

THIS TIME, OUR MOMENT IN HISTORY, OUR FUTURE

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Forest Service Leadership Meeting
Houston, Texas
June 20-23, 1994

PROLOGUE

We shall not cease from exploration
And the end of all our exploring
Will be to arrive where we started
And know the place for the first time...

What we call the beginning is often the end
And to make an end is to make a beginning.
The end is where we start from.

T.S. Eliot, *Little Gidding* (1942)

BEGINNING

Welcome to the 1994 Forest Service Leadership Meeting. With great pleasure, please let me introduce Assistant Secretary Jim Lyons and Deputy Assistant Secretary Adela Backiel.

I want to begin this meeting by presenting a proposal for setting a course for the USDA Forest Service that will take us into the 21st Century. I will offer some ideas about challenges we will have to meet to follow that course successfully. In turn, I will listen carefully to what you think and say in response. I know we will have a spirited discussion for the next three days.

Let me suggest that we begin this meeting with your recognition that the Forest Service is, right this minute, the best in the world at what we do. But staying the best and getting even better means staying on course during what seems to be increasingly turbulent times.

WHO WILL LEAD THE FOREST SERVICE?

The first thing that we must do as we continue our journey is to start thinking, talking, and acting more like the *leaders* we are—acting as the leaders the public wants us to be. True, we are managers of land, of funds, of people — but we must be leaders first and foremost.

I need to set the record straight as to the full extent of what I think is "the leadership" of the Forest Service. There are 30,000-plus Forest Service people who are not here today who either are or can be leaders. Their leadership is as critical to the agency's success as ours. We share leadership. Let us be clear about that.

And, all of us here are merely selected *representatives* of the rest of the leaders *not* present here today. We are here as a privilege, not a right. Here with respect for those other leaders, inside and outside the Forest Service.

My first day as Chief I crafted a letter to all employees. It was a short letter. It said that we, all of us, should:

- Obey the law.
- Tell the truth.
- Bring science more effectively to bear in our management.
- Implement ecosystem management.
- Free up our excellent work force to do their jobs.
- Build a Forest Service work force for the 21st Century.

Those instructions stand. Thereby, the Forest Service will succeed. But, let's face it, the instructions are "short hand" for the many intricate efforts ahead of us. We have much more to talk about before we can proceed together.

If the Forest Service is to succeed as an organization, we must encourage one another to succeed in our own individual right and, to the extent possible, in our own way. This implies that all Forest Service people be empowered to use their wisdom, intelligence, vigor, education, special talents, and experience to carry out their part of our mutual mission. Thereby, the Forest Service will succeed. Even this, though, is not enough. There is more.

Empowerment and accountability must go hand in hand. I know employees expect and welcome fair standards and processes to assure accountability. This kind of accountability will be emphasized as we move forward on our new course. Thereby, the Forest Service will succeed. Again, there is more.

THE USDA FOREST SERVICE LEADERSHIP ROLE

Most of you replied to a questionnaire sent to you by the steering committee before this meeting. I read them all—several times. Your answers were almost universal in one regard. There was one resounding refrain. You, too, want Forest Service folks to be - and be so recognized - as the *outstanding conservation leaders in the world*.

That is a lofty ambition. It is an ambition worthy of the employees and partners of the USDA Forest Service.

Can we achieve that ambition?

Yes! There is not a scintilla of doubt in my mind. Leadership in conservation is our birthright, our heritage, and our destiny.

What other conservation organization in all the world has the resources to fill that role? Who else has such a land base to show what good multiple-use land management can and should be? Who else has such a

research capability? Who else has the experience, mission, infrastructure, and heritage to extend knowledge and assistance to private landowners and the States in this nation? Who has recently been given a resource mission to the world?

And, most important of all, what organization has a work force that is so diverse in training, skills, and experience? What agency is so dedicated to achieving its mission? What organization is in the process of fully incorporating the cultural diversity that is America into its very fabric?

Who? The Forest Service! And no one else!

What more could we ask for, given our own need to serve, but to be in this place, at this time in history, in this outfit, with the resources that we have at our disposal, with our history and heritage to draw on, with a chance to make a truly significant difference?

America and the world need a vibrant, successful, diverse Forest Service. Only if we can fulfill our role in conservation leadership, can my confidence in the future—an ecologically healthy future that can and should be the birthright of unborn generations—be met and sustained.

