

Junior Forest Ranger

Strategic Planning Meeting Planning Review September 16-18, 2003

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COMPANY PROPRIETARY

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Vision

<i>Core Ideology</i>		<i>Envisioned Future</i>	
<i>Core Values</i>	<i>Core Purpose</i>	<i>Big Goal</i>	<i>Description</i>
<ul style="list-style-type: none">• <i>Environmental responsibility</i>• <i>Fun</i>• <i>Good Citizenship</i>• <i>Self-discovery</i>	<i>To motivate children to explore the natural and cultural world and embrace their responsibility to it.</i>	<i>Junior Forest Rangers will become responsible, environmentally-articulated, leaders worldwide.</i>	<ul style="list-style-type: none">• <i>Environmentally knowledgeable and responsible world leaders who appreciate and explore the natural and cultural world.</i>

Mission

Creating a successful Junior Forest Ranger Program that is:

- Multi-faceted;
- Rolled-out, (delivered and utilized by providers)
- Sustainable;
- Self-supporting; and,
- Accepted with favorable response rates of over 90%.

Defined Strategy

Over the long term:

By 2008 we will have solid feedback on the initial JFR product with a favorable response rate of at least 90%. Building on the success of the new JFR product, we will have developed and implemented new strategic plans for ensuring the development and viability of a JFR program to compliment the JFR product.

The product and program's focus will be to motivate youth to explore the natural and cultural world and embrace their responsibility to it. We will particularly target the initial ages 7-13.

The JFR product will be flexible enough to support both a site based and a national program. The product can be used in either environment supporting partners, Forest Service employees to schoolteachers equally well.

The product template will facilitate localization – the exact ratio of common elements vs. localization will evolve based on research and our initial experience.

The scope of the product and the JFR program will include more than fire prevention awareness. Smokey Bear figure will be used to feature the fire prevention section of the product. Smokey Bear is broadly recognized and it is important to keep it as part of the product and program.

We will develop and maintain strong, positive relationships with our partners. We will solicit full input from the partners at every stage of development and launch. State partners, federal agencies, and ngo's will be included in the review and shaping of the product.

We will fully integrate the use of modern technology such as multimedia, the Web, etc. as it directly relates to our target market

Over the mid-term:

By July 2005 we will have successfully launched a new JFR product and be fully prepared for distribution backed up with a launch marketing plan.

The product will be developed based on solid market research and the regular input and review of our partners.

After selecting the topics and developing the product's activities, the product will be pre-tested to ensure compliance with quality standards. During the pre-testing stage the product will be assessed in the areas content, level of difficulty of the activity development, graphic design, vocabulary, and the overall product effectiveness. The established approval process for text and graphics will be followed to ensure compliance with the Forest Service and USDA regulations.

JFR product monitoring will be conducted through the National Symbols Cache.

A system will be implemented to evaluate the product and provide feedback to the development of the program and follow on products.

Defined Goals

1. Initiate and obtain effective research on what kind of product will be more effective with the Nation's youth.
2. Conduct effective review meetings with partners and collaborators.
3. Develop business plan and funding for the product and program development.
4. Launch product development process.
5. Implement product roll out.
6. Monitor and evaluate product.

20 Oct 03

Key Result Measures

1. **Initiate and obtain effective research on what kind of product will be more effective with the Nation's youth.**
 - 1.1 Determine the information required to provide researcher.
 - 1.2 Complete statement of work for research contractor.
 - 1.3 Award research contract, follow up, complete research.
2. **Conduct effective review meetings with partners and collaborators.**
 - 2.1 Attend NWCG review meeting by May 2003..
 - 2.2 Hold a second Strategic Planning Team meeting in September 2003.
 - 2.3 Hold second NWCG review meeting.
 - 2.4 Maintain ongoing active communication with the leadership from the State and Private Deputy Area.
 - 2.5 Provide ongoing product status and updates to the Partners in Resources Education (PRE) group.
3. **Develop business plan and funding for the product and program development.**
 - 3.1 Identify funding sources.
 - 3.2 Strategic Planning Team members identify possible funding sources by August 2003.
 - 3.3 Business Plan written by March 2004.
 - 3.4 Business Plan presented, revised, and approved by leadership by April 2004.
4. **Launch product development process.**
 - 4.1 Determine themes/topics based on research findings by June 2003.
 - 4.2 Develop themes with input from follow up meeting with Strategic Planning Team.
 - 4.3 Hiring a contractor to develop product activities.
 - 4.4 Pre-test themes and product.
 - 4.5 Follow product approval process: text and graphics.
 - 4.6 Complete final review and sign off on product.
 - 4.7 Launch marketing plan.
5. **Implement product roll out.**
 - 5.1 Successfully launch and roll out product to correspond with the 100th F.S. anniversary – July 2005.
6. **Monitor and evaluate product.**
 - 6.1 Establish an approval process for text and graphics.
 - 6.2 Monitor distribution by the National Symbols Cache.
 - 6.3 Re- evaluate product.

20 Oct 03

Calendar of Action Steps

Action Steps 18 Sep 03	Accountable Person	Due By Date	Status
2.4.1 Inform other states of our team's accomplishments and invite them to contribute	DCH	Ongoing	
6.2.1 Monitor accomplishments of working team and the status of the JFR program	DCH	Ongoing	
2.4.1 Maintain ongoing product status and updates for PRE	Denver J.	Ongoing	
2.4.1 Maintain ongoing active communications with state & private Forestry leadership	Denver J.	Ongoing	
1.3.1 Monitor Research progress	Iris V.	Monthly	
2.4.1 Talk up JFR at meetings, conferences and interagency events.	Karen B.	Ongoing	
4.5.1 Keep the development process sensitive to our consumers and how we can enhance their lives.	Lang R.	Ongoing	
2.5.1 Share results of September meeting with Partners in Resource Education	Denver J.	10/15/03	
2.5.1 Initiate emails and conference calls for the core team to keep things moving along between meetings.	Denver J.	10/15/03	
2.2.1 Contact Forest Service Partnership coordinators	Iris V.	10/15/03	
5.1.1 Research requirements for Presidential Proclamation	Wanda H.	10/22/03	
1.3.2 Identify who is the audience for the product, what is best format to reach our audience	Lang R.	11/03/03	
1.3.3 Determine if one product addresses our proposed age range	Lang R.	11/03/03	
4.4.1 Work with or hire a product development expert - Creative Consultant - to develop product prototype	Iris V.	11/10/03	
5.1.3 Contact NPS Interpretive Rangers, USFS Rangers, school groups, etc. to get reactions to the potential Jr. Ranger Day proclamation & what ideas they might have to do on that day	Bob F.	12/22/03	
4.4.2 Provide assistance on graphics development	Chris C.	12/22/03	
1.3.7 Look into trademark issues	Denver J.	12/22/03	
2.5.1 Engage partners in Resource Education as participants in JFR	Denver J.	12/22/03	
2.5.1 Explore JFR connection to National Public Lands Day with National Environmental Education and Training Foundation	Denver J.	12/22/03	
3.3.2 Gather potential guidelines for effective use of program materials	Denver J.	12/22/03	
5.1.5 Gain the favor of people in key places for a National Junior Ranger Day	Denver J.	12/22/03	
1.3.5 Publish research online	Iris V.	12/22/03	
3.3.1 Hire or partner to create the business plan or adapt an existing model	Iris V.	12/22/03	
4.3.1 Hire contractor or work with state partners for graphic development	Iris V.	12/22/03	
4.4.3 Consult educational experts for alternative product development	Iris V.	12/22/03	
4.6.2 Forest Service experts review initial prototypes	Iris V.	12/22/03	
1.3.6 Count the number of Smokey's in the Bergethon collection	Karen B.	12/22/03	
5.1.4 Poll reactions & attitudes of field interpreters on a Presidential Proclamation for National Junior Ranger Day	Karen M.	12/22/03	
1.3.4 Find out how many FS employees were once Jr. Forest Rangers	Wanda H.	12/22/03	
5.1.2 ID venues for PR prior to JFR rollout in 2005 such as the Folk Life Festival or the Boy Scout Jamboree etc.	Wanda H.	12/22/03	
2.2.1 Find opportunity to build program partners by inviting Coloradoans to the table at the Denver meeting	Denver J.	1/15/04	
2.2.1 Research possible field trips that would enhance the meeting	Karen B.	1/15/04	
3.3.3 Draft the distribution section of the business plan and report on distribution model at the next meeting and trust Iris	Bob B.	02/01/04	
3.1.1 Provide information from Funding Sources to incorporate in business plan	Karen B.	02/01/04	
3.3.4 Business Plan drafted	Iris V.	03/01/04	
1.3.8 Interface with Lang about ideas for potential products to run by focus groups	Iris V.	03/15/04	
1.3.9 Complete Phase II of research and report at next meeting	Lang R.	03/15/04	

2.2.1 Host the strategic renewal meeting in late March or early May in Denver	Karen B.	05/15/04	
4.6.1 Conduct a review of creative consultant's progress with internal team review and partners in Tahoe	Iris V.	12/14/04	
5.1.6 Product distribution working	Iris V.	04/05/05	
6.2.4 Develop a customer response form via the web page	Bill Disbrow	07/05/05	
6.2.2 Determine possibility of being on National Youth Visitor Monitoring process	Iris V	07/05/05	
6.2.3 Develop a customer response postcard to be placed in product	Iris V	07/05/05	
5.1.7 Product is available	Iris V.	07/05/05	
6.2.5 Establish a process for evaluating product and providing feedback	Ops. Mgr	07/05/05	

Team Members Written Commitment

As a member of this team, I,
Karen Maher, am committed to
Vision, Mission, and Strategic
Plan support, etc.

