

NPLCC STRATEGY FOR COMMUNICATIONS AND OUTREACH

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I. BACKGROUND

The North Pacific Landscape Conservation Cooperative (NPLCC) is a self-directed partnership between federal agencies, states, Tribes/First Nations, non-governmental organizations, universities, and other entities which works to collaboratively define science needs and jointly address broad-scale conservation issues in the face of climate change and related stressors. The NPLCC combines the collective science capacity, infrastructure, creativity, perspectives, and sometimes financial resources of existing partnerships and programs to address decision support needs on a comprehensive scale. It is a forum for developing a common understanding of change driven by climate and related stressors, and its success depends on active engagement of partners throughout the region.

As one of 22 LCCs nationwide, the NPLCC acts as part of a network to identify, address, and facilitate the sharing of knowledge and information about large landscape conservation and climate stressors. The NPLCC encompasses



Geographic range of the NPLCC

a large expanse of land and adjacent marine waters along the Pacific Northwest coast, ranging from Alaska to Northern California.

II. DEVELOPMENT OF THE COMMUNICATIONS AND OUTREACH STRATEGY

The communications and outreach strategy was developed by the Communications and Outreach subcommittee on behalf of the Steering Committee of the NPLCC. The subcommittee convened on August 13, 2012 with the following members:

- Mike Tranel, US National Park Service, Alaska Region, subcommittee chair
- Lynn Helbrecht, State of Washington Department of Fish and Wildlife
- Jason Holm, US Fish and Wildlife Service, Oregon
- Madeline Maley, British Columbia Ministry of Forests, Land and Natural Resources Operations
- Chris Tunnoch, British Columbia Ministry of Forests, Land and Natural Resources Operations
- James Partain, National Oceanic and Atmospheric Administration
- Wayne Owen, US Forest Service, Alaska
- David Redhorse, Bureau of Indian Affairs, Oregon

Katherine Cheney, National Oceanic and Atmospheric Administration, and Amanda Fortin, US Fish and Wildlife Service, joined the subcommittee in October 2012. The subcommittee was supported throughout the development phase by John Mankowski, NPLCC Coordinator, and Mary Mahaffey, NPLCC Science Coordinator.

The subcommittee had regular meetings during September, October, and November to draft the strategy to achieve this overall goal. The draft strategy was compiled in November 2012 and reviewed and approved by all subcommittee members prior to forwarding it to the full NPLCC Steering Committee for adoption. The subcommittee will continue meeting periodically to ensure that the communications strategy is implemented effectively and to make adjustments to the strategy as needed.

III. COMMUNICATIONS AND OUTREACH STRATEGY CONTEXT AND LINKAGES

The subcommittee developed this strategy to identify the primary venues through which the NPLCC communicates internally and with various partners and stakeholders (see Table 1). This strategy will guide the communication efforts of the NPLCC and its committees and working groups (see fig. 1 of NPLCC Charter). These groups will also be consulted to continually improve this strategy and its implementation. Linkages will be established and maintained between those groups and the communications subcommittee. To illustrate, the Tribal/First Nations Committee will be play an important role in enhancing our communication strategy and its implementation, to ensure Tribes and First Nations are engaged effectively and efficiently. This Committee will guide our work based on its understanding of current issues, limitations, strengths, tools, unique opportunities, evolving initiatives, and current traditional networks that exist in tribal organizations. For example, there already exists a Pacific Northwest Tribal Climate Change Network, where many tribal staff communicates monthly on climate-related issues, events, and opportunities. This network, and others like it, represents excellent opportunities for us to leverage and coordinate communication and collaboration efforts with Tribes and First Nations across the NPLCC. In addition, we will encourage the participation of Tribes/First Nations as members of this subcommittee

In addition, regional communication messages and tools of the NPLCC should include information related to the broader international LCC network, and take advantage of communication tools developed by the network. The NPLCC will also seek opportunities to develop and implement communications tools with partners working on similar issues throughout the region. This will lead to more effective and efficient communication on the effects of climate change on natural and cultural resources across the NPLCC. Likely partners include, but are not limited to, Climate Science Centers, universities, federal and state agencies (and groups of agencies), tribes and tribal networks, and NGOs.

