



CNMI DIVISION OF COASTAL RESOURCES MANAGEMENT STRATEGIC COMMUNICATIONS PLAN

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1. Background

The Commonwealth of the Northern Mariana Island’s (CNMI) Division of Coastal Resources Management (DCRM) was established on February 11, 1983 by Public Law 3-47 within the Office of the Governor, and reorganized under the Bureau of Environmental and Coastal Quality (BECQ) under the Governor’s Executive Order 2013-24. The DCRM program was established in order to promote conservation and wise development around our coastal resources. There are 6 sections that help support DCRM’s mission to promote wise resource use and conservation in the CNMI. These sections are Permitting, Enforcement, Education & Outreach, Planning, Marine Monitoring, and Water Quality. Each section plays a unique, but equally important, role in achieving DCRM’s vision of a clean and healthful environment enjoyed by the community. Additionally, each section requires a unique approach to education and outreach to ensure messages are strategically targeted to the appropriate audience.

The CNMI is made up of 14 islands extending over 600 kilometers in the western Pacific basin. The CNMI’s coastal zone is abundant with beautiful and important natural resources. From native forests to coral reefs, the CNMI’s coastal zone provides a number of social, economic, and environmental benefits. Historically, these natural resources were expertly managed by the indigenous people of the Mariana Islands. An increase in population and development and major changes in land use and land cover over the past few decades have dramatically altered the CNMI’s marine and terrestrial landscapes. As the CNMI’s population increases, so do occurrences of unpermitted land clearing and development and the proliferation of illegal dumping and marine debris. This has had detrimental effects to important ecological structures and processes, both on land and at sea. This is most noticeable on the island of Saipan, where approximately 90 percent of the CNMI’s population resides, although varying effects can be seen on the other principle islands of Tinian and Rota. Additionally, changes in population demographics have uncovered new barriers to existing

education and outreach efforts. Innovative and strategic outreach campaigns are needed if we are to reach all members of the community, including native and long-time residents and those just arriving.

Like many Pacific islands, unwise or mismanaged land use practices have had destructive effects on the surrounding marine environment. The CNMI is home to many robust and biologically diverse marine ecosystems. Coral reefs provide traditional and subsistence uses, production of commercial food products, recreational opportunities for a healthy tourist economy, physical protection of the coastal zone from storms, unique educational opportunities, and novel research applications. Coral reefs are also integral to the CNMI's cultural heritage. Unfortunately, the health and resiliency of the CNMI's coral reefs and other marine habitats are under threat from land-based sources of pollution and physical damage as well as ocean acidification and rising sea temperatures caused by global climate change. Widespread coral bleaching events have occurred every year in the CNMI since 2013, resulting in the death of 90% of the staghorn coral population. Coral reef conservation is a high-priority concern in the CNMI and requires a management plan that takes a systemic approach to addressing threats and solutions. The CNMI Coral Reef Initiative was thereby established as a cross-agency initiative under DCRM to protect, preserve, and responsibly manage the CNMI's coral reefs and their associated habitats. The CRI program utilizes watershed-based management plans and comprehensive strategies that address threats and provide solutions from "ridge to reef".

Increased population and development over the past decade in the CNMI has exacerbated the number of threats to its many natural resources. The decline in health and abundance of important ecological habitats, such as wetlands and coral reefs, threatens the CNMI's cultural heritage, traditional ways of life, and societal preservation. It also directly impacts the CNMI's economic future, as the tourism and fisheries industries rely on the continued vitality of these resources. Additionally, resiliency in the wake of natural disasters are dependent on a healthy environment. Improved education and outreach strategies are needed to encourage individual behavior change and ensure community support of DCRM's management efforts. Through target audience identification and tailored messaging, resource users are more likely to understand the value of coastal resources, their individual impacts and responsibility, and internalize better behavior practices. This can be achieved through improving inter-agency collaboration, increasing stakeholder engagement, and incorporating interdisciplinary approaches to management. The DCRM continually works to increase public awareness, understanding, and appreciation of coastal resources and empowers the public to become active stewards of their environment.

By building on existing communication efforts and working collaboratively, we can increase awareness of coastal conservation issues and inform specific target audiences about how they can help protect marine and terrestrial ecosystems. This strategic communications plan constitutes a concerted effort among the Division of Coastal Resources Management and its various sections to systematically and effectively connect to these target audiences through program-driven goals, results-oriented objectives, and metrics for evaluation. The plan is grounded in the following over-arching missions.

Bureau of Environmental and Coastal Quality Mission

To serve the public through wise management of CNMI natural resources, supporting healthy communities, a sustainable environment and a vibrant economy.

Division of Coastal Resources Management Mission

To protect and enhance the CNMI's coastal resources for residents and visitors through effective and adaptive resource management, interagency collaboration, and stakeholder engagement, in a manner that builds and sustains community resilience and well-being.

CNMI Coral Reef Initiative Education Mission

To educate and inspire a community about our diverse near shore coral resources, the benefits of these resources, as well as current threats and conservation actions that individuals can take to protect our coral reefs and marine environment.

2. Target Audiences

The following table summarizes the target audiences of the Division of Coastal Resources Management, including a brief forecast of audience needs and emergent concerns, and our approach to addressing these issues.

