



AGENDA
 4FRI Stakeholders Meeting
 Wednesday
 August 28, 2013
 9AM-3PM
 Winslow Chamber of Commerce, Hubbell Building, 523 W. Second St. <http://goo.gl/maps/Ryjqx>
 Teleconference Information
 Call: 928-289-2434, no code

9:00 **Introductions**

Attendance: Pascal Berlioux, David Dorum, Paul Ferris, Alicyn Gitlin, Billie Hughes, Tommie Martin, Hunter Moore, Tom Olsen, Henry Provencio, Yvonne Reinink, Todd Schulke, Sue Sitko, Earl Stewart, Paul Summerfelt, Buck Swaney, Bob Taylor, Dave Tenney, Diane Vosick, Amy Waltz, Mike Williams, Katherine Sanchez-Meador, Eli Lauren-Bernstein

On the phone: Alan Kauffman, Russ Winn, (Mike Cooley tried to call in)

9:05 **Approval of 7.24 SHG meeting minutes**
 APPROVED!

9:10 **Review of 7.24 Action Items (below)**

Action Items from 7.24 Meeting

1. <i>Schedule presentation for next SHG Meeting on socioeconomic monitoring. (Ann Mottek Lucas)</i> DEFERRED
2. <i>Schedule presentation on field trips for next SHG meeting-(Amy & Eli)</i> DEFERRED
3. <i>Re-establish communication WG approved by SHG. Volunteers: Eli, Pascal, Sue, Ann, Paul Summerfelt (City will provide someone), Billy Hughes (after Jan. 1). Courtesy clause needed on press release execution. WG to produce press release draft Friday, July 26...post that morning on BASECAMP then wait until Monday for SHG review and have final draft by August 6. Include photos of field trip (logging truck).</i> DONE - DELAYED
4. <i>Use steering committee-driven agenda item on next SHG meeting for family style discussion of solution-oriented grievances and presentation of solutions on collaborative behavior....Stakeholder Disclosures and Accountability (Pascal & Steve)</i> TO DO TODAY
5. <i>Post announcement of 2/3 above and reminder of Decision Rules/Charter language which pertains to the above by 7/26...(Eli)</i> DONE
6. <i>Develop a "whereas..." resolution in support of S. 1300 and post to BASECAMP for collaborative approval by end of the month...no response = vote in favor (Eli & Diane)</i> DONE

9:15 **Call to the Public** – n/a

9:20 **USFS Updates**

(Henry) Still waiting for final decision on the Novation...should know within 1-2 weeks. 4FRI Public Affairs Officer detail has been filled by Katherine Sanchez-Meador. Paula's position (NEPA planner) will soon be filled by another detail. 4FRI Monitoring Coordinator position has closed and applications will be reviewed in the next 1-2 weeks.

CONTRACTOR UPDATE

(Marlin) Ranch Task Order is nearly done; slash being removed and most of acreage treated. ~200 in MSO and NOGO habitat, which won't be treated until end of the year. Snowflake Biomass Plan is taking wood chips

9:25 **Stakeholder Disclosures**

- (Diane) Restoration Investment Strategies conference announcement (see below)

The poster is titled "SAVE THE DATE" and "FINDING SOLUTIONS". It features logos for the event host (SRP), partners (Arizona Forward, Northern Arizona University, Eastern Arizona Counties Organization, Arizona Forestry, and College of Agriculture & Life Sciences), and the location (Scottsdale Resort and Conference Center). It lists keynote speakers: Cal Joyner on October 3 and Former U.S. Senator Jon Kyl on October 4. A small text block at the bottom describes the conference's focus on addressing Arizona's environmental challenges.

- (Diane) Sen Flake visited with ERI last week and Diane gave him a (optimistic) update on 4FRI
- (Pascal) no specific ECO meetings with elected officials recently, but during recent AZ Assoc. of Counties meeting in PHX, ECO had a forum during which Representative Paul Gosar spoke to County Supervisors from multiple counties about 4FRI, among others (border security, federal budget, etc.). Some of that talk focused on the use of drones for aerial data collection.

