

River Voices



photo by Pete Lavigne

Media Matters

by Randy Showstack, American Rivers

Why Media Exposure is Vital to Your River Work

When you are fighting to save a river, media outreach is a critical tool and one of the basic resources to include in your group's overall efforts. No matter how big your opponent is, media outreach will help you. David felled Goliath with a slingshot. With the media—and by firing off “guerrilla” media tactics like passion, integrity,chutzpah, and a sense of what makes news—you can win on your issues, and gain other significant benefits for your organization.

The media—television, newspapers, radio, and magazines primarily—will increase your clout and help with your other work. Media outreach and coverage can push your conservation agenda, galvanize fundraising and membership efforts, pressure or support politicians and other decision-makers, increase your public visibility, and educate the public.

Media reaches many people fast, and almost all of us depend on it for news. It is the most efficient and effective way to air the issues, in time to do something about them. If you are not using the media, even if your work

MRWC's "Source to the Sea" canoe expedition from headwaters to the ocean gains widespread media attention. From l to r Bob Varney, NH Dept. of Environmental Services; Dan Grossman, radio journalist; Ralph Goodno MRWC executive director.

in other areas is exceptional, your group and issues may be invisible to the public, and you may be losing to an adversary who is media savvy. Learning to work with the media is not difficult, and if you are involved with lobbying, fundraising or public speaking, you already have some key skills that can be transferred to this new arena.

Wisdom from the Field

Following are examples of how media has been instrumental for river groups and their causes.

“If you're in a battle to secure a goal, you have to attack it from all different directions,” says Don Shields, Chair of the Penobscot River Coalition. “One of the most important ways to achieve this goal is to get the issue out in front of the public through the media.”

Shields, a practitioner of “guerrilla” media, says “You can buy publicity, but

you can't buy the media. People are smart enough to realize that the slick public relation campaigns that are produced by PR agencies are not necessarily the truth.” He cites as an example a breakthrough that came for the Coalition after three members offered a simple, flip-chart presentation to the *Portland (ME) Press Herald* editorial board. He says that although a PR firm had tried to convince the paper to support construction of a dam, two weeks after the Coalition met with the *Herald*, the paper took the editorial position of opposing the dam. “All that slick, expensive PR didn't work. We won the day.”

The media is critically important, says Pete Lavigne, former executive director of the Merrimack (NH & MA) River Watershed Council and now River Leadership program director with River Network. “If you want to be a

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“With the media . . . you can win on your issues, and gain other significant benefits for your organization.”

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River Voices is a forum for information exchange among grassroots, regional and state river groups across the country. River Network welcomes your comments and suggestions.

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River Network is a national nonprofit organization dedicated to helping people save rivers.

We support river conservationists in America at the grassroots, state and regional levels; help them build effective organizations; and through the **River Network Partnership** link them together in a national movement to protect and restore America's rivers and watersheds.

River Network runs the following four programs:

River Clearinghouse provides river activists with information and referrals on technical river resource and nonprofit organizational issues;

River Leadership Program develops new leadership and strengthens existing state and regional river advocacy organizations, and provides a link for local and state groups on national legislation;

River Wealth Program builds the capacity of river organizations to support themselves financially;

Riverlands Conservancy brings critical riverlands into public ownership, thereby empowering the public to oversee management and protection.

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From the President

The honeymoon is over.

Back in about 1969, middle America married the environment. In the glow of romance and novelty, environmentalists could do no wrong in the eyes of newspapers, politicians, the average citizen.

After 25 years of marriage, the relationship is growing a little thin. Middle America is no longer sure it has much in common with its mate. Environmentalists use strange words like “anadromous,” “non-point,” “ecotones” and (my favorite) “hyporheic” (or however it’s spelled). They don’t seem to care about mainstream stuff like jobs, the economy, property rights. Middle America would like to save the marriage—“we’ve had some wonderful times together—but...”

It’s time to revitalize the marriage. People who care about rivers—that’s you and me—need to court our spouse anew, persuade middle America that *we really do care about* mainstream values.

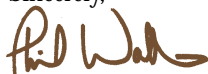
This issue of *River Voices* is about how to conduct that courtship, how to talk to middle America through the media about rivers and watersheds. The basis for the marriage is still there. It lives in words like:

- clean drinking water,
- recreation for our families,
- jobs in a growing tourism industry,
- saving tax dollars,
- protecting landowners from dams,
- conserving precious water,
- restoring a city river front,
- natural flood protection,
- keeping a river the way our grandparents knew it.

Members of our network of river guardians have consistently told us that “working with the media” is a top concern. This issue is a “how to” guide. Perhaps most important, we have to think carefully about the language we use to communicate about rivers and watersheds. We have to remember that the audience is the guy on the street—not a professor, not a scientist, not a fly-fisher, not an environmental activist. We need to talk more about clean drinking water, less about hyporheic (or however you spell it) zones.

Some of the material in this issue is reprinted from our citizen handbook, *How to Save a River*. We included it because it is among the best, and we wanted to give you a feel for the book. We’ve offered a free copy of our book to river guardians who sign on as Partners of River Network. The number of Partners has increased to 140. We invite your river group to join.

Sincerely,



Phillip Wallin
President



© photo by Linda Kliever



“We have to remember that the audience is the guy on the street—not a professor, not a scientist, not a fly-fisher, not an environmental activist.”



Media Matters!

—continued from front page—
player, that means getting politically powerful. And you need to be in the media to be politically powerful.”

A good example of the Council’s media skills is its brilliant “Source to the Sea” canoe trip, that in its first year gained mega-coverage and brought attention to dams, the state’s protected rivers program, raw sewage discharges, wetlands enforcement, and other conservation issues. The trip was heavily covered by local and regional press, and the

Nashua Telegraph featured the story on its front page for eight days in a row. The Council also attracted 300 new members, a 10% increase, through the media coverage.

“The media are the people listening over the fence, the people spreading your story,” says Friends of the Los Angeles River board member Lewis MacAdams. “In a city like Los Angeles, it’s so huge you couldn’t really get your message out without the media.” The group, which has used media

on numerous occasions, recently teamed up with a major rock radio station to publicize a river cleanup and broadcast live from the site. This year, the cleanup attracted 1,500 participants, triple last year’s count.

“The media are the only way to galvanize the public,” says Donna Real, program manager for World Wildlife Fund B.C.’s Endangered Spaces Campaign and formerly with Tatshenshini Wild! (TW!).

TW! worked with American Rivers and others to protect a major river system and 2.3 million wilderness acres in British Columbia. Timely coverage by major newspapers, radio and television—including CNN—was key to winning this battle against a mining company planning one of the biggest open-pit copper mines in the Western hemisphere. The media coverage also helped directly with the group’s fundraising, because they sent news clippings to funders. “This is positive reinforcement that our funders have made the right decision to donate to us, and to encourage further donations,” Real adds.

The American Rivers’ Media Experience

I don’t think we could return to the pre-media days at American Rivers. Both carefully coordinated campaigns and seat-of-the-pants improvisations to take advantage of opportunities have resulted in heavy news

coverage that has translated into new conservation programs for the organization, increased funding, and new members.