And, these actions will coalesce to help us carry out our mission so that people, and our lands and waters, exist in harmony. Through these actions we fulfill our role as guardians and stewards of the nation's natural resources. In achieving harmony and serving as guardians, we must be ever more successful in taking government to the people.

Given that we - the people that make up the Forest Service - have the capabilities, the resources, the mandate, the desire, and the responsibilities described, are we collectively pleased with our current state of affairs? Can we do even better?

I strongly suspect that most of us are not pleased with our present situation. We want respect. We want to respect ourselves. We want respect from the nation we serve. And, we can and will do better. We will earn and re-earn that respect as we always have - one action at a time.

OUR STRENGTH AT THE DEPARTMENT

You will hear from Assistant Secretary Jim Lyons about what he expects of and will give to the Forest Service. Both Jim and Deputy Assistant Secretary Adela Backiel once worked for the Forest Service. They will be here this week. Take time to ask them about their service and experience, their ideas, and their vision.

Jim and Adela have been colleagues of mine for the past ten years. Dave Unger and I work closely with Jim and Adela. Our relationships are frank, cordial, and productive. For example, we went to work last December, right after I came on board, to make this Leadership Meeting happen.

Jim and Adela are professional foresters, people who know the issues both from technical and political viewpoints. They afford the Forest Service an outstanding bridge to Congress and national groups.

They believe in our mission and our capability to be the conservation leaders for the 21st Century. They want us to achieve that goal. And, I believe that they are as concerned about our welfare—individually and collectively—as we are.

WHY A NEW COURSE?

This agency has been preparing for nearly a century for this critical time - whether we knew it or not. We are defining and setting our course to meet the challenges of the years ahead. And we know that we, as an agency, are not now as good as we need to be, we want to be, or—through our efforts and the support of our partners—as good as we will be. It is time to change and be revitalized, to set a course for the Forest Service as we move into the 21st Century.

Over the past several years, including our recent successful efforts in the Forest Service reinvention process, we have spent much time and energy examining our problems, foibles, failures, and warts. That was both necessary and, in its own way, rewarding.

Our self-examinations speak well for our agency's integrity - we were willing to ask hard questions of one another and to listen to complaints. But, enough is enough. We have some problems and we know what they are. Let's fix the problems and move on.

I don't want to spend our valuable time together here looking back yet again. But, I do expect to use what we have learned to help us chart our new course. Instead, considering our culture and proud history, I want us to agree about what to keep and to cherish and what, respectfully, to change.

I am the beneficiary of the hard work of many years. Former Chief Dale Robertson, for example, made ecosystem management the policy guidance for the Forest Service. I think of myself as one more person in a "long green line" of Forest Service Chiefs. I am the thirteenth Chief in 80 years. Each of my predecessors was faced with challenges when they arrived and each one left a batch for the next person.

The old challenging questions we all have faced call to us now. If not conservation leadership on the nation's forests and grasslands, then where? If not now - when? If not us - who? I know the answer. So do you. So let's set a course, and get on with our mission.

KEY TO SUCCESS: OUR OWNERS AND CUSTOMERS

While we think together about the answers to these questions, let's consider another point. As part of our efforts in looking at the potential "reinvention" of the Forest Service, eight town hall meetings were held at various places across America.

We picked up some current language from management literature and used it in these meetings. We spoke of wanting to listen to the views of "our customers."

In meeting after meeting, we were told that the people of the United States are not just our customers—they are *owners*. They own the land and resources we care for. Their taxes pay our keep. They provide the resources for us to do our work. Those folks were right, and our recognition of the correctness of what they said requires some change in our viewpoint.

KEY TO SUCCESS: CARE FOR UNBORN GENERATIONS

It also came clear in those meetings that the value of our journey on behalf of the owners should be computed in a manner beyond today's profits and losses; beyond today's political desires and machinations; beyond the responses to the slings and arrows of the gladiators in the arena of natural resources management conflict.

The value of our service, our leadership, and our vision is that we pass on the land in our care to owners and customers of the future. We pass it on intact and whole in its ability to sustain ecosystem function and process, including its use to support *Homo sapiens*.

We also pass on a legacy of knowledge. We pass that knowledge on to others who will also be transitory stewards for forests and rangelands.

We pass on our respect for people, land, and resources. We pass on our love and passion for the land and what we do. That is what we do. Here we stand because we can do no other.

