

**The Woodsy Owl Program
Strategic Action Plan
FY 2003-2006**

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The Woodsy Owl Program

Strategic Action Plan

FY 2003-2006

I. Overview of the Woodsy Owl Program Strategic Action Plan

The following strategies and actions are intended to focus the course of actions of the Woodsy Owl program to achieve the desirable vision in 2006. Annual work plans at the Washington Office will tier and support this action plan. Strategies are identified to support emphasis areas and actions are defined to narrow the gabs between the current condition and the desired future condition.

This action plan is a living document that will have the flexibility to accommodate other actions and activities according to program priorities and leadership expectations.

II. Strategies and Actions for Each Emphasis Area

Emphasis Area #1: *Program Policy and Administration*

Vision: The Woodsy Owl program will enjoy financial viability supported by a healthy budget, grants from involved partners, and successful licensees. Program guidelines are established to facilitate management decisions in budget spending and funding use. Agency leadership supports and recognizes Woodsy Owl as America's icon for conservation and includes it in all agency publications. A national coordinator will oversee a network of champions dedicated to promote Woodsy Owl and his conservation message.

Strategy #1 – Develop a 3-year plan of work and define funding and staffing needs based on that work plan.

Action #1 – Develop a work plan proposal that details how Woodsy Owl fits into the USDA Forest Service's (FS) national strategy and strategic criteria for establishing partnership.

Strategy #2 – Identify Woodsy Owl field coordinators and define their roles and responsibilities.

Action#1 – Develop and approve a list of roles and responsibilities for Woodsy Owl field coordinators and submit it to the Conservation Education (CE) regional coordinators for their review.

Action #2 – Ask the CE Regional Coordinator to designate a Woodsy Owl coordinator at the regional level who can support Woodsy Owl efforts in their regions and stations.

Action #3 - Conduct monthly conference calls with Woodsy Owl regional coordinators to keep them updated on the various achievements and or activities of the Woodsy Owl program.

Action #4 – Include a list of Woodsy Owl regional coordinators in the www.symnols.gov.

Action #5 – Woodsy Owl regional coordinators will help identify a network of Woodsy Owl program coordinators at the forest and district levels where appropriate.

Action #6 – Conduct a National Woodsy Owl conference where partners, regional coordinators, field coordinators, and a Woodsy Owl contractor will share program achievements, program monitoring techniques, and effective tools to conduct effective CE programs using Woodsy Owl. This will enhance communications and networking among the coordinators.

Strategy #3 – Establish a communication network of a manageable size among educators, stakeholders, partners, and delivery partners. Explore and develop additional partners to fund and deliver the Woodsy Owl program.

Action #1 – Develop a communications plan with the Office of Communications to identify outside partners and define strategies to approach them.

Action #2 – Develop a sponsorship program with the support of the Woodsy Owl program contractor for marketing and advisory services where we can get support from outside partners for Woodsy Owl program’s initiatives.

Action #3 – Develop and publish “Woodsy Owl News” every six months oriented to keep our external partners informed on the program’s progress, successes, and opportunities. This newspaper will be also available at the www.symbols.gov.

Strategy #4 – Develop a national survey to define viability of Woodsy Owl’s image, character identity, educational message, and define the marketing niche for the program.

Action #1 – Identify the findings of the national survey with the Woodsy Owl contractor.

Action #2 – Publish findings on the symbols website and in Forest Service news. Share findings with the CE Coordinators and partners in the Woodsy Owl program.

Actions #3 – Work with the Washington Office CE staff, National Symbols staff, and CE network on how to improve the program, based on the survey findings.

Action #4 – Share findings with the licensing contractor and develop a marketing plan according to the potential costumers needs.

Action #5 – Conduct another national survey three years after the first one to monitor the progress of the Woodsy Owl program in the American public.

Strategy #5 – Identify the areas in need of clarification and issue policy statements for our employees and partners.

Action #1 - Develop a list of issues in need of clarification.

Action #2 – Work with the CE staff director to define clarification of those issues, such as: Woodsy Owl’s official motto, costume use, licensing guidelines, and the use of royalty funds.

Action #3 - Share policy statements with the Woodsy Owl network, field employees, and program partners. Include policy statements on the program’s website.

Strategy #6 – Institutionalize a Planning Cycle.

Action #1 – Set a series of procedures to establish a structure for the development of a strong Woodsy Owl program. The structure will allow the program to continue, despite personnel changes and will provide for the continuation of the program’s goals and objectives.

Action #2 – Develop an annual program of work to strengthen the program’s commitment to success.

