

## Report from the Panel on Sustaining Family Forests



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## *The Sustaining Family Forests Project*

This meeting was organized under the auspices of an ad-hoc group of individuals who are committed in one way or another to the goals of sustainable forestry and conserving productive, healthy family forests. The group, which spans various interests, came together to provide a forum for both innovative thinking and consensus on new ways to extend sustainable forestry practices to the vast number of American family forest owners who are not part of the normal industry, agency and consulting forestry clientele.

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## Conference Summary and Notes

American family forests comprise roughly 220 million acres of private forestlands in parcels between 10 and 1,000 acres, owned by an estimated 4 million family forest owners (FFOs). This number is on the increase, as each year more and more forestland is subdivided into smaller and smaller parcels. Though family forest owners collectively supply a significant amount of raw material to the forest products industry, a relatively small proportion of them engage in systematic management systems designed to ensure sustainability.

Existing landowner surveys tend to be primarily a census of forest owners. They often provide useful classifications of ownership in terms of ownership size, owner age, and so forth. But they are not designed to provide information needed to “segment the market” into useful categories of FFOs with similar demographics or ownership motivations or other factors that can be correlated with forestry messages or information channels that resonate with each segment.

To effectively reach FFOs a new marketing and communication approach must be designed—one that effectively provides credible, useful, and compelling information and services to enhance and extend sustainable forestry practices on family-owned forestland. As a first step in this process, a diverse panel of experts was convened at the Johnson Foundation’s Wingspread Conference Center in Racine, Wisconsin, to define and create a plan for researching, designing and implementing a new approach.

Panel participants represented a broad range of interests with a stake in the future of family forests—including government, industry, retailers, landowners, nonprofit organizations, and community groups. The main tasks for the panel were to (1) assess the current knowledge of FFOs—their demographics, motivations and management practices; (2) define a collective vision for the panel and a set of desired behaviors to be encouraged among FFOs; (3) consider the usefulness of a social marketing approach for reaching FFOs, and; (4) agree on a broadly owned strategy to fund and execute an innovative plan to better understand this group of forest owners and to collaboratively employ the public, private, and NGO resources to motivate and support them.

To aid the participants in this process, presentations on the most recent National Woodland Owners Survey; current programs focused on outreach and services to FFOs; results of a survey of the panel itself; and social marketing were made (see appendices). A series of breakout groups were held to allow for focused, small-group discussions (see page 20 for summary). Reconvening in a plenary session, the group shared the results of breakout group discussions, and settled on key points of agreement for necessary research and potential project-based efforts. Broadly, the following points can be made in summarizing the conference conclusions and outputs:

- There is a clear and urgent need for greater attention to FFOs, because they control two-thirds of US private forests, and their management decisions collectively can impact the entire landscape.
- There is a need for program innovation to better understand and address the pressures private landowners face.

- There is inadequate knowledge about FFOs in the US; who they are, what motivates them, and what they need for better forest management.
- What is known indicates that there is a huge diversity of owners who have many different motivations for owning their land; thus reaching them effectively is a challenge, one that has yet to be met on a large scale.
- A social marketing approach can be a useful tool for gathering necessary information about FFOs, their management practices, and the prospects for reaching different groups of owners.
- Before designing a marketing plan, however, there must be greater clarity with regard to the goals, objectives and scope of the present project.
- The project that grows out of the conference should be a collaborative effort, capitalizing on the wide range of institutions that have an interest in this issue, and to ensure broad credibility.
- At the same time, the outputs of the project should be useful to a diversity of individuals and groups.

In moving forward:

- The panel's core group should be expanded, as should the panel membership, to include a broader range of stakeholders.
- A charter should be drafted, detailing the panel's mission, goals and membership.
- A project proposal should be developed, including a clear articulation of the justification for the project, scope of activities, intended outputs, and a timeline.
- An informal institution should be established to manage the initiative; it should be independent, collaborative, and have a limited purpose.
- Funding should be sought from a broad spectrum of institutions which will give greater credibility to the resulting outputs.
- The project should be piloted in a place that is "ripe to use the results."
- Timeline is crucial—there is a sense of urgency as the marketplace is driving towards certification/sustainable forestry.

Following are notes from the conference, organized chronologically. The agenda and presentations given over the course of the conference are in the appendices.

*Tuesday, 7 October 2003 — Morning Introductory Session*

## The Target Audience

Mary Tyrrell began the conference with a presentation of data from the draft National Woodland Owners Survey. (See Appendix II for the full presentation)

From 1994 to 2002, total acres in family ownership of parcels between 10 and 1,000 acres have grown by 14% to 220,987,000 acres. Most of this land is in the eastern half of the country. Sixty-three percent of the 4 million landowners are over 55—and they own 74% of the family forestland. The majority of owners live on their land and have owned it for at least 10 years. The top reasons for owning forestland are aesthetics, residence, family legacy, nature protection and privacy. Most do not actively manage or seek professional advice. Their top concerns are insects, family legacy, fire, trespassing, and property taxes. Most indicated that they do not have any, or minimal, future management plans.

The following comments were made by participants during and after the presentation.

- The Survey, which is still in draft form, is available at [www.fs.fed.us/woodlandowners/](http://www.fs.fed.us/woodlandowners/).
- These statistics may be unreliable because of the small sample size, especially for the western region. 4,000 people responded – that is, 1/10 of 1% of all Family Forest Owners (FFOs). However, it was noted that a well-drawn sample of this size can still provide statistically useful information.
- This is an annual survey, on 5-year cycle, so the numbers will only get more robust.
- It is notable that most owners are over 55 years old, with the median age of approximately 60.
- The inconsistency of data points (i.e. 50% of those who said they harvested, actually hadn't) highlights how we have different definitions than a lot of FFOs. They may respond that they're "harvesting," but when we go out and ground truth it, we don't classify what they're doing as "harvesting."

Neil Sampson then gave an overview of who are FFOs; how we currently do research about them; who tries to get to them; what is offered to them; and how they are regulated. (See Appendix II for the full presentation)

Federal, state and private programs aimed at landowners fall into six categories: research; general information; education; technical assistance; financial incentives; and regulations. Given all this, the bottom line is that a landowner seeking forestry assistance should be able to find it easily and locally, if they know where to look and it fits their situation and timing. It's hard to say who we actually reach—considering all the overlap, perhaps five to ten percent of the owners with twenty to thirty percent of the land.

There is very little data on how many use sustainable practices, but inferences can be made looking at such things as the area and volume of forest and wildlife habitat over time. Pressures faced by landowners are primarily of two forms: economic (timber markets; land values) and community/environment (development pressure, changing community values).

Most forestry programs do not address community and environmental pressures such as land conversion and fragmentation and only marginally assist owners facing economic pressures.

The following points were raised by the participants.

- There is an inconsistency with the numbers on how many are “seeking advice” versus how many are “really participating.” More are doing the former, and this is a linchpin point: people may seek information, but they may not use it, and therefore they don’t practice sustainable forestry.
- There are important linkages between what is happening with FFOs and what is happening in the broader forestry-dependent economy, i.e. mill closings, logger unemployment and income setbacks.
- It needs to be better communicated to policymakers that these linkages exist, that their decisions are driving mill closings.
- The biggest issue is markets; if there’s no market, FFOs are going to change their land use. This is broadly recognized, but yet not much is being done to address it.
- There doesn’t seem to be much evidence [in the woodland owners survey] that FFOs respond at all to market forces, they respond to other things.
- We need to figure out the reality of who these people are, especially who’s easy to reach and who’s hard to reach.

## Breakout Session 1: Visions and Behavior

(see page 20 for full session notes)

This first session focused on visions for success, and landowner behaviors that should be encouraged. Broadly, the conference participants pointed to a vision of landowners who had pride in their ownership of forest, who thoughtfully and purposefully manage their lands for the long term; and to a forestry community that works collaboratively to help landowners. Behaviors that participants were looking to encourage largely mirrored their vision, with an emphasis on the concrete aspects of advance management planning and a recognition of the suite of environmental, economic and social/community values of forests.

### After Breakout Session 1

Mary Tyrrell presented “The Panel”—the results of the pre-conference questionnaire, which was aimed at getting the panel participants to take a look at their own values and goals related to American family forests. Nineteen of the twenty-six participants responded. (See Appendix II for the full presentation.)

The elements of sustainability that were most often ranked as extremely important were: maintenance of ecological function; sustainable management for wood products; family ownership; and protection of ecologically sensitive areas. The respondents expressed a need for broad-based public support for a suite of social, economic, and environmental benefits across a forested landscape, and for collaborative, equitable processes to bring it

about. The organizations represented by panel members have varying objectives, the predominant ones being changing current management practices; maintaining markets for all forest-produced goods; slowing down conversion for development; and creating a climate for heritage of family stewardship.

The participants then discussed the outputs from Breakout Session 1. In general, there was agreement on vision and behaviors. The need to understand what FFOs want, rather than focusing on we want for them, was broadly agreed upon. There was also broad agreement that there should be more planning in advance among FFOs to increase sustainability. A few questions were then raised for discussion:

What is the public's understanding of sustainable forestry and the need for it?

- The real change over the past few decades is that there is now awareness of the issue in general. At least now people care.
- In actuality though, retail customers don't care about sustainability. It's not their issue. They're concerned about quality. They have to pay the bills, put up the fort in the backyard, and frame the bedroom. Most don't even know that wood comes from trees.
- People know that wood comes from trees; what they don't know is how it gets from the forest to the showroom.

Is there more concern about federal lands or private lands?

- It depends on the issue. Fire has caused more interest in federal lands. But there is very little understanding of the ownership stratification. Most think the federal government owns most of it, then the companies, then people.
- The lack of distinction in the public's understanding between public and private forests is a huge hindrance.

What have been the failings of getting the FFO issue out there?

