



the **OFFICIAL**  
**Festival**  
**Planner**

**A Tackle Box  
of Ideas for an  
Aquatic Education Event  
in Your Community**



# ACKNOWLEDGEMENTS

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# Foreword

It is a glorious autumn day with a landscape glazed in rust and gold. You can feel the cool mist of the river on your face as it tumbles through the rocky canyon. Just below where you stand, the wild summer chinook salmon quietly performs its spawning dance, in the gravel beds seen through the clear shallow water. What an incredible fish... one of the nation's most valuable aquatic resources... a species that teaches us about the importance of water quality and habitat and culture... a cause for celebration!

What started as the brainstorm idea of a wildlife biologist and a fish hatchery manager, led to a highly successful outdoor educational event. It has offered a chance to explore the inner workings of building interagency relationships between the Fish and Wildlife Service and the Forest Service. It has opened doors for federal, state and county agencies, industry and communities to work together. What a unique venue for all entities to give their communities something positive!

This fun-filled event offers visitors of all ages the opportunity to increase their awareness of and appreciation for our fishery resources through hands-on activities, firsthand observations, and quality sharing.

The "ofFISHal Festival Planner" shares our story with you. It offers a guideline on the how-to's of creating such an outdoor program. It defines aquatic interpretive educational programs that we *know* work... and that can be tailored to fit your bill. It is our hope that this will stimulate *your* community to celebrate one or more of the many incredible natural resources our country is blessed with.

Corky Broaddus  
Wenatchee River Salmon Festival Director  
Leavenworth National Fish Hatchery  
Leavenworth, Washington



# Introduction

## Rod and Reel To Creel

**T**he “offISHal Festival Planner” is designed to give you direction and ideas for organizing your own community-based natural resource festival. In sharing what has worked for us, we hope it will inspire you to link learning about the natural world with excitement and enjoyment.

Our ‘thing’ happens to be salmon; yours may be mushrooms, minnows or marigolds. We’re in the Pacific Northwest; you could be anywhere. Whatever it is you intend to celebrate, wherever you plan to stage your festival, you are going to want to keep in mind that producing a successful event involves both teamwork and hard work. It is an enormous undertaking which will leave you wondering, some days, if you are ready for the work ahead.

**H**owever, we promise you this: you will leave as enriched as the people who attended. Your memories will differ from theirs, but they will be just as indelible. And the tremendous wave of satisfaction you’ll feel when you realize “We did it!” will start you plotting next year’s strategy almost immediately. (Beware this temptation; we prescribe a week of sunset strolls along a tropical beach first.)

It is our hope that this guide will help you maintain your momentum and sense of humor as you begin to chart your own festive course toward environmental “Edu-tainment,” a blend of education and entertainment. But first, a bit more about who we are and how we began.

**I**t all started with a cooperative interagency agreement between the Wenatchee National Forest of the USDA Forest Service and the Leavenworth National Fish Hatchery of the USDI Fish and Wildlife Service. Our other partners include schools, our public utility district, members of private industry, non-profit organizations, a variety of city, county, state and federal agencies, and a cadre of dedicated volunteers.

**A**bout the time we were daydreaming about the creation of this guide, the Federal Aid Division of the U.S. Fish and Wildlife Service, through the newly chartered Sport Fishing and Boating Partnership Council, offered the funding to make it possible.

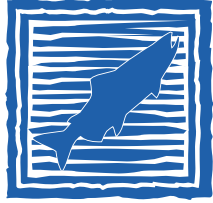
Taking the time to synthesize all that we have learned feels like a logical next step. We are inundated by requests for guidance and information from community organizers nationwide. Why?! Is it because the Salmon Festival is unique in its non-commercial, non-profit, non-political orientation? Is it because the Salmon Festival is absolutely FREE? Is it because the events we offer cover a broad spectrum of hands-on FUN activities that people of every age will remember for a long time? Or because the salmon is such an incredible fish? Or because people want to play a more active role in protecting our environment?

**W**e decided it is all of the above and more. We *know* wherein lies the success of the Salmon Festival: it is in our community's commitment to conservation education. Our success is splashed across the faces of the 3,000 school students who come and spend an entire school day with us. Our successes filter back to us all year long, in snippets of conversation heard in the grocery store aisles, in people calling to ask how to become more involved next year, and in the requests from teachers for the festival curriculum materials.

**T**he Salmon Festival is an example of what is possible when dedicated individuals, people whose hearts and minds share a common goal, decide to combine their wealth of creativity and energy. If we can do it, you can do it. It's as simple as that!

Just as every community is different, every festival will be different. Please keep in mind that the ideas provided here are merely suggested ways to organize a large, outdoor, education-based event. We invite you to take our experiences and tailor them to fit your own festival agenda. Use this guidebook as you begin to navigate uncharted waters in your exciting journey ahead.





# Getting Started

## The First Cast

**H**ow to begin organizing a festival involves some basic considerations. In assessing these it may be helpful to keep in mind the five W's: What, Why, Who, When and Where? Only after you have determined these will you be ready to tackle the most essential question of all: **How?**

### WHAT?

If you haven't already, ask yourself exactly what it is you want to celebrate. Is it a natural resource? A historic site? A particular project? Consider what support is available to you and if there is enough support in your community to rally around your event.

### WHY?

The first step in planning a festival is to specify the goals or purpose of the event. It is *essential* that from the beginning you have a clear

understanding of your goals and objectives. Determining these will provide you with a foundation and a direction through the planning process. There may be times when you are distracted from your festival objectives; referring back to your specific goals will help you to return to course.

**T**he mission of the Salmon Festival is to increase public awareness and appreciation for the salmon and fisheries resource in the Pacific Northwest. Through understanding the fragility of these aquatic resources and their importance to human life, the public will learn to protect, care for and use these resources wisely.

Our objective is to offer a high-quality, outdoor, natural resource education event which is noncommercial, nonprofit, and non-politically oriented.



More specifically, focus on:

1. **Schools!**—To provide field trip opportunities focusing on fish and wildlife found in the river environment.
2. **“Edu-Tainment”** (a blend of education and entertainment) — If education is presented in an enjoyable format, if it includes creative and “hands-on” experiences, learning is more likely to take place.
3. **Recreation**—To promote interest in outdoor recreation for families, particularly sport fishing and boating.
4. **Cultural Awareness**—To explain the significance of salmon in the lives of Pacific Northwest Indians.
5. **Activities**—To expand visitor opportunities and to promote the local economy.

## WHO?

Just who is your audience, anyway? Do you want your event to focus on children, adults or both? To attract local attendance, out-of-town visitors or both? If you are working with the school system, you should decide what level of students to target: college, high school, junior high, or elementary?

What about preschools and day care centers?

Identify your audience early! Every designed activity, every logistical decision you make from promotional strategy to portable toilet placement, will revolve around who you anticipate being there.

## WHEN AND WHERE?

After determining the purpose of your festival and who you foresee attending, you need to decide on the date and place. In doing so, you will want to consider:

- duration of event
- climate and geographic location
- size of the event; number of attendees anticipated
- need for indoor or outdoor facilities, or a combination
- availability of facility (park, county fairgrounds, community college, etc.)
- rental fee and/or liability considerations
- conflicting community events
- school schedules and holidays



In deciding these details, take a moment to identify what sort of ambiance you hope to convey. Festivals come in all sorts of shapes and sizes. How do you envision yours? Outside or inside? On a weekday or weekend? Full of school children or families? All ages or age specific? Once you have that tiniest glimpse of what's ahead, hold on to it! It will serve you well during any moments of doubt and dilemma.



We were lucky. In celebrating the salmon, it made sense for us to coincide our outdoor festival timing with the spawning of one of the three salmon runs in our river. Scheduling the festival during the summer chinook run in early October meant we could almost certainly count on the last days of beautiful autumn weather.

As that second weekend of October is usually Columbus Day (in the States) and Thanksgiving (in Canada) we anticipate a holiday crowd. Many families plan a long weekend trip to join us.

Being parented by government agencies has its advantages. The Leavenworth National Fish Hatchery, our festival site, is located on 170-acres just two miles from downtown Leavenworth (pop. 2,000). We are just a two hour drive from the Seattle metropolitan area. The Icicle River, a tributary of the Wenatchee, flows through the hatchery grounds and the snow-capped peaks of the Cascade mountains surround us. Use the natural habitat to meet festival objectives while offering plenty of “elbow room” for people who want time away from the hubbub to relax, explore and learn.

Inside or out, summer or winter, with under a thousand people or over ten thousand, there is always a way. Work together, think ahead and **ORGANIZE!**





# Organization

## The Fleet

**U**ntil now, organizing your festival has addressed the five W's: What, Why, Who, When and Where. You and your fellow organizers have a sense of what you want to do, why it is important to do it, who it's for and when and where it will happen. Regardless of the size and scope of your plans, you now need to consider the infrastructure or the "How" of organizing the event itself.