06 FEB 2003
I AM COMMITTED TO THE FOCUS AND
DEVELOPMENT OF THE JUNIOR FOREST
RANGER PROGRAM. I INTEND TO
MONITOR AND CONTACT THE
WASHINGTON OFFICE IN THEIR
EFFORTS. I ALSO OFFER MY SERVICES
IN ~~THEY~~ ANY WAY I CAN - DC Xmas

As a member of this team, I RODNEY KINGLUND, am highly
committed to the Vision, Mission, and strategic goals of
the Junior Forest Ranger Program.

Rodney Kinglund
FEB 6, 2003

As a member of the JFR
Team I am committed to
our mission, vision,
& Strategic Plan

Joe Hoque MC
2/6/03

As a member of the JFR
team I am fully committed
to our mission, vision,
& strategic plan.

Kam Baggett
2/6/03

I commit to supporting &
advancing the new & improved
Jr. Forest Ranger program.


2-6-03

Wanda Hawman

As a Member of this team, I
commit ~~to~~ my efforts and
my passion to meeting the
Vision, Mission, & Goals for the
JFR Program we have
developed. 
2/6/2003

AS A MEMBER OF THE
JFR STRATEGIC TEAM
I COMMIT TO
KEEPING OTHER PARTNERS
ENGAGED, TO MAINTAINING
COMMUNICATION WITH
FS LEADERSHIP AND TO
SUPPORTING THE CE
STAFF IN ~~MEETING~~ LEADING
A SUCCESSFUL PROCESS
FOR A SUCCESSFUL ^{JFR} PRODUCT
AND PROGRAM.

[Signature]

- JAN 6, 2003

AS A MEMBER OF THIS TEAM
I AM COMMITTED TO
ONE DAY FINISHING A JFR
BOOK!

[Signature]
2/6/03

As a member of the Junior Forest Ranger Planning Team, I, Bob Fikmann, support the vision, mission, & strategic goals that have been outlined this week, and to continue efforts to ~~complete~~^{bring} the product/program to fruition.

☺

Bob Fikmann

2-6-03

As a member of this team I will make sure that the strategic plan for the re-vamping of the Junior Forest Ranger program is fully implemented.

Planning Calendar

Share results with company distribute mission and goals for review.	February 14, 2003
Publish plan with revised action plans.	February 24, 2003
Milestones update built into team meetings.	February 24, 2003
Milestones reviewed at team/review meetings.	Monthly
Review and revise plan (full day retreat) date tentative	September 16-18, 2003
Annual two day planning retreat for 2003 strategic plan date tentative	January 27, 2004 January 28, 2004

Strategic Review Agenda

1. Opening Remarks

Meeting Ground Rules and Roles.

Strategic Planning Process and Assumptions.

2. Meeting expectations and what would be an ideal outcome today.

3. Accomplishments since the last review.

4. Non-accomplishments, why, and our actions/responses.

5. What the team has learned.

6. Identify any major changes that warrant a change in the plan.

7. Review and recommit **Vision and Mission.**

Strategy.

Strategic Goals

8. Review & Revise **Action Plan Key Results Measures.**

Action Plan Action Steps.

9. What is the three to six month focus?=-

10. Update planning review calendar - review and evaluate meeting.

What would be an ideal outcome today?

Retreat Objectives:

1. Develop parameters for themes/topics selection of final product
2. Identify potential partners and funding opportunities
3. Update the first phase of the socio/marketing research
4. Experience Yellowstone through the eyes of a Jr. Ranger
5. Update strategic plan and agree on action for the next six months

First day: What would be an ideal outcome?:

- If we develop materials to be utilized by state programs, and if we have input into the decisions made about the programs
- If we have an excellent educational product for people to gain the knowledge required to make responsible decisions about resource conservation
- If we work together to develop a solid, better grounded understanding of who it is we are trying to reach
- If we successfully combine research findings with the experience of the people in this room
- If we define a clear path with key steps for an excellent launch of the JFR program in 2005
- If we set the groundwork... set the parameters and the guidelines for the development of a product we can take pride in... if we agree on all the components and the priorities
- If we include a strong fire prevention component maximizing Smokey
- If we succeed in updating the plan for 6 more months... take a look at what we've done and figure out what needs to be done next and how we can all help make this happen
- If we develop a great product line... something children will want to tell their friends about
- If we have increased distribution
- If we succeed in making JFR more positive, more interesting, more fun for kids

Third day: What did you like best about yesterday's session?

- Steps in the direction of substance...progress toward a product
- Brainstorming to specifics... meat and potatoes and the research presentation
- The dynamics... the vibrant interaction leading to things beginning to fall into place
- The realization that we share the same concerns... and we are all in this together
- The research and how we are able to use it to open our minds to understand our target market... It serves for both validation and discovery
- Learning the process of research and being aware of my own bias and then... seeing the Milky Way
- The walk with Ranger Shannon provided validation and enrichment of the research
- Enjoyed the openness of the dialogue and hearing everyone's contributions... like the geysers, bubbling and blurping and finally erupting.... We are making progress.

Accomplishments

(consensus)

Major accomplishments:

- The decision has been made to make this a Forest Service product funded by the Forest Service
- We are staying with it... getting everyone together regularly
- We got funding for the research
- We have begun to identify the parameters and boundaries
- We have built a close-knit team from a diverse bunch
- We have created an atmosphere where everyone can speak their minds

In this meeting we have:

- Agreed to keep the name
- Agreed on the prioritization of components
- Agreed on product theme development
- Agreed that this will be the “Core Team” for theme development, and we will invite in content experts as needed
- Agreed on location and tentative dates for our next meeting
- Agreed that we need a partnership plan which applies the *Pareto Principle*

Non-Accomplishments

(Consensus)

1. Our effort to engage partners in resource education is moving too slowly

Action

Link JFR to HOL			
Share the results of this meeting with partners			

2. Lots needs to be done between now and 2005... logistics, finance, operations... moving slowly

Why: We have been moving slowly because we have been building a solid base...

Why: We have been establishing a framework to grow

Action

We need a business plan			
We must have a proto type by next meeting			
Keep the email and conference calls going between meetings to keep this things moving along			

3. We have not yet decided about the distribution methods

Action

Figure out how we can take advantage of the cache			
Can we factor in a cushion to fund fulfillment systems?			
What are the existing avenues of JFR distribution?			
<ol style="list-style-type: none"> 1. Contact Ranger for a package to complete to get certificate on the spot or send in for it 2. Pick up the kit at a visitor center and complete and send in 3. Request online 4. Teachers order 5. Partners/interpretive associations acquire and distribute 			

4. We still don't know the make-up of the package a new JFR will receive

Action

Phase II research needs prototypes/ideas to run by the focus groups			
We might consider the rollout product a pilot if we run short on time			
We will need some guidelines for distribution of JFR materials			

What's Changed?

(consensus)

∴ Nothing has changed that warrants a change in our vision, mission, or strategy.

Discussions

The Yellowstone Junior Ranger Field Trip...