- Farmers have been successful—look at the farm bill. What can we learn from them? We haven't been able to do the same sort of lobbying.
- The success of the farm bill isn't because of family farmers, but because of huge industrial interests. The myth is: farmers are smallholders, tied to the land; forest landowners are giant industrial corporations who only care about profits. [*In fact, the reverse is more accurate, most forestland is in small private holdings. Ed.*]
- The Southern Forest Resource Assessment found that urbanization and sprawl is the biggest threat; the good thing is that there is public concern around sprawl, so we should link better to this issue.
- Public perception is what is read in the media, therefore, we need to concentrate on communications.



- There is a lot of misinformation that needs to be overcome in the process, and we need to address this. But we've been focusing on the wrong people. We need to focus on the 65% of the people who consider themselves good stewards; it's useless to focus on the people who are spreading misinformation.
- When we hear about “misinformation,” we should recognize that there are truths there. Normally, groups that always say “forestry is bad” are not credible; but, conversely, if we're always saying “forestry is good” we are not credible. We need to not always “go positive,” we need to stand up and acknowledge problems.
- The chemical industry shows an interesting history. They admitted they had some problems, and polling numbers indicate that people's opinions of them have gone way up. Foresters need to do the same.
- If we look at percent inputs to advertising versus service delivery in other businesses (e.g. insurance) it's huge. In forestry, it's very little. We need to provide people with better information, we need to advertise. People still say “What is forestry?”
- Why are we even talking about the public's perceptions? They aren't demanding more sustainable forestry. We need ask why we're here—we need to find out more about who we're trying to reach.
- The 4 million FFOs are a shifting population and so mass media is the best way to hit them all.
- But how do we connect with landowners? Public media is one thing, but actually getting to these people is another.

## Breakout Session 2: Profiling the Target Audience

(see page 22 for full session notes)

The groups considered who the target audience should be. A common thought expressed was that the general public, not just landowners themselves, should be a target. In looking at the landowners, there was agreement that regional and generational factors should be taken into consideration in designing approaches to research and outreach. Another recurring point was the need to segment those who are easy to reach and those who are hard to reach. Beyond the issue of the target audience, most of the groups also discussed the broader issue of why they were here at this meeting, with some saying that there was no clear consensus on a goal to pursue.

Tuesday, 7 October — Afternoon Session

## A social Marketing Approach to Reaching Family Forest Owners

The afternoon session began with a presentation by Larry Wiseman. (See Appendix II for the full presentation)

Wiseman began by talking about how sustainability is a process, a pathway along which forest owners move, with many stops, twists, and turns, and no single route to the end. The challenge is to get the right information to folks for wherever they are on this path, and hopefully move them towards more sustainable management practices. He gave a brief overview of a recent paper by Michael L. Rothschild<sup>1</sup> which presents a framework for how managers should design interventions meant to change the behavior of segments of the public which may be either “prone, resistant, or unable to accommodate the manager’s goals”. Wiseman’s presentation emphasized the usefulness of this approach in seeking to reach FFOs, particularly given that so many do not plan and manage up to a level where they are reachable through existing programs.

Geoff Feinberg, from Roper/ASW, a social marketing firm, then presented an approach for social marketing—the “prime prospects” approach. (See Appendix II for the full presentation)

This approach, using survey research, gathers data about a given population’s behavior, attitudes and capabilities, and then applies a statistical model that splits respondents into a series of eight bins—including “prime prospects,” “model owners,” “potential defectors,” and “write-offs.” With information collated about these different groups and their behaviors, attitudes and capabilities, the models help determine who should be targeted, what should be said to them, and what media should be used to communicate the message.

Thoughts from the group on the social marketing approach:

- We should go with this because it’s different and offers better information, while the old approaches have obviously not worked very well.
- The social marketing approach will show us who is managing sustainably and who isn’t, and who is open to the idea and who isn’t. In this way, it will help to answer the question that has come up a number of times here already, namely “Is there a problem? Should we be assuming that FFOs aren’t managing sustainably?”
- There should be a pilot, a number of pre-tests, to see if this approach will be useful, if we are asking the right questions, if the approach is getting us what we want. Focusing on one county as a test might be a good way to start this, and then we could scale-up to a national level survey.
- To do this, institutional support would be necessary, a collaboration that would be credible to landowners and to the general public.

<sup>1</sup> Rothschild, M.L. 1999. Carrots, Sticks and Promises: A Conceptual Framework for the Management of Public Health and Social Issue Behaviors. *Journal of Marketing* 63 (October 1999): 24-37.

- The key is: how do we define well-managed? How do we define sustainability? This is doable, we can come to agreement on this, but we also need to define what we're trying to achieve here. Is it sustainable forestry? Is it stopping fragmentation? Is it acreage in forest? These are different goals.
- A major challenge will be defining the “universe” of family forest owners, and getting a good, representative sample.

### Breakout Session 3: Gathering Information about Family Forest Owners

(see page 25 for full session notes)

There was broad agreement that the social marketing approach presented by Geoff would be a good approach to take. First, however, the groups felt there should be greater clarity with regard to problem definition and the broad objectives for this undertaking. Generally, the groups concluded that the target should be landowners, rather than the general public. Groups also noted that such a survey should be a collaborative undertaking—to ensure credibility with both landowners and with the general public—that should be led by a (possibly temporary) institution, i.e. steering group.

The conference participants re-convened to present the results of their discussions during the breakout session. Resulting discussion in the plenary session focused on the pros and cons of using the social marketing approach to gathering information on FFOs. Broadly, there was agreement that it would be a useful approach, but that there needs to be more clarity with respect to goals and objectives. Also, it was agreed that a pilot study should be initiated at a small scale to pre-test the approach before scaling up to a nationwide survey.

*Wednesday, 8 October 2003 — Morning Session*

### Moving Ahead: Developing More Effective Strategies

The second day began with a review of the first day's important outcomes.

- We don't know much about these 4 million owners.
- We don't know precisely what we need to know.
- The time has come for definitive action and there is something to work on.
- A multi-sector, collaborative approach needs to be taken to move forward.
- An independent body should exist to facilitate the process.
- There is a marketing model worth pursuing.
- There are challenges to defining behaviors to model.
- Regional cultural and institutional situations differ.
- The information collected needs to be useful for different organizations with diverse objectives.

Bill Banzhaf then posed the question to the group: Why are we stuck in our traditional ways of reaching out to FFOs? Comments followed:

- Are we really stuck? We have made real progress over the years.
- We are stuck. This is the 20<sup>th</sup> meeting of its kind, and we're finally saying "OK, we don't know anything about these people."
- The real problem, the reason why we are stuck, is because we have not convened landowners to empower them in the process.
- We may be stuck, the people in this room here, but work on the ground goes on, county foresters and landowner associations are working with these people, and this work is ongoing, so who's really stuck here?
- Interest in the FFO issue is mostly local in nature; we haven't engaged rural communities as part of a larger effort, so our successes haven't been widespread; also, local groups working on this struggle to exist, and they don't get together to share and support each other.
- Maybe we don't like what we hear so we ignore it, i.e., what surveys tell us.
- We don't do the one-on-one necessary; we talk amongst ourselves, we aren't reaching outside. We need go out to the FFOs and ask them who they are and what they need.
- If we are stuck, it's because we haven't articulated why it's in the landowner's interest to move into active, sustainable management.
- There is no collective passion on this issue. Take urban green activists—they know what they want, they have a passion, and they unite and get things done. For landowners, however, there isn't anything like this. Landowners with a passion get mixed messages—we're saying "do good forestry," but we're not helping them, not giving them compelling incentives.
- Volunteer firefighters do it for the passion of it; but they're empowered to do it, they're given a venue and they're shown that they're valued. This builds capacity because people then turn around and help train others, and a momentum is built.
- At the end of the day, it's still about what we know and what we don't know about FFOs, and what they need.

Banzhaf then posed two further questions: Does having a management plan amount to sustainable forestry? Is our focus on management plans a problem, or is it part of the solution?

- A management plan doesn't necessarily mean sustainability, but it's a step in the right direction.
- If we look at ISO 9000, it only means consistency, either consistently good or consistently bad; it's all obviously about how good the plan is.
- A plan is of course necessary, but the work really begins after you have the plan; so it takes good follow up to make sure the plan is being implemented, and this is where we don't have the capacity.

- A plan ought to fit the situation. A lot of the FFOs need a fairly simple approach; so trying to paste a complex management plan onto them is problematic.
- Having some sort of plan, any plan, simple or complex, is a pre-cursor to sustainability, but it needs to be tailored to the situation.
- Management plans are part of the solution, but they fail when they only focus on timber. There needs to be a broader focus for the plans. Management plans in this way have been more for foresters than for the owners themselves, who are more interested in things like exotic species and wildlife.
- To do this well, we have to have a continuing relationship, but there is no way we have the capacity to do this, so we need to really define what kind of plan we think is required of FFOs.
- What we should be encouraging is a list of opportunities rather than a plan.
- All landowners should have a plan, this is the road to success; however, if the operation is not good, what's the point? We don't have the capacity to do constant monitoring of plan implementation, so what we really need are professional loggers who make sure operations are sustainable.
- Even if we develop a perfect management plan for every single FFO, we still would not be achieving our goals; not until we give them a reason to implement it will we be making progress.

Leading into the fourth and final breakout session, Banzhaf asked the group: What are the assets we have to achieve our goals?

- Professional loggers are a key asset; the Sustainable Forestry Initiative's training of loggers helps us to build on this resource and reach out to FFOs.
- Access to various communications tools and the sheer number of institutions that are interested in this issue.
- Diverse ownerships require diverse media to deliver our message, and we've got it here. We have the capacity to send a message through a wide variety of media.
- A great diversity of people from all over the country who have a great deal of expertise and a passion for sustainable forestry.
- A zeal to preach what we practice and practice what we preach.
- The potentialities for partnership are huge, from environmentalists to loggers to industry to academia.
- The fact that several compelling visions can be accommodated under a common vision: better support for FFOs.
- If we understand FFO interests, there's a different kind of asset; we have an opportunity to get to a wide sweep of people.

