



**NAFSR ANNUAL BOARD MEETING
FINAL NOTES
February 7 and 8, 2023
Denver, CO**

Attendees

Board Members - Steve Ellis (Chair), Jamie Connell (Vice Chair), Jim Caswell (Past Chair), Rich Stem (R-1), Sharon Friedman (R-2), Greg Griffith (R-3), Lynn Sprague (R-4), Mike Rogers (R-5 south), Becki Heath (R-6), Don Howlett (R-9), Rich Guldin (Research), Gene Blakenbaker (National), Ranotta McNair (National), Nora Rasure (National), Susan Skalski (National), Bill Timko (National), Jack Troyer (National), Jeanne Wade Evans (National), Ed Shepard (PLF Liaison)

Committee Chairs – Rich Guldin (Climate), Mike Dudley (Fire), Nora Rasure (Recreation)

Staff - Johnny Hodges (Secretary)

Washington Office – Chief Randy Moore on Tuesday afternoon, Brian Ferebee (WRIT Team Leader) on Wednesday morning

Others – Mary Jo Rugwell (President, Public Lands Foundation)

Unable to Attend - Steve Eubanks (R-5 North), Marisue Hilliard (R-8), Sandra Holsten (R-10), Doug Crandall (Congressional Liaison), Hank Kashdan (National), Jose Linares (Restoration Committee), Phil Aune (Awards Committee)

Day 1 – Tuesday, February 7

Welcome – Jamie Connell

- Housekeeping & Meeting Objectives for the next 2 days.
- Introduction of attendees.

Welcome – Steve Ellis

- This is our first in-person meeting since 2020. Welcome everybody!
- Thanks to Ranotta, Jean, and Jamie for organizing the meeting.
- We were hoping to have Nora attend the Forest Service recreation forum session at the upcoming Public Lands Alliance and Trade Show in Portland, OR if the meeting organizers had given NAFSR a complimentary pass as they did for PLF. Full registration is \$900 and \$425 for a single day. Organizers didn't respond to our requests for the same "deal" they gave PLF so we will not be attending.
- Hoping to attend the Public Lands Alliance and Trade Show in Portland, OR if they give us a complimentary pass.
- The Climate Change position paper is completed, and we hope to approve it today.
- Chief Moore will be here at 4:00 today and plans to stay for the social get-together.
- R-2 Regional Forester Frank Beum is unable to attend.
- Monica Lear, Director of the Rocky Mountain Station, is also unable to attend.
- Doug Crandall will be joining us by phone later today.
- Becki and I will travel to Washington, DC at the end of February for a John Freemuth Student Congress presentation to the Associate Chief and other agency leadership. Bill Timko has been invited to join us. The Andrus Center for Public Policy is picking up travel expenses, so no cost to NAFSR.
- Brief discussion of letters we have co-signed with other organizations such as AWCP. Kevin Martin is our lead in this process.

2022 Accomplishments Report – Steve Ellis

Steve did a brief review of our 2022 accomplishments. The report has been distributed to all members and is also posted on our website.

A Facilitated Discussion on NAFSR operating principles, roles & responsibilities - Skip Underwood (Facilitator)

An introduction to the history of NAFSR – Jim Caswell

- Jim has been on the Board for 8 years.
- One of our goals was to diversify the BOD and it worked.
- In 2000 this organization was founded by leaders of the day. At that time, they felt the FS had lost their way and we need to help fix them. Regrettably, it was an adversarial position at the start.
- There was sometimes tension between the role of NAFSR and the agency.
- George Leonard and Jim Golden were our early chairs. How did we function?
- In 2016 we had an Executive Director (ED), Corbin Newman. He was very active and worked with a small group. Then Jim C. became chair.
- Our focus was on the transition with the new administration. How could we help them?
- In 2017 we worked on several issues –
 - Where have we been?
 - What has been accomplished?