**A**s we said in the introduction, every festival is different. Our experiences fit our agenda; we offer them to you to use as guidelines. Because two federal agencies host the festival, our infrastructure consists of five tiers equally essential to the overall planning organization (see appendix). The upper tiers are made up of U.S. Forest Service and U.S. Fish and Wildlife Service employees who maintain full-time employment with their agencies in addition to their Salmon Festival responsibilities. Our structure looks like this:

**Executive Board**—Meeting only sporadically, the Executive Board has ultimate decision-making power in defining festival policy. When the Director is faced with decisions she is uncomfortable with, or agency policies she is not qualified to decide on, she consults the Executive Board. When the Director feels things are straying from stated festival objectives, the Executive Board provides counsel. Essentially, the Executive Board keeps us committed to our objectives. The manager of the Fish Hatchery and the District Ranger are permanent members of the Executive Board; a rotating third member is chosen each year from the Planning Team. The Director is a non-voting member.

**Planning Team**—Made up of approximately fifteen representatives of the host agencies, Chamber of Commerce, educators and members of the Native American community, the Planning Team is an interdisciplinary team with individual expertise in fish biology, public affairs, recreational

planning, and environmental education and interpretation. The Planning Team meets every two months throughout the year, including an all-day meeting a week after the festival to debrief and make suggestions for the improvement of the next festival. This team functions to brainstorm and analyze potential new festival activities, make decisions, advise the Festival Director and the Core Implementation Team, and keep the festival on track with its goals and objectives. It is imperative that the team considers all points of view during this process.

### **Core Implementation**

**Team**—As the name implies, this group does most of the work to produce the festival. The Core Team meets monthly throughout the year (more often through the summer and early fall) and consists of the Festival Director, the Assistant Director and six members of the Planning Team. Another member is added the month before the festival to help with logistics, scheduling, publicity, errands and other miscellany. Members are assigned specific duties utilizing their expertise. They are in charge of such major activities as school involvement, Native American involvement, fund raising, publicity, exhibits and volunteer coordination.

**Activity Leaders** — These leaders are responsible for all aspects of a planned activity during the event. They oversee the setup and takedown of their activity, obtain the necessary supplies and materials, schedule staffers, and provide the Core Team with feedback on the activity's success or need for improvement. Unless they are also members of the Core Team, these leaders are not active in festival planning until just before the event itself.

**Festival Staff**—Everybody who participates in running the festival is part of the staff. Along with all the members of the teams described above, the Festival Staff includes anyone who takes a turn staffing an activity or helping with logistics. Most of the Festival Staff do not get involved prior to the event. Staff are drawn from employees of the cooperating agencies, festival sponsors, non-profit organizations and volunteers from the general public and schools.





# Financial Planning and Fundraising

## The Big Catch

**F**inancing an event involves looking for funding in the right places, and approaching people in the right way at the right time. Once you begin sharing the vision of your festival with potential partners, you may be surprised at the number of people who want to become involved. Some will offer actual dollars while others offer “in-kind” support in the form of donated materials and services. However they contribute, these resources are essential to the overall success of your festival.

The cost of an event may vary, depending on the size and scope. Approach your fundraising efforts with confidence. Seek advice from fundraising professionals. If there is *any* doubt that adequate funding is available, then consider toning your event down. Prioritize which activities are critical to your event, determine their cost, and work within these parameters. The temptation may be to

exceed your limits. Don't! Remember your commitment to quality.

Government agencies, whether federal, state, county or city, have regulations determining how they spend their money. Nonprofit and private organizations operate under their own set of rules. Determine what regulations and restrictions affect your event.

**S**ee answers to questions such as: Can you buy gifts for non-monetary awards? Can agency money pay for entertainment? And if so, what *kind* of entertainment? Can it cover travel expenses for a visitor? Pay for portable toilet rentals? Or electrical hookups and plumbing needs in the case of an outdoor event with food booths?

Whether you are government or private, fundraising is a major challenge. Asking people to spend “their” money on your event means convinc-

ing them that they want to be involved. Every agency or business looks for ways to enhance their image; what better way than through a successful educational fair? After your first successful event, you will find that future support will flow more easily.

**F**undraising is hard work. It involves creating and nurturing relationships. It requires having a clear understanding of your mission and being able to articulate it effectively.

The primary funding comes from the USDA-Forest Service and the USDI-Fish and Wildlife Service. These agencies have a cooperative agreement which identifies that they are working together toward a common purpose. It provides the agencies with a written foundation designating responsibilities. Ideally, this interagency agreement would allow funding to be transferred between agencies. Never overlook opportunities to leverage monies with other agencies, organizations and peoples.

**B**ecause agency money cannot cover all expenses, we recommend having alternative sources of funding. Sponsorships, grants, private donations, and revenues from festival sale items help us meet our needs. This money covers additional festival activity costs and supports our scholarship program.

Fundraising strategies evolve over time. Some that have worked for us include:

**In-Kind-Partners**— Various businesses and agencies may prefer to donate materials rather than actual funds.

Fishing tackle manufacturer Luhr-Jensen prints our annual festival promotional brochure. Our County Public Utility District creates an annual calendar featuring children's artwork from the festival poster contest, purchases "fish glasses" for free distribution at the festival, and has been a valuable exhibitor with its interactive educational displays.

The Chamber of Commerce promotes the festival year round, and provides marketing expertise and media connections. The local nonprofit chapter of Trout Unlimited maintains the Salmon Festival's non-agency funds, making "petty cash" expenditures more convenient. Skipper's Seafood and Chowder House exhibits a month-long display and sells promotional T-shirts in their restaurant. The specialty of the month? Salmon chowder, of course!

These diverse partnerships of county, city, nonprofit groups and private industry provide the festival with invaluable support.



**“Spawnsors”** — “Spawnsors” are recruited year-round. Businesses, agencies and individuals are invited to cover the operating expenses of a festival activity. Each sponsorship package is negotiated on a personal basis. Sponsors make monetary and/or service contributions.



A structured sponsor plan is highly advised. Consider the public image of a potential sponsor and make certain that it complements your event. An outdoor aquatic education festival would naturally target sponsors who highlight natural resources and outdoor recreation.

Offer incentives in return for your sponsors' support. Explain that they will benefit from their involvement by being publicly acknowledged throughout your festival promotion.

**Booster Club**—A third popular category of non-governmental participants is a Booster Club. It is comprised of individuals and businesses who donate money to the nonprofit account. Booster Club opportunities range from \$25 to \$500 contributions (see appendix).

**Food Booths/ Garment Sales**—The festival receives a percentage of the daily sales of food and beverages from the independently-operated food booths. All of the proceeds from the sale of festival collectibles (T-shirts, sweatshirts, hats, pins, etc.) add to the Booster Club account.

**“Spawnsor” Chart**—The following chart combines sponsorships that we received in monetary donations and through in-kind support. This might offer fund-raising ideas for *your* festival.

<b>Activity/Feature</b>	<b>Sponsor</b>	<b>\$ Amount</b>
Salmon Festival Volksmarch	Valley Tractor & Equipment Inc.	400
Various Activities	Bonneville Power	2,500
Poster Printing	Hooked on Toys	300
Scholarship	Jansport	500
Bus shuttle, festival poster, & printing	City of Leavenworth	2,060
Festival Poster	Alcoa	600
Gyotaku	Solideck	500
Gyotaku	Black Swan	500
1994 Salmon Festival Calendar	Chelan County Public Utility District	25,000
Fish Glasses	Chelan County P.U.D.	5,000
Schedule of Events publication	Chelan County Public Utility District	1,500
Printing rack card	Luhr-Jensen	2,000
Promotional video	Gateway Video Productions	1,500
Bookkeeping & financial services	Trout Unlimited	500
Bus shuttle, promotional video copies, stationary, poster printing	City of Leavenworth, Hotel/Motel Tax	2,000
Salmon Festival display, promotion and distribution of rack card	Skipper's Fish & Chips	1,400
Distribution of information within regional school district	North Central Washington Educational Service District	400
Festival write-ups in publications, distribution & information service	Chamber of Commerce	2,500
Donation of festival sales items	Silk Screen Printers	500
Festival tabloid insert	Leavenworth Echo newspaper	3,000
Free Banking services	Central Washington Bank	200
School Day Performances	Colville/Yakama Indian Nations	2,500
<b>Total Contribution</b>		<b>\$ 55,360</b>







# Promotions and Media

## The Lure

**W**hile you may have specific people assigned to cover promotions, *everyone* on the festival Planning Team should be prepared to promote your event year-round, and occasionally beyond the boundaries of an eight-hour work day.

Promotions is about positive exposure and publicity. It is about getting the word out. Think about your target audience and how to reach them. Create a promotional strategy plan.

Find a good graphic artist early on, someone whose ideas complement your own. Work with them to design a logo symbolizing your event. The quality of this logo helps to create your public image. Use their expertise to design a schedule of events, a rack brochure, a promotional poster, and garments. Do not underestimate the impact visual marketing may have on the success of your festival.

**B**efore going far afield in search of a professional graphic artist, look within your own ranks. Many agencies and many businesses employ graphic artists who would enjoy working on such a fun project. Or look for people within your own community. What better way to build public support than to hire local expertise?





**D**evelop a distribution plan for publications. Design rack brochures that are distributed primarily by the Chamber of Commerce, local motels and businesses. Write festival-related features for publication in regional tourist guides, newspapers, and magazines. Have sponsors contribute to the production of a high-quality promotional poster and Schedule of Events brochure (see appendix).