IV. COMMUNICATIONS AND OUTREACH GOALS

The subcommittee and NPLCC Staff were charged with developing and implementing approaches for communicating the work of the NPLCC to the broader stakeholder community, for review and approval by the Steering Committee. Approaches may include the management of the NPLCC website, other ways to better share information among partners, and means for promoting awareness and understanding by resource managers, resource users, and the public of the NPLCC and of the effects of climate change on ecosystems, resources, cultures, and economies.

The NPLCC's Mission provides a clear direction to guide its work. Its mission is to "promote development, coordination and dissemination of science to inform landscape level conservation and sustainable resource management in the face of a changing climate and related stressors."

The NPLCC has adopted seven specific goals (see Appendix 1) that, when achieved, will lead toward success in achieving the mission. Of these seven goals, three will rely most heavily on an effective Outreach and Communication Strategy. They are:

NPLCC Goal 5: Maximize the availability and accessibility of data and information about large-scale stressors and their impacts on natural and cultural resources, and about conservation/sustainable resource management approaches and effectiveness. (Availability of information)

NPLCC Goal 6: Promote coordination and efficiency of efforts among resource managers and science entities that are addressing science, traditional knowledge and other relevant information to achieve landscape level conservation/sustainable resource management. *(Coordination)*

NPLCC Goal 7: Promote awareness and understanding of NPLCC and its products for landscapelevel conservation and the effects of climate change on ecosystems, resources, cultures, and economies. (Outreach)

To be effective, the NPLCC will look to this strategy to ensure our partners are aware and have access to climate-related science and management information; provide effective mechanisms for coordinating data and information; and implement tools and projects to conduct effective outreach to groups of people interested in climate-related science and information across the NPLCC.

V. COMMUNICATIONS OBJECTIVES

Communications objectives identify specific outcomes for communications activities. These outcomes represent a shift that should occur as a result of the communications effort. In Table 1, communications objectives are directed to each specific target audience, and provide a focus for the selected communications tools.

The communications objectives described in this strategy are designed to support achievement of the three goals described above, with a particular emphasis on providing useful and actionable information to natural and cultural resources managers and decision-makers. The NPLCC addresses a critical un-met need in our region when landscape-scale climate information is developed, formatted, and conveyed to managers and decision makers — who are facing broader challenges, in a changing ecological environment, with limited resources. Thus a close connection between these objectives and the NPLCC's goals and mission ensures our work remains focused on areas pertinent to the NPLCC mission while providing ways to ensure accountability and evaluate our effectiveness. The evaluation measures described below will be used to measure our effectiveness in achieving these objectives.

Communications objectives

- Provide information to enable agency leadership and decision-makers to be advocates of the NPLCC.
- Facilitate communication among Steering Committee members and Subcommittee members that helps build the NPLCC's effectiveness.
- Increase efficiencies and create opportunities for sharing staff and leveraging resources.
- Build identity for the NPLCC. Demonstrate how NPLCC efficiently and effectively supports our partner's mission of delivering science and information to partners enabling them to meet their organization's objectives.
- Share progress and successes of science and management plans, strategies and tools related to the NPLCC.
- Increase awareness and understanding of the NPLCC and its opportunities and advantages among NPLCC partners and potential supporters. Tell them about project developments so that they feel involved, have an opportunity to give feedback, and are acknowledged for their contributions.
- Promote awareness of landscape level climate change and related stressors impacts on natural and cultural resources.
- Deliver products and tools developed by the NPLCC (or its partners) to customers.
- Generate interest and support for the NPLCC and its products among the general public and external organizations.
- Support outreach efforts of partners to promote the programs and progress of the NPLCC.

VI. TARGET AUDIENCES

The subcommittee identified four target audience groups for developing communications and outreach products and services.

The <u>Internal Audience</u> includes NPLCC leadership, subcommittees, and staff. Objectives and tools developed for this audience are intended to allow the members of this audience to keep informed of NPLCC-specific tasks, plans, resource utilization, etc.

The <u>Policymakers & Legislative Staff</u> audience consists not only of state and federal congressional members and staff, but also policy-level state, provincial, and Tribal/First Nation leadership. The primary objectives of communicating with this audience are to ensure leadership at this level is aware of and understand the partnerships, activities, effectiveness, and efficiencies created by the NPLCC.