- We are here to examine our purpose. Are we strategic or tactical?
- What is the composition of the BOD?
- We need a succession plan.
- How to fill the ED position? (Corbin had quit).
- Confirmed we are primarily an advocacy group.
- We completed a membership survey. Members appreciate our website. They want to keep informed of what's going on.
- We hired another ED for about 6 months (Sam Foster).
- Larry Payne (vice chair) and Jim decided to do the job without an ED.
- We completed a succession plan.
- Narrow down and be strategic about what work we will take on.
- Two groups – operational and strategic goals (national issues only).
- Pick five big things to work on.
- Developed the idea of using leads to work on short-term issues (as opposed to committees).
- Looked to membership for help on the issue of the day.
- We didn't have a standing committee approach (other than fire). What do they do? Who decides what they do?
- We got a lot of good work done during that time.
- We have an obligation to help the FS. They have billions to work with and could use our help and advice.

Jim Golden's 6 principles -

1. Pay attention to events in DC.
2. Focus on big picture issues.
3. Mobilize resources to accomplish top priorities.
4. Remain relevant by recruiting the right people on the BOD.
5. Maintain our friend and watchdog relationship with FS.
6. Focus on the future.

Board alignment – How do we see NAFSR as an organization? Discussion and comments from various Board Members.

- There was a change in the role of the Board after we eliminated the Executive Director.
- We are very flexible in taking on new issues.
- There seems to have been a loss of engagement by some regional representation. Some stay in touch with RF's and others don't as much. There has been little reporting from regional reps or a mechanism to do that anymore.
- Keep our strategic issues on the shelf.
- We use a Chair and team approach with the Board (without the ED). This seems to be working.
- We are an advocacy group vs. watchdog.
- Are we primarily supporting the agency or the mission of the FS?
- Watchdogs sit on the front porch and bark. That is probably not what we want to be.

- What are we seeing as emerging issues and in need of attention?
- How does the Chief view this organization? How does that affect our relationship?
- We are both a friend and a watchdog.
- We knew workforce capacity was a critical issue. Agency couldn't really talk about it. We took it on. Infra bill told FS to re-build capacity.
- The Trump administration wouldn't talk about Climate Change. We joined the Forest Climate Working Group (FCWG).
- We are working in a networking style.
- I do not like the word "watchdog". We want to bring any hard news to the agency in a respectful way. We are not necessarily cheerleaders for the agency. Perhaps we are a "friendly watchdog?"
- We can do things outside the agency which they can't do.
- In 2014/15, NAFSR went from adversarial to a supportive group. This was a positive move. We can say things that the FS can't. We do advocacy at a high level.
- Understanding the role of the BOD collectively and individually.
- We always want to be welcome in the Chief's office. We may not always agree on issues, but we don't want the Chief to read our concerns in the media first.
- That doesn't mean the agency won't receive "cranky" emails from our members, as individuals.
- Advocacy – we can help the FS in many ways. Quietly or openly.
- When we decide to take on an issue, are we representing ourselves or the members? When something comes up, how do we deal with it?
- What is our decision model.
- We need to do a better job of providing transparency with our decisions. Political savvy – when and how to deploy it is part of the transparency issue.
- Respect and zeal are common on the Board.
- How does the Board represent the members?
- Issue management is concentric circles – the right people need to be involved – I'm ok with that.
- Steve is working too hard. Need to delegate more of the workload.
- Becki will take the lead in putting together info/training package for new Board members. She will also chair the new Governance Task Group
- Emerging issues as standing agenda item.
- How are Regional and national reps selected?
- We need to maintain contacts with RF and Directors and provide regular briefings.
- Keep the BOD informed of emerging issues (from newspapers or other sources).
- All of us need to be leveraging our vast networks.
- The future of NAFSR – how do we continue staying relevant?
- A need for leads (short term) and standing committees (long term).
- Role of the national Board members.
- Recruitment of Board members.
- How to recruit new members.

- MOU with the FS.