Individual <i>Snapshot/Memories of the Day</i>	Group Consensus on <i>Lessons Learned</i>
The two waterfalls... the colors... the rain and the cameras	What is it that will amaze the human eye? Some were touched by the splendor of Yellowstone Canyon... others by the tiny, delicate chipmunk... It is often the simplest of things that touch the soul
The beautiful blue Black Hole	All water is not blue... We never will have all the answers... Just when you think you have everything figured out... there are new surprises waiting to be discovered... It is about Self Discovery
The Fishing Cone	Opportunity abounds
The '88 fires followed by the rebirth of the forest	Recognizing the resiliency of life
Watching all the people take it all in... They represent many races, counties, demographics ... Seeing how differently each responds... Reactions were so broad and varied... Interesting to try to figure out why they are all here	Good to know we are keeping a space where all these people can respond, each in his or her own way... Seeing this place and making some connection with personal experiences
The eagle in flight	Represents hope for the future that people (we) can make a difference... turn things around for the good
Standing on the edge of steep places	It's not trespassing to go outside your own boundaries
The mountains and the water together in one place	Symbolized making the connection for each individual, the triggering of a memory
The small band of Robins and the Wilson Warblers	If we take the time to linger and observe we will see many wondrous things
The Coyotes at the carcass suddenly alert to something much bigger... much more threatening	A raw moment that was not sugar coated Getting in touch with wildness... with life and death... with highly tuned instincts for preservation
Interest in people who may have come before us	How did they interact with this environment? How have others lived in this place? Seeing people's place in this world not separate from, but as part of the environment
The colors... the depth of the canyon...	One can never hope to capture the depth and scale without being there! The importance of place-based learning

The clearing of the tree from the road	Good citizen ship And... It's good to have a guide when you go exploring... a safe place to learn
Katie's smiles and sayings helped us see this place through the eyes of a child	Seeing a family together here in this place and remembering how important children are in the scheme of things. Never underestimate the power of kids
This was just fun	Laughter and learning go hand in hand Remember the "sucker holes" and the "blurping" It's good to relax... We work so hard... We got drunk on the grandeur today.
The changing weather... the wind song... the falling of the trees	The falling trees we saw today were not just the result of the sudden gust of wind but many things over the years...

∴ We can accomplish our mission with sustained effort!

Langbourne Rust's PowerPoint presentation

Junior Forest Ranger Program

Targeting Study Report on Phase 1



by Langbourne Rust

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Key Assumption

- **Lots of different kinds of people.**
 - » Different motivations, benefits, obstacles
 - » Some have more potential for the JFR program than others

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Mass-market limitations

- One-size-fits-all marketing
- Lowest-common-denominator product.
- Often fail to motivate the most-motivated individuals.
- Resources wasted on people who are unlikely to respond.

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The modern marketing alternative

- Psychographic segment marketing
- Find out what kinds of consumers there are
 - For the kinds of activities/products we will be selling
- Decide which kinds to target.
- Make programs, products & promotion for them

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The current project

- **Research Phase 1:** Analysis of survey data
 - » Identify segments, statistically.
 - » Begin psychological profiles.
- **Project Team**
 - » decide on segment(s) to target and appeals to explore.
 - » create preliminary program & product concepts.
- **Research Phase 2:** In-depth consumer interviews
 - » Probe motivations & perceptions of target segments.
 - » Explore their reactions to the initial program & product concepts.

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Phase 1: Analysis of Survey Data

- NSRE: National Survey on Recreation and the Environment. 3 Datasets:
 - » 1994-5, 2000 Version 4, 2000 Version 14
- Analyze existing survey data
 - » Segmentation:
 - Identify motivationally coherent clusters of consumers. (CHAID)
 - » Profiling
 - Develop psychological profiles of each one.
 - (Grounded Theory Development)

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The NSRE samples

- All: Filtered to include persons who were:
 - » 25 to 49 years of age
 - » In households with 1 or more children under 16.
- For NSRE2000 Version 4, also...
 - » "Spend time raising children or attending activities related to them?" = frequently or sometimes
- For NSRE2000 Version 14 (Woodsy), also...
 - » children aged 3 to 10

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NSRE Data Set 1 – 1994-1995

- 1994-1995 Topics/Modules
 - » Demographics*, Participation*, Land management policies, Last trip, Favorite activities, Barriers to outdoor activities, Wildlife activities & opinions, (Disabled/Accessibility)
- (* = full sample, N = 4,459)

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NSRE Data Set 2 – 2000 Version 4

- Had access to:
 - » Demographics*, Participation*, Environmental questions
- Not given access to:
 - » Lifestyle (covering hobbies, education and self-learning, vacationing, household activities, etc)
 - » Wilderness (covering media use and credibility)
- (* = full sample, N = 1,231)

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NSRE Data Set 3 - 2000 Version 14

- Modules:
 - » Demographics*, Participation**
 - » Woodsy Owl*
- (* = full sample, N = 1,584)
- (** Not all participation questions were asked)

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Study plan

- Use Woodsy data to determine the best dependent variable
- Derive Segments from 1995 data
- Create profile from 1995 data
- Test segments on 2000 V4 data
- Refine profiles from 2000 V4 data
- Test profiles on Woodsy data

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Search for a dependent variable

- Best questions were in the Woodsy module
 - Talk to kids about the environment
 - Purchase environmental education
- But were not in other datasets.
- Needed a variable which:
 - » Was present in all 3 datasets
 - » Had a full sample in each
 - » Identified the people we want to reach.

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Nature center visitors

- "During the past 12 months ...did you visit an outdoor nature center, a nature trail, a visitor center, or a zoo?"
- In Woodsy data, this associated closely with ...
 - Talk to kids about environment Chisq = 68
 - Purchase environmental education Chisq = 26

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Statistical Segmentation

- Start with 1995 dataset
 - » Dependent variable = visit nature centers
- Independent variables present in all 3 datasets
 - » Participation, Demographics
- CHAID segmentation

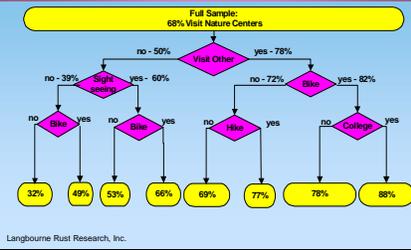
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CHAID Segmentation logic

- 68% of the sample had visited nature centers.
- Step 1: What independent variable (question) best predicts which people visited nature-centers?
 - Answer = visited history or prehistory sites
 - Historical/archeological visitors:
 - » Visitors: 78% went to nature centers
 - » Non-visitors: 50% went to nature centers
- Step 2: among history/prehistory visitors, what best predicts their nature-center visiting?
 - Answer: bicycling in past year
 - » Bikers: 82% went to nature centers
 - » Non-bikers: 72% went to nature centers
- Step 2a: among history/prehistory visitors who bike, what best predicts?
 - Answer: graduation from 4 year college or higher
 - » Graduates: 88% went to nature centers
 - » Non-graduates: 78% went to nature centers

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Segment Tree - from 1995 Survey



Profiling the Segments

- Creating profiles:
 - » critical but often ad hoc
- Grounded theory approach
 - » Rigorous qualitative analysis
 - guided by quantitative evaluation

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Segment One: High contrast list

Aware of NHPPS established by congress	11	Allow more private recreation devel.	-21
Day hiking: yes/no	11	Wilderness value: tourist income	-13
Running or jogging: yes/no	11	Age 25 to 38	-11
Sightseeing: yes/no	11	Number years lived in current city	-11
Attend sports: yes/no	11	Income less than 50K	-11
Non-pool swimming: yes/no	11	Unemployed	-6
Downhill skiing: yes/no	11	Big game hunting: yes/no	-5
Pool swimming: yes/no	11	Race/African American	-3
Study nature (water): yes/no	11		
Attend concerts: yes/no	11		
View wildlife: yes/no	11		

Questions on which segment 1 differed most from others

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Step 2: Test the hypothesis

- » Look at all 300 questions
 - (keeping the scores hidden)
- » Code them as reflecting "exercise" or not.
- » Tally the scores
 - "Exercise" was reflected in 50 of them
 - Higher-than-average scores were expected
 - The segment scored
 - High on 43 questions
 - At norm on 5
 - Low on 2
- » If performance is good, try to improve it.

