Communications Reference Guide

A Roadmap for Developing and Marketing New Products and Tools

U.S. Environmental Protection Agency

Office of Wetlands, Oceans, and Watersheds (OWOW)

November 2007

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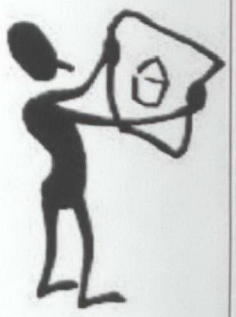

Image of Lake Tahoe by Jon Paul

Introduction and Purpose

This document outlines a strategy for staff to develop high quality tools and products. The purpose is to ensure that tools and products developed by EPA's Office of Wetlands, Oceans and Watersheds (OWOW) serve their intended audience, are marketed effectively to internal and external audiences, and are useful in achieving measurable environmental results. In addition, a driving force behind its creation was a larger goal to promote linkages across OWOW and Office of Water (OW) programs, leading to more consistent and inclusive messages, along with synergy with our various partners, and more effective communication with all of EPA's customers.

The document was developed by OWOW's Policy and Communications Team with input by the Cross-Office Communications Team. It is one of several products including a three-page fact sheet and poster, which are available along with this document on the OWOW Intranet at: http://intranet.epa.gov/owow/. This document:

- Provides a step-by-step guide to developing projects from concept to delivery
- Offers useful tips, case study examples, and contact information within OWOW, the Office of Water, and Office of Public Affairs
- Walks users through EPA print and Web approval processes
- Offers references for more information (*Getting in Step*, Social Marketing, etc.)
- Includes the Watershed Approach definition approved by OWOW managers (Appendix L)

You will learn how to:

- Get your project approved by the Office of Water and Office of Public Affairs
- Take advantage of a broad range of distribution mechanisms

Consistent Watershed Approach Definition

Over the past decade, OWOW has worked with partners at the federal, state and local levels to advance the Watershed Approach, a coordinating process for focusing on priority water resource problems. To address inconsistency in our definitions of what a watershed approach is, OWOW managers ratified a simple definition that can be presented in 3 or 4 bullets with talking points, as well as a full page of text. This definition is now being used across OWOW and OW to better focus our message. Staff should make sure to use this definition in speeches, talking points, and outreach documents. (See Appendix L).

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How does your project fit in with OWOW's priorities and EPA's Strategic Plan?

You have identified a new project or a need that your program office wants to address. It may be the result of a brainstorming session with your colleagues, a directive from your supervisor, or perhaps a personal idea.

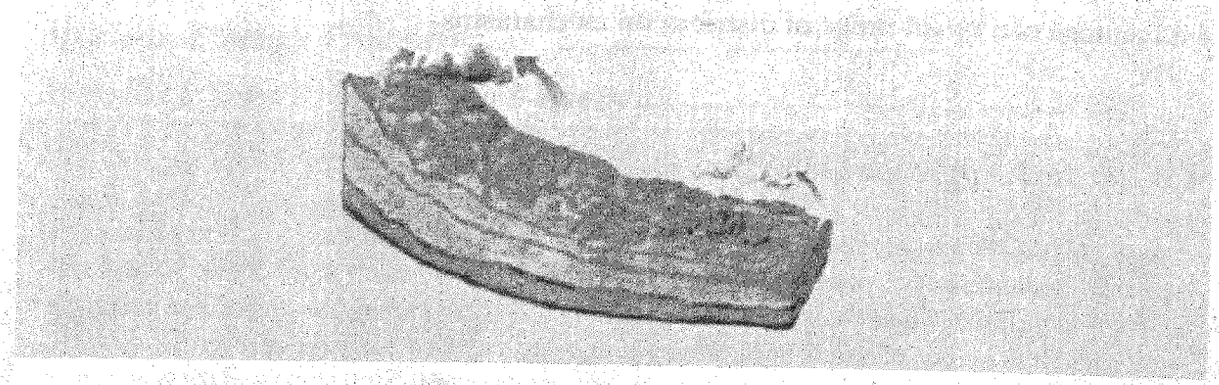
You should first determine how your project fits in with OWOW's priorities and the Agency's overall mission and goals. The tool or product should, for example, help advance OWOW's priorities as well as clean water goals outlined in the Strategic Plan (http://www.epa.gov/ocfo/plan/plan.htm).

Identifying your project's connections to these goals can help garner support from managers at all levels and build long-term sustainability.

- **Goal Two: Clean and Safe Water – Objective 2.2 (Protect Water Quality)**
  Sub Objective 2.2.1 Protect and Improve Water Quality on a Watershed basis.

- **Goal Four: Healthy Communities and Ecosystems**
  Sub Objective 4.3.1 Protect and Restore Ecosystems

Example: *The goal of the Watershed Plan Builder is to facilitate the development of comprehensive and consistent watershed plans that target priority problem areas to improve water quality.*



Is there a Need for your Project? Conduct a Needs Assessment

Before you commit federal monies, you should make sure that there is both a need as well as widespread support for your product among EPA managers and key stakeholders. First, conduct a Needs Assessment.

A Needs Assessment includes: involving key people in the project; identifying your audiences and their needs; and examining existing materials and products to ensure gaps are addressed.

- Analyze your audience
- Contact key individuals and stakeholders
- Survey similar projects

See the list of contacts in Appendix M or ask colleagues for names of industry experts who can help in this initial screening. Also, check EPA's Web site and conduct a Google Search to see if there are similar products already out there. There are a vast array of tools, data and knowledge on the Web.

To Build or Not to Build-- That is the Question

Below are four principles that can help you take advantage of a new innovation you may have discovered.

1. Begin with an analysis of the opportunity.
2. Analyze the opportunity to see if people will be interested in using the innovation.
3. The product must be *simple* and *clearly focused on a specific need.*
4. Effective innovations start small. By appealing to a small, limited market, a product or service requires little money and few people to produce and market it. Over time, we will be able to fine tune the product.

Adapted from Peter Drucker's
Five Principles of Innovation

Nonpoint Source Outreach Toolbox

After soliciting input, a federal/state workgroup formed to raise awareness about nonpoint source pollution decided to completely refocus its efforts. Instead of generating costly EPA-sponsored Public Service Announcements (PSAs), the team decided to build an easy-to-use Digital Outreach Toolbox. This exciting resource, available at epa.gov/nps/toolbox/, offers more than more than 700 of the best TV, radio PSA's, and print ads. Most of the products can be customized for other watersheds.

Involve Key People and Stakeholders

Once you complete the Needs Assessment (assuming you decide to move forward), one of the first steps is to involve key stakeholders and potential end-users. By reaching out, you can gain expert advice, build a network to help with project development and delivery, and potentially gain cost share support! At a minimum, you should involve representatives from across OWOW and OW, and ideally, include other EPA offices, Regions, other federal, state or local agencies as well as your targeted audience.

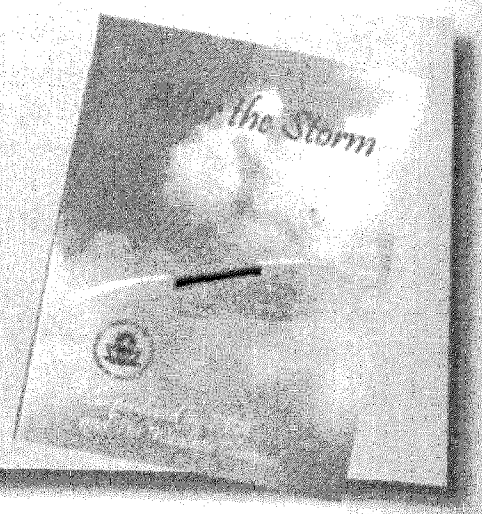
This up-front coordination is very important and can help ensure that OWOW does not issue contradictory policies, guidance documents, or outreach materials. People and organizations to consider as formal or informal advisors or consultants:

- Other OWOW Divisions
- Other OW or EPA Regional Staff
- Your Target Audience (Watershed groups, state environmental agencies, local decision makers, etc.)
- OWOW Communications Team members
- Other federal, state or local agencies

See the list in Appendix M for some potential organizations and federal agency partners or advisors.

After the Storm Television Program

In developing After the Storm, a popular outreach video co-produced with The Weather Channel, a broad team of OW experts provided input into the script and video footage. OWOW's team lead, Anne Weinberg, involved the Office of Wastewater Management, Office of Ground Water/Drinking Water, Office of Science and Technology and the Assistant Administrator's Communications Director. The final product was a huge success – thanks to the knowledge and creative talents of the assembled team.



Develop a Targeted Communications Strategy

Once you've identified how your project fits in the big picture, you'll want to develop a targeted communications strategy for your entire project from concept to delivery, allowing for the opportunity to make periodic adjustments based on input from your end-users. In developing this strategy, you should define your goals, objectives, evaluation criteria, target audience(s), key messages, and delivery mechanisms. You should be sure to involve your target audience(s) early on and throughout the process to ensure that they have input and a stake.

Goals — What are your final endpoints?

Goals are general statements that express the broad focus of the entire effort. For example, a goal might be to improve water quality by facilitating the development of comprehensive watershed plans by local watershed organizations. A wide range of specific objectives should be developed and implemented to support each aspect of your goal(s).

Objectives — What steps must you take to reach your goals?

The objectives you develop should be specific, measurable, action-oriented, and time-focused. You should develop several objectives for each goal you're trying to achieve. Keep the desired outcome in mind when forming your objectives. Do you want to create awareness, provide information, or encourage action among your target audience? It is very important to make your objectives as specific as possible and to include a time element as well as a result.

Evaluation Criteria — How will you measure success?

Although Chapter 3 provides more information on project evaluation, it is important to build in an evaluation component from the beginning to ensure that you stay on track and meet your program objectives. Set up some key indicators or measures of success at the outset and evaluate as you go!

Example of a Well-Defined Goal, Objective, and Evaluation Criteria

Goal: A goal of the OWOW Communications Team is to teach watershed practitioners how to use EPA's tools related to watershed management.

Objective: The Team will develop a two-hour training course, *Key EPA Internet Tools for Watershed Management*. The team will offer the course as live training to several hundred watershed practitioners in Regional offices and at River Network's *River Rally* and also offer the course as a Watershed Academy Webcast.

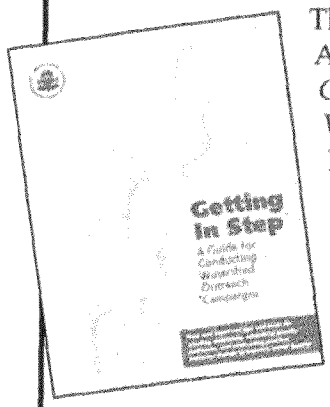
Evaluation Criteria: The team will provide course evaluations to all attendees to gauge the effectivess of the course and to fine tune the presentation to better serve its targeted audience(s). The team will also share feedback with the EPA tool developers to help improve their products.

Who is Your Target Audience?

Once you've defined your goals and objectives, you'll want to identify your target audience(s). Who are you trying to reach or influence? state water quality managers? Watershed groups? Municipalities? The general public? It's critical to involve your targeted audience(s) early on as you're developing your product to gain their input and buy-in.

The messages you develop will need to be tailored for each of the different segments you're trying to reach. It's important that you have a good understanding of your target audience(s) as well as their communications channels. How do they get their information? What blogs, newsletters or Web sites do they read? What conferences or trainings do they attend? How your target audience gets its information will help you develop, format, and distribute your message(s). It's also useful to look at potential barriers and benefits as you examine ways to market, distribute, and train practitioners.

Getting In Step: A Guide to Conducting Watershed Outreach Campaigns (www.epa.gov/owow/nps/outreach.html) provides guidance on target audiences, focus groups, and message development.



The Watershed Academy now offers *Getting in Step* as a Web module. Visit: http://www.epa.gov/watertrain/gettinginstep/.

Be sure to take advantage of this terrific resource!

What is Your Key Message?