KEY TO SUCCESS: A NEW VIEW OF FUNCTIONALISM

There's another point to consider, too. There was a time when I took some pride in being called a "combat biologist" -- and, upon first blush, with good reason.

The time for the often gut-wrenching conflict within our ranks between disciplines has faded. To succeed in the future, we must now bring an increased coherence to our operations that now suffer from internal fragmentation along disciplinary lines--the so-called "functionalism."

But we are not yet ready to "throw out the baby with the bath water." We *must* retain functional approaches to our management.

Why? Because in the short term, we have no other choice. As we set out to change the "world" within which we function as a government agency, we must begin with that world as it is.

Our work force is largely trained in functional specialties. Our varied constituencies think and exercise influence and power in functional terms. Our laws are specific as to functional aspects of management.

Yet, we surely need a concept that can meld the "functionalism" that we have evolved over nearly a century, and with which we live today, into a unifying whole.

I believe that the yet-evolving concepts and practices of ecosystem management can fill that need. In fact, I can think of no other.

Visualize three rings, each inside the other. Ecosystem management and stewardship can be conceived of as the inner ring, the bulls-eye.

In that inner-most ring lies our mission, vision, and guiding principles, our ethics, our commitment to obey the law and tell the truth. It's a ring holding what might be called a "non-functional specialty," our common values.

Every person with a technical, functional specialty can stand with one foot here.

Now visualize a second ring. This second ring represents current functional specialties. Every person can stand with a foot here, too.

With a foot in each ring, each person can simultaneously contribute to mission attainment *and* provide functional service. They can have loyalty and commitment to each ring. They can also reach out a hand to people in the third ring--owners and customers interested and engaged in seeing how their particular interests are to be addressed.

The rings together form a coherent whole, focused on ecosystem management and stewardship, on professionalism, and on communications and relationships.

This brings a quote from Tolkien to mind. I apologize to him for a slight paraphrase. What we seek is:

One Ring to rule them all,
One Ring to find them,
One Ring to bring them all,
and in [that light to] bind them.*

J.R.R. Tolkien
Lord of the Rings
Part 1, Fellowship of the Rings (1954)

KEY TO SUCCESS: A WELL-TRAINED work force

As we move into the 21st century it is obvious that the Forest Service will have to put an increasing amount of time and resources into training. We must train in new techniques. Train personnel as they adopt new roles. Train people to effectively use the rapidly evolving technology. Train managers. Train leaders.

That training will have to be more effective and more rigorous. Training will become a routine part of our *modus operandi*. We simply have no choice. Cutting back on training, except as a very temporary stop-gap measure, will not be acceptable.

Leaders will be expected to make full allowance for training even at additional attrition in personnel. To do otherwise is not leadership and courts disaster over the longer term.

KEY TO SUCCESS: REINVENTION

President Clinton and Vice-President Gore have made it clear that government reinvention is a priority. Their intent is to produce a government that is "leaner and meaner" and ever-better at serving its owners and customers at lower cost.

Forest Service Chief Dale Robertson volunteered the Forest Service to be a "reinvention laboratory." That offer was accepted. We now have an opportunity to be vigorously exploited. Designation as a reinvention laboratory should "cut us some slack" as we move toward the future. It should also provide us with the opportunity for boldness and leadership as we confront and cut the "thousand threads" of bureaucracy that have gradually shifted us toward immobility.

We now turn to the Forest Service's reinvention efforts. This week, you will hear that reinvention can entail change in five aspects of the Forest Service: purpose, work, organization, culture, and structure – or some innovative combination of those aspects.

Reinvention is not to be taken lightly. If undertaken to whatever degree, there may well be costs financial and otherwise – to all involved. Such costs should be willingly borne if, and only if, the benefits in efficiency and better conditions for the achievement of our service to the American people, including our future citizens, are real and significant.

This period of uncertainty and change has caused pain in our family. I often see, hear, and feel that pain in my visits to field units and in messages that I receive. We must work together to assuage that pain to the extent

possible. We must make as certain as we can that the gains--for natural resources, for efficiency, for respect--justify the pain. Caring, fairness, and willingness to work together is essential to success.

The Reinvention Team is with us here to reveal and explain the fruits of their efforts. They will also serve as resource people as you provide Chief and Staff, Jim and Adela, and the Reinvention Team members with your reactions and suggestions concerning the Reinvention ideas.