Emphasis Area #2: *Education Programs*

Vision: Woodsy Owl conservation messages meet national educational standards and are featured in a variety of outlets including the Internet, television shows, children’s literature, and school curricula. Woodsy Owl materials are used to deliver conservation education messages and to complement existing school curricula. Woodsy Owl products are easy to obtain by caregivers and agency (federal and state) employees, and are integrated into existing lesson plans and school programs.

Strategy #1 – Incorporate an Activity Guide, plus education materials, into the existing, validated, environmental education program training sessions (for instance, Project Learning Tree (PLT), Project WET, and Project Wild), by age group as appropriate.

Action #1 – Develop a distribution strategy for Woodsy Owl’s products by which we can identify those programs that can benefit from them.

Action #2 - Study the possibility of working with Project WET to develop a Woodsy Owl activity pack.

Action #2 – Complete the Woodsy Owl Invasive Weeds project and develop a distribution plan that will include a FS network and external partners.

Strategy #2 – Develop a Woodsy Owl Service Guide that has relevance to the FS and partners in the program. Service learning is a new way or method of teaching through community service and volunteerism. Schools are pushing the concept and seeking community projects for their students to work through and learn from.

Action #1 – Gathering information about Service Learning opportunities and study possibilities to adapt Woodsy Owl activities under this initiative. This is an area where we need more information before we engage in further engagements.

Action #2 – Work with a Woodsy Owl contractor to establish a partnership with a Service Learning organization to develop a Woodsy Owl Service Learning program.

Action #3 - Offering Service Learning projects to schools that will teach kids to care for the land, such as: trail work, litter patrols, erosion control projects, tree planting, and the like.

Strategy #3 – Develop a partnership with PLT and/or other educational organizations to improve the educational value of Woodsy Owl products.

Action #1 – Establish a partnership with PLT to monitor the effectiveness of Woodsy Owl products. This partnership will begin with the evaluation of the Woodsy Owl 4Rs Fun Pack.

Action #2 – Recommendations resulted from this process will be incorporated in a revised version of the product.

Action #3 – Once the product is revised, the product will be distributed and used through the PLT network.

Emphasis Area #3: Training

Vision: Agencies personnel (federal and state) are trained on how to use and customize Woodsy Owl products and materials for their educational and interpretive programs. Partners are also using the Train the Trainer program to use Woodsy Owl products and activities to promote stewardship on National forest lands.

Strategy #1 – Develop a Train the Trainer program (on-line and hard copy based) by which employees and partners will learn how to use Woodsy Owl materials and products to increase the effectiveness of their educational programs.

Action #1 – Hire a contractor to develop a Train the Trainer session for field employees and partners in the Woodsy Owl program.

Action #2 – Conduct a testing session with CE regional coordinators or Woodsy Owl coordinators to see how effective the training program is.

Action #3 – Incorporate changes resulted from the testing session into the final version.

Action #4 – Develop the Train the Trainer program on line.

Strategy #2 – Complete a costume box containing Woodsy Owl materials (i.e. guidelines, activity guide, a Woodsy Owl video, sample “scenarios”, etc.) and encourage sharing experiences on the website www.symbols.gov.

Action #1 – The Woodsy Owl contractor will be asked to develop a costume box containing Woodsy Owl products and materials.

Action #2 – Develop a costume box for each Woodsy Owl Regional Coordinator.

Action #3 – Distribute costume boxes to Woodsy Owl coordinators at the field level.

Strategy #3 – Promote communication between educators and all Woodsy Owl users and determine what is working and what needs to be improved.

Action #1 – Develop a communications plan with the Office of Communications to identify our costumers and potential partners.

Action #2 – Define strategies to approach potential partners in the teaching world.

Action #3 – Identify means these organizations use to contact their membership and publish stories on them about Woodsy Owl program opportunities, products, activities, upcoming events, and the like.

Action #4 – Continue to participate in the National Teachers Conferences and distribute Woodsy Owl materials.

Action #5 – Coordinate special events during important dates for conservation, such as: Earth Week, Public Lands Day, Recycling Day, and the like.

Action #6 – Create an e-network bulletin board message board on the www.symbols.gov website to serve interested groups like the National Environmental Education and State Environmental Education Associations.

Emphasis Area #4: Branding

Vision: Woodsy Owl is a recognized and beloved figure. His image appears wherever appropriate land stewardship messages are promoted, and evokes a sense of empowerment and ownership in conservation among youngsters and adults alike. Woodsy Owl joins with environmental leaders to reach large audiences and sponsors conservation events across the Nation. Woodsy Owl costume fits people of different sizes and body shapes.

Strategy #1 - Create a demand for Woodsy Owl products.

Action #1 - Develop a Brand Marketing Plan. The plan will include Woodsy Owl's message and relevance to our agency and partners and outline how he can add value for the their audience identified in this plan.

