>Suggested Milestones</b>	<b>Implementation Steps</b>
1. Organizational Structure	<p>Establish more leadership positions in addition to S.C.</p> <p>Committees and task forces better defined.</p> <p>More capacity to do work beyond the S.C.</p>	<p>Non-SC members taking on volunteer leadership roles in 4 or more committees, task forces, regional working groups. (goal: fall 2014)</p> <p>Regional training or other events provided on selected topics for members of the public that want to help brook trout. (fall, 2015)</p>	<p>Establish “charters” for New initiatives to be launched by EBTJ such as:</p> <ol style="list-style-type: none"> <li>1) Fish Passage</li> <li>2) Riparian Protection,</li> <li>3) Monitoring,</li> <li>4) Outreach.</li> </ol> <p>Announce initiatives through Partners and non-Partnering agencies and invite new people to learn more.</p> <p>Personally recruit non-SC members to take on leadership roles and report to EBTJV.</p>
2. Outreach Activities	<p>Increase understanding by anglers on the plight of brook trout.</p> <p>Determine long-term strategic potential for broader network of interest sectors (timber, mining, agriculture, real estate, highways) around EBT issues.</p>	<p>Joint message development with TU and other key Partners. (immediate)</p> <p>Establish "Dashboard" communications metrics for species status reporting. (summer, 2014)</p> <p>Have in-house "email blast" functionality. (summer, 2014)</p> <p>Identify "messengers" that can credibly deliver the joint message about the plight of brook trout. (fall, 2014)</p>	<p>Check-in with key Partner groups on communications plans/ ongoing activities in this area.</p> <p>Prepare "gap analysis" on what isn't being done by partners on their own and what needs to be done together.</p> <p>Define EBTJV communications plan goals. (Develop a communication plan</p>

		<p>Launch method of reporting on ongoing brook trout status through coordinated media efforts with Partners. (goal: 2015)</p>	<p>with goals, intended audiences and strategies)</p> <p>Capture email contacts of people interested in periodic issue updates.</p> <p>Compile list of people currently able to talk to the media, representing EBTJV initiatives.</p> <p>Recruit new potential spokespersons to blog, write newsletters, etc. for their own organizations on brook trout.</p>
3. Business Development --	<p>Core goals of EBTJV fundraising efforts shift towards "building a movement to implement the road-map" rather than funding discrete projects.</p> <p>Raising or leveraging \$1.5million towards implementing road-map.</p> <p>Maintaining coordinator position over long term.</p>	<p>EBTJV and NGO collaborative goals around brook trout announced by press release and email blasts. (goal: summer 2014)</p> <p>Secure sponsoring funds from corporate/private/ and targeted agencies with NGO Partners around EBTJV "initiatives". (goal: January 2015)</p>	<p>Assess Chesapeake Bay Program impact and promote results throughout network.</p> <p>Promote a process within the LCC's to set land-based targets for implementing road map.</p> <p>Assess and promote NFWF EBT program to get it fully synchronized with "road-map" goals.</p>
<i>Org Eval process</i>	<p>Tie annual evaluation to new metrics:</p> <ul style="list-style-type: none"> <li>• "fish dashboard"</li> <li>• outreach targets</li> <li>• Increase in "known activity to protect and restore brook trout".</li> </ul>	<p>Establish targets for active new EBTJV leaders (immediate)</p> <p>Targets for new engagement by Partners. (goal: by March 2014)</p>	<p>Inventory activities conducted by all parties to protect and restore brook trout.</p> <p>Set targets for outreach activities (per Water Words that work recommendations)</p>



## **Conclusion**

The EBTJV is likely to be most successful as an integrated part of a wider movement of private and public interests around brook trout restoration. That movement doesn't fully exist at this time and the EBTJV has some of the individual leaders that would be needed for it to happen. Networking, leveraging funding, communications, training and supporting on-the-ground partner groups continues to be the best investments for the EBTJV. We also recommend that the EBTJV continue to build partnerships with other fish habitat partnerships and look for ways to make the biggest bang for the least amount of money.

Investments in communications, message development and recruiting new volunteer leaders should be prioritized over direct on-the-ground projects for a while if needed. Annual action plans that build towards engaging the widest possible community are most likely to yield financial sustainability and meet the mission of the organization.

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## Memorandum

To: Stephen Perry, Eastern Brook Trout Joint Venture  
CC: Eric Eckl, Water Words That Work and Wendy Wilson, River Network  
From: Chandra Brown  
Re: Communication Checkup: Results and Recommendations  
Date: November 6, 2013

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As part of your contract with Water Words That Work, LLC, we have conducted a “Communication Checkup” for your organization. This process helps us quickly assess your organization’s strengths and weaknesses, so we can recommend appropriate investments, trainings, and procedures.

The checkup has two major components: An interview with key staff about the tools you use, and an electronic survey of steering committee members about their perceptions and experiences.

The memo summarizes and synthesizes the findings and our initial recommendations.

### **Next Steps**

- First, please review the summary observations and recommendations
- Second, please review our detailed observations from the staff interview to ensure we have captured everything correctly
- Third, please review the steering committee feedback
- Finally, provide us with any additional information we need from you and request any clarifications or elaborations on this document.

### **Summary of Observations**

EBTJV has invested considerable time and resources in a nice new website with a lot of great content that their target audience, state wildlife and resource managers, could really use. The steering committee recognizes this website as an important step for communication about the organization’s mission. The website has many resources geared towards EBTJV’s primary target audience - state wildlife and resource managers.

The steering committee members all articulated EBTJV’s mission to protect and restore Eastern Brook Trout habitat using similar language. However, committee members expressed a wide range of different opinions about the target audiences and the desired outcomes of your communication efforts. The steering committee members also noted that local partners are an important resource for spreading the word about the work of EBTJV.

The steering committee members noted that mainstream media could potentially be an important avenue for communications to the general public about the importance of protecting and restoring Eastern Brook Trout habitat. We have recommended a set of tools to facilitate communication with target audiences.

[Eastern Brook Trout Joint Venture Communication Checkup Report](#)

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## Top Recommendations

### Recommendation #1: Develop a communication plan

We recommend that EBTJV staff and steering committee members work together to come up with a simple communication plan to guide the organization's efforts. This document should be simple and short (maybe just three pages) and cover the following major areas:

Plan Component	Suggested Contents
Target Audience	Federal and state wildlife managers, conservation nonprofit staff, potential investors, media
Desired Response	Submit suitable grant applications, forward grant announcements to peers, speak up for funding EBTJV within agencies
Message Delivery	Email Social media posts Press Releases Phone Calls
Message Timing	Email newsletters 6x per year Grant announcements via email and social media 2x during each cycle Press Releases/emails/social media posts when grants are announced Press Releases when projects are complete
Measures of Success	# of grant applications submitted Quality of grant applications submitted Number of email subscribers Open rate of emails # of links clicked from emails and social media posts # of news stories about grants awarded and projects completed Website Traffic
Workload & Budget (Time and Dollars)	Who on EBTJV staff and steering committee is responsible for each task How many hours you anticipate each task will take What expenses are necessary (e.g. cost for email blast and event registrations)

## Recommendation #2: Use an Email Blast Tool

We recommend that EBTJV consolidate all of its contacts into a modern email blast tool, and then divide the contacts into relevant lists, such as:

- Steering Committee
- Past Grant Applicants
- Past Grant Recipients
- Newsletter Subscribers
- Partners & Stakeholders
- Press

Using an email blast tool, EBTJV could send bulk mailings to one or more of these lists at once. Of course, many individuals would belong to more than one list, but email blast tools ensure that they would not receive multiple emails.

