



February 26, 2019

Glenn Casamassa  
Regional Forester  
U.S. Forest Service, Region 6  
1220 SW 3rd Ave, Portland, OR 97204

Dear Regional Forester Casamassa,

AFRC and its members are keenly interested in the selection of the next supervisor of the Malheur National Forest. This position is not only critical to the success of the Forest's timber sale program, it is critical to building community trust, engaging stakeholders, and implementing the agency's mission on the ground. As a partner with the Forest Service in managing our public forests, we are writing to offer our views of the qualities and experiences the next Malheur National Forest Supervisor should embody or possess to be an effective leader for the Forest and surrounding communities:

**Experience living and working in a rural community.** Residents of rural communities, especially those neighboring Federal lands, often feel their voices, opinions, and expertise go unheard or unappreciated. In rebuilding trust and communication between the Forest Service and rural communities in Northeast Oregon, ideally, the next supervisor will be an individual who understands (or has personally experienced) this urban-rural disconnect, or at least be willing to learn how challenging and frustrating this disconnect has been for rural residents. A leader who is an *active* and *participatory* member of the community would go a long way in building Forest Service-community trust.

**An understanding of the forest products and agricultural industries in the inland West.** Forestry and agriculture businesses in Eastern Oregon depend on public lands and natural resources to sustain their livelihoods, build and invest in their businesses, and employ thousands of workers. It is critical the next Malheur National Forest supervisor has an understanding and appreciation of – or a willingness to learn more about – the Forest Service's customers, local products and business needs, markets, and operational and economic challenges.

**A proven track record of leadership, accountability, and transparency.** The supervisor often has to make difficult or unpopular decisions; hold her/his team accountable for specific metrics and outcomes; and balance competing views and interests. In carrying out these duties, we believe it is essential the next supervisor have direct experience and skill in: recognizing employees for exceptional performance while holding employees accountable when deliverables are not achieved; listening to diverse views and input and honestly evaluating what is heard

before making a decision; and respecting the chain of command within the Forest Service and relying on her/his team to practice their specialties and execute their job functions.

The next Malheur National Forest supervisor must continue to build on significant progress on the national forest while also addressing complex and controversial issues that have created conflict in the community. Thus, we strongly encourage the Forest Service to host open houses in John Day and Burns to provide community members with the opportunity to meet and interact with top potential candidates in an informal setting. We strongly believe a successful forest supervisor on the Malheur must secure support and trust from the local community. The time and opportunity to create that dynamic is now.

Thank you for your consideration. We look forward to our continued partnership of responsibly and sustainably managing our national forests.

Sincerely,



Travis Joseph  
President/CEO  
American Forest Resource Council