



Davis, Laura <laura_davis@ios.doi.gov>

Re: OMG-Thanks for your reply WoW! So excited about your coming tenure and

1 message

Laura Davis <laura_davis@ios.doi.gov>
To: smjewe@rei.com

Sun, Feb 10, 2013 at 6:20 PM

Sally,
Interesting, as I know Joan very well. She did a stint in DC as NPS communications director in the mid 90s, when I worked for Babbitt. Talented.

As for emails like this, feel free to forward to me and Ben. We will respond kindly (of course); you just need to let us know when more personal handling is required.

Best,
Laura

— Original Message —

From: Sally Jewell [mailto:smjewe@rei.com]
Sent: Sunday, February 10, 2013 01:20 PM
To: Laura Davis <laura_davis@ios.doi.gov>
Subject: FW: OMG-Thanks for your reply WoW! So excited about your coming tenure and

Laura -

Please read the exchange below. I have met Joan on several occasions and she worked with the REI in Grand Junction, CO on some stewardship projects while she was at NPS - very well regarded there. I don't plan to respond to this message.

There are other messages I will send your way that are coming in to my REI mailbox. On the "I want a job at Interior" side, is there a focal point other than you who should keep track of interested for future reference and/or responses? I don't want to clutter up your mailbox.

Thanks,

Sally

On 2/9/13 3:49 PM, "janzelmo" <janzelmo@wyoming.com> wrote:

>Dear Madame Secretary(almost),
>I was just thinking about you - really! I have loved reading the news
>stories since your nomination, in particular Tim Egan's column in the
>NYT. You will bring such a refreshing outlook not to mention killer
>expertise in so many fields. Bravo!!! Let me say right off- if there is
>anything I can do, please be in touch.

>I worked directly for both Bruce Babbitt(7 years- wildfires & fire
>policy) and Cecil Andrus (4 years)and really in a way for most
>Secretaries of my 35 year NPS tenure. I staffed for the Secretary's
>Office at Deep Water Horizon and have written countless documents and
>remarks over the years.
>Last summer it was at my urging to top DOI officials that we were able to
>get President Obama to Colorado to review the devastating wildfires. I
>wrote talking points passed thru Interior to the W.H. I later had the
>privilege of helping with some elements of Mrs. Obama's campaign trip to
>Jackson, WY.
>One thing that I would like to share today, as once you are confirmed, I
>may not be able to do as directly.
>I serve as spokesperson(pro bono) for Rags Over the Arkansas River(ROAR),
>an all volunteer grassroots organization working hard to stop Christo's
>destructive industrial scale project(Over the River) proposed for the
>Arkansas River in Bighorn Sheep Canyon. ROAR working with DU's
>Environmental Law Clinic has effectively stopped Christo in his tracks
>due to our federal lawsuit filed against BLM for violations of FLPMA and
>NEPA. OTR is now indefinitely delayed. I sure won't take your time to go
>into detail here, but I urge you to review thoroughly the background on
>this heinous project which both Governor Hickenlooper and Secretary
>Salazar have approved and touted using Christo's talking points. I have
>read the Administrative Record filed in federal court by BLM and I have
>to tell you the paper trail points to high level pressures and even
>corruption stemming back to Pat Shea, former BLM Director, who once he
>left DOI went to work for Christo which is why I think they got through
>the EIS to a Record of Decision. Other top officials pressured BLM staff
>to achieve an outcome they desired despite the area already being
>designated by BLM as an Area of Critical Environmental Concern where
>drilling like this would NEVER be permitted. This project if ever allowed
>to happen will place people at risk, and kill Bighorn Sheep, Bald Eagle,
>trout to mention but a few impacted species.
>Today I sent the attached note to the New York Time and other national
>media because Christo just issued new info with a photo of Hickenlooper
>accepting gifts of Christo's art
>
>Anyway - please go carefully on this. Let me know if I can provide any
>written briefings for you before I cannot reach out to you directly on
>this subject. Once you are confirmed, you automatically replace Ken
>Salazar in the lawsuit ROAR has before Senior Judge John Kane in Denver.
>Sorry but true.
>
>Thank you again for the great kindness and generosity of your reply.
>Bless you as you undertake this awesome responsibility for which you are
>so formidably qualified for! You go girl!!!
>Joan Anzelmo
>307-699-3688
>
>— smjewe@rei.com wrote:
>
>From: Sally Jewell <smjewe@rei.com>
>To: "janzelmo@wyoming.com" <janzelmo@wyoming.com>
>Subject: Re: Congratulations from Joan Anzelmo-Jackson Hole
>Date: Sat, 9 Feb 2013 15:00:31 -0800
>
>Thanks Joan!
>

>First step is confirmation then I really look forward to digging in!
>
>Sally
>
>From: janzelmo <janzelmo@wyoming.com<mailto:janzelmo@wyoming.com>>
>Reply-To: "janzelmo@wyoming.com<mailto:janzelmo@wyoming.com>"
><janzelmo@wyoming.com<mailto:janzelmo@wyoming.com>>
>Date: Wed, 6 Feb 2013 06:05:33 -0800
>To: Sally Jewell <smjewe@rei.com<mailto:smjewe@rei.com>>
>Subject: Congratulations from Joan Anzelmo-Jackson Hole
>
>Dear Sally, (aka Madame Secretary)
>
>Congratulations on your nomination to be the next Secretary of the
>Interior! I am thrilled and can't wait. I have had the privilege of
>working closely and directly for several Interior Secretaries including
>Cecil Andrus and Bruce Babbitt for seven years during the Clinton
>Administration. I was in touch with Bruce just yesterday re his
>outstanding presentation at the National Press Club on balance for energy
>and conservation.
>
>I would love to support you and assist you in any way helpful to you. I
>retired from the National Park Service after 35 years in July 2011 from
>CO. I relocated to Jackson, WY and stay active in board work and pro bono
>communications and conservation initiatives.
>
>Of late I have been leading the charge as national spokesperson for the
>Coalition of National Park Service Retirees to wake up the country re
>what sequestration will do to the national parks and the entire American
>economy so interrelated are they.
>
>Again my warmest congratulations and very best wishes to you.
>
>Joan Anzelmo
>307-699-3688
>
>



If SkiLink is good for Utah's economy, why are so many Utah businesses, organizations and leaders *against* it?

With nearly a dozen resort expansion projects either talked about or proposed in the Central Wasatch, there is a growing concern over the Congressional actions that spawned the controversial "SkiLink" Legislation. The #1 issue is the way in which some of our local elected leaders have sidestepped their constituents, local governments, natural resource managers and the public at large. This region contains some of the most heavily used public lands in the U.S. and is also responsible for providing drinking water to a growing metropolitan area. There is no question that we face some enormous challenges regarding visitation, population growth, natural resource management and transportation. That said, sponsoring legislation to sell away these highly valued public resources to one private company is not a solution. If it is done for SkiLink, will it be done the same way for the dozen other "interconnects" proposed in these mountains?

There is hope on the horizon. Since early 2010, local leaders, ski resorts, UTA, UDOT, watershed managers, land managers, businesses, environmental groups and concerned citizens have been proactively working to find resolutions to many regional issues. A holistic evaluation of this one of a kind resource, inclusive of transportation, wilderness protection, watershed, land-use planning and both internal and external economic drivers is the only way to adequately plan for our future - a future which benefits all industries, residents, visitors and our natural resources alike. We need leadership to support planning efforts that benefit our communities rather than pushing singular projects that benefit some at the expense of others.

Contact your elected representatives and urge them to participate collaboratively in protecting our quality of life!

In addition to these businesses, organizations and leaders who **OPPOSE** SkiLink, thousands of people from around the US have signed a petition in opposition to SkiLink. Join these voices by signing here:

TinyUrl.com/StopSkiLink

For more information and to get involved with projects in the Wasatch email info@SaveOurCanyons.org



"The precedent set by SkiLink of selling public lands for commercial development in our community's watersheds is not a good one given that, from our perspective, others will follow suit with this strategy rather than engage the local community." - Salt Lake City Mayor Ralph Becker, testimony before Congress (12/2/11)

Outdoor Companies

- Armada Ski Company
- Black Diamond
- Bluehouse Skis
- Burton
- Camelbak
- Camofire
- Discrete Headwear
- DFS
- Eastern Mountain Sports
- Gear Cartel
- Gear Talk Inc
- Gregory Mountain Products
- IBEX
- IME
- Jones Snowboards
- La Sportiva
- Lone Peak Packs
- Mountain Hardware
- Pagan Mountaineering
- Panda Poles
- Patagonia
- Petzl America
- PICC Sports
- Prana
- Rusa Locura
- Soul Poles
- Trompsen Manufacturing
- Titanium Goat
- Vertical Solutions
- Voile
- Wasatch Touring
- Wild Rose Mountain Sports

Businesses

- Action Media Source
- Alpine Appraisal LLC
- Alta Lodge
- Angela Delaso, Pediatrician
- Arete Construction
- Back in Motion Chiro
- Backbone Media
- Berry Creek Homes, Inc.
- BFG Construction
- Big Mountain Ranch
- Blue Sky Consulting, LLC
- Boulder Mountain Lodge (UT)
- Butch Adams Photography Inc
- Chad Spector Photography
- Channel Signal
- Chiropractic Works of Park City
- Cinnibar Investment Properties LLC
- Dion Incorporated
- Frank Granato Importing
- G Brad Lewis Photo
- Grand County Law and Justice Center
- GreenWay Painting, LLC
- Howie Garber Photography
- InStar Solutions, Inc.
- Intermountain Guitar and Banjo
- Jeff Bell, LCSW
- Jim Struve, LCSW



- John O. Johnson Financial Advisors
- John Rice Construction
- KP2 Architects
- Lone Peak Dermatology
- Men's Health Center
- Mountain Miners Landscaping, LLC
- Mt. Olympus OBGYN
- Personal Tree Care
- The Porcupine Pub
- PowderDawgz
- Powderhore Productions
- Quality Building & Renovation
 - R.D. Bulk Construction
 - Radius Engineering
 - Random Projects
 - Red Rock Counseling and Education, LLC
 - Salt Lake Organics
 - Shallow Shell Restaurant
 - Shinduring Consulting, LLC
 - Solutions for Business Development
 - Steeth Composites, LLC
 - Suzi's Studio
 - The Dodo Restaurant
 - The Front Climbing Club
 - The Green Element
 - Todd Stewart, Author
 - Wainwise Design and Landscape
 - Western Investment
 - words and photography by Stephen Trimble
 - Xscape Design
 - Zircon Properties

Organizations

- Friends of Alta
- Protect Our Writers
- Salt Lake Climbers Alliance
- Save Our Canyons
- Southern Utah Wilderness Alliance
- The Conservation Alliance
- The Wilderness Society
- Utah Chapter, Sierra Club
- Utah Physicians for a Healthy Environment
- Utah Rivers Council
- Utahns for Better Transportation
- Wasatch Mountain Club
- Winter Wildlands Alliance

Individuals

- Councilman Arlyn Bradshaw (Salt Lake Co. Dist. 1)
- Councilman Jim Bradley (Salt Lake Co. At Large)
- Councilman Sam Granato (Salt Lake Co. Dist. 4)
- Salt Lake Co. Mayor Ben McAdams
- SLCA Mayor Ralph Becker
- State Rep. Patricia Arent
- State Rep. Joel Briscoe
- State Rep. Rebecca Chavez-Houck
- State Rep. Jennifer Seelig
- State Rep. Mark Wheelley
- State Rep. Carol Spackman Moss
- State Senator Jim Dabakis
- Rick Reese, Author
- Peter and Kathleen Metcalf

"Utah is known for our unique landscapes. The Wasatch is a critical part of our economy and our quality of life, with close access from our cities to the heart of its wilderness as well as seven ski resorts. This is why we build businesses, bring business and conduct business in Utah." - Peter Metcalf, CEO Black Diamond Equipment

patagonia

VOILE
Simple. Solid. Backcountry.



GREGORY

PETZL

MT Olympus
Building & Surveying
Julie Ingersoll, P.E., C.S.E.

Black Diamond

Save Our Canyons



SLCA
SALT LAKE CLIMBERS ALLIANCE



FRIENDS OF ALTA

bluehouse SKI COMPANY

February 9, 2013

From: Joan Anzelmo on behalf of Rags Over the Arkansas River (ROAR)

Christo's Mile High Mouthpiece- Hickenlooper

Christo's PR team issued an update featuring Governor Hickenlooper yesterday. Here is the link:

<http://www.overtheriverinfo.com/index.php/otr-team-updates/a-brief-beautiful-colorado-trip/>

Rags Over the Arkansas River (ROAR) an all-volunteer local grassroots organization continues to work to stop Christo and his destructive industrial scale art project, aka **drilling project in BLM's designated Area of Critical Environmental Concern (Bighorn Sheep Canyon along the Arkansas River)**. The third party administrative appeal remains under review by the Interior Board of Land Appeals. Consequently ROAR's two lawsuits are paused pending the decision by the IBLA. Once it is rendered then Christo and BLM cannot proceed for an additional 60 days per Judge Kane's order. That will give ROAR time to go into federal court to have our case heard as well as file any potential temporary injunctions to stop elements of work upon the 60 day mark. The state suit is paused as well until outcome of IBLA and maybe the federal suit outcome.

Aside from the usual gag of his high priced p.r. - there is the **picture of John Hickenlooper** posing with two renderings of the proposed project which Christo presented as **gifts to him** (and the people of CO) along with other trinkets like what appears to be the OTR ball cap in Hick's hands.

When Hick was recently in Canon City, CO to speak at the annual Chamber of Commerce banquet on January 10, he did a few interviews specifically on OTR. And as before he spewed out non-factual information from talking points provided by Christo and his OTR Corporation.

They were so egregious in their errors. Hick seems totally ignorant of the fact that the project is indefinitely delayed because of the serious concerns raised by ROAR's lawsuits against both Colorado's Parks Board and BLM with OTR as co-defendants in both lawsuits. There have been additional serious questions posed to CDOT and CO Highway Patrol about impacts to US Highway 50 and travelers on Hwy 50. In June CDOT announced it would do a more thorough review of the OTR project as a result of ROAR bringing info about the types of heavy equipment that OTR intends to use on Hwy 50 and in its rock strewn shoulders. Among other things a 50 ton mobile drilling rig that when deployed with the necessary outriggers will block both lanes of US Hwy 50. Even in times when not fully blocking, traffic on Hwy 50 will slow to a crawl during the 2.5 year long construction phase.

Here is a clip from the Canon City Daily Record of Jan 10. Cursor down to the video clip of Hick being interviewed by Carie Canterbury. Every thing he states re OTR is factually untrue.

http://www.canoncitydailyrecord.com/ci_22352872/gov-john-hickenlooper-wraps-up-busy-day-ca?IADID=Search-www.canoncitydailyrecord.com-www.canoncitydailyrecord.com

To me these repeated ignorant public statements of Hick, demonstrate how he is in Christo's grip no matter how destructive the project is for Colorado, its people and wildlife. Every statement that Hick says is factually wrong.

I also question why he can accept "gifts" of so called high priced artist renderings and place them in his office for a project that his State is being sued over. The taxpayers (CO & Fed) continue to defend the lawsuits filed against the project. Christo is letting the feds and state defend his project when they should be the regulators providing careful oversight.

I have read the administrative record filed by BLM in federal court on the order of Senior Federal Judge, Judge Kane. It demonstrates again how laws were violated in approving this project. It also sadly shows quite a trail of high powered pressure and potentially a degree of corruption in high places.

ROAR will have our day in federal and state court soon. We will keep you posted.

Joan Anzelmo
Spokesperson
Rags Over the Arkansas River (ROAR)
307-699-3688
www.roarcolorado.org



Davis, Laura <laura_davis@ios.doi.gov>

Re: Breakfast with John Podesta

1 message

Sally Jewell <smjewe@rei.com>

Sun, Feb 10, 2013 at 12:20 AM

To: "Milakofsky, Benjamin" <benjamin_milakofsky@ios.doi.gov>

Cc: Laura Davis <Laura_Davis@ios.doi.gov>

Thanks Ben – it was terrific meeting John. What a resource!

Sally

From: "Milakofsky, Benjamin" <benjamin_milakofsky@ios.doi.gov<mailto:benjamin_milakofsky@ios.doi.gov>>

Date: Fri, 8 Feb 2013 15:12:12 -0800

To: Sally Jewell <smjewe@rei.com<mailto:smjewe@rei.com>>

Cc: Laura Davis <Laura_Davis@ios.doi.gov<mailto:Laura_Davis@ios.doi.gov>>

Subject: Breakfast with John Podesta

Breakfast is set for 9 a.m. at Cafe Dupont in the Dupont Circle Hotel. The reservation is under Benjamin Milakofsky and they should have a quiet area for the two of you to chat.

I have included a bio of John below and my cell is (b) (6) or (b) (6) if you need anything. John will have tremendous insight into the confirmation process, and he will also have advice on how to navigate life as a member of the President's Cabinet. In addition to serving as President Clinton's Chief of Staff, John was a co-chair of President Obama's 2008 transition.

Ben

John Podesta
Chair

John Podesta is Chair of the Center for American Progress and the Center for American Progress Action Fund. Under his leadership American Progress has become a notable leader in the development of and advocacy for progressive policy.

Prior to founding the Center in 2003, Podesta served as White House chief of staff to President William J. Clinton. He served in the president's cabinet and as a principal on the National Security Council. While in the White House, he also served as both an assistant to the president and deputy chief of staff, as well as staff secretary.

Podesta served as co-chair of President Barack Obama's transition, where he coordinated the priorities of the incoming administration's agenda, oversaw the development of its policies, and spearheaded its appointments of major cabinet secretaries and political appointees.

Additionally, Podesta has held numerous positions on Capitol Hill, including counselor to Democratic Leader Sen. Thomas A. Daschle (1995-1996).

He is currently serving on the U.N. Secretary General's High-Level Panel of Eminent Persons on the Post-2015 Development Agenda.

A Chicago native, Podesta is a graduate of Knox College and the Georgetown University Law Center, where he is currently a visiting professor of law. He also authored *The Power of Progress: How America's Progressives Can (Once Again) Save Our Economy, Our Climate and Our Country*.

-

Ben Milakofsky

White House Liaison

Department of the Interior

202-208-3437 (direct)

Ben_Milakofsky@ios.doi.gov<mailto:Ben_Milakofsky@ios.doi.gov>



Davis, Laura <laura_davis@ios.doi.gov>

Re: Invitation to Economic Development Summit

1 message

Laura Davis <laura_davis@ios.doi.gov>
 To: Sally Jewell <smjewe@rei.com>

Sun, Feb 10, 2013 at 2:49 PM

Thanks, Sally. No need in my view to back out if the Senator still wants you to come - would love a little more info on the event once you are underway and we are looking at your longer term schedule and commitments.

I hope your flight was pleasant and very good luck with your board meeting tomorrow. I know we will talk as a group Wednesday if not before.

Best-
 Laura

Sent from my iPad

On Feb 10, 2013, at 12:21 AM, Sally Jewell <smjewe@rei.com> wrote:

> Laura -
 >
 > This is on my dance card - I agreed to it informally with the senator some
 > months ago. I suspect he'll still want me to speak, if I am willing. No
 > need to do anything now, just wanted it on your radar in case you feel I
 > need to back out. Baucus has had several cabinet members or similar speak
 > at his past gatherings.
 >
 > Thanks,
 >
 > Sally
 >
 > On 1/25/13 6:53 AM, "Adams, Joseph (Baucus)"
 > <Joseph_Adams@baucus.senate.gov> wrote:
 >
 >> Sally, This is great news!!! Taking your folks off and adding Max. Warm
 >> Regards, JJ Adams
 >>
 >>
 >> ----- Original Message -----
 >> From: Sally Jewell [mailto:smjewe@rei.com]
 >> Sent: Thursday, January 24, 2013 08:42 PM
 >> To: Adams, Joseph (Baucus)
 >> Cc: Jane Thiemens <JThieme@rei.com>; Marc Berejka <mberejk@rei.com>
 >> Subject: Re: Invitation to Economic Development Summit
 >>
 >> Dear JJ -
 >>
 >> I would be happy to speak at this event, on behalf of REI, and have noted

>> it on my calendar. Please work with my assistant, Jane Thiemens on
>> scheduling, and my colleague, Marc Berejka (director of Government
>> Affairs for REI) on timing and what you would like me to cover.

>>

>> Please give my regards to Senator Baucus.

>>

>> Best,

>>

>> Sally

>>

>> From: "Adams, Joseph (Baucus)"

>> <Joseph_Adams@baucus.senate.gov<mailto:Joseph_Adams@baucus.senate.gov>>

>> Date: Fri, 11 Jan 2013 14:56:52 -0800

>> To: Sally Jewell <smjewe@rei.com<mailto:smjewe@rei.com>>

>> Cc: Jane Thiemens <JThieme@rei.com<mailto:JThieme@rei.com>>

>> Subject: Invitation to Economic Development Summit

>>

>> Sally,

>> Senator Baucus asked me to send you more information about the speaking
>> invitation. Attached is an invitation and a program from the last event
>> held in 2010. Past speakers include Bill Gates, Warren Buffet, Ben
>> Bernanke, Jeff Immelt, Bob Iger, Barry Diller, and Steve Ballmer. This
>> event will be much larger than the health event you spoke at in Bozeman
>> and is an important event for both Max and the state.

>>

>> Dates: September 16-17, 2013

>>

>> Location: Montana Tech University Campus in Butte, Montana

>>

>> Attendees: 3000

>>

>> Warm Regards,

>> JJ Adams

>> Attention! This message has been checked by Proofpoint Anti-Spam and

>> Anti-Virus system. Message is clean.

>



Davis, Laura <laura_davis@ios.doi.gov>

Re: Invitation to Economic Development Summit

1 message

Laura Davis <laura_davis@ios.doi.gov>
To: smjewe@rei.com

Sun, Feb 10, 2013 at 6:09 PM

Thanks - you can ignore the email you are going to get about more info, which I wrote on the plane.

— Original Message —

From: Sally Jewell [mailto:smjewe@rei.com]
Sent: Sunday, February 10, 2013 11:41 AM
To: Laura Davis <laura_davis@ios.doi.gov>
Subject: FW: Invitation to Economic Development Summit

Laura - Here is the invitation that goes with my last message. Thx.
Sally

From: "Adams, Joseph (Baucus)"
<Joseph_Adams@baucus.senate.gov<mailto:Joseph_Adams@baucus.senate.gov>>
Date: Fri, 11 Jan 2013 14:56:52 -0800
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Davis, Laura <laura_davis@ios.doi.gov>

FW: Invitation to Economic Development Summit

1 message

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2 attachments **Jewell Invitation.PDF**
81K **2010 MEDS Program final.pdf**
3267K

United States Senate

WASHINGTON, DC 20510-2602

INTERNET:
max@baucus.senate.gov
<http://www.senate.gov/~baucus>

January 11, 2013

Sally Jewell
President & CEO
REI
6750 S. 228th Street Kent, WA 98032

Sally,

It was a pleasure speaking with you. Thank you for your interest in the Economic Development Summit in Butte September 16-17, 2013.

This will be the 6th event since 2000 and I would be thrilled to have you participate as the featured keynote. Past participants include, Warren Buffett, Bill Gates, Jeff Immelt, Bob Iger, Steven Chu, Ben Bernanke, Robert Rubin, Barry Diller, and Steve Ballmer. The last such event was held in 2010 and attracted international news stories with Bloomberg broadcasting live.

The purpose of this event is two-fold. First, is to grow our economy and create jobs. Second, is to look at the world's problems through a Montana lens. The culture of Montana is an outdoor culture. Our residents and visitors enjoy outdoor activities more than most and that is why I think you are such a great fit for this event. You are in the business of providing equipment that helps us pursue our passions.

This is a very important event for me and I'm thrilled that you will be participating. Montanans love the outdoors and value your leadership at REI. I look forward to seeing you in Butte for what is sure to be an important and thoughtful discussion where our mantra is to leave politics at the door.

Sincerely,


Max Baucus

BILLINGS
(406) 657-6790

BOZEMAN
(406) 588-6104

BUTTE
(406) 762-8700

GLENDALE
(406) 365-7002

GREAT FALLS
(406) 781-1574

HELENA
(406) 449-5480

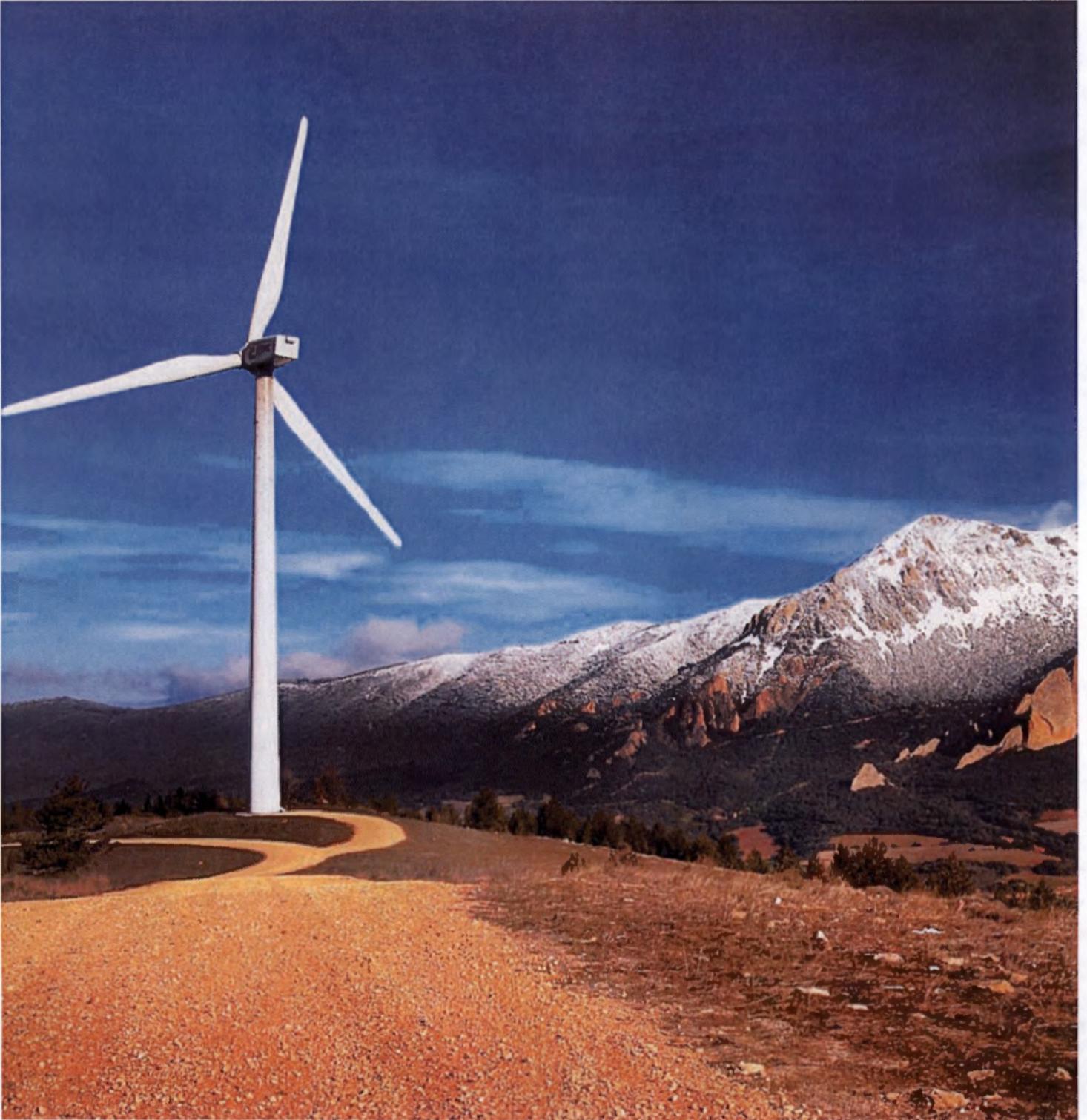
KALISPELL
(406) 758-1150

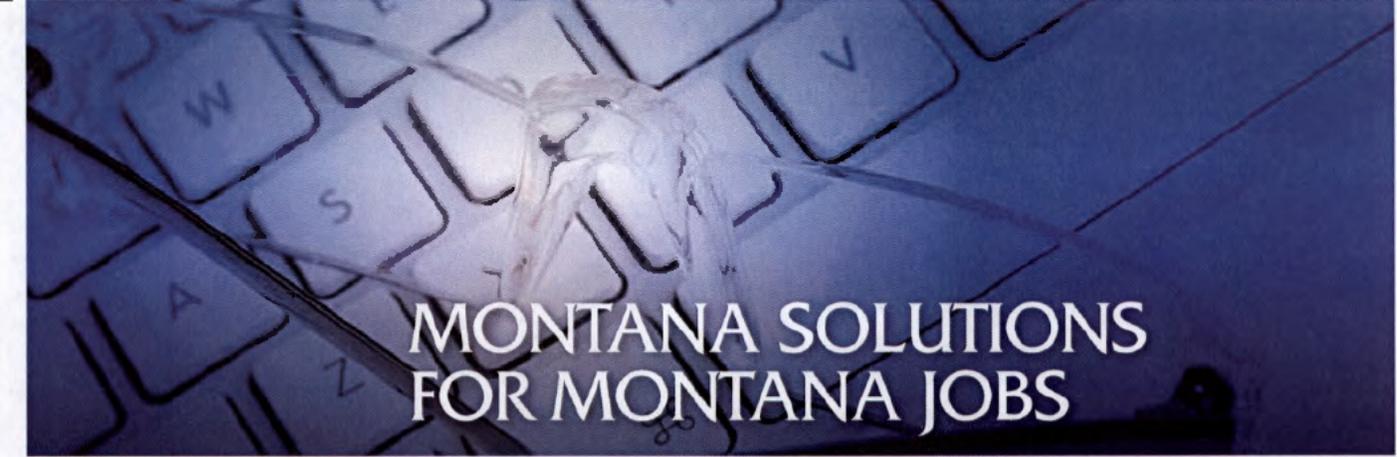
MISSOULA
(406) 328-3123



**Montana Economic
Development Summit**
Montana Solutions for Montana Jobs

2010





MONTANA SOLUTIONS FOR MONTANA JOBS

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While it is the natural treasures below our feet today that tell the story of the Mining City and Montana's economic history, it is the people of Montana and their world-renowned work ethic that will unveil the next chapters.

Since our last jobs summit in 2007, we've been hit with one of the toughest economic downturns on record. Though this changing landscape has brought out the resilience and determination of Montana workers and businesses, it has also presented serious challenges. Yet, in this challenging landscape lies great opportunity for Montana's diverse economy — opportunity to be found through innovation, entrepreneurship and international trade.

As William Pollard once said, "Without change there is no innovation, creativity, or incentive for improvement. Those who initiate change will have a better opportunity to manage the change that is inevitable."

Here we stand at a pivotal moment in history where big ideas can reach their potential in Big Sky Country and beyond. We are here together in the Last Best Place — one of the remaining bastions of wild, untouched natural scenery; a land rich in minerals, oil, wind power, good people and great ideas. The coming days are full of endless potential for boosting business and creating a brighter future for Montana families. Past summits have yielded some of the best business success stories in Montana history — sparking investment in bioscience, aerospace and technology as well as creating connections that resulted in countless good paying jobs.

Whether it's the world-class wheat from eastern Montana, the teeming oil fields of Richland County, the renewable promise of wind farms in Judith Gap or the blue-ribbon fly-fishing in Rock Creek — the opportunities are endless under the Big Sky.

The lessons of the recession we face show us that adaptability and innovation can win. Bioscience and technology are leading the way in Montana's diversifying economy. Our keynote speakers will share their proven strategies on how to adapt to the changing global marketplace, offer insight on creating good-paying jobs, and outline innovative marketing strategies and tools for giving small businesses the resources they need to drive Montana's economy forward.

This conference brings ambassadors from some of the world's fastest-growing markets to witness the top-notch products and services Montana has to offer. Made in Montana products are being sold around the world and the connections to come during the next two days paint a bright picture for boosting Montana exports abroad.

The conference will also provide workshops on how businesses can get started selling products abroad, and will offer focused sessions on trade in both agriculture and manufacturing.

That's just the start! We look forward to sparking the inspiration and creating a roadmap toward making Montana's economy second to none.

We're here to roll up our sleeves, brainstorm and come up with some fresh and concrete ideas for boosting our state's economy.

WELCOME

Dear Friends,

Thank you all for joining us at the fifth Montana Economic Development Summit here in Butte. Over the next two days, we will work together to achieve our common goal: building the connections necessary to create good paying jobs here in Montana.

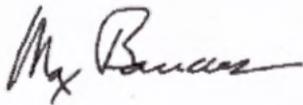
Be warned: this is not a simple trade show or a time to hold back. We're here to roll up our sleeves, brainstorm and come up with some fresh and concrete ideas for boosting our state's economy. We are at a critical point in finding Montana Solutions for Montana Jobs. But in order to make the most of our time together, I want to remind everyone of three ground rules:

- **Nothing is off the table:** I want to encourage us all to think outside the box, and not to worry if an idea seems too big or impractical. Only by thinking big can we succeed big.
- **No politics:** Politics have a habit of getting in the way of good ideas. Nothing of consequence is accomplished without working together, so let's collaborate to achieve the goals we have set out.
- **Solutions should be driven by the private sector:** Businesses across Big Sky Country are on the cutting edge of innovation. From alternative energy to the medical industry to ground-breaking technologies, great things are happening in the Treasure State. There is a role for the public sector in creating incentives, investing in education and supporting infrastructure, but the best ideas come from our economy's greatest asset, the American entrepreneur.

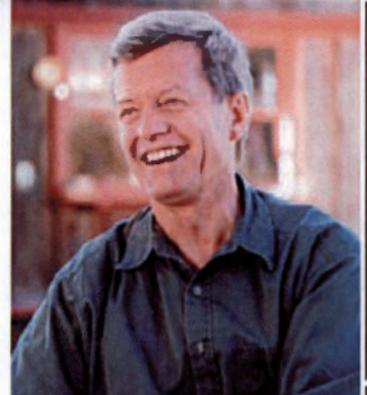
Finally, I'd like to encourage everyone to use the next two days as an opportunity to network. Find five or six folks you might not know — maybe from a different part of the state — and find out what they've been working on.

I believe we can all learn from each other. Now is the time to take advantage of the wisdom of your fellow Montanans, our national business leaders and our honored guests from abroad. On that note, I ask that we join forces toward the common goal of finding the solutions necessary to make Montana an even better place to live, work and raise a family.

All the best,



Max Baucus
United States Senator
Montana



Senator Max Baucus

WELCOMING REMARKS

*Monday, September 13, 2010
8:00 a.m.*

Welcome

Agenda / Map

Keynote

Ambassadors

Panels

This summit provides us the opportunity to exchange ideas, share our accomplishments and address current economic challenges.

WELCOME



Senator Jon Tester

WELCOMING REMARKS

Monday, September 13, 2010

8:00 a.m.

Dear Friends,

Thank you for attending this year's Economic Development Summit. These events have always been incredibly valuable to the growth of Montana's economy. Because of these summits, and Max's hard work in organizing them, we've opened the door to some exciting new jobs and business opportunities in the Big Sky State.

I return home to Montana every weekend. Coming home involves listening to folks from all walks of life, traveling to every corner of the state, and visiting the people and small businesses that drive Montana's economy.

Over and over again, I see firsthand why Montana is such a darn good place to do business. Just ask the thousands of manufacturers, service providers, farmers and ranchers who proudly call Montana home. Maybe they're here because Montana is in their family blood. Or because of the clean air and water. Maybe it's because of the world-class hunting, hiking and fishing. Or the low cost of doing business. Or the hard-working men and women who call this place home.

In order to keep our small businesses thriving, you need strong infrastructure like safe roads, reliable water, good schools and powerful electrical systems. In the Senate, we've made that commitment to Montana. And we've seen how successful it is. The American Recovery and Reinvestment Act is rebuilding our infrastructure and putting thousands of Montanans to work in the process. This year's significant tax cuts are strengthening small businesses.

Now Montana is on the verge of tremendous new opportunity to create jobs in energy development. We've got lots of traditional resources, and all the wind, biomass, solar and geothermal power needed to be a world leader in renewable energy development. We're investing in the infrastructure to harness our energy and get it where it needs to go.

Montana has an exciting future. We have a lot to offer. We have a lot to look forward to. And we look forward to doing business with you.

All the best,

Jon Tester

United States Senator
Montana

Over and over again, I see firsthand why Montana is such a darn good place to do business. Just ask the thousands of manufacturers, service providers, farmers and ranchers who proudly call Montana home.

WELCOME

Dear Friends,

Welcome to another Montana Economic Development Summit.

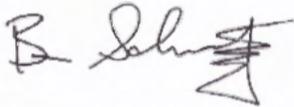
This fifth summit, focusing on "Montana Solutions for Montana Jobs," provides us the opportunity to exchange ideas, share our accomplishments and address current economic challenges.

While these economic challenges may seem difficult, this summit can be a gateway to economic solutions offering Montana entrepreneurs a creative environment in which to envision the way forward to economic recovery.

And welcome to Butte, Montana, one of America's most historic and fascinating communities. Over the decades, Butte has re-invented itself — finding its way to economic diversity and innovation. I hope you'll take the time to enjoy Butte America and all of Western Montana's natural and cultural resources so evident here and in the surrounding area.

Thank you attendees, organizers, hosts and presenters. With your active participation, this summit will be one of the most successful yet.

Sincerely,



Brian Schweitzer

Governor



Governor Brian Schweitzer

CONVERSATION WITH BOB IGER OF DISNEY

Tuesday, September 14, 2010

8:30 a.m.

Welcome

Agenda / Map

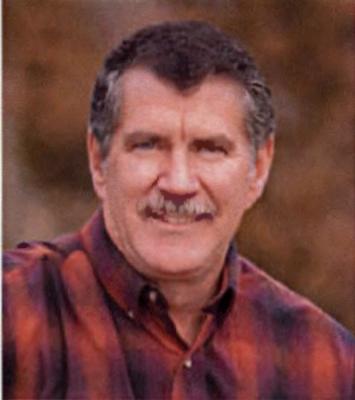
Keynote

Ambassadors

Panels

I am honored to again be part of an effort that focuses on how business owners, community leaders and elected officials can work together to build a stronger economy and create jobs within Montana and across America.

WELCOME



Congressman Denny Rehberg

Dear Friends,

It's a pleasure to welcome you to the 2010 Montana Economic Development Summit in historic Butte, Montana. I am honored to again be part of an effort that focuses on how business owners, community leaders and elected officials can work together to build a stronger economy and create jobs within Montana and across America. This year's theme of "Montana Solutions for Montana Jobs" could not be more timely and gives summit participants an exciting opportunity to discuss both the challenges and the opportunities that business owners and workers face in the current economic climate.

As a small business owner and rancher, I believe more than ever that it's crucial for our state and federal governments to focus on policies that strengthen our transportation infrastructure, lower the tax burden on families and businesses, and discourage burdensome regulatory measures that stunt growth and job creation. Government must concentrate on giving businesses of every size the tools they need to thrive and meet challenges head-on. Government must also, like Montana's small businesses, live within its means. The massive debt being created in Washington, D.C., must be addressed or it will affect every business owner and worker in America.

Government doesn't create jobs, people and businesses do. I am proud to represent the hard-working folks on the ground who are investing and creating high-tech industries and working the land in innovative ways, and the parents and educators who are molding our state's promising younger generation.

Simply put — I believe in Montana and its people. The solutions for building a stronger economy and creating jobs come not from the government but from folks working hard to build a more secure future for their family, their state and their country.

The 2010 Montana Economic Development Summit features an invigorating lineup of speakers, panels and discussions. Thank you to all who have taken the time to come to our great state and share your knowledge and ideas. Thanks also to Senator Baucus, all of the participants, sponsors and organizers of this year's event. Working together, we can ensure that America's economic future lies within the Treasure State.

Sincerely,

A handwritten signature in cursive script that reads "Denny Rehberg".

Denny Rehberg

United States Congressman
Montana

On behalf of the students, faculty and staff of Montana Tech it is my pleasure to welcome you to our campus.

WELCOME

Welcome to the Montana Economic Development Summit.

On behalf of the students, faculty and staff of Montana Tech it is my pleasure to welcome you to our campus. We hope you will enjoy your time in Butte and especially the time you spend on our campus.

Montana Tech is most appreciative of Senator Baucus and his staff for bringing this outstanding program to the people of Montana and others across the nation. Montana Tech is proud of its heritage as Montana School of Mines and envisions a future as a leader of research and resources related to energy and energy production.

Montana Tech was chartered as Montana School of Mines, along with three other institutions, by the third Montana Legislature in 1893. Classes started in Main Hall in September 1900. The newest classroom and research building on campus is the Natural Resources Building, opened in January of this year and located on the west side of the campus just north of the HPER Building where this summit is being held. This building houses the Department of Petroleum Engineering and the Montana Bureau of Mines and Geology. If you are interested in mineral resources of Montana, the bureau has a collection of maps available in its sales office on the second floor.

Another feature of our campus that everyone might enjoy during breaks is the Mineral Museum located in the Museum Building. This museum houses several great mineral collections including the mineral collection of the grandson of Senator William A. Clark, the first U.S. senator from Montana and one of the Copper Kings.

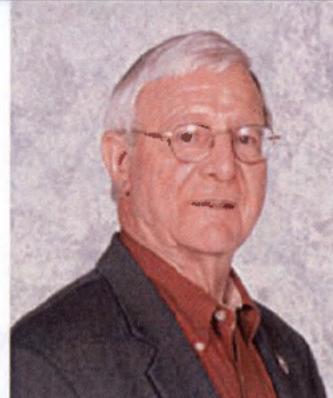
If you need any assistance before or during the summit, please do not hesitate to call my office at 406-496-4129 or send me an e-mail message at fgilmore@mtech.edu.

Sincerely,



Frank Gilmore

Chancellor
Montana Tech of The University of Montana



Chancellor Frank Gilmore

AGENDA MONDAY, SEPTEMBER 13, 2010

| | | | | | | |
|------------|---|--|--|---|--|---|
| 7:00 a.m. | REGISTRATION FOR ECONOMIC DEVELOPMENT SUMMIT 7:00 a.m. – 8:00 a.m. HPER Building | | | | | |
| 7:30 a.m. | | | | | | |
| 8:00 a.m. | WELCOMING REMARKS: SENATOR MAX BAUCUS AND SENATOR JON TESTER Color Guard by Blackfeet Veterans. Native Prayer by Chief Earl Old Person. Introductions by Montana Tech | | | | | |
| 8:30 a.m. | KEYNOTE ADDRESS: STEVE BALLMER, CEO of Microsoft Corporation 8:30 a.m. – 9:15 a.m. | | | | | |
| 9:00 a.m. | KEYNOTE ADDRESS: WARREN E. BUFFETT, Chairman and CEO of Berkshire Hathaway Inc. 9:15 a.m. – 9:45 a.m. HPER Building via remote video conferencing | | | | | |
| 9:30 a.m. | BREAK 9:45 a.m. – 10:00 a.m. | | | | | |
| 10:00 a.m. | MONTANA AND THE WORLD: AMBASSADORS FROM CHILE, CHINA, IRELAND, 10:00 a.m. – 10:45 a.m. HPER Building | | | | | |
| 10:30 a.m. | KEYNOTE ADDRESS: KAREN GORDON MILLS, Administrator of the Small Business 10:45 a.m. – 11:15 a.m. HPER Building | | | | | |
| 11:00 a.m. | KEYNOTE ADDRESS: JEFF IMMELT, Chairman and CEO of General Electric 11:15 a.m. – 11:45 a.m. HPER Building | | | | | |
| 11:30 a.m. | KEYNOTE ADDRESS: BARRY DILLER, Chairman and CEO of IAC, Chairman of 11:45 a.m. – 12:15 p.m. HPER Building | | | | | |
| noon | ANNOUNCEMENT OF COLLABORATION WITH THE CORCORAN GALLERY OF ART: | | | | | |
| 12:30 p.m. | WIND AND CLEAN ENERGY NETWORKING EVENT 12:30 – 1:30 p.m. | LUNCH 12:30 p.m. – 1:30 p.m. South HPER Field | | | | |
| 1:00 p.m. | | | | | | |
| 1:30 p.m. | BUSINESS TRADE SHOW 12:30 – 5:45 p.m. | Federal Economic Development Initiatives (Library Auditorium) | Transmission in Montana: The Chicken or the Egg in Wind Development? (ELC 203) | Energy Efficiency: Montana Options for Training and Certification (S&E 113) | Is Equity Financing in Your Future? (CBB 102) | Renewing Community Assets (M&G 204) |
| 2:00 p.m. | | BREAK 2:45 p.m. – 3:00 p.m. | | | | |
| 2:30 p.m. | | Government Contracting 301 (S&E 106) | Siting Wind in Montana (ELC 203) | Beetle-kill: From Epidemic to Economic Opportunity (M&G 204) | Beyond Assessing the Feasibility of Your Business Idea: Your Written Business Plan (CBB 101) | Economic Gardening (NRB 128) |
| 3:00 p.m. | | BREAK 4:15 p.m. – 4:30 p.m. | | | | |
| 3:30 p.m. | | Montana: Cultural Magnets for the Economy (Library Auditorium) | Wind Energy and Jobs: Siting Manufacturing Facilities in Montana (ELC 203) | Clean Energy Economic Opportunities in Montana: Enhanced Oil Recovery, Carbon Capture, and Coal (NRB 122) | Patent, Trademark and Copyright Law (S&E 106) | Nonprofits and Philanthropy in Community and Economic Development (M&G 204) |
| 4:00 p.m. | | | | | | |
| 4:30 p.m. | | | | | | |
| 5:00 p.m. | | | | | | |
| 5:30 p.m. | | | | | | |
| 6:00 p.m. | | RECEPTION 6:00 p.m. – 8:00 p.m. South HPER Field (Name tag required) | | | | |

ELC: Engineering Laboratory and Classroom Building
S&E: Science and Engineering Building
CBB: Chemistry/Biology Building

NRB: Natural Resources Building
SUB: Student Union Building
M&G: Mining and Geology

8:00 a.m. – 8:30 a.m. HPER Building
Chancellor Frank Gilmore.