NAFSR Standing Committee Reports

Restoration Committee, Chair Jose Linares - Nothing new to report

Recreation Committee, Chair Nora Rasure - Nothing new to report

Awards Committee, Chair Phil Aune –

NAFSR has two major awards with the details for considerations and nominations described on our web page.

John R. McGuire Award

We received two nominations and acceptance for the award this year. The first was awarded to Mike Munoz, District Ranger on the Rocky Mountain Ranger District, Helena and Lewis and Clark National Forests. Working with the National Museum of Forest Service and the Regional Office of Region 1, the JRM Award was presented to Mike on June 21st at the James B. Yule Pavilion.

The second JRM Award will be awarded to Dr. Robert Ross, Supervisory Research General Engineer of the Forest Products Laboratory located in Madison, Wisconsin. Dr. Ross was nominated by former Director of the Forest Products Lab Chris Risbrudt and submitted by former Chief Dale Bosworth on behalf of Chris. This JRM Award will be presented in April of 2023.

Leisz Leadership Award

Working with leadership of the National Museum of Forest Service History and Board members of NASFR, two candidates for the Leisa Leadership Award were selected. Tom Thompson and Rich Stem were selected for this honor this year for their outstanding leadership for both the Museum and NAFSR. Both have served NAFSR and the Museum as members of the Board of Directors.

Tom has also served as Chair of the Museum's Board of Directors for the past several years and Rich has served as Chair of the forest products committee seeking donations for construction of the Conservation Legacy Center. Both were surprised during the award presentation that was held at the September 1 Banquet of the 2022 Forest Service Reunion in South Lake Tahoe.

Climate Committee, Chair Rich Guldin - Agenda item

Climate Change Position Statement – decision

Climate Change Science Statement - decision

Fire Committee, Chair Mike Dudley - Agenda item

NAFSR Lead Reports

NEPA, Sharon Friedman - nothing new to report

Public lands, Jack Troyer - nothing new to report

American Wildlife Conservation Partners (AWCP), Kevin Martin

NAFSR joined many other organizations in thanking Johnny Morris, the Morris Family, and Bass Pro Shops for their passion and commitment to ensure a future for wildlife, wild places, and our outdoor heritage.

We requested the Senate Committee on Energy and Natural Resources favorably report the Bipartisan Manchin/Daines, Amendment in the Nature of a Substitute to S. 2561, the “Cottonwood Fix”, expressed our support for the Save Our Sequoias Act, and our shared support for the American System of Conservation Funding as it is currently configured under the 1937 Pittman-Robertson Act providing for a “user pays-public benefits” American System of Conservation Funding and added our logo to the PR Act 85 Years Celebration.

We wrote to express our position on the Forest Service’s and Bureau of Land Management’s efforts to define old growth and mature forests (Fed. 87 Fed. Reg. 42493-42494, No. 2022-15185) and shared our Joint Statement by National Association of Forest Service Retirees (NAFSR) Public Lands Foundation (PLF) and the Society of American Foresters (SAF). We signed on to urge passage of the bipartisan Recovering America’s Wildlife Act (H.R. 2773/S. 2372).

NAFSR was supportive of establishing a natural resources trust fund in Montana “ –The Montana Legacy Fund” with a quote from Chair Steve Ellis - “The National Association of Forest Service Retirees understands the important of investing in wildlife habitat and public access on our public and private lands today and into the future. The Montana Legacy Fund could be a generational investment in an amazing Western state – Steve Ellis, Chair NAFSR”.

NAFSR Congressional Liaison, Doug Crandall- Agenda item
Divided Congress & Political Landscape 2023

John Freemuth Student Congress, Jim Caswell - Agenda Item

Today’s Legislative Landscape (By Phone) – Doug Crandall

- State of the Union address is tonight.
- The time for fighting is over, now is the time for senseless bickering.
- Mid-terms were good for the Democrats. Polling was not an affirmation of the current administration.
- 70% of the public thinks we are on the wrong track.
- In the old days, divided government could cut big deals, but not anymore.
- Many members of Congress, especially Republicans, are mostly worried about losing their next primary election.

