

Division of Forestry Education & Outreach Strategic Plan

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EXECUTIVE SUMMARY

The Division of Forestry's Education and Outreach Strategic Plan (E&O Plan) describes how the division will use education and outreach to help implement its Strategic Direction. The plan focuses mainly on internal division efforts and strategies and reflects what the division sees as our niche in education and outreach efforts based on our stated roles in the Strategic Direction. The plan describes who the division's priority audiences are, our role in major education and outreach events, and a system for how the division will plan and implement collaborative education in the future.

The E&O Plan, for the most part, does not describe how the education and outreach will be implemented. The Forestry Education Leadership Team will be tasked with developing how to implement this strategic plan.

The E&O Plan begins with a section on the background of the planning effort, the goals of the plan, the vision for our education and outreach work, and the next steps in the planning process. The E&O Plan is organized by several areas of E&O work the division is focused on.

Areas of note in the E&O Plan:

1. **DIVISION E&O EFFORTS ORGANIZED BY AUDIENCE:** (pages 10-25)
List of priority audiences for each program and the division and associated long term outcomes achieved by reaching these audiences.
2. **CROSS-PROGRAM AREA E&O EFFORTS:**
 - a. **State Fair** (page 26): Continue to participate in State Fair and for the next one to three years, the main message delivered will be forest health, urban forestry and forest protection with an evaluation of these messages and efforts. In year three, investigate state fair as a venue for broader division messages if appropriate at that time.
 - b. **Local Efforts:** (page 29): Decisions on whether or not to service local events will be made using the considerations listed on page 31 with final discretion given to supervisors. Invest in a prioritized evaluation of local event efforts, including the requirement of careful tracking of current efforts. Descriptions for how and when we service some specific local events are on page 30.
 - c. **Champion Trees** (page 32): FELT will look for other organizations to take on this program. If no other organization will lead the program the division will consider eliminating it.
 - d. **Arbor Day** (page 33): Continue current investment by Urban and Reforestation programs. Require the careful tracking and evaluation of current efforts. FELT will investigate cost/benefit of Arbor Day as a venue for broader forestry messaging in the future.
3. **WORKING WITH PARTNERS TO ACCOMPLISH OUTCOMES**
 - a. **LEAF/PLT** (page 36): Continue current financial investment in LEAF/PLT. Staff will track current efforts and report to FELT. Team supervisor has

discretion to choose specific staff members responsible for this work in their team. Training will be provided to team point-people on how to use toolkits for LEAF/PLT. Training will be provided for all staff on what LEAF/PLT are and how to promote them. Division role is limited to promoting LEAF/PLT and fulfilling a niche by using the toolkits to do: field components of lessons, career talks, and showcase/use equipment. Division has larger role in supporting LEAF/PLT curriculum updates. FELT will make recommendations as to maximum number of hours staff will spend after assessing current efforts and need. Staff will consider questions listed on page 39 when deciding whether or not to service youth audience requests that cannot be fulfilled via LEAF/PLT resources.

- b. **Natural Resource Educators (NREs)** (page 40): NRE role will be limited to tasks described on page 41 of the plan. FELT will handle specific, annual work planning for NREs.
 - c. **Forest Exploration Center** (page 41): Continue private-public partnership.
4. SYSTEM FOR COLLABORATION AMONGST PROGRAMS
- a. **Create a Forestry Education Leadership Team (FELT)** (pages 8-10, 43): Team Responsibilities will include: collaborate and be the framework for the division to share and plan combined efforts; serve as a resource for determining what activities to evaluate and how; develop systems to implement E&O plan and annual work planning; serve as experts in division regarding E&O efforts, resources and training needs. The FELT description includes a description of the team membership (page 47).
 - b. **Dedicate staff that would be responsible for education and outreach for each program and the division** (page 9, 27, 44): Roles for these staff include: coordinate E&O efforts within the program; coordinate logistics and process for FELT and have a clear understanding of all division E&O efforts as they relate to broader strategies; facilitate the collaboration among programs.
5. PROGRAM SPECIFIC E&O EFFORTS:
- a. **Unengaged landowner outreach** (page 51): The division would initiate the following three strategies across the state to reach the unengaged landowner audience: invest in a pilot to mimic the existing Driftless Forestry Network in another area of the state (page 53); if not in the pilot area, then an area can choose to implement “Project Magnet” or create another outreach method they choose based on their local needs (page 54 - 56). Foresters would respond to all landowners based on the unengaged outreach projects being undertaken in specific areas and provide support to partners such as NRCS and WWOA (see page 56).
 - b. **State Lands** (page 60): Invest in interpretive master planning.

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INTRODUCTION

Background

The Statewide Forest Assessment and the Statewide Forest Strategy were completed from 2008 – 2010. These were reviewed and analyzed as a base from which to create the Division of Forestry's Strategic Direction, which was completed in 2011. These documents are available for reference online at: <http://dnr.wi.gov/topic/forestplanning/>.

The division's Strategic Direction framed our role in accomplishing the actions and goals identified in the broader Statewide Forest Strategy. While creating the current Strategic Direction, education and outreach efforts were identified as a major part of the division's work which demanded a separate focus and period of time to strategically plan.

This Division of Forestry Education and Outreach Plan used the division's Strategic Direction as a guide. Looking at the roles that had been determined for the division in accomplishing goals in the Statewide Forest Strategy, this plan describes how the division will use education and outreach to help implement its Strategic Direction.

Much of what is presented here continues work we do now and in many cases, have done for many years. This reflects our belief that these functions have been, and remain, an appropriate and valued role for the division. There are some recommended changes described in the Education and Outreach Plan to address the changing needs of the forestry community, the citizens of Wisconsin and our own agency and partners.

The plan focuses mainly on internal efforts and strategy. The strategies are influenced by input we received from partners when we conducted an education and outreach assessment. Future planning steps include working with partners on how best to implement this plan in coordination with their education and outreach efforts.

Education and Outreach (E&O) Plan goals

The purpose of the E&O Plan includes two main goals; to ensure that:

1. The division's messages are cohesive and delivered in an efficient, effective, integrated and coordinated way across division programs and,
2. The division's education and outreach is in line with and helps implement the division's Strategic Direction.

The following broad objectives help reach these goals and are an integral part of this plan:

- A. Identify a vision and desired outcomes for education and outreach work in the division, which will help structure work planning.
- B. Create a system for collaboration in education and outreach efforts among division programs and other divisions in the agency.
- C. Create a system to plan for evaluation of education and outreach efforts.

PLAN DEVELOPMENT & PROCESS

PLANNING STEPS

Prior to the planning phase of this project, an informal assessment of the Division's education and outreach efforts was completed. This assessment helped:

- clarify the information we have and the information we still need to gather in order to implement a strategic plan,
- clarify partner perspectives as we reached out to over forty partner groups for feedback,
- identify strengths, weaknesses, opportunities and threats related to our E&O efforts.

This assessment information informed the project's planning phase. (Read the assessment on-line at: <http://dnr.wi.gov/topic/ForestPlanning/documents/EOAssessmentReport.pdf>)

To begin work on the E&O Plan, the Planning Team (P-Team) wrote the following vision statement for the division's education and outreach work:

“Providing education and outreach to create a Wisconsin where people understand and value the benefits of trees, forests and responsible wildland fire management, and act in ways that support a sustainable future.”

The team then began to tackle the goals of the E&O Plan. In order to achieve goal #2 of the E&O process (“The division's education and outreach is in line with and helps implement the division's Strategic Direction”), the team needed to understand the context of its E&O efforts and declare the outcomes they were trying to achieve. To illustrate all of this, they created logic models for each of the seven program areas: Forest Protection, Forest Health, Forest Products, Reforestation, Private Lands, State Lands and Urban Forestry (see Appendix B). Logic models are used to communicate what the E&O efforts are and what outcomes they help achieve. In other words, “how investments link to results.”

Once the team was clear on the desired outcomes of E&O efforts, they moved to understanding goal #1 (“to ensure that the division's messages are cohesive and delivered in an efficient, integrated and coordinated way across division programs”) by finding common ground in the audiences each program area reaches out to. This shifts the focus of program area specific messaging to a broader focus on what we want a specific audience to do, and “what is the most efficient and effective way to communicate the related, cohesive messages with that audience?” The bulk of this plan looks at the main audiences that were identified as priorities by multiple program areas and how the various program areas work with those audiences and could in the future. There is still work to be done in identifying more collaboration opportunities and that work is referenced in the “Next Steps” section of this document as well as in the “System for Collaboration Amongst Programs” section.

The team also created preliminary strategies regarding some specific events and partnerships. These will be refined as needed as this plan is operationalized and implemented.

Challenges with Division E&O Planning

The assessment phase helped to clarify types of education and outreach work done in the division and provided unexpected benefits related to collaboration. It also made clear one of the greatest challenges to present and future E&O planning; the need for more consistent and prioritized evaluation of efforts.

The planning team faced three main information gaps. First, without a clear understanding of inputs of time and dollars, it is very difficult to accurately propose any future investment or know how that proposal would compare to current investments. The division's blind spots related to inputs are a result of a simple lack of clear tracking in some cases. Also, different programs prioritize E&O differently and inconsistencies exist at the supervisory level as well in terms of E&O efforts that are encouraged or work planned. The planning team has included some strategies that address these issues moving forward, to build in more consistency. Secondly, the team felt they did not understand the most effective ways to reach particular audiences; especially if it is a new audience a program has never worked with before. The team was unable to recommend priority actions/outputs within the planning timeframe, so they focused their efforts on priority audiences and outcomes. Third, they felt the need to understand the impact of actions/outputs on the desired outcomes. There was no clear way to recommend particular activities without records of the changes those efforts have made in the past. For example, the team did not feel it was appropriate to propose a brand new strategy without knowing what may be lacking from the current strategy. It is worth noting that these challenges are not across the board; quality inputs tracking, audience research and evaluations of results have occurred within the division's E&O efforts in the past. However, those instances are limited. These challenges are further addressed in the section titled "Evaluation Planning."

NEXT STEPS

The plan is at the level of strategic direction for division E&O activities. The P-Team was unable to provide specific work planning advice and resource allocations due to gaps in information. In addition to the strategies, the team created logic models that begin the work towards a long-term implementation plan.

A Forestry Education Leadership Team (FELT) will advance the work of the P-Team. More details on the purpose of this team are included on page 43. Essentially, FELT would have four primary responsibilities:

- Evaluation planning
- Develop systems for work planning
- Coordination of collaborative work
- Function as the division's expert resource on matters related to E&O resources, activities, training and needs for success

The next steps for this team include:

- Implementation of methods to collect data on inputs for FY15
- Creation of implementation plan for FY15
- Framework for collaborative efforts

Presently, the greatest need is to understand the level of inputs towards the division's E&O efforts. In year one the most essential planning information is the baseline investments of time and dollars the division is making for E&O priorities identified throughout this document. This will help FELT identify realistic opportunities for priority setting and collaboration in work plans. Analysis of input data would also allow for an implementation plan that can articulate ongoing base levels of investment as well as implications of increasing or decreasing investments.

Another critical next step is determining how we will evaluate our activities and programs. Evaluation information will provide critical knowledge to determine how to change direction to reach our outcomes. (See "Evaluation Needs" section) Once more specific activities and programs are planned for, staff roles will be determined. It will be important to evaluate whether staff have the skills needed and if training is needed.

The planning process made clear the benefits to be gained from having a dedicated E&O staff person for each division program. One person dedicated to coordinating and facilitating E&O collaboration in the division, including FELT coordination, is also considered a great need.

PLAN COMPONENTS

EXPLANATION OF PLAN COMPONENTS

The components of this strategic plan focus on priority audiences and the outcomes we hope to achieve related to those audiences in order to align with Strategic Direction and help achieve the Statewide Forest Goals.

The first component is called “Division E&O Efforts Organized by Audience.” This organization by audience presents a more holistic view of E&O efforts. It helps understand various division services to customers from their point of view; thus enhancing the strength of messages that are created in a more collaborative setting. Using this organization, the P-team identified opportunities for collaboration. FELT is considered the mechanism in which these opportunities will be put into an implementation plan.

In the second component, “Cross-Program Area E&O Efforts,” the P-Team addressed several specific outreach efforts. They crafted strategies for State Fair, Champion Trees, Arbor Day, service to the youth audience and staff involvement in local events. A majority of the programs are involved with these activities. Similarly, the P-Team recommended priorities for work with partners who have contracts with us (See “Working with Partners to Accomplish Outcomes”).

In the section titled, ‘System for Collaboration Amongst Programs,’ the team developed strategies for how the Division E&O programs can collaborate and for how to address the immediate and future evaluation needs listed in the “Evaluation Needs” section. The main idea is to instate a Forestry Education Leadership Team (FELT) which would serve as a mechanism for collaboration and ongoing maintenance of E&O efforts and planning.

The last component is regarding two specific programs that address high priority issues for more specific audiences. Private Forestry addressed E&O strategies for unengaged landowners and the State Lands Program explains how they will accomplish their long term planning for all state forests.

Based on the challenges identified on page 7, the team did not address work plans, resource allocations or specific activities for programs to achieve outcomes. Responsibilities for an implementation plan will be assigned to a new team (FELT).

DIVISION E&O EFFORTS ORGANIZED BY AUDIENCE

The following section is organized by seven main audiences. Programs, through P-team work in developing logic models (see appendix), highlighted their priority audiences. Each audience section includes a definition and the Statewide Forest Goals that are associated with the E&O outcomes identified in the program area logic models.

Program staff identified current priority audiences and E&O outcomes based on several criteria. Examples of the criteria include time and dollars available, breadth of the audience that could be reached, whether there was potential collaboration to make the effort more efficient, and whether there were internal or external partners who could reach the audience better.

In each audience segment below, you will find text boxes providing statements on priority audiences and associated outcomes by program area. Program areas only have a box if they identified that audience as a priority. This does not mean that a program area will not work with an audience if there is no text box statement, but that the audience is a lower priority than others for that program area.

Some specific collaborative efforts were identified for several of the audiences and the desire is for FELT to explore these collaborations from an outcomes perspective, and create potential implementation items.

LANDOWNERS

Definition

It is challenging to define landowners as each program focuses on specific qualities of landowners (e.g. own 10 acres or more, have land in the WUI, have land that borders state property, or own property in an urban setting) when conducting education and outreach activities. As well, each program may focus on a different set of landowners based on the activity. Very generally, landowners are defined as people who own property that is or could be forested in rural areas, live in fire prone areas, or own/rent land in urban areas.

Statewide Forest Goals (SFGs) addressed with this audience¹:

Forest Land (A), Large Blocks of Forest (C), Landscape Scale Planning (D), Sustainably Managed Forest (E), Improving Forested Communities (F), Urban (I), Invasives (J), Adaptation (L), Mitigation (M), Forest Value (N), Markets (O), Capacity (P), Fire, Safety and Law Enforcement (R)

Programs that identify Landowners as one of their primary audiences:

Forest Health has identified landowners as a priority audience. They will **maintain efforts** with this audience to achieve landowner engagement in protecting forest health.

Forest Health considers this audience a priority due to the significant impact landowners have on forest health. Landowner actions can either significantly harm or support forest health, depending on what they practice on their land. The division's Strategic Direction also dictates maintained effort in assisting this audience with regard to invasive plants and highly damaging insects and disease-causing organisms. Short term outcomes for this audience include landowners knowing which destructive forest pests, plants and diseases could be affecting their forest. Medium term outcomes are for landowners to be able to identify potential threats, monitor their property for these threats, report the presence of these threats and use do-it-yourself methods or hired assistance to control threats. All Forest Health Program staff members have a role regarding efforts with this audience. Forest Health Newsletters by district staff and in-person visits and presentations as well as centralized outreach such as gov delivery messages, hotline management, publications and web-based tools and information all are parts of the effort for this audience.

¹ Refer to Appendix B for descriptions of SFGs

Forest Protection has identified landowners as a priority. Landowners are defined here as private citizens who own a home/seasonal place on any size piece of land in a high fire risk area. The program will **increase efforts** with this audience to achieve the outcome of homeowners integrating fire safe practices into their day to day lives and educating others on the topic.

The priority sequence of fire protection is life, property and natural resources. Landowners are a high priority due to the life and property that is at risk. In addition, human action and man-made constructs are attributed to 98% of all fire starts in Wisconsin. They are a prime audience for messages regarding how to prevent fires and how to prepare for them. A short term outcome for the Forest Protection Program is that people who live or own property in high fire risk areas will know the risk and they will know what they need to do in order to live and recreate safely in a high fire risk area. Long term outcomes include awareness evolving into a reality where people who live or own property in the WUI take the recommended actions to protect their homes and property.

The **Reforestation Program** has identified landowners as a priority audience. The program will **increase current efforts** toward reaching public and private landowners to promote sustainable forestry in Wisconsin through tree planting projects.

Landowners represent the vast majority of the Reforestation Program's customers. Short term outcomes for this audience include increasing awareness of the reforestation program's mission by landowners and increased reforestation and afforestation on private lands in Wisconsin. Reforestation staff roles include producing media offerings; press releases, magazine articles, and online resources; presenting and hosting booths at natural resource based trade shows; and hosting nursery tours for any group interested in the nursery properties. Increased interactions with DNR foresters and cooperating consultant foresters will be important.

Private Forestry has identified landowners as a priority audience. The program will **increase current efforts** toward reaching unengaged landowners, the long term outcome being previously unengaged landowners are participating in sustainable management.

Private forest landowners own nearly seventy percent of the forested land in Wisconsin and are the primary audience of the private forestry program. Unengaged private landowners have been a priority target for outreach efforts for many years, yet the majority (about two thirds) of Wisconsin's private forest landowners are still "unengaged." While other partners also target unengaged private forest landowners, large-scale success has been elusive. Without significant progress in this effort, sustainable forestry on a landscape scale across Wisconsin is unachievable. The private forestry program's desired outcomes for this

audience include landowners becoming aware of the forestry assistance resources available to them and knowing who to contact for more information. They then take actions toward further management on their property (e.g. request a walkthrough with a forester). Roles and strategies to address this audience are discussed in a separate section titled “Program Specific E&O Efforts.”

State Lands has identified landowners as a priority audience. The program will **maintain efforts** with this audience to improve their understanding of trespass and boundary issues as well as forest management practices.

State forests have many opportunities and needs to provide education and outreach to land owners whose property boundaries are adjacent to state lands. Currently, this work is conducted primarily through field foresters, forestry law enforcement rangers, real estate program associates, and property superintendents. The focus of this work is to resolve conflicts associated with forest management practices and boundary issues.

Urban Forestry has identified landowners (i.e. property owners and renters) as a priority audience for education and outreach. Urban Forestry will **increase efforts** with this audience to achieve more successful tree planting and better tree care.

The majority of Wisconsin’s urban forest is privately owned. These private property owners and renters are in direct control of their piece of the urban forest canopy. This audience is especially important because of Urban Forestry’s shift in focus to a canopy view. Short term outcomes are that private property owners and renters increase their technical knowledge of urban tree care. Medium term outcomes are that they have more successful tree plantings, better tree care and advocate for urban forestry to their elected officials. The Urban Forestry Program works through partners to provide education and outreach to the landowner audience. The vast number of property owners and renters adds to the complexity of reaching this audience.

YOUTH

Definition

The youth audience includes K-12 students and their educators in formal education centers and youth that attend nature centers, other environmental education centers and local events.

Statewide Forest Goals (SFGs) addressed with this audience:

Forest Value (N), Capacity (P)

Programs that identify Youth as one of their primary audiences:

The **Division** has identified youth as a priority audience. The division will **increase efforts** with this audience to achieve the long-term outcome of increased number of educators implementing forestry lessons through the support of LEAF and PLT.

The Division of Forestry will continue to make an investment in the youth audience by funding the LEAF and PLT programs. The division recognizes that the education experts at the Wisconsin Center for Environmental Education in the College of Natural Resources at the University of Wisconsin – Stevens Point are in the best position to efficiently and effectively reach this audience. A short term outcome of the work by the LEAF and PLT programs is to increase the requests for educational support and materials by educators, both in formal k-12 institutions and informal environmental education settings. Division programs will work with LEAF and PLT to continually improve and update their curriculum. Our staff will become more aware of what these programs do and help to promote them in their local communities. Local field staff will also assist the School Forest Program with development of management plans when they are able. Future evaluation of the programs will consider Division of Forestry E&O outcomes and evaluation results, and program accomplishments will be communicated more clearly. (See “Cross-Program Area E&O Efforts” section for more details on how staff will work with youth and the LEAF/PLT programs.)

Forest Protection has identified youth as a priority. The program will **maintain efforts** with this audience to achieve the outcome of long-term support of sustainable forest management in Wisconsin.

The forest protection program has significant investments in reaching the youth audience that we will maintain. Investments include LEAF fire curriculum, print/audio/visual materials and youth event programming. A short term outcome for the forest protection program is that youth audiences will show an increased understanding of fire in Wisconsin. Longer term, a desired outcome is that this awareness evolves into kids taking actions that support fire safety.

The **Reforestation Program** has identified youth as a priority audience. The program will **increase efforts** with this audience to promote greater awareness and understanding of the values and benefits tree planting provides to the environment..

According to Wis. State Statute 118.025, the Reforestation Program must, when requested by schools, provide a seedling to 4th grade students in Wisconsin in recognition of Arbor Day (when requested by their school). This seedling, coupled with reforestation educational materials, reaches 35,000+ students and their families each year. The program feels this is the most efficient and effective way to inform people of the reforestation program's mission and will increase efforts with this audience to grow the number of seedlings distributed up to 50,000 stems. Short term, this activity educates youth about the environmental values of tree planting. Long term the program can effectually influence citizens to pursue reforestation projects as future landowners. The reforestation staff roles include: working with the Department of Public Instruction to announce and promote the free seeding program, maintaining online resources to assist principals and teachers in ordering seedlings and continuing to include and improve supplemental educational resources with the seedlings.

INDUSTRY

Definition

The industry audience is considered to be any primary or secondary user of wood products.

Statewide Forest Goals (SFGs) addressed with this audience:

Urban (U), Invasives (J), Biomass (K), Mitigation (M), Forest Value (N), Markets (O), Capacity (P), Fire, Safety, and Law Enforcement (R)

Programs that identify Industry as one of their primary audiences:

Forest Health has identified industry as a priority audience. The program will **maintain efforts** with this audience to achieve reduced spread of invasive plants and highly damaging insects and disease-causing organisms in order to reduce negative impacts to forest health.

Forest Health has identified this audience as a priority due to the significant impact they have on the spread of harmful species, especially related to wood products. Short and medium term outcomes are the same as for resource professionals (see page 19), with the addition of helping to clarify quarantine laws and regulations for industry.

Forest Products Services has identified industry as a priority. The program will **increase efforts** with this audience to achieve greater success in industry retention and growth.

Given that this audience directly impacts the health of Wisconsin's economy and contributes to sustainable forest management, it is imperative that the Forest Products Services Program increase its current working relationship with them. This will directly impact the success of our forest products industry through increased awareness and program delivery that affects their day to day success. Outcomes include: new ideas are incorporated into everyday practices and new and novel technologies appear in Wisconsin's wood using industry. In addition, new businesses develop in Wisconsin. All staff within the forest products services program will have roles in this work.

The **State Lands Program** has identified industry as a priority audience. The program will **maintain current efforts** with this audience to understand industry needs and to make industry leaders aware of forest management practices.

Currently, state forests have multiple points of contact with industry stakeholders. While this work is often conducted on an as needed, case-by-case basis by field foresters, forester supervisors and forest superintendents, occasionally individual forests will host programs and/or meetings with groups of organizations or businesses who have shown interest in a specific topic related to state forest management.

Urban Forestry has identified industry as a priority audience for education and outreach. The program will **increase efforts** with this audience to foster industry's key role in urban wood utilization markets.

Urban wood is an under-utilized resource. Currently, most urban wood is chipped, buried or burned. The goal is for urban wood to be used for its highest end use. Industry is key to making this happen. A short term outcome is that industry realizes the full potential of urban wood. A medium term outcome is that industry plays a key role in urban wood utilization markets. Urban Forestry is uniquely positioned to provide education and outreach to industry through partnerships with our district forest product specialists and others by facilitating connections with urban wood producers and helping convey their challenges and successes.

RESOURCE PROFESSIONALS

Definition

The resource professionals audience is a large group, encompassing both rural and urban, for profit, non-profit, and public segments. This includes foresters, loggers, agencies (e.g. NRCS, FSA, LCD, Parks Depts.), green industry, businesses, arborists/urban foresters, tree boards and local government departments. Often when programs address this audience it blurs the line between technical assistance and education and outreach.

Statewide Forest Goals (SFGs) addressed with this audience:

Forest Land (A), Improving Forested Communities (F), Urban (I), Invasives (J), Biomass (K), Mitigation (M), Forest Value (N), Markets (O), Capacity (P), Fire, Safety, and Law Enforcement (R)

Programs that identify Resource Professionals as one of their primary audiences:

Forest Health has identified resource professionals as a priority audience. The program will **maintain efforts** with this audience to achieve reduced impact to forest health.

Forest Health considers these audiences a priority because of the major potential impact loggers, businesses and green industry have in the spread of invasive plants and highly damaging insects and disease-causing organisms. Also foresters and arborists can make a significant difference regarding the impacts to forest health. The division's Strategic Direction clearly directs the program to continue to assist this group to minimize damage to Wisconsin's forests by these harmful species. Short term outcomes related to this audience include raising awareness among resource professionals regarding their role in reducing the spread of these harmful species. In the medium term, the desired outcome is that these professionals will adopt and advise about practices that support forest health and recommend and implement BMPs and reasonable precautions. They would also play a role with early detection and reporting of forest threats. Much of this work is done through logger, forester and other trainings but regional newsletters and more general outreach coming from central office will also contribute. All Forest Health Program staff play a role with this audience.

Forest Products Services has identified resource professionals as a priority audience. The program will **maintain efforts** with this audience to achieve greater understanding of Wisconsin's forest products industry and its role in forestry.