Messages need to be clear and engaging. It's helpful to conduct or collect stakeholder research on all your potential audience(s) and use the information to fine tune messages and determine appropriate formats. Remember the concept of "What's in it for me?"—people are usually motivated by what benefits them personally. Focus groups can be an effective tool to help test your message(s) and communications channels. See box above for additional resources to help you through these key steps.

Examples of Targeted Messages

State, Tribal, and Local Agencies

- *Check out EPA's Watershed Plan Builder, which can help your state or tribe develop targeted watershed management plans.*

Watershed Organizations

- *EPA's Watershed Plan Builder results in a customized outline of a comprehensive watershed plan for YOUR watershed, populated with relevant links to EPA, other federal agencies, and state water programs.*
- *EPA's free Watershed Academy Webcasts provide the latest training on hot watershed topics available 24-7!*

Water Quality Managers

- *STORET's Watershed Tool can help water quality managers characterize watershed conditions.*

General Public

- *Save the Crabs, then Eat 'Em*

Apply Social Marketing Principles

More and more government agencies are employing social marketing principles to improve agency performance and increase public satisfaction. The goal is to apply commercial marketing tools and techniques to engender citizen buy-in and support. Two recent Webcasts explain how to design an effective social marketing campaign to influence positive public behavioral change(s). Both Webcasts are available as archived seminars:

Influencing Behaviors Using Social Marketing with Charlie MacPherson, Tetra Tech Inc., and Christopher Conner, formerly with the Chesapeake Bay Program (www.epa.gov/watershedwebcasts) (June 2006)

Social Marketing: A Tool for More Effective Stormwater Education and Outreach Programs by Nancy Lee of Social Marketing Services Inc. and Jack Wilbur of Utah Department of Agriculture and Food (http://cfpub.epa.gov/npdes/outreach.cfm?program_id=0&otype=1) (May 2007)

Steps in the Planning Process

1. Anaylze the situation
2. Identify and select target markets
3. Determine campaign objectives and goals
4. Understand the target market's real and perceived benefits
5. Develop strategies using 4P's (Product, Price, Place and Promotion) to overcome barriers and increase benefits
6. Determine an evalution plan
7. Set budgets and find funding
8. Write an implementation plan

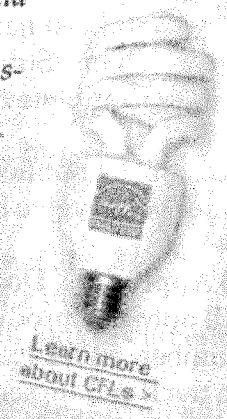
Principles for Success

- Use a sequential planning process.
- Take advantage of what's been done before.
- Target audiences most ready for action.
- Promote single, simple, doable behaviors.
- Understand real and perceived barriers
- Use all 4 P's to overcome barriers and highlight benefits.
- Find a tangible object or service to include.
- Look for a price that matters.
- Make access convenient.
- Practice effective message techniques.
- Use media principles.

Energy Star Campaign -- Successful Branding and Message Development

Message: *By purchasing ENERGY STAR products, you can save money and help protect the environment at the same time.*

Thanks to promotions by utilities, retailers, Yahoo and others, national recognition of the Energy Star label grew from zero to 27 percent in just 18 months. Building awareness did not happen overnight. It took patient, steady work with industry partners, careful program design, and a brand communications strategy.



Energy Star's new Change a Light, Change the World Campaign to promote the use of CFL's has also been a success with its on-line pledge drive. Visit: http://www.energystar.gov/ for more information.

Product Review – Print and Multi-Media Projects

EPA's approval processes for outreach products can take weeks, so it's important to factor this into your planning. All printed outreach materials need to go through a review process called **PROTRAC** (Product Review Online Tracking), a web-based application in which you first enter information on-line about your product *(i.e.,* **Concept Notification**), followed by an electronic submission of a final draft.

Concept Notification—OWOW's Product Review Officer (Tomeka Nelson) and the Office of Public Affairs (OPA) have up to **20 business days** (10 days each) to approve your Concept Notification.

Final Draft Product —OWOW (Tomeka Nelson) and OPA have up to **20 business days** (10 days each) to approve your final draft product.

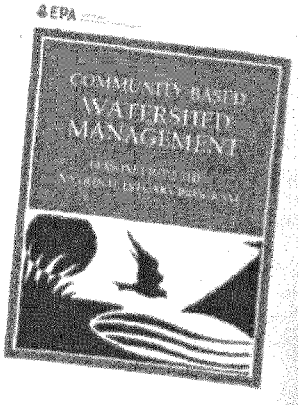
Requests may be made for expedited review for high priority products (but not for poor planning). The PROTRAC process should be initiated prior to drafting your product. Key steps include:

Who's Involved in Print Product Review:

Tomeka Nelson in PCRMS (566-1291) approves OWOW print and multi-media products. **Shakeba Carter-Jenkins** in OW (564-6385) is Tomeka's backup and approves documents if Paula is out or unavailable.

Michael Scott (Office of Public Affairs)

1) **Submit a Concept Notification** (up to **20 business days**)
This on-line notification includes basic information (project title, description, format, estimated costs to print, audience(s), release date, etc.). To submit a Concept, go to:



1. http://www.epa.gov/productreview/
2. Open "PROTRAC" in the left margin
3. Open "login (for submissions and approvals)" and enter your first and last name and your Lotus Notes password
4. Open "Submit a Product"
5. Complete the form and "Submit."

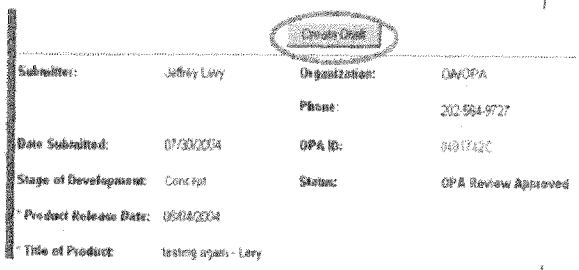
You will be notified via email when your Concept Notification has been approved by OWOW and OPA. After you receive both notifications, you should begin drafting your product.

2) Apply for a Document Number (up to one week)
All outreach products (including pencils, posters, mouse pads, etc.) must have an EPA publication number. EPA's National Service Center for Environmental Publications (NSCEP) uses the number to track and disseminate documents. To obtain an EPA document number, send Tomeka Nelson the following information:

a. Working title: _____
b. Type of product (report, fact sheet, video, etc) :_____
c. Date (month and year) product is targeted for completion: _____
d. Primary contact _____Phone number: _____

3) Submit a Final Draft Document (up to 20 business days) Once your concept has been approved and you have a final draft (with graphics and layout), you must submit a Final Draft Notification form in PROTRAC. You do not have to fill out a new submission. Instead, open the approved concept form and attach your final draft.

1. First, log in (see instructions above), select your office and find your concept.
2. Click the triangle twistie next to your product's name and select "Concept."
3. Click the "Create Draft" button in the upper right corner.
4. Complete the form and attach the draft product.
5. Click "Submit."



You will be notified via email when your final draft product has been approved by OWOW and OPA. After you receive these notifications, begin the print process. Before products are printed, the print shop requires a sign-off by Shakeba Carter-Jenkins in OW. The final print package must also include a sample of what's being printed and a funding sheet with a DCN/REQL screen See sample in Appendix E.

Incorporating Comments: Your final draft publication must be in PROTRAC for at least 20 days before you can move forward (i.e., if OPA fails to respond, you may proceed). However, any comments you receive must be addressed. If OPA has major concerns, Michael Scott works directly with OW to resolve any issues on the language or design.

EPA Publications

EPA publications are distributed by EPA's National Service Center for Environmental Publications (NSCEP).

The public can order toll-free by calling 1-800-490-9198 or by sending an email to: ncepimal@one.net. An on-line catalog is also available at: http://yosemite.epa.gov/water/owrc-catalog.nsf/.

OPA's review of print and multimedia products encompasses:

- all aspects of writing, design and graphics (including conference displays and handouts);
- production and technical matters, including quantities, cost estimates and distribution plans;
- identifying issues relating to fact, policy, law, regulation and/or ethics.

The Policy and Implementation Guide for Communications Product Development and Approval describes in greater detail the print and multi-media development and review process. http://www.epa.gov/productreview/guide/pr_com_resp.html#comm

Style and Grammar: EPA follows the *AP Stylebook*, which can be accessed on the Intranet at http://intranet.epa.gov/productreview/guide/apstylebook/index.html. It's useful to write into contracts and work assignments a requirement that this *AP Stylebook* be followed for all EPA documents.

EPA Seal and Logo: Information about the EPA seal and logo (including logos that you can download) is available at http://www.epa.gov/productreview/guide/seal_logo/index.html.

Policy and Technical Documents: Policy documents are not reviewed by OPA. They are approved by EPA's Policy Office (Sandy Evalenko), the Office of General Counsel, and the Office of Policy, Economics and Innovations. All EPA products must comply with Agency standards. It is recommended that you meet with Tomeka Nelson prior to initiating any new policy or technical documents.

Product Review – Web Pages

The Web is one of the Agency's most effective communications tools, and OWOW pages continue to rank among the most popular (millions of hits monthly). However, EPA approval processes for Web products can take several weeks, so it's important to factor this into your project planning.

OWOW Lead: Kol Peterson

566-2656

New Web Sites or Web-based Applications

Involve OW and OPA if you are developing a new Web tool or product that:

- Is a new set of Web pages (3 or more)
- Requires major revisions to an existing page,
- Is high visibility (e.g., will accompany a press announcement or event), or
- Is a new Web application

Who's Involved in Web Site Review:

Office of Water
Shakeba Carter-Jenkins
564-6385

Office of Public Affairs
Jeffrey Levy

Concepts for new pages and test sites need to be approved by OW's Web Content Coordinator, Shakeba Carter-Jenkins. OW works closely with Jeffrey Levy in OPA's Office of Web Communications in this review. These Web sites must be posted on a test server and password protected until they are formally approved for public roll-out. You should estimate at **least four weeks for OW and OPA review,** and it may take longer depending on the complexity of the Web site.

It's best to schedule a meeting with Shakeba Carter-Jenkins (OW) and Kol Peterson (include Cy Kidd for new Web database applications) to go over the draft Web site and solicit comments as early as possible in the process. Shakeba will coordinate with OPA to review the final Web site. If it's determined that a meeting with OPA is necessary, Shakeba will set it up.

Minor Edits to Existing Web Sites (e.g., changing text, adding links, adding an image). First, talk with your division internet lead and/or Kol Peterson.

Requests to update existing OWOW Web sites should be submitted with precise, clear, step-by-step instructions and sent electronically to: Group OWOW-Web@EPA. If you are not sure how to submit changes or edits, check with your Division Internet lead (see next page).

- Copy and paste text and URL from the existing Web page into an MS Word document.
- Track or highlight changes, adding hyperlinks.
- Send your revisions to your division internet lead. Changes will made within five business days, usually less.

Or see this video tutorial at: http://intranet.epa.gov/owow/Web_Tutorial/Web_Tutorial.html.

Product Review – Web Pages

Agency Web Standards

All EPA Web sites must comply with the Agency's Web standards and guidelines at: epa.gov/webguide/standards.

- standard look and feel
- topical organization and design principles
- writing style and information conveyed
- Web design best practices and Web site usability

Important Tip: Make sure that your contractors are familiar with these requirements and be sure to include them as part of your deliverables in your contract (i.e., work assignment).