- Being elected Speaker of the House is like being mayor of crazy town.
- The blame game is at its worst.
- Margins between the parties is tight.
- Bruce Westermann is chair of the House Resources Committee. His chief of staff is good.
- Mike Simpson is chair of the Interior Appropriations Committee. Ryan Zinke is also on the committee. He likes the FS, but unfortunately likes it at the Department of Interior, but Simpson won't let that happen.
- One of the big issues is the debt ceiling. It has been raised dozen times in last decade. If it goes badly in this session, it sets up the rest of year.
- The Farm Bill may get kicked into presidential year which is not a good thing.
- There is bipartisan support in the Senate for Cottonwood Fix.
- Fire Retardant Issue – The Administration wants to get a national permit with EPA. Retardant is currently under a silvicultural exemption. AFSEE wants to make it a point source issue and they could get a Temporary Restraining Order (TRO) from a judge in the next few months. This could also affect crop dusting. It is just getting on the radar of State Foresters. If there is a TRO, early season fires would affect private and BLM lands more than the FS. Congress will have to weigh in legislatively, either to give the EPA and other agencies a year or two to develop a national permit or to codify the existing exemption.
- Oversight on the implementation of the Infra Bill will be important to the FS.
- The 2024 Election math is bad for Senate Democrats.
- The Fire Commission has 50 members and Jaelith Hall Rivera is the FS rep. They will issue a report in the Fall, but I am not expecting much to come out of it.
- Old Growth Strategy could become a lightning rod on the Hill.

Climate Committee Position Paper - Rich Guldin

- Rich did a quick review of the Position Statement and Science Statement.
- He wants them on the Hill before work begins on the Farm Bill.
- The BOD approved the documents on February 7, 2023.
- We will send to the Chief and Under Secretary before posting on our website.
- The Climate Committee Charter needs to be approved later. We will circulate it again for approval.

Fire Committee Report – Mike Dudley

- Andy Stahl of AFSEE filed a lawsuit just before Christmas about fire retardant.
- A draft briefing paper we obtained said 1% of retardant drops hit water with a fish kill. If it goes in water, it will kill fish. A report is required if a drop hits water.
- The agency is probably hoping for a legislative fix. NAFSR may want to push for a legislative solution.
- If FS works toward a permit, it will take 2 years to complete.
- This might also require states to go through a permitting process.
- Mike will take the lead.

- Who are the real members of AFSEE? How many FS employees are members?

Student Congress – Jim Caswell

- Jamie and Becki attended the 2022 Student Congress.
- The Andrus Center at Boise State University will take over the program.
- It will still be a collaborative effort with PLF and NAFSR.
- The planning team will start in March on the 2024 program.
- Jim would like to recruit another Board member to the team.
- The objective is to educate college level students on issues affecting public lands.
- We encourage students to come to work for us or stay in natural resource management.
- For last year's Congress, there were 102 applications. We chose 23 to attend.
- The representative chosen from the Student Congress will go to DC on 2/27-28 for a presentation to the Chief. Steve and Becki will also attend.
- There will be another presentation to the BLM director at NIFC in April.

What we learned from the Budget Call Discussion - Bill Timko

- On January 18 the BOD held a Zoom meeting with Mark Lichtenstein, the new WO budget coordinator.
- The new budget structure is very different.
- Forest Service Operations includes –
 - Salary and Expenses
 - Facility Maintenance and Leases
 - Information Technology
 - Organizational Service and Support
- The budget is supposedly transparent.
- It is based on program of work, not on primary purpose.
- Cost pools have been eliminated.
- Is there a loss of flexibility at the Forest level?
- How is the FS able to deal with all the \$\$ they are receiving?
- The BOD has a lot more to learn about the new process.