Remember, publicity goes beyond the written word. Public Service Announcements (PSAs) on television and radio stations are effective ways of publicizing your event. Pursue opportunities available to you through radio sponsors. Offer on-camera interviews and radio spots, and seek out a radio broadcaster for live broadcasting from your festival site. Share your event by satellite teleconferencing! Check with a local television station or university media department to learn how to do this.

**W**e suggest that you designate someone from your Planning Team who is comfortable with public speaking to be your event's media "voice." This individual can then foster a relationship with radio and television personnel, as well as magazine and newspaper reporters. It is the Festival Director that most media personnel want to

contact first. The Festival Director may answer the inquiry or refer it to the media specialist on the festival staff.

You will get requests throughout the year for a description of your event. A written press release will fill many media requests (see appendix). We recommend writing a one-page briefing paper highlighting your festival. Readily accessible, it will be easy to fax, to mail and to quote from.

**D**ocument your event! Encourage your staff to take pictures but also arrange for a professional photographer and videographer to be on the site. Take a multimedia approach including slides, prints, and video tape. Shoot both color, and black and white photographs, and both VHS and 3/4" tape. Use the best equipment available to you. Later, select choice shots keeping in mind the need to respond to requests throughout the year. Develop presentations of your festival for schools and potential sponsors. Build a media kit.

Service clubs offer some of your most valuable local support. If a service club's objectives match your own, take advantage of presentation opportunities to their membership. Frequently, these meetings are in the early morning, during the lunch hour or in the evening. If you are seriously promoting your event you must be

available during those nontraditional work hours. Determine which members of your team are amenable to working flexible hours. As attitude is contagious, be sure that their presentation style is as positive and as full of *pizzazz* as possible.

**C**reating a multimedia program will enhance your promotional presentation. Tailor your program to your audience. Learn when a slide show is more appropriate than a video. Learn when music is more effective than narration. Entertaining and colorful, pictures often speak to the value of an event better than words. Polish your dog and pony show!

After your first successful event, people in your community will start to associate *you* with it. They will see *you* waiting in line at the bank, or *you* about to dive into the public swimming pool. They will ask *you* “What’s new with the festival?” These moments offer a golden opportunity to promote your festival. Make note of constructive feedback to consider when planning next year’s event. We have found that some of the best insights come from our most enthusiastic supporters: the children!





# Logistics

## Setting the Nets

**G**reat! By now you have defined a few essentials: a sense of purpose complete with objectives and a plan, or infrastructure, to keep you on track. You can visualize your festival-to-be right down to the opening of the gates and the arrival of the crowds.

But wait! The gate's LOCKED! Where are the portable toilets?! And was that a drop of RAIN you just felt...?

**W**e cannot say it often enough: *Pay attention to detail.* Organizing a festival is an undertaking fraught with details; befriend them, become comfortable with them and never, ever take them for granted. Details, if treated reverently, will fall into place and guarantee the success of your festival. If neglected, you will never forget them again. We know; we found out the hard way!

### **Creature Comforts—**

Whether your festival is large or small, you want people to be comfortable. The more comfortable they are the more fun they will have. We encourage you to evaluate the accessibility of: rest stations, drinking water, portable toilet placement, public telephones, parking, First Aid stations, emergency vehicle access, wheelchair access, an information center, and a lost and found.

**Physical Logistics—**Creature comforts of a different kind, these include: dust abatement, site grading and sign placement. Be certain you get approval from your state highway department if you want to stake signs on their turf.

**Communication—**Communication is the dissemination of information that keeps everyone up-to-date before, during and after the festival. Besides keeping your own

organizational staff informed, be sure that local Chambers of Commerce, visitor centers, home office receptionists, and schools are aware of latest developments.

**Rental Arrangements**— As activity planning progresses, begin the list of supplies you will need. As soon as you have identified funding sources, arrange for the availability of these items (be it buying, renting, borrowing or ...) The absence of anticipated tents, tables or toilets is not something you will want to contend with at the last minute.

We also encourage you to work within your community. You may be able to find lower prices in a larger city nearby, but in shopping there you may be forfeiting important local business support. A lot of success is based on the positive relationships between us and local businesses.

**Contingency Plan**— Otherwise known as the “What if?.” What if it rains on the day of your outside event? What if there is a temporary power failure due to circumstances beyond your control? What if an essential festival staff member is sick?

Think ahead! While you certainly cannot control everything, you can anticipate most surprises and be prepared for them. Remember:

## PAY ATTENTION TO...

DETAIL







# Staffing & Volunteers

## All Hands On Deck!

**C**onsider the role of the volunteer in your event. Depending on the scope of your festival you may find you need as many helping hands as possible.

Canvas the community to determine what volunteer groups already exist. Find out the expertise and interests of individual volunteers. Learn whether they prefer to volunteer half days, full days or all four days. If they have a good time, don't be surprised if they return to help another day!

As your event increases in popularity, so may the number of people wanting to participate in it. You may discover, as we did, that such growth necessitates the appointment of a Volunteer Coordinator.

It is essential that you nurture your volunteers. Without them, it would be extremely difficult to maintain the personable quality of your event. Never take your volunteers for granted. Shower them with

gratitude and treat them with the same respect you treat any staff member, paid or not.

Some of your paid festival employees will be working beyond the call-of-duty, especially if your event occurs over a weekend. If you are with a government agency, arrangements can often be made with the employee's supervisor for flexible scheduling, credit, or compensatory time.

**T**he first year, the majority of the Salmon Festival staff were paid agency employees. We had a small number of non-paid volunteers that year. As the festival grew so did local interest and now our volunteers number over one hundred. They range from junior high school students to senior citizens, from fishing and boating club members to federal employees on vacation with their families.



ur high school volunteers receive credit from their biology teachers for community service work. Senior citizens find opportunities to raise money for their nonprofit group programs. The regional office personnel from the big city enjoy a chance to engage in the world beyond their In-Box, to get back “into the field.” Best of all, we get to know each other and to have fun!

We have a centrally located room where volunteers sign in upon arrival, complete necessary paperwork, and get their name tag and “ofFISHal” festival vest. If they want a quiet hiatus during the day they can return to this room anytime to relax and recharge their batteries.

We recommend that you require all of your staff to attend a half-day orientation the day before your event. This allows them to familiarize themselves with the “big picture.” It will help to identify and alleviate any last minute kinks. (Be forewarned: there are *always* kinks!) It could be the only time your entire work force is together before the Opening Day.

Be sure that a particular garment identifies festival staff. Host agencies may ask that employees wear their uniform for greater visibility. Consider designing a volunteer T-shirt or vest. *Everyone* should be wearing an enthusiastic smile and looking forward to each day of “Edu-Tainment!”



esignate and introduce to your staff a Jack- or Jill-of-All-Trades, someone who knows the festival grounds intimately (the wiring, the plumbing, and what to do when the dumpsters are full!). During the event, this individual stays as close to the Festival Director as possible, in person and by radio.

Make certain your staff knows the location of a centrally located First Aid station on the festival grounds. Have an Emergency Medical Technician available the entire duration of your event. Have everything from a bee sting kit to a cot for comfort and a telephone handy for emergency calls.



Midway through the festivities, consider holding an informal evening party to give your crew an opportunity to catch their breath. During the festival, most workers are so focused on their specific activity that they are unaware how everything else is going. They might enjoy a chance to compare notes and relax together.







# School Involvement

## Small Fry

**W**hile we target the general public as a whole, one of our main objectives is to serve the children and the teachers in our communities. Regardless of what approach you choose, we offer here the nitty-gritty of our “School Days” in hopes that it stimulates incentives and ideas for your journey.



**T**he festival is treated as two events in one: a festival for the general public and an educational field trip for students. The first two days of the festival are designated “School Days.” For six hours each day the grounds are alive with

laughing, learning, energetic children. For those of us intimately involved in the planning process of “School Days,” the sight and sound of these children make the long hours of hard work tremendously rewarding. Here’s how we do it...

### Poster Contest:

**Promotion & Selection**— Each spring, we kick off the festival year by holding a poster contest among students in two dozen local third grade classrooms. Managed by interpretive specialists, this contest is designed to stimulate children’s imaginations of what it’s like to be a salmon. What makes a healthy salmon habitat? What do salmon eat? Why are salmon important to Northwest Native Americans? In our area, third grade is the level where concepts of aquatic and environmental education are introduced in the classroom.

**F**or the first few years, our contest presenters made classroom visits to share the poster contest and deliver conservation messages. They contacted the teachers, arranged for classroom presentations and went in and *wowed* everyone! They made sure that the information was upbeat yet informative, and that the poster contest was fun and rewarding for students *beyond* the prizes offered as incentives. As the festival grew, demands increased. No longer able to visit each classroom, we designed poster contest packets which are sent to each teacher (see appendix).

**A** contest selection committee reviews the hundreds of poster entries to determine three categories of winners: a grand-prize winner, semifinalists and school finalists. Posters are judged with consideration to originality, artwork and overall message. Winners receive US Savings Bonds, certificates, and festival T-shirts.

An awards presentation is held in May at a one-day community conservation fair that draws thousands of local families. There the poster contest finalists are publicly acknowledged and receive recognition for their creative work. Additional acknowledgments are given to the grand-prize winner via newspaper feature stories. At the

festival itself, on center stage with their parents, the grand-prize winner is presented with a professionally framed copy of his or her poster.