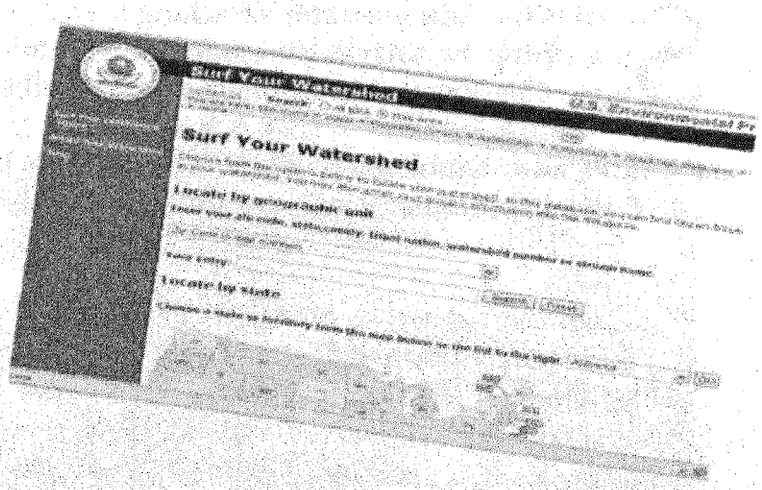
OWOW Internet Leads

As soon as you formulate a concept for a new Web site (particularly for a new database or application), talk with your OWOW division internet representative. As of 2007, these people are:

- Anne Weinberg, Alice Mayio or Don Waye (AWPD),
- Susan Hitch or Joe Hall (OCPD),
- Chris Hunter or Romel Nandi (WD) and/ or
- Kol Peterson (OWOW) and Shakeba Carter Jenkins (OW).

Web Training

OPA sponsors frequent (and very useful) training for the Web, including Writing for the Web, Web Standards, Plain English, etc. A list of upcoming classes can be found at: http://www.epa.gov/productreview/training/index.html



Formal Communication Plans

The Agency requires a formal Communications Plan for all major products, initiatives and activities (e.g., policy, guidance, regulations, strategies, Federal Register notices, etc.). The primary purpose of this Communications Plan is to ensure the Agency has a well thought-out strategy for conveying the intended message and that the appropriate people (both inside and outside of the Agency) are advised or involved.

A draft Communications Plan should be prepared at least 90 days prior to the announcement or release of an action, and finalized at least 30 days prior to the announcement/release. Both the draft and final Comunications Plan should be sent to Tomeka Nelson, Communications Coordinator for OWOW, for review and signature. OWOW's Director Craig Hooks signs the plans, which are distributed to key contacts in OW, other AA-ships, and the Administrators Office (OCIR, OPA, etc).

Even though some products, initiatives and activities may not be considered major, they may still warrant a Communications Plan. Check with Tomeka to see whether your product or activity requires a plan.

Appendix C includes the Communications Plan Template and Appendix D includes an example of a completed Communications Plan to use as a guide. This template can be downloaded from OINC and copied and pasted into an MS Word file. If you have any questions, feel free to call Tomeka at 566-1291.

SCOUT

Scout is the Administrator's tracking system for significant/high priority/high visibility actions/projects, such as rules, regulations, guidance documents, and major outreach products. Check with management to see whether your product or activity should be included.

For more information about the SCOUT process, including schedule and templates, visit the OINC database (under *Scout*) or call Tomeka Nelson.

Is your product meeting its intended goals?

User acceptance testing of the new product or tool should be conducted with your targeted audience(s) while it is under development and at the product's endpoint. The purpose is to:

- Test the tool or product in a real-life setting to make sure it meets the goals of the application
- Collect information for changes or enhancements, and
- Measure how well the tool or product helped accomplish the tasks for which it was developed

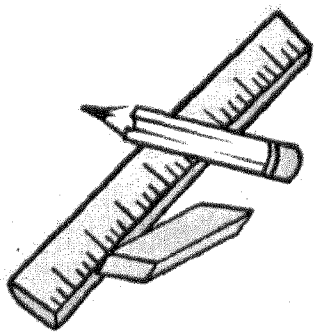
This can be done at various endpoints, including for example, an alpha release to internal EPA staff, a beta release to external audience members, and/or pilot-scale case study with end-users. See Appendix B for a series of stakeholder interviews conducted for the Watershed Plan Builder tool, involving local watershed groups, state and Regional agency staff.

Measuring Success

A combination of indicators (*e.g.*, counting the numbers of participants that request the new tool or product, the number of watershed plans developed and downloaded, participants that attend trainings, etc.) can be used to measure success

Pilot-scale Case Study

Select an actual watershed group or other partner to use the tool or product as part of a pilot case study. This provides an opportunity to field test the tool or product and identify needed changes or enhancements.



Workshops Around the Country Reach Out to STORET Users

During 2006, OWOW's STORET team held a series of meetings with key stakeholders, including state, regional and tribal water quality program specialists, water quality data managers, and information technology specialists. These meetings helped the team finalize the format for users to submit chemical, physical and fish tissue data to the STORET Data Warehouse and ensure that the format would meet the needs of the user community.

Measuring Results

OWOW's Communications Team keeps statistics on the number of Webcast participants and solicits feedback using a questionnaire at the conclusion of each seminar: https://www.clu-in.org/conf/tio/instructor/feedbackresults.cfm?date=218

The number of watershed plans developed using the Watershed Plan Builder are being tracked to evaluate success. Don Waye (AWPD) is tracking the number of Web downloads for the Digital Outreach Toolbox.

Communications plans should be implemented using a phased approach, targeting internal EPA audiences first so that they can then help educate the external audiences. However, in many cases the external audiences could be targeted simultaneously, as opposed to sequentially.

Internal Communications

It is important to conduct extensive outreach internally among EPA managers and staff to get buy-in and to engage them to promote the tool within their program offices as well as to external offices. EPA managers and staff are a critical target audience for several reasons:

- Senior managers need to be made aware of the product or tool to help market it when they speak at conferences or talk to partners. They can also help institutionalize the tool or product and ensure that funds continue to be available to support its maintenance or reproduction.

- EPA staff at the Headquarters and regional level serve as the Agency's primary spokespeople. It is important for them to understand the key features of the tool or product and support its utility.

- EPA staff in the regional offices, particularly regional communications directors and OWOW Program Coordinators, routinely work with environmental agencies and other local stakeholders, so they are in an excellent position to promote the tool or product.

- Primary audiences that can be targeted within EPA include the following:

  - OWOW managers and staff
  - OW managers and staff
  - Other EPA headquarter offices, including the Office of Environmental Information (OEI), and the Office of Research and Development (ORD), Office of Congressional and Intergovernmental Relations (OCIR)
  - EPA Regional offices and other Offices (e.g., Great Lakes Office)
  - Regional Communications Directors

OWOW Managers and Senior OW Staff

OWOW staff meetings, All-hands meetings, Watershed Manager's Meetings, and Water Management Division Director Meetings, held bi-annually, offer opportunities to market and demonstrate new tools or products.

External Communications

Extensive outreach with audiences outside of EPA should be conducted to promote your product's availability, track how different audiences are using the tool or product, and help practitioners use the tool or product effectively. This outreach can also help refine the tool or product—to make sure it meets intended goals. You should reach out to all your key stakeholders (e.g., federal agencies, state agencies, counties, local officials, watershed groups, service providers organizations, etc.). These audiences may vary and may serve either as end-users or trainers. Or, in some cases, they may offer to help with product dissemination, marketing or cost sharing.

State, Tribal, and Local Environmental Agencies

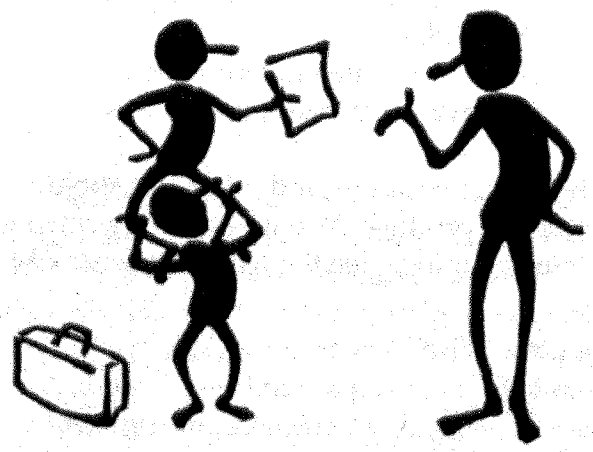
Much of OWOW's work is done in partnership with stakeholders at the state, tribal, and local levels. These stakeholders provide various skill sets needed for watershed management such as data sets, technical expertise, and funding support. State environmental agencies also are often a primary resource for watershed organizations so that it is essential that they are aware of the tool or product and its utility. If a state or other partners want to build on or enhance the tool or make it more localized, these issues should be discussed at the outset.

Watershed Organizations

Watershed organizations may be targeted as both end-users for the tool or product as well as potential resource partners that can help promote the availability and use of the tool or product. These local organizations and other user groups can also be instrumental in user acceptance testing (See Appendix M). (An on-line listing of watershed groups can be found at: www.epa.gov/adopt)

Watershed Service Providers

Organizations like the Center for Watershed Protection, River Network, Eastern Regional Coal Roundtable, the Southeast Watershed Forum and other non-profits that provide education and training to watershed groups can be a powerful ally in disseminating your product or tool and offering training for users. See the Targeted Watershed Grants capacity building web site for a list of some of these organizations or see Appendix M www.epa.gov/twg



Other Federal Agencies/Academia

There are several federal agencies that are actively involved with OWOW in watershed management activities. See Appendix J for a list of some contacts. You may want to conduct a formal meeting or training with key federal partners. In addition, many universities are also involved in watershed management and serve as technical experts on watershed committees. You may want to contact them so that they are aware of the tool and can help promote it.

Members of Congress and other Elected Officials

Depending on the product, it may be appropriate to conduct outreach to Members of Congress and other elected officials. For example, OWOW has conducted targeted Earth Day mailings with watershed success stories. OWOW staff should work closely with OW, OWOW Communications Teams, and Office of Congressional and Intergovernmental Affairs on targeted outreach to the House and Senate. (Mailing labels for Members of Congress can be downloaded at: www.house.gov; www.senate.gov)

State Nonpoint Source, TMDL, Monitoring, National Estuary Program Coordinators

Each OWOW program office maintains mailing lists for their respective regional and state program contacts. Work with your colleagues and/or your Communications Team representative to be sure to tap into these networks.

Local and non-governmental organizations

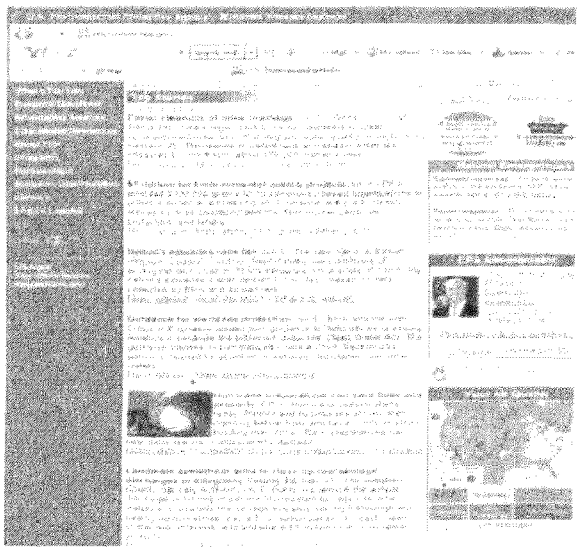
OWOW works with a broad range of local government and Non-Governmental Organizations (NGOs) partners, including, for example:

- Association of State Wetlands Managers
- Association of National Estuary Programs
- Nonpoint Source Education for Municipal Employees (NEMO),
- National Association of Counties
- Association of State and Interstate Water Pollution Control Administrators (ASIWPCA)
- Council of State Governments,
- State water agencies, and others

All these organizations and other stakeholders can advise their members on the intent and purpose of your tool or product. You may want to consider presenting at one of their conferences and/or offering hands-on training. See the list in Appendix M for some key contacts.

When developing your product, consider the many ways to reach your targeted audience(s). New, cutting-edge technologies and Web applications are available, so be sure to explore as many options as possible. OWOW's Communications Team can help, so be sure to solicit their input and advice. See Appendix A.

Sample Web Announcements on EPA Homepage



EPA's Homepage is prime real estate for major announcements (Contacts: Kol Peterson in OWOW/Shakeba Carter Jenkins in OW)

EPA's Web site: EPA's Web site is one of the Agency's most visible and effective outreach tools. Think creatively on how to maximize use of the Web (see pages 12-13 for Web procedures). When your product or tool is ready to be released, post an announcement on OWOW's homepage epa.gov/owow, OW's homepage epa.gov/ow and EPA's homepage epa.gov. (Contact: Kol Peterson). **Web Links**: Ask other agencies and partners to provide hot links to increase exposure of your Web site.