Q and A's with Chief Randy Moore

Chief Moore met with the BOD for 1 ½ hours answering questions. He later spent another 1 ½ hours during the evening reception meeting informally with Board members.

Q - With a new Congress coming in, are there any new challenges?

A –

- There will be lots of back and forth. We'll be caught in the middle.
- We expect support from the President on wildfire work. We got most of what we asked for in the President's budget.

Q – To utilize the new Infra funding, how will you reach capacity to deliver and how do you sustain that?

A –

- HR processed 9,300 new hires last year.
- We hired 3,300 new employees last year at the entry level.
- We lost 2,500 employees through attrition.
- 49% of new people we hire leave within 3 years.
- We are conducting exit interviews.
- We gained 800 new net employees.
- We want to hire 2,500 new employees this year.

Q - Is the attrition the same in all areas?

A –

- It is across the board.
- Firefighters are leaving for better paying jobs.

Q – Under Infra, is there increased hiring by partners?

A –

- We are entering into more national agreements.
- How can we eliminate some of the barriers to partnerships? We are checking on what is in the statute and not basing our decisions on past actions.
- On reforestation, should we focus on new or old burn areas? With the Replant Act, the funding cap was lifted, and we have additional funding. We need help from other nurseries/partners to accomplish increased acres.
- There is a system in place with timber industry to reforest their land as well as FS land.
- The cost of reforestation has tripled, mainly due to site prep needs.

Q - Where can we help FS over the next few years?

A –

- There are 250 priority watersheds in the West. We can get to 130 of them.
- Lots of pressure for us to do more and protect all communities.
- We have started work on 21 landscapes.
- We want to treat 20-40% of firesheds for it to be effective.
- Board Comment - Homeowners haven't been doing their job in fuels work. Not everyone has the resources to do that work. Working with insurance companies around Tahoe to reduce fire risk and prevent them from cancelling insurance.
- Need to focus on what we are doing, not what we are not doing.
- The 21 priority watersheds are not all FS lands.
- Treat 20 mm acres of FS lands and 30 mm acres of other.
- Fireshed approach will treat the highest priority acres.

Q – What is shared stewardship?

A –

- Share decision making with tribes and other entities.

- We need to understand the history of the issues.
- We can't make everyone happy.

Q – How is the execution going on the 2021 allocations for priority firesheds.

A –

- Funds were slow to get apportioned.
- We had to figure out an accountability process so we can show what we did with the money. This had to be done before any work could happen.
- We sent \$30 million to the ground last year.
- On the "Save the Sequoias" project, we did the work before the NEPA was completed by declaring an emergency situation on the ground. We needed special authority to do the work. The Secretary pushed for approval. There was resistance from FS employees, and this needed to be addressed. The emergency authority is available, and RF's and Forest Supervisors are being told to use it.

Q - What about hiring issues?

A -

- Emergency Hiring offers limited opportunities/authorities.
- Under Direct Hire we should be able to hire anyone we want. HR doesn't agree. We are pushing back (same on grants/agreements).

Q – With increased funding and priorities, what do you want me to stop doing?

A –

- I'm telling you what I want you to do. You decide what you aren't doing. If you can't decide, then why do I need you?

Q – What is the status of Forest/district consolidation?

A –

- It is hard to attract employees to some communities because of a lack of amenities.
- Their first question is "can I work remotely?"
- Our pay is too low for people to live in some communities, especially for GS-5's or lower.

Q - Where are we at getting people back on the ground?

A –

- We lost 8,000 people.
- We talk about firefighters, but not about rec techs. The pandemic brought out the worst in the public.
- The FS is 50/50 centralized/decentralized. We have been operating as if we are still decentralized.
- We must change to stay competitive.
- The State of Oregon has employees living in other states.
- We are still working on the "work at home". We are still learning.
- It has been a hard lift to raise pay for firefighters. We are ashamed we haven't done it for other employees, but we had to take advantage of the opportunity for firefighters.