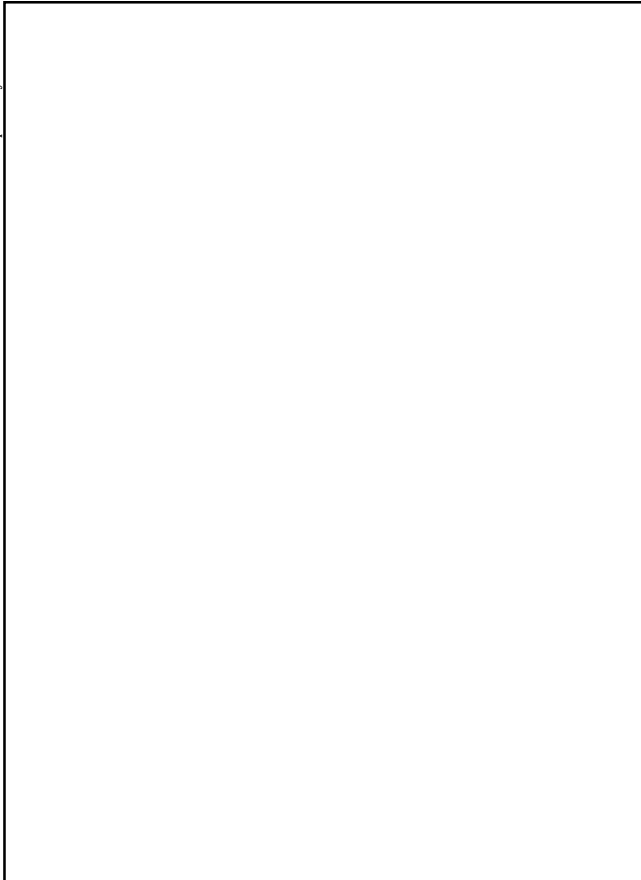
American Rivers now incorporates a media component into all of our major conservation and fundraising activities. Our best known media blitz revolves around the annual endangered rivers announcement—typically, a major news conference in Washington, D.C., a dozen simultaneous press conferences with regional grassroots groups, and satellite feeds—which is highly anticipated by the media. The blitz publicizes 25 of the most endangered and threatened rivers in the country. Coverage has included all the major TV networks, hundreds of newspapers and radio stations, and even the cover of *Time Magazine*. The media keeps the story alive for months as national media coverage feeds off itself.

Where to Begin

“While it’s conceivable that you can build an effective organization with no media support, it also seems that in almost every case, the better the job you can do with the media, the easier the rest of your job is going to be,” says Don Elder, executive director of the Cahaba River Society in Alabama.

Elder says that effective media coverage has trans-

photo by Tim Palmer



American Rivers’ “Most Endangered and Threatened Rivers” media campaign places the spotlight on the 10 most endangered and 15 most threatened rivers nationwide. The Clarks Fork of the Yellowstone (above) was designated most endangered river in 1994.

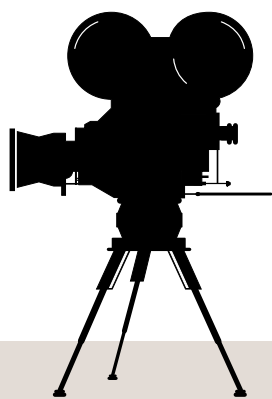
lated into increased membership and has helped with successful conservation efforts—even though the group works in a conservative political market where the press historically has been hostile to river protection efforts. “For a start-up group, in the first year to two, if you can only concentrate on two or three things, media should be one of them.”

So, where do you start?

- The first step is to decide to include media outreach as an integral tool to achieving your organization’s conservation goals.

- Next, prepare to go public. Put your research in order, have your facts straight, and prepare written materials. Appoint credible spokespeople who can communicate clearly with the media, and have experts—such as scientists, economists, or attorneys—available to support your stances.

If you can find a volunteer with background in the media to train your key spokespeople and teach them how to write effective news releases, deal with cameras, develop sound bites, and other technical subjects, that’s great. If not, other groups may be able to assist, and you can learn a great deal just by watching other spokespeople and by reading the newspaper. In small media markets, you may already know the key media outlets and reporters to contact. For larger markets, media directories, which



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DON ELDER

your library may have (such as Bacon’s, BPI, Broadcast Interview Source, and Hudson’s), and the Yellow Pages will help you locate which outlets and reporters you should be targeting.

- Establish good, honest relationships with the media. Contact the reporter(s) who might be involved with your story, and set up a meeting to introduce your group and issues. Preferably, meet them along the river or other relevant site, to provide them with a first-hand understanding of the issues. You might start the media outreach by contacting the environment reporter, if the media outlet

has one. A number of other reporters—those on general assignment beats and ones covering the outdoors, feature stories, sports and recreation, and business, for example—may also be able to write about your concerns, if there are appropriate story angles for them.

Also, the editorial board of a newspaper is important, and could lead to the paper throwing its weight behind your issue through its editorial pages. Florida Defenders of the Environment (FDE), for instance, gained much momentum in its campaign to save the Oklawaha River when nearly all the state’s papers sided with the group through their editorial pages, says David Godfrey, formerly with FDE and now with the Caribbean Conservation Corporation.

- Think like a reporter. “Constantly try to put yourself in the shoes of the reporter who is dealing with three dozen issues in a given week,” says Suzi Wilkins, coordinator for the Mississippi River Basin Alliance, and formerly with American Rivers. She adds, “Avoid jargon, and communicate on a basic level the public can understand, rather than being too technical.”

Reporters have deadlines. Respect these by being helpful, making yourself available to them, and providing them with as much information and assistance as you can.

Reporters are hungry for real news, and good,

fresh angles. Provide them with these, and you could become a “source” for the media, somebody whom the media will turn to. You can’t necessarily expect boring meetings and letter writing campaigns to generate much press, though they could. Think about what news you can make, or capitalize on. Do you have a major announcement, a report or study to release, the introduction of some legislation, a lawsuit? Even a significant anniversary will work as a news peg sometimes. But don’t try to pass off hype as news, good reporters will see right through that.

Many groups including American Rivers have worked with celebrities, politicians, and other public figures to help call media attention to conservation issues. Though, it may or may not be your style. In a city filled with celebrities, Friends of the Los Angeles River has opted for something different by usually rebelling against using them. “The river is the celebrity,” states MacAdams.

Time it Right

Often, timing and opportunism are everything. If, for instance, there is a toxic incident along the river, that becomes an important opportunity for you to approach the media about the need to protect the river.

If a utility is filing for a new hydropower license by a certain deadline, the timing may be right for you to hold a news conference or issue a ▶

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statement. Here's a real life example of the point. With floodwaters inundating the Midwest in 1993, rivers may have been in the news more than ever before. American Rivers successfully pushed the media's focus beyond simply reporting on a disaster to exploring the need to reform the nation's flood control policies. American Rivers, while always empathetic about the human tragedy, rode a wave of media coverage that has helped to dramatically influence our public debate about flood control.

Be completely honest in all of your dealings with the media. Become a credible source that reporters can fully trust and rely upon.

Reporters need knowledgeable, eloquent and passionate spokespersons who can provide information and pithy sound bites. Provide them with this.

Reporters often need controversy. Herbert Chao Gunther, executive director of the Public Media Center in San Francisco said in a recent speech, "It's more important to make enemies than friends. To win in terms of messages for, we have to mobilize people against something. Media is oppositional. You have to create opposition. Demonize the other side. Exercise responsible extremism." While some groups thrive on using this approach, others disagree about demonizing people and making enemies

when a more moderate stance may be beneficial.

Target Your Medium

Each medium is somewhat different. Television reaches the most people, but is transitory—it's gone tomorrow. Television always is looking for good visuals; if you have high quality videotape (not VHS) of your river—especially remote rivers that are difficult for television crews to shoot, and present lively news events, you will be popular with TV. River groups have a built-in advantage here, because rivers are wildly photogenic. Lewis MacAdams, for instance, says that having an image of people canoeing down the Los Angeles River is "incredibly potent in a city that doesn't even know it has a river."