**Poster Contest: Development and Publicity**—Once we have our winning entry, our graphic artist uses it to create the annual promotional poster. He is careful to retain the child's art while adding text and festival information. Sometimes our entire event's color scheme is based around the winning poster. (See appendix).


Our local electrical utility district has been so impressed with the caliber of the poster contest entries that they have sponsored the production of a yearlong calendar featuring a finalist's poster every month. These calendars are given away free of charge. Seen everywhere, they offer the festival and the utility district a valuable promotional opportunity.

**E**xciting educational messages are seen on each contest entry. These students give this contest serious thought. It is always a challenge to determine the winning posters. It is also always a lot of fun. In our eyes, every poster represents a child, and every child is a winner. With that in mind, we try to

do as much as possible with *all* of the posters submitted. Many of them are displayed in various locations throughout the summer and during the Salmon Festival.

### Scholarship Package—

The Salmon Festival is committed to students of all ages. Two \$1,500 scholarships are awarded to students from the Wenatchee Valley pursuing a higher education in a natural resource related field.


 available to one graduating high school senior and to one college upper classman, these scholarships are announced through local newspapers, school counseling offices, reader boards and are listed in the “green book” of statewide scholarships. Three members of the Core Team make up a scholarship committee who send out applications and review the scholarship materials as they are received.

After each recipient is selected, he or she is notified and the money is transferred directly to the financial aid office of the college or university that he or she attends. (The money is not sent directly to the student.) Because government agencies cannot award scholarships, this money comes through a festival nonprofit account.

The caliber of the students applying for these two scholarships has been consistently outstanding. This often makes selecting a “winner” difficult. We hope to raise more money to provide more scholarships in the future!


**“School Days”**—Opening “School Days” are not promoted for general visitation and requires careful scheduling and logistics. The remaining days of the festival are open to the public and are less systematically scheduled.

It is easier to design hands-on educational activities with a particular age group in mind. With advice from educators, we have targeted fourth graders. It is also important to set a limit on the number of students in order to provide them with the quality of education they deserve. Attendance for each of the “School Days!” has been whittled down to a manageable 1,700 students.

 o insure that the students gain as much out of their visit as possible, teachers select ahead of time which activities they want their class to participate in. This gives teachers the opportunity to prepare their students for certain concepts before participating in Salmon Festival. To help them in this prep work we went one step further. We wrote a curriculum!

## Salmon Festival Curriculum and Teachers' Workshops—

In 1990, the Washington state legislature included environmental education in the Mandatory Areas of Study in public schools. This environmental education mandate contains specific goals and objectives which are correlated in each lesson of the curriculum we wrote for the Salmon Festival. Check in with your state Office of Public Instruction to determine if a similar mandate is in place. If one is, what better way to support it then by writing a complementary curriculum?

 We are fortunate to have an environmental educator and a fisheries biologist on our Core Team. They spent ten weeks creating the festival curriculum, including reviewing existing curricula. This curriculum provides work for students to do in the classroom before and after attending the festival. It helps prepare students for educational activities they will participate in at the festival and better enables them to retain what they have learned after they leave. It also keeps the festival organizers, on track. It is *our* guidebook, as well.



As soon as the school year begins, invitations are sent to fourth grade teachers in the community. They are invited to participate in one of the curriculum workshops. Offered afterschool, this workshop offers a forum for exchange between teachers and the festival's educational leaders. Teachers *must* attend a workshop to receive a copy of the curriculum and to reserve activities for their students.

Effort is made to design on-site activities which will take each class approximately the same amount of time. Given the logistics of scheduling 1,700 students, this is extremely important. Consideration is paid to the distance the different schools are travelling to the site. Schools from relatively close by are scheduled for activities earlier or later in the day. Students from further away are scheduled on closer to the middle of the day. Try to stagger bus arrival times to avoid traffic jams!

The curriculum is designed to remain current; activities will not become obsolete in the year between festivals. It is reviewed annually and one or two new activities are developed. These are then added to the colorful three-ring binder housing the curriculum.





# Activities

## Catch of the Day

**E**very festival will have its own set of activities. There is a wide range of environmental education programs available across the country. This chapter provides a synopsis of tried and tested fish oriented programs we've created for our event. You, too, can design your own or tweak ours to fit your needs.



**Gyotaku**— Gyotaku (gyo = fish and taku = rubbing), the Japanese art of fish painting, offers visitors a rare chance to make a print of a Wenatchee River sockeye or a Columbia river shad fish. In the same manner that Japanese fishermen once recorded

their daily catch, the fish is painted and rice paper is carefully pressed over it for a colorful, lasting print.

**T**his activity fosters the concept that appreciation for nature's intricacy and beauty promotes creative expression. Educational objectives include:

- Visitors will name the external features of a fish.
- Visitors will describe the functions and adaptations of the external features of a fish.
- Visitors will observe a fish scale under a microscope.
- Visitors will learn and identify internal fish anatomy and function.
- Visitors will experience salmon as an art subject.

**Kids In The Creek**— If *you were a fish*, where would you choose to spend most of your time? Resting out of the current near the food! This activity invites visitors to explore the



parameters of a healthy fish habitat. From the banks of the creek, and in its calmer reaches, visitors will spend time with a fisheries biologist learning where fish like to live and what they prefer to eat.

This activity shows visitors that fish, like every species, need a complex habitat in order to maintain a viable population. Educational objectives include:

- Visitors will be able to identify varied fish habitat (pools, edges, backwaters, etc.) and determine why each is important.
- Visitors will be able to recognize which areas of a stream are less populated by fish and why.
- Visitors will learn what constitutes a healthy riparian zone and why such a zone is an essential component of a healthy fish habitat.



### **aMAZEing Salmon Maze**

— A 40-by-40 foot barrier free “aMAZEing Salmon Maze” poses some of the challenges of the salmon life cycle. This unique educational

tool, built for children and adults, simulates the predator-prey relationship salmon encounter from birth through their round trip journey to the ocean and back. A corresponding color coded tag placed by the traveler at each “predator station” assures discovery of all the predators. The goal: find the predators and escape the maze!

**T**his activity shows visitors that populations respond to the limiting factors of the environment. Educational objectives include:

- Visitors will learn about predator-prey relationships.
- Visitors will identify natural and human predators and obstacles.
- Visitors will see how predators limit salmon populations throughout the life cycle.

**Water Wigglers!**—Visitors collect invertebrates from microhabitats within a determined reach of Icicle Creek. Using D-frame nets for easy collection, samples of insects are sorted into ice cube trays and viewed under a hand lens. Staffing biologists assist visitors in keying their samples and sorting their insects into feeding groups (shredders, collectors, scrapers, and predators). This “hands-on” activity *always* generates a wave of questions! Do they bite? What’s that

stumpy thing with two tails? How does a mosquito larva hang on to the grass? How does a caddisfly build its “portable house?”

This activity will help visitors learn about aquatic insects, how they feed, and the role they play in stream dynamics. Educational objectives include:

- Visitors will examine aquatic insects under a hand lens.
- Visitors will sort invertebrates into functional feeding groups.
- Visitors will learn how to use a basic entomological key.
- Visitors will learn how a diversity of species is significant to maintaining a healthy population.



### **Salmon Storytelling Tent—**

This colorful, 50 foot long inflated salmon shaped tent provides a magical setting for hearing special stories. Children (and adults) enter the salmon tent to hear Northwest Native American stories which convey the impor-

tance of salmon, wildlife and rivers to their culture. Listeners enter through the tail of the salmon and exit through the mouth.



This activity will help visitors to understand that role models, as seen in the legends and stories, encourage the positive participation of others. Educational objectives include:

- Visitors will learn that environmental messages can be transmitted through storytelling media.
- Visitors will understand what a role model is and be able to identify one.
- Visitors will hear a Native American legend.
- Visitors will experience salmon as an art subject.

**Web of Life—** With colorful costumes, visitors are transformed into plants and animals of the salmon community. In the characters of mushrooms, flowers, insects, bats, birds, coyote, bear and much more, children use colorful string to play a hands-on game illustrating the concepts of food chains and food webs.





**T**his activity helps visitors to recognize that the earth's living and non-living components are interrelated. Educational objectives include:

- Visitors will demonstrate their understanding of food chains by placing elements of the chain in correct order.
- Visitors will learn about food webs by adding side links to their food chains.
- Visitors will learn the importance of sunlight and water to all living things.



**What's My Line?**— The “What's My Line” booth answers all those “fishy” questions people ask. Do fish breathe? Do fish sleep? Do fish drink water?

In this imaginary fishing expedition, visitors cast their line inside a ten-by-ten foot aqua booth housing festival mascots Frank and Frances Fish. In costume are knowledgeable fish biologists that answer visitor questions out loud for everyone to hear. Special souvenirs are hooked and reeled in by “What's My Line?” participants.

**F**ranks and Frances help stimulate public awareness about fish in a professional and entertaining manner. Educational objectives include:

- Visitors generate questions to investigate fish biology and habitat.