HPER Building

JAPAN AND NEW ZEALAND

Administration

Expedia, Inc. and Chairman of Live Nation Entertainment

Senator Max Baucus and Paul Greenhalgh of the Corcoran Gallery of Art 12:15 p.m. – 12:30 p.m. HPER Building

Thinking Outside the Box: Innovative Ideas and Ways to Grow (SUB-Kelly/Steward)

Manufacturing in Montana (NRB 122)

Medical Device Business Development (CBB 101)

Obtaining Capital in Indian Country (NRB 123)

Veterans and the Montana Economy (ELC 202)

Broadband Access: Creating Jobs in Rural Areas (NRB 128)

Cultivating Sustainable Tourism (S&E 106)

Maintaining Competitive Retirement and Health Benefits Packages: Assessing Small Business Needs and Resources (NRB 123)

Trade Resources for Montana (S&E 113)

Putting Economic Forecasts to Work for Your Business (CBB 102)

Business of National Security: Connecting Montana Business with Defense and Intelligence Customers (SUB-Kelly/Steward)

Regional Development Opportunities and Challenges for Montana Communities (ELC 202)

BioPharma Business Development (NRB 122)

The New Workforce: Hiring, Training and Retention (NRB 128)

Market Opportunities for Montana Agriculture (S&E 113)

Growing Innovative Healthcare Product Companies (CBB 101)

Revitalizing Entrepreneurship in Our Native American Communities: Integrating Culture, Capital and Community (ELC 202)

Introduction to Exper Tech (NRB 123)

Transportation, Economic Growth and Jobs (SUB-Kelly/Steward)

New Market Tax Credits: Big Impacts in Montana (CBB 102)

AGENDA TUESDAY, SEPTEMBER 14, 2010

| | |
|------------|---|
| 8:00 a.m. | WELCOMING REMARKS: MONTANA ATTORNEY GENERAL STEVE BULLOCK |
| 8:30 a.m. | KEYNOTE ADDRESS: BOB IGER, President and CEO of The Walt Disney Company Interviewed by Governor Brian Schweitzer |
| 9:00 a.m. | MONTANA SOLUTIONS FOR MONTANA JOBS ROUNDTABLE 9:00 a.m. – 10:15 a.m. Moderated by Webb Brown, President and CEO, Montana Chamber of Commerce; Robert C. Rowe, James Steele, Jr., Chairman, Montana-Wyoming Tribal Leaders Council; Bob Hanson, President, Stefani Hicswa, President, Miles Community College; Thomas G. Ray, Vice President, Northwest |
| 9:30 a.m. | |
| 10:00 a.m. | BREAK 10:15 a.m. – 10:45 a.m. |
| 10:30 a.m. | KEYNOTE ADDRESS AND ANNOUNCEMENT — TRAVELOCITY AND MONTANA Introduction by Montana Secretary of State Linda McCulloch |
| 11:00 a.m. | KEYNOTE ADDRESS: SECRETARY STEVEN CHU, U.S. Secretary of Energy Introduction by Robert C. Rowe, President and CEO, NorthWestern Energy |
| 11:30 a.m. | CLOSING REMARKS: SUPERINTENDENT OF PUBLIC INSTRUCTION DENISE JUNEAU |
| noon | |



8:15 a.m. – 8:30 a.m. HPER Building

8:30 a.m. – 9:00 a.m. HPER Building

HPER Building

President and CEO, NorthWestern Energy; Lawrence R. Simkins, President and CEO, Washington Corporations; Montana Farm Bureau; William A. Johnstone, President and CEO, Davidson Companies; Nicholas Wolter, M.D., CEO, Billings Clinic; Resources and Manufacturing, Plum Creek Timber Company; Jim McGarvey, Executive Secretary, Montana AFL-CIO

TRAVEL PROMOTION: SAM GILLILAND, Chairman and CEO of Sabre Holdings 10:45 a.m. – 11:00 a.m. HPER Building

11:00 a.m. – 11:45 a.m. HPER Building

11:45 a.m. – noon HPER Building

Welcome

Agenda / Map



Keynote

Ambassadors

Panels

CAMPUS MAP

HPER Building

Registration
 Welcoming/Closing Remarks
 Keynote Addresses
 Panels
 Lunch

Library Auditorium

Federal Economic Development Initiatives
 Montana: Cultural Magnets for the Economy

Engineering Lab/Classroom

Transmission in Montana: The Chicken or the Egg in Wind Development?
 Veterans and the Montana Economy
 Siting Wind in Montana
 Regional Development Opportunities and Challenges for Montana Communities
 Wind Energy and Jobs: Siting Manufacturing Facilities in Montana
 Revitalizing Entrepreneurship in Our Native American Communities: Integrating Culture, Capital and Community

Science/Engineering

Energy Efficiency: Montana Options for Training and Certification
 Cultivating Sustainable Tourism
 Government Contracting 301
 Trade Resources for Montana
 Patent, Trademark and Copyright Law
 Market Opportunities for Montana Agriculture

Chemistry/Biology

Is Equity Financing in Your Future?
 Medical Device Business Development
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 Growing Innovative Healthcare Product Companies
 New Market Tax Credits: Big Impacts in Montana

Natural Resources

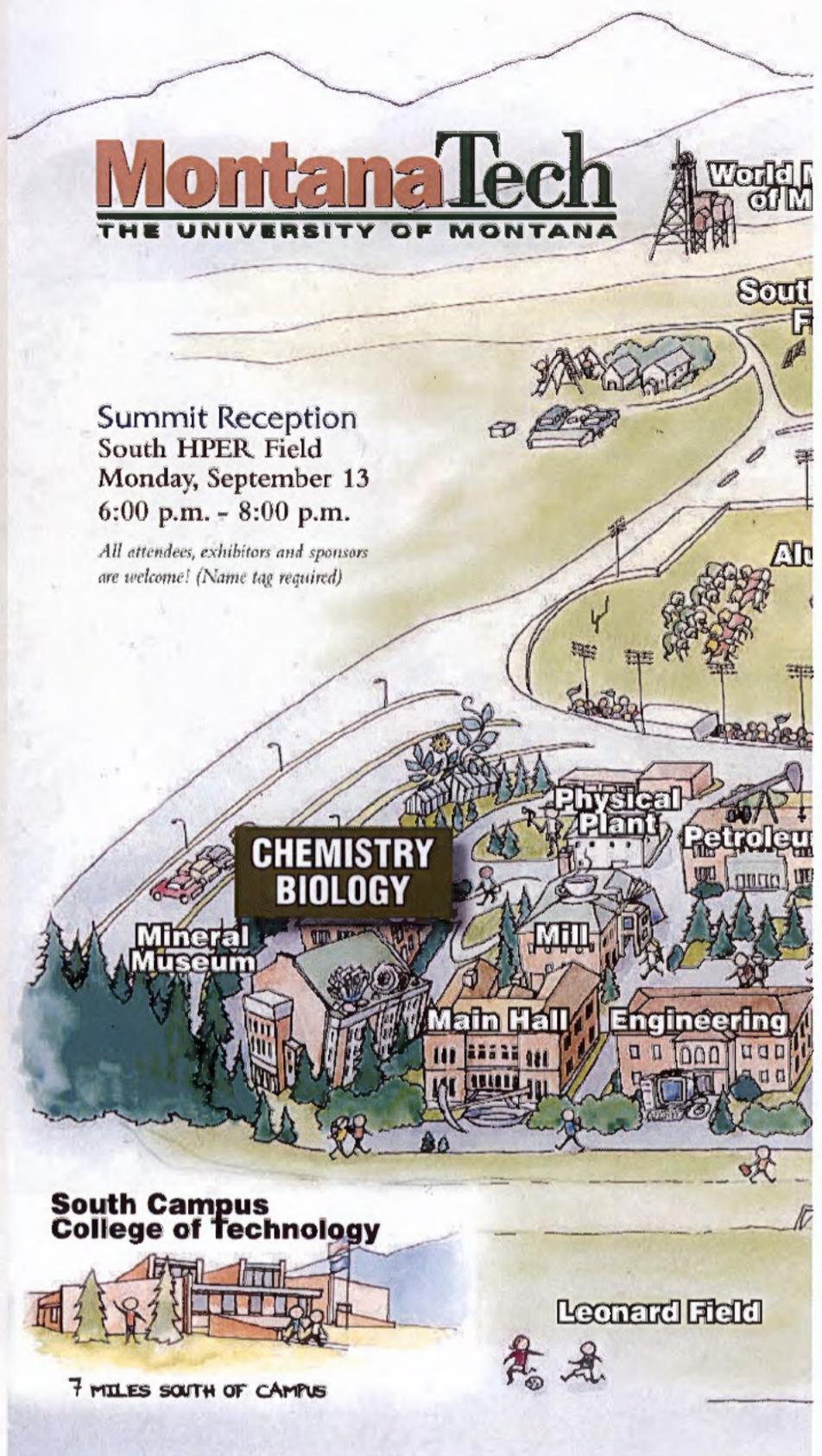
Manufacturing in Montana
 Obtaining Capital in Indian Country
 Broadband Access: Creating Jobs in Rural Areas
 Economic Gardening
 Maintaining Competitive Retirement and Health Benefits Packages: Assessing Small Business Needs and Resources
 BioPharma Business Development
 Clean Energy Economic Opportunities in Montana: Enhanced Oil Recovery, Carbon Capture, and Coal
 The New Workforce: Hiring, Training and Retention
 Introduction to ExporTech

Student Union

Thinking Outside the Box: Innovative Ideas and Ways to Grow
 Business of National Security: Connecting Montana Business with Defense and Intelligence Customers
 Transportation, Economic Growth and Jobs

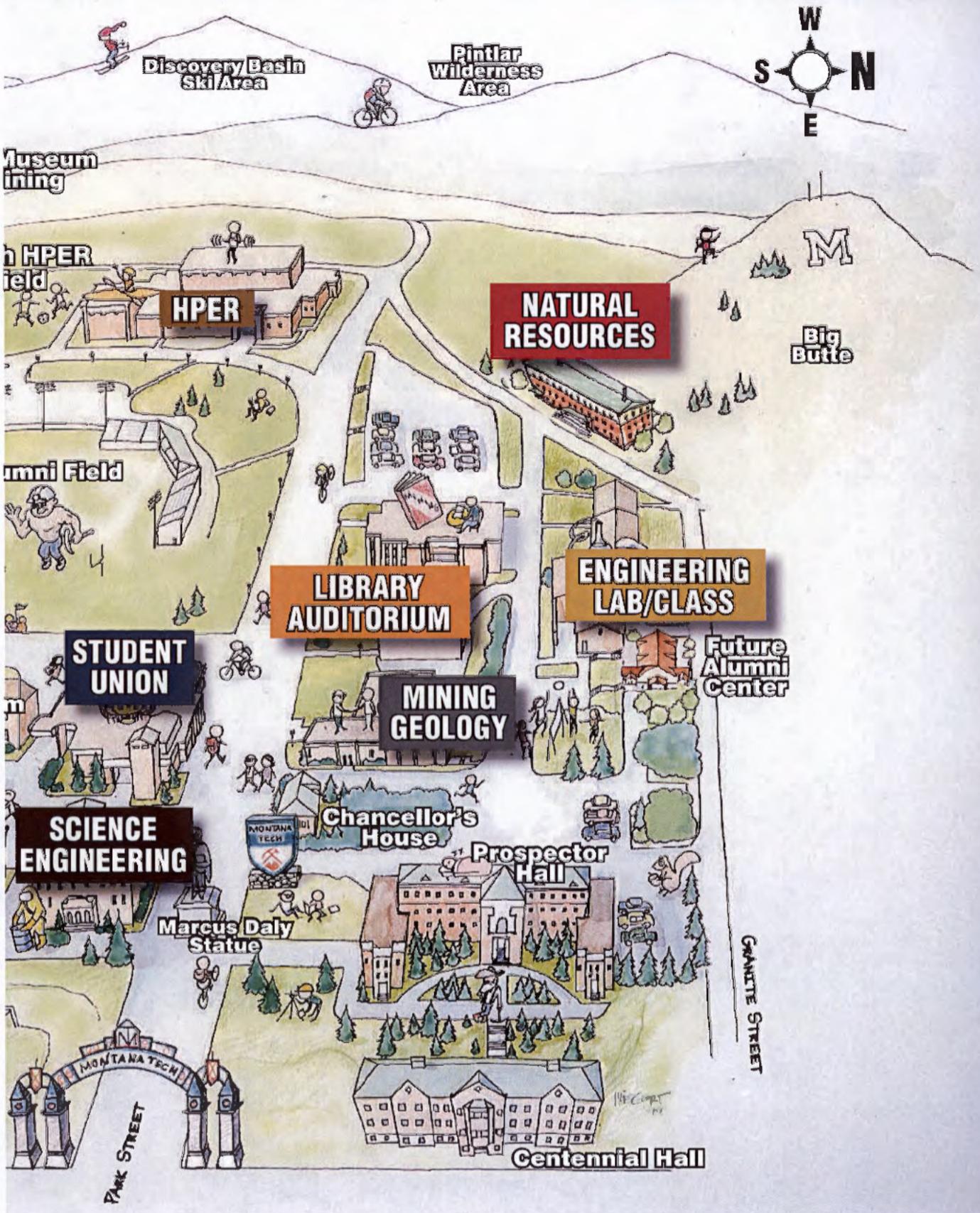
Mining/Geology

Renewing Community Assets
 Beetle-kill: From Epidemic to Economic Opportunity
 Nonprofits and Philanthropy in Community and Economic Development

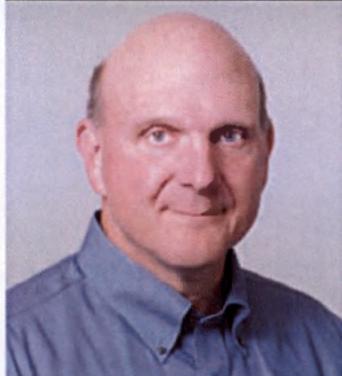


Summit Reception
 South HPER Field
 Monday, September 13
 6:00 p.m. - 8:00 p.m.

All attendees, exhibitors and sponsors are welcome! (Name tag required)



KEYNOTE SPEAKERS



*Monday, September 13, 2010
8:30 a.m.*

STEVEN A. BALLMER CEO of Microsoft Corporation

Steven Ballmer is CEO of Microsoft Corporation, the world's leading manufacturer of software for personal and business computing. Mr. Ballmer joined Microsoft in 1980 and was the first business manager hired by Bill Gates. Various descriptions of him include ebullient, focused, funny, passionate, sincere, hard-charging and dynamic. Mr. Ballmer has infused Microsoft with his own brand of energetic leadership, vision and spirit over the years.

Mr. Ballmer grew up near Detroit, where his father worked as a manager at Ford Motor Co. He graduated from Harvard University with a bachelor's degree in mathematics and economics. While in college, Ballmer managed the football team, worked on the Harvard Crimson newspaper as well as the university literary magazine, and lived down the hall from fellow sophomore Bill Gates. After college, he worked for two years at Procter & Gamble Co. as an assistant product manager and attended Stanford University Graduate School of Business.



*Monday, September 13, 2010
9:15 a.m.*

WARREN E. BUFFETT Chairman and CEO of Berkshire Hathaway Inc.

Warren Buffett is Chairman and CEO of Berkshire Hathaway Inc., a holding company controlled by him since 1965. Berkshire Hathaway has 76 operating businesses, with its largest source of earnings arising from property-casualty insurance and reinsurance.

Mr. Buffett was born in 1930 in Omaha, Nebraska, where his family operated a grocery store for 100 years (1869-1969). His father also ran an investment firm and served as a member of Congress for four terms.

Mr. Buffett attended Wharton School of Business at the University of Pennsylvania, and in 1950 received his B.S. from the University of Nebraska. He earned his M.S. in Economics from Columbia University in 1951. He started his professional career as an investment salesman and securities analyst. In 1956, early in his career, he created his own investment partnership, Buffett Partnership Ltd., now Berkshire Hathaway. [If an investor had put \$10,000 in Buffett Partnership when it was formed in 1956 and continued that investment in Berkshire Hathaway, he would now have shares worth about \$550 million.] Mr. Buffett also serves as a director of The Washington Post Company.

KAREN GORDON MILLS Administrator of the U.S. Small Business Administration

Karen Mills was sworn in April 2009 as the 23rd administrator of the U.S. Small Business Administration, an agency that helps entrepreneurs and small business owners grow and create jobs. She oversees an agency of about 2,000 employees who work to ensure that America's small businesses can find access to capital, opportunities in federal contracting, access to counseling and training, and disaster assistance. Ms. Mills is considered to be an expert in the development of regional innovation clusters, having played a key role in an effort to grow Maine's boatbuilding industry. In addition, she served as chair of Maine's Council on Competitiveness and the Economy and the Maine Governor's Council for the Redevelopment of the Brunswick Naval Air Station. She has spent much of her career working with small manufacturing firms across the U.S., including helping many of them weather the recession of the early 1990s.

She holds an A.B. in economics and an M.B.A., both from Harvard University where she was a Baker Scholar. Ms. Mills and her husband, Barry Mills, president of Bowdoin College in Brunswick, Maine, have three sons.

JEFFREY R. IMMELT Chairman and CEO of General Electric

Jeff Immelt is chairman and CEO of General Electric, a post he has held since September 7, 2001. Since joining GE in 1982, Mr. Immelt has held global leadership positions including roles in GE's plastics, appliance and medical businesses. In 1989 he became an officer of GE, in 1997 he joined the GE Capital Board and in 2000 he was appointed president and CEO. Mr. Immelt has been named one of the "World's Best CEOs" three times by Barron's. During his tenure as CEO, GE has been highlighted as a "most-respected company" by financial press Fortune, Barron's and the Financial Times. Mr. Immelt is also a member of The Business Council, and he is on the board of the New York Federal Reserve Bank.

Mr. Immelt earned a B.A. degree in applied mathematics from Dartmouth College and an M.B.A. from Harvard University. He is married and has one daughter.

BARRY DILLER Chairman and CEO of IAC, Chairman of Expedia, Inc. and Chairman of Live Nation Entertainment

Barry Diller is chairman and CEO of IAC, chairman of Expedia, Inc. and chairman of Live Nation Entertainment. IAC is a leading Internet company with more than 50 fast-growing, highly-related brands serving consumer audiences; IAC's businesses include Ask.com, Match.com, Citysearch, Evite, ServiceMagic and Gifts.com. Expedia is one of the world's leading travel services companies; an international presence, Expedia's main websites include Expedia.com®, Hotels.com™, Hotwire®, Expedia® Corporate Travel, Trip Advisor™ and Classic Custom Vacations®. Live Nation produces, markets and sells live concerts for artists via a global concert pipe. It is the largest producer of live concerts in the world, and is expanding its concert platform into ticketing and building the industry's first artist-to-fan vertically integrated concert platform.

Starting the process that became his current portfolio of companies engaged in media and interactivity, Mr. Diller was chief executive of QVC; chair and CEO of Fox, Inc. (1984-1992); chair and CEO of Paramount Pictures Corp. (10 years), including its Entertainment and Communications Group; and vice president of Prime Time Television for ABC Entertainment. Mr. Diller was raised in Beverly Hills. He serves on multiple corporate and educational boards, and is a member of the Council on Foreign Relations.



Monday, September 13, 2010
10:45 a.m.



Monday, September 13, 2010
11:15 a.m.



Monday, September 13, 2010
11:45 a.m.

Welcome

Agenda / Map

Keynote

Ambassadors

Panels

KEYNOTE SPEAKERS



Tuesday, September 14, 2010
8:30 a.m.

ROBERT A. IGER President and CEO of The Walt Disney Company

Robert Iger is president and CEO of The Walt Disney Company, appointed in October 2005. Previously, he served as president and chief operating officer, a position he had held since January 2000. In this role, he oversaw all aspects of the company's worldwide operations including its filmed entertainment, theme parks and resorts, media networks and consumer products businesses; Mr. Iger became a member of Disney's board of directors at that time.

Mr. Iger began his career at ABC in 1974. Throughout his tenure at the company, Mr. Iger served as president and COO of Capital Cities/ABC, where he guided the complex merger of ABC with The Walt Disney Company. During Mr. Iger's years with ABC, he oversaw its broadcast television network and stations, cable television, radio and publishing businesses; his responsibilities included the market-leading brands of ABC, ESPN, Lifetime, A&E and The History Channel.

He officially joined the Disney senior management team in 1996 as chairman of the Disney-owned ABC Group, and in 1999 was given the additional responsibility of president, Walt Disney International.



Tuesday, September 14, 2010
10:45 a.m.

SAM GILLILAND Chairman and CEO of Sabre Holdings (Travelocity)

Sam Gilliland, chairman and CEO of Sabre Holdings, first entered the travel industry as an electrical engineering student who partnered with his roommate to start a travel information company. Two decades later he was president and CEO of Sabre Holdings, where his love of travel, his entrepreneurial spirit and his technical expertise inform his leadership of more than 9,000 employees in 59 countries, spanning all segments of the travel industry. When not on the road, Mr. Gilliland, a marathon runner, works from his cubicle like everyone else at Sabre's Texas headquarters.

Before his appointment as CEO, Mr. Gilliland served in several senior leadership positions at Sabre including president and CEO of Travelocity, executive VP and chief marketing officer of Sabre Holdings, group president of the company's Airline Solutions business, and senior VP/general manager of start-up Sabre Business Travel Solutions. Before joining Sabre in 1988, he was an electrical engineer for Lockheed Missiles and Space in Austin, Texas.

Mr. Gilliland holds an M.B.A. from the University of Texas at Dallas and a bachelor's degree in electrical engineering from the University of Kansas. In 2008, U.S. Commerce Department Secretary Carlos Gutierrez appointed him to the department's Travel and Tourism Advisory Committee.

STEVEN CHU U.S. Secretary of Energy

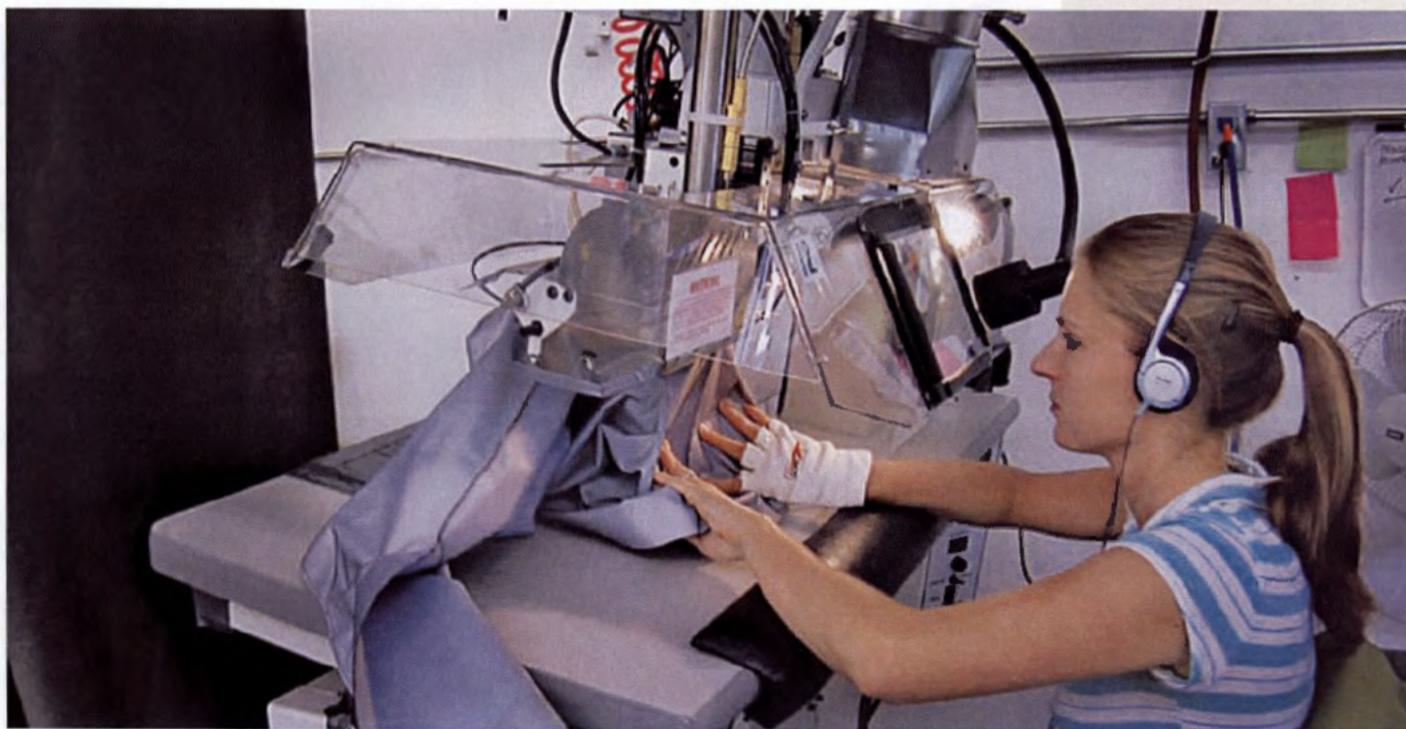
As U.S. Secretary of Energy, Dr. Steven Chu is charged with helping implement President Barack Obama's ambitious agenda to invest in clean energy, end our addiction to foreign oil, address the global climate crisis and create millions of new jobs. Dr. Chu is a distinguished scientist and co-winner of the Nobel Prize for Physics (1997). He has devoted his recent scientific career to the search for new solutions to our energy challenges and to stopping global climate change — a mission he continues with even greater urgency as Secretary of Energy.

Prior to his appointment, Dr. Chu was the director of the Department of Energy's Lawrence Berkeley National Lab, where he led the lab in pursuit of alternative and renewable energy technologies. He also taught at the University of California as a professor of physics and molecular and cell biology. Previously, he held positions at Stanford University and AT&T Bell Laboratories.

Dr. Chu was born in Saint Louis, February 1948. He received an A.B. degree in mathematics, a B.S. degree in physics from the University of Rochester and a Ph.D. in physics from the University of California-Berkeley, as well as honorary degrees from 15 universities.



Tuesday, September 14, 2010
11:00 a.m.





CHILE Arturo Fernandois

Arturo Fernandois served on the U.S.-Chile Free Trade Agreement negotiating team for the Chilean Ministry of Foreign Affairs. Mr. Fernandois was a professor of Constitutional Law at the Catholic University of Chile and in 2004 spent a semester as a visiting scholar at Harvard Law School; he later joined Harvard University's Dean's Alumni Leadership Council at the Harvard Kennedy School of Government.

Previously, Mr. Fernandois served as in-house counsel in the legal division of *Banco del Estado de Chile* from 1987-1996, where he was also secretary of the board. In 1996, he founded the law firm *Fernandois, Ewans and Co., LLP*. Mr. Fernandois is a member of the Chilean Association of Constitutional Law, and is an arbitrator at

the Center of Arbitration and Mediation of the Santiago Chamber of Commerce.

Ambassador Fernandois has written several books on constitutional law, among them: "Economic Constitutional Law" and "Applied Constitutional Law." Ambassador Fernandois holds a law degree from the Catholic University of Chile and a master's degree from the Kennedy School of Government at Harvard University. He has also served as a Fulbright scholar. Mr. Fernandois is married to Carolina Santa Cruz and they have five children.



CHINA Zhang Yesui

Zhang Yesui was appointed China's new ambassador to the United States in March 2010. He had previously served as China's ambassador to the United Nations since September 2008. From 2003 to 2008 Mr. Zhang served as vice minister of Foreign Affairs. In 1996, Mr. Zhang was appointed director-general of the Ministry of Foreign Affairs' Protocol Department. He also served as counselor and deputy director-general of the Department of International Organizations and Conferences from 1992 to 1996.

Mr. Zhang served as first secretary and counselor of the PRC mission to the United Nations from 1988 to 1992. From 1982 to 1988, he held various positions in the Ministry of Foreign Affairs' Department of

International Organizations and Conferences, including third secretary, deputy division director and first secretary. Mr. Zhang began his diplomatic career as staff member and attaché to the PRC Embassy in the United Kingdom from 1976 to 1982.

Mr. Zhang received his undergraduate degree from Beijing Foreign Studies University and also studied at the London School of Economics from 1975 to 1976. Mr. Zhang is married and has a daughter.



IRELAND Michael Collins

Michael Collins has served as Ireland's ambassador to the United States since September 2007. In May 2008, Ambassador Collins was honored with the "Diplomat of the Year" award presented by the World Affairs Council of Los Angeles. He was commissioned by the Government of Ireland to conduct a Strategic Review of relations between Ireland and the United States, which he completed and presented to the Government in early 2009.

He has also served as Ireland's ambassador to Saudi Arabia (which covered Bahrain, Kuwait, Oman, Qatar and the United Emirates) and also as ambassador to the Czech Republic and Ukraine. After joining the Department of Foreign Affairs in 1974, his early diplomatic postings brought him to Rome, Italy and New York.

In 2001, Mr. Collins was appointed second secretary general at the Department of the Taoiseach and in that capacity he had overall responsibility for international and European Union affairs, particularly the Northern Ireland peace process. In this regard he worked closely with the Taoiseach, Prime Minister Blair, Northern Ireland political parties and U.S. special representatives.

Mr. Collins obtained a Bachelor of Science from Trinity College in Dublin. Ambassador Collins is married to Marie and they have three sons.



JAPAN
Ichiro Fujisaki

Ichiro Fujisaki has served as ambassador to the United States since 2008. He has also served as a diplomat in Jakarta, Paris (as a representative to the OECD) and London. Prior to his current post, he served as ambassador to the United Nations and to the World Trade Organization in Geneva. While there, he worked as the chairman of the Executive Committee of UNHCR (U.N. High Commissioner for Refugees). Earlier in his career, Mr. Fujisaki served as political minister of the Embassy of Japan in Washington, D.C., from 1995-1999.

In the Ministry of Foreign Affairs in Tokyo, he held such posts as deputy director-general for Asian Affairs and director-general for North American Affairs before being appointed deputy foreign minister. He also served as the Sherpa, or the personal representative, of the prime minister to G8 Summit meetings.

Mr. Fujisaki was a research associate at IISS (International Institute for Strategic Studies) in London from 1987-1988. He taught as a lecturer on international relations at Sophia University in Tokyo from 1991-1995. In the 1970s, Mr. Fujisaki studied at Brown University and Stanford University Graduate School. Mr. Fujisaki is married to Yoriko Fujisaki and has two daughters.



NEW ZEALAND
Mike Moore

Mike Moore became New Zealand's ambassador to the United States in July 2010. Previously, Mr. Moore served as director-general of the World Trade Organization from 1999 to 2002. He also served on the United Nations Commission for the Legal Empowerment of the Poor and the U.N. Commission for Migration. As CEO of the Moore Group, he has advised governments and businesses worldwide, specializing in Asia, the Middle East and Africa.

As a government minister in New Zealand, Mr. Moore held several positions, including overseas trade minister during GATT negotiations. In 1987 he also became minister of external relations and in 1988 deputy minister of finance. In 1990, as leader of the Labor Party he served as prime minister for a short period.

Mr. Moore taught as an adjunct professor at La Trobe University and University of Adelaide, and as a visiting professor at the University of Birmingham. Mr. Moore has written several books on globalization and economics, including "A World Without Walls" and "Saving Globalization."

In his early career, Mr. Moore served as vice president of the International Union of Socialist Youth for two terms. Mr. Moore became the youngest member of Parliament when elected in 1972.



MONTANA AND THE WORLD

10 a.m. – 10:45 a.m.

HPER Building

After spending three days touring Montana and seeing our diverse economy firsthand, these ambassadors will discuss the opportunities and challenges faced by Montanans engaged in the global marketplace.

Moderator: Ambassador Demetrios Marantis,
Deputy United States Trade Representative
Ambassador Arturo Fernandois of Chile
Ambassador Zhang Yesui of China
Ambassador Michael Collins of Ireland
Ambassador Ichiro Fujisaki of Japan
Ambassador Mike Moore of New Zealand

FEDERAL ECONOMIC DEVELOPMENT INITIATIVES

1:30 p.m. – 2:45 p.m.

Library Auditorium

The Department of Commerce's Economic Development Administration (EDA) and the U.S. Department of Agriculture's Rural Development program have both had a substantial impact on economic development in Montana. Without the assistance of these programs, the economic downturn would have been far harder on Montanans across the state. Agency leaders will discuss the impact of economic development programs on Montana and how Montanans can best access these programs moving forward.

Moderator: Tony Preite, *Former Montana Commerce Director*
John Fernandez, *Assistant Secretary of Commerce for Economic Development, Department of Commerce*
Kathleen Merrigan, *Deputy Secretary, U.S. Department of Agriculture*



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BUSINESS TRADE SHOW

Monday, 12:30 p.m. – 5:45 p.m.
Tuesday, 8 a.m. – 1 p.m.

Student Union Building, cafeteria and adjacent rooms

For more information, please visit the Business Trade Show Information Table in the lobby of the Student Union Building.

Please check out and make your best use of the regional and national companies available to you at the 2010 Montana Economic Development Summit's Business Trade Show. Located in the cafeteria and adjacent rooms of the Student Union Building, this is your opportunity to connect your business to the national and global marketplaces.

If you have a product you want to pitch to a major retailer or manufacturer —
If you operate a farm or ranch for which you're interested in the latest technologies to use or markets to sell to —
If you own a small business that you want to grow but you have questions about how to pursue resources, investments and exposure —

The Business Trade Show may offer great opportunities for you.

Exhibitors and Resources include:

| | |
|---|---|
| AARP Montana | Montana State University-Northern, Bio-Energy Center |
| Advanced Composting Systems LLC | Montana Technology Innovation Partnership |
| Ameresco | Montana West Economic Development Corp. |
| America's Edge | Montana Wind Resources LLC |
| AquilaVision | MSE-Technology Applications |
| Bigback Silkscreening | National Center for Appropriate Technology |
| Blue Marble Biomaterials | Native American Community Development Corp. |
| Butte Job Service Workforce Center | Northern Home Solutions LLC |
| Castno.com | Northwest Trade Adjustment Assistance Center |
| Cleanwaste (formerly Phillips Environmental) | Plastic Design & Manufacturing, Inc. |
| Climate Solutions | Prospera Business Network |
| COP | Resodyn Acoustic Mixers Inc. |
| CTA Architects Engineers | Resodyn Corp. |
| Currency Risk Management | Rocky Mountain Blinds Company |
| Dubuque Mining Co. & Gunderbunch Films | Rocky Mountain Supercomputing Centers, Inc. |
| Duckboy Cards Inc. | SameSky |
| InterDyn BMI | Simms Fishing Products |
| Lake County Community Development Food, Agriculture and Cooperative Development Center | Tipu's Chai |
| Missoula Children's Theatre | U.S. Small Business Administration |
| Montana BioScience Alliance | Universal Technical Resource Services |
| Montana Bureau of Mines and Geology | The University of Montana |
| Montana Chamber of Commerce | Zinc Air Inc. |
| Montana Department of Transportation – Disadvantaged Business Enterprises | |

TRANSMISSION IN MONTANA: THE CHICKEN OR THE EGG IN WIND DEVELOPMENT?

1:30 p.m. – 2:45 p.m.

Engineering Laboratory and Classroom
Building | 203

Transmission is one of the critical links in Montana's ability to fully develop the state's robust wind resources. This panel will focus specifically on transmission planning in Montana and the western United States — the current status, upcoming decisions and a discussion of the ideal transmission scenario from the perspectives of transmission construction, wind generation, power purchase and financing.

Moderator: Dave Gates, Vice President of Wholesale Operations, Northwestern Energy

Bill Alexander, Chief Development Officer North America, NaturEner

Tom Bortorff, Senior Vice President of Regulatory Relations, Pacific Gas & Electric

Tim Meeks, Administrator, Western Power Administration

Alex Pourbaix, President, TransCanada

Byron Woertz, Senior Project Manager, Regional Transmission Expansion Planning (RTEP) Project, Western Electricity Coordinating Council

Stephen J. Wright, Administrator, Bonneville Power Administration

ENERGY EFFICIENCY: MONTANA OPTIONS FOR TRAINING AND CERTIFICATION

1:30 p.m. – 2:45 p.m.

Science and Engineering Building | 113

In light of the current incentives for investments in energy efficiency improvements in residential and commercial properties — and pending federal legislation to provide additional incentives for such improvements — this panel will investigate the opportunities for Montana renovators and contractors, with a particular focus on the various options for training, certification and accreditation.

Moderator: Larry Swanson, Ph.D. economist and Director, O'Connor Center for the Rocky Mountain West, The University of Montana

Ron Bartsch, Sussex Construction, Montana Building Industry Association

Dale Horton, Montana Sustainable Energy Program Manager, National Center for Appropriate Technology

John Krigger, Saturn Resource Management

A. Tamasin Sterner, The Pure Energy Center

Mike Vogel, Director, Montana Weatherization Training Center, Montana State University

IS EQUITY FINANCING IN YOUR FUTURE?

1:30 p.m. – 2:45 p.m.

Chemistry/Biology Building | 102

This panel will address the ever-present topic of finding appropriate capital for your innovative business idea. Presenters will describe and explain different financing options for Montana businesses.

Moderator: John O'Donnell, Executive Director, TechRanch

Ravi Chiruvolu, Senior Managing Director/CEO, Noribachi

Trevor Loy, General Partner, Flywheel Ventures

Jon Marchi, President, Glacier Venture Fund

Brett Palmer, President, National Association of Small Business Investment Companies

RENEWING COMMUNITY ASSETS

1:30 p.m. – 2:45 p.m.

Mining and Geology Building | 204

Most communities have abandoned buildings and vacant land within their boundaries. A successful community renewal program can return economic, cultural and social opportunities, gathering places and vitality to older communities. Attention must be paid to ensure that the development fits existing needs and gains community acceptance.

Moderator: Randy Hafer, President/CEO, High Plains Architect

Charlie Bartsch, Senior Program Advisor for Economic Development, EPA

Asa Foss, LEED Homes Manager of Technical Development, U.S. Green Building Council

Rick Garcia, HUD Regional Administrator, Region 8

Jesse Silverstein, Executive Director, Colorado Brownfields Foundation

THINKING OUTSIDE THE BOX: INNOVATIVE IDEAS AND WAYS TO GROW

1:30 p.m. – 2:45 p.m.

Student Union Building | Kelly/Steward

This panel will explore why many businesses are seeking to avoid traditional business models and having success doing so. You will hear from MSU-Billings Professor Tim Wilkinson, author of the book "The Distribution Trap," on such issues as the hazards of signing away product distribution to large retailers, and from innovative companies that are finding success in using alternative models for growing a business.

Moderator: Tim Wilkinson, Ph.D., Interim Dean, College of Business, Montana State University-Billings

Peter Burton, Senior VP of Sales, STIHL, Inc.

Sarah Calhoun, Owner, Red Ants Pants

John Hoagland, Vice President, General Manager, Simms Fishing Products

Bruce Kania, CEO, Floating Island International

Michael Weas, President, HabiHut

MANUFACTURING IN MONTANA

1:30 p.m. – 2:45 p.m.

Natural Resources Building | 122

Representatives from Montana's manufacturing sector — both new and old — will discuss the state of the sector today, why Montana is an attractive state for manufacturing and opportunities for growth moving forward.

Moderator: Steve Holland, Director, Montana Manufacturing Extension Center

Kelly Ogilvie, CEO, Blue Marble Biomaterials

Will Schnautz, President and CEO, Nomad Global Communication Solutions

Ty Ueland, Director of Business Development, SeaCast

K.C. Walsh, President, Simms Fishing Products

MEDICAL DEVICE BUSINESS DEVELOPMENT

1:30 p.m. – 2:45 p.m.

Chemistry/Biology Building | 101

The panel will outline key research areas that leading medical device companies are focused on in their own work, as well as their specific approaches to partnering and licensing with smaller medical device firms. Within the industry, smaller companies generate almost 30 percent of the total research and development spending. You will hear what areas the major companies within the industry are most interested in investing in, and about strategies for working with those corporations. The session will include the largest medical device companies in the world, representing the leading edge of research and development of cardiac and orthopaedic devices, as well as medical supplies.

Moderator: Ron Zook, President and CEO, Swan Valley Medical

Chad Cornell, Vice President, Business Development, Medtronic

Steven D. Girouard, Ph.D., Senior Director, Corporate Office of Science & Technology, Johnson and Johnson

Peter Karabatsos, Senior Director, Intellectual Property Strategy, Abbott Laboratories

Peter Origenes, Vice President, Corporate Business Development, BD

OBTAINING CAPITAL IN INDIAN COUNTRY

1:30 p.m. – 2:45 p.m.

Natural Resources Building | 123

Indian Country, which is rural by nature, has limited sources to obtain capital for economic development. New Markets Tax Credits and the Low Income Housing Tax Credit Program have helped fill the gap by providing equity to close the financing gaps that keep many Indian Country business deals from getting off the ground. Panelists will explain the nuts and bolts of the programs and provide first-hand accounts of how these programs have helped finance construction in Indian Country. The three panelists will take the mystery out of the programs and explain how they are used to leverage billions of dollars in low-income communities.

Moderator: Richard Litsey, Senior Advisor on Indian Affairs, U.S. Senate Finance Committee

David Bland, Chairman, Travois Holdings, Inc.

Phil Glynn, Director, Travois New Markets, LLC

Chairman Kevin Leecy, Bois Forte Band of Chippewa

VETERANS AND THE MONTANA ECONOMY

1:30 p.m. – 2:45 p.m.

Engineering Laboratory and Classroom Building | 202

Montana proudly boasts one of the highest numbers of veterans per-capita in the country. This panel will present a variety of perspectives on efforts in the public and private sectors to help veterans find work at home after leaving the military. This discussion will include the unique capabilities veterans bring to a business and identify barriers faced by veterans seeking employment. Panelists will also propose ways every Montanan can get involved to help.

Moderator: Matt Borron, College Transition Assistance Program Manager, Veterans Upward Bound

Mike Flaherty, State Chairman, Employer Support of Guard and Reserve

Mike Hall, Disabled Veterans Outreach Person, Butte Veterans Jobs Service

Gary Profit, Veteran Recruitment, Walmart

Dick Sonju, Disabled Veteran, Owner of Sonju Industrial



BROADBAND ACCESS: CREATING JOBS IN RURAL AREAS

1:30 p.m. – 2:45 p.m.

Natural Resources Building | 128

This panel will explore how high-speed Internet access can bring jobs and economic growth to rural areas by enabling remote hiring, online training and homeshoring. Attendees will hear from companies that hire remotely, facilitate remote work and educational opportunities, as well as from a Montana company that has successfully leveraged broadband access and an agency official instrumental in bringing high-speed Internet access to rural areas.

Moderator: Lance Trebesch, CEO, *TicketPrinting.com*

Akhtar Badshah, Senior Director, *Global Community Affairs, Microsoft*

Erica Benton, Marketing Communications Manager, *oDesk.com*

Regan Parker, Director of Workforce Innovation and Advocacy, *LiveOps*

Mark Seifert, Senior Advisor to the Assistant Secretary, *National Telecommunications and Information Administration*

CULTIVATING SUSTAINABLE TOURISM

1:30 p.m. – 2:45 p.m.

Science and Engineering Building | 106

Montanans have a strong desire to promote and share their beautiful state and its offerings with others. Sustainable tourism offers an opportunity to capitalize on the unique features of each Montana community in ways that are sensitive to the cultures, historical sites, landscapes and people that make each place so special. This discussion will be led by experts with experience in developing community-based economic development plans, designing destination marketing campaigns and implementing successful tourism business models. The panel will highlight effective tools and strategies for expanding sustainable tourism across Big Sky Country.