## Breakout Session 4: What's Next?

(see page 27 for full session notes)

In the fourth and final breakout session, the groups pondered the next steps needed to move the process forward. Generally, the groups agreed that a project proposal setting out a clear scope and goals should be developed, along with a framework/timeline for action. In addition, several noted that key leaders for the process should form a steering committee, and that a relatively informal body (perhaps growing out of a pre-existing one) should be designated to manage the project. The groups also discussed the need to include a greater diversity of participants in the process, and highlighted the need for the outputs of the project to be useful to a broad range of stakeholders.

Before going into results from the breakout session, the group discussed the collective vision: Why are here and what do we hope to get out of this conference? The direct question put to the conference participants was: Why did you come to Wingspread?

- To get input from professional marketers to better reach out to FFOs.
- We recognize that FFOs control two-thirds of US private forests, but we don't know much about them or what their motivations are. Their decisions are going to shape the landscape—what they do can make or break America's private forests, so they are the missing link.
- We care about this issue because collectively FFOs make up such a huge ownership. This gives us the motivation and passion for our work.
- The concept of private land ownership and stewardship is one of the bedrocks of American society. We all want to contribute to this, and this meeting is an effort to broaden the capacity to contribute effectively within that context.
- FFOs account for a significant portion of the fiber in the retail supply chain. We should work to help them manage better and manage more collaboratively, so that a contiguous landscape is maintained and improved.
- Forestry has made big progress in technology, capacity, productivity, conservation and protection over the past decade, but this has largely been on industry and federal lands. At present, private forests are the area of greatest opportunity for improvement.
- There is a need to empower landowners to practice sustainable forestry, and to recognize them for doing a good job.

*Wednesday, 8 October — Afternoon Session*

In closing the conference, the participants began by assessing progress thus far and deciding on next steps:

- Geoff Feinberg’s approach is a tool, a potential part of the larger project we want to undertake.
- Once we define what we want to know, we can move to the survey.
- A key next step is to define our project, write a proposal, and put it up for funding.
- We need to change the methods we’re using to deliver our message; to look at new people to add value to the delivery, including NGOs, and not just the “moderate” voices.

Who’s missing in this conference, who should we bring on board?

Universities

Landowners who aren’t connected

Local/state government representatives with responsibilities for land use decisions

Foundations

Minority landowners

Environmental NGOs, for example, the Environmental Defense Fund presently has funds to work with private landowners

Forest Stewards Guild

National Governors’ Association

Forest Service researchers already involved in landowner surveys

Retailers

Association of Consulting Foresters, and other consulting foresters

Women in Timber

More northwestern representation

One landowner representative from each US region

Socially-responsible investment groups

Timberland Investment Management Organizations (TIMOs)

Note: Some of these people/groups were invited and are interested in the project, but couldn’t make the meeting.

Before input is solicited from such a large group, we need to have a clear goal in mind, and a good frame for the survey. Because a survey can only be so long, and each group will have their imperatives, we need to make sure that the target is focused before we bring so many on board.

## What do we need to do next?

- Expand/contract the core group.
- Turn the steering group into an institution, a single entity, a framework, but perhaps not an official body.
- Develop a concept paper.
- Develop a charter: mission, goals, and membership.
- Create a timeline.
- Compile a concise list of behaviors we are trying to motivate.
- Use a Delphi approach to come to agreement on our goal.
- Articulate pieces that are achievable and affordable in the short term.
- Write a funding proposal that is compelling, and communicates that we're doing something new, innovative, imaginative and will have wide impact.
- Secure funding, being careful about who we get it from, to ensure that we're credible and will have broad-based support.
- Potential funders include industry and foundations, especially those who are looking to fund something new and innovative.
- Think about creating an administrative structure to manage the funding, without eating up too much money.
- Look at the feasibility of a pilot approach.
- Identify opportunities to merge with ongoing landowner initiatives.
- Identify the potential opposition and bring them on board.
- Collaborate with service providers.
- Get more people to take an active role. It's easy to leave a meeting like this but then "go cold"; we've got to keep the momentum and this requires a lot of work, so we need more energy from a larger core.



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# Summary Of Breakout Sessions

## Breakout Session 1 – Visions and Behavior

This first session focused on visions for success, and landowner behaviors that should be encouraged. Broadly, the conference participants pointed to a vision of landowners who had pride in their ownership of forest, who thoughtfully and purposefully manage their lands for the long term; and to a forestry community that works collaboratively to help landowners. Behaviors that participants were looking to encourage largely mirrored their vision, with an emphasis on the concrete aspects of advance management planning and a recognition of the suite of environmental, economic and social/community values of forests.

### *Group 1*

What is our vision of success?

- To broaden a 'land ethic'
- Perhaps the ethic already exists, and the need is communicate that ethic
- Higher degree of consciousness about decision making on land use
- Landscape level perspective; how to encourage sustainability across the broad sweep
- Communicating to people that we are already doing sustainable forest management
- Increased sense of pride and responsibility for land among FFOs, that's how you keep people on the land
- A forestry profession that truly believes in a broader set of values: we always talk about the suite of services, but we always come back to timber; this hinders our ability to reach many owners

What sort of behavior are we trying to encourage?

- Pride of ownership
- Leadership: owners who are models for others
- More up-front planning
- Purposeful thinking in decision making

## *Group 2*

### Vision

- People thoughtfully and actively managing land
- Create culture of owning and managing land
- Increasing people's access to professional help
- Well managed harvesting; not harming ecology
- Minimal expectations to meet vision of active management
- Articulation of future forest vision (about 25 years out)
- Harvesting within ecological constraints
- Existing management plan/professional support engaged
- Society shares the costs for public goods provided by private land
- Market assurance

## *Group 3*

### What kinds of behavior are we seeking to encourage?

- High % of landowners have management plan
- High % of forests sustainable
- Geographic linkages
- People realize they own forest and connect with its values and potential
- People realize opportunities and stewardship opportunities
- To recognize recent success and add to it
- To work with professional loggers
- To encourage a society that recognizes the important values inherent in forests including private forests
- Changing public perception of private forest values, starting with youth education; today's students may learn more about the tropical rainforest than the forests at home
- To have an increased number of forest landowners who are engaged with their land and understand its values, rhythms and opportunities
- To connect and educate on multiple levels, in many different ways

#### *Group 4*

##### Vision of success

- More family forest owners thinking purposefully about the future of their forest, and the forestry community working together to achieve this goal
- Sustainability is understood as a framework or a pathway, not a fixed point to be pursued
- A full recognition that environment, economy and community are all vital components of sustainability

## Breakout Session 2 – Profiling the Target Audience

The groups considered who the target audience should be. A common thought expressed was that the general public, not just landowners themselves, should be the target. In looking at the landowners, there was agreement that regional and generational factors should be taken into consideration in designing approaches to research and outreach. Another recurring point was the need to segment those who are easy to reach and those who are hard to reach. Beyond the issue of the target audience, most of the groups also discussed the broader issue of why they were here at this meeting, with some saying that there was no clear consensus on a goal to pursue.

#### *Group 1*

- We need to profile not the landowner, but the general public, so they will support landowners
- Need to determine “what’s in it for the family?” to motivate action
- Need to define relative importance of consumers and producers
- Need to target policymakers who drive zoning legislation
- Clarification of incentives is a key
- Landowners who can be motivated to act (lobby) to make certain they get “what’s in it for them”
- Retiree sector
- Need to build coalitions with mainstream environmental organizations
- New forest landowners
- We need to inform people, not sermonize
- We must recognize what people already know: they know where wood comes from, they know it’s a resource, they know it’s renewable
- It is important to be alert and identify the “educatable moment,” when to deliver advice/extension, i.e. when there is harvesting ongoing, and this highlights the need for logger collaboration

- Struggling with conference goals: Why are we here?
- It is our responsibility to create the approach which cannot be attacked (through collaboration)
- We have not yet come to a consensus or identified an area of focus to pursue a goal
- We are assuming non-sustainability is the norm
- We have to have collaboration from all stakeholders before we can move forward on this

### *Group 2*

- New efforts need to look at the scope of what they're trying to do
- Target FFOs and general public
- Find out who is amenable, who is able to do sustainable forest management
- Identify who is most at risk, who are the non-joiners, who don't recognize forest value
- Identify these people through segmentation of those reachable by attitudes, behaviors, and capabilities
- We are looking at who to target here, but we should also be looking at who is shooting the gun. Is it from the beltway, from the state, the county, or the landowners themselves?
- We should be looking at who is most at risk, who is the most likely to be lost and be further unsustainably managing. We should also be focusing on the dynamo landowners who are leaders, and we should encourage them to rub off on their friends and neighbors. In all this, we should be focusing on what makes them tick, why those who don't tick don't, and who's in between.
- We need experts in doing this kind of work [social marketing] to do this, not necessarily foresters.