Target Audience	Current Audience Needs	Future Needs and Emerging Issues	New Approaches
<p>Local community groups and local (resident) recreational users: This audience constitutes what is commonly referred to as “the general public”. A population of local residents and community groups that are resource users, but not necessarily with a specific commercial or subsistence interest in the resources.</p>	<ul style="list-style-type: none"> To understand the importance of CNMI’s coastal resources To understand how their day-to-day actions as resident resource users affect coastal resources To understand the connection between watersheds and a healthy marine environment, including how priority watersheds are selected. To understand what can be done, both individually and collectively, in a public capacity, to contribute to coastal resource protection. 	<ul style="list-style-type: none"> As upcoming CRCP-funded projects will aim to revise and enhance Marine Protected Area (MPA) management plans, regulations, and policy, this audience needs to be better informed about changes to the rules and regulations in Marine Protected Areas. Residents have to internalize the connection between land and sea and the ways in which their actions on land directly or indirectly impact the marine environment, including water quality and reef health. The local community will need to be equipped with the appropriate tools and encouraged to extend their knowledge of resource conservation and stewardship to other audiences (i.e. tourists) that demonstrate behaviors that are detrimental to marine and terrestrial resources. 	<ul style="list-style-type: none"> Include, as a standard component of outreach materials, an element that enables this target audience to extend knowledge and best practices to other target audiences. Ensure communications materials frame the local population as the primary stewards of coastal resources, reducing the common conception that conservation is implemented through a select subset of local government programs and managers.
<p>Tourists: Those visitors to the island with temporary stays, not including the operators of privately arranged tourism activities.</p>	<ul style="list-style-type: none"> There is a long-standing, pervasive need for this audience to understand the sensitivity of marine and terrestrial resources, and what tourist behaviors are appropriate or damaging. 	<ul style="list-style-type: none"> With an increasing trend in tourism and proliferation of tour operators, the tourists themselves must be equipped with the knowledge of how sensitive and vulnerable CNMI reefs are, and what behaviors are detrimental to these ecosystems, regardless of what tour operators are promoting. 	<ul style="list-style-type: none"> Recent efforts to equip tourists with crucial knowledge of coral reef sensitivity and damaging human behaviors can focus more heavily on “early intervention” measures prior to, and upon arrival in CNMI. Create partnerships with stakeholders within the tourism industry (i.e. hotels, car rental companies, restaurants) to maintain awareness of the importance of sensitive environmental

Target Audience	Current Audience Needs	Future Needs and Emerging Issues	New Approaches
			resources and discourage bad behavior.
<p>Marine sports operators (MSO)/Tour operators: The commercial enterprises that offer tours and recreational opportunities specifically tailored to groups of tourists and foreign visitors.</p>	<ul style="list-style-type: none"> • Understanding of and general compliance with DCRM’s updated rules and regulations. • Ability to steer clientele (tourist) behavior in a manner that avoids direct and indirect damage to the coastal environment. • 	<ul style="list-style-type: none"> • Increased tourism has resulted in higher concentrations of impacts of day-to-day activities in the marine environment. • Recent completion of marine planning efforts and lagoon use management plans offer a wide range of sustainable management and conservation options that tour operators will need to be aware of. 	<ul style="list-style-type: none"> • Implementation of tour operator’s certification program • Communication of Saipan Lagoon Use Management Plan (SLUMP) recommendations to tour operators.
<p>Teachers/Students: Including all members of the CNMI Public School System, as well as private institutions, and Northern Marianas College.</p>	<ul style="list-style-type: none"> • Enable access to watershed, coral reef, and climate change education materials. • Provide hands-on learning and demonstration opportunities for youth and adults. • To extend outreach regarding rules and regulations of coastal zones, Marine Protected Areas, and Areas of Particular Concern (APCs) 	<ul style="list-style-type: none"> • The school system is increasingly open to new material within its curricula, therefore environmental awareness and conservation needs to be integrated into local curriculum at multiple levels. • The program needs to provide school visits and field trips for K-12. • Funding for materials and transportation is needed to take students out on field trips to visit MPAs, wetlands, watershed revegetation areas, and CNMI Snorkels activities. 	<ul style="list-style-type: none"> • Schedule regular school visits and build a partnership with teachers. • Provide a curriculum and communication materials that make it easy for teachers to integrate. • Utilize existing and innovative technology to encourage community engagement, increase social media and web visibility. • Provide training to teachers in natural resource conservation and coastal areas.
<p>Private Landowners and Developers: Those individuals and groups that play a direct role in the configuration of land uses, and changes in watershed health throughout the CNMI.</p>	<ul style="list-style-type: none"> • To understand the importance of their watershed, its function, and the natural and anthropogenic activities that cause polluted runoff affecting ecosystem health. 	<ul style="list-style-type: none"> • Economic shifts within the Commonwealth have provided landowners and private developers with opportunities to transform land use and land cover within large areas of CNMI watersheds. Timing is critical for landowner and developer training on erosion control and 	<ul style="list-style-type: none"> • Provide educational material and training to landowners and other private interests in stormwater management and simple erosion control techniques. • Enable access to and increased advertising of BECQ’s Permitting and Reef Report applications

Target Audience	Current Audience Needs	Future Needs and Emerging Issues	New Approaches
	<ul style="list-style-type: none"> • To understand the importance of sustainable coastal development and economic value of natural resources. • To learn about cost-effective ways to mitigate their impacts. • To understand DCRM’s permitting process, including Areas of Particular Concern (APCs), and major sitings. • To understand DCRM’s enforcement process and proceedings 	<p>stormwater management in order to reduce polluted run-off for the benefit of a healthy watershed.</p> <ul style="list-style-type: none"> • Many landowners and developers do not account for the long-term or indirect impacts their projects may have on coastal resources. How do we encourage landowners and developers to mitigate these problems before starting a project instead of after a violation has been issued? 	<ul style="list-style-type: none"> •

Secondary Audiences

Secondary Audiences are those stakeholders and groups that can play a key role in the effectiveness of the overall communications strategy. These audiences are not necessarily the initial target audience for communications, but need to understand the overall DCRM strategy, and agree to partner in its implementation due to their area of influence.