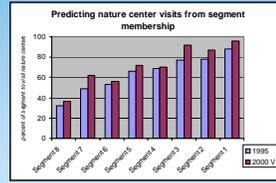
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Preliminary attributes for segment 1

- "Physically active in natural settings"
- "Knowledge seeking"
- "Trippers"
 - like activities that involve taking trips
- "Comfortable"
 - Have substantial economic resources and do activities that require major expense
- "Nature lite"
 - They like nature, but in moderation and they like it gentle

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Predicting to 2000 V4 dataset



1995 scores predict 2000 scores at $r = .97$

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An example

- Segment 1
 - » Located by ...
 - visited historical sites
 - rode bicycles
 - Graduated from college
 - » Had a high rate of nature-center visiting
 - 88% versus 64% for all others (in 1995)

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Generate hypotheses

- Look for differentiating attributes
 - » The more general, the better
 - » The better discriminating the better

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Step 3: Modify the hypotheses

- Search to redefine the attribute to
 - » 1. reduce errors
 - » 2. increase coverage
- Deviant case analysis
 - » The two deviant "exercise" items were ...
 - Play baseball
 - Play handball
- Redefined hypothesis:
 - » "be physically active in nature settings."

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Incorporate info from other questions

- Segment 1 people vs the norm:
 - » More likely to ...
 - have moved residences in past 10 yrs
 - Male, white, 40+, no children under 6
 - Income > 75K

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Conclusion

- The segments remain distinct and stable over time.
- The association with visiting nature centers remains strong
- However – Who are these people?

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Step 1: Hypotheses generation

- Start with the data
- Maximum-contrast list:
 - » Study the questions on which Segment 1 people scored highest and lowest relative to others.

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For example ...

- Exercise
 - 4 of the 11 highest items
 - 0 of the 8 lowest
 - (big game hunting usually means sitting in a tree for hours on end)

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Test it, etc.

- Recode the questions
 - » (without looking at their data)
- Tally the scores
 - » "Physically active in nature" denoted 57 questions.
 - Scored higher than norm in 54
 - At norm in 3
 - Below norm in none
- And so on

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Step 4: Check vs new data

- Check how they answer questions in other surveys.
- Elaborate the profile

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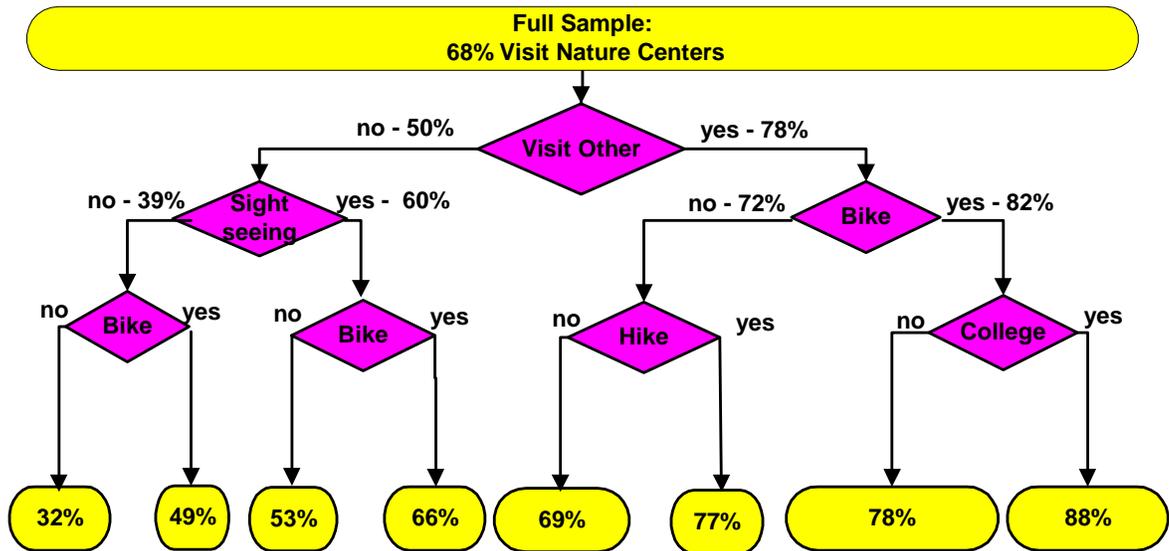
Langbourne Rust Research

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Langbourne Rust Research, Inc.

See Langbourne Rust's PowerPoint presentation attached. Full report will be published online when completed.



Preliminary attributes for segment 1

- “Physically active in natural settings”
- “Knowledge seeking”
- “Trippers”... like activities that involve taking trips
- “Comfortable” ... Have substantial economic resources and do activities that require major expense
- “Nature lite”... They like nature, but in moderation and they like it gentle

What are the criteria/filters for JFR component selection?

(Consensus following Langbourne Rust's research presentation)

- Does it align with our Vision (core values and purpose)
- Will it drive/sustain our economic engine?
- Will our Rangers/Partners... the folks working on the ground like it?
- Are we using the market research to insure maximum success?
(We define success by the number of unit participants)
- Are we focusing on the 20% that will deliver 80% of the results?

Karen Bergethon's report highlights:

Junior Forest Ranger Program Revision Team



Funding



Program expenses: web site development, materials, storage, mailing



Agency partners, new prospects and those with existing kids' programs



Corporate partners, benefits and constraints



Grants



Program development investment, product sponsorship



Existing products, Woodland

Where will Phase-II Funds come from?

(Brainstorm following Karen Bergethon's report)

- Government Allocation
- Corporate Partners... e.g. McDonalds, Highlights, Coleman etc.
- Nonprofit Partners...e.g. scouts, schools etc.
- Unit purchases/fulfillment centers... local, site specific connections
- Grants through nonprofits or corporations

Consensus:

- NFS will fund the major components
- We will partner for supplementary materials and services

What are the JFR components?

Branding/Marketing Value Added Consensus: Target Corporate Partnerships for more resources & credibility/presence with kids	Products Fulfillment Items Consensus: Quality products that are professional, authentic and embody the conservation ethic	Membership Consensus: Create avenues to connect adults and children in learning	Scope Consensus: Provide general products which can stand alones as well as templates for site-specific adaptation	Content Consensus: Fire prevention is our ticket in, followed by such topics as fuel issues... healthy forests etc., etc.
****Publication inclusions, NSTA, Highlights, Kids Discover etc.	*****Quality Product	***** Connect adults & children in learning	*****Provide for local adaptation or correlation	****Fire prevention education objectives ****Make it simple for ground to participate/implement
****McDonalds Tray liners with JFRP message	****JFR recognizable logo gear (hats, shirts, jackets, staff shirts, awards	****Different ways to obtain JFR membership: via scouts, 4H, interaction with natural resource agency & via interaction with partners	**** Diverse/site specific... grasslands, high desert, prairie, rainforest	***Age appropriate activities (7-13) **JFR (traveling) workshop teaches agenda, format, objectives, ordering, etc **Build natural resources career awareness
*JFR meal @ McDonalds	**I.D Card	****Levels of membership... (entry, mid & full?)	*** Appeal to kids in every state ** Site specific JFR	*provides for special recognition for visiting centers etc. *Correlation to Girl & Boy Scout merit badges and to education standards
*JFR on cereal boxes	**Credo conservation ethic	*JFR is a mentoring program as well as an education program	** Diverse Accessible... all can participate...	*Wildlife and plant components Includes Woodsy & Smokey messages and images
	*Badges, pin, tee shirt, tattoo, certificate, pledge card, bumper stickers, patch, publications	*General national JFR Former JFR's as sponsors	JFR address book for internal uses Provide for agency & unit identity	Community programs (after school) service learning Program activities
			Are current JFR program sponsor's willing to change their program to correlate with new one?	JFR cookbook, electronic & hard copy... youth do authentic service and or learning to become and stay a member, ...service activity citizenship, ...purpose of USFS vs other land agencies
				Connect credo to home behavior

Business Planning Consensus: Manage strategically and responsibly	Kickoff/Launch Consensus: Make it a big deal!	Evaluation Consensus: First we need to clarify what we want to evaluate	JFR Extensions Consensus: Strong web presence for target audience
****Partnership Plan	*****National JFR Day Chief or President designated	****Comment card... evaluation by kids and adults (kids and adults)	*****Web pages
****Budget	****Celebrity connection	***Monitor success	***Web component for JFR program (a wizard)
*Become self-supporting	***100 years of FS special edition materials	***Educational Review	*JFR annual/quarterly newsletters, email attachments or hard copies
*Distribution Process	*Use past images, formats or historical products (the old stuff)	**Marketed to those in vision statement	*PBS TV series JFR plants, animals, habitats, management concerns, focus on local success stories
*Partner in distribution /dissemination	*Grand opening release	**Program of periodic surveys and interviews, diagnostic and evaluative for kids and adults	*Electronic inbox (contact a ranger)
*Communication strategy	Who was the first JFR? Bring to Launch ceremony		*PDF of book
Get a national network of JFR program managers nation wide for sharing/working together	President becomes a Junior Forest Ranger		*Teacher standard links Sister classrooms Homework helper links
Partners/sponsors for funding			Web component for JFR's Bulletin board
Sheltered workshop			Parent resource <i>e.g</i> bird watching link
Aspects cross agency boundaries			Pen pal network Pet pages

*A multi-vote process identified potential component priorities. Each individual had 2 sticky dots to place on each column. The * symbols represent the number of dots placed on each entry. This exercise was followed by discussion and consensus building for an overall strategy for each column.