**Nature Trail**— Through a multi-sensory “safari” visitors explore the one-mile-long Icicle River Interpretive Nature Trail on the festival grounds. The trail has a self-guiding brochure and is open to the public all year long. During “School Days,” we go a step further. Stations along the trail are staffed by biologists to interpret wildlife, riparian and river themes. The biologists do not follow the standard

“this is a pine tree” format; instead, they interact with the students in a lively and engaging manner.



**A**n exploration of the Nature trail fosters the concept that an appreciation of nature’s intricacy and beauty promotes a respect for the earth and an incentive for people to maintain a quality environment. Educational objectives include:

- Visitors will use their senses to experience the aesthetic value of nature.
- Visitors will observe and learn to interpret their natural surroundings.
- Visitors will explore patterns in nature.
- Visitors will learn about riparian habitats.

**Hatchery Tours**— All festival visitors are invited to tour behind the scenes of the Fish Hatchery! Guided by a hatchery employee, they have the opportunity to peek at the new arrivals in the nursery, hold a salmon egg up to the light to see the fish inside, and watch the yearling salmon eat lunch. They will learn a bit about the history of and need for fish hatcheries in the United States.

**T**his activity helps to show how a viable economy is dependent upon responsible use of our natural resources. Educational objectives include:

- Visitors will understand the concept of life cycles.
- Visitors will learn the salmon’s life cycle.
- Visitors will investigate the nursery environment at hatchery.

**Exhibits**—Dozens of informative exhibits encourage visitors to interact with people involved in natural resource education and conservation. Fun, interactive displays expose students to everything from fly tying to computer quizzes about fish. Schools are encouraged participate in the natural resource community by contributing their own unique exhibits.



**T**his area of the festival provides opportunities for other agencies, businesses, and organizations to highlight their interest and involvement in natural resources. Exhibitors demonstrate how cooperation among communities is essential to improve, maintain, and enhance environmental quality.

Educational objectives include:

- Visitors will recognize the interrelated themes between the exhibits.
- Visitors will be exposed to agency and industry programs.



## Native American Village —

A small encampment of teepees is erected by members of the Yakama Indian Nation and Colville Confederated Tribes to share important facets of Native American culture. These Native American peoples interpret their culture for festival visitors with arts and crafts demonstrations, colorful horse parades through festival grounds, storytelling, dancing and drumming, in scheduled cultural performances. Visitors have the unique opportunity to observe Native American lifestyle in action, including the preparation of salmon using traditional methods of baking and drying.



Members of the Native American Village, young and old alike, communicate their great respect for the earth through example. Educational objectives include:

- Visitors will investigate ways in which cultures respond to the environment through shelter, food, and clothing.
- Visitors will investigate the origin of local place names.
- Visitors will learn about Native American culture through their observation of performances and a tribal village.



**Food Booths**— Nothing pleases visitors more than good entertainment and delicious food, so treat visitors to the best! The fun and creativity of your entire event can flow in and around the food booth area of your festival.

Provide your visitors with a variety. Corn dogs, curly fries, and hamburgers seem to be a must but barbecued salmon, Indian tacos and fry bread sound much more exciting. And they're *all* popular!

**C**hoose between contracting with commercial food booths or tapping nonprofit service clubs in your community. At Salmon Festival, we work strictly with service groups and require a small percentage of their gross daily profits. This money goes into our nonprofit account to support future educational programs.

Assign a festival staff member to be Food Booth Coordinator. This individual makes certain that operators know the whereabouts of electrical hookups, water sources and garbage and hot-grease disposal areas. Provide your visitors with a hand-wash-type station near the food booth area.

**C**onsider the flow of festival foot traffic when designating your food booth area. Do you want food booths to be centrally located or off to one side? Do you want them near the performance area?

Be sure to provide your visitors with an eating space, cover (if your event is outside), and garbage and recycling containers.



**Entertainment**—Choose entertainment that complements your event theme and is pleasing to your budget. Cultural storytellers, jazz and folk musicians add another unique dimension to the program. Good food and good entertainment always adds to your outdoor event's success. Locating your food booth operators near your outdoor performing area achieves more than one goal. Food booth vendors and entertainers share an audience. Under open-wall tents, people eat at picnic tables and enjoy good entertainment. Choose an area on or near your facility grounds that can accommodate the number of people you feel can be served comfort-

ably... come rain or shine. A place that enhances its natural acoustics and is close to a power source. A place that is accessible for all people and is located in one of the more aesthetically pleasing locations on the festival grounds.

**C**reate a daily schedule of entertainment around all the other festival activities.

Be certain to acknowledge this schedule in the media and other event promotions. “Sandwich board” style posters at the festival entry are also effective. Along with the professional performers you may feature, also include special awards presentations to recognize major sponsors, special festival heroes (poster contest winner) and visiting dignitaries.

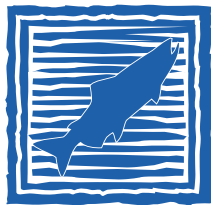
As your event gains in its popularity, calls from entertainers will come to you months in advance. Audition your entertainment before you contract their work. Make certain they

contribute to, not detract from the theme of the event. Be careful to select the kinds of performances that will work within your performing area and within your budget. Get involved with your local arts commission to become partners in any *big gig* you may undertake. Scheduling, ticket sales, and promotions become an added load to an already full agenda.

Arrange for shelter and security, travel and lodging for your guest performers. Selecting a stage manager for this area of the festival is important. Keep an eye out for those “walk-in” musicians that unexpectedly come to your door offering to perform for free.

**I**f your community has an internal directory of local talent, provide the opportunity to those performers to audition first. You may be surprised at what’s out there in your local high school, community clubs, fishing and boating stores. It’s yet another way to build local support.





# Analysis

## Swabbin' the Decks

**Visitor Analysis**— What is the quickest, easiest way to get feedback about your event? Ask the visitors! Use an organized approach and a friendly manner to make personal contact with the people attending the festival.

Have a staff member or two with a questionnaire clipboard circulate throughout the festival grounds. Or setup a “Visitor Response” table in a central location or near the exit.

Determine whether the visitors are from the area or out-of-town? How did they hear about the festival? What did they enjoy most? Any suggestions on how to improve? Have they attended previous festivals? Additional comments? (see appendix)

**U**pon further analysis, this data will help to determine the effectiveness of your promotional efforts. It will give you an idea of what percentage are visitors and allow you to assess economic benefits to the local economy—motels, restaurants, etc. (see appendix).



**Debriefing**— Suddenly, IT'S OVER! The crowds are gone, the grounds are *almost* back to their pre-festival selves and everyone on the staff is trying to remember life as it once was. Before too much time elapses and significant details are forgotten, rein in your crew for a debriefing session.

**S**chedule this to take an entire day. Hold it in a conference size room *away* from the office or work place. Invite all festival Activity Leaders and Core and Planning Team members to attend. Bring in a notetaker.

While the Festival Director may facilitate debriefing, each activity leader should be prepared to lead a discussion for their area. In critiquing, consider what worked and did not work about each specific activity. Address any changes that might be made to improve the quality of the activity. Edit the meeting notes and make them available to everyone interested.

**D**ebriefing is about letting down and letting go! It is about fine tuning a good thing while ideas for improvement are fresh in everyone's mind, and having fun with the mechanics of it. In the review process, you are taking the first steps in planning for your next year's event.

**Clean Up**—It is recommended that you schedule a post-festival cleanup crew well in advance. Most of your staff will be drained of energy by the last hour of the last day. If you leave your cleanup planning until then, you may find yourself all alone with overflowing dumpsters and portable toilets.

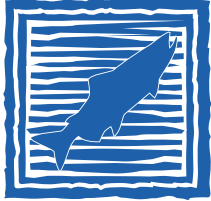
**W**e meet at the site at a reasonable hour the morning after the festival is over to disassemble exhibits, booths and tents. We have learned that for rented items (tents, tables, etc.) it is nice to have a day between the end of the festival and when they are to be returned. Having this time allows us some leeway *just in case*.

Suggestions: Have a cooler of popsicles or juice for the dedicated staff members who return to cleanup. Play some motivational music. Do what you can to make a “no fun” job FUN!


**Thank You's**—Your mother was right; you cannot say “thank you” enough. Acknowledge everyone involved in every aspect of making the event a success. Be personable in your note or phone call. Better yet, make an effort to thank them in person. Do this as soon after the festival as possible!







# Resource Directory

 All of the booklets listed below  
are available from the:

**International Festival Association  
Library**

PO Box 2950  
Port Angeles, Washington 98362  
phone: 206/457-3141  
fax: 206/452-4695

**A Feast of Festivals: The Official  
Cookbook Directory of IFA**

by Joanne Taylor Hane, CFE and  
Catherine L. Holhouser

Fifty-five festivals described fully and  
followed by recipes to savor the flavor  
of these great events.  
(261 pages, \$9.95)

**The Key to Success in Running an  
Outdoor Festival**

by Leonard J. Rizzo

Practical and helpful facts needed to  
successfully plan and operate an  
outdoor festival. Specifically geared  
toward individuals not experienced in  
festival management.  
(83 pages, \$14.95)

**Special Events: Inside and Out: A  
“How To” Approach to Event Pro-  
duction, Marketing and Sponsorship**

by Robert Jackson and  
Steven Wood Schmader, CFE

A book for everyone in the special  
events industry, from those who are  
brand-new to events to well-seasoned  
professionals.  
(105 pages, \$23.95)

**101 Festival Ideas (I Wish I'd Thought Of)**

Edited by Bruce T. Story, CFE

Comments and ideas that IFA members want to share with everyone in the festival/special event industry: Operations, Marketing, Sponsorship, Fund-raisers, Media and Promotions, Crowd Control, Volunteers.