Moderator: Victor Bjornberg, Tourism Development Coordinator, *Montana Department of Commerce, Office of Tourism*

Bill Bryan, Chairman, *Off The Beaten Path*

Natasha Carvell, Director of External and Government Affairs, *Sabre Holdings*

Sam Korsmoe, Executive Director, *Madison County Economic Development Council and West Yellowstone Economic Development Inc.*

Patricia Rojas, VP of Government Relations, *U.S. Travel Association*

Jackie Yellowtail, *Apsaalooke Tours Manager, Crow Tribe*

GOVERNMENT CONTRACTING 301

3 p.m. – 4:15 p.m.

Science and Engineering Building | 106

Recent figures by the Office of Management and Budget show an overall slowdown in new contracts, increased use of competitively awarded contracts and fixed-price contracts, decreased use of sole-source contracts, and more use of innovative procurement techniques such as reverse auctions. Attendees should 1) be registered with CCR, 2) be familiar with FedBizOpps and 3) understand differences between contract types (fixed price, cost-reimbursement, cost-plus). PTAC staff is also available for one-on-one meetings with businesses.

Maureen Jewell, *Statewide Program Manager, Montana Procurement Technical Assistance Center*

Jason Porch, *Billings Sub Center Director, Montana Procurement Technical Assistance Center*

Leonard Smith, *Native American Development Corp. Procurement Technical Assistance Center*

SITING WIND IN MONTANA

3 p.m. – 4:15 p.m.

Engineering Laboratory and Classroom Building | 203

This panel will consider the characteristics of Montana's wind resources and focus on the opportunities and challenges associated with siting wind in the state.

Moderator/Panelist: Gabriel Alonso, *Chief Executive Officer, Horizon Wind Energy*

John Buehler, *Managing Partner, Energy Investors Fund*

Don Furman, *Senior Vice President, Iberdrola Renewables*

Laura Morton, *Energy Efficiency and Renewable Energy, U.S. Department of Energy*

Pat Pelstring, *Co-Chairman, National Wind*

BEETLE-KILL: FROM EPIDEMIC TO ECONOMIC OPPORTUNITY

3 p.m. – 4:15 p.m.

Mining and Geology Building | 204

This panel will examine how trees damaged by the Mountain Pine Beetle epidemic, which has attacked millions of trees across the western U.S., can be used to create clean domestic energy and jobs.

Moderator: Craig Rawlings, *Forest Business Consulting Manager, Montana Community Development Corp.*

Bob Cleaves, *President/CEO, Biomass Power Association*

Bruce Fox, *Director of Forest and Rangeland Management, U.S. Forest Service, Region 1*

William (Bill) F. Hagy III, *Director of Alternative Energy Policy, USDA*

Joe Kerkvliet, *Ph.D., Senior Economist, The Wilderness Society, Northern Rockies Regional Office*

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BEYOND ASSESSING FEASIBILITY OF YOUR BUSINESS IDEA: YOUR WRITTEN BUSINESS PLAN

3 p.m. – 4:15 p.m.

Chemistry/Biology Building | 101

Clyde Neu will draw on his professional experience to provide valuable insights into how to assess the feasibility of a business idea and write a business plan. Topics to be covered include: approaches to assessing economic feasibility, business plan structure, what to include in each section of the business plan, what banks versus equity investors expect to see in a business plan, a brief introduction into how to prepare financials, and analytical models used in business planning.

Clyde Neu, *President, Epic Management Group*

ECONOMIC GARDENING

3 p.m. – 4:15 p.m.

Natural Resources Building | 128

This panel will focus on an inside-out, entrepreneurial approach to economic development. Experts will explain how economic gardening can help accelerate the growth of local companies by providing sophisticated, tactical and strategic information that is difficult for entrepreneurs to access elsewhere. Attendees here will learn why economic gardening programs work and discover how community-based programs can play a larger role in the economic success of Montana.

Moderator: Paul Tuss, *Executive Director, Bear Paw Development*

Brian Dabson, *Vice President & COO, Rural Policy Research Institute*

Don Graves, *Deputy Assistant Secretary Small Business, Community Development and Housing Policy, U.S. Department of the Treasury*

Mark Lange, *Executive Director, Edward Lowe Foundation*

MAINTAINING COMPETITIVE RETIREMENT AND HEALTH BENEFITS PACKAGES: ASSESSING SMALL BUSINESS NEEDS AND RESOURCES

3 p.m. – 4:15 p.m.

Natural Resources Building | 123

As more and more employees come to appreciate the value of workplace retirement and health benefits, these tax-preferred programs have become great tools for leveraging employers' abilities to compensate their employees. This panel will focus on the needs of — and resources available for — businesses in creating and maintaining competitive retirement and health benefits packages that will attract and retain a quality workforce. The panelists will discuss pension, retirement savings and health programs — with a particular focus on access to these programs by smaller employers.

Moderator: Monica Lindeen, *Commissioner of Securities and Insurance, Montana State Auditor*

Ellen Feaver, *Anderson ZurMuehlen & Co. PC*

Judy Miller, *Chief of Actuarial Issues, American Society of Pension Professionals & Actuaries (ASPPA)*

Jack Vanderhei, *Research Director, Employee Benefit Research Institute*

TRADE RESOURCES FOR MONTANA

3 p.m. – 4:15 p.m.

Science and Engineering Building | 113

This panel will expand the depth of the export knowledge base in Montana and explain the National Export Initiative — an ambitious effort to team up with America's businesses and help them unleash their energy and innovation, grow their markets, support new jobs selling their goods and services all across the globe, increase access to export financing for small- and medium-sized businesses, remove barriers to trade and open new markets, make sure that trade is free and fair, and work with the world community to promote strong balanced growth worldwide.

Moderator: Nicole Hagerman, *Montana World Trade Center*
Courtney Gregoire, *U.S. Commercial Service, National Export Initiative*
Brenda Hall, *National District Export Council Board; CEO, Bridge 360*
Dianna Kegel, *Touhaud*
Inga Fisher Williams, *SBA Office of International Trade*

PUTTING ECONOMIC FORECASTS TO WORK FOR YOUR BUSINESS

3 p.m. – 4:15 p.m.

Chemistry/Biology Building | 102

This session will address tightening the connection between the state of the economy and the performance of your small- to medium-size business. Building and implementing a forecasting process for your company can help you (1) understand and track the drivers of demand for your products, (2) develop a comprehensive assessment of the business climate and (3) plan for your business accordingly. Businesses that attend the session are invited to apply for participation in follow-up projects that will employ MBA students at The University of Montana as interns to plan and initialize a customized forecast model tailored for the needs of individual businesses. These projects will be carried out over November-December. It is anticipated that at least two projects will be conducted.

Patrick M. Barkey, *Ph.D., Director of the Bureau of Business and Economic Research, The University of Montana*

BUSINESS OF NATIONAL SECURITY: CONNECTING MONTANA BUSINESS WITH DEFENSE AND INTELLIGENCE CUSTOMERS

3 p.m. – 4:15 p.m.

Student Union Building | Kelly/Steward

This panel will address the opportunities and obstacles facing Montana businesses seeking to deliver innovative technology, services and products to the U.S. military and other national-security-focused customers more rapidly, reliably and cost-effectively.

Moderator: Will Swearingen, *Executive Director, Tech Link*

Greg Bauer, *VP Integrated Systems, Advanced Acoustic Concepts*
Emily Mann, *Supplier Diversity Program Manager, Lockheed Martin Corp.*
Peter Roos, *CEO, Bridger Photonics*
Tom Spika, *President, Spika Welding*
Gwendolyn Tillman, *Corporate Director, Socio-Economic Business Programs/Government Relations, Northrop Grumman Corp.*

REGIONAL DEVELOPMENT OPPORTUNITIES AND CHALLENGES FOR MONTANA COMMUNITIES

3 p.m. – 4:15 p.m.

Engineering Laboratory and Classroom Building | 202

USDA Rural Development and Economic Development Administration experts analyze regional economic development issues identified by Montana communities. Representatives will discuss opportunities, challenges and available resources to meet both. Areas of interest include energy, value-added agriculture, biosciences, infrastructure financing and affordable housing.

Matt Jones, *State Director, USDA Rural Development*
John Rogers, *Economic Development Representative, Economic Development Administration*

BIOPHARMA BUSINESS DEVELOPMENT

3 p.m. – 4:15 p.m.

Natural Resources Building | 122

The branded pharmaceutical industry will see billions in annual sales lose patent protection in the coming years. Meanwhile, recent legislation also called for the creation of new "biosimilars," which could present new challenges for major biotechnology companies. In this environment, the focus on R&D has only intensified. The panel will focus on key research areas that these leading companies have targeted for future growth. In addition, the session will discuss the specific approaches to strategic partnering, product and technology licensing and development, and acquisition that these companies plan to deploy.

Moderator: Rob Bargatze, *Executive Vice President, Chief Scientific Officer, LigoCyte*
Lisa Beck, *Director, Business Development, GlaxoSmithKline*
Iain Dukes, *Vice President of External Research and Development, Amgen*
Michael Myers, *Ph.D., Senior Director, Global External R&D – Due Diligence, Eli Lilly*



MONTANA: CULTURAL MAGNETS FOR THE ECONOMY

4:30 p.m. – 5:45 p.m.

Library Auditorium

There is a wide consensus that the arts are a vital ingredient in the makeup of any healthy society. Over the last three decades, however, it has also been demonstrated that the arts can powerfully impact the economy. This presentation is principally concerned with the use of cultural amenities as an economic magnet. The strategic positioning of amenities — including galleries and museums — has proven them capable of significantly impacting the wealth of the region.

Moderator: Robert Rydell, *Professor of History, Montana State University*

Paul Greenhalgh, *Artistic Director, Corcoran Gallery of Art*

WIND ENERGY AND JOBS: SITING MANUFACTURING FACILITIES IN MONTANA

4:30 p.m. – 5:45 p.m.

Engineering Laboratory and Classroom Building | 203

This panel will discuss opportunities to site wind manufacturing facilities of all types in Montana. Specifically, the panelists will describe their experiences siting and financing such facilities in other parts of the country and what key factors played a role in their decision-making as to location.

Moderator: Rhyno Stinchfield, *CEO, Montana Wind Resources; President of GreenWorld Partners*

Moses Boyd, *Founding Partner, United States Renewable Energy Group*

Jon Chase, *VP, Government Relations, Vestas – American Wind Technology, Inc.*

Seth Dunn, *Director, Renewable Market Development GE Energy Fuhrlander Representative*

Mike Revak, *Vice President, Siemens Wind Power*

Brian Turner, *CEO, Distefano Tool & Manufacturing*

CLEAN ENERGY ECONOMIC OPPORTUNITIES IN MONTANA: ENHANCED OIL RECOVERY, CARBON CAPTURE AND STORAGE, AND COAL

4:30 p.m. – 5:45 p.m.

Natural Resources Building | 122

This panel will discuss clean energy economic opportunities in Montana with a unique twist. Panelists will consider how incentives for carbon capture and storage will affect the future of the coal and oil and gas industries in Montana.

Moderator: Jim Scott, *Vice Chair of the Board, First Interstate Bank System*

Sarah Edman, *Manager, Carbon Capture and Storage Policy and Project Development, ConocoPhillips*

Alex Pourbaix, *President, TransCanada*

Greg Schaefer, *Vice President, Western Government Affairs, Arch Coal*

Greg Schnacke, *Executive Director, Government Relations, Denbury Resources, Inc.*

Lee H. Spangler, *Associate VP of Research, Montana State University*

PATENT, TRADEMARK AND COPYRIGHT LAW

4:30 p.m. – 5:45 p.m.

Science and Engineering Building | 106

What is the difference between Patent, Trademark and Copyright Protection? And do I need to utilize more than one? This panel will discuss in detail how properly utilizing intellectual property law protects your investment. This panel will also give you the tools to help you do so.

Moderator: Toni Tease, *Patent Attorney*

John Calvert, *Administrator – Inventor Assistance Program, United States Patent and Trademark Office*

Eric Schwartz, *Partner, Mitchell Silberberg & Knapp*

Joyce A. Ward, *Intellectual Property Counsel, National Inventors Hall of Fame*

NONPROFITS AND PHILANTHROPY IN COMMUNITY AND ECONOMIC DEVELOPMENT

4:30 p.m. – 5:45 p.m.

Mining and Geology Building | 204

In addition to comprising 11 percent of the Montana Gross State Product (GSP), foundations and nonprofit organizations play an active role in Montana's economic development. Speakers will discuss innovative economic development programs emerging from the nonprofit and philanthropic sector. Panelists will showcase projects that assist small business startups, help rural families get out of poverty and enhance community vitality — all of which significantly contribute to economic development and a thriving local economy. We'll end the session with a discussion of how nonprofits, businesses, community leaders and funders can connect to and participate in these efforts across the state.

Moderator: Mike Halligan, Executive Director, Dennis & Phyllis Washington Foundation

David Glaser, President, Montana Community Development Corporation

Tom Jacobson, Executive Director, Rural Dynamics, Inc.

Brian Magee, Executive Director, Montana Nonprofit Association

Karla Miller, Program Director, Northwest Area Foundation

Sheila Rice, Executive Director, Neighborworks Montana

THE NEW WORKFORCE: HIRING, TRAINING AND RETENTION

4:30 p.m. – 5:45 p.m.

Natural Resources Building | 128

This session will focus on workforce training opportunities for Montanans. In light of increased unemployment, job creation is a priority and employers are our front-line responders. This session will focus on helping Montana employers leverage federal programs to hire skilled employees.

Moderator: Keith Kelly, Commissioner, Montana Department of Labor

Celeste Carter, Program Director, National Science Foundation Division of Undergraduate Education

Joe Juarez, Regional Administrator, Department of Labor/ETA

Jane Karas, President, Flathead Valley Community College

Ray Kuntz, CEO, Watkins and Shepard Trucking

MARKET OPPORTUNITIES FOR MONTANA AGRICULTURE

4:30 p.m. – 5:45 p.m.

Science and Engineering Building | 113

The panel will discuss the current conditions and future prospects of agriculture markets at home and abroad, and the challenges and opportunities facing Montana's farmers and ranchers.

Moderator: Lola Raska, Montana Grain Growers Association

Don Karls, Manager, BNSF Ag Operations Support

Dale Schuler, Montana Grain Producer; Past President of the National Association of Wheat Growers and the Montana Grain Growers Association

Darci Vetter, Deputy Undersecretary, USDA Farm and Foreign Agricultural Service

GROWING INNOVATIVE HEALTHCARE PRODUCT COMPANIES

4:30 p.m. – 5:45 p.m.

Chemistry/Biology Building | 101

How do you commercialize basic research? What clinical trial strategies should be used, and what design methods are optimal to ensure continued success in a potentially difficult regulatory environment? What do venture capitalists look for in early-stage companies that are growing through these developmental hurdles? This session will explore the challenges early-stage companies face from basic research through later stages of growth and development.

Moderator: Joe Fanguy, Director of Technology Transfer, The University of Montana

Rick Anderson, Managing Director, PTV Sciences

Jon Block, President, Jon E. Block, Ph.D, Inc.

Jim Greenwood, President and CEO, Biotechnology Industry Organization



Montana Economic Development Summit 2010 25

REVITALIZING ENTREPRENEURSHIP IN OUR NATIVE AMERICAN COMMUNITIES: INTEGRATING CULTURE, CAPITAL AND COMMUNITY

4:30 p.m. – 5:45 p.m.

Engineering Laboratory and Classroom
Building | 202

The Global Center for Cultural Entrepreneurs and the Montana Department of Commerce describe innovative programs supporting private sector development in Indian Country through the voices of the Montana Indian Equity Fund recipients, tribal leadership, cultural entrepreneurs and program managers.

Moderator: Philip Belangie, Manager, Montana Entrepreneur Development Program

Shannon J. Augare, Representative, Blackfeet Tribe

Roxann Bighorn, Vice-Chairwoman, Fort Peck Tribes

Sharlene Evans, Owner, Komenha, "Pure Woman" Jewelry

Alice Loy, Vice-Chairman, Global Center for Cultural Entrepreneurship

INTRODUCTION TO EXPORTECH

4:30 p.m. – 5:45 p.m.

Natural Resources Building | 123

The ExporTech program enables small- and mid-size companies to enter or expand in global markets quickly and efficiently by connecting them with an array of expert resources and by helping them develop a customized, international growth plan. Steve Holland, director of the Montana Manufacturing Extension Center, will introduce attendees to the program and explain how it can help companies identify the necessary steps to become export ready. Participants will receive details on how to enroll in the three-course ExporTech series.

Steve Holland, Director, Montana Manufacturing Extension Center

TRANSPORTATION, ECONOMIC GROWTH AND JOBS

4:30 p.m. – 5:45 p.m.

Student Union Building | Kelly/Steward

This panel will discuss the economic landscape for transportation in a state measuring 147,165 square miles from border to border. Determining the right kind of transportation investment — in highways, railroads, airlines, transit and trails — is key to maintaining and furthering the state's economic growth.

Moderator: Jim Lynch, Director, Montana Department of Transportation

Cary Hegreberg, Executive Director, Montana Contractors Association

Bill Kennedy, Yellowstone County Commissioner

Jim Lewis, Director of Marketing, Montana Rail Link

Hon. John Robert Smith, Reconnecting America

Tom Williams, VP Industrial Products Sales, Burlington Northern Santa Fe Railway Company

NEW MARKET TAX CREDITS: BIG IMPACTS IN MONTANA

4:30 p.m. – 5:45 p.m.

Chemistry/Biology Building | 102

Four projects worth \$40 million have been financed in Montana thanks to the New Market Tax Credit Program — including the Butte Sears Building here in Uptown Butte. These projects were the first in the state to benefit from a valuable federal tax credit program designed to help low-income communities build wealth and prosperity. Learn how these undertakings came together — and how New Market Tax Credits might be used in your community.

Moderator: Heidi DeArment, Vice President, Montana Community Development Corporation

Matt Josephs, Senior Advisor for Policy, Community Development Financial Institutions (CDFI) Fund

Jennifer Wheeler, Commercial Loan Officer, Glacier Bank



Montana Economic
Development Summit
Montana Solutions for Montana Jobs



www.montanaeconomicssummit.org

FPO Union Bug

Thanks to WorkSafeMT, Montana State Fund and Montana Film Office for their photography contributions.



Davis, Laura <laura_davis@ios.doi.gov>

Re: As you head to DC

1 message

Laura Davis <laura_davis@ios.doi.gov>
To: smjewe@rei.com

Sun, Feb 10, 2013 at 6:53 PM

Sally,
I know Peter a little, but not this issue. Thanks for flagging.
Laura

— Original Message —

From: Sally Jewell [mailto:smjewe@rei.com]
Sent: Sunday, February 10, 2013 01:33 PM
To: Laura Davis <laura_davis@ios.doi.gov>
Subject: FW: As you head to DC

Laura -

I know Peter well – he is the CEO of Black Diamond Equipment – a climbing gear manufacturer. He feels very strongly about the referenced issue – has pushed REI hard to support him, but we have sat on the sidelines, because of the controversy and the reasonable points of view on both sides. I don't know if this is an Interior issue or a USFS issue, but just want to add it to your list of messages that I'm getting.

Thanks,

Sally

From: "peter.metcalf@bdel.com<mailto:peter.metcalf@bdel.com>"
<peter.metcalf@bdel.com<mailto:peter.metcalf@bdel.com>>
Date: Sat, 9 Feb 2013 06:03:54 -0800
To: Sally Jewell <smjewe@rei.com<mailto:smjewe@rei.com>>
Subject: As you head to DC

Hello Sally:

As you make the transition to DC, this is an issue that is near and dear to all of us who love the Wasatch and if this legislation were to move forward, it would set a horrific precedent for the National Forests everywhere. This project deserves to be killed because it is horrific and because it undermines the democratic process and puts patronage, cronyism, and private good in front of the will of the people.

This is a project that I personally, with the support of BD inc, worked very actively on in a myriad of ways including the recruitment of my CEO friends at Burton, Armada, Mountain Hardware etc to support. Though REI decided against signing on, the opposition is well supported by both ski and outdoor companies. I hope it is something you can give thought to as our new Secretary of Interior.

With Warmest Regards
peter

From: Carl Fisher [mailto:carl@saveourcanyons.org]
Sent: Friday, February 08, 2013 5:39 PM
To: Carl Fisher
Subject: Thank You!

I wanted to thank you all for your support and assistance on the SkiLink ad that ran in both the Salt Lake Tribune and Deseret News on January 24th & 25th. The impact was huge and response has been very positive. It might seem insignificant, but this collective feat has resonated, grabbing the attention of decision makers and leader in our region. Placement, timing, and message were all spot on. Thanks to all for your passionate feedback. I've attached the final version of the ad incase you missed it.

As you well may know, SkiLink or the "Wasatch Recreation Access Enhancement Act" has not been reintroduced into Congress at this time. A few weeks back, I had the opportunity to meet with each member of the Utah Delegation in Washington DC, most of whom said they hear us. I feel that this is a good start. The other item of good news is that the Delegation seems generally supportive of the notion of a comprehensive planning effort, which kicked off in November of last year. Locally the effort is gaining momentum (and focus) as well. When the time comes, I hope that you all will engage in that effort as your participation with us, in this campaign, in this advertisement, has help shape the tone and raised the profile to do things out in the open, collaboratively and holistically.

Please feel free to contact me should you have any questions or concerns going forward. My sincerest apologies for not being in better and/or more consistent contact. We've been extremely busy working every angle to establish a process that is fair, transparent, open and that will address the many issues confronting the Wasatch. I hope that you will not only support it, but participate when the time comes. I've been told more info and updates are forthcoming, so please stay tuned, I'll update you as soon as I hear what takes place.

Again, thank you for all you have done for the Wasatch! It is a place I know we all care deeply about, I certainly do, and it pleases us all at Save Our Canyons to have you involved in this effort.

Stay safe this weekend, enjoy the snow, or where ever you may be.

With gratitude,

Carl

Carl Fisher
Executive Director
Save Our Canyons
(801) 539-5333
www.saveourcanyons.org<<http://www.saveourcanyons.org/>>
www.facebook.com/saveourcanyons<<http://www.facebook.com/saveourcanyons>>

Attention! This message has been checked by Proofpoint Anti-Spam and Anti-Virus system. Message is clean.

Attention! This message has been checked by Proofpoint Anti-Spam and Anti-Virus system. Message is clean.



Davis, Laura <laura_davis@ios.doi.gov>

RE: Scheduling

1 message

Sally Jewell <smjewe@rei.com>

Mon, Feb 11, 2013 at 12:30 PM

To: "Greenberger, Sarah" <sarah_greenberger@ios.doi.gov>

Cc: Nahal Hamidi <Nahal_Hamidi@ios.doi.gov>, Laura Davis <Laura_Davis@ios.doi.gov>, Jane Thiemens <JThieme@rei.com>, Venus Allison <valliso@rei.com>

Sarah –

Jane Thiemens is my very capable assistant, copied above. Her back up is Venus Allison. Please work with Jane on all scheduling matters, and Venus if Jane is unavailable:

Jane:

(b) (6)

Email: jthieme@rei.com

Venus:

Ph. (b) (6)

Email: valliso@rei.com

I may need to take calls early, given the schedule I'm winding down here. Anything after 9 am your time (6 am Pacific) is fine with me.

Thanks,

Sally

From: Greenberger, Sarah [mailto:sarah_greenberger@ios.doi.gov]**Sent:** Monday, February 11, 2013 7:55 AM**To:** Sally Jewell**Cc:** Nahal Hamidi; Laura Davis**Subject:** Scheduling

Sally - Good morning! Hope you got a least a short rest yesterday before jumping back into all that's on your plate these days! On Friday we discussed scheduling two calls for this week to touch base regarding talking points and a few other issues. We should be on track to get you the talking points by COB today and wanted to know who in your office we should work with to set up those calls? As always, please feel free to reach out if you have any questions or concerns at any time.

Sarah

202-697-2115



Davis, Laura <laura_davis@ios.doi.gov>

RE: Scheduling

1 message

Sally Jewell <smjewe@rei.com>

Mon, Feb 11, 2013 at 12:38 PM

To: "Greenberger, Sarah" <sarah_greenberger@ios.doi.gov>

Cc: Nahal Hamidi <Nahal_Hamidi@ios.doi.gov>, Laura Davis <Laura_Davis@ios.doi.gov>, Jane Thiemens <JThieme@rei.com>, Venus Allison <valliso@rei.com>, Jennifer Sisk <jennifer_sisk@ios.doi.gov>

Sorry all – Jane's number is (b) (6) (I gave you my direct number, which is (b) (6) on autopilot!) SJ

From: Greenberger, Sarah [mailto:sarah_greenberger@ios.doi.gov]**Sent:** Monday, February 11, 2013 9:36 AM**To:** Sally Jewell**Cc:** Nahal Hamidi; Laura Davis; Jane Thiemens; Venus Allison; Jennifer Sisk**Subject:** Re: Scheduling

Great. Thanks Sally. We will do whatever works best for you given all the demands on your time. Jane and Venus, you should hear from Nahal or Jennie Sisk today regarding scheduling calls. Best, Sarah

On Mon, Feb 11, 2013 at 12:30 PM, Sally Jewell <smjewe@rei.com> wrote:

Sarah –

Jane Thiemens is my very capable assistant, copied above. Her back up is Venus Allison. Please work with Jane on all scheduling matters, and Venus if Jane is unavailable:

Jane:

Ph. (b) (6)

Email: jthieme@rei.com

Venus:

Ph (b) (6)

Email: valliso@rei.com

I may need to take calls early, given the schedule I'm winding down here. Anything after 9 am your time (6 am Pacific) is fine with me.

Thanks,

Sally

From: Greenberger, Sarah [mailto:sarah_greenberger@ios.doi.gov]
Sent: Monday, February 11, 2013 7:55 AM
To: Sally Jewell
Cc: Nahal Hamidi; Laura Davis
Subject: Scheduling

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Sarah

202-697-2115



Davis, Laura <laura_davis@ios.doi.gov>

FW: Congratulations/Confirmation Process

1 message

Sally Jewell <smjewe@rei.com>

Mon, Feb 11, 2013 at 9:17 PM

To: "Laura Davis (Laura_Davis@ios.doi.gov)" <Laura_Davis@ios.doi.gov>, "christopher_mansour@ios.doi.gov" <christopher_mansour@ios.doi.gov>, "Greenberger, Sarah (sarah_greenberger@ios.doi.gov)" <sarah_greenberger@ios.doi.gov>

Dear Laura, Christopher and Sarah –

I'm getting many offers of help, but the one below, from a lawyer that I've worked with at REI (who also is a partial owner in a little airplane with my husband Warren which they are now calling "Air Forest One" ;) is offering some of his contacts in DC. Several seem to be close to the ENR committee so may be worth me contacting at some point. I leave this up to you to contemplate.

Thanks,

Sally

From: Warren Jewell [mailto:warren@jewelltech.net]
Sent: Monday, February 11, 2013 6:29 AM
To: Sally Jewell
Subject: FW: Congratulations/Confirmation Process

From: Blackstone, Robert [mailto:BobBlackstone@DWT.COM]
Sent: Sunday, February 10, 2013 8:52 PM
To: Sally Jewell
Cc: Warren Jewell
Subject: Congratulations/Confirmation Process

Sally – I wanted to give you a couple of days to get through what I am sure was a deluge of congratulatory emails before sending you mine. What a terrific honor for you and recognition of your many skills and accomplishments! It is a brilliant nomination by the President on any number of fronts, and I am confident that you will be easily confirmed. You will certainly be missed at REI, but from my vantage point, it looks like you have brought in a great team who hopefully will continue the strong track record you have established.

With respect to your confirmation, I wanted to let you know that my partner Craig Gannett, who co-chairs our firmwide Energy and Environmental Law Practice Group out of our Seattle office, formerly served as Senior Counsel to the Senate Energy and Natural Resources Committee (and incidentally is the son of the late Jim Gannett, a well-known Boeing test pilot who was the co-pilot when Tex Johnston slow-rolled the predecessor to the 707 over Lake Washington during Seafair in 1955). The other Senior Counsel to the Committee when Craig was there is now the Chief Counsel, Sam Fowler. In addition, one of the former partners in our DC office, Dan Adamson, is now one of the Senior Counsels to the Committee, and will likely be involved in your confirmation hearings

I am sure the White House has assigned staff to work with you on the confirmation process, but if you think it might be helpful, Craig would be happy to have coffee with you at some point when you are here and share his perspectives on the confirmation process based on his experience with the Committee. Just let me know and I will be happy to put you in touch with Craig.

As you well know, DC is an exciting, intoxicating place, and I am sure that you and Warren will enjoy your time back there. (I am actually one of the somewhat rare persons who was actually born in the District, and then I went back at various times in college and law school to work on the Hill for the late Sen. Gaylord Nelson from Wisconsin and for the Environment Subcommittee of the Senate Commerce Committee during the Warren Magnuson era. Davis Wright sent me back there again in 1981 to open our DC office, and I stayed until 1985 when I came back to Seattle.)

Again, sincere congratulations and my very best wishes to both you and Warren as you move into this next challenging phase of your career!

Bob

Robert Blackstone | Davis Wright Tremaine LLP

Partner in Charge - Seattle

1201 Third Avenue, Suite 2200 | Seattle, WA 98101

Tel: (206) 757-8202 | Fax: (206) 757-7202

Email: bobblackstone@dwt.com | Website: www.dwt.com

Anchorage | Bellevue | Los Angeles | New York | Portland | San Francisco | **Seattle** | Shanghai | Washington, D.C.



Davis, Laura <laura_davis@ios.doi.gov>

RE: FW: Congratulations/Confirmation Process

1 message

Sally Jewell <smjewe@rei.com>

Mon, Feb 11, 2013 at 9:53 PM

To: "Greenberger, Sarah" <sarah_greenberger@ios.doi.gov>

Cc: "Laura Davis (Laura_Davis@ios.doi.gov)" <Laura_Davis@ios.doi.gov>, "christopher_mansour@ios.doi.gov" <christopher_mansour@ios.doi.gov>

Sarah –

Thanks for these. I think some consideration should be given to putting less emphasis on conservation as this can be a charged word to some, especially if they see it as impacting private property rights – a hot button issue. My non-profit affiliations and awards will give some context for my experience in that arena. More of a balanced approach might play better. I look forward to reviewing the draft whenever it's ready – I have plenty to do (just finished 10 hours with my board), so no need to rush.

Cheers,

Sally

From: Greenberger, Sarah [mailto:sarah_greenberger@ios.doi.gov]**Sent:** Monday, February 11, 2013 6:45 PM**To:** Sally Jewell**Cc:** Laura Davis (Laura_Davis@ios.doi.gov); christopher_mansour@ios.doi.gov**Subject:** Re: FW: Congratulations/Confirmation Process

Sally, I will show my ignorance about planes when I ask if you can paint on the name as you do on boats, because that's a great name!

These indeed seem like helpful contacts. When we talk Wednesday, we can hopefully help prioritize what conversations will make the best use of your time over the next few weeks and what can wait.

On our end, we are still working the talking points through the clearance process and will not have them to you until tomorrow. Apologies for the delay.

In the meantime, while you may have seen these already, below are an official and a narrative bio that were

https://mail.google.com/mail/fb/347/u/0/?ui=2&ik=06925ef3e4&view=pt&as_from=smjewe%40rei.com&as_subset=all&as_within=1d&search=adv&th=13ccc52b7b... 1/4

prepared for your nomination. The second especially may provide a useful framework for the "personal narrative" we discussed last week.

Best,

Sarah

Here is the official bio that was put together:

Sally Jewell is the President and Chief Executive Officer of Recreational Equipment, Inc. (REI). She joined the board of REI in 1996, and then became the co-op's Chief Operating Officer in 2000, later being named CEO in 2005. Prior to joining REI, Ms. Jewell spent 19 years in commercial banking, and held increasingly senior roles at Rainier Bank (now Bank of America), West One Bank (now U.S. Bank), and Washington Mutual Bank. She began her professional career as an engineer for Mobil Oil Corporation from 1978 to 1981. Ms. Jewell is a founding board member and past-president of the Mountains to Sound Greenway Trust in Washington State. In addition, she serves on the Board of Regents for the University of Washington, the Board of Trustees for the National Parks Conservation Association, and the Board of Directors for the Initiative for Global Development. Ms. Jewell has received numerous awards, including the Puget Sound Business Journal's 2006 Executive of the Year award, the 2008 Non-Profit Director of the Year award from the National Association of Corporate Directors, the 2009 Rachel Carson Award from the Audubon Society, and the Woodrow Wilson International Center for Scholars' 2012 Award for Corporate Citizenship. She received a B.S. in Mechanical Engineering from the University of Washington.

And, here is the narrative that was provided to some Senate offices and reporters:

Sally Jewell is uniquely qualified to be Secretary of the Interior. With years of experience managing a nearly \$2 billion a-year company, she will bring to the position integrity, keen management skills, as well as dedication to the Department's mission of managing our nation's lands. Trained as an engineer, Jewell has broad private sector experience in energy and finance, as well as a commitment to conservation.

Conservation has been a central principal of Sally's life, both personally and professionally. She believes deeply in the American tradition of preserving our nation's wild places, while also understanding firsthand the inextricable link between conservation and the economy. She also believes we must be good stewards of our nation's natural resources, underscoring the Administration's ongoing priority of expanding safe and responsible energy production, beginning her career as an engineer for Mobil Oil Corporation.

Beyond being a successful, nationally regarded CEO, Sally is involved with national conservation organizations. She also was a key contributor to the establishment and implementation of the President's America's Great Outdoors program. In 2011, Sally introduced President Obama at the White House conference on "America's Great Outdoor Initiative," noting that the \$289 billion outdoor-recreation industry is the source of 6.5 million jobs.

Sally has received numerous awards for her community service, including the 2009 Rachel Carson Award for Environmental Conservation from the Audubon Society; the 2008 Non-Profit Director of the Year award from the National Association of Corporate Directors, and The Green Globe – Environmental Catalyst Award from King County, Washington, among others.

Under her leadership, REI has been named by Fortune Magazine to the "100 Best Companies to Work For" list for the last 16 years, ranked at number 17 in 2013.

On Mon, Feb 11, 2013 at 9:17 PM, Sally Jewell <smjewe@rei.com> wrote:

Dear Laura, Christopher and Sarah –

I'm getting many offers of help, but the one below, from a lawyer that I've worked with at REI (who also is a partial owner in a little airplane with my husband Warren which they are now calling "Air Forest One" ;>) is offering some of his contacts in DC. Several seem to be close to the ENR committee so may be worth me contacting at some point. I leave this up to you to contemplate.

Thanks,

Sally

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Sent: Monday, February 11, 2013 6:29 AM
To: Sally Jewell
Subject: FW: Congratulations/Confirmation Process

From: Blackstone, Robert [mailto:BobBlackstone@DWT.COM]
Sent: Sunday, February 10, 2013 8:52 PM
To: Sally Jewell
Cc: Warren Jewell
Subject: Congratulations/Confirmation Process

Sally – I wanted to give you a couple of days to get through what I am sure was a deluge of congratulatory emails before sending you mine. What a terrific honor for you and recognition of your many skills and accomplishments! It is a brilliant nomination by the President on any number of fronts, and I am confident that you will be easily confirmed. You will certainly be missed at REI, but from my vantage point, it looks like you have brought in a great team who hopefully will continue the strong track record you have established.

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Again, sincere congratulations and my very best wishes to both you and Warren as you move into this next challenging phase of your career!

Bob

Robert Blackstone | Davis Wright Tremaine LLP

Partner in Charge - Seattle

1201 Third Avenue, Suite 2200 | Seattle, WA 98101

Tel: (206) 757-8202 | Fax: (206) 757-7202

Email: bobblackstone@dwt.com | Website: www.dwt.com

Anchorage | Bellevue | Los Angeles | New York | Portland | San Francisco | **Seattle** | Shanghai | Washington, D.C.



Davis, Laura <laura_davis@ios.doi.gov>

Re: Schedule for tomorrow

1 message

Laura Davis <laura_davis@ios.doi.gov>
To: smjewe@rei.com

Wed, Feb 6, 2013 at 8:50 PM

Sally,
Yes! Perhaps we will start with that! Too many we will have to watch ourselves.
Laura

— Original Message —

From: Sally Jewell [mailto:smjewe@rei.com]
Sent: Wednesday, February 06, 2013 06:47 PM
To: Laura Davis <laura_davis@ios.doi.gov>
Subject: Re: Schedule for tomorrow

Laura -

Looks great. A guide to acronyms would be swell sometime ;>)

Cheers,

Sally

From: Laura Davis <laura_davis@ios.doi.gov<mailto:laura_davis@ios.doi.gov>>
Date: Wed, 6 Feb 2013 17:39:13 -0800
To: Sally Jewell <smjewe@rei.com<mailto:smjewe@rei.com>>
Subject: Schedule for tomorrow

Sally,
Pasted below and attached is your schedule for tomorrow. Much of it is flexible if you need to change anything, and I am happy to discuss any of it tonight or tomorrow when I see you at 10. I will also send along some statements and clips from today. If you need to reach me either cell is fine: (b) (6) or (b) (6).

Best,
Laura

Sent from my iPad

Schedule for Secretary-Designate Sally Jewell

Thursday, February 7, 2013

Washington, DC

10:00 – 10:15 am Welcome meeting with COS

6144 Location: Laura Davis' Office –

Manifest

1. Laura Davis

10:15 – 11 am Meeting with confirmation team

Location: Conference Room – 6150

Manifest

1. Laura Davis, COS
2. Liz Klein, Associate Deputy Secretary
3. Sarah Greenberger, Senior Advisor
4. Kate Kelly, Communications Director
5. Christopher Mansour, Director of Congressional Affairs
6. Ben Milakofsky, White House Liaison

11:00 – 12 pm Phone Calls

5149 Location: Sally Jewell Office –

Who: Senators Reid,
McConnell, Wyden, Murkowski, Cantwell
and Murray

Manifest

1. Sarah Greenberger, Senior Advisor
2. Christopher Mansour, Director of Congressional Affairs

12:00-1 pm Lunch

Location: Office of the Deputy Secretary – 6117

Manifest

1. David Hayes

1 – 1:15 pm Desk Time

Location: Sally Jewell Office – 5149

1:15 – 1:45 PAS Meeting

Location: Office of the Secretary – 6154

Manifest

1. Secretary Ken Salazar
2. Deputy Secretary David Hayes
3. Laura Davis, Chief of Staff
4. Rhea Suh, Assistant Secretary PMB
5. Hilary Tompkins, Solicitor
6. Tommy Beaudreau, Acting Assistant Secretary Land & Minerals
7. Neil Kornze, Acting Director BLM
8. Joe Pizarchik, Director OSM

9. Rachel Jacobson, Acting Assistant Secretary FWP
10. Dan Ashe, Director FWS
11. Jon Jarvis, Director NPS
12. Eileen Sobeck, Acting Assistant Secretary Insular Affairs
13. Anne Castle, Assistant Secretary Water & Science
14. Mike Connor, Commissioner of Reclamation
15. Marcia McNutt, Director USGS
16. Kevin Washburn, Assistant Secretary Indian Affairs
17. Tracie Stevens, Chair of National Indian Gaming Commission
18. Jim Watson, Director BSEE
19. Kate Kelly, Communications Director
20. Ben Milakofsky, White House Liaison

1:45 – 2:15 pm Desk Time

Location: Sally Jewell Office – 5149

2:15 – 3:00 pm Meeting with confirmation team

Location: Conference Room – 6150

Manifest

1. Laura Davis, COS
2. Liz Klein, Associate Deputy Secretary
3. Sarah Greenberger, Senior Advisor
4. Kate Kelly, Communications Director
5. Christopher Mansour, Director of Congressional Affairs
6. Ben Milakofsky, White House Liaison

3:00 – 4:00 pm

Meeting with White House Legislative Affairs

Location: Conference Room – 6150

Manifest

1. Miguel Rodriguez, Director of White House Legislative Affairs
2. Anne Wall, White House Legislative Affairs
3. Jessica Maher, White House Legislative Affairs
4. Laura Davis, COS
5. Liz Klein, Associate Deputy Secretary
6. Sarah Greenberger, Senior Advisor
7. Kate Kelly, Communications Director
8. Christopher Mansour, Director of Congressional Affairs
9. Ben Milakofsky, White House Liaison

4:00 – 4:30 pm

Daily wrap with COS

Location: Laura Davis' Office –

6144

Manifest

1. Laura Davis

Schedule for Secretary-Designate Sally Jewell
Thursday, February 7, 2013
Washington, DC

10:00 – 10:15 am **Welcome meeting with COS**
Location: Laura Davis' Office – 6144

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Location: Conference Room – 6150

Manifest

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11:00 – 12 pm **Phone Calls**
Location: Sally Jewell Office – 5149
Who: Senators Reid, McConnell, Wyden, Murkowski, Cantwell
 and Murray

Manifest

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2. Christopher Mansour, Director of Congressional Affairs

12:00-1 pm **Lunch**
Location: Office of the Deputy Secretary – 6117

Manifest

1. David Hayes

1 – 1:15 pm **Desk Time**
Location: Sally Jewell Office – 5149

1:15 – 1:45

PAS Meeting

Location: Office of the Secretary – 6154

Manifest

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Location: Conference Room – 6150

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Location: Conference Room – 6150

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7. Kate Kelly, Communications Director
8. Christopher Mansour, Director of Congressional Affairs
9. Ben Milakofsky, White House Liaison

4:00 – 4:30 pm

Daily wrap with COS

Location: Laura Davis' Office – 6144

Manifest

1. Laura Davis



Davis, Laura <laura_davis@ios.doi.gov>

News clips

1 message

Laura Davis <laura_davis@ios.doi.gov>
To: smjewe@rei.com

Wed, Feb 6, 2013 at 9:19 PM

Sally,
We should have more to look at tomorrow.
Laura

Sent from my iPad

 **Jewell Articles.docx**
71K

Obama calls secretary nominee an expert on climate change, corporate stewardship

E&E News

By Phil Taylor

February 6, 2013

President Obama today hailed Recreational Equipment Inc. chief Sally Jewell as an expert on climate change and a corporate leader who is well-qualified to replace Ken Salazar as secretary of the Interior.

Obama today nominated Jewell, who has led the outdoor retailer since 2005, to become the 51st Interior secretary, a job that oversees a \$12 billion agency and a panoply of land and energy issues.

"She is an expert on the energy and climate issues that are going to shape our future. She is committed to building our nation-to-nation relationship with Indian Country. She knows the link between conservation and good jobs," Obama said at a ceremony in the State Dining Room, accompanied by Jewell and Salazar.

Obama praised Jewell's experience as an engineer in the oil fields of Oklahoma and Colorado and her business acumen as a corporate banker and later CEO of REI, a \$1.8 billion Kent, Wash.-based company with more than 100 stores.

"Sally has helped turn a stalling outdoor retailer into one of America's most successful and environmentally conscious companies," Obama said, noting that REI last year donated nearly \$4 million to protect trails and parks and gets one-fifth of its stores' power from renewable sources.

"She knows that there's no contradiction between being good stewards of the land and our economic progress," he said, echoing a central theme of the White House's America's Great Outdoors initiative, which sought to connect more Americans to nature. "She has shown that a company with more than \$1 billion in sales can do the right thing for our planet."

Jewell also delivered brief remarks, thanking Salazar for his work over the past four years introducing people to the agency's work and advancing their needs on public lands.

"I look forward to working with the dedicated employees at Interior who work so hard to care for our land and our resources every day," Jewell said.

In a moment of jest, she referenced Salazar's penchant for wearing a cowboy hat: "I'm going to do my best to fill those big boots of yours, but I think I might get lost in your hat."

Jewell, who is an unconventional pick for the Interior slot, garnered early praise from conservation groups and some oil industry backers, but concern from some lawmakers.

Earlier today, White House spokesman Jay Carney also responded to criticism leveled yesterday by former Interior Secretary Bruce Babbitt, who faulted Obama for leasing out more than twice as much land for oil and gas as he and Congress protected.

"I think the president is rightly proud about the fact that oil and gas production since he's taken office here at home has increased each year, and domestic oil production is currently higher than at any time in nearly a decade, and natural gas production is at an all-time high," Carney told reporters. "The president believes that in implementing our approach to conservation as well as implementing our approach to energy, Sally Jewell will be an excellent secretary of the Interior in carrying that agenda forward."

Some groups wary

While most conservation groups lauded Obama's choice, some environmentalists who've fought Interior over energy leasing expressed wariness.

"Obviously a big question that our group and many others are asking is, will a new secretary of Interior meaningfully advance clean energy and start to transition our nation away from fossil fuels or, like Salazar, just talk about it?" WildEarth Guardians climate and energy advocate Jeremy Nichols said.

Interior critics have also been pushing the department to do more about controlling methane releases from coal mines. "Frankly, given this out-of-left-field appointment that seems meant to appease Western recreation interests more than anything, it seems likely the new secretary will bring us four years of more talking," Nichols said.