Live Training and Face-to Face Meetings: A basic presentation can be developed using PowerPoint to educate and train EPA managers, other EPA staff, as well as external audiences. The presentation should include speaker notes to make it easy for other HQ or Regional staff to make follow-up presentations or to incorporate slides into their own speeches (For Internet-based tools, the presentation could incorporate elements of screen capture video technologies to demonstrate how to navigate the site).

Meetings and Conferences: OW's on-line calendar www.epa.gov/ow can be useful in identifying key meetings, conferences and workshops for reaching target audience(s). Also consider OWOW staff meetings, Watershed Manager's Meetings, and Water Management Division Director Meetings, held bi-annually, to market and demonstrate new tools or products. (Contact: Tomeka Nelson),

Brown Bag Seminars: Brown Bags can be a very effective vehicle for reaching small, targeted audiences, including OWOW, OW, and other EPA offices.

Roll-out of the Watershed Plan Builder

The Watershed Planning Team conducted a series of presentations and train-the-trainer sessions on the Watershed Plan Builder for EPA managers and staff at Headquarters and Regions, including a Webinar for the Regions, followed by a Webcast for external audiences. Trainees were asked to submit a list of opportunities where they plan to make presentations.The Team also launched a beta version of the tool at the Land Trust Alliance Rally, where they solicited feedback. The tool was also presented at a session at the River Rally and has been incorporated into the "Key EPA Internet Tools for Watershed Management" training course. Finally, the Watershed Plan Builder was released as a beta version, allowing the public to comment for six months.

Webcasts and Webinars: OWOW's Communications Team hosts monthly Internet-based Webcasts on timely watershed topics, including seminars on new EPA tools. These Webcasts, which routinely draw hundreds of participants from around the country, are archived, so that they are available 24-7. www.epa.gov/watershedwebcasts.These seminars can be an effective vehicle for training practitioners without having to spend travel dollars. (Contacts: Anne Weinberg and Patty Scott)

GoToWebinar: (http://www.gotomeeting.com) makes live Internet seminars easy to conduct for internal as well as external audiences. The program allows participants to conduct collaborative, on-line meetings (including the ability to share desktops) and demonstrate live Internet sites or power point presentations. (gotomeeting.com) (Contact: Kol Peterson)

Interactive Web videos: Web tutorials, like the one developed for Enviromapper (http://epa.gov/waters/enviromapper/envmap_med.htm), can explain how to use a new Web-based product or tool including step-by-step instructions and screen captures.

Newsletters/Electronic Announcement(s): Thanks to high speed Internet, email announcements in newsletters and electronic forums/liservs can reach thousands across the globe within minutes Be sure to include a brief description of your product or tool, a URL, and an EPA contact person. See Appendix I for a list of electronic forums and newsletters.

Water Headlines

Water Headlines goes out weekly to more than 15,000 subscribers across the country. To get your announcement included, simply send an email to Shakeba-Carter Jenkins by COB on Thursdays. Be sure to include a URL and contact name in your wrtie-up.

OW sponsors several other popular newsletters and electronic forums. See Appendix I.

EPA Media Releases: EPA media releases go out to 14,000 subscribers, including major media outlets. OWOW staff should work closely with Shawna Bergman/Shakeba Carter-Jenkins (OW) (who coordinate with Dale Kemery in the Office of Public Affairs). This should be done several weeks in advance of your project release date. Note that all press releases must have an EPA URL with up-to-date information, and all new Web pages must be cleared through OW and OPA (see pages 12-13 for Web procedures or visit: www.epa.gov/productreview). A media release template is provided in Appendix F.

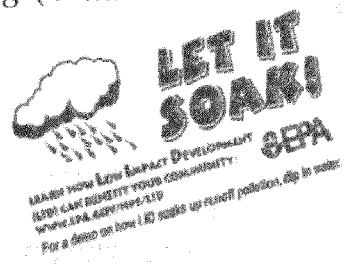
Media Events: A media event involving the EPA Administrator, Deputy or the Assistant Administrator for Water may be appropriate to gain increased press and visibility. OW's Communications Office (Shawna Bergman) can help provide ideas. (See Appendix H for a sample communications plan for a media event for the HQ Low Impact Development opening involving Assistant Administrator Ben Grumbles). Events involving Members of Congress are another option and should be closely coordinated through OCIR.

Videos, CD-ROMs and DVDs: Mutli-media, such as DVDs, VHS tapes and CD-ROMs can provide very effective formats to reach key audiences. *After the Storm*, a television special co-produced by EPA and The Weather Channel available in VHS and DVD, continues to be one of OWOW's hottest selling items. The Watershed Academy Web CD-ROM is also very popular.

Targeted Mailings: Each OWOW program office maintains mailing lists for its respective regional and state program contacts. Work with your colleagues and/or your Communications Team representative to tap into these networks.

EPA Watershed Tools Training: OWOW's Communications Team has developed a training course called *Key EPA Internet Tools for Watershed Management*. Several slides could be inserted into this presentation to educate practitioners on new tools and products. The team is offering this course to EPA managers, regional staff, watershed groups, and watershed service providers. (Contact Anne Weinberg in AWPD or Patty Scott in PCRMS)

Other Watershed Academy Training: A Web-based training module can also be developed and made available as part of the popular Watershed Academy Web Site (www.epa.gov/watertrain). The Academy also hosts live trainings, and new courses can be added depending on available funding. (Contact Anne Weinberg)



Special Promotional Items: Fun and clever promotional items like magnets, posters, mouse pads, bookmarks and business cards can be used to market and advertise products and tools. The Low Impact Development Sponge, macoinvertebrate key chain, World Water Monitoring Day magnet, and National Estuary Program posters are some great examples!

Brochures/Fact Sheets: A colorful brochure or two-page fact sheet can be useful in highlighting key features and product capabilities and describing how the tool or product can meet clean water goals. These can be easily distributed via email to EPA water program coordinators and at meetings and workshops convened by state/federal agencies and other organizations and posted on the Web site. See sample Webcast brochure at: www.epa.gov/owow/watershed/wacademy/webcasts/.

EPA's National Service Center for Environmental Publications (NSCEP) EPA hot lines and Clearinghouses: Be sure that your products are available from EPA's Publications Clearinghouse in Cincinnati; EPA Water Resource Center (1st floor of EPA West); and other OW hotlines. Consider briefing the outreach staff on new products and tools.

Interactive, external Web Sites: Consider taking advantage of new Interactive, external Web 2.0 sites (youtube, blogging, flickr, wikipedia, yahoo groups, google map mashups, etc).

Communications Channels and Vehicles

Broadcast

- Television
- Radio

Print

- Newspaper Stories and Op-eds
- Magazine
- Ads on the Internet/Web site
- Ads on the back of tickets and receipts
- Ads at theaters

Outdoor/Out of Home

- Billboards
- Busboards
- Bus Shelter displays
- Subways
- Taxis
- Sports Events
- Kiosks
- Airport billboards and signage
- Highway signs (Adopt-A-Highway)
- Schools

Signage

- Road Signs
- Interpretive Signs and Displays

Special Events

- Community Meetings
- Congressional Tours
- Press Conferenes

Printed Materials

- Brochures
- Newsletters
- Flyers

Special Promotional Items

- Bar coasters and napkins
- Buttons
- Temportary Tatoos
- Stickers
- Fortune cookies
- T-Shirts
- Date Planners
- Posters
- Doorhangers
- Key Chains
- Magnets
- Posters
- Mouse Pads
- Mascots
- Bookmarks
- Pens and Pencils
- Mugs

Personal Communications Channels

- Face to face meetings
- Workshops, seminars and training sessions

Word of mouth

Internet

- Web Sites
- Webcasts/Webinars
- Listservs, Electronic Newsletters
- Google Earth
- U Tube

Popular Media

- Public Art
- Song
- Scripts in movies, television or radio programs
- Celebrity testimonials
- Playing cards

Adapted from : Social Marketing, Improving the Quality of Life, Kolter, Roberto, Lee Sage 2000

Appendix A OWOW Communications Team

OWOW's Cross Office Communications Team can assist with the development and implementation of Communication Plans, PROTRAC and Web Approvals. The team members:

- Distribute OWOW materials to conferences and events;
- Organize brown bags for OWOW and other EPA staff;
- Develop and manage OWOW banners and exhibits;
- Maintain the OW/OWOW calendar;
- Post announcements on OWOW's Homepage and help with announcements on EPA and OW Home pages
- Provide leadership and guidance on Web sites and Agency Web site procedures;
- Play an oversight role in PROTRAC (i.e., approval of print and multi-media products)
- Conduct live EPA *Watershed Internet Tools Training;* and
- Host monthly *Webcasts*

Team Leads: Anne Weinberg (AWPD) and Patty Scott (PCRMS)

Anne Weinberg
AWPD

Patty Scott
PCRMS

John McShane,
OCPD

Meghan Klasic,
ORISE fellow

Kathleen
Kutchenreuter
WD

Tomeka Nelson,
PCRMS, Protrac
SCOUT, Communication
Strategies

Mindy Eisenberg
Immediate Office

Internet Leads

Kol Peterson
OWOW Lead

Anne Weinberg
AWPD

Chris Hunter, WD

Susan Hitch
OCPD

Don Waye
AWPD

Romell Nandi
WD

Joe Hall
OCPD

Alice Mayio
AWPD

Appendix B Stakeholder Interviews

Summary of Stakeholder Interviews to Solicit Input on the Watershed Plan Builder Tool

A series of interviews were conducted with staff from EPA, state, and local watershed organizations to solicit their input on the draft Watershed Plan Development Tool.

Interview participants
The participants for the stakeholder interviews were selected based on attempting to get broad geographic coverage as well as representation from various EPA water program areas. The following interviews were conducted:

Peter Monahan	USEPA Region 8, Nonpoint Source Control Program
Tom Davenport	USEPA Region 5, Nonpoint Source Control Program
Paul Thomas	USEPA Region 5, Watershed
Bill Cox	USEPA Region 4, Watershed Protection Program
Kate Rao,	USEPA Region 9, Sourcewater Protection Program
Marguerita Pryor	USEPA Region 1, National Estuary Program (note: conducted by EPA staff so results are not included in this summary).
Amy Walkenbach	NPS Unit Manager, Illinois EPA
Eric Oliver	Watershed Specialist, IDEM
Jennifer Campagnini	Watershed Specialist, DNREC
Kay Cook, Chairman	Minnesota Lakes Association
Christine Livingston	Save the Dunes, Michigan

- How is your program involved in watershed management activities?
- How do you interact with other EPA Regional water programs? (EPA only)
- What challenges do you face in coordinating with other EPA programs? (EPA only)
- What other agencies/organizations do you work with?
- What do you feel are the greatest challenges for watershed groups developing and implementing watershed plans?