- We are working on a way to convert our temporary workforce to permanent employees. We need to eliminate the workload on HR. We don't need legislation to do it.
- We want to make it right for everyone working in fire. We pay other people portal to portal, but not our own employees. It is in President's budget to make that change.

Q – Regarding the prescribed fire stand down, what kind of feedback have you received?

A –

- We need to bring people in the local community into Rx fire. Train and qualify them for Red Cards.
- Employees can't get hazard pay on Rx fire. We can't do anything without legislation.

Q – How can we achieve fuels targets?

A -

- We will need help outside the FS to achieve fuels targets.
- We treat the 21 firesheds. Then what?
- 3 entries – cut, remove, then run fire through it.
- Look at fire intervals in various forest types and maintain that.
- How to deal with small diameter material. We have \$1 billion to right-size mills with grants. Biochar facilities are an example. There is lots of innovation taking place.

Q – What is the status of the Recreation program?

A –

- We are working on a new recreation strategy.
- The program is very underfunded.
- We get more visitors than the Park Service.
- We have told the recreation community to look at recreation as a whole, not as individual parts.
- We have to advocate for the NF and what they provide.
- Recreation will continue to grow, and we need to recognize that.

Day 2 – February 8

Wildfire Crisis Strategy – Brian Ferebee, WRIT Team Leader

Brian reviewed a handout that included 15 slides. To view documents on this topic, go to the link –

[Confronting the Wildfire Crisis | US Forest Service \(usda.gov\)](https://www.usda.gov/land-management/land-use-planning/wildfire-crisis-strategy)

Here are a few highlights from Brian's presentation.

- We are producing keystone national agreements to reduce the number of agreements needed at the local level.
- We had to establish new programs that didn't exist before the legislation.
- The Continuing Resolution (CR) prevented us from spending the additional funding.

- High risk firesheds are 250,000 acres in size, based on forest types, ignition source, and community proximity. They exclude roadless areas.
- Colorado has already built structures in 25% of its WUI.
- There are \$3 billion of fuels money to spend.
- \$40 to 60 billion is needed to get to maintenance mode.
- We distributed \$131 million to the field in 2022.
- We now have 21 landscapes adding up to \$1 billion - \$200 million per year over 5 years.
- IRA funding must be spent in WUI (HFRA definition).
- Some of our challenges are securing talent and working with states.
- This is just the first step - it will require permanent funding forever.
- Comment from the Board - Missing the contribution of research and development in slides.
- Conservation education would be a good source of storytelling.
- NAFSR could help with messaging.

NAFSR Program of Work for 2023-24 – Ranotta McNair

Ranotta led discussion on developing the Program of Work for the next 2 years. Following is the final POW.

Operational (Ongoing)

- Congressional Relationships – Doug
- AWCP – Kevin Martin
- Recruit new members – All
- 2023 Accomplishment Report - Steve, Jamie, Johnny
- Student Congress – Jim
- Quarterly Meeting Agendas – Rotating among BOD
- Membership Recruitment/Engagement – Nora (lead), Susan, Johnny
- Governance Task Group – Becki (lead), Don, Rich S., Jim, Johnny (includes Development)

Strategic

- Wildfire Crisis Strategy – Task Force – Ranotta (lead), Rich S. (co-lead), Jim, Greg, Mike, Jose, or Sharon
 - Learning
 - Keeping current
 - Communication/Messaging support
- Fire Retardant Litigation – Mike, Steve
- Emerging Issues

Committees and Leads

Committees -

- Climate – carbon
- Restoration – old growth, reforestation

- Recreation – recreation strategy
- Fire – Pm2, EPA, particulate matter, firefighter pay series.
- Awards – McGuire and Leisz awards

Leads

CEQ and NEPA - Sharon

Keeping Public Lands Public – Jack

ESA – Jack

Legislation - Doug

Will prepare a separate document for POW and post on website.