Center for Biological Diversity general counsel Bill Snape said it remains to be seen how Jewell would approach fossil fuel development issues.

"It is clear the secretary of Interior nominee has a passion for national parks, but the question is whether she will be able to balance the natural values of our wild lands and wildlife with the ravenous pressure by industry to drill for fossil fuels in areas under Interior's jurisdiction," Snape said.

The National Mining Association, meanwhile, urged Jewell to speed up permitting for mineral development projects.

"We are encouraged that Ms. Jewell would bring a wealth of business experience to her new position overseeing the vast mineral and coal resources of the federal government," said Hal Quinn, the trade group's CEO. "We trust she will put her experience to good use in addressing long-standing impediments to more efficient development of these resources."

Jewell 'humbled,' 'energized' by Interior nod

POLITICO

By Darren Goode

February 6, 2013

As of 5:00 pm, February 6, 2013

President Barack Obama officially introduced REI Chief Executive Sally Jewell on Wednesday as his pick to be the next Interior secretary, seemingly looking to assuage critics of both his jobs record and the diversity of his Cabinet.

Jewell said she was "humbled" and "energized" by the appointment and praised outgoing Secretary Ken Salazar.

"I'm going to do my best to fill those big boots of yours," Jewell told Salazar during a 15-minute rollout at the White House. Drawing laughter from the audience, she added, "But I think I might get lost in your hat."

Standing alongside the two, Obama said he was "extraordinarily proud" to nominate Jewell and added that she understands the connection between protecting the environment and helping jobs.

In her eight years as CEO of REI, "Sally has helped turn a stalling outdoor retailer into one of America's most successful and environmentally conscious companies," Obama said. "She knows the link between conservation and good jobs. She knows that there's no contradiction between being good stewards of the land and our economic progress, that in fact those two things need to go hand in hand."

He also referenced her experience in the oil fields in Oklahoma and Colorado as a young petroleum engineer for Mobil, a part of her résumé that has led to some cautious but optimistic reaction to her nomination from oil and gas producers.

Obama noted that Jewell's high school aptitude tests "showed she had a knack for mechanical reasoning and spatial ability." He added: "Of course, her recommended professions after she took these tests were to be a nurse or a teacher, just like all the other girls in her class."

It wasn't until she was studying dentistry as an undergraduate at the University of Washington "when Sally realized her boyfriend's homework was more interesting than hers and she decided to become an engineer," Obama said. Her husband also became an engineer at Mobil. Obama also thanked Salazar for balancing environmental and economic goals during his four years as head of the department.

"But I came to appreciate quickly not just his friendship, which, you know, if you've got Ken Salazar as a friend, you've got a real friend," the president said. "Not only did I come to appreciate his jump shot — he's surprisingly quick on the court — but also his patriotism and his belief that we've got a responsibility to care for the land with which we've been blessed."

The president praised Salazar's achievements at Interior, including establishing seven new national parks and 10 national wildlife refuges and opening land to "safe and responsible" energy development, including wind and solar — "creating thousands of new jobs and nearly doubling our use of renewable energy."

"So I really like Ken Salazar," Obama summed up, "if you haven't gotten the point."

**Obama to name REI chief as Interior Secretary
By The Seattle Times and The Associated Press
February 6, 2013**

REI President and CEO Sally Jewell will be nominated Wednesday as President Barack Obama's choice for Secretary of the Interior, an administration official said.

If confirmed, Jewell will replace Interior Secretary Ken Salazar, who held the post throughout Obama's first term. Salazar announced last month that he would step down in March.

Jewell is the first woman in Obama's crop of second-term Cabinet nominees. The White House has faced criticism that the new Cabinet lacked diversity after Obama tapped a string of white men for top posts. Obama promised more diverse nominees were in the queue for other jobs. Jewell's confirmation would also put a prominent representative from the business community in the president's Cabinet. REI is a \$2 billion-a-year company and has been named by Fortune magazine as one of the top 100 companies to work for.

"As the CEO of a major outdoors company, we think she has a unique appreciation for public lands," said Tiernan Sittenfeld, senior vice president of League of Conservation Voters. A University of Washington mechanical engineering graduate and now a regent, Jewell was named CEO at REI in 2005.

Previously, she spent 20 years in banking, including overseeing Washington Mutual's commercial division. She began her professional career as an engineer for Mobil Oil in Oklahoma and Colorado.

She has been a donor to Obama's campaigns, and enjoys a bit of a personal relationship with the president. In 2009, she was sailing with her husband, Warren, off Port Townsend, when her daughter called her cellphone to say the president invited her to the White House. The president had asked Jewell and other business leaders from around the country to discuss health-care costs.

During the visit, Obama praised REI for providing health insurance for part-time employees, as well as full-time workers. He credited the retailer for its innovative programs, meant to make its workforce healthier.

During that visit, Jewell gave the president two "Passport to Adventure" envelopes, one for each of his daughters. The packages included an adventure journal, information about local hiking and bike trails, outdoor tips and stickers. REI had created the Passport program years earlier to try to encourage childhood interest in the outdoors.

Jewell also gave the president a copy of the book, "Last Child In the Woods: Saving our Children from Nature-Deficit Disorder," which received the 2008 Audubon Medal. A 1973 graduate of Renton High, Jewell began her professional career as an engineer for Mobil Oil Corporation in Oklahoma and Colorado.

In 1981, she moved back to Seattle to work for Rainier Bank.

“Oil and gas isn’t found in the most pleasant places in the world and, being a woman, there were things I had to put up with that would be considered illegal now, and it just became tiresome. I also wanted to raise my children around grandparents,” she told *Seattle Magazine* last year. The Jewells have two children.

Rainier was eventually acquired by Security Pacific, and Jewell ran its business-banking activities, before leading commercial banking at Washington Mutual.

In 1996, she became an REI board member. Four years later, she became its chief operating officer.

Later, Jewell joined a group of high-powered business executives and politicians who wanted to address global poverty.

Jewell serves on several nonprofit boards including Mountains to Sound Greenway Trust (she’s a founding member), REI, the National Parks Conservation Association and the Initiative for Global Development.

Jewell has pushed for land conservation both in Washington state, as well as nationally. Wyss Foundation president Molly McUsic, whose group focuses on land conservation, wrote in an email that Jewell “understands the full economic potential of America’s resources.”

“She knows the oil and gas business from having worked at Mobil and in the banking industry, but also understands the growing economic potential of America’s \$646 billion outdoor recreation industry,” McUsic added. “She knows that to grow the economy, development of energy resources must be on equal ground with the protection of places that drive tourism, travel, and recreation.”

While Jewell is more closely identified with the Democratic Party than the Republicans, she made a high-profile appearance with Sen. John McCain, R-Ariz., back in 2008 when he was running for president. McCain spoke with Jewell and others at an environmental policy round-table, during which the senator argued that he had stronger environmental credentials than either Obama or Hillary Rodham Clinton, who were both vying for the Democratic presidential nomination at the time.

Oil execs, greens like Interior pick
Houston Chronicle
From Jennifer A. Dlouhy
February 6, 2013

In a break with tradition, President Barack Obama is looking to the business world — instead of the pool of lawmakers from Western states — to find a chief for the Interior Department.

Obama is set to tap Sally Jewell, CEO of Kent-based REI, to succeed Ken Salazar as Interior secretary on Wednesday afternoon, according to administration officials.

Jewell's business background extends beyond her eight-year tenure heading REI, the chain of more than 100 recreational and outdoor equipment stores. The Washington state native previously worked three years as an engineer for Mobil Oil Corp. in Oklahoma and Colorado and later spent 19 years in the commercial banking industry, including a stint as an energy analyst. The choice of Jewell appeared to surprise official Washington D.C., which had been whispering about possible replacements among former lawmakers and governors of Western states. That is a common path to Interior, because of the abundance of federal lands in that part of the country. Oil and gas industry leaders had suggested Western candidates with governing experience and have deep understanding of the mixed use of those lands, including the need to balance energy development with other activities.

Jim Noe, an executive with Hercules Offshore and the head of the Shallow Water Energy Security Coalition, said he was "encouraged" by Jewell's selection because she is "a woman with experience in the energy industry as a petroleum engineer and who, as a CEO, knows what it means to run a business and answer to its stakeholders."

"Ms. Jewell's resume suggests that she may be well-suited to improving the efficiency of our nation's energy regulatory regime while ensuring the continued practice of safe and environmentally conscious energy production," Noe added.

Tim Wigley, president of the Western Energy Alliance, said he expected Jewell's "experience as a petroleum engineer and business leader" would allow her to "bring a unique perspective to an office that is key to our nation's energy portfolio."

Sen. Lisa Murkowski, R-Alaska, the top-ranking Republican on the Senate Energy and Natural Resources Committee, stopped short of an endorsement, noting only that "the livelihoods of Americans living and working in the West rely on maintaining a real balance between conservation and economic opportunity."

Conservationists were cheered by Jewell's long background supporting the national parks and recreation on public lands.

Gene Karpinski, president of the League of Conservation Voters, noted that Jewell "has a unique appreciation for public lands and has been nationally recognized for her conservation efforts," making her "the right choice to promote conservation and protect America's national treasures." Jewell's conservation cred comes from her service as a member of the board of the National Parks Conservation Association, which works to support and restore the park system. And Jewell's leadership of the REI co-operative is no accident, a natural outgrowth of her passion for the outdoors, including camping, hiking and skiing.

She also has worked to support the Obama administration's America's Great Outdoors Program. In 2011, she introduced Obama at a White House conference on the initiative, noting the economic benefits of robust outdoor recreation in the United States.

Jewell becomes the first woman named to Obama's second-term cabinet, which is seeing the departures of Environmental Protection Agency Administrator Lisa Jackson and Secretary of State Hillary Clinton.

Salazar announced his resignation in January, saying he would return to his wife and family in Colorado.

His four-year tenure at the head of Interior has been stormy, marked by some bitter, high-profile battles with oil and gas industry leaders upset with his approach to energy development on public lands and waters.

Salazar presided over the reorganization of government agencies that police offshore drilling in the wake of the 2010 Gulf of Mexico oil spill. He drew fire for his decision to impose a five-month ban on most deep-water exploration in the wake of the Gulf spill.

Sally Jewell, Obama's Interior Pick, Has Something for Everybody

Business Week

By Karen Weise

February 06, 2013

Sally Jewell, President Obama's reported pick for Secretary of Interior, doesn't fit many of the check boxes typically associated with the post. She's doesn't don a Stetson. She's not a politician from a Western state. She's not a man. But Jewell's unusual career path still might provide something for a number of constituencies.

1) She knows business. In 2000, Jewell left her job as the head of commercial banking at Washington Mutual to become the chief operating officer at the outdoor gear retailer Recreational Equipment, known as REI. In 2004 she became the member-owned cooperative's chief executive. Under her stewardship, REI grew to have 11,000 employees, more than 120 retail stores, and almost \$2 billion in annual revenue. REI has gotten accolades as a great place to work, and the retailer has expanded into urban markets such as Manhattan, building off what Jewell calls the "urbaneering" trend of city residents looking to spend more time outdoors.

2) She knows energy. The Department of Interior oversees energy production on federal land and is in the middle of writing contentious rules for hydraulic fracturing on public land overseen by the department's Bureau of Land Management, which manages 245 million acres. Jewell is an engineer by training who spent three years working for Mobil Oil after college. As the oil industry was booming, Jewell switched to commercial banking, working as a petroleum engineer at Rainier Bank, valuing energy assets, according to the *Seattle Times*. She launched a 20-year banking career from there. This energy background could diminish disapproval in the oil and gas industry, which says the Obama administration has been limiting domestic energy production.

3) She is a conservationist. Part of REI's mission includes an emphasis on environmental stewardship, and Jewell is also vice chairman of the National Parks Conservation Association. This could cheer environmentalists as they gear up to lobby the department to keep energy production at bay on federal land.

4) She's a woman. She wouldn't be the first female interior secretary, but Jewell comes at a time when Obama has been facing scrutiny for not having enough diversity in his cabinet. Jewell has never held political office, so she has less policymaking experience than previous interior secretaries. But that doesn't mean she's never had political ambitions. In a 2000 interview with the *Seattle Times*, Jewell revealed her dream job: "Being president of the United States." Because she was born in Britain, she's ineligible to be commander in chief. But if confirmed, Jewell will be one step closer to her fantasy.

Sally Jewell to Interior: U.S. overdue for action on public lands
Seattle Post Intelligencer
February 6, 2013

President Obama's nomination of Seattle-based Recreational Equipment CEO Sally Jewell as U.S. Interior Secretary gives his under performing administration an opportunity to correct its weak record on protecting public lands, and leave a legacy for Americans to enjoy in the future. Jewell is an outdoor activist who has promoted use by the American public of America's public lands, and protecting lands close to urban areas.

The new Interior Secretary is a longtime board member of the National Parks Conservation Association, and has been a major force behind Washington's Mountains-to-Sound-Greenway — the successful effort to keep the Interstate 90 corridor through Snoqualmie Pass from succumbing to sprawl and becoming a mountain slum.

Jewel was promoted for Interior Secretary after Obama's 2008 victory. "She was offered the deputy's job and didn't take it," said Gerry Grinstein, retired Delta Airlines chairman who pushed Jewell for the top spot four years ago. "It was a long soak period for this to get done." Gene Karpinski, head of League of Conservation Voters, hopes Jewell will "use the Antiquities Act to create many more national monuments across the country" and leave the Obama administration with "a second term legacy." The Obama administration needs to pursue "a much more ambitious lands legacy," Karpinski added.

One proposed monument — with widespread local backing — is to preserve 955 acres of key federally owned land in the San Juan Islands. The designation has won support from Sens. Patty Murray and Maria Cantwell, D-Wash. but languished without action under outgoing Interior Secretary Ken Salazar.

U.S. Rep. Rick Larsen, D-Wash., voiced hope that under Jewell the administration will get its rear in gear.

“Sally has walked our trails, paddled in the Sound and climbed our mountains,” Larsen said. “I have no doubt that she will be an outstanding advocate for the Pacific Northwest. I look forward to working with Sally on issues important to our economy and environment, starting with designation of a San Juan Islands National Monument.”

Grinstein is hoping that the Interior Department under Jewell will go national with the Mountains-to-Sound concept, as a way of providing urban areas with relief from a “sprawl society.”

“We worked together as (University of Washington) Regents: Sally has a wonderful mind and she is not hesitant to speak her mind . . . I think Mountains-to-Sound is the kind of thing she has a mind for doing. Expanding that concept to the rest of the country is important.”

“We were able to do that here because the environmental ethic is stronger in the Northwest than in the rest of America. But there are areas all over the country where we can do similar things . . . She (Jewell) is a collaborator. If governors and governments give her a chance to deal with them, she’ll do fine.”

Interior Secretaries in Democratic administrations have distinguished themselves, and left a major imprint in the West. The Obama administration has, however, created on a handful of tiny monuments in the West, such as preserving Cesar Chavez’s house and the original California headquarters of the United Farmworkers Union, and land around California’s Fort Ord.

But major conservation actions have been lacking. Interior Secretary Bruce Babbitt, under President Clinton, made happen the 1.7 million acre Grand Staircase-Escalante National Monument in the canyonlands of southern Utah, the Hanford Reach National Monument on the Columbia River in eastern Washington, and the Upper Missouri Breaks National Monument in Montana — where Lewis & Clark traveled more than two centuries ago.

Interior Secretary Stewart Udall, under Presidents Kennedy and Johnson, pressed successfully for creation of the North Cascades National Park in this state, and Canyonlands National Park in Utah.

Interior Secretary Cecil Andrus, under the Carter Administration, championed the granddaddy of preservation actions in recent American history, the 103-million-acre Alaska Lands Act that more than doubled the size of America’s national parks system.

“In the Obama era, land conservation is again falling behind,” ex-Secretary Babbitt said in a National Press Club speech earlier this week. He noted that 6 million acres have been opened to oil and gas leasing, while just one significant land preservation bill has passed Congress in the past four years.

Grinstein noted, however, that Obama has faced unrelenting opposition on issues including energy and the environment. “Yeah, I do think they need one (a public lands legacy),” he said. “Remember, however, Obama has been fighting on so many fronts.”

Sally Jewell picked to head Interior Dept.

The Associated Press

By Julie Pace and Matthew Daly

February 6, 2013

WASHINGTON (AP) — President Barack Obama has picked Sally Jewell, a business executive who has earned national recognition for her support of outdoor recreation and habitat conservation, to lead the Interior Department, the White House said Wednesday.

Jewell is the president and chief executive officer at the outdoors company Recreational Equipment, Inc., known as REI, which sells clothing and gear for outdoor adventures with more than 100 stores across the country. Before joining Kent, Wash.-based REI in 2000, Jewell worked in commercial banking and as an engineer for Mobil Oil Corp. She took the top post at REI in 2005.

If confirmed, Jewell would replace current Interior Secretary Ken Salazar, who held the post throughout Obama's first term. Salazar announced last month that he would step down in March. Jewell, 56, donated \$5,000 to Obama's re-election effort. She would be the first woman in Obama's crop of second-term Cabinet nominees. The White House faced criticism that the new Cabinet lacked diversity after Obama tapped a string of white men for top posts, but Obama promised more diverse nominees were in the queue for other jobs.

Jewell's confirmation also would put a prominent representative from the business community in the president's Cabinet. REI is a \$2 billion-a-year company and has been named by Fortune Magazine as one of the top 100 companies to work for.

Jewell was born in England, but moved to the Seattle area before age 4 and is a US citizen. Obama was to announce Jewell's nomination Wednesday afternoon, said White House press secretary Jay Carney. The ceremony was planned for the White House State Dining Room. In 2011, Jewell introduced Obama at a White House conference on the "America's Great Outdoors" initiative, noting that the \$289 billion outdoor-recreation industry supports 6.5 million jobs. She also appeared at a 2009 White House event on health care.

Under Salazar, the Interior Department pushed renewable power such as solar and wind and oversaw a moratorium on offshore drilling after the BP oil spill in the Gulf of Mexico. The moratorium was lifted in October 2010, although offshore drilling operations did not begin for several more months.

The Interior Department manages more than 300 million acres in national parks and other public lands, and more than 1 billion acres offshore, overseeing energy, mining operations and recreation. The department also provides services to 566 federally recognized Indian tribes. Jewell's nomination was hailed by conservation and business groups alike.

Sierra Club executive director Michael Brune called Jewell a champion in the effort to connect children with nature and said she has "a demonstrated commitment to preserving the higher purposes public lands hold for all Americans — recreation, adventure, and enjoyment. The Western Energy Alliance, which represents the oil and natural gas industry in the West, also welcomed Jewell's nomination.

"Her experience as a petroleum engineer and business leader will bring a unique perspective to an office that is key to our nation's energy portfolio," said Tim Wigley, the group's president. Wigley said his group hopes Jewell will work to develop oil and gas on non-park, non-wilderness public lands.

Jewell's appointment comes as Democrats and environmental groups are urging Obama to step up efforts to conserve public lands in his second term.

Former Interior Secretary Bruce Babbitt said Tuesday that Obama should adopt a principle in which every acre of public land that is leased to the oil and gas industry is matched by an acre permanently protected for conservation or recreation.

Over the past four years, more than 6 million acres of public lands have been leased for oil and gas, compared with 2.6 million acres permanently protected, according to US Bureau of Land Management.

Jewell, who is married with two grown children, was paid more than \$2 million as REI's CEO in 2011. She contributed \$5,000 to the Obama Victory Fund, a joint fundraising committee set up by Obama and the Democratic Party, according to federal election records. She has contributed to Rep. Rick Larsen, D-Wash., and a political action committee that supports Democrats. Jewell also was on the board of directors of Avista Corp., a Spokane-based power utility, from 1997 through 2003. US Securities and Exchange documents show that in her last full year as an Avista board member, Jewell held more than 15,600 shares in the utility and received \$50,000 in director's fees.

In 2004, federal prosecutors charged that Avista played a role in a 2000 deal that allowed then-energy giant Enron to sell a \$3 million turbine to the northwest utility firm. Prosecutors did not criminally charge Avista, but said the utility agreed to buy the turbine before a larger deal was completed — a move that aided Enron in hiding the turbine deal from its auditors. Jewell was on Avista's audit and finance committee when the utility bought the turbine in 2000. Avista was not criminally charged in the Enron indictment and none of the utility's officials, including Jewell, were cited in the charges. Avista officials at the time denied any knowledge of Enron's internal moves.

Houston-based Enron collapsed in 2001 amid fraud and corruption charges.

White House: Interior pick Jewell is 'uniquely qualified'

The Hill

By Ben Geman

February 6, 2013

White House press secretary Jay Carney is talking up the private-sector chops of Sally Jewell, President Obama's nominee to run the Interior Department, ahead of her Senate confirmation process.

Jewell, the CEO of outdoor gear giant REI, spent two decades working in the banking industry and began her career as an engineer for Mobil Oil Corp. (before its merger with Exxon).

"You know, she's uniquely qualified for that job. With years of experience managing a nearly \$2 billion a year company, she will bring to the position integrity, team management skills, as well

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as dedication to the department's mission of managing our nation's lands. Trained as an engineer, Jewell has broad private-sector experience in energy and finance, as well as a commitment to conservation," Carney told reporters.

Jewell, if confirmed, would replace secretary Ken Salazar, who plans to leave by the end of March and has frequently clashed with Republicans and oil-and-gas industry lobbyists.

At least some oil industry officials also appeared pleased with her industry background and overall private sector pedigree.

"Her experience as a petroleum engineer and business leader will bring a unique perspective to an office that is key to our nation's energy portfolio," said Tim Wigley, president of the Western Energy Alliance.

The selection of Jewell has drawn quick praise from environmental groups, and her conservation work has included membership on the board of the National Parks Conservation Association and other efforts. She's a founding board member of the Mountains to Sound Greenway Trust.

"Sally Jewell is a business leader who knows that conserving America's natural resources is fundamentally linked to a healthy and strong economy," said Jim Lyon, senior vice president for conservation programs of the National Wildlife Federation.

Jewell drew quick criticism from Rob Bishop (R-Utah), a House Republican active on lands policy, but it's the Senate where she will be vetted.

Sen. Lisa Murkowski (R-Alaska), the top Republican on the Senate Energy and Natural Resources Committee that will vet Jewell, reserved judgment Wednesday.

"The livelihoods of Americans living and working in the West rely on maintaining a real balance between conservation and economic opportunity. I look forward to hearing about the qualifications Ms. Jewell has that make her a suitable candidate to run such an important agency, and how she plans to restore balance to the Interior Department," Murkowski said in a statement.

Obama announces interior secretary nominee

CNN

By Brianna Keilar and Gregory Wallace

February 6, 2013

Sally Jewell, the CEO of an outdoor gear company and expert in energy and conservation issues, was named Wednesday as President Barack Obama's nominee to succeed Ken Salazar as secretary of the interior.

She is the first non-male Obama has nominated to a secretary post in his second term. Obama has been criticized by some for selecting mostly white males for a variety of key posts, including the top spots in the departments of state, defense and treasury, although his cabinet makeup does not differ significantly from that of his predecessor President George W. Bush.

Obama praised her work on renewable energy in her current job as president and CEO of the outdoor outfitting company REI.

"She is an expert on energy and climate issues that are going to shape our future," he said. "She is committed to building a nation-to-nation with Indian country, she knows the link between conservation and good jobs, she knows that there's no contradiction between being good stewards of the land and our economic progress - the fact that those two go hand-in-hand." She has served eight years at the head of REI. Before that, she worked in finance and started her career as an engineer with the Mobil Oil Corporation.

Jewell also participated in Obama's America's Great Outdoors Program, a project of the interior and agriculture departments to look at innovative land use models around the country. Obama said he suspects the "toughest part of the job will probably be sitting behind a desk." Salazar, a former senator from Colorado, announced in mid-January his plans to return home after four years in the cabinet. He held a key role in the Obama administration's response to the Gulf Coast oil explosion disaster in 2010, including implementing a six-month drilling moratorium which Republicans and officials in the region criticized as excessive.

Obama said the country was stronger because of Salazar's accomplishments.

The two former senators arrived in Washington together and were the only two Democrats new to the Senate in 2005.

He recounted they moved into the same building - one which was largely populated by people in their 20s. "So we were the two geriatrics in this building," Obama said. Jewell's nomination now goes to the Senate for hearings and confirmations.

Sally Jewell's path to Obama's new Cabinet
By Beth Kowitt, writer
Fortune (Blog)

Recreational Equipment Inc. CEO Sally Jewell, President Obama's choice to be the next Secretary of the Interior, obviously did not plan her career.

She started as an engineer at Mobil Oil. Then she worked in banking—at Security Pacific Bank, West One Bank, and Washington Mutual.

In 1996, Jewell joined the board of REI, hardly dreaming that she would head the member-owned cooperative someday. But Jewell became the outdoor-equipment retailer's chief of operations in 2000. And five years later, she took over as CEO.

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Now Jewell, 56, is due to give up her role at the \$1.8 billion-a-year company to become the first female member of Obama's second-term Cabinet—and help quell critics who are bemoaning the lack of women in the President's inner circle.

If she's confirmed, she'll succeed Ken Salazar as the U.S. overseer of the National Park Service, Land Management, and the U.S. Fish and Wildlife Service.

And based on what we've seen from her so far, we bet Jewell will inject her own culture into the Department of the Interior. REI is one of Fortune's Best Companies to Work For. It offers paid sabbaticals after 15 years, welcomes dogs to the office, and encourages employees to bring their whole selves to work.

So if we hear about Jewell wearing a backpack to the Oval Office, we won't be surprised.

Obama to Tap REI CEO as Interior Secretary

ABC

By Jonathan Karl

February 6, 2013

President Obama will nominate Sally Jewell to be the next secretary of the interior, a senior White House official told ABC News.

Jewell is an interesting and unconventional pick: She is the CEO of REI, the outdoor recreational equipment retailer. She has no political experience, but according to the Denver Post, she did spend five weeks hiking in Antarctica in 2011, climbing some of the continent's most treacherous peaks.

Jewell would replace Ken Salazar, who has announced he would not stay for Obama's second term. She is the first woman Obama has announced for his second-term cabinet.

She should bring a different perspective than many of her predecessors: Most of them have been career politicians from the western states.

The president will make the announcement this afternoon.

One senior official said this of the nomination: "It's a cool idea."

Another offered this background: "Sally Jewell is uniquely qualified to be secretary of the interior. With years of experience managing a nearly \$2 billion a year company, she will bring to the position integrity, keen management skills, as well as dedication to the department's mission of managing our nation's lands. Trained as an engineer, Jewell has broad private sector experience in energy and finance, as well as a commitment to conservation.

"Conservation has been a central principal of Sally's life, both personally and professionally. She believes deeply in the American tradition of preserving our nation's wild places, while also

understanding firsthand the inextricable link between conservation and the economy. She also believes we must be good stewards of our nation's natural resources, underscoring the administration's ongoing priority of expanding safe and responsible energy production, beginning her career as an engineer for Mobil Oil Corporation.

"Beyond being a successful, nationally regarded CEO, Sally is involved with national conservation organizations. She also was a key contributor to the establishment and implementation of the President's America's Great Outdoors program. In 2011, Sally introduced President Obama at the White House conference on "America's Great Outdoor Initiative," noting that the \$289 billion outdoor-recreation industry is the source of 6.5 million jobs.

"Sally has received numerous awards for her community service, including the 2009 Rachel Carson Award for Environmental Conservation from the Audubon Society; the 2008 Non-Profit Director of the Year award from the National Association of Corporate Directors, and The Green Globe – Environmental Catalyst Award from King County, Washington, among others.

"Under her leadership, REI has been named by Fortune Magazine to the "100 Best Companies to Work For" list for the last 16 years, ranked at number 17 in 2013."

Obama to nominate REI chief Sally Jewell for Interior Secretary

POLITICO

By Andrew Restuccia and Darren Goode

February 6, 2013

President Barack Obama on Wednesday will nominate Sally Jewell, president and CEO of the outdoor and recreational retailer REI, to replace outgoing Interior Secretary Ken Salazar, a White House official confirmed to POLITICO.

The pick, first reported by The Washington Post, would be well-received by environmental groups yet also offer something for the oil and gas industry: Jewell is a board member of the National Parks Conservation Association and was a young petroleum engineer at Mobil before it merged with Exxon.

POLITICO reported last week that Jewell had emerged as a serious candidate for the job. But in selecting her, Obama is bypassing potential candidates with longer political resumes, such as former Washington Gov. Christine Gregoire, along with internal department favorites such as Deputy Secretary David Hayes.

A former Interior Department official quickly praised Jewell.

"Sally has overseen the growth of a \$1.8 billion company consistently ranked among the best U.S. companies for which to work. An engineer by training, she is a practical, no-nonsense leader who is focused on results," the former DOI official said in an email. "Will bring fresh perspective and new ideas: A problem-solver by nature, Sally brings people together to find new solutions to old challenges. She knows Washington, D.C., but she also has the much-needed

perspective of a business leader who has forged a career outside of D.C.'s partisanship and politics.”

Bob Abbey, former director of Interior's Bureau of Land Management, also praised the choice while calling it unexpected.

“While I am somewhat surprised with this selection, I have the utmost respect for Ms. Jewell and for the job she has done at REI,” Abbey said in an email to POLITICO. “She is a capable individual who enjoys the support of other business leaders within the recreation industry as well as with many environmental groups.”

On the other hand, some people are taking Jewell's selection as a signal that more Interior decisions may become more centralized from the White House, noting that she doesn't have the political heft provided by Salazar's background as a former senator.

“Salazar was a known entity in Washington, D.C., with his own political base of operations here as well as in Colorado,” said Stephen Brown, vice president for federal government affairs and counsel at the petroleum refining and marketing company Tesoro. “Ms. Jewell is not a political creature, relatively unknown on the Hill, and any power or influence she may have is completely derivative of the president — hence, the White House staff will be running the show.”

But Brown added: “All of that said, her engineering and business credentials could be a welcome respite from the usual folks who tend to get these positions. I just think we all need to temper our expectations of what her nomination indicates.”

Jewell's appointment would help soothe concerns about the overwhelming presence of white males among Obama's second-term Cabinet picks.

Salazar announced last month that he will step down by the end of March.

Jewell has had contact with the administration before. She introduced Obama at a 2011 event at the White House regarding the administration's America's Great Outdoors Initiative. She was also among the business leaders invited to the White House in 2009 to be praised for their efforts to lower their companies' health care costs.

But the pick appeared to surprise to at least some people at Interior and those close to the department. Jewell's name did not seem to surface as a serious dark-horse contender until late, with much of the speculation to date focused on potential picks such as Gregoire, former Wyoming Gov. Dave Freudenthal, former Sen. Byron Dorgan and Rep. Raul Grijalva (D-Ariz.). Grijalva — a darling of the conservation community — acknowledged to POLITICO recently that he wasn't going to be picked because his critics in industry would pick apart his liberal voting record. And candidates like Freudenthal and Dorgan would have been met with objections from the conservation camp.

Another name that emerged recently was Sen. Blanche Lincoln (D-Ark.), who had the backing of oil-state Democratic Sen. Mary Landrieu of Louisiana.

Obama to name REI chief Sally Jewell for interior secretary

Reuters

February 6, 2013

President Barack Obama will nominate Sally Jewell, an outdoor enthusiast and chief executive of retailer REI, as U.S. interior secretary, an administration official said on Wednesday.

Jewell is the first woman Obama has announced for his second-term Cabinet, which has been criticized as lacking diversity, and also lends credentials from the nation's West.

She would replace Ken Salazar, who said he did not intend to stay for Obama's second term.

Obama is expected to announce the nomination on Wednesday. The Washington Post first reported the nomination.

Among other things, the next interior secretary will lead the department's implementation of controversial rules governing the use of hydraulic fracturing, or fracking, on public lands, oversee the push to drill in the Arctic, and guide the policies governing permits of renewable energy on federal land.

Jewell, a former banking executive, joined Recreational Equipment Inc as a board member in 1996 before taking over as chief operating officer in 2000 and then later as CEO of the national retail chain.

A graduate of the University of Washington, where she now serves as a regent, Jewell began her career as an engineer at Mohil Oil Corp, working in Oklahoma and Colorado.

Washington state-based REI is known for its conservation and stewardship efforts as well as its co-op structure that includes more than 10 million consumer "members." It has also been voted as one of Fortune magazine's best companies to work for.

An outdoorswoman who lists mountaineering and kayaking among her hobbies, Jewell served on the "National Parks Second Century Commission," whose goal was to help shape the future of the National Parks System.

She has received several awards recognizing her work in environmental conservation.

Obama is remaking his energy and environmental team at a time when the nation is responding to a surge in shale oil and gas development that has transformed the U.S. energy outlook.

Decisions are still awaited on replacements for Lisa Jackson, the Environmental Protection Agency administrator, and Steven Chu, the U.S. Energy Secretary.

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Sally Jewell Picked To Be Interior Secretary By Obama
Huffington Post
By Julie Pace
February 6, 2013

President Barack Obama on Wednesday will nominate business executive and former engineer Sally Jewell to lead the Interior Department, an administration official said.

Jewell is the president and chief executive officer at the outdoors company Recreational Equipment, Inc., known as REI, which sells clothing and gear for outdoor adventures with more than 100 stores across the country. Prior to joining REI in 2000, Jewell worked in commercial banking and as an engineer for Mobil Oil Corporation.

If confirmed, Jewell would replace current Interior Secretary Ken Salazar, who held the post throughout Obama's first term. Salazar announced last month that he would step down in March. Jewell is the first woman in Obama's crop of second-term Cabinet nominees. The White House faced criticism that the new Cabinet lacked diversity after Obama tapped a string of white men for top posts, but Obama promised more diverse nominees were in the queue for other jobs. Jewell's confirmation would also put a prominent representative from the business community in the president's Cabinet. REI is a \$2 billion-a-year company and has been named by Fortune Magazine as one of the top 100 companies to work for.

Obama was to announce Jewell's nomination during a ceremony in the White House State Dining Room Wednesday afternoon, according to the official who spoke on the condition of anonymity in order to confirm Jewell's nomination ahead of the president.

Under Salazar, the Interior Department pushed renewable power such as solar and wind and oversaw a moratorium on offshore drilling after the BP oil spill in the Gulf of Mexico. The moratorium was lifted in October 2010, although offshore drilling operations did not begin for several more months.

The Interior Department manages millions of acres in national parks and forests, overseeing energy and mining operations on some of the government-owned land.

Obama Makes An Inspired Choice For The Next Interior Secretary
Business Insider
Brett LoGiurato
February 6, 2013

President Barack Obama will nominate Sally Jewell, the CEO of Recreational Equipment Inc., to be his next Interior Secretary, according to multiple reports in the Associated Press and Washington Post.

The White House said later this morning that Obama would formally announce Jewell's nomination at a 2 p.m. press conference on Wednesday.

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As the Post notes, Jewell's selection is an unconventional one because the post is typically "reserved for career politicians from the West."

Jewell, on the other hand, has little experience in public policy. Jewell began her professional career as an engineer for Mobil Oil Corporation in Oklahoma and Colorado before moving onto the commercial banking industry for 19 years.

She started at REI in 2005, where she quickly helped the company build on recent growth. Here's what she told Seattle Business Magazine of her time at the company in a 2012 interview:

"When I began as COO, our growth was stagnating. We invested in the internet, but we underinvested in our retail stores, the core of the business. We were good at colder climates but not so good at southern climates. We developed great, innovative products, but I felt we had an enormous opportunity to analyze our member data better to understand what our customers wanted. We've since relocated a lot of our stores to more convenient places."

Jewell would succeed Ken Salazar as Interior Secretary. She would also be the second woman to hold the post full-time. She is also the first woman Obama has picked among his second-term Cabinet nominees.

The Interior Department controls and maintains millions of acres in national parks and forests.

Sally Jewell is environmentalist, business exec
USA TODAY
Hadley Malcolm
February 6, 2013

Sally Jewell, expected to be nominated for Interior secretary in President Obama's second term, is a longtime advocate for environmental causes.

She is as well known for her efforts with nonprofits that promote environmental health as she is for her role as president and CEO of Recreational Equipment Inc. REI, based in Kent, Wash., is a retailer with \$2 billion a year in sales of outdoor gear and clothing for camping, hiking, biking and canoeing.

As Interior Secretary, Jewell would oversee the health and conservation of the nation's public lands. If confirmed by the Senate, she will succeed Ken Salazar, and will be one of the few female members of Obama's Cabinet.

The 56-year-old Great Britain native started her career as an oil industry engineer and has a degree in mechanical engineering from the University of Washington. She is married to Warren Jewell and they have two adult children.

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Before joining REI in 1996 as a member of the board and becoming CEO in 2005, Jewell was a commercial banker for Washington Mutual, a savings bank.

But it is her reputation and award-winning work in the environmental conservation movement that may be more well known than her business acumen and executive leadership skills.

She has won numerous environmental awards, including the 2009 Rachel Carson Award for Environmental Conservation from the Audubon Society, in addition to her work with Obama's "America's Great Outdoors Initiative," launched in 2011, according to her biography provided by REI.

Last year, she received the Award for Public Service from the Woodrow Wilson Center and was named a 2012 Woman of Distinction by the Girl Scouts of Western Washington. And in 2009, she participated in a White House meeting on health care reform, discussing REI's health benefits program.

She also is a board member of several nonprofit environmental groups, including the National Parks Conservation Association.

According to REI's website, the company donates millions of dollars a year toward conservation efforts across the country.

Several groups from the retail and energy industries have expressed support for Jewell's Cabinet nomination, such as the Retail Industry Leaders Association, where Jewell serves on the board of directors, and Western Energy Alliance, a nonprofit trade association of oil and natural gas companies.

"We hope to see a better balance of productive development on non-park, non-wilderness public lands that enhances the wealth of America and creates jobs while protecting the environment," Western Energy Alliance President Tim Wigley said.

Obama to tap REI executive for Interior secretary
USA Today
By David Jackson
February 6, 2013

President Obama will nominate business executive Sally Jewell to be his new Interior secretary, officials said.

Jewell is the president and CEO of Recreational Equipment Inc. (REI), a \$2 billion-a-year company that sells clothing and gear for the outdoors and is headquartered in Kent, Wash. Two administration officials confirmed the appointment, speaking on condition they not be named because Obama will make a formal announcement this afternoon.

If confirmed by the Senate, Jewell would replace Interior Secretary Ken Salazar, who announced his resignation last month.

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The selection of Jewell may also ease criticism that Obama has relied too much on white men to stock his second-term Cabinet.

Jewell introduced Obama at a 2011 White House event for "America's Great Outdoors Initiative." The Interior Department is responsible for managing the nation's public lands, and promoting conservation.

A former commercial banker for Washington Mutual, Jewell became president of Recreational Equipment in 2005.

Obama plans to stress Jewell's management skills as well as her involvement in conservation causes in nominating her for Interior.

In addition to her work with "America's Great Outdoors Initiative," Jewell has won numerous environmental awards, including the 2009 Rachel Carson Award for Environmental Conservation from the Audubon Society.

Obama Chooses REI Executive to Lead Interior Dept.

New York Times

By John M. Broder

February 6, 2013

President Obama has selected Sally Jewell, the chief executive of Recreational Equipment Inc., to lead the Interior Department, White House officials said Wednesday.

If confirmed, Ms. Jewell, a former oil company official and longtime advocate for conservation and outdoor recreation, will take over a department that has been embroiled in controversy over regulation of oil and gas on public lands and waters in the Gulf of Mexico and in the Arctic Ocean. She also will assume responsibility for the stewardship of hundreds of millions of acres of public lands, from the Everglades of Florida to the Cascades of Washington State.

Ms. Jewell, who also worked as a banker, took over REI in 2005, when the company was one of the most successful outdoor outfitters in the country. The company has grown rapidly under her tenure and now boasts roughly \$2 billion a year in sales.

She will replace Ken Salazar, who has led the department since the beginning of the Obama administration. Mr. Salazar, a Colorado Democrat, entered the Senate in 2004, the same year as Mr. Obama.

Ms. Jewell, a native of the Seattle area and a graduate of the University of Washington with a degree in mechanical engineering, has been a lifelong outdoors enthusiast. As a child she sailed in Puget Sound and camped throughout the Pacific Northwest, according to a 2005 profile in the Seattle Times.

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In 2011, she introduced President Obama at the White House conference on “America’s Great Outdoor Initiative,” noting that the \$289 billion outdoor-recreation industry is the source of 6.5 million jobs.

She received the 2009 Rachel Carson Award for environmental conservation from the Audubon Society; the 2008 Nonprofit Director of the Year award from the National Association of Corporate Directors, and The Green Globe — Environmental Catalyst Award from King County, Wash., among others.

She is expected to face vigorous questioning during confirmation hearings about her approach to resource development on public lands. Republicans in Congress have criticized the Obama administration for holding back public lands from oil and gas leasing and from imposing overly restrictive regulations on hydraulic fracturing and other extraction methods.

White House aides said that Ms. Jewell’s engineering background and experience as a Mobil Oil executive could help blunt some of that criticism.

Ms. Jewell will also face scrutiny from environmental and conservation advocates who will want to know her approach to preservation of public lands. Just Tuesday, Bruce Babbitt, the interior secretary under President Bill Clinton, criticized Mr. Obama as favoring oil and gas leasing over protection of government-owned lands.

“So far under President Obama, industry has been winning the race as it obtains more and more land for oil and gas,” Mr. Babbitt said. “Over the past four years, the industry has leased more than 6 million acres, compared with only 2.6 million acres permanently protected.”

“This lopsided public land administration in favor of the oil and gas industry cannot continue,” he said.

The Interior Department post has traditionally gone to a politician from the Western United States, like Mr. Salazar and Mr. Babbitt, a former governor of Arizona. Under President George W. Bush Gale A. Norton, a former attorney general of Colorado, and Dirk Kempthorne, a former governor and senator from Idaho, served in the position. Ms. Jewell, if confirmed, would represent a different model, a corporate executive with experience in two of the major missions of the department, resource development and conservation.

Obama picks REI executive Sally Jewell to lead Interior Department

Los Angeles Times

By Kathleen Hennessey

February 6, 2013

President Obama will nominate Recreational Equipment Inc. Chief Executive Sally Jewell to lead the Interior Department in his second term, a White House official said.

The president will make the announcement Wednesday afternoon at the White House, the official said.

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Jewell has served as the outdoor retailer's CEO since 2005. She started her career as a petroleum engineer working in the oil fields of Oklahoma and Colorado for Mobil Oil Corp. She then moved to the banking industry, before joining the REI board in 1996 and becoming chief operations officer four years later.

She has been credited with expanding the Washington state-based retailer's Internet operations and contributing company resources to environmental stewardship.

If confirmed by the Senate, she will replace current Secretary Ken Salazar, who plans to step down to return to Colorado.

Jewell is the first woman to be asked to join Obama's second-term Cabinet. After naming a handful of white men to top jobs earlier this year, the White House has hinted that its next round of nominees would include more women and be more racially diverse.

Sally Jewell, Your New Interior Secretary, Is the Ultimate Outdoorswoman
The Atlantic Wire
Connor Simpson
February 6, 2013

According to multiple reports President Obama will appoint Sally Jewell, the CEO of outdoor equipment mega co-op REI, as his new Secretary of the Interior Department at 2 p.m. And from what we can tell she's going to be the fittest person hanging around the White House — easily. Forget Ken Salazar; watch out, Michelle.

The First Lady carved a lane for herself promoting healthy living and regular exercise, and became one of the most popular names in politics along the way. If not in day-by-day policy, she'll at least have a kindred spirit in Jewell, who said she starts every day with a workout in a March interview with the *Seattle Business Magazine*. And sometimes, on weekends, she'll hike mountains for the fun of it. "On [a recent] Saturday, with my husband and dog, I climbed Grand Prospect [on Rattlesnake Mountain]. It feels so nice to get a little mud on your feet, a little mist in your face," she said.

Or, alternatively, sometimes in interviews she'll mention in passing that she's returning from a four week "sabbatical/climbing trip in Antarctica," like she did when speaking to *Forbes* in May 2011. But what else would you expect from someone who has spent the last decade working at REI, the constantly growing outdoor equipment giant that competes with Northface and Columbia. If Jewell can handle spending four weeks climbing in Antarctica, Washington should be a cake walk. Right? Well, Salazar faced his fair share of problems, but if she passes confirmation she'll be one of the least boring interior secretaries, well, ever.

Of course, she's got the business bonafides to justify the hiring. She joined REI in 2000 as COO, the same year the company suffered its first losses — like, ever. She later assumed the roll of CEO, and navigated the company through the recession while maintaining profitability. Before

that, she was the head of Washington Mutual's commercial banking division. And before that, she spent a few years working as an engineer for Mobil Oil.

Obama to nominate REI chief executive Jewell for Interior secretary

The Hill

By Daniel Strauss and Ben Geman

February 6, 2013

President Obama will nominate Sally Jewell, the CEO of Recreational Equipment Inc. (REI), to succeed Ken Salazar as secretary of the Interior, according to administration officials. Obama will make the announcement on Wednesday.