### *Group 3*

- Should start with a gap analysis – what we know and what we don't know
- Do we really know how to identify the ones we want to reach? Can we just go to the courthouse and look it up?
- A key problem is that we don't know the marketing business
- We need to know “where to hit it,” which is based on the blips on the screen, on timing and situational aspects, more so on this than on demographic characteristics
- Use landowners to talk to other landowners
- There's a lot more to learn than what we find in the National Woodland Owners survey – like what really motivates them

- This is more of a marketing challenge than it is a forestry challenge; we get through to some owners, but not to many
- There's a filter effect: those who are receptive to services are ones getting them
- If we can't share what we have how can we truly collaborate?
- Ownerships need to be defined according to regional and local differences as well
- Need to remember in targeting and thinking about people that owners are more interested in the qualitative, the non-tangible aspects of biodiversity and sustainability
- Landowner-to-landowner approach is best, and it should be regionally managed
- You have to have local credibility to do this, to get to these people, landowner referrals and introductions are good ways
- Effective communications: need pictures of the roadside view of forests to show the problem
- There is no real sense of urgency on this in the forestry community

#### *Group 4*

- Family forest owners of parcels between 10-1000 acres
- They respond to economic, environmental and/or social/community signals
- Many also simply don't care
- We aren't sure of the regional differences, based on the current data: there is some anecdotal data, especially about property rights in the south
- What (if any) are the generational differences? Especially when the land changes hands
- We need to find out who are the most receptive and who are the least receptive
- We are trying to market our vision of sustainable forestry to FFOs
- We need to overlay new research on top of existing state information: focus on "psychographic" ownership values, and produce a cultural map showing resources available
- Must make sure that you have the resources available to help people once you've raised expectations with increased awareness
- Motivations of owners have to be more than \$\$; also have to be aesthetics, recreation, other values
- Environmental education will help raise awareness over the long term
- Is there less of a need to target those in states that already have forest practices acts? Some states with voluntary BMPs are doing well
- Costs are important, especially for small ownerships



## Breakout Session 3 – Gathering Information about Family Forest Owners (FFOs)

There was broad agreement that the social marketing approach presented by Geoff Feinberg would be a good approach to take. First, however, the groups felt there should be greater clarity with regard to problem definition and what the broad objectives for this undertaking are. Generally, the groups concluded that the target group should be landowners, rather than the general public. Groups also noted that such a survey should be a collaborative undertaking—to ensure credibility with both landowners and with the general public—that should be led by a (possibly temporary) institution, i.e. steering group.

### *Group 1*

Vision: To target private landowners

Concerns:

- Is there a problem? Can we agree with that?
- Do we know the answer? Is it worthwhile to investigate this answer?

We agree: We need to find out if there is a problem.

Constraints:

- Time needed, patience in process, but need to get started

Thoughts on achieving our goals:

- It is valuable to make an effort to help protect economic incentives/markets by verifying good management on private lands.
- Data is valuable for communications with public and interest groups, but some stakeholders need results soon
- We have to define our audience categories before we pitch messages
- What can we do to change the fact that after 50 years we're still plying the same message, and still doing it in the same way?
- Is it the message or the messenger that is the problem?
- Do we need different messages for urban vs. rural landowners?
- Need to use face-to-face methods, enlist already participating landowners as multipliers, and hit venues that landowners already attend
- Research must be collaborative
- How will we recognize success, and how will we ensure continual improvement?
- There is a need to measure on-the-ground progress

- Can the success of what's happening in Maine be replicated as a model? It collaboratively addresses certification, but may not be appropriate for woodlands
- Addressing the question of voluntary standards vs. regulations is important. In many states there are voluntary BMPs that are being adhered to, should they be standardized? Enforced as regulations?

### *Group 2*

- Objective question: we all have different objectives; it is not certification, but it is
- In fact, there are people who are doing a good job, but will never get certified
- There are two main areas: planning and management, plus coordination
- Written management plan, estate plan, professional advice
- Management – meeting BMPs
- Coordination – part of a watershed/landscape that addresses a broader area
- Should focus on landowners, not the public
- “Sustainability judges” should be included also for credibility
- In general, Geoff's approach makes sense
- To implement, should be a broad group of constituents, but should be regionalized

### *Group 3*

- Continued discussing presentation: one question was: would questionnaire be verbal, if we went out and interviewed, the cost would be very high, so maybe it should be mail survey
- Need to keep it simple, we want to keep going on this as a small pilot project, but what would the scale of the pilot be? County, state? State of Maine is proposing an increase in certified land from 6 to 10 million acres.
- Such a pre-test would let us review and change it before going regional
- Project like this would benefit a lot people; no one has this info; NRCS, universities, states, FFOs themselves can use in lobbying, e.g. farm bill type legislation
- Costs are an important issue however, no idea how much this would cost; and can we raise the money?
- Consensus was to continue moving forward while keeping things simple with a pilot survey

#### *Group 4*

- Focused on two broad questions:
  - Is there value in this approach?
  - What are our important gaps, needs, strengths?
- First, how would such a survey fit within the larger context of sustainable management of FFOs? There is urgency to get FFOs onto the radar, this is the common goal
- Consensus that this approach has immense value in gathering information
- One piece of an outreach strategy specifically for FFOs
- The public's perception is a different issue
- First order, gaps and needs: Do we agree on the goal?
- Is it to articulate methods for improving management or to stop conversion?
- What is good vs. bad behavior?
- Regional differences need to be considered in designing the tool itself, even as its use will highlight these differences
- Overlays with existing laws, cultural issues, etc.
- Need to consider how outreach would be conducted once the survey was done
- Need for an institution that is collaborative to manage this undertaking

#### Breakout Session 4 – What's next

In the fourth and final breakout session, the groups pondered the next steps needed to move the process forward. Generally, the groups agreed that a project proposal setting out a clear scope and goals should be developed, along with a framework/timeline for action. In addition, several noted that key leaders for the process should form a steering committee, and that a relatively informal body (perhaps growing out of a pre-existing one) should be designated to manage the project. The groups also discussed the need to include a greater diversity of participants in the process, and highlighted the need for the outputs of the project to be useful to a broad range of stakeholders.

#### *Group 1*

What are we afraid of?

- Reduction of family forests and quality of life
- Land base disenfranchised and attacked
- Loss of infrastructure and rural economy

- Devaluation of family forests drives alternative land uses

What do we want to accomplish (given increased fragmentation and ownership changes)?

- Sustainability of family forests on both the micro and macro (landscape) levels

How could we use the information?

- Identify the potential messengers (define the disciples)
- Develop and disseminate source material
- Train the disciples
- Send out the message to bring around prime prospects and possible defectors

### *Group 2*

- Tasks: Develop project proposal
- Need to make sure we don't replicate what is already in existence
- But what is developed could be more targeted and more effective for FFOs
- The point is to know what issues we want to know, then develop a tool, then a finished product
- Could be used in forestry schools, ecology departments, in dialogues, workshops, landowner associations, state/local bodies
- By quantifying and showing the issues/needs we can make it clear how the process will really benefit landowners
- Would also help determine future needs for foresters
- Capacity will be an issue, but will come with demand, if the price is right
- Deliver information to local/state/federal government policymakers, also to environmental groups
- Need for a collaborative approach
- A brief, unified public message on the value of private family forests to society

### *Group 3*

- Principle: need a publicly available, decentralized dataset
- There is a need for multiple datasets, collating national, state and local data
- The shared goals should be:
  - Understanding who FFOs are and what their goals are
  - Getting more FFOs engaged, informed and making thoughtful decisions about their properties

- What is needed is a new mirror to hold up to the work of every organization, including government agencies, industry, landowner associations, land trusts, certifiers, loggers and foresters. This “mirror” would provide guidance for service provision, policy development and training to make better use of scarce resources. It would also aid in the ability to be more strategic in meeting goals with limited capacities, and in delivering more quantifiable results.
- The process should help identify new partnerships and collaborations.
- The outputs should be useful to analysts and “packagers” to make information accessible and understandable for end users.

#### *Group 4*

- A simple, general statement of purpose for the panel could be: “We came together at Wingspread to develop a clear understanding of the status of family forests in the United States in the 10-1,000 acre ownerships. Our goal is to enhance these forests and the economic, ecological, social, community and cultural values they provide.”
- We need to check our own self-interest at the door so we can seek knowledge about family forest owners together. In the end, we will be able to use the information revealed about these landowners in our own ways, directed towards our own interests.
- In order to make this project happen, what sort of organization is needed?
- A framework for moving forward
- A less formal structure that will end when the project ends will serve us better than a more formal structure (i.e. use an existing entity to handle funds rather than starting a new one)
- Define the larger group to be involved, starting with those of us at Wingspread and those who were invited but not able to attend, then include others. It would be beneficial to have an open door to include rather than exclude participants
- Identify a steering group – could be the organizers of this conference
- Develop a plan of action, including a timetable, funding sources, pilot testing, and the preliminary questions we are trying to answer
- Timing: to preserve the momentum of the group, and to recognize that time is important to the goal of good forestry practice; project completion should be slated for 12-18 months
- End product delivery should be in the form of a manipulative data base rather than a static report so various groups can most fully use the results. Resources should be pooled to develop data that all can use.

## The groups

### **Group 1**

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Larry Biles

Dan Dructor

Katie Fernholz

Michael Chenard

### **Group 2**

Mary Tyrrell

Jessica Eskow

Jim Hull

Kent Gilges

Geoff Feinberg

Marv Meier

Maurice Mausbach

### **Group 3**

Scott Wallinger

Neil Sampson

Doug Williams

Connie Best

Ted Beauvais

Tom Thompson

### **Group 4**

Larry Wiseman

Rick Cantrell

Jerry Rose

Roger Dower

David Refkin

Sara Leiman

# Appendices

# AGENDA

## SELECT PANEL ON SUSTAINING FAMILY FORESTS NEW STRATEGIES TO REACH FAMILY FOREST OWNERS WHO DO NOT EMPLOY SUSTAINABLE FORESTRY

### WINGSPREAD CONFERENCE CENTER OCTOBER 6-8, 2003

**Objective of the Meeting:** A select group of individuals with diverse expertise in private forestry and social marketing will:

1. Devise a consensus plan to obtain requisite information about 4 million owners of 220 million acres of private forest land in the United States that is needed to create effective strategies to identify, communicate with, motivate, inform and service them effectively.
2. Devise a follow-up plan to use the information to create modified or new public and private programs to promote sustainable forestry to this group of forest owners.
3. Devise a plan to fund, manage and implement these two steps.

#### Monday, October 6

6:00 pm Welcome and introductions  
Brief overview of the meeting objectives and plans

*Presiding: Scott Wallinger and Larry Wiseman*

6:45 Cocktails and dinner

#### Tuesday, October 7

8:30 am **Session 1:**

**Presentation:** Brief background on what we collectively know about this group of family forest owners and the public and private programs that promote forestry to them.

