

Means and Strategies	Measurable Outputs	Explanation of Output Impact (as needed)
<i>In order to address our problem or asset these Means and Strategies will be used:</i>	<i>We expect that once the Means and Strategies are put into operation that these Outputs may be used as evaluation measures:</i>	<i>We expect that if accomplished these activities will lead to the following changes:</i>
Goal 1: Coordinate the development and delivery of high-quality conservation education materials and programs.		
Objective 1.1: Ensure the availability and distribution of high-quality conservation education materials and programs about forest and grassland ecosystems and their management and conservation to pre-kindergarten through 12th grade youth and educators in formal and informal settings.		
1.1.1 Catalog and analyze current conservation education materials/programs utilized by USFS personnel.	➤ Searchable online resource directory of effective programs with analysis of needs.	➤ Materials and programs developed will fill gaps identified.
1.1.2 Ensure that educational materials and programs developed or certified by the Forest Service incorporate the best scientific knowledge, are interdisciplinary, unbiased, support the USFS mission, and are correlated with appropriate national, state, and agency guidelines.	<ul style="list-style-type: none"> ➤ Internal review process developed and accepted. ➤ Training program for CE program review certifiers. ➤ A set of trained certifiers for CE material review. ➤ Documentation of review on the resource directory webpage. ➤ Establishment of agency standards for CE by and with consideration of other professional organizations. 	<ul style="list-style-type: none"> ➤ Review process established and first set of CE certifiers for FSCE selected and trained. ➤ Identify the best of overlapping materials and retire redundant materials.
1.1.3 Support training and professional development in conservation education for USFS personnel, volunteers, informal educators, and teachers.	<ul style="list-style-type: none"> ➤ Basic competencies for CE established for different levels of USFS personnel, ranging from field staff who may conduct occasional programs to CE personnel. ➤ Implement training program. ➤ Number of educators/teachers that report improved environmental knowledge and meaningful connections with identified natural resources. ➤ Percentages of educators/teachers that participate in FS supported training that report improved ability to teach CE. 	➤ Selected/developed training modules that include resource management professionals in education programs.

<p>1.1.4 Support professional development in conservation education for future educators through partnerships with institutions of higher education.</p>	<ul style="list-style-type: none"> ➤ Development of needed materials appropriate for teacher training. ➤ Number of university faculty and students that work cooperatively with FS in CE activities/programs. 	<ul style="list-style-type: none"> ➤ Increased training and increased use of USFS materials.
<p>1.1.5 Identify and support service learning opportunities for educators and classes.</p>	<ul style="list-style-type: none"> ➤ Lists of service opportunities by location developed and publicized. ➤ Service-learning training workshops developed and conducted for USFS personnel and educators/teachers. ➤ Working relationships established between National Forests and teacher training institutions and institutes. ➤ Available CE materials for teachers training identified and provided to teacher training institutions and institutes. 	<ul style="list-style-type: none"> ➤ Develop internal support at all levels (area, regional, forest) for service-learning opportunities for students.
<p>1.1.6 Infuse Forest Service-based educational resources (curricula, materials, and web sites, etc.) into professional development programs for educators/teachers that are offered by the agency and its partners.</p>	<ul style="list-style-type: none"> ➤ Develop and promote list of resources provided. ➤ Increased dissemination and use of Forest Service materials for training programs. 	<ul style="list-style-type: none"> ➤ More teachers use FS lands in the future – asset for all people. ➤ Teachers come to FS for forestry/grasslands education training and materials.

Goal 1: Coordinate the development and delivery of high-quality conservation education materials and programs.		
Objective 1.2: Improve access to Forest Service resources and information.		
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1.2.1 Disseminate Forest Service educational materials and information through educational and scientific organizations.	<ul style="list-style-type: none"> ➤ A list of materials. ➤ List of materials distributed by quantity (2.1.1 to be completed first). ➤ Number of FS resources distributed and used by educational and scientific organizations. ➤ Number of organizations that distribute FS educational materials. ➤ Identification of major educational and scientific institutions to disseminate FS education materials and information. 	<ul style="list-style-type: none"> ➤ Adequate materials available for distribution on a timely basis. ➤ Linkage of materials.
1.2.2 Renew and update Forest Service Conservation Education websites to ensure customer service, including links to partners.	<ul style="list-style-type: none"> ➤ Consolidate or link websites at WO level. ➤ Provide educational materials and training. ➤ Provide regular maintenance and updating of website. ➤ The website is established as a first point of contact for CE information on the web. 	
1.2.3 Use accessible community outreach, mass media, public programming, Spanish and other language media, the Internet, and other new technologies to increase access to Forest Service educational resources by students and educators, including underserved audiences.	<ul style="list-style-type: none"> ➤ Assessment of what is needed/completed in each media to address multiple audiences. ➤ Increased percentage in development of appropriate multilingual/multicultural products. 	<ul style="list-style-type: none"> ➤ Increased outreach in each arena: community outreach, mass media, public programming, and technology.

Goal 1: Coordinate the development and delivery of high-quality conservation education materials and programs.