The <u>Customers & Contributors</u> audience is comprised of partner organizations with which the NPLCC has collaborations and/or shared relationships, as well as with organizations and agencies that are direct recipients of NPLCC science/management products and services. This audience also includes those who create science and management tools of interest to NPLCC partners. Increasing opportunities for collaboration and raising awareness of NPLCC capabilities and capacities are primary communications objectives for this audience.

Finally, the <u>Public</u> audience includes the general public and those wishing to inquire about the NPLCC and its products and services. The primary objective of communicating and reaching out to this group is

to generate interest and build literacy and awareness of landscape issues associated with climate change and related stressors.

VII. COMMUNICATIONS TOOLS

Table 1 includes details about how information will be communicated to each target audience. Our goal is to reach each audience with the most effective approaches for that particular group. Using the most appropriate and effective media and technology, we will provide each audience segment with background information, news, and other products through the website, newsletters and announcements, press releases, and briefing documents. Based on the results from our evaluation measures discussed below, we expect our use of communications tools will continue to evolve. For example, social media and delivering information through mobile technologies may quickly become the most effective means for communicating with the general public. Table 1 outlines communications tools that are currently being implemented and prioritizes additional tools.

VIII. EVALUATION MEASURES

Because of rapidly changing communications technology, limited resources, and continuing evolution of our understanding of climate change, it will be critical to evaluate the effectiveness of our communications with each audience group. We will compile information from numeric counts, website analytics, and participant and product evaluations to refine the communications strategy. In the absence of baseline data to quantitatively measure objectives, we expect the level of audience participation, user evaluations, and user comments to provide a basis upon which to begin refining our communications methods. Our initial evaluation measures are listed for each audience segment in Table 1.

Table 1: The proceeding sections discussed the major elements of how the NPLCC will communicate; identifying the NPLCC's communications objectives, target audiences, communications tools, and evaluation measures. These elements must be used strategically to ensure effective communications. The following table provides the structure of how these elements will be used by the NPLCC.

Internal Provide information to enable agency leadership and decision- Steering makers to be advocates of the Committee NPLCC. Subcommittees Staff Facilitate communication among Tribal/First Nations Committee and Subcommittee members and Subcommittee members that Technical & helps build the NPLCC's effectiveness. Geographic Teams Increase efficiencies and create opportunities for sharing staff and leveraging resources. Increase efficiencies and create opportunities for sharing staff and leveraging resources. Currently Implementing: Website with secure area for committee members includes draft meeting materials, staff workplans, etc. Website with secure area for committee members includes draft meeting materials, staff workplans, etc. Website with secure area for committee members includes draft meeting materials, staff workplans, etc. Webinars Number of science meetings, conferences, or symposia at which NPLCC has a presence, and the number of persons attending those meetings. Is information about the NPLCC available? Tool – NPLCC partners and members reporting Number of science meetings, conferences, or symposia at which NPLCC has a presence, and the number of persons attending those meetings. Number of science meetings, conferences, or symposia at which NPLCC has a presence, and the number of persons attending those meetings. Is information about the NPLCC been shared? Website with secure area for committee members includes draft meeting materials, staff workplans, etc. Weblinars Weblinars Mumber of science meetings, conferences, or symposia at which NPLCC has a presence, and the number of persons attending those meetings. Is information about the NPLCC been shared? Worklands and includes draft meeting materials, staff workplans, etc. Weblinars Website with secure area for committee members Includes draft meeting meetings. Number of science meetings, conference, and the number of persons attending those meetings. Includes draft meeting meetings. Weblinars Weblinars Weblinars Weblina	TARGET AUDIENCES	OBJECTIVES	COMMUNICATIONS TOOLS	POTENTIAL EVALUATION MEASURES
Build identity for the NPLCC. Demonstrate how NPLCC efficiently and effectively supports our partner's mission of delivering science and information to partners enabling them to meet their organization's objectives. E-newsletters (to listserve) Email notices for new products/updates on website Product/Project 1-pagers FAQs (general info on NPLCC) Science and management plans, strategies and tools related to the NPLCC. PowerPoint presentation for general use	Audiences: Steering Committee Subcommittees Staff Tribal/First Nations Committee Technical &	agency leadership and decision-makers to be advocates of the NPLCC. Facilitate communication among Steering Committee members and Subcommittee members that helps build the NPLCC's effectiveness. Increase efficiencies and create opportunities for sharing staff and leveraging resources. Build identity for the NPLCC. Demonstrate how NPLCC efficiently and effectively supports our partner's mission of delivering science and information to partners enabling them to meet their organization's objectives. Share progress and successes of science and management plans, strategies and tools related to	 Website with secure area for committee members includes draft meeting materials, staff workplans, etc. Webinars Committee in-person & virtual meetings Meeting summaries Workshops (small scale, topic-focused) Tribal/First Nations map Annual reports Strategic plan Additional Prioritized Tools: E-newsletters (to listserve) Email notices for new products/updates on website Product/Project 1-pagers FAQs (general info on NPLCC) PowerPoint presentation 	NPLCC has a presence, and the number of persons attending those meetings. Is information about the NPLCC available? Tool – NPLCC partners and members reporting Number of fact-sheets developed Has information about the NPLCC been shared? Tool – NPLCC staff reporting Number of web hits and time-on-site analytics Has information about the NPLCC been shared? Tool – website analytics Level of satisfaction amongst Steering Committee and Subcommittee members Are members satisfied with the communications they are receiving?