(44 pages, \$39.95)

**Creative Event Development**

by Betsy Spalding

Tools for new ideas, sponsor strategies and helpful hints in event planning and implementation. (600 pages, \$152.95)

**Making Waves: How To Put On A Water Festival**

by Amy Killham

Published by the Nebraska Groundwater Foundation, a manual giving direction and ideas for organizing a water festival. Since 1989, the NGF has successfully sponsored an annual groundwater event for Nebraska school children.

(58 pages, \$12.00)

Only available from:

The Nebraska Groundwater Foundation

PO Box 22558

Lincoln, Nebraska 68542-2558

phone: 402/434-2740

fax: 402/434-2742

The following government and private organizations are also a good resource for information:

**Pathway To Fishing**

U.S. Fish and Wildlife Service  
1849 C Street, N.W. ARLSQ-820  
Washington, D.C. 20240

**National Fishing Week**

**Steering Committee**

Field Office  
2944 Patrick Henry Drive Suite 15  
Falls Church, VA 22044

**Sportfishing Promotion Council**

1250 Grove Avenue Suite 300  
Barrington, Illinois 60010

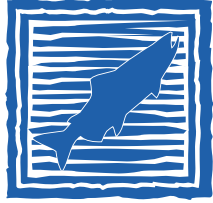
**Hooked On Fishing, Not On Drugs**

1033 N. Fairfax St. Suite 200  
Alexandria, Virginia 22314  
(703) 519-9691

**Future Fisherman Foundation**

7012 South T Street  
Fort Smith, Arkansas 72903  
(501) 484-0055





# Appendix

## Samples of Promotions, Visitor Analysis, Organization / Planning

Rack Brochure  
Booster Club Brochure  
T-Shirt Design  
Poster  
Poster Contest Rules Page  
Sponsor Package  
Press Release  
Visitor Analysis  
Organization Chart  
Planning Calendar Diagram



Rack Card Brochure (full-color)

front

back

**WENATCHEE RIVER  
SALMON  
FESTIVAL**

**SEPTEMBER  
19 - 22, 1996**

**LEAVENWORTH  
WASHINGTON**

WENATCHEE NATIONAL FOREST U.S. FOREST SERVICE  
 Puget Sound POWER  
 LEAVENWORTH NATIONAL FISH HATCHERY

Amazing Salmon Maze Kids in the Creek Storytelling

Bring your family to the  
**AWARD WINNING  
 WENATCHEE RIVER  
 SALMON  
 FESTIVAL**

September 19 - 22 1996

The Salmon Fest combines fun and hands-on learning featuring "Salmon Edu-Tainment" in a beautiful mountain setting at the Leavenworth National Fish Hatchery

For more information, contact:

Salmon Festival Director 12790 Fish Hatchery Rd. Leavenworth, WA 98826 (509) 548-6662 Fax: (509) 548-6263	Leavenworth Chamber of Commerce P.O. Box 327 Leavenworth, WA 98826 (509) 548-5807
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Ask Festival Director about becoming a festival "spawnsor" or volunteer

PRINTED COURTESY OF **LUHRJENSEN**

Exhibits Interpretive Trail Hands-On Demonstrations Food Booths Japanese Art of Fish Printing Gyotaku

American Indian Cultural Performances Salmon Tent Theatre 10k Volksmarch Salmon Sing-Along Live Music

Actual size of card: 4" x 9" 4-color process

Booster Club Brochure



**HERE'S HOW TO JOIN  
THE 1993**

**"RETURN OF THE SALMON"  
BOOSTER CLUB!**

We invite you to be a part of the third annual Wenatchee River Salmon Festival in Leavenworth, Washington, October 7 to 10, 1993

"Return of the Salmon" provides opportunities to educate thousands of people about a unique Wenatchee River resource - the salmon.

The "Return of the Salmon" celebration is an outstanding, fun-filled, family oriented event designed to increase awareness and appreciation of one of Washington State's most valuable resources, the Wenatchee River Salmon.

Our awareness of the earth's valuable natural resources, and the importance of us all working together to protect them, reinforces our commitment to play our part in the "Return of the Salmon."

You can help us continue to build this celebration into a successful annual event by becoming a member of the Wenatchee River Salmon Festival Booster Club!

**THE FOLLOWING IS A LIST OF  
BOOSTER CLUB OPPORTUNITIES**

**FINGERLING \$25**  
INDIVIDUALS AND FAMILIES

A Fingerling member receives special recognition in the 1992 "Return of the Salmon" Program.

**SOCKEYE \$50**  
INDIVIDUALS OR BUSINESS

A Sockeye member receives special recognition in the 1992 "Return of the Salmon" Program, and two pewter Festival lapel pins.

**COHO \$100**  
INDIVIDUALS OR BUSINESS

A Coho member receives special recognition in the 1992 "Return of the Salmon" Program, and two Festival T-Shirts.

**CHINOOK \$250**  
INDIVIDUALS OR BUSINESS

A Chinook member receives special recognition in the 1992 "Return of the Salmon" Program, two pewter Festival lapel pins, two Festival T-Shirts, and recognition in Festival promotions.

**KING SALMON \$500**  
INDIVIDUALS OR BUSINESS

A King Salmon member receives special recognition in the 1992 "Return of the Salmon" Program, two Festival T-Shirts, recognition in Festival promotions, two pewter Festival lapel pins, and name on signage at the Festival Gate.

CUT OFF AT DOTTED LINE AND SEND WITH PAYMENT

**1993 "RETURN OF THE SALMON" BOOSTER CLUB MEMBERSHIP FORM**

Make payment to: "Return of the Salmon"  
Central Washington Bank  
P.O. Box 143  
Leavenworth, Washington 98826

DUE DATE: September 10, 1993

NAME: \_\_\_\_\_  
(As you wish it to appear in the program)

PHONE: \_\_\_\_\_

ADDRESS: \_\_\_\_\_

CATEGORY:  
 Fingerling \$25   
  Sockeye \$50   
  Coho \$100   
  Chinook \$250   
  King Salmon \$500

For further Festival Information contact: Corky Broaddus, Festival Director (509) 548-6662

Tax I.D. Number available on request.



T-Shirt Design

*Wenatchee River*  
**SALMON**  
**FESTIVAL**



*Leavenworth, Washington • 1997*



Poster Design (full-color)

Wenatchee River  
**SALMON**  
**FESTIVAL**

September 20-21, 1997

Leavenworth, Washington at the  
National Fish Hatchery

Hosted by

Wenatchee National Forest

Leavenworth National Fish Hatchery

For more information, contact Leavenworth Chamber of Commerce at 509-548-5807  
Visit our web site at: <http://www.salmonfest.com>

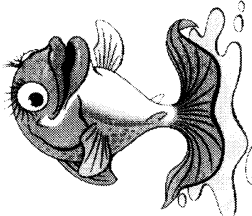
FOR NATURE

KEEP IT ALIVE!

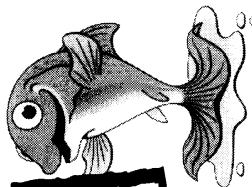
THE LADDER OF LIFE

Winner of 1997 poster contest—Alicia Wise, age 8, Kenroy Elementary

## WENATCHEE RIVER SALMON FESTIVAL



HELLO ARTISTS!  
MY NAME IS  
FRANCES FISH  
AND THIS IS MY  
BROTHER FRANK!



**POSTER  
CONTEST**

WE WOULD LIKE TO INVITE YOU TO ENTER THIS YEAR'S WENATCHEE RIVER SALMON FESTIVAL POSTER CONTEST CELEBRATING THE RETURN OF OUR FRIENDS, THE SALMON.

IF YOU WIN, YOUR POSTER BECOMES THE PROMOTIONAL POSTER FOR THIS FALL'S SALMON FESTIVAL AND WILL BE SEEN THROUGHOUT THE STATE OF WASHINGTON.

YOU WILL ALSO RECEIVE A \$200 SAVINGS BOND, AND A WENATCHEE RIVER SALMON FESTIVAL T-SHIRT AT AN AWARDS CEREMONY THIS MAY. YOUR 'ORIGINAL' ART WORK WILL BE ON SPECIAL DISPLAY AT THE SALMON FESTIVAL. PLUS, YOU WILL BE OUR SPECIAL GUEST OF HONOR AT THE FESTIVAL - WE CAN'T WAIT TO SEE YOU THERE!

IF YOU ARE A SEMI FINALIST, YOU WILL ALSO COME TO THE AWARDS CEREMONY IN MAY TO RECEIVE A \$50 SAVINGS BOND AND A T-SHIRT, AND YOUR POSTER WILL BE ON SPECIAL DISPLAY AT THE SALMON FESTIVAL IN OCTOBER!

SEE THE OTHER SIDE TO FIND OUT HOW TO ENTER!