9:15 am **Break-out session:** What's our vision of success? What sort of behaviors are we trying to encourage? What is the objective of this effort?

10:00 am **Brief report out**

10:15 am Break



10:30 am **Facilitated group discussion:** Review summary data developed from the panel participant questionnaire, then discussion of the long-term vision of sustainability on family forest lands

11:15 am **Break out session:** Profile the target audience: demographically, who are the most receptive to sustainable forestry messages; who are the least receptive; and why?

Result: Clarification of the panel participants' goals, objectives, desires; clarified the values of the individual participants (frame of reference); surfaced the conventional wisdom on how to reach family forest owners with sustainability messages and services.

Noon Lunch

1:30 Brief report out on values, goals, and ways to reach family forest owners

2:00 pm **Session 2:**

**Facilitated discussion:** Led by experts in consumer marketing, on fundamentals of social marketing; how to develop a market research and outreach plan

3:00 Break

3:15 pm **Break out session:** Each small group takes a different aspect of marketing research plan and begins the exercise of how to develop such a plan for the target audience of family forest owners.

4:30 pm **Report out and group discussion on how to begin to connect the various pieces**

Result: Learned about the fundamentals of social marketing and began the process of how to apply them to the problem of achieving sustainable forestry (in the broad perspectives of the participants) on family forests.

5:00 pm End formal discussion for the day

6:00 pm Cocktails, dinner and informal discussion

**Wednesday, October 8**

8:30 am **Session 3: Session Leaders:**

**Facilitated Discussion:** There are a number of good programs aimed at reaching family forest owners with information and services, but they only reach a small portion of the potential population. Despite continuing efforts to improve the numbers, we seemed to have hit a plateau. Based on what was learned yesterday, why do you think we're stuck?

9:30 (Individuals could take a break as needed)

**Break out session:** Based on our previous exercises, draft a plan to create effective strategies to identify, communicate with, motivate, inform and service family forest owners. The plan should include a clear statement of the objective(s), specific tasks, and potential time targets. (One possible way to divide the breakout groups would be to have them write a plan for a specific sector e.g. industry, consultant, academic, public agency, and NGO. Even though the groups would focus on one segment they would include representatives from all segments to add diversity of experience).

noon Lunch

1:30 Brief reports from each team

2:00 **Facilitated Discussion:** How do we pull it all together? We need agreement on the kind, scope and scale of “market research”, and the necessary actions required to implement sustainable forestry on family owned lands. What would be a framework for funding and managing such an effort? Who else should be involved? Where do we go from here?

3:00 Adjourn

**Desired Outcome:** A clear, broadly “owned” strategy to fund and execute an innovative plan to better understand this group of forest owners and to collaboratively employ the public, private and NGO resources to motivate and support them.

# Family Forest Owners

Mary L. Tyrrell

Sustainable Forestry for Family Forest Owners Panel

Wingspread

Yale Program on Private Forests

October 7, 2003

## Regions for USDA Forest Service Survey



West



North



South

# Acres in Family Ownership

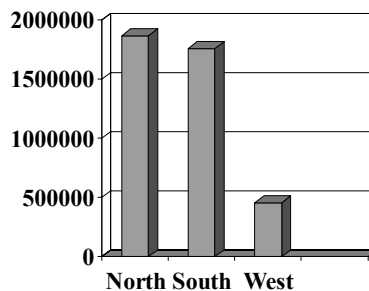
(10 – 1,000 acre parcels)

Region	1994 (thousand acres)	2002 (thousand acres)
North	83,238	84,735 (+2 %)
South	92,769	107,629 (+16 %)
West	16,977	27,987 (+65 %)
Total US	192,984	220,351 (+14 %)

From USDA Forest Service Draft National Woodland Owner Survey, Butler and Leatherberry 2003

## Regional Distribution of Family Forest Owners 10 – 1,000 acre parcels

North	1,867,000
South	1,762,000
West	457,000
Total US	4,086,000



From USDA Forest Service Draft National Woodland Owner Survey, Butler and Leatherberry 2003

## Age of Landowners

(Family Ownerships 10 – 5,000 acres)

Age	Acres	Owners
under 35	4,041,000	46,000 (1%)
35 – 44	18,539,000	435,000 (11%)
45 – 54	44,527,000	833,000 (20%)
55 – 64	64,464,000	1,030,000 (25%)
65 – 74	55,734,000	906,000 (22%)
over 75	43,338,000	659,000 (16%)

## Tenure

### Number of Family Forest Owners (10 to 5,000 acre holdings)

< 10 years	579,000 (14%)
10-24 years	1,362,000 (33%)
25-49 years	1,268,000 (31%)
50 + years	261,000 (6%)

From USDA Forest Service Draft National Woodland Owner Survey, Butler and Leatherberry 2003

## Living on Their Land

Part of Farm	1,503,000 (36%)
Part of Primary Residence	2,464,000 (60%)
Part of Secondary Residence	458,000 (11%)

From USDA Forest Service Draft National Woodland Owner Survey, Butler and Leatherberry 2003

## Reasons for Owning Forestland

(Family Ownerships 10 – 5,000 acres)

1. Aesthetics (73%)
2. Part of farm, home or cabin (69%)
3. Family legacy (65%)
4. Nature protection (65%)
5. Privacy (62%)
6. Hunting (47%)
7. Land Investment (46%)
8. Other Recreation (44%)
9. Firewood production (25%)
10. Timber production (24%)
11. Non-timber forest products (16%)

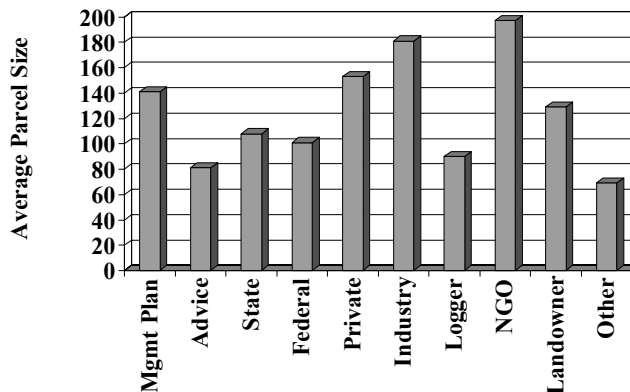
From USDA Forest Service Draft National Woodland Owner Survey, Butler and Leatherberry 2003

## Management Plans and Advice (Family Ownerships 10 – 5,000 acres)

	Number of Owners	Acres
Written Management Plans	266,000 (6%)	37,513,000 (15%)
Sought Advice	1,749,000 (43%)	142,361,000 (58%)
State Forestry Agency	404,000 (10%)	45,338,000 (18%)
Extension	144,000 (4%)	17,171,000 (7%)
Other State Agency	75,000 (2%)	4,841,000 (2%)
Federal	212,000 (5%)	21,402,000 (9%)
Private Consultant	276,000 (7%)	42,235,000 (17%)
Forest Industry Forester	99,000 (2%)	17,931,000 (7%)
Logger	185,000 (5%)	16,628,000 (7%)
Non-Profit Organization	6,000 (<0.1%)	1,180,000 (<1%)
Other Landowner	114,000 (3%)	14,691,000 (6%)

From USDA Forest Service Draft National Woodland Owner Survey, Butler and Leatherberry 2003

## Relationship between Average Parcel Size and Source of Advice



From USDA Forest Service Draft National Woodland Owner Survey, Butler and Leatherberry 2003

## Forestry Activity in Past 5 Years

(Family Ownerships 10 – 5,000 acres)

29%	Timber Harvest
23%	Road/Trail Maintenance
21%	Tree Planting
17%	Collection of Non-timber Products
16%	Fire Hazard Reduction
15%	Wildlife Habitat Improvement
11%	Application of Chemicals
8%	Site Preparation

From USDA Forest Service Draft National Woodland Owner Survey, Butler and Leatherberry 2003

## Landowners Concerns

(Family Ownerships 10 – 5,000 acres)

1. Insects (62%)
2. Family Legacy (61%)
3. Fire (57%)
4. Trespassing (56%)
5. Property Taxes (56%)
6. Dumping (55%)
7. Air or Water Pollution (49%)
8. Land Development (45%)
9. Storms (43%)

From USDA Forest Service Draft National Woodland Owner Survey, Butler and Leatherberry 2003



## Landowners Concerns

(Family Ownerships 10 – 5,000 acres)

10. Exotic Species (38%)
11. Noise Pollution (36%)
12. Endangered Species (33%)
13. Harvesting Regulations (33%)
14. Timber Theft (31%)
15. Lawsuits (30%)
16. Regeneration (29%)
17. Wild Animals (20%)
18. Domestic Animals (15%)

From USDA Forest Service Draft National Woodland Owner Survey, Butler and Leatherberry 2003

## Landowners' Future Plans

(Family Ownerships 10 – 5,000 acres)

- No activity (50%)
- Minimal activity (36%)
- Harvest firewood (28%)
- No current plans (20%)
- Transfer all or part of land to heirs (13%)
- Harvest sawlogs or pulpwood (11%)
- Buy more forestland (8%)
- Collect non-timber forest products (7%)
- Sell all or part of land (6%)
- Land use conversion (other to forest) (3%)
- Land use conversion (forest to other) (2%)
- Subdivide all or part of land (1%)

From USDA Forest Service Draft National Woodland Owner Survey, Butler and Leatherberry 2003

# America's Family Forests: Programs and Pressures



*Common Sense Solutions for  
Natural Resource Challenges*

Neil Sampson  
The Sampson Group, Inc.  
October 7, 2003

## Outline

- **The Audience**
- **Public and Quasi-Public Programs**
- **Some Pressures**
  - **Economic**
  - **Community, Environment**