After Reviewing the Plan Builder

- Overall comments on the Plan Builder.
- What do you think are the most useful components of the Plan Builder?
- What do you think are the greatest limitations to the Plan Builder?
- Do you have any recommendations that will make this tool more useful?
- Is there additional staff that you think could provide substantive input on this project? (if yes, please list names and phone numbers)

Appendix C Template for OW Communications Strategies

Office of Water Communications Strategy

Title:

Importance/Visibility: High (President, Vice President, Administrator Announcement)
Medium (Assistant Administrator Announcement)
Low (Office Director Level Release)

Projected Announcement Date:

1. **ACTION:**

2. **MESSAGE:**

3. **ANTICIPATED REACTION:**

4. **AUDIENCE/ INTENDED RECIPIENTS OF ACTION:**

9 Scientific Community	9 Environmental Groups	9 Indian Tribes
9 Regulated Industry	9 Adult Public	9 Children
9 State and local government	9 Health Care Providers	9 Teachers
9 Other:		

5. **BACKGROUND:**

6. **PRODUCTS ASSOCIATED WITH THIS ACTION:**

9 Federal Register Notice	9 Program Document	9 Fact Sheet
9 Letter to Interested Parties	9 Memo to Regions/ States	9 Brochure
9 New Web Site/ Database	9 Talking Points/ Qs&As	9 Press Release/Desk Statement
9 Other		

7. **OVERALL PRODUCT RELEASE/DISTRIBUTION STRATEGY:**

8. **PRODUCT DISTRIBUTION/ ACTION NOTIFICATION PLAN:**

Recipient/ Whom to Notify	**Material** (include number of copies)	**Who will Notify** (name and office)	**When** (at signature, press release, conference, etc.)	**Method of Delivery** (mail, fax, e-mail, phone call etc.)
Congressional Notification				

State Notifications

Local Government and Interest Group Notification				
Regional Office Notification				
Internal /Inter-Agency Notification				
OW Resource Center	25 copies	OWOW	Upon release	Hand-carry
Website	Electronic (1) FR Notice, Fact Sheet	OWOW	upon release	ftp

9. KEY TECHNICAL CONTACTS:

10. COMMUNICATIONS CONTACTS:

Shawna Bergman, Director for Communications, OW	(202) 564-3641
Shakeba Carter-Jenkins, OW	(202) 564-6385
Dale Kemery, Press Office (OPA)	(202) 564-7839
Amy Dewey, External Affairs (OCEMR)	(202) 564-7816
Tom Dickerson, Congressional Affairs (OCIR)	(202) 564-3638
Mark Flory, Intergovernmental Affairs (OCIR)	(202) 564-3643

11. STRATEGY APPROVED BY PROGRAM:

_____ _____

Paula Peterson, Communications Coordinator Date
OWOW

_____ _____

Craig E. Hooks, Director Date
Office of Wetlands, Oceans and Watersheds

Appendix D Sample Office of Water Communications Strategy

Office of Water Communications Strategy
SAMPLE PLAN

Title: 2002 National Assessment Database

Importance/Visibility: High (President, Vice President, Administrator Announcement)
X Medium (Assistant Administrator Announcement)
Low (Office Director Level Release)

Projected Announcement Date: April 18, 2005

1. **ACTION:** OW is releasing, for the first time, an interactive database that summarizes electronic assessments submitted by the states in 2002; it replaces the National Water Quality Inventory [305(b)] Report traditionally prepared by EPA every two years. This information is drawn from state databases of water quality assessment results used to generate 305(b) water quality reports and 303(d) lists of impaired waters.

2. **MESSAGE:** EPA's first-ever, interactive web-based summary of state-reported water quality information represents a shift in reporting from previous years. Users can now click down to the individual waterbody level to find out about water quality conditions. State data summarized on a national level reveal that about 31% of U.S. river, lake, and estuarine waters were assessed. About 43% of the nation's assessed stream miles, 47% of assessed lake acres, and 35% of assessed estuary square miles are not clean enough to support uses such as fishing and swimming. Leading causes of impairment in assessed waters include metals (primarily mercury), nutrients, and sediment. Agriculture, hydrologic modifications such as flow alteration and loss of riparian habitat, and industrial discharges are the primary sources of impairment.

   The information summarized in this database should not be compared to past reports, due largely to differences in state approaches to water quality assessment and reporting. A more detailed explanation of these differences is provided elsewhere. EPA believes that an understanding of national water quality conditions and trends are best determined by scientifically-based studies designed to sample water quality conditions at randomly selected sites representative of the nation's many distinct ecological regions. This database, on the other hand, primarily summarizes state data from sites sampled to address local priorities or concerns.

3. **ANTICIPATED REACTION:** Environmental organizations and members of the public are anticipating this information and may portray the data in a negative light. There is likely to be some press interest, and it is also likely that press and others will compare these national findings to those of past 305(b) reports and state that water quality appears to have degraded somewhat over the past two years. Press may also have questions about why it has taken this long to release this information, or seek to compare data from one state to another. We have developed Q's and A's and a fact sheet to answer these questions. Some states may object to how their data are displayed in the database, despite our efforts to ensure state review of the information.

4. **AUDIENCE/ INTENDED RECIPIENTS OF ACTION:**

X	Scientific Community	X	Environmental Groups	Indian Tribes
	Regulated Industry	X	Adult Public	Children
X	State and local government		Health Care Providers	Teachers

Other _____

5. **BACKGROUND:**

Every two years, states and other jurisdictions of the U.S. submit water quality reports to the U.S. Environmental Protection Agency (EPA) under Section 305(b) of the Clean Water Act. In the past, states submitted these reports in hard copy and EPA summarized them in a hard copy report, *National Water Quality Inventory Report to Congress*. States also reported separately, under section 303(d) of the Clean Water Act, on those waters that were impaired and required pollution controls. Beginning with the 2002 reporting cycle, EPA urged states to combine these two reporting requirements into one Integrated Report, and to submit their reports electronically to EPA using either EPA's Assessment Database, or a compatible database. A small number of states were able to provide integrated information in 2002.

EPA is for the first time displaying state-reported assessment information on the web via this National Assessment Database. This 2002 Database summarizes electronic information submitted by the states to EPA for the 2002 reporting cycle. Users can view national and statewide data, and also, where available, click within the database to see information on individual watersheds and waterbodies. It is EPA's first-ever interactive, web-based summary of state-reported water quality assessments and reflects a shift in reporting resulting from EPA's *Integrated Reporting Guidance*, issued in 2001.

This database was the subject of a Freedom of Information Act Request from the National Resources Defense Council and allied environmental groups in September-October 2004, and at that time EPA released state water quality reports and Regional analyses of state data; EPA did NOT release the information contained in this database (the database was undergoing review and revision, both internally and by the states). This database was initially released in partial format (32 states only, and no national roll-up of information) on February 11, 2005. There was little interest evident from the press and the public in the initial release.

6. PRODUCTS ASSOCIATED WITH THIS ACTION:

	Federal Register Notice		Program Document	x	Fact Sheet
	Letter to Interested Parties		Memo to Regions/ States		Brochure
x	New Web Site/ Database	x	Talking Points/ Qs&As	x	Press Release/Desk Statement
	Other _____				

7. OVERALL PRODUCT RELEASE/DISTRIBUTION STRATEGY:

The primary product is a website containing both state data that can be clicked down to a watershed or waterbody level and National summary statistics. The website was released in partial format (no national statistics) in February with OPA clearance. It will be posted with its national summary statistics once EPA Regions, states, and other partners (e.g. ASIWPCA) have been notified. Associated products will be a fact sheet, which will also be posted on the website and will also be available in hard copy for press and others, and Q's and A's and a desk statement for the press office/AA's office/EPA contacts.

8. PRODUCT DISTRIBUTION/ ACTION NOTIFICATION PLAN:

Recipient/ Whom to Notify	**Material**	**Who will Notify** (name and office)	**When** (at signature, press release, conference, etc.)	**Method of Delivery** (mail, fax, e-mail, phone call etc.)
State water quality agencies, ASIWPCA, ECOS	URL information, fact sheet	OWOW	Upon OW clearance	e-mail
Other federal agencies – USGS, NOAA, USDA, USDOI	URL information, fact sheet	OWOW	Upon release	e-mail
EPA Regions	URL information, fact Sheet	OWOW	Upon OW clearance	e-mail
Water Resource Center	fact sheet, URL information	OWOW	Upon release	hand-carry fact sheet
Environmental groups - NRDC, American Rivers, Sierra Club, Earthjustice, National Audubon Society	URL information, fact sheet	OWOW	Upon release	e-mail

8. PRODUCT DISTRIBUTION/ ACTION NOTIFICATION PLAN:

Recipient/ Whom to Notify	**Material**	**Who will Notify** (name and office)	**When** (at signature, press release, conference, etc.)	**Method of Delivery** (mail, fax, e-mail, phone call etc.)
State water quality agencies, ASIWPCA, ECOS	URL information, fact sheet	OWOW	Upon OW clearance	e-mail
Other federal agencies – USGS, NOAA, USDA, USDOI	URL information, fact sheet	OWOW	Upon release	e-mail
EPA Regions	URL information, fact Sheet	OWOW	Upon OW clearance	e-mail
Water Resource Center	fact sheet, URL information	OWOW	Upon release	hand-carry fact sheet
Environmental groups - NRDC, American Rivers, Sierra Club, Earthjustice, National Audubon Society	URL information, fact sheet	OWOW	Upon release	e-mail

9. KEY TECHNICAL CONTACTS:

Peter Grevatt, Chief, Monitoring Branch (OWOW/AWPD)	(202) 566-1925
Cary McElhinney (USEPA Region 5)	(312) 886-4313
Alice Mayio (OWOW/AWPD)	(202) 566-1184
Joan Warren (OWOW/AWPD)	(202) 566-1215

10. COMMUNICATIONS CONTACTS:

Shawna Bergman, Communications Contact (OW)	(202) 564-0389
Stacie Keller, Press Officer (OPA)	(202) 564-7338
Amy Dewey, External Affairs (OPA)	(202) 564-7816
Tom Dickerson, Congressional Affairs (OCA)	(202) 564-3638
Mark Flory, Intergovernmental Affairs (OCIR)	(202) 564-3643

11. STRATEGY APPROVED BY PROGRAM:

_____ _____

Paula Peterson, OWOW — Date
Communications Coordinator

_____ _____

Director — Date
Office of Wetlands, Oceans and Watersheds

Appendix E Sampe Print Form (available on E-Forms)

*U.S. GPO 1997-422-753/60058

United States Environmental Protection Agency
PRINTING, DISTRIBUTION, AND INVENTORY
See instructions on reverse. Print neatly and firmly to ensure all copies are legible.

FORM CONTROL NUMBER: 047788

1. Product Number: EPA-841-B-06-00

2. Originator Name: Alice Mayio | Phone: 202-566-1184 | Mail Code: 4503-T | AA/RAship: OW/OWOW

3. Date Submitted: 5/15/07 | 4. Date Required: ASAP | 5. Format: Booklet | 6. Length: 110p.

7. Title: Wadeable Streams Assessment

8. Issuance
☒ Initial ☐ Periodical— Frequency will be _____ issues per _____ ☐ Reprint— Date last printed _____
☐ Revision of existing product— Title: _____ Number: _____

9. Source
☐ Program ☐ Public Information Center
☐ Other (specify-38) ☒ NCEPI—Cincinnati ☐ National Technical Information Service

10. Audience(s)
☒ Interest Groups ☐ Personal ☒ Governmental ☐ Students/Teachers ☐ Business & Industry ☒ Scientific/Technical ☐ Other _____

11. Catalog Description (narrative of topics covered and points made)
This report summarizes the result of a statistical survey of the biological condition of small streams of the U.S.

12. Size: 8½x11
13. Quantity: 5,000
14. Estimated Cost To Print: $ 10,000
15. Is Overtime Authorized? NO
16. Pieces Submitted: Camera Copy _____ Negatives _____ Other (specify-38) _____
17. Inspections: ☒ Blue Lines ☐ Chromalins ☐ Press Visit
18. Paper: Text _____ Cover _____
19. Ink Color: Text _____ Cover _____
20. Run: ☐ One Sided ☒ Head to Head ☐ Other (specify-38)
21. Binding: ☐ Side ☐ Corner ☐ Saddle ☒ Perfectbind ☐ Other (specify-38)
22. Punch: ☐ Top Left ☐ 3-Ring binder ☐ Perforate/Score
23. Printing Completed
24. Number of Items per Mailing Piece
25. ☐ Envelopes or ☐ Self-mailer
Envelope Size: _____
Permit Imprint? ☐ Yes ☐ No
26. Dist. Completed

27. Distribute To (name of mailing list, OR quantity of labels attached, OR source of labels)

28. Other Addressees/Quantity: Originator / 400 NCEPI / remainder PIC / _____
Other— _____

29. Mail Class: ☐ First ☐ Third ☐ Fourth ☐ Special Fourth ☐ UPS ☐ Bulk Rate ☐ Overnight ☐ Custom Design (pouch) ☐ Internal

30. Est. Postage Cost | 31. Distribution/Mail Plan Approved (Signature and Date) | 32. Mailing Completed

33. Funding Numbers (Printing)

DCN (Max 8)	Budget/FY (Max 4)	Appropriation Code (Max 8)	Budget Org/Code (Max 7)	Program Element (Max 9)	Object Class (Max 4)	SFO
MP 7022	07-08	B	27EM	302BD4B201	2411	99

Amount (Dollars)	(Cents)	Site/Project (Max 8)	Cost Org/Code (Max 7)
$10,000	00		

34. Commitment Clerk (Funds are available for printing.) Name: Diane Edwards Signature: Diane Edwards Date: 5/17/07

35. Additional Approval Name: Benita Best-Wong Signature: [signature] for Date: 5/15/07

36. Product Review Officer (Certification of compliance. See reverse.) Name: Shakeba Carter-Jenkins Signature: Shakeba Carter-Jenkins Date: 5-23-07

37. Inventory Control—PRC, OCEPA Signature: _____ Date: _____
OR, Exempt due to: ☐ <1000 ☐ < 6 months ☐ Fed Reg ☐ Press ☐ Testimony ☐ Memos ☐ Internal A/V ☐ I.G./CERI

38. Comments & Special Instructions
Susan Holdsworth
From the Monitoring Branch, WSA printing budget

Appendix F Templates for EPA Media Releases

AGENCY PLANNING DOCUMENT -- INTERNAL USE ONLY

Background on a News Release:

News releases are news announcements of significance requiring detailed explanation or information. This replaces what was known as the "Press Release." (Please note: "Press" does not capture broadcast, web, other media and other readers we have these days. "Media" may also cause confusion as EPA uses the term to encompass physical environments.)