- (Dave) met with Sen McCain, Cal Joyner, Ann Kirkpatrick and Paul Gosar over recent weeks and 4FRI was discussed
- (Tommie) spoke specifically with Gosar about NGS (Navajo Gen Station) and a little about 4FRI. Also met Sen. Flake, Ann Kirkpatrick and Raoul Grijalva.
- (Amy) Biennial Conference (<http://nau.edu/Merriam-Powell/Biennial-Conference/>) is September 16-19th. 4FRI session **Four Forest Restoration Initiative: Struggles and Successes** is Wednesday, 8:00 AM – 10:00 PM
- (Dave) met with Vaagan brothers in Washington... impressed by technical ability and financial capacity to invest.
- (Pascal) accompanied Dave Tenney during visit to Vaagen.

9:30

Monitoring & Adaptive Management Update—Amy Waltz

Last Thursday made great progress on finishing AM&M plan—very close to completion. September-October is the goal for producing a final document. At the September SHG meeting the LAM will present results of survey about SHG’s preferences for the “monitoring board” structure. Some concern about meshing the timelines of the LAM with the development of the FEIS. (Henry) Going into late October is not a good idea.

10:00

“Restoring the 4FRI Stakeholder Group”: setting intentions and rules for this session—Buck
(see Buck’s ppt. presentation for additional slides)

1. Goal: Elevate our view and truly collaborate ☑

2. Goal: Develop products ☑

3. Goal: Be efficient ☑

1. Common Value: Restore Forests and Landscapes

2. Common Value: The NEED for Action

3. Common Value: Diversity of Ideas and Opinions

4. Common Value: Collaboration and Consensus

5. Common Value: Partner with the Forest Service

Getting Refocused for 2013
Key Concepts and Common Values

workshop Establish vision goals New framework Public Successful Review grant
Stakeholders Landscapes EIS Meeting Focus action Objectives advocacy area GROUP
Management Map Adaptive management projects Develop Success
Vision Group Adaptive outcomes Projects get agreement
FS adaptive monitoring Ensure Stakeholder
Collaborative stakeholder done regional together group Monitoring SHsubgroups
next support public common 4FRI East approved charter
work help Forest data progress information STAKEHOLDER
Lack successful Learning organizations information Restoration
COLLABORATIVE Successes factions DEIS ground planning parties Shared
industry ecosystems others Service ground planning Shared

Summary of Ideas



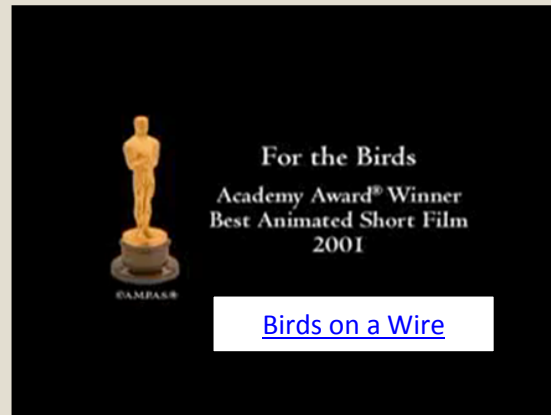
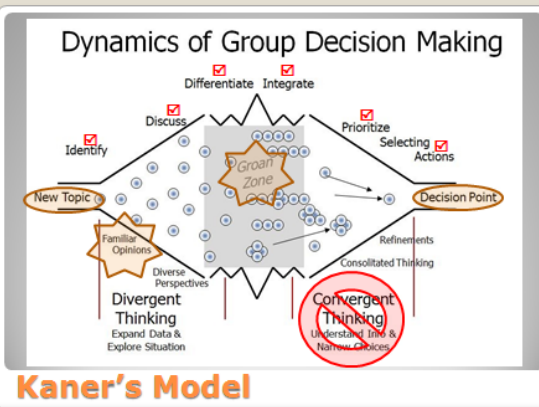
Group Exercise 1: Make Two Lists (Round Robin)

- What is the SHG designed to do?
- Where have we gotten lost in "non-SHG" issues?
- How can we quickly ID issues that we as a group can't fix?