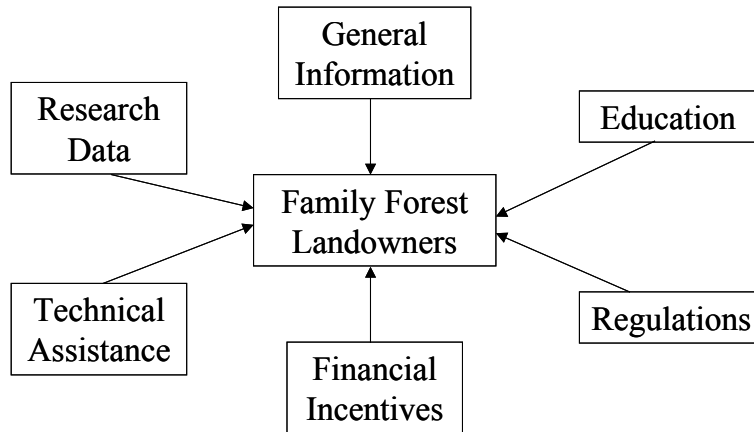
## **The Audience**

- **4.2 Million (10 to 1,000 acres)**
- **2/3 live at or near their forest**
- **Rural living; Modern views**

## **Programs**

- **Research**
- **General Information**
- **Education**
- **Technical Assistance**
- **Financial Incentives**
- **Regulations**

## **Non-Market Influences Affecting Forestry Decisions**



## **Research, Data**

- **Federal**
  - Forest Service, NASA, USGS
- **State**
  - Universities
  - Forestry Agencies, DNR's, DEQ's
- **Private**
  - Companies, NCASI

## **General Information**

- **Public**
  - **Universities**
  - **Agencies**
- **Private**
  - **Landowner organizations**
  - **Forestry Associations**
  - **Conservation organizations**
  - **Media**

## **Education**

- **Public**
  - **University Extension**
  - **State Forestry Agencies**
- **Private**
  - **American Tree Farm System**
- **Mixed**
  - **Landowner Associations (tours)**
  - **Logger/landowner training**

## **Technical Assistance**

- **Public**
  - **State Agencies (Forestry, Wildlife)**
  - **Natural Resource Cons. Service**
- **Private**
  - **Consultants**
  - **Industry LAP's**

## **Financial Incentives**

- **Public**
  - **Cost-Share (FLEP, EQIP, WHIP)**
  - **Easements (Forest Legacy)**
- **Private**
  - **Industry LAP's (Tree Seedlings)**
  - **Land Trusts (Philanthropic \$\$)**

## **Regulations**

- **State Forest Practice Acts**
  - State Forestry Agencies
- **Sediment & Erosion Control**
  - State Forestry Agencies
  - NRCS, Conservation Districts
- **Endangered Species**
  - Service Foresters, Wildlife agencies
  - Consultants

## **Bottom Line**

- **A landowner seeking forestry assistance should be able to find it easily and locally.**
  - IF....
    - They know where to look
    - It fits their situation & timing

## **So, Who Do We Reach?**

- **That's hard to say...**
- **We know some numbers, guess at others.**
  - **Lots of overlap, not much data**
  - **Maybe 5-10 percent of owners; 20-30% of the forest land.**

## **And, How Many Use Sustainable Forestry Practices?**

- **Very little data, but some inferences.**
  - **Area, volume of forest has increased steadily for half century.**
  - **Forest land protects environment, produces less pollution**
  - **Source of high proportion of wildlife habitat (may decline - fragmentation)**



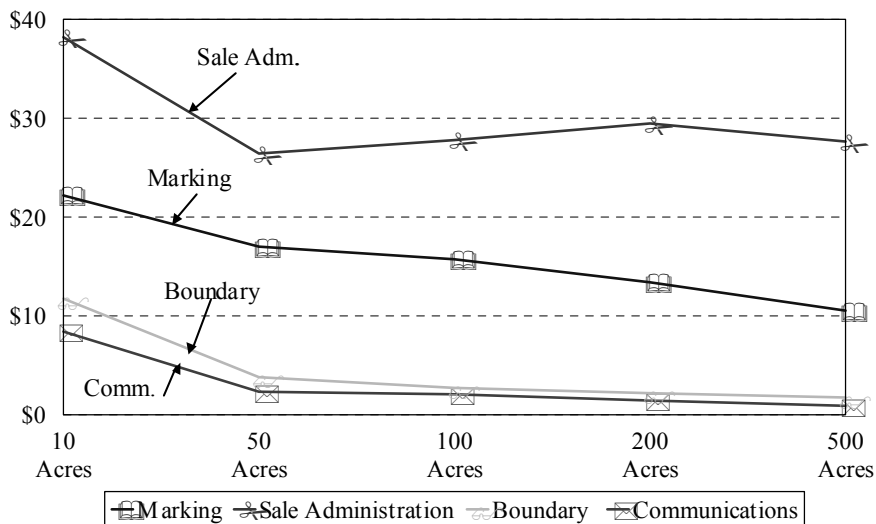
## **Pressures**

- **Economic**
  - Timber markets
  - Land values
- **Community, Environment**
  - Development pressure radiates
  - Changing community values

## **Economic Pressures on Timber**

- **Loss of Accessible Markets**
  - Mill Closings
  - Low-grade materials (Pulp, Energy)
- **Loss of Service Infrastructure**
  - Contractors fewer, less able to take on small jobs
- **Price of being small**
  - Higher costs, lower prices for timber

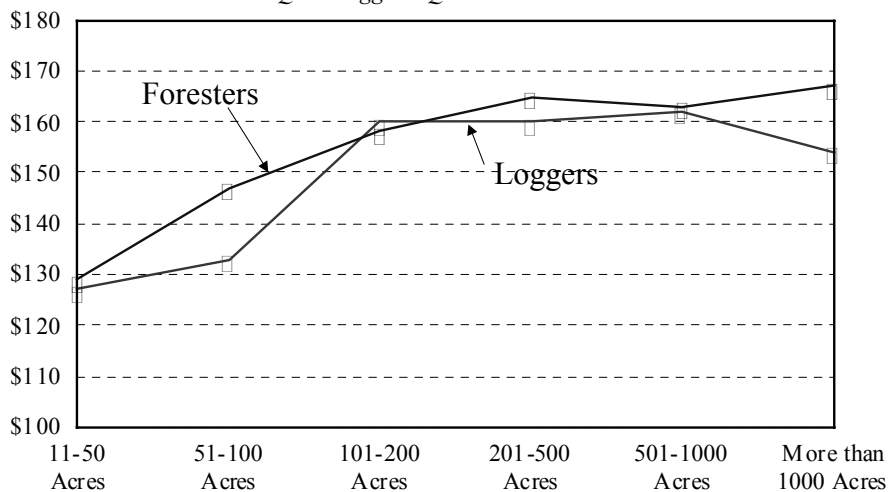
## Foresters' Average per Acre Costs for White Pine Stand Harvest



NH Forest Land Base Survey, 2000

## Average per Acre Stumpage Price Paid for Northern Hardwood Stand

*Q8A: Loggers Q5A: Foresters*



## **Economic Pressures on Land**

- **Higher Taxes**
  - **Land values rise**
    - **Local development pressure**
    - **Land conservation programs**
- **More Regulation**
  - **Urban neighbors increase**
  - **Environmental awareness rises**

## **Population Density Radiates Outward....**

- **Less tolerance for rural land uses and businesses.**
  - **Move the messy stuff out of sight; let it be in someone else's back yard.**
- **Higher land prices; homesites, golf courses**
- **A sense of impending and unsettling change**
- **Decisions to get out while the getting's good.**

## **Forestry Program Gaps**

- **Most do not address the pressures on forest land (conversion, fragmentation, etc.) effectively.**
- **Only marginally assist owners facing economic pressures**
  - **May help them produce more desirable products**
  - **Doesn't do much for mill closings, etc.**

# The Panel

**On Sustainable Forestry  
for Family Forest Owners  
Wingspread  
October 6-8, 2003**

## Elements of Sustainability

Ranked as Extremely Important

Maintenance of Ecological Function

Sustainable Management for Wood Products

Forests Owned by Families and Individuals

Protection of Ecologically Significant Areas

## Elements of Sustainability

What Else is on Our Minds?

Broad-based public support for a suite of social, economic, and environmental benefits across a forested landscape

Collaborative, equitable processes

## Organizational Objectives

- Change current management practices
- Maintain markets for all goods produced
- Slow down forest conversion for development
- Create climate for heritage of family stewardship

## Reasons We Would Own Forestland

50 Acres	150 Acres
Land Investment Nature Protection	Timber Production
Part of Residence	Land Investment
Aesthetics Wildlife	Nature Protection
Timber Production	Wildlife
	Part of Residence Family Legacy

## Reasons for Owning Forestland

(Family Ownerships 10 – 5,000 acres)

1. Aesthetics (73%)
2. Part of farm, home or cabin (69%)
3. Family legacy (65%)
4. Nature protection (65%)
5. Privacy (62%)
6. Hunting (47%)
7. Land Investment (46%)
8. Other Recreation (44%)
9. Firewood production (25%)
10. Timber production (24%)
11. Non-timber forest products (16%)

## As Forest Landowners We'd be Most Concerned About

- Shrinking Markets
- Property Taxes
- Land Development and Sprawl
- Dumping
- Insects
- Regeneration
- Affording to keep the land

## Landowners Concerns (Family Ownerships 10 – 5,000 acres)

1. Insects (62%)
2. Family Legacy (61%)
3. Fire (57%)
4. Trespassing (56%)
5. Property Taxes (56%)
6. Dumping (55%)
7. Air or Water Pollution (49%)
8. Land Development (45%)
9. Storms (43%)



## We Think it Would be **Easiest** to Reach

- Wealthy
- Educated
- Professional
- Female
- Raised in a rural community
- Living on or near her property in a rural community
- Listening to NPR
- Who purchased the land



## We Think it Would be **Hardest** to Reach

- Moderate or low income
- Male
- With a high school degree in a non-professional job
- Who doesn't care about news
- Who inherited the land
- And lives somewhere else
- In a city or suburb, where they were raised

