

3-11-2011

Meeting Minutes, March 11th, 2011

National Smokejumper Association Board of Directors

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Date: March 11,12 2011

Place: Tucson, AZ

Purpose: Minutes of Board meeting during March 11 and 12, 2011

Discussion:

Meeting was called to order by John Twiss at 0810.

Rich Kvale, FS National Deputy Director, Fire operations, Risk Management and Aviation discussed current issues dealing with fire and aviation as they regard the smokejumper program.

With continuing resolution, only have two weeks of funding and cannot set up contracts or projects. All programs will go down except that wildland fire is staying the same. Congress can only hit discretionary programs to reduce the budget and the FS is discretionary. Fuel costs will be a major issue because of the rise in cost and reduced budget. The Flame Act requires the FS to request additional funds for firefighting when the suppression fund is expended. Sometimes have to transfer funds from other projects into suppression, then are replaced when Congress provides additional fire funding. This can have a major impact on these other projects depending on when the funds are transferred to and from fire.

About 5% of fires used 75% of available fire funds. Means that the FS needs to hit small fires before they become big fires to save money. FS is in a world of hurt with air tankers. Used to have 44 available but will only have 18 or 19 this year. Are looking at some new aircraft and might add another 10 planes that can carry more retardant per trip. FS has not talked about adding more jumpers.

Rapelling has been shut off – was a fatality and there was not a consistent program across the country. Could not have rapellers from one unit work out of another ship elsewhere.

Rapellers cannot be a national shared resource as smokejumpers are now. Rapel program will be restarted out of 21 bases with new procedures and processes. Rapellers cost a lot more than jumpers because rapellers ships are all contracted where as the FS owns many of the jump craft.

FS has international agreements with Australia and New Zealand and a bit with Canada. These are supervised by NIFC. Regions are concerned when resources in their area are moved elsewhere and sometimes think they own these resources. FS needs to figure out how to be much more quick and agile over moving resources and should not have diagreements with regions over moving resources. Need more discussion of this issue nationally.

Other issues include changes in helicopter contracts, with more inspections and restrictions. FS inspectors are not accident investigators. More weight restrictions and checks with choppers. Won't put crews in type 1 choppers. Had been allowing contractors to self-certify their choppers. FS will be much more involved in weighing choppers as many have been over weight.

Another issue is what to do with DC-3s. All are very old and their airworthiness is being questioned. Question is what craft will be used in the future. There is no obvious replacement for the Doug. Available C130 craft from the military are worn out. Have spent a lot of money on the Dougs and will spend more for engine replacement, etc. FS would like C-130J models but these cost about \$90 million each.

Rich believes the FS fights fires aggressively and allows regions more latitude in handling their fires. The FS also allows season ending events (managed fires) that are allowed to burn. The population of jumpers provides the biggest pool of diverse qualifications of all fire groups. Other groups like repellers usually only have one basic qualification in comparison.

John Twiss commented that there are fewer jumpers going into the main stream of the FS and BLM because jumpers are staying much longer in the smokejumper program. NSA isn't sure how to address this issue. Rich said that many line officers really don't know much about fire and don't know how to deal with fire issues. Many have never been on a fire. FS is working on a fire fighting succession plan and how to transfer from a technical series to a professional series. Office of Personnel Management is a huge block in this process. No encouragement for jumpers to move from jumping to the professional series. Average age of jumpers is really increasing.

Agreements in California have all been renegotiated to help control costs. Went to OMB requirements for overhead assessments which reduced these costs below the 20% they used to pay.

The possible merger of Interior and Agriculture doesn't seem to be going anywhere. But, both departments continue to look for efficiencies. Could be forced into making some changes by the budget restrictions because funding doesn't look like it gets better any time soon.

Decisions that cause the cost of a fire to increase dramatically are usually made early in the process of fighting the fire. Need to concentrate more on the early processes to find ways of reducing the costs of a fire. Now have better weather forecasting to help decision makers choose options for fire fighting.

Jim Hagemeyer – Trail Program Leadership Update – Jon McBride’s death really shook up the leadership of the Trails Program. The 2010 plan is in place and a new committee set up to handle the projects. There is a worry that people will get burnt out from overwork. Workload is critical. Jerry Williams laid out some organizational plans that the committee is working with. The program needs more workers, not necessarily more leaders. The Missoula part of the program was reduced to one week to reduce the work load.