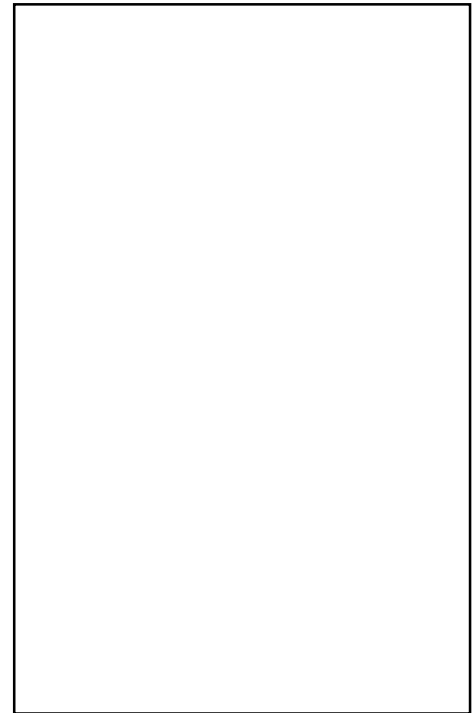
Newspapers are a more permanent record, and the clippings can be used in fundraising and membership mailings. Newspaper reporting can be much more substantive than television. Magazines are longer-term prospects. Radio draws a large listenership, and can attract very specific audiences.

While nonprofits usually can't afford to throw away money on advertisements and other paid media, public service announcements can work wonders. The Cahaba River Society developed a punchy, full-page ad headlined, "No Dam. Good" that ran in the area's major

newspaper. American Rivers' 90-second public service announcement tagged to the front end of Robert Redford's home video release of "A River Runs Through It" has been one of the organization's most successful membership tools. The Public Media Center does excellent work in this area (See ad, right).

- Keep the media informed about your issues with press releases (when you have news), fact sheets, and your group's newsletter. Invite key media to events such as river cleanups, conferences, and award ceremonies. When there is major news to announce, consider holding a news conference; however, be fully prepared for potentially tough interrogation by reporters.

- Focus on the major media while being open to other good opportunities for getting your message out. American Rivers, for instance, has helped the National Geographic prepare a special magazine issue on



This ad appeared in The New York Times and was very influential in passing a law to protect the Grand Canyon.

Ad reprinted with permission, Public Media Center

water, and the "Mark Trail" cartoonist drew a comic strip about rivers that was published in hundreds of Sunday newspapers. We also work with book writers, photographers, film makers, and videographers.

- Keep at it. Media outreach is not a onetime deal. You need to do it continually. Sometimes your media efforts will work beyond what you hoped for. Other times they will be duds, perhaps because the story is not compelling enough, or because competing news draws coverage away from your story. Learn from your successes and mistakes and try again. Don't expect the media to ►

“Keep at it. Media outreach is not a one-time deal. You need to do it continually.”

swoon over you, though your issue could become their poster child. Receiving balanced coverage on your issues will help you enormously with decision-makers and the public. It rarely pays to attack the media for its coverage, or for negative press. Instead, if possible, educate the reporters about the issues, or work with other reporters.

Media outreach has been called an art rather than a science. There are many ways to work with the media and to position your public image through it, and you will find your own style. What's most important is that you understand how important media outreach is, and that it can help your group in conservation, fundraising, membership, and public education. And that you start working with the media now.” (For information on reprinting this article, please contact River Network) ➤

Randy Showstack has served as director of communications for American Rivers since 1989. Prior to that he was communications director for the Nashua River Watershed Association in Massachusetts.

Voices from the Grassroots

Making News with Special Events:

Merrimack River Watershed Council's "Source to the Sea"

In June 1994, the Merrimack River Watershed Council (MRWC), working in Massachusetts and New Hampshire, hosted its third "Source to the Sea" event.

A core group of a dozen hearty canoeists completed the entire journey, a 16-day, 180-mile canoe expedition, which began at the river's headwaters at Old Man of the

Mountain in Franconia Notch, NH and ended in Newburyport, MA where the Merrimack meets the Atlantic

Ocean. More than 400 other boaters joined in for shorter river trips. Some 500 other people participated in the numerous onshore day and evening events—ceremonies, celebra-

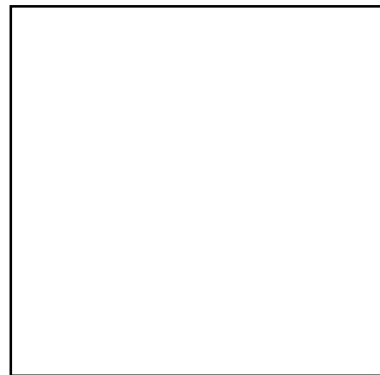
tions, press conferences, presentations, cleanups, concerts, river cruises, hikes, and more—in locations all along the river.

The MRWC received free press coverage every day for the 16-day adventure, and they received many requests for follow-up stories long after the event was over. MRWC is evaluating the project to determine how to make it even better next time. In the meanwhile, Ralph Goodno, executive director of the MRWC, shared some keys to its success and lessons they learned.

“Our public relation efforts are designed to supplement our membership and fundraising efforts. In fact, we believe that strong PR is critical to a growing membership no matter what type of

membership campaign you run. Through the Source to the Sea (STS), we were able to reach people who don't feel any connection to the river, as well as recreational users of all types. We involved businesses in the effort and are now working with their employees as volunteers and to increase our membership base.

“Our PR efforts started with the development of a publicity plan. This plan included strategies for TV, radio, and print media. We got help in developing and implementing the strategies from several sources including STS sponsor companies who loaned their PR people to help and hired consultants and staff.



Ralph Goodno, MRWC executive director

“The press was most interested in the core group of boaters. They wanted to know when they would arrive at various locations, where was the best place to connect with them for photos and interviews, and some even wanted to get in the boats for a closer look. Very little coverage was received for the ground events. Also, we found it harder to get up-front coverage before the event. We believe that next time we will need to do some paid advertising before the event to alert the public and to keep our sponsors happy.”

For more information contact the Merrimack River Watershed Council, 694 Main Street, West Newbury, MA 01985-1206, (508) 363-5777.

Creating a Comprehensive Media Campaign

by David Bolling, excerpted from *How to Save a River*

In the annals of river conservation literature, it's hard to find examples of well-executed, comprehensive media campaigns. That's not to say that numerous river crusades haven't generated lots of coverage, but there's more to a media campaign than headlines and soundbites and more often than not media management isn't given the attention it deserves.

But wait, you may well be saying to yourself, I know how to write a press release, I've assembled a media information kit, and I've put together a list of media contacts. What else is there to do? The "what else" is what we're going to talk about here, and it applies equally to existing organizations and the new one you've just created.

If, like most river groups, yours doesn't have the money, the time, the personnel, or the interest to mount a full-blown media campaign, you may have to pick and choose selectively from the possibilities outlined here, but remember that no one will know about your river if you don't market your message.

The operative work here is "market." Some people hate the "M" word, they find it distasteful to reduce their lofty ideals to marketing jargon. But like it or not, what you are about to do is market your river, to sell it, like a product.

The first step in selling anything is defining the product. Sounds simple, you say, my product is a river. But the definition has to be more precise than that. The people who protected the Tatshenshini sold it as "North America's Wildest River." The marketing message for the John Day River could be reduced to one word: salmon. On the Gauley and the Ocoee the product bought by the public was whitewater recreation. Your river may have several products worth marketing, but you should choose the one or ones you

think have the greatest sales potential.

You also have organizational products to sell and you need to identify them as well. Those products could include river trips, slide shows, river literature, special events, T-shirts, technical expertise, and an ethical, conservation vision. And you have one exclusive product the public won't find anywhere else: the feel-good experience of protecting a river.

In short, when you sell your message to the media, be sure you know what you're selling.