Random beams of light made coherent form a laser beam

Lasers are capable of cutting through mountains or executing the most delicate of surgical procedures. By identifying and prioritizing the JFR components, we sharpened our focus. We agreed on the following:

1. We will distribute quality products that are professional, authentic and embody the conservation ethic.
2. We will create avenues to connect adults and children in learning.
3. We will make the launch of these products a major national event.
4. We will partner with corporations for maximum presence to kids 7-13.
5. We will have a strong web presence for our target audience.
6. We will provide general products which can be stand alones as well as templates for site-specific adaptation.
7. Fire prevention is our ticket in, followed by such topics as fuel issues... healthy forests etc.

Day Three:

What are some potential Topics/Themes for the JFR Program?

- A continuing touchstone of conservation ethic... interact through elementary school
- Career Awareness... Leadership with peers... JFR Conservation Leaders...
- Connect JFR with other programs to provide life long learning for conservation citizenship
- Cover major FS topics... various ecosystems, rain forests, grasslands, trees... habitats etc.
- Earth Science Geology section... volcanoes etc.
- Forest Management/Fuel Management ... Δ Fuels \leftrightarrow Weather \leftrightarrow Topography Δ Heat \leftrightarrow O₂ \leftrightarrow Fuel
- Forests are ever-changing... Birth... Growth... Death... Decay... Birth... (The Circle)
- It's all about the Fish... Life Revolves around Water (plants, wildlife, humans, forests, communities, fish)
- Outside Adventure... Exploring the Earth... Nature includes Me
- Planting the Seeds of the Future... Understanding the Past... Managing the Future
- Smokey and Fire Prevention... Good Fire = Prescribed Natural Fires... Bad Fire = Wildfire
- Threats to Natural Resources... Fire, Fuels, Pests, Invasive, Fragmentation, Abuse (and what we can do to respond)
- Three E's of Prevention... Engineering, Enforcement and Education
- What the User can do to help in protecting the "Forest" resources,
- Wildlife Ecology & Management... Healthy Lands Means Healthy Communities

Theme Development Consensus:

We will develop a plan for a series of topics based on revolving themes in 5-7 year cycles.

This will enable us to:

- Accumulate partners along the way as each new theme will involve new partners
- Keep on serving and engaging our Junior Forest Rangers
- Promote ongoing interest with collectors
- Schedule and build in continual renewal.
- Stay politically acceptable
- Sustain the program... insure longevity even with the changing of leadership

Potential partners brainstorm:

- Connect with partners in resource education
- Hands on the Land Program
- Take Pride in America
- Wild Turkey Federation, Rocky Mountain Elk Foundation
- American Recreation Coalition, AAA, American Camping Association, KOA Campgrounds and RV Associations
- Interpretive Associations
- Use PLT (American Forest Foundation) to deliver to schools, National alliance for after-school care
- National Youth Leadership Council, Youth organizations, Boy/Girl Scouts & Campfire Girls etc
- AmeriCorps
- NAI & NSTA
- American Forest Foundation, Society of American Foresters, National Forest Foundation
- Wild Land Fire Coordinating Group, Natural Environmental Education and Training Foundation
- Other Agencies, NPS, FWS, BLM, 4H
- Outdoor/outfitters
- Tourism industry
- Partner with existing state programs such as NC, AK and others to develop materials

Two immediate opportunities:

1. Product program for FS field units
 2. Product program for class rooms via PLT & willing state foresters
- .: We will plan for partnership using the 80/20 rule to narrow our focus.

Potential parameters/boundaries brainstorm:

- Simple, colorful, eye-catching, informative and adaptable
- Get professional guidance on age appropriateness and education standards
- Age specific materials may be required e.g. 7-10 & 11-13
- Keep the use of zip code 20252
- Stick to issues/topics that can be incorporated nationwide
- Content should be realistic but age appropriate
- Diversity sensitive, multi-lingual, multi-cultural
- Material that enhances a kid's sense of identity and sense of empowerment
- Leave out the acronyms and the government speak

.: We will continue the discussion of boundaries and parameters at the next meeting when we have more information.

New name brainstorm:

- Junior Service Ranger
- Junior Nature Ranger
- Junior Ranger (with patch for wildlife, aquatic, soils, forest, grassland, watershed etc.)
- Wild Ranger, Wild Rangers of America

Should we keep Junior Forest Ranger name?

Advantages

- Nation-wide recognition... a powerful marketing advantage
- Nostalgic... of historic significance
- The word "Forest" ties to the NFS Centennial
- The word "Ranger" appeals to youth... Kids look up to Rangers
- Changing the name could be disruptive to partners

Disadvantages:

- "Junior" might be considered gender specific
- Older kids might think "Junior" is too young sounding
- Possible trademark issues
- The word "Forest" limits (eco-specific)

.: We decided that we want to keep the name. The advantages outweigh the disadvantages. We will, however, call the program the Junior Ranger Program so that it is inclusive of Jr. Snow Ranger, Jr. Wildlife Ranger, Jr. Tongass Ranger, etc. ... We will look into the copyright issues before the next meeting.

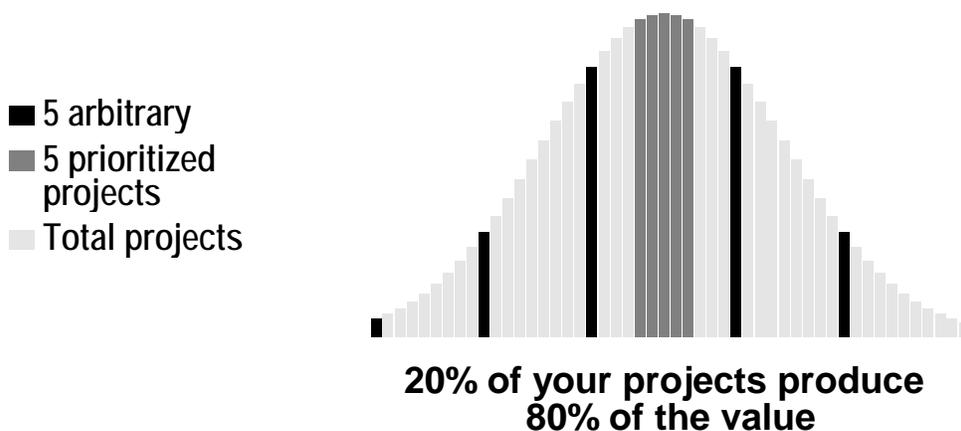
Meat's not meat until it's in the pan. (Painting by Charles M. Russell)



∴ We don't get paid to plan. We get paid to implement. The new program will be successfully launched as a result of our focused and sustained effort. Today we must decide on specific, measurable actions that will move us forward.

How the 80/20 rule works.

The 80/20 rule / Pareto's Optimum



The graph above represents fifty projects organized by their value to the company. (The higher the value, the higher the plot.) The different values follow the 80/20 rule where 20% of the projects generate 80% of the value and 20% of that 20% provides 80% of their 80%. We all think we can complete 10 times what we actually have the discretionary resources to do. If we expect to finish all 50 projects we are likely to choose a random 5 to start. If we know we only have the resources to complete 5 we would pick the center projects with the greatest value. Picking the few goals (projects) that have the greatest value (i.e. impact on our desired future) is what prioritization is all about.

Key questions in a customer survey

There are only two key questions in a customer satisfaction survey:

- Will you use our service again.
- Will you recommend our service to others?

∴ Off course other questions will provide useful information for improving our service but customers vote with their feet. Coming back for more service and putting their reputation at risk by recommending us talks volumes

What are the three "go ahead" questions for any project?

- Is it real?
- Can we do it?
- Can we win?
- Is it worth it?

∴ If we can't believe a yes answer for all four questions we shouldn't do it.