Segment 2: Chronic Grievances

- Intentions of Today's Sessions
 - Closest Cleaning
 - Address and "Close" Chronic Grievances
 - Shift Expectations and Behavior
 - INSIST on Excellent Collaboration
- Rules
 - Follow our Ground Rules
 - Observe Facilitator's Lead
 - Time Limits are Strict – Pass the Prop when Time is Out
 - Only Speak when Holding the Prop

Segment 1: Intentions and Rules



10:15 **Chronic Grievances:**

FIRST ROUND ROBIN LIST: ***What is the Stakeholder Group's purpose?***

- Conceive and implement restoration on 2.4M acres over 20 years
- Collaborate to get work done on the ground
- Develop and sustain a common vision for how restoration happens
- Create a single, effective voice
- Ensure long-term success
- Build collective knowledge
- Provide support to the USFS
- Resolve historic differences and develop new tools
- Craft additional agreements
- Find common knowledge through learning about other's perspectives
- Collectively improve forest health
- Resolve human conflicts for the ecosystem's greater good
- Provide an example of a diverse, collaborative process that yields ecological benefits
- Achieve work at a meaningful scale
- Achieve actual, measurable, sustainable health for functioning and productive forests

- Develop broad engagement from diverse interests to find common ground for restoring healthy forests and supporting functioning communities
- As above, but specifically: achieving this at meaningful scales
- Resolve disagreements prior to policy formation/implementation
- Ensure that collaborative outcomes are achievable by industry
- Collaboratively assist/inform the USFS in achieving landscape-scale restoration in cooperation with forest industries

comments on above list:

- The 4FRI SHG should not be subservient to the USFS...that is not the nature of this relationship
- See a strong emphasis on outcome rather than process
- These “purposes” are more alike than different

SECOND ROUND ROBIN LIST: WHAT ARE THE GRIEVANCES WE WANT TO PUT BEHIND US?

11:15 ~Break~


11:25 **Conflict Resolution & Accountability: making disagreement workable**
 --Buck
 (see Buck’s ppt. presentation for more slides)

Group Exercise 2: Specific Grievances (Round Robin)

a. Identify specific past and present recurring grievances

Framework: When X happens, it is a problem because Y.

b. Agree upon and record specific solutions



Segment 2: Chronic Grievances

(Buck) Now it’s time to clean out the outhouse: Honestly air our specific grievances, stating “X=what happened and Y=why it’s a problem for us” without resorting to personal attacks.

SECOND ROUND ROBIN LIST: *grievances that SHG wants to leave behind*

- We can't seem to have full and adult conversations about 4FRI contracting issues
- Confusion about the role of the 4FRI with respect to contracting
- Tree spacing/openings/LTRS-LTIP
- The DEIS did not resolve the litany of long-standing disagreements over issues such as large trees, openness, et.
- SHG suffers from reactive distrust of other Stakeholder's intentions.
- Who (within the SHG) controls the public voice of 4FRI?
- Less than candid participation and communications.
- The SHG has grown accustomed to a "culture of undercutting" one another
- We struggle to resolve certain issues because those issues lack an effective venue to achieve resolution.
- 4FRI "involvement" on contracting implementation is constrained by rules governing contracting regulations.
- 4FRI is not communication directly or effectively with USFS and Regional Supervisors.
- 4FRI demonstrates a lack of tolerance/patience, fear of conflict and reticence to air dirty laundry.
- Some stakeholders have been projecting "hidden agendas" ...especially with regard to press releases (the "sour grapes" hypothesis).
- 4FRI *does* have a role to play in the contracting process...to ensure that work is implemented appropriately.
- There has been a communication breakdown within the USFS chain of command, as evidenced by the ID team working closely and supportively with the 4FRI, after which the regional office altered some of the agreements made at the local level.
- 4FRI doesn't effectively deal with disagreement
- Chronic marginalization of those Stakeholders with "divergent" opinions.