Typically, the news release is intended for the general public while the news brief, a more condensed version of a news release (which does not include a quote), targets a more specialized audience.

Suggested Format and Content of a News Release:

FOR IMMEDIATE RELEASE: These words should appear in the upper left-hand margin, just under the EPA letterhead. Every letter should be capitalized.

Dateline: This should be the city your press release is issued from and the date you are mailing your release.

Headline: Skip two lines after the Contact information and use a boldface type.

Contact Information: Skip a line or two after release statement and list the name, title, telephone and fax numbers of EPA's press officer as well as technical expert.

Lead Paragraph: The first paragraph should grasp the reader's attention and contain the relevant information to your message such as the five W's (who, what, when, where, why).

Second Paragraph: Typically this paragraph includes a quote by Benjamin H. Grumbles, assistant administrator for water. (Please note: In a quote, when title follows a person's name, it is always in lower case.)

Text: The main body of your press release should fully develop the message. Each paragraph is typically two sentences in length. Bulleted information can be included.

Recap: At the bottom you can list the relevant URL information.

Appendix G Sample EPA Media Release

Sample EPA Media Release

FOR IMMEDIATE RELEASE:

USDA and EPA Sign Water Quality Credit Trading Agreement, Agreement Offers Farmers and Ranchers Market-based Incentives To Improve Water Quality

Release date: 10/13/2006

Contact Information: EPA Contact: Dale Kemery (202) 564-4355 / kemery.dale@epa.gov USDA Contact: Peter Fullerton (202) 720-1163

(Washington, D.C. - Oct. 13, 2006) USDA Natural Resources and Environment Under Secretary Mark Rey and Benjamin Grumbles, Assistant Administrator of the U.S. Environmental Protection Agency's Office of Water, today signed a partnership agreement to establish and promote water quality credit trading markets through cooperative conservation. The agreement features a pilot project within the Chesapeake Bay basin to showcase the effectiveness of environmental markets.

"Water quality credit trading is a flexible, cost-effective approach for implementing conservation practices that reduce runoff, help producers meet water quality standards, and pursue water quality improvement goals in watersheds," Rey said. "We believe that voluntary, incentive based approaches are the most effective way to achieve sound resource management and conservation on private lands."

"Trading for upgrading water quality is the wave of the future," said Grumbles. "We are committed to giving good stewards credit and partnering with agriculture to accelerate restoration and protection. This agreement is a big step forward."

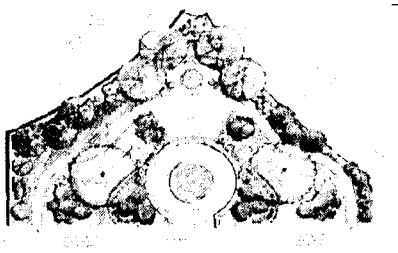
Water quality credit trading uses a market-based approach that offers incentives to farmers and ranchers who implement conservation practices that improve water quality. While reducing pollution, they can earn credits they can trade with industrial or municipal facilities that are required by the Clean Water Act and other laws to reduce the amounts of pollution in wastewater.

Allowing the market to determine the price per credit by using the principle of supply and demand offers incentives that generate interests among a greater number of participants, which will expand conservation practices to more acres of agricultural lands. Private sector water quality markets complement existing federally supported conservation efforts by creating additional revenue streams for water quality improvement.

More information on the market based approach and the NRCS strategic plan: http://www.nrcs.usda.gov/about/strategicplan/

Water Quality Trading Agreement and more information about water quality trading: http://www.epa.gov/waterqualitytrading

Appendix H Sample Event Communications Plan



May 30, 2007
Communication Plan for Dedication of
Ariel Rios South Courtyard Green Infrastructure/
Low Impact Development (LID) Project
on June 4th, 1:00 – 2:00 pm

What Dedication to celebrate completion of the Ariel Rios South Courtyard Green Infrastructure/Low Impact Development (LID) Project at EPA HQ. Stephen Johnson, EPA Administrator, as well as other senior managers will participate in the dedication.

Agenda

12:45pm	ALL speakers meet in Administrators' 3rd floor reception area
12:55pm	Speakers will be escorted to the South Courtyard for the Dedication
1:00pm	Luis A. Luna gives welcoming remarks & introduces Stephen L.Johnson
1:03pm	Stephen L. Johnson,. EPA Administrator, delivers remarks
1:14pm	Luis A. Luna delivers remarks
1:19pm	Benjamin H. Grumbles delivers remarks.
1:25pm	Annie "Ann" W. Everett, Acting Regional Administrator for the National Capital Region, General Services Administration (GSA) delivers remarks
1:30pm	Demonstration of LID practices – Photo opportunity (Each of the senior officials will put a cup of water on the pervious concrete to demonstrate the water infiltrates.)
1:32pm	Luis A. Luna, provides closing remarks and thanks everyone
1:33pm	Q & A Begins

After the formal ceremony, EPA/GSA staff involved in the LID project will be available to answer questions and demonstrate effectiveness of various practices (buckets of water will be used to simply demonstrate the effectiveness of the practices e.g., pervious concrete, permeable pavers, etc. An educational tabletop display on Low Impact Development Practices will also be in the Courtyard, along with a poster showing the LID and other practices in the Courtyard. And a new flyer called "Stormwater Management at EPA Headquarters" will be available for attendees as well as a listing of the plantings used in the Courtyard.

1:40pm Q & A Concludes

When: Mon. June 4, 2007
Formal dedication at 1:00 pm – 2:00pm
Alternate rain date:_____

Where: EPA HQ – South Courtyard at Ariel Rios South
EPA Staff with IDs would be able to get into the Courtyard through Ariel Rios South (When you are in the lobby of ARS facing the elevators, turn right and walk down the 1200 corridor to the end

Non-EPA guests will also enter the Courtyard from ARS Bldg. at 1200 Penn. Ave., which is located right near the exit at the Federal Triangle Metro Stop. Once visitors are out the Metro and have gone up the escalators, they will need to turn left and that will be the Ariel Rios South Building. EPA staff will be at the entrance to our visitors through Security and to escort them to the Courtyard.

Anne Weinberg provides a list of non-EPA invitees to Ernie Howe, Jason Brushta and Walter Lancaster so they can give a list to the security guards and allow them into the Courtyard.

Why: Showcase exciting new Green Infrastructure/LID practices constructed in the Ariel Rios South Courtyard at EPA HQ.

Key items needed BEFORE this event:

1. Talking points/briefings for;
   -- Steve Johnson
   -- Ben Grumbles
   -- Luis Luna
   -- Annie "Ann" Everett

2. List of invitees for the June 4th 1:00pm to 2:00pm dedication. Space in the Courtyard is limited. So, invitees should be limited to 50 people.
   -- Compile list of invitees – Anne Weinberg (send any edits to list to her)
   -- Invitation – Lauren Lemley has provided an electronic invitation so that OARM, OW, and GSA staff can send out invitations electronically.

3. Provide list of external invitees to Security – Anne Weinberg
   Need someone to greet external visitors and escort them to Courtyard –

4. Agenda – Lauren Lemley – 100 copies Need copies in advance for press packets

5. Press packets and sign in sheet– Anne Weinberg

6. Table top display on LID Practices - Anne Weinberg

7. "Man" display – handout press packets – Meghan Klasic/Jennie Biddle

8. Fact sheets and other handouts - Anne Weinberg

9. Large poster showing layout of Ariel Rios South Courtyard and LID/other practices – Anne Weinberg

10. Logistics for event – EPA OARM Facilities will need to provide:

    a. Podium with EPA/GSA seal and, US, EPA, and GSA flag (GSA to bring over flag and seal at 11am on June 4th
    b. Mike for the podium
    c. Table for tabletop display
    d. Extra table for press packets/sign in sheet/handouts
    e. Easel for poster
    f. Provide stancions (sp?) to close off path to Courtyard
    g. Ensure that Fountain is turned off
    h. Ensure that Courtyard is clean – clean glass cistern, remove trash, etc.
    i. Close road to truck/car traffic
    j. Buckets and cups – Anne Weinberg
    k. Pitcher of water - Verna Lampkin

11. Ron Slotkin, EPA's Director of Multi-Media Communications and Technology, has offered for one of his staff to photograph the event.
12. Press release or News brief and identification of press contacts to attend dedication – Dale Kemery, Shawna Bergman, Susan Kantrowitz

Appendix I
OW Listservs, Discussion Forums and Newsletters

Waterheadlines— a weekly on-line publication distributed to more than 15,000 subscribers that announces publications, policies, and activities of the Office of Water (Contact: Shakeba Carter-Jenkins, 566-6385)

NPSINFO—a public forum for open discussion of nonpoint source (NPS) pollution issues. Wide-ranging discussions include urban runoff, agricultural NPS, best management technology, watershed management, etc. To subscribe, send an email message to: lyris@lists.epa.gov and include in the subject line or the body of the message: "subscribe NPSINFO [your first name] [your last name]." To post to the list, send messages to: npsinfo@lists.epa.gov. (Contact: Don Waye, 566-1170)

Watershed News — a monthly electronic newsletter that goes out to local and state watershed practitioners with informaion on latest tools and resources. The newsletter is also posted at http://www.epa.gov/win/news.html. To subscribe, send a blank email to watershed-news-subscribe@lists.epa.gov (Contact: Patty Scott, 566-1292)

Volmonitor – National listserver for volunteer monitors and volunteer program coordinators that features news about upcoming conferences, special events, and new publications and ask and respond to questions about monitoring. To subscribe, send a blank email to volmonitor-subscribe@lists.epa.gov. (Contact: Alice Mayio, 566-1184)

NPDES News— electronic listserve that provides updates on the National Pollutant Discharge Elimination System (NPDES) program. To sign up, visit http://cfpub.epa.gov/npdes/stormwater/swfinal.cfm (Contact: Nikos Singelis, 564-0692)

STORETINFO – provides support for users of STORET Users, EPA's national database of water quality information. Users share notices of conferences, events, and technical support questions. To subscribe, send a blank email to: subscribe-storetinfo@lists.epa.gov.(Contact: Cary McElhinney, 312-886-4313).