Given that this audience has broad interaction with forestry and forest products stakeholders throughout the state, it is important that the Forest Products Services Program

maintain its current working relationship with them. This will directly impact the success of our forest products industry through increased awareness and program delivery to broad user groups. Leveraging these partnerships will extend the reach of program education and outreach efforts. The desired result is that multiple stakeholders are making the connection between sustainable forestry and a sustainable forest products industry. The forest products services team leader, forest products services statewide specialist, and district forest products services specialists will all be conduits to accomplish this work.

Forest Protection has identified resource professionals as a priority audience. The program will **maintain efforts** with this audience to achieve the long term goal of them integrating fire safe practices into their day to day lives and educating others on the topic.

Resources professionals (i.e. loggers and farmers) contribute to equipment-caused wildfires. Bringing awareness to what causes these fires and how to prevent them will contribute to the protection of life, property and natural resources. Short term outcomes for this audience are increased awareness of fire prevention methods and understanding of when fires are more likely to start and spread. From awareness and understanding, the desired outcome is that resource professionals will practice the recommended actions to prevent and prepare for wildfires.

The **Reforestation Program** has identified resource professionals as a priority audience. The program will **increase efforts** with this audience to achieve greater knowledge and understanding of successful reforestation practices across all land ownerships.

State produced seedlings are planted on publicly and privately owned and managed lands. Resource professionals are an effective avenue for landowners to learn about key successful reforestation methods and techniques. These professionals provide technical services to landowners including species selection, site preparation, planting methods, and plantation maintenance that encourage long term plantation success and sustainable forestry. Short and long term outcomes for this audience include increasing reforestation efforts on public and private lands and advocating for higher plantation success rates by sharing Reforestation Monitoring Program findings. The Reforestation Program roles include offering reforestation publications, online resources, presenting at trade shows, conferences and professional meetings, working with forestry professionals through direct interactions, phone or email contacts, and offering technical training.

Private Forestry has identified resource professionals as a priority audience for education and outreach. The program **will increase efforts** with this audience to help expand our ability to reach landowners and assist them with sustainable management and to achieve more successful integration of cross agency and cross program goals.

Private Forestry considers resource professionals a priority because of the leverage that close relationships with other professionals can provide to gain access to and amplify messaging to private landowners to achieve sustainable forestry goals. The division seeks ways to support resource professionals in reaching more private landowners. For those efforts to be successful, the division needs to continue to foster relationships with other resource professionals to make sure they receive accurate information to dissemination to their contacts. Short term outcomes related to this audience include raising awareness of private lands programs and the benefits of sharing this information to their contacts. In the medium term the desired outcome is that these professionals will incorporate this information into their daily work routines and therefore increase the number of landowners receiving it. If this effort is effective, the long term outcome will be an efficient referral system between all agencies, private professionals and organizations.

State Lands has identified resource professionals as a priority audience. The program will **maintain efforts** with this audience to promote best practices in forest management.

Currently, state forests have multiple points of contact with resource professionals. While this work is often conducted on an as needed, case-by-case basis by field staff, occasionally individual forests will host programs and/or meetings with groups of resource professionals who have shown interest in a specific topic related to state forest management.

Urban Forestry has identified resource professionals as a priority audience for education and outreach. The program will **increase efforts** with this audience to achieve more successful tree planting and better tree care.

Resource professionals are a vast and multifaceted audience for the program. Some are directly involved in urban forestry; others indirectly. Collectively, their decisions and management actions affect the entire urban forest canopy. Short term outcomes are that resource professionals increase their technical knowledge and know what other professionals are doing. Medium term outcomes are that they have more successful tree plantings and better tree care. Resource professionals are a direct audience for Urban Forestry's education and outreach messages. They are also a huge partner in helping educate other audiences such as the general public. The Urban Forestry Program will customize outreach and education to each different type of resource professional.

ELECTED OFFICIALS

Definition

Elected officials include anyone holding office from the federal to the local level.

Statewide Forest Goals (SFGs) addressed with this audience:

Urban (I), Invasives (J), Biomass (K), Mitigation (M), Forest Value (N), Markets (O), Capacity (P), Fire, Safety, and Law Enforcement (R)

Programs that identify Elected Officials as one of their primary audiences:

Forest Health has identified elected officials as a priority. The program will **maintain efforts** with this audience to achieve improved understanding of the role of government in the health and management of Wisconsin's forests.

The Forest Health Program recognizes the impact county and municipal ordinances can have on forest health. Legislative support is critical to the sustainability of efforts to manage invasive plants and highly damaging insects and disease organisms. Short term outcomes for this audience include ensuring that officials are aware of potential forest health threats in their areas, the programs and advice available to them through the Forest Health Program and the issues in their area for which they will likely receive questions. Longer term outcomes include the instatement of ordinances that support forest health and legislative support for invasive species management in the state.

Forest Products Services has identified elected officials as a priority. The program will **increase efforts** with this audience to achieve greater understanding of Wisconsin's forest products industry and its role in the state's economy.

Given that this audience has broad interaction and great influence on policy development, it is important that the Forest Products Services Program increase its current relationship with them. This will directly impact the success of our forest products industry through increased awareness and timely communications to key decision makers. Elected officials will gain a greater awareness of the program and the services available to them. District program specialists will contact and engage with elected officials in their work areas.

Forest Protection has identified elected officials as a priority. The program will **increase efforts** with this audience to achieve the outcome of community leaders taking the lead in E&O efforts.

Elected officials (i.e. local government) are specifically named as key decision makers in the creation of Community Wildfire Protection Plans, a national initiative being implemented in Wisconsin. They may also be the authority that determines land use planning and the creation of ordinances for their municipality as well as the determiners of burning permit requirements (in co-op parts of the state). In the short term, elected officials will know the key messages for fire education and outreach. In high risk fire landscapes, elected officials will be engaged and assist the division with carrying out specific E&O activities.

State Lands has identified elected officials as a priority audience. The program will **maintain current efforts** with this audience to make local elected officials aware of forest management and to communicate opportunities for collaboration on shared goals.

The state forest program requires good partnerships between forest managers and local communities. To build effective relationships with local communities requires education and outreach to the elected officials of counties and towns neighboring state forests. Currently this work is conducted primarily through the state forest superintendent or their designee. This system has worked well to inform local communities of forest and land management practices as well as opportunities for assistance from and collaboration with the state forest.

Urban Forestry has identified elected officials as a priority audience for education and outreach. The program will **increase efforts** with this audience to achieve adequate funding and allocation of resources for urban forestry management.

Elected officials are the ultimate decision makers for publicly held land and property. Additionally, local ordinances and policies may affect private property under their jurisdiction. The decisions and funding priorities of elected officials directly affect the management of our urban forests.

Short term outcomes are that elected officials understand the benefits of trees and the urban forest canopy. Medium term outcomes are that they support their urban forests by providing adequate resources (money, staff and equipment) for urban forestry management.

The Urban Forestry Program is uniquely positioned to provide education and outreach to elected officials. We have resources targeted directly to this audience. Urban Forestry provides education and outreach to elected officials directly and through our partners. We utilize meetings, presentations, publications, web materials and more.

RURAL FIRE DEPARTMENTS

Definition

This audience includes the rural fire departments across Wisconsin.

Statewide Forest Goals (SFGs) addressed with this audience:

Capacity (P), Fire, Safety and Law Enforcement (R)

Programs that identify Rural Fire Departments as one of their primary audiences

Forest Protection has identified rural fire departments as a priority. The program will **increase efforts** with this audience to achieve the outcome of community leaders taking the lead in E&O efforts.

Fire Departments are the number one partner group to the Forest Protection Program, primarily because of the mutual aid we provide one another when responding to wildfires. They are key contributors and decision makers in the Firewise Communities USA recognition program and during the creation and implementation of Community Wildfire Protection Plans. They may also be the authority that determines burning permit requirements (in co-op parts of the state). In addition, a fire department representative is maintained on the Fire Prevention Specialist Team. Short term outcomes include rural fire departments knowing the key messages for fire education and outreach. In high risk fire landscapes, fire departments will be engaged and assist the division with carrying out specific E&O activities. At the time of this writing, there is proposed guidance that requires DNR forest rangers to be in contact with fire departments in their Fire Response Unit on a quarterly basis at a minimum. These contacts provide an additional mechanism to share E&O resources and messages.

FOREST RECREATIONISTS

Definition:

This audience addresses people who recreate on both public and private land (through MFL), recreation groups/associations, tourism partners, outfitters/guides, and campground users.

Statewide Forest Goals (SFGs) addressed with this audience:

Deer (H), Invasives (J), Forest Value (N), Recreation (Q), Fire, Safety, and Law Enforcement (R)

Programs that identify Forest Recreationists as one of their primary audiences:

Forest Health has identified forest recreationists as a priority audience. The program will **increase efforts** with additional sub-sets of this audience to achieve reduced spread of invasive plants and highly damaging insects and disease-causing organisms.

This audience is a priority based on the high-level of impact they have on the spread of harmful species. Strong partnerships are already in place with trusted partners to reach out to this group. The priority is consistent with the division's Strategic Direction which states that the Forest Health Program will work with partners and use tools in new ways in their outreach role regarding harmful species. Assessments of the success of previous efforts to raise awareness among this group have been done and will continue.

Working with partners, the program will strive in the short term to continue to raise awareness among visitors to Wisconsin campgrounds and other properties of their role in the spread of harmful species during their visit. Also, continue to raise awareness about the direct impact these species have on the forest recreationists' own interests. Medium term outcomes include these visitors following BMPs to slow the spread of harmful species while recreating and at home. This group would also help with early detection and reporting of harmful forest species.

Bureau staff will lead the outreach efforts and maintain partnerships for reaching out, while field staff will report on any observations related to harmful species spread (undesirable) or BMP implementations (desirable) made during their regular work.

Forest Protection has identified forest recreationists as a priority. The program will **increase efforts** with this audience to achieve the outcome in which the public have integrated fire safe practices into their recreation activities and educate others on this topic.

Human activities and man-made constructs are attributed to the cause of 98% of all wildfire starts in the state. Forest recreationists contribute to these starts through campfires, smoking, fireworks and equipment (e.g. ATV/vehicles). Short term outcomes include increasing awareness of wildfire risks and how to prevent a fire from starting. Later outcomes include recreationists taking the recommended precautions and actions promoted by the fire prevention and WUI programs.

State Lands has identified forest recreationists as a priority audience. The program will **increase efforts** with this audience to make forest visitors aware of state forest history, management, and niche recreation opportunities.

Providing recreation opportunities to the public is a major focus on state forests. When visitors come to recreate on the forests, they bring with them a variety of motivations and expectations. Often state forest visitors do not differentiate between state parks and state forests. This provides a challenge when forest visitors' expectations are based upon values for state parks. Often these visitors come with an expectation of a level of development that is higher and a level of forest management that is lower than that on the state forest. By targeting this audience with messages on forest management and niche recreation experiences we can enhance their experiences and reduce conflict.

The youth audience is an important subset of the forest recreationist audience for the State Lands Program. Not only do visitors seek out education opportunities as recreational experiences while on the forest, reaching out to this subset of our visitors builds capacity for meaningful engagement in the planning process in the future.

To do this, state forests will focus on signage, print materials, and interpretive displays that portray a unique brand for and consistent messages across state forests. This work is described in more detail in the state lands section of this document.

PLAN COMPONENTS

CROSS-PROGRAM AREA E&O EFFORTS

The P-Team addressed cross-program area efforts of State Fair, Champion Trees, Arbor Day and local events such as county fairs. These are activities and tools the division uses to reach various audiences.

We recognize that these items are at the level of activities and tools rather than broad strategy. This is the only place in this plan where the use of specific activities and tools is considered. In other words, we've addressed these activities and tools but not every other education and outreach activity or tool that programs in the division use.

We handled these differently than specific activities at the program level because they are large investments of staff time, they are cross-programmatic in nature, and in the case of State Fair, are mandated at the agency level.

These efforts provide a clear example of the benefit to be gained from having an E&O staff person representing each division program. Program representation by someone who has an understanding of E&O efforts across the program is critical to collaboration and efficient planning and implementation. Just one example of where this is missing is in the Private Forestry Program, which creates a challenge to efficient and effective E&O.

Another beneficial change would be dedicating a person to facilitate the collaboration among programs. A distinct role is needed for this, rather than having staff who also have other responsibilities trying to coordinate E&O in the division. Division E&O efforts are complex and specific attention and skills are needed for ongoing success.

State Fair

This formalizes the method to conceptualize the division's State Fair involvement and documents a process for planning. Some of this is already being implemented. A detailed operations plan is not included and would be done by the State Fair project manager.

Background:

The Forestry Division considers State Fair as a tool in a broader strategy to reach urban youth, urban residents and property owners. To ensure effectiveness and cost-benefit of this tool, the following needs have been identified:

- A formalized strategy for the division's presence at State Fair that considers specific audiences reached and the desired education and outreach outcomes associated with those audiences.
- Assessment of the effectiveness of this tool over time.
- A process for considering novel opportunities to use the State Fair tool for outreach.

These needs are already being addressed to a degree but the process for addressing them is not formalized. The following helps to formalize it.

Plan:

1. For years one to three, evaluate the effectiveness of efforts at State Fair toward reaching current outcomes.
2. Beyond year three, based on data gathered, determine if it is reasonable to continue this primary focus.
3. FELT will investigate the need for creation of additional, cross-program or division-wide outcomes.
4. Beyond year three, based on current needs and resources at that time, determine if it is appropriate to pilot State Fair as a tool for broader forestry messaging.

Program Roles:

Maintain primary focus on Forest Health and Urban Forestry

Because most of the audiences and outcomes associated with State Fair are priorities or a focus of the Forest Health and Urban Forestry programs, it seems reasonable that these programs are involved in developing coordinated forestry messaging for this event. Other partners can be asked to help “carry” these developed messages at the actual event. These efforts will be evaluated to the extent possible with regard to their effectiveness in reaching desired outcomes.

Maintain secondary focus on Forest Protection

The Forest Protection Program has a significant investment in Smokey’s Schoolhouse. The Schoolhouse, along with the presence of fire control staff and equipment, is viewed as having high visitor appreciation and expectations of their continuation. Staff time should continue to be devoted to coordinating and staffing these activities and FELT would help evaluate the effectiveness and results of these efforts more formally as needed. The program is listed here as a secondary focus simply because the audiences and outcomes listed for state fair are, for the most part, not priorities of the Forest Protection Program in this geographical landscape.

Desired Outcomes:

- Recreationists are aware of their role in invasive species issues
- Increased understanding among recreationists of the direct impact harmful species have on their recreational interests and destinations
- Urban residents, recreationists and landowners follow BMPs to slow or prevent the spread of invasive plants and highly damaging insects and disease-causing organisms.
- Urban residents have increased technical knowledge and know what others are doing to manage urban tree and urban forest issues
- Urban residents practice better tree planting and care
- Urban residents call on support from decision makers for healthy urban trees and forests
- Landowners know which destructive forest insects, diseases and plants could be affecting their property.

- Landowners, urban residents and forest recreationists are able to identify various potential tree and forest threats
- Landowners and urban residents monitor for these threats and report findings/suspects
- Landowners use proper methods or hire assistance to control these threats on their property
- Urban residents understand full potential of urban wood
- Recreation stakeholders integrate fire safe practices into their recreation activities and educate others on this topic.
- Urban youth have an increased interest in natural resources

Key Audiences Served:

Based on prior studies and professional experience, the majority of the forestry audiences at state fair are:

- Urban youth
- Urban residents
- Landowners

Considerations for the Future:

State Fair offers a venue to reach forest recreationists, urban residents, landowners and urban youth with messages related to forestry practices, careers, benefits and products. For example, it could be a place to share information about the breadth of wood products and ecosystem services that exist and the professions, resource management practices and industry related to those products and services. This option would require more resources than our current foci, a larger coordinated effort and deliberate message planning on a longer-than-one-year time frame so that a coherent forestry story can be effectively told.

The division also recognizes that there may be novel, timely messages by other forestry programs or by the division collectively that warrant use of the State Fair tool for delivery. A process should be in place to assess these opportunities and determine their impact on the overall strategy for State Fair. Example considerations:

- What outcomes does reaching a State Fair audience with this novel message help us accomplish?
- Is this the only place and time when this messaging will be delivered?
- Can the message be “carried” by programs already involved in state fair message development? (For example, forest products taken on by urban one year to help reach the dual goals of increasing awareness of the full potential of urban wood and wood products in general).
- Is this venue the most cost-effective way to deliver this novel message to the appropriate audience?

Local Events (e.g. county fairs, Farm Tech Days, Outdoor Youth Expo)

Background:

Local events include, but are not limited to, the following: county fairs, Farm Tech Days, parades, and specific topic events such as Buck Fever Night. (Large, statewide events such as Arbor Day and State Fair are described in a different section.) Often, local teams make the decision on whether or not to staff these events based on criteria such as: staff availability, the support we can provide to partners and the community, whether partners can carry our message without us being there, and/or whether a priority audience will be there. We are not consistent around the state on what types of local events we attend and evaluation done after the events is limited. The P-team was not able to determine the current amount of resources and staff time that is invested in these local events but assume the investment is low compared to other major education and outreach events.

Plan:

This includes a plan for 1) how to decide whether staff should service local events and also a 2) a short list of specific local events (Logging Congress, Farm Tech Days, county fairs, and parades). It also describes the desired outcomes from this type of education and outreach, key audiences served by these events, and evaluation that will be needed to determine our effectiveness at reaching these outcomes and audiences. A detailed operations plan is not included, because as the local events plan describes, much of the work will be at the discretion of the local teams. It is assumed that many of these local events are annual and a team can work plan for these events at the beginning of the fiscal year if it is decided that staff should attend.

1) Process to decide whether staff should service local events:

When Forestry staff receive a request to service a local event, they shall consider all of the questions below. More “yes” answers to the questions support the decision to service the event. Not all yes responses are equal weight though, so final discretion is given to the supervisor at the team level. Tracking of requests, whether or not they were fulfilled and why, should be reported to FELT for future analysis of the types and number of requests we receive. This will inform better, future guidance.

- i. Would the event help fulfill more than one E&O outcome?
 - o If only one E&O outcome reached, consider the priority of the one E&O outcome.
- ii. Is there opportunity to gain beneficial media coverage that will expand the audience?
- iii. Are there opportunities to leverage your message beyond this event through participants/attendees carrying it forward afterward?
- iv. Will other partners be present there? Note:
 - o This could mean DNR Forestry should be there too for networking and context OR
 - o This could mean an internal (DNR) or external partner could deliver our message for us instead of us being there.
- v. Can someone else fulfill this request in the area (fire dept, other DNR division)?
 - o Can we fulfill the need by providing resources for others to display/use?

- vi. If this opportunity/request relates to Fire topics and most responses are “yes” above, use the handbook to consider the fire risk landscapes and priority.
- vii. If not fire related, consider geography and relation to current priority issues in addition to your number of yes responses from the above questions.

2) Plan for specific local events:

Based on prior studies and professional experience, the following will be implemented and evaluated over the first two years. FELT will facilitate the identification of evaluation methods and priorities:

Logging Congress

This event is best serviced by specific programs such as Forest Products Services. The programs will make decisions as to the level of effort.

Farm Tech Days

Farm Tech Days rotates around the state and is a 4 -5 day event with conservation tents included. Many other DNR divisions have a presence there and 2 – 3 foresters typically attend to talk about MFL and tree planting. The audience is agricultural landowners and the event is geared toward production agriculture. For the Division of Forestry, this is mainly a private and reforestation program event.

Actions

- Continue to send local staff and evaluate the usefulness of that through surveys of participants.
- Explore partnerships for delivering the forestry and regeneration message at this event.
- Reforestation Program continues to have a presence.

County fairs

County fairs are similar to state fair in terms of their focus, but are more likely to draw a local audience and one in which the local foresters can make direct connections with their customers. Usually division presence is in the conservation building or tent.

Actions

- Forest Protection will collaborate with local fire department in priority landscapes.
- Provide displays and other materials for the county to share at these events without division staff presence (i.e., EAB and firewood banners).

Parades

Parades provide an opportunity for division staff to show a presence in communities and build a relationship with the local fire departments. This is another opportunity to repeat the fire message in local areas where it will be noticed.

Actions

- Limit parades to the Forest Protection Program and evaluate over the next three years the effectiveness of participating in these events.
- Follow handbook to limit parades to high priority fire landscapes.

- Follow current policy for staff to flex their schedule to accommodate attendance (when approved by supervisor) rather than working overtime.

Events for a targeted audience

Examples: Buck Fever Nights, Recreation Trade Shows

Actions

- When possible cover these events by providing materials to answer common questions, rather than having staff present (i.e., MFL open lands book, firewood banners, etc.).
- The state forest program may attend recreation trade shows that are focused on state forest niche recreation opportunities and where the message cannot be adequately delivered as part of a broader state parks message (i.e., Canoeecopia, etc.).

Desired Outcomes:

There is a long list of E&O outcomes that could potentially be addressed by these events. The outcomes addressed will depend on the event, the program associated with it and that program's outcomes and audiences served. Refer to the logic model appendix to find details by program.

The planning team recognizes that another major result of our attendance at local events is that we show our DNR Forestry presence in communities. Though this is not an identified outcome to work toward, it is often an important result of local event work that is done at the fulfillment of a request by an organizer, and it is tangential to education and outreach efforts. Participating in broader, county level or statewide events can allow a public presence in a broader sense as well.

Key Audiences Served:

(Varies depending on the event.)

- Youth
- Elected Officials/community leaders
- Forest landowners
- Agricultural landowners
- Hunters and recreationalists
- Residents of entire communities.

Evaluation needed:

The effectiveness and cost-benefit of doing local events is unknown in a quantitative way. Over the next several years, programs will evaluate local event activities, to include the following:

- Carefully track current levels of work for local events. This includes clarity on hours worked, partners and audiences involved, types of events and needs.
- Specific audiences reached and the desired education and outreach outcomes associated with those audiences.

- Assessment of the effectiveness of the tool over time (for recurring events).
- Document the process used for considering novel opportunities or the community-by-community “as opportunities arise” situations.

Champion Trees

Background:

Currently, the Champion Tree Program’s objective is to document the largest living and historical trees of each species around Wisconsin while generating public interest, recognition and appreciation for these specimen trees.

The Division of Forestry sees value in the purpose and tradition of Wisconsin’s Champion Tree Program but does not see a direct connection to the education and outreach outcomes for our programs without significant investment to “connect the dots.”

Plan:

FELT will seek a partner to manage the Champion Tree Program with no financial assistance from the division. This partner will commit to maintaining the program standards identified by the American Forests’ national program. The partner will gain recognition associated with the Champion Tree Program. The division, partner and others will take advantage of associated education and outreach opportunities when applicable. The division can serve as one partner among others, with staff helping to measure and certify trees as workloads allow.

If FELT cannot find a partner to adopt the Champion Tree Program, the division will consider eliminating the program.

Desired Outcomes:

- Increase awareness of and interest in natural resources
- Undertake small actions that support local forests (planting arbor day tree, clean off invasives, fire safety, etc).
- Increased understanding of Wisconsin forestry and fire; past, present and future.
- Increased understanding of the benefits of trees.

Key Audiences Served:

The Champion Tree Program interests a general audience in urban, rural and woodland settings.

Arbor Day

Background:

Arbor Day is an annual event in Wisconsin, celebrated on the last Friday of April. 2014 will be the 142nd consecutive Arbor Day celebration for the state. The main message of Arbor Day is the call-to-action: “plant and care for trees.”

Since the mid-1990’s, the Urban Forestry program has planted a large tree each year at the State Capitol in partnership with the Wisconsin Nursery Association. Until 2011, Arbor Day also included division coordination and school district promotion of a forestry poster contest (co-sponsored by the Arbor Day Foundation) and essay contest. Winners were recognized at the tree planting ceremony. These posters and essays contributed to the production of a DNR calendar. Both have recently been discontinued.

Each year forestry staff participate in numerous Arbor Day tree planting ceremonies at the request of cities, schools and other organizations and agencies. Arbor Day celebrations are one of the four requirements to be a Tree City USA. Youth are an important audience for the Urban Forestry program and they use this event to help youth understand the benefits of trees and the urban forest canopy. The Reforestation Program provides free seedlings to 4th grade students from schools that elect to participate in this program. Seedlings are shipped generally in April.

The Arbor Day Foundation (www.arborday.org) is the organization currently leading the charge (supported heavily by USFS). Tree City USA is an Arbor Day Foundation program but in Wisconsin it is administered by the DNR Forestry Division’s Urban Forestry Program.

Plan:

Continue the current investment the Reforestation and Urban Forestry Programs are making in Arbor Day celebrations. Urban and Reforestation invest the most time and effort related to Arbor Day currently, with some help from the Private Forestry Program to staff events. Because the audiences and outcomes associated with this work are priorities for these programs, they should continue to work plan for these events at current levels, tracking effort and evaluating results where appropriate.

The effectiveness and cost-benefit of doing these Arbor Day events is unknown in a quantitative way. Over the next several years reforestation, urban and private forestry programs will evaluate Arbor Day activities, to include the following:

- Carefully track current levels of work for Arbor Day. This includes clarity on hours worked, partners and audiences involved, types of events and needs.
- Specific audiences reached and the desired education and outreach outcomes associated with those audiences.

- Assessment of the effectiveness of the tool over time (for recurring events).
- Documenting a process for considering novel opportunities or the community-by-community “as opportunities arise” situations.

FELT should investigate future expansion of our role with Arbor Day after we have a better understanding of our current investment. A detailed operations plan is not included here.

