

Lahontan Cutthroat Trout Recovery Plan Assessment Summary Report and Stakeholder Engagement Plan



May 2019

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Executive Summary

Lahontan cutthroat (LCT) was federally listed as endangered on October 13, 1970 and reclassified as threatened under the Endangered Species Act (ESA) on July 16, 1975, to facilitate management and allow regulated angling (USFWS 1970; 1975). The combined impacts of non-native species introductions and management, loss of habitat, and habitat fragmentation were the primary reasons LCT was listed and remains threatened today (USFWS 2009).

In 1995, the U.S. Fish and Wildlife Service (USFWS) published a Recovery Plan for the Lahontan Cutthroat Trout (USFWS 1995), which remains the only published recovery plan for LCT. The plan outlined general recovery goals and objectives for LCT range-wide, including protecting existing LCT populations, establishing new populations, determining how many populations are necessary to ensure persistence for the next 100 years, implementing research and analyses to validate the recovery objectives, and revising the plan as more information became available. This plan has not been revised since its creation.

The LCT Management Oversight Group (MOG) is currently engaged in the process of developing an updated vision of recovery for LCT range wide, to be completed by calendar year 2019. This vision will provide the context to developing updated recovery goals and objectives for LCT. Because the species is significantly underrepresented across its historic range, the updated recovery objectives are likely to identify additional habitats which have the potential to hold recovery populations in the future. It is necessary to ensure LCT occupies additional habitat in the future to ensure the species is conserved.

On behalf of the U.S. Institute for Environmental Conflict Resolution, and in consultation with the recovery partners, The Langdon Group (TLG), a subcontractor of Sundance Consulting, conducted a situational assessment of previous LCT recovery efforts, particularly with regard to agency coordination and stakeholder engagement activities. The purpose of the assessment was to inform a new public engagement strategy connected to updated LCT recovery goals and objectives.

The following summary represents information and perspectives compiled from interviews conducted with 32 individuals representing state and federal agencies, conservation and land management NGOs, private property owners, ranchers, and others with an interest in LCT recovery (**APPENDIX A**). Assessment participants were identified by the LCT recovery partners on the LCT Coordinating Committee, as well as through recommendations from other interview participants. Conversations were conducted informally allowing participants to drive the direction of the interview and discuss the issues that were most important to them.

Despite a diverse group of participants with seemingly conflicting positions, common themes emerged with opportunities for common ground and collaboration, as well as recommendations for engagement and additional stakeholders to involve in future outreach efforts (**APPENDIX A**).

This Report describes the methodology used to gather stakeholder input, provides further background into the history of LCT recovery, comprehensively details the input received, and describes a plan for stakeholder engagement. Comments are not directly attributed to specific individuals, interests or agencies and recommendations provided in the assessment Comprehensive Summary chapter are those of the stakeholders, not TLG.

Methodology

Assessment participants were identified by the LCT recovery partners on the LCT Coordinating Committee, as well as through recommendations from other interview participants. While assessment participants were not exhaustive of every group or person who has worked on LCT recovery, the goal was to identify an appropriate and diverse cross-section of interests, perspectives and experiences. Federal agency representatives notified assessment participants via email or phone in advance of contact from TLG. TLG then scheduled and conducted conversations either in person or over the phone.

Conversations were conducted informally allowing participants to drive the direction of the interview and discuss the issues that were most important to them. Interviews were not conducted using a specific set of questions asked of all subjects; therefore, the resulting summary does not provide quantifiable data other than general percentages of frequency for the purpose of term definition . Instead, the summary is intended to provide a window into the opinions, issues, and concerns that exist among a diverse sub-set of stakeholders.

TLG interviewers did use an assessment strategy document (**APPENDIX B**) to identify appropriate topic areas and corresponding questions when and if the conversations needed help. Every effort was made by the interviewer to ask a set of core questions at the appropriate times in the conversation.

Comprehensive Summary

Introduction

On behalf of the U.S. Institute for Environmental Conflict Resolution, TLG, a subcontractor of Sundance Consulting, conducted a situational assessment of previous LCT recovery efforts, particularly with regard to agency coordination and stakeholder engagement activities. The purpose of the assessment was to inform a new public engagement strategy connected to updated LCT recovery goals and objectives.

The following summary represents information and perspectives compiled from interviews conducted with 32 individuals representing state and federal agencies, conservation and land management NGOs, private property owners, ranchers, and others with an interest in LCT recovery.

To identify appropriate representation of stakeholder interests, TLG worked closely with representatives from the LCT Coordinating Committee to determine individuals for these focused conversations. Because each stakeholder had a different role or level of participation in both local and regional recovery efforts, discussion topics varied. While TLG let the interests and concerns of stakeholders drive the direction of the conversation, there were still consistent themes heard throughout. The following reflects these themes and highlights the recommendations provided for future engagement strategies.

LCT Recovery Efforts Background and Overview

Starting in the mid 1800s, significant changes occurred across the LCT's historical range as settlement of the Lahontan Basin and northern California began. Over-harvesting of LCT, mining, logging, pollution, water diversions, dams and reservoirs, and the introduction of non-native trout species significantly reduced the amount and quality of habitat available for, and the numbers of, LCT. By the early 1900s, noticeable reductions in LCT numbers and populations had occurred (see USFWS 1995); by the mid 1900s, LCT were extirpated from the majority of most major drainage basins, and generally restricted to isolated headwater systems.

LCT was federally listed as endangered on October 13, 1970 and reclassified as threatened under the Endangered Species Act (ESA) on July 16, 1975, to facilitate management and allow regulated angling (USFWS 1970; 1975). The combined impacts of non-native species introductions and management, destruction of habitat, and habitat fragmentation were the primary reasons LCT was listed and remains threatened today (USFWS 2009). There is no designated critical habitat for LCT. Currently, LCT is found throughout its historic range with the exception of the Susan River/Honey Lake Basin; however, it exists in less than 10 percent of the historic habitat and generally in small, isolated habitat fragments. Today, LCT populations inhabit approximately 640 miles of stream habitat (with about 53 miles occurring outside of the historic range) and four of the 11 of the historic lakes, with only two lakes containing self-sustaining LCT populations. Recovery actions are guided by the Management Oversight Group (MOG) and Coordinating Committee (CC), which together manage and coordinate LCT recovery efforts; the MOG was originally organized in 1998, and then restructured in 2017 to enable the development of the CC. The MOG and CC are made up of executive and upper management/higher level technical staff, respectively, from the majority of agency and partner organizations involved in LCT recovery actions rangewide.

In 1995, USFWS published a Recovery Plan for the Lahontan Cutthroat Trout (USFWS 1995), which remains the only published recovery plan for LCT. The plan outlined general recovery goals and objectives for LCT rangewide, including protecting existing LCT populations, establishing new populations, determining how many populations are necessary to ensure persistence for the next 100 years, implementing research and analyses to validate the recovery objectives, and revising the plan as

more information became available. This plan has not been revised since its creation.. In addition, most of the recovery goals and objectives are outdated, inadequately defined and/or no longer relevant. In the more than 20 years since this recovery plan was signed, a substantial amount of research has been conducted on inland trout species conservation needs as well as specific research on LCT that inform this latest effort to update recovery goals and objectives.

Themes

Interagency Partnering

Throughout interviews with both state and federal agency personnel, a consistent concern is that not all agency partners have a shared understanding of the recovery objectives and priorities. Many individuals stated that significant progress has been made since the creation of the MOG and its subcommittees, but that there are still a number of difficult conversations that need to take place before there can be implementation of activities. Many of these same individuals were concerned that it may be too soon to develop a public engagement strategy, as any messaging that comes from agency partners needs to be consistent and aligned. Without a shared understanding of objectives and priorities, this consistency is impossible.

Stakeholders outside of the agencies also perceive a disconnect among the agency partners and suggested that better up-front coordination and unification in communication and messaging would reduce confusion, eliminate mixed messages and streamline processes. Agency staff turnover and non-local agency representation were consistently referenced as key contributors to unsuccessful recovery efforts. The story commonly shared was that whenever progress is happening because there are good, local agency staff members, they are typically promoted and the process must start over with time wasted on educating new staff on what has already been done, stalling the process.

The following specific stakeholder comments speak to the negative consequences of poor and inconsistent agency representation and coordination, and suggest methods for improvement:

- Sometimes permittees have received information from Nevada Department of Wildlife (NDOW) or USFS fish biologists that the Ranger District does not possess. Improved agency coordination before approaching stakeholders would limit surprises when district staff interfaces with permittees.
- Local government representatives that live in the region have a better understanding of the land and the community, which allows for improved relationships and more successful partnerships.
- Federal agencies should refocus efforts on grazing management – sage grouse and wildfire have stolen much of that focus. Agencies play more of a custodial role now rather than progressively managing the land.
- If local, consistent agency staffing is not achievable but funding is available, hire consultants to complete the environmental, engineering and public involvement work. Their focus can be maintaining those consistent relationships.
- Incorporate agency accountability in all processes.
- Agency ecologists need to better understand their role and provide the opportunity for social scientists to provide equal contributions.
- Agency representatives need to know stakeholders personally, by name.
- Agencies should implement agreements and processes that anticipate and plan for agency staff turnover, limiting delays and the need to start over.

- If relationships are not working, acknowledge it and make changes. Do not exasperate an unproductive situation.
- Agencies should share the success stories of productive partnerships. The bad stories are already well known.

Regional Differences

The three LCT GMUs (West, Northwest, and Humboldt) have distinctions that are critical to consider when developing messaging, engagement and outreach strategies. The first of these differences is the water systems that provide LCT habitat, primarily large lakes and rivers on the western side of Nevada (and in California) versus smaller streams and rivers on the eastern side and north into Oregon. The different management activities that occur between these areas impacts messaging pertaining to types and timing of activities, as well as potential success rates.

Another significant difference between the regions is the interested and impacted stakeholder groups that exist. In the Western GMU, the primary stakeholder groups impacted by recovery activities are associated with the water management, recreational fishing industry, and private property owners. However, in the Northwest and Humboldt GMUs (most of NV and the portion of OR with LCT's historical range), a significant percentage of the land base is publicly-owned. The primary stakeholders in this region are typically ranchers, either as property owners and/or permittees on public land. These stakeholders often have a history of what they would consider failed LCT recovery efforts with a desire to have these addressed and discussed before new efforts are presented.

While these stakeholder groups have very different interests associated with management and recovery activities, all of them share concerns regarding economic impacts of any restricted or changed uses. It should also be noted that all regions have tribal representation with significant interest and participation in LCT management.

LCT and ESA Understanding and Perception

Many participants explained that there is a spectrum of general awareness and understanding of LCT across its range, as well as how the Endangered Species Act guides recovery objectives. Participants stated that they do not think the general public understands the difference between a native versus non-native trout species, and the historic legacy LCT has in the state of Nevada (and surrounding areas). Specific stakeholder groups, such as anglers and ranchers with LCT habitat on their property, are far more familiar with LCT, but may lack understanding or even have skepticism about ESA and the role it plays in driving land management actions.

Stakeholder Interests

Participants identified a number of stakeholder interests and concerns that will be critical to recognize and address throughout engagement and communication strategies.

Impacts of recovery activities on land use and livestock

The primary concern associated with recovery activities in the Northwest and Humboldt GMUs was impacts to land use, particularly for industries such as ranching and mining. These various uses of land are considered by many to be the region's economic engines, as well as a cultural identity. Stakeholders identified a variety of issues that agencies should discuss with relevant parties before undertaking any

new restoration projects.

- Federal agencies have done a poor job of explaining to the public the rationale and viability behind specific recovery efforts, and this leads to people making assumptions and sharing misinformation.
- Riparian areas are few and far between in Nevada and Southern Oregon, making them important to a number of different values. Often, riparian areas can also control what happens on an entire allotment. This leads many permittees to resist restoration activities.
- Nevada property ownership is very patchwork, with public and private land often mixed. Thus, certain projects can have impacts across property boundaries. One stakeholder voiced a concern that some activities may increase fuel loads, resulting in mega-fires that sweep across the state.
- Water diversions have serious impacts on property and livestock management. Agencies should be thoughtful in how these diversions are addressed. There are opportunities to collaborate with Natural Resource Conservation Services (NRCS) that would reduce negative impacts.
- Ranchers have concerns about losing Animal Unit Month (AUM)'s and never regaining them if recovery efforts are unsuccessful. Written agreements and assurances were often cited as a welcome addition to any process that impacts private land and/or allotments.
- Ranchers expressed concern about the impacts that poisoning non-natives fish (dead fish, bugs, poor water quality) will have on livestock.
- Many participants stated that climate change and drought have severe impacts on LCT habitat, and that there is little that can be done about rising stream temperatures and reduced snowpack. These stakeholders posed the question about efficacy of certain actions in the face of these uncontrollable events and “more hearty” species may be appropriate for these environments now.