Some only want smokejumpers on trails projects but others want to include associates. Will leave this issue for now except that the Missoula program will be jumpers only. Other projects will still use associates. This seems to be an emotional issue. Jim doesn’t want to lose the people who do the work and some will walk out if associates are brought in. Jim prefers to let the issue rest for now. Initially all crews were jumpers but others like cooks were brought in. Later, general FS people joined the program and it went from there. FS feedback was that they preferred jumpers for several reasons over crews from the general population. General feeling is to let local projects organize as they please. No need to upset the cart by mandating any specific type of organization.

Will have 23 crews out this year, and that is with Missoula cutting back. Projects in other states will add to the number of projects. One will be in West Virginia, another in Colorado, etc.

Charlie believes the trails budget should be combined with the main NSA budget. John McBride was so good at raising money trails didn’t really need any NSA money. Jim doesn’t know whether trails will get any Exxon-Mobile grants this year as that was John’s old employer. Trails currently piggy backs on the NSA 501 number but accounting for the two groups (NSA and trails) is kept separate. John Twiss suggested bringing accounting together, along with merchandising, fund raising, etc if the trails group is willing.

There may a need to get the national FS office involved in trails. There is some concern that trails has gotten outside the scope of activities that are controlled by the region. For example, reimbursement might become an issue as safety might be too. Region 1 seems to have more stringent safety training than do some others.

Jim said the current leaders are doing a great job of running trails. He would like to find more assistants to help these individuals so that it can spread the work. It will also help with succession planning in the event someone has to drop out.

Roger Savage – Trails Scholarship Program – The scholarship was set up in 2006 by Hal Howell. Four people put in \$5,000 each and another \$5,000 came from somewhere

else. Roger knows that Hal has been donating more money to this fund. It is run through the forestry school at the University of Montana. Right now, the fund is a bit under water. Originally there was \$25,000 in the fund but we don't know the value of the fund as to today. The NSA does not put any money into this fund as of now and there is a need to supplement this fund.

We need to discuss whether the trails scholarship program at the U of M should be merged with the NSA scholarship program. There are a lot of issues to be resolved. John Twiss suggested the NSA scholarship committee do some research to help with this resolution. One of the trails scholarship donors approached Twiss to see if it would be appropriate for the NSA to take over the trails scholarship program at the University of Montana. Some board members commented; if the NSA takes over the trails scholarships, we would probably want to fund scholarships at other forestry schools too.

Helmer moved to **reply to the trails scholarship donors in the negative**. The NSA should not be associated with the U of M fund. This scholarship is independent of NSA operations and is too narrow. The only connection is that the fund has the NSA name included in the title of the fund. **The board agreed to not participate.**

A suggestion was made to combine the NSA Scholarship Fund with the Art Jukkala Scholarship Fund and rename it the Art Jukkala/Jon McBride NSA Scholarship Fund. **Roger Savage agreed to pursue this with Arts wife and report back to the board.**

Sheley proposed a stipend for Tony Sleznik for pilot training. He is a long time smokejumper who wants to become a smokejumper pilot. Chuck proposes a \$2,000 stipend to help him live while he takes his intern training from an airline. The feeling of the board is that our scholarship money should go for actual training. Tony is asking for money to supplement his income. Charlotte believes this type of expense is not for training as outlined in our scholarship plan. Stoleson suggested we wait until other applications come in, and then make a recommendation to the board on overall scholarship awards. **Decision; Tony should submit his application for the NSA Scholarship.**

Stoleson – trails Logo protection – Question: should we spend money to protect the trails logo. Guy's research shows that the probability that someone would steal the trails logo is small and also that we probably wouldn't care if they did steal it. Guy's opinion is we don't spend money to protect it. **The board agreed not to spend money on this.**

Guy Hurlbut – friend of the court issue – The atheist association sued Utah to prohibit the state from putting up crosses on sites of deaths along the highways and other public lands. This suit has worked its way through the court and is under appeal to the 10 circuit. The NSA has been asked to support Utah in an appeal to the US Supreme

Court. This request was based on our Mann Gulch death markers. The board previously voted to file this brief if it doesn't cost any money.