Secondary Audience	Description of influence
Regulatory agencies <ul style="list-style-type: none"> ○ BECQ ○ DLNR/DFW ○ DPL ○ Zoning ○ DPW ○ DPS 	<ul style="list-style-type: none"> ● Regulation of Coastal Zone and nearshore waters ● Outreach capacity through consistently funded initiatives ● Enforcement capacity through federally-funded programs in the coastal zone and marine environment ● Oversight authority over commercial and resource user activities in marine ecosystems and coastal zones ● Mandates to protect and conserve sensitive ecological systems
Policy/decision makers <ul style="list-style-type: none"> ○ Government bodies ○ Regulators ○ Courts ○ Corporations ○ Agency Board members ○ CNMI Legislature ○ CNMI Office of the Governor 	<ul style="list-style-type: none"> ● Enable legislation that may revise or enhance policy related to coastal zone management priorities ● Supporting conservation efforts through more informed decisions by agency leadership ● Providing “political will” to push coastal zone and marine conservation and management down through lower tiers of government ●
Mass Media (Newspapers, Television, Theater)	<ul style="list-style-type: none"> ● Information dissemination ● Capacity to address multiple audiences simultaneously
Marianas Visitors Authority	<ul style="list-style-type: none"> ● Primary partner in promoting best practices for tourism-based economy ● Able to initiate tour operator trainings, certifications, and site-based conservation efforts ● Able to advance community support for conservation efforts by labelling as eco-tourism initiatives ● Able to reach foreign visitors and increasing tourist numbers with outreach in multiple languages, and ensure best practice are communicated in a manner tailored to visitor cultures

With these audiences in mind, DCRM can better assess its own capacity to address these needs. The following sections dissect the Program’s strengths and challenges, ultimately identifying the unique role and areas of opportunity for a targeted outreach and communications approach.

3. Program Self-Assessment & Niches

The following table provides a high-level overview of DCRM’s current assets and areas for improvement. This is followed by an assessment of barriers to effective communications (“Threats and Challenges”), and the roles that DCRM programs can play in overcoming these barriers and achieving outcomes (“Program Profiles”).

A synthesis column in the “Program Profiles” table provides a summary of the DCRM Communications approach, along with three broad outcomes related to (1) knowledge, (2) stewardship, and (3) capacity building. These three outcomes form the basis for goals and objectives within the overall communications strategy.

CNMI Division of Coastal Resources Management Strengths, Weaknesses, Opportunities, and Threats

<p>Strengths</p> <ul style="list-style-type: none"> • Long-standing relationship with environmental NGO that specializes in outreach and community engagement • Strong partnership with community group partners and CNMI’s public and private schools. • Consistent branding and messaging of CRI program can be used as a model for other DCRM programs • Recently established DCRM-dedicated education and outreach program. • Trained staff/capacity within implementing agency and partners • Robust information & data from Marine Monitoring Program to support knowledge dissemination • Ample technical capacity to distill complex science and data into communications material • Existing Local Action Strategies, watershed restoration efforts, and management plans • Support from directors • Team has a shared vision • Access to outreach and communications support from NOAA Communications 	<p>Weaknesses</p> <ul style="list-style-type: none"> • Funding limitations or reductions • Need for additional supporting agencies • Need to identify conservation champions within the community, and in the political arena • Lack of enforcement of Marine Protected Areas • Regulatory agency and community weak with enforcing and reporting of violations throughout coastal zone and nearshore waters. • Outdated regulations with no consistent framework for updates • Lack of personnel to implement, enforce, and develop <i>new</i> programs. • No designated leadership (at all levels) leading to lack of political will at times • Diverse interests in resource use within the community • Multiple large scale stressors (biophysical and socio-economic) • Lack of opportunities for community volunteers to be routinely involved
<p>Opportunities</p> <ul style="list-style-type: none"> • Communications to emerging audiences about coastal resource conservation • Replication of successful practices for other priority watersheds • Distribution of “feel good” conservation success stories • Building community cohesiveness by connecting different target audiences (e.g. local residents and tourism sector) 	<p>Threats</p> <ul style="list-style-type: none"> • Rapid development and urban sprawl • Unsustainable tourism development and absence of a set visitor capacity limit • Lack of political will and inconsistent leadership due to turnover, disinterest from current administration • Competing priorities for current administration and decision-makers

<ul style="list-style-type: none"> • Building new partnerships with landowners and private interests • Building capacity within agency using training resources and highly successful internship program • Utilization of existing (i.e. social media) and innovative technology (i.e. GIS maps, drones) to encourage community engagement and support outreach opportunities. 	<ul style="list-style-type: none"> • Difficulties in communicating economic value of coastal resources to audiences engaged in economic planning and development
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Cross-Cutting Threats and Issues

Building on the examination of challenges in the table above, the following themes have proven potential to hinder the effectiveness of outreach and communication efforts (e.g. foreign languages, decision maker turnover, etc...), and therefore provide a means of further focusing communications goals and objectives.