Decision making approaches

There are three different decision making approaches

- Unilateral
- Participatory
- Consensus

∴ We need to make sure that we use the appropriate decision making process, that we are clear to everyone what process we are using, and accept the consequences of each approach.

1. Initiate and obtain effective research on what kind of product will be more effective with the Nation's youth.

Key result measures:

- 1.1 Determine the information required to provide researcher.
- 1.2 Complete statement of work for research contractor.
- 1.3 Award research contract, follow up, complete research.

Champion: Iris I. Vélez **Co-Champion(s):** Karen Bergethon, Denver James, Langbourne Rust, Wanda Hawman

Action Steps 18 Sep 03	Accountable Person	Due By Date	Status
1.1 Determine the information required to provide researcher.		
1.2 Complete statement of work for research contractor.		
1.3 Award research contract, follow up, complete research.		
1.3.1 Monitor Research progress	Iris V.	Monthly	
1.3.2 Identify who is the audience for the product, what is best format to reach our audience	Lang R.	11/03/03	
1.3.3 Determine if one product addresses our proposed age range	Lang R.	11/03/03	
1.3.4 Find out how many FS employees were once Jr. Forest Rangers	Wanda H.	12/22/03	
1.3.5 Publish research online	Iris V.	12/22/03	
1.3.6 Count the number of Smokey's in the Bergethon collection	Karen B.	12/22/03	
1.3.7 Look into trademark issues	Denver J.	12/22/03	
1.3.8 Interface with Lang about ideas for potential products to run by focus groups	Iris V	03/15/04	
1.3.9 Complete Phase II of research and report at next meeting	Lang R.	03/15/04	

2. Conduct effective review meetings with partners and collaborators.

Key result measures:

- 2.1 Attend NWCG review meeting by May 2003..
- 2.2 Hold a second Strategic Planning Team meeting in September 2003.
- 2.3 Hold second NWCG review meeting.
- 2.4 Maintain ongoing active communication with the leadership from the State and Private Deputy Area.
- 2.5 Provide ongoing product status and updates to the Partners in Resources Education (PRE) group.

Champion: Iris I. Vélez **Co-Champion(s):** DC Hass, Denver James, Karen Bergethon

Action Steps 18 Sep 03	Accountable Person	Due By Date	Status
2.1 Attend NWCG review meeting by May 2003..		
2.2 Hold a second Strategic Planning Team meeting in September 2003.		
2.2.1 Find opportunity to build program partners by inviting Coloradoans to the table at the Denver meeting	Denver J.	1/15/04	
2.2.1 Host the strategic renewal meeting in late March or early May in Denver	Karen B.	05/15/04	
2.2.1 Research possible field trips that would enhance the meeting	Karen B.	1/15/04	
2.2.1 Contact Forest Service Partnership coordinators	Iris V.	10/15/03	
2.3 Hold second NWCG review meeting.		
2.4 Maintain ongoing active communication with the leadership from the State and Private Deputy Area.		
2.4.1 Maintain ongoing product status and updates for PRE	Denver J.	Ongoing	
2.4.1 Maintain ongoing active communications with state & private Forestry leadership	Denver J.	Ongoing	
2.4.1 Inform other states of our team's accomplishments and invite them to contribute	DCH	Ongoing	
2.4.1 Talk up JFR at meetings, conferences and interagency events.	Karen B.	Ongoing	
2.5 Provide ongoing product status and updates to the Partners in Resources Education (PRE) group.		
2.5.1 Share results of September meeting with Partners in Resource Education	Denver J.	10/15/03	
2.5.1 Initiate emails and conference calls for the core team to keep things moving along between meetings.	Denver J.	10/15/03	
2.5.1 Engage partners in Resource Education as participants in JFR	Denver J.	12/22/03	
2.5.1 Explore JFR connection to National Public Lands Day with National Environmental Education and Training Foundation	Denver J.	12/22/03	

3. Develop business plan and funding for the product and program development.

Key result measures:

- 3.1 Identify funding sources.
- 3.2 Strategic Planning Team members identify possible funding sources by August 2003.
- 3.3 Business Plan written by March 2004.
- 3.4 Business Plan presented, revised, and approved by leadership by April 2004.

Champion: Iris I. Vélez **Co-Champion(s):** Denver James, Karen Bergethon

Action Steps 20 Oct 03	Accountable Person	Due By Date	Status
3.1 Identify funding sources.		
3.1.1 Provide information from Funding Sources to incorporate in business plan	Karen B.	02/01/04	
3.2 Strategic Planning Team members identify possible funding sources by August 2003.		
3.3 Business Plan written by March 2004.		
3.3.1 Hire or partner to create the business plan or adapt an existing model	Iris V.	12/22/03	
3.3.2 Gather potential guidelines for effective use of program materials	Denver J.	12/22/03	
3.3.3 Draft the distribution section of the business plan and report on distribution model at the next meeting and trust Iris	BobB.	02/01/04	
3.3.4 Business Plan drafted	Iris V.	03/01/04	
3.4 Business Plan presented, revised, and approved by leadership by April 2004.		

4. Launch product development process.

Key result measures:

- 4.1 Determine themes/topics based on research findings by June 2003.
- 4.2 Develop themes with input from follow up meeting with Strategic Planning Team.
- 4.3 Hiring a contractor to develop product activities.
- 4.4 Pre-test themes and product.
- 4.5 Follow product approval process: text and graphics.
- 4.6 Complete final review and sign off on product.
- 4.7 Launch marketing plan.

Champion: Iris I. Vélez **Co-Champion(s):** Chris Carlson, Langbourne Rust

Action Steps 18 Sep 03	Accountable Person	Due By Date	Status
4.1 Determine themes/topics based on research findings by June 2003.		
4.2 Develop themes with input from follow up meeting with Strategic Planning Team.		
4.3 Hiring a contractor to develop product activities.		
4.3.1 Hire contractor or work with state partners for graphic development	Iris V.	12/22/03	
4.4 Pre-test themes and product.		
4.4.1 Work with or hire a product development expert - Creative Consultant - to develop product prototype	Iris V.	11/10/03	
4.4.2 Provide assistance on graphics development	Chris C.	12/22/03	
4.4.3 Consult educational experts for alternative product development	Iris V.	12/22/03	
4.5 Follow product approval process: text and graphics.		
4.5.1 Keep the development process sensitive to our consumers and how we can enhance their lives.	Lang R.	Ongoing	
4.6 Complete final review and sign off on product.		
4.6.1 Conduct a review of creative consultant's progress with internal team review and partners in Tahoe	Iris V.	12/14/04	
4.6.2 Forest Service experts review initial prototypes	Iris V.	12/22/03	
4.7 Launch marketing plan.		

5. Implement product roll out.

Key result measures:

5.1 Successfully launch and roll out product to correspond with the 100th F.S. anniversary – July 2005.

Champion: Iris I. Vélez **Co-Champion(s):** Bob Fuhrman, Denver James, Karen Maher, Wanda Hawman

Action Steps 18 Sep 03	Accountable Person	Due By Date	Status
5.1 Successfully launch and roll out product to correspond with the 100th F.S. anniversary – July 2005.		
5.1.1 Research requirements for Presidential Proclamation	Wanda H.	10/22/03	
5.1.2 ID venues for PR prior to JFR rollout in 2005 such as the Folk Life Festival or the Boy Scout Jamboree etc.	Wanda H.	12/22/03	
5.1.3 Contact NPS Interpretive Rangers, USFS Rangers, school groups, etc. to get reactions to the potential Jr. Ranger Day proclamation & what ideas they might have to do on that day	Bob F.	12/22/03	
5.1.4 Poll reactions & attitudes of field interpreters on a Presidential Proclamation for National Junior Ranger Day	Karen M.	12/22/03	
5.1.5 Gain the favor of people in key places for a National Junior Ranger Day	Denver J.	12/22/03	
5.1.6 Product distribution working	Iris V.	04/05/05	
5.1.7 Product is available	Iris V.	07/05/05	

6. Monitor and evaluate product.

Key result measures:

- 6.1 Establish an approval process for text and graphics.
- 6.2 Monitor distribution by the National Symbols Cache.
- 6.3 Re- evaluate product.