- A selective application of the 4FRI Charter and Decision Rules.
- Systemic blindness to the value of a “business analysis” approach to critiquing 4FRI implementation.
- We have been ignoring the predictable consequences of focusing on winning skirmishes rather than figuring out how to see the job done on the ground.
- Lack of accountability for not achieving our objectives.
- USFS has not been consistently “responsive” to 4FRI concerns.
- We haven’t effectively learned how to deal with the implicit difference of the 4FRI having “multiple masters” (organizational plurality) and agendas driving our disagreements.
- We have not spent enough time learning how to collaborate (on process and on building trust) and too much time on playing games with one another, which just leads to unresolved conflict. We need to focus on and talk about what really matters.
- Frustrations about the contract not being dealt with effectively/fairly—4FRI is not sure what their role is, regarding contracting.
- Not honoring prior achievements/agreements/products, but instead continually re-opening old agreements for renegotiation (e.g. DEIS comments)...and doing so as a response to difficult/stressful/conflicted situations.
- Agreements often don’t seem to endure and when they are broken there is a lack of Charter accountability (e.g. CBD press release that clearly attempted to speak for the entire 4FRI).
- We often let our individual interests trump the good of the collaborative.
- We need to air the hidden agendas that we perceive in others.
- Some of the “issues” the SHG had with the ROD were created by the Regional Office.
- The 4FRI has a problem of focusing on issues that we cannot affect, and exhibit especially low level of self-awareness that we are doing that.
- Many Stakeholders don’t have hidden agendas

- Looking back through recent press releases that have been labeled as “negative” and “destructive”, there is a disconnect between their actual content and their “perceived” message by those Stakeholders who object to them.
- The 4FRI needs to build trust BEFORE we can safely and effectively deal with the hidden agendas issue.
- There is frustration and impatience with USFS administrative/timeline realities

CONSOLIDATED ROUND ROBIN STATEMENT OF CHRONIC ISSUES AND GRIEVANCES THAT SHG WANTS TO MOVE BEYOND (“This section has been organized to group and narrate the issues expressed during the Round-Robin exercise above. Only purely duplicate ideas have been trimmed. Everything else has been brought into the narrative”— Buck Swaney)

- **CONTRACTING:** We struggle to have full and adult conversations about 4FRI contracting issues and maintain confusion about the role of the 4FRI with respect to contracting. Some are frustrated about the contract not being dealt with effectively/fairly. 4FRI “involvement” on contracting implementation is constrained by rules governing contracting regulations. Others said 4FRI *does* have a role to play in the contracting process...to ensure that work is implemented appropriately and avoid “systemic blindness” and “lack of accountability” by applying a business analysis approach to critiquing the contract/contractor. Need to understand and observe our role with a productive and progress-oriented mindset.
- **HIDDEN AGENDAS AND TRUST:** SHG suffers from distrust of other Stakeholders’ intentions, and we often assume those intentions are negative instead of assuming the opposite. This results in less than candid participation and communications, and the SHG has grown accustomed to a “culture of undercutting” one another. Some cite a “chronic marginalization” of Stakeholders with divergent opinions. Several felt that we don’t have hidden agendas; we simply haven’t learned how to deal with the implicit difference of the 4FRI having “multiple masters” (organizational agendas driving our disagreements). . The 4FRI needs to **build trust** before we can safely and effectively deal with the perceived agendas issue.
- **PRESS RELEASES:** Many feel that organizations’ press releases continue to speak for 4FRI, and that effectively controls the public voice of 4FRI. This happens because our diversity makes it difficult to achieve unanimity on

