



4FRI Stakeholder Group Meeting

Wednesday, January 28, 2026 | 9AM-12PM

Flagstaff Aquaplex Community Room, 1702 N Fourth St, Flagstaff, AZ 86004

MEETING RECORDING

<https://drive.google.com/file/d/1oChKTINly5CdTPm29JXWYlyJQhFHvBs6/view?usp=sharing>

Participants: Joel Jurgens, Kevin Dickinson, Nicole Kennan, Neil Chapman, Gary Moore, Anne Mottek, Brad Worsley, Carl Nelson, Elvy Barton, Melanie Colavito, Amy Tinderholt, Tom Mackin, Jay Smith, Travis Woolley, MaryLou Zimmerman, Saskia Versteeg, Sarah Devenport, Devon Suarez, Joe Hinz, Derl Ruba, Christine Mares, Patrice Horstman, Melissa Mai, Rimjhim Aggarwal, Scot Rogers, William Brandt, Andi Rogers, Mike Martinez, Scotts iphone, Jefferey Jacobs, Robert Lamoureux, Andrew Reineman, Lisa Bolton, Tabi Bolton, Matt Lane, Arturo Guerrero, Scott Franz, Cerissa Hoglander, Matt McGrath, James Perkin, Patrick Moore, Thomas Holl, Erik Nielsen, Pascal Berlioux

Facilitation: Carrie Eberly and Jessica Archibald (*Southwest Decision Resources*)

Welcome and Agenda Review - Southwest Decision Resources (SDR)

Approve December 3, 2025 Stakeholder Group Meeting Minutes - SDR

- Approved.

Review Action Items from December 3, 2025

Action Item	Lead	Status
Get together to talk DC talking points	All going	Ongoing
Cross-discussion with MBMB and CIWG re: future projects and any additional needs to monitor	Andi/Cerissa	Ongoing
Collaborative readiness framework - to send to group	Melanie	DONE
Christine to send DFFM GNA committee report	Christine M	DONE
Send "old NEPA" Leroux NEPA to SDR - link https://www.fs.usda.gov/r03/coconino/projects/33853	Scot Rogers	DONE
Send Flickr link to all: link here - https://www.flickr.com/photos/4fri/with/31946098375	SDR	DONE
Biomass "white paper" to be drafted/written and share with SHG	Pascal, Brian, Tony, Jay, Brad	DONE

- Ongoing - discussions for Washington visits starting in February.



- [Flickr link](#) - continue to share photos.

Call to the Public

- None.

Video of 4FRI and Chief

- See link: <https://www.youtube.com/watch?app=desktop&v=v4bwezNxW7A>
- The chief was only in town for a very short window - because of that, this is really focused on the West Side, though communication focused broadly on the entire 4FRI footprint.
- This video has been posted nationally - it has gotten some real traction; people are excited about it.

USFS Updates - Scot Rogers

- National Reorganization
 - In the middle of national reorganization - currently at interim operations phase; Regional Forester Michko Martin's purview expanding to Idaho, Washington, and otherwise. In the process of understanding what the future holds in the short-term.
 - Long-term reorganization - expect much of those changes to happen in the summertime; unclear what that will look like. Most likely flatten Washington Office positions to be out in the field. Unlikely many changes locally, but more at the regional and the Washington office levels
 - Don't expect impact to program work with 26 or 27 - however, staffing levels are static. Unlikely to see new faces locally anytime soon.
 - For now, the program of work is on track.
- Funding
 - FS is funded through interior funding bills - passed by Congress and signed earlier this week. If there were a shutdown, it will not affect the FS. Secured through rest of the calendar year. Got a full year of funding rather than a continued resolution - hopeful that the funding process in 2026 is smoother than 2025.
 - At the moment, \$3.5 million from straight appropriations - same as last year. Also, \$10-15 million in supplementation through a national active management process from the Washington Office. Will submit many projects to that portal; will likely be competitive.
 - At the current moment, well under historical funding levels. No major impacts to 2026, but decisions for funding today impact 2026 and 2027.
- Contracts
- Have G to Z Dutton Hill project out for solicitation - received feedback from industry that needed more time, very complex and new process - extended to Feb 6.
 - Important part: that feedback is showing a lot of interest in that project - hopefully to select the right partners



- Sunflower - 10,000-acre project space - that has not yet been solicited, but is being pulled together. Waiting for response on Dutton Hill to clarify - expect that to be posted by early March at this point. Expect it to be on the street for 60 days, then have another 30-45 day window to review packages - mid-summer award.
- Everything else moving forward - DFFM and others helping keep afloat with the pipeline of projects. Helping provide stability of external workforce and planning, especially when funding and staffing levels have been so unclear - hope that to continue
- Biomass
 - In response to letter sent - looking locally and nationally for short-term solutions in the biomass space and the tweaks FS can make to reduce green tons to provide a bridge over year or two for offtake solution. Spending a lot of time looking for solutions - reality is that it is a challenging situation - each project will be determined by the contractor or officer, but the spectrum of what that will look like will change. Will be a wide range of what doing now and leaving some places on the stump; Scot will share as much info as he can. Not trying to be unclear, but it is complicated
 - Would a presentation be of interest - talk about numbers, suite of options at the next SHG meeting?
 - Yes.
 - Long-term component - role is making sure to provide a guarantee for fiber supply - variety of steps for the agency to take, some small tweaks, some large ones. ASU lightworks are helping them understand the spectrum of options to ensure supply and unlock funding. Looking forward to conversations next week surrounding early ideas and potential solutions.
- Quarterly reports
 - Getting good feedback, continue to send that. Will get a standalone FY report together. Also working on further edits to standardize and identify specific areas to track by month for critical areas even though reporting quarterly.