Jewell becomes the first woman tapped for Obama's second-term Cabinet. The decision to nominate a woman comes after accusations that the president did not have enough women serving in his top posts.

Salazar announced last month that he would step down as Interior secretary by the end of March. Salazar overhauled the federal government's offshore drilling regulation in the aftermath of the 2010 BP oil spill, and has frequently clashed with Republicans over energy policies that administration critics call too restrictive.

Jewell, who will need to be confirmed by the Senate to succeed Salazar, previously worked as an engineer at Mobil Oil Corp. and as a banker prior to joining REI.

Jewell is a founding member of the board of the Mountains to Sound Greenway Trust and has advocated for land conservation policies in Washington state, where she lives, and nationally. Although Jewell has ties with the Democratic Party, in 2008 she appeared with Sen. John McCain (R-Ariz.) during his presidential run. McCain praised Jewell's work on the environment at the event.

Interior carries out big portions of U.S. energy policy.

The department regulates energy development on federal lands and waters, and Republicans and petroleum industry groups say the administration has placed too many restrictions on oil-and-gas drilling.

Salazar has defended the administration's commitment to drilling, but has also made fostering development of solar power and other renewable sources on federal lands a top priority. Jewell, if confirmed, will inherit a series of thorny political and policy battles. For instance, Interior is crafting rules to regulate hydraulic fracturing – the controversial oil-and-gas development method – on federal lands.

Elsewhere, Interior officials are weighing whether to allow Royal Dutch Shell to resume efforts to drill in Arctic waters off Alaska's coast.

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The choice represents something of a surprise – Jewell's name has not been among those most frequently mentioned in the Beltway rumor mill as a potential replacement for Salazar. But the selection is consistent with the Obama administration's efforts to cast conservation and outdoor recreation industries as economic drivers.

The Interior nomination is part of a wider overhaul of the administration's energy and environment team. Energy Secretary Steven Chu and Environmental Protection Agency Administrator Lisa Jackson have both announced they're leaving as well.

Neera Tanden, president of the liberal Center for American Progress, praised Jewell over Twitter, saying that it's "great to have a woman business leader who has led a progressive company."

The National Parks Conservation Association called the selection "great news."

Obama to Nominate Jewell, Retail Executive With Environmental Credentials, to Interior Roll Call

By Geof Koss

February 6, 2013

President Barack Obama on Wednesday will nominate Sally Jewell, the head of major outdoor recreation equipment provider REI, to lead the Interior Department, a move that responds to calls for greater business expertise in his administration.

The nomination marks a departure from the recent tradition of naming western political figures to lead the public agency that manages millions of acres of public land while placing a high-profile business executive with strong support from conservation groups in the cabinet. Scheduled to be formally announced Wednesday afternoon, the appointment also would bring a woman into the cabinet after the Obama faced criticism that a run of recent nominations of white males to key positions.

Jewell, the president and CEO of Recreational Equipment, Inc., a \$2 billion retailer based in Kent, Wash., would replace Ken Salazar as Interior Secretary, a senior administration official confirmed Wednesday.

Jewell spent 19 years in the commercial banking industry before joining REI, the nation's largest consumer cooperative, with more than 100 stores across the United States. Jewell graduated from the University of Washington in 1978 with a degree in mechanical engineering.

She also serves on the National Parks Conservation Association and the Initiative for Global Development.

The decision to nominate the chief of an outdoor recreation company as Interior secretary is somewhat surprising, given that the position in recent years has gone to lawmakers with Western

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roots. For instance, Salazar was a Democratic senator from Colorado before leaving the position in 2009 to become secretary.

The pick is likely to prompt grumbling from Republicans, who have criticized Salazar's tenure at Interior.

However, Republicans may find solace in the fact that Jewell began her career as an engineer for Mobil Oil in Oklahoma and Colorado.

Sally Jewell, President and CEO of REI, Nominee for interior secretary
Washington Post – Who Runs Government
February 6, 2013

President Obama on Wednesday will nominate Recreational Equipment (REI) chief executive Sally Jewell to head the Interior Department, according to a White House official who asked not to be identified because the public announcement has not yet been made.

The choice of Jewell, who began her career as an engineer for Mobil Oil and worked as a commercial banker before heading a nearly \$2 billion outdoors equipment company, represents an unconventional choice for a post usually reserved for career politicians from the West. But while she boasts less public policy experience than other candidates who had been under consideration, Jewell, who will have to be confirmed by the Senate, has earned national recognition for her management skills and support for outdoor recreation and habitat conservation.

In 2011 Jewell introduced Obama at the White House conference on "America's Great Outdoor Initiative," noting that the \$289 billion outdoor-recreation industry supports 6.5 million jobs. Jewell, who is being nominated to succeed Interior Secretary Ken Salazar, would take over at a time when many conservationists are pressing Obama to take bolder action on land conservation. Salazar devoted much of his tenure to both promoting renewable energy on public land and managing the 2010 Gulf of Mexico oil spill.

There has been concern from some that she lacks the political experience and broad knowledge of the issues confronting the sprawling department. Its responsibilities include management of public lands; oil, gas and timber production; fish and wildlife; tribal lands; and federal policy on places such as Guam, the Northern Marianas and Samoa.

Obama to nominate REI CEO Jewell for Interior secretary
Washington Times
By Susan Crabtree
February 6, 2013

President Obama plans to nominate REI Chief Executive Officer Sally Jewell as the next Interior secretary, according to a White House official.

If confirmed by the Senate, Ms. Jewell would replace outgoing Secretary Ken Salazar who served as a U.S. senator from Colorado from 2005 to 2009. In mid-January Mr. Salazar announced he would leave in the post in March.

Ms. Jewell, a former banking executive, started running the Washington-state-based outdoor recreation gear company in March 2005. Her father had been one of the company's earliest members. Ms. Jewell joined REI after the company experienced its first year of loss, but after two years, she had turned it around with back-to-back years of record revenue and a half million new co-op members annually.

Sally Jewell can't be president
Washington Post – In the Loop
By Al Kamen
February 6, 2013

The announcement Wednesday afternoon of REI outdoor equipment company CEO Sally Jewell to be Secretary of Interior would put her eighth in the line of presidential succession should anything happen to President Obama, Vice President Biden, House and Senate leaders and the top four Cabinet officials at State, Treasury, Defense and Justice.

Except for one problem: She was born in England — came here when she was 3 — and thus doesn't qualify. She's hardly the first Cabinet member in this situation.

Others affected by this in recent years include: Bush II Labor Secretary Elaine Chao, born in Taiwan, and Clinton Secretary of State Madeleine Albright, born in the Czech Republic. Ditto Nixon's German-born Secretary of State Henry Kissinger.

What this means is that, if confirmed, Jewell will be forced to attend every State of the Union address, since she'll never be the "designated successor."

On another note, if she gets the job, she'll be overseeing some places with a history of sweatshops that could compete with REI. REI says it manufactures gear and apparel around the world, including China, Taiwan and El Salvador, but prides itself as being quite scrupulous in monitoring working conditions at its suppliers.

But as head of the Interior Department, Jewell would have jurisdiction over a few U.S. territories — especially the Northern Marianas — that had been criticized for years as havens for immigrant smuggling, prostitution and sweatshops. (Since they're U.S. territories, the labels can say "Made in U.S.A. and they could come in duty-free.)

An Interior official assured us, however, that congressionally mandated minimum wage increases and "new global trade rules embraced by the U.S." have taken care of the problem. So no sweat.

As of 5:00 pm, February 6, 2013



Davis, Laura <laura_davis@ios.doi.gov>

Collected statements on nomination

1 message

Laura Davis <laura_davis@ios.doi.gov>
To: smjewe@rei.com

Wed, Feb 6, 2013 at 9:22 PM

Sally,
Attached are statements regarding your nomination. See you tomorrow.
Laura

Sent from my iPad

Begin forwarded message:

**Statements on Jewell 5pm.docx**
50K

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Reid Statement on Nomination of Sally Jewell

ANNAPOLIS, Md. – Nevada Senator Harry Reid issued the following statement after President Obama nominated Sally Jewell to serve as the Secretary of the U.S. Department of the Interior: “Sally Jewell will bring valuable experience and a depth of knowledge and expertise to the Department of the Interior. In nominating Ms. Jewell, President Obama has reaffirmed his commitment to responsibly managing and protecting our nation’s natural resources and great outdoors while also developing our immense clean energy potential. This Cabinet post has particular significance for my home state. More than 85 percent of our land is owned by the Federal government and we have made great progress towards a clean energy future on Nevada’s public lands. I am confident that Ms. Jewell will continue the stellar work of her predecessor, Ken Salazar, who has served our nation with great distinction.”

###

Begich Statement on Nomination of Sally Jewell to Interior Secretary

U.S. Sen. Mark Begich today released the below statement following President Obama’s announcement that he would nominate Sally Jewell as the next Secretary of the Interior Department. Jewell is the current President and Chief Executive Officer of Recreational Equipment, Inc. (REI):

“While I am pleased the President moved quickly to fill this critical post, I think there is more we need to learn about Sally Jewell and what this decision means for Alaska. The Department of Interior has enormous influence over Alaska’s land, resources and its relationship with our state’s First Peoples. I look forward to meeting with Ms. Jewell about our state’s vast energy resources and other issues as part of my continuing efforts to push the Administration to understand Alaska and our unique needs.”

###

Sen. Murkowski Comments on Interior Secretary Nomination

WASHINGTON – U.S. Sen. Lisa Murkowski, R-Alaska, today commented on the nomination of Sally Jewell to be Secretary of the Interior. Jewell is currently the Chief Executive Officer of Recreational Equipment, Inc. (REI).

“So many of the decisions made by the Interior Secretary have a profound impact on Alaska, and other Western states,” Murkowski said. “The livelihoods of Americans living and working in the West rely on maintaining a real balance between conservation and economic opportunity. I look forward to hearing about the qualifications Ms. Jewell has that make her a suitable candidate to run such an important agency, and how she plans to restore balance to the Interior Department.”

"Sally Jewell should be a top notch Secretary of the Interior with her relevant experiences that are as broad as a mountain vista," said Daniel Weiss, senior fellow and director of climate strategy at the Center for American Progress. "From REI, she understands that protection for our special wild places is vital to our health, heritage, recreation — and economy. Her banking and oil industry background provide her with valuable perspectives to prudently manage fossil production on federal lands and waters owned by all Americans. Ms. Jewell is a worthy successor to Secretary Salazar."

###

Murray Applauds Nomination of Sally Jewell as Secretary of the Interior

WASHINGTON – Today, U.S. Senator Patty Murray (D-WA) released the following statement on President Obama's nomination of Sally Jewell as the next Secretary of the Interior. "President Obama has chosen an accomplished leader as the next Secretary of Interior. I have enjoyed a strong working relationship with Sally Jewell, who has proven to be an effective CEO in the business community, and will bring that skill set to the Cabinet," said Senator Murray. "She understands the tremendous asset that our public lands are, particularly to the multi-billion dollar outdoor recreation based economy. Additionally, American families could have no greater advocate for their continued use, enjoyment and protection of our National Parks and natural treasures. I look forward to working with Sally and President Obama as they shape and implement policies at the Department of Interior."

###

Reed Tweet on Interior Secretary Nomination

Look forward to [@REI](#) CEO Sally Jewell leading [@Interior](#) & working w/ her on clean energy & protecting our public lands & resources.

###

Wyden Statement on Interior Secretary Nomination

WASHINGTON – Energy and Natural Resources Committee Chairman Ron Wyden (D-Ore.) issued the following statement regarding the Administration's nomination of Sally Jewell to serve as the next Secretary of the Interior, replacing current Interior Secretary Ken Salazar when he steps down in March:

"Sally Jewell is an inspired choice to lead the Interior Department. Her experience leading a nearly \$2 billion outdoor recreation company, combined with her years of work in the financial sector, puts her in a position to bring a new vision to the Interior Department," Wyden said. "Her record shows that she understands the importance of preserving our public lands for future generations, as well as the critical links between public lands, natural resources and economic growth."

I am looking forward to working with Sally on the diverse issues facing Interior: ensuring taxpayers receive full value for resources produced from federal lands, managing the renewable and natural gas energy boom to ensure it is done in an environmentally responsible manner, and finding a long-term solution to provide resource-dependent communities across the country a fair share of revenues from federal lands.”

###

Senator Jack Reed

Look forward to @REI CEO Sally Jewell leading @Interior & working w/ her on clean energy & protecting our public lands & resources.

###

Senator Heidi Heitkamp

Looking forward to learning more about @Interior Secretary nominee Sally Jewell's priorities, especially for Indian Country & energy

###

Pelosi Statement on Nomination of Sally Jewell as the Next Interior Secretary

Democratic Leader Nancy Pelosi released the following statement today after President Obama announced his intention to nominate REI Chief Executive Officer Sally Jewell as the next Secretary of the Interior:

“President Obama made a wise and bold choice in nominating Sally Jewell to be our next Secretary of the Interior. Her background in business and energy, her love of the outdoors, her experience as an engineer and her commitment to conservation make her an ideal candidate to lead our effort to preserve our natural resources, enhance Americans’ quality of life, and create jobs nationwide.

“Secretary-designate Jewell is a leader dedicated to environmental protection and energy independence. She understands the need to defend our national heritage, our national parks, and our public lands, while investing in the safe and responsible development of our energy resources.

“Sally Jewell will continue the work of President Obama and Secretary Ken Salazar to improve and expand the work of the Interior Department. We look forward to her speedy confirmation and to working hand-in-hand with her in the future.”

###

House Public Lands and Environmental Regulation Subcommittee Chairman Rob Bishop

Expressing "reservations" about President Barack Obama's selection of Sally Jewell for Interior, House Public Lands and Environmental Regulation Subcommittee Chairman Rob Bishop says:

"While I certainly respect her business expertise, the president had other options who possessed extensive experience with public policy in the West and the impacts of so much federally owned land. Additionally, her company has intimately supported several special interest groups and subsequently helped to advance their radical political agendas." Bishop added: "Since the House has no formal role in the nomination process, I will work with Sens. [Orrin] Hatch and [Mike] Lee to ensure that Sally Jewell's past record is fully vetted and made clear so that we have a better understanding of what her priorities and focus will be at the Department of Interior."

###

Congressman Rick Larsen

WASHINGTON—Rep. Rick Larsen, WA-02, issued the following statement today following the news that President Obama will nominate Sally Jewell to serve as U.S. Secretary of the Interior.

"Sally is an outdoor enthusiast and a skilled business person, making her a smart choice to lead the Interior Department," Larsen said. "As CEO of REI, Sally has been a key voice in promoting the recreation economy that drives many rural economies in the Pacific Northwest. She knows that effective management of public lands is not just about protecting forests and waterways, it is also about protecting jobs.

"Sally has walked our trails, paddled in the Sound and climbed our mountains. I have no doubt that she will be an outstanding advocate for the Pacific Northwest. I look forward to working with Sally on issues important to our economy and environment, starting with the designation of the San Juan Islands National Monument."

###

Chairman Hastings Reaction to Nomination of Sally Jewell as Secretary of the Interior

WASHINGTON – House Natural Resources Chairman Doc Hastings (WA-04) released the following statement on President Obama's nomination of Recreational Equipment Inc., "REI" CEO Sally Jewell to be Secretary of the Interior.

"The Secretary of the Interior should be an advocate for protecting and actively harnessing our Nation's lands and natural resources for public gain. If confirmed as Secretary of the Interior, I hope Sally Jewell would be able to balance the need for both the responsible use of our nation's energy, mineral, timber and water resources and conservation. The agencies and programs overseen by the Interior Department help support millions of American jobs and bring in the

second highest source of revenue to the Treasury. It is vital that the Secretary of the Interior demonstrates an understanding of the importance and value of protecting public access to public lands for a wide-range of purposes including job-creating economic activities, all-types of recreation, and conservation. It is also important that the Secretary of the Interior be transparent about the policies and actions taken by the Department and be willing to fully cooperate with Congressional oversight. I'll be following the Senate confirmation process closely and look forward to learning more about Ms. Jewell's background and priorities."

###

Markey Statement on Nomination of Sally Jewell for Interior Secretary

WASHINGTON – Rep. Ed Markey (D-Mass.), the Ranking Member of the Natural Resources Committee, which has jurisdiction over the Interior Department, today released the following statement on the nomination of Sally Jewell to succeed Ken Salazar as the Secretary of Interior:

"Sally Jewel has combined her business acumen with her love of the outdoors to become one of America's top CEOs. She is proof positive that common sense, balanced conservation of our open spaces and natural resources can enrich communities, improve quality of life, and create jobs.

"She will have big boots to fill following the leadership of Ken Salazar, but I am confident she has the skills and passion to be a great leader of our public lands and resources.

"I hope Ms. Jewell is confirmed and look forward to working with her."

###

Conservation:

Statement from Bob Irvin, President of American Rivers

WASHINGTON – American Rivers today welcomed President Obama's choice of REI chief executive Sally Jewell to head the Department of the Interior. The President of American Rivers, Bob Irvin, made the following statement:

"We applaud President Obama's choice of Sally Jewell for Secretary of the Interior. As the head of REI, the outdoor gear and clothing company, she understands firsthand the connections among healthy rivers, healthy communities, and a strong economy.

"Sally Jewell knows that clean, healthy rivers and protected public lands are the infrastructure of the \$289 billion outdoor recreation industry that supports 6.5 million jobs. She knows how important fishing, boating, and hiking and the great outdoors are to our families, to our future, and to our heritage as Americans.

"We hope she will be speedily confirmed by the Senate and look forward to working with her as she carries out the President's vision for conservation through initiatives like America's Great Outdoors, and continues the impressive legacy of her predecessor, Interior Secretary Ken Salazar."

###

National Audubon Society

Mike Daulton, V.P. of Government Relations for the National Audubon Society, praised President Obama's nomination of REI president Sally Jewell: "Audubon welcomes Sally Jewell's leadership to the top job in America dedicated to preserving our great national heritage. Sally Jewell received Audubon's Rachel Carson Award for good reason: She is a dedicated conservationist and a strong leader who understands that protecting our natural world goes hand in hand with a strong American economy."

Sally Jewell is president and CEO of Recreational Equipment, Inc. (REI), a national outdoor gear and apparel retailer dedicated to inspiring, educating and outfitting people for a lifetime of outdoor adventure and stewardship. Additionally, Jewell sits on the boards of the National Parks Conservation Association, Mountains to Sound Greenway Trust, Initiative for Global Development and the University of Washington. She also served on The National Forum on Children and Nature Advisory Board, and the National Parks Second Century Commission.

In 2009 Jewell received Audubon's Rachel Carson Award. The prestigious award, launched in 2004, recognizes visionary women whose dedication, talent and energy have advanced the environmental education locally and on a global scale. Other winners include Sigourney Weaver, actress and environmental activist; Bette Midler, founder of the New York Restoration Project; Teresa Heinz Kerry, chair of the Heinz Endowments and the Heinz Family Philanthropies; Majora Carter, founder and executive director of Sustainable South Bronx, and Laurie David, producer of "An Inconvenient Truth."

Washington state-based REI is known for its conservation initiatives, including grants to several Audubon Centers to support diversity. The support made nature experiences engaging and accessible for people of all backgrounds—including residents of underserved communities in Saint Louis, San Francisco, Brooklyn and Philadelphia.

###

Natural Resources Defense Council President Frances Beinecke

"Sally Jewell has the mind of an engineer, the heart of an environmentalist and the know-how of a businesswoman," says Natural Resources Defense Council President Frances Beinecke, who is regarded as one of the most influential environmental advocates on climate policy. She added: "Jewell's unique experience and her love of America's outdoors will be invaluable to the stewardship of the waters, lands and wildlife we've been entrusted to protect for our children."

###

Outdoor Industry Applauds Nomination of Sally Jewell for Secretary of the Interior

Outdoor Industry Association commends President Obama for nominating Sally Jewell to become the 51st Secretary of the Department of the Interior.

“As we approach the National Parks Centennial celebration in 2016 and given the need for the nation to advance an economic vision for our nation’s public lands, Sally Jewell is uniquely qualified to serve as the next Secretary of the Interior,” said Frank Hugelmeyer, president and CEO of Outdoor Industry Association. “Ms. Jewell recognizes that our nation’s natural resources support the economy, local communities and the people whose lives depend on having access to quality places in the great outdoors. Treasury secretaries are chosen from the investment world, so it is appropriate that a Secretary for the Interior would be nominated from the outdoor recreation business world.”

The Secretary of the Interior oversees a department vital to the country’s economic recovery and is tasked with the protection and preservation of America’s natural resources, cultural and tribal communities, and our public lands legacy. Balancing all of these needs will require a candidate with a proven background in public lands, success in the business world and a firm commitment to citizen engagement.

Ms. Jewell’s accomplished background positions her well to manage Interior’s large portfolio of public land and water. Her work in the private sector as a petroleum engineer, a successful banker, and the chief executive of a 10,000-employee national retail chain represents the diversity and expertise needed to be a leader in Washington, D.C. Her experience will ensure that the nation’s public lands infrastructure remains a crucial component of America’s economic recovery, sustainable energy extraction, renewables development, conservation and recreation — elements critical to the success of the Department of the Interior.

Nearly half of all Americans participate in outdoor activities every year, spending \$646 billion pursuing these activities each year and supporting more than 6.1 million sustainable American jobs.

###

Sierra Club Statement on Nomination of Sally Jewell as Secretary of the Interior

WASHINGTON – Today, President Obama will reportedly nominate REI CEO Sally Jewell to be the next Secretary of the Interior.

Sierra Club Executive Director Michael Brune released the following statement in response:

“Whether it’s been through her work to get more kids outside or her accomplishments in building a business that recognizes the passion Americans have to explore the outdoors, Sally Jewell has demonstrated that she knows just how important our wild places are to our national legacy and our economy.

"There are few more outspoken or dedicated champions in the effort to connect children with nature than Sally Jewell, who has provided critical support to the Sierra Club Inner City Outings program and played an integral role in founding the Outdoors Alliance for Kids.

"In Jewell, President Obama chose a leader with a demonstrated commitment to preserving the higher purposes public lands hold for all Americans – recreation, adventure, and enjoyment. We look forward to working closely with her to preserve more of those benefits and more of our natural heritage by designating new national monuments, protecting America's Arctic from risky drilling, and keeping dirty and dangerous fracking out of our public lands."

###

The Trust for Public Land Praises Pick of Sally Jewell as Interior Secretary

SAN FRANCISCO - The choice of Sally Jewell as the next Secretary of the Interior was strongly praised today by The Trust for Public Land.

"President Obama couldn't have made a better choice," said Will Rogers, President of The Trust for Public Land. "Sally Jewell understands the importance of connecting people to the land, from cities to the wilderness. As a leader in the outdoor industry, she has long recognized the importance of recreation and parks, for the health of our families and communities, and for the health of our economy."

"We recently gave Ms. Jewell our Land for People award and it was because throughout her career, as well as through her personal commitment, she has been a strong leader in protecting parks for people," Rogers said. "President Obama's American's Great Outdoors has highlighted the health and economic benefits of local parks and trails and has also supported land conservation and protection of key resources across the nation. Sally will be an excellent leader of this initiative for the next four years."

Founded in 1972, The Trust for Public Land is the leading nonprofit working to conserve land for people. Operating from more than 30 offices nationwide, The Trust for Public Land has protected more than three million acres from the inner city to the wilderness and helped generate more than \$34 billion in public funds for conservation. Nearly ten million people live within a ten-minute walk of a Trust for Public Land park, garden, or natural area, and millions more visit these sites every year.

###

Wilderness Society President Jamie Williams

"Sally Jewell is an outstanding choice to serve as the next secretary of the Interior," Wilderness Society President Jamie Williams says in a statement, calling her "a tremendous leader for conservation at every level, from her support for the Obama administration's America's Great Outdoors program to her work on the Mountain to Sound Greenway in Washington state." Williams added that the nomination "comes at a critical moment, as we work to balance energy development and conservation to protect our wildest public lands."

###

EWG Praises President Obama's Pick to Head Interior Dept.

Environmental Working Group (EWG) Executive Director Heather White said today that President Obama's choice of Sally Jewell as Secretary of Interior underscores the importance of national parks and public lands in the American experience.

Jewell is currently the CEO of Recreational Equipment Inc., or REI, the Sumner, Wash.-based retailer of outdoor equipment and clothing, and has been actively involved in environmental issues over the years. Jewell, a former petroleum engineer, was the 2009 recipient of the Rachel Carson Award for Environmental Conservation from the Audubon Society and is a current member of the board of the National Parks Conservation Association.

"In selecting Sally Jewell, President Obama has sent a strong signal that he wants someone at Interior who will emphasize the important role our national parks and public lands play in the American experience. By every account, Jewell has been committed to not only protecting our outdoors, but working to expand the number of people, particularly children, who get to enjoy it. Protecting our public lands from irresponsible oil and gas drilling and mining practices will be a crucial task for the new Interior Secretary. If confirmed by the Senate, Jewell will bring a unique and extensive portfolio of experience to the job. EWG looks forward to working with Jewell, if confirmed, and her colleagues at the Interior Department on a host of issues vital to making sure our national natural treasures are preserved for future generations."

###

The Outdoors Alliance for Kids Praises Nomination of Sally Jewell as Secretary of the Interior

Washington, DC – Today, President Obama nominated REI CEO Sally Jewell as the next US Secretary of the Interior.

"Sally Jewell has been a steadfast champion for connecting children with nature. Under Jewell's leadership, REI was an early supporter and co-founder of the Outdoors Alliance for Kids (OAK). The commitment of Jewell and her company to improving access and opportunities for children and communities to explore and enjoy the natural world is extraordinary. Jewell and REI have provided critical support to many of OAK's member organizations including Sierra Club's Inner City Outings programs, the Children & Nature Network's Nature Clubs for Families and Natural Leaders Network, Outdoor Nation and the YMCA's Boys and Girls Outdoor Leadership Programs.

President Obama has chosen a leader with a firm commitment to connecting children with our great outdoors. OAK looks forward to working closely with Jewell to ensure that children, youth and families have every opportunity to learn in the natural world, improve their physical and

mental health through outdoor play and recreation, and increase their civic engagement with environmental stewardship.

###

TRCP Welcomes Nomination of Jewell as Interior Secretary

WASHINGTON – The Theodore Roosevelt Conservation Partnership today welcomed the nomination of Sally Jewell, current chief executive of outdoor retailer REI, as secretary of the Department of the Interior. President Obama announced Jewell's nomination this afternoon.

Jewell's resume includes a dozen years with REI, two decades in banking and experience as an engineer for Mobil. If confirmed, Jewell will replace departing Interior Secretary Ken Salazar, who leaves his position at the end of March.

"We're pleased with the choice of Sally Jewell as the new secretary of the Interior," said TRCP President and CEO Whit Fosburgh. "Ms. Jewell understands firsthand that conservation equals jobs and how public lands fuel the recreation economy, including hunting and fishing. She knows that people need access to our lands and waters and that they demand a quality experience at those places.

"She also understands the nation's conservation legacy and how it is threatened by misguided public lands policies," continued Fosburgh, "such as the rampant expansion of oil and gas development in sensitive fish and wildlife habitats and shortsighted budget proposals to cut important conservation programs. Sportsmen and -women look forward to working with Ms. Jewell and her team to help restore and preserve America's rich conservation legacy."

Domestic energy development has become one of the most controversial subjects facing land managers today. With the push to harness the sun, wind and other forms of renewable energy, the necessity of balancing production of domestic energy with the needs of fish and wildlife – and continuing to support traditional sporting activities – will be even more critical.

Fosburgh also noted the exemplary work done by Salazar.

"Ken Salazar inherited a department that had veered far off track in terms of its stewardship of our public lands – a department where true multiple use had become subservient to resource extraction," stated Fosburgh. "Through his oil and gas leasing reforms and other steps, Secretary Salazar began the process of restoring balance, a job that Sally Jewell is left to finish.

"In addition," Fosburgh continued, "Secretary Salazar has been an unbridled champion of sensible renewable-energy development and strong conservation funding, an area where he has helped maintain the agency's budget in a very difficult fiscal climate."

Jewell has been a spokesperson for the president's America's Great Outdoors initiative, which promotes and supports community-level conservation efforts and reconnects Americans to the

outdoors, particularly through acquisition of public lands, access to both public and private lands and conservation of fish and wildlife habitat.

Her nomination also was applauded by the outdoor industry. Frank Hugelmeyer, president and CEO of the Outdoor Industry Association and a member of the TRCP board of directors, commended the decision.

“With the upcoming National Parks Centennial celebration in 2016 and the need for the nation to advance an economic vision for our nation’s public lands, Sally Jewell is uniquely qualified to serve as the next secretary of the Interior,” said Hugelmeyer. “Ms. Jewell recognizes that our nation’s natural resources supports the economy, local communities and the people whose lives depend on having access to quality places in the great outdoors. Treasury secretaries are chosen from the investment world, so it is appropriate that a secretary for the Interior would be nominated from the outdoor recreation business world.”

Activity related to hunting and fishing produces significant economic impact, and the sporting community is part of an outdoor recreation, natural resource conservation and historic preservation sector that generates more than \$1 trillion for the U.S. economy every year. This sector also produces \$107 billion in tax revenue annually and supports 9.4 million jobs.

###

Outdoor Industry Applauds Nomination of Sally Jewell for Secretary of the Interior

Outdoor Industry Association commends President Obama for nominating Sally Jewell to become the 51st Secretary of the Department of the Interior.

“As we approach the National Parks Centennial celebration in 2016 and given the need for the nation to advance an economic vision for our nation’s public lands, Sally Jewell is uniquely qualified to serve as the next Secretary of the Interior,” said Frank Hugelmeyer, president and CEO of Outdoor Industry Association. “Ms. Jewell recognizes that our nation’s natural resources support the economy, local communities and the people whose lives depend on having access to quality places in the great outdoors.

Treasury secretaries are chosen from the investment world, so it is appropriate that a Secretary for the Interior would be nominated from the outdoor recreation business world.” The Secretary of the Interior oversees a department vital to the country’s economic recovery and is tasked with the protection and preservation of America’s natural resources, cultural and tribal communities, and our public lands legacy.

Balancing all of these needs will require a candidate with a proven background in public lands, success in the business world and a firm commitment to citizen engagement. Ms. Jewell’s accomplished background positions her well to manage Interior’s large portfolio of public land and water. Her work in the private sector as a petroleum engineer, a successful banker, and the

chief executive of a 10,000—employee national retail chain represents the diversity and expertise needed to be a leader in Washington, D.C.

Her experience will ensure that the nation's public lands infrastructure remains a crucial component of America's economic recovery, sustainable energy extraction, renewables development, conservation and recreation — elements critical to the success of the Department of the Interior. Nearly half of all Americans participate in outdoor activities every year, spending \$646 billion pursuing these activities each year and supporting more than 6.1 million sustainable American jobs.

###

LCV on Nomination of Sally Jewell to be Interior Secretary

WASHINGTON, DC – The League of Conservation Voters (LCV) President Gene Karpinski released this statement following news that President Obama will nominate REI CEO Sally Jewell to be Interior Secretary:

"Sally Jewell has a unique appreciation for public lands and has been nationally recognized for her conservation efforts. She's the right choice to promote conservation and protect America's national treasures. We look forward to working with her and thank Secretary Salazar for his leadership over the last four years."

###

Energy:

National Ocean Industries Association President Randall Luthi

"The nomination of Sally Jewell to be the next secretary of the Interior is bit of a surprise and will likely be met with a cautious wait-and-see approach by the offshore energy industry," National Ocean Industries Association President Randall Luthi says. "We look forward to hearing about her energy vision for America during the confirmation process. We hope that her business and engineering experience will lead her to recognize the critical importance of our nation's offshore energy resources."

###

Vice President for Federal Government Affairs and Counsel at Tesoro, Stephen Brown

"Salazar was a known entity in Washington, D.C., with his own political base of operations here as well as in Colorado," said Stephen Brown, vice president for federal government affairs and counsel at Tesoro. "Ms. Jewell is not a political creature, relatively unknown on the Hill, and any power or influence she may have is completely derivative of the president — hence, the White

House staff will be running the show." But he added: "All of that said, her engineering and business credentials could be a welcome respite from the usual folks who tend to get these positions. I just think we all need to temper our expectations of what her nomination indicates."

###

Shallow Water Energy Security Coalition head and Hercules Offshore Executive Jim Noe

Shallow Water Energy Security Coalition head and Hercules Offshore Executive Jim Noe said he was "encouraged" by Jewell's nomination since she "knows what it means to run a business and answer to its stakeholders." "Jewell's résumé suggests that she may be well-suited to improving the efficiency of our nation's energy regulatory regime while ensuring the continued practice of safe and environmentally conscious energy production."

###

The Western Energy Alliance

The Western Energy Alliance — a coalition of oil and gas production companies and frequent critic of the Obama administration — praised the selection of Sally Jewell as the next Interior secretary. "Her experience as a petroleum engineer and business leader will bring a unique perspective to an office that is key to our nation's energy portfolio," alliance President Tim Wigley said. "We hope to see a better balance of productive development on nonpark, nonwilderness public lands that enhances the wealth of America and creates jobs while protecting the environment."

###

Other:

NCAI Statement on the Nomination of Sally Jewell to Serve as U.S. Secretary of the Interior

Washington, DC – Today President Obama announced his selection for the next Secretary of the Department of the Interior, nominating Sally Jewell, CEO of the outdoor company REI. The National Congress of American Indians (NCAI) released the following statement regarding the Obama Administration's swift action to nominate a successor for Department of the Interior Secretary Ken Salazar:

"NCAI welcomes the news that the Obama Administration has moved quickly to nominate an innovative leader to continue the momentum of the Department of the Interior achieved under Secretary Salazar. Sally Jewell's diverse experience in energy, conservation, and stewardship efforts, presents an exciting opportunity for the country and tribal nations to make great strides and continue the transformation of the Department of the Interior under this President.

As a key partner in advancing the trust relationship between the United States and tribal nations, the Secretary of the Interior is a critical component in carrying forward this trust and fulfilling

the promise of a new era in U.S. – tribal relations. Over the last four years, this trust relationship has a new focus from all corners of government.

Ms. Jewell's career indicates that, like other leaders in the Northwest, her efforts have often intersected with and supported the timeless wisdom of tribal nations in relation to natural resource issues. Her career has also included service on boards of organizations that have partnered with tribes to expand educational opportunities for Native people, develop renewable and responsible energy solutions with the private sector and government agencies, and emphasize the importance of Native cultures and languages.

We look forward to working with President Obama and the next Interior Secretary to ensure that tribal nations remain central stakeholders and governments in conserving and managing the natural resources, lands, and communities of North America.

NCAI urges the Senate to take swift action to consider this nomination so that Interior can carry on its work that is vital not only to the first Americans, but all Americans."

###

Derrick Crandall, American Recreation Coalition

"The recreation community is delighted by the President's nomination of Sally Jewell to lead national conservation and recreation efforts as Secretary of the Interior. Sally is widely respected for her intelligence, her passion and her leadership skills. She has invested heavily with her time as a leader on the America's Great Outdoors initiative, has supported use of the outdoors as a tool for better health and for stronger, sustainable communities. And she has worked actively through REI, through recreation industry organizations and personally to connect younger, more urban and ethnically diverse Americans to our share legacy of parks, forests, refuges and other outdoor treasures."

###

Former BLM Director Bob Abbey

"While I am somewhat surprised with this selection, I have the utmost respect for Ms. Jewel and for the job she has done at REI," said Bob Abbey, the Interior Department's former director of the Bureau of Land Management. "She is a capable individual who enjoys the support of other business leaders within the recreation industry as well as with many environmental groups." He added: "As Interior secretary, she will be faced with many challenges but she has the experience and skills to address the issues affecting the public's lands that are managed by the department. This announcement should be well-received by Interior employees."

###

Former Interior Appointee Paul Bledsoe

"The nomination of Sally Jewell brings desperately needed business sector experience and credibility to the administration's energy and environment leadership, qualities conspicuously lacking in an otherwise outstanding first term team," said Paul Bledsoe, a former Clinton-era Interior Department aide who's now an independent consultant

Center for American Progress – Daniel Weiss

"Sally Jewell should be a top notch Secretary of the Interior with her relevant experiences that are as broad as a mountain vista," said Daniel Weiss, senior fellow and director of climate strategy at the Center for American Progress. "From REI, she understands that protection for our special wild places is vital to our health, heritage, recreation — and economy. Her banking and oil industry background provide her with valuable perspectives to prudently manage fossil production on federal lands and waters owned by all Americans. Ms. Jewell is a worthy successor to Secretary Salazar."

###

Center for American Progress – John Podesta

Congrats to Sally Jewell, @Interior nominee. Both engineer & outdoor advocate, she knows our public lands need balance

###

Lori LeBlanc, Gulf Economic Survival Team, executive director

Lori LeBlanc, executive director of the Gulf Economic Survival Team, said Jewell's background as a CEO and petroleum engineer should "help her appreciate the benefits of effectively managing our natural resources and encouraging investment in their long-term growth — factors that, in the case of the Gulf of Mexico, seem to have received low priority in recent years."

The Retail Industry Leaders Association

The Retail Industry Leaders Association (RILA) issued the following statement in response to news that REI Chief Executive Officer and RILA Board Member Sally Jewell will be nominated today by President Obama to serve as Secretary of the Interior.

"I applaud the President for selecting Sally for this important post. Her thoughtful guidance and leadership have been tremendous assets to RILA and the retail industry at-large," said RILA President Sandy Kennedy . "Sally is a well-respected retail executive, with a remarkable commitment to REI's members, customers and employees. I have no doubt that she will guide the Department of the Interior with the same vision and leadership with which she led REI." Jewell has served on the RILA Board of Directors since January 2007.

As of 5:00 pm, February 6, 2013

RILA is the trade association of the world's largest and most innovative retail companies. RILA members include more than 200 retailers, product manufacturers, and service suppliers, which together account for more than \$1.5 trillion in annual sales, millions of American jobs and more than 100,000 stores, manufacturing facilities and distribution centers domestically and abroad.

###



Davis, Laura <laura_davis@ios.doi.gov>

Re: Checking in

1 message

Laura Davis <laura_davis@ios.doi.gov>
To: smjewe@rei.com

Thu, Feb 7, 2013 at 4:43 PM

Sally,
I am glad you are resting. Agree that is the right approach. Call with an update whenever it makes sense - tomorrow morning is certainly fine. We can be wildly flexible I promise! Feel better!
Laura

— Original Message —

From: Sally Jewell [mailto:smjewe@rei.com]
Sent: Thursday, February 07, 2013 02:37 PM
To: Laura Davis <laura_davis@ios.doi.gov>
Subject: Re: Checking in

Laura -

I am resting, which I think was the right call. I don't know if this will be over in a day or not, so I will check in with you, perhaps tonight and tomorrow to report how I'm doing.

Again, apologies for today!

Sally

On Feb 7, 2013, at 4:08 PM, "Laura Davis" <laura_davis@ios.doi.gov> wrote:

- > Hi Sally,
- > Checking in to see if you are feeling better - or at least ok. Please
- > don't hesitate to reach out to one of us if you need to.
- > Laura



Davis, Laura <laura_davis@ios.doi.gov>

Re: I will come in today

1 message

Laura Davis <laura_davis@ios.doi.gov>
To: smjewe@rei.com
Cc: jennifer_sisk@ios.doi.gov

Fri, Feb 8, 2013 at 7:22 AM

Sally,
Good to hear from you. I am glad that you are feeling somewhat better and we will look forward to a full day.
Laura

----- Original Message -----

From: Sally Jewell [mailto:smjewe@rei.com]
Sent: Friday, February 08, 2013 05:09 AM
To: Laura Davis <laura_davis@ios.doi.gov>
Cc: Jennifer Sisk <Jennifer_Sisk@ios.doi.gov>
Subject: I will come in today

Dear Laura -

I am not 100%, but planning to come in and see how I hold up (with hand sanitizer!).

Thanks for the flexibility yesterday - I may need it again today.

I will shoot to be in sometime before 10 and will check in then.

Thanks,

Sally



Davis, Laura <laura_davis@ios.doi.gov>

Confirming dates for next trip here

1 message

Sally Jewell <smjewe@rei.com>

Fri, Feb 8, 2013 at 9:24 AM

To: Christopher Mansour <Christopher_Mansour@ios.doi.gov>

Cc: Laura Davis <laura_davis@ios.doi.gov>

Christopher -

I am trying to get a handle on my schedule, to have my REI assistant cancel and/or change things for me.

It would be particularly helpful to know how critical my presence is the week of Pres Day (2/18-22). As I mentioned before, there is an event in Seattle that is awkward for me to miss the evening of 2/20, and given that flying out the next day would only give me one week day in DC, I am wondering if it would work for me to come in on Saturday or Sunday, 2/23-24, then plan to be here for that full week? I know this will be primarily Hill visits to senators, plus whatever DOI needs me for.

I am very happy to continue to make phone calls to senators over the next 2 weeks as well.

Thanks for your guidance.

Sally



Davis, Laura <laura_davis@ios.doi.gov>

Re: I am here

1 message

Laura Davis <laura_davis@ios.doi.gov>
To: smjewe@rei.com, jennifer_sisk@ios.doi.gov

Fri, Feb 8, 2013 at 8:58 AM

Sally,
We've got a morning staff meeting at 9, and I will swing by after that.
Glad you made it.
Laura

----- Original Message -----

From: Sally Jewell [mailto:smjewe@rei.com]
Sent: Friday, February 08, 2013 06:55 AM
To: Laura Davis <laura_davis@ios.doi.gov>; Jennifer Sisk
<Jennifer_Sisk@ios.doi.gov>
Subject: I am here

Laura and Jenny -

Just letting you know I am here in rm 5149. I am reading the material, but happy to get started on things whenever you are ready.

Thanks,

Sally



Davis, Laura <laura_davis@ios.doi.gov>

Fwd: Sunday, Feb. 10th at 11:00 am ~ Ceremony at The Wing!

1 message

Sally Jewell <smjewe@rei.com>
To: Laura Davis <laura_davis@ios.doi.gov>

Fri, Feb 8, 2013 at 10:53 PM

Laura -

Sorry to bug you with this again ... Do you think I should go to this event with Sec. Salazar on Sunday?

Sally

Begin forwarded message:

From: Venus Allison <valliso@rei.com<mailto:valliso@rei.com>>
Date: February 8, 2013 5:45:32 PM EST
To: Sally Jewell <smjewe@rei.com<mailto:smjewe@rei.com>>
Cc: Jane Thieme <JThieme@rei.com<mailto:JThieme@rei.com>>, Venus Allison <valliso@rei.com<mailto:valliso@rei.com>>
Subject: Sunday, Feb. 10th at 11:00 am ~ Ceremony at The Wing!

Hi, Sally –

This is the formal invitation to the ceremony this Sunday, which I emailed you about earlier.

Please note, you can bring 1 guest with you.

In case you can't read the address of the event, it's: 719 South King Street, Seattle, WA 98104

Thx, V

From: Karen Kajiwara [mailto:KKajiwara@wingluke.org]
Sent: Friday, February 08, 2013 1:29 PM
To: Venus Allison
Subject: Ceremony at The Wing! Sun Feb 10, 11am

Venus,

We are sending this invitation to Sally Jewell on behalf of our Board co-president Ellen Ferguson who has been in phone contact with you.

We thank you for considering attending this ceremony at The Wing on Sunday.

Best regards, Karen
Karen Kajiwara
Executive and Trustee Associate
Wing Luke Museum of the Asian Pacific American Experience
719 S. King Street
Seattle, WA 98104
Ph. 206.623.5124 ext. 120
Fax 206.623.4559
kkajiwara@wingluke.org<mailto:kkajiwara@wingluke.org>
www.wingluke.org<http://www.wingluke.org>

[cid:image003.jpg@01CE05FF.1EB57190]



Davis, Laura <laura_davis@ios.doi.gov>

Re: Breakfast with John Podesta

1 message

Sally Jewell <smjewe@rei.com>

Fri, Feb 8, 2013 at 9:30 PM

To: "Milakofsky, Benjamin" <benjamin_milakofsky@ios.doi.gov>

Cc: Laura Davis <Laura_Davis@ios.doi.gov>

Got it Ben - thanks!

Sally

On Feb 8, 2013, at 6:12 PM, "Milakofsky, Benjamin" <benjamin_milakofsky@ios.doi.gov<mailto:benjamin_milakofsky@ios.doi.gov>> wrote:

Breakfast is set for 9 a.m. at Cafe Dupont in the Dupont Circle Hotel. The reservation is under Benjamin Milakofsky and they should have a quiet area for the two of you to chat.

I have included a bio of John below and my cell is (b) (6) or (b) (6) if you need anything. John will have tremendous insight into the confirmation process, and he will also have advice on how to navigate life as a member of the President's Cabinet. In addition to serving as President Clinton's Chief of Staff, John was a co-chair of President Obama's 2008 transition.

Ben

John Podesta
Chair

John Podesta is Chair of the Center for American Progress and the Center for American Progress Action Fund. Under his leadership American Progress has become a notable leader in the development of and advocacy for progressive policy.