Objective 1.3: Ensure that the Conservation Education Program supports and enhances the ability of Forest Service employees to achieve excellence in conservation education.

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<p>1.3.1 Identify basic competencies appropriate at each level and PD and develop a comprehensive conservation education training program for Forest Service employees.</p>	<ul style="list-style-type: none"> ➤ Incentives for researchers/employees to be involved. ➤ A team constructed to identify core competencies with various levels of competencies for various resource professionals identified. ➤ Training for FS employees developed. 	<ul style="list-style-type: none"> ➤ Increased number of trained personnel at various identified levels.
<p>1.3.2 Provide long-term professional development opportunities for conservation education staff within the Forest Services.</p>	<ul style="list-style-type: none"> ➤ A hierarchy of training modules established. ➤ Creation of professional PDs and career ladders for CE educators. 	<ul style="list-style-type: none"> ➤ Trained, competent personnel are available for job placement and advancement in CE. ➤ Specialized personnel in the profession of CE because there is a clear career path.
<p>1.3.3 Develop tools to improve communications and networking among Conservation Education staff and all branches and levels of the Forest Service.</p>	<ul style="list-style-type: none"> ➤ Use CE listserv and newsletter about CE to enhance diffusion of important information throughout ranks of agency. ➤ Identify champions for CE to tell FS stories. ➤ CE practitioners receive information in an appropriate and timely manner. 	

Goal 2: Provide strong leadership and management of the Forest Service Conservation Education program.

Objective 2.1: Elevate conservation education to mission-critical management status in the Forest Service.

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<p>2.1.1 Achieve a clear, coordinated message about the role of Conservation Education in achieving the agency mission.</p>	<ul style="list-style-type: none"> ➤ Increased agency funding for Conservation Education. ➤ Increased partnerships. 	<ul style="list-style-type: none"> ➤ Improved ability of FS employees to articulate the agency’s role in increasing environmental literacy and the role it has in meeting the agency’s mission.
<p>2.1.2 Demonstrate leadership support for conservation education by participation by the Chief and other agency leaders in high-profile Conservation Education efforts such as Project Learning Tree events, Canon Envirothon, or Head Start Hispanic Institute.</p>	<ul style="list-style-type: none"> ➤ Increased marketing and publicity efforts. ➤ CE incorporated into program direction at the Station, Area, and Regional levels of the agency branches. ➤ Number of leaders that participate in high profile CE efforts. 	<ul style="list-style-type: none"> ➤ Increased participation by leadership should increase understanding of how CE helps achieve the agency’s mission. ➤ Improved marketing and PR efforts. ➤ Lead to CE incorporation into program direction at Station, Area and Regional levels.
<p>2.1.3 Charter a Conservation Education Council of members from all branches of the Forest Service to facilitate effective communication among the agency’s various environmental literacy programs and activities, and assist in fostering the value of Conservation Education within the agency.</p>	<ul style="list-style-type: none"> ➤ Charter from the Chief. ➤ Establish make-up. ➤ Define the mission of the council in its role of integration of CE across all disciplines and levels of the agency. 	
<p>2.1.4 Include Conservation Education performance elements in the Forest Service strategic plan.</p>	<ul style="list-style-type: none"> ➤ CE included in the master strategic plan. 	<ul style="list-style-type: none"> ➤ CE remains as Objective 5.1 in the draft FS strategic plan.
<p>2.1.5 Develop peer-to-peer leader champions who demonstrate how</p>	<ul style="list-style-type: none"> ➤ Identify anecdotal examples of CE aiding management. 	

<p>Conservation Education improves program outcomes and helps achieve the agency's mission.</p>	<p>➤ Use identified outcomes to identify leaders.</p>	
<p>Goal 2: Provide strong leadership and management of the Forest Service Conservation Education program.</p> <p>Objective 2.2: Ensure adequate resources and operational integrity to accomplish an effective and efficient Conservation Education program at all levels of the agency.</p>		
<p>Means and Strategies</p>	<p>Measurable Outputs</p>	<p>Explanation of Output Impact</p>
<p>2.2.1 Develop and implement a staffing strategy (position descriptions, careers ladders, employee development, etc.) for WO Conservation Education staff.</p>	<p>➤ Staffing strategy developed and implemented for WO with organizational chart of the position descriptions.</p>	
<p>2.2.2 Identify staffing needs and roles, and develop standardized position descriptions and career ladders for professional education specialists at all levels of the agency.</p>	<p>➤ Standardized PDs developed at seasonal, field, and higher levels that allow for career ladder opportunities and identify roles, responsibilities, and expectations at WO, Regional, Forest, and District levels.</p> <p>➤ An agency staffing strategy is developed and implemented at all levels of the agency to meet the needs of CE delivery.</p>	<p>➤ FS Manual direction for CE (1620-3) should be reviewed and revised as appropriate.</p>
<p>2.2.3 Identify resource needs and potential sources, including grants and partnerships, to deliver a more effective CE program.</p>	<p>➤ Design hierarchy of positions and funding needs to deliver CE in alignment with new strategic plan (Objective 5.1).</p>	
<p>2.2.4 Advocate incorporation of Conservation Education into program direction at the Station, Area and Regional levels of the agency branches and into NFS Forest planning efforts</p>	<p>➤ Planning guidance and CE planning templates are developed for various levels of the agency to assist field planning efforts.</p>	<p>➤ Direction for CE is included in Program direction and in Forest planning efforts.</p>

Goal 2: Provide strong leadership and management of the Forest Service Conservation Education program.