Newsletters

The Volunteer Monitor: this newsletter has about 12,000 subscribers, and about 18,000 copies are made twice a year. It is also posted on EPA's website at http://www.epa.gov/owow/monitoring/volunteer/issues.htm. To subscribe to the print edition, contact:

The Volunteer Monitor
Subscriptions Office
211 Chattanooga St., Apt A
San Francisco, CA 94114 skvigil@yahoo.com

Nonpoint Source NEWSNOTES: a quarterly newsletter that highlights successes, new technologies, emerging issues, and current events relating to nonpoint source pollution control. Subscribers can be automatically notified when the NPS News-Notes newsletter is posted on the Web. To subscribe or download issues, visit: epa.gov/newsnotes. (Contact: Don Waye, 566-1170)

Appendix J Sample Webcast Flyer

EPA
United States Environmental Protection Agency

The Watershed Academy

Key EPA Internet Tools for Watershed Management

Wednesday, March 28, 2007 Two-hour audio Web broadcast

Eastern: 1:00 p.m.-3:00 p.m. Central: 12:00 p.m.-2:00 p.m. Mountain: 11:00 a.m.-1:00 p.m. Pacific: 10:00 a.m.-12:00 p.m.

A Watershed Academy Webcast

EPA's Web sites include a wealth of information about the nation's waterbodies and this Webcast will help you learn how to access this information. Our information is housed in several "national databases" and this Webcast will demonstrate how to query, access and use the information. The Webcast will showcase a number of the Internet tools that EPA has developed to support development of watershed plans, provide watershed training and help you get nuts and bolts information about your watershed.

While some of the online tools are straightforward and perform simple functions, others offer capability for multiple-step queries to report information. Using simple screen shots and step-by-step explanations, the Webcast will explain how to do queries from some key EPA water-related databases, such as water quality standards, 303(d) listed impaired waters, assessed waters, STORET (water quality monitoring information) and discharge monitoring reports from permitted dischargers. The session will also provide instruction on using EnviroMapper, an online mapping application that provides an interactive data query interface to display water-related information on a map.

Instructor: Ansu John, Environmental Scientist, Tetra Tech, Inc.

Ansu is an environmental scientist and outreach specialist at Tetra Tech Inc. with a background in geography and GIS. She supported the development of several of EPA's online tools highlighted in this course related to watershed funding and public outreach. Her background in supporting a broad range of EPA water management programs includes writing the Watershed Academy training course on smart growth, conducting hands-on training on Internet tools for watershed management, conducting training for tribes on the nonpoint source management program, conducting training for municipal officials on public outreach to control stormwater runoff and support for the interagency Task Force on Gulf of Mexico hypoxia reduction efforts

The Watershed Academy

The Watershed Academy is a focal point in EPA's Office of Water for providing training and information on implementing watershed approaches. The Academy sponsors live classroom training and online distance learning modules through the Watershed Academy Web at www.epa.gov/watertrain. For more information, visit www.epa.gov/watershedacademy.

Registration

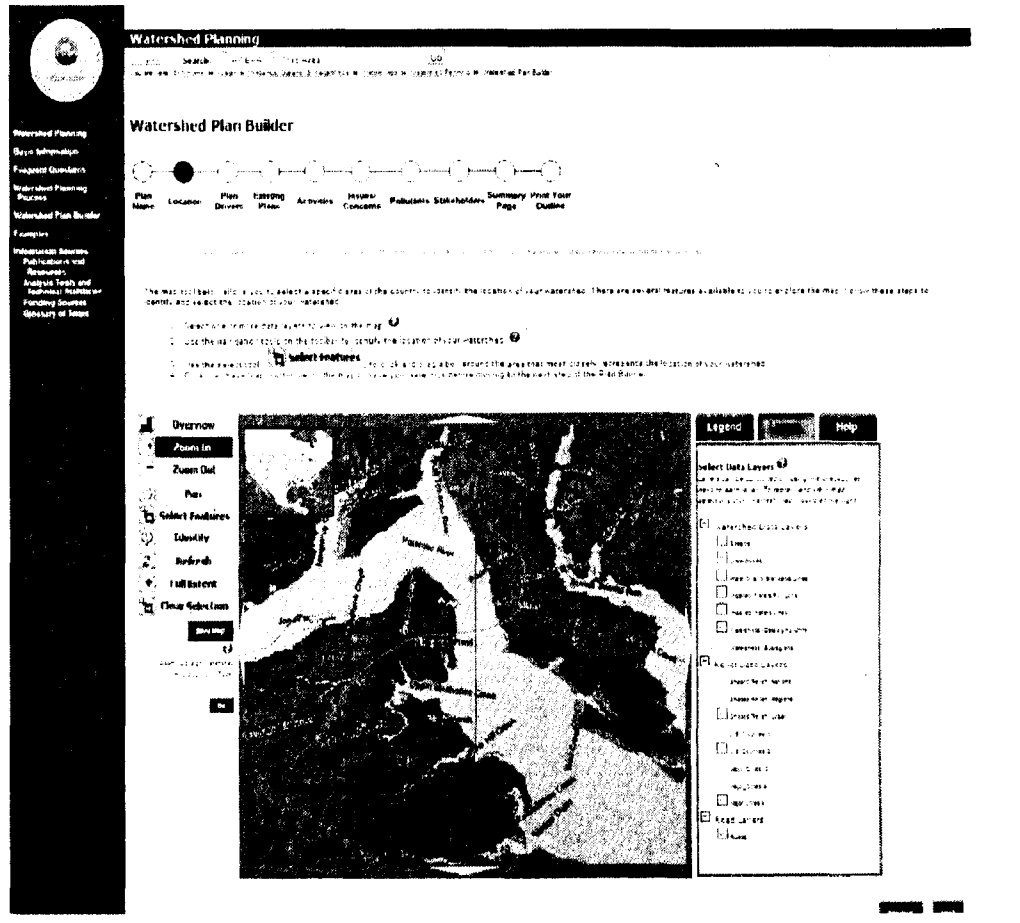
Registration for this Webcast opens March 19, 2007. You must register in advance to participate in the Webcast. To register, visit www.clu-in.org/live. The Webcast will be a Web-based slide presentation with a companion audio portion. There are two options for accessing the audio portion of the Webcast: by phone OR by streaming audio broadcast (not both). When registering, you will be able to select the audio option you prefer to accompany the Web-based slides. If you choose the streaming audio option, you will not be able to participate by telephone. However, you will be able to submit questions online for the presenters to answer during the Webcast. Closed-captioning is available. Upon registration, you will receive complete participation instructions. **Please note that there are a limited number of toll-free phone lines available, so register early to guarantee your spot. Because of the limited number of spaces, we strongly encourage you to reserve a conference room and invite your colleagues and other partners to participate.** If you register after that limit is reached, you will be added to a waiting list. After the Webcast is over, an audio version of the Webcast will be available visit www.epa.gov/watershedwebcasts for more information.

Questions?

Visit www.clu-in.org/live or contact Helen Siverling at helen.siverling@tetratech-ffx.com or 703-385-6000.

The materials in this Webcast have been reviewed by EPA staff for technical accuracy. However, the views of the speakers and the speaker's organization are their own and do not necessarily reflect those of EPA. Mention of any commercial enterprise, product, or publication does not mean that EPA endorses them.

EPA's Watershed Plan Builder



What is the Watershed Plan Builder?

- An interactive, web-based tool to promote the development of comprehensive watershed protection and restoration plans.

- Designed to help local watershed organizations develop integrated watershed plans to meet state and EPA requirements and promote water quality improvement.

- Results in a customized outline of a comprehensive watershed plan for YOUR watershed, populated with relevant links to EPA, other Federal agencies, and State water programs.

What are the benefits of using the Watershed Plan Builder?

- Accommodates a diversified audience and knowledge base.
- Accelerates watershed plan development and improves the quality of the watershed plan.
- Brings together the planning and funding components from several EPA Water Programs.
- Enables easier access to supporting watershed protection information.
- Saves time and money.

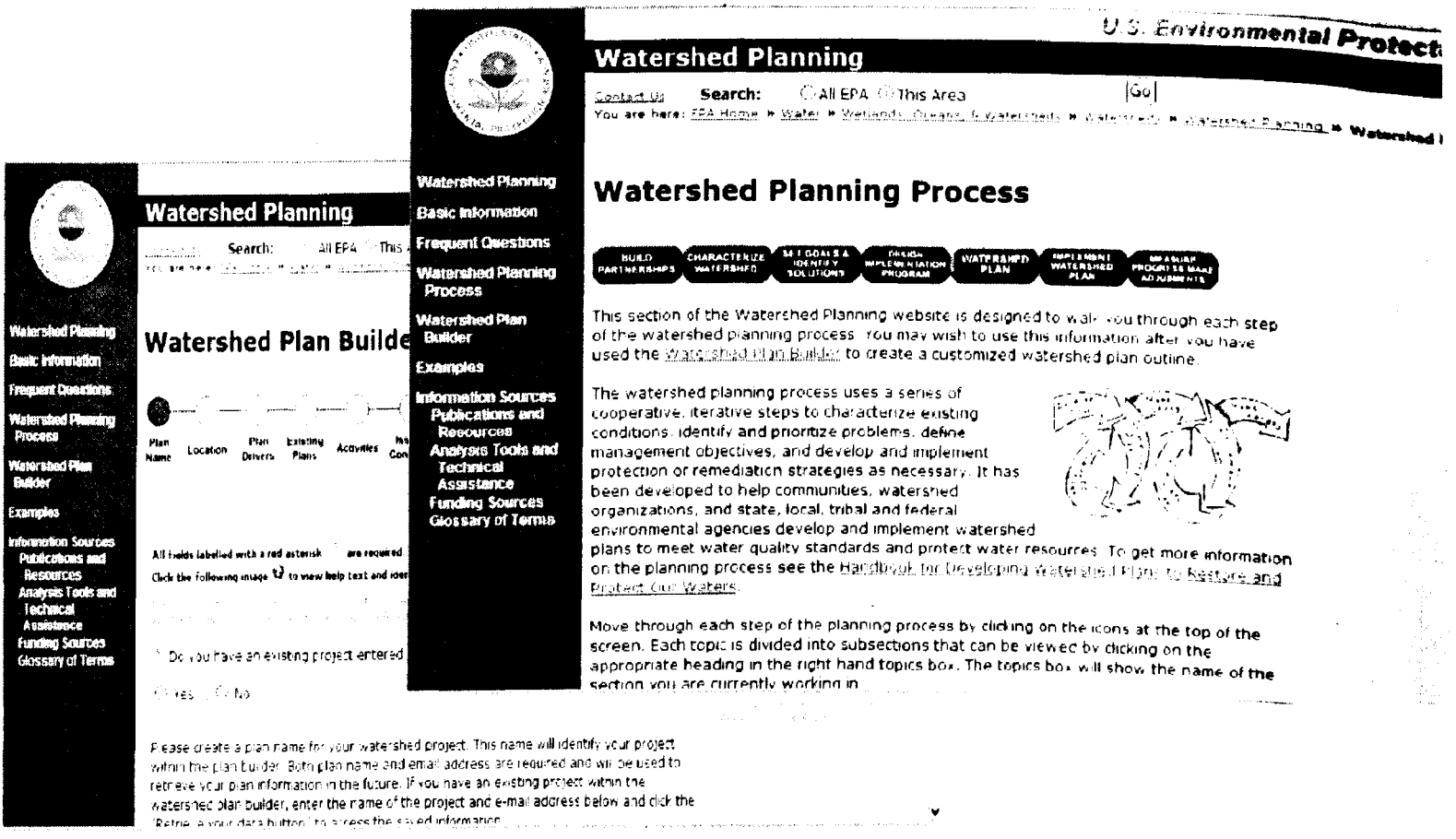
Who will benefit from using the Watershed Plan Builder?

The primary users are:

- Watershed Organizations/Groups
- Watershed Planners
- Local Agencies
- Tribal Agencies
- State Agencies

Other groups can benefit as well:

- University and Research Community
- Watershed Consultants



Explore the new Watershed Plan Builder at www.epa.gov/owow/watershedplanning

For more information, please email owow-wpb@epa.gov

Appendix L Watershed Approach Definition

Watershed Approach (Quick Talking Point Bullets)

To achieve environmental goals EPA encourages using a watershed approach as a coordinating process for focusing on priority water resource problems.