Prior to founding the Center in 2003, Podesta served as White House chief of staff to President William J. Clinton. He served in the president's cabinet and as a principal on the National Security Council. While in the White House, he also served as both an assistant to the president and deputy chief of staff, as well as staff secretary.

Podesta served as co-chair of President Barack Obama's transition, where he coordinated the priorities of the incoming administration's agenda, oversaw the development of its policies, and spearheaded its appointments of major cabinet secretaries and political appointees.

Additionally, Podesta has held numerous positions on Capitol Hill, including counselor to Democratic Leader Sen. Thomas A. Daschle (1995-1996).

He is currently serving on the U.N. Secretary General's High-Level Panel of Eminent Persons on the Post-2015 Development Agenda.

A Chicago native, Podesta is a graduate of Knox College and the Georgetown University Law Center, where he is

currently a visiting professor of law. He also authored *The Power of Progress: How America's Progressives Can (Once Again) Save Our Economy, Our Climate and Our Country*.

-

Ben Milakofsky

White House Liaison

Department of the Interior

202-208-3437 (direct)

Ben_Milakofsky@ios.doi.gov<mailto:Ben_Milakofsky@ios.doi.gov>

<PodestaJohn_highres.jpg>



Davis, Laura <laura_davis@ios.doi.gov>

Re: Photo for IRS

1 message

Laura Davis <laura_davis@ios.doi.gov>

Sat, Feb 9, 2013 at 9:07 PM

To: Sally Jewell <smjewe@rei.com>

Sally,
I think the protocol is, the photo cannot be reprinted or reused. You will have to sell them on a different family photo!
Laura

Sent from my iPad

On Feb 8, 2013, at 10:57 PM, Sally Jewell <smjewe@rei.com> wrote:

> Laura -
>
> Minor request - see below. My daughter works for the IRS and they want to put a photo of us in their internal bulletin. We had a family shot with the president in the Oval Office. What is the protocol on presidential photos?
>
> Ignore this until you have time, and "forget about it" is a fine response.
>
> Thanks,
>
> Sally
>
>
>
> Begin forwarded message:
>
> From: Warren Jewell <warren@jewelltech.net<mailto:warren@jewelltech.net>>
> Date: February 8, 2013 4:43:15 PM EST
> To: Sally Jewell <smjewe@rei.com<mailto:smjewe@rei.com>>
> Subject: Photo for IRS
>
> S -
>
> The public relations people at the IRS would like to have a picture of you and Anne for their internal publication (to come out only after you are confirmed). I suggested to Anne that they may also like the one in the oval office. Do you have any idea when that will be available, and if they would mind if the IRS uses it internally?
>
> W
>



Davis, Laura <laura_davis@ios.doi.gov>

Re: Are you back?

1 message

Sally Jewell <smjewe@rei.com>

Fri, Feb 8, 2013 at 5:31 PM

To: Sarah Greenberger <sarah_greenberger@ios.doi.gov>

Cc: "Laura_Davis@ios.doi.gov" <Laura_Davis@ios.doi.gov>, "Christopher_Mansour@ios.doi.gov" <Christopher_Mansour@ios.doi.gov>

Just walked in - what is his number?

On Feb 8, 2013, at 5:23 PM, "Sarah Greenberger" <sarah_greenberger@ios.doi.gov> wrote:

> Senator Reed can talk now if you are around! Sarah



Davis, Laura <laura_davis@ios.doi.gov>

Re: Checking in

1 message

Sally Jewell <smjewe@rei.com>

Fri, Feb 8, 2013 at 5:32 PM

To: Laura Davis <laura_davis@ios.doi.gov>

Just back - in 5149

On Feb 8, 2013, at 5:09 PM, "Laura Davis" <laura_davis@ios.doi.gov> wrote:

- > Hi Sally,
- > I hope your meeting with Nancy Hogan went well. Will you let me know when
- > you are back, and I'll run down to wrap up with you before you head off to
- > dinner.
- > Laura



Davis, Laura <laura_davis@ios.doi.gov>

Re: Fwd: Amazing news

1 message

Laura Davis <laura_davis@ios.doi.gov>
To: smjewe@rei.com, david_hayes@ios.doi.gov

Sat, Feb 9, 2013 at 5:54 PM

Sally,
You've got great relatives! Very, very funny. Take me with you on your next visit...

Safe travel back home.
Laura

----- Original Message -----

From: Sally Jewell [mailto:smjewe@rei.com]
Sent: Saturday, February 09, 2013 03:48 PM
To: Laura Davis <laura_davis@ios.doi.gov>; David Hayes <david_hayes@ios.doi.gov>
Subject: Fwd: Amazing news

Dear Laura and David -

I thought you might get a chuckle out of this message from one of my cousins in the UK. I can always count on family (from both sides of the "pond") to keep me down to earth.

Thanks for all of your help!

Cheers,

Sally

Begin forwarded message:

From: (b) (6) (b) (6) >>
Date: February 9, 2013 4:00:08 PM EST
To: Sally Jewell <smjewe@rei.com<mailto:smjewe@rei.com>>
Subject: Amazing news
Reply-To: (b) (6) (b) (6) >>

Hi Sal

The Waddesdon-Washington lines of communication are a bit hazy but it seems congratulations are in order! We hear you've landed the interior decorating job at the White House. Not sure I'd have given up REI for it -there is a bit of a clue in the name that the job might be a little bit repetitive, but nevertheless when the president calls you just have to load your roller and go. Special interest in conversations as well! Every painter I know has always wanted a good chat, mostly on my time I might say, but I'm sure you'll

be able to hold your own in that department.

Enough of this foolishness - fantastically well done! We're very pleased for you and very proud of you. I doubt you'll get much time away but if you ever need a bolthole then don't forget the South of France. You could even bring the big man himself, he would be assured of complete anonymity - most of the local have just about heard of America but probably think that JFK or maybe Arnold S is president. As long as he drinks rough red wine and eats goat's cheese I'm sure he'd get along fine. Does he play guitar? Good luck over the next few weeks, we'll be following your progress along the way.

Love to all

(b) (6) and all the little and not so little (b) (6)

p.s watch out for rabid otters.



Davis, Laura <laura_davis@ios.doi.gov>

Re: Sunday, Feb. 10th at 11:00 am ~ Ceremony at The Wing!

1 message

Sally Jewell <smjewe@rei.com>

Sat, Feb 9, 2013 at 11:07 AM

To: Laura Davis <laura_davis@ios.doi.gov>

Laura -

Thanks for the guidance. No need to call

(b) (6)

I am sure we will have plenty of opportunities to connect in the coming days.

My schedule at REI will be pretty slammed, but I will connect when I can and look forward to reviewing material on the plane this evening.

Thanks for your help.

Sally

On Feb 9, 2013, at 9:48 AM, "Laura Davis" <laura_davis@ios.doi.gov> wrote:

> Sally,
 > I agree 100% with your assessment that declining is the right choice, for
 > all the reasons you lay out.

(b) (6)

will endeavor to find

> you for a call this afternoon, before you jump on a plane. Don't hesitate to
 > call in the meantime if something comes up.

> Laura

>

>

> — Original Message —

> From: Sally Jewell [mailto:smjewe@rei.com]

> Sent: Saturday, February 09, 2013 06:19 AM

> To: Laura Davis <laura_davis@ios.doi.gov>

> Subject: Re: Sunday, Feb. 10th at 11:00 am ~ Ceremony at The Wing!

>

> Laura -

>

> Sounds fine - I am concerned about optics too, and have plenty to keep me
 > busy on Sunday, with my board in town and meeting later that afternoon.

>

> My inclination is to decline - at this point, I have given no indication of
 > my plans, except to mention it to Sec. Salazar last night.

>

> So, we can talk if you feel it is worthy of a discussion - otherwise I will
 > gracefully decline if you agree.

>

> Thanks,

>
> Sally
>
>
>
> On Feb 9, 2013, at 7:17 AM, "Laura Davis" <laura_davis@ios.doi.gov> wrote:
>
>> Sally,
>> Not a bother - and I apologize for not responding yesterday. I am weighing
>> the optics, frankly. I will call you after your Podesta breakfast?
>> Laura
>>
>>
>> — Original Message —
>> From: Sally Jewell [mailto:smjewe@rei.com]
>> Sent: Friday, February 08, 2013 08:53 PM
>> To: Laura Davis <laura_davis@ios.doi.gov>
>> Subject: Fwd: Sunday, Feb. 10th at 11:00 am ~ Ceremony at The Wing!
>>
>> Laura -
>>
>> Sorry to bug you with this again ... Do you think I should go to this
>> event
>> with Sec. Salazar on Sunday?
>>
>> Sally
>>
>>
>> Begin forwarded message:
>>
>> From: Venus Allison <valliso@rei.com<mailto:valliso@rei.com>>
>> Date: February 8, 2013 5:45:32 PM EST
>> To: Sally Jewell <smjewe@rei.com<mailto:smjewe@rei.com>>
>> Cc: Jane Thieme <JThieme@rei.com<mailto:JThieme@rei.com>>, Venus Allison
>> <valliso@rei.com<mailto:valliso@rei.com>>
>> Subject: Sunday, Feb. 10th at 11:00 am ~ Ceremony at The Wing!
>>
>> Hi, Sally –
>> This is the formal invitation to the ceremony this Sunday, which I emailed
>> you about earlier.
>> Please note, you can bring 1 guest with you.
>> In case you can't read the address of the event, it's: 719 South King
>> Street, Seattle, WA 98104
>> Thx, V
>>
>> From: Karen Kajiwara [mailto:KKajiwara@wingluke.org]
>> Sent: Friday, February 08, 2013 1:29 PM
>> To: Venus Allison
>> Subject: Ceremony at The Wing! Sun Feb 10, 11am
>>
>> Venus,
>> We are sending this invitation to Sally Jewell on behalf of our Board
>> co-president Ellen Ferguson who has been in phone contact with you.
>> We thank you for considering attending this ceremony at The Wing on
>> Sunday.
>>

>> Best regards, Karen
>> Karen Kajiwara
>> Executive and Trustee Associate
>> Wing Luke Museum of the Asian Pacific American Experience
>> 719 S. King Street
>> Seattle, WA 98104
>> Ph. 206.623.5124 ext. 120
>> Fax 206.623.4559
>> kkajiwara@wingluke.org<mailto:kkajiwara@wingluke.org>
>> www.wingluke.org<http://www.wingluke.org>
>>
>> [cid:image003.jpg@01CE05FF.1EB57190]



Milakofsky, Benjamin <benjamin_milakofsky@ios.doi.gov>

Breakfast with John Podesta

1 message

Milakofsky, Benjamin <benjamin_milakofsky@ios.doi.gov>

Fri, Feb 8, 2013 at 6:12 PM

To: Sally Jewel <smjewe@rei.com>

Cc: Laura Davis <Laura_Davis@ios.doi.gov>

Breakfast is set for 9 a.m. at Cafe Dupont in the Dupont Circle Hotel. The reservation is under Benjamin Milakofsky and they should have a quiet area for the two of you to chat.

I have included a bio of John below and my cell is (b) (6) or (b) (6) if you need anything. John will have tremendous insight into the confirmation process, and he will also have advice on how to navigate life as a member of the President's Cabinet. In addition to serving as President Clinton's Chief of Staff, John was a co-chair of President Obama's 2008 transition.

Ben

John Podesta
Chair

John Podesta is Chair of the Center for American Progress and the Center for American Progress Action Fund. Under his leadership American Progress has become a notable leader in the development of and advocacy for progressive policy.

Prior to founding the Center in 2003, Podesta served as White House chief of staff to President William J. Clinton. He served in the president's cabinet and as a principal on the National Security Council. While in the White House, he also served as both an assistant to the president and deputy chief of staff, as well as staff secretary.

Podesta served as co-chair of President Barack Obama's transition, where he coordinated the priorities of the incoming administration's agenda, oversaw the development of its policies, and spearheaded its appointments of major cabinet secretaries and political appointees.

Additionally, Podesta has held numerous positions on Capitol Hill, including counselor to Democratic Leader Sen. Thomas A. Daschle (1995-1996).

He is currently serving on the U.N. Secretary General's High-Level Panel of Eminent Persons on the Post-2015 Development Agenda.

A Chicago native, Podesta is a graduate of Knox College and the Georgetown University Law Center, where he is currently a visiting professor of law. He also authored *The Power of Progress: How America's Progressives Can (Once Again) Save Our Economy, Our Climate and Our Country*.

--

Ben Milakofsky

White House Liaison

Department of the Interior

202-208-3437 (direct)

Ben_Milakofsky@ios.doi.gov



PodestaJohn_highres.jpg
242K



Milakofsky, Benjamin <benjamin_milakofsky@ios.doi.gov>

Re: Breakfast with John Podesta

1 message

Benjamin Milakofsky <benjamin_milakofsky@ios.doi.gov>

Sun, Feb 10, 2013 at 12:36 AM

To: Sally Jewell <smjewe@rei.com>

Cc: Laura Davis <Laura_Davis@ios.doi.gov>

John is great and I am glad you had a chance to meet with him this morning. Laura and I spent time brainstorming a list of current and former Administration staff that will help you acclimate to life in Washington. We will set up other meetings for your next trip.

I hope you had a safe flight back to Washington. We just landed an hour ago.

Good luck on Monday.

Ben

On Feb 9, 2013, at 9:21 PM, Sally Jewell <smjewe@rei.com> wrote:

> Thanks Ben – it was terrific meeting John. What a resource!

>

> Sally

>

> From: "Milakofsky, Benjamin" <benjamin_milakofsky@ios.doi.gov<mailto:benjamin_milakofsky@ios.doi.gov>>

> Date: Fri, 8 Feb 2013 15:12:12 -0800

> To: Sally Jewell <smjewe@rei.com<mailto:smjewe@rei.com>>

> Cc: Laura Davis <Laura_Davis@ios.doi.gov<mailto:Laura_Davis@ios.doi.gov>>

> Subject: Breakfast with John Podesta

>

> Breakfast is set for 9 a.m. at Cafe Dupont in the Dupont Circle Hotel. The reservation is under Benjamin Milakofsky and they should have a quiet area for the two of you to chat.

>

> I have included a bio of John below and my cell is (b) (6) or (b) (6) if you need anything. John will have tremendous insight into the confirmation process, and he will also have advice on how to navigate life as a member of the President's Cabinet. In addition to serving as President Clinton's Chief of Staff, John was a co-chair of President Obama's 2008 transition.

>

> Ben

>

> John Podesta

> Chair

>

>

>

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- >
- > Podesta served as co-chair of President Barack Obama's transition, where he coordinated the priorities of the incoming administration's agenda, oversaw the development of its policies, and spearheaded its appointments of major cabinet secretaries and political appointees.
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- >
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- >
- > A Chicago native, Podesta is a graduate of Knox College and the Georgetown University Law Center, where he is currently a visiting professor of law. He also authored *The Power of Progress: How America's Progressives Can (Once Again) Save Our Economy, Our Climate and Our Country*.
- >
- > --
- >
- > Ben Milakofsky
- >
- > White House Liaison
- >
- > Department of the Interior
- >
- > 202-208-3437 (direct)
- >
- > Ben_Milakofsky@ios.doi.gov<mailto:Ben_Milakofsky@ios.doi.gov>

From: [Shafroth, William](#)
To: [Sally Jewell](#)
Subject: 21st Century Conservation Service Corps Advisory Committee nominations
Date: Tuesday, July 12, 2011 6:26:00 PM
Attachments: [Signed 21CSC Notice of Establishment Federal Register Notice_06.27.11.pdf](#)

Hey there,

I wanted to make sure that you got this. A very exciting opportunity to expand and improve our conservation service corps work. Please help us find some great people from your sector who would be willing to serve on this advisory committee. We need people from the private sector who can help us understand how to create strong public private partnerships.

Feel free to call if you want to discuss this.

Thanks

Will

p.s. I hope you are well

Friends and Colleagues,

I am very pleased to announce the establishment and call for nominations for the 21st Century Conservation Service Corps Advisory Committee (21CSC), a new committee to be formed in response to recommendations in the report to the President on "America's Great Outdoors: A Promise to Future Generations." The Committee will operate under the provisions of the FACA and will report to the Secretary of the Interior through the Office of Youth in the Great Outdoors. The Office of Youth in the Great Outdoors will provide administrative and logistical support to the Committee.

A link to the Federal Register notice published today (July 1, 2011) and summary of the notice are provided below (PDF is also attached since there were some problems with the link earlier). Please note

that nominations to serve on the committee will be accepted until Monday, August 1, 2011. Please forward the Federal Register Notice to anyone you think might be interested and qualified to serve on the Committee.

The link to the Federal Register on the Establishment of the 21st Century Conservation Service Corps Advisory Committee:

<http://frwebgate2.access.gpo.gov/cgi-bin/PDFgate.cgi?WAISdocID=e9wnCO/0/2/0&WAISaction=retrieve>

Summary of the Notice:

DEPARTMENT OF THE INTERIOR

Establishment of the 21st Century Conservation Service Corps Advisory Committee

AGENCY: Office of the Secretary, Interior.

ACTION: Notice and call for nominations.

SUMMARY: The Department of the Interior is announcing the establishment of the 21st Century Conservation Service Corps Advisory Committee (Committee). The purpose of the Committee is to provide recommendations to the Secretary of the Interior on how to

create a 21st Century Conservation Service Corps (21CSC) to engage young Americans in public lands and water restoration. The 21CSC will focus on helping young people, including low-income, underserved, and diverse youth, gain valuable training and work experience while accomplishing needed conservation work on and near public lands. The Department of the Interior is seeking nominations for individuals to be considered as Committee members. Nominations should describe and document the proposed member's qualifications for membership to the Committee, and include a resume listing their name, title, address, telephone, e-mail, and fax number.

DATES: Written nominations must be received by August 1, 2011

ADDRESSES: Please send nominations to: Gabrielle Horner, Partnerships Coordinator, Office of the Secretary, Department of the Interior, 1849 C Street, NW., Mailstop 3559, Washington DC 20240; Gabrielle_Horner@ios.doi.gov<mailto:Gabrielle_Horner@ios.doi.gov>, (202) 208-5904.

FOR FURTHER INFORMATION CONTACT: Gabrielle Horner, Partnerships Coordinator, Office of the Secretary, Department of the Interior, 1849 C Street, NW., Mailstop 3559, Washington DC 20240; Gabrielle_Horner@ios.doi.gov<mailto:Gabrielle_Horner@ios.doi.gov>, (202) 208-5904.

I look forward to working with you and have a wonderful holiday weekend!

In service,

Julie

Julie Chavez Rodriguez

Director | Youth in the Great Outdoors

Office of the Secretary | Department of the Interior

202.208.1508

DEPARTMENT OF THE INTERIOR

Establishment of the 21st Century Conservation Service Corps Advisory Committee

AGENCY: Office of the Secretary, Interior.

ACTION: Notice and call for nominations.

SUMMARY: The Department of the Interior is announcing the establishment of the 21st Century Conservation Service Corps Advisory Committee (Committee). The purpose of the Committee is to provide recommendations to the Secretary of the Interior on how to create a 21st Century Conservation Service Corps (21CSC) to engage young Americans in public lands and water restoration. The 21CSC will focus on helping young people, including low-income, underserved, and diverse youth, gain valuable training and work experience while accomplishing needed conservation work on public lands.

The Department of the Interior is seeking nominations for individuals to be considered as Committee members. Nominations should describe and document the proposed member's qualifications for membership to the Committee, and include a resume listing their name, title, address, telephone, e-mail, and fax number.

DATES: Written nominations must be received by [insert date 30 days after publication in the *Federal Register*.]

ADDRESSES: Send nominations to: Gabrielle Horner, Partnerships Coordinator, Office of the Secretary, Department of the Interior, 1849 C Street NW, Mailstop 3559, Washington DC 20240; Gabrielle_Horner@ios.doi.gov, (202) 208-5904.

FOR FURTHER INFORMATION CONTACT: Gabrielle Horner, Partnerships Coordinator, Office of the Secretary, Department of the Interior, 1849 C Street NW, Mailstop 3559, Washington DC 20240; Gabrielle_Horner@ios.doi.gov, (202) 208-5904.

SUPPLEMENTARY INFORMATION: In accordance with the provisions of the Federal Advisory Committee Act (FACA), as amended (5 U.S.C. App. 2) and with the concurrence of the General Services Administration, the Department of the Interior is announcing the establishment of an advisory committee for the 21st Century Conservation Service Corps. The Committee is a discretionary advisory committee established under the authority of the Secretary of the Interior, in furtherance of the Take Pride in America Program, 16 U.S.C. 4601 *et seq.*, and Ken Salazar, Department of the Interior, Thomas J. Vilsack, Department of Agriculture, Lisa P. Jackson, Environmental Protection Agency and Nancy J. Sutley, Council on Environmental Quality, *America's Great Outdoors: A Promise to Future Generations*, (2011). The Committee will operate under the provisions of the FACA and will report to the Secretary of the Interior through the Director of the Office of Youth in the Great Outdoors, Office of the Secretary, as the Designated Federal Officer (DFO). The Office of Youth in the Great Outdoors will provide administrative and logistical support to the Committee.

The purpose of the Committee is to provide recommendations on: (1) developing a framework for the 21CSC, including program components, structure, and implementation, as well as accountability and performance evaluation criteria to measure success; (2) the development of certification criteria for 21CSC providers and individual certification of 21CSC members; (3) strategies to overcome existing barriers to successful 21CSC program implementation; (4) identifying partnership opportunities with corporations, private businesses or entities, foundations, and non-profit groups, as well as state, local, and tribal governments, to expand support for conservation corps programs, career training and youth employment opportunities; (5) and developing pathways for 21 CSC participants for future conservation engagement and natural resource careers.

Members of the Committee shall include representatives from among, but not limited to, the following interest groups: Youth including High School, College and Graduate Students; State, Tribal, Local, or Private/Non-Profit Youth Employment Programs and/or Conservation Corps; Veteran Employment and Training Organizations; Philanthropic Organizations, Corporations or Industry Associations Investing in Youth Service or Employment and/or Conservation Programs; Groups Investing in Connecting Diverse or Underserved Youth to Conservation Service or Employment Opportunities; Outdoor Recreation Organizations & Associations; National Conservation or Environmental Groups; Hunting and Fishing Groups; Cultural and Historic Preservation Groups; Labor Organizations or Trade Groups; Colleges, Universities, and/or Community Colleges; and the Federal government including the Department of the Interior; Department of Agriculture; Environmental Protection Agency; Department of Labor; Department of

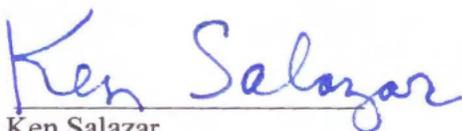
Commerce; Department of Health and Human Services; U.S. Army Corps of Engineers; Office of Personnel Management; Council on Environmental Quality; and the Corporation for National and Community Service.

No individual who is currently registered as a Federal lobbyist is eligible to serve as a member of the Committee.

The Committee will meet approximately 4-6 times annually, and at such times as designated by the DFO.

Members of the Committee will serve without compensation.

CERTIFICATION STATEMENT: I hereby certify that the establishment of the 21st Century Conservation Service Corps Advisory Committee is necessary, is in the public interest and is established under the authority of the Secretary of the Interior, in furtherance of the Take Pride in America Program, 16 U.S.C. 4601 *et seq.*, and Ken Salazar, Department of the Interior, Thomas J. Vilsack, Department of Agriculture, Lisa P. Jackson, Environmental Protection Agency and Nancy J. Sutley, Council on Environmental Quality, *America's Great Outdoors: A Promise to Future Generations* (2011).



Ken Salazar
Secretary of the Interior

JUN 27 2011

Date

From: [Shafroth, William](#)
To: "[Sally Jewell](#)"
Subject: Are you free to talk today?
Date: Thursday, January 26, 2012 10:22:00 AM

Sally,

I hope you're feeling better this morning.

You did a nice job with the panel yesterday. I got pulled into some crises here at the Dept. so had to miss the afternoon and evening festivities. Today doesn't look much better, though I may be able to come over for a while later this morning. I know we have a call scheduled for next Wednesday but I was wondering if you were able to have a 10 minute conversation today instead?

We can either do it on the phone or in person if it works for me to come back to the summit.

Will

Will Shafroth
Counselor to the Secretary for
America's Great Outdoors
Department of the Interior
1849 C Street, NW, Suite 5148
Washington, D.C. 20240
202-208-4969 (phone)

From: [Sally Jewell](#)
To: [Shafroth, William](#)
Cc: [Jane Thiemens](#)
Subject: Detailed bio and picture
Date: Tuesday, April 06, 2010 6:25:51 PM
Attachments: [Detailed Bio for Public Lands Summit 4-16-10.doc](#)
[Sally Jewell-REI.jpg](#)

Dear Will –

Attached is a detailed bio and photo as we discussed today. This may be helpful to other panelists, but is too detailed for an intro. If you want a more condensed version, please let me know. My assistant, Jane Thiemens, can help with logistics. Jane can be reached at (b) (6) or via e-mail at jthieme@rei.com. I've copied her on this message.

Thanks for the guidance today on the summit. I'll do my best to come up with some compelling examples and thoughts for the group. I look forward to further input from you, Tom, Jon and/or others.

Good luck with the last minute agenda and logistics!

Warmly,

Sally



Sally Jewell
President and Chief Executive Officer
Recreational Equipment, Inc.

Sally Jewell is president and CEO of REI, a national retail cooperative providing quality gear and clothing for active outdoor activities. Founded by a group of mountaineers in 1938, REI currently serves nearly 4 million active members each year through 110 retail stores in 27 states, plus its award-winning website, REI.com and its worldwide adventure travel business, REI Adventures. With a deep commitment to outdoor stewardship, the cooperative supported many non-profit organizations in 2009, including service projects in which 76,355 people donated 663,323 hours of volunteer service to public lands. REI is also committed to engaging children with nature, supporting many programs across the country, including its Promoting Environmental Awareness in Kids, or PEAK program, which has reached over 500,000 children since its creation in 2002. REI has consistently been named by Fortune Magazine as one of its "100 Best Companies To Work For In America" list, and was named "Employer of the year" in 2008 by the World Retail Congress.

An active community volunteer, Jewell currently serves as a founding board member of the Mountains to Sound Greenway Trust, which is dedicated to enhancing the long-term environmental health and economic vitality of the I-90 corridor from Puget Sound across the Cascade Mountains. She is also on the University of Washington Board of Regents, the board of the National Parks Conservation Association, the board of the Initiative for Global Development—business leaders working to end global poverty, and the Retail Industry Leaders Association. She recently served as a commissioner on the "National Parks Second Century Commission", helping to shape the future of our National Park System through its centennial in 2016 and into its next century. In this role, she chaired a committee on "Connecting People and Parks", recognizing the opportunity to engage the next generation of Americans with their cultural, historical and natural treasures through our National Park System.

She has received numerous awards for her service, most recently including the 2009 "Rachel Carson Award" for environmental conservation from the Audubon Society, the 2009 "Green Globe – Environmental Catalyst Award" from King County, Washington, and the 2008 "Non-Profit Director of the Year Award" from the National Association of Corporate Directors.

Jewell joined REI as Chief Operating Officer in 2000, after serving on its Board of Directors for four years. Prior to her employment at REI, Jewell's career spanned nearly 20 years in the commercial banking industry. Before pursuing a career in banking, Jewell was an engineer for Mobil Oil Corporation in Oklahoma and Colorado.

She is a graduate of the University of Washington with a degree in mechanical engineering and enjoys mountaineering, hiking, snowboarding, skiing, sailing, and kayaking. She has been married to Warren Jewell for over three decades and has two adult children.

###

From: [Sally Jewell](#)
To: [Jarvis, Jon](#); [Shafroth, William](#)
Subject: Diversity in the outdoors and Gerard Baker
Date: Friday, June 17, 2011 3:38:01 PM
Attachments: [Outside Diversity.pdf](#)

Dear Jon and Will –

Attached is a nice article from the July Outside Magazine issue regarding diversity in the outdoors. There are many relevant perspectives from Gerard along with Audrey, Steve and others who know NPS well.

Cheers,

Sally

x What's Right with This Picture?

Everything, if you ask the five straight-talking activists assembled by *Outside* to discuss one of the greatest problems in our industry: Why aren't there more people of color enjoying the outdoors? To kick-start a frank and ongoing dialogue on this topic, we gathered an all-star cast of leaders in the fight to ensure diversity in the landscape: longtime conservation advocate Audrey Peterman, retired national-parks superintendent Gerard Baker, prairie-restoration guru Jarid Manos, and youth organizer Juan Martinez (for their full bios, turn the page). Our moderator, NatureBridge board chairman Stephen Lockhart, steered the wide-ranging 90-minute discussion, in which, thankfully, none of our panelists pulled any punches—even when it came to *Outside* itself.

STEPHEN LOCKHART: Why should this issue even matter? We face so many other struggles every day: economic challenges, education, social justice. What puts the outdoors on the top-ten list?

JUAN MARTINEZ: In my previous job, I was a housing-rights organizer. How do you explain to a single mom with three kids, living on welfare and about to be evicted, that nature should be a part of her and her children's lives? It really made me more aware of what the messaging was around our connecting with nature. Conservation traditionally calls for an exclusion of people from the land. But how can somebody conserve something if they don't understand what they're conserving? We focus a lot on creating something that's not there, and that's the wrong way to engage communities.

I'm speaking from the Latino community. We have a connection with nature; it's just in a different way. Look at family gatherings: A lot of communities have a hard time accommodating their extended families in apartments or houses, so where do they go? They go to local parks. If you go to any pier on any weekend here in L.A., you see the fishing lines over the harbor, and you see a lot of cultural diversity: African-American, Asian-American,

and Latino. Our connection to nature has been and continues to be there, but there is some guidance that needs to happen. We need to be more a part of the fabric.

AUDREY PETERMAN: Many people have said to me about the outdoors over the years, "Black people don't do that." I saw my first national park in 1995; it was Acadia, in Maine. I saw that expansive, untouched beauty, and that experience has not left me. I compare it to living in a mansion. Until that time, I'd only seen the kitchen, which is very serviceable, but then I felt like I had wandered into the grand living room. Oh, my God! That's what people need to remind themselves of: who we are as human beings and who we are as a country.

JARID MANOS: The stereotype that we don't care about the environment is a complete falsehood. People want access. People want work. They want green space and healthier communities. It's a matter of letting people make those connections and helping them through. Even if we're in the 'hood, we still live on the prairie.

GERARD BAKER: I started out working in North Dakota's Theodore Roosevelt National Park as a district ranger in the same area my people tradition-

ally claimed as their territory. I spent many hours on horseback, and I had two thoughts when I would sit on high peaks and look out over the wilderness. One was: Beautiful, beautiful, beautiful. The second was sadness. Because from the American Indian standpoint, 100 percent of the American Indians got chased out of these areas. I saw eagle-trapping pits; I saw tepee areas that were still standing after a couple hundred years. To think that this was our area—where we could come to pray, to live—and we had that taken away from us. Now we have to pay to get back to our own land.

It's a generational thing. My mom and dad were outstandingly bitter. With my generation it's getting easier, and my kids and grandkids will hardly think about it anymore. Our next obligation is to get our people back on that land, to educate the young as to exactly what happened from a historical standpoint and to look at both sides. Then we'll have a better feeling about returning to those lands we now call our national parks.

LOCKHART: To state the obvious, we're becoming a much more diverse society. People of color are becoming the *majority*. People protect what they know, and so it's important for the future of the planet for our

young people to have a real love for the environment. And the work that we're doing with natural-science education in the national parks clearly demonstrates that kids who have learning opportunities connected with nature do better; they have better retention, test scores, and so forth.

Why else is it important for us to reconnect with the outdoors?

PETERMAN: I'd like to talk about the word *biophilia*—E. O. Wilson's theory that human beings need nature not just for recreation but as a physical reality. We need nature for all our processes to work, for us to be fully human. It's important to recognize that when we talk about how race, ethnicity, and culture affect our relationship with nature, in America it's different. The racial aspect is different. For example, I grew up in Jamaica. No Jamaican I know is in any way intimidated by the great outdoors. The difference for African-Americans who grew up here is the cultural history in which people were enslaved and had a very vicious relationship with the land. People are afraid of atrocities that were perpetrated against people of color on the land.

MANOS: Building on what Audrey just said, you make labor good again when you give



Of 6,986 photos that appeared in 44 issues of *Outside* between 1991 and 2001, only 103 showed African-Americans.



Our Panel

Jarid Manos's 2007 memoir, *Ghetto Plainsman*, chronicles his transformation from a teenager living on the streets to the founder and CEO of the Houston-based Great Plains Restoration Council, which employs at-risk youth and formerly incarcerated young adults in an effort to revitalize degraded prairie ecosystems.

Atlanta-based activist **Audrey Peterman** is a pioneer in the movement to increase diversity in the outdoors. With her husband, Frank, she founded Earthwise Productions, which provides consulting on outdoor participation and conservation, and cowrote the 2009 memoir *Legacy on the Land: A Black Couple Discovers Our National Inheritance and Tells Why Every American Should Care*, about their 12,000-mile journey through U.S. national parks.

A Mandan-Hidatsa American Indian, 57-year-old **Gerard Baker** grew up on the Fort Berthold Reservation in North Dakota, breaking horses on his family's ranch. He went on to a 35-year career with the U.S. National Park Service, serving as superintendent of Mount Rushmore National Memorial before retiring as assistant director for American Indian relations in 2010.

As a 15-year-old growing up in South Central L.A., **Juan Martinez** rejected gang affiliation in favor of his school's Eco Club and a trip to the Tetons. Now 27, he is the Sierra Club's national youth volunteer coordinator and head of the Children and Nature Network's Natural Leaders Network. The L.A. resident spent time this spring ice-climbing in Montana with North Face athlete Conrad Anker.

people opportunities to move past the total disempowerment of their lives and actually rebuild—that establishes a connection. Our experience restoring ecosystems is different from recreation. The work is being done by some very damaged people—people for whom trauma, crisis, anger, violence, despair, apathy, depression, hopelessness, and anxiety have been the norm. And I think they can see the connections between the restoration of the land and their own lives and futures.

BAKER: For American Indians, that connection to the land is everything. Reservation life is not really an existence that has much of a future unless the young people start understanding nature again, not only through spiritual values but also through discovery of natural resources and the many sciences. We're at a point right now where it would be very advantageous for the government, including the Park Service, to start bringing youth back to our lands again.

MARTINEZ: While I love nature and I love it for everything it's done for me and the healing power that it has, I love it more because I see the impact it has on people from all walks of life—but especially people who have had the hardest time growing up, and finally they get a piece of heaven through nature. Culture plays into that: every single race, culture, has its roots in the land. It's really engraved in our genes.

LOCKHART: Juan, you made a comment that we have to be part of the message. One of the biggest messages comes from images embedded in advertising. To whom is the outdoor industry really marketing?

PETERMAN: People of color don't see themselves in the picture. When I see someone like me in the picture, then it's talking to me—it's diverse, it's inclusive. Otherwise it's talking to the white majority. I just asked professor Carolyn Finney at the University of California at Berkeley to send me something from her research for her

upcoming book, *Black Faces, White Spaces: African Americans and the Great Outdoors*. She looked at 44 issues of *Outside* magazine over a ten-year period, from 1991 to 2001, and found that, of 6,986 pictures, 4,602 contained people, but only 103 were of African-Americans. And those were mostly well-known male sports figures in urban settings.

I mention this because I think to a larger degree, the conversation about who is using the outdoors is framed deceptively. You always see these stories about the national parks reaching out to people of color. I'm like, Yeah? How are they doing that? Every grassroots group doing this work is dying on the vine. There's a whole lot of rhetoric about how to get people of color involved, and I don't think that's the issue at all—we are desperate and eager to get involved. It's not that we all don't have money to go to places. The fact that we don't see ourselves in images on TV or in the outdoor media dampens our presence in this movement.

LOCKHART: I agree. I'm a board member of REI, and when I look at catalogs and don't see myself there, I say, OK, how do we connect back to when I was a kid? I'm old enough that I had a segregated scout troop, and we went out with just the canvas tents and the little linen bedrolls and had the best time with minimal stuff. It wasn't something that was portrayed as an upper-middle-class activity where, essentially, instead of wearing a suit and a tie you wear Gore-Tex and Lycra. It wasn't a dress-up game.

MARTINEZ: In general, I think the outdoor industry is starting to grasp the reality that we're here and it's a market they've been missing for a long time. Look at what REI has done through their grant-giving program. And the North Face, with its Explore Fund, which encourages youth outdoor participation. They realize that if they don't catch this rocket ship, they're going to miss out on profits and they're going to miss out on being part of a



An avid climber and backpacker, Oakland, California, anesthesiologist **Stephen Lockhart** is chief medical officer of Sutter Health East Bay Region. He is also chairman of the board of Nature-Bridge, which provides environmental-science education to kids in the national parks, and a board member of REI and the National Parks Conservation Association. Last year he traveled to Haiti to provide surgical assistance to earthquake victims.

cultural fabric. What we wear, what we buy, is part of our culture and how we identify ourselves. If the outdoor industry is willing to work with us on that, we're more than willing to work with them.

LOCKHART: Certainly, if you look at the investment in the national parks, every dollar spent generates about \$4 of revenue. So our outdoor spaces really do have an associated economy, and it's important to develop ladders of opportunity where we can engage our young people early on, first as an educational opportunity and then an economic opportunity.

MARTINEZ: Jobs are what keep us grounded. There's a great sense of community built through volunteerism. But there's also the reality check that, when this becomes a passion, when this becomes something that a young person chooses as a career path, where do those jobs fit in? How do we make a livable wage? Look at some of the jobs or internships available out there

and they're not really sustainable or don't offer fair wages for students who are just coming out of school and want to do this as a life. In a sense, we're losing a lot of talented individuals.

PETERMAN: It's not just about young people—there are mature individuals. You will find that the mainstream environmental organizations and outdoor retailers are very lacking in diversity among their staffs. I think it enhances your chances of being employed if you are white. I would venture to say that, as late as 2008, more than 80 percent of the staff of the Park Service was white. How does this happen in a country that's becoming increasingly diverse?

BAKER: Audrey, you're right—in the past five years, I've seen a push to get more people of color in the boundaries of the national park system. But what I saw over so many years there is that sometimes

connection with the outdoors if you live in the city? How do we make that link?

MANOS: The first step is not seeing nature and the outdoors as separate. If it just becomes taking people out someplace without it being relevant, then it will still be seen as separate. There was a study published in *The Lancet*, the British medical journal, that said access to the natural environment can modify pathways through which low socioeconomic position can lead to disease, while health inequalities related to income deprivation were lower in populations living in the greenest areas. We need to bring it back home, central to our own health. We need to help people feel part of something bigger so they can trust it right there in their daily lives.

PETERMAN: In Atlanta, when we took members of local communities into the Chattahoochee River National Recreation Area and showed them

relationship, health-enhancing habits, appreciation of nature, and really stimulates learners to discuss issues, particularly the democratic issues that are central to our civic life. It's a lifelong process, and with it comes greater engagement and better stewardship of the environment.

So, with all the benefits we've talked about, from health to economic opportunities, what should the *Outside* reader take away from this?

PETERMAN: A key thing is to write a letter to the editor of this magazine saying, "Look at who you're appealing to, who you're giving prominence to, who you're publicizing," because that has been identified as a key factor in the involvement or lack of involvement among people of color. Write a letter to your newspaper supporting the notion that our public lands have to be more inclusive. The park system was created to educate and [as Ulysses S. Grant put it in 1872]

“We are desperate and eager to get involved. IT'S NOT THAT WE ALL DON'T HAVE MONEY TO GO PLACES. The fact that we don't see ourselves in images on TV or in the outdoor media dampens our presence in this movement.” —AUDREY PETERMAN

we talk the talk but we don't walk the walk. As a very small example, in 1998, when I first got to Rushmore—Rushmore's a very beautiful place—they put in new sidewalks, a whole new system. Here I come along and I put up an Indian tepee, expecting to hear, "Boy, that's really good, you did a really good job." Instead I heard through the grapevine that the tepee was an intrusion on the visual integrity of Mount Rushmore.

LOCKHART: We've talked about communities of color, particularly in urban environments. Is it possible to find a

that the forest is where their water comes from, the forest purifies their air, etc., you'd be amazed at how fast those people began to talk to elected officials about wanting to keep the land protected and wanting positive action on behalf of the environment. But if almost half the population doesn't know and doesn't feel involved, we're reducing our chances of dealing with these critical issues.

LOCKHART: I absolutely agree. To me, place-based learning promotes a more sustainable environment, encourages development of a lifelong

“to be a pleasuring ground” for the American people. That's not happening if 50 percent of us don't get any benefit from the system.

MANOS: I'd like to reiterate that psychological health is for everyone. There are a lot of people everywhere who have a lot of worry and uncertainty about the future. Rather than being passive, I'd encourage anyone from any demographic to find hope through hard work—less of a passive and more of a proactive involvement in these issues that connect us all.

From: [Shafroth, William](#)
To: [Sally Jewell](#)
Subject: Follow up
Date: Tuesday, February 07, 2012 6:47:01 AM
Attachments: [PAGO-OnePage FINAL.doc](#)

Sally,

Good to see you and have a chance to visit with you when you were in town for the Parks Summit. I hope your cold has subsided and that life is back to some semblance of normal, however intense that may be.

I wanted to follow up on the conversation we had about the Partnership for America's Great Outdoors. As promised, I've attached a summary of what the Partnership is and what the expectation of you as a member of the Steering Committee would be. As we discussed, should you be able to commit to doing this, we are fine with you delegating a part of the assignment to someone else at REI. We still would want your a part of the time and engaged as much as you could be. And, having completed our other calls, we would still very much like to have you be on the Steering Committee.

Please let me know as soon as possible so we can either count you in or find someone else from the industry.

Thanks again for your consideration and all you do to support our mission.

Best,

Will

Will Shafroth
Counselor to the Secretary for
America's Great Outdoors
Department of the Interior
1849 C Street, NW, Room 5148
Washington, D.C. 20009
202-208-4969 (phone)

Task Force To Shape the Partnership for America's Great Outdoors

Background, Roles, and Contact Information

Background

America's Great Outdoors ("AGO") was initiated by the President in 2010. Public input received from across the country resulted in the issuance of the report, *A Promise to Future Generations*. This report calls for action in: 1) connecting Americans to our great outdoors; 2) conserving and restoring that outdoors; 3) ensuring agencies work together more effectively at the federal level; and, 4) engaging America's youth for today and tomorrow.

The AGO Report also calls for the creation of the *Partnership for America's Great Outdoors (Partnership)* to promote strategic partnerships, expand non-federal engagement and investment, and foster innovation to achieve the goals of the AGO initiative. The report tasks the four Congressionally-chartered foundations (National Fish and Wildlife Foundation, National Park Foundation, National Forest Foundation, and the National Environmental Education Foundation) to identify and convene leaders from philanthropic, conservation, recreation, education, youth, and community organizations, as well as the private sector to work collaboratively in developing both options and recommendations. The Partnership is intended to amplify the impact of the AGO by enlisting these leaders to engage citizens, focus public and private investments, and develop new resources for greater impact.

Whether its specific activities are modest or significant, the Partnership could be a dynamic, multi-sectoral, collaborative effort to support and advance the AGO Initiative in the coming years. It will not be a policy or regulatory body - rather, it will facilitate the integration of businesses, not-for-profits, private foundations and government agencies in advancing AGO programs and projects. Though we are asking your help to determine its activities, the initial focus might be:

- Better align philanthropy and other current investment around AGO goals and priorities;
- Help create new streams of revenue and resources outside of the federal government for advancing AGO;
- Broaden collaboration among not-for-profit, corporate, philanthropic and government sector actors on AGO goals;
- Monitor progress and help hold the federal agencies accountable to the principles and recommendations of the AGO report.

Your role in the Task Force

We need prominent leaders like you from the philanthropic and corporate communities to plant the seeds for a public-private partnership that can grow and flourish over time. You would be part of a 15 to 20 member Task Force that, over the course of the next five months, will advise the four Congressionally-chartered foundations about how best to structure and launch the Partnership, slated for Fall 2012.

We expect this Task Force to meet three times between now and summer 2012. We hope to hold the first meeting in Washington DC very soon: in early March, 2012, depending on the schedules among the Task Force's participants. Prior to this first meeting, the Task Force's independent facilitators, Joe McMahon and Patrick Field, will be calling you to solicit your ideas, thoughts, and suggestions for getting started.

At the three meetings, Task Force members will contribute their wisdom, expertise, and perspective to define the scope of activities the Partnership might undertake and the structure best suited to carry out those objectives. Based on these discussions, the Task Force will develop options, and to the extent possible, recommendations, to the four foundations on how best to launch the Partnership.

By agreeing to join the Task Force, we ask that you attend these meetings, and to the extent feasible, that you participate in conference calls, email exchanges, and individual phone calls between the meetings. If your schedule will not let you attend all three meetings, we would appreciate if you could provide an alternate staff person who can fill in as your alternate from time to time and more generally help staff the work.