Apathy

Some target audiences have no personal, cultural, recreational, or self-evident connection to the CNMI’s coastal resources. This type of apathy makes it difficult to encourage non-natives and residents who’ve recently relocated to the CNMI to become active stewards of their new environment. Some natives and long-time residents also display feelings of apathy, despite a perceived connection to the CNMI’s land and water. Many residents have a vested interest in maintaining the status quo due to political, economic, or other external pressures, or feel as though their day-to-day actions have little to no impact on the environment. This mindset is difficult to change and enables other audiences (e.g. tourists, foreign nationals, etc...) to continue their own bad behaviors.

Awareness

A lack of environmental literacy and general knowledge of island ecology is apparent across all targeted audiences. There should be a diversity in approaches to addressing this issue, as some strategies are less effective than others when targeted to the wrong group or in the wrong setting. The CNMI’s public and private schools should place a larger focus on basic island ecology and incorporate CNMI-specific natural resource education. Resource management agencies lack an established presence within the community and consequently, community members are not aware of many ongoing programs and initiatives. A lack of access to information greatly contributes to irresponsible behavior and subsequent opposition to management decisions made by regulatory agencies.

Tourism

Increased tourism, without the implementation of best practices, continues to result in habitat destruction and detrimental harvesting activities. Tourists may not be aware of the damaging effect their actions can have on sensitive marine and terrestrial environments. Common “bad behaviors” exhibited by tourists are driving on the beach, stepping on or removing coral and other marine life, and improper disposal of trash. Whether it’s disturbing wildlife during a dive lesson or illegally harvesting souvenirs at Marine Protected Areas, tourists participate in a number of environmentally irresponsible behaviors that are rarely enforced – and often encouraged – by tourism operators. Furthermore, intense pressure to increase visitor numbers by the local tourism association will exacerbate current rates of environmental degradation, unless user capacity limits are considered and immediately established.

Cultural Diversity

Language barriers, lack of vested interest in environmental health, and the impact of an increasingly multi-cultural society have fostered a myriad of attitudes, beliefs, and relationships with the CNMI’s coastal environment and its natural

resources. These attitudes are far ranging and oftentimes clash with those of other cultural, societal, and economic groups. Effective outreach and education efforts require cognizance of the different cultural groups and their respective needs.

Lack of Understanding and Respect for Traditional Practices

Lack of respect for traditional practices can lead to habitat destruction and over-harvesting, particularly where traditional systems of management and self-control are not observed. As the CNMI population grows, due in large part to the rapid increase of migration from Asia, traditional Chamorro and Carolinian practices are threatened, ultimately creating a disconnect between various cultural groups and shared marine resources.

Social Demands

Social demands and stressors include poverty, poor infrastructure, and general increases in population. Environmental degradation, including overall reduction of watershed health and water quality, has been strongly linked to increases in population size, waste production, and individual resource use. Adverse environmental impacts are further linked to changes in consumption habits, lack of access to modern technological developments, and an unstable economy. Poverty and the lack of economic opportunities are known to accelerate population growth, further encouraging the exploitation of finite resources. These issues can weaken conservation efforts, as many misguided and impulsive economic resolutions are made when financial resources are increasingly limited, and where there are perceived short-term tradeoffs between economic growth and environmental protection.

The table on the following pages summarizes how each overarching DCRM program area (Climate Change Adaptation and Coastal Planning, Permitting and Enforcement, and the Coral Reef Initiative) is equipped to address the suite of cross-cutting issues outlined above, and synthesizes the outcomes of these program approaches into a set of three goals. These goals form the foundation of this strategic communications plan.

DCRM Communications Program Profiles

Program:	Permitting and Enforcement	Coastal Planning and Climate Change Adaptation	Coral Reef Initiative	Overarching Synthesis
Audiences (Target and Secondary):	Regulatory Agencies Tourists and Tour Operators Developers and Private Interests Landowners Local community resource users (recreational and subsistence users)	Policy Makers Regulatory Agencies Students and Teachers Tourists and Tour Operators Developers and Private Interests Landowners	Students and Teachers Landowners Farmers Developers and Private Interests Policy Makers	Synthesis of program audiences (See Section 2): Landowners Farmers Developers and Private Interests Policy Makers Regulatory Agencies Students and Teachers Local community resource
Niche:	Rules and Regulations Compliance Work with developers, landowners, tour operators, and regulatory agencies to ensure adequate knowledge of and full compliance with DCRM's updated rules and regulations.	Coastal Hazards and Climate Change Adaptation Work with community members to preserve and enhance the CNMI's coastal resources through special projects and targeted management strategies. Work with policy makers and community leaders to inform and develop climate adaption plans.	Coral Reef Conservation, Education and Awareness Increase awareness of the economic, social, and ecological importance of coral reefs and the relationship between marine health and sustainable land use practices. Actively engage and encourage the community to take stewardship of the environment by providing access to tools, resources, and reliable data.	Synthesis of program niches: All audiences are given ample opportunity to learn about the CNMI's coastal resources, the benefits and importance of these resources, current threats, and specific actions they can take to protect and preserve them. Education and outreach efforts should be tailored by each program area to effectively reach the appropriate target audience. Community members of all knowledge levels have reliable access to all information and data produced and disseminated by DCRM.