There are several excellent email tools on the market:

- Water Words' Message Blaster: <http://waterwords.vresp.com/app/login>
- Constant Contact: <http://www.constantcontact.com>
- MailChimp: [www.mailchimp.com](http://www.mailchimp.com)

## Recommendation #3: Switch Social Media Focus to LinkedIn

Facebook is primarily a social network -- birthdays, vacation pictures, jokes, parties, etc. We recommend that EBTJV focus social media work on a platform targeted to professionals, LinkedIn. This platform will allow you to post RFPs and link to media hits showcasing the success of funded projects, all while focusing on your target audience.

Here are just a few examples of some LinkedIn groups that EBTJV could join and share announcements of grants, success stories, and professional development opportunities:

- Wildlife Professionals (11,208 members)
- Wildlife Society (6,083 members)
- Wildlife Society Habitat Restoration Working Group (1,608 members)
- Society for Conservation Biology (10,373 members)
- Trout Unlimited Members (1,730 members)
- Fly Fishing Industry Network (1,814 members)

## Recommendation #4: Track Success with Bitly and Google Alerts

Here are two free tools available that will help you track the success of the previous recommendations:

- **Bitly** (<http://bitly.com/>). Bitly is a free service that you can use to turn long, complicated URLs into short easy URLs that readily fit into emails or Tweets. Bitly offers an important additional benefit: Every time a web user clicks on one of these links, Bitly counts it. This means if you post a Bitly-shortened link in your press release, and 250 people read the press release, and 25 of them click a link back to the EBTJV website, you'll know. If you post a grant announcement to a LinkedIn group with 11,000 members, and 100 of them click through to read the full grant requirements, you'll know.
- **Google Alerts** (<http://www.google.com/alerts>). Google Alerts is a free service that you can use to monitor how many times EBTJV is mentioned on news media sites, blogs, and other web pages. It's a handy tool that lets you see how far your message is spreading.

## Recommendation #5: Share Success Stories

EBTJV grants help make a number of conservation success stories possible. Once EBTJV has a well-stocked press list in its email blast tool, it will be relatively straightforward for you to publicize those successes.

EBTJV could require, as a condition of the funding, that the receiving organization issue a press release on the project, a mid-term progress report media release, and a final project release. Each of these press releases should mention the funding provided by EBTJV and provide a link via Bitly. The media hits can be monitored via Google Alerts, and distributed on a regular basis to the EBTJV email list via a modern email blast tool.

## Recommendation #6: Require Sign Ups for Publications

Monitor who is using your habitat assessment tools and other tools by requiring a sign up to receive the publication.

Tease the audience with a compelling short write up of what the online tool/publication can do for them, and then ask them to provide an email address and the link to the publication will be mailed to them. Remove the full documents/tools from linked webpages on your site. Put them on a page that is accessible via a link, but not easily found on the menu on your website.

If you set up the form as a unique form, many of the email tools mentioned above will allow you to set up an automatic email when people sign up. This email can contain the link to the page with the publication, and now you can know who is interested in your publications.

## Investments

Tool	Purpose	Vendors to Consider	Cost Range
LinkedIn Profile and Group	Cultivate a community of resource professionals online to share	<a href="http://www.linkedin.com">www.linkedin.com</a>	Free. Minimal investment of staff time.
Bitly	Track the effectiveness of your email campaigns, press releases, and grant RFPs	<a href="https://bitly.com/">https://bitly.com/</a>	Free. Minimal investment of staff time
Email Blast Tool	Update resource managers on RFPs, habitat assessments, etc. Track the effectiveness of email blasts and click through to the website.  Manage lists of “subscribers” much	WWTW Message Blaster (Vertical Response): <a href="https://waterwords.vresp.com/app/login">https://waterwords.vresp.com/app/login</a>  <a href="http://www.mailchimp.com">www.mailchimp.com</a> (MailChimp may integrate with your website)	Free to very low cost, depending on option chosen. Budget 1 hour of staff time for each email blast. Up to 5 hours for training on the tool.

	more easily than cutting and pasting from a word document. Allows people to unsubscribe from email list, an important requirement to keep from being labeled a SPAMMer.		
Press List	Develop a press list to send partner's press releases to that involve EBTJV funded work.		\$205 if we do it for you.
Google Alerts	Monitor press hits that feature EBTJV and its funded work and include in regular reports to board, repost via LinkedIn/Facebook/Emails	<a href="http://www.google.com/alerts">http://www.google.com/alerts</a>	Free. Minimal investment of staff time.
Set up forms into email blast system for popular publications and online tools	Find out who is using your publications, and reach out to them to support EBTJV.	Set up an online form with your email blast system. Put this form on a webpage with a teaser about the awesome publication. Hide the publications on an unpublicized page on your website. Set up an automatic email in the email blast tool with the link to send to the people who sign up. Follow up with these people with information on new publications, and engaging them in supporting EBTJV.	Free. Budget 6 hours of staff time to set up for existing publications. 1-2 hours for new ones.

## Staff Capacity

Staff	Recommendation	Options	Cost Range
Steve Perry	Training on the recommended tools	Each vendor mentioned above has great training tips, and FAQs	Free. May require a chunk of time to get up to speed on each of the tools.

## Internal Procedures

Procedure	Purpose	Major Steps	Cost Range
Develop communication plan	Clearly state the priorities, goals and action plan for communicating with target audiences	Define communication priorities and goals	Investment of staff time and communications committee
Post information on grant recipients on EBTJV website. Require grant recipients to link to it via a bitly in their communications and press.	Increase traffic to website. Monitor traffic.	Sign up for Bitly. Require bitly use in press releases issued by grant recipients.	Free. Minimal staff time investment.