TARGET AUDIENCES	OBJECTIVES	COMMUNICATIONS TOOLS	POTENTIAL EVALUATION MEASURES
Policymakers & Legislative Staff: Agency Leaders Tribes/First Nations Leadership & Councils Policy Staff Legislators and legislative staff State, provincial and federal governments	Build identity for the NPLCC. Demonstrate how NPLCC efficiently and effectively supports our partner's mission of delivering science and information to partners enabling them to meet their organization's objectives. Increase awareness and understanding of the NPLCC and its opportunities and advantages among NPLCC partners and potential supporters. Tell them about project developments so that they feel involved, have an opportunity to give feedback, and are acknowledged for their contributions. Promote awareness of landscape level climate change and related stressors impacts on natural and cultural resources. Share progress and successes of science and management plans, strategies and tools related to the NPLCC.	 Website Webinars Annual report Strategic plan Additional Prioritized Tools: Project/product 1-pagers Policy briefing materials with output measures of why NPLCC creates value (page on website also?) E-newsletters (to listserve) FAQs (general info on NPLCC) In-person briefings Invite to speak at steering committee meetings/workshops/conferences Field trips/site visits (stand alone or in conjunction with other events/conferences) Visual media 	Number of fact-sheets distributed to policymakers and legislative staff Are policymakers hearing about the NPLCC and its work? Tool – NPLCC staff, members, and partners reporting Number of progress reports distributed to policymakers and legislative staff Are policymakers hearing about the NPLCC and its work? Tool – NPLCC staff, members, and partners reporting Number of briefings on the NPLCC requested by policymakers Is the NPLCC providing information to policymakers? Tool – NPLCC staff, members, and partners reporting Number of briefing materials provided to policymakers Is the NPLCC providing information to policymakers? Tool – NPLCC staff, members, and partners reporting

TARGET AUDIENCES	OBJECTIVES	COMMUNICATIONS TOOLS	POTENTIAL EVALUATION MEASURES
Customers & Contributors: Natural/Cultural Resource Managers Scientists Educators Tribes/First Nations Agencies NGOs Climate Science Centers	Develop, format, and share actionable high-priority science, tools and information to inform management of natural and cultural resources. Increase efficiencies and create opportunities for sharing staff and leveraging resources, within the context of our Mission and Goals. Build identity for the NPLCC. Demonstrate how NPLCC efficiently and effectively supports our partner's mission of delivering science & information to partners helping meet their organization's missions. Increase awareness and understanding of the NPLCC (and its opportunities/advantages) among NPLCC partners and potential supporters. Inform them of developments so they feel involved, have opportunities to give feedback, and are acknowledged for their contributions.	Currently Implementing: Website Mebinars Annual reports LC-MAP Additional Prioritized Tools: F-newsletters (to listserve) FAQs (general info on NPLCC) Conferences and workshops (regular series)	Number of news & information on website developed by partners Are partners contributing to the NPLCC? Tool – NPLCC staff reporting Number of opportunities to engage stakeholders and receive feedback Is the NPLCC providing opportunities to hear from partners and stakeholders? Tool – NPLCC staff reporting Number of e-newsletters Is the NPLCC providing information that is of interest to its customers and contributors? Tool – NPLCC staff reporting Number of addresses on listserve Is the NPLCC providing information that is of interest to its customers and contributors? Tool – MailChimp reports Web hits from .edu, .gov, .us, and .gc.ca web domains What type of customers and contributors is the NPLCC reaching? Tool – website analytics Number of partners providing links to the NPLCC website Is the information the NPLCC providing valuable to its partners? Tool – website analytics Number of responses to requests for proposals Are NPLCC RFPs being circulated and of interest to its customers and contributors? Tool – NPLCC staff reporting Number of NPLCC products available Are we getting the word out? Tool – NPLCC staff reporting, number of products on website