Program:	Permitting and Enforcement	Coastal Planning and Climate Change Adaptation	Coral Reef Initiative	Overarching Synthesis
<p>Outcome: Knowledge</p>	<p>Increased understanding of DCRM's rules and regulations, and its permitting and enforcement processes.</p>	<p>Increased awareness of threats to coastal resources, climate change impacts, and coastal hazards.</p>	<p>Increased awareness of effects of land-based sources of pollution on water quality and coral reefs, and understanding of best practices to reduce impacts.</p>	<p>GOAL 1: To create a culture of appreciation and understanding of the value of CNMI's marine and coastal resources, in which community members are empowered to be active stewards of the environment.</p>
<p>Outcome: Stewardship</p>	<p>Educational resources that promote BMP's, as well as tools for reporting violations or issues of concern (e.g. Permitting App and Reef Report) are easy to access and understand by the target audiences.</p>	<p>Outreach materials use the most reliable and up-to-date science to provide clear and comprehensive information on coastal hazards and the importance of climate adaptation, taking care to avoid messages of "doom and gloom" that could deter support for adaptation plans.</p>	<p>Increased appreciation for coral reefs and their ecological, cultural, and economic importance by utilizing a wide range of communication and outreach strategies and tailored to specific audiences.</p> <p>Target audiences have access to educational tools and resources containing the most current information on the state of the CNMI's coral reefs, ways to protect them, and best management practices for limiting land-based sources of pollution.</p>	<p>GOAL 2: To enable target audiences to become environmental stewards by increasing the range of and access to reliable information, innovative tools and resources, as well as best practices for reducing their impact.</p>

Program:	Permitting and Enforcement	Coastal Planning and Climate Change Adaptation	Coral Reef Initiative	Overarching Synthesis
Outcome: Increased capacity	Residents and resource users are encouraged to participate in all updates to DCRM's regulations, management plans, and policies.	Resource users with potentially larger impacts (e.g. hotel owners, land developers, policy makers) incorporate the latest scientific information and technologies into their decision making and project planning. Scientific data and information is communicated in the vernacular and with respect to demographic diversity, allowing residents and common resource users with minimal impacts to take part in decision making and project planning.	Residents can confidently use DCRM's information apps, such as the Permitting app and Reef Report, to obtain information and report hazards or violations. Students regularly participate in projects and programs for personal and professional development, such as the annual International Coastal Cleanup, Eyes of the Reef Marianas, and the CZM and CRI Summer Internship.	GOAL 3: To increase local management capacity at all levels by advocating for stronger environmental regulations, increasing community support of regulatory and enforcement agencies, and providing students opportunities for personal and professional development through education and internship programs.

4. Strategy: Goals, and Objectives

Goal 1: To foster a culture of appreciation and understanding of the value of the CNMI’s coastal resources, in which community members are empowered to become active stewards of the environment.

Objective 1.1: By April 2020, each overarching DCRM program area (Climate Change Adaptation and Coastal Planning, Permitting and Enforcement, and the Coral Reef Initiative) will have updated existing outreach materials and developed new outreach materials using strategies that consider each program’s specific niche and target audience.

Objective 1.2: By September 2021, all communication materials and outreach strategies that were updated or developed under Objective 1.1 are communicated to their respective audiences and/or implemented at CZM outreach opportunities through targeted efforts and initiatives.

Objective 1 Strategic Approach

Activity/Output <i>What will be done or produced?</i>	Responsibilities <i>Who will do it?</i>	Timeline <i>By when?</i>	Evaluation Metrics <i>How will success be measured?</i>
All (100%) communication materials are updated to reflect any amended rules and regulations, updates to definitions, jurisdictional changes, as well as all evaluation study results.	Led by the CZ Communications Specialist, with support from the CZ Communications Assistant, and input from each section manager.	50% of materials updated by September 2019. 100% of materials updated by April 2020.	Percentage of existing communication materials updated to reflect amended rules and regulations, changes to definitions or jurisdictions, and results to all evaluation studies (evaluated in September 2019 and April 2020)
All (100%) climate change and coastal planning-related outreach materials are updated to reflect the 2014Saipan Climate Vulnerability Assessment, the 2018 Shoreline Access and Shoreline Enhancement Assessment, the Saipan Lagoon Hydrodynamic Study, and all other special projects.	Led by the CZ Communications Specialist, with support from the CZ Communications Assistant and Coastal Planners..	50% of materials updated by September 2019. 100% of materials updated by April 2020.	Percentage of climate change and coastal planning-related outreach materials updated to reflect 2014 Vulnerability Assessment, Shoreline Access and Shoreline Enhancement Assessment, Saipan Lagoon Hydrodynamic Study, and all other special project results (evaluated in September 2019 and April 2020)
All (100%) Permitting and Enforcement-related outreach materials reflect the 2017 updated DCRM Rules and Regulations and Enforcement Process.	Led by the CZ Communications Specialist, with support from the CZ Communications Specialist, as well as the Permitting Manager and Chief Enforcement Officer.	100% of online information, including DCRM website, updated by April 2019. 100% of materials updated by April 2020.	Percentage of Permitting and Enforcement-related outreach materials updated to include amended DCRM rules and regulations and Enforcement processes (evaluated September 2019 and April 2020)
All (100%) CRI- related communication materials are updated to reflect current fisheries, watershed, and marine monitoring data, as well as results from the 2018 Coral Valuation Assessment,	Led by the CRI Education and Outreach Coordinator, with support from the MPA and Watershed Coordinators and the Marine Monitoring Team. <i>(See Coral Reef Initiative Communications Plan 2018)</i>	50% of materials updated by April 2019. 100% of materials updated by September 2019.	Percentage of CRI-related outreach materials updated with most recent fisheries, watershed and marine monitoring data and results from coral evaluation assessment (evaluated April 2019 and September 2019)