- complex issues and speak with one resounding voice. Several stakeholders perceive hidden agendas...especially within press releases (the “sour grapes” hypothesis). Some feel there is a disconnect between the actual content of recent press releases and the message perceived by Stakeholders who object to them, and this is sometimes coupled with a “selective application” of the 4FRI Charter and Decision Rules.
- **INEFFECTIVENESS:** The SHG struggles to resolve certain issues because we lack tolerance/patience, fear conflict and disagreement, and are reticent to air dirty laundry. We have not spent enough time learning how to collaborate (on process and on building trust) and too much time on playing games with one another, which leads to unresolved conflict. We need to focus on and talk about what really matters. The 4FRI has a problem of obsessing on issues we cannot affect, and exhibit especially low level of self-awareness when we are doing that.
- **FS COMMUNICATION:** The communication chain between the SHG, 4FRI USFS personnel, and Regional Supervisors has been ineffective (as evidenced by the ID team working closely and supportively with the 4FRI, after which the regional office altered some of the agreements made at the local level). Some of the “issues” the SHG had with the DEIS were created by the Regional Office. USFS has not been consistently responsive to SHG concerns, and there is frustration and impatience with USFS administrative/timeline realities.
- **ADHERENCE TO AGREEMENTS:** Not honoring prior agreements/products, but instead continually re-opening old agreements for renegotiation (e.g. DEIS comments)...and doing so as a response to difficult/stressful/conflicted situations. Agreements often don’t seem to endure, and when they are broken there is a lack of Charter accountability (e.g. CBD press release that clearly appeared to speak for the entire 4FRI).
- **LOSING SIGHT OF THE GOAL:** We often let our individual interests trump the good of the collaborative. We have been ignoring the predictable consequences of focusing on winning skirmishes rather than figuring out how to ensure the job gets done on the ground.
- **SUBSTANTIVE ISSUES:** Tree spacing/openings/LTRS-LTIP disagreement remains and has not been addressed. The DEIS did not resolve the litany of long-standing disagreements over issues such as large trees, openness, etc.

CANDID DISCUSSION OF THE BULLET POINTS (LET’S GET IT OUT IN THE OPEN AND ADDRESS IT)

The commentary below summarizes highlights from a vetting/discussing of the grievances listed in the previous round-robin exercise. The purpose was to candidly air the feelings/assumptions/suspensions; that once out in the open, they would less difficult for

Stakeholders to talk about in a direct manner with one another, if/when they arose in the future.

(Diane) It's becoming difficult to do fundraising about 4FRI. I got a call last week from someone who said that ECO was attacking the 4FRI contractor process because they had the hidden agenda of "imploding" the process so they could take over the contract.

(Pascal) I received reports from several congressional staffers in DC stating that during Diane's visits in DC she insistently spreads the 'sour grapes' rumor about the counties and that she is the one creating the rumor about the counties trying to take over the contract How can one supposedly "report" on rumors of their own creation?

(Dave) I can also confirm that ECO got calls saying Diane led DC to believe that ECO was trying to implode the contracting process. ECO invited Pioneer to discuss the contract, but they turned them down. We are looking for industry. We have been looking for alternatives for years. Far from trying to implode the process, we are urgent about getting it moving.

(Tommie) The ECO had a conversation with the USFS before the contractor was selected: I told them to "select a company that can perform", but never discussed any specific company...we have no hidden agendas...well actually one: we need to get this work done at all costs before the forests burn up! We have well-informed ideas for restoring unhealthy forests, but we don't know how to restore catastrophically-burned forests. 100 years of failed federal policy cannot be solved with \$ from the treasury. Industry has to do this and they need to figure out how...with our help!

(Diane) What is the desired outcome, from ECO's perspective, by being negative/obstructionist in the current contractor process?

(Dave) I said repeatedly that the only thing worse than not awarding a contract would be to award it to a contractor that cannot perform. I now say: and the only thing worse than that would be to do it twice! We don't have that time to waste.

(Buck) A question for the group: "if/when the current contractor problem is worked out will the SHG stop fighting/obsessing about contracting issues?"

(Amy) SHG concerns about effectiveness monitoring-related make the contractor a perpetual interest.

(Tommie) Meaningful restoration is the key outcome...not just cutting trees...so we will always be watching that the contractor is doing that.

(Pascal) A new contractor does not mean contracting issues are automatically resolved. The novation contractor will face the same implementation progress scrutiny. This is not obsession but execution.

(Earl Stewart) You must accept that the novation/contractor selection process has certain disclosure limitations that cannot be over-ridden, for legal and business reasons.