I know of no other move toward "reinvention" of an agency that has afforded such a chance for the citizenry to be involved in that process. This is truly an example of bringing government to the people. I know of no other such effort that has afforded the employees of an agency such an opportunity to participate. This is an example of an evolving management style different from that of the past.

We need your help in evaluating concepts and ideas and in formulating our reinvention plans. Now is a time like no other you have seen in your career. Such a window of opportunity may not come again for a generation.

Open your mind as you listen and participate in the reinvention discussion. Think anew. Be bold! Think leadership. Lead!

I also need you to get behind something that's already been reinvented: our law enforcement organization. We've got to make this part of our business work better and better.

I know that we all have concerns about how the law enforcement organization will work. Together we can and will confront any problems and develop solutions. But, in the meantime, we need full support in forging effective working relationships.

KEY TO SUCCESS: IMPLEMENTING ECOSYSTEM MANAGEMENT

Let me turn to ecosystem management as another key to our success. Some people say that "ecosystem management" is merely the latest buzzword to replace "new forestry" and "new perspectives." Cynics are with us always. I believe their cynicism to be misplaced.

I have thought that, perhaps, our cynics simply never understood what "new perspectives" and "new forestry" were. Those efforts were never anything more than permission and encouragement for natural resource leaders and managers to *think*.

A few years ago, we seemed to be slipping increasingly out of touch with the public, the law, and evolving scientific understanding. We needed to stop and think!

The message of new forestry and new perspectives was that it was not only all right to think anew, it was encouraged. We said, "Think differently. Consider new ways and means to manage natural resources in ways acceptable to the people. Accept some level of increased humility in instituting actions in the face of huge gaps in knowledge. Think in longer time frames, at landscape scale, and in terms of the sustenance of ecosystems."

Some that accepted the challenge and opportunity to *think* and *act* anew have begun to follow a path that appeared as a result--a path as yet mainly untaken.

We call it "ecosystem management." And, that new path taken may yet make all the difference.

What is ecosystem management? I will tell you my concept -- which, of course, is only my view. I invite your thoughts to add to mine.

Recently I gave a pretty technical description of ecosystem management in front of a Senate Committee. A Senator asked me if I could restate my premise in simpler words.

I asked him to recall the tale that involves the goose that laid golden eggs. I said that there was wisdom about ecosystem management in that story.

I asked him to visualize ecosystems as geese that lay golden eggs. If the flow of golden eggs is to be sustained, healthy geese must be kept healthy. Sick geese must be returned to the best semblance of health attainable. People take care of the goose to preserve the flow of golden eggs.

Of course, manipulation of the goose's environment is allowed to enhance the production of golden eggs and provided that the basic health of the goose remains the paramount objective.

The Senator nodded.

People who care for the goose collect its golden eggs. I ask you to remember the wisdom of the goose and the golden eggs as I move into a more acceptable technical description and discourse about ecosystem management.

Under my concept of ecosystem management, the overriding concern is the continued functioning of that system over millennia. Management is predicated on greatly enlarged spatial and temporal scales and across ownerships and otherwise ecologically meaningless boundaries.

This management approach focuses on the maintenance of the "health" of ecosystems. This, in turn, implies that the system maintains its ability to absorb shock and yet retain long-term form and function. It also means that people obtain what they need from ecosystems, while sustaining ecosystem health.

To the extent that life forms contribute to that stability, the retention of biodiversity becomes an overriding objective.

By the way, this insures compliance with the spirit and letter of the Endangered Species Act of 1976, the purpose of which was stated as "...provide a means whereby the ecosystems upon which endangered species and threatened species may be conserved...."

Of course, all ground-disturbing or other land management actions are carried out one at a time. They are performed at relatively small scales for a variety of purposes. But they also occur within the context of larger ecosystems. Inter-scale relationships are described and serve to influence decisions and actions.

Under ecosystem management, small-scale actions are judged and tracked for their contributions to particular desired future conditions. These conditions are to be nurtured in the constantly evolving pattern that makes up the multi-scale ecosystem tapestry.

We now possess adequate scientific understanding and technological capability to actually make a start toward ecosystem management. And, once we start down that path, new efforts by scientists, philosophers, technologists, leaders, and managers can be targeted at the sharpening of evolving concepts and practices.