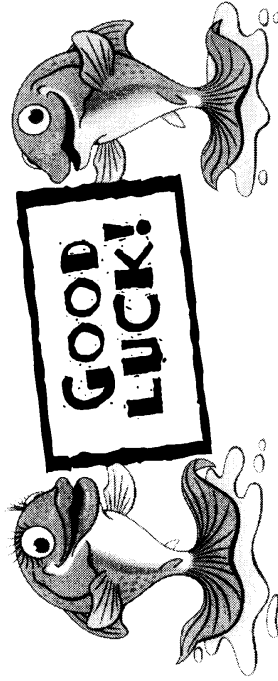
HERE'S HOW TO ENTER!

HAVE YOUR TEACHER OR PARENT HELP YOU WITH THESE

### CONTEST RULES:

1. EACH POSTER NEEDS TO BE CREATED BY ONLY ONE ARTIST.
  2. GIVE US ONLY ONE POSTER.
  3. MAKE YOUR POSTER NO BIGGER THAN 12" X 18".
  4. IMPORTANT! PRINT YOUR NAME, AGE AND SCHOOL NAME IN THE LOWER RIGHT HAND CORNER ON THE FRONT.
  5. IMPORTANT! YOU MUST TURN YOUR POSTER IN TO YOUR TEACHER BY MARCH 25TH.
- BE CREATIVE! YOU CAN USE WATER COLORS, CRAYONS, MAGIC MARKERS, COLOR PENCILS.
- USE YOUR IMAGINATION! AND REMEMBER, BOLD, SIMPLE AND COLORFUL WORKS BEST FOR A POSTER.

WE WISH YOU THE BEST OF LUCK! FRANKIE AND I LOOK FORWARD TO MEETING YOU NEXT FALL AT THE FESTIVAL!



## Poster Contest Rules

## Excerpts from Sponsor Package

### Corporate Sponsorship Package

Thank you for your interest in becoming a “spawnsor” of the third annual Wenatchee River Salmon Festival, scheduled for October 7 through the 9, 1994, at the Leavenworth National Fish Hatchery in the beautiful mountain village of Leavenworth, Washington!

The “Return of the Salmon” celebration is an outstanding fun-filled, family-oriented event designed to increase the public’s awareness and appreciation of one of Washington State’s most valuable natural resources, the Wenatchee River salmon, in its native habitat.

As a Wenatchee River Salmon Festival “SPAWNSOR,” your business will benefit by:

\* Solid Community Outreach—Direct contact with a growing number of festival visitors who come to Leavenworth during the beautiful fall time of year. Special activities for local community and school field-trip days run on October 7 & 8. Saturday and Sunday, October 9 & 10, welcome all folks visiting North Central Washington. Our promotional campaign will be reaching out to all of Washington State, parts of Oregon and southern British Columbia through the broadcast and print media.

\*Supporting North Central Washington’s Quality of Life—Your business will be contributing to North Central Washington’s “livability” and supporting one of Washington’s premier natural resources.

\*Educational Exposure and Environmental Awareness—Your support will aid in the development of educational programs for school students, community projects related to preserving the environment, and educating the public about the valuable river environment. Your contributions will provide continued support for the Wenatchee River Salmon Festival Scholarship fund. This celebration is an outstanding opportunity to increase knowledge for all ages of our precious natural resources. Your contribution will feature your business as being a leader in spreading the environmental awareness message.

### “Spawnsorship” Packages:

The Wenatchee River Salmon Festival invites you to become a “spawnsor” in one or more of the enclosed packages for the 1993 Wenatchee River Salmon Festival. Once again, the festival hosts will be the Wenatchee National Forest and the Leavenworth National Fish Hatchery.

These packages are offered on a first-come, first-served basis. If you would like to play an active sponsorship role, the following areas may be available to you:

- Educational Programs
- Printed Promotional Materials
- Festival Facilities
- Volksmarch
- Exhibit Tent

Interpretive “hands-on” Events  
Native American Cultural Performances  
Entertainment  
Scholarships  
Interpretive Nature Trail

For playing a major sponsorship role, your organization or business will receive the following additional benefits:

1. Your business will be listed in promotional presentations, news releases, and public service announcements related to the Festival.
2. Your logo will be placed on at least 15,000 promotional programs and schedule of events serving festival goers.
3. Your business name or organization will be featured on signing at the festival site, announced several times throughout the festival's four days at the performing area. Your business logo or banner will be proudly displayed at the entry gate or on the main hatchery building during this special event.
4. Your business name, logo, or banner will be displayed at the site of any and all events you sponsor during the festival days.
5. Your name will be featured in a large newspaper acknowledgment featuring all participating sponsors.

Your involvement in this celebration of the “Return of the Salmon” is an outstanding contribution for the continuation of a highly credible, fun-filled, family-oriented annual event. **WE FEEL THIS WILL BRING YOU AN EXCELLENT RETURN IN YOUR INVESTMENT!** Your sponsorship only confirms your commitment to the valuable role our natural resources play in the earth's environment.

We look forward to working with you and your organization. Please feel free to contact our Festival Marketing Director, Laura Penington, at (509) 548-7641, or write to:

“Wenatchee River Salmon Festival,” P.O.Box 549, Leavenworth, WA 98826.

Your contribution is tax deductible. A tax identification number is available upon request through the Leavenworth, Washington branch of Central Washington Bank.

THANK YOU !

## Sample Press Release

United States	Forest	Wenatchee	Lake Wenatchee Ranger District
Department of	Service	National	22976 Highway 207
Agriculture		Forest	Leavenworth, WA 98826-9552
			509-763-3103

FOR RELEASE: immediately

DATE: May 13, 1994

SUBJECT: Wenatchee River Salmon Festival

CONTACT: Chris Rader, public information officer

The fourth annual Wenatchee River Salmon Festival will be held at the Leavenworth National Fish Hatchery October 7 through 9. Celebrating the return of the salmon, the free festival offers hands-on “Salmon Edu-Tainment” for people of all ages.

The aMAZEing salmon maze, storytelling, tours of the hatchery, making fish prints, fishing for answers at the “What’s My Line?” aqua booth, and the “web of life” costume parade are only a few of the ways the salmon festival combines learning with fun. Without even trying, visitors come away from the festival knowing more about water quality, fish habitat, the salmon’s life cycle, and the cultural importance of salmon to Native Americans and other peoples.

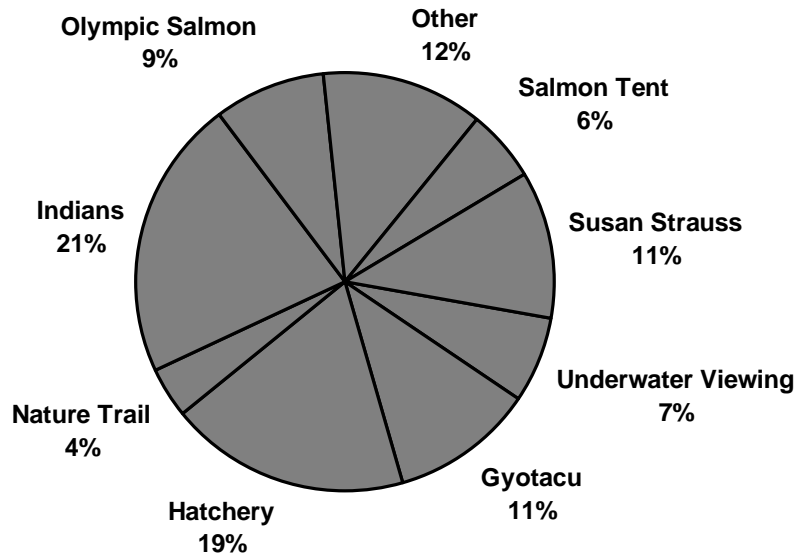
An intertribal teepee village near the entrance to the Wenatchee River Salmon Festival features crafts and food drying demonstrations by Pacific Northwest Indians. Native American drumming, dancing, and horse parades are scheduled at the performance area on Saturday and Sunday. There’s live music every day and plenty to eat at the food booths—including barbecued salmon!

Presented by the USDA Forest Service and the USDI Fish & Wildlife Service, the festival coincides with the fall migration of summer chinook salmon in the Wenatchee River. For more information contact Corky Broaddus, festival director, (509) 548-6662 or Chris Rader, (509) 763-3103.