Impacts of recovery activities on recreation and non-native species

Throughout the LCT range, stakeholders expressed concern regarding the impact of recovery efforts on local recreational uses, particularly when reduction of non-native fish species is the restoration activity. In the Western GMU region, this was the most significant concern identified by stakeholders. Ranchers in southeast Oregon also expressed concern over the loss of recreational non-native fishing as a key contributor to their history and how they enjoy the land. Specific concerns included the following:

- The presence of non-native species in the Tahoe/Truckee River Basin is of special concern to anglers. Both brown trout and rainbow trout thrive in these systems and have become a primary focus for anglers. As several participants pointed out, people travel from all over the county to fish in the Truckee River, and eradicating their beloved non-native species would not only anger many local anglers, but could also have severe impacts to the recreational fishing industry.
- There are concerns associated with the impacts of poison as a means of eradicating non-native species. It will be critical to explain the known impacts of poison, not just on non-native species but all other species, water quality, and livestock that drink the water.
- Anglers pushed back on LCT reintroduction at an American Fisheries meeting 15 years ago indicating that they do not perceive LCT to be a sport fish. Anglers want to catch fish that fight, jump and eat flies on the surface. Since then, in part due to the popularity of fishing at Pyramid Lake, LCT are becoming more popular and perceptions are slowly changing. Sport fisherman are beginning to recognize that LCT do grow to be large if given the opportunity to thrive. However,

patience is required, as there will be a time-lag between when rainbow trout and brown trout are removed and when anglers are able to begin catching LCT.

- Ranchers impacted by the perceived failure of the McDermitt Creek recovery efforts in Oregon expressed frustration over the impact on non-native trout species. They told stories of generations of families that camped and fished for rainbow and brown trout along McDermitt Creek. Non-native fish, rather than LCT, are now back in McDermitt Creek through what was described as an illegal planting. Since then, a generation has passed and the camping/fishing tradition on McDermitt Creek has not recovered.
- Comments/Questions included:
 - What tradition and/or conditions are we trying to preserve? Prehistoric [LCT] or Historic [non-native recreation]?
 - A fish is a fish – maybe some were not meant to survive.
- Some stakeholders hold the opinion that LCT efforts should focus on promoting the species where they are currently thriving, and not on recovery/reintroduction in areas where non-natives are successful.

Successful Process Examples

Stakeholders were asked to share examples of successful engagement processes that they have participated in or are aware of. These examples did not need to be LCT specific, but that had some similarities where best-practices could be gleaned. The following efforts included specific lessons that were suggested for consideration in any future LCT recovery projects.

BLM Lakeview, Oregon District - Warner Sucker Delisting

- Marie Schrader, Lake County Watershed Council and Justin Ferrel, Lake County Soil Conservation District played a critical role as the buffer between federal agencies and ranchers.
- Oregon Watershed Enhancement Board funding was used to conduct watershed assessments that benefited land owners and fish by giving land owners a safe space to experiment on their land.
- The process resulted in the removal of fish passage barriers and delisting.

Maggie Creek Ranch, Nevada – LCT Recovery

- This well-known restoration project successfully recovered Maggie and Suzie Creeks as suitable LCT habitat in a low-land region, primarily through the removal of hot season grazing (**APPENDIX C**). Through this restoration project, beavers returned to the area, riparian and alluvial storage increased, and stream temperatures cooled during warming months which provided water for livestock throughout the year.
- Maggie Creek is seen as an example of how LCT habitat improvements can actually create benefits for livestock. A healthy riparian system results in more water and forage for cows in late season. This process benefited from interested and willing permittees, private land owners (Maggie Creek Ranch and Newmont Mining Co.) and consistent agency leadership (Carol Evans, BLM).

Malheur Wildlife Refuge, Oregon

- A survey was conducted to gain a better understanding of public perceptions and values around the refuge. Results from this survey helped agency partners better understand their community, which in turn allowed them to develop customized communication plans for each interest group and geographic area.
- Esri Tapestry software used spatial data to predict attitudes towards different conservation initiatives.
- This has been a 10-year process that required significant interagency partnering and coordination prior to public engagement.

Pine Forest Range Wilderness Area, Nevada

- Successful efforts to move from a Wilderness Study Area to a Wilderness Area were attributed to one particular leader (Jim Jeffers, Trout Unlimited – former NDOW) that had the trust of the community and led the process from beginning to end. Jim worked well with people, listened to ideas and concerns, and facilitated collaborative solutions.
- No stakeholder got everything they wanted but they participated in the process and agreed on the result.

Jordan Meadows Collaborative - BLM Winnemucca District Office, Nevada

- Through facilitation support from the National Riparian Service Team, the Winnemucca District Office has been working closely with permittees on a collaborative process to identify and address opportunities and challenges for LCT recovery. This collaborative group consists of approximately 25 individuals and meets four times a year.
- The working group is facilitated by a third-party neutral that drives difficult conversations and follows up on status of agreements made at meetings. Trust has been built among participants, and commitments are being honored.

Unsuccessful Process Examples

Stakeholders were asked to share their experiences with unsuccessful recovery and/or engagement efforts. The following examples include lessons learned for consideration in any future LCT recovery effort. Many of the following are specific comments from the perspective of the stakeholder and have not been verified for accuracy. They are intended to provide a window into the perceptions and opinions that exist among the public.

Southeast Oregon – Multiple LCT Recovery Projects

- Ranchers coordinated with Bureau of Land Management (BLM), Oregon Department of Fish and Wildlife (ODFW) and USFWS on an LCT recovery effort on McDermitt Creek that was perceived by interviewees as a failure. The process included reduction of AUM's, removal of hot-season grazing, fencing along the creek and poisoning of non-native species. Before LCT was reintroduced, new non-native species were allegedly planted in the creek, creating a habitat unsuitable for LCT reintroduction. Thus, recovery was never achieved. LCT recovery efforts imposed restrictions on grazing that are still in effect and the creek is reportedly overgrown with riparian habitat that is difficult to pass through and fish in.

- When the original non-native fish were poisoned on three occasions, beaver dams were destroyed to allow the poison to travel. The beavers have not returned, creating a deep channel creek that does not meander.
- Ranchers impacted by the perceived failure of McDermitt Creek expressed frustration over the loss of non-native species fishing. They told stories of generations of families that camped and fished for rainbow and brown trout along McDermitt Creek. Now, a generation has passed and the camping/fishing tradition on McDermitt Creek has not recovered.
- The effort is perceived as a waste of tax payer dollars.
- Ranchers live on this land and care for it. They feel like they played their part and supported the agencies and have now been left to deal with the results.
- Three waves of agency representatives came through this process.
- Ranchers perceive that they were approached with an ultimatum – live with LCT or do not graze. Ranchers complied and changed business strategies.
- Confusion exists as to why this region was ever considered for LCT recovery where creeks run dry in cycles.
- Reintroduction is being discussed for a 1.5 mile stretch of Powell Creek, which reportedly is dry in some years. This proposal is causing renewed frustration with the agencies involved. Ranchers do not feel like they are being heard.
- Big Antelope Creek has been dry for years with no fish, but land use is currently restricted through ESA. Grazing strategies are being dictated by an LCT Biological Opinion for a creek that does not have water, and agencies have not verified this.
- The Trout Creek Working Group has varying degrees of perceived success. It was suggested that the group can help inform future LCT recovery stakeholder engagement processes about what has worked and what has not. Opinions are consistent that the group was more successful in prior years and that it is currently low-functioning. This is attributed in-part to a lack of leadership participation by the agencies. Originally, agency participants were decision makers. Now, attendees are lower-ranking staff with little decision-making ability. Ranches have also become more corporate, and their representatives have less decision-making authority as an owner/manager.
- There is the opinion that the process is a waste of resources and cruel to the fish in forcing them to live in situations where they cannot survive.
- Stakeholders would like agencies to come to meetings with goals, deadlines, desired outcomes and processes for ensuring accountability. One stakeholder stated “nothing can be achieved if you do not know where you are headed.”

Partnership Opportunities

The following describes stakeholder recommended opportunities to develop agency-stakeholder partnerships that will help promote more successful public engagement.

- Many interview participants stated that the relationship between the Nevada ranching community and the federal government is often contentious, and any new efforts to change or enforce actions will be met with resistance. Because of this, it will be important to work with local, trusted partners, such as Trout Unlimited, Cattlemen’s Association, etc. Working with

these partners will increase the likelihood that landowners and stakeholders will come to the table and will provide increased credibility to projects.

- There is a range of engagement and perspectives among ranchers regarding LCT activities. Some permit holders are proactive and work well with agencies, while others are either unaware of or actively resistant to LCT reintroduction. It was suggested that recovery efforts should occur in areas where there are good grazing partners.
- Additional considerations for partnering with ranchers:
 - Riparian grazing trainings provide ranchers with opportunities for success on the term permit renewal.
 - Safe Harbor Agreements are a model that incentivizes participation in restoration efforts and has a proven track record in Nevada. NDOW has a master agreement established with USFWS that they can then use to develop smaller agreements with private property owners. Education on how these Safe Harbor Agreements are implemented should be a key part of any initial conversation with property owners.
 - Family ranches are different than large, managed ranches with conservation priorities, and thus the education and outreach should be tailored to their needs.
- Working with local tribes is critical, and also requires a significant time commitment. As tribal council membership changes, it is important to bring new members on board. NDOW has often played the role of liaison in Elko, and the working relationship with the tribes is currently very positive.
- Identify and engage partners who are good at developing political capital (Farm Bureau, Walker Basin Conservancy).
- State partners and NGOs may have better success initiating conversations.
- Nonprofits are typically more nimble in seeking and allocating funding and implementing projects than the federal government. This can make partnering with agencies challenging, but also presents opportunity.
- Federal agencies should rely on trusted partners to disseminate messages.

Public Engagement Stakeholder Recommendations

Stakeholders provided suggestions on how to effectively engage with the public. Reference the *Stakeholder Engagement Plan* chapter for recommendations from the consulting team.

The following is a list of recommendations provided during the interviews on how to appropriately communicate recovery efforts to different stakeholder groups.

General Messaging

- Agencies must be transparent and straight forward with communication.
- Information should be shared as soon as it is available.
- Explain what the desired outcomes are, and why.
- Explain the purpose and benefit of multiple uses on public lands. Show opportunities for them to coexist and enhance other uses.
- Clearly frame intent of soliciting information.
- Use stakeholder input to craft the message and validate that they know the land best.

- When designing an outreach strategy for the general public, start by building awareness of the characteristics of the species and its historic range. Emphasize the size of fish and distinguish between native and non-native species. Nevada has a lot of state pride, so there may be an opportunity to generate pride in the historic local fish. Wyoming Game and Fish conducts broad public outreach around listed species through magazine articles, websites, and open house type events that educate all sectors of the public. This outreach could be replicated.
- Education and outreach materials should utilize visuals that are understandable to the public.
- Genetic standards, once agreed upon by agencies, need to be shared through a communication plan.

Ranching Stakeholder Messaging

- Stakeholders often interpret that LCT recovery efforts are simply a tool intended to stop grazing practices and are not really about recovering the fish.
- Focus on riparian function and health, not fish and forage.
- Water and drought are real concerns. Everyone sees the need for cold, clean water – Ranchers in Elko area often haul water and move livestock home in drought years. Maggie Creek was able to keep cows on the land because the creeks maintained water and riparian areas had forage as result of the recovery efforts. Other ranchers noticed this. Communicate LCT as a means to cold, clean water.
- Wetlands are good firebreaks and can help preserve the landscape.
- Agencies need to show some humility, vulnerability and admit to mistakes.
- There are lots of “ESA Horror Stories” – explain why these efforts are different.
- Communicate the potential impacts to water rights and how negative impacts can be mitigated.
- Explain the variety of indicators used to assess riparian function, with a focus on long term goals.
- When working with stakeholders new to LCT projects, start with the basics. Explain why the metrics matter, and also show where the metrics are less useful or relevant (e.g.: 4-6 inch stubble height isn’t the correct metric to focus on – it’s the importance of roots in holding the system together).
- Highlight where ranches were kept in production during recovery activities (Maggie Creek; ranches near Walker Lake).
- Stakeholders will likely ask, “why now?” after so many years of inaction. It will be important to ensure that agencies consistently share that all new decisions are vetted in updated science. This science must be translated so that it is understandable for the public.
- Delisting is the first goal, then continued management.
- When discussing potential new projects with property owners and other stakeholders, explain why certain streams are chosen for recovery projects over others, and layer these stream locations against allotment boundaries. Highlight the importance of reconnecting river systems in order to allow fish to grow and migrate. Be prepared to discuss basic riparian management principles, as well as potential impacts to permittees. Address any concerns or unknowns involved with having a listed species on your property.
- BLM’s grazing management has set a negative precedent in riparian areas (no fence maintenance). This issue should be addressed in the “story.”