Status of Hiring Process – Gene Blakenbaker

- Currently FS has 29,820 employees.
- In 2017 there were 27,000 employees.
- Goal was to hire 3,000 last year and 3,000 this year.
- We hired less than 1,000 in 2022. A big chunk was internal movements.
- Current year goal is to hire 2,500 new employees in entry level jobs 5/7/9 professional or 5/6/7 technician series.
- A new Deputy RF position was created (stationed in R-4) to run a workforce entry team and centralized hiring.
- One lesson learned was to focus on entry level positions.
- Emergency hiring authority was used mostly for fire and currently must go thru OPM.
- There are not enough students to fill available openings.
- There are less students interested in working in the field.

Forest Service Museum – Rich S. and Lynn

Rich S. and Lynn gave an update on the status of the Conservation Legacy Center to be built in Missoula.

- Handout given with all the sector leads listed followed by Q&A's.
- Rich talked about the construction and timelines, and Lynn discussed the exhibit process and how that will unfold.
- The current campaign goal is to raise \$14.5 million to complete the Center. They are currently \$2.3 million short of their goal.
- Fundraising efforts are focused on 14 sectors (previously it was 4). Each sector is a focus area such as timber, wildlife, infrastructure, or research and development. Each sector has a lead.
- Anyone with a connection to possible supporters is encouraged to contact a Museum Board member.
- Raising \$ is a big task!!

ACES Program – Becki Heath

- Language for the Farm Bill is to standardize the process for ACES.

- The goal is to make it as permissive as possible.
- Becki will prepare a letter of support from NAFSR for Steve's signature.

NAACO Meeting – Bill Timko

- Rich S. and Bill attended meeting in DC.
- There was a proposal to go back to putting out all fires immediately. The proposal was eventually tabled. The group was mostly supportive of keeping available all the tools in the toolbox.
- Some counties have a poor relationship or lack of communication with how the FS makes decisions regarding "managed wildfire".
- A major concern was about fires that the FS was monitoring and later blew up.

Public Lands Foundation – Mary Jo Rugwell and Ed Shepard

- Dealing with similar issues as NAFSR.
- The PLF Board is big, and we are looking at re-sizing.
- We currently have a Governance committee.
- We also have a Membership committee. We are looking for more diversity and younger members.
- BLM asked for help with mentoring current employees.
- We are working on providing a history of BLM.
- There are currently 25% vacancies across the BLM with some areas running 40%.
- There are good opportunities to work with NAFSR.
- Our 2024 annual meeting will be in Cheyenne, WY on Sept. 24-27.

Final Thoughts

- We should consider a S&P (state and private forestry) Board member.
- Steve would like to better understand the history of the size and representation of the Board. The Governance group will also discuss this issue.

Future BOD Meetings

The remainder of the meetings in 2023 will be via Zoom. Starting times are 10:00 a.m. Mountain Time. Below are the dates and meeting planners/moderators.

May 15 – Greg and Jamie

August 10 – Jamie and Mike

November 9 – TBD

Mike proposed an in-person Board meeting and field trip in 2024. This would require the meeting to be moved to dates other than February. Mike will explore options.

Meeting Critique

- Have all speakers sit up front in the center of the room. Difficult to hear otherwise.
- Good chaos.

- Good meeting/venue.
- Loved the flip chart.
- Strategic decisions.
- Good facilitation.
- Good agenda development.
- Time spent on Tuesday morning was good for BOD development.
- Congenial and good decorum.
- Good facilitation (assertive).
- Governance issue good to explore.
- Avoid getting into the weeds.
- POW discussion – structured categories.

Final Word - Steve

- Good facilitation.
- Good choice of facilities.
- Thanks to PLF for attending.
- Climate change – glad to get it across the finish line.
- Pleased the Chief came – he obviously values our thoughts and input.
- POW (program of work) – got to a good spot.
- Happy to have Brian Ferebee attend.
- Good to have Jamie here. Appreciate your help and energy.

Notes by Johnny Hodges

First Draft 2/16/23

Final Draft 2/22/23