as outlined in the CRI Communications Plan.			
Develop one (1) awareness campaign on coastal planning and/or climate change impacts, one (1) awareness campaign on DCRM's permitting and enforcement processes and/or the agency's role in resource management, and one (1) behavior change campaign on pollution prevention.	Led by the CZ Communications Specialist and CZ Communications Assistant, with support from the permitting and enforcement sections, coastal planners, and marine monitoring team as needed.	50% of materials for each campaign developed by April 2020. 100% of materials developed and ready to implement by September 2020.	Percentage of new materials developed for use in individual awareness and behavior change campaigns on climate change and coastal planning, permitting, enforcement, and agency role, and pollution prevention.
Ensure all outreach and education materials are cohesive, maintain consistency in branding, and contain updated, reliable information.	Led by CZ Communications Specialist and Communications Assistant, with support from section managers and agency director.	All materials checked for consistency and updated information annually.	Audiences can identify all outreach material as belonging to DCRM based on branding and trusts that it contains reliable information.

Goal 2: To increase the range and accessibility of reliable data and updated information, innovative tools and resources, as well as best practices for reducing adverse environmental impacts.

Objective 2.1: By September 2021... existing best management tools and guidelines are updated and new resources developed.

Objective 2.2: By September 2023, accessibility to decision-making tools and professional guidance is enhanced.

Objective 2 Strategic Approach

Activity/Output <i>What will be done or produced?</i>	Responsibilities <i>Who will do it?</i>	Timeline <i>By when?</i>	Evaluation Metrics <i>How will success be measured?</i>
Develop Lagoon Users Education Plan containing best practices outlined in Saipan Lagoon Use Management Plan and distribute to marine sports operators, tourism operators, and agency partners, during outreach events and as opportunities arise.	Coastal planners 1-3 will be responsible for obtaining the content of the education plan. The Communications Specialist will be responsible for content editing and translating any words or rhetoric into the vernacular. The communications assistant will be responsible for final product design and distribution at community events. Coastal planners will distribute to agency	Develop Lagoon Users Education Plan by September 2019. Distribute to 50% of certified marine sports operators, tourism operators and agency partners by April 2020. Distribute to remaining 50% of certified marine sports and tourism operators and agency partners by September 2021.	Percentage of marine sports and tourism operators that have implemented one or more best management practices from the Lagoon Users Education Plan.

	partners and tourism operators.		
Collect and analyze shoreline change data and share frequent updates to DCRM's online data portal.	Coastal planners and shoreline interns will collect and input all shoreline change data.	By September 2019, all shoreline change data will be uploaded onto DCRM's online portal, with monthly uploads being made thereafter.	Number of monthly visitors to DCRM's online data portal.
All online reporting and information tools will be updated to the latest available software and actively maintained.	Section managers will be responsible for working with IT to ensure all online tools are up to date.	All online reporting and information tools will be updated by September 2019.	Stakeholders report ease of use of online tools based on results of feedback survey that can be accessed online.
Develop a series of short handbooks of best practices for reducing individual environmental impacts, each one modified to the appropriate target audience.	Section managers will provide the content for their respective handbooks. CZ Communications team will lead product design and production.	Contents and intended audiences decided by April 2020. Handbooks ready for distribution by September 2020.	Percentage of stakeholders implementing best management practices for reducing individual impact identified in handbooks.
Create a network of partners in both the public and private sector to encourage interagency collaboration and streamline the sharing of tools and resources.	Led by the CZ Communications Specialist and CRI Education & Outreach Coordinator, with support from the CZ Assistant.	By April 2019, Identify and invite at least 8 partners from both private and public sectors to take part in a resource exchange network.	Number of instances where interagency collaboration was made possible through resource exchange network

Goal 3: To increase local management capacity at all levels by increasing employee participation in DCRM activities and initiatives, providing community members personal and professional development opportunities through internship and education programs, and informing responsible environmental legislation.

Objective 3.1: By September 2021, 100% of DCRM employees will have participated in at least two activities (per year) for internal capacity building.

Objective 3.2: By September 2022, the quality and level of participation in educational programs and internships is increased.

Objective 3.3: By September 2023, legislative and regulatory decisions are better informed by community involvement and up-to-date scientific information.