Desired Outcomes:

- Urban residents and landowners know of proper tree planting and care
- Landowners take the steps to plant and care for new trees on their property
- Landowners, youth and elected officials have an increased understanding of the benefits of trees and the impact they have on ecosystems
- Increased number of educators implementing forestry lessons
- Increased awareness of and interest in natural resources among participants, including youth
- Urban residents call on support from decision makers for healthy urban trees and forests
- Government leaders and decision makers provide adequate staff and financial resources for UF management.
- Support a partner to meet their Tree City USA requirements (e.g., communities, college campuses, utility tree lines)

Key Audiences Served:

- Landowners/urban residents
- Youth/educators
- Elected officials

Considerations for the future:

The division recognizes “untapped potential” in Arbor Day. FELT will explore ways to coordinate and collaborate on efforts for Arbor Day across the division, such as:

- Developing toolkits that staff can use to deliver consistent messaging when serving at Arbor Day events.
- Brand a specific topic or develop a campaign theme that will help guide staff and partners with a focused message for local events.

FELT will help assess whether coordinated messaging would help meet unmet needs and increase efficiency in the Arbor Day workload. If so, they will work with programs to pilot an Arbor Day campaign theme with an integrated and cohesive message for 1-2 years. This includes identifying tools and resources for delivery and developing templates. **When developing campaigns, the existing Reforestation Program “free seedling” distribution policy will be maintained and adhered to.**

Example

Through FELT, several programs could be involved in developing coordinated forestry messaging for Arbor Day, along with toolkits that can be “grab and go” outreach components.

One way to coordinate messaging is to brand a specific topic or develop a campaign theme. A focused message and templates for delivering it will help guide foresters and partners with local events. The public, in turn, receives the message in a tangible manner that makes the call-to-action a lead story on the evening news or something simple a homeowner can do when working in the yard.

Developing a comprehensive campaign would involve catering to mediums such as online, print, radio, TV, news releases, social media, signage, newsletters, events, etc. A little work up front with some of the campaign materials makes the message consistent and professional. As a result, foresters and partners have a desire to use the product and carry the message forward beyond Arbor Day itself.

Partner involvement is critical to the success of Arbor Day. Messages can impact a wider audience with their help. Businesses or organizations are more likely to carry forward a clear, focused message and we could assist with materials.

The planning team has identified a few potential campaign themes but feel that FELT should work to better understand current investments and needs before choosing whether or not that strategy is appropriate.

WORKING WITH PARTNERS TO ACCOMPLISH OUTCOMES

Partnerships

We recognize partnerships are an important way we accomplish many of our long term education and outreach outcomes. When we conducted the E&O Assessment in 2012, we asked partners what their role was in E&O and what roles they saw for the division's programs. Based on that information, the programs developed outcomes that reflect our partners' roles and what the division can best accomplish based on our roles. The following section focuses on contracted education and outreach; however this does not represent the full breadth of our partnerships. We currently have many important partnerships and some we hope to grow in the future, that help us achieve E&O goals. Some of these partnerships are with other divisions in the DNR. Each program will continue to work with other divisions on activities and we will continue to participate on teams such as the Department-wide Education Team. As we develop annual work plans, we will work with partners to discuss our intended projects and how we can best work in tandem.

Contractual Programing

There are several division programs where the division has historically, and will continue to, contract with our partners to achieve the desired outcomes especially related to youth and unengaged landowner audiences. These include LEAF and PLT, the Natural Resource Educators, and our public-private partnership with the non-profit Forest Exploration Center (FEC). Smaller division expenditures are made on a discretionary, annual basis, based on specific activity needs (e.g. financial and in-kind support to partners hosting conferences or developing publications). (The Forestry Account funds other education and outreach work that is not at the discretion of the division, such as for the Wisconsin Environmental Education Board (WEEB), which administers a grant program to support forestry education projects throughout the state.)

The following is a description of the programs in which we contract for services and the desired outcomes.

LEAF and PLT

Background:

The division has had a long and valued partnership with LEAF and PLT, however, agency staff generally do not have clarity about the work of these programs, how they help accomplish desired outcomes, and what role division staff members have related to these investments. This plan attempts to clarify these details. (In this document, when LEAF is referenced, assume it includes reference to PLT and school forests as well unless specifically mentioned. These programs have different objectives but are managed through the same body.)

LEAF's mission is to integrate learning in and about Wisconsin's forests into K-12 schools to provide the knowledge, skills, and ways of thinking necessary to sustain our forests and

communities. PLT uses the topic of forestry to help educators conceptualize and deliver broader, environmental education content. LEAF & PLT connect formal and non-formal educators in Wisconsin with quality forestry education materials. Using the leverage of “a few” professionals to reach “many” students, the Forestry Division considers LEAF & PLT their main tools in a strategy to reach formal and informal K-12 audiences.

(LEAF outcomes and goals are outlined in their annual report: http://www.uwsp.edu/cnr-ap/leaf/Documents/18_month_report_2013.pdf)

The division recognizes that we also have a role to play with the youth audience directly, that is not related to or served by LEAF or PLT resources. Parts of this role are addressed below (see #5 below); parts in other sections of this plan such as State Fair, Arbor Day and local events. (See ‘E&O Efforts organized by Audience’ for a list of programs that currently prioritize youth as an audience). A detailed implementation plan and consideration of the roles of *all* potential partners serving the youth audience are not included. FELT will facilitate evaluation of the division’s efforts toward the youth audience.

Plan:

During the division’s work planning cycle, each of the division’s district teams will plan to reach a maximum number of hours per year conducting education and outreach for the youth audience. This includes activities related to LEAF and PLT as well as other youth audience activities. (FELT will be charged with determining the number of hours and how to track this. We currently don’t have an estimate of how many hours staff currently put into youth E&O efforts. In order to determine a maximum number of hours, FELT will evaluate current efforts.) Who trains for and does the work will be left to supervisory discretion at the team level. Individuals will be designated based on staff interests *and* skill level and identified on the intranet/internet. Staff and supervisors will be expected to track the hours and activities worked and contribute to evaluations of that work to inform future E&O planning. The type of work and roles are described in the five recommendations below.

1) Roles related to the LEAF/PLT partnership:

Role of LEAF & PLT

- LEAF/PLT identifies methods to deliver the program to students in the classrooms.
 - LEAF/PLT helps teachers determine the best lesson for their needs and how they can get it delivered (sometimes they even model lessons for teachers).
 - LEAF/PLT train educators and provide them resource guides to be able to incorporate a broad curriculum.
- LEAF/PLT run the programs including:
 - building, publishing, updating and promoting the curriculums and guides both in print and online
 - training, advising and assisting educators regarding delivery
 - evaluating effectiveness and tracking results of the program
 - maintaining partnerships critical to program success, maintenance and use
- LEAF/PLT partner role with DNR:

- Articulate when revisions to curriculum are planned and the mechanism for the DNR's Advisory Committee liaison to forward staff input regarding those revisions/updates.
- Look to DNR staff as experts for input on the above
- Assist division staff when they get questions from teachers regarding LEAF and PLT.
- Provide input to DNR on any needed updates to the forester toolkits for fire and forest management LEAF curriculum guides
- Communicate results of evaluations regarding the effectiveness of the LEAF and PLT tools over time.
 - Via the Advisory Committee liaison, consider DNR E&O outcomes when designing assessment tools, to ensure we all get all the information we need

Role of division with LEAF/PLT:

- DNR ensures that staff are aware of, understand and promote LEAF and PLT.
 - At least one person from each forestry team (20 teams in the state) will be trained to be able to:
 - Refer effectively to LEAF/PLT
 - Deliver lessons from the LEAF Forester Toolkits (management and fire)
- Promote LEAF/PLT among classrooms division staff serve with the LEAF Forester Toolkits
 - Staff are responsible for referring educators to the relevant LEAF lessons they can do on their own before and after the DNR staffer's visit, to the extent the toolkits spell this out.
 - Refer teachers who are unsure what they specifically want, or who want strictly general, indoor, individual classroom lessons to LEAF/PLT. LEAF/PLT will then fulfill their role of helping the teacher determine how to get the lesson delivered.
- DNR fulfills a "niche" (see below) with regard to servicing requests appropriate for LEAF/PLT resources. Staff will refer requests outside our niche to LEAF/PLT to fulfill the need.

2) Division niche related to LEAF/PLT service requests

The following is a description of the division's niche related to LEAF/PLT related service requests. The LEAF Forester Toolkits are key resources to help fulfill this niche.

- a) Provide equipment, tools and technical knowledge related to forestry lessons for classrooms, scout groups, nature centers.
 - This is typically to serve classrooms who gather together representing one or more grades in a school or district at one time/event, especially in the field (i.e., outdoor career days, environmental field days at school forests and elsewhere, 4th grade logging camps, bioblitz).
 - DNR benefits from being present with biologists, media and other partners at these events, who are often the people who lead the event planning.

- Typically requires one – two full days per year for two – four employees involved in each event.
- b) Serve individual classes of older grades (5 – 12) who request specific, field components for a forestry-specific class or unit.
 - These are often held in a school forest, but that isn't required.
- c) Serve individual K-12 classrooms with outdoor components and career lessons using the LEAF Forester Toolkits for fire and forest management. Use the toolkits to help the educator tie in a broader concept with pre and post LEAF/PLT lessons.
- d) School Forests - the division role is technical assistance, limited to statute requirements related to offering free trees and providing management planning and timber sale advice and assistance when cooperators cannot. School forests may be used as sites for outdoor lesson components led by DNR staff, but these components do not have to take place in a school forest.

3) *Process to decide whether staff should service LEAF/PLT:*

When division staff receive requests for youth forestry presentations that are relevant to the LEAF/PLT resources, use the following decision tree to determine who fulfills the request:

1. Does the educator currently use LEAF or PLT?
 - a. If yes, determine if the request is one that includes a “niche” for division staff (see above). If it does, fulfill the request if maximum hours for this work allow. If the request does not include a division niche, refer the educator to LEAF/PLT staff.
 - b. If no, either get very clear on the need or refer the educator to LEAF/PLT to determine the need and then see if that need includes a “niche” for division staff. If it does, fulfill the niche request. If it does not, refer to LEAF/PLT to come up with ways to get the need filled/lesson delivered.

4) *Plan to meet the need of staff training*

- Training options include (based on need, staff audience and content)
 - Webinars for all staff to become aware of LEAF/PLT resources
 - More in-depth training from LEAF/PLT staff for designees/points of contact/people delivering lessons from each Team, could include:
 - Forestry statewide meetings
 - Sessions set up specifically for DNR staff

5) *Process to decide whether staff should service youth requests that are not related to LEAF/PLT:*

1. Determine if the request can be fulfilled by using other resources. If so, refer to those resources rather than providing staffing.
 - a. State and private property campground tool kits
 - b. WI Explorer packages
 - c. Smokey packs

- d. Kiddie workbooks (idea for future)
- e. Check with DNR Park Naturalists for their assistance
2. Check with partners to see if they can service the following requests:
 - a. local fire departments conducting Smokey Bear visits and K-3 lessons
 - b. nature centers to provide general environmental education
 - c. Cooperating foresters may be able to supplement our efforts when we get requests for career days, outdoor field events and other non-DNR sponsored field days that a partner coordinates and DNR staff currently help deliver. (Examples are Kretz Lumber Company's landowner appreciation day and Trees for Tomorrow Forest Fest)
3. Determine if the request relates to guidance from elsewhere in this plan such as local events, State Fair, Arbor Day, etc.

Desired Outcomes:

- Increased requests for educational support and materials
- Increased number of educators implementing forestry lessons
- Increased student awareness of and interest in natural resources
- Youth discuss impacts of sustainable forestry with family and friends
- Youth undertake small actions that support local forests (planting Arbor Day tree, clean off invasives, fire safety, etc).
- Increased understanding of Wisconsin forestry and fire; past, present and future.
- Increased enrollment in natural resources college programs and careers
- Youth understand the risk of wildland fire, when fires are more likely to start and spread

Key Audiences Served:

- Pre-K-12 classroom educators looking for lessons in forestry or environmental education lessons delivered through the "lens" of forestry.
- Formal and non-formal educators who want to incorporate forestry topics into their curriculum, including school forests, school grounds, nature centers and scout groups.
- Youth and students served by the educators mentioned above.

Considerations for the future

The Division recognizes that there is untapped potential with the youth audience. Because of the significant investment in LEAF it will be the primary tool used to provide service to this audience. The E&O Plan includes investigating possibilities to use other partners for outreach to youth. Examples include:

- Reach out to libraries to help deliver materials and messages.
- Explore nature centers for naturalists and volunteers who can help serve non-formal education requests (such as scout masters/badge programs).

Natural Resource Educators (UW Extension)

Background:

The Division of Forestry has a long standing relationship with the Natural Resource Educators (NREs). Due to their expertise in adult education, education and outreach programming, facilitation, and evaluation skills, the division has contracted with them to provide a variety of services we don't have the ability to provide in-house. They have worked on projects for each of our program areas, such as facilitate partner meetings, design outreach messages and publications, direct education for landowners and more.

Plan:

After an assessment of historical and current roles within this partnership and current and future needs related to education and outreach efforts, the following are the Division of Forestry's priorities and needs for assistance from Natural Resource Educators (NRE):

1. Lead the division's Forestry Education Leadership Team
2. Evaluate effectiveness of Division outreach efforts
 - a) First year of E&O Plan, assist with evaluation of inputs
 - b) Beyond first year, help identify appropriate evaluation efforts for E&O (determine what we need to know most)
 - c) Identify and plan evaluation for several key outreach efforts (including identifying benchmarks, setting measurable goals)
 - d) Assist in interpreting evaluation results to inform future efforts
3. Design on-site and off-site education and outreach efforts – help determine how to best reach our target audiences
 - a) Help to understand audiences (who they are, how to reach them, motivations for action)
 - b) Design and administer audience assessments when trying to reach new audience segments or audiences that are not yet well-understood.
 - c) Facilitate collaborative planning processes (for E&O)
 - d) Continue outreach for unengaged landowners, including Learn About Your Land
4. Facilitation (not meeting leaders)
 - a) Provide meeting design assistance (process, agenda, attendees, outcomes, etc)
 - b) Facilitate meetings when it is determined necessary to the process
 - c) Provide public participation assistance for external issues
5. Creation of events/workshops
 - a) Design content and techniques for reaching target audience
 - b) Design evaluation process
 - c) Implement classes and present content when appropriate
 - d) In addition to the primary services offered by the NREs, there are some secondary services that could be provided by UWEX's internal partners based on availability and funding:
 - Event/workshop logistics
 - Marketing
 - Implementation of evaluation

Some programs also identified the Natural Resources Educators as their only affordable option for the following work:

6. Materials creation
 - a) Publications (NU)
 - b) Displays/exhibits (SL)

Forest Exploration Center (FEC)

The FEC and DNR are working cooperatively to develop and steward a forested parcel of state owned land in the city of Wauwatosa. FEC and DNR share the common goal of increasing awareness among residents of southeastern Wisconsin about the economic, ecological, cultural and social importance of forests and the practice of sustainable forestry. The FEC mission is to help people “explore, explain, and experience Wisconsin forests and forestry.” The FEC and the property are undergoing efforts currently to develop education and property plans.

PLAN COMPONENTS

SYSTEM FOR COLLABORATION AMONGST PROGRAMS

Forestry Education Leadership Team (FELT)

Background:

Systems for collaboration, evaluation and work planning are key objectives of this E&O Plan. A Forestry Education Leadership Team will provide a structure for the creation and implementation of such systems.

The FELT is critical to ensure that the E&O Strategic Plan is implemented. Much of the E&O Strategic Plan hinges on the work of this team because FELT would be responsible for developing an implementation plan for the E&O Strategic Plan and helping programs evaluate their work in order to create more defined future work plans and better define staff roles in education and outreach.

Evaluation of E&O efforts is mentioned several times in this plan as a great need. FELT would be involved in identifying and prioritizing specific evaluation needs and questions, planning for that evaluation effort and incorporating results from evaluations into sound work planning. This team will also lead the charge for better E&O tracking in the division (more details are outlined in the “Evaluation Needs” section of this document).

This team will have representation from all division programs which will help the team’s ability to see the full context of E&O desired outcomes, potential activities, collaboration opportunities and evaluation implementation. Wide representation will help members be able to advise on adjustments to work plans, roles, resource allocation and worthy efforts over time.

FELT will also serve as a place for planning and implementing collaboration across division programs, the DNR agency and partners. The P-team has created tools to start to identify opportunities for collaboration and the FELT would continue this work, launching appropriate collaborative efforts that are recognized by the team.

Plan:

Team Purpose

The Forestry Education Leadership Team (FELT) is a partnership among all the programs within the Division of Forestry (Forest Protection, Forest Health, Reforestation, Private Forestry, State Lands, Urban Forestry and Forest Products Services) and specialists involved with general overarching forestry and Department education and outreach. The team’s purpose is to support implementation of the Division’s Education and Outreach Strategic Plan’s vision:

“Providing education and outreach to create a Wisconsin where people understand and value the benefits of trees, forests and responsible wildland fire management, and act in ways that support a sustainable future”.

Targeted forestry education and outreach efforts are essential to having an effective and efficient forestry program in Wisconsin. Education is an important tool, along with science and management practices, to support sustainable forestry. A successful team will ensure that forestry education and outreach remains a focus on the forefront within the Division and continues to be evaluated long into the future.

FELT will develop systems for collaboration, evaluation, and work planning, as identified in the division's Strategic Direction and the Education and Outreach Strategic Plan. This is seen as a critical element to ensure that forestry efforts in the division are cohesive and delivered in an efficient, effective, integrated and coordinated way across division programs.

The team will create a long-term implementation plan from the division's Education and Outreach Plan and continually ensure that program plans are being implemented into daily operations and that E&O efforts remain geared toward accomplishing E&O outcomes. Success of the plans will be measured by program goals, priority outcomes and the metrics identified.

Team Responsibilities

On an ongoing basis, the team will work together to identify information that is needed to better understand education and outreach inputs of time and dollars, effective ways to reach audiences and the impacts on desired outcomes to better enhance the success of sustainable forestry activities throughout the state. Focused areas and key first steps for the team's consideration are:

1) Collaboration

- Collaborate among the division programs, specialist teams, partners and other divisions and identify opportunities to work together towards common education and outreach outcomes (regular updates and sharing on work plans and evaluation plans)
- Identify overlapping messages and pool resources
- Identify and foster relationships with appropriate internal and external partners and look for opportunities to achieve program outcomes
- Serve as a point of contact for connecting with other education and outreach programs in the Department

Immediate needs/tasks:

- Develop a process for each program to share what they are doing in their work plans to implement the E&O Strategic Plan

Examples:

- Develop an annual calendar of forestry and partner events and identify audience and resource needs
- Develop a way to share communications and outreach plans at meetings
- Include regular updates on outcomes, activities, evaluations done and niches filled to share at meeting
- Determine what elements from existing Specialist/Working Teams would be appropriate to share with FELT (and vice versa) and the level of communication needed among the various teams in order to work with them to prioritize the E&O work done by those teams

2) Evaluation:

- Serve as a support and guidance structure to evaluate the effectiveness of forestry education initiatives conducted by programs
- Seek opportunities to collaborate amongst programs for more efficient evaluations
- Provide a place for sharing and reporting evaluation measures and results
- Create recommendations and guidelines based on evaluations
- Review technologies and new education and outreach approaches (e.g., social marketing research) and make applicable recommendations
- Determine which E&O efforts have the greatest impact on priority outcomes
- Make recommendations on ways to allocate resources (time & dollars) to achieve priority outcomes
- Evaluate the effectiveness of efforts over time
- Determine priorities for where multi-program evaluation resources are focused, and discuss evaluations that programs need to cover
- Identify audience needs and motivations
- Identify and assess current tools that may serve as opportunities for future success of forestry education and outreach (e.g. handbooks, web pages, publications, graphic designers, media plans, etc.)

Immediate needs/tasks

- Identify methods to evaluate forestry education outcomes and track the time and money expended (e.g. quarterly reporting system, activity codes, etc.) in order to implement the E&O Strategic Plan

3) Work Planning:

- Guide the annual work planning process as it relates to education and outreach for the integrated and specialized programs (includes forestry staff and NRE work plans). Facilitate collaboration amongst programs to accomplish tasks and activities.
- Develop/guide NRE work plans related to E&O
- Create a system to identify roles related to E&O for various positions
- Assist in developing Division and program themes or campaigns, identify key upcoming events and overarching messages
- Develop and update standards, procedures, improvements and priorities of the implementation plan when approved by the Forestry Leadership Team (FLT) incorporating change based on new knowledge/evaluation of work planning
- Identify opportunities to adopt new technologies into program operations

Immediate needs/tasks

- Establish a system to guide E&O work in the work planning process taking into account potential collaborations and staff workload
- Develop an implementation plan for the E&O Strategic Plan (i.e., how to implement the components of the E&O plan, how to determine roles that have not been clarified and how to determine any recommended changes to E&O investments)

4) Maintenance:

- Identify forestry education and resource needs
- When requested, provide alternatives and formulate recommendations for decisions facing the Division of Forestry on both short and long-term E&O issues
- Review forestry education skills training that is needed for staff to successfully implement E&O work plans, technology transfer and seek new opportunities
- Facilitate and/or review appropriate updates to handbooks, websites (both internal and external) and cross-programmatic outreach materials related to forestry education and facilitate revisions
- Anticipate or address increases or decreases in funding and how this will impact priority E&O needs

Team Make-Up

The FELT will report to the Forestry Leadership Team (FLT) with the Forestry Business Services Bureau Director as the team sponsor. FELT will be responsible for keeping the Forestry Operations Team informed of their activities and work assignments for staff.

The team will be made up of one representative from each of the following division programs: Forest Health, Reforestation, Forest Products Services, Urban Forestry, Fire Protection, Wildland Urban Interface, Private Forestry, and State Lands. Members of FELT are also their program's point person for E&O work. The team also includes the division's Education and Outreach Specialist and one Team Leader representing the integrated programs. The team will be led by a UW Extension Natural Resource Educator and the division's Associate Forest Planner. Partners will be asked to participate on an 'as needed' basis. For example, when the team works on youth audience issues, LEAF, PLT, EEK and other partners focused on youth audiences, will be asked to participate in team efforts. FELT will keep partners updated on their work and initiatives.

The various program representatives on FELT will serve as liaisons to the other current specialist teams or working groups. For example, the private forestry member would be responsible for informing the Private Lands Management Team of relevant issues and projects and bring relevant information back to FELT.

Sample work plan items:

1. Arbor Day

Explore and make recommendations regarding the expansion of division efforts related to Arbor Day after gaining clarity regarding current efforts and their effectiveness in reaching outcomes.

2. Annual Dates of Interest

Develop an annual calendar of forestry and partner events (e.g. Smokey's birthday, anniversaries/centennials, Arbor Day, Earth Day, Farm Tech Days, National Forest Products Week, etc.). Identify the target audiences and resource availability/needs. Determine the level of programmatic commitment, both on the statewide and local level. Identify any new opportunities for program involvement. Sharing this information, along with other aspects of education and outreach planning (such as communication plans) at the program level can be shared at FELT meetings to facilitate collaboration.

3. Create process for programs to develop E&O work in their work plans
FELT will determine a process for how programs develop their annual E&O work and how to integrate that into their work plans. Programs will develop tasks and activities based on their long term outcomes as stated in the E&O Strategic Plan and collaborate with other programs to implement their activities.

EVALUATION NEEDS

The planning team identified evaluation as one of the division's greatest needs related to effective and efficient education and outreach. The Forestry Education Leadership Team and the recommended priorities of our partnership with Natural Resource Educators reflect ways in which the team has thought through a structure for evaluation. FELT and the NREs can work together to identify what information we need and how to gather it to better understand:

- Inputs of time and dollars,
- The most effective ways to reach particular audiences,
- The impact of actions/outputs on the desired outcomes.

Plan:

The items above were considered significant information gaps that impeded the team's ability to plan at a detailed level. FELT's charge to help fill in these gaps within the first few years of this plan's implementation will inform more specific work-planning in the future. FELT will:

Year One

- Identify and pilot ways to better track education and outreach efforts; time and money expended. Potential examples include:
 - Time sheet codes for hours by activity type
 - Quarterly reports of time & dollars spent on education activities
 - Use of a program statistics database like that developed by the Parks Bureau
 - Annual reports from division-funded education programs like LEAF, WEEB, and UWEX
 - 1-2 Impact statements from each employee on their most important E&O activities. These could be short, 4 – 5 sentence statements of:
 - What priority outcome did the activity address?
 - What was the educational activity?
 - What were the results/outcomes
- Identify audience analysis needs. Investigate audience needs and motivations. This work will be done with a small number of audiences for which we most need this information for effective outreach
- Evaluate the effectiveness of efforts over time.
 - Identify our largest E&O investments and create evaluation plans
 - Identify priority future evaluation needs and the resources available to meet those needs. Again, evaluation of specific efforts will be prioritized based on the cost of evaluation, how broadly the information gained from the evaluation can benefit the division and audience and outcome priorities.

Information gained from these prioritized evaluation efforts will be incorporated into future recommendations for education and outreach work. For at least the first year of FELT's

existence, the focus will be on tracking and evaluation so that in subsequent years more specific action and output recommendations can be made.

Year Two

Answer or confirm:

- Of our current efforts, which have the greatest (perceived) impact on our priority outcomes?
- What are recommended ways to allocate resources (time & dollars) to achieve priority outcomes?
- How would increases or decreases in funding influence the Division's ability to address priority and non-priority E&O needs?

Professional judgment and partner feedback helped make the decisions on some E&O items, with the above questions in mind. More careful evaluation will confirm whether those decisions are appropriate or need to shift. It will also serve to clarify the impacts of certain decisions on other work (i.e., if we decide on roles for reaching the unengaged, how does that impact roles related to other work?).

Specific examples of evaluation/assessment needs that exist now and will be considered by FELT:

Forest Recreationists:

The Forest Health Program has engaged in some assessment of outreach efforts to campers at state properties. The program also measured the level of awareness private campground owners have of forest health issues. The program identified a need to understand more segments of this audience better. Evaluation should not only include pre-post assessments of awareness and behavior, but also an understanding of audience motivation and the best ways to reach out.

Elected officials:

Training (or at least guidance) for forestry staff on their relationship with and communication with local officials, as well as state and federal reps, is identified as a need by the team.