Guy said that Utah will provide an attorney to prepare a brief for us for no cost. The brief is being prepared. Will cost \$3,000 to prepare the brief but the Utah Highway Patrol will pay this cost. Utah wants help from us in the form of information dealing with the appeal. Guy will assemble info regarding smokejumper memorials at Mann Gulch. Brief is due in April or May depending on whether there is an extension on the filing date. Guy will need help in assembling this info. Jim Hagemeyer said that the crosses were put up first. These are deteriorating. Obelisks were put up later. The FS replaced one cross with the star of david and this one really stands out. Jim thinks that time has solved our issue with the crosses et al at Mann Gulch.

The question is whether we should now join the Utah group. Knowing the current status of the crosses, do we still want to go through with this request? The FS doesn't want to deal with the issue of religious monuments at Mann Gulch.

Ron Stoleson moved and bob Dayton seconded that we withdraw from this lawsuit. Motion passed unanimously.

Policy on database use – Question: to what extent should our database be used by outside parties? **The general consensus of the board is that the database should not be released outside the NSA board except for authorized functions such as socials and reunions.** We will tell Tom Kovalicky we can't provide this info because our email info is not accurate or complete. Jim Hagemeyer will contact Tom K. and let him know our email addresses are not very good.

Museum of Mountain Flying – The museum has approached us again for a \$500 donation for a topo map of the Mann Gulch area. It was pointed out that we had previously turned down a request for \$1,000 to upgrade the smokejumper exhibition, and instead offered a grad student. In addition, we lost the time the student could have given to us for other purposes. The museum never used the student. **The board decided not to donate money at this time.**

Jim Cherry – Giving program – First giving has set up a site to raise money, go to www.firstgiving.com and enter national smokejumpers association. Then follow the links to the NSA fund raising sites. First Giving charges 7% of which 2% goes to FG and 5% goes to the credit card operator. FG is set up to help raise money and this is the reason Mike chose them. We could link our web site to this site to help raise money for us. FG only works with nonprofit organizations.

There is no cost to the NSA now and board needs to decide whether to go this route. This was set up by Mike Overby. Mike is hoping to raise \$5,000 for his Pacific Crest Trail project. Any money we get Charlie would put into the good sam fund. FG would send us a check each month we get donations. Mike will give donors who give over \$25 a patch he designed.

The board agreed that Jim Cherry should go ahead with this idea. No vote was necessary for approval.

Bob Dayton – program for charitable giving – We need to examine the advantages of charitable gifts to the NSA. Jim thinks we should invite two individuals to our Missoula board meeting to describe how to set up a program. Twiss said we already had a presentation some time back on the same issue and we should start on a program sooner. Jim said these two individuals would help us learn how to funnel potential donors into our program. Bob Dayton said the previous person wasn't very well known and had a different outlook on giving than we should have.

About 8% of revenue for non profits comes in from gifts via trusts and wills. Bob said we need a game plan on how to identify and ask jumpers to include the NSA in their trust or will. Will probably need some kind of recognition program to go along with the request for gifts. Chuck said he could make space available in the October issue of our magazine for this project. Jim said that would be best so the information can be properly proofed before printing. Bob said we can't wait for them to come to us. Rather, we need to approach potential donors. Our NSA socials are perfect opportunities. Lots of people will donate if asked.

There are three legs for funding an organization. Annual funding is first leg - asking for donations for annual operating expenses. Second is funds raised for capital purposes. Third are the larger gifts that go into a larger fund, an endowment that can be drawn from with restrictions over the long term. Most gifts will go into an endowment. Based on what Jim Cherry has already done finding other endowment materials, Bob thinks we can go forward. Just change the name to NSA for the most part.

Jim Cherry, Bob Dayton, and Guy Hurlbutt will take all of this material, put it in a proposed policy, and send it to the board for review as soon as possible. John Helmer will also participate in the committee with regard to the investment policy. At our next board meeting, the board will discuss how best to implement the new policy.

John Helmer – investment report – The account is worth \$176,000 today. We've gained \$6,000 since inception. (See John Helmer's written report.) Our internal rate of return is 5.51%.

Bob Dayton – proposal for a mixed investment plan. He said that our current policy is to pick stocks. We may need to alter our investment policy to add other types of investments. Bob gave the board a proposed revision to the NSA investment policy. The proposal addresses issues of liquidity, asset allocation, and other similar things. Bob discussed the proposal at length. (See handout Bob Dayton provided for detail.)