Objective 3.1 Strategic Approach

Activity/Output <i>What will be done or produced?</i>	Responsibilities <i>Who will do it?</i>	Timeline <i>By when?</i>	Evaluation Metrics <i>How will success be measured?</i>
(Obj 3.3) Strengthen communication with local lawmakers by providing updated information on the status of CNMI's natural	The CZ Communications Team will work with the CRI Education and Outreach	Develop a 2-page factsheet on CNMI resources status by September 2019.	Number of environmental bills introduced by representatives as a result of receiving outreach

<p>resources through factsheets, invitations to attend presentations, and other materials.</p>	<p>Coordinator to develop targeted outreach materials. Invitations to attend presentations will be sent from the DCRM Director.</p>	<p>By April 2022, all members of the House of Representatives and the Senate will have received the factsheet and attended 1 presentation.</p>	<p>materials and attending resource status presentations.</p>
<p>(Obj 3.3) Increase the number of attendees at DCRM public hearings through frequent news and radio announcements and social media posts.</p>	<p>DCRM Permitting is responsible for advising the Communications Assistant or Specialist of a public hearing scheduling and logistics. The Communications Assistant will be responsible for posting on social media, will work with the radio stations and KSPN to make public hearing announcements. The Communications Specialist will develop a short optional survey to determine how public hearing attendees get their meeting information and how they'd like to in the future.</p>	<p>A 20% increase in public hearing advertisements by September 2019. A 75% increase in public hearing attendance by April 2023.</p>	<p>Number of people in attendance at each public hearing; the percentage increase compared to previous hearing; the percentage increase compared to a previous hearing held one year prior.</p>
<p>(Obj 3.2) DCRM will strengthen its relationship with the CNMI Public School System by performing outreach at all environmental or environment-related events, and by continuing to support a more localized environmental science curriculum through in-class presentations, educational activities, and field trips.</p>	<p>Each DCRM section is required to perform outreach at the yearly Environmental Expo for Environmental Awareness Month, including dissemination of updated communication materials and an interactive presentation on the importance and responsibilities of their section. The CZ Communications team will work with teachers to coordinate in-class presentations and on-site field trips, with support from other sections as needed. The CZ Communications Team will be responsible for giving pre and post-surveys for every presentation and learning activity and compiling the data afterward.</p>	<p>By April 2019, each section will develop a 3-5 minute presentation and accompanying interactive learning activity.</p>	<p>Number of student surveys that correctly define or identify a) the ridge-to-reef concept, b) a watershed, c) a coastal hazard, and d) 3 impacts of global climate change in the CNMI.</p>
<p>(Obj 3.1) Build capacity internally and facilitate knowledge sharing and exchange by holding a series of “brown bag” presentations throughout the year for employees to explain any current or upcoming projects</p>	<p>Led by Communications Assistant, with logistical support from DCRM administration section.</p>	<p>Hold at least 6 “brown bag” presentations by April 2020.</p>	<p>Every DCRM employee will have attended at least 1 local or off-island workshop or training each year.</p>

<p>and presentations given while on travel.</p>			
<p>(Obj 3.2) Improve and enhance the CRI and CZ Summer Internships by increasing the amount of yearly applications, actively identifying enthusiastic mentors, utilizing post-internship surveys, and working with mentors to develop productive and rewarding summer projects.</p>	<p>CRI Education and Outreach Coordinator and CZ Communications Specialist will lead efforts to improve the CRI and CZ Internship Programs, respectively, including the coordination of group activities, periodic check-ins, and distribution of pre and post surveys.</p> <p>Mentors will develop a summer project plan that is both educational and enjoyable for the student interns.</p>	<p>Received applications increase by 5% each year starting in 2019 for CRI and 2020 for CZM.</p>	<p>Number of internship applications received each year; number of former interns who pursue degrees in environmental science, are employed at DCRM or seeking employment in other natural resource management capacities locally</p>

Appendix A: Calendar of Education and Outreach Events and Opportunities 2018-2019

Date	Activity/Event	Comments
January 2018		
January 11, 2018	4H Riptide Program	Coral Reef and Watershed Presentation
January 19, 2018	CNMI Snorkels Day	Coral Reef, Watersheds, and Marine Debris Presentation
February 2018		
February 6, 2018	GTC Elementary School (4 th grade, 3 sections, 62 students)	CZM & Coral Reef Presentations
February 8, 2018	GTC Elementary School (5 th grade, 2 sections, 48 students)	CZM & Coral Reef Presentations
February 8, 2018	4H Riptide Program	Coral Reef and Watershed Presentation
March 2018 - Launch IYOR 2018		
March 3, 2018	MINA's Schools for Environmental Conservation	Coral Reef and Watershed Presentation/Eyes of the Reef/International Year of the Reef
April 2018 - Environmental Awareness Month		
April 25-26, 2018	Environmental Expo	Coral Reef/Watershed/Enforcement/Climate Change/Coastal Planning Presentations and Displays
April 28, 2018	CNMI Snorkels @ Flame Tree Arts Festival	CRI and Watershed Presentations, MMT Survey Demonstrations and In-Water Snorkeling Activity
April 26-29, 2018	Flame Tree Arts Festival	International Year of the Reef Rain Barrel Art Contest Showcase
May 2018 –Tourism Month and American Wetlands Month		
May 5, 12, 19, & 26 2018	Taste of the Marianas	Ridge to Reef Outreach Booth
May 18, 2018	Wetland Cleanup @ American Memorial Park	Wetlands Outreach
May 25, 2018	Talakhaya Watershed Stream Hike - Rota	Wetlands Outreach
June 2018		
June 1, 2018	CRI Summer Internship Program begins	10-week summer program, opportunities for field-based training and education and outreach
June 8, 2018	World Oceans Day	Film screening: Chasing Coral