Resource Professionals:

Consider an assessment to see if the audience or a few of the audience segments are satisfied with communication from the DNR forestry programs. There was some concern that communication with this audience can be somewhat disjointed, more from an internal lack of knowledge about what services other program areas provide. This calls for better internal communication and collaboration on reaching this audience, and potentially a more systematic method for reaching out to this audience.

Landowners

It is assumed that with MFL efficiencies put in place, time will be reallocated for Private Lands foresters to work on E&O with the unengaged. Several potential new initiatives have been discussed, and it is recognized that whatever methods are used, assessment of their effectiveness will have to be part of the effort.

PLAN COMPONENTS

PROGRAM SPECIFIC E&O EFFORTS

The following sections highlight specific strategies for a) the private forestry program and how to reach the unengaged audience and b) the state lands program and how to develop a consistent state lands interpretation model while being responsive to individual property needs. (This section only focuses on the two programs that currently have major initiatives that require specific planning. As a next step, all programs will use this plan and the logic models in Appendix B to create more detailed implementation plans.)

Private Forestry – Strategies to reach unengaged landowners

Background:

Non-industrial private forest landowners own nearly seventy percent of the forested land in Wisconsin and are the primary audience of the DNR private forestry program. Unengaged private landowners have been a priority target for outreach efforts for many years, yet the majority (about two thirds) of Wisconsin's private forest landowners are still "unengaged". While DNR and other partners have specifically targeted unengaged private forest landowners, large-scale success has been elusive. The Division of Forestry's Strategic Direction calls for an "increase in investment to reach the large percentage of private landowners who receive no professional assistance in caring for their land. Different techniques to reach these landowners will be tried and certain areas or groups will be focused on." This section lays out several strategies to accomplish this work.

(There are several ways in which "unengaged" landowners could be defined. In order to narrow this definition for the division, and for the purposes of these efforts, "unengaged" will be defined as landowners who have not previously received any kind of forestry assistance from DNR Division of Forestry staff. These would be the same landowners defined as "new contacts" in the Division of Forestry's Quarterly Reporting system. We recognize that "unengaged" landowners may choose to contact other resource professionals and receive valuable assistance. For the division to be able to simply track our efforts and identify landowners to reach out to, we are limiting our definition to those landowners we have not worked with before.)

Plan:

Success is achieved when we see unengaged landowners move through a continuum from unengaged to engaged. Making movement from unengaged to more engaged is a long term process and will be a different path for each landowner. A variety of ways to reach landowners is needed as each landowner has different interests and desires. **Any step in the progression is beneficial.** The private forest program, as part of their Strategic Direction implementation steps, will be creating a survey to find out what landowners have done as a result of participating in an event we're involved with. In effect, this will help us evaluate how landowners are moving through the spectrum of engagement. Without

significant progress in this effort, sustainable forestry on a landscape scale across Wisconsin is unachievable.

In order to reach private forest landowners who don't receive any professional assistance, we are proposing three specific campaigns and efforts. A fourth campaign focuses on our work with partners and reaches a broader swath of landowners. It is important to remember that these efforts, while focused on the unengaged, are in combination with many other efforts that are more focused on landowners that are further along in the spectrum of "engagement". If we want to move landowners through this spectrum, we need efforts at all stages of engagement. To see what campaigns focus on landowners in the different stages of engagement and the desired outcomes for each stage, see the diagram at the end of this section.

We recommend that all Areas in the state are conducting at least one of the following campaigns (as described below): Driftless Forest Network Pilot, Project "Magnet", or a campaign designed by the Area to reach the unengaged and approved by the FELT. (There are 10 Areas in the state.) Each Area would be accountable for their efforts. The FELT would facilitate what the Area's efforts would be so they achieve efficiencies and are not redundant or conflicting with each other. The Private Forestry program would oversee implementation of these strategies and FELT would not be involved in project management for the Areas.

Unengaged Landowner Outreach Campaigns:

1) Driftless Forest Network Pilot (DFN Pilot)

We are proposing to replicate the Driftless Forest Network ("My Wisconsin Woods") model in another Wisconsin landscape (we are referring to this as the "DFN pilot"). The project has proven to be very successful and because it has been well documented, it should be a model that, with a few tweaks, can be transported to other areas in the state. We recognize that the partnership component is a critical factor to success.

The Driftless Forest Network (DFN), started in 2011, is a partnership effort in southwest Wisconsin that works to reach landowners who are not managing their land, find out what is important to them about their woods and help them meet their goals by using sustainable forestry. It seeks to influence land management and to build outreach capacity among resource managers and others. The DFN model first identifies the landowners who are most likely to become engaged and who have the greatest opportunity to make a positive impact on the landscape. The landowners are entered into a database to track throughout the initiatives efforts. Through a combination of personal contact and online tools, the DFN guides landowners through an interactive process of discovery that allows them to choose a management approach that mirrors their goals and values (see: <https://www.forestfoundation.org/wisconsin-driftless-area-spring-2012>).

The tracking and database component is crucial as it shows how the landowner moves through the engagement spectrum and what methods are working to help them achieve their goals. One of the major goals of the DFN is to research and test methods of reaching landowners. It is a long term project that recognizes that success is not normally accomplished with just one contact with a landowner.

Criteria to use in identifying the next landscape may include 1) priority landscapes in the Forest Action Plan, 2) Forest Legacy Areas and 3) landscapes with an existing partnership or community of interest.

Either an ad hoc team or the Private Lands Management Team could investigate the priority landscapes and partnership opportunities to bring a proposal to FLT. This team will work with the Driftless Forest Network including Aldo Leopold Foundation (ALF) and American Forest Foundation (AFF) to frame the key components of their work to replicate in another landscape.

Major components of the pilot include:

1. Development of a partnership and role of a *partnership coordinator*. The partnership is relied upon to participate in outreach and education within the landscape toward a common goal.
2. Outreach efforts to unengaged landowners
 - *Campaign and database coordinator*. (primarily the responsibility of this position with support from the partnership)
 - Develop *My Healthy Woods* handbook for selected landscape
 - Tracking database including identification of unengaged landowners in the landscape (DNR and other partners provide contacts to be added)
 - Replicate the successful outreach methodology from the DFN (use targeted multi-wave mailings)
 - Follow-up after mailings
 - o DNR Forester walk-through with write-up (simple plan/letter)
 - o E-newsletter
 - o My Wisconsin Woods website
3. Plan for evaluation of effort

Estimated time and resource investment:

The pilot would take 2 to 4 years. Length is dependent on the size of the landscape and the number of unengaged landowners. (The DFN effort contains 13 counties; slightly larger than one of the Division's Areas.) Partnership and follow-up activities would continue after the initial outreach push (i.e., mailings). At the end of concentrated outreach work in one landscape, we may choose to begin work in another landscape (overlap may occur).

As estimated in a recent budget initiative for this work, a \$150,000 investment (with partners providing half), could reach over 15,000 landowners. The DNR in kind investment of time for the walk-throughs would equal 3-4 FTE of forester's time. Either the Division or a partner

would need to provide the support for a coordinator that manages the database and outreach.

2) Project “Magnet”

The DFN Pilot will target unengaged landowners in a chosen landscape or geographic area. The charge of Strategic Direction is to increase our efforts to reach unengaged landowners throughout Wisconsin. Different campaigns can be used to reach landowners in areas not included in the DFN or DFN Pilot areas. “Project Magnet” has been used with good success by DNR Foresters in Door County.

Overview: The objective of this campaign is to reach out directly to unengaged landowners. The target is to contact ALL unengaged landowners within the county or other private forestry work area within a five-year period.

Methods: Obtain lists of names and mailing addresses of landowners with 10 or more wooded acres within the selected area. (These lists have been previously obtained with the assistance of UW Extension Natural Resource Educators for conducting outreach for Learn About Your Land workshops.) We would then identify landowners who have land in MFL or FCL or are otherwise currently engaged in active forest management and remove these identified landowners from the mailing lists to get to just the unengaged.

Then, we would conduct a targeted mailing campaign that offers either a property walk-through with a professional forester and/or a mailing or electronic link to information about the benefits of caring for their land. Information can be tailored based on marketing data (from USDA Forest Service) available for landowners and customized for different parts of the State. The mailing will include a refrigerator magnet with contact information for the forestry office in the County where the land is located and a website address. The web address will link the landowner to the “DNR forestry assistance locator” and other private landowner resources. The magnet will serve as a long-term reminder to landowners who may not be interested in following up right away. It will also be a reference that they can easily find if they are contacted in the future by a timber buyer.

Requests for a property walk-through from contacted landowners will be considered top priority work for the local DNR private lands foresters. Phone calls and emails will be responded to within two working days and the walk-through will be scheduled within 30 days of the contact.

For landowners who only request information and not walk-throughs, follow up contacts (emails or mailings) will invite these landowners to local events, such as field days, conferences, classes or tours. These events are generally offered through partnerships (UW-Extension, woodland owners groups, forest industry). Maintaining these partnerships will be key to offering the events to which the landowners are invited (see campaign 4, Partner Support).

The mailings and responses can be tracked by the local DNR foresters using a simple spreadsheet. Follow up surveys as to why landowners did or didn't respond, could be completed if funding is available. The format and timing of the mailings can be determined in each County or work area. For example, foresters could choose to mail the letters and magnets to twenty percent of the Townships in their County each year for five years, and send the letters at the time of year that best suits their workload.

Estimated time and resource investment:

DNR staff time for:

- Obtaining and reviewing landowners lists to identify unengaged landowners
- Conduct or coordinate mailing of letters and magnets
- Scheduling and conducting property walk-throughs
- Written follow up to walk-throughs with simple plans, literature, referrals, etc.
- Working with partners to plan and participate (if needed) in local events (classes, field tours, etc.)

DNR funding for:

- Letters and postage (estimate 118,000 letters)
- Refrigerator magnets
- Publications and literature

Partners:

- Initiate and host field days, tours and conferences
- Plan and conduct Learn About Your Land or similar classes
- Conduct follow up outreach to landowners
- Assistance in developing outreach literature

3) Unengaged project developed by an Area

We recognize that the DFN Pilot and Project "Magnet" might not be the best projects for some Areas of the state due to specific issues in certain locations (e.g., lack of partner support, high vacancy rate, etc.). We also want to encourage the development of other ideas on how to engage landowners. Therefore, we are recommending that Areas not using DFN pilot or Project "Magnet" develop an alternative campaign for their Area. It needs to be focused on reaching unengaged landowners and they will be required to track and evaluate their progress. The FELT will approve the campaign and will ensure the Area is using good education and outreach practices (e.g., setting objectives, appropriate audience and message development, tracking, monitoring, and evaluation).

4) Partner Support

(The following strategy not only addresses unengaged landowners, but reaches a broad swath of landowners anywhere in the engagement spectrum. We believe that if our staff support our partners, we will be able to move more landowners through the spectrum.)

Overview: By building and maintaining relationships with our many partners, we will be able to successfully network to reach unengaged landowners through a large variety of venues. The following components are already being accomplished across Wisconsin, but the degree of participation is inconsistent and staff is not being held accountable for the success of these relationships. Included below is a description of a forester's role and recommended level of investment by staff.

Methods: In addition to the DFN Pilot and Project "Magnet", building and maintaining relationships with a wide variety of partners will provide referral networks for private landowners to find the information and professional assistance they need to sustainably manage their woodlands. The partners we are primarily referring to include woodland owner groups and local, state, and federal conservation agencies.

Woodland owner groups are key partners that provide a peer support network for landowners as they become engaged in forest management. DNR private lands foresters will build and maintain relationships with these groups by: regularly attending statewide and local Chapter meetings and serving on committees and boards of these organizations (Wisconsin Woodland Owners Association, Wisconsin Walnut Council, Wisconsin Tree Farm Committee, etc.). Specific staff within Forestry Teams will be identified for these roles, and their work plans will reflect the time needed to participate in these activities.

Other key partnerships that need to be leveraged consistently are those with the staff of the local, state and federal agricultural and conservation agencies (see description of this audience in the "Resource Professional" audience section, page 17). Private landowners (many of them unengaged) contact and work with the staff at these agencies regularly for a variety of reasons. A primary example is farmers, most of whom participate in federal agriculture programs at varying levels. Other landowners may own cropland that is leased to local operators, but the landowners still participate in the programs. Many landowners take advantage of the State Farmland Preservation tax credit program, which requires them to develop and follow a conservation plan in partnership with the County Land and Water Conservation Departments.

There are many examples of opportunities for cross-program referrals between DNR and staff from other agriculture and conservation agencies. In order for these referrals to occur, the staff from each of these agencies needs to know one another and know about the available programs from the various agencies. For example, if funding is not available through EQIP for a forest improvement practice, does the local NRCS staff know that the landowner may qualify for WFLGP funds? And are the local DNR foresters aware of the availability and criteria for participation in EQIP?

The components to the “Partner Support” campaign require partnership building to be included in the work plans for DNR private forestry staff. DNR Forestry staff will be held accountable for attending the annual “Local Working Group” meeting hosted by the NRCS staff. Other opportunities include: attending Land Conservation Committee meetings at least once per quarter, hosting informational meetings during FSA Conservation Reserve Program signups (to share information and answer questions for landowners considering tree planting practices) and regularly providing forestry articles for county-based newsletters compiled and sent by the various agricultural agencies. These articles can highlight current local forestry issues, programs and opportunities for landowners.

Desired Outcomes:

(see diagram at the end of this section for a visual representation of the outcomes and strategies)

Short Term: Unengaged landowners...

- become aware of available information and where to find it
- become aware of professional assistance available to help them achieve goals
- understand the connection between forest management and achieving their goals
- become aware of the benefits of sustainably managed forests
- become aware of cost-share and property tax deferral programs available to woodland owners
- become motivated to practice sustainable forestry

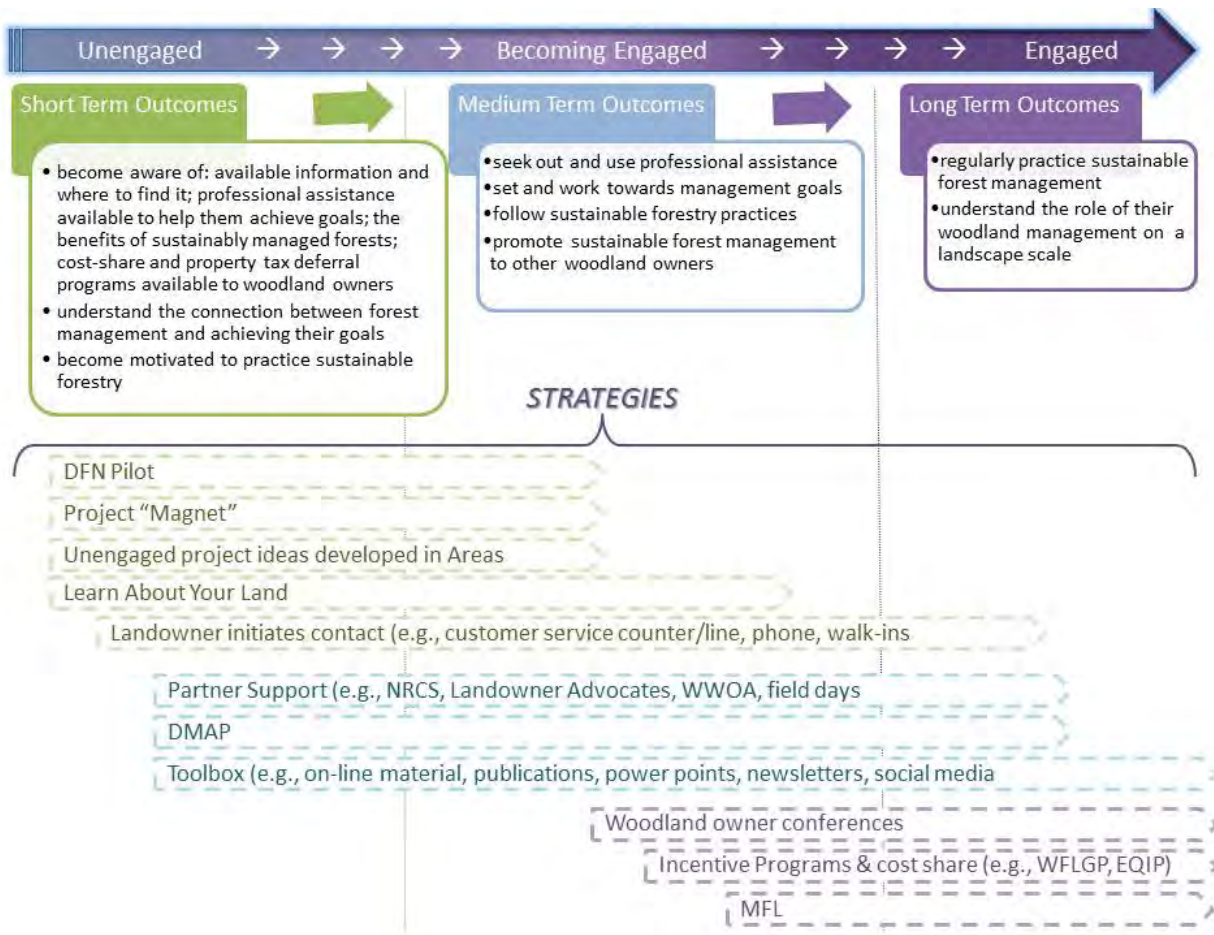
Medium Term: Landowners becoming engaged...

- seek out and use professional assistance
- set and work towards management goals
- follow sustainable forestry practices

Long Term: Engaged landowners...

- regularly practice sustainable forest management
- understand the role of their woodland management on a landscape scale
- promote sustainable forest management to other woodland owners
- become ENGAGED landowners!

Visual schematic of strategies to address the spectrum of outcomes:



Evaluation Needs:

Overview: Many methods to reach unengaged landowners have been attempted over the years. There is very little empirical data as to what did or didn't work, because there were no means to review or analyze the success or failure of the efforts. The Driftless Forest Network (DFN) is currently using targeted approaches to reach landowners, and these efforts include tracking and analysis of the success rates.

Methods: It is strongly recommended that DNR efforts at outreach include plans and funding for similar review and analysis. This will allow us to build on our successes, and abandon or revamp failures. It will not be fiscally possible to conduct detailed evaluation of all outreach efforts. The "DFN pilot" includes an evaluation component as an integral part of the process. "Project Magnet" responses can be tracked by the local foresters. "Partner Referral" efforts can be tracked using the quarterly reporting system for new landowner contacts and participation in partner events.

Without an "analyze and improve" process in place, we will continue with haphazard, inconsistent efforts. With a solid plan for long term commitment to reach ALL of Wisconsin's private woodland owners with the positive message of sustainable forestry, we will build a

strong network of dedicated land stewards. The “unengaged landowner” will be the exception, not the rule.

State Lands - Future Planning

Plan:

E&O planning for the state forest program is not as mature as the other programs and requires a specific proposal for how to coordinate E&O across the properties. This section discusses the need for a more detailed state forest interpretation plan and individual property interpretation plans.

The State Forest Program will develop a program-wide interpretive master plan that will focus on branding, purpose, niche recreation (e.g. state forests vs. state parks) and shared messaging. This plan will be used to guide and support current and future master planning projects/processes.

As part of strategic direction, the Division of Forestry prioritized enhancing niche recreation opportunities on state forests. Part of accomplishing this goal is to create appropriate expectations on the part of the visitor for the types of recreation experiences that are available on state forests.

To do this, state forest visitors must understand the differences between state parks and state forests. As part of this plan, the state forest program will engage in interpretive master planning that will focus on signage, print materials, web content, and social networking intended to brand the state forests and to align current and potential visitors expectations with the types of niche recreation offered on state forests.

This plan will also identify core messages about forest management that should be consistent across properties. The creation of a system-wide interpretive master plan will result in efficiencies across properties through the creation of design templates and core messages.

Resources needed: This goal can be accomplished using currently available master planning funds to hire a consultant with experience in creating interpretive master plans.

Individual state forests will create property-specific interpretive master plans highlighting their unique physical characteristics, management goals, historical contexts, and niche recreation opportunities. This plan will be used to guide and support current and future master planning projects/processes.

In coordination with the system-wide master planning process, each state forest property will develop a property-specific interpretive master plan. These property specific plans will exist under the umbrella of the system-wide plan but will focus on the unique attributes/needs of individual properties.

Resources needed: Both system-wide and property-specific interpretive master plans can be created using currently available master planning funds to hire a consultant with experience in creating interpretive master plans. Upon completion of the interpretive master planning process, individual properties will be able to access the capital development program for funding education and outreach projects such as interpretive signage, displays and education centers. Additionally, current publication funds can be used to create new posters, brochures, and web content.

The state forest program will propose a budget initiative for the 2017-2019 budget cycle to support human resource capacity for Education and Outreach coordination and implementation on state forests.

Forest visitors desire in-person educational programs as part of their niche recreation experiences on state forests. This presents an opportunity for the Division of Forestry to disseminate messages from all programs to an audience that is primed, in situ, and desirous of their messages. While the state forests have many partners that could be engaged to provide education and outreach on state properties, they do not currently have staff with specific duties for the coordination and delivery of education and outreach.

To reach these audiences and to strengthen our relationships with E&O partners, the state forest program will propose a budget initiative for 2017-19 to support HR capacity for E&O work in the state forest program.

Appendices

A. Statewide Forest Strategy Goals

(These goals are referenced in each Audience section and they are the long term goals in the Logic Models (Appendix B).)

A FOREST LAND	The amount of forest land increases and is focused in desired landscapes.
B PARCEL SIZE	The rate of forest land parcelized is reduced.
C LARGE BLOCKS of FORESTS	Large blocks of forest are maintained/increase.
D LANDSCAPE SCALE MANAGEMENT	An increasing amount of land management at small scales is in alignment with landscape scale plans. Small forest parcels will be effectively managed forests at a landscape scale that accounts for multiple benefits such as ecosystem services and risks such as wildfire.
E SUSTAINABLY MANAGED FOREST	The percentage of sustainably managed forest land will steadily increase.
F IMPROVING FORESTED COMMUNITIES	Improve all forest communities and increase in quality and extent forest communities that are under-represented.
G LANDSCAPE SCALE PLANNING	More forest land is being managed and protected under landscape scale plans, or consistent with landscape scale considerations. Management on the ground is increasingly being made within the landscape scale context.
H DEER	Deer populations are managed to protect and enhance forest ecosystem functions while considering the full balance of impacts.
I URBAN	Urban forests are more species diverse with greater tree canopy
J INVASIVES	The spectrum of native and exotic invasive species is being addressed to minimize loss of forested ecosystem functions.
K BIOMASS	Forests provide raw materials for energy and traditional forest products at a level that sustains forest ecosystems and the productive capacity of the land. Use of woody biomass for energy is done in a way that produces a high energy return on biomass input.
L ADAPTATION	Forests are established and managed in a manner that increases their resilience and ability to facilitate adaptation of associated species and communities to changing climatic conditions.
M MITIGATION	Forests will increasingly be used as a tool to mitigate climate change.

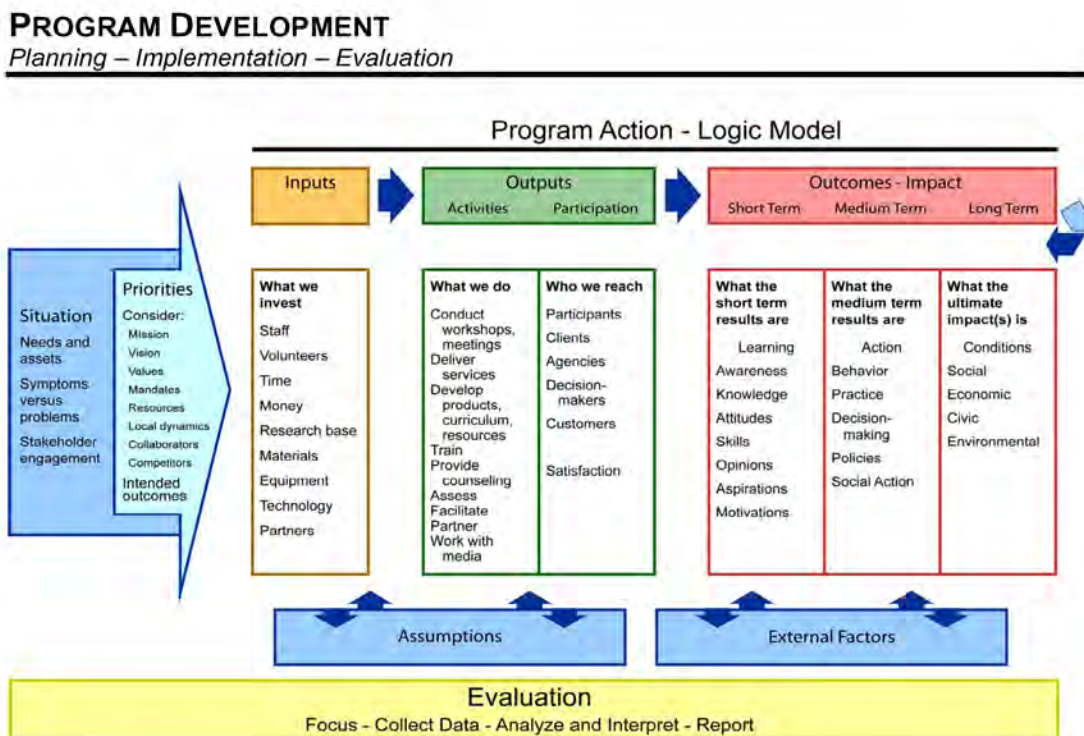
N FOREST VALUE	Forest ecosystem services have economic values that are realized and managed to maximize the benefits to society and improve quality of life. (Ecosystem services are functions performed by natural ecosystems that benefit human society, such as hydrological services, protection of the soil, biomass, carbon sequestration, habitat for wild species, and recreation opportunities.)
O MARKETS	Wisconsin is a hub of green forest product markets, producing a diversity of value added solid wood, fiber, energy and ecosystem services.
P CAPACITY	Forest management/protection providers, business, and other organizations in the forestry community have increased capacity to protect and sustainably manage forests.
Q RECREATION	Diverse recreational opportunities are available and have minimal impacts on forest ecosystems.
R FIRE, SAFETY, & LAW ENFORCEMENT	Human life, property, and forest resources are at reduced risk of harm or loss.