Recreation Interest Messaging

- The message for sportsmen is that beaver trapping reduced the wetlands. Wetlands create good cover and habitat for water fowl and game.
- Build a vision for recovery that is inspirational to stakeholders. “We are undertaking one of the greatest restoration activities of our lifetime.”
- Highlight the benefits that are associated with restoration, such as improvements to recreation opportunities through restoration. For example, the Walker Basin Conservancy was able to develop 29 miles of new recreation access along the river corridor to Walker Lake through property acquisitions.
- Emphasize the public health/quality of life aspects of a healthy ecosystem, clean water, and exercise.
- Engage partners who already have a successful outreach strategy and established relationships with the stakeholders to help share information. Potential partners include Trout Unlimited, The Nature Conservancy, Truckee River Watershed Council, and the Walker Basin Conservancy.

Engagement strategies

The following is a list of recommended engagement strategies provided by stakeholders.

- It was a commonly held position that on-the-ground, in-the-field interactions are more effective and educational than in a meeting room, particularly within the ranching community. Ranchers do not want to travel to a city. They see tremendous value in sharing their family history and knowledge of the land.
- Youth programming, such as outreach programs or educational displays, are often a tool to educate other family members who are accompanying the child.
- Ensure public education campaigns incorporate diversity, equity, relevancy and collaborative principles.
- Tie strategies to stakeholder values.
- If presentations to share information about potential LCT projects are convened, bring in a panel of ranchers that represent different business models, such as family ranches and corporate ranches. A one-size fits all approach is not realistic due to capacity and resources required for large-scale restoration efforts.
- Big annual meetings are good but must be followed up with local level engagement.
- In the beginning of a process, there needs to be hard deadline established to either conclude or re-evaluate efforts. Establish what will happen when teams reach this deadline, and set the next goal.
- Target and work with the locals first, they are the most impacted (financially and emotionally).
- Make sure data collected is transparent and located in a publicly accessible location on the internet.
- Some of the best meetings are after the meetings – allow for social time.
- Create conservation agreements that help put ranchers in the driver’s seat and allow them to maintain their lifestyle – it’s not about money.
- Ranchers need assurances in writing – due to multiple negative experiences, verbal commitments no longer satisfy their interests.
- It is a commonly held belief that NDOW created the problem by introducing non-natives in the first place. Agencies need to own this and show humility.

- Sign agreements that remove liability for incidental takings and remove the threat of fines (EX: fish dies in irrigation system). Develop significantly stronger Assurances.

Mechanisms/Materials for outreach

- Newsletters
- Tabling at events
- Presentations at established meetings
- Outreach to congressional delegation – work with Walker Lake Basin Conservancy
- Toolbox for recovery
- Billboards along I-80
- Signs on waterways (lakes, Truckee River, etc.)
- Public radio ads
- Greg Siemons’ remote sensing data

Collaboration

- Ranchers prefer to talk to agency representatives that “call the shots”. Ensure that agency leadership is engaged in the collaborative process.
- Involve members of the ranching community that have been part of successful efforts and can relate on a peer-to-peer level.
- Ranchers want to see LCT delisted - this is common ground.
- Ranchers want to see streams that are no longer suitable for LCT removed from the list. This would bring more ranchers to the table.
- One program will not fit all of the areas in the LCT footprint. Efforts need to be customized to geographic regions.
- Agencies should identify on the ground opportunities to say yes to permittees wanting to try new approaches.
- FWS should be embedded into locally led efforts. This will help strengthen relationships and integrate restoration activities into larger efforts.
- Look at the collaborative working groups convened to develop land use plans around Sage Grouse as a model for moving difficult policy discussions forward. These entities, either on a state or local level, consisted of diverse interests who collaboratively developed mutually agreed upon solutions.
- Collaborative processes often take longer than the standard environmental assessment process, but this is a good investment in time and resources, as the results will be much better and longer lasting.
- USFS convened a Range Conservationist training two years ago and invited biologists to join. These cross-discipline, candid conversations were described as “profoundly important.” Another opportunity would be to convene a similar meeting with fire specialists.
- Smaller, more targeted meetings have proven to work better than large public meetings in the Tahoe Basin. Agency staff were getting “beat up a lot” at larger public meetings. Focusing the message to the specific stakeholder group allows for more meaningful exchange of ideas.

Tribal Engagement

- LCT is critical to the Pyramid Lake Paiute and Summit Lake Paiute tribal culture, history and economy (fishing, boating and camping fees), so there will be interest at all levels.
- The Pyramid Lake Paiute Tribal community is aware of and mostly up-to-speed on LCT. The community comes out to participate in spawning activities. They want LCT to be sustainable and are concerned about water quality, specifically impacts from the Tumworf-Truckee Meadows Wastewater Facility upriver in Reno/Sparks. Reno/Sparks residents are the primary recreationists so the tribe feels they too should have interest in keeping the waters clean.
- Pyramid Lake Paiute Tribe public involvement should start with a meeting with the cultural community, interdisciplinary team and fisheries board. Next, agencies should meet with the Tribal Council and ask for their recommendation. The Tribal council may have ideas for public outreach, such as articles in the newspaper, community meetings with food and student engagement activities that will in-turn, involve parents.

Stakeholder Engagement Plan

Purpose and Goals

The purpose of this Stakeholder Engagement Plan is to provide a road map for how agency partners, specifically the LCT Management Oversight Group (MOG), will inform, engage, and collaborate with the public and key stakeholders.

The MOG is currently engaged in the process of developing an updated vision of recovery for LCT range-wide, to be completed in calendar year 2019. The vision is likely to identify additional streams and lakes which have the potential to provide suitable LCT habitat in the future, and which must be occupied to achieve species recovery. In these areas and throughout the LCT range, a diversity of stakeholders and interests exist. Developing a clear strategy for engaging with the public is a key component of the updated vision of recovery.

Although the focus of this plan is largely external—or geared toward engaging public stakeholders—it also addresses engaging internal stakeholders. Most agencies focus collaborative efforts on the public and other affected agencies. Though this is important, it is also essential to recognize internal dynamics within the agencies, and specifically within the MOG, because there may be a wide diversity of values and perspectives among staff. Collaborative processes that include agency representatives as stakeholders can build trust among the agencies and increase the efficiency of the engagement.

This plan is intended as a general guide with specific messages and strategies for the different regions of the LCT range. Specific information regarding meeting dates and milestones for involving the public will be developed as part of the pre-stakeholder engagement, agency partnering process (described below).

An effective stakeholder engagement plan provides the framework for internal partnering, gathers and disseminates information in a timely manner to inform stakeholders, and ensures robust collaboration. To support these goals, this stakeholder engagement plan will do the following:

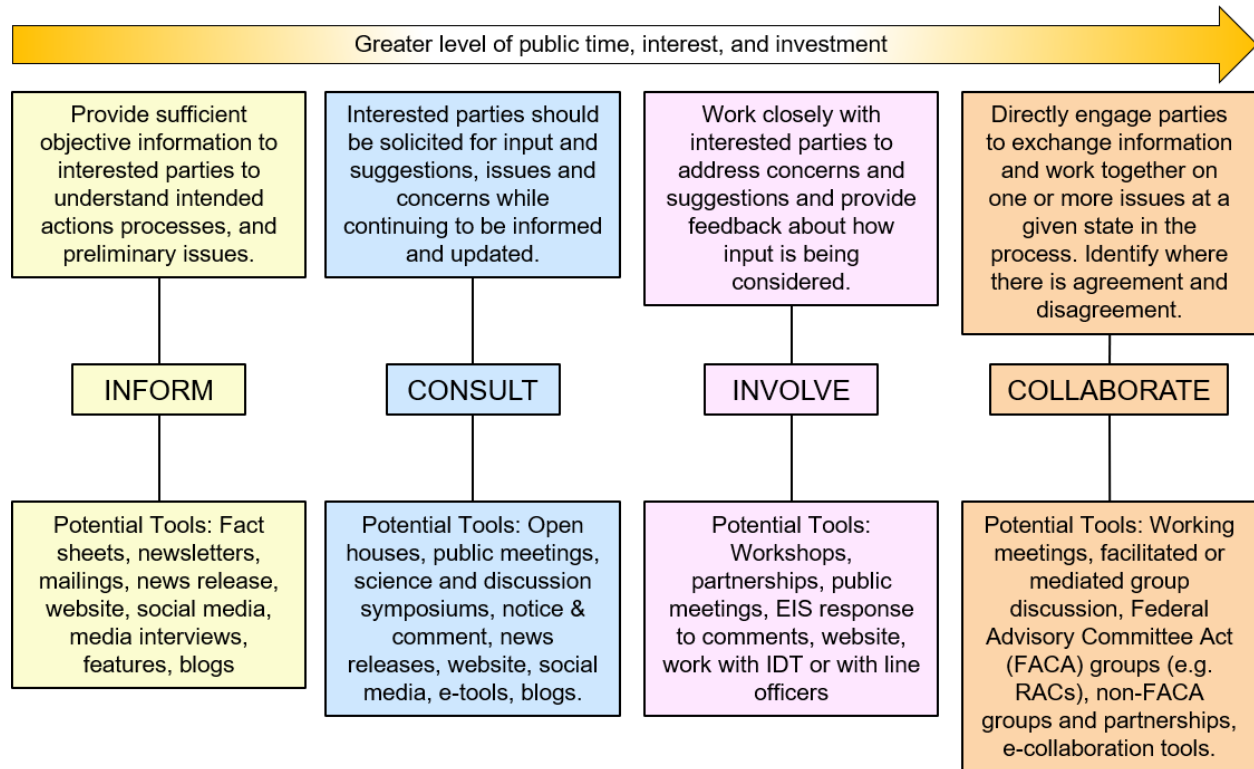
- Help build and maintain working relationships, trust, capacity, and commitment to the updated vision with both internal and external stakeholders;
- Support shared learning and understanding between the agencies and public participants;
- Promote a common understanding of facts and issues that form the context for the updated vision;
- Help keep the public informed throughout sometimes lengthy and complex processes;
- Be an inclusive, transparent process that strengthens the vision and adds clarity to the decision-making process and the rationale for decisions; and
- Help identify or clarify issues, conflicts, constraints, values, beliefs, or expectations.

Level and Spectrum of Engagement

There are many ways that agencies involve the public and key stakeholders in management decisions. Some are familiar with traditional public involvement where agencies have a decision to make and use formal engagements and comment periods to solicit public opinions and thoughts about the decision. While this process is helpful, it falls short of “learning” from other perspectives and the formality of the

process can exclude some participants.

The International Association of Public Participation (IAP2) has created a spectrum to characterize scales of public involvement (see figure below). It is important to note that moving from *informing* to *collaborating* takes more time and investment but can produce more sustainable results with improved trust and ownership.



Negative perceptions and experiences exist among the diversity of stakeholders that have been impacted or could potentially be impacted by LCT recovery efforts. Due to this history and the need to engage stakeholders in a meaningful, inclusive, and transparent way for recovery success, public involvement should occur at both ends of the spectrum – INFORM for consistent range-wide communication and COLLABORATE for grass-roots, regionally-specific engagement.

The 5P Model™ was created by TLG as a framework for multiagency collaboration and can be used by agencies to help ensure appropriate communication is occurring at all levels of the IAP2 spectrum. The basic premise of the 5P Model™ is that all agencies (local, state, and federal) have five levels of engagement.

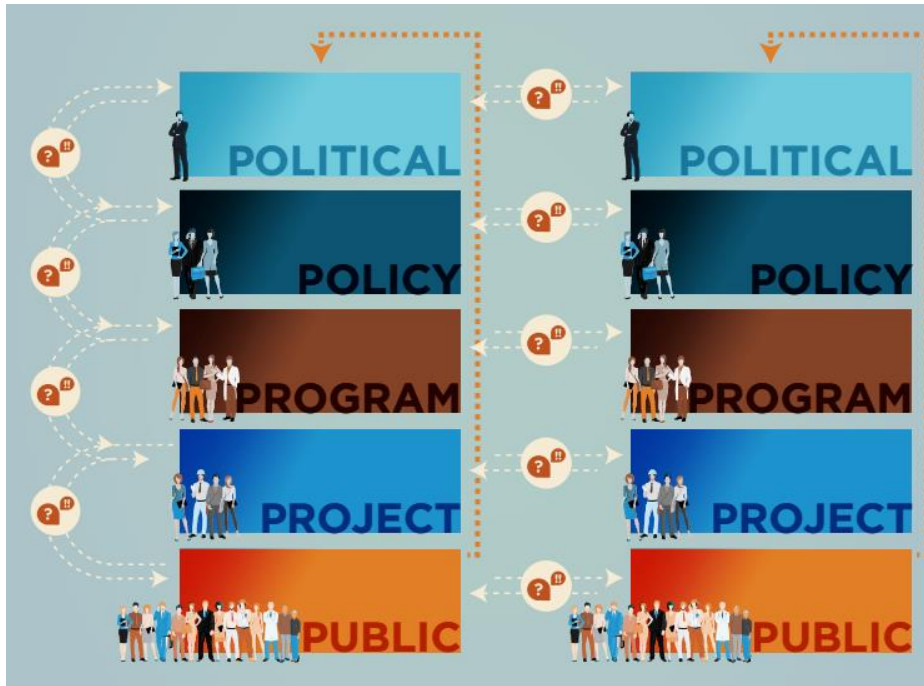
Political. Elected officials. Examples: congressional, legislative, county commissioner, mayor, city council offices, etc.