(Paul) To answer Buck's question, we will never stop talking about it since it's a central part of the 4FRI process...but we all look forward to celebrating it instead of criticizing it.

(Pascal) We understand that USFS needs to retain 100% authority around contractor selection... We are not asking them to share that. We are emphasizing that the novation outcome needs to lay-out milestones and timeline accountability for the contractor. USFS, this is your selected contractor; fine; make them perform.

(Dave) I am troubled by the observation that there's a major disconnect in the USFS decision-making and communication between Albuquerque and D.C. I don't know where the problem is or how to fix it.

(Todd) I don't agree with Buck's statement...I think that the critiques and responses to the contractor selection to date have been responsible and will continue as needed to address unprofessional actions.

(Hunter) We must realize this contractor process is so unproven...given all the uncertainty, it makes sense that folks would be critical

(Diane) How do we put something aside the accusation that the USFS made a mistake about choosing Pioneer. The fact is, neither AZFRP nor Pioneer would disclose their financials—it's right here in the Q&A from the USFS website on contracting http://www.fs.usda.gov/Internet/FSE_DOCUMENTS/stelprdb5387590.pdf. This landscape is so different than the historic industry approach. Let's move on from assuming USFS made a mistake.

(Pascal) As a previous bidder, I contest Diane's statement. The information is incorrect regarding AZFRP—we provided very specific and documented commitments and mechanisms for funding to USFS.

(Dave) When I hear rumors such as Diane's messaging in D.C. I don't automatically start asking for her to be removed from the Charter. Other people should stop doing it.

(Pascal) I am very concerned that there is "selective application" of the Charter rules by some to others, but not to themselves. How can people be "reporting" on the rumors they create themselves and simultaneously ask for removal of stakeholders because they supposedly speak for others in their press releases?

(Diane) Is that an accusation directed towards me, Pascal?

(Pascal) Only an observation of objective facts.

(Amy) (Referencing a previous comment from Diane) Do you (Tommie) think ERI has a bias towards the USFS because of our funding sources?

(Tommie) No, I was referring to USFS' poor ability to develop economic/industry sidebars for assessing the contractor. They should get independent, business experts (e.g. Harvard) to do this for them.

(Henry) But you keep attacking the contractor.

(Tommie) That is your interpretation.

(Buck) We just spent 20 min airing our grievances, on the contracting issue alone...this is going to keep happening. So let's ask, what is the 4FRI's proper role around contracting and "helping" the USFS.

(Paul) I agree with Tommie (that USFS should seek independent, economic advice regarding contracting). I also don't think that the SHG has defined *its* role with regard to the contracting issue... this needs to be done. Question for the SHG: are we business neutral? What expertise does the SHG have to draw on to react to industry?

(Dave) We welcome industry to come discuss their plan, and to listen to their concerns. On the other hand, we don't feel that the opposite "welcome" has been extended to us (the 4FRI Collaborative) to discuss our concerns.

(Alan) So, what are realistic timelines/benchmarks for the contractor...recognizing that 4FRI represents a scale and strategy that is somewhat unproven. What are the SHG's recommendations on this?

(Tommie) For one, let's get over ourselves. This is a hard-earned and long-term process. Trust is not something we grant each other, it's something we earn.

(Pascal) I am not convinced that there is a role for the SHG to play in the contractor selection process. I do believe that the SHG should hold the USFS accountable to executing on their (USFS's) contracting decisions. I also recommend that the USFS get business-oriented help from the outside.

(Buck) let's decide what the SHG can properly do about contracting and articulate how to execute that.

(Dave) First, it would be helpful to be able to take people at face value. This starts by trusting that the ECO countie's motives are pure. We are not interested in getting a contract and we appreciate a lot what Pascal does for us and we are not interested in losing him to a contract.

(Pascal) For the sake of full disclosure, I have no intention whatsoever to bid on the USFS contract in the future. None! Besides, I have been advised by a USFS 4FRI official that I should not even bother with it: the mere mention of my name in a bid would instantaneously disqualify it. This may not be FAR (Federal Acquisition Regulation) but this is reality.