Appendices

B. Logic Models for Each Program

Explanation of logic models

The Division used Logic Models as a first step to determine our long term education and outreach outcomes. The logic model is a graphic representation that shows the logical relationships between inputs, outputs and outcomes relative to an originating situation. It is a graphic representation of the “theory of action” – what is invested, what is done, and what results. The logic models are a way for the division to display the series of connections and logical linkages that is expected to result in achievement of our goal. UW Extension assisted the division in using the logic model tool and a guide to the pieces of the model is in the diagram below.



Description of Logic Model formatting

The following pages show each programs logic model. Each begins with an introduction that describes the program’s role as stated in the Division’s Strategic Direction, and a reference to the Statewide Forest Goals that the program addresses. Text boxes (with letters), on the far right side of the logic models, reference the Statewide Forest Goals. The text boxes highlighted in blue in the logic models are the priority outcomes and audiences for the

program. These relate to the audiences that are identified in the first section of this Plan (see section: Division E&O Efforts Organized by Audience).

Logic Model for: Fire Protection

Strategic Direction Role Statement: The Division's role in forest fire protection is to prevent, detect and rapidly suppress wildland fires in areas of the state that have the greatest potential for significant loss of property, natural resources and even lives due to wildland fire. The Division complements the capacity of local fire departments by filling roles (e.g., Incident Management Teams, heavy equipment) not efficiently covered on a community by community basis. The Division will allocate resources based on an updated assessment of risk as defined by fire landscapes in Wisconsin, and enhance efforts in fire prevention and risk mitigation.

Strategic Direction Intent Statements:

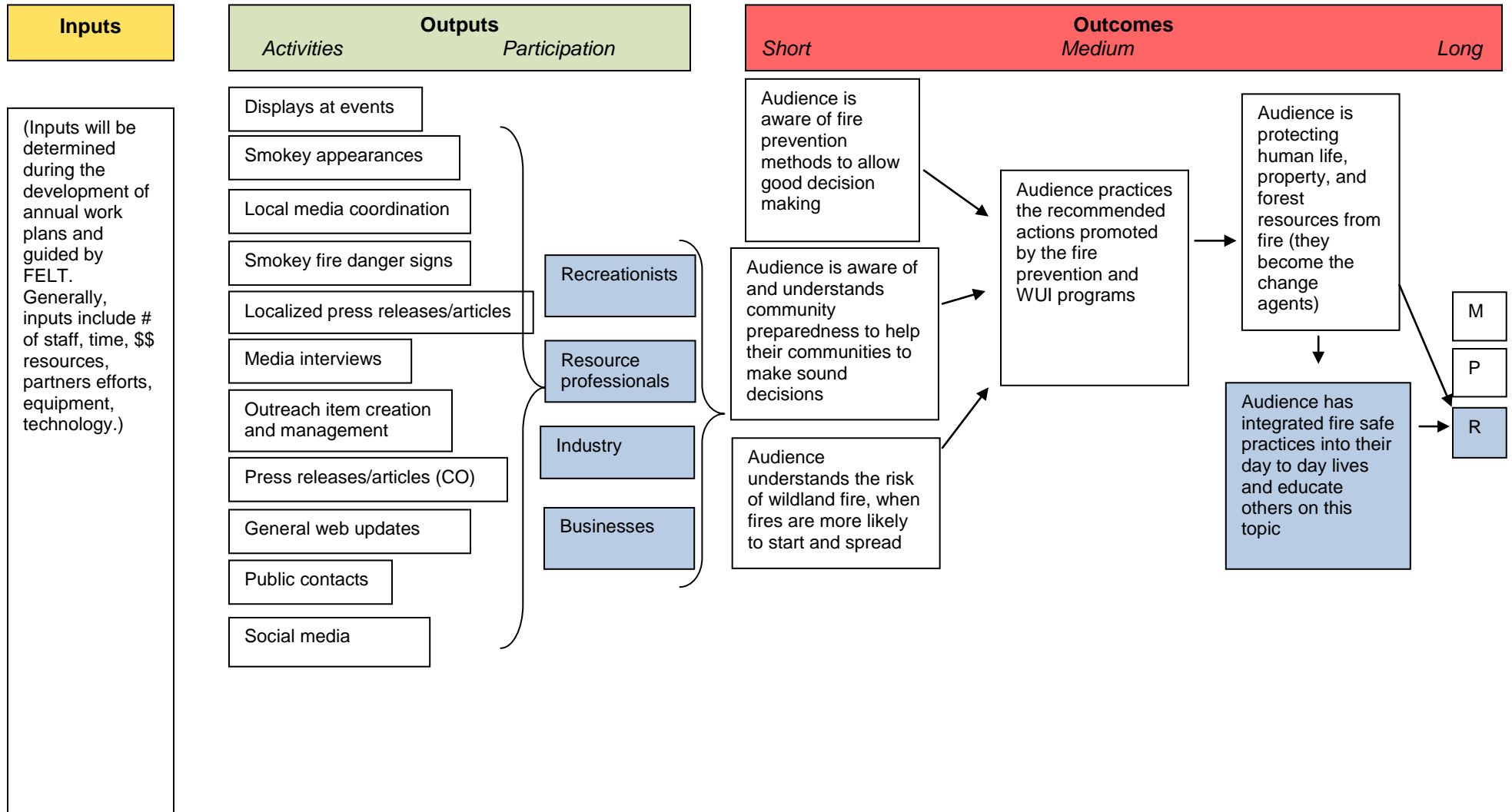
- The Division will utilize fire landscapes to allocate resources based on level of hazard. This change reflects an update to the way the program focuses investments with new tools and updated data. (FP-1)
- The Division will strengthen existing prevention and mitigation programs such as the Wildland-Urban Interface program. Prevention programs will be integrated into a Division-wide strategic plan for education and outreach and will be evaluated to understand the cost savings they provide by reducing the numbers of fires. (FP-2)

Statewide Forest Goals this program addresses: (see long term outcomes in logic model)

- M. Mitigation – Forests will increasingly be used as a tool to mitigate climate change.
- P. Capacity – Forest management/protection providers, business, and other organizations in the forestry community have increased capacity to protect and sustainably manage forests.
- R. Fire, Safety, and Law Enforcement – Human life, property, and forest resources are at reduced risk of harm and loss.

Program: Fire Protection Logic Model

Audience: Recreationists, Resource Professionals, Industry & Businesses



Assumptions

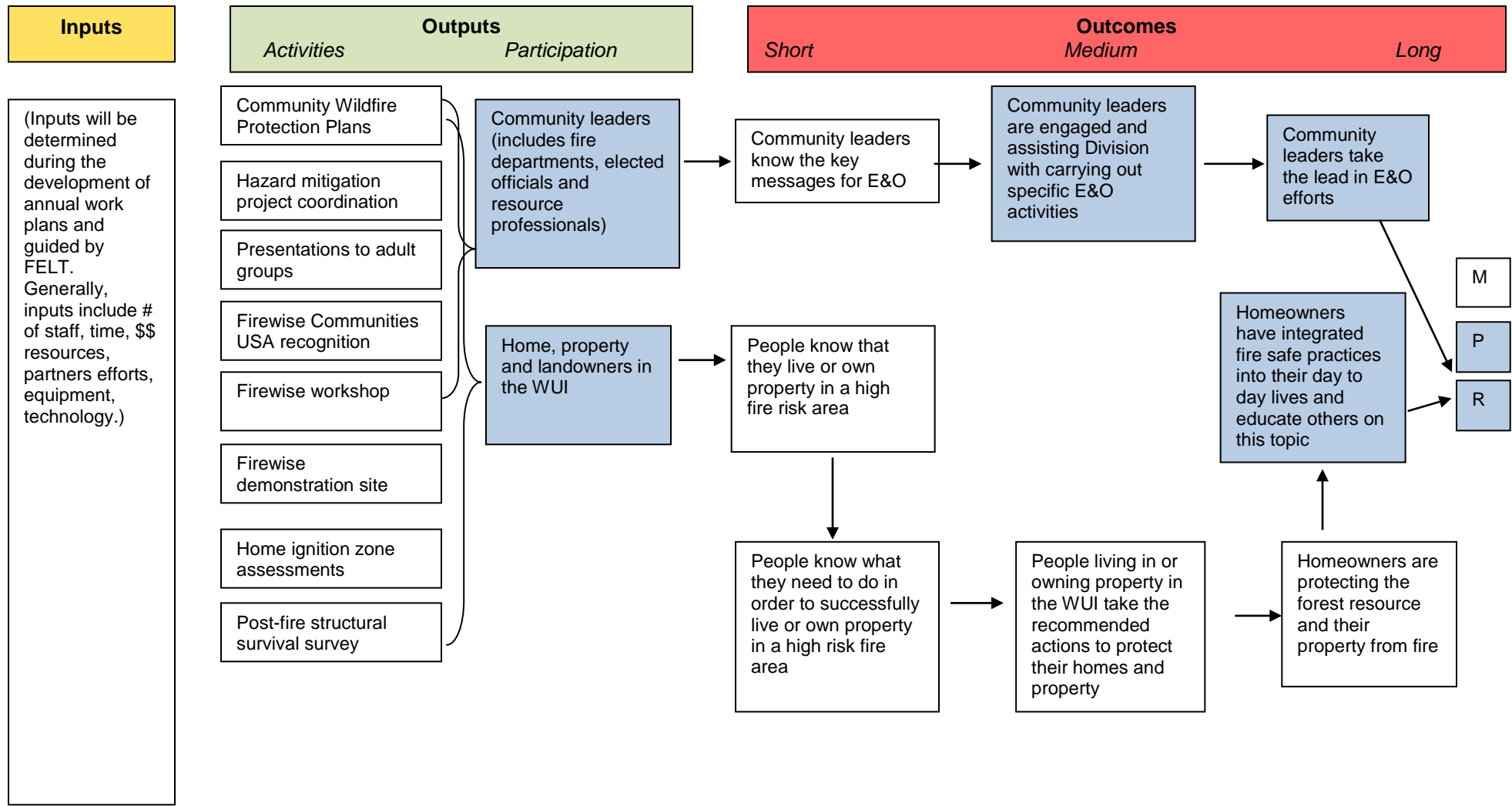
Staff are accountable for work in their work plans.
 Progress towards achieving outcomes can and is measured.
 Fire messaging continues to utilize the seriousness of subject matter
 Activities are prioritized according to Fire Landscape.
 Follow recommendations from the Fire Program Assessment.

External Factors

National Fire Plan grant funds support many activities.

Program: Fire Protection Logic Model

Audience: **Elected Officials, Resource Professionals, Landowners**



Assumptions
 Staff are accountable for work in their work plans.
 Progress towards achieving outcomes can and is measured.
 Fire messaging continues to utilize the seriousness of subject matter
 Activities are prioritized according to Fire Landscape.
 Follow recommendations from the Fire Program Assessment.

External Factors
 National Fire Plan grant funds support many activities.

Logic Model for: Forest Health

Strategic Direction Role Statement: The Division's role in forest health is to provide technical expertise in the prevention, detection, assessment, management and monitoring of invasive plants, insects and diseases that damage trees and forests, and the benefits they provide. The Division will maintain its existing capacity to assist public and private forest landowners in their efforts to minimize the establishment and adverse impacts from destructive forest insects and diseases, particularly non-native invasive species and invasive plants.

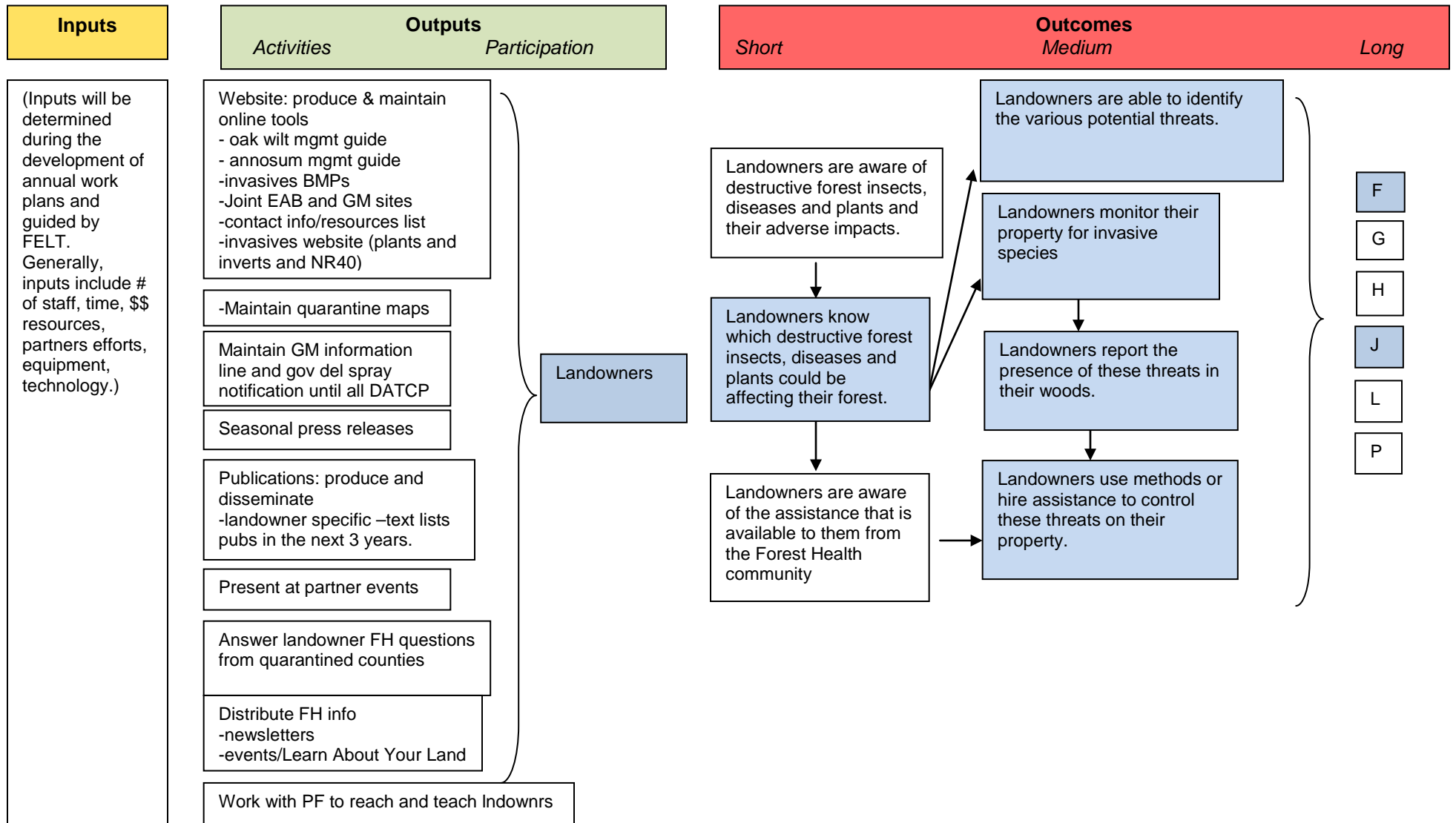
Strategic Direction Intent Statements:

- The Division will continue the recent shift in investment toward increased emphasis on invasive species work. There will be a continuing focus on emerging priority needs with a reduction in gypsy moth suppression efforts. (FH-1)
- ~~The Division will continue to provide detection, delimitation, monitoring, and impact assessments of invasive plants and highly damaging insects and disease-causing organisms and expand risk model and map development. The technical assistance the forest health program provides to partners and land managers is critical for them to make appropriate management decisions. (FH-2)¹~~
- The Division will continue to work in partnership with other DNR divisions, state agencies, and local municipalities to minimize the damage to Wisconsin's forests from harmful invasives. (FH-3)
- The Division will provide education and outreach materials for, and implementation of, training related to BMP's, detection, monitoring and management of a broad number of invasive species. New partnerships will be sought to share information about landscape-level management for invasive species. Expanded use of the web as an outreach and education tool will be explored – particularly as it relates to sharing survey and management data. (FH-4)

Statewide Forest Goals this program addresses: (see long term outcomes in logic model)

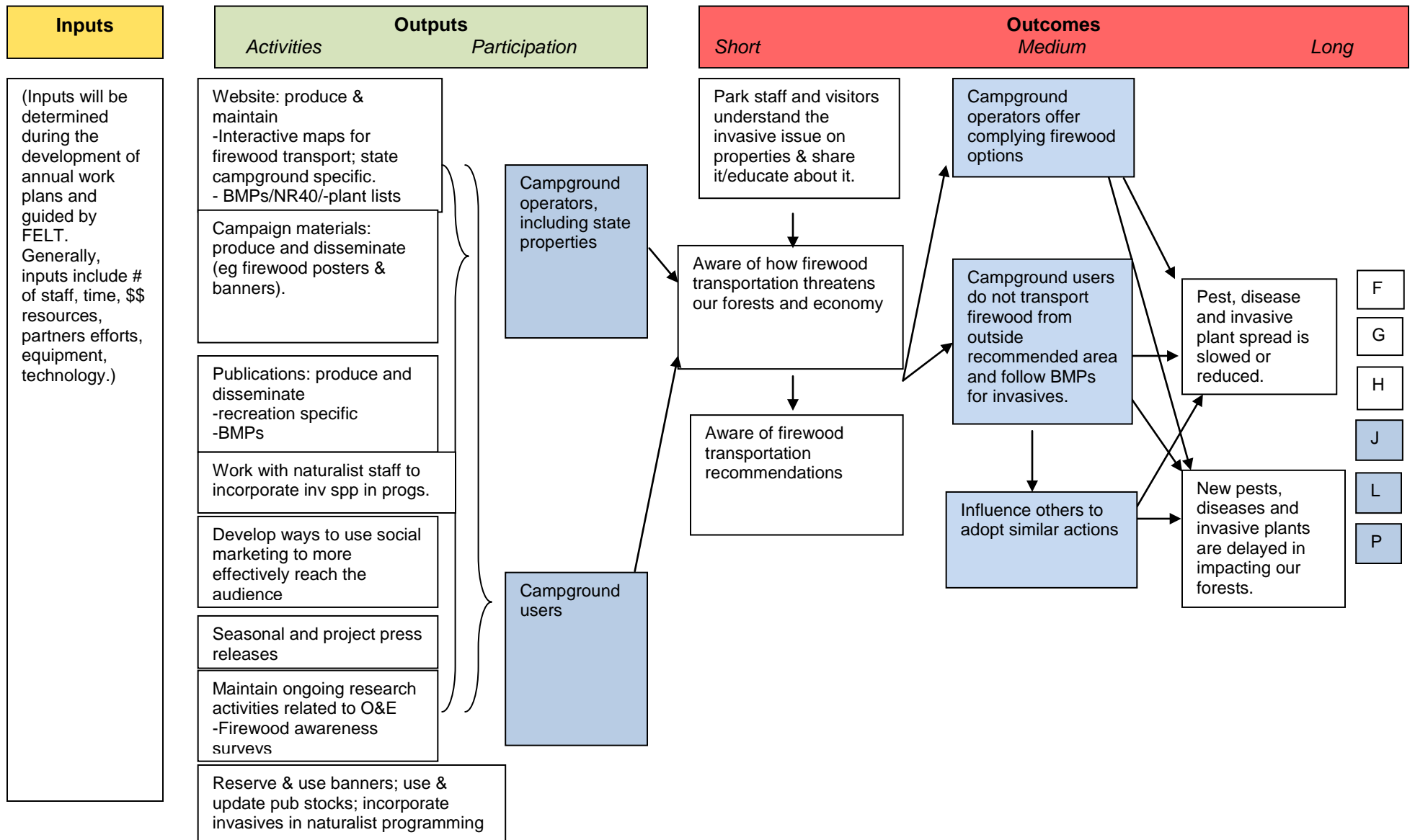
- F. Under-represented forest communities are increased in quality and extent.
- G. More land is managed and protected under (or consistent with) landscape scale plans.
- H. Deer populations are managed to protect and enhance forest ecosystem functions.
- J. Forest ecosystems functions are maintained by addressing the spectrum of invasive species.
- L. Forests are managed to increase their resiliency and adaptation of species and communities to changing climatic conditions.
- P. Forest management/protection providers, business, and other organizations in the forestry community have increased capacity to protect and sustainably manage forests.

¹ Intent statements that are struck out mean that education and outreach efforts will not address these program goals.



Assumptions *some outcomes on this page require up front surveying*
 Promote tools and information in a way that motivates our audiences to act
 -Continue to stay informed about message formats and related effectiveness
 -Maintain normative focus to firewood messages
 -Expand use of normative messages that are important to our audiences in E&O about other topics
 -Expand use of social marketing to design E&O campaigns
 Landowners defined by this program as woodlot owners with 10 acres or more as main focus

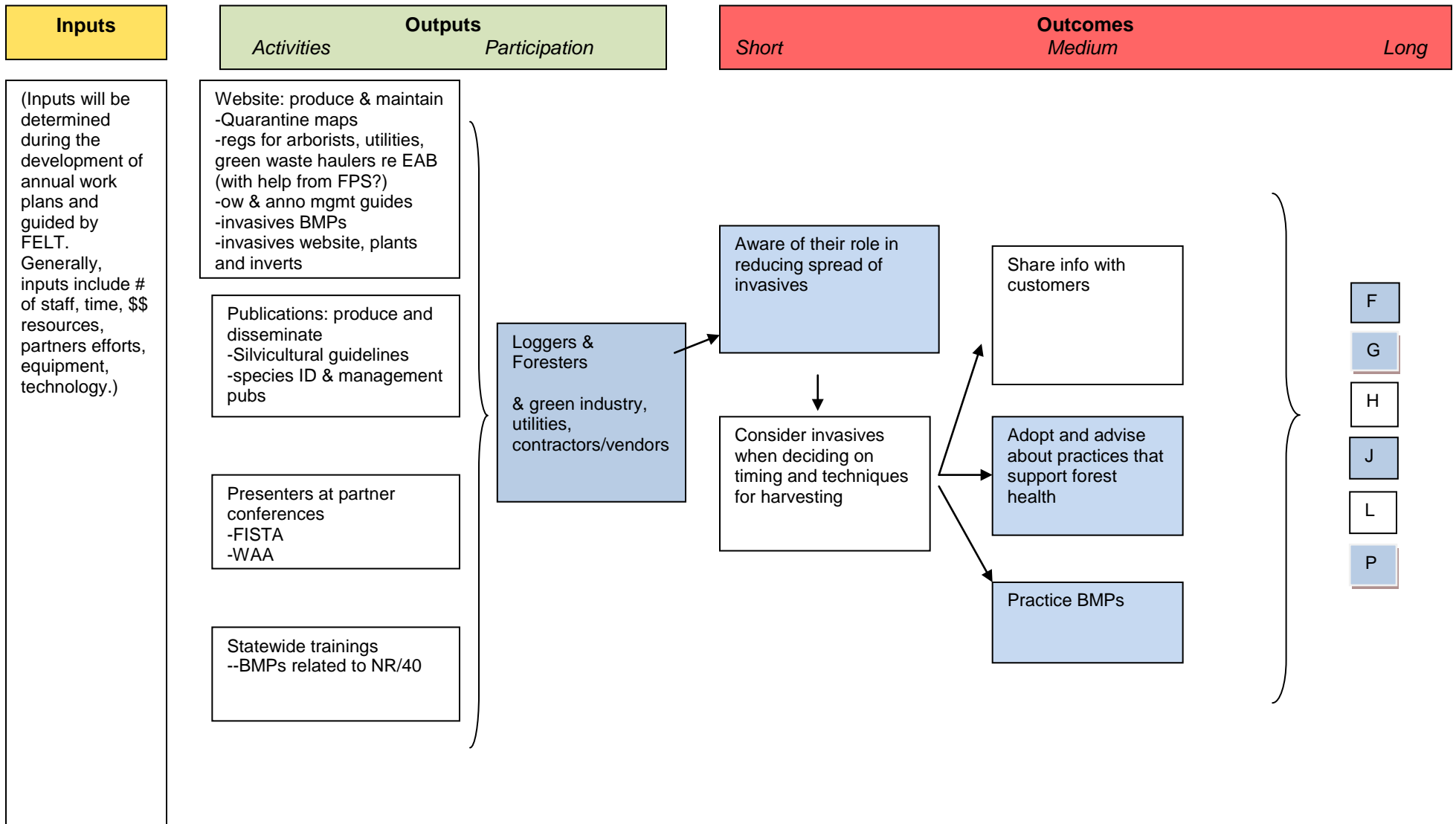
External Factors



Assumptions

- Promote tools and information in a way that motivates our audiences to act
- Continue to stay informed about message formats and related effectiveness
- Maintain normative focus to firewood messages
- Expand use of normative messages that are important to our audiences in E&O about other topics
- Expand use of social marketing to design E&O campaigns