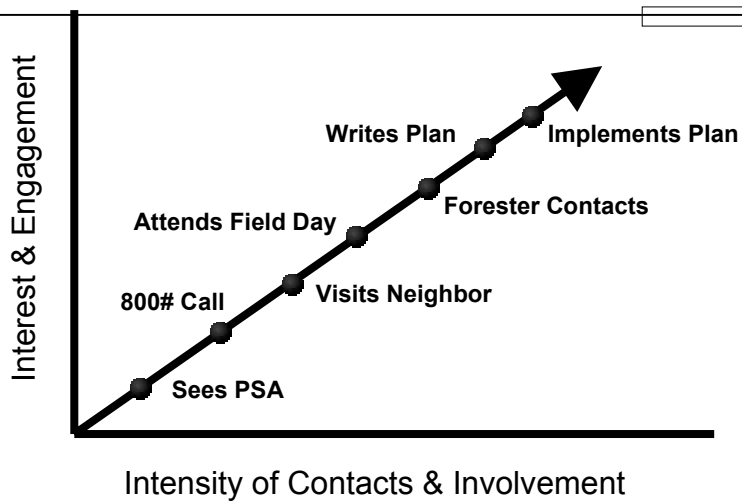


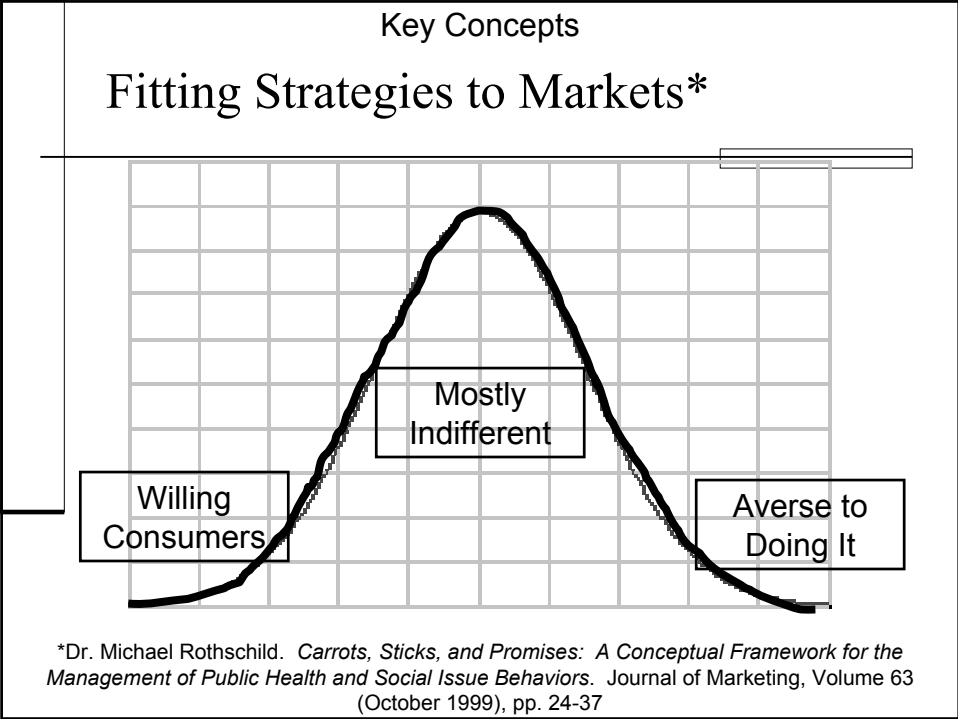
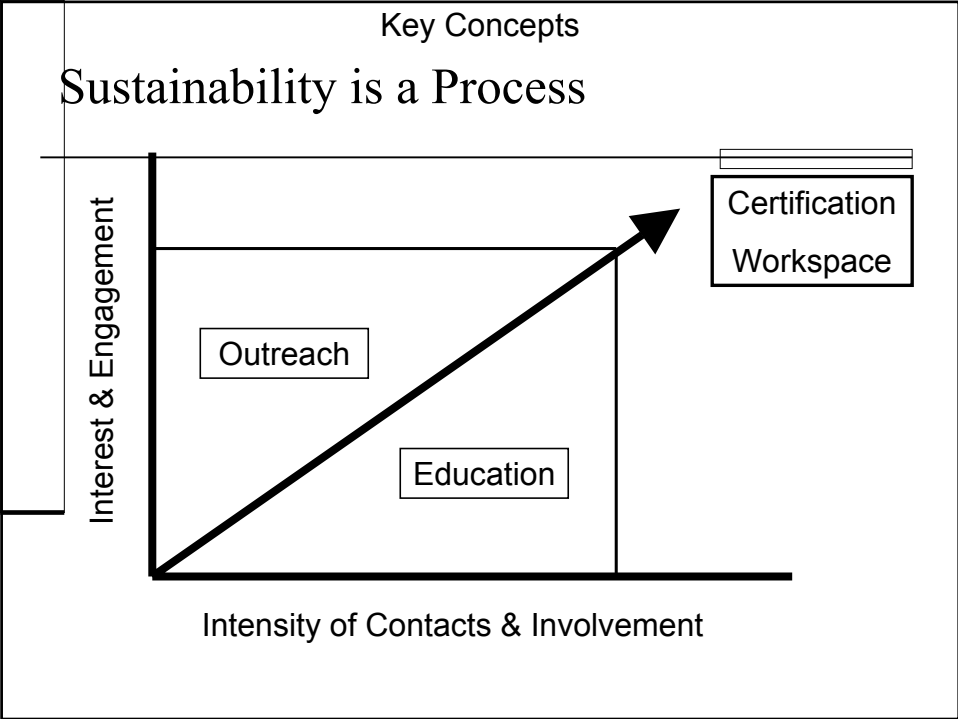
# Social Marketing and Sustainability

Strategies for Getting More Good Forestry on More Family-Owned Acres And Keeping It There

## Key Concepts

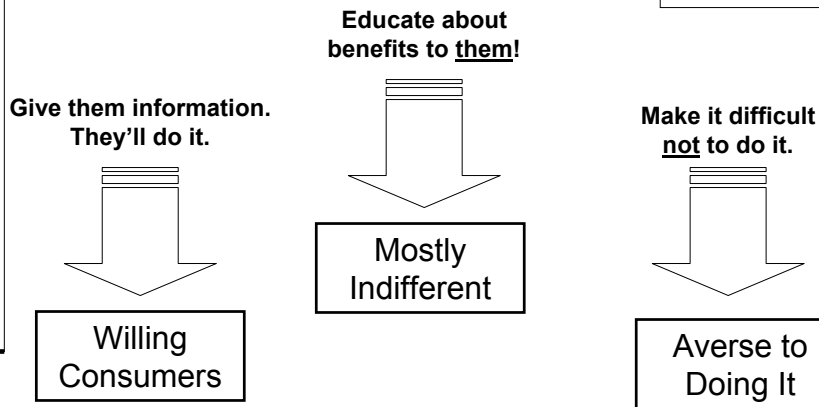
### Sustainability is a Process





## Key Concepts

# Fitting Strategies to Markets\*



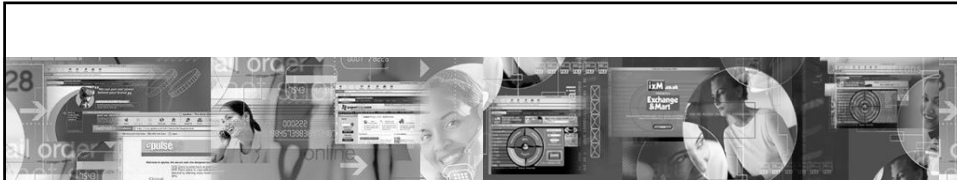
\*Dr. Michael Rothschild. *Carrots, Sticks, and Promises: A Conceptual Framework for the Management of Public Health and Social Issue Behaviors*. Journal of Marketing, Volume 63 (October 1999), pp. 24-37

## Key Concepts

# What Social Marketers Know:

- For consumers, doing nothing can be all the action they want
- Demographics alone don't define a market
- Don't push for behaviors if consumers can't act on them
- Even altruism is a form of self-interest
- Consider the "benefit" equation
  - Individual
  - Community

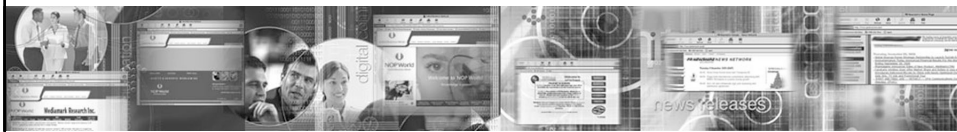
\*Dr. Michael Rothschild. *Carrots, Sticks, and Promises: A Conceptual Framework for the Management of Public Health and Social Issue Behaviors*. Journal of Marketing, Volume 63 (October 1999), pp. 24-37



# Promoting Sustainable Forestry Practices Among Family Forest Owners

## Laying the Groundwork With Survey Research

Wingspread Conference Center  
October 6-8, 2003



RoperASW  
The power of intelligence in action



  
NOP World  
National Opinion Research Center

### Objectives of the Sustaining Family Forest Initiative

***“To begin an entirely new marketing and communication process that will effectively reach 4 million family forest owners in the United States with credible, useful, and compelling information and services to enhance and extend sustainable forestry practices on family-owned forestland”***

RoperASW  
The power of intelligence in action

  
NOP World  
National Opinion Research Center

## The Family Forest Initiative: Where Research Fits In



## Preliminary Strategic Research

- **Strategic research should answer the following questions:**
  - Whom should our initiative target?
  - What should we say to them?
  - What's the best way to reach them with our message?