Objective 2.3: Improve accountability systems and program evaluation for Conservation Education in the Forest Service.

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<p>2.3.1 Identify practical output and outcome evaluation models to measure program results, and provide support to increase their use at all levels of the agency.</p>	<ul style="list-style-type: none"> ➤ Evaluation models are identified and used. ➤ Practitioners doing evaluation are coordinated. ➤ Research efforts with university partners are a priority. ➤ Develop coordination among evaluation models (NPS, USFWS for examples) to improve reporting, organization and management (clearing house of evaluation methods). 	<ul style="list-style-type: none"> ➤ Evaluation results are used for program improvement, seeking funds, partnerships, sharing information, marketing, and program validation.
<p>2.3.2 Coordinate reporting system revision and data entry with internal partners (NatureWatch, Interpretive Services, and so on).</p>	<ul style="list-style-type: none"> ➤ Team established to address data reporting systems coordination. ➤ Integrated reporting system is in place. ➤ Consistent definitions of education/science applications for use within the reporting system. ➤ Develop a user manual for the integrated reporting system and provide staff training and support. 	
<p>2.3.3 Provide examples of Forest Service employee performance evaluation in Conservation Education for use in appropriate line and staff work plans.</p>	<ul style="list-style-type: none"> ➤ Employee performance evaluation examples are developed and provided to appropriate line and staff. ➤ Examples provide are incorporated into employee performance plans. 	
<p>2.3.4 Engage scientists and educational experts to develop assessment and evaluation tools for conservation education programs and materials.</p>	<ul style="list-style-type: none"> ➤ Research is funded to develop and assess evaluation methodologies and tools. 	

Goal 3: Maximize partnerships to ensure mission success.

Objective 3.1: Pursue new—and improve existing—partnerships with State and federal agencies, nongovernmental organizations, and the education community.

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3.1.1 Develop criteria for selecting appropriate partnerships that can assist in the achievement of the Conservation Education Strategic Plan (programs, materials, funding, and so on).	<ul style="list-style-type: none">➤ Critical needs that partners can meet are identified.➤ Criteria are developed for the selection of partners.	<ul style="list-style-type: none">➤ Partnerships are more focused on the strategic plan.➤ Local partnerships are strategically planned and tiered to a national criterion.
3.1.2 Establish new and strengthen existing linkages with external partners working with underserved groups.	<ul style="list-style-type: none">➤ Number of new partnerships that target underserved populations.	
3.1.3 Ensure that funds are identified for the development of new partnerships and/or improvement or enhancement of existing ones at all levels of the agency.	<ul style="list-style-type: none">➤ Funds are identified and allocated for partnership development and enhancement.➤ Strategy to link with the National Partnership Office is identified.	
3.1.4 Facilitate delivery of tools and training to develop a Memorandum of Understanding or Partnership Agreement for Conservation Education programs.	<ul style="list-style-type: none">➤ Existing MOUs identified and a master list published on the web.➤ Training provided to employees and partners on developing MOUs and agreements.	

<p>3.1.5 Participate in development and distribution of partner programs and materials.</p>	<ul style="list-style-type: none"> ➤ Number of employees that participate in partner programs (e.g. reviewing materials for scientific accuracy, teacher, workshops, assisting in communications and marketing, etc.). ➤ Materials identified by “Reviewed by Conservation Education Office of the Forest Service.” 	<ul style="list-style-type: none"> ➤ Less duplication, more cost effectiveness. ➤ Consistent messaging between agencies. ➤ Increased incorporation of FS information and materials into partner programs.
<p>3.1.6 Support conservation education research efforts of partners.</p>	<ul style="list-style-type: none"> ➤ Number of partner research efforts supported by FS. ➤ Number of FS employees on partnership research teams. ➤ List developed of research needs for CE that the FS would be interested in. 	<ul style="list-style-type: none"> ➤ Research partners have improved access to FS data on CE. ➤ Increased quality and quantity of research on CE.
<p>3.1.7 Work closely with the Forest Service’s National Partnership Office to leverage expertise, resources, and partnerships for conservation education programs and materials.</p>	<ul style="list-style-type: none"> ➤ Number of employees that participate in partnership training. ➤ CE Coordinator participates in partnership network calls. 	
<p>3.1.8 Work closely with National Association of State Foresters, Project Learning Tree, and National Environmental Education and Training Foundation to enhance delivery of programs.</p>	<ul style="list-style-type: none"> ➤ Number of partner programs that can assist in the achievement of the CE strategic plan. ➤ Number of FS employees in leadership positions in PLT. ➤ Increased use of Smokey Bear and other symbols at PLT workshops. 	<ul style="list-style-type: none"> ➤ Increased recognition of Forest Service as a national partner. ➤ Increased recognition of Forest Service as a provider of CE.