## Basic Considerations

Let's review some very basic communication considerations for your organization

### Target Audiences

Target Audience Name	Approximate # to Reach	Benefits to Them for Getting Involved
Trout fishermen and angler groups	4,893,410 individuals with a "lifestyle interest" in Fishing in your service area.	Support for the implementation of EBTJV priorities
State wildlife and resource managers	16 agencies, hundreds of employees	More and better applications for funding proposals that are geared towards addressing priorities
MOU groups	31 groups, hundreds of employees	More and better applications for funding proposals that are geared towards addressing priorities
Print, Radio, and TV Reporters	410 reporters in your service area who cover fishing, outdoor sports, and "environmental conservation."  This number does not include reporters whose primary beat area is "local news" or journalists at national outlets.	Increased public awareness of the funded projects that are making a difference for the future of eastern brook trout and the people who like to eat them

### Staff Roles

- Primary responsibility for individual donors: N/A
- Primary responsibility for policy and advocacy activities: N/A
- Primary responsibility for pollution prevention and other outreach activities: N/A
- Primary caretaker for the organization's master database: USFWS staff - Kally McMonogal

### Budget

- The organization does have a dedicated budget for communication activities
- Approximately 0% of the organization's overall budget comes from individual donors
- There are two grants that make up the funding the EBTJV



## Steering Committee Meetings & Oversight

- The steering committee meets quarterly: 2 face to face meetings and 2 in-person meetings.
- The steering committee does not have members with a background in marketing.
- The staff does report on progress towards communication goals at steering committee meetings
- The organization has a communications and outreach committee.

## Multimedia Resources

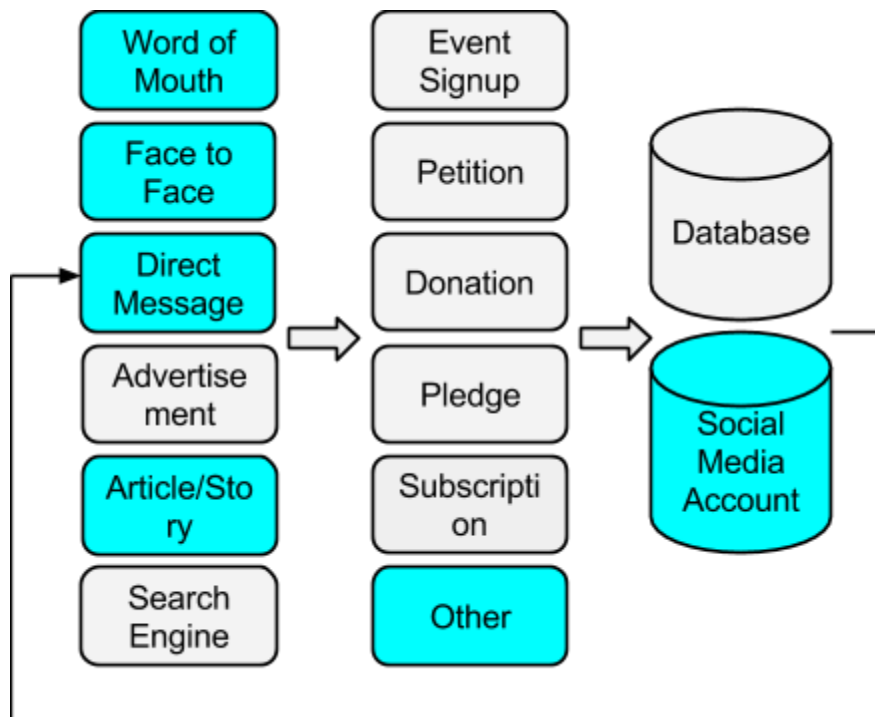
- The organization does have a centralized library of photos for use in print and online publications

## Website

- The current website was launched in 2012
- Staff can modify the site easily
- Appalachian Land Conservation has primary responsibility for managing the website
- The organization doesn't know if they can see the amount of traffic and determine where it is coming from

## Campaign System

“The System” is a suite of common communication tools that organizations use for various communication purposes. This chart helps reveal how they fit together. The items highlighted in blue are tools that you currently have available to you.



## **Cultivation Tools**

### ***Database***

The heart of a modern communication system is a database that stores contact information for the people who respond to your messages. So you can contact them again.

- The organization does not maintain a master database.
- USFWS service maintains a database of organizations that have received grants.

### ***Social Media Accounts***

- The organization does maintain a Facebook page, and has 883 “fans.”
- The organization does maintain a Twitter feed, and has 137 “followers.”
- The organization does not maintain a LinkedIn profile.
- Steve Perry is the staff person with primary responsibility for managing these accounts

### ***Direct Messages***

The more people you can contact directly, the more money you can raise, the more political influence you have, and the more pollution you can prevent.

### **Email**

When we survey the people who support conservation organizations, they tell us that email is far and away their favorite way to hear from you.

- The organization does not use a modern email blast tool.
- The email blast tool is not automatically synchronized with the database.
- The organization does not maintain multiple list segments.

### **Mail**

- The organization does not mail a paper newsletter to members.

### **Phone**

- The organization does not have the ability to conduct a phone bank.
- The organization does not have the ability to send robocalls.
- The organization does not have the ability to send blast text messages.

## **Conversion Tools**

There are any number of ways that an individual can respond to your message -- and add themselves to your database so you can contact them later.

### ***Event Registrations***

- The organization does not organize events that require advance RSVPs or onsite sign-ins

### ***Petitions***

- The organization does not circulate petitions and electronic action alerts in support of its policy goals

### ***Donations***

- The organization does not actively seek donations from those who are not currently members

### ***Pledge***

- The organization does not actively encourage individuals to sign pledges to to reduce pollution, conserve energy and water, or take other steps

### ***Subscriptions***

- The organization does not actively encourage individuals to sign up for email newsletters, print newsletters, or listservs

## **Impression Tools and Opportunities**

### ***Advertising***

- The organization does not currently run advertising campaigns in support of its goals

### ***Articles/Stories***

- The organization does not actively seek news and editorial coverage of its activities

### ***Google Search***

- The organization does not actively court traffic from Google

### ***Word of Mouth***

- The organization has not surveyed residents about their awareness and opinion of the organization

### ***Face-to-Face***

- The organization does currently meet new contacts in person
- The organization also contacts people through presentations at civic clubs and having exhibitor's booths at professional meetings and conferences.
- The organization does not capture information from people they meet at these face-to-face events.

## **Steering Committee Overview Questions**

1. As best as you can remember (don't look it up), what is the organization's official mission statement?
  - To protect and preserve coldwater fish communities and ensure sustainable, fishable brook trout populations throughout their historic range.
  - To preserve and restore brook trout populations and the habitats they depend on and to educate resource managers and the public on the importance of brook trout.
  - To protect , enhance, and restore wild brok trout populations in their native range.
  - To conserve coldwater aquatic systems so they support fishable populations of brook trout throughout the historic eastern US range.
  - Protecting and restoring the habitat for the Eastern Brook Trout through partnerships.

- Protect, conserve and restore habitat of Brook trout in 13 eastern States.
- To protect, restore, and enhance Brook trout populations
- Conserve, enhance, and restore healthy, fishable native brook trout populations in their historic range.
- Protect and conserve brook trout and their habitat across their eastern range to ensure fishable populations for the public.
- Protect, restore and ?
- To protect, enhance, and restore brook trout populations in the eastern United States.
- To coordinate activities designed to protect eastern brook trout throughout historic range.

2. Imagine you are in a social situation (neighborhood cookout, family dinner gathering, church event, etc.), and somebody asks you what the organization does. How would you answer that?