A Watershed Approach (in three bullets):

* is hydrologically focused
* involves all stakeholders
* strategically addresses priority water resource goals

A Watershed Approach (in four bullets):

* is focused on hydrologically defined areas
* involves all stakeholders
* uses an iterative planning or adaptive management process to address priority water resource goals
* uses an integrated set of tools and programs

Background Behind the Bullets:

(Definition of "watershed" is a given and not usually included in the definition. "A watershed is the area of land that drains to a common body of water like a lake, river, wetland or estuary.")

A Watershed Approach:

* Is hydrologically defined
  - geographically focused
  - includes all stressors (air and water)
* Involves all stakeholders
  - includes public (federal, state, local) and private sector
  - is community based
  - includes a coordinating framework
* Strategically addresses priority water resource goals (e.g. water quality, habitat)
  - integrates multiple programs (regulatory and voluntary)
  - based on sound science
  - aided by strategic watershed plans
  - uses adaptive management

Visit OWOW's Watershed Approach Web site for additional links and information at:

http://www.epa.gov/owow/watershed/approach.html

Appendix L -- Watershed Approach Definition (continued)

What does EPA mean by "a watershed approach"?

To achieve environmental goals EPA encourages adoption of a watershed approach as a broad coordinating process for focusing on priority water resource problems. Using a watershed approach, multiple stakeholders integrate regional and locally-led activities with local, State, Tribal, and Federal environmental management programs. These environmental goals should ultimately protect and restore the health of the nation's aquatic resources, which includes but goes beyond meeting water quality standards; we must also address (a) pollutants for which there are currently not numeric standards (including nutrients and clean sediments); (b) healthy aquatic habitats (including wetlands); (c) coastal and marine waters; and (d) invasive species and other stressors. Relevant activities in watersheds include use of Clean Water Act and Safe Drinking Water Act authorities, funding and guidance, as well as many other tools that are available through other Federal, State, Tribal and local programs and non-governmental resources.

Major elements of successful watershed approaches involve:

- **focusing on hydrologically-defined areas**--watersheds and aquifers have hydrologic features that converge to a common point of flow; watersheds range in size from the very large, such as the Mississippi River Basin, to a drainage basin for a small creek;

- **using an integrated set of tools and programs** (regulatory and voluntary, Federal/State/ Tribal/local and non-governmental sectors innovation; communication and technical assistance; and sound science and information) to address the myriad problems facing our Nation's water resources, including: nonpoint source and point source pollution, habitat degradation, invasive species, and air deposition of pollutants, like mercury and nutrients;

- **involving all parties having a stake**, or interest, in developing collaborative solutions to a watershed's water resource problems;

- **using an iterative planning or adaptive management process** of assessment, setting environmental and water quality and habitat goals such as water quality standards, planning, implementation, and monitoring and ensuring that plans and implementation actions are revised to reflect new data.

- **breaking down barriers between plan development and implementation** to enhance prospects for success

EPA continues to work with Federal agencies, States, Tribes, local communities, and non-governmental sectors to make a watershed approach the key coordinating framework of our planning, restoration, and protection efforts to achieve "clean and safe" water and healthy aquatic habitat.

Visit OWOW's Watershed Approach Web site for additional links and information at http://www.epa.gov/owow/watershed/approach.html

Appendix M Federal Agency and NGOs Contacts

OWOW works with in partnership with many federal agencies, associations and nongovernmental organizations to protect and restore our nation's marine and fresh resources. Below is a list of some key stakeholders: Solicit expert help from these and others as you conceptualize, develop, market and distribute new tools and products.

Bureau of Land Management
Mailing Address: 1849 C St NW
Washington, DC 20240
Street Address: 1620 L St NW,
Washington, DC 20036

Council on Environmental Quality
730 Jackson Place NW
Washington, DC 20503
Phone: 202-395-5750
James L. Connaughton, Chairman

Coastal America
Coastal America Reporters Building
300 7th Street, SW Suite 680 • Washington, DC 20250 (202) 401-9928 (phone)
http://www.coastalamerica.gov/

Cooperative State Research Education and Extension Service (USDA)
http://www.csrees.usda.gov/qlinks/extension.html

Institute for Water Resources (IWR)
Army Corps of Engineers
Casey Building
7701 Telegraph Road
Alexandria, Virginia 22315
Main Tel: (703) 428-8015

US Forest Service (USDA)
Sherry Hazelhurst
202-205-1093

National Oceanic and Atmospheric Administration
Silver Spring, MD
(410) 267-5668
John Kuriawa

Natural Resources Conservation Service (NRCS)
USDA, NRCS, Deputy for Science & Technology
14th and Independence Ave, SW, Room 5006-S
Washington, DC 20250
Phone: 202-720-4630
http://offices.sc.egov.usda.gov/locator/app

NOAA Coastal Resources Center
Margaret Davidson
NOAA Coastal Service Center
margaret.davidson@noaa.gov
(843) 740.1220

Tennessee Valley Authority
400 West Summit Hill Drive, WT11A-302
Knoxville, TN 37902
Email: jmhaden@tva.gov
(865) 632-2132
Contact: Joel Haden

U.S. Army Corps of Engineers
Headquarters
441 G. Street, NW
Washington, DC 20314
Contacts: Pat Rivers, Tom Waters and Rob Vining
http://www.usace.army.mil/where/where.html

US Department of Transportation
Federal Highway Administration
1200 New Jersey Ave., SE
Washington, DC 20590
Contacts: Fred Skaer, Director, Office of Project Development and Environmental Review (366-2065)
Carol Adkins, Water and Ecosystems Team Lead, Office of Natural and Human Environment (366-2054)

US Department of the Interior
Office of Surface Mining
Contact: T. Allan Comp (tcomp@osmre.gov)

U.S. Fish and Wildlife Service
Regional Offices
www.fws.gov/offices

US Geological Society National Geospatial Technical Operations Center
Robert Pierce rrpierce@usgs.gov
phone: (770) 409-7708
3850 Holcomb Bridge Road Suite 160
Norcross GA 30092

Jeff Simley, USGS National Hydrography Dataset program manager. jdsimley@usgs.gov
phone: 303 202-4131

Keep in mind that OWOW programs have developed many diverse partnerships. Consider reaching out beyond your own program's universe to other partners to solicit their input and to get help in dissemintating your tool or product. Many of our partners sponsor annual conferences or workshops and host listsrves and Web sites that can help maximize your outreach efforts.

Associations

American Association of State Highway & Transportation Officials
444 North Capitol Street, N.W. Suite 249
Washington D.C. 20001

Association of National Estuary Programs
4505 Carrico Drive
Annandale, Virginia 22003

Association of State and Interstate Water Pollution Control Administrators (ASIWPCA)
750 First Street, N.E. Suite 1010
Washington D.C. 20002
Contact: Linda Eichmiller, Deputy Director

Association of State Wetland Managers
207-892-3399
Contact: Jeanne Christie
http://www.aswm.org

Environmental Council of the States
444 N. Capitol St. NW
Suite 445,
Washington, DC 20001
Tel. 202-624-3660

The International City/County Management Association
777 North Capitol Street, NE Suite 500
Washington, DC 20002-4201
Telephone: 202-289-(ICMA)
Contact: Barabara Yuhas

National Association of Counties
440 First Street, NW
Washington DC 20001
Contacts: Abby Friedman, James Davenport

National Association of Home Builders
1201 15th Street, N.W.
Washington D.C. 20005

National League of Cities
1301 Pennsylvania Avenue, N.W.
Washington D.C. 20004

National Association of Clean Water Act Agencies (NACWA)
1816 Jefferson Place, NW Washington D.C. 20036 |
202.833.2672 info@nacwa.or
Contact: Ken Kirk

National Association of State Conservation Agencies
Route 1, Box 812
4564 Dunbrooke Rd.
Tappahonnock, VA 22560

NGOs

Center for Low Impact Development
4600 Powder Mill Road, Suite 200
Beltsville, Maryland 20705
Contact: Neil Weinstein

Center for Watershed Protection, Inc.
8390 Main Street
Ellicott City, MD 21043
www.cwp.org
Hye Yeong Kwon (hyk@cwp.org)

Conservation Technology Information Center
1220 Potter Drive
West Lafayette, IN 47906-1383
www.conservationinformation.org
Contact: Karen Scanlon, Executive Director

Eastern Coal Regional Roundtable
Hanna Wheeler
119 South Price Street
Kingwood, West Virginia 26537
www.easterncoal.org

Environmental Finance Center
Boise State University
1910 University Drive
Boise, Idaho 83725-1936
208-426-3967
Contact: William Jarocki, jarock@boisestate.edu

Environmental Finance Center
University of North Carolina at Chapel Hill
Institute of Government
CB #3330 Knapp Building
Chapel Hill, NC 27599-3330
www.efc.unc.edu/
Contact: Jeff Hughes

Girl Scouts of the USA
420 Fifth Avenue, 15th
New York, NY 10018
www.girlscouts.org
Contact: Jodi Stewart Schwarzer
Outdoor & Environmental Program Specialist
Manager, Linking Girls to the Land
212-852-8076

Izaak Walton League Of America
707 Conservation Lane
Gaithersburg, MD 20878
(301) 548-0150
sos@iwla.org
Contacts: Kami Watson-Ferguson, ext. 220, Save Our Streams Program Coordinator and Leah Miller, ext. 219, Director of Watershed Programs

National Environmental Education and Training Foundation (NEETF)
4301 Connecticut Avenue NW, Suite 160
Washington, DC 20008
(202) 833-2933
Contact: Deb Sliter

Natural Heritage Institute
Contact: Elizabeth Soderstrom
409 Spring Street
Nevada City, CA 95959
www.n-h-i.org/

NEMO—Nonpoint Education for Municipal Employees
Middlesex County Extension Center
1066 Saybrook Rd. BOX 70
Haddam, CT 06438
Contact: Chet Arnold
Phone: (860) 345-5225

River Network
520 SW 6th Avenue, Suite 1130
Portland, OR 97204-1511
www.rivernetwork.org
Contacts: Don Elder, Kathy Luscher

Southeast Watershed Forum
Christine Olsenius
co@southeastwaterforum.org

Sea Grant Colleges
www.seagrant.noaa.gov/
National Sea Grant Office
Leon Cammen, Director
Main Office Contact Information
NOAA/Sea Grant, R/SG
1315 East-West Highway
SSMC-3, Eleventh Floor
Silver Spring, MD 20910
TEL: (301) 734-1066 or (301) 734-1077

Smart Growth America
1707 L St NW, Suite 1050
Washington, DC 20036
202-207-3355
Fax: 202-207-3349

Trees, Water & People
633 Remington Street
Fort Collins, CO 80524
www.treeswaterpeople.org
Contact: Richard Fox

Trout Unlimited
1300 N. 17th St. Suite 500
Arlington, VA 22209-3801
Phone: (703) 522-0200 trout@tu.org
Contact: Chris Wood

Trust for Public Land
TPL National Office
116 New Montgomery St., 4th Floor
San Francisco, CA 94105
(415) 495-4014 or 1-800-714-LAND

Appendix N Graphic Resources

Sometimes it may seem hard to find the perfect image or photo, but with many free resources now available on-line, it can make your search a little easier. Check out some of the free resources at your fingertips:

EPA' Multi-Media Operations and Services Staff (MOSS) offers a large selection of EPA stock photos available for use in EPA publications and Web sites. You can use these photos free of charge.

http://intranet.epa.gov/media/phototopics.htm

Contact: Ron Slotkin, Director, email: slotkin.ron@epa.gov, tel. (202) 564-6854

Other On-line Federal Agency Resources

NOAA's on-line photo gallery
http://www.photolib.noaa.gov/

USDA/NRCS on-line photo gallery
http://photogallery.nrcs.usda.gov/

USGS on-line photo gallery
http://www.usgs.gov/newsroom/photos.asp

Non-Federal Sites

Flickr
http://www.flickr.com/

Microsoft Office
http://office.microsoft.com/en-us/clipart/default.aspx

Tip: If you use photos in a publication, on a website, or in a display, you should use appropriate credit lines: Photo by (photographer's name). Photo by (photographer's name), U.S. EPA., Photo courtesy of U.S. EPA. Parental permission is required for photos of children.

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