One aspect of these new efforts is adaptive management. Adaptive management is based on the notion of management plans predicated as experiments. These experiments have appropriate monitoring and feedback loops to ensure short-term flexibility and the long-term learning needed to correct the course.

Another aspect of ecosystem management is that we seek no authority over private lands. Our role will and should be as the developer and demonstrator of ecosystem management. That understanding, knowledge, technique, and technology can be made available to others at the appropriate time, and in appropriate ways.

In the beginning, it seems to me, ecosystem management is no more or less complex a goose than that. Sophistication will come with time.

We can, must, and will carry on this journey. We have been on that path for sometime—though without full understanding of why, from time to time, we blindly stumbled over unknown ecological conditions or relationships.

If successfully and generally employed, ecosystem management concepts will inevitably have a profound effect on not only how natural resources are managed but on how nations work - both nationally and internationally. Our first Chief, Gifford Pinchot, saw that as early as early as 1907.

And so, as I remarked at the start of this talk, we come to the end and return to the beginning and know this place for the first time. I intend that the Forest Service be on the cutting edge as these concepts evolve and mature.

KEY TO SUCCESS: SHARING KNOWLEDGE

Beyond the requirements for stewardship of the lands in our trust and care, it is our responsibility to develop and synthesize new understanding of ecosystem form and function. We must recognize and deal with the fact that people are part of the tapestry of landscape that is being woven and rewoven by our management actions.

Do you sense a reprise of the "greatest good of the greatest number in long run?"

And, then, we have responsibilities to share the knowledge gained from research, syntheses of information, and adaptive management with other land managers and leaders in this country and the world.

We also have the obligation to listen to the land wisdom of other people, other cultures, other ways of looking at lands and resources. We do this because of our respect for other sharp observers and thinkers who care about what we care about. We do this because they have invaluable insights to give us.

KEY TO SUCCESS: COMMUNICATION

In doing all of these things, there is an absolute requirement to do a constantly improving job of dealing with the public.

I am trying diligently to model the behavior in my own actions. I know this behavior is beginning to pay off in better press and public relationships for USDA, the Forest Service, and our mission. But I am just one person.

I expect you individually to model this behavior. Acting together with me and other Forest Service leaders, we can vastly improve our public relationships. If we improve and sustain positive public relationships, we will successfully sail the new course we are setting. If not—if we further lose public confidence—we will fail.

Use your public affairs officers to help us achieve our goals. Make them a part of executive action. *Plan* every activity of significance. Don't dilute their duties; instead, focus them strategically. Make sure they are included from the very beginning of any management planning or action.

Too often we call on public affairs officers for "damage control" rather than assuring that such will not be necessary. A significant portion of our present problems with the public can be traced to inadequate attention to communications.

We simply must and can do a better job. We should heed our first Chief's admonition to "... use the press first, last, and always." We must become ever-more sophisticated in public involvement. We must encourage our fellow workers to assume increasing responsibility for communication with our owners - the American people. Much depends on improved performance in communications and, thereby, better relationships with our owners and customers.

"Bad" press is with us always. "Good" press and excellent relationships with owners and customers depend on us to see the light of day.

KEY TO SUCCESS: work force DIVERSITY

Achieving work force diversity and becoming a multicultural organization are critical to the success of our journey.

Currently, 40% of our work force are women and another 16% are minorities. Compared to 10 years ago, we are certainly making progress, but we will do even more.

I want us to move even more quickly, especially, in bringing greater diversity to line positions in the Forest Service. I want to also make sure that people are placed in substantive positions matching their skills and training, and that they have the chance for the kinds of experience and training that will allow them and the Forest Service to succeed.

The agency has just reduced the work force by approximately 2,300 positions. This was done with about 2,500 positions on the surplus list. As of last week, there were fewer than 70 persons still on the surplus list. It now appears that we have been able to manage our way through this unprecedented situation. The agency achieved this and still protected our hard-won progress toward a work force more representative of the American people.

This achievement required that we use directed reassignments to a high percentage of vacant positions. As the situation settles out, we will again advertise most vacant positions.

This is a place to mention how forcefully and successfully Jim Lyons worked to get Congress to give us buyout authority. If it were not for him and his allies on the Hill, it wouldn't have happened.

Without that authority, it is highly likely that we would have had to endure a reduction in force. Nobody ever wants to go through that.

This week I will announce personnel decisions that highlight my commitment to expanding the diversity in our key positions, but I need your help and your very best efforts to sustain this progress.