## Preliminary Strategic Research: Whom to Target

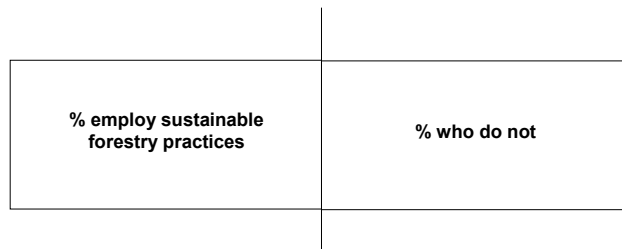
### ■ Segmenting the family forest owner population

- The method used should be focused and strategic: determine which owners are most likely to practice sustainable forestry-- and which are least likely
- Use a multivariate segmentation technique called a Prime Prospect Analysis, developed by statistician Ken Warwick
- This method was originally developed for marketing applications, particularly packaged-goods research, but has been successfully used in social marketing efforts
- Segments owners by a mixture of behavioral, attitudinal, and circumstantial variables

## Preliminary Strategic Research: Whom to Target (Cont'd.)

### ■ Determining conservation behaviors

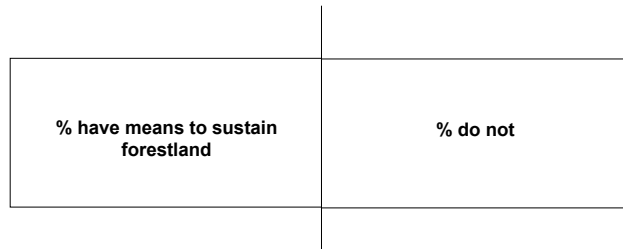
- How many family forest owners are preserving their forestland, and how many are not?
- Challenge: Designing a behavioral index based on key sustainable forestry practices



## Preliminary Strategic Research: Whom to Target (Cont'd.)

### ■ Determining management capabilities

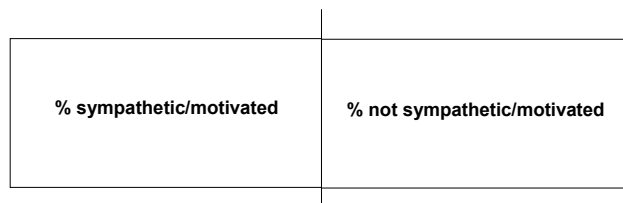
- How many family forest owners *could* manage their forestland if they wanted to? What are the *barriers* to sustainable forestry practices?
- Challenge: Designing a capabilities index based on essential management practices



## Preliminary Strategic Research: Whom to Target (Cont'd.)

### ■ Measuring attitudes about forest management

- How many family forest owners are amenable to the *idea* of employing sustainable forestry practices? How many would want to make the effort? How many are *motivated* to?
- Challenge: Designing a battery of attitudinal questions that can distinguish between persons motivated and not motivated to manage their forests





## Preliminary Strategic Research: Whom to Target (Cont'd.)

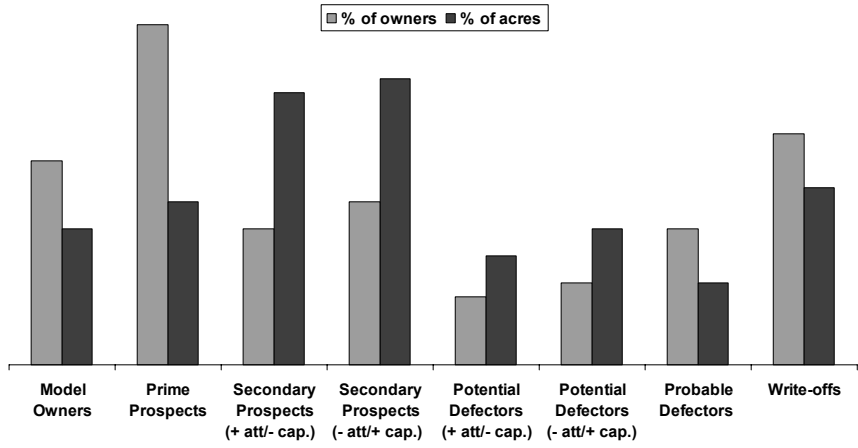
	Fav. attitudes/ Fav. capabilities	<u>Un</u> fav. attitudes/ Fav. capabilities	Fav. attitudes/ <u>Un</u> fav. capabilities	<u>Un</u> fav. attitudes/ <u>Un</u> fav. capabilities
Currently sustain forests:	<b>Model Owners</b>	<b>Potential Defectors</b>	<b>Potential Defectors</b>	<b><u>Probable</u> Defectors</b>
Currently do <u>not</u> sustain forests:	<b><u>Prime</u> Prospects</b>	<b>Secondary Prospects</b>	<b>Secondary Prospects</b>	<b>Write-offs</b>

## Preliminary Strategic Research: Whom to Target (Cont'd.)

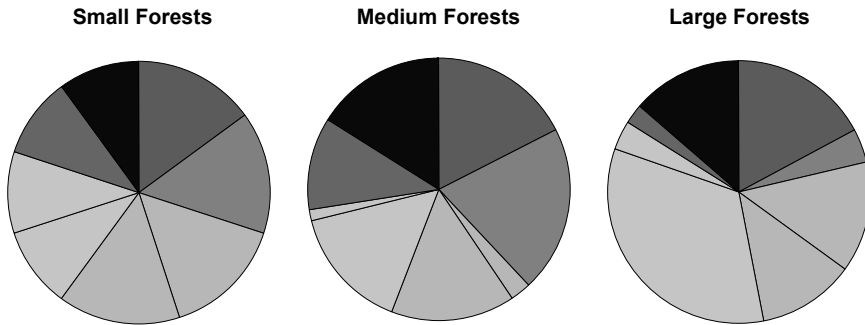
### ■ Benefits of a Prime Prospect approach

- The first step to profiling who practices sustainable forestry, who does not—and why.
  - How acquired land, gender, age, location (state, whether live in/near forest, etc), profession (if any), income/assets, whether or not have children, education, etc.
  - Characteristics of forest owned: region, acreage, characteristics, value, proximity to development, how long have owned, etc.
- The Prime Prospect approach reveals clusters not otherwise apparent from normal cross-tab analyses
- Will help set benchmarks of a successful campaign—how many owners can be reasonably expected to employ sustainable family forest practices? How much land can be preserved?
- Helps set priorities on resource allocation

## Number of Owners Vs. Acreage (Hypothetical)



## Profiling Segments by Key Variables (e.g., Forest Size)



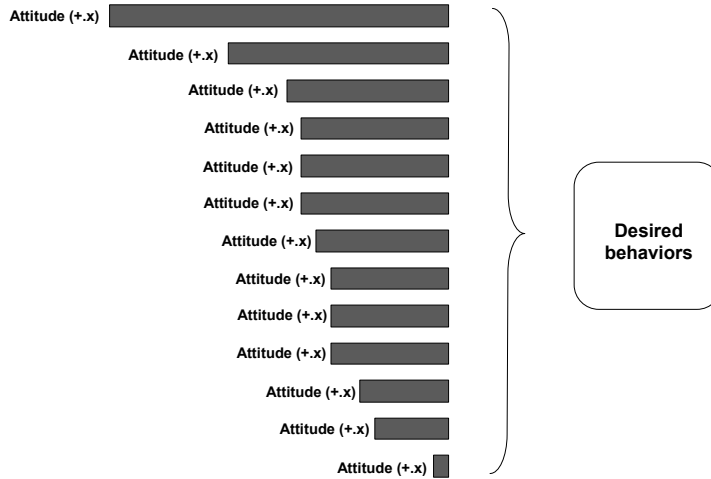
## Challenges to Building a Prime Prospect Model

- Prime Prospect segments are *not real, physical segments* like gender and age. They are constructs derived from the survey instrument
- Segments are only as good as the questions we ask
- Therefore, a meaningful segmentation will result from careful questionnaire design based on thoughtful input from a diversity of experts as well as owners

## Preliminary Strategic Research: What to Say

- Which messages will most likely inspire desired behaviors?
  - Determination by “Key Driver” (regression) analysis of which attitudes most drive desired behaviors
  - Message and concept testing among all eight segments
    - Test messages and programs that might promote desired behaviors *as well as those that do not*--can test strength of your messages against competitive messages

## Key Drivers of Sustainable Forestry Behaviors



## Message Testing Within Segments

### Currently sustain forests:

#### Model Owners

+ att/+ cap: Identify messages that will maintain desired behaviors

#### Potential Defectors

- att/+ cap: Identify messages that will maintain desired behaviors

#### Potential Defectors

+ att/- cap: Identify which barriers need to be lifted to maintain behavior

#### Probable Defectors

- att/- cap: Identify messages that will maintain desired behaviors as well as barriers that should be lifted

### Currently do not sustain forests:

#### Prime Prospects

+ att/+ cap: Identify messages that will motivate desired behaviors

#### Secondary Prospects

- att/+ cap: Identify messages that will motivate desired behaviors

#### Secondary Prospects

+ att/- cap: Identify which barriers need to be lifted to maintain behavior

#### Write-offs

- att/- cap: Identify messages that will motivate desired behaviors as well as barriers that should be lifted

## Preliminary Strategic Research: Reaching the Targets

- **How can we best reach each segment?**
  - Information sources of forestry management information
  - Most trusted sources
  - Most influential sources
  - General media habits
- **Test delivery methods would actually use**

## Methodological Considerations

- **Sample**
  - Listed sample
  - Frame should be as representative of the family forest owner population as possible to allow for projectibility of findings and correct sizing of Prime Prospect segments
  - Sample size must be large enough to allow for in-depth profiling of segments
  - Stratification (e.g., by forest size): worth considering, but may affect ability to size/project segments to population
- **Survey method**
  - Recommend telephone interviewing, provided a good list is available
    - In-person: Expensive, but good coverage
    - Online: Relatively easy to find respondents, but less representative
    - Mail: low response rate, but has advantages telephone interviews do not in terms of graphical display of questions