Know Who You're Selling To

The next step in marketing is identifying a target audience. Most advertisers focus their message on that demographic slice of the public most likely to buy their product. So should you. You'll get more mileage from your message if you tailor it to the people you know you need to reach.

You've already identified the natural constituencies for your river, so the message you shape should be designed to appeal to them. If, for instance, a key product of your campaign is river recreation, make sure the media message you develop targets a recreational constituency.

Wealthy organizations target their audiences with the help of surveys and focus groups. Since even a modest-sized survey could set you back \$5000 and a professionally arranged focus group isn't much cheaper, you'll probably have to use other tools to find out what your target audience thinks about your river. But that's not as hard as it may sound and there are several simple ways to collect public opinion, including town meetings.

As Don Elder explains, the Cahaba River Society holds town meetings up and down the length of the river's watershed. The meetings are designed to build a basin-wide constituency and

to find out what local citizens are concerned about. It's an easy, inexpensive process to organize and could be invaluable for targeting your campaign.

A questionnaire is another good tool for gathering opinion. Ask respondents to explain what their greatest concerns are about the river, what action they want to see taken, who they think should take it, and whether they are willing to get involved in the campaign. The questionnaire can be circulated at town meetings, distributed in your newsletter, in the newsletter of allied organizations, and by direct mail.

Another effective way to poll the public and build a constituency is the door-to-door canvass. Canvassing is slow and labor-intensive but it's a great way to get accurate and in-depth feedback on your river campaign. It's also a good way to put volunteers to work. If you can't find the volunteer labor, look into partnering with an existing canvass—they gather information for you and raise money for themselves. The League of Conservation Voters does extensive canvasses in many parts of the country and frequently seeks local issues to work on.

Some groups prefer to conduct phone canvasses because they're quicker and far more contacts can be made in the course of a day or evening. Friends of the River has established an on-going, in-house telephone bank to activate and poll members, generate letters, and raise money. The main limitation to phone canvassing is rising public resistance to telephone intrusion.

Once you've identified your products and targeted your audience, you need to develop a message. If you followed the advice in Chapter 3 you have already done that. The key to communicating your message through the media is simplicity and snap. The message has to be short and punchy. No buzzwords, no jargon, nothing too ►

complex. Far too many groups ignore this advice and it is worth a major commitment of time and creative energy to develop the words and the images that summarize your message in a way that even the most vacuous newscaster can understand and regurgitate accurately.

Running Your Media Campaign

Once you've done all this, you're ready to launch a media campaign, with as many elements as you have the time, the staff, and the money to develop. Those elements include:

1. The Press Release

Organizations that have their media act together make continuous but judicious use of the press release, which has three basic purposes: To respond to a recent development or to announce a position; to provide context and background information for breaking news; to announce an event and invite the press to cover it.

Press releases should not be used indiscriminately; send them out too often and the media will start to ignore you. On the other hand, don't pass up a legitimate opportunity for media attention and always be prepared to move quickly.

In 1991 a Southern Pacific train derailed in a narrow canyon along the upper Sacramento River. A tank car tumbled into the river and leaked thousands of gallons of a toxic herbicide. Within hours the river was biologically dead and within hours after that every environmental organization in California with any media savvy was issuing a press release. Friends of the River joined the chorus and reaped substantial publicity for its river conservation message.

Timing is everything. You should be prepared with a press release whenever you have an opportunity to make or respond to news.

Writing a press release is a simple skill, often done badly. There are a few hard rules, besides the basic who, what, where, when, why, and (often forgotten) how. The first paragraph (the lead) is all important. It should tell readers the basic facts but tempt them further. Sometimes a question works well:

How many steelhead trout are left in the Russian River? No one knows, but the numbers have plummeted since 1970, and that's why Friends of the Russian River is sponsoring a conference at the Junior College September 30 to discuss the fate of the fish.

Never put your opinions in a press release unless they are quotes from the mouth of someone else. Avoid hyperbole, emphasize facts and whenever possible, announce an ►

Media Strategy Chart: Advantages and Limitations	
Advantages	Limitations
Press Releases	
<ul style="list-style-type: none"> reaches a wide circulation through print and electronic media free publicity press coverage lends clout 	<ul style="list-style-type: none"> not good for a limited/small audience may not be best place for reaching target audience time of day (newscast), page article appears on (newspaper), size of article or length of story affect whether audience sees article and its effectiveness
Public Service Announcements (PSAs)	
<ul style="list-style-type: none"> "free ads" on air good tool for public education (counter ads) 	<ul style="list-style-type: none"> often aired at odd hours (low audience; prime time goes to those who pay) if station produces ad, often done in cheapest way if you produce PSA it must meet quality standard of station
Interview Shows	
<ul style="list-style-type: none"> free publicity allows you to clarify issues in more in-depth way (45 minutes versus a 30-second PSA or short article) provides public forum for your issues allows you to speak for yourselves, rather than rely on interpretation of reporter 	<ul style="list-style-type: none"> limited audience usually produced cheaply; appeal of "talking heads" limited; many people tune out after a short time
Media Packets	
<ul style="list-style-type: none"> gives media background information on group and issues could lead to more in-depth story 	<ul style="list-style-type: none"> needs to be updated
News Conferences	
<ul style="list-style-type: none"> calls attention to a situation useful for announcing findings, publication of facts, results of studies, clarification of an action, making announcements or demands brings out the press, makes an event out of your news 	<ul style="list-style-type: none"> difficult to find right time of day to hold so all press can attend and meet that day's deadline difficult to get the media to come unless something very important could be a lot of effort for little return place is crucial

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Common Pitfalls

Here's a checklist from the Benton Foundation of the most common pitfalls that can lead a good media opportunity down a lost opportunity rat hole:

Wordiness/jargon/

mouthfuls. You're trying to persuade a general audience, not impress an audience of your scholarly peers. Don't ramble. Stay with one or two clear points at a time. Don't filibuster; come up for air. Let your opponent get a few words in edgewise.

Wasting opportunities/ getting drawn off track.

There's a danger in getting too comfortable with a charming and gracious host and getting drawn off into an interesting side issue that does not advance your policy goals. You may think you've got all the time in the world, but even an hour-long talk show can pass by so quickly (if you're having fun) that you lose the opportunity to hammer home your main points. Don't.

Wrestling with pigs. Some people think "debates" with the opposition should be avoided entirely. Dr. Alan Blum of Doctors Ought to Care described this point perfectly: "When you wrestle with pigs, you both get dirty—but the pig loves it!" If an industry mouthpiece succeeds in dragging down the level of discourse to a shouting match between two equally unappealing zealots, and you're one of them, you've lost.

Being unprepared. Needs no explanation.

Being over-prepared. If your words and mannerisms sound memorized or rehearsed, they lose much of their effectiveness. Your arguments and main points should be thoroughly worked out ahead and comfortable, but not in rigid formulas committed to memory. 🐟

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—continued from page 9—

action. If, for instance, you want to make public your opposition to a dam project, don't just send out a press release. Instead, write a letter to the dam-building agency stating your position and then announce in a press release that you have sent the letter. Even better, schedule a meeting with the agency and alert the press, with a copy of your letter attached.

Press releases should always be double-spaced, preferably on letterhead, with a date of issue and a time of release (usually "immediate"), along with a contact name and phone number. Put a brief headline at the top of the page and repeat a shortened version on top of succeeding pages. Press releases should rarely run more than two pages. Always describe your organization and its purpose clearly and succinctly toward the end of the release.

As important as knowing how to write a press release is knowing where and when to send it. We discussed the development of a media list in the last chapter. Now for a little etiquette. Never send the same release to two different people at the same newspaper or television station. Carefully choose one contact and send one release. It's embarrassing to have two different people at the same newspaper working on the same story.