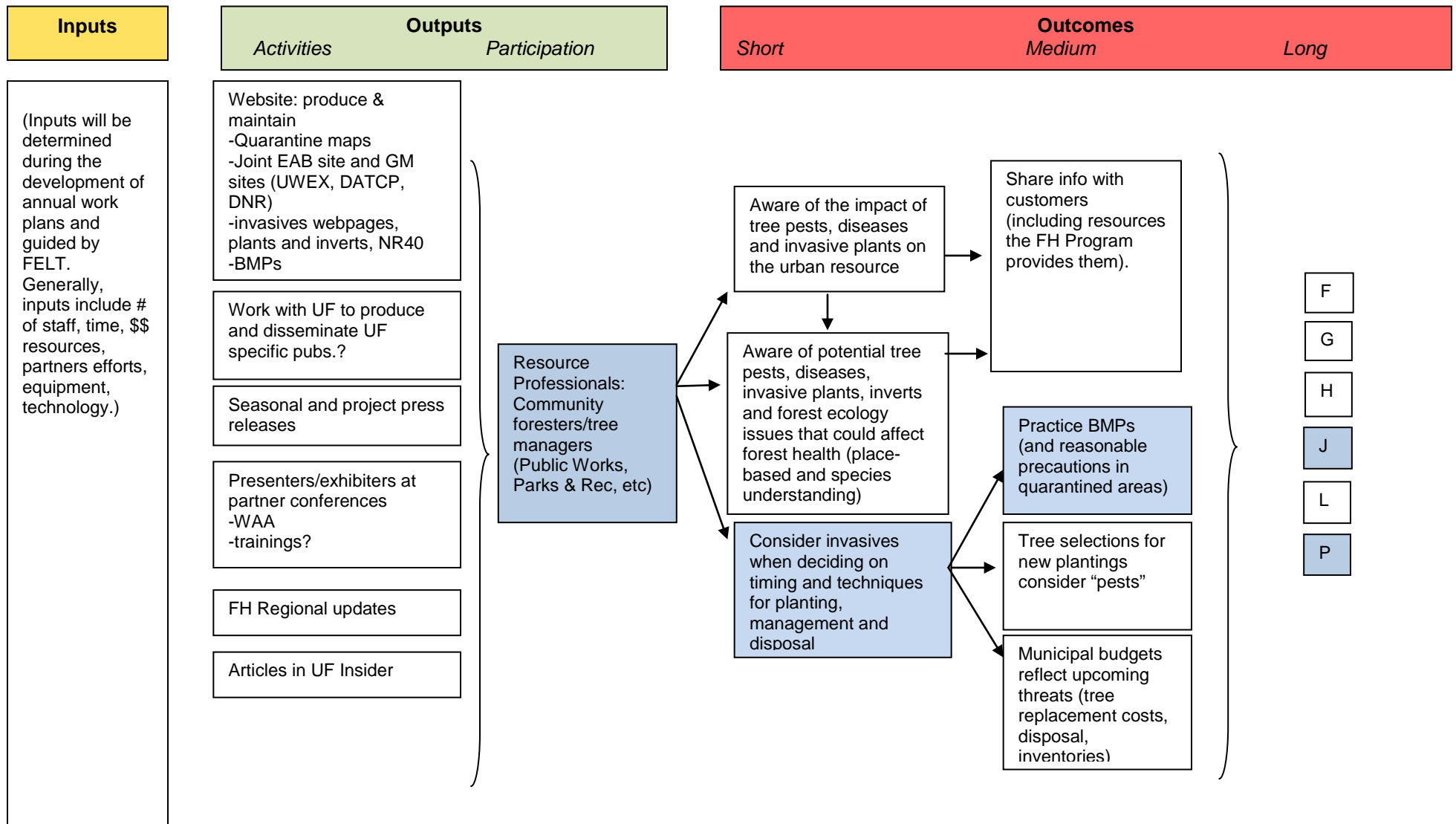
External Factors



Assumptions

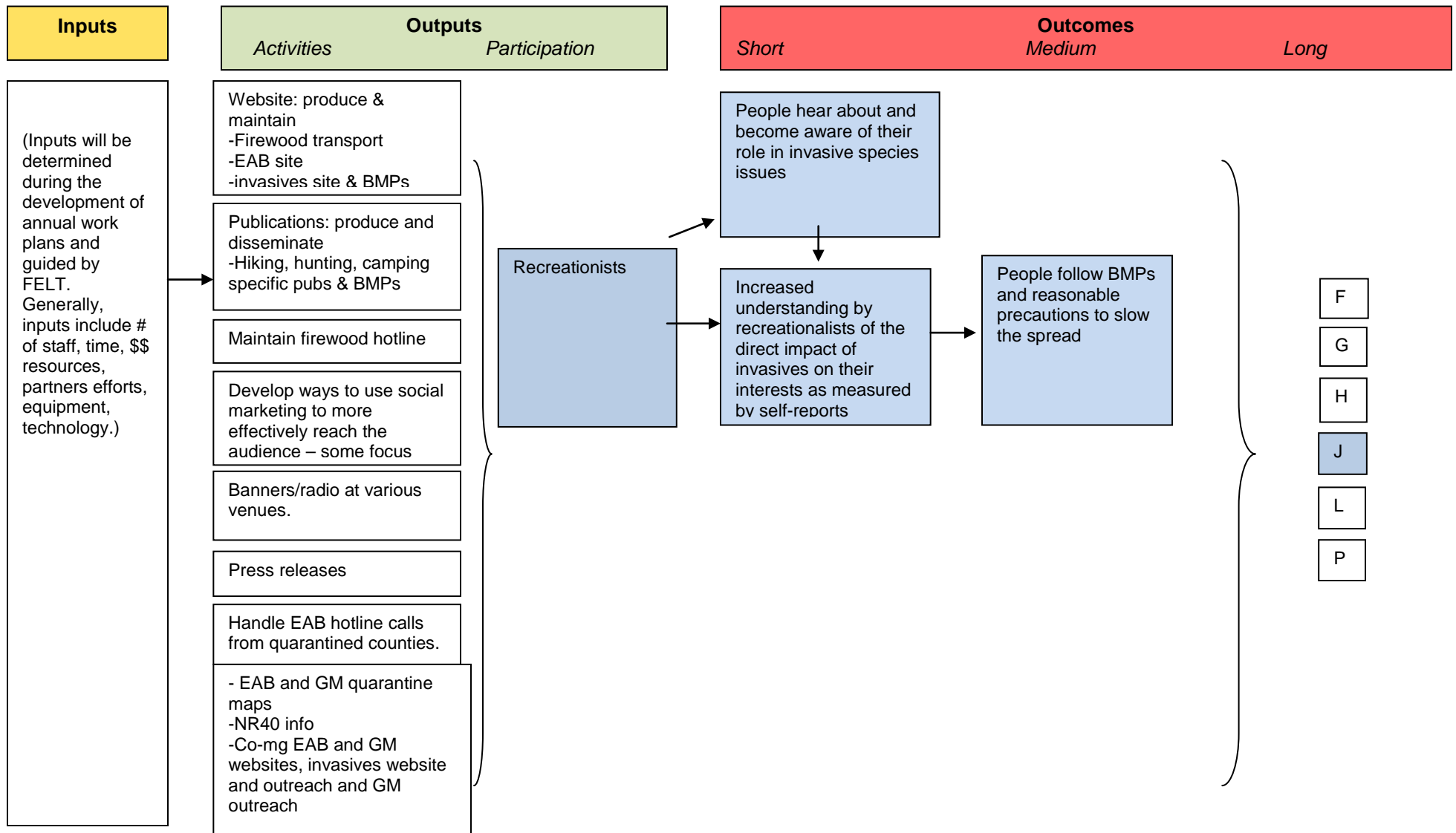
- Promote tools and information in a way that motivates our audiences to act
- Continue to stay informed about message formats and related effectiveness
- Maintain normative focus to firewood messages
- Expand use of normative messages that are important to our audiences in E&O about other topics
- Expand use of social marketing to design E&O campaigns

External Factors



Assumptions
 Promote tools and information in a way that motivates our audiences to act
 -Continue to stay informed about message formats and related effectiveness
 -Maintain normative focus to firewood messages
 -Expand use of normative messages that are important to our audiences in E&O about other topics
 -Expand use of social marketing to design E&O campaigns

External Factors



Assumptions *outcomes on this page would require up front surveying*
 Promote tools and information in a way that motivates our audiences to act
 -Continue to stay informed about message formats and related effectiveness
 -Maintain normative focus to firewood messages
 -Expand use of normative messages that are important to our audiences in E&O about other topics
 -Expand use of social marketing to design E&O campaigns

External Factors

Logic Model for: Forest Products Services

Strategic Direction Role Statement: The Division's role in marketing & utilization of forest products is to facilitate the ability of the private sector to use the state's wood resource in an efficient, effective and sustainable manner, maximizing wood's contribution to Wisconsin's economy. The Division will increase its capacity to provide assistance to wood-producing and wood-using companies around the state and maintain its capacity to assess the condition of the state's forest resources.

Strategic Direction Intent Statements:

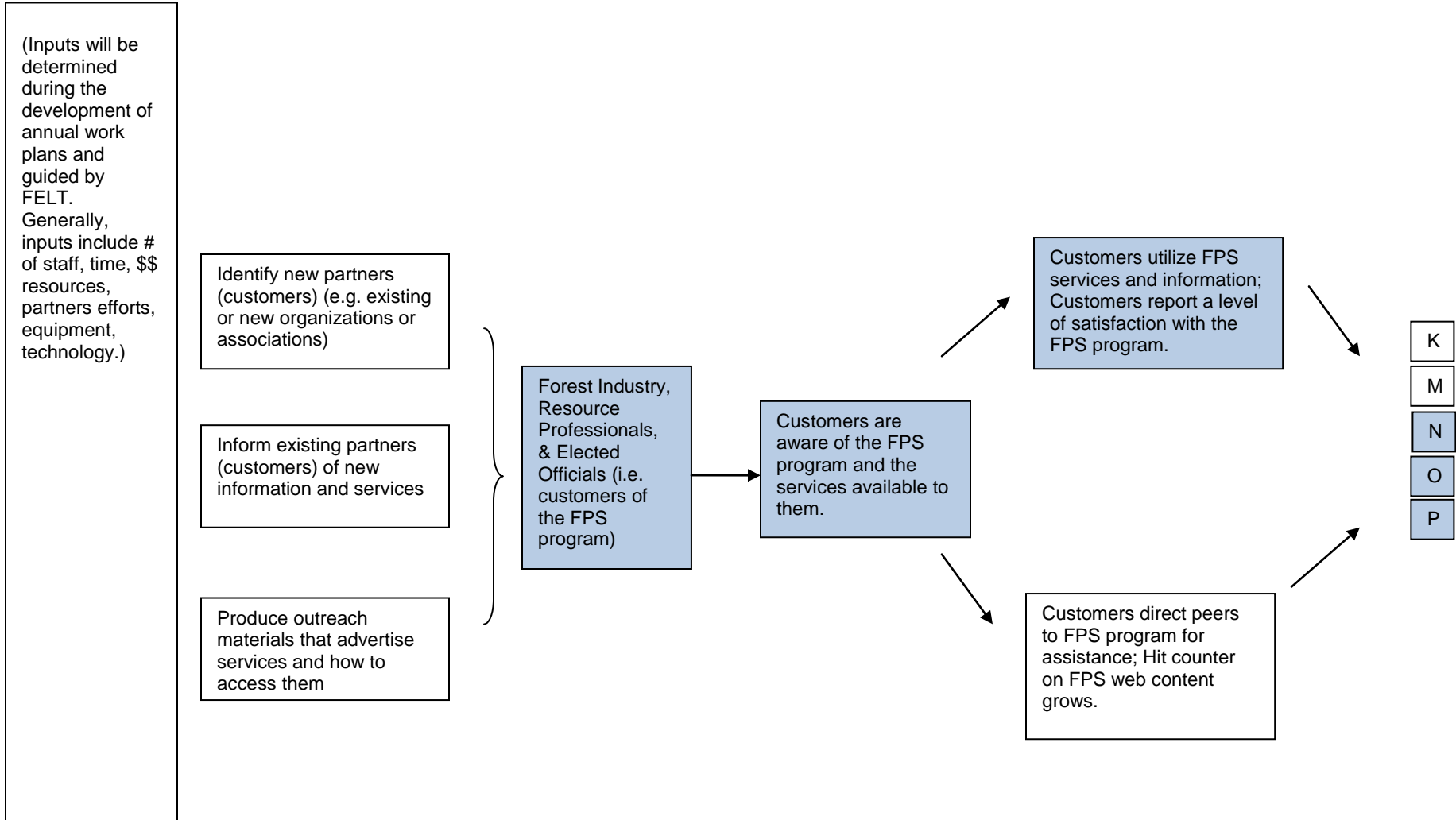
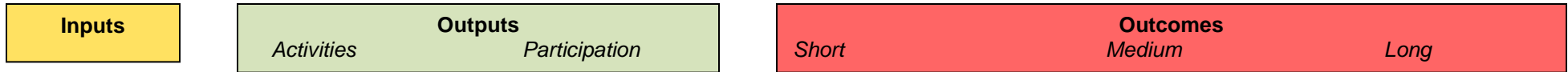
- The Division will increase investment in utilization and marketing expertise to assist existing and new forest industries to retain markets and develop new markets. (UM-1)
- The Division will continue to invest in the forest inventory and analysis (FIA) at the double intensity level, ensuring its continued ability to use the information at a sub-state scale. (UM-2)

Statewide Forest Goals this program addresses: (see long term outcomes in logic model)

- K. Forests are providing raw materials for energy and traditional forest products.
- M. Forests are used as a tool to mitigate climate change.
- N. The economic value of forest ecosystem services are realized and managed to maximize the benefits to society and improve quality of life.
- O. Wisconsin is a hub of green forest product markets, producing a diversity of value added solid wood, fiber, energy and ecosystem services.
- P. Forest management/protection providers, business, and other organizations in the forestry community have increased capacity to protect and sustainably manage forests.

Program: Forest Products Services Logic Model

Audience: Forest Industry, Resource Professionals & Elected Officials

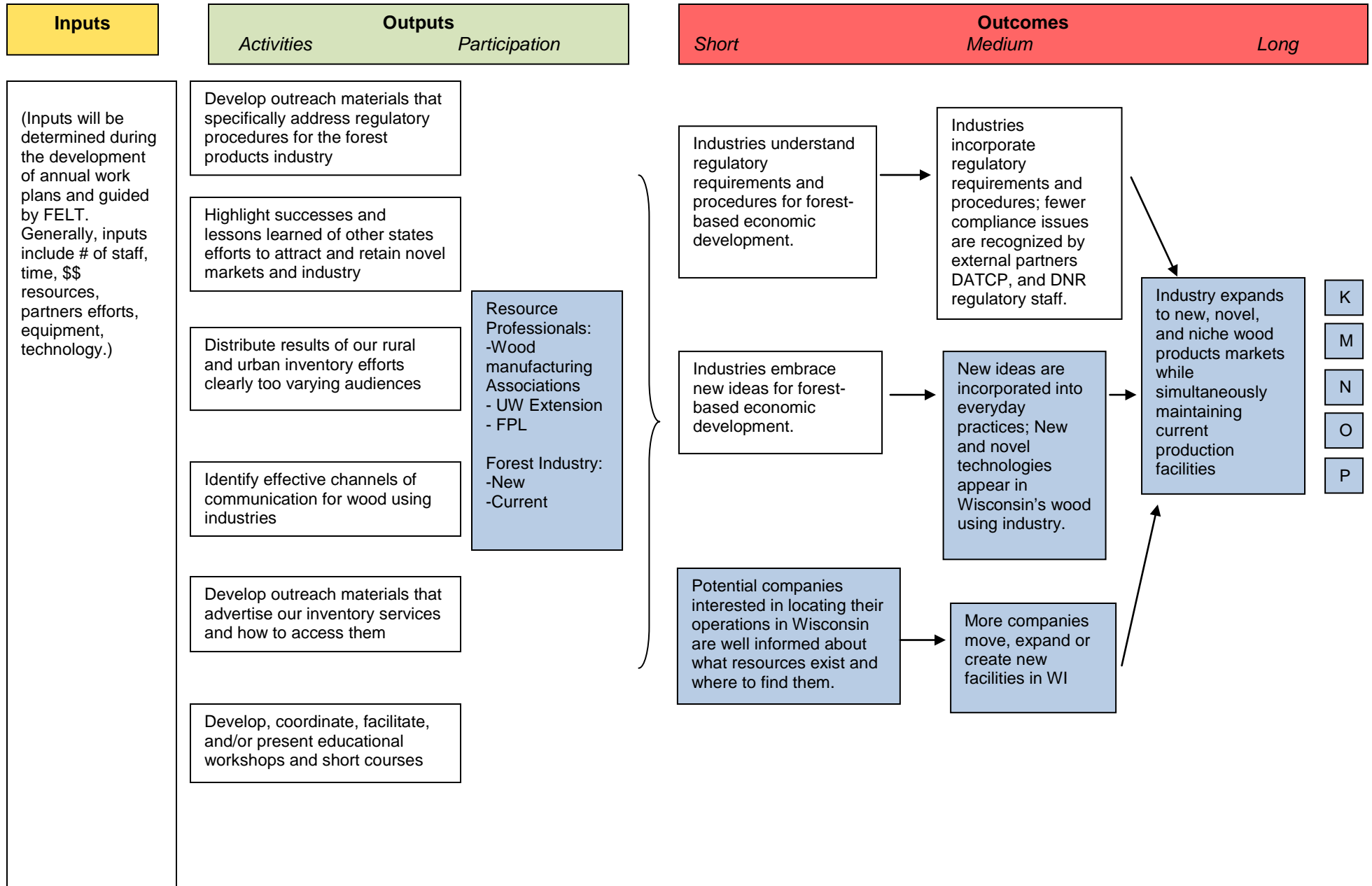


Assumptions
 FPS Program is fully staffed
 Current partners maintain a willingness to cooperate

External Factors
 Industry is reluctant to embrace change and has a lack of trust in government

Program: Forest Products Services Logic Model

Audience: **Forest Industry & Resource Professionals**



K
M
N
O
P

Logic Model for: Reforestation Program

Strategic Direction Role Statement: The Division's role in forest nurseries is to encourage afforestation and reforestation in Wisconsin by facilitating the availability of an adequate supply of high quality seedlings of native species at an economical price from public and private sources. The Division will maintain a capacity to produce stock at a level that, when combined with private sector capacity, meets projected demand for tree seedlings.

Strategic Direction Intent Statements:

- ~~**Program Change:** State nursery facilities will scale production in relation to private sector capacity and changing seedling demand. Facility numbers will be based on the need to balance flexibility with cost of production. (N-1)~~¹
- **Maintain Program:** The Division will increase the investment in a monitoring program that will monitor forest regeneration, identify problems, field test potential solutions, and disseminate lessons learned to internal and external customers to ensure high-quality stock and successful planting survival in the future. (N-2)

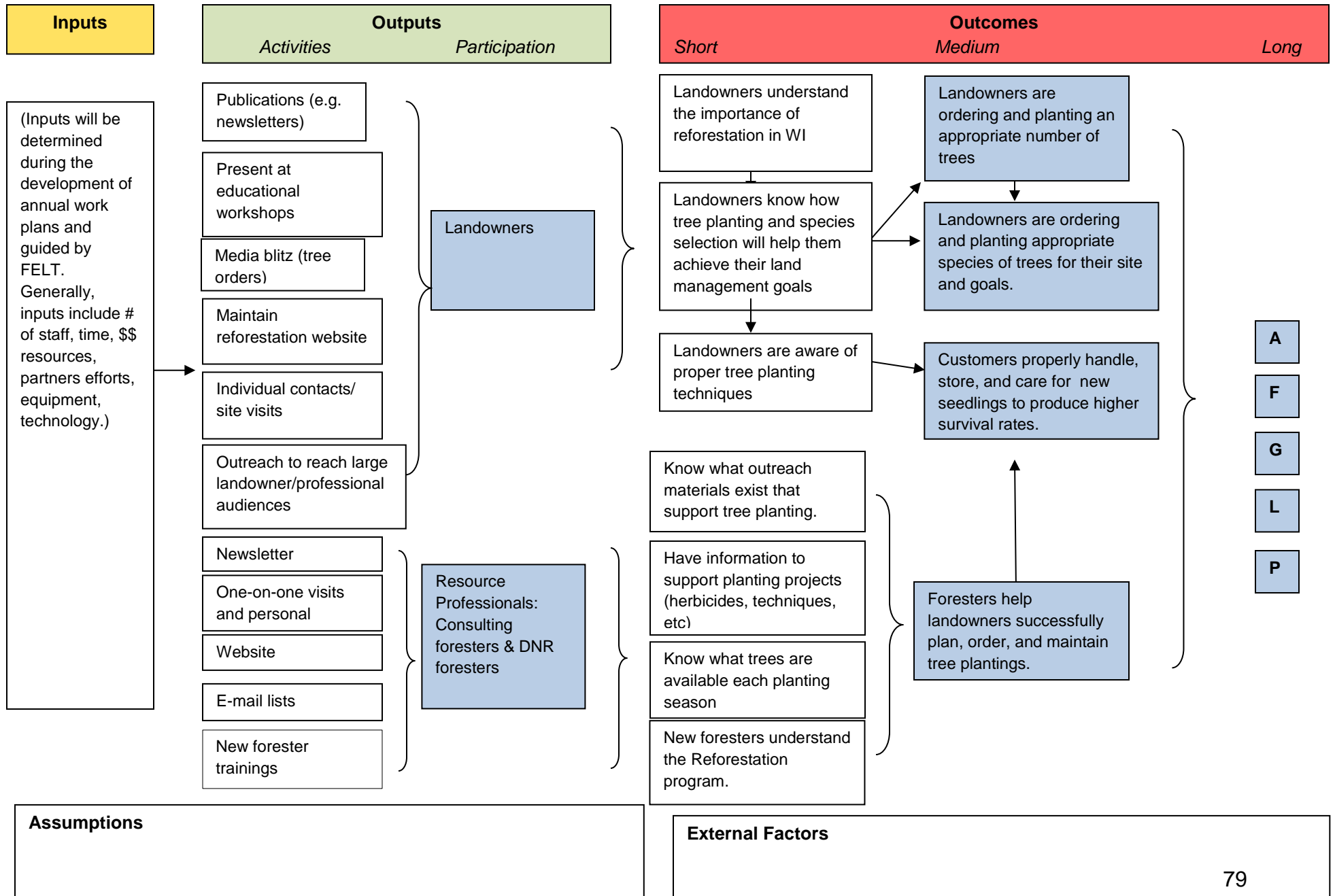
Statewide Forest Goals this program addresses: (see long term outcomes in logic model)

- (A) FOREST LAND - The amount of forest land increases and is focused in desired landscapes.
- (F) IMPROVING FORESTED COMMUNITIES - Improve all forest communities and increase in quality and extent forest communities that are under-represented.
- (G) LANDSCAPE SCALE PLANNING - More forest land is being managed and protected under landscape scale plans, or consistent with landscape scale considerations. Management on the ground is increasingly being made within the landscape scale context.
- (L) ADAPTATION - Forests are established and managed in a manner that increases their resilience and ability to facilitate adaptation of associated species and communities to changing climatic conditions.
- (P) CAPACITY - Forest management/protection providers, business, and other organizations in the forestry community have increased capacity to protect and sustainably manage forests.

¹ Intent statements that are struck out mean that education and outreach efforts will not address these program goals.

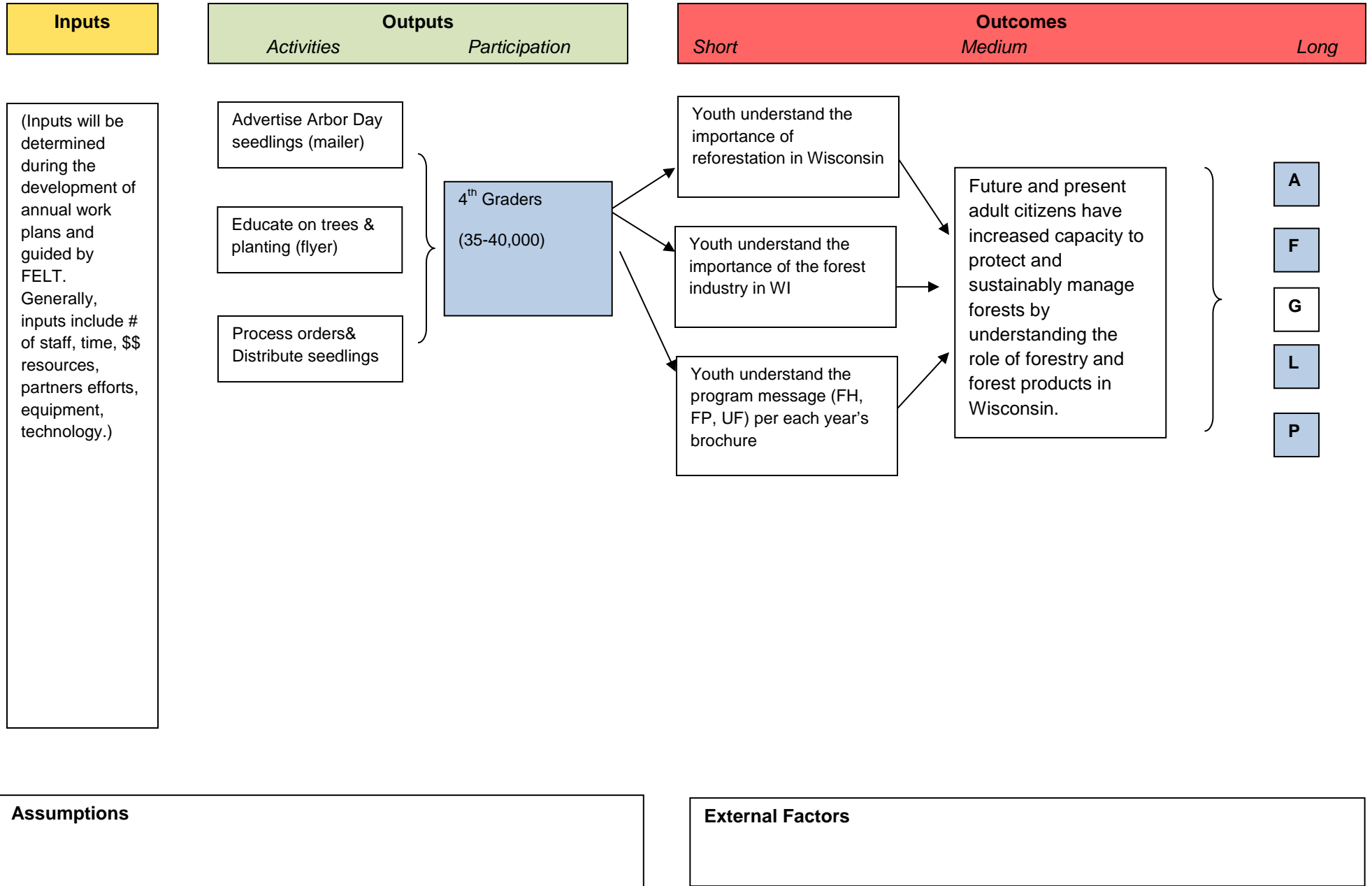
Program: Reforestation Program Logic Model

Audience: Landowners & Resource Professionals



Program: Reforestation Program Logic Model

Audience: Youth (4th graders for Arbor Day)



Logic Model for: Private Forests

Strategic Direction Role Statement: The Division's role in private forestry is to facilitate the ability of private landowners to manage their forest land sustainably to provide an array of public benefits. The Division seeks to complement the work accomplished by private sector professionals by filling roles not conducive to private sector involvement. The Division will reduce emphasis on administering the state's forest tax program while increasing emphasis on reaching landowners who currently do not receive any professional assistance in managing their forest land.