- Figure out ways to protect and restore habitats so that brook trout can continue to thrive in waters where they historically have occurred
- We preserve and protect a remarkable ecological and recreational resource that contributes to improving aquatic habitat and water quality. Would you like to join?
- Works to educate the public about brook trout and works to protect, improve and restore brook trout populations in their native range.
- The EBTJV is dedicated to conserving the health of their waters and sustaining an iconic species of fish.
- Protecting and restoring the streams and rivers that can support the Eastern Brook Trout.
- The first coordinated, multi-state partnership to protect and restore populations of native Brook trout. We follow a rigorous scientific protocol to identify existing populations, to identify threats, and prioritize watersheds for restoration. A regional partnership of NHAP.
- I tell them that the EBTJV is working to save and protect brook trout in their native range
- Basically, the answer in #1. Along with seeking funding and partners to assist in achieving the desired results.
- I would say the EBTJV is a collection of 17 states, many federal agencies and non-profit groups all working collaboratively to protect brook trout, improve habitat, and restore them to the cold, clean waters they require. Brook trout have vanished from more than half of the watersheds they used to thrive in, from a combination of many human activities over the past 200 years, from clearing the forest, agriculture, development, our extensive road networks, dams, introduced fish species that outcompete brook trout, mining runoff, and acid deposition. If you have brook trout in a stream, it is drinking water quality, and the community around that stream is taking great care of its watershed.
- Stream restoration, habitat improvement, dam removal and outrush and education.
- We are a collaboration of state and federal agencies, NGOs, and other interested partners that are working together to protect brook trout throughout their historic range in the eastern United States.
- I would provide them basic information on the decline in brook trout range, current threats and what the EBTJV is doing to protect this species.

3. Successful communication efforts can produce a variety of outcomes. Please rank the following potential outcomes in terms of how important you think they are for our organization. Please rank the most important outcome a 1 and the least important outcome a 6.

	1	2	3	4	5	6	7	8
Raising money to support our work	25.0 %	16.6 %	16.6 %	0.0 %	8.3 %	8.3 %	8.3 %	16.6 %
Influencing the decisions and actions of government officials	25.0 %	8.3 %	25.0 %	16.6 %	0.0 %	8.3 %	0.0 %	16.6 %
Influencing the individuals to change their habits to protect the environment	33.3 %	33.3 %	0.0 %	0.0 %	25.0 %	8.3 %	0.0 %	0.0 %
Influencing businesses to change their operations to protect the environment	33.3 %	16.6 %	16.6 %	8.3 %	0.0 %	8.3 %	0.0 %	16.6 %
Increasing recognition of our organization and its work	25.0 %	0.0 %	8.3 %	33.3 %	16.6 %	8.3 %	8.3 %	0.0 %
Recruiting volunteers	16.6 %	8.3 %	16.6 %	0.0 %	0.0 %	8.3 %	16.6 %	33.3 %
Increasing the number of people who participate in our programs	25.0 %	8.3 %	0.0 %	8.3 %	16.6 %	33.3 %	8.3 %	0.0 %
Recruiting members	16.6 %	0.0 %	0.0 %	8.3 %	8.3 %	16.6 %	33.3 %	16.6 %

Additional Steering Committee Comments on this question

- Need to find a way to get private landowners involved more.
- EBTJV needs to continue to grow its funding base and grants programs to members and stakeholders to improve the momentum we have generated, and to incentivize members to continue to invest in the joint venture.
- As a federal employee and a scientist there are issues I can address -- those I rated 8, but that reflects the fact that I can't comment, but not a ranking -- and I can not move on to a second page without answering all questions, which is a problem with the survey

4. In your own words, how does good communication help your organization accomplish its mission?
- Recognition of the good work that is being done helps to foster a sense of accomplishment and letting people know about the good work provides an avenue for others to want to participate
  - It allows the importance of the EBTJV to be communicated to my agency's management to assure our continued support.
  - Marketing. Showing the benefits of our work.
  - Good EBTJV communications raises awareness about the need to conserve brook trout and their habitat and builds good stewards for these resources.
  - An open and transparent organization helps the American Public to understand the challenges, success and future needs for the environment.
  - Communications are essential to informing citizens, employees and decision-makers about the purpose and accomplishments of the project. Awareness leads to increased support, financial and institutional.
  - Getting the message out to increase support to do the work
  - Good communication aids in achieving the 8 categories in #3.
  - Good communication achieves a number of important functions: it keeps members connected and motivated, it increases technical knowledge, it puts a face on the organization to the public, decision-makers and funders, and it helps generate ideas and approaches that help the organization evolve and grow.
  - Good communication is the most important aspect to developing a strong base and partnership with the EBTJV.
  - By keeping all partners on the same page. It is likely that without our web page, quarterly conference calls, and semi-annual meetings, our partnership would have already dissolved given the geographic distance between partners.
  - This allows all interested parties to know the mission and goals and to work together to accomplish these goals and objectives in a measurable way.

5. Successful communications efforts can be directed at a variety of audiences. Please rank the following potential audiences in terms of how important you think they are for our organization. Please rank the most important audience a 1 and the least important audience a 10.

	1	2	3	4	5	6	7	8	9	10
Prospective donors	41.6 %	8.3 %	0.0 %	8.3 %	0.0 %	8.3 %	8.3 %	16.6 %	8.3 %	0.0 %
Government officials	33.3 %	16.6 %	16.6 %	8.3 %	8.3 %	0.0 %	0.0 %	16.6 %	0.0 %	0.0 %
Prospective activists	16.6 %	16.6 %	8.3 %	16.6 %	0.0 %	0.0 %	0.0 %	16.6 %	8.3 %	16.6 %
Residents	25.0 %	16.6 %	8.3 %	8.3 %	0.0 %	0.0 %	8.3 %	16.6 %	8.3 %	8.3 %
Consumers	0.0 %	16.6 %	8.3 %	8.3 %	8.3 %	8.3 %	8.3 %	0.0 %	8.3 %	33.3 %
Scientists and academics	16.6 %	0.0 %	8.3 %	33.3 %	8.3 %	0.0 %	8.3 %	0.0 %	25.0 %	0.0 %
Business leaders	16.6 %	8.3 %	16.6 %	0.0 %	25.0 %	8.3 %	0.0 %	25.0 %	0.0 %	0.0 %
Farmers and related businesses	33.3 %	25.0 %	0.0 %	0.0 %	8.3 %	0.0 %	8.3 %	8.3 %	8.3 %	8.3 %
Journalists	0.0 %	25.0 %	0.0 %	25.0 %	0.0 %	41.6 %	8.3 %	0.0 %	0.0 %	0.0 %
"The general public"	41.6 %	16.6 %	16.6 %	8.3 %	0.0 %	0.0 %	16.6 %	0.0 %	0.0 %	0.0 %

## Steering Committee Perspectives on Accomplishments, Failures, Opportunities, Risks

6. Thinking about the organization's history, what do you believe was the organization's biggest communication accomplishment?