Strategy #2 – Define subtle changes to Woodsy Owl's costume, which would reflect a wiser, more mature, mentoring type of personality.

Action #1 - Hire an expert in costume design to define subtle changes to the Woodsy Owl costume.

Action #2 – Develop artwork demonstrating possible design modifications.

Action #3 - Develop an analysis on the up grading costs of existing costumes at the field level.

Action #4 – Complete an inventory of existing Woodsy Owl costumes at the field level.

Action #5 – Develop a policy to deal with the old Woodsy Owl costume owned by the States.

Action #6 - Define a strategy to distribute new costume pieces to field unit.

Strategy #3 – Revisit professionally suggested changes and conduct a pilot/field test to measure acceptability.

Strategy #4 – Establish a Woodsy Owl licensing program.

Action #1 – Conduct a national survey to focus on the licensing plan goals, objectives, and strategies.

Action #2 - Develop and establish guidelines for the licensing program.

Action #3 – Develop and establish guidelines and criteria to use Woodsy Owl royalty funds.

Action #4 - Develop and establish a monitoring and accountability system to monitor the progress and effectiveness of the Woodsy Owl program.

Emphasis Area #5: *Internal Marketing*

Vision: Forest Service employees value Woodsy Owl's message and connect his image with our agency's resources and stewardship responsibilities. Program delivery is enthusiastically supported. Woodsy Owl is recognized as an important part of our Forest Service history, even while he carries us into the New Century of Service as the symbol of our conservation leadership.

Strategy #1 – Establish a network of field Woodsy Owl program coordinators that can help support Woodsy Owl initiatives at the field level.

Strategy #2 - Get the agency's leadership and the Washington Office employees excited about working more intensively with Woodsy Owl.

Action #1 - Develop an internal communications plan that will include:

- a. Report on Woodsy Owl's present accomplishments.
- b. Publicize the Woodsy Owl strategic planning effort.
- c. Engage the users of the Woodsy Owl program in image research and obtain their input.
- d. Publicize and market the new Woodsy Owl image.
- e. Woodsy Owl relevance in various agency programs.

Emphasis Area #6: *External Marketing*

Vision: Woodsy Owl is the icon of choice for public and private entities wishing to promote an environmental message. Woodsy Owl's image appears and effectively delivers land stewardship messages at popular national and international

conservation oriented events. Diverse constituencies such as, television executives, educators, and the business community, embraces his message.

Strategy #1 - Develop a communications plan for the Woodsy Owl program to identify potential external partners, communication strategies, and messages.

Action #1 – Work with the Office of Communications to conduct and develop a Woodsy Owl communication plan.

Strategy #2 – Develop a Woodsy Owl public service campaign on national media.

Action #1 – Work with a contractor to develop a prospectus for the new Woodsy Owl conservation public service campaign.

Action #2 – Identify funding sources for the new Woodsy Owl public service campaign.

Action #3 – Tie the launching of the new campaign with the licensing efforts.

Emphasis Area #7: *Monitoring and Evaluation*

Vision: The Woodsy Owl program's progress is monitored and shared regularly with the field through local and regional coordinators. Success is defined by a public positive view of the Forest Service as a responsible professional steward of the national resources and by the increasing demand for Woodsy Owl activities and educational programs.

Strategy #1 – Develop a monitoring plan to update the path of the Woodsy Owl program.

Action #1 – Work with the Southern Research Station to define a procedure to monitor Woodsy Owl program effectiveness.

Action #2 – Publicize reporting and monitoring report of the National Symbols program (including Woodsy Owl.)

Action #3 – Conduct a national survey on Woodsy Owl program products and educational materials in 2006 to see if measures taken in the management of the Woodsy Owl program have had an effect in the American public.

Action #4 – Compare findings of the 2002 Woodsy Owl national survey with the ones collected from the 2006 national survey.

Strategy #2 - Work with educational organizations to identify monitoring procedures on Woodsy Owl's activity guides.

Action #1 – Reach an agreement with PLT for the establishment of a procedure to evaluate Woodsy Owl’s educational products.

Emphasis Area #8: Woodsy Owl Website

Vision: The Woodsy Owl web site generates a sense of wonder, awareness, and concern for the environment that motivates children, parents, and teachers to become more environmentally responsible. The site instills a definition of stewardship to its users and guide users to enact stewardship activities in their personal lives.

Strategy #1 – Work with the Woodsy Owl program advisory contractor to complete the Woodsy Owl website (www.woodyowl.com)

Strategy #2 - Develop a plan for overseeing the maintenance of the website.

Strategy #3 - Develop a CD-ROM containing activities from the website.

Strategy #4 – Promote the use of the website.

Action #1 – Include the web address in all Woodsy Owl products.