Strategic Direction Intent Statements:

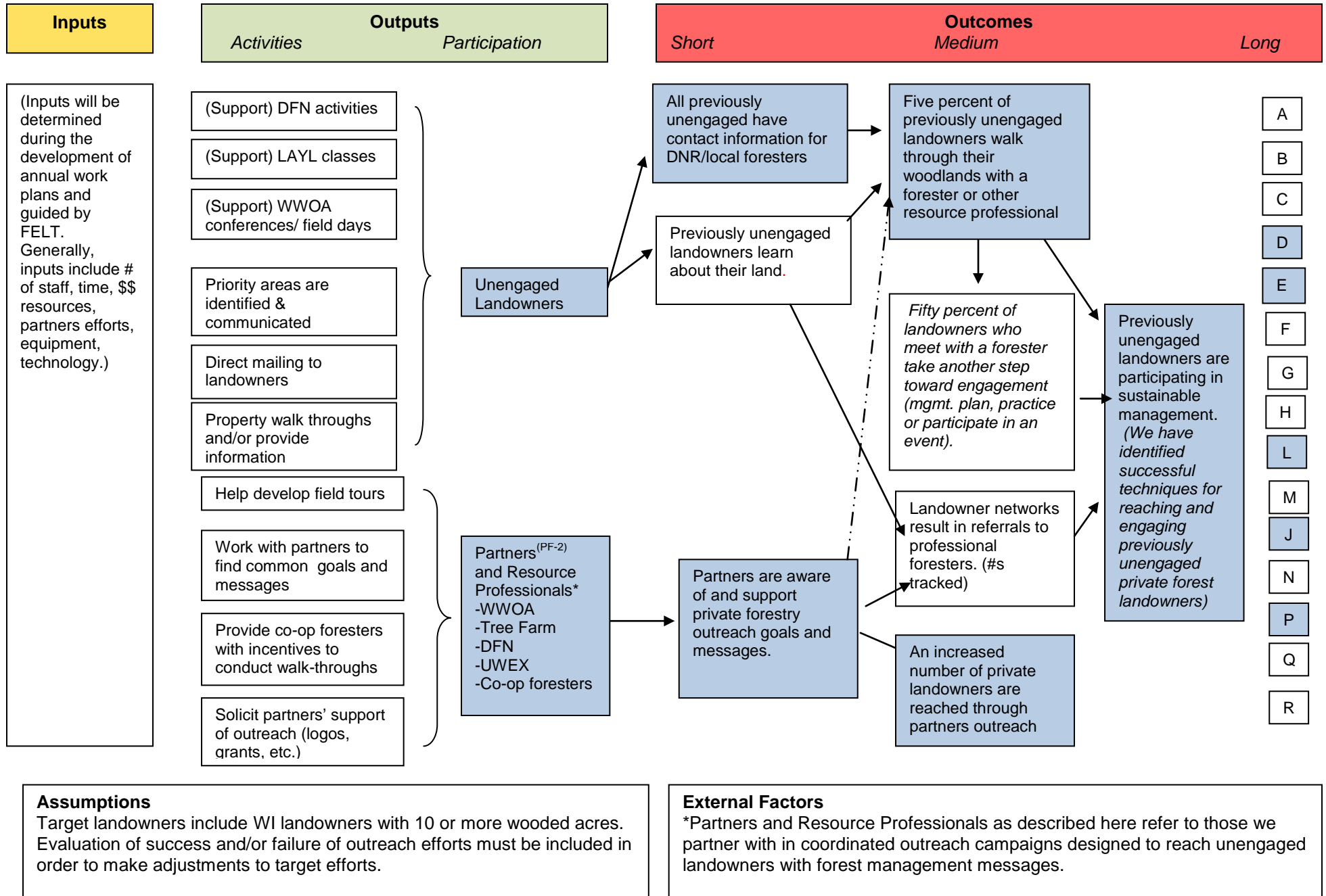
- ~~The Division will develop and implement additional efficiencies in the administration of the Managed Forest Law (MFL) program. (PF-1)~~¹
- The Division will increase efforts to make full use of cooperating foresters for activities such as industrial transfers, in an effort to build the capacity of private sector partners and focus DNR staff time on other activities. (PF-2)
- The Division will increase investment in efforts to reach the large percentage of private forest landowners who receive no professional assistance in caring for their land. Different techniques to reach these landowners will be tried and certain areas or groups will be focused on. (PF-3)
- The Division will increase investment in programs that utilize conservation easements to secure private forested lands. (PF-4)
- The Division will maintain the level of investment in financial incentives to landowners but focus these more on landowners requesting assistance with management practices and those who currently do not receive professional assistance, in lieu of those already enrolled in MFL. (PF-5)

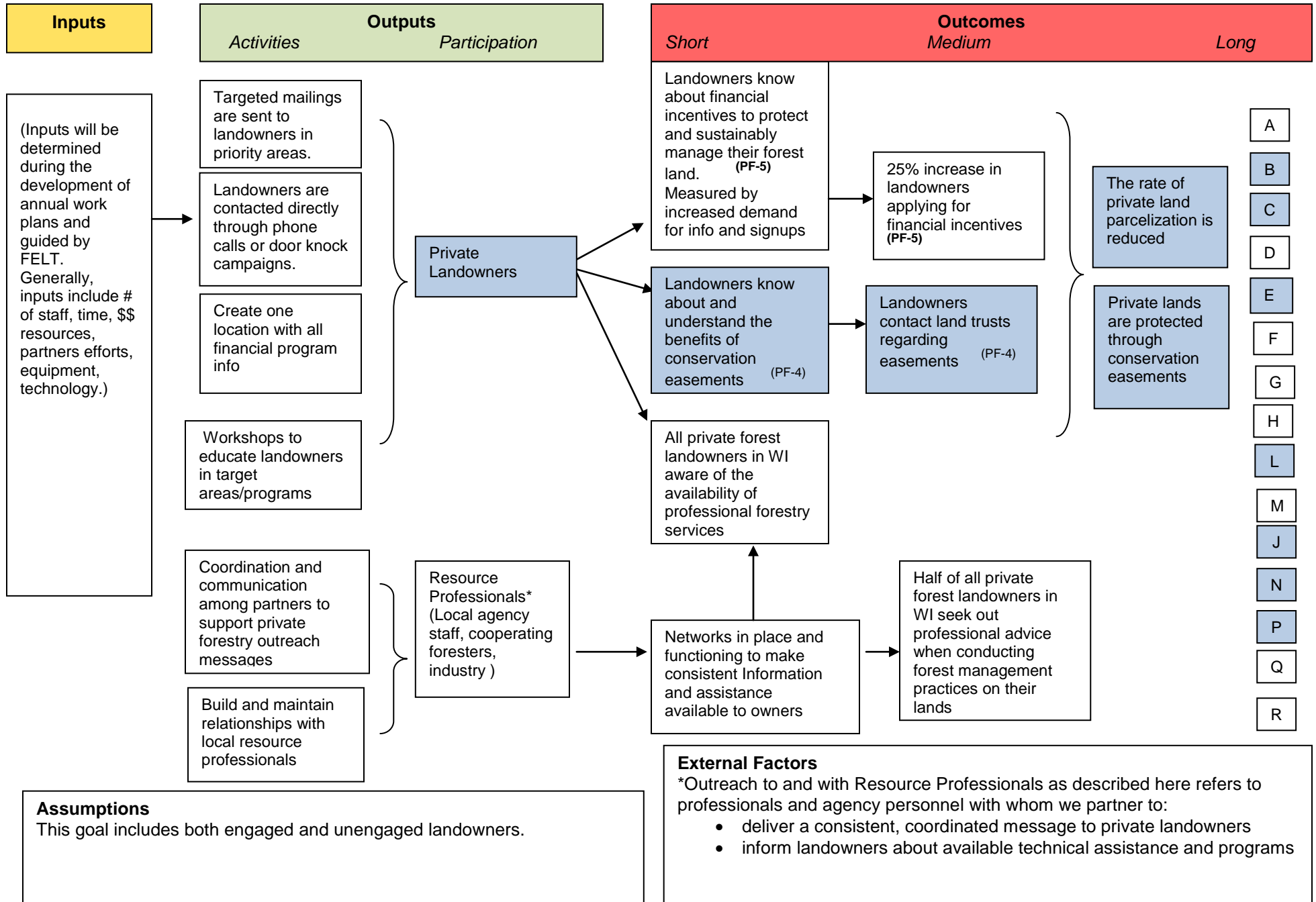
Statewide Forest Goals this program addresses: (see long term outcomes in logic model)

- A. The amount of forest land has increased, particularly in desired landscapes.
- B. The rate of forest land parcelized has been reduced.
- C. Large blocks of forest are maintained.
- D. More small scale land management is done in alignment with landscape scale plans.
- E. There is an increase in sustainably managed forest land.
- F. Under-represented forest communities are increased in quality and extent.
- G. More land is managed and protected under (or consistent with) landscape scale plans.
- H. Deer populations are managed to protect and enhance forest ecosystem functions.
- J. Forest ecosystem functions are maintained by addressing the spectrum of invasive species.
- L. Forests are managed to increase their resiliency and adaptation of species and communities to changing climatic conditions.
- M. Forests are used as a tool to mitigate climate change.
- N. The economic value of forest ecosystem services are realized and managed to maximize the benefits to society and improve quality of life.

¹ Intent statements that are struck out mean that education and outreach efforts will not address these program goals.

- P. Forest management/protection providers, business, and other organizations in the forestry community have increased capacity to protect and sustainably manage forests.
- Q. Diverse recreational opportunities are available and have minimal impacts on forest ecosystems.
- R. Human life, property, and forest resources are at reduced risk of harm or loss



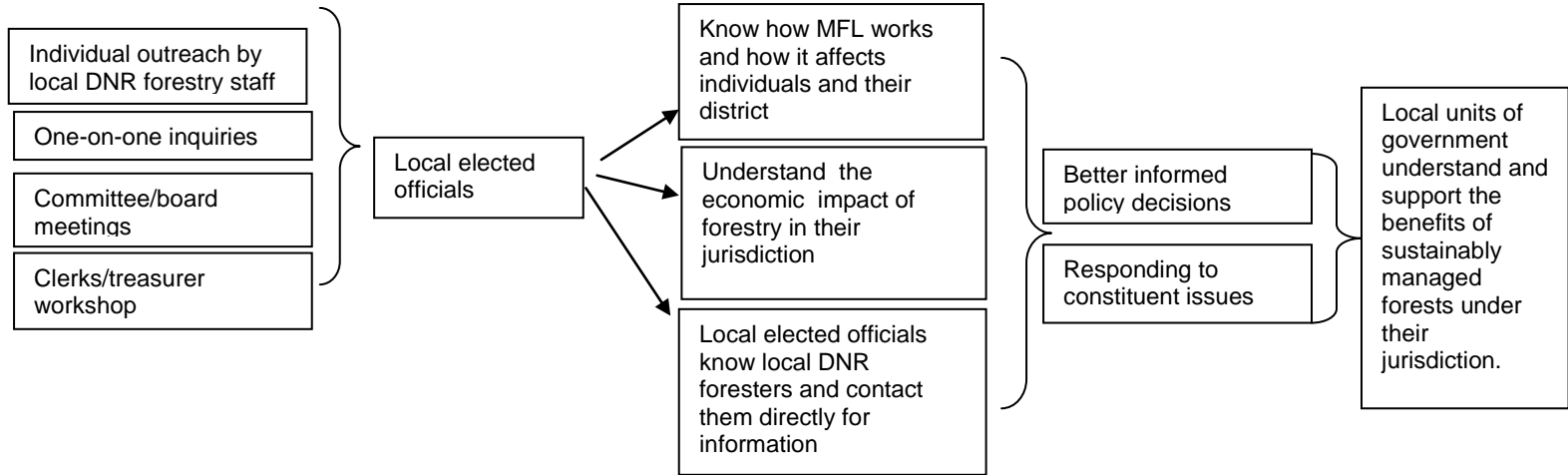


Inputs

Outputs
Activities *Participation*

Outcomes
Short *Medium* *Long*

(Inputs will be determined during the development of annual work plans and guided by FELT. Generally, inputs include # of staff, time, \$\$ resources, partners efforts, equipment, technology.)



- A
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Assumptions

External Factors

Logic Model for: State Lands

Strategic Direction Role Statement: The Division's role in managing state lands is to ensure that state-owned forested lands are balancing the economic, ecological and social benefits derived from forests as set out in property master plans. The Division will maintain its capacity to sustainably manage state-owned forested lands and enhance our ability to improve recreational opportunities and visitor safety on designated State Forests.

Strategic Direction Intent Statements:

- The Division will remain committed to current levels of sustainable forest management on all state lands as identified in property master plans. The division will continue to meet allowable harvest goals as determined through the master planning process on all state lands. The Division will also continue to work to eliminate the current backlog of forest management practices. (S-1)
- The Division will increase the amount of funds for reforestation on all state lands, ensuring adequate resources to meet identified reforestation needs. (S-2)
- The Division will implement recreation priorities in state forests as articulated in property master plans and increase the level of investment in the state forest recreation program to enhance unique niche recreation activities such as remote camping and trails, and serve high demand recreation facilities while continuing to provide for visitor safety. (S-3)
- The Division will increase the investment in land survey and workload associated with property boundary issues such as trespass and newly acquired land. Acquisition efforts will continue and use criteria aligned with the recently approved Stewardship Land Acquisition Strategy. (S-4)
- The Division will decrease overall investment in planning from current levels due to the pending completion of state forest master plan revisions. Focus will be shifted to assisting other DNR programs with the planning needs for other state lands. (S-5)
- The Division will continue to provide a suite of services and support to counties in order to maintain the excellent partnership that has been developed. The Division will shift the manner in which the state provides assistance to the counties under this program, providing a greater degree of flexibility for individual counties to select among an array of resources that best meet their needs. This will result in a reduction in the direct investment to counties. The Division will increase the assistance provided to counties in support services (e.g. IT, utilization and marketing, and support for land acquisition). (CO-1)

Statewide Forest Goals this program addresses: (see long term outcomes in logic model)

- A. The amount of forest land has increased, particularly in desired landscapes.
- B. The rate of forest land parcelized has been reduced.
- C. Large blocks of forest are maintained.
- D. More small scale land management is done in alignment with landscape scale plans.
- E. There is an increase in sustainably managed forest land.
- F. Under-represented forest communities are increased in quality and extent.
- G. More land is managed and protected under (or consistent with) landscape scale plans.
- H. Deer populations are managed to protect and enhance forest ecosystem functions.
- J. Forest ecosystems functions are maintained by addressing the spectrum of invasive species.

- K. Forests are providing raw materials for energy and traditional forest products.
- L. Forests are managed to increase their resiliency and adaptation of species and communities to changing climatic conditions.
- M. Forests are used as a tool to mitigate climate change.
- N. The economic value of forest ecosystem services are realized and managed to maximize the benefits to society and improve quality of life.
- P. Forest management/protection providers, business, and other organizations in the forestry community have increased capacity to protect and sustainably manage forests.
- Q. Diverse recreational opportunities are available and have minimal impacts on forest ecosystems.
- R. Human life, property, and forest resources are at reduced risk of harm or loss

General Overall Assumptions:

- Northern State Forests will work collaboratively with internal and external parties in the delivery of outreach and education.
- Northern State Forests will work to understand and capitalize on the vested interest of a variety of audiences in the delivery of education and outreach.

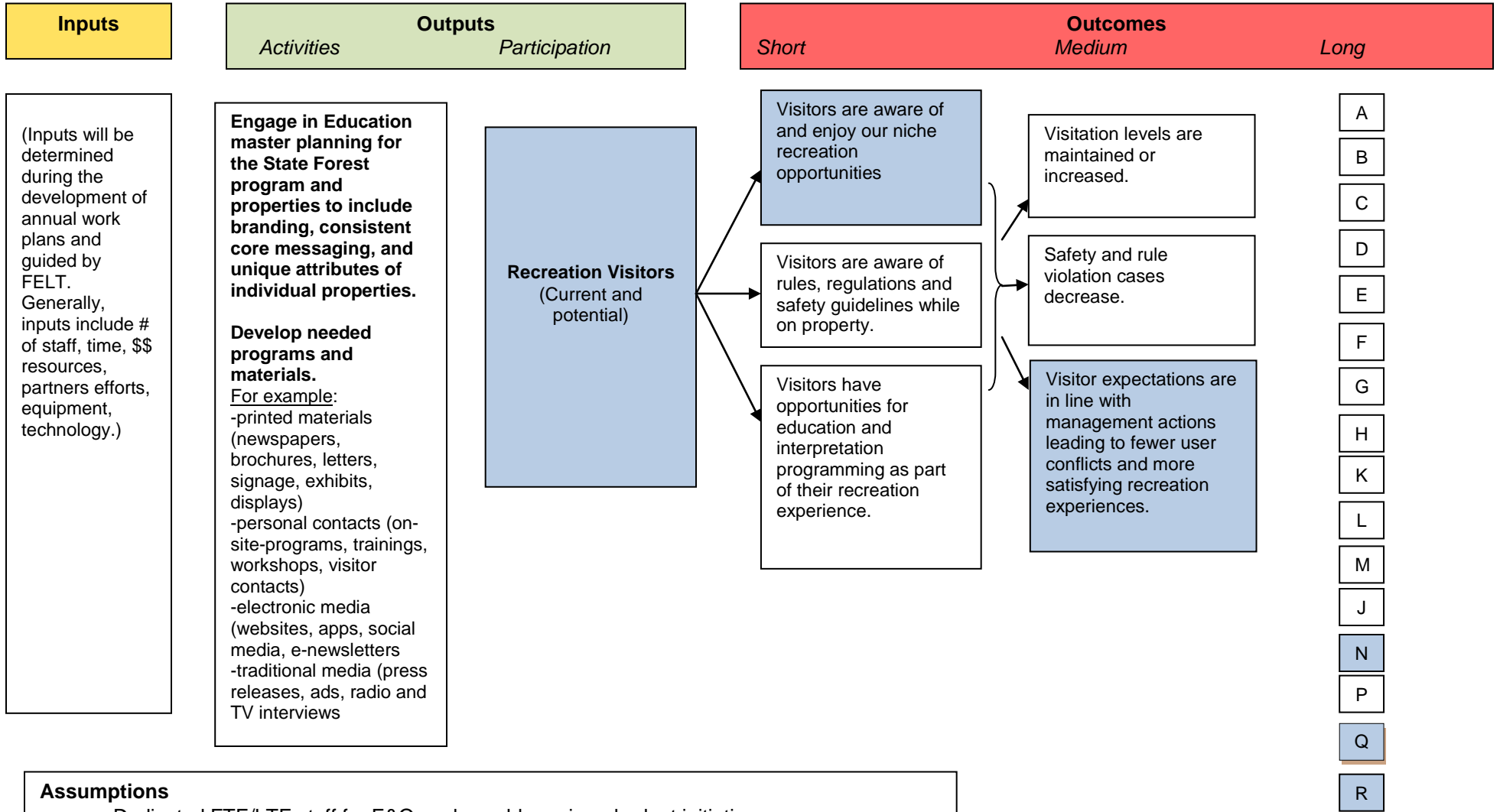
Audience Definitions:

Recreation Visitors (current): Members of the general public that are on a state or county forest property. They are from all walks of life and may be rural landowners, urban dwellers, landscapers, nursery owners, loggers, professional foresters or other natural resource professionals, college students, K-12 students, scouts, etc. “Property visitors” cross (include) all of the Division of Forestry’s target audiences.

Recreation Visitors (potential): Members of the general public that are not on a state or county forest property. Like property visitors, they are from all walks of life and may be rural landowners, urban dwellers, landscapers, nursery owners, loggers, professional foresters or other natural resource professionals, college students, K-12 students, scouts, etc. “Potential visitors” cross (include) all of the Division of Forestry’s target audiences.

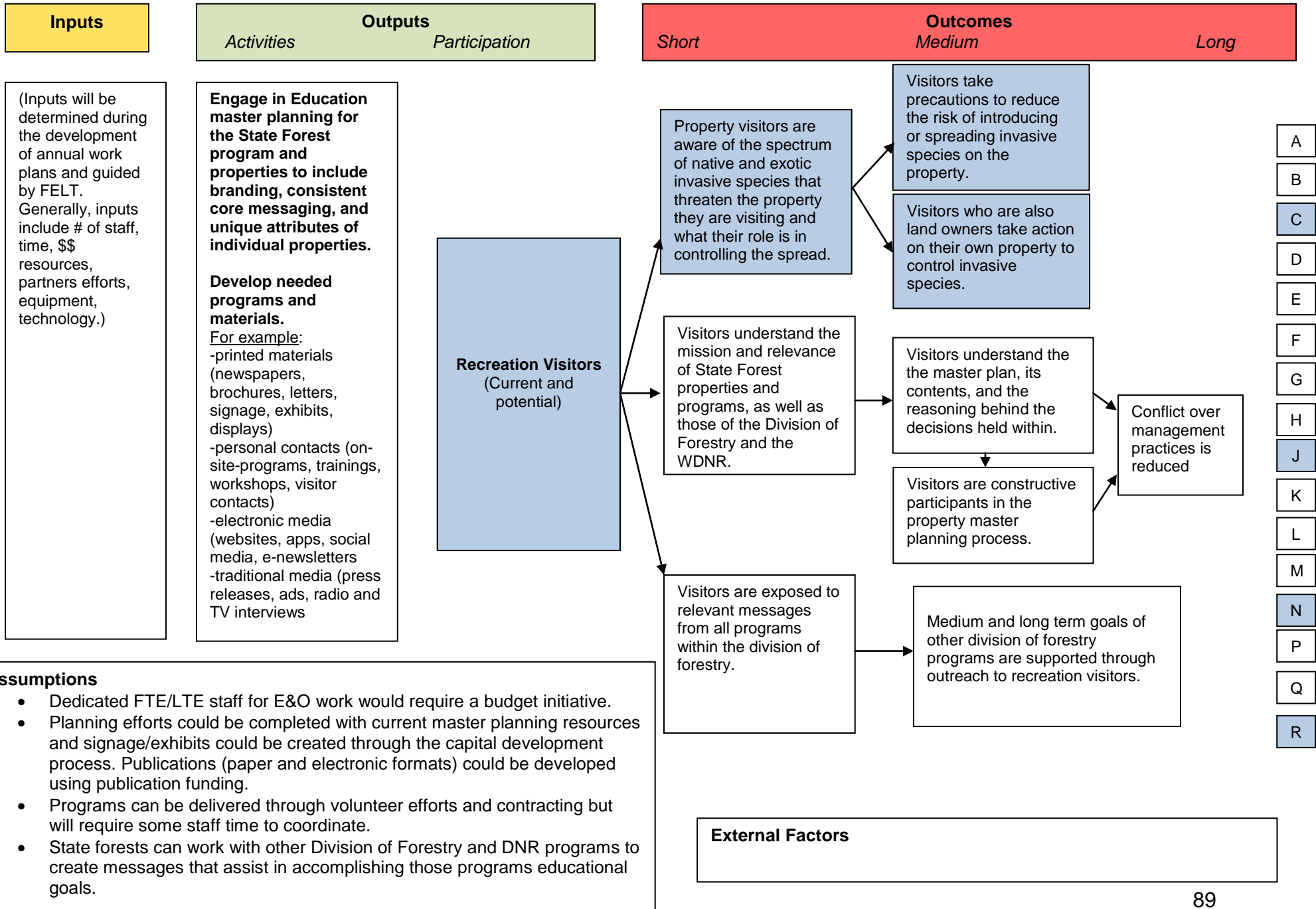
Program: State Lands Logic Model

Audience: Recreation Visitors



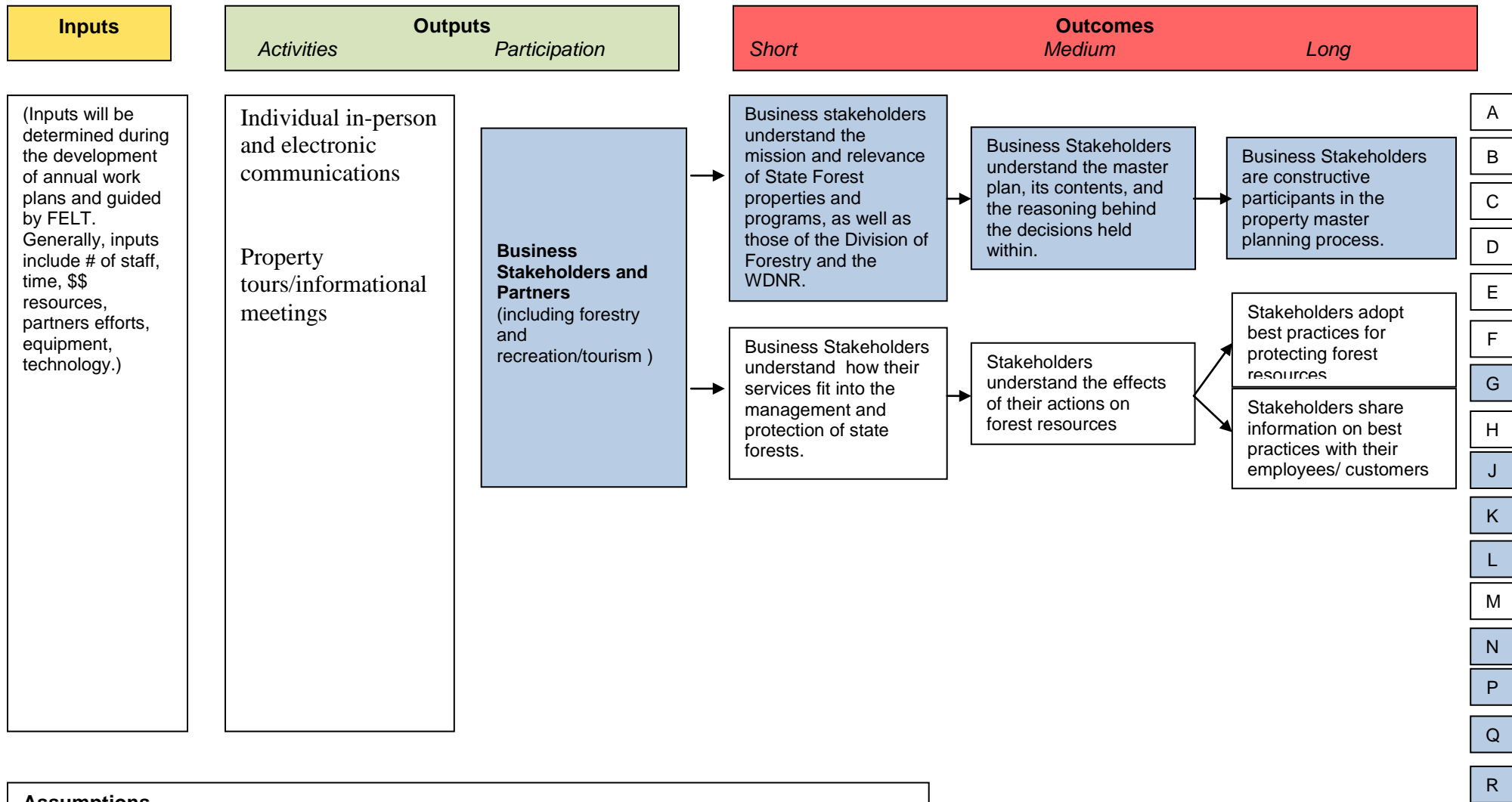
- Assumptions**
- Dedicated FTE/LTE staff for E&O work would require a budget initiative.
 - Planning efforts could be completed with current master planning resources and signage/exhibits could be created through the capital development process. Publications (paper and electronic formats) could be developed using publication funding.
 - Programs can be delivered through volunteer efforts and contracting but will require some staff time to coordinate.
 - State forests can work with other Division of Forestry and DNR programs to create messages that assist in accomplishing those programs educational goals.