Policy. Individuals that are usually appointed by those at the Political level. Policy individuals implement the vision of the people as directed by the Political level. Examples: regional administrators, state department directors, city managers, etc.

Program. Program managers that lead the various programs within an agency, department, or division. Examples: public works directors, agency NEPA and 404 program managers, planning directors, etc.

Project. Employees assigned to specific projects or planning efforts that oversee the day-to-day ventures of their specific organization. They work directly with representatives of other agencies on a regular basis for the specific project or planning effort. Examples: project managers and project staff.

Public. The public at large. Examples: general public, regional stakeholders, non-governmental organizations, neighborhoods, etc. (These stakeholders may have their own version of the 5P's, such as board of directors, executive director/president, members, etc.).



The “public” are those individuals that elected the Political level, thus the 5P Model™ could also be seen as a circular model vs. a linear model. Both the IAP2 and 5P Model™ are recommended to help guide mutual understanding in the interagency partnering process (described below).

Interagency Partnering

To ensure that messaging among state and federal agencies is consistent and aligned with updated recovery goals, it will be critical for recovery partners to develop a shared understanding of priorities and establish a process for continuous coordination on recovery activities and stakeholder engagement. Not only is the deliberation process important, but so is the substance of these conversations.

The first step to establishing an interagency partnering process is to agree on roles of not only each agency, but also each staff member who will participate from the individual agencies. It will also be important to determine if these roles are technical advisors or decision makers, as well as establish a timeline and schedule for meeting and communicating updates.

In order for coordination to be efficient and transparent, there will need to be clearly-defined goals and sideboards established for what is relevant to the conversation or meeting and what needs to be postponed for a later discussion. While relationship building is initially occurring, it may be a good idea to focus on the “easy wins” that are low in controversy or ambiguity. This helps parties establish trust and learn how to productively work together. However, the group should be cautious of pushing difficult-yet-critical topics down the road for the sake of preserving peace. It is important that high-

priority issues are addressed, and timelines may influence when these conversations need to occur. No matter the subject matter, a collaborative decision-making process should be understood and agreed upon by all parties prior to engaging in the discussion and decision-making.

The following provides a basic framework for these decision-making processes:

1. Agreement on ground rules and timeline
2. Identification and agreement on the data that will guide decision-making
3. Identification and documentation of existing uncertainties and contingencies
4. Identification and agreement on evaluation criteria prior to discussion of options
5. Identification of the process for adopting or approving any major decisions
6. Establishment of a process for regular and consistent check-ins to track action items and implementation plans

It is often beneficial to engage a third-party neutral to manage these processes to help participants work through difficult conversations, track agreements, and provide process guidance on next steps. To help ensure trust in the process, this third-party should not have a vested interest in the outcome of the discussion substance.

Once recovery partners have a shared understanding of the goals and objectives they are working toward, a communication plan will need to be developed that can be shared across agencies. This plan must identify the different stakeholder groups or audiences and identify key talking points for each audience. This plan should also include a schedule for initial information dissemination, as well as the channels that will be used to push the messages. All agencies should rely on this interagency communication plan as much as possible and communicate any update needs or changes to all relevant parties. Regular, consistent review of this plan will improve its efficacy and allow partners to brainstorm around new challenges, questions, and initiatives.

While interagency coordination is important, engaging external partners will also be necessary for a robust engagement strategy to work. To this end, partnerships should be developed and maintained with clear intention and good faith.

Identifying and engaging external partners provides the following benefits:

- Increases capacity
- Allows for engagement in areas that may not be the role of a federal or state agency
- Leverages data, funding, and relationships
- Increases program and project-level credibility
- Reduces conflict by involving more people in program or project development

To that end, involving external partners in the development and dissemination of key messages will help ensure messages resonate and are understood by stakeholders, and increases the likelihood of their engagement and support.

It should be noted that while recovery priorities and objectives are currently the most important area to develop shared understanding and talking points among agencies, establishing metrics and assessing the process for developing and providing assurances to property owners is also necessary before significant engagement efforts are undertaken. These tools will show stakeholders, primarily ranchers and permittees, that there is a coordinated plan for tracking and quantifying the success of recovery efforts, as well as incentivize participation in restoration activities. These tools are currently lacking in specificity and rigor.

Finally, agencies should consider developing a personnel turnover plan that anticipates staff changes and addresses how knowledge will be transferred and stakeholder relationships managed through transitions.

Range-wide Communication

These engagement efforts will provide public awareness and education, and reflect good stewardship from the agency partners. They will help foster transparency, open communication, and guide stakeholders to localized opportunities to more meaningfully collaborate with the recovery effort in their region.

Messaging

Consistent and agreed upon messaging is a critical first step before actively engaging with the public. It puts all agency representatives at all levels from political to project on the same page, “singing from the same sheet of music.” It is the responsibility of the MOG to ensure the message is understood vertically, within the agency, and horizontally, agency-to-agency.

The base message should be agreed upon and solidified amongst the agencies as part of the partnering process. The following highlights recommend components of the message as a starting place for discussion:

- **Define the sideboards:** Clearly communicate the intent of soliciting involvement and the decision space stakeholders have the ability to work in. If this is not clearly defined up-front, the process runs the risk of receiving feedback that is beyond the sideboards and frustrating stakeholders when their input is not considered.
- **Show humility, admit to mistakes, and explain why this is different:** Some stakeholders involved in past recovery efforts have a negative perception and will share that message with their peers. Address up-front that past recovery efforts fell short of their goals, the agency partners recognize this, want to learn from their mistakes and work better with stakeholders to cooperatively implement a recovery plan that minimizes impacts and has a higher likelihood of success.
- **Validate stakeholder expertise:** Stakeholders want to be recognized for their experiences, history, and knowledge. Communicate up-front, “You are the experts that live, work, and recreate on this land every day. Your partnership is key to a successful program that meets everyone’s needs and interests.”
- **Include some degree of assurances:** Stakeholders involved in past recovery efforts are hesitant to get involved again because they do not want to be saddled with restrictions. Explain that the agencies will work with individual stakeholders to establish clear goals and agreements that do not restrict their ability to do business now or in the future. Stakeholders want to hear that the agencies are not only committed to the fish, but are equally committed to them as a key contributor to the regional economy, history, and identity. When appropriate, utilize the existing Safe Harbor Agreement that FWS established with NDOW. If possible, develop new assurances or guarantees that are more protective of landowners.
- **Educate:** Include historic LCT background about the fish, including native vs. non-native, ESA listing, and past recovery efforts that are easily understood to the average member of the

public, with no knowledge of the species, ESA, or how fisheries operate. In this message it is possible to instill local pride in preserving the only trout native to the region.

- **Share goals:** Stakeholders want to know what the desired outcome is. Many feel like the LCT is not worth saving, that nature has a way of preserving the most resilient species, and they do not want to see the agencies throwing money at a “losing proposition” in perpetuity. Describe when recovery efforts will be assessed and what will be the next steps if they are not successful.
- **Explain multiple use:** It is important to share the agency missions, the multi-use benefits, and how those multiple uses can co-exist and often support one another’s success. This can be most effectively described in a case-study such as Maggie Creek Ranch (see *Comprehensive Summary* chapter).
- **Demonstrate transparency:** Provide multiple ways to call, email, provide comment, or stop by the local agency office. Encourage the public to get involved and ask questions, and make agency leadership available and accessible. Many stakeholders from past recovery efforts felt agency leadership has been less involved over time, forcing them to work with lower level staff with no decision-making authority. This was perceived as a contributing factor to failed processes.
- **Include visuals:** Maps, photos, and graphics help visual learners that might dismiss text heavy materials.
- **Recognize the critical role of Native Americans:** Numerous tribes have a long history in this region, and with LCT specifically. It is important to recognize these tribes were the original inhabitants of the land and serve as key stewards of the land and local resources. For many tribes, including the Pyramid Lake Paiute and Summit Lake Paiute, there is strong cultural identity with LCT that must be recognized and supported.
- **Consider the three interests of satisfaction:** The Triangle of Satisfaction model, developed by Christopher Moore, is based on the idea that there are three distinct but interrelated types of interest. Each stakeholder will have substantive interest related to the outcome of recovery, emotional interests related to their thoughts and feelings about LCT and the recovery, and procedural interests concerning the process and how they are engaged. Messaging and subsequent engagement activities should strive to meet all of these interests.

Outreach Methodology

With a diverse geographic range and interest range that extends beyond the LCT footprint, multiple methods of “inform” communication are recommended to reach the traditional news, casual interest, and ultra-engaged, tech-savvy stakeholders. However, all communications methods should direct the public to a single source for all and the most current information – a project dedicated website with a unique, simple Uniform Resource Locator (URL) that is not embedded within a specific agency website. The website URL should be featured prominently and often on all communication. Pages within the site may include:

- Background
 - Historical
 - ESA
 - Recovery
- Where are we today? [Describe goals – delisting is good for everyone]

- Why now? [Explain current science]
- Schedule
- How can I get involved?
 - Western Nevada and California
 - Northeast and Northcentral Nevada
 - Southeast Oregon
- Contact us
- Questions and comments

Recommended outreach methods include:

- **Video:** Concise messaging with strong visuals posted on the website and homepage and repurposed for public service announcements.
- **Social media:** Dedicate Facebook and Twitter pages with current updates and opportunities for public involvement that direct visitors to the project website.
- **Newsletters:** Print mail and electronic distributed at key milestones or on a regular cycle (quarterly, bi-monthly, etc.) with updates and status.
- **Exhibitor booths:** Staffed information stations at conferences and events attended by key stakeholder groups.
- **Open Houses:** Project-specific events that share information with a focused set of stakeholders or impacted community that allows face to face discussion about questions and concerns.
- **Presentations:** Informational presentations at conferences and events attended by key stakeholder groups.
- **Billboards:** Direct public to the website for more information along key routes in the range, such as Interstate 80.
- **Waterway signage:** Direct recreationists near lakes and rivers to the website.
- **Public service announcements:** Radio and television broadcasts in key LCT regions encouraging the public to visit the website.
- **Elected officials outreach:** As demonstrated in the 5 P's Model, the public has direct communication to their political leaders. Groups such as the Walker Lake Basin Conservancy have found success maintaining communication and sharing messaging with congressional delegates to help maintain consistency and encourage support with their constituency. County Commissioners are another key stakeholder in rural areas that live and work in the communities with direct ties to potentially impacted stakeholders.

Western Nevada/California Strategy

The Western Nevada/California region of the LCT range is characterized primarily by large lake systems interconnected by river and stream habitat. Because this region also spans both Nevada and California, there are jurisdictional complexities that require increased interagency coordination and partnering. The Reno and Lake Tahoe area have social and political differences compared to the rest of the LCT range, in that the area is much more urban and often perceived as more liberal. Thus, outreach and messaging in this region should be managed differently, and will resemble more of a public awareness campaign than the direct stakeholder outreach and coordination that is required in other parts of the range.

There are variety of stakeholder groups in the region that will have both a direct and indirect interest in

LCT recovery efforts. The first of these is the robust angling community in the region that not only enjoys fly fishing, but also derives economic benefit from recreational anglers. This will be a key audience to engage early. There are also a number of potential partners in the area who work on restoration activities and have strong constituencies that may support LCT recovery. Last, the general, causal-interest public should be a target of communication to build awareness and support.

Partners

Because the population is larger in this region, it will be challenging to undertake direct engagement with all interested stakeholders. Thus, developing relationships with partners who support LCT recovery and who can disseminate “the message” will be critical to the success of an engagement strategy. For example, Trout Unlimited has a local Truckee chapter that has developed relationships with the angling community and conducted direct outreach events. The Truckee River Watershed Council is also very active on both the Humboldt – Toiyabe and Tahoe National Forests, and has a robust outreach program with broad public support. The Council provides regular presentations on current projects that are well-attended and has existing, productive partnerships with key stakeholders in the region. These relationships can be leveraged to share updated science, engage in constructive conversations around specific projects, and disseminate messages to the broader community.

The Walker Basin Conservancy has been actively working to acquire and restore large sections of river corridor that feeds into Walker Lake and has slowly been developing a supportive constituency through activities such as tabling at community events and congressional outreach. While the Conservancy’s audience is fairly targeted, they do have the privilege of being able to speak directly to the Nevada congressional delegation regarding issues associated with LCT recovery.

Messaging

The Truckee River is a destination location that attracts anglers from all over the country. Currently, these anglers are primarily focused on catching non-native Rainbow Trout and Brown Trout. Because these species are perceived as competitors to LCT, there will likely be resistance to recovery efforts. Thus, the first step for building support for recovery efforts is developing a local appreciation for the unique qualities of LCT and its historic role in Nevada. This should be accomplished through a multi-prong approach that builds appreciation for the species among the general public, and delivers project-specific information to targeted stakeholder groups through local, trusted partners.