TARGET AUDIENCES	OBJECTIVES	COMMUNICATIONS TOOLS	POTENTIAL EVALUATION MEASURES
	Share progress and successes of science and management plans, strategies and tools whether developed by the NPLCC or others in the region		 Number of webinars and/or workshops provided and the number of participants Are we getting the word out and are people interested in the NPLCCs activities? Tool – webinar polls, webinar analytics, NPLCC Staff reporting
Public	Generate interest and support for the NPLCC and its products among the general public and external organizations. Promote awareness of landscape level climate change and related stressors impacts on natural and cultural resources. Support outreach efforts of partners to promote the programs and progress of the NPLCC.	Currently Implementing: Website Additional Prioritized Tools: Social media – Facebook, Twitter, Wikipedia, etc. FAQs (general info on NPLCC) Visual media – YouTube channel Media packages and press releases Include materials in other distribution lists (piggy-backing) Crediting funding source on products/websites	 Number of social media connections made through the web site Is the information provided by the NPLCC interesting to a larger audience? Tool – website analytics Number of press releases Is the NPLCC engaging in the media in providing information? Tool – NPLCC staff reporting, media tracking reports Total number of web hits and page residency times Are the public interested in the information provided by the NPLCC? Tool – website analytics

Table 1 Supplement A: This Table shows which communications tools will be used to communicate with the target audiences.

	Website	FAQs	Webinars	Annual reports	E-newsletters	Strategic plan	Product/Project 1- pagers	Conferences & Workshops	Speak at Steering Committee meetings	Visual Media	In-person and virtual meetings	Meeting summaries	Tribal/First Nations map	Email notices	PowerPoint presentation	Policy briefing materials	In-person briefings	Field Trips/Site Visits	LC-MAP	Social Media	Media packages & press releases	Materials in other distribution lists	Funding credit
Internal Audiences	X	X	X	X	X	X	X	X			Х	X	X	X	X								
 Policymakers & Legislative Staff Agency Leaders Tribes/First Nations Leadership & Councils Policy Staff Legislators and legislative staff State, provincial and federal governments 	X	X	X	X	X	X	X		X	X						X	Х	X					
Customers & Contributors Natural/Cultural Resource Managers Scientists Educators Tribes/First Nations Agencies NGOs Climate Science Centers	X	X	X	X	X	X	X	X	X						X			X	X			X	X
Public	Х	Х								Х										Х	Х	Х	Х

 Table 1 Supplement B: This Table connects the identified communications and outreach objectives with specific communications tools, highlighting how these objectives will be achieved.