It's also embarrassing to send a release too late for use and it's a waste of time to send it too soon. Press releases received several weeks before the event are soon forgotten. For daily papers the rule of thumb is three to five days before you want to see it appear in print. For weeklies, which have smaller staffs and longer lead times, allow 10 days to two weeks. And after you've mailed it, always follow up with a phone call, at least to key media.

Press releases for radio and television stations should contain the same information as newspaper releases but in abbreviated form. Broadcast news

is, of course, shorter and, except for background material, a broadcast press release should be limited to one page.

Often overlooked by media campaigns is the Daybook provided by the Associated Press. In major cities, AP puts out a complete listing of coming events which television, radio, and print media rely on. Check with the AP in the nearest large city.

2. Media Kits

We described this package in detail in Chapter 3 (see page 13 of *River Voices*). Now you have to make intelligent use of it. Media kits are for distribution at press conferences; they're background information to give reporters interviewing you and to hand around at editorial board meetings. If you have the money, it's also good to mail one as a "backgrounder" to everyone on your media list with a cover letter offering yourself and your organization as a resource for future stories.

3. Feature Stories

The heart of your message only emerges when the news media decides to do a story on your river in-depth. That means a feature.

Getting a feature story for a river is seldom difficult, particularly if there's a dramatic threat involved—like a dam, a pollution scare, or a high-profile endangered species. This is the fodder of journalism and the more controversy there is the more the media likes it. Your job is to provide the background, the research, and the authoritative expertise for the story. And you do that by becoming a reliable source and a familiar contact. Keep a running list of ideas for feature stories and feed them to friendly journalists. In smaller towns and for weekly newspapers, you'll find editors willing to take freelance feature articles about your river.

When you're dealing with television and radio, remember that a feature story means three to five minutes of air time, so well-rehearsed sound bites and visual bits are crucial. ▶

4. Editorial Meetings

To some degree, you get the media coverage you ask for and the best place to ask is at the top. That's why background sessions with editors and editorial boards are a fundamental part of any media campaign. The Olympic Rivers Council, as described earlier, has used this strategy with great success.

To set up a meeting send a letter and press kit to the editor, news director, or program director you want to meet with, explaining what you want to talk about and why it is important. Follow with a phone call and arrange to bring with you one or two of the most prominent and credible supporters you have. During the meeting resist the

“...background sessions with editors and editorial boards are a fundamental part of any media campaign.”

temptation to proselytize. Lay out the facts, answer questions, and offer expert analysis and background information for future coverage.

5. Letter to the Editor, Op-Ed Pieces, and Editorial Replies

Letters to the editor are one of the best-read features of any newspaper so you're missing a major audience if you don't make use of this free forum. You should, of course, invite your members and supporters to write letters on behalf of the river. But you should also orchestrate the submission of letters from key people—experts, political leaders, celebrities.

A massive outpouring of letters isn't necessary or effective since most newspapers limit the number of letters on any given subject or from any given writer. It's far better to have a fewer

number of well-written letters from prominent people, timed to correspond with key campaign events.

Op-ed pieces provide another effective—and free—forum and they, even more than letters, should be carefully crafted by a prominent spokesperson for your campaign.

Television and radio stations routinely provide opportunities for “free speech” messages or replies to station editorials. If you stay on top of the news you can find opportunities to get on the air. To arrange a reply, contact the station's program director and ask for air time.

6. Talk Shows

The airwaves are awash with talk shows and in most markets they're fairly easy to get on. When shopping for a talk show, listen before you leap, become familiar with the host's interests and style, and structure a letter of request in response to what you hear.

Before going on the air, particularly for the first time, it pays to rehearse, even to role play what you are going to say. Have a friend play the host and practice framing short, succinct answers. It's also helpful to practice responding to hostile questions since you will almost certainly get your share.

7. Press Conferences

Press conferences are thinly veiled theater. You use them to get attention for an important announcement, an upcoming event, a lawsuit, the opening of an office, the opinion of someone important, to release new information. Alert the media with a press release 48 hours in advance and always follow-up with telephone calls. Have press packets and a general release available at the press conference.

Press conferences should have a clear and simple focus, they should start on time and they should be held in the morning, preferably by 10:00 a.m. A press conference that's over at 10:30 will make the news at 6 and 11 o'clock as well as the newspaper the following

Reacting to “Bad Publicity”

It has been said that the only bad publicity is no publicity, but how should you react when letters or statements criticizing or condemning your organization's activities or philosophies in general are published or broadcast?

There are no set rules that apply to all situations, but the first step is to evaluate the form and nature of the criticism. Discuss it with your associates and ask yourselves:

- Is the comment or charge made by a responsible person or organization?
- How widely has it been circulated?
- Is it a statement of fact (correct or distorted)?
- Is it an expression of personal opinion, emotion or bias?
- Is it a random, individual complaint or part of a concerted, organized attack?

After you've made your evaluation of the problem, ask yourselves this most important question: Will our response advance the interests of our cause by setting the facts straight and restating basic policies—or will it work to the advantage of the critic, by giving him or her more publicity, thereby adding unnecessary fuel to the fire?

Remember that if you dignify a carping and invalid criticism with an official reply, you only add stature to your detractor and give his or her remarks greater circulation.

Only your sensitivity to the local climate can tell you whether to don the cloak of discretion or strip for action. In any event, though, think twice, and if you decide to respond—do so with dignity and full possession of the facts. Don't let your personal indignation cloud the issue.

As in all communications, state your position simply, clearly, and with words that have direct meaning. 🐟

Reprinted with permission from The Media Book: Making the Media Work for Your Grassroots Group, by Access, The Committee to Defend Reproductive Rights of the Coalition for the Medical Rights of Women, (558 Capp St., San Francisco, CA 94110).

Creating a Comprehensive Media Campaign

—continued from page 11—

morning. Notwithstanding the instant transmission of minicams, television reporters still work primarily off tape and aren't likely to cover an event they can't have edited on the air that day.

Whenever possible plan your press conference at the river; it offers the visual impact television crews crave. Hang banners and posters to dramatize your message and turn out a throng of volunteers. Be on hand well before the event starts. It isn't always practical, but if possible have an amplified sound system available so that you can be heard above the noise of a crowd. Some rental units can be run off batteries.

8. Slide Shows

Cheaper than a video and visually more effective, a slide show should be one of your basic media tools. It can range in sophistication from a loose collection of slides you project during a lecture to a fully scripted show with title graphics and a sound track. A slide show shouldn't run longer than about 10 minutes, which allows for more than 100 pictures, and a good one can easily be done in half that time. Its biggest advantage is the size and quality of the image projected. The disadvantage is the need for a projector and viewing surface.

9. Video

Everybody is doing video now and its very ubiquity has become an argument in video's favor. People have come to expect it. Video's biggest single advantage is convenience; it's easy to edit and update and you can carry a whole show in your pocket. It's also cheaper to copy than a slide show, offers moving images and greater graphic flexibility. But video is more expensive to produce, running upwards of \$1000 per minute for a professional production.

There are some viable alternatives, however, that can make video affordable, even cheap. It's worth seeking out student filmmaking classes or volunteer amateurs interested in developing some credits. Sometimes PBS stations will produce a program which you can adapt for a campaign video.

When you've got a video, flog it. Make it available to schools and libraries and see if you can have it shown on a local public access cable channel.

10. Speakers Bureau

As word spreads about your campaign, invitations will start to arrive from business and civic groups, churches and schools to provide speakers on the subject of your river. Be prepared. Developing a speakers bureau requires identifying the people in your campaign who can make your case effectively in public. A well-run media campaign involves a continual series of public presentations and reaps twin

benefits since you're educating your audience and, often, getting media coverage as well.