The Terry Lee Wells Discovery Center in Reno, Nevada has distilled the basics of LCT’s habitat and lifecycle into a display targeted toward youth (**APPENDIX D**). This message can be “repackaged” into a variety of formats that have a broad audience. Formats include kiosks near key lakes or river corridors, billboards or signage along roadways, and information sheets to be shared through partners at tabling events or stations.

When working specifically with anglers, it will also be critical to clearly articulate the advance of science and its role in recovery priorities and objectives. If possible, address the short- and long-term effects recovery efforts will have on non-native species. The details of why particular projects are chosen will need to be clearly articulated, as well as hybridization concerns and the use of hatchery-grown fish.

Approach

- Ensure that all communication materials and messages are consistent among state and federal agencies, as well as private partners.

- Ensure that messaging aligns with the identified values of anglers and the local communities that recovery partners are working in. The California Department of Fish and Wildlife recently conducted a survey that assessed the interest of members of the public on wildlife broadly. Use data from this survey to articulate messaging.
- Identify general public education opportunities for developing a local appreciation for LCT. Kiosks along popular, relevant river and lake systems provide education to families and anglers. Work with partners providing youth and family outreach restoration activities to include high-level information about LCT and their interaction with the ecosystem.
- Draft an interagency FAQ sheet about LCT to provide to partners that attend events that offer tables. These FAQs can also be disseminated broadly.
- Attend local, established stakeholder group meetings with brief updates on recovery efforts.
- If a high-profile recovery project is identified near a particular community, convene an informational open house specific to the project. Design the open house to share species and project-specific information and allow members of the public to engage with agency staff to discuss questions and concerns. If possible, consider having all relevant agencies attend the open house.

Northeast/Northcentral Nevada and Southeast Oregon Strategy

Northeast/northcentral Nevada and southeast Oregon are distinct regions of the LCT range that require their own targeted engagement efforts; however, the strategies are the same due to similar demographics and stakeholder interests, specifically ranchers. In both regions, ranchers manage livestock grazing on both public and private land. In almost all cases, their families have history and tradition working on this land, manifesting as a very personal and emotional attachment that requires understanding and demands respect. The following recommendations are designed to meet those emotional and personal needs of the stakeholders by working with them respectfully and collaboratively.

Partners and Leadership

It is recommended that agencies work with local, trusted partners to help engage and communicate with the ranching community.

Many stakeholders cited successful processes with LCT or similar agency initiatives. The common theme among all of these success stories was a consistent point-person from the beginning to end of the process, preferably local, with decision-making authority. Unsuccessful efforts typically had high turnover and out-of-town, lower-level leadership. Meeting this local, consistent point-person need can be achieved by either an agency representation or private consultants – Stakeholders identified success stories were initiatives were led by both, however it was mentioned that hired leadership, outside of the agencies, reduces the potential for turnover as long as there is funding.

Peer-to-peer communication resonates in the ranching community; therefore, ranchers that have been part of successful processes and supportive leadership within the Nevada and Oregon Cattelman’s Association are recommended partners to bring into the process.

Messaging

The perception exists that LCT recovery is a tool agencies use to stop grazing practices. Communication should remove the focus from LCT recovery and focus on the benefits of healthy riparian areas for multiple uses, including fire breaks and retaining late-season water and forage for livestock, particularly in drought years. This message has the ability to turn the perception of LCT from a negative to positive impact on grazing and the preservation of ranching and the rangeland. Ranchers have an attachment to the land and want to see it preserved for grazing, but also for hunting, fishing, and open spaces. Messaging LCT recovery appropriately can speak to all of those interests.

Approach

As mentioned in the range-wide communication messaging, ranchers want to hear agencies admit to their mistakes and explain how this process is going to be different than what is perceived as past failed LCT recovery efforts and outdated grazing management practices. If new recovery efforts impact the same ranchers involved in “failed” efforts, it is critical to address any lingering impacts and/or restrictions from the previous efforts before introducing something new. For example, if a stream previously designated as LCT habitat is no longer considered suitable, remove the restrictions and restore the original AUM’s.

For new recovery efforts, ranchers would like to see clearly defined goals with corresponding milestones and a description of next steps when goals and milestones are not met, as well as assurances they will not be penalized for failed experiments and their water rights will not be impacted.

It is important to communicate the importance of reconnecting water systems, allowing the species to grow and migrate, what it means to have an ESA species on your property or allotment, and how that impacts daily operations and long-term planning. Working together to delist LCT is ultimately beneficial to all parties and provides common ground to develop solutions from.

Engagement

Initial engagement with ranchers should be done as early as possible in the field and at the stream bank and primarily involve letting them share their thoughts, stories, experiences, and frustrations. Many have had negative experiences with what they perceive as the government telling them what to do with short notice and minimal opportunity for collaboration. Listening and returning for a second on-site meeting with discussion topics that directly tie to the feedback that was provided in the first meeting will help solidify the relationship and encourage stakeholders that they are being listened to.

Ranchers are the primary, but not the only, stakeholder interest in these regions. Efforts should be made to identify and meet with other area stakeholders in the same manner, such as anglers, elected officials, hunters/trappers, tribal representatives, and conservation and environmental non-government organizations.

This localized assessment process will help identify who the key stakeholders are in a particular recovery area and what their level of participation will be moving forward. From the assessment meetings, a local facilitated advisory committee can be formed that meets at key milestones in both a regional meeting space and the field to provide meaningful feedback to the lead agencies.

This forum will allow representatives to serve as a conduit to their constituents and provide equal voice to each interest, removing the opportunity for more vocal and organized interests to dominate the

space. The trained facilitator will ensure each participant has an equal voice, provide opportunities for stakeholders to understand the other members' perspectives, identify common interests and zones of agreement, and maintain a mutually respectful environment.

Committee members would kick off the effort with a partnering meeting to identify ground rules, goals, and areas of concern. During the partnering meeting, members typically meet in the field to see the recovery area together and gain a deeper understanding of the effort, its challenges, and the different stakeholder interests.

Public meetings at key milestones fulfill any necessary National Environmental Policy Act (NEPA) requirements and provide other members of the local community the opportunity to understand both the information detailed in the *range-wide communication* section and the regional efforts proposed in their community, led by the advisory committee of the peers.

Public meetings are typically open access with information stations pertaining to specific aspects of the efforts. This format allows participants to attend at their leisure and distribute in the meeting space, preventing opportunities for grand-standing and promoting one-on-one interactions with agency representatives and advisory committee members. Large displays of the project area are in the center of the room, with markers and stickers providing participants the opportunity to identify areas of concerns and share their local knowledge.

Tribal Communities Strategy

There are many tribes that occupy land or have ancestral heritage within the LCT range. Further, LCT is a major part of many tribes' culture and plays a key role in their identity. Understanding and respecting the significance of each tribe's legacy and their role in the recovery of the species, early and throughout the process, is critical to maintaining and building a strong partnership with tribes. It is also important to not group all tribes, but to engage each as a sovereign nation and distinct organization.

For the Pyramid Lake Paiute and Summit Lake Paiute tribes, LCT is a critical component to their culture, history, and economy (fishing, boating, and camping fees); therefore, interest is expected at all levels from the tribal council to the general public in this area.

Pyramid Lake Paiute Tribe contacts recommend starting engagement with meetings with the Cultural Community, Interdisciplinary Team, and Fisheries Board. Next, based on these group's recommendations, agency representatives should meet with the Tribal Council and ask for their recommendation on how to engage with the community. The Tribal council may have ideas for public outreach, such as articles in the newspaper, community meetings with food, and student engagement activities that will, in turn, involve parents. It is important to let Tribal leadership provide this direction.

Understanding Tribes

Sovereignty has its roots in the arrival of Europeans to the North American continent. Tribal domination of the country and the European practice of establishing relations with other countries led to Europeans treating tribes as sovereign nations.

Tribal sovereignty in the United States is the inherent authority of indigenous tribes to govern themselves within the borders of the United States of America. The U.S. federal government recognizes tribal nations as "domestic dependent nations" and has established a number of laws attempting to

clarify the relationship between the federal, state, and tribal governments. The current state of tribal sovereignty is clearly stated by the U.S. Bureau of Indian Affairs as,

Limited today by the United States under treaties, acts of Congress, Executive Orders, federal administrative agreement and court decisions, what remains is nevertheless protected and maintained by the federally recognized tribes against further encroachment by other sovereigns, such as the states. Tribal sovereignty ensures that any decisions about the tribes with regard to their property and citizens are made with their participation and consent.

Additional Resources

During the 2019 LCT Interagency Workshop, May 1-2 in Reno, Nevada, time was dedicated to discussing and developing a public engagement strategy. Specifically, participants shared case studies of successful public engagement efforts, TLG presented a summary of the stakeholder assessment and engagement strategy, and all attendees participated in small group discussions regarding the five focus areas of the Stakeholder Engagement Plan to help build on these concepts. **APPENDIX E** represents notes captured from those summaries, intended to supplement and build on the recommendations presented in this report.

Additional resources for effective stakeholder engagement include:

- *UNCG Guide to Collaborative Competencies*, University Network for Collaborative Governance (<http://www.policyconsensus.org/uncg/collaborativecompetencies.html>)
- *Building Partnerships, A Best Practices Guide*, Interagency Policy Committee, April 29, 2013 (<https://www.fs.fed.us/sites/default/files/building-partnerships-a-best-practices-guide.pdf>)
- *When the Sparks Fly: Building Consensus when the Science is Contested*, Gail Bingham (http://www.resolv.org/wp-content/uploads/2011/02/When_the_Sparks_Fly.pdf)

APPENDIX A

Stakeholders Interviewed

Name	Organization/Affiliation
Dave Banks	Oregon Department of Fish and Wildlife
Jason Barnes	Trout Unlimited
Stephanie Byers	U.S. Fish and Wildlife Service
Roger Bloom	California Department of Fish and Wildlife
Jeff Bryant	Walker Basin Conservancy
Ron Cerri	Humboldt County Commissioner
Beth Christman	Truckee River Watershed Council
Annie Dixon	U.S. Forest Service
Jason Dunham	U.S. Geological Survey
John Elliot	Nevada Department of Wildlife
Carol Evans	Retired Bureau of Land Management
Christopher Fichtel	The Nature Conservancy
Joe Garrotto	U.S. Forest Service
Sarah Gobbs-Hill	The Discovery Center
Jon Griggs	Nevada Cattleman's Association
Jim Harvey	Retired U.S. Forest Service
Lisa Heki	U.S. Fish and Wildlife Service
Albert John	Pyramid Lake Paiute Tribe
David Kampwerth	Bureau of Land Management
Deb Koziol	Natural Resources Conservation Services
Steve Maher	Trout Creek Working Group
David McNinch	Nevada Board of Wildlife Commissioners
Chad Mellison	U.S. Fish and Wildlife Service
Sarah Muskopf	U.S. Forest Service
Helen Neville	Trout Unlimited
Donna Noel	Pyramid Lake Paiute Tribe
Jon Sjoberg	Nevada Department of Wildlife
Denise Shaw	Pyramid Lake Paiute Tribe
Laura Van Riper	National Riparian Service Team
Jamie and Richard Yturriondobeitia	Trout Creek Working Group
Arnie and Kayla Zimmerman	Trout Creek Working Group

Stakeholders to Include in Future Participation

Name	Organization/Affiliation	Notes
Susan Able	U.S. Fish and Wildlife Service	Good engagement skills
Robin and Steve Boise	Ranchers	Participate in collaborative working groups
Jessie Braatz	Rancher	Humboldt allotment
Cody Burns	NV Depart. of Wildlife	Works on Jordan Meadows project
Wayne Elmore	National Riparian Service Team	Has done substantial riparian trainings
John Fallon	Rancher	Vocal rancher
Jim French	Former NV Dept. of Wildlife	
Cheva Gabor	U.S. Forest Service	Conducting a socio-economic analysis for Nevada
Shane Hall	Crawford Cattle	Property has prime LCT habitat
Pam Harrington	Trout Unlimited	Works with stakeholder in Santa Rosas
Matt Heron	Truckee Fly Fishing Guide	Represents recreational fishing industry
Carry Hughes	NV Dept. of Wildlife	
Jim Jeffers		
Matt Kols	Truckee Fly Fishing Guide	Represents recreational fishing industry
Alan Mower	U.S. Fish and Wildlife Service	Long history working on LCT
Stewart Reed	Former U.S. FWS	Strong outreach experience
Brad Schultz	County Extension Office	
Agee Smith	Rancher	Participate in collaborative working groups
Andy Starostka	U.S. Fish and Wildlife Service	Strong background in LCT
Sherm Swanson	University of Nevada Reno	Creeks and Communities Program
Shawna Thielson	U.S. Fish and Wildlife Service	Strong background in LCT
Rachel Van Horne	U.S. Forest Service	
	American Rivers	Has interested constituency
	CalTrout	Has interested constituency
	Caltrans	Has projects that may impact LCT
	Mineral County Sportsman Group	Would likely be non-traditional advocates for LCT
	Nevada Association of Counties	Leadership that needs to be informed
	Nevada Cattleman's Association	Represents key stakeholder group
	Nevada Dept. of Agriculture	Works with key stakeholder group
	Nevada Farm Bureau Federation	Strong lobbyist
	NV Fish and Game Commission	Leadership that can disseminate information
	Nevada Mining Association	Represents key stakeholder group
	Stanford Science Camp	Conducts outreach
	Truckee Rivers Watershed Council	Participates in restoration projects; represents interested constituency
	Truckee Meadows Water Authority	Potential for collaboration on specific projects

APPENDIX B: Lahontan Cutthroat Trout Recovery Plan Stakeholder Assessment Strategy Document

The Lahontan cutthroat trout (LCT) Recovery Partners include over 15 entities, including Federal, State, Tribal, Private, and Non-Profit Organizations. The LCT Recovery Partners are currently reviewing the 1995 LCT Recovery Plan with the intent of creating an updated vision of recovery and updating the recovery goals and objectives.