For Further Information

For further information, please contact:

Tom Kelsch
VP, Conservation Programs
National Fish & Wildlife Foundation
Tom.Kelsch@NFWF.org
202-857-0166

Pat Field
Consensus Building Institute
pfield@cbuilding.org
617-844-1118

Joe McMahon
Collaborative Processes
jpmcmahon@jpmcmahon.com
303-333-1960

From: Shafroth, William
Sent: Tuesday, October 02, 2012 1:24 PM
To: 'Sally Jewell'
Subject: FW: Thanks from REI NYC!
Attachments: GrantCeremony.jpg; Will&Dave.JPG; BigCheck.JPG

Categories: Red Category

[Give this guy a raise!](#)

From: David Kiyak [<mailto:dkiyak@rei.com>]
Sent: Tuesday, October 02, 2012 12:07 PM
To: Shafroth, William
Subject: Thanks from REI NYC!

Will,

Truly a pleasure to meet you this weekend, it means a great deal for us REI folks to have you join us at Riverside Park! It was quite a successful day, with over 200 volunteers present Riverside Park Fund/NYC Parks was able to achieve [a good chunk of] their vision for that segment of the park. Attached are a couple of pictures; I have tons more available upon request.

Thank you for being part of our event!

Sincerely,

Dave Kiyak

Community Outreach Specialist

T. 914.410.9500

F. 914.410.9507

E. DKiyak@REI.com

REI Yonkers | 49 Fitzgerald St. Yonkers NY 10710

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"We inspire, educate and outfit for a lifetime of outdoor adventure & stewardship."

From: [Sally Jewell](#)
To: [Shafroth, William](#); [Johnson, Teresa](#)
Subject: Fw: National service on public lands.
Date: Tuesday, March 24, 2009 8:32:20 AM

Dear Will (Terri, please forward if I got Will's address wrong) -

Here is some information to support the paper you are preparing for Sec. Salazar on national service. It is discouraging to see good programs go by the wayside due to lack of state and local funds (as cited in the example of the Mountains to Sound Greenway - an area we are working on towards National Heritage Designation). WTA stands for Washington Trails Assn, an org that does more trail maintenance in WA than any other. There are also examples from the Appalachian Trail Conservancy.

I will forward additional info along as the organizations respond to our inquiry. Hope this helps as a starting point.

Warm regards,

Sally

From: David Jayo
To: Sally Jewell; Michael Collins
Sent: Mon Mar 23 16:40:36 2009
Subject: RE: National service on public lands.

Although I haven't heard back from Student Conservation Association, I did get some pretty consistent information from a number of nonprofit partners working in the field.

The primary source of information was The Corps Network (www.corpsnetwork.org). They serve as a national advocate and coordinating body for our nation's service and conservation corps operating in 42 states and the District of Columbia. Currently, more than **26,000** young people (ages 16 - 25) work and volunteer in service corps programs across the country. Their goal is to double that number by 2011 and hope to involve more than 125,000 young people in their programs in 10 years.

The cost of these programs varies a bit but is surprisingly consistent. For example, WTA involves youth in week-long volunteer projects costing \$700/participant; EarthCorps employs young adults for a minimum of 6 months for \$1,000/participant/week. Generally speaking, it costs about **\$30,000 per corps member for a 10-month term of service.**

Interestingly, some of our nonprofit partners have discontinued their youth employment programs this year. For example, Mountains to Sound Greenway offered 3 different youth programs last year: Mountain Works, WA Conservation Corps, and WA Service Corps. The funding for Mountain Works and WA Service Corps is no longer available, and the budget for WA Conservation Corps is currently frozen in the Department of Natural Resources. Consequently, they do not plan to offer youth employment programs this year.

In my conversation with the Appalachian Trail Conservancy, they also expressed a lack of funding as the reason they are not offering youth employment or service programs on the trail. Like many of our nonprofit partners, they have seen dollars decrease, reduced staff and focused programming. As noted above, these programs are not inexpensive and appear to be a lower priority in the current economic climate.

Replication and growth are options for some organizations, but the numbers are pretty small since the starting point is a pretty small number.

I think this addresses the questions of cost for a nonprofit to employ a young person and their capacity, but if you need anything more or different, please let me know.

-----Original Message-----

From: Sally Jewell
Sent: Monday, March 23, 2009 8:59 AM
To: David Jayo; Michael Collins
Subject: National service on public lands.

Dear David and Mike -

I just left me meeting with Sec. Salazar, Tom Strickland and Will Shafroth. I will write a more complete e-mail to Mike on the extent of the full conversation, but I wanted to drill into one item that David and I just spoke about.

Salazar thinks the president will sign the omnibus bill on public lands next Monday. Salazar will be providing the president with talking points and he would like to include a comment regarding the importance of putting young people to work on our public lands. I told them that the most effective way to do that would be to work with existing organizations, like SCA on a national basis, or local orgs like Volunteers for Outdoor Colorado or Earth Corps. Will Shafroth is working to prepare a "two pager" for the sec that helps quantify this.

I asked David if he could help by determining the approximate cost for a non-profit to employ a young person in conservation, and the capacity for these organizations to ramp-up. This could be for positions like Americorps (two-year assignments) or for shorter-term opportunities, like summer work crews.

Salazar completely gets the opportunity to engage diverse young people in developing a connection to our public lands and I think he would like to seize the opportunity to move this forward. He also indicated that there is little focus on the stimulus package in the direction at present.

Thanks for your help with this - it is very interesting to see how gov't really works ;>)

Sally

From: [Sally Jewell](#)
To: [Shafroth, William](#)
Subject: Fw: Release 4/16: REI Commends Administration for Convening White House Conference on America's Great Outdoors
Date: Friday, April 16, 2010 5:07:38 PM

Will -

REI issued a press release this afternoon to get the word out on the conference. This is likely to get picked up within the outdoor industry press and may get some local media attention where REI is most active.

We will do our best to get the word out on your efforts, now and for the listening sessions.

Very nice job by you and your team today.

Warmly,

Sally

From: Megan Behrbaum
To: Board of Directors; Leadership Team
Cc: PA Public Affairs
Sent: Fri Apr 16 12:56:13 2010
Subject: Release 4/16: REI Commends Administration for Convening White House Conference on America's Great Outdoors

Following Sally's participation today in the White House Conference on America's Great Outdoors, the co-op will be issuing a release commending the Administration for a productive session.

The announcement is being placed on the newswire, REI.com and sent to our corporate media list.

Thanks,

Megan Behrbaum, APR
Public Affairs Manager
REI
p: 253-437-7736
f: 253-395-8135
pager: 206-540-5738
mbehrba@rei.com

**REI Commends Administration for Convening White House Conference on
America's Great Outdoors**

President and CEO Sally Jewell attends as panelist and conference participant

SEATTLE – Outdoor gear and apparel retailer [REI](#) (Recreational Equipment, Inc.) commends the Obama Administration for convening the White House Conference on America's Great Outdoors, conducted today in Washington D.C. The conference was the start of a national dialog on the challenges, opportunities and innovations in land conservation and the importance of reconnecting individuals to the outdoors.

Participants included approximately 500 leaders representing a diverse spectrum of state and local government leaders, public lands experts, conservationists, youth leaders, business

representatives, working ranchers and farmers, sportsmen and women, tribal leaders, outdoor industry and others. REI President and CEO Sally Jewell was among those invited to the conference.

“Today’s ground-breaking conference was inspiring by the valuable dialog and tremendous expertise of the many leaders who shared their wealth of knowledge on conservation approaches and efforts to help welcome people from all communities to the outdoors,” said Jewell. “I applaud the president, Department of Interior, Department of Agriculture, the Council on Environmental Quality, Environmental Protection Agency and other partner agencies for taking a ‘listen and learn’ approach on how to remove barriers and identify solutions for enriching our public land legacy as President Obama so well stated.”

Jewell participated as a featured speaker during a panel entitled “Connecting People to our Lands, Water and Wildlife.” Secretary of the Interior Ken Salazar served as the moderator of the panel, which also included New Mexico Governor Bill Richardson; Gary Myers, former executive director of the Tennessee Wildlife Resources Agency; Bill Cronon, University of Madison-Wisconsin geography and history professor; and Ernesto Pepito, Golden Gate National Parks Conservancy youth program manager.

During her panel, Jewell identified some significant trends affecting society and their impact on public lands such as changing demographics, urbanization, technology and climate change. She also highlighted how outdoor participation positively contributes to the American economy, and community partnerships and courageous public servants working on creative solutions across the country to make public lands more welcoming to all, especially among young people.

Prior to the panel [President Obama spoke](#) about the importance of carrying on the legacy of President Roosevelt in the 21st century. He also signed a [memorandum](#) to lay the foundation of a strategy to engage the local state and federal government, private sector and nonprofit organizations and others. The initiative will include listening and learning sessions around the country where land and waters are being conserved and community parks are being established in innovative ways. The memorandum calls for a report to be provided by the Council on Environmental Quality to President Obama in November.

The conference was webcast live at <http://www.whitehouse.gov/live>, and is expected to be archived for future viewing.

In addition to her leadership of REI, Jewell serves on the boards of the National Parks Conservation Association, Initiative for Global Development, University of Washington Board of Regents and the Retail Industry Leaders Association. She is also a founding board member and past-president of the Mountains to Sound Greenway Trust in Washington State.

In 2008 she was appointed as a commissioner on the National Parks Second Century Commission. This commission, led by former senators Howard Baker and Bennett Johnston, was formed to develop a vision and action plan to support the National Parks through their centennial in 2016 and into their second century.

About REI

REI is a national outdoor retail co-op dedicated to inspiring, educating and outfitting its members and the community for a lifetime of outdoor adventure and stewardship. Founded in 1938 by a group of Pacific Northwest mountaineers seeking quality equipment, REI is

committed to promoting environmental stewardship and increasing access to outdoor recreation through volunteerism, gear donations and financial contributions.

#

From: [Sally Jewell](#)
To: [Shafroth, William](#)
Subject: FW: Response from SCA
Date: Wednesday, March 25, 2009 3:58:38 PM
Attachments: [Salazar2-27-09.pdf](#)

Will –

Last message regarding community service – this one with the response we got from SCA. I suspect you have seen the above letter before, sent to the Sec. from SCA in February.

I hope you took a minute to click through to the website I sent that was in my first message. It is a great reference to the number of organizations out there that are engaging volunteers and youth in service. Click on the map and take a look at a few states to get a sense of it. Here it is again in case you didn't see it before: www.corpsnetwork.org. Interestingly, I didn't see VOC on the Colorado page.

Let me know if you need anything else from me.

Good luck,

Sally

From: David Jayo
Sent: Tuesday, March 24, 2009 10:13 PM
To: Michael Collins; Sally Jewell
Subject: Response from SCA

Attached is a letter that SCA sent to Secretary Salazar last month. Additionally, I spoke with Valerie Bailey, EVP of Strategic Planning and Development for SCA. She shared the following statistics with me:

The past 50 years has been a tremendously productive period, in which SCA and its members have touched virtually every part of the American landscape:

- 54,000 members
- 26 million hours of service
- \$500 million in value to partners

Accordingly, over the next eight years and through the National Park Service's 2016 centennial, SCA proposes to:

- Activate 25,000 student interns and volunteers in National Parks and Public Lands
- Engage 25,000 additional diverse urban youth in green jobs and community conservation
- Render 16,000,000 hours of service to public lands
- Provide \$35,000,000 in value to DOI operations

Surprisingly, SCA is not really a national program which explains why their reach isn't as

broad as expected. They operate in 7 really unique cities (Charlestown, NH; Boise, ID; Houston, TX; Oakland, CA; Pittsburgh, PA; Seattle, WA; Washington, DC).

Please don't hesitate to let me know if you would like more or different information.



February 27, 2009

Secretary Ken Salazar
U.S. Department of the Interior
1849 C Street NW, Mail Stop 7229
Washington, DC 20240

Dear Secretary Salazar,

Earlier this month, I was honored to meet with Director of External and Intergovernmental Affairs Ray Rivera, introducing him to the Student Conservation Association (SCA). SCA is the nation's oldest and largest conservation force working in partnership with the National Park Service since 1957 expanding to additional DOI bureaus over the years. During our meeting with Mr. Rivera, we discussed your interest in a national youth conservation service initiative.

I am writing to encourage you to consider utilizing the Public Land Corps as the most immediate and effective way to implement a large scale national youth conservation program. The Public Land Corps was authorized by the National and Community Service Trust Act in 1993 and allows the Secretaries of Interior and Agriculture to engage young people in conservation service projects nationwide.

To date, only the National Park Service, through its fee revenue system, funds the Public Land Corps. Under your leadership, and with appropriate funding, this program could be expanded throughout Department of Interior. Important new national service funding legislation pending in Congress does not currently include provision for conservation/ public land service. It is imperative that funding be added to this bill that will expand the capacity of the Public Land Corps to serve any of the public land bureaus.

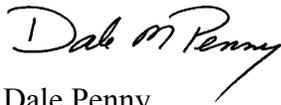
We project that as many as 8,000 young people could be annually engaged in this program. Organizations such as SCA and The Corps Network currently undertake many Public Land Corps projects and have the necessary agreements in place to work with your agencies, thereby reducing the need for extended start-up timelines. Additionally, for this year in particular, SCA is seeing a significant increase in the number of young people submitting applications to meet our nation's critical conservation needs.

Fully funded, the Public Land Corps would provide an extraordinary opportunity to expose thousands of young people of all backgrounds to our nation's public lands. Through their service, Corps members would be introduced to career and employment opportunities throughout Department of Interior; affording a tremendous opportunity to set the stage for the next generation of potential public service employees.

The Public Land Corps could be used in wide-ranging projects such as assisting with the creation and/or implementation of climate action plans, completing natural and/or cultural resource management assignments, addressing backlog maintenance issues, or providing community outreach and education service.

I would very much appreciate the chance to speak with you in-person about this suggestion. I will call your office to request a meeting with you.

Sincerely,

A handwritten signature in black ink that reads "Dale Penny". The signature is written in a cursive style with a large initial "D".

Dale Penny

cc: Ray Rivera, Director of External and Intergovernmental Affairs

From: [Sally Jewell](#)
To: [Shafroth, William](#)
Subject: NPF board
Date: Monday, July 27, 2009 7:21:46 PM
Attachments: [Shafroth - NPF.pdf](#)

Dear Will –

Attached is a letter regarding your call to me on the NPF board position. As noted in the letter, I don't think this is the right role for me given my other obligations and the fundraising nature of the board, but I very much appreciate the call.

I look forward to many more opportunities to help you and the secretary fulfill your mission for the Department of Interior and National Parks. Please don't hesitate to call on me.

Warm regards,

Sally



PO BOX 1938
SUMNER, WA
98390-0800

T | 253.395.3780
WWW.REI.COM

Sally Jewell
President & CEO

July 27, 2009

Mr. William Shafroth
Deputy Assistant Secretary for Fish, Wildlife and Parks
U.S. Department of the Interior
1849 C Street, NW, Room 3159
MS 3156 MIB
Washington, DC 20240

Dear Will:

Sincere thanks for your efforts to reach me while I was on vacation in Europe earlier this month. I can attest that the national parks in Slovenia are in great shape!

Since our conversation, I have been contemplating your overture regarding the National Park Foundation board in addition to my existing obligations. I remain fully committed to the national parks and securing needed support for their centennial and beyond, however, I feel that my time availability and existing engagements make sitting on the NPF board unrealistic for me at this time. Fundraising is also not my strong suit.

My commitment to the national parks through the Second Century Commission and NPCA continue. Please let me know if REI or I can be helpful to the Department of Interior, National Park Service and other agencies as you work to support our nation's treasured landscapes, history, culture and eco-systems.

Warm regards,

Sally Jewell



From: [Jewell-REI](#)
To: [SLV](#)
Cc: [Shafroth, William](#)
Subject: Outdoor CEO's on AGO
Date: Tuesday, November 02, 2010 9:56:34 PM
Attachments: [AGO Letter Secretary Salazar Nov 2010.docx](#)
Importance: High

November 3, 2010

Ken Salazar, Secretary, U.S. Department of the Interior
U.S. Department of the Interior
1849 C Street, NW
Washington, DC 20240

Dear Secretary Salazar:

In April of this year we excitedly gathered in Washington DC at the invitation of the White House to support the launch of the America's Great Outdoors Initiative. We came with deep gratitude that the president and his staff recognized the tremendous importance of nature and the outdoors to the health of our citizens, society and economy.

The outdoor recreation industry has been an enthusiastic supporter of America's Great Outdoors, from sharing news of the initiative with our customers and employees, to organizing and holding listening sessions and supporting AGO events, to participating in the development of recommendations for consideration in the final report. The number of people who have contributed their input, the breadth of participation and the geographic sweep of the sessions is tremendous and it is certain that similar work will not be repeated for many years to come. The presidential involvement, the significant interagency coordination and the unprecedented public engagement offer an historic opportunity to set a bold vision for the future and to bring the attention, focus and resources that America's great outdoors have needed for so long.

We are business people and we recognize the significant economic issues faced by the country. We appreciate the need to be focused and to be fiscally prudent. But we also appreciate the need for a strong vision that captures the hearts of all Americans and connects them in new and powerful ways to the outdoors. We believe that the outdoors can support our economy directly through sustainable, domestic jobs in our industry and indirectly by helping lower health care costs, mitigating climate change and protecting crucial watersheds on which our communities depend. And, we realize that if our great outdoor places are to have a future, we must have a conservation and recreation agenda for the 21st century that engages the people who will lead that work. Today's youth and all the diversity they represent are essential to our future and our agenda.

The industry's recommendations that were submitted as part of the AGO process call for adequate funding for programs aimed at improving recreation infrastructure, opportunities and jobs; efforts

to develop policy that makes the outdoors more accessible and welcoming; recognition and support of the power of partnerships; engagement and outreach in support of public lands; support of youth programs and the need to address participation barriers; and protection of special places while considering a landscape-level view. These ideas were distilled from many hours of engagement and discussion with the industry, the outdoor user community and our stakeholders and contribute to the larger AGO input.

The Listening Sessions produced a spectrum of ideas and opportunities. As you compile your report to the president, our request is simple – take full advantage of the groundswell of support behind AGO and lay the foundation for a greater future, a future that includes conservation, recreation and a significant commitment to the re-engagement of our citizens with the natural world. In doing so it will be our pleasure to lend support and help bring this work to life. Such an opportunity will not be ours again any time soon.

With great respect and gratitude,

Sally Jewell, President and CEO
REI

Will Manzer, CEO
EMS

Dan Templin, CFO
VF Outdoor, Inc.

Sam Solomon, President and CEO
The Coleman Company

Frank Hugelmeyer, President and CEO
Outdoor Industry Association

November 3, 2010

Ken Salazar, Secretary, U.S. Department of the Interior
U.S. Department of the Interior
1849 C Street, NW
Washington, DC 20240

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With great respect and gratitude,

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Dan Templin, CFO
VF Outdoor, Inc.

Sam Solomon, President and CEO
The Coleman Company

Frank Hugelmeyer, President and CEO
Outdoor Industry Association

From: [Shafroth, William](#)
To: [Sally Jewell](#)
Subject: Pretty Cool
Date: Thursday, February 17, 2011 8:28:37 AM
Attachments: [WHAGO1.jpg](#)

Another day in the life of Sally Jewell.

You're a star!!

Will Shafroth
Principal Deputy Assistant Secretary
for Fish and Wildlife and Parks
Department of the Interior
1849 C Street, NW, Room 3159
Washington, D.C. 20009
202-208-5347 (phone)

From: [Shafroth, William](#)
To: [Sally Jewell](#)
Subject: RE: 21st Century Conservation Service Corps Advisory Committee nominations
Date: Wednesday, July 27, 2011 5:41:00 PM

Sally,

Below is the required info. that needs to be submitted. Folks can either self nominate or be nominated by someone.

Please note: Nominations may be submitted by an individual to nominate themselves or by anyone. The submission MUST INCLUDE the following as noted in the Federal Register Notice:

“Nominations should describe and document the proposed member’s qualifications for membership to the Committee, and include a resume listing their name, title, address, telephone, email, and fax number.”

A nomination is not considered complete, unless all the information requested is submitted.

So, I would recommend that Mike put in an application for himself with the required information.

Thanks for thinking about this.

Will

From: Sally Jewell [mailto:smjewe@rei.com]
Sent: Wednesday, July 27, 2011 2:25 PM
To: Shafroth, William
Subject: RE: 21st Century Conservation Service Corps Advisory Committee nominations

Dear Will –

After considerable thought, we will be submitting a nomination for Michael Collins, VP of Public Affairs at REI, for the Conservation Service Corps Advisory Committee. Mike is the person most connected and most able to provide the support needed for this committee – if selected, I am confident he will do a terrific job for you and the country. If it would be helpful for me to write a letter of recommendation, I’d be happy to do so – just let me know.

In brief, Mike oversees all of REI’s activities related to government affairs, communications and stewardship (corporate and foundation giving, corporate social responsibility). His team oversees grantmaking to hundreds of organizations across the country that facilitate stewardship on our public lands, especially among youth. This includes coordinating with REI employees and members to do service in local communities. Mike has been with REI for decades and knows his way around DC and the various agencies. He also represents REI on the Outdoor Alliance for Kids – a joint effort with several organizations like the Sierra Club, YMCA and others to introduce outdoor activities into the First Lady’s “Let’s Move” initiative. He was active with me on the Conservation Fund’s “National Forum on Children and Nature” and has been our primary resource for AGO.

Please let me know if there is anything that would be helpful from me in pursuing this further.

Thanks!

Sally

From: Shafroth, William [mailto:Will_Shafroth@ios.doi.gov]
Sent: Wednesday, July 13, 2011 3:43 PM
To: Sally Jewell
Subject: RE: 21st Century Conservation Service Corps Advisory Committee nominations

Good questions. We want a diversity of people, and we also know that people are busy. Having said that, we do have the head of Cabela's on the Wildlife Heritage and Hunting Conservation Council, a similar federal advisory committee.

I think that the first kind of person you identified with a broader perspective at REI would be better than a store manager. We want someone who brings some relevant experience to the table. A good VP level person would do also. The quality of the outcome of this process will largely depend upon the quality of people participating.

Thanks

Will

From: Sally Jewell [mailto:smjewe@rei.com]
Sent: Wednesday, July 13, 2011 2:35 PM
To: Shafroth, William
Subject: RE: 21st Century Conservation Service Corps Advisory Committee nominations

Hey Will –

Nice to talk with you yesterday. On this committee, what level of individual are you seeking? For example, at REI, we have a director (one level below VP) who oversees all of our outreach and outdoor programs who has a passion for connecting people to the outdoors (he is a white male, so not diverse). We also have several passionate store managers representing underrepresented communities (Latino and African American) who are not as senior, but bring diversity to the picture. We could also limit our invitations to executives. What is your preference?

I will also put the word out to some of our really good non-profit partners.

Rather than providing you with a list of names to cull, can you give me a good idea of the type of people that would ideally form this committee?

Thanks!

Sally

From: Shafroth, William [mailto:Will_Shafroth@ios.doi.gov]

Sent: Tuesday, July 12, 2011 3:27 PM
To: Sally Jewell
Subject: 21st Century Conservation Service Corps Advisory Committee nominations

Hey there,

I wanted to make sure that you got this. A very exciting opportunity to expand and improve our conservation service corps work. Please help us find some great people from your sector who would be willing to serve on this advisory committee. We need people from the private sector who can help us understand how to create strong public private partnerships.

Feel free to call if you want to discuss this.

Thanks

Will

p.s. I hope you are well

Friends and Colleagues,

I am very pleased to announce the establishment and call for nominations for the 21st Century Conservation Service Corps Advisory Committee (21CSC), a new committee to be formed in response to recommendations in the report to the President on "America's Great Outdoors: A Promise to Future Generations." The Committee will operate under the provisions of the FACA and will report to the Secretary of the Interior through the Office of Youth in the Great Outdoors. The Office of Youth in the Great Outdoors will provide administrative and logistical support to the Committee.

A link to the Federal Register notice published today (July 1, 2011) and summary of the notice are provided below (PDF is also attached since there were some problems with the link earlier). Please note that nominations to serve on the committee will be accepted until Monday, August 1, 2011. Please forward the Federal Register Notice to anyone you think might be interested and qualified to serve on the Committee.

The link to the Federal Register on the Establishment of the 21st Century Conservation Service Corps Advisory Committee:

<http://frwebgate2.access.gpo.gov/cgi-bin/PDFgate.cgi?WAISdocID=e9wnCO/0/2/0&WAIAction=retrieve>

Summary of the Notice:

DEPARTMENT OF THE INTERIOR

Establishment of the 21st Century Conservation Service Corps Advisory Committee

AGENCY: Office of the Secretary, Interior.

ACTION: Notice and call for nominations.

SUMMARY: The Department of the Interior is announcing the establishment of the 21st Century Conservation Service Corps Advisory Committee (Committee). The purpose of the Committee is to provide recommendations to the Secretary of the Interior on how to create a 21st Century Conservation Service Corps (21CSC) to engage young Americans in public lands and water restoration. The 21CSC will focus on helping young people, including low-income, underserved, and diverse youth, gain valuable training and work experience while accomplishing needed conservation work on and near public lands. The Department of the Interior is seeking nominations for individuals to be considered as Committee members. Nominations should describe and document the proposed member's qualifications for membership to the Committee, and include a resume listing their name, title, address, telephone, e-mail, and fax number.

DATES: Written nominations must be received by August 1, 2011

ADDRESSES: Please send nominations to: Gabrielle Horner, Partnerships Coordinator, Office of the Secretary, Department of the Interior, 1849 C Street, NW., Mailstop 3559, Washington DC 20240;
Gabrielle_Horner@ios.doi.gov<mailto:Gabrielle_Horner@ios.doi.gov>, (202) 208-5904.

FOR FURTHER INFORMATION CONTACT: Gabrielle Horner, Partnerships Coordinator, Office of the Secretary, Department of the Interior, 1849 C Street, NW., Mailstop 3559, Washington DC 20240;
Gabrielle_Horner@ios.doi.gov<mailto:Gabrielle_Horner@ios.doi.gov>, (202) 208-5904.

I look forward to working with you and have a wonderful holiday weekend!

In service,

Julie

Julie Chavez Rodriguez

Director | Youth in the Great Outdoors
Office of the Secretary | Department of the Interior
202.208.1508

From: [Shafroth, William](#)
To: [Sally Jewell](#)
Subject: RE: 21st Century Conservation Service Corps Advisory Committee nominations
Date: Wednesday, July 13, 2011 6:43:00 PM

Good questions. We want a diversity of people, and we also know that people are busy. Having said that, we do have the head of Cabela's on the Wildlife Heritage and Hunting Conservation Council, a similar federal advisory committee.

I think that the first kind of person you identified with a broader perspective at REI would be better than a store manager. We want someone who brings some relevant experience to the table. A good VP level person would do also. The quality of the outcome of this process will largely depend upon the quality of people participating.

Thanks

Will

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Nice to talk with you yesterday. On this committee, what level of individual are you seeking? For example, at REI, we have a director (one level below VP) who oversees all of our outreach and outdoor programs who has a passion for connecting people to the outdoors (he is a white male, so not diverse). We also have several passionate store managers representing underrepresented communities (Latino and African American) who are not as senior, but bring diversity to the picture. We could also limit our invitations to executives. What is your preference?

I will also put the word out to some of our really good non-profit partners.

Rather than providing you with a list of names to cull, can you give me a good idea of the type of people that would ideally form this committee?

Thanks!

Sally

From: Shafroth, William [mailto:Will_Shafroth@ios.doi.gov]
Sent: Tuesday, July 12, 2011 3:27 PM
To: Sally Jewell
Subject: 21st Century Conservation Service Corps Advisory Committee nominations

Hey there,

I wanted to make sure that you got this. A very exciting opportunity to expand and improve our conservation

service corps work. Please help us find some great people from your sector who would be willing to serve on this advisory committee. We need people from the private sector who can help us understand how to create strong public private partnerships.

Feel free to call if you want to discuss this.

Thanks

Will

p.s. I hope you are well

Friends and Colleagues,

I am very pleased to announce the establishment and call for nominations for the 21st Century Conservation Service Corps Advisory Committee (21CSC), a new committee to be formed in response to recommendations in the report to the President on "America's Great Outdoors: A Promise to Future Generations." The Committee will operate under the provisions of the FACA and will report to the Secretary of the Interior through the Office of Youth in the Great Outdoors. The Office of Youth in the Great Outdoors will provide administrative and logistical support to the Committee.

A link to the Federal Register notice published today (July 1, 2011) and summary of the notice are provided below (PDF is also attached since there were some problems with the link earlier). Please note that nominations to serve on the committee will be accepted until Monday, August 1, 2011. Please forward the Federal Register Notice to anyone you think might be interested and qualified to serve on the Committee.

The link to the Federal Register on the Establishment of the 21st Century Conservation Service Corps Advisory Committee:

<http://frwebgate2.access.gpo.gov/cgi-bin/PDFgate.cgi?WAISdocID=e9wnCO/0/2/0&WAIAction=retrieve>

Summary of the Notice:

DEPARTMENT OF THE INTERIOR

Establishment of the 21st Century Conservation Service Corps Advisory Committee

AGENCY: Office of the Secretary, Interior.

ACTION: Notice and call for nominations.

SUMMARY: The Department of the Interior is announcing the establishment of the 21st Century Conservation Service Corps Advisory Committee (Committee). The purpose of the Committee is to provide recommendations to the Secretary of the Interior on how to create a 21st Century Conservation Service Corps (21CSC) to engage young Americans in public lands and water restoration. The 21CSC will focus on helping young people, including low-income, underserved, and diverse youth, gain valuable training and work experience while accomplishing needed conservation work on and near public lands. The Department of the Interior is seeking nominations for individuals to be considered as Committee members. Nominations should describe and document the proposed member's qualifications for membership to the Committee, and include a resume listing their name, title, address, telephone, e-mail, and fax number.

DATES: Written nominations must be received by August 1, 2011

ADDRESSES: Please send nominations to: Gabrielle Horner, Partnerships Coordinator, Office of the Secretary, Department of the Interior, 1849 C Street, NW., Mailstop 3559, Washington DC 20240;
Gabrielle_Horner@ios.doi.gov<mailto:Gabrielle_Horner@ios.doi.gov>, (202) 208-5904.

FOR FURTHER INFORMATION CONTACT: Gabrielle Horner, Partnerships Coordinator, Office of the Secretary, Department of the Interior, 1849 C Street, NW., Mailstop 3559, Washington DC 20240;
Gabrielle_Horner@ios.doi.gov<mailto:Gabrielle_Horner@ios.doi.gov>, (202) 208-5904.

I look forward to working with you and have a wonderful holiday weekend!

In service,

Julie

Julie Chavez Rodriguez

Director | Youth in the Great Outdoors
Office of the Secretary | Department of the Interior
202.208.1508

From: [Shafroth, William](#)
To: "[Sally Jewell](#)"
Subject: RE: Are you free to talk today?
Date: Thursday, January 26, 2012 10:39:00 AM

I will plan on coming over to the Summit to hear the final panel at 2. We can find each other after the closing remarks and the inevitable swarm.

-----Original Message-----

From: Sally Jewell [<mailto:smjewe@rei.com>]
Sent: Thursday, January 26, 2012 10:29 AM
To: Shafroth, William
Subject: Re: Are you free to talk today?

Will -

I'm happy to get together here. I will be at the summit for the duration, then have a dinner meeting tonight. I fly back early tomorrow. Let me know what time works for you in that context. Right after the summit might be good, especially if you can come this way.

Thanks,

Sally

On Jan 26, 2012, at 10:22 AM, "Shafroth, William"
<Will_Shafroth@ios.doi.gov<mailto:Will_Shafroth@ios.doi.gov>> wrote:

Sally,

I hope you're feeling better this morning.

You did a nice job with the panel yesterday. I got pulled into some crises here at the Dept. so had to miss the afternoon and evening festivities. Today doesn't look much better, though I may be able to come over for a while later this morning. I know we have a call scheduled for next Wednesday but I was wondering if you were able to have a 10 minute conversation today instead?

We can either do it on the phone or in person if it works for me to come back to the summit.

Will

Will Shafroth
Counselor to the Secretary for
America's Great Outdoors
Department of the Interior
1849 C Street, NW, Suite 5148
Washington, D.C. 20240
202-208-4969 (phone)

From: [Sally Jewell](#)
To: [Shafroth, William](#)
Subject: RE: 21st Century Conservation Service Corps Advisory Committee nominations
Date: Tuesday, July 12, 2011 6:42:06 PM

Will –

Thanks very much for this – I will make sure the right folks see it and ask them to submit names for consideration. There are many good people out there doing this work who could provide a valuable perspective. The trick seems to be getting funding for anything...

I hope you are well also. It seems that our National Parks are lacking advocacy at present without Tom, with you on AGO and with Rebecca not yet confirmed. I am concerned about a missed opportunity around the Centennial – perhaps this is an area where the youth focus could come together with a need for infrastructure improvements for a win-win.

Take care,

Sally

From: Shafroth, William [mailto:Will_Shafroth@ios.doi.gov]
Sent: Tuesday, July 12, 2011 3:27 PM
To: Sally Jewell
Subject: 21st Century Conservation Service Corps Advisory Committee nominations

Hey there,

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AGENCY: Office of the Secretary, Interior.

ACTION: Notice and call for nominations.

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I look forward to working with you and have a wonderful holiday weekend!

In service,

Julie

Julie Chavez Rodriguez

Director | Youth in the Great Outdoors
Office of the Secretary | Department of the Interior
202.208.1508

From: [Shafroth, William](#)
To: [Sally Jewell](#)
Subject: RE: Diversity in the outdoors and Gerard Baker
Date: Friday, June 17, 2011 4:39:00 PM

Hey, it's a pleasant 80 today. High school graduation here tomorrow.

Please await my orders.

From: Sally Jewell [mailto:smjewe@rei.com]
Sent: Friday, June 17, 2011 4:38 PM
To: Shafroth, William
Subject: RE: Diversity in the outdoors and Gerard Baker

Will –

Juggling loads of things here (b) (6)
I passed on the Kempthorne portrait unveiling. I'll be there when you tell me I need to be ;>) In the meantime, I think I'll take our 68 degrees over your 98!

Warmly,

Sally

From: Shafroth, William [mailto:Will_Shafroth@ios.doi.gov]
Sent: Friday, June 17, 2011 1:32 PM
To: Sally Jewell
Subject: RE: Diversity in the outdoors and Gerard Baker

Thanks Sally. I met your great store manager on National Trails Day near Potomac, MD. She said she was a friend of yours. I said that I was too.

When do we get to see you again?

WS

From: Sally Jewell [mailto:smjewe@rei.com]
Sent: Friday, June 17, 2011 3:38 PM
To: Jarvis, Jon; Shafroth, William
Subject: Diversity in the outdoors and Gerard Baker

Dear Jon and Will –

Attached is a nice article from the July Outside Magazine issue regarding diversity in the outdoors. There are many relevant perspectives from Gerard along with Audrey, Steve and others who know NPS well.

Cheers,

Sally

From: [Shafroth, William](#)
To: [Sally Jewell](#)
Subject: RE: Diversity in the outdoors and Gerard Baker
Date: Friday, June 17, 2011 4:32:00 PM

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Cheers,

Sally

From: [Shafroth, William](#)
To: ["Sally Jewell"](#)
Cc: [Michael Collins](#); [Lee Fromson](#); [Jane Thiemens](#)
Subject: RE: Follow up
Date: Wednesday, February 08, 2012 2:53:00 PM

Thanks Sally. I very much appreciate your willingness to participate in this, and Lee's support as well. I will be seeing Michael tomorrow at the 21st Century Conservation Service Corps FACA meeting; REI's engagement across this important work related to America's Great Outdoors is much noticed.

Best,

Will

From: Sally Jewell [mailto:smjewe@rei.com]
Sent: Wednesday, February 08, 2012 1:02 PM
To: Shafroth, William
Cc: Michael Collins; Lee Fromson; Jane Thiemens
Subject: RE: Follow up
Importance: High

Dear Will –

Just to confirm, this is the task force outlined in the document you sent – you used the term “steering committee” below, and I just want to make sure they are one in the same.

After consultation with my teammates, I'm willing to lend my name/title to the effort. Lee Fromson, one of my fellow executives, will be my back-up. Lee was actually asked to do this by the NFF board, on which he sits. He will bring a balanced, experienced perspective and we will attempt to attend the meetings when our schedules allow. It will be essential to get these on the calendar ASAP and both of us have block-out dates where we are engaged in board and REI leadership activities together between now and the summer. Given that Lee will be working alongside me, representing REI, I am sure that the NFF will select a different board member so REI doesn't have two formal representatives.

Hope that works for you.

If there is any flexibility on the dates from your end, perhaps we can provide you with some suggestions that work well for us.

Thanks,

Sally

From: Shafroth, William [mailto:Will_Shafroth@ios.doi.gov]
Sent: Tuesday, February 07, 2012 3:54 AM
To: Sally Jewell
Subject: Follow up

Sally,

Good to see you and have a chance to visit with you when you were in town for the Parks Summit. I hope your cold has subsided and that life is back to some semblance of normal, however intense that may be.

I wanted to follow up on the conversation we had about the Partnership for America's Great Outdoors. As promised, I've attached a summary of what the Partnership is and what the expectation of you as a member of the Steering Committee would be. As we discussed, should you be able to commit to doing this, we are fine with you delegating a part of the assignment to someone else at REI. We still would want your a part of the time and engaged as much as you could be. And, having completed our other calls, we would still very much like to have you be on the Steering Committee.

Please let me know as soon as possible so we can either count you in or find someone else from the industry.

Thanks again for your consideration and all you do to support our mission.

Best,

Will

Will Shafroth
Counselor to the Secretary for
America's Great Outdoors
Department of the Interior
1849 C Street, NW, Room 5148
Washington, D.C. 20009
202-208-4969 (phone)

From: [Sally Jewell](#)
To: [Shafroth, William](#)
Cc: [Michael Collins](#); [Lee Fromson](#); [Jane Thiemens](#)
Subject: RE: Follow up
Date: Wednesday, February 08, 2012 1:02:58 PM
Importance: High

Dear Will –

Just to confirm, this is the task force outlined in the document you sent – you used the term “steering committee” below, and I just want to make sure they are one in the same.

After consultation with my teammates, I’m willing to lend my name/title to the effort. Lee Fromson, one of my fellow executives, will be my back-up. Lee was actually asked to do this by the NFF board, on which he sits. He will bring a balanced, experienced perspective and we will attempt to attend the meetings when our schedules allow. It will be essential to get these on the calendar ASAP and both of us have block-out dates where we are engaged in board and REI leadership activities together between now and the summer. Given that Lee will be working alongside me, representing REI, I am sure that the NFF will select a different board member so REI doesn’t have two formal representatives.

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Best,

Will

Will Shafroth
Counselor to the Secretary for
America's Great Outdoors
Department of the Interior
1849 C Street, NW, Room 5148
Washington, D.C. 20009
202-208-4969 (phone)

From: [Shafroth, William](#)
To: [Michael Collins](#); [Sally Jewell](#)
Cc: fhugelmeyer@outdoorindustry.org
Subject: RE: Outdoor recreation growth #s
Date: Tuesday, November 29, 2011 6:26:21 AM

Michael,

Thanks so much for your help. I really appreciate you finding this info for me/the Secretary.

Best,

Will

Will Shafroth
Counselor to the Secretary for
America's Great Outdoors
Department of the Interior
1849 C Street, NW, Room 5148
Washington, D.C. 20009
202-208-4969 (phone)

From: Michael Collins [MCollin@rei.com]
Sent: Tuesday, November 29, 2011 1:48 AM
To: Sally Jewell; Shafroth, William
Cc: fhugelmeyer@outdoorindustry.org
Subject: RE: Outdoor recreation growth #s

Will --

Apologies that I had minimal success - below is an excerpt from an OIA report from October that compares outdoor product sales growth to general retail for first nine months of 2011. I know OIA has annual trend data but I am not too familiar with all they collect and how to interpret and whether they have data to overlay against general economy. This is only product sales.

If this is useful please forward to Adam as I didn't have his email.

Best,

Mike Collins

Nov 16, 2011

October Outdoor Product Sales Up 7.0 Percent, Outperforming Broader Retail Market

Wintery blasts brought snow and cold to many parts of the country in October, helping boost outdoor product sales 7.0 percent to \$735.3 million. Early season sales of outdoor apparel and hardgoods were particularly strong near month's-end, according to the OIA VantagePoint™ Monthly Trend Report for October. Year-to-date outdoor product sales were up 6.3 percent to \$7.7 billion for the nine-month fiscal retail period running February through October.

Sales of outdoor products ? and the specialty retail channels that are primarily focused on sales of outdoor products ? fared better in October than the overall retail market. According to a survey of 25 chain stores by the International Council of Shopping Centers, comparable store sales for the four-week fiscal month were up just 3.7 percent, the slowest pace since March 2011 when comps grew just 2.0 percent.

-----Original Message-----

From: Sally Jewell

Sent: Monday, November 28, 2011 10:05 PM

To: Shafroth, William

Cc: fhugelmeyer@outdoorindustry.org; Michael Collins

Subject: Re: Outdoor recreation growth #s

Will -

I have copied this to Mike Collins who would have more ready access to numbers. I am about to leave to open our NYC store early tomorrow.

There was an increase in camping and closer-to-home recreation with the recession, but I don't have stats that I can quote. Mike works at all hours, so there is a small chance he will pick this up. I think he would be safe in saying campground usage is up as is visitation to the national parks, where international travel has been down.

Good luck!

Sally

On Nov 28, 2011, at 8:06 PM, "Shafroth, William" <Will_Shafroth@ios.doi.gov> wrote:

>

> Sally and Frank,

>

> On the off chance that either of you are up and reading your emails tonight, could you please take a look at the query from our press secretary who is traveling with Secretary Salazar. The Secretary is giving a speech to the RV trade show early tomorrow and wants to use some economic data to showcase how relatively better the outdoor recreation industry is doing compared to the overall economy. I think I heard you cite a number before.

>

> Any info would be appreciated, especially before 7 am EST.

>

> I hope you are well.

>

> Thanks

>

> Will

>

>

>

> ----- Original Message -----

> From: Fetcher, Adam K

> Sent: Monday, November 28, 2011 08:15 PM

> To: Shafroth, William

> Cc: Lee-Ashley, Matt; Kelly, Kate P; Walsh, Colin

> Subject: Outdoor recreation growth #s

>

> Hi Will,

>

> I'm in Louisville KY with KLS getting ready for the RV expo tomorrow. I spoke to the Secretary just a few minutes ago and in addition to the standard economic benefits of conservation and outdoor recreation that we have been using, he asked for some numbers that specifically show growth trends in recent years in the outdoor recreation economy in context or juxtaposed with (presumably smaller) growth trends in the overall U.S. economy. I am pulling the NFWF report from this fall, linked below, but

wanted to see if you knew of any stats that show this type of analysis specifically. My hunch is that we will not be able to generate exactly what he wants tonight, but if you have anything at all along these lines it would be helpful. His aim is to give the RVIA group a "pep rally" about the importance the outdoor economy in pulling up the bootstraps of the economy at large. If that is true...

>

> Let me know if you think you can help. I will forward his TPs as they appear so far in a separate interview so you know what we have.

>

> Matt/Kate, let me know if you have ideas too on how to meet this request.

>

> Link to NFWF report: <http://www.landtrustalliance.org/policy/documents/nfwf-study>

>

> Huge thanks, sorry for late email,

>

> Adam

From: [Shafroth, William](#)
To: [Sally Jewell](#)
Subject: RE: Outdoor recreation growth #s
Date: Tuesday, November 29, 2011 6:22:05 AM

You're the best. Thanks so much. New Yorkers will need that store once the big campground at Floyd Bennett Field is fully operational.

I hope you're well.

Will

Will Shafroth
Counselor to the Secretary for
America's Great Outdoors
Department of the Interior
1849 C Street, NW, Room 5148
Washington, D.C. 20009
202-208-4969 (phone)

From: Sally Jewell [smjewe@rei.com]
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> Huge thanks, sorry for late email,

>

> Adam

From: [Strickland, Thomas](#)
To: [Sally Jewell](#); [Shafroth, William](#)
Subject: Re: Testimony on the challenges of the NPS
Date: Wednesday, April 15, 2009 6:33:43 PM

Thanks, Sally. Your support and counsel is deeply appreciated.

From: "Sally Jewell" [SJewell@rei.com]
Sent: 04/15/2009 11:05 AM MST
To: Will Shafroth; Thomas Strickland
Subject: Testimony on the challenges of the NPS

Dear Will and Tom –

I suspect you have seen this testimony, but in case you haven't I thought I would forward it along to you for consideration. In my work with NPCA and the National Parks Second Century Commission, park employees have referenced situations described below, but are frequently reluctant to be very direct due to past retaliation and/or a gag order from former NPS and DOI leadership.