11. Theater

There are different points of view about political theater and some people are wary of it, worrying that it lacks dignity and mainstream appeal. The knock on theater is that it is sometimes done badly, in poor taste or with little sophistication, and therefore turns people off. The up side of theater is that more often than not it gets immediate media attention. When Earth First! unrolled a giant fabric crack down the face of Glen Canyon Dam there was no seismic shift in public thinking, but a picture of the crack made front pages all over America.

And when Friends of the River transplanted a Toyon pine tree from the Stanislaus River Canyon to the grounds of the state Capital in Sacramento, thereby making the point that all living things in the river corridor were threatened by New Melones Dam, the action got widespread and respectful publicity. If you decide to do some theater, make sure it isn't offensive to the general public and therefore counterproductive.

Not many groups will do theater with real theater, but the Mattole Restoration Council, in collaboration with other environmental groups, and with a National Endowment for the Arts grant, sponsored a musical comedy called Queen Salmon, which has been touring the West Coast to great acclaim since 1991. The "biologically explicit musical comedy for people of several species" chronicles the plight of Pacific salmon with humor and good music.

12. Top 10 Lists

The increasing popularity of this publicity device may or may not have anything to do with David Letterman. American Rivers began a list of the nation's 10 most endangered rivers (along with the 15 most threatened) in 1987, and while the idea took a while to catch on, an aggressive media campaign has resulted in extensive national coverage. The annual announcement is now made at a celebrity-festooned press conference and follow-up press conferences are held around the country for each of the endangered rivers.

The New England Coastal Campaign's Terrible Ten list was another media masterpiece, garnering widespread publicity and focusing public attention on threats to the coastline and estuaries of the Northeast.

The Art of Making News

Turning these basic elements into a media campaign requires constant creativity. Here are some suggestions for the fine art of making news.

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Making A Media Kit

by David Bolling, excerpted from *How to Save a River*

Once you've put a media list together, it's time to make contact. In an ideal world you will have assembled a complete media kit before you announce your campaign. In the real world you'll do it as soon as you can find the money. But this is one thing not to scrimp on. A sloppy, poorly organized media kit suggests a sloppy, poorly organized campaign. Reporters and editors are cynical; they deal with reams of information daily. To get their attention, your information has to stand out.

Journalists will respond positively to a package of information that is professionally presented, well organized, and, perhaps most important, not overwhelmed with hyperbole. Don't call your opponents bad names, don't make wild claims, just state the facts. A good media kit announces that you are credible and quotable, that you know what you're talking about and that you can provide valuable information on an important subject. Be sure to include in each media kit an invitation for a personal tour of the river.

Typically, a media kit will contain at least the following:

1. A general press release announcing the organization's purpose, details about the campaign, people to contact.
2. A fact sheet describing in greater detail the river and the problems confronting it, including your best description of a long-term alternative solution. A question-and-answer format is sometimes useful. This is the most important part of the package.
3. Carefully selected newspaper clippings and/or background papers relating to the river and the issue in question.
4. A map of the river and a good black-and-white photo, if you can afford to have some printed. (It's important to place the river and the threats to it in geographic and pictorial context.)
5. A page of quotes from prominent and professional people saying nice things about your river and your cause.
6. A selected bibliography to facilitate the self-education of dedicated journalists.
7. A list of your board of directors and staff with brief biographies of key people, along with addresses and telephone numbers of those who will serve as media contacts. ➤

The Committee to Save the Kings River put together an extensive information packet with detailed maps, high-quality photos, fact sheets, news clips, a committee bio, and a list of supporters, all arranged for easy access in a custom-printed folder. The main theme emphasized throughout: Keep California's greatest canyon the way it is!

Tatshenshini Wild! produced a 20-page publication telling the story of the fight to save the Tatshenshini-Alsek Wilderness Area threatened by copper mining. Photos, intricate maps, and environmental impact articles make the story come alive.

Voices from the Grassroots

A New Organization Makes News

Insights from the Upper Chattahoochee Riverkeeper

Sally Bethea, executive director of the Upper Chattahoochee Riverkeeper based out of Atlanta, Georgia has successfully garnered a great deal of free publicity for her new organization. The Riverkeeper has been featured in numerous articles and editorials in The Atlanta Journal / The Atlanta Constitution and other local papers as well as a video segment on CNN's Earthwatch Network. Sally offers some advice for other river activists.

"Timing/Seeking Opportunities: It was fortuitous that we opened our doors in early spring 1994, just in time to provide material to reporters looking for Earth Day stories. Also, the designation by American Rivers of the Chattahoochee as one of the 15 most 'threatened' rivers in the country was a very useful media tool to focus attention on the river and our organization. Finally, the drama of the reauthorization of the Clean Water Act has been another vehicle to look in our own backyards (at the Chattahoochee) and to scrutinize whether or not the Clean Water Act is working. Perhaps the lesson here is that there are *always* vehicles to tell your story, if you look hard enough. They just require different degrees of creativity.

"No Press Releases, No Media Kits...Yet: I am a strong believer in the value of developing a working relationship with individual reporters in order to get a message out. While there may be situations where press releases need to get the word out to many media outlets simultaneously, I believe that the really important press and media coverage comes from knowing specific reporters, knowing their beats, and knowing how to work with them to achieve your public relations goals. In other

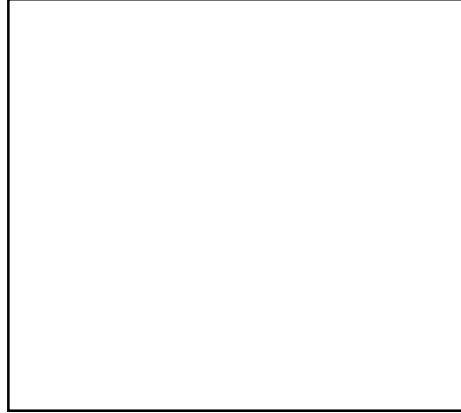


photo by Bard Wisley

Sally Bethea, Upper Chattahoochee Riverkeeper executive director

words, cultivate them. They like it. They deserve the attention (usually) and it works.

"Be Available! When a reporter calls, you should try and return their calls as quickly as possible. Like most of us, the media do not like to be put off for several days, particularly, when they are working on a deadline for a story and need information or a quote. If you can consistently respond quickly to them, they should be much more responsive to you and your project when you need media assistance.

"Visual Images: Photograph your river constantly and offer these images to a variety of publications. A single photo with a fully descriptive caption can be enough to help keep your waterway in the minds of the community. Spend time creating a quality logo and tag line which help carry forth your message and have high quality copies available. We were able to get a local graphic art firm to create our logos on a pro-bono basis." ❦

For more information contact: Upper Chattahoochee Riverkeeper, PO Box 7338, Atlanta, GA 30357-0338, (404) 816-9888.



—continued from page 12—

Conduct a survey and announce the results; issue a report; organize a press tour of the river; announce the formation of an organization; make a prediction; arrange an interview with a public figure; adopt a river; hold a contest; make a speech; announce an appointment to your staff; respond to breaking news; present an award; celebrate an anniversary; prepare and release testimony for a hearing; release a letter you have received; praise a decision; protest a decision; stage a peaceful protest; host a debate; respond to outrageous claims by the other side; open an office.

Finally, when your campaign starts to reach critical mass, you may want to employ the oldest marketing tactic in politics—yard signs. Friends of the Payette put yard signs "all over Southwestern Idaho," says Wendy Wilson. "A legislator once asked why we had them—she saw them everywhere. We said that was why." ❦

David Bolling wrote How to Save a River published in 1994 by Island Press. Before that he served four years as the executive director of Friends of the River in California. David has more than 20 years of experience working as a co-publisher, editor, reporter and freelance writer for several newspapers and other publications. His next book, Wild and Free: The Rivers of California, will be published by Chronicle Books in 1995.