This assessment strategy guide serves as a reference for The Langdon Group (TLG) when conducting key stakeholder interviews regarding a public engagement plan to assess the “situational dynamics, stakeholder interests, sources of concern or conflict, and barriers to effective collaboration”. Information gathered during the interviews will be used to develop the stakeholder engagement plan, including stakeholder engagement practices to be used during the recovery planning process for issue resolution or enhanced collaboration. The LCT Recovery Partners will use the public engagement plan when working with stakeholders across the species’ range when implementing the updated recovery goals and objectives.

The results of the assessment are designed to help the LCT Recovery Partners, including the Humboldt-Toiyabe National Forest (USFS) and the US Fish and Wildlife Service (FWS), understand perceptions from a cross-section of stakeholders to help inform or identify:

- Issues, questions and concerns about ongoing or future LCT recovery efforts;
- Messaging related to the updated vision of recovery and recovery goals and objectives;
- Stakeholder coordination opportunities during implementation of the plan;
- Stakeholder engagement techniques, processes, methods and strategy;
- Opportunities for collaboration and common ground;
- Additional key stakeholders to include in outreach.

To solicit input that is valuable and constructive, the format of key stakeholder interviews is intended to be conversational— not all questions will always be asked and additional questions not listed here may help foster the dialogue.

This protocol is a guide; each discussion may differ depending on comments and the direction of the conversation. To protect interests and foster an open discussion, specific comments or findings received will not be attributed to anyone by name, position or agency. Feedback will be grouped into common themes that emerge through the interviews.

Draft Questions

Background

- What is your familiarity with the Endangered Species Act? What is your familiarity with the -Lahontan Cutthroat Trout?
- What is your level of familiarity with the LCT recovery efforts?
 - Examples of recovery efforts / management activities could include, but are not limited to, removal of non-native fish from a stream followed by the introduction of LCT, fish passage improvement projects, riparian habitat improvement (e.g., fencing to exclude livestock), etc.
- How are you and/or your organization impacted or supported by management activities to promote the recovery of LCT?

- How have you historically engaged with the LCT Recovery Partners on management activities associated with LCT?
 - How would you characterize the quality of this experience?

Understanding of the Recovery Planning Effort

- What are your primary questions about future actions that may be taken to promote the recovery of LCT?
- What aspects of ongoing or future LCT recovery activities do you support?
- What concerns do you have about ongoing or future LCT recovery activities?
- What aspects of LCT recovery activities do you believe are the most important for the public to understand?
- What are the opportunities or challenges you have experienced with LCT management? Opportunities or challenges may involve recreation, guiding, ecological, grazing, tourism, etc.
- Are there locations where stakeholders might be open to recovery and areas where there may be more resistance?
- What is your vision of success?

Methods of Communication

- How do you usually receive information about LCT management activities?
 - How would you prefer to receive information?
- What are some ideas you have for sharing information with other key stakeholder groups about LCT recovery efforts? What about sharing information with the broader public?
- Are there methods of public involvement that you have witnessed or been a party to that were successful concerning LCT or a related topic? Please describe your ideas for successful public engagement.
- What is unique about the local communities you're most familiar with? Are there outreach and engagement methods that people might respond positively or negatively to?

Approaches to Stakeholder Coordination

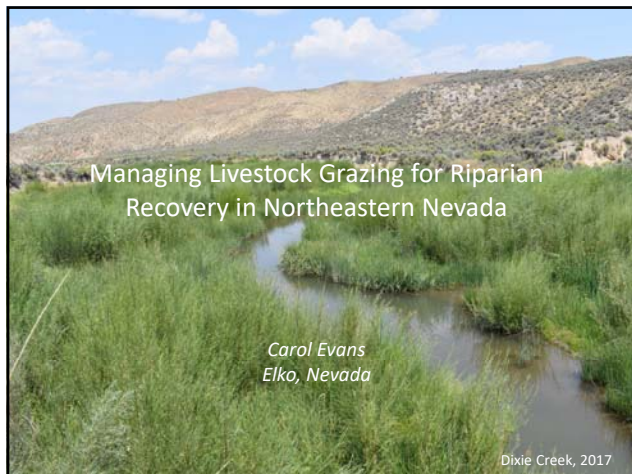
- How would you prefer the LCT Recovery Partners coordinate with you or your organization on any management activities or requirements that are driven by the updated vision of recovery and/or updated recovery goals and objectives?
- Do you have any concerns about how the LCT Recovery Partners engage with you or other constituent groups?
 - What could be done to alleviate these concerns?

Stakeholders

- Is there anyone else that we should talk to regarding implementation of ongoing and future LCT recovery efforts? Why?
- Can you imagine any conflicts between stakeholders? If so, please describe.

APPENDIX C

Managing Livestock Grazing for Riparian Recovery in Northeastern Nevada Presentation



Sharing a common vision

+ working together

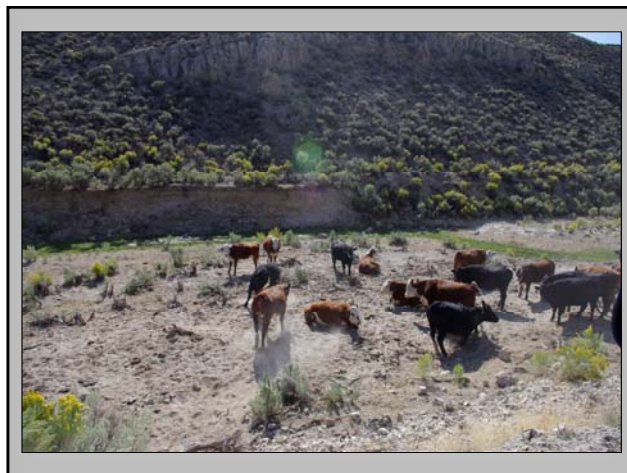
+ changes in grazing practices

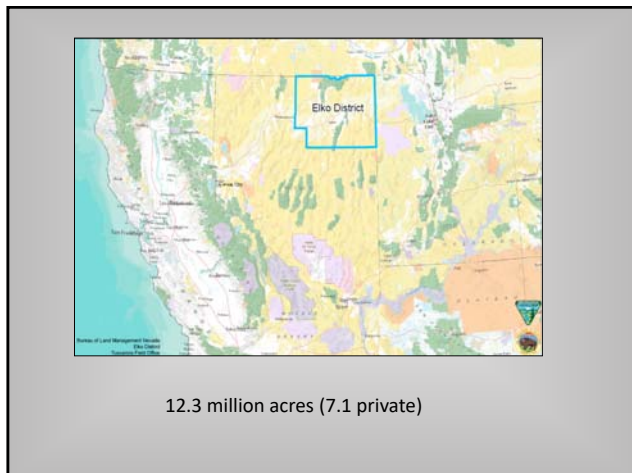
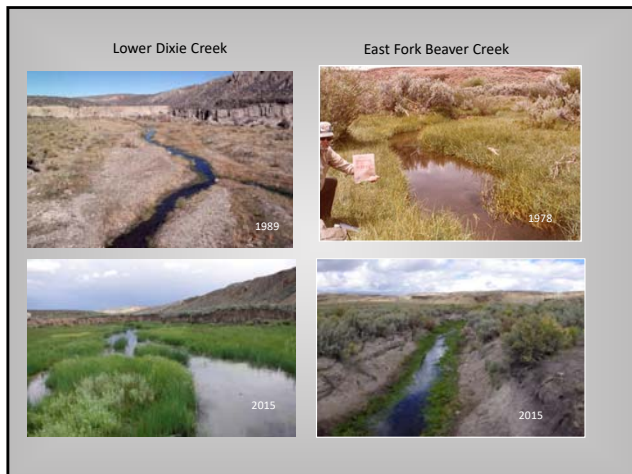
= riparian plants (functionality)

= beaver (not always)

= soil and water (and all that goes with it)

Time →





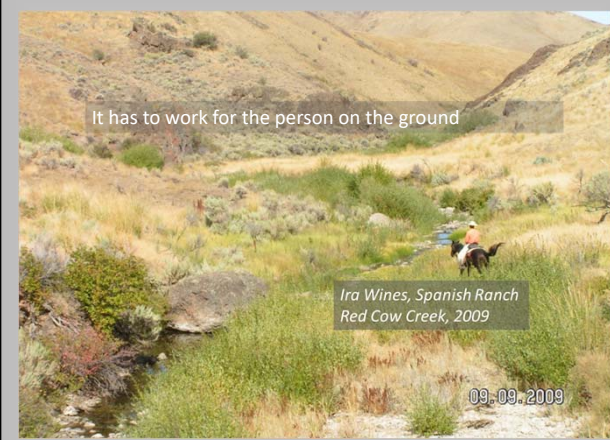
Successful livestock grazing strategies for streams in
Northeastern Nevada



- Spring/fall/rest
- Spring/rest
- Rest/spring/fall/summer
- Winter/spring/rest
- Rest/late spring/rest
- Summer/rest
- Spring/fall/summer
- Fall/spring
- Fall annually
- Hot/rest
- Spring/Spring/rest
- Spring/fall/rest
- Spring annually
- Fall/rest/spring/rest
- Etc.

Range Improvements

Techniques



It has to work for the person on the ground

Ira Wines, Spanish Ranch
Red Cow Creek, 2009

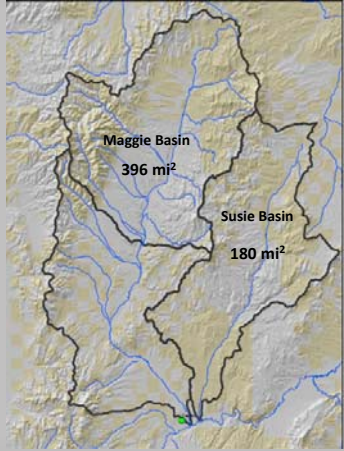
09-09-2009



Willow Creek, 1977

Managing for recovery

Maggie Basin
Susie Basin
Willow/Rock Basin (Squaw Valley Allotment)




Common Vision: Restore LCT


Partners

- BLM
- Maggie Creek Ranch
- TS Ranch
- Newmont Mining Co.
- Barrick Goldstrike Mines
- Trout Unlimited
- 25 Ranch
- U.S. Fish and Wildlife Service
- Nevada Department of Wildlife
- National Fish and Wildlife Foundation

Both efforts started in early 90's



1980



2013

Maggie Basin

Goal: Restore LCT Metapopulation

multiple partners
multiple projects

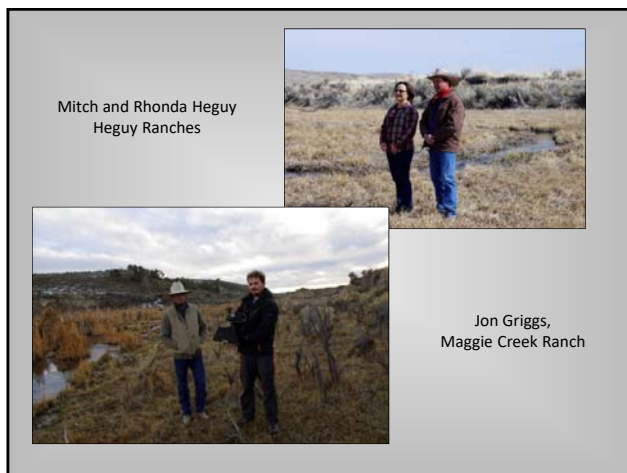
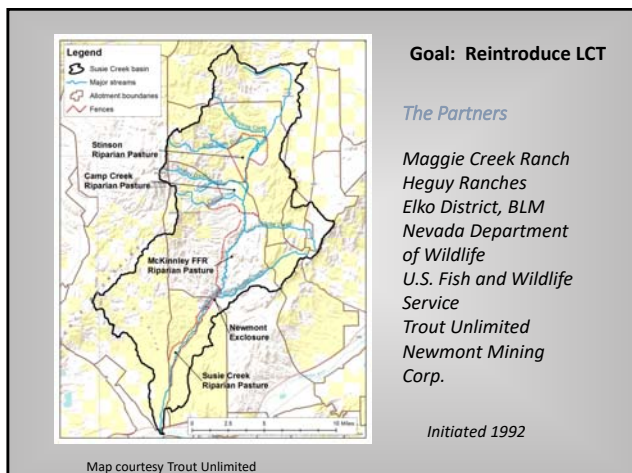
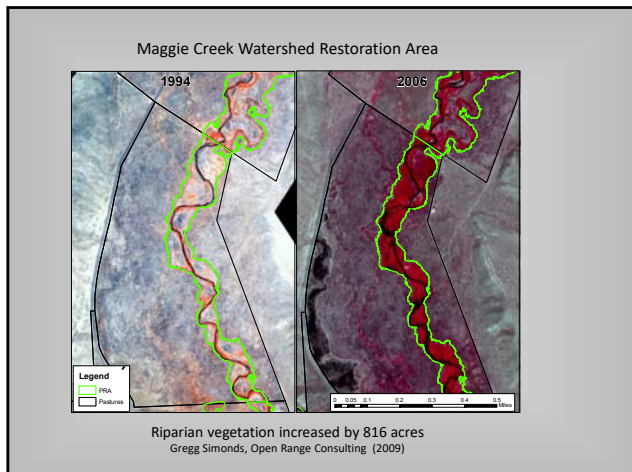
Initiated in 1992