Charlie Brown noted that currently, the NSA does not meet the investment target policy as outlined in Bob's proposed plan. We are about 60% invested in stocks and 40% in CDs. Charlie said that since inception of our investment program, we have had an internal

rate of return of 5.9% as compared to the S&P 500 that had a 3.7% return. However, over the past 9 months, we are behind the S&P 500 rate.

John Helmer said that our current investment policy is not detailed at all. John Twiss said that perhaps we need to establish a more detailed policy that describes how and when we make investments. John Twiss thinks we should move the issue of an investment policy back to the investment committee for more action regarding our overall investment policy. **The investment committee will review Bob's recommendations and make any changes they agree upon by the next BOD meeting in Missoula**

Charlie Brown – Treasurer's report – Our fiscal year runs from July 1st to June 30. (See Charlie's P&L statement, Balance Sheet, and related explanatory documents.) Net membership is down slightly on a long term trend. Number of life members is up to 256 plus 3 more on the installment plan. Donations income is \$60,879 up slightly from last year. Good sam donations are about \$9,000. John Twiss letter raised over \$8,000 after expenses in donations. Twiss letter funds go to the general fund. Merchandise included money from Houston (\$1,600), Kasmar (\$1,000), and Sheley (\$1,000). Dividend income is \$3,000. Four of our stocks are underwater but total gain for all stocks was about \$4,000. Miscellaneous income was about \$2,000. This was revenue from the Redding Reunion and some was used for Redding life members.

In general, donations received are up. Membership income is down. Charlie is predicting a surplus of several thousand dollars this fiscal year, based on recent analysis of revenue and expense. Life member inflation fund allowance will be 1.8%. We have over \$40,000 in retained earnings available.

Larry Lufkin briefed the board on his contact with John Steinhoff CPA with Junkermeier, Clark, Campenella, and Stevens, LLP. This firm is located in Missoula. Per John, they bill at \$55 per hour for services to start. The firm deals with several non profits and has experience in this area. **Roger Savage and his wife Bonnie will interview John and make a recommendation to the board on acquiring their services.** This service will help the treasurer with his/her duties.

Charlie asked that we record official approval for several payments he made over past months. These were approved via email but Charlie wanted final approval by the board. **The amounts were: \$3000 for website, \$500 to Robert Yeager, \$1,000 to Scott and Cynthia Lusk, \$1,000 to Marsha Hudson, and a second \$1,000 to Scott Lusk were approved by the board.**

John Twiss – Merchandising – There has not been good results from our efforts to contract for merchandising services. The contract was not well written and as a result there has been much confusion about who can do what in the merchandising area. This has been a sore point for us and the contractors over the years.

John approached Sheley about his thinking on the subject and whether he would be interested in being the merchandise coordinator wafter Dougs tenure. Kasmar told

John she was terminating the contract. Although there is a 30 day cancellation requirement, we are not holding her to it. We are in the process of resolving current merchandise she holds for us. Kasmar is the second contractor who has not panned out. There was discussion about to many jobs for Chuck and overload.

Stoleson thinks there are too many distractions within the NSA because each part – trails, NSA, reunions – all operate independently and sell their own stuff. He thinks we should combine all of the merchandising into one function.

Sheley presented a plan where the NSA buys the merchandise, pay a person to do the leg work in filling orders, mailing, etc, with a 50-50 split in the net profits. It will take a couple of years to get rid of the inventory Kasmar still has. We could assume net profit of about \$2,000 per year until we get the operation going. Sheley recommends Ed Booth for the position of doing the legwork. Ed currently helps Chuck with the magazine.

The board agreed that no board member would sell merchandise on their own without board approval, future merchandising would be done by the NSA and Chuck would be the new board merchandise coordinator.

Reunion sales are still being discussed. Some board members think the reunions should be able to do all of their own sales. Others think merchandising should be done by the NSA. This item will be discussed further at future board meetings.

Succession Planning

Board of directors – John Twiss believes we need to think farther ahead, that we need some younger jumpers on the board plus we have several key positions we need to fill very soon. Doug Houston has bowed out from being the next president so we need to find someone to take that position. Also, Charlie Brown has bowed out of the treasurer's position as of June 30. Success of the NSA depends on finding high quality smokejumpers to serve on the board.