We can do nothing less if we intend to succeed over the long term as a part of America's more-than-200-year-old experiment in democracy.

SO WHAT'S THE COURSE?

You have been provided a draft of paper in which I propose setting a course for the future of the Forest Service. With your help, it will guide the Forest Service as we regroup and set out anew to maintain and

enhance our leadership role in renewable natural resource management. The "charts" and "maps" will evolve later.

This draft has been developed in conjunction with my staff in a corporate decision-making effort - something I hope the Forest Service will see more of in the future. At this meeting, by *Tuesday night*, you are invited and encouraged to give me your thoughts on that draft. Your small group facilitators will give you more information about how to do that.

Now, let me describe what's in the paper.

MISSION AND ETHICS

First is a mission statement. It should be familiar - "caring for the land and serving people." It is clear and concise--it will do.

That mission statement is followed by a land ethic and a service ethic. As with the mission, ethics are another set of simple, clear statements of what we collectively *value*. As individuals, we may consider these ethics as statements of what's *right* behavior and, by comparison, what's *wrong*.

From the mission and ethics we can gain passion and commitment to our renewed course.

The ethics are simply stated.

The land ethic is "Promote the sustainability of ecosystems by ensuring their health, diversity, and productivity."

In making this land ethic statement, we act on the suggestion and hope of one of our Forest Service brethren, Aldo Leopold, that our vision of good land stewardship would finally grow to encompass a land ethic. The time has come.

The service ethic is "Be truthful, obey the law, work collaboratively, and use appropriate scientific information in caring for the land and serving people."

The service ethic expresses the core ideas of public service.

It is time to boldly state our ethics. And, particularly for the first incorporation of a land ethic by a land management agency, who better to take the lead in this regard than the Forest Service in which Aldo Leopold once came of age professionally and proudly served the public.

MANAGEMENT PRIORITIES

The ethic statements are followed by strategic management priorities that I suggest guide us as we steer our course toward the future. These are briefly stated as:

Enhanced protection of ecosystems.
Restoration of deteriorated ecosystems.
Provision of multiple benefits for people within the capabilities of ecosystems.
Enhanced organizational effectiveness.

I intend that the mission, ethics, and management priorities guide the development of our 1995 Resources Planning Act program proposals to the Secretary, our budgets, our policy discussion and implementation actions, and the direction of the decisions we finally make on the reinvention of the Forest Service.

Remember that inner ring, that bulls-eye, I mentioned earlier? This mission, ethics, and management priorities are the core content of that ring.

HERE AND NOW: LISTENING AND LEARNING

This meeting has several purposes. We need to get to know one another, as much as possible. You need to know where I propose that we start our journey, and ponder a course to follow. I want and need your candor, guidance, and concurrence in what is proposed.

And, more than anything else, I simply need to hear from you at this juncture in Forest Service history.

It is important that you leaders of tomorrow have a say in what that Forest Service will look like and be like when you, and other leaders not present, assume the reins of greater responsibility. I address that both to you in this room and to those holding the fort at home.

This is a rare and magic time for the Forest Service. These are times and subjects that deserve your best effort. We should not tarry. Windows of opportunity close as fast as they open. It is a *rare* moment.

HERE AT THE MEETING: PROMISES AND CHOICES

At this meeting, we have choices about how we work together. I ask that we demonstrate that we are accountable to and respectful of one another.

Here are my choices—my promises—to you. I promise that I will meet every one of you. Members of Chief and Staff and I will listen attentively and answer your questions - including the tough ones. We will end the meeting with real results. And, we will follow up to let you and other Forest Service folks know the results of our collective efforts.

To help make this meeting work as it has been designed, I am also asking you to make some choices—for some sacrifices and hard work. I ask that you meet these expectations:

Washington office staff, regional foresters, and directors are here to listen first and foremost - they should avoid their traditional role as discussion leaders and top decision-makers.

The reinvention staff are here as resource people; they should provide information for the small work groups; they are here to "feed" the group and not otherwise participate.

All participants should be on time, participate fully, ask tough questions, be candid and forthright, stay to the end, trust the process, accept the conclusions, and follow up at home.

With your cooperation, the meeting will work as designed. I know that this meeting will be viewed by future historians as a turning point for the Forest Service as we move into the 21st Century as the recognized conservation leaders in the world.