- Compiling and getting out the status of brook trout populations and the threats to the sustainability of these populations
- The joint webpage with the Appalachian LCC
- Website
- Distributing the EBTJV's publication titled "EBTJV Roadmap to Restoration."
- These initial efforts in reaching out to other partners, state and federal govts and NGOs of the important science and data that is available today on the Eastern Brook Trout.
- Publication of the "Status and Threats" document
- Getting the Roadmap documents made.
- Roadmap to restoration and rangewide assessment of current brook trout status.
- Brook Trout: Status and Trends, because of the maps and the message.
- The brook trout range-wide assessment in 2005. Hands-down.
- I think that the initial organization efforts and getting all current partners involved was one of our great accomplishments.

7. Thinking about the organization's history, what is the organization's biggest communication failure or missed opportunity?

- Not getting more of the good work in the mainstream media.
- In part through EBTJV support our knowledge of the status of brook trout and conservation status is better understood than almost any other freshwater fisheries resource.. This is not widely known -- our conservation actions are the best informed of any fish habitat partnership.
- Communicating with business world
- The biggest missed opportunity is not recognizing all of our local partners for the work they are doing to conserve brook trout.
- Taking this long to get the science and tools out to the users. Spending time on giving out grants without monitoring implementation success and failures
- Failed to connect with the senior leadership (political appointees) of Dept. of the Interior and possibly other Federal agencies.
- Getting non government financial support
- Probably did not do a good job in distributing the documents in #6 as well as should have been done.
- To lawmakers in Congress and the National Fish Habitat Conservation Act.
- A series of conservation strategies that were continually modified to fit a variety of short-term goals and different audiences.
- Failing to keep agency leadership involved so that filled level staff would have clear direction on goals and level of involvement.

8. Thinking about the future, what communication needs or opportunities do you foresee?

- Mainstream media exposure to some of the projects and the benefits that have accrued several years after project completion / implementation
- Get the information to to the public and get public involvement -- more citizen outreach and opportunities and maybe events to involve the public directly. Education
- Private businesses, agriculture
- EBTJV communications needs include a plan that clearly delineates the partnerships goals, objectives, and tasks; and a person who is dedicated full-time in coordinating our communications/outreach activities.
- Challenge of the Ches Bay measures for Eastern Brook Trout. Science needs linked to this. Restoration efforts
- Establish effective lines of communication with sr. Federal personnel. Establish clear lines of communication with the emergency management community (FEMA and state counterparts, et al.)
- Need to reach private landowners
- Many projects have been completed now - should get that information out to the public and lawmakers.
- The website is good. Joint Venture priorities need to be reestablished at catchment level and there must be priorities in every region and probably every state to ensure buy-in across the range. I see big opportunities in linking brook trout to water supplies and public health. I see big opportunities in linking brook trout habitat flood resiliency (large wood, floodplain restoration, culvert replacement) to human climate change resiliency. I see big opportunities for salters and linking salter restoration with alewife, eel and shad and estuarine habitat efforts.
- More crowd-sourcing or trying to reach the general public better.
- We need to get agency leadership involved again and there needs to be a dedicated to getting our success stories out in press.

9. Thinking about the future, what challenges or problems do you believe the organization must overcome?

- Too much to do with too few doing it.
- We need full commitment from agencies and organizations to dedicate people and resources to



the Joint Venture over time to assure a steady effort in support of the JV. This will allow us to plan our efforts more effectively

- Keeping the Federal Govt. agencies from taking away \$ for administration.
- Sufficient and stable funding that can sustain operational expenses required by the partnership.
- Staying focused with partners on science. Getting more support to speed up efforts that are taking too long because the states don't have the time to pull the data together.....
- Finite and limited funding; limited personnel and resources (esp. State gov.); competing priorities, limited awareness and involvement by senior gov. leaders; need to focus non-traditional programs and resources on EBTJV's priorities.
- this org is run off the backs of statewide biologists who have regular work duties, the original folks who got all this started are burning out and retiring and we are losing momentum.
- Securing additional, or new sources of project funding; and conveying our successes with completed projects to the general public.
- We must keep the members connected and keep growing our funding base and positive momentum.
- Fundraising is probably the biggest. Federal funds are decreasing and probably will for the foreseeable future. We will need to develop sustainable income.
- Agency leadership must take a n active role again.

10. How do you feel about the following statements?

	<b>Strongly disagree</b>	<b>Somewhat disagree</b>	<b>Somewhat agree</b>	<b>Strongly agree</b>
<b>We have clear communication goals</b>	<u>16.6 %</u>	<u>16.6 %</u>	<u>66.6 %</u>	<u>0.0 %</u>
<b>We are making progress towards our goals</b>	<u>0.0 %</u>	<u>8.3 %</u>	<u>91.6 %</u>	<u>0.0 %</u>
<b>We have an appropriate budget to achieve our goals</b>	<u>50.0 %</u>	<u>41.6 %</u>	<u>8.3 %</u>	<u>0.0 %</u>
<b>We have the staff, volunteers, and vendors we need to reach our goals</b>	<u>58.3 %</u>	<u>8.3 %</u>	<u>33.3 %</u>	<u>0.0 %</u>
<b>We have the tools and systems we need to reach our goals</b>	<u>0.0 %</u>	<u>58.3 %</u>	<u>33.3 %</u>	<u>8.3 %</u>
<b>I understand what I need to do to help us reach our goals</b>	<u>0.0 %</u>	<u>36.3 %</u>	<u>63.6 %</u>	<u>0.0 %</u>

11. Please describe how the staff report on communication goals and progress to the steering committee:

- Via meetings and via NFHP media outlets and via the EBTJV newsletter
- Recommend a briefing and a brief report with specific recommendations
- e-mail
- Oral reports during Steering Committee meetings.
- Ok - too much powerpoint and not enough focus on action, measurable outcome, etc.
- This is handled by the communications staff in coordination with the chairperson
- Annual meeting, and there is no "staff", just one person
- The new newsletter that is now being produced by Steve Perry is a great tool for accomplishing the above. States and groups doing projects, or have completed projects need to do a better job of

- getting that info to Steve and the USFWS coordinating office.
- During quarterly steering committee calls. Also, at semi-annual all partners meetings.
- Communication has been fairly good but we need to let others know more about our projects and successes.

## Steering Committee Parting Thoughts

12. Imagine that your work with Water Words That Work, LLC is a runaway success! What results for the organization do you expect?

- Broader recognition, expanded funding to accomplish more work. A broad cadre of volunteers to assist with future efforts.
- A robust growing organization that is successful in meeting our conservation goals, with projects on the ground and citizen and scientist and resource managers there with them.
- The EBTJV is well known and valued for its conservation work.
- Strong recognition of organization by political policy makers, funding avenues and the public
- Elevate the project to the highest priority of the key govt.agencies
- Improved communication.
- A better understanding and knowledge by the general public of what we do and why it is important.
- "Greatly increased funding and funding diversity. More headlines on eastern brook trout work. Partnerships with companies who support our mission and want to make a difference on the ground.
- Continue to play the important role as a convener of expertise and knowledge on brook trout and habitat restoration. EBTJV gain greater name recognition and play a greater role in building coalitions with other conservation and environmental efforts and movements. "
- I expect that we might have some better idea of how to effectively structure our organization. Secondly, any insight relative to fund-raising or marketing/communication would be a bonus.
- Clear goals and objectives, an active partnership and communication of results to a wide audience.