External Factors



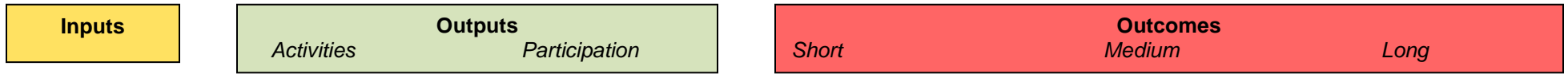
Program: State Lands Program

Audience: Industry (Business Stakeholders/Partners)

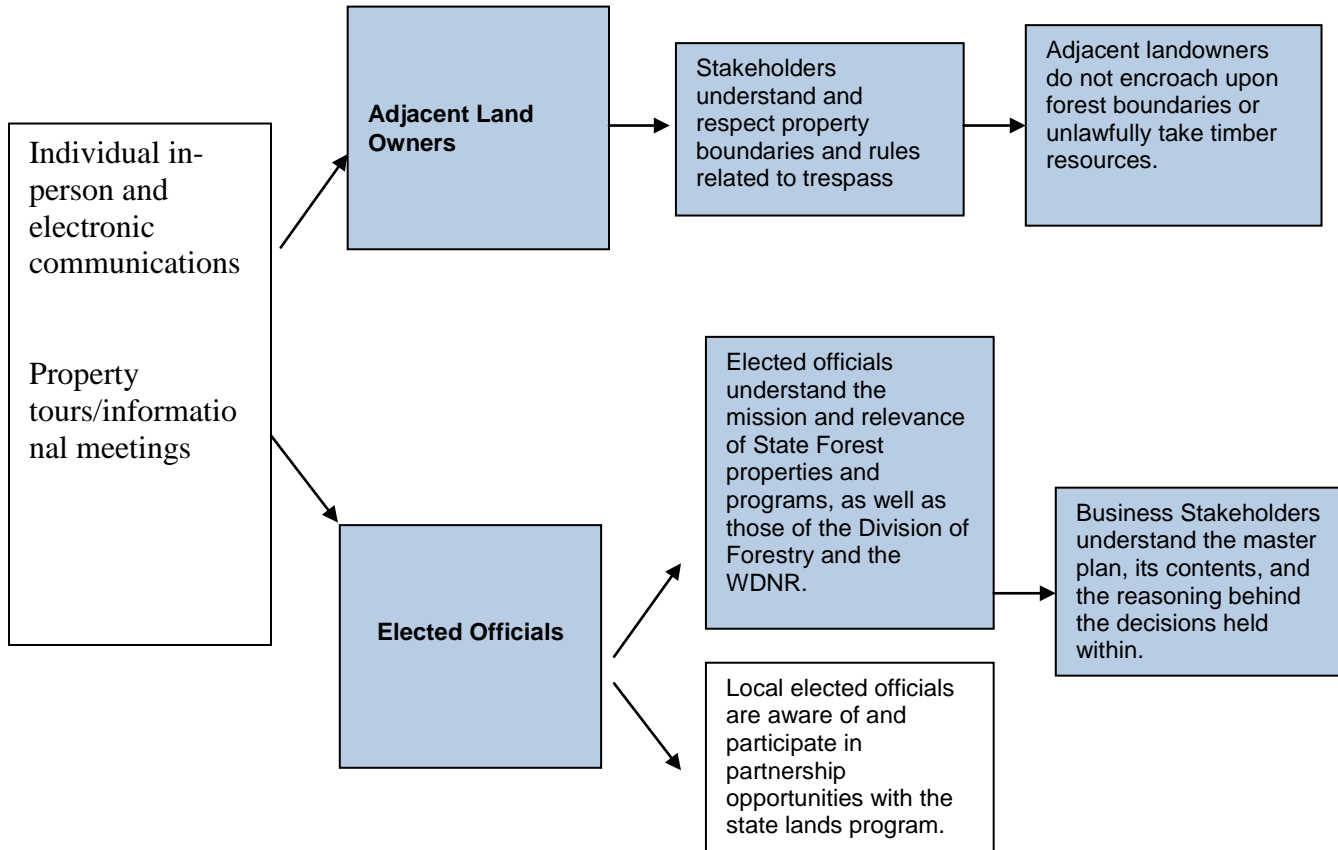


- Assumptions**
- Dedicated FTE/LTE staff for E&O work would require a budget initiative.
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External Factors



(Inputs will be determined during the development of annual work plans and guided by FELT. Generally, inputs include # of staff, time, \$\$ resources, partners efforts, equipment, technology.)



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Assumptions

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External Factors

Logic Model for: Urban Forestry (UF)

Strategic Direction Role Statement: The Division's role in urban forestry is that of a facilitator to bring interests together and build partnerships to advance urban forestry as practiced by local communities, private sector specialists, and community organizations. The Division will shift emphasis from a public "street tree" model to an integrated "community canopy" model that better reflects how it can maximize the public benefits from all trees and forests in our communities. The Division helps establish and advocate for best management practices in coordination with partners.

Strategic Direction Intent Statements:

- The Division will focus assistance at a multi-community scale and will do less individualized local program delivery. (UF-1)
- The Division will increase the focus on developing broad scale partnerships and funding methods to enable communities, regional planning commissions, tribes, foundations, non-profits and professional organizations to add value to urban forests. (UF-2)
- The Division will maintain the urban forestry grant program at current levels and encourage multi-community partnerships, to leverage local resources. (UF-3)
- ~~The Division will increase investment to help create and support a statewide inventory and assessment of the urban forests of Wisconsin to provide best available data for program planning and prioritization of efforts. (UF-4)¹~~
- The Division will decrease investment in outreach and education initiatives. The Division will focus on partnerships that can provide services and tools to local governments and organizations working in small communities and those without active urban forest management. (UF-5)

Statewide Forest Goals this program addresses: (see long term outcomes in logic model)

(I) URBAN - Urban forests are more species diverse with greater tree canopy.

(J) INVASIVES – The spectrum of native and exotic invasive species is being addressed to minimize loss of forested ecosystem functions.

(M) MITIGATION – Forests will increasingly be used as a tool to mitigate climate change.

(N) FOREST VALUE - Forest ecosystem services have economic values that are realized and managed to maximize the benefits to society and improve quality of life.

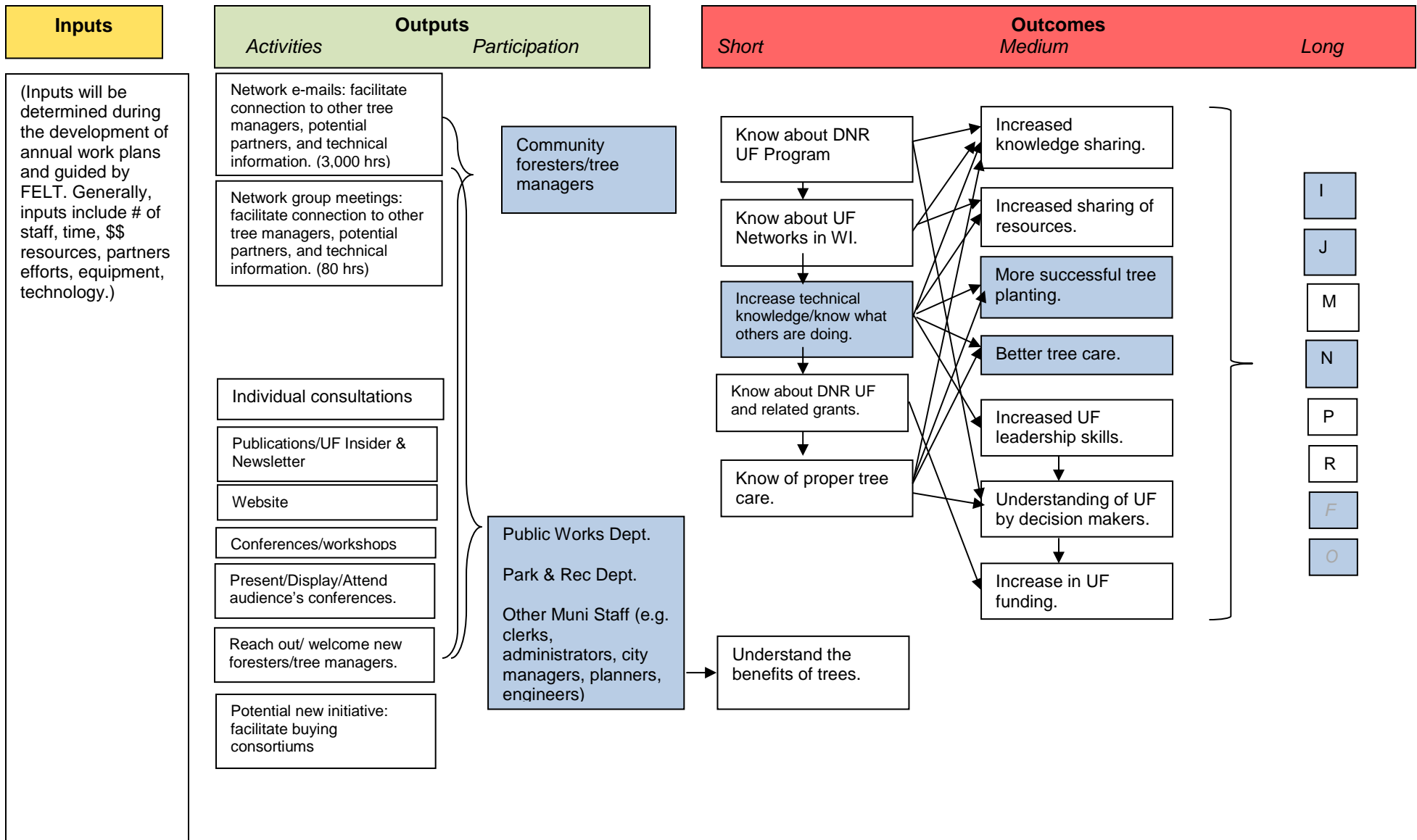
(P) CAPACITY - Forest management/protection providers, business, and other organizations in the forestry community have increased capacity to protect and sustainably manage forests.

(R) FIRE, SAFETY, AND LAW ENFORCEMENT – Human life, property, and forest resources are at reduced risk of harm or loss.

¹ Intent statements that are struck out mean that education and outreach efforts will not address these program goals.

Program: Urban Forestry (UF) Logic Model

Audience: Resource Professionals (Local Government Tree Managers)

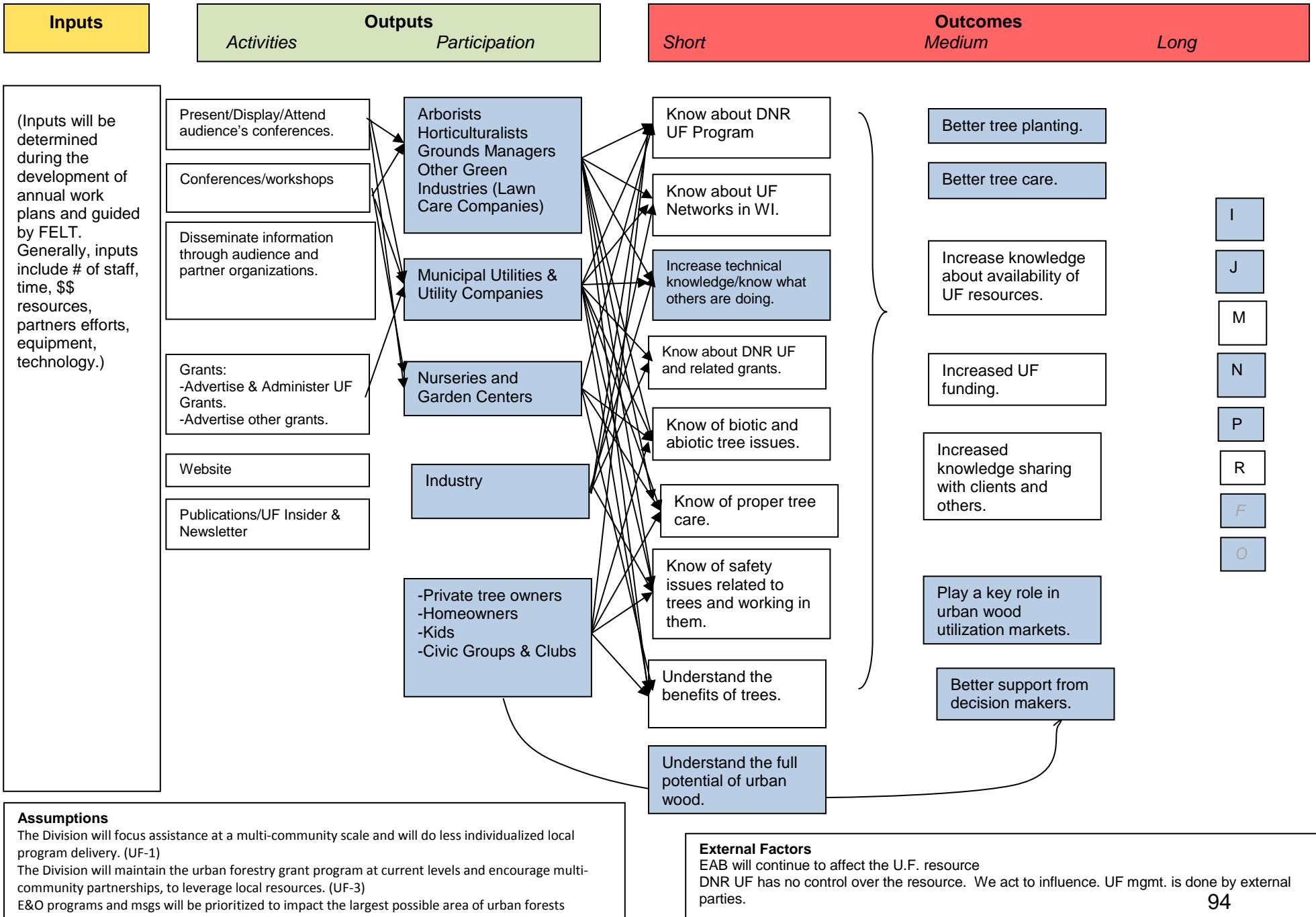


Assumptions
 The Division will focus assistance at a multi-community scale and will do less individualized local program delivery. (UF-1)
 The Division will maintain the urban forestry grant program at current levels and encourage multi-community partnerships, to leverage local resources. (UF-3)
 E&O programs and msgs will be prioritized to impact the largest possible area of urban forests

External Factors
 EAB will continue to affect the U.F. resource
 DNR UF has no control over the resource. We act to influence. UF mgmt. is done by external parties.

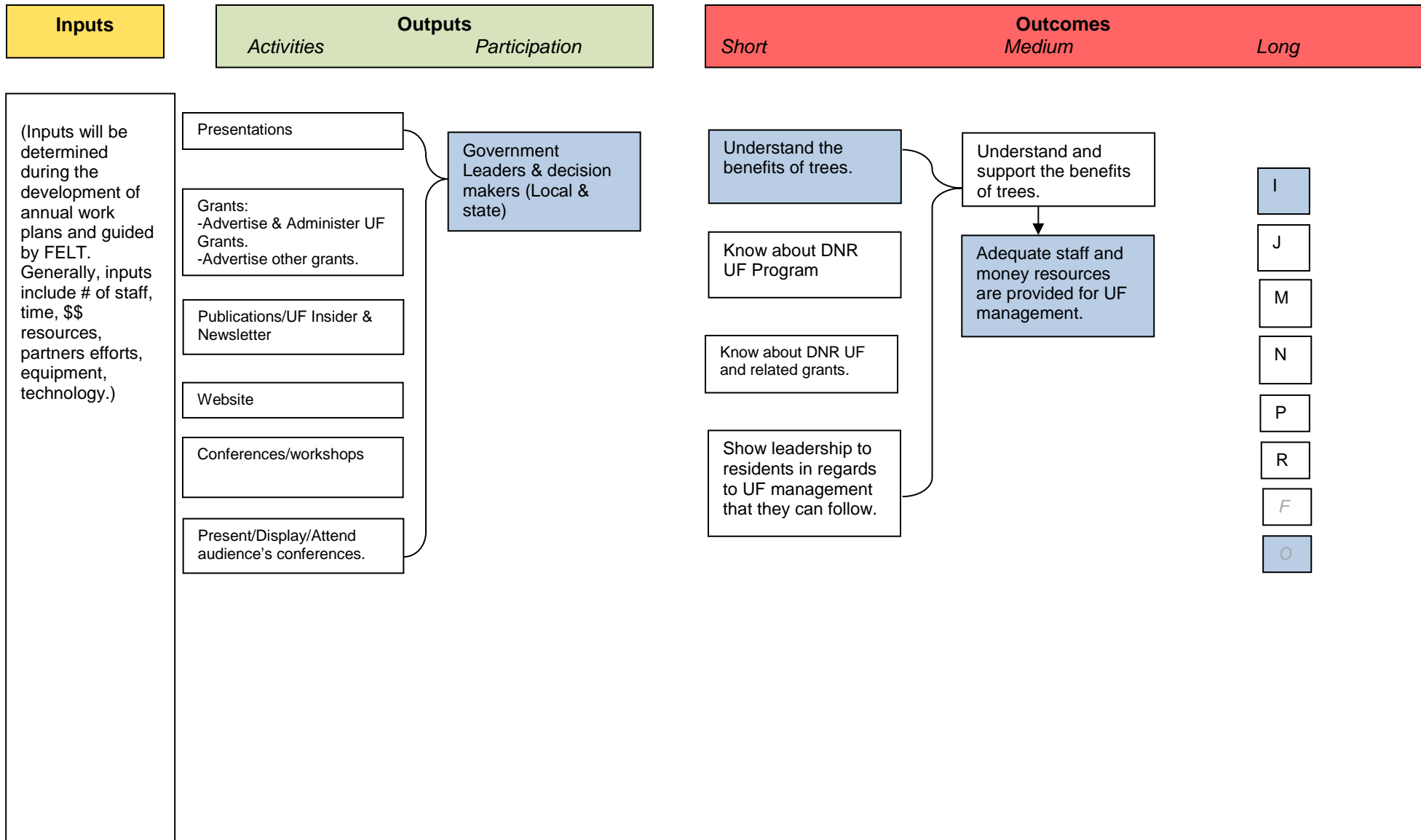
Program: Urban Forestry (UF) Logic Model

Audience: Arborists, Homeowners and Others directly doing the work



Program: Urban Forestry (UF) Logic Model

Elected Officials and Decision Makers



Assumptions

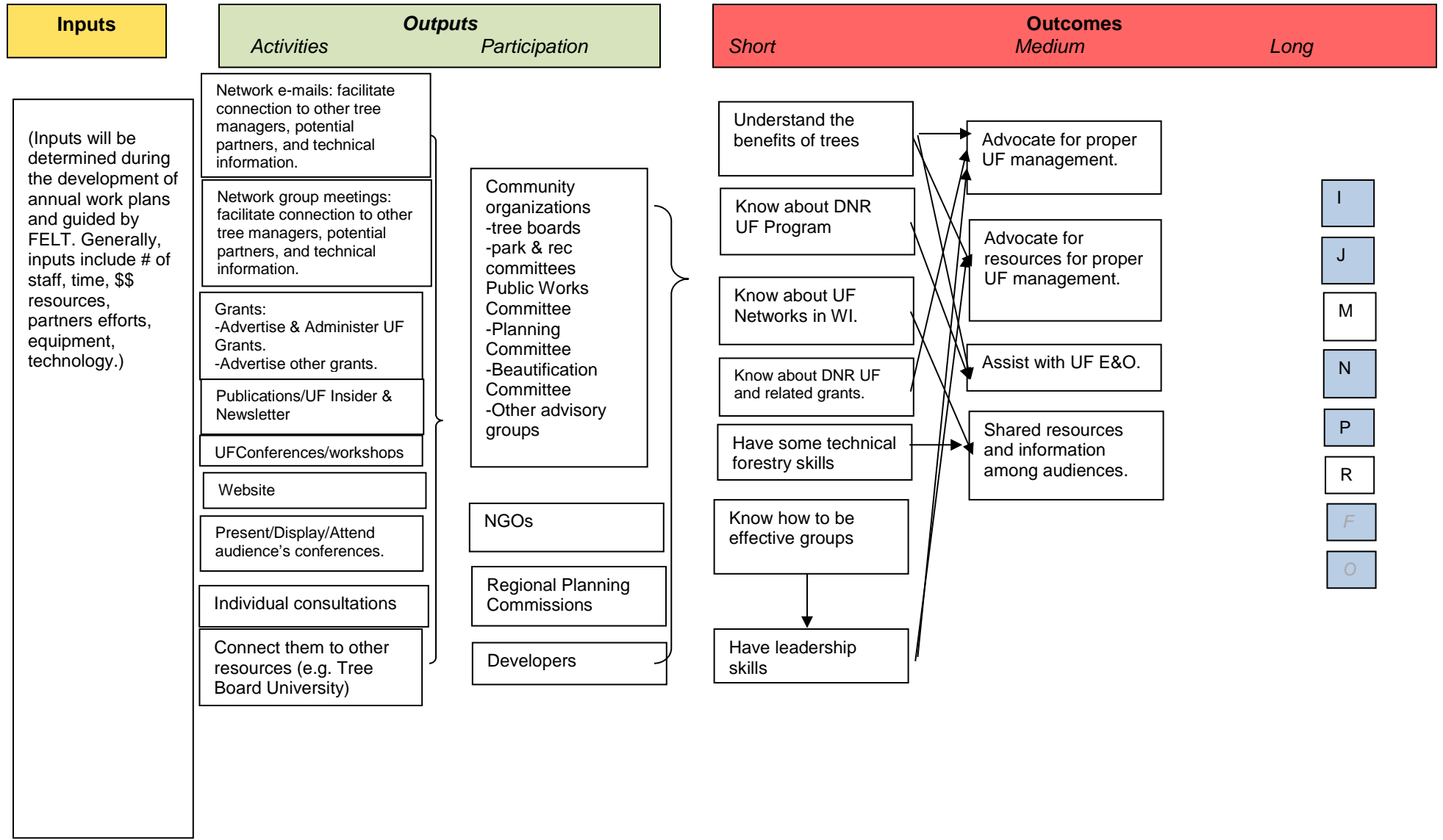
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External Factors

EAB will continue to affect the U.F. resource
 DNR UF has no control over the resource. We act to influence. UF mgmt. is done by external parties.

Program: Urban Forestry (UF) Logic Model

Audience: Tree Boards, NGOs, and Other Potential Advocates



Assumptions

The Division will focus assistance at a multi-community scale and will do less individualized local program delivery. (UF-1)
 The Division will maintain the urban forestry grant program at current levels and encourage multi-community partnerships, to leverage local resources. (UF-3)
 E&O programs and msgs will be prioritized to impact the largest possible area of urban forests

External Factors

EAB will continue to affect the U.F. resource
 DNR UF has no control over the resource. We act to influence. UF mgmt. is done by external parties.

Program: All Programs

Audience: Youth (children & students)