# Visitor Analysis Charts

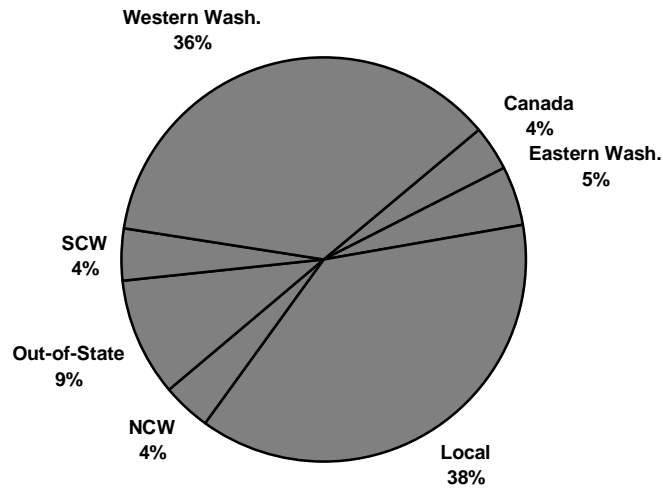
## What Visitors Enjoyed Most



## Visitor Residence

(SCW = South Central Washington)

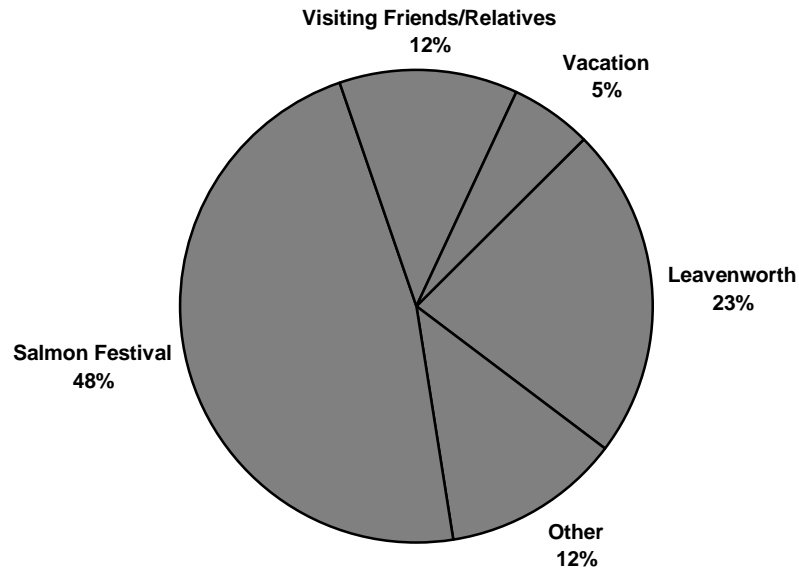
(NCW = North Central Washington outside local area)



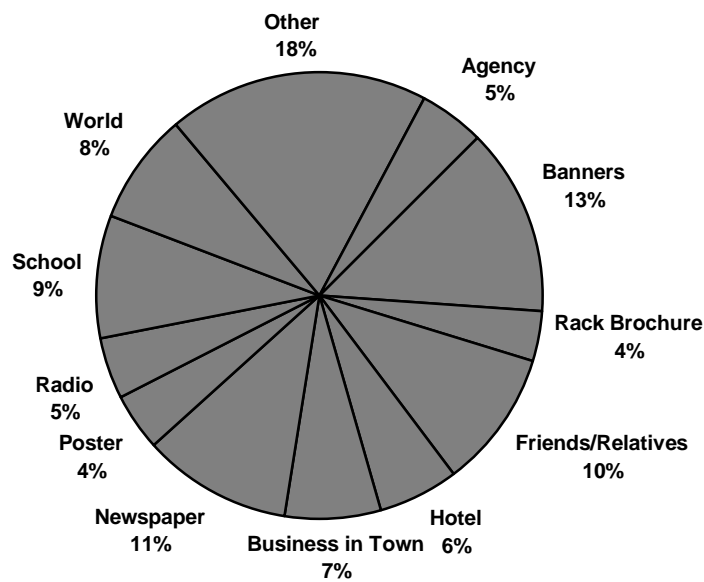


## Visitor Analysis Charts, continued

### Reason for Coming to Area Non-Local Visitors

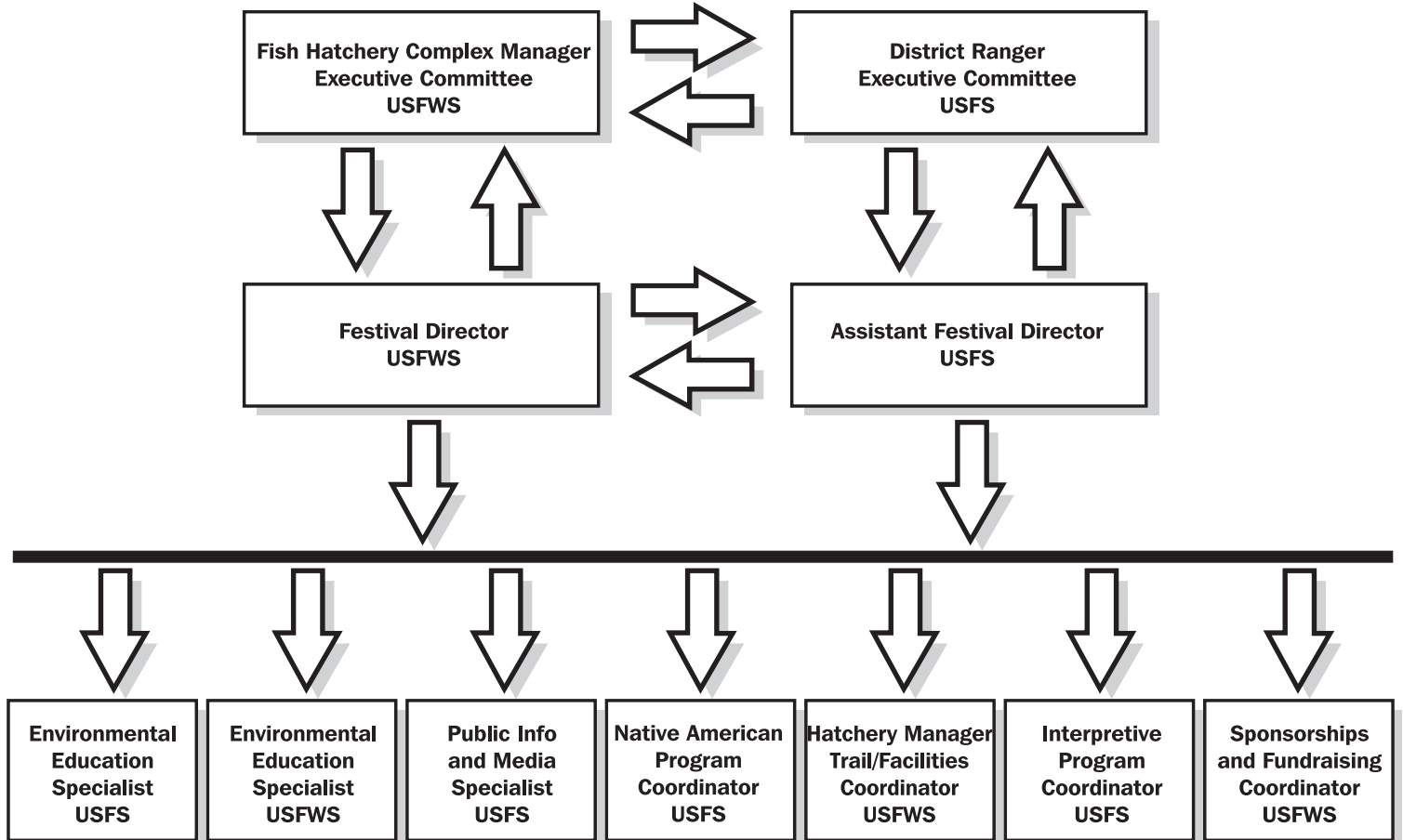


### How Visitors Heard About the Festival



# Organization Chart—Wenatchee River Salmon Festival

## Festival Planning/Implementation Team Organization



## Timeline Calendar

### November

Create planning calendar for '95 fest  
Budget '95 event  
Core Team meets

### December

Create sponsor contact list  
Write '94 Fest accomplishment report  
Core Team meets

### January

Design poster contest packet  
Design scholarship applications  
Marketing plan/video development  
Core Team meets

Ongoing... Response to requests for information... Media requests fulfilled... Presentations at workshops, training, etc...

### February

Budget and staffing review  
Core Team meets

### March

Design rack brochure  
Design sponsor packets  
Core Team meets

### April

Poster contest begins  
Scholarship recipients selected/ notified  
Budget and staffing review  
Core Team meets

Ongoing... Always searching for sponsors... Details, details... Communications with Director and staff..

### May

Rack brochure distribution  
Poster contest winner selected/ awards ceremony  
Sponsor search begins  
Fest invitations to dignitaries  
Implementation team and Core Team meets

### June

Book portable toilets  
Make equipment rental arrangements  
Food booths confirmed  
Booster Club solicitations  
T-shirt/fundraising sales begin  
Exhibitor recruitment  
Entertainment booked  
Core Team meets

### July

Poster printed  
Sponsor search continues  
Master job list designed  
Core Team meets

Ongoing... Response to requests for information... Media requests fulfilled... Presentations at workshops, training, etc...

### August

Posters distributed statewide  
Media/PSA's developed  
Recruit festival & volunteer workers  
Teacher workshop/curriculum development  
Send dollars to scholarship recipients' schools  
Core Team meets

### September

Festival grounds setup  
School Day scheduling & booking  
Media blitz  
Schedule of events printed  
Volunteer recruitment continues  
Make detailed task list  
Engage in high gear - workers unite!  
Core Team meets

### October!

Everyone arrives!  
FESTIVAL DAYS!  
Clean-up, strike the set  
Debriefing/analysis with Fest staff  
Thank you's  
Pay bills  
Create organization roles for '95 fest and choose dates  
On to November...

Ongoing... Always searching for sponsors... Details, details... Communications with Director and staff..