10 Principles for Effective Advocacy Campaigns

by the Public Media Center

- 1** Communicate values. Effective advocacy communications is predicated upon the strong, clear assertion of basic values, moral authority and leadership.
- 2** American political disclosure is fundamentally oppositional. People are more comfortable being **against** something than **for** something.
- 3** Most issues are decided by winning over the undecided. Typically, the percentage on one side of an issue is offset by a roughly equivalent percentage on the other side. It is the undecided or conflicted percentage left in the middle that determines the outcome.
- 4** More than anything else, Americans want to be on the winning side. The dominant factor influencing the undecided to chose one side or another is the perception that they're joining the winning side. So, for advocacy campaigns, acting like a winner—projecting confidence, asserting the moral high ground, aggressively confronting the opposition—is prerequisite to winning.
- 5** Make enemies, not friends. Identify the opposition and attack their motives. Point your finger at them and name names.
- 6** American mass culture is fundamentally alienating and disempowering. Most Americans don't feel they can make a difference or that they count, and they feel unqualified or unprepared to make important decisions about complex social questions. The key is to educate, empower and motivate your target audiences.
- 7** Successful advocacy and social marketing campaigns, which generally have limited budgets, mainly utilize communications strategies based on social diffusion through opinion leaders and not on mass media. Effective social policy movements develop through empowering, challenging and substantive messages targeted at a few key audiences which in turn influence larger constituencies.
- 8** Responsible extremism sets the agenda. To move the media, you must communicate as responsible extremists, not as reasonable moderates.
- 9** Social consensus isn't permanent and must continually be asserted and defended. Social advocacy is an ongoing process that doesn't end with the passage of a law or resolution of a specific problem.
- 10** In the same way that biological diversity is essential to planetary survival, strategic diversity is critical to successful social movements. Multiple, independent advocacy campaigns on a single issue should be encouraged while centralized, monocultural efforts should be avoided. ➤

NEW
FROM
ISLAND
PRESS

LIFELINES

The Case for River Conservation

written by Tim Palmer

The health of our nation is reflected in the health of our rivers. These flowing waters—central to our past and vital to our future—sustain the biological wealth of the continent. Rivers are the lifelines, yet they are constantly under siege.

In *Lifelines*, Tim Palmer addresses the fate of our waterways. While proposals for gigantic federal dams are no longer common, and some of the worst pollution has been brought under control, myriad other concerns have appeared—many of them more subtle and complex than the threats of the past.

Palmer examines the alarming condition of rivers in today's world, reports on the success in restoring some of our most polluted streams and in stopping destructive dams, and builds the case for what must be done to avoid the collapse of riparian ecosystems to reclaim qualities we cannot do without. He documents the needs for a new level of awareness and suggests ways to avert the plunder of our remaining river legacy.

Throughout, the author stresses the biological importance of rivers. Caring for waterways as centerpieces of local ecosystems marks a starting point toward caring for the planet—rivers create pathways to any ecologically oriented society. Protecting the streams where we live answers the question: What can one person do amid an array of global problems and seemingly hopeless forces beyond our control or influence?

Tim Palmer has explored and investigated waterways from Alaska to Florida. In the volume, he draws on personal experience and on hundreds of scientific and political sources to create an authoritative report on the state of the nation's rivers and what can be done to save them.

Publication Information: 6 x 9 • 200 pages • photos, figures, index. Hardcover \$35 (ISBN 1-55963-219-4), paperback: \$16.95 (ISBN 1-55963-220-8). To order, contact Island Press at 1-800-828-1302 or write to them at Box 7, Dept. 5AU, Covelo, CA 95428.

References and Resources:

How-to Guides, Organizations Providing Media Assistance and Sources of Media Contacts



How-to Guides

Strategic Communications for Nonprofits, published by the Benton Foundation and the Center for Strategic Communications and edited by Larry Kirkman and Karen Menichelli. The set of nine media guides is filled with more than 400 pages of case studies and how-to's, documenting successful efforts by nonprofits to use media tools. Many of the techniques are both low-cost and "low tech" and in the reach of any organization. The volumes cluster around three strategies critical to communications planning: media advocacy, networking, and media production and distribution. They range from 25-100 pages:

- Strategic Communications for Nonprofits* (introduction and inventory),
- Talk Radio: Who's Talking? Who's Listening?*
- Voice Programs: Telephone Technologies and Applications,*
- Op-Eds: A Cost-Effective Strategy for Advocacy,*
- Using Video: The VCR Revolution for Nonprofits,*
- Media Advocacy: Reframing the Debate,*
- Cable Access: Community Channels and Productions for Nonprofits,*
- Electronic Networking for Nonprofit Groups: Getting Started,*
- Strategic Media: Designing a Public Interest Campaign.*

Available from the Benton Foundation, 1710 Rhode Island Avenue, NW, 4th Floor, Washington, DC 20036, (202) 857-7829 for \$50/set or \$35/set for bulk orders of 10 or more sets. It is also possible to order guides separately for \$7-10/each.



Organizations Providing Media Assistance

Center for Strategic Communications, 505 Eighth Avenue, Suite 2000, New York, NY 10018, (212) 967-2843, fax (212) 967-2047. A nonprofit educational organization that informs and educates not-for-profit managers about a wide range of communications tools and media techniques as well as how to develop effective communications plans. Services: Maintains a national database of media and communications technical assistance providers; hosts half-day workshops and intensive media training programs; produces *New Ideas in Communications*, an easy-to-read, bimonthly release for nonprofits with more information available through fax-on-demand; and a variety of other services.

Advocacy Institute, 1730 Rhode Island Avenue, NW, Suite 600, Washington, DC 20036-3118, (202) 659-8475. AI's mission is to share with those who advocate for social and economic justice the skills, guidance, and inspiration that we gain from each other and use it in effective advocacy. Services: Offers a variety of trainings in advocacy; organizes gatherings

of public interest advocate leaders for strategic exchanges; publishes case studies, guides, and training materials that seek to capture the lessons from citizen group campaigns across a wide range of issues.

American Forum, 529 14th Street NW, Suite 1250, Washington, DC 20045, (202) 638-1431. A national clearinghouse for editorial opinion, organized through individual Forums in each participating state which function as editorial boards, identifying topics, authors and timing of media packets. Provides professionally prepared and easily used materials to print and broadcast media seeking commentary from a state point of view. Operates in 12 Southern states (AL, AR, FL, GA, KY, LA, MS, NC, SC, TN, TX, VA) and plans to expand to other regions.

Public Media Center, 466 Green Street, San Francisco, CA 94133-4067, (415) 434-1403. PMC is a nonprofit public interest communications organization working on social and environmental issues. PMC assists nonprofits in the development of campaign strategies and creates print and broadcast advocacy ads and direct mail pieces.

Communications Consortium, 1333 H Street, NW, Suite 700, Washington, DC 20005, (202) 682-1270. A public interest media center dedicated to helping nonprofits use media and new telecommunications technologies as tools for public education and policy change. The Consortium maintains an array of technical services including: a computerized database of national and local reporters; on-line summaries of national network news; technical support for producing radio actualities; clipping services; a clearinghouse of polling and trend analyses; assistance in the production of press kits; media readiness trainings; and others. Also offers various training programs for organizations and coalitions of any size.

SECC Media Workshops, Safe Energy Communications Council, 1717 Massachusetts Avenue, NW #805, Washington, DC 20036, (202) 483-8491, fax (202) 234-9194. SECC conducts hands-on media skills and strategy training workshops for public interest organizations. Participants receive the SECC Media Workshop Manual, a collection of very useful articles on strategy and planning, nuts and bolts, on the air, press relations, and fairness doctrine.