13. To achieve these results you imagine, your organization will have do some things differently than it does today. What do you imagine those things might be?

- Hire a part-time communications director
- More fully communicate our science contributions to the EBTJV in a way the JV and the public can understand; increase those contributions, and be the go-to science agency to assist the EBTJV for its science and data needs.
- To be more focused on identifying and reaching target audiences and to be clearer on what we offer in terms of conservation value.
- More outreach to other stakeholders. Find ways to get State Directors engaged along with senior USFWS managers. No Champions right now at the Senior Level.
- Find allies within senior leadership, find allies among elected officials
- Finding additional funding
- Wider distribution of the newsletter; continue highlighting various projects in the newsletter; as a state agency continue to get projects written about locally and statewide.
- Move away from the FWS/Congressional linear funding model. Become more creative in our outreach.
- Some sort of internal restructure where we emphasize some new things and potentially de-emphasize some other things. More efficient.
- I need to put more thought to this challenge.



## Memorandum

To: Stephen Perry, Eastern Brook Trout Joint Venture

CC: Wendy Wilson, River Network

From: Chandra Brown

Re: Your Due Diligence Test Panel Results for EBTJV Webpage

Date: October 31, 2013

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As part of your contract with Water Words that Work, LLC. we asked a panel of everyday people to review the webpage that you submitted to us. This memo provides a summary, as well as the detailed feedback from the Due Diligence Test Panel.

### **Good News #1: The panelists felt the webpage was easy to understand.**

The webpage received high scores for the piece being understandable. Panelists readily repeated the key information points on the page. Here are some of the comments:

- This piece is about the restoration of Brook Trout in habitats that once supported these fish or are in danger of losing these fish.
- Helping ensure the survival of brook trout in a particular region by preventing destruction of its habitat
- The social issue here is maintaining the habitat of brook trout in the local streams. The presence of brook trout is a strong indicator that the businesses in the region are maintaining environmentally friendly practices in other ways as well.

### **Good News #2: The panelists felt the webpage made it clear what they could do to help.**

The panelists gave good scores on the clarity of the webpage listing things they could do to help restore brook trout populations.

- If I lived in the area, I could donate my time to helping clean up the habitat. I could also get educated about the topic in order to pass that knowledge on to my kids, nieces, etc.
- I would be able to influence the population of brook trout in a positive way by reporting any changes to their population that I notice and by giving business to companies that support environmental initiatives in the area

**Concern #1: BUT, they weren't really clear that their actions could make a difference.**

The webpage received low scores for the panelists' confidence that other people would pitch in and do their part and that their individual actions will make a difference:

- I don't do anything in my daily life that would affect this problem, I don't live near any streams... I guess I cause some pollution but I don't know how that hurts the trout from over here...
- My daily choices probably don't affect this issue as I don't eat trout or fish for trout. The water I use may affect the route of the streams or rivers but I find that doubtful.
- In this particular case, individual action would seem to be able to make minimal difference. It looks like it would require great cooperation with larger agencies.
- Nothing I can do will make a difference, I don't have time to volunteer to help.

**Concern #2: And a few panelists felt the issue on the webpage didn't affect them or their family.**

The piece received lower scores for the panelists' feeling that the issue affected them or their family:

- I don't think my family would be adversely affected if the population of trout was decimated.
- This has no effect on myself or my family. I don't eat fish or care if they survive really...
- I don't fish, or eat fish, or really even like fish. If the brook trout population decreases, I don't think it would impact me personally.

**Recommendation #1: Find [Foolproof Photos](#) to show your audience that people just like them are making a difference for brook trout.**

The panelists were lukewarm on the pictures used on the webpage. Help convince them that their actions can make a difference and other people are helping out by showing them action pictures of everyday people working to restore Eastern Brook Trout habitat.

- I think the images go well with the piece but a few more might be helpful. Perhaps they can demonstrate further how people can help through education (classroom learns about trout), people writing checks to this foundation etc.
- The images were not compelling. It appeared to me that people were taking samples and taking notes. It might be better to show people who are enjoying the creeks and rivers.
- They're visually pleasing, but don't really contribute anything specific.

**Recommendation #2: Use the Words that Work to convince your audience that their actions can make a difference.**

Try using some of the [Words that Work](#) in picture captions, in headlines and other prominent places on the webpage to help show convince people that their individual actions can make a difference. Help turn comments like these:

- This has no effect on myself or my family. I don't eat fish or care if they survive really...
- We do not fish or hike near any creeks or rivers.

Into ones like this:

- My actions will directly affect whether or not their habitat is preserved and expanded, not something everyone can say.

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## Overall Impressions

3. Which of the following statements provide the best description of this piece:



- 77.2% [It's about people like me and what we can do to make a difference \(17\)](#)
- 9.0% [It's background information about an issue \(2\)](#)
- 9.0% [It's background information about an organization \(2\)](#)
- 4.5% [It's about other people and what they are doing to make a difference \(1\)](#)

4. Where does this piece fall on the scale below?



- 54.5% [Just the right amount of information \(12\)](#)
- 18.1% [Somewhat too short for me to make up my mind \(4\)](#)
- 18.1% [Somewhat too long to hold my interest \(4\)](#)
- 9.0% [Much too short for me to make up my mind \(2\)](#)
- 0.0% [Much too long to hold my interest \(0\)](#)

In your own words, describe the social or problem this piece is about:

- This piece is about restoring populations of brook trout to their natural environment.
- Restoring the trout and getting together to do this movement.
- This piece is about the brook trout population and habitat.
- Maintenance or restoration of brook trout to their historical areas
- Preserving the integrity of Brook Trout habitat and streams
- To help restore the stream where the trout live and help them repopulate their numbers.
- It is about protecting brook trout.
- This piece is about the restoration of Brook Trout in habitats that once supported these fish or are in danger of losing these fish.
- About maintaining the trout population in streams.
- Helping ensure the survival of brook trout in a particular region by preventing destruction of its habitat

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- The social issue here is maintaining the habitat of brook trout in the local streams. The presence of brook trout is a strong indicator that the businesses in the region are maintaining environmentally friendly practices in other ways as well.
- Its about protecting trout.
- The issue is regarding preserving Brook Trout.
- Preservation of brook trout.
- This piece is about increasing the brook trout population.
- Conservation and restoration of brook trout populations.
- To prevent the extinction of the Brook Trout, and to study the means to preserve the Brook Trout in its natural setting.
- Brook trout stream protection and restoration.
- This piece is about the conservation of brook trout.
- Restoring the habitat of the brook trout in order to restore it to its original glory.