	Website	FAQs	Webinars	Annual reports	E-newsletters	Strategic plan	Product/Project 1- pagers	Conferences & Workshops	Speak at Steering Committee meetings	Visual Media	In-person and virtual meetings	Meeting summaries	Tribal/First Nations map	Email notices	PowerPoint presentation	Policy briefing materials	In-person briefings	Field Trips/Site Visits	LC-MAP	Social Media	Media packages & press releases	Materials in other distribution lists	Funding credit
Provide information to enable agency leadership and decision-makers to be advocates of the NPLCC.	Х	Х	X	Х	Х	Х	Х	Х		X						Х	Х	х			Х		
Facilitate communication among Steering Committee members and Subcommittee members that helps build the NPLCC's effectiveness. Increase efficiencies and create opportunities for leveraging resources.	X			Х	Х	X	Х	Х			x	X	Х	X				x	Х			Х	
Build identity for the NPLCC. Demonstrate how NPLCC efficiently and effectively supports our partner's mission of delivering science and information to partners enabling them to meet their objectives.	х	х		х	х	Х	х	х		X			х		х	х	Х		х	Х	х		х
Share progress and successes of science and management plans, strategies and tools related to the NPLCC.	х		х		х		Х	Х		Χ	х		х	X					х			х	
Increase awareness and understanding of the NPLCC and its opportunities and advantages among NPLCC partners and potential supporters. Tell them about project developments so that they feel involved, have an opportunity to give feedback, and are acknowledged for their contributions.	х		х		х		х	х		X								х			х		х
Promote awareness of landscape level climate change and related stressors impacts on natural and cultural resources.	Х				Х	X	х		х				х	X	х	х	Х	х		Х	х	х	
Deliver products and tools developed by the NPLCC (or its partners) to customers.	Х		Х		Х		Х	Х		Χ	х			Χ					Х		Х	Х	х
Generate interest and support for the NPLCC and its products among the general public and external organizations.	Х	Х	X	Х	Х					X				X	х	Х		Х	Х	Х	Х	Х	
Support efforts of partners to promote the programs and progress of the NPLCC.	Х		Х		Х		Χ						Х	Χ	Χ	Х					Χ	Х	Х

IX. STRATEGY IMPLEMENTATION

Developing a communication strategy and having a plan that accounts for effectiveness in the short term while creating results for the long term will help to connect with our audiences, while growing the value of the NPLCC. This strategy is a long-range look (five – ten year range), and will require periodic updates as our partnership learns and grows. It allows us to be clear about our audiences, implement communication actions, and track our progress over time. This strategy will drive specific efforts and projects.

As Table 1 indicates, many of our communications efforts are already under way, completed, or have been committed to -- such as our web site, annual reports, strategic plans, newsletters, meetings and workshops. The table also lists "additional prioritized tools" that will be important to fully implement this strategy. That list represents a menu of choices for future allocation of resources, and should be the subject of the NPLCC's annual planning process. Some items on that list require fiscal or personnel resources, other can be done relatively easily at little cost. But they all provide opportunities for partnership among the NPLCC entities.

The subcommittee members recommend the NPLCC Steering Committee accept/review/improve this strategy. They also recommend that the subcommittee remain intact to:

- 1. Oversee the strategy's implementation,
- 2. Recommend periodic updates,
- 3. Seek resources, and;
- 4. Use it as the basis for recommending specific projects to include in the NPLCCs annual work plan annual.

Lastly, the subcommittee would like to thank all those who contributed to the thinking contained in this strategy. We also thank staff from the NPLCC and Envirolssues for keeping us on task and compiling the strategy. And we wish to thank, in advance, those who will lend a hand, improve our thinking, and contribute resources to communicating the value of the NPLCC to its partner organizations.

APPENDIX 1

NPLCC MISSION & GOALS

Mission Statement

The North Pacific Landscape Conservation Cooperative promotes development, coordination and dissemination of science to inform landscape level conservation and sustainable resource management in the face of a changing climate and related stressors.

NPLCC Goals

- 1. Maximize the ability of partners to make informed decisions with respect to conservation and sustainable resource management of priority natural and cultural resources subject to climate change and related large-scale stressors in the NPLCC region. (Conservation and restoration)
- Identify and address trans-boundary landscape-level natural and cultural resource information needs that the LCC is uniquely qualified to address -- including the identification of opportunities for (and barriers to) landscape-level conservation/sustainable resource management. (Unique role of LCC)
- 3. Identify priorities for applied science and other information for conservation/sustainable resource management. Coordinate efforts with the relevant Climate Science Centers and other research entities to help inform research priorities. (Information priorities)
- 4. Promote identification, use, and sharing of science, traditional knowledge and other relevant information to support conservation/sustainable resource management, and adaptive management decisions. (*Use of information*)
- 5. Maximize the availability and accessibility of data and information about large-scale stressors and their impacts on natural and cultural resources, and about conservation/sustainable resource management approaches and effectiveness. (Availability of information)
- 6. Promote coordination and efficiency of efforts among resource managers and science entities that are addressing science, traditional knowledge and other relevant information to achieve landscape level conservation/sustainable resource management. (Coordination)
- Promote awareness and understanding of NPLCC and its products for landscape-level conservation and the effects of climate change on ecosystems, resources, cultures, and economies. (Outreach)

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