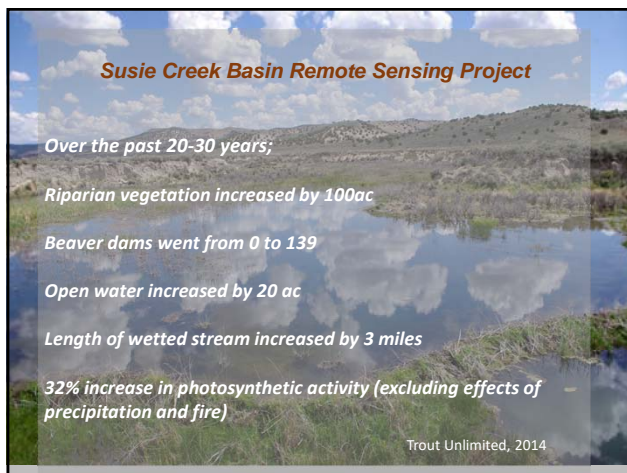
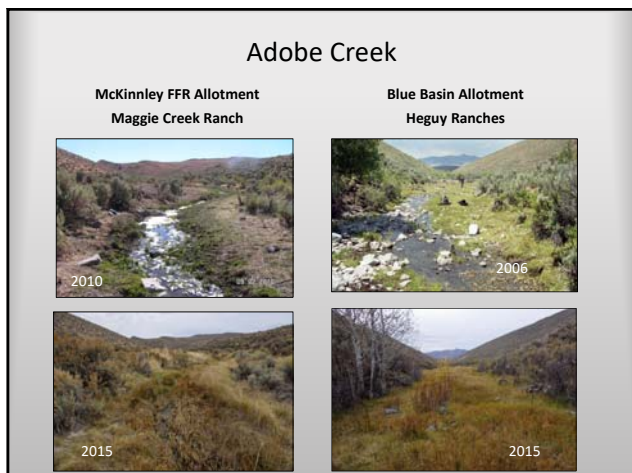
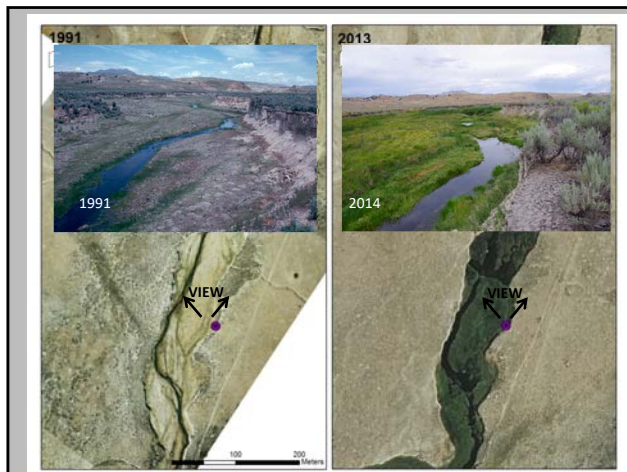
Dan Gralian, TS Ranch
Maggie Creek Basin

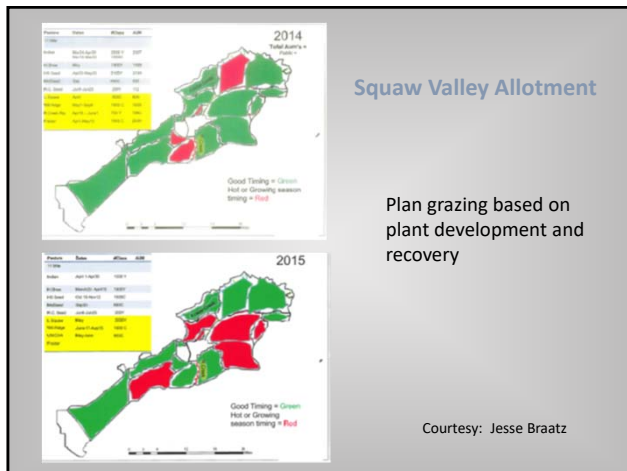


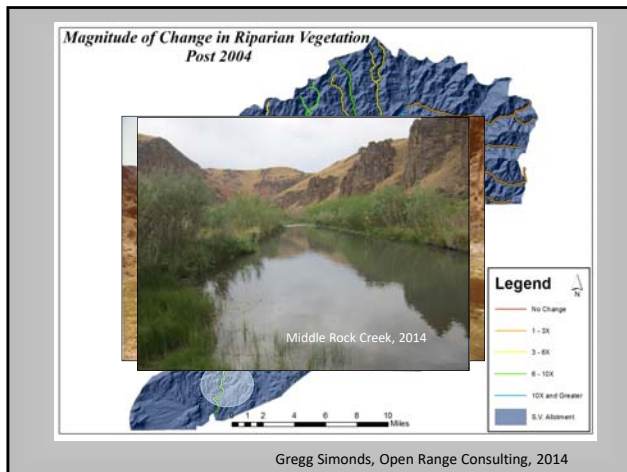
Coyote Creek, 2010 07.26.201

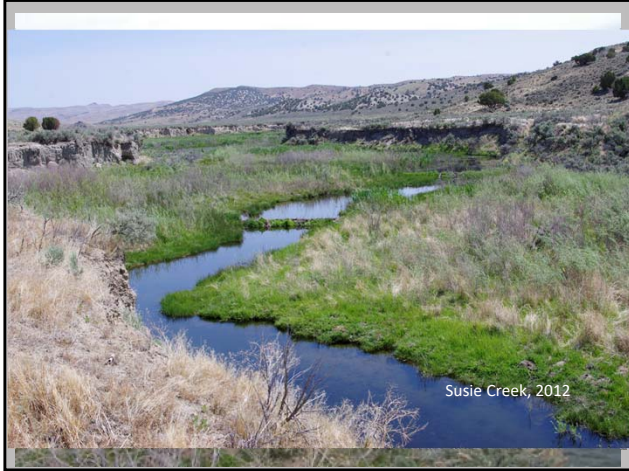


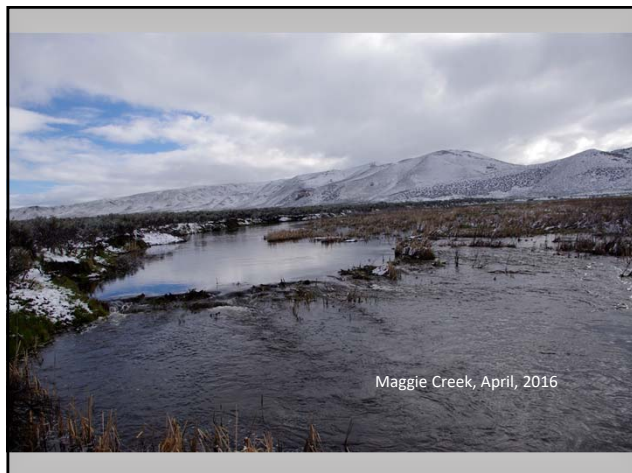
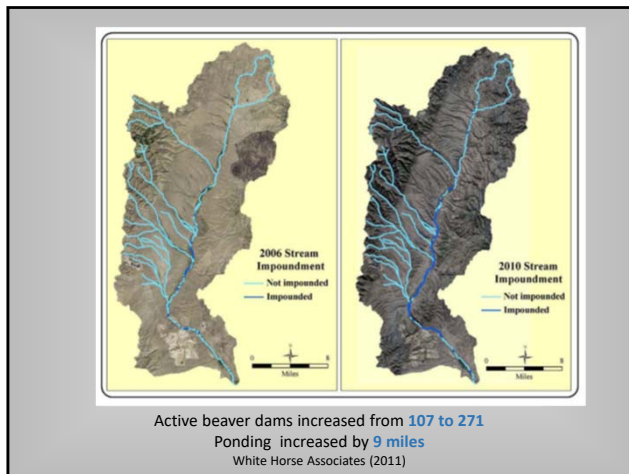
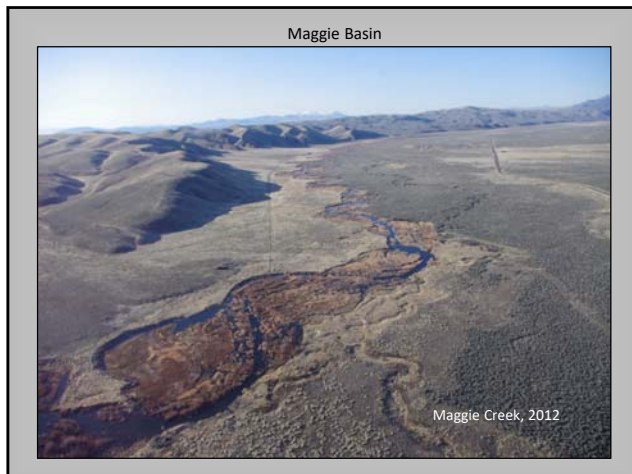


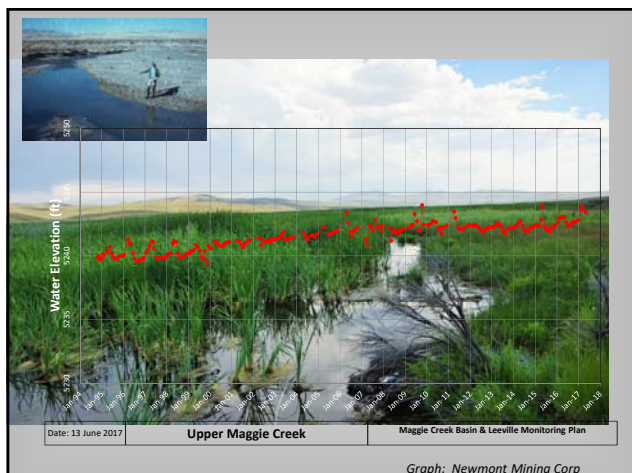












More Maggie Creek Basin changes 2006 to 2010

- Riparian/water in the riparian corridor increased by **466 ac**
- Percent water/marsh increased by **26 ac**
- Length of stream with water/marsh increased by **7 mi**
- Transition acres increased by **782 ac**

White Horse Associates (2011)

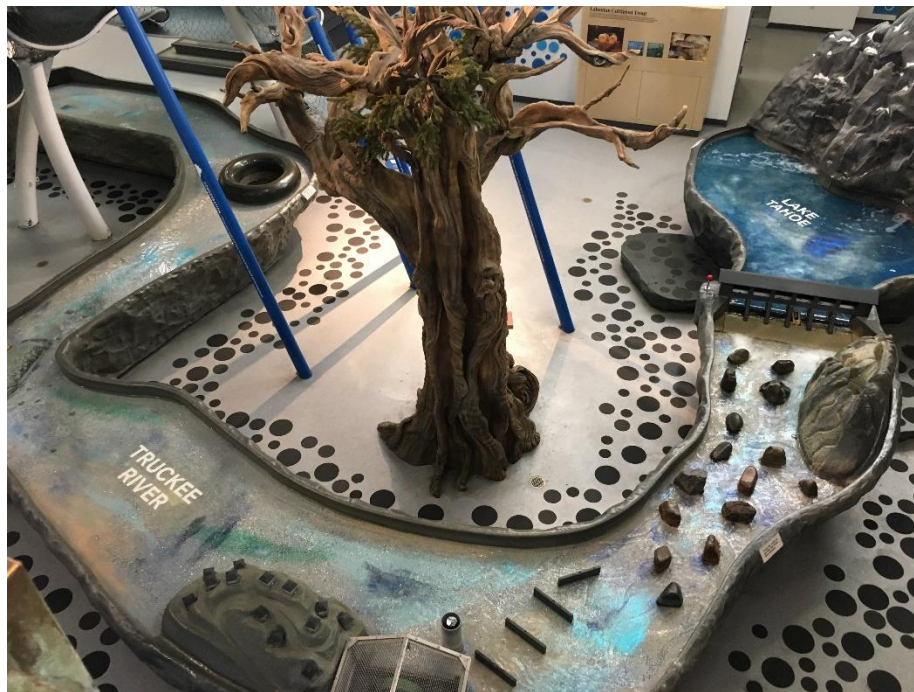


Parting thoughts
(for now, anyhow)




APPENDIX D

Terry Lee Wells Nevada Discovery Center LCT program exhibits



Fish of the Truckee



Lahontan cutthroat trout *Rainbow trout*

Native, non-native and invasive species—what's the difference?