In your own words, how do your daily choices or actions affect this issue or problem:

- My daily choices probably don't affect this issue as I don't eat trout or fish for trout. The water I use may affect the route of the streams or rivers but I find that doubtful.
- Recycling and conserving water and energy to help toward restoring the trouts.
- I can provide support, contact wildlife if something does not look right or contribute in whatever way possible.
- be on the lookout for changes in streams, participate in land use bodies, do stream work
- Deciding whether or not to get involved in the issue, and the ways in which I vote on uses for private property ordinances; I could also choose whether to volunteer or not.
- I don't do anything in my daily life that would affect this problem, I don't live near any streams... I guess I cause some pollution but I don't know how that hurts the trout from over here...
- I suppose if I lived by a body of water with brook trout, choices like over-fishing, dumping waste in the water, and not paying attention to the water conditions would affect this problem.
- General stream and even land pollution can affect brook trout population. The piece also asks people to be aware of any damming or other environmentally impactful developments.
- We have to be the first line of defence , looking for changes, dangers, and helping by going to public inputs.
- getting educated about ways to get involved and avoid habits that contribute to waterway pollution
- By purchasing goods and services from companies that participate in helping the environment, these businesses will donate more money to help the cause for maintaining the brook trout's habitat. Many people can also volunteer their time to keeping watch of the brook trout and letting professionals know of any changes that they may observe.
- I should watch what I put in the water.
- My daily issues do not affect brook trout.

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- Actions such as attending planning board meetings, can help keep the brook trout preservation a hot topic.
- Daily actions that might harm trout include illegal dumping or littering. Another action is what you choose to eat, although I doubt that overfishing of these animals is an issue.
- Not terribly much, at least specifically. My actions obviously have a general environmental impact, but I don't live in an area with a lot of streams, so I can't monitor populations.
- If the Brook Trout is thriving, then the surrounding habitat is also thriving and surviving.
- By watching for any changes in the stream.
- By not paying attention to my environmental surroundings I could be contributing to the brook trout problem.
- Anything from pollution to contributing money to fracking companies can impact natural habitats, like the EAstern Brook Trout.

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### Begin with Behavior

5. Please rate the following statements about the desired outcome.

	Strongly Disagree	Somewhat Disagree	Neutral	Somewhat Agree	Strongly Agree
The piece makes it clear what I can do	9.0 %	9.0 %	4.5 %	50.0 %	27.2 %
I am confident others would do their part	9.0 %	22.7 %	22.7 %	36.3 %	9.0 %
I am confident my action would make a difference	13.6 %	4.5 %	22.7 %	40.9 %	18.1 %

In your own words, please elaborate on your answer to the last statement about "making a difference."

- If I contribute money to this cause, it will go to further help the Brook trout be restored to its natural habitat.
- making a difference is up to the person and what I am able to do in the position I am to help with this cause.
- I can make a difference by donating my time and effort to preserve the trout population.
- i could be on the lookout for stream changes, but never see any
- I'm involved in local politics in my city and I know that the difference an individual can make is somewhat limited, depending on circumstances.
- Nothing I can do will make a difference, I don't have time to volunteer to help.
- I don't think I am particularly well-trained to spot the sort of water changes that would indicate the brook trout are in trouble.
- Unfortunately, most communities lack resources for educating the public about natural habitat issues. It has to be up to the individual to be the eyes and ears of protection.

- I can make a difference in helping the trout. I can do many things to help them.
- If I lived in the area, I could donate my time to helping clean up the habitat. I could also get educated about the topic in order to pass that knowledge on to my kids, nieces, etc.
- I would be able to influence the population of brook trout in a positive way by reporting any changes to their population that I notice and by giving business to companies that support environmental initiatives in the area.
- It shows what a person can do to help protect the trout and how to do it.
- If I followed the instructions in the article, I could make a difference.
- Making a difference means getting involved with the brook trout issue. It can be your physical activities, and/or a monetary donation.
- A lot of these activities don't seem to directly benefit the trout, other than directly volunteering time. Actions such as contacting officials, educating yourself, or going to local government might not have an immediate effect. It seems like the most obvious ways to make a different are by NOT doing certain things such as littering, dumping, etc. etc.
- I can't really "be the eyes and ears" of wildlife agencies since I don't spend time in the right types of areas, and frankly I'm too ill to get involved in anything much beyond my own medical care.
- I do not live near this type of watershed, so I am not in a position to make a difference at this time.
- By being the eyes and ears of the organization, and paying attention to what is going on on the stream, I can help make positive changes so brook trout can survive and breed.
- In this particular case, individual action would seem to be able to make minimal difference. It looks like it would require great cooperation with larger agencies.
- My actions will directly affect whether or not their habitat is preserved and expanded, not something everyone can say.

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## Find Foolproof Photos

7. Please rate the following statements about the images.

	Strongly Disagree	Somewhat Disagree	Neutral	Somewhat Agree	Strongly Agree
The images get my attention	18.1%	18.1%	4.5%	40.9%	18.1%
The images demonstrate what I can do	18.1%	18.1%	9.0%	31.8%	22.7%
The images show how my actions make a difference	27.2%	9.0%	31.8%	18.1%	13.6%

In your own words, please elaborate on your thoughts about the images in this piece:



- I think the images go well with the piece but a few more might be helpful. Perhaps they can demonstrate further how people can help through education (classroom learns about trout), people writing checks to this foundation etc.
- i thought it was informative.
- The images depicts what the piece is talking about.
- the people are working on a stream
- It looks like fun, but I also only see men in the photo, so as a female that does not appeal.
- I guess if I lived where they are needing the help I could get out there with a net and start catching trash and helping out but I don't think I would even if I could... that sounds terrible.
- There was a picture of the trout at top. There was also a picture of people wading in a body of water, presumably getting waste out or trying to help the brook trout in some other way.
- The images in the piece didn't really show how these actions are helpful. It just looked like people hiking.
- The images were nice. Looked like thought we being studied.
- the images aren't really memorable - just a small image of a fish and a picture of people volunteering by the water
- I thought the images were effective because they were pictures of the actual area and brook trout that they were speaking of instead of generic pictures that are found online.
- It was a little bit boring.
- The images were not compelling. It appeared to me that people were taking samples and taking notes. It might be better to show people who are enjoying the creeks and rivers.
- I would like to see charts and graphs incorporated into the article. For people such as myself those tools tell a lot.
- The image shows some people engaging in direction action, which I think is good. It shows people the action they can take if they want to make the largest immediate impact possible.
- They're visually pleasing, but don't really contribute anything specific.
- I did not understand what the images were trying to demonstrate.
- There is one image of people doing a study on the fish using electric shock to catch and record them, without hurting them.
- After having read the piece, I barely remembered the primary image. This tells me it was less impactful than desired.
- They show an interesting action that is directly affecting the natural habitat of the brook trout in a positive way.