June 11-15, 2018	Ridge to Reef Eco Camp - Tinian	Four day Ridge to Reef Camp, topics/activities include: CNMI Snorkels, Long Beach beach cleanup, marine debris art, watersheds, coral reef ecology, native plants and animals
June 21-22, 2018	4H Camp Magalahi	Coral and Watershed Presentations, Hike and Tree Planting at LaoLao Revegetation Site
July 2018		
July 7, 2018	CNMI Snorkels - Saipan	Coral Reef, Watersheds, and Marine Monitoring Presentations and In-Water Activity
July 28, 2018	Eyes on the Reef – Train the Trainers	CRI Interns get Eyes on the Reef Training
July 30-31, 2018	Ridge to Reef Eco Camp - Rota	Four Day Ridge to Reef Camp, topics/activities include: CNMI Snorkels, Talakhaya hike and seedling planting, watersheds, coral reef ecology, native plants and animals
August 2018		
August 1-2, 2018	Ridge to Reef Eco Camp-Rota cont'd.	
August 11, 2018	Eyes on the Reef	Eyes on the Reef Training - Public
August 25, 2018	LaoLao Revegetation Site Hike and Tree Planting	What is a watershed? Significance of LaoLao Bay. Hike to reveg site and native tree planting activity.
August 31, 2018	CRI Summer Internship Program Ends	Interns present on their summer projects at BECQ
September 2018 – Plastic Pollution and Marine Debris Month		
September 15, 2018	International Coastal Cleanup	700 volunteers from 34 different groups and organizations in the CNMI participate in annual International Coastal Cleanup to bring awareness to the problem of ocean pollution and marine debris.
September 2018	Skip the Straw! September	Challenge the community to reduce single use plastic consumption by not using plastic straws all month. Have local restaurants take the “Skip the Straw” pledge to encourage patrons to skip the plastic straw. Utilize ICC data from past years.
September 7, 2018	Tanapag Middle School Raingarden Revitalization	DCRM will coordinate a revitalization project for TMS’s existing raingarden
September 14, 2018	International Coastal Cleanup	Goal for 2018 ICC: Every western beach location will have at least 1 group or organization assigned to it for ICC.
October 2018 -		

October 4, 2018	NMC 4-H RipTide	DCRM outreach at San Antonio Youth Center as part of NMC's 2-week 4-H RipTide Program.
October 6, 2018	Forbidden Hike & Learn	DCRM will organize a community cleanup event at Forbidden Island in Saipan.
October 31, 2018	Joeten Kiyu Public Library Annual Halloween Trunk or Treat	DCRM's trunk will be conservation themed – "The Horrors of Plastic"
November 2018		
November 17, 2018	Old Man by the Sea Hike & Learn	DCRM will organize a community cleanup event at Old Man by the Sea in Saipan.
November 24, 2018	Thankful For Coral-Giving	This month, DCRM will highlight all the reasons why we are thankful for coral and the many benefits of coral reefs.
December 2018 – A Coral Christmas		
Dates TBD	NMC 4-H RipTide	DCRM Outreach at Gualo Rai Youth Center as part of NMC's 2-week 4-H RipTide Program.
December 2018	A Coral Christmas in the Marianas	Partner with MVA to have their annual "Christmas in the Marianas" be coral reef themed.
January 2019		
Monthlong	School Visits	High schools
Ongoing	CRI Tide Chart Calendar and Art Contest	Students grades K-12 are invited to submit their art to be included in the 2019 CRI Calendar
Ongoing	Distribute new Eco Cards	Replace existing eco cards and sign up new vendors
February 2019		
February 2, 2019	World Wetlands Day	TBD
Dates TBD	NMC 4-H RipTide	DCRM outreach at Koblerville Youth Center as part of NMC's 2-week 4-H RipTide Program.
March 2019		
March 3, 2019	World Wildlife Day	TBD
March 22, 2019	World Water Day	TBD
Monthlong	School Visits	5 th grade
April 2019- Environmental Awareness Month		
Dates TBD	NMC 4-H RipTide	DCRM outreach at Chalan Kanoa Youth Center as part of NMC's 2-week 4-H RipTide Program.
Dates TBD	Environmental Expo	Outreach booths and presentations.
Dates TBD	Flame Tree Arts Festival	CRI and CZM Outreach booth
May 2019 – Tourism Month		
Dates TBD	Taste of the Marianas	CRI and CZM outreach booth
June 2019		

Dates TBD	CRI and CZM Summer Internship	10-week summer program, opportunities for field-based training
Dates TBD	Youth Environmental Stewardship	Four day Ridge to Reef Camp on Tinian
June 8, 2019	World Oceans Day	TBD
July 2019		
Dates TBD	Youth Environmental Stewardship	Four day Ridge to Reef Camp on Rota
Dates TBD	4h Maga'lahi Camp	Five day Saipan Camp
August 2019		
Monthlong	Storm Drain Identification Initiative	Month-long initiative to identify and mark all of Saipan's storm drains. Public outreach can include a storm drain treasure hunt wherein DCRM will give clues to the location of each storm drain and have the community identify each one.
August 11, 2019	Eyes on the Reef	Eyes on the Reef Training - Public
April 26-29, 2019	Flame Tree Arts Festival	CZM and CRI Outreach Booth
September 2019		
Date TBD	International Coastal Cleanup	Volunteers from across the CNMI are invited to take part in world's largest single day cleanup and science project.
Monthlong	Skip the Straw! September	Challenge the community to reduce single use plastic consumption by not using plastic straws all month. Have local restaurants take the "Skip the Straw" pledge to encourage patrons to skip the plastic straw. Utilize ICC data from past years.