(Hunter) One of the players (the novation company, whoever they are) involved in contractor selection concerns is not even at the "table" yet...USFS often says that it is the job of the contractor to answer questions. But I think we should direct our questions at this new company if the novation outcome approves them.

(Alicyn) I see two SHG grievances are being combined, (1) press releases and (2) language to D.C.

(Paul) Then how is the SHG going to “work with” the novation company, if/when they are confirmed. The SHG co-chairs? Individuals? Who can speak for the group, and how should they—on what issues?

(Pascal) Objectivity is essential. Factually, in no press release did any ECO county member say they were speaking for all Stakeholders. ECO says “we” because we are 5 counties, and Navajo County says “other stakeholders” because several individual counties are also 4FRI members, but ECO counties never said “we represent the collaborative”.

(Diane) I request that at the beginning of a 4FRI-collaborating organization’s press releases, they explicitly state that they are speaking for themselves, not for the 4FRI.

(Todd) I apologize that there was an editing mistake in a former CBD press release (appearing to speak for the entire 4FRI collaborative) I missed that error and I’m sorry for it. I disagree with Pascal about the role of 4FRI vis-à-vis the contractor: we should state our own expectations and demands (as a resolution?) and ask for timelines and benchmarks to be met. I have some confusion about how this 4FRI conversation started with an original focus on financials and benchmarks, then somehow evolved into only task orders implementation expectations. That seemed to happen all of a sudden. I think the recent 4FRI press release process was “interesting”, and was a rare example of deliverables that the SHG failed to effect.

(Dave) I am willing to add a disclaimer statement to future press releases, that they are not speaking for the entire 4FRI

(Hunter) The SHG should talk about expectations with Novation company.

(Henry) Could the SHG develop expectations quickly regarding the novation outcome?

(Buck) This discussion represents real progress, the kind of conversation that should have happened long ago.

(Pascal) We need to manage expectations. We should clarify that the novation only affects the contractor, not the contract itself, and that USFS is under legal requirement to transfer/not transfer the same contract. The contract will stay exactly the same. Would USFS care to confirm?

(Paul) I would have liked to see the mistake in CBD’s press release corrected, once they realized their error. But, I take some of the blame too; since it is very important that Stakeholders ASK one another questions directly when they see something incorrect in another organization’s release. I also feel the need to apologize for the mistakes I have made [press release related]. “I’m a collaborator, I can change, if I have to, I guess” (Rob Green)

(Earl) I'm sorry, I can't answer that question [responding to Pascal's question].

(Marlin) Novation company will face similar issues in terms of ramp up...so don't expect that to happen immediately. Mill construction is a key factor.

(Tenney) One solution here is that the USFS needs to start generating more task orders!

(Russ) As I understand it, the Novation has a couple of different ways of being conducted, one of which can include the obligations within a specific contract.

(Mike) We could get a USFS contracting officer to speak with the 4FRI.

(Buck) I need help getting us to outcomes: what are we actually going to do about the novation process?

(Pascal) Then should we proactively agree on how 4FRI is going to comment on the novation outcome? Our 4FRI Industry Resolution doesn't help much:

Stakeholder Resolution in Support of Industry

The 4FRI Stakeholder Group is committed to promoting and supporting economically, ecologically and socially sustainable businesses and industries. However, the 4FRI Stakeholder Group is business/industry neutral. We believe it is in the best interest of the unfolding collaborative process to be open to all potential businesses, with a preference for solutions that are appropriately scaled and community based. This will ensure there is equal opportunity for all viable businesses/industries to compete for contracts in order to achieve an optimum solution for reducing the costs of treatment, utilization of all restoration byproducts, and providing benefit to all communities within the 4FRI area.

(Sue) Let's shift the 4FRI press release to the novation process and be proactive on that!

(Dave) supports this idea. Invite Novation company to next SHG meeting!

(Buck) let's be careful to be deliberate and not treat Novation company like Concord Blue.

(Pascal) I don't think we need to be soft with them...from a business perspective, anything we can ask is gentle compared to the questions they have to answer during financial due diligence with investors, and the best way to show someone you are serious about doing business together is to ask the difficult questions so that they can answer them and convince you of their viability and enable you to be confident in the relationship.