There is so much dedication and desire on the part of the NPS employees that I have met to work for a new administration that will support their ability to carry out their mission, yet so many requirements placed on them that don't support their ability to carry out what is expected of them.

The choice of the next Director of the NPS will be very important in righting this situation, along with support from the DOI to knock down many of the bureaucratic barriers that are so confounding to progress. Choosing the right leader from within the ranks of the NPS could make a huge difference on moving this forward quickly and efficiently.

Thanks very much for your continued service. Call if you wish to discuss.

Warm regards,

Sally Jewell
REI
(b) (6)
sjewell@rei.com

TESTIMONY: Restoring the Federal Land Management Workforce

TESTIMONY

Before the Subcommittee on National Parks, Forests and Public Lands
Committee on Natural Resources
United States House of Representatives

Restoring the Federal Public Lands Workforce

By

J. W. "Bill" Wade
Chair, Executive Council
Coalition of National Park Service Retirees

March 19, 2009

Mr. Chairman and other distinguished Members of the Subcommittee, thank you for holding this hearing and thank you for inviting me to express my views, and the views of our Coalition of National Park Service Retirees (CNPSR) on the important topic of workforce issues in the National Park Service. I retired in 1997 from the National Park Service after a 32-year career, including serving the last nine years of that career as the Superintendent of Shenandoah National Park. I am now the Chair of the Executive Council of the Coalition of National Park Service Retirees.

The Coalition now consists of more than 700 individuals, all former employees of the National Park Service, with more joining us almost daily. Together we bring to this hearing over 21,000 years of accumulated experience. Many of us were senior leaders and many received awards for stewardship of our country's natural and cultural resources. As rangers, executives, park managers, biologists, historians, interpreters, planners and specialists in other disciplines, we devoted our professional lives to maintaining and protecting the national parks for the benefit of all Americans – those now living and those yet to be born. In our personal lives we come from a broad spectrum of political affiliations and we count among our members four former Directors or Deputy Directors of the National Park Service, twenty-three former Regional Directors or Deputy Regional Directors, twenty-eight former Associate or Assistant Directors and over one hundred and seventy former Park Superintendents or Assistant Superintendents; as well as a large number of other former employees, including seasonal employees.

BACKGROUND:

In preparing for this testimony, I contacted, by email, about 30 park managers and division chiefs in the National Park Service (NPS) and asked them to identify what they believed the 2-3 most serious issues currently affecting the NPS workforce are and what the consequences of those issues are. In addition, I drew on conversations and communications that I and other members of the CNPSR Executive Council have had over the past several years with dozens of current employees of the NPS about various issues, including those affecting the NPS workforce.

Many, but not all, of the issues of concern can be directly attributed to, or closely related to budget deficiencies. However, it is too easy for NPS leaders to make that the scapegoat and to fail to take appropriate action based on priorities and consequences. Clearly, some of the issues of concern, especially as perceived by those in the lower-ranks of the NPS, are the result of a lack of principled

leadership and decision-making; and inappropriate priorities.

Employee Development

This issue is at the top of nearly everyone's list. As with many organizations, when there is a tightening of the budget, one of the first program casualties is training and employee development. This has certainly been true of the NPS.

This deficiency is pointed out in the Partnership for Public Service 2007 Rankings of "The Best Places to Work in the Federal Government." In this survey, NPS ranked 203 out of 222. Several of the other items with low rankings also may result from an inadequate employee development program.

One of the most significant deficiencies is "effective leadership" (ranked 191 of 222 in the aforementioned survey). The general belief in the NPS is that there are two parts to this perceived deficiency:

- Inadequate training and development of lower-level (first- and second-line) supervisors; and
- Ineffective and unprincipled leadership practices and decisions by high-level agency leaders, particularly political appointees.

There is little question that there needs to be improved training and development of lower-level supervisors, since such development is critical to how these leaders perform as they move upward in the organization.

One program recently implemented by the NPS that shows significant promise is the "Superintendent's Academy" This program is designed to provide individualized, comprehensive leadership development for those individuals either selected for, or likely to be selected for their first NPS superintendent position.

However, career development for other fields is not as organized. One NPS manager said, "We have no logical, organized, progressive developmental programs for any of our career fields, and it shows! The NPS has committed to revitalizing their ED program in the last year, but we have yet to see substantive results. The Employee Development program must be focused on the KSA's [knowledge, skills and abilities] needed in each of the career fields, and clearly identify the available developmental opportunities to obtain them."

Another said, "Continuing failure to adequately plan, fund and execute the Employee Development program will result in a continuing deterioration in our employees' abilities to perform the mission-critical work; will manifest itself in employee dissatisfaction with the NPS as an employer, increasing rates of attrition with concomitant loss of valuable potential, and ultimately in a decreasing ability to effectively protect our natural and cultural heritage."

Succession Planning

Effective succession planning in the NPS is still a significant deficiency. In the last 2-3 decades there have been several succession studies and plans conducted, but each seemed to have ended up as a report on the shelf. One manager said, "We not only need to do effective succession planning at the unit, region and Servicewide levels, we need to take appropriate action to implement the succession plans today, not sometime in the future! We need additional base

funding to allow the Service to fund training and apprenticeship programs and shadow positions, so that when our older employees retire, they have had the opportunity to effectively pass on the knowledge and skills developed over the past 25-30 years. Failure to do so will cause a dramatic loss of institutional knowledge and memory, causing us to repeat the mistakes of the past, and slowing our evolution to more effectively meeting our growing mission challenges.”

Contracting and Human Resources Capacity

Nearly every park manager with whom we consulted mentioned the serious situation involving “bottlenecks” in human resources and contracting. The NPS simply does not have the capacity in these program areas to keep up with the needs.

One manager said, “[There is a] deficit of trained and certified contracting officers. Compounding the difficulties with changes in procurement policies, the lack of contracting officers with warrants, and the quality of [applicants] we get when we advertise for these positions has put our contracting program in a tail spin. As a result we have diminished capacity to complete projects and to handle economic recovery projects. The inability of the NPS to get contracts out the door has drawn fire from Congress, who look at the backlog of projects we have on the books and the amount of unobligated funds, which has brought criticism to our request for additional funding.”

Another said, “The current ‘corrective action plan’ for contracting has had a debilitating impact on the ability of parks to execute contracts and enter into cooperative agreements. The implementation of the plan has demoralized the procurement and contracting staff and pushing many into retirement or to other agencies. With recovery act funding pending we need to formulate a strategy to provide for a more nimble and effective contracting services.”

Another superintendent gave a specific example:

“Contracting in the NPS is still problematic; both for in-park part time purchasers, and for larger contracting at the regional level. The dollar limits for in-park purchasing, I believe, are from the 1960's or 1970's. Any card holder can purchase up to \$2,500 in services 3,000 in supplies and \$2,000 in construction (which is widely defined to include painting and putting up a fence). However, in order to have the ability to purchase up to \$10,000 in supplies, \$2,500 in services and \$2,000 in construction, our employee had to attend 227 hours of training. These dollar limits are obsolete and need to be brought up to date so we can effectively get the work accomplished. This is very broken; but the basic idea that one must attend over 200 hours of training and still only be able to purchase up to \$10,000 is ridiculous. For the dollars spent to attend the training, and this employee's time, we can now purchase \$7,000 more in supplies but we still have to go to region to contract to get the building painted.”

Another superintendent cited the Cooperative Agreement guidance that has recently been implemented in at least one NPS Region, as another case in point:

“Up to now our Cooperative Agreements have been executed using basically a 3-party process involving agreement formulation by the park procurement official, technical review by a contracting officer and by the regional solicitor. It now seems that we are adding up to 7 additional layers of process:

1. A new Regional point of contact (POC)
2. A new Agreements "IN BOX"
3. Automatic posting to GRANTS.GOV of all Cooperative Agreements over \$25K
4. A contract specialist (in addition to the contracting officer)
5. New involvement of Washington Office Contracting/Procurement
6. A decision to forward every agreement and task agreement to DOI [Department of the Interior]
7. A 'review of the proposed action will be assigned based on availability of specialist or contractor personnel.'"

In addition to the examples cited above, the NPS continues to "centralize" all personnel and contracting functions into a very few parks (example: into four parks in the Northeast Region) in each Region. This "Servicing Human Resources Office (SHRO)" and "Major Acquisition Buying Office (MABO)" consolidation is scheduled for full implementation by October 1, 2010, though partial implementation has already occurred.

The consolidation of the acquisition functions seems to be a consequence of GAO review in which the NPS drew fire on its acquisition management. The centralization of human resources functions is largely a result of recent "competitive sourcing" (or "outsourcing") efforts by the Bush Administration.

The consequences of these actions include:

- Great frustration in parks and NPS offices relative to their abilities to get things done.
- Demoralized employees in the fields of human resources and contracting.
- Demoralized and sometimes angry customers and vendors.
- Delays in executing contracts.
- Demoralizing partners participating in Cooperative Agreements.
- Not being able to complete projects in the time frames required due to inadequate staffing.
- Loss of effectiveness and bolstering adverse public opinion about government efficiency.
- Loss of credibility with the public, because work is taking too long to get done.

There is a great likelihood that the NPS will have a very difficult time meeting the requirements of the recent "stimulus package" because of these deficiencies. NPS has already initiated efforts to "call qualified individuals out of retirement" to assist with the expected increase in workload in these administrative functions.

Technology Systems and Processes

A number of NPS managers cited the increasing requirements of "systems" and "process-driven activities" as a serious problem and growing frustration. One manager spoke of the "dominance [of these systems and activities] over independent situational judgment and agility." Mentioning examples, this manager said:

"FMSS [Facility Management Software System], the PST [Project Scoping Tool], the lengthy process for using FLREA ["fee demonstration"] funds, the 5-year comprehensive plans - cumulatively these squelch creativity and effective action. Long range consistent planning is a good thing, but it should not be the only thing. It seems to be the only thing right now. Now, we have to try to get

employees to understand the requirements of feeding all their projects through highly constrained and hugely complicated processes, with 3 to 5 years before they can hope to do the project."

A park superintendent lamented:

"Overwhelmingly, process has become the goal. GPRA [Government Performance and Results Act], FMSS, are two big examples, but it is in everything. We spent 100 hours on an Environmental Management System so that we are more 'green.' I would rather our Resource Management Specialist spent those 100 hours directly protecting our resources. I do not know the enormous number of hours spent on FMSS. It has a life of its own. Instead of working on our historic structures, our employees are on the computer entering data about the need to work on historic structures. I have never asked for, or used a report created from FMSS to inform my decision making. Some may say that makes me a poor manager; I believe it shows that FMSS is not an effective management tool at the park level."

Consequences of these problems include:

- Spending lots of money (salaries) on care and feeding of systems instead of on work more clearly aligned with the NPS mission.
- Demoralized employees who feel devalued by the dominance of systems.
- The widespread feeling among employees that computer programs now trump human intelligence.
- Loss of credibility with the public, because "we are soooooo sloooooow to act or react, and we respond by saying, 'I can't do anything about it - it's the system'".
- Ineffectiveness.

Core Operations Process

Another process initiated with questionable motives and implemented several years ago is the "core operations" process.

The experiences of one park, as related by a concerned employee best serve to describe the concerns of many:

"When the superintendent presented 'Core Ops' at an all-employee meeting, I was very encouraged. He said we would go back to our fundamental, guiding legislation to establish our core responsibilities, then determine how best to fulfill them. Being rather familiar with NPS history and the guiding documents, I knew that if this were an honest endeavor, there could be but one outcome - a significant shift in staffing, funding and emphasis on protecting park resources for future generations. I was wrong. While the #1 park priority that emerged from the process was to inventory and monitor resources and assess their conditions, none of the action items reflected that priority. One position (GS-12 assistant division chief) in the Science and Resource program was abolished and the division chief was promoted to a GS-14, creating an even greater disparity between the chief and the GS-11 resource scientists. I don't deny someone receiving their just rewards, but how did this serve the resource? No apparent staffing, funding or emphasis was shifted to protecting park resources. Our (the rest of the resource staff) contribution to the process was the privilege of working harder and more efficiently, to do more and more with less and less.

"So, the process was not about our core responsibilities, but about 'efficiencies.' By naming a cost-savings, efficiency exercise a 'core operations analysis,' we further degrade any remaining credibility with staff or those in the public who take the time to scrutinize what we're doing. It's like calling cell towers 'visual enhancements.' If it's about cutting costs, then call it a cost-savings process that supports our current operations. If you call it a core operations analysis, then go back to the core documents, identify the basic responsibilities and address them."

It is clear from the above comments and from others we have heard from that the core operations analyses are being utilized—regardless of perhaps some good intentions by some NPS leaders—as a means to justify cost-cutting in a manner that obscures the adverse impacts to what should be the core programs of NPS: to provide for resource protection and to provide for a quality visitor experience.

The core operations process, originating in one region, spread throughout the NPS because of emphasis from the political leadership in the Department of the Interior. However, leaders in several regions successfully altered the approach and refused to carry out the prescribed process because, in their words, "it legitimizes an illegal process of non-compliance with the Organic Act." In other words, most park units have already reduced operations to the core...any further reductions would, in fact, threaten the resource and would be against the law. Implementing this process has cost substantial amounts of money and frustrated many leaders and employees because its emphasis is on "efficiency;" and "effectiveness" (in terms of law, policy and mission of the NPS) is relegated to a much lower level of importance.

Recruitment, Hiring, Retention and Diversity

One superintendent states:

"We need to become more effective at attracting and retaining younger employees, and employees from underrepresented groups. Our diversity recruitment programs are relatively inefficient and ineffective, especially as compared to those of other agencies, including the USDA. Failure to recruit effectively further disconnects the National Parks and the Service from growing numbers of minorities and immigrant groups in America, contributing to the growing 'irrelevancy' of the National Parks to today's citizenry. Our workforce must much more closely mirror the 'face of America,' if we hope to remain vibrant, relevant and important to our citizens of today and those to come."

The NPS has not done an adequate job of diversifying its workforce. The responsibility continues to be put on parks, which competes with all other existing priorities. A park superintendent suggests:

"To be more effective the NPS needs to develop a few geographically based intake programs. The programs should be comprehensive in nature, including a recruitment strategy, a training strategy, a mentor and the funding to support the program. Without a diverse workforce we continue to have challenges connecting to diverse park visitors who look at our workforce and believe the NPS does not offer opportunities for them."

The current process for hiring seasonal and temporary employees requires unreasonable lead time. Often it takes over nine months from the initiation of the recruitment action to actually seeing the

employee at work. This is problematic as the park manager often is unaware of what project and initiative dollars will be available at the beginning of the fiscal year.

Law Enforcement/Emergency Response Retirement Decisions

Amendments in 1976 to the General Authorities Act (PL- 94-458) gave trained National Park Service Rangers law enforcement authority within national park areas. These authorities include the ability to make arrests, carry weapons, and serve warrants issued by other jurisdictions. In 1994, the National Park Service issued a new position description for those positions that would provide federally established enhanced retirement benefits to those rangers who occupied those positions (5 USC 8336 - commonly referred to as "6c" or "20 year retirement.") These position descriptions describe the multiple tasks that rangers are asked to undertake in addition to their law enforcement duties, including search and rescue, emergency services, and resources education.

Rangers who occupied these positions prior to 1994 have been required to submit affidavits to prove that they exercised the same law enforcement responsibilities that exist under the revised position descriptions. A team of DOI employees called the Federal Law Enforcement Review Team (FLIRT) is charged with reviewing the submitted information and determining whether the applicants qualify for the enhanced retirement benefits.

This team has applied a very narrow interpretation of the eligibility requirements for enhanced retirement benefits. This has resulted in the rejection of several hundred claims from rangers who are retired or still on active duty.

This is an injustice needs to be corrected. Currently, the NPS has a Protection Ranger workforce of "haves and have-nots." This has caused widespread and substantial discontent among the Service's 1300 commissioned law enforcement rangers and could negatively impact the Service's ability to recruit and retain high-quality employees for the ranger profession. If not corrected, this could result in diminished protection for park resources and visitors.

SUMMARY

The aforementioned concerns have contributed to a decline in the morale in the National Park Service in addition to some inefficiencies and ineffectiveness. However, two other problems that have been "on the rise" over the past several years have led to the morale in the NPS being as low as anyone can remember – in at least the last fifty years; although there is evidence that this situation is changing with the new administration and there is renewed hope and encouragement on the part of the NPS workforce.

The first of these contributing factors is the quality of decision making, but – more importantly – the continual erosion of decision making by qualified NPS professionals whose actions and decisions are overridden or "second-guessed" by political appointees who pursue a political agenda rather than a resource agenda. One superintendent offered an example:

" During the rulemaking process resulting in allowing 'concealed-carry firearms' in national parks, park professionals and subject-matter experts in the NPS were never consulted about what impacts to resources, visitors or employees in the parks might result. It was clear that this rulemaking was intended to satisfy a political agenda and that resource, visitor and employee protection had no

bearing on the outcome.”

Key to “restoring the workforce” is the need to restore the validity of the decisions for which the NPS is responsible; based upon science, law and resource principles. In other words, restore the power and authority of the Director of the NPS and his/her professional leaders and technical experts to make agency decisions instead of making those agency decisions higher and higher in the Department...to the point where it neuters the agency’s professional leadership.

Organizational leadership and reputation at the national and international levels have been compromised. The NPS is no longer considered the national “expert” or leader relative to managing parks; interpreting and educating; carrying out science and research; and valuing appropriate recreation and visitor enjoyment activities. The NPS is no longer considered an international leader because it has been prevented from fully embracing the international role that parks and protected areas fulfill and the helpful role that the U.S. can play in that international arena. If we are to “restore the workforce” we must restore the capacity and the competence for organizational leadership both nationally and internationally.

The second contributing factor is the disturbing trend to “corporatize” and “privatize” national stewardship responsibilities of our most sacred places, conspiring against the inherent responsibility of our nation to care for these places through its established government on behalf of all the American people. Escalating collaboration, partnering, and contracting-out of these inherently governmental functions is increasingly becoming a subterfuge for our national failure to meet the financial and leadership responsibilities our government must exercise on behalf of our citizens and their national patrimony. National environmentalism, in response to a barrage of threatening ideological conservation values, responds accordingly with an increasingly shrill and extreme message, partitioning and polarizing communities, government officials and citizens who yearn to see the debate focus on quality of life approaches rather than environmental extremism.

Viewing national parks as essentially “cash cows” for local and regional economies increasingly skews interpretation of law toward the notion that recreation and visitor use are as important, or even more important, than the protection of the resource. The mounting overwhelming attention that is placed on parks’ revenue-generating capabilities creates a dilemma that often threatens long-term ecological health and diffuses core resource protection duties at the macro scale in favor of smaller incremental reactions to a continual barrage of park development plans and mechanisms to increase visitor use scenarios that now seem to prevail more often than not. As a result of these trends, the role of environmental stewardship and carrying out core resource protection missions are being systematically diminished across the National Park System with increasing frequency—deferring instead to economic impacts to communities and special interest groups.

These trends, along with recent attempts (and substantial expenditures of money) to contract-out, or outsource, certain work functions in the NPS have had a demoralizing effect on the workforce.

It is time to return the NPS to a professional organization; driven by law, science and principled leadership. With this renewal will come the pride and enthusiasm of the NPS workforce that Americans have come to expect of those who protect and interpret the nation’s National Park System.



Hamidi, Nahal <nahal_hamidi@ios.doi.gov>

Scheduling

7 messages

Greenberger, Sarah <sarah_greenberger@ios.doi.gov>

Mon, Feb 11, 2013 at 10:55 AM

To: smjewe@rei.com

Cc: Nahal Hamidi <Nahal_Hamidi@ios.doi.gov>, Laura Davis <Laura_Davis@ios.doi.gov>

Sally - Good morning! Hope you got a least a short rest yesterday before jumping back into all that's on your plate these days! On Friday we discussed scheduling two calls for this week to touch base regarding talking points and a few other issues. We should be on track to get you the talking points by COB today and wanted to know who in your office we should work with to set up those calls? As always, please feel free to reach out if you have any questions or concerns at any time.

Sarah
202-697-2115

Sally Jewell <smjewe@rei.com>

Mon, Feb 11, 2013 at 12:30 PM

To: "Greenberger, Sarah" <sarah_greenberger@ios.doi.gov>

Cc: Nahal Hamidi <Nahal_Hamidi@ios.doi.gov>, Laura Davis <Laura_Davis@ios.doi.gov>, Jane Thiemens <JThieme@rei.com>, Venus Allison <valliso@rei.com>

Sarah –

Jane Thiemens is my very capable assistant, copied above. Her back up is Venus Allison. Please work with Jane on all scheduling matters, and Venus if Jane is unavailable:

Jane:

Ph. (b) (6)

Email: jthieme@rei.com

Venus:

Ph. (b) (6)

Email: valliso@rei.com

I may need to take calls early, given the schedule I'm winding down here. Anything after 9 am your time (6 am Pacific) is fine with me.

Thanks,

Sally

From: Greenberger, Sarah [mailto:sarah_greenberger@ios.doi.gov]
Sent: Monday, February 11, 2013 7:55 AM
To: Sally Jewell
Cc: Nahal Hamidi; Laura Davis
Subject: Scheduling

Sally - Good morning! Hope you got a least a short rest yesterday before jumping back into all that's on your plate these days! On Friday we discussed scheduling two calls for this week to touch base regarding talking points and a few other issues. We should be on track to get you the talking points by COB today and wanted to know who in your office we should work with to set up those calls? As always, please feel free to reach out if you have any questions or concerns at any time.

Sarah

202-697-2115

Greenberger, Sarah <sarah_greenberger@ios.doi.gov> Mon, Feb 11, 2013 at 12:37 PM
To: Jennifer Sisk <jennifer_sisk@ios.doi.gov>, Nahal Hamidi <Nahal_Hamidi@ios.doi.gov>

Jennie, Nahal is out today so do you think that you can reach out to Jane to set up calls for Wednesday and Friday. I will stop by in a few moments to give you background on what they are for etc and with a few other asks for your time!

Sarah

[Quoted text hidden]

Greenberger, Sarah <sarah_greenberger@ios.doi.gov> Mon, Feb 11, 2013 at 12:36 PM
To: Sally Jewell <smjewe@rei.com>
Cc: Nahal Hamidi <Nahal_Hamidi@ios.doi.gov>, Laura Davis <Laura_Davis@ios.doi.gov>, Jane Thiemens <JThieme@rei.com>, Venus Allison <valliso@rei.com>, Jennifer Sisk <jennifer_sisk@ios.doi.gov>

Great. Thanks Sally. We will do whatever works best for you given all the demands on your time. Jane and Venus, you should hear from Nahal or Jennie Sisk today regarding scheduling calls. Best, Sarah

[Quoted text hidden]

Sally Jewell <smjewe@rei.com> Mon, Feb 11, 2013 at 12:38 PM
To: "Greenberger, Sarah" <sarah_greenberger@ios.doi.gov>
Cc: Nahal Hamidi <Nahal_Hamidi@ios.doi.gov>, Laura Davis <Laura_Davis@ios.doi.gov>, Jane Thiemens <JThieme@rei.com>, Venus Allison <valliso@rei.com>, Jennifer Sisk <jennifer_sisk@ios.doi.gov>

Sorry all – Jane's number is (b) (6) (I gave you my direct number, which is (b) (6) ...on autopilot!) SJ

From: Greenberger, Sarah [mailto:sarah_greenberger@ios.doi.gov]
Sent: Monday, February 11, 2013 9:36 AM
To: Sally Jewell
Cc: Nahal Hamidi; Laura Davis; Jane Thiemens; Venus Allison; Jennifer Sisk
Subject: Re: Scheduling

Great. Thanks Sally. We will do whatever works best for you given all the demands on your time. Jane and Venus, you should hear from Nahal or Jennie Sisk today regarding scheduling calls. Best, Sarah

On Mon, Feb 11, 2013 at 12:30 PM, Sally Jewell <smjewe@rei.com> wrote:

Sarah –

Jane Thiemens is my very capable assistant, copied above. Her back up is Venus Allison. Please work with Jane on all scheduling matters, and Venus if Jane is unavailable:

Jane:

Ph. (b) (6)

Email: jthieme@rei.com

Venus:

Ph. (b) (6)

Email: valliso@rei.com

I may need to take calls early, given the schedule I'm winding down here. Anything after 9 am your time (6 am Pacific) is fine with me.

Thanks,

Sally

From: Greenberger, Sarah [mailto:sarah_greenberger@ios.doi.gov]
Sent: Monday, February 11, 2013 7:55 AM
To: Sally Jewell
Cc: Nahal Hamidi; Laura Davis
Subject: Scheduling

Sally - Good morning! Hope you got a least a short rest yesterday before jumping back into all that's on your plate these days! On Friday we discussed scheduling two calls for this week to touch base regarding talking points and a few other issues. We should be on track to get you the talking points by COB today and wanted to know who in your office we should work with to set up those calls? As always, please feel free to reach out if you have any questions or concerns at any time.

Sarah

202-697-2115

Greenberger, Sarah <sarah_greenberger@ios.doi.gov>

Mon, Feb 11, 2013 at 12:40 PM

To: Sally Jewell <smjewe@rei.com>

Cc: Nahal Hamidi <Nahal_Hamidi@ios.doi.gov>, Laura Davis <Laura_Davis@ios.doi.gov>, Jane Thiemens <JThieme@rei.com>, Venus Allison <valliso@rei.com>, Jennifer Sisk <jennifer_sisk@ios.doi.gov>

Got it!

[Quoted text hidden]

Jane Thiemens <JThieme@rei.com>

Mon, Feb 11, 2013 at 12:46 PM

To: "Greenberger, Sarah" <sarah_greenberger@ios.doi.gov>

Cc: Nahal Hamidi <Nahal_Hamidi@ios.doi.gov>, Laura Davis <Laura_Davis@ios.doi.gov>, Venus Allison <valliso@rei.com>

Hi Sarah,

Nice to meet you. Happy to help schedule the two calls you mentioned. How long do you anticipate these calls to last? Sally is available tomorrow, February 12, between 11 am and 2 pm Pacific (2-5 pm Eastern). Or she could do the calls early on Tuesday and Wednesday – say 7 am Pacific/10 am Eastern?

Feel free to call me. Thanks!

Jane



Jane Thiemens | Executive Assistant to the President, Sally Jewell | **REI**

D: (b) (6) F: 253.395.8235 www.rei.com | jthieme@rei.com

"We inspire, educate and outfit for a lifetime of outdoor adventure and stewardship"



From: Greenberger, Sarah [mailto:sarah_greenberger@ios.doi.gov]

Sent: Monday, February 11, 2013 9:41 AM

[Quoted text hidden]

[Quoted text hidden]



Mansour, Christopher <christopher_mansour@ios.doi.gov>

FW: Congratulations Again

1 message

Sally Jewell <smjewe@rei.com>

Sun, Feb 10, 2013 at 12:17 AM

To: Anne Wall [REDACTED] (b) (6), "Mansour, Christopher" <christopher_mansour@ios.doi.gov>, Sarah Greenberger <sarah_greenberger@ios.doi.gov>

Dear Anne, Christopher and Sarah -

Mike Young is president of the University of Washington – I serve on the board. He was formerly president of U of Utah, dean of law at George Washington U, and a prof at Columbia. As noted below, he has some strong republican contacts in the senate, in case they are useful. He and I have a good relationship and I know he would be a very strong advocate, if needed.

Thanks,

Sally

From: "michael.young@uw.edu<mailto:michael.young@uw.edu>" <michael.young@uw.edu<mailto:michael.young@uw.edu>>

Date: Thu, 7 Feb 2013 09:05:49 -0800

To: Sally Jewell <smjewe@rei.com<mailto:smjewe@rei.com>>

Subject: Congratulations Again

Sally:

I suspect you won't need any help at all, but I just wanted you to know that I know Senator Mike Lee reasonably well (I knew his father, Rex, the former Solicitor General, very well). I also know Senator Mike Crapo very well and am especially close to Senator Orrin Hatch. I know a few Democrats too, of course, but I am certain you won't need any assistance there at all. And, as I said, I seriously doubt you will need any inroads to the Republicans either, but, in the unlikely event I can be at all useful, please don't hesitate to ask. I think your nomination is wonderful – truly wonderful – for the country and I would be honored to help in any way I possibly can.

Warm regards.

Mike

Michael K. Young

President

University of Washington

301 Gerberding Hall

Box 351230

Seattle, WA 98195-1230

Phone (206) 543-5010

Fax (206) 616-1784

michael.young@uw.edu<mailto:michael.young@uw.edu>



Mansour, Christopher <christopher_mansour@ios.doi.gov>

FW: Congratulations Again

1 message

Sally Jewell <smjewe@rei.com>

Sun, Feb 10, 2013 at 12:17 AM

To: Anne Wall [REDACTED], "Mansour, Christopher" <christopher_mansour@ios.doi.gov>, Sarah Greenberger <sarah_greenberger@ios.doi.gov>

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Thanks,

Sally

From: "michael.young@uw.edu<mailto:michael.young@uw.edu>" <michael.young@uw.edu<mailto:michael.young@uw.edu>>

Date: Thu, 7 Feb 2013 09:05:49 -0800

To: Sally Jewell <smjewe@rei.com<mailto:smjewe@rei.com>>

Subject: Congratulations Again

Sally:

I suspect you won't need any help at all, but I just wanted you to know that I know Senator Mike Lee reasonably well (I knew his father, Rex, the former Solicitor General, very well). I also know Senator Mike Crapo very well and am especially close to Senator Orrin Hatch. I know a few Democrats too, of course, but I am certain you won't need any assistance there at all. And, as I said, I seriously doubt you will need any inroads to the Republicans either, but, in the unlikely event I can be at all useful, please don't hesitate to ask. I think your nomination is wonderful – truly wonderful – for the country and I would be honored to help in any way I possibly can.

Warm regards.

Mike

Michael K. Young

President

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301 Gerberding Hall

Box 351230

Seattle, WA 98195-1230

Phone (206) 543-5010

Fax (206) 616-1784

michael.young@uw.edu<mailto:michael.young@uw.edu>



Mansour, Christopher <christopher_mansour@ios.doi.gov>

(no subject)

1 message

Mansour, Christopher <christopher_mansour@ios.doi.gov>

Thu, Feb 14, 2013 at 6:00 PM

To: (b) (6)

Cc: Christopher Salotti <chris_salotti@ios.doi.gov>, Sarah Greenberger <Sarah_Greenberger@ios.doi.gov>

Sally

We do not expect anything from the White House on your questionnaire this evening.
We could know more tomorrow.

Christopher

—

Christopher J. Mansour, Director

Office of Congressional and Legislative Affairs

Office of the Secretary

Department of the Interior

1849 C Street, NW

Washington, DC 20240

Office - (202) 208-7693

Fax - (202) 208-5533



Greenberger, Sarah <sarah_greenberger@ios.doi.gov>

Are you back?

4 messages

Sarah Greenberger <sarah_greenberger@ios.doi.gov>

Fri, Feb 8, 2013 at 5:22 PM

To: smjewe@rei.com

Cc: Laura_Davis@ios.doi.gov, Christopher_Mansour@ios.doi.gov

Senator Reed can talk now if you are around! Sarah

Sally Jewell <smjewe@rei.com>

Fri, Feb 8, 2013 at 5:31 PM

To: Sarah Greenberger <sarah_greenberger@ios.doi.gov>

Cc: "Laura_Davis@ios.doi.gov" <Laura_Davis@ios.doi.gov>, "Christopher_Mansour@ios.doi.gov" <Christopher_Mansour@ios.doi.gov>

Just walked in - what is his number?

[Quoted text hidden]

Greenberger, Sarah <sarah_greenberger@ios.doi.gov>

Fri, Feb 8, 2013 at 5:37 PM

To: Laura Davis <Laura_Davis@ios.doi.gov>

I just gave her Reed's number. I will hang around to touch base with her and let her know that we can talk to her quickly when she is done about next steps.

[Quoted text hidden]

Davis, Laura <laura_davis@ios.doi.gov>

Fri, Feb 8, 2013 at 5:37 PM

To: "Greenberger, Sarah" <sarah_greenberger@ios.doi.gov>

OK are you with her while she is calling?

[Quoted text hidden]



Greenberger, Sarah <sarah_greenberger@ios.doi.gov>

Fwd: PDFs, Text Files, and Video links to Hayes and salazar Confirmation hearings

2 messages

Christopher Mansour <christopher_mansour@ios.doi.gov> Fri, Feb 8, 2013 at 12:34 AM
 To: Benjamin Milakofsky <benjamin_milakofsky@ios.doi.gov>, Laura Davis <laura_davis@ios.doi.gov>
 Cc: Greenberger Sarah <Sarah_Greenberger@ios.doi.gov>, Katherine Kelly <kate_kelly@ios.doi.gov>

Below are links to video and transcripts of Secretary Salazar's and David Hayes' confirmation hearings. I would like to share/email Sally should we set a single person who sends her stuff to avoid overload? Sarah? viewing them both they will give her a good idea about how these hearings are run

Christopher

Here is everything on both hearings in one email. The PDFs are attached

David Hayes Confirmation:

Video link:

<http://www.energy.senate.gov/public/index.cfm/hearings-and-business-meetings?ID=d8056a92-c93d-5fe7-a203-79cc3a48c97c>

Text Transcript:

<http://www.gpo.gov/fdsys/pkg/CHRG-111shrg48390/html/CHRG-111shrg48390.htm>

Salazar Confirmation:

Video Link:

<http://www.energy.senate.gov/public/index.cfm/hearings-and-business-meetings?id=a71b30a7-b055-ab47-6d85-2229e2122bd3>

Text transcript:

<http://www.gpo.gov/fdsys/pkg/CHRG-111shrg47254/html/CHRG-111shrg47254.htm>

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Jared Payne

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Department of the Interior, Office Clerk

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America's Great Outdoors

Office of the Secretary

Office of Congressional and Legislative Affairs

2 attachments

 **HAYESConfirmationSENATEENR.pdf**
246K

 **SALAZARConfirmationSENATEENR.pdf**
318K

Mansour, Christopher <christopher_mansour@ios.doi.gov>
To: smjewe@rei.com
Cc: Sarah Greenberger <Sarah_Greenberger@ios.doi.gov>

Fri, Feb 8, 2013 at 6:06 PM

Sally:

Below are links to video and transcripts of Secretary Salazar's and David Hayes' confirmation hearings. Viewing them both they will give you a good idea about how these confirmation hearings are run

Christopher

Here is everything on both hearings in one email. The PDFs are attached

David Hayes Confirmation:

Video link:

<http://www.energy.senate.gov/public/index.cfm/hearings-and-business-meetings?ID=d8056a92-c93d-5fe7-a203-79cc3a48c97c>

Text Transcript:

<http://www.gpo.gov/fdsys/pkg/CHRG-111shrg48390/html/CHRG-111shrg48390.htm>

Salazar Confirmation:

Video Link:

<http://www.energy.senate.gov/public/index.cfm/hearings-and-business-meetings?id=a71b30a7-b055-ab47-6d85-2229e2122bd3>

Text transcript:

<http://www.gpo.gov/fdsys/pkg/CHRG-111shrg47254/html/CHRG-111shrg47254.htm>

—

Christopher J. Mansour, Director

Office of Congressional and Legislative Affairs

Office of the Secretary

Department of the Interior

1849 C Street, NW

Washington, DC 20240

Office - (202) 208-7693

Fax - (202) 208-5533



Greenberger, Sarah <sarah_greenberger@ios.doi.gov>

Scheduling

20 messages

Greenberger, Sarah <sarah_greenberger@ios.doi.gov>

Mon, Feb 11, 2013 at 10:55 AM

To: smjewe@rei.com

Cc: Nahal Hamidi <Nahal_Hamidi@ios.doi.gov>, Laura Davis <Laura_Davis@ios.doi.gov>

Sally - Good morning! Hope you got a least a short rest yesterday before jumping back into all that's on your plate these days! On Friday we discussed scheduling two calls for this week to touch base regarding talking points and a few other issues. We should be on track to get you the talking points by COB today and wanted to know who in your office we should work with to set up those calls? As always, please feel free to reach out if you have any questions or concerns at any time.

Sarah
202-697-2115

Sally Jewell <smjewe@rei.com>

Mon, Feb 11, 2013 at 12:30 PM

To: "Greenberger, Sarah" <sarah_greenberger@ios.doi.gov>

Cc: Nahal Hamidi <Nahal_Hamidi@ios.doi.gov>, Laura Davis <Laura_Davis@ios.doi.gov>, Jane Thiemens <JThieme@rei.com>, Venus Allison <valliso@rei.com>

Sarah -

Jane Thiemens is my very capable assistant, copied above. Her back up is Venus Allison. Please work with Jane on all scheduling matters, and Venus if Jane is unavailable:

Jane:

Ph: (b) (6)

Email: jthieme@rei.com

Venus:

Ph: (b) (6)

Email: valliso@rei.com

I may need to take calls early, given the schedule I'm winding down here. Anything after 9 am your time (6 am Pacific) is fine with me.

Thanks,

Sally

From: Greenberger, Sarah [mailto:sarah_greenberger@ios.doi.gov]
Sent: Monday, February 11, 2013 7:55 AM
To: Sally Jewell
Cc: Nahal Hamidi; Laura Davis
Subject: Scheduling

Sally - Good morning! Hope you got a least a short rest yesterday before jumping back into all that's on your plate these days! On Friday we discussed scheduling two calls for this week to touch base regarding talking points and a few other issues. We should be on track to get you the talking points by COB today and wanted to know who in your office we should work with to set up those calls? As always, please feel free to reach out if you have any questions or concerns at any time.

Sarah

202-697-2115

Greenberger, Sarah <sarah_greenberger@ios.doi.gov> Mon, Feb 11, 2013 at 12:36 PM
 To: Sally Jewell <smjewe@rei.com>
 Cc: Nahal Hamidi <Nahal_Hamidi@ios.doi.gov>, Laura Davis <Laura_Davis@ios.doi.gov>, Jane Thiemens <JThieme@rei.com>, Venus Allison <valliso@rei.com>, Jennifer Sisk <jennifer_sisk@ios.doi.gov>

Great. Thanks Sally. We will do whatever works best for you given all the demands on your time. Jane and Venus, you should hear from Nahal or Jennie Sisk today regarding scheduling calls. Best, Sarah
 [Quoted text hidden]

Greenberger, Sarah <sarah_greenberger@ios.doi.gov> Mon, Feb 11, 2013 at 12:37 PM
 To: Jennifer Sisk <jennifer_sisk@ios.doi.gov>, Nahal Hamidi <Nahal_Hamidi@ios.doi.gov>

Jennie, Nahal is out today so do you think that you can reach out to Jane to set up calls for Wednesday and Friday. I will stop by in a few moments to give you background on what they are for etc and with a few other asks for your time!

Sarah

[Quoted text hidden]

Sally Jewell <smjewe@rei.com> Mon, Feb 11, 2013 at 12:38 PM
 To: "Greenberger, Sarah" <sarah_greenberger@ios.doi.gov>
 Cc: Nahal Hamidi <Nahal_Hamidi@ios.doi.gov>, Laura Davis <Laura_Davis@ios.doi.gov>, Jane Thiemens <JThieme@rei.com>, Venus Allison <valliso@rei.com>, Jennifer Sisk <jennifer_sisk@ios.doi.gov>

Sorry all – Jane's number is (b) (6) (I gave you my direct number, which is (b) (6) on autopilot!) SJ

From: Greenberger, Sarah [mailto:sarah_greenberger@ios.doi.gov]
Sent: Monday, February 11, 2013 9:36 AM
To: Sally Jewell
Cc: Nahal Hamidi; Laura Davis; Jane Thiemens; Venus Allison; Jennifer Sisk
Subject: Re: Scheduling

Great. Thanks Sally. We will do whatever works best for you given all the demands on your time. Jane and Venus, you should hear from Nahal or Jennie Sisk today regarding scheduling calls. Best, Sarah

On Mon, Feb 11, 2013 at 12:30 PM, Sally Jewell <smjewe@rei.com> wrote:

Sarah –

Jane Thiemens is my very capable assistant, copied above. Her back up is Venus Allison. Please work with Jane on all scheduling matters, and Venus if Jane is unavailable:

Jane:

Ph. (b) (6)

Email: jthieme@rei.com

Venus:

Ph. 2 (b) (6)

Email: valliso@rei.com

I may need to take calls early, given the schedule I'm winding down here. Anything after 9 am your time (6 am Pacific) is fine with me.

Thanks,

Sally

From: Greenberger, Sarah [mailto:sarah_greenberger@ios.doi.gov]
Sent: Monday, February 11, 2013 7:55 AM
To: Sally Jewell
Cc: Nahal Hamidi; Laura Davis
Subject: Scheduling

Sally - Good morning! Hope you got a least a short rest yesterday before jumping back into all that's on your plate these days! On Friday we discussed scheduling two calls for this week to touch base regarding talking points and a few other issues. We should be on track to get you the talking points by COB today and wanted to know who in your office we should work with to set up those calls? As always, please feel free to reach out if you have any questions or concerns at any time.

Sarah

202-697-2115

Greenberger, Sarah <sarah_greenberger@ios.doi.gov>

Mon, Feb 11, 2013 at 12:40 PM

To: Sally Jewell <smjewe@rei.com>

Cc: Nahal Hamidi <Nahal_Hamidi@ios.doi.gov>, Laura Davis <Laura_Davis@ios.doi.gov>, Jane Thiemens <JThieme@rei.com>, Venus Allison <valliso@rei.com>, Jennifer Sisk <jennifer_sisk@ios.doi.gov>

Got it!

[Quoted text hidden]

Jennifer Sisk <jennifer_sisk@ios.doi.gov>

Mon, Feb 11, 2013 at 12:42 PM

To: sarah_greenberger@ios.doi.gov

Perfect. Walking back from lunch so should be at my desk in 5.

From: Greenberger, Sarah [mailto:sarah_greenberger@ios.doi.gov]

Sent: Monday, February 11, 2013 09:37 AM

To: Jennifer Sisk <jennifer_sisk@ios.doi.gov>; Nahal Hamidi <Nahal_Hamidi@ios.doi.gov>

Subject: Fwd: Scheduling

[Quoted text hidden]

Jane Thiemens <JThieme@rei.com>

Mon, Feb 11, 2013 at 12:46 PM

To: "Greenberger, Sarah" <sarah_greenberger@ios.doi.gov>

Cc: Nahal Hamidi <Nahal_Hamidi@ios.doi.gov>, Laura Davis <Laura_Davis@ios.doi.gov>, Venus Allison <valliso@rei.com>

Hi Sarah,

Nice to meet you. Happy to help schedule the two calls you mentioned. How long do you anticipate these calls to last? Sally is available tomorrow, February 12, between 11 am and 2 pm Pacific (2-5 pm Eastern). Or she could do the calls early on Tuesday and Wednesday – say 7 am Pacific/10 am Eastern?

Feel free to call me. Thanks!

Jane



Jane Thiemens | Executive Assistant to the President, Sally Jewell | REI

D (b) (6) F: 253.395.8235 www.rei.com | jthieme@rei.com

"We inspire, educate and outfit for a lifetime of outdoor adventure and stewardship"



From: Greenberger, Sarah [mailto:sarah_greenberger@ios.doi.gov]

Sent: Monday, February 11, 2013 9:41 AM

[Quoted text hidden]

[Quoted text hidden]

Greenberger, Sarah <sarah_greenberger@ios.doi.gov>

Wed, Feb 13, 2013 at 11:19 AM

To: Lauren Bogard <lauren_bogard@ios.doi.gov>

Cc: Christopher Mansour <Christopher_Mansour@ios.doi.gov>, Laura Davis <Laura_Davis@ios.doi.gov>

Lauren - below is contact information for Sally's assistant Jane and Jane's back-up Venus. I will send Jane an email copying you about setting up calls with Senators Boxer, Alexander, Portman, Klobuchar. Thanks!

----- Forwarded message -----

From: Sally Jewell <smjewe@rei.com>

Date: Mon, Feb 11, 2013 at 12:30 PM

Subject: RE: Scheduling

To: "Greenberger, Sarah" <sarah_greenberger@ios.doi.gov>

Cc: Nahal Hamidi <Nahal_Hamidi@ios.doi.gov>, Laura Davis <Laura_Davis@ios.doi.gov>, Jane Thiemens <JThieme@rei.com>, Venus Allison <valliso@rei.com>

[Quoted text hidden]

Bogard, Lauren <lauren_bogard@ios.doi.gov>

Wed, Feb 13, 2013 at 11:22 AM

To: "Greenberger, Sarah" <sarah_greenberger@ios.doi.gov>

Cc: Christopher Mansour <Christopher_Mansour@ios.doi.gov>, Laura Davis <Laura_Davis@ios.doi.gov>

Excellent. Thanks, Sarah.

I went ahead and sent an email to Boxer's office indicating Sally's availability for calls tomorrow and Friday until 12pm (EST?). I will do the same for Alexander, Portman and Klobuchar.