Champion: Iris I. Vélez **Co-Champion(s):** DC Hass

Action Steps 18 Sep 03	Accountable Person	Due By Date	Status
6.1 Establish an approval process for text and graphics.		
6.2 Monitor distribution by the National Symbols Cache.		
6.2.1 Monitor accomplishments of working team and the status of the JFR program	DCH	Ongoing	
6.2.2 Determine possibility of being on National Youth Visitor Monitoring process	Iris V	07/05/05	
6.2.3 Develop a customer response postcard to be placed in product	Iris V	07/05/05	
6.2.4 Develop a customer response form via the web page	Bill Disbrow	07/05/05	
6.2.5 Establish a process for evaluating product and providing feedback	Ops. Mgr	07/05/05	
6.3 Re- evaluate product.		

Potpourri

1. If you drop a frog into a pot of boiling water it will leap out. If you put that frog in a pot of warm water and SLOWLY increase the temperature the frog will boil. This is the reason a new CEO, employee, consultant or even visitor can spot a company's problem and/or better way of doing an operation. Experienced old-timers are like the frog. They can be on the verge of bankruptcy and never notice it. Periodically step away for a long view, bring in outsiders unlikely to agree just to be nice and join CEO network groups like the CEO Club's Presidential Advisory Councils (PACs) to get a fresh frog's opinion.
2. A plan is a reality check. You can be sure that the future won't exactly play out the way you wrote the plan BUT how can you have confidence in your goal if you can't create a plausible, defensible scenario of how you could reach it.
3. Don't waste time assigning blame. It makes your team defensive and wastes time. Focus instead on understanding the current problem and where we go from here.
4. The easiest way to predict the future is to create it. Take control and become proactive. Don't manage by watching the wake and projecting the future, stand on the bow of your boat, pick a star to steer by and go for it.
5. I only work with people I trust. Further, I assume I can trust everyone I deal with. Once in a while I'm disappointed and I have to stop working with someone but the sense of enjoyment and productivity I gain from this attitude is well worth the occasionally disappointment.
6. If you don't ask, the answer's no. Always ask. If the answer IS no then you haven't lost anything and if the answer is yes . . .
7. Improving things a little at a time for most projects is a far better approach than waiting for the perfect solution.
8. In every arrangement make the outcome a win-win situation for each party. You always achieve the best possible outcome when the contract, compensation, development plan or goals are designed such that each payer is automatically motivated to do the right thing.
9. People desperately want to know you understand and consider their thoughts and opinions before you make a decision. They rarely insist you follow their suggestions. Actively solicit the opinions of those affected by a decision BEFORE you make the decision. It builds trust and many times leads to a better decision.
10. Present only key points in formal presentations. Let the audience question you on their choice of specific points. As the audience hears your answers to their specific questions they will grow to trust your entire presentation.
11. Remember that quality and satisfaction only exist in reference to the customer's expectations. A service rating of 7 can represent
12. Remember the circle of dream, design, develop and deliver.
13. Remember the rule of thumb that the higher the gain the higher the risk.
14. Take care: Do you have a market or merely a customer? Do you have a product or merely a custom solution.
15. The 80/20 rule states that 20% of any population accounts for 80% of the results. 20% of your actions produce 80% of your results.

16. The design of a new product starts when you are “finished” and the first real customer puts it to work. Plan for this. Don’t reassign your development team when the first version is released, that is exactly the time you need them free to focus on initial customer reaction.
17. The future leaves muddy foot prints in the present.
18. The quickest way to finish a lot of projects is to complete a small number one at a time. Finish a project and then focusing energy on the next will ALWAYS produce faster results than under staffing and/or undercapitalizing both projects.
19. The value is in the discussions NOT the voting. I remember the story of the six blind men who bumped into an elephant in the road. Each in turn thought the beast was a wall, a spear, a fan, a tree trunk, a snake and a rope. All were right and yet all were wrong. It takes everyone involved to create the true picture of the elephant.
20. What do you do when your dreams grow too large to execute by yourself? What happens when seven, 20 hour days a week aren’t enough? You HAVE to learn how to work through a team.
21. When estimating remember the following rules of thumb: everyone thinks they can complete 10 times as much as they actually have time to do. (Only 1 out of every 10 items on your to-do list will get finished.) If you estimate a project in days you will underestimate it by 30%, if you estimate a project in months you will underestimate it by a factor of 2.6. If you estimate a project in hours you will OVER estimate it because you round up each odd hour.
22. When planning use clear action steps. An action step is either finished or not. There is ONE person responsible for the action step even when many may be working on it. And please, a action step ALWAYS carries an expected completion date.
23. You can’t afford for a product to be late to market. HP studies have found that the revenue you lose is not the relatively low dollars from the front end of a product’s life but rather the large, richly profitable revenues from the tail end of a product’s life. Stretch to get the product out on time, or early. Any bonus you pay will pail compared to the effect on the net present value of the new product.
24. Your schedule should keep your development groups moving at a steady jog with enough action steps that they know when to periodically sprint in order to get back on track. If your plan depends on the team sprinting the entire length of the project you won’t make it. If your team doesn’t know when they have to sprint you won’t make it.

How to implement action plans:

Key Result Measures are the what – Action Steps are the how. The action steps are your tactical plan. You should expect to adjust them as you gain tactical experience through execution. You need to remain focused on creating the results but be careful that you don't fall in love with your current tactical plan. How you produce those results should evolve based on insights gained, available resources, approaches that didn't work, etc.

Start by taking each key result measure in turn. Each measure should identify a condition that will exist when the goal has been accomplished. The measures are the set of desired outcomes required to change the status quo.

Each key result measure has an owner. Initially the champion takes ownership but as the plan develops anyone in the organization can end up "owning" a measure. If you have a formal annual review process it would be ideal that each measure ends up on someone's individual standard of performance. The owner is accountable for the result, i.e. they can account for where we are, why we're there and what we're doing about it.

Key Result Measure:	Accountable Person	
1. Action Step	Accountable Person	Due By

The owner of each key result measure determines exactly what actions they are going to take in the here and now to advance toward the completion of the measure. Actions to be taken today, this week, this month, or this quarter. They formulate their answer in the form of zero to four, high level, 90 day action steps.

W3 – What are we going to do? Who is going to do it? When will it be finished?

What are we going to do? Each action steps should encapsulate a "burst" of activity – some focused hours over a concentrated number of days. (Remember that we are squeezing these "developmental" activities into days that are dominated by operational demands.) Action step activities have to be in digestible chunks. The wording of action steps should assume a professional execution. Action plans are not intended to be highly detailed, micro step by step plans that require Microsoft Project to manage. We are all professionals and can trust that the owner will start early enough to meet deadlines, solicit input, produce sufficient drafts for review, incorporate feedback, etc. What we need is a commitment to complete actions with impact major enough to advance toward the goal's objective, i.e. key result.

Who is going to do it? Each action step should be owned by one and only one person. Only one person can be accountable, even for a team's effort. *If everyone is responsible then no one is responsible*

When will it be finished? Each action step should have a clearly defined finish - it is done or not done no later than the due by date. The due by date should not be a projection of when you expect the action step to be done, rather it is a drop dead date that represents a commitment of by when the action step will be finished. Due by dates can be a specific date, if that date is meaningful such as year-end 12/31/02 a time frame such as ASAP – i.e. under a week – or within 30, 60, or 90 days, or recurring timeframe such as Ongoing, Weekly, Monthly, Quarterly.

Once there is an established set of action steps for all the goals and their measures you need to work the plan. Once a month in your regular staff meeting set aside some time to review the goals and their measures. Focus on the 20% of the plan that requires more attention to get on track. As a group hold each member responsible for fulfilling their commitments.

As part of the monthly review each owner should identify what exactly are they going to accomplish today, this week, this month, this quarter to advance completion of their key result measure. They should add/replace their action steps appropriately. If the team is drifting, consider meeting more frequently for a while.

Every 3-4 months get the entire team together, off site with a skilled facilitator is ideal, to revalidate the entire plan, consider major adjustments in the tactical plan, and refocus and re-energize the team.

Master entry of bookmarks

Day One	September 16, 2003
Day Two	September 17, 2003
Day Three	September 18, 2003

1. Initiate and obtain effective research on what kind of product will be more effective with the Nation's youth.

1.1 Determine the information required to provide researcher.		
1.2 Complete statement of work for research contractor.		
1.3 Award research contract, follow up, complete research.		

2. Conduct effective review meetings with partners and collaborators.

2.1 Attend NWCG review meeting by May 2003..		
2.2 Hold a second Strategic Planning Team meeting in September 2003.		
2.3 Hold second NWCG review meeting.		
2.4 Maintain ongoing active communication with the leadership from the State and Private Deputy Area.		
2.5 Provide ongoing product status and updates to the Partners in Resources Education (PRE) group.		