## Swap the Shoptalk

9. Please rate the following statements about the message.

	Strongly Disagree	Somewhat Disagree	Neutral	Somewhat Agree	Strongly Agree
The piece has a clear message	9.0 %	4.5 %	9.0 %	50.0 %	27.2 %
I could explain this piece to others without showing it to them	9.0 %	22.7 %	0.0 %	36.3 %	31.8 %
The piece was prepared with the general public in mind	9.5 %	19.0 %	0.0 %	38.0 %	33.3 %

In your own words, how would you describe the audience this piece is intended for?

- Likely businesses or business-type people.
- for every and anyone that cares about the environment
- The piece is intended for everyone, old and young.
- individuals, watershed owners and business owners in areas of historical brook trout range
- The general public but also those who are likely to be interested in environmental issues.
- Environmentalists, activists, hippies and the rest of the types who will trudge around in dirty water to help a species of fish survive.
- People who follow things blindly without doing a lot of research.
- The piece seemed somewhat aimed at corporate sponsors and not really individuals in a neighborhood like community.
- To read and bring awareness.
- the piece is probably especially relevant for individuals and industries in the affected area
- I would say this piece is intended for people in that area who are interested in helping out and doing their part to improve the environment and maintain the proper population of brook trout.
- For people that are worried about the environment.
- The article was designed for fisherman and for people who enjoy hiking along rivers.
- This piece will probably grab the eye of wildlife enthusiasts. I will probably not get the attention of the city dweller.
- I think it is for the general public. No specialty knowledge is required or referred to, and the article tells about when the average person should take action and when they should contract someone with more authority in this area.
- The general public, at least those with an environmentalist bent.
- It is intended for areas which have the proper water shed to house this type of fish.

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- This is intended for people that care about trout streams, and mainly about the native brook trout population. This is for people that most likely trout fish, and are interested in how to help.
- The intended audience is likely the general public. While it did mention what the public can do, it never really stated why it's important, unless the cause is conservation for conservation's sake.
- People who are interested in making a difference in the habitat of the eastern brook trout.

## Insert the Words That Work

11. Please rate the following statements about the issue generally.

	Strongly Disagree	Somewhat Disagree	Neutral	Somewhat Agree	Strongly Agree
The issue is important to society	4.5 %	31.8 %	13.6 %	40.9 %	9.0 %
It is urgent to address this issue now	13.6 %	13.6 %	22.7 %	40.9 %	9.0 %
Issues like this affect me or my family	22.7 %	31.8 %	9.0 %	27.2 %	9.0 %

In your own words, please elaborate on your answer to the last statement, "issues like this affect me or my family."

- I don't think my family would be adversely affected if the population of trout was decimated.
- without these resources it will effecting my families eating habits and life over all.
- Everyone in the community needs to have clean, healthy, fishable brooks.
- whether brook trout flourish had no effect on me or my family
- I don't live near any trout streams, but in a way i am still affected by preservation of natural environments and habitats.
- This has no effect on myself or my family. I don't eat fish or care if they survive really...
- I don't fish, or eat fish, or really even like fish. If the brook trout population decreases, I don't think it would impact me personally.
- I live near a river with brook trout and it is a very lively topic in our neighborhood here in Maine.
- I enjoy wildlife and anytime wildlife is in danger, it affects my family.
- even if I don't live in the affected area, I and my children are impacted by loss of species and their habitats - the piece emphasized the role different groups play, including individuals
- I don't think that this issue affects my family personally very much. The issue could indicate bigger issues in the environment that could impact me a little more.
- Issues like this affect me because we all are affected by changes in the environment.

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- We do not fish or hike near any creeks or rivers.
- I think the article touched on the fact, that the brook trout are inter-related to the overall health of our ecosystem.
- It does not really affect my family. I eat fish rarely and eat freshwater fish very rarely. I don't feel like I can make a direct impact other than in obvious ways i.e. by donating time and money, which are resources I am often short on.
- Environmental issues affect everyone. Frankly, it's enlightened self-interest; if we destroy our environment, we die as well.
- These issues do not readily affect me or my family.
- I and my family enjoy trout fishing, and also ensuring that the trout have a safe habitat to thrive in.
- While I may live in an area with diminishing or endangered brook trout populations, I have no idea of their importance in the greater ecosystem. Nor do I understand the benefits of their conservation over people centered municipal projects such as damming.
- This issue does not directly affect me or my family, but may have consequences that will far down the line.

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## Parting Thoughts

In your own words, please share any parting thoughts you have the organization that produced this piece. Remember, your identity is confidential.

- I think it's a nice piece and demonstrates what needs to be done to restore the trout in a thoughtful manner.
- I think it's good that you're making a difference and letting people know they can make a difference.
- This is an interesting piece and should be promoted on most social sites.
- talk a bit about why it is important from a practical standpoint
- I'm sorry to be so pessimistic about the whole thing but this type of thing just is not that important to me, and probably a lot of other people. But there will always be people out there that want to help those that cannot help themselves.
- I'm wondering exactly what is happening to the brook trout. It seemed a bit unclear.
- In our neighborhood, there is a very active program where the local school children are involved with the raising and releasing of trout. This is invaluable to the local education about the species. It is an annual story every spring in the local newspapers. Anything that involves education and children is a solid way of pushing forth causes, I think.
- lots of good information
- I thought the information was very strong and convincing.
- none.
- I believe it is a good cause and should be sent to people with fishing licenses in areas where brook trout need to be protected.
- Would include language that would attract the younger reader to want to get involved.

- None, really. I think this is a decent article that makes sense, but I am not sure if it will make any significant impact... but it's still good to try.
- It's a decent piece.
- Good website. Gives tips on what I can do to help and get involved.
- The piece was very informative on the organization and the part that everyone, from individuals to businesses, can do to help. However, the lack of information on the brook trout species leaves me with an unclear idea as to why I should help.
- Thank you for the interesting pamphlet! I love reading hits like this.

## About the Due Diligence Test Panel

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Just whose opinions are these, anyway? The "Due Diligence Test Panel" is a standing body of U.S. residents who provide feedback on marketing materials and perform related tasks in return for payment.

A major corporation recruits the board members, maintains the feedback system, and acts as a financial middleman. Water Words That Work, LLC has devised this questionnaire and subscribes to the service, as do other marketing firms.

The feedback that you receive from the test panel is different from feedback you receive from your peers, for three reasons:

- The test panel members who review your materials have the perspective of everyday citizen "in the wild." They are not professionals in the field and have not participated in the drafting of the materials.
- The test panel members have never met you, and will provide their feedback anonymously. Their feedback will not be influenced by their personal relationship with you.
- The test panel more closely approximates the demographic makeup (especially race and education) of the U.S. "public" than the staff and board of most nature protection and pollution control organizations.

Demographic Trait	Environmental Professionals	Due Diligence Test Panel	Traditional Telephone Poll, U.S. Sample	Actual U.S. (Census)
4 Year College Degree	95% or higher	~50%	~40%	27%
White/Caucasian	95% or higher	~80%	~80%	64%