Bob Dayton asked whether the NSA should pay the travel for younger folks who cannot afford the cost of travel. Charlotte mentioned we might set a couple of positions that would be willing to serve but cannot afford the travel cost. We currently have about 20 board positions which are 3 year terms. One third of these expire each year.

Jim Hagemeyer commented that we need to be able to offer some benefit in order to get new members and new board members. He said that he was not willing to be involved for several years after he retired. He became active in the NSA through the trails programs.

Guy commented he sees three alternatives. First, encourage active jumpers to become involved in the NSA. But, they are a different breed and we need to recognize that jumping as they know it is different from what we had.

Second, we are from a group that came together similar to those that organized after WWI and WWII. In those instances the organizations almost cease to exist after the last few in that group die.

Third, if we are to survive we need to expand our base (mission) to try to include other groups. This will provide possible new members but they won't necessarily be jumpers. Guy commented that as an example we could become a national association of aerial fire fighters. Chuck mentioned the possibility of holding joint reunions with other companion organizations such as the old smokey group. This is a region 6 FS retiree group that has about 900 members.

Chuck explained our past efforts to contact first year jumpers and that these efforts haven't produced much in the way of new members. He also commented that we need some way of identifying newly retired jumpers so we can contact them about working with the NSA. Leo mentioned that he sees our magazine at the McCall base.

John Twiss believes that in the short term we will probably become a smaller organization with an older membership with the capability to raise and donate money. If we don't want that we must institute change. Leo thinks the good sam fund has done more to attract the attention of current jumpers than anything else.

John Twiss commented that our most immediate need is to fill the treasurers job. Bob Dayton said he would be willing to be an interim treasurer if the NSA acquires the services of a book keeping service. Bob said we should consider adding a limited number of board positions who are associates. Other organizations he works with uses associates to fill needed positions. Our bylaws would need to be changed if this were to be done.

John Helmer asked if John Twiss would continue on as president. Twiss said he is willing to continue until the board finds the right person. But at some point he believes we need to find a new president to keep the board fresh and moving forward. There was discussion on future candidates and board members. **Several potential board members will be invited to our next meeting in Missoula.**

Bylaws were discussed. It was discovered that our bylaws have not been updated since 2000 to include pilots as full voting members. Pilots were included at the 2000 June board meeting but we don't have the minutes from that meeting to prove this. Guy said we need to start all over and make the necessary changes to our bylaws. **Larry will send an electronic copy of the bylaws to Guy so he can make the necessary changes. Guy will make all changes the board deems necessary. A vote on the revised bylaws will take place at the next meeting.**

Policy for life membership awards – Jim Cherry – Jim was charged with writing a policy of how to handle life membership awards. If a person donates \$1,000 or more should we give the person a life membership? Jim doesn't think we should do this if they donate to the good sam fund or if they donate to some other specific fund. This is because the money should go into the life membership endowment fund in order to be qualified for life membership. Jim said we need to recognize the intent of the donor. In some situations we would take money from our general fund and put it in the life member fund. Of course this would have a financial impact on the NSA.

Charlie commented that if we go back and research our donations for people who donated over \$1,000, it take some work to do this research. We would ask those people if they wanted to become life members. If they do, we would award that person a life membership and transfer money from the general fund to the endowment fund. This would help build the endowment fund from our available general funds. We would have to limit the number of such life memberships but Charlie thinks we have the money to do this currently. We have about \$40,000 in retained earnings that could be moved. We have three people who would qualify for this right now.

John Twiss and Ron Stoleson noted that if we do this, we will limit our ability to use those general funds in the event we will need them in the future. Jim believes that if we give life memberships, they will give us more money in the future. Charlie thinks we shouldn't have a policy of always giving life memberships to big donors, but rather it should be on a case by case basis. Any person who receives a life membership would need to have given an extra ordinarily large donation to the NSA.