3. Develop business plan and funding for the product and program development.

3.1 Identify funding sources.		
3.2 Strategic Planning Team members identify possible funding sources by August 2003.		
3.3 Business Plan written by March 2004.		
3.4 Business Plan presented, revised, and approved by leadership by April 2004.		

4. Launch product development process.

4.1 Determine themes/topics based on research findings by June 2003.		
4.2 Develop themes with input from follow up meeting with Strategic Planning Team.		
4.3 Hiring a contractor to develop product activities.		
4.4 Pre-test themes and product.		
4.5 Follow product approval process: text and graphics.		
4.6 Complete final review and sign off on product.		
4.7 Launch marketing plan.		

5. Implement product roll out.

5.1 Successfully launch and roll out product to correspond with the 100th F.S. anniversary – July 2005.		
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6. Monitor and evaluate product.

6.1 Establish an approval process for text and graphics.		
6.2 Monitor distribution by the National Symbols Cache.		
6.3 Re- evaluate product.		

Action plan for Goal: _____

<i>Champion:</i>	<i>Co-Champion(s):</i>	
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<i>Action Steps</i> <i>Bursts of action that advance us toward accomplishing a particular key result measure – W3 – What are we going to do? Who is going to do it? When will it be finished?</i>	Accountable Person	Due By MM/DD/YY
Key Result Measure:		
2.		
3.		
4.		
5.		
6.		
7.		
8.		
Key Result Measure:		
1.		
2.		
3.		
4.		
5.		
6.		
7.		
Key Result Measure:		
1.		
2.		
3.		
4.		
5.		
6.		

For each of the goal's Key Results Measures create a small number of macro-level action steps to be accomplished over the next 90 days. (The optimal number of action steps is between zero and four.) Set a specific Due By date that the action step needs to be completed by. Identify a single point of accountability for completion of the action step - the Accountable Person.

Junior Forest Ranger Strategic Plan

Defined Goals

1. Initiate and obtain effective research on what kind of product will be more effective with the Nation's youth.
2. Conduct effective review meetings with partners and collaborators.
3. Develop business plan and funding for the product and program development.
4. Launch product development process.
5. Implement product roll out.
6. Monitor and evaluate product.

Key Result Measures

1. Initiate and obtain effective research on what kind of product will be more effective with the Nation's youth.
 - 1.1 Determine the information required to provide researcher.
 - 1.2 Complete statement of work for research contractor.
 - 1.3 Award research contract, follow up, complete research.
2. Conduct effective review meetings with partners and collaborators.
 - 2.1 Attend NWCG review meeting by May 2003..
 - 2.2 Hold a second Strategic Planning Team meeting in September 2003.
 - 2.3 Hold second NWCG review meeting.
 - 2.4 Maintain ongoing active communication with the leadership from the State and Private Deputy Area.
 - 2.5 Provide ongoing product status and updates to the Partners in Resources Education (PRE) group.
3. Develop business plan and funding for the product and program development.
 - 3.1 Identify funding sources.
 - 3.2 Strategic Planning Team members identify possible funding sources by August 2003.
 - 3.3 Business Plan written by March 2004.
 - 3.4 Business Plan presented, revised, and approved by leadership by April 2004.
4. Launch product development process.
 - 4.1 Determine themes/topics based on research findings by June 2003.
 - 4.2 Develop themes with input from follow up meeting with Strategic Planning Team.
 - 4.3 Hiring a contractor to develop product activities.
 - 4.4 Pre-test themes and product.
 - 4.5 Follow product approval process: text and graphics.
 - 4.6 Complete final review and sign off on product.
 - 4.7 Launch marketing plan.
5. Implement product roll out.
 - 5.1 Successfully launch and roll out product to correspond with the 100th F.S. anniversary – July 2005.
6. Monitor and evaluate product.
 - 6.1 Establish an approval process for text and graphics.
 - 6.2 Monitor distribution by the National Symbols Cache.
 - 6.3 Re- evaluate product.

Calendar of Action Steps

Action Steps 18 Sep 03	Accountable Person	Due By Date
2.4.1 Inform other states of our team's accomplishments and invite them to contribute	DCH	Ongoing
6.2.1 Monitor accomplishments of working team and the status of the JFR program	DCH	Ongoing
2.4.1 Maintain ongoing active communications with state & private Forestry leadership	Denver J.	Ongoing
2.4.1 Maintain ongoing product status and updates for PRE	Denver J.	Ongoing
1.3.1 Monitor Research progress	Iris V.	Monthly
2.4.1 Talk up JFR at meetings, conferences and interagency events.	Karen B.	Ongoing
4.5.1 Keep the development process sensitive to our consumers and how we can enhance their lives.	Lang R.	Ongoing
2.5.1 Initiate emails and conference calls for the core team to keep things moving along between meetings.	Denver J.	10/15/03
2.5.1 Share results of September meeting with Partners in Resource Education	Denver J.	10/15/03
2.2.1 Contact Forest Service Partnership coordinators	Iris V.	10/15/03
5.1.1 Research requirements for Presidential Proclamation	Wanda H.	10/22/03
1.3.2 Identify who is the audience for the product, what is best format to reach our audience	Lang R.	11/03/03
1.3.3 Determine if one product addresses our proposed age range	Lang R.	11/03/03
4.4.1 Work with or hire a product development expert - Creative Consultant - to develop product prototype	Iris V.	11/10/03
5.1.3 Contact NPS Interpretive Rangers, USFS Rangers, school groups, etc. to get reactions to the potential Jr. Ranger Day proclamation & what ideas they might have to do on that day	Bob F.	12/22/03
4.4.2 Provide assistance on graphics development	Chris C.	12/22/03
1.3.7 Look into trademark issues	Denver J.	12/22/03
2.5.1 Engage partners in Resource Education as participants in JFR	Denver J.	12/22/03
2.5.1 Explore JFR connection to National Public Lands Day with National Environmental Education and Training Foundation	Denver J.	12/22/03
3.3.2 Gather potential guidelines for effective use of program materials	Denver J.	12/22/03
5.1.5 Gain the favor of people in key places for a National Junior Ranger Day	Denver J.	12/22/03
1.3.5 Publish research online	Iris V.	12/22/03

3.3.1 Hire or partner to create the business plan or adapt an existing model	Iris V.	12/22/03
4.3.1 Hire contractor or work with state partners for graphic development	Iris V.	12/22/03
4.4.3 Consult educational experts for alternative product development	Iris V.	12/22/03
4.6.2 Forest Service experts review initial prototypes	Iris V.	12/22/03
1.3.6 Count the number of Smokey's in the Bergethon collection	Karen B.	12/22/03
5.1.4 Poll reactions & attitudes of field interpreters on a Presidential Proclamation for National Junior Ranger Day	Karen M.	12/22/03
1.3.4 Find out how many FS employees were once Jr. Forest Rangers	Wanda H.	12/22/03
5.1.2 ID venues for PR prior to JFR rollout in 2005 such as the Folk Life Festival or the Boy Scout Jamboree etc.	Wanda H.	12/22/03
2.2.1 Find opportunity to build program partners by inviting Coloradoans to the table at the Denver meeting	Denver J.	1/15/04
2.2.1 Research possible field trips that would enhance the meeting	Karen B.	1/15/04
3.3.3 Draft the distribution section of the business plan and report on distribution model at the next meeting and trust Iris	Bob B.	02/01/04
3.1.1 Provide information from Funding Sources to incorporate in business plan	Karen B.	02/01/04
3.3.4 Business Plan drafted	Iris V.	03/01/04
1.3.8 Interface with Lang about ideas for potential products to run by focus groups	Iris V.	03/15/04
1.3.9 Complete Phase II of research and report at next meeting	Lang R.	03/15/04
2.2.1 Host the strategic renewal meeting in late March or early May in Denver	Karen B.	05/15/04
4.6.1 Conduct a review of creative consultant's progress with internal team review and partners in Tahoe	Iris V.	12/14/04
5.1.6 Product distribution working	Iris V.	04/05/05
6.2.4 Develop a customer response form via the web page	Bill Disbrow	07/05/05
6.2.2 Determine possibility of being on National Youth Visitor Monitoring process	Iris V.	07/05/05
6.2.3 Develop a customer response postcard to be placed in product	Iris V.	07/05/05
5.1.7 Product is available	Iris V.	07/05/05
6.2.5 Establish a process for evaluating product and providing feedback	Ops. Mgr	07/05/05