(Buck) I'm not talking about being "soft", simply being diplomatic and not initiating with knee-jerk negativity.

(Pascal) Objectivity is not negativity.

(Paul) Let's do what Tenney said (Company X gets invited to the next SHG meeting) but invite a much larger audience. NAU? Aquaplex?

(Marlin) It might be better to have two meetings, one immediately post novation authorization (assuming that occurs) with a small subset of the SHG (SC?) and the president of Company X (since he will be in the area for that announcement) and then again later in a larger format (September SHG meeting?) with Company X representatives.

--many agree with this idea and the general interest in initiating relations with Novation company X about our expectations with 4FRI implementation, welcoming the USFS to sit in on those conversations, and recognizing the decision-making authority and timeline requirements of USFS that exist independent of 4FRI expectations.

(Buck) [reading from facilitator manual on how deal with the "groan zone" frustrations]...the key is to "hang in there" ...it will pass. It is crucial that the SHG turn their contractor "airing of grievances" into a set of tangible, agreed-upon rules for how they change their behaviors moving forward...see action items. I'll end with a few wise quotes:

Confucius: *"Impatience in little things may confound mighty plans"*

"When you see a good man, seek to emulate him. When you see a bad man, examine your own heart".

CLOSING THE CONTRACTING CONFLICT

1. We must actively work on learning how to trust one another
2. What can we actually do?
 - a. Develop contract/Novation questions for FS?
 - b. Create a 4FRI Stakeholder set of expectations for timeline, task orders, milestones, etc.
 - c. Communication Working Group to create a Novation-focused press release
3. Bring the Novation company into the collaborative
 - i. Proper "sideboards"
 - ii. Invite them to next SHG meeting
4. Speak objectively and speak for yourself

1:00 ~Lunch Break~

2:15 **Communications: "State of the 4FRI" press release** Buck & Eli (next SHG meeting)

2:45 Action items

Next Meetings:

9/25 – Flagstaff; 10/23 – Pinetop; 12/11 – Winslow

ACTION ITEMS FOR 8.28 MEETING

1. Produce the final 4FRI Monitoring and Adaptive Management plan by end of October.— LAM subgroup
2. Bring Novation company X into the collaborative (if they are accepted)—invite them to the next SHG meeting in a large format setting.— Co chairs
3. (SC+ interested Stakeholders) to develop a list of questions for Novation company X, such as: “what is their implementation workplan”, “criteria on which we (SHG) should judge your success”, “can they provide socioeconomic data for our monitoring” and “what they need from us”?
4. Re-work the 4FRI press release (recent) to address the Novation outcome. Needs to be ready by end of next week (as Novation outcome like in next 1-2 weeks). – Communication Working Group
5. Look for larger venue to host next SHG meeting in Flagstaff—Aquaplex, NAU auditorium, HCCC...to accommodate Novation presentation by Company X.— Eli
6. Reminder to all SH’s to frame press-releases as “speaking for our own organizations”. SC develops this disclaimer and posts to BASECAMP.— SC, at September 3 meeting
7. Eli to post announcement to Basecamp for all interested SH’s to submit questions/issues for novation company by (Sep 20?), with SC review.— SC, at September 3 meeting
8. Arrange for a meeting immediately post novation decision with SC, USFS, and novation company. Welcome the USFS contracting officer, if they are available.— Marlin & Henry
9. A stakeholder conflict resolution/disclosure to be included in all future SHG meeting agendas. — Eli

Process for approving minutes:

1. Note-taker sends draft minutes to Co-Chairs and facilitator < 48 hrs. following meeting
2. Co-Chairs and facilitator respond with edits (if needed) < 48 hrs. of receiving minutes
3. Note-taker incorporates edits & posts draft minutes to BASECAMP < 48 hrs. of receiving edited minutes
4. Draft minutes are approved (with additional edits as necessary) at next Stakeholder Group meeting
5. Note-taker posts Final Minutes to BASECAMP as PDF