Mike Overby, Chauncy and Christy Taylor of Johnson's Corner were nominated. Mike donated \$1,000 to the Art Jukula fund and is working to provide other donations to the good sam club. The Taylors have given lots of money to trails plus provided meals to trails. **The board agreed that we ask each if they want to become a life member based on their past donations. The money would be transferred from the general fund into the life member endowment. This vote is only for the two instances and is not intended to set policy for future donations. Jim Cherry will contact the two as per the motion.**

Guy discussed a policy for distribution of good sam money. He passed around a proposed application form (see handout). The form would document the need for our funding of the person's and specifics of their need. We need to set a policy to determine what types of events we will help cover and the amount of coverage. First, should we have a form and second what guidelines should we have.

Helmer likes the form. Jim said the form could be filled by anyone. It would behoove us to at least make contact with the person to at least confirm the nature of the event and the amount needed to assist the person. Charlie said that we need to understand that we won't be making the person whole but need some guides amount our distributions. The form needs some where to state the action taken and the date and amount. Guy said that our good sam fund is intended to be spent sooner than later so there isn't the need

to restrict the use of the money. This would lead to potentially wider parameters in the use of the money. **The board agreed to accept the form as our standard with the change that the action and date is included. Jim will modify the form to include and action taken.**

Ron said the form should be available to all board members. **The form will be filled out and sent to the full board for action.** The form will give a track record of our good sam assistance. We won't send the form to base managers.

Guy presented a job description for an NSA Executive Director. Guy said his proposal is for discussion now as we don't yet have and executive director. This form would be used to develop a final job description if and when one is hired. We don't know if the person would be full or part time or what exact duties would be required. The final job description would depend on how the board defined those items.

John Twiss said we have a tendency to load up certain board members with lots of duties. As we develop and grow as an organization we will need some help but need to be able to define what a new executive director will do for us. The alternative is spread the workload to other board members and get more volunteers. This isn't probable. Eventually we will need someone to handle the day to day operations of the NSA. Otherwise we will burn out our volunteer board members. Larry commented that we will need an endowment fund of several million dollars before we will have the revenue to pay for that position. John Twiss stated that an executive director might be able to raise enough money to fund the position annually. Chuck believes we should concentrate on current fund raising and defer the issue of an executive director for now. Ron thinks we will probably need in interim step that will entail hiring an executive secretary who can do basic work rather than an executive director. This person could do some of the basic work like sending letters, answering inquiries, handling membership paperwork, and the like.

Charlie questions what will happen if at some point we just don't find any interest in joining our board. Guy noted that we are growing and need to change the model in order to stay successful. As of now, the magazine, president, treasurer, membership coordinator and other positions are very time consuming and are wearing out the volunteers. Jim said we need to start farming out some duties to take the load off our board members. Larry commented that at some point we will need a management service to assist board members with their duties. We are a Montana corporation and should look in Montana for that type of service. No decision was reached.

John McDaniel gave his membership report. Overall membership is down, which continues a trend of fewer members. The last renews resulted in 40 jumpers who didn't renew. We did get a much higher number of 5 and 10 year renewals which John though was very good. We need to recapture the 1,000 B code non members. Looking for C code lost members did not pan out. John is contemplating other ways to find the B codes.

We are up to 256 life members. Chuck has been contacting 10 year members and has gotten 14 new life members. He targeted specific jumpers he felt were good candidates for life membership. Chuck thinks he would like to continue with this approach. Only use the shotgun approach if his method quits working.

The database is currently down so John wasn't able to generate overall membership statistics for this meeting. Charlie suggested having a local person contact those who don't renew. We have around 1,700 C codes with no addresses. **Twiss believes we need to research current search engines and see if a newer version would work better than the ones that were used in the last attempt to find lost jumpers. John will do the research to find a new search engine. John said if we can find a search engine, he will look up the names.**

Bob Dayton gave a report on facebook. Bob said we should all sign up for face book and he is working on setting up a facebook page for the NSA. Bob presented several points in a handout (see handout). **The facebook page is ready and we be instituted when the NSA website is up and running.**

Chuck Sheley gave a presentation on the web site. Chuck has sent the board a report from Jon Robinson. It is very detailed. We are rebuilding the entire site because of the damage done by the hackers. It will take time.