The term "non-native" means any species that is not part of the naturally occurring ecosystem. Not all non-native species pose a threat to native species, but many do.


Non-native species that significantly outcompete, displace, and threaten native species are considered "invasive species." Invasive species are often successful for various reasons: a lack of predators, higher tolerance for natural limitations such as temperature or oxygen, and sometimes aggressive behavior which reduces the food and resources available to native species.

In addition to the above threats by invasive species, the LCT population in Nevada has been decreased by breeding with non-native rainbow trout, creating hybrid fish.

Native species

In addition to the Lahontan Cutthroat Trout (LCT), there are other species native to the Truckee River system. For example: Lahontan Bristle (Microstentodon epiplatys) and the Tahoe Sucker (Catostomus snyderi).


Non-native species



Rainbow trout *Brook trout*

Some examples of non-native species introduced into the LCT habitat are rainbow trout (Salmo gairdneri) and the brook trout (Salvelinus fontinalis).

Lahontan Cutthroat Trout Life Cycle



Eggs develop in gravel nests called redds.

Spawning LCT go back to the streams or rivers where they were born to make their redds and lay their eggs.

Alevins remain in the gravel, living off a yolk sac.

Fry emerge from the gravel, becoming fingerlings when they reach three inches.

The mature lake form of the LCT migrate to lakes where they live until they spawn.

Lahontan Cutthroat Trout

The Lahontan Cutthroat Trout's (LCT) impressive ancestors likely arrived in Nevada hundreds of thousands of years ago. Over time, this unique desert fish has adapted to changing environmental conditions that many species may not survive. A remarkable and robust fish, the LCT is one of Nevada's most spectacular natural wonders.






Our thanks to
Trout Unlimited and the National Fish and Wildlife Foundation
 Victory WoodWorks

APPENDIX E

2019 LCT Interagency Workshop Stakeholder Engagement Notes

During the 2019 LCT Interagency Workshop, May 1-2 in Reno, Nevada, time was dedicated to discussing and developing a public engagement strategy. Specifically, participants shared case studies of successful public engagement efforts, TLG presented a summary of the stakeholder assessment and engagement strategy, and all attendees participated in small group discussions regarding the five focus areas of the Stakeholder Engagement Plan: Interagency Partnering, Range-Wide Communication, Western Nevada/California Strategy, Northeast/Northcentral Nevada and Southeast Oregon Strategy, and Tribal Communication Strategy.

Fives small group facilitators with subject matter expertise assigned to specific focus areas led two rounds of 20-minute discussions. Attendees selected the two focus areas that are most relevant to their interests. This was followed by facilitator report-outs summarizing comments and key-themes that emerged from both rounds of discussion. The following represents notes captured from those summaries:

Interagency Partnering

- Rebuilding trust between partners is necessary
 - Need to improve transparency between agencies and partners
 - Potentially a central website or something as simple as a newsletter could improve transparency and communication across partners
 - In addition, the creation of a centralized database is likely to improve transparency and communication between partners
 - Need to communicate more openly and ensure all appropriate stakeholders are engaged from scoping through project implementation
 - Potential solution here is to organize more “meet and greets” with staff, especially new ones, from different partner organizations to ensure information is flowing and everyone knows who is doing what, when and where
 - Developing and agreeing to a common set of goals (like the UGOs) is necessary, but we still need to develop “action plans” together and work out project-specifics more collaboratively (*i.e.*, still too many “silos”)
 - Need to improve support net and ensure all partners have each other’s backs regarding projects that enhance/impact LCT populations
- Improved unity of LCT partners is necessary
 - Staff turnover hinders LCT recovery due to changes in management/staff that results in different priorities and ultimately erodes trust
 - Need to collaboratively develop and formally agree to a set of Goals and Objectives (*i.e.*, the UGOs) for LCT recovery in order to stave off priority shifts by new management/staff
 - Working group (GMU/RIT teams) need to become more collaborative (along with MOG/CC) to educate and involve new staff regarding LCT recovery priorities and projects
 - Potentially, creating short educational videos about LCT would help get new folks “up-to-speed” about the status of LCT and ongoing conservation efforts
 - Creating a contacts list, LCT partner pedigree, or “phone tree” is a must

- With improved unity/trust, it is essential to find a way to improve effectiveness and efficiency of recovery efforts to free up some staff time (range folks/biologist/public affairs, etc.) to focus on bigger and better projects

Range-Wide Communication

- Consistent messaging
 - There are conflicting missions/desired outcomes of agencies that need to be cleared up
 - Multiple use land
 - Rotenone and barriers information
 - Arizona Game and Fish has data and messaging
 - American Fisheries Society has information regarding its usage and toxicity: www.rotenone.fisheries.org
- Unified Website apart from any single agency
 - .org not .gov
 - This is the clearinghouse for partners to get their messaging both general and stakeholder group specific
 - Examples of where this has been successful:
 - Mexican Wolf Project, including Ranger portal
 - Landscape Conservation Cooperatives: www.greatbasinlcc.org
 - North Coho Project: www.northcohoproject.org (formalized non-profit)
 - Sage Grouse initiative
- Promote/Market LCT
 - It is cool
 - Nevada's heritage fish
 - Iconic animal of the great basin
 - It is strong and has endured (10 million years) just like the ranchers
 - When habitat is reconnected, the fish will get large – appeal to anglers
 - Reference the other trout as non-native: Eastern Brooke Trout and European Brown Trout
 - Use social media (Trout Blitz app)
 - Create videos that connect the history with ranchers
 - Partners could include Patagonia, Great Basin Brewery
 - Create widely appealing swag that appeals to ranchers and hipsters: trucker hats, stickers, posters, etc.
 - Connect tagline to habitat and cold/clean water
 - Preserve for future generations
 - Develop a documentary
- Outreach ideas
 - Family fishing days with outreach materials about native versus non-native fish
 - Youth engagement

Western Nevada/California Strategy

- Messaging
 - Need to promote ways to recover/restore LCT without “closing” waters to anglers. Won't get angler support for LCT conservation if waters are closed.

- Anglers believe they're losing fishing opportunities if LCT replace non-native species. Need to work on messaging to address this perception.
- There appears to be a disconnect between how commercial fishing guides view LCT, and their clients' experiences. Guides say LCT will kill the fishing industry, but their clients appear to be having a great time catching LCT.
- Communication between state agencies (CDFW and NDOW) could be better. No major issues, but staff at field level can/should communicate on a more regular/formal basis than they have in recent past.
- Internal communication for the land management agencies could be better. District Range Management Specialists are not always on the same page as District Wildlife Biologists when it comes to the need for LCT conservation and recovery actions. It can be difficult to engage non-biologists in LCT project planning processes and/or to address management issues affecting LCT.
- Focus on getting organized internally before emphasizing outreach. Need to make sure all partners are ready with projects so we can demonstrate success.
- NDOW is working with other recovery partners to document a recovery project from start to finish, including all of the internal and external communication, approvals, NEPA, etc. The intent is to provide a "road map" for future projects so we can be more successful in the future and avoid some of the issues that have derailed projects in the past.
- Recovery in this geographic area will require rotenone and barriers. Will need to make sure agency leadership is fully supportive, especially given potential public controversy. Need to persevere, and continue to work with public to increase their understanding of the need. Learn from the Lake Davis example.
- Additional partners
 - Hawthorne Army Depot – key partner for Walker RIT recovery actions. No need for change identified in current communication. Existing communication channels working pretty well; no need for change identified at this time.
 - Marine Mountain Warfare Center – key partner for future rotenone treatments. Existing communication channels working pretty well; no need for change identified at this time.
 - Fly clubs, especially the Truckee River Fly Fisherman, Reno Fly Shop (try to get LCT featured on their podcast).
 - Patagonia
 - Orvis
- Outreach ideas
 - Mono County – Include Mono County anglers in future outreach. Fishing community in the county generally doesn't see a lot of value in LCT. Target key businesses like Ken's Sporting Goods in Bridgeport.
 - Learn from successful marketing examples (e.g., salmon festival for non-native Kokanee salmon at Taylor Creek Visitor Center at Lake Tahoe), and explore opportunities to replicate for LCT.
 - Own up to past mistakes (e.g., closure of Slinkard Creek to angling for years after rotenone treatment in 1980s)
 - CDFW has funded a permanent part-time Interpreter position to be based in Bishop. The Interpreter will focus on the Trout in the Classroom program. For all programs in Mono County, the focus will be solely on LCT.
- Promoting LCT / Increasing public support of LCT recovery

- Look for creative options: E.g., Establishing dual brown trout / LCT fisheries with low risk of hybridization.
- Need to get fish to size if we want to promote LCT sport fishing. We currently have a production issue, and there aren't enough catchable fish so the public doesn't have enough opportunities to catch LCT in stocked waters.
- Need to build positive experiences for anglers, which requires increased production so there are more fish of a catchable size.
- One of the barriers to increasing the size of stocked LCT is that California's fish health certification program does not accept the results of Nevada fish health certification (for live fish, not eggs). Nevada has larger hatchery fish it could send to California, but this is currently precluded. Staff have been trying to resolve this issue for 15 years, but have not yet been successful.
- See also ideas captured in this section in the Range Wide Communication group.
- Need a coordinated effort to identify funding sources, and to elevate and address any questions or issues related to those funding sources.

Northeast/Northcentral Nevada and Southeast Oregon Strategy

- Messaging, communication
 - Need something similar to sage grouse (good for the herd; good for the bird)
 - Internal and external (expectations are assumed and not expressed to clarify/provide clarity)
- Shared expectation
 - Check-in
- Prioritization/monitoring
 - Using similar metrics range-wide
- Working with land owners
 - 1-1 works; roundtable/group doesn't
 - What they say in private isn't the same as what they say in front of their peers
- Need to build relationships of trust
 - To gain access to private lands
 - Agencies do what they say they will do and have a time table for completion
- Agencies need a transition plan
 - Get the knowledge from staff leaving that office/agency
 - Pass it on
 - Incentivize (?)
- Meeting Optics
 - Balanced participation
 - Don't want four agency staff at a meeting with one rancher
 - Don't want four ranchers to meet with one agency staff
- Capacity of agencies/individuals
 - Need more capacity for some (*i.e.*, USFS)
 - Need to better coordinate to synergize efforts within and among agencies to improve recovery efforts of species and data collection related to habitat condition/grazing

Tribal Communities Strategy

From the Tribal perspective:

- Tribes are not always included
- Non-tribal personnel often do not respect the culture, heritage, and experience that Tribes have with a particular species. They also often do not know how to address Tribal personnel or afford them the respect they deserve
- Relationship Building Suggestions:
 - Make it a high priority to seek and obtain Tribal input. If responses are not being received, try again and/or do some research. Maybe there has been a Council election and the person you used to email is no longer in their position
 - Recognize that Tribes have a special connection to these species. Be open to learning from them - Tribes have knowledge, too
 - Remember that Tribes are sovereign and that you are addressing the head of a nation when addressing the Council or Chairperson
 - Don't assume that all Tribes are the same and have the exact same values as each other. Get to know the livelihood of the majority of tribal members - it may give you the insight you need to relate to and talk with them.
 - Know that building relationships with Tribal communities takes time; however, once the relationship is built, it will be valuable. Do not underestimate how much time building these relationships may take, and don't rush it. Sit and talk with people, or have a meal together. Make sure you listen!
 - Seeing more agency personnel at Tribally-focused meetings, such as the Native American Fish and Wildlife Society, could provide insight that would not be available otherwise

From an Agency Perspective:

- Although Tribal input is valued and sought, sometimes it is difficult for agency personnel to know who or how to approach
- Agency employees don't always know how to properly talk to or address Tribal entities, Councils, or members.
- Relationship Building Suggestions:
 - Create a living document that is regularly updated that gives basic information for each Tribe involved, including: cultural importance or traditions regarding LCT, governance structure, preferred method of, and contact information for, correct channel for information (i.e., LCT phone tree/pedigree)
 - Find out if someone in your agency has successfully worked with a certain tribe previously, and talk to them about who to contact and how to address them. This may not be a biologist - it could be in another area of expertise such as archeology
 - Re-initiate the Tribal Liaison position within agencies
 - Include more cultural training for agency personnel that focuses on how to properly interact with Tribes. Make this a priority for new employees, and provide continuing education and re-training opportunities for existing staff
 - Recognize that not all Tribes are the same, and that they may have diverse interests outside of LCT. Don't compartmentalize them!
 - Realize that working with tribes is not about partnering, it's about forming a relationship