Clearinghouse on Environmental Advocacy and Research (CLEAR), 1718 Connecticut Avenue, NW, Suite 600, Washington, DC 20009, (202) 667-6982,

fax (202) 232-2592. CLEAR is a national clearinghouse for information on the growing anti-environmental, so-called "wise use" movement. Services include: distributes media and political analyses on the anti-environmental movement (such as *The Wise Use Movement: Strategic Analysis and Fifty State Review* and *A CLEAR View*, a monthly alert); maintains databases of relevant reports, articles, "wise use" groups, and environmental groups that have confronted "wise use" groups; and provides a vehicle through which progressive organizations confronting environmental backlash can make their research and services known to others.

American Resources Information Network, PO Box 33048, Washington, DC 20033, (202) 673-4143, (800) 846-2746, fax (202) 673-4272. Produced *Takings Law in Plain English* to ensure that the public is provided accurate and balanced information on the relationship between private property rights and the public interest.



Sources of Media Contacts

Society of Environmental Journalists, 9425 Stenton Avenue, SE, Suite 209, Philadelphia, PA 19118, (215) 247-9710. SEJ is an organization "dedicated to enhancing the quality and accuracy of environmental reporting." SEJ publishes a quarterly newsletter, the *SEJ Journal*, and an annual membership directory and hosts a national conference each year.

Editor and Publisher Yearbook, Editor and Publisher, 11 West 19th Street, New York, NY 10011. Published annually, "the encyclopedia of the newspaper industry." Basic information on dailies, weeklies and special newspapers in the US (and abroad). It includes names of writers and editors on different subjects. Check your library.

Broadcasting and Cable Yearbook

RR Bowker, A Reed Reference Publishing Company, 121 Chanlon Road, New Providence, NJ 07974. Published annually. Lists all TV, radio and cable stations in the nation by state and city. Includes address, telephone, personnel and ownership. Check your library.

Television and Cable Factbook, Warren Publishing Inc., 2115 Ward Court, NW, Washington, DC 20037. Published annually. Lists all TV and cable stations in the nation by state and city. Includes range, address, telephone, personnel, ownership, and ad and service rates. Check your library. ➤

River Network Resources

Publications

River Voices (back issues still in print, 16-20 pgs, Partners \$3, others \$4)

V5N2 ('94)	Watershed Management
V5N1 ('94)	Board Development
V4N4 ('93)	Floodplain Management
V4N3 ('93)	1993 National Survey Results
V4N2 ('93)	Public Trust Doctrine (reprint)
V4N1 ('93)	Water Efficiency (photocopy)
V3N4 ('92)	Business & Labor as Allies
V3N3 ('92)	Clean Water Act (photocopy)
V3N2 ('92)	"Wise Use" Movement (photocopy)
V3N1 ('92)	River Corridor Protection
V2N3 ('91)	Volunteer Water Monitoring
V2N2 ('91)	Sorting Through Protection Tools
V2N1 ('91)	1990 National Survey Results
V1N3 ('90)	River Values (free)
V1N2 ('90)	Dealing with Private Land-Use (free)

Model Bylaws for River Advocacy and Protection Organizations by Pete Lavigne. (1994, 9 pgs, Partners \$3, others \$5)

Protecting Instream Flows: A Resource Guide for River Guardians by Neil Schulman. (1993, 90 pgs, Partners \$8, others \$10)

"Outfitter and Guest Fund Raising: The Pass-Through Contribution Model" by Kevin Wolf and Rob Elliott. (revised 1993, 8 pgs, Partners \$3, others \$5)

C(3) or C(4): Choosing Your Tax Exempt Status by Chris Cook. (1991, 16 pgs, Partners \$3, others \$5)

People Protecting Rivers: A Collection of Lessons from Grassroots Activists by Phillip Wallin and Rita Haberman. (1992, 72 pgs, Partners \$8, others \$10)

River Wise by Kenny Johnson, Shauna Whidden and Lindy Walsh. A collection of public education techniques. (1992, 33 pgs, free)

LOTUS 123 Computer Software River Network is offering a free copy of Lotus 123 software to River Network Partners.

Fundraising Videos River Network will lend the following fundraising workshop videos: *Planning for Fundraising*, *Special Events*, *The Role of the Board*, *Asking for Money & Prospect Identification*, *Major Gift Solicitation*, and *Raising Money by Mail* by Kim Klein, a national fundraising trainer. River Network loans out the videos, one at a time with a \$50 refundable deposit. (For Partners only.)

If you are looking for the usual "River Fundraising Alert" it will not appear in River Voices anymore, but instead be mailed specifically to our River Network Partners—one more reason to sign up to become a River Network Partner today!

Join the River Network Partnership

Becoming a River Network Partner will help you save your river by:

- Giving you access to assistance on fundraising, river topics, organizational development, and strategies;
- Enabling you to share information and learn from other river guardians;
- Making it possible for you to work collectively with hundreds of other river guardians on national policy issues critical to all of America's rivers.

Benefits

River Network Partners receive ongoing service:

- **Fundraising Assistance** like funding alerts, samples of fundraising materials, how-to references and more.
- **River Issue Information**, including the Directory of River Information Specialists (DORIS), river issue research, *River Voices*, and river action alerts.
- **Organizational Materials**, how-to references, model materials, and computer software programs.
- **Campaign Strategies**, networking, case studies, *How to Save a River* (one free copy).
- **Discounts** on River Network publications.
- and more . . .

"Thank you for the ongoing flow of helpful information. Becoming a River Network Partner is certainly some of the best money I have ever spent. I can't wait for my free copy of the new book How to Save a River."

— *George Cofer*
Save Barton Creek Association, TX

In Exchange

River Network Partners are asked to **share information** about their river-saving work, **provide feedback** on assistance provided, and **pay annual dues**:

Organizational Partners—Grassroots and state river groups. Dues are based on a sliding scale according to your organizational budget:

Budget	Annual Dues
\$0-20,000	\$60
\$20,001-\$100,000	\$100
\$100,001-\$200,000	\$200
> \$200,000	\$300

Individual Partners—Individuals committed to taking action or a leadership role to save a particular river stream or watershed. Dues: \$60.

Sustaining Partners—Individuals willing to provide financial support to help others save rivers. Minimum dues: \$100.

Corporate Partners—Corporations willing to sponsor grassroots river groups as partners. Minimum dues: \$100.

Agency Partners—Federal, state, or local agencies wanting to be tied into River Network by receiving our publications, invitations to meetings and workshops, etc. Minimum dues: \$100.

Yes, I'd like to become a RIVER NETWORK Partner.

Organizational Partner *Individual Partner* *Sustaining Partner* *Corporate Partner* *Agency Partner*

Amount dues paid \$ _____

NAME _____

ORGANIZATION _____

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Thank you for making the Partnership a success!



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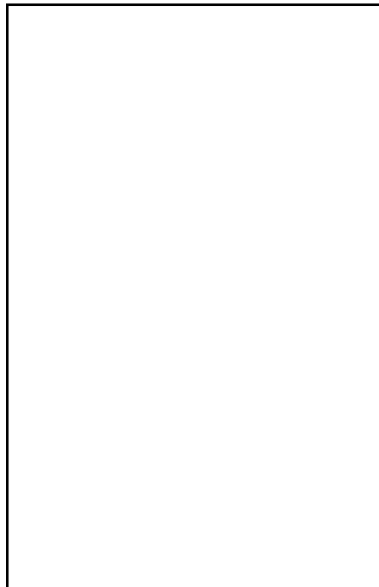
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