John Twiss asked whether we are ready to update and improve the website. Do we have the skills to rebuild our site. Has the board agreed on what the website should do for us? Chuck believes that Jon is the guy we want to improve the site. Dan McComb, former board member agrees. Jon built our current site but that was 10 years ago. He was in the process of rebuilding the site when the hacking occurred. Chuck also believes that Jon is entirely capable of rebuilding the site. He is a design instructor and knows the business. Chuck knows Jon from when Jon was a student teacher about 30 years ago. Jon and Dan worked also together.

Chuck doesn't believe the board really knows what we want on our web site. We get thousands of hits a month. **We need to look at specific pages and see if those pages are doing what we want. Board members should look and recommend changes. Look at all the menus.**

Our first priority is to get the database fixed. Then, we need to establish what we want on the site. Chuck recommends a small group of people who can decide how to rebuild. **The committee will be Chuck, Roger, John McDaniel, and John Twiss.** Charlie Brown asked if we would be better off spending money to get the site up quicker. Chuck said that Jon Robinson has set up a plan and following this is best. We need to be careful not to overload him. We can't speed up the process just by throwing more money at it. **Any suggested changes should go through the committee.** The entire system should be up and running by May.

Review of long and short term goals – John Twiss – John will send out another request for long and short term goals that we can discuss at the Missoula meeting. Charlie thinks we should have some path of completion whenever we set a goal. Goals must tie to the mission.

Al Dunton Leadership Award – John said this is moving forward but at some point we will need to finalize the award and processes. The base managers will send us recommendations and the NSA will make the actual awards.

Executive Committee: Chuck asked whether we should reinstate the executive committee. The intent would be to have the administrative functions at least partially resolved before being brought to the full board. The committee would meet before the regular board and handle routine business. **The committee would include the president, 2 vice presidents, secretary, and treasurer.** Guy also suggested that committees have periodic conference calls and perhaps the entire board could have short conference calls if needed. Ron also said there is a web site gotomeeting.com that we could use to have visual screens to discuss matters. Chuck moved we go back to the executive committee with the five members listed above to meet or talk as needed between regular board meetings. **The board agreed to form the executive committee.**

Leo – McCall reunion – Next McCall reunion will be in 2013. Could be some conflict with the national reunion. Leo will ask whether McCall will move their year. Larry mentioned that the NSA has been the organization that moved its reunions to different years. **The board agreed to move the NSA reunion in Missoula to 2014.** Jim suggested that we contact the bases and tell them we are holding our reunion in 2014 so they don't schedule their the same year. We also need to tell the Missoula group we are moving to 2014.

Board Conference calls – **Guy moved to authorize the president to set up one or more telephonic meetings as needed. The board approved.**

NSA Scholarships – The letter has gone out and applications have to be in by June 15. Decision will be made by July 1st. No decision was made on the Art Jukala trails scholarship program. The trails group needs to decide if they want to merge with the NSA.

Critique/Summary – Bob thinks the meeting site was excellent and we accomplished a lot. Roger also liked the site and the use of the speaker phone. Jim, who participated by phone said he loved the weather in Tucson and the phone worked fine for him. Jim would like a list of all board email addresses. **Twiss will send Jim his list of email addresses.** Charlie thought we had good and frank discussion. He thinks Sheley is doing a good job. Charlotte liked the hotel especially the business center. Food was very good and the working lunch worked out fine. Twiss said the meeting site and meals will cost around \$1,000. Hotel staff were very responsive to our needs. Guy said that as much money as the board members spend supporting the organization, he believes that a couple of lunches is appropriate. Twiss thinks there is a tendency to

defer things by meeting so infrequently. Twiss and Helmer want to spread our meetings around to other sites. Helmer would like one in the Bay area. Board members would like a copy of the social invitation list. **The minutes will be sent out within 30 days.**

Chuck needs the charitable giving guidelines document for publishing in the October issue of smokejumper magazine. He needs it by July 1st.

Jim Hagemeyer would like a board member to be a liaison with the trails program. Jerry doesn't look at his position as being the formal liaison. Jim would like a formal position established. Twiss suggested that Roger be the formal rep. Ron suggested that a trails person attend our board meetings. Jon McBride served this person in the past. Jim Cherry indicated he could do this function. The preference is to have trails select the person they want as liaison. Roger indicated he would be the liaison. He lives in Missoula and can attend the trails meeting. Jim Cherry agrees.

The meeting adjourned. The next NSA Board of Directors meeting is in Missoula, Montana October 7th and 8th, 2011.