DFFM Update - Christine Mares

- Engaging in forest-wide meetings with all 4FRI to develop new agreements this year; the message sharing with federal partners is that they would appreciate a more comprehensive program of work, 3-5 years or beyond, as it helps build capacity rather than “one-off” projects

Industry/Implementer Updates & perspectives - All

- Suarez
 - Working on a project with NFF - looking to move into CC Cragin in the next month or so if ground conditions persist. Looking forward to seeing what FS has to say regarding small diameter and biomass issues
- Canyon Creek



- Shutdown about 2 weeks - due to market changes, still hauling off of Mare and completed Pringle stewardship contract. Will likely finish biomass portion of that late next week
- Moving one of the grinders to James' portion of Hawk - planning on staying west side with grinder for the majority of the year
- Gary started a new company, Forest Stewardship Contractors, and purchased a grinder; he is now in the biomass space. Hoping to keep everyone busy.
- Novo Biopower
 - Really trying to push as much working together from an industry perspective as possible - especially where we can come over on the west side and meet needs on both sides. Helpful to spread the load.
 - Can optimize total input, but we are maxxed out. Also increased output - maximum produced in 2025
 - Where can coordinate - may be a suboptimal product, but trying to address priority
 - One thing to point out: at the end of 2025, been there 13 years, burned 2 million + bone-dry tons. That is a big number - been consistent year over year. 2025 wasn't that much of an anomaly compared to other years, but there has been a consistent provider for 35 trucks a day of biomass burned. Over the full 17 years of operation -have processed over 3 million bone-dry tones.
- Perkins
 - Wing East project -started a little over 15 months ago, cut 2200 acres over 14 months
 - Hawk - cutting completed, grinding remains
 - Durfer - 3000 acres, cut 300 so far, lots remain
 - Camp Navajo - 1300 acres, getting ready to start.
 - Consistently doing 10-15 acres a day as a company. Sawmill producing 125-155,000 board feet a week. For a small operation, pretty good. Selling logs to RFOR again, big logs to white mountain to Heber, some to their own mill. Getting into an agreement with Gary to do chipping - park old grinder and have him do all the chipping. Can do roughly 10 acres a day. Got about 350 acres of grinding needed -
- TNC
 - Current project operating is Hawk - started in July, completed just over 1600 acres in 2025 in less than 6 months
 - 3rd operator beyond Suarez and Perkins - Bob Lee and Sons, has about 425 acres remaining on that project, for logging and removing of merchantable
 - Will be releasing multiple RFPs in the next few months - all for work around Bill Williams on the Kaibab National Forest
 - Slides worked great on Bill Williams - new/old approach for removal of dead and down - taking advantage of gravity - identified a company based in Canada - the slides were for removal of snow in stadiums. Will look to expand that work.
- Coconino County



- Working on Bill Williams and Leroux East projects - hoping to get that contract RFP out in the next month or so, going through legal review currently
 - 360 acres - short timeframe of getting that work done, then will have another 600-700 acres of Leroux West for next year
- GFFP
 - Working on Lowell Observatory section 17 project - plan is to cover the entire section and the area in front of Observatory and Mars Hill Rd - 700 acres approx. Also working with the City to add Thorpe Park to that. Hope to do that implementation simultaneously. Working on agreements with Campbell Global and an MOU, etc. Will put an RFP out - hopefully by the end of February. Will be extremely beneficial to the community, supported by Kelly's and Sinema's offices for direct spending. Also grateful to partners with City, County, and SRP, all contributing to the project

Working Group Updates

- Communication WG - Tayloe Dubay/Melanie Colavito
 - Melanie - have an ad hoc work group that has largely been convening around the 4FRI briefer paper - met on Monday, included Scot, Joel, Melanie, Jay, Cerissa, Nicole, and Carrie. Sat down to review changes on the briefer paper.
 - Update in short order of the document for DC briefings this spring - Jay and Pascal may be the first visit in February
 - Will update with numbers - get them up to speed for FY25 on acres treated
 - May include a redesign from ERI designer
 - Big change: on the back of the page, there is a large portion explaining the organization - replace this with content about biomass. Exactly what it will say - will be a statement of the problem, illuminating key issues, highlight gap that exists
 - Further discussion to be had surrounding position of 4FRI - because of short turnaround, we don't want silence on this subject in the SHG, but as we work to get agreement on solutions, wanted to clearly state the problem
 - Next step - will be posted to Basecamp for review and approval.
 - This will be a living document - if we reach an explicit position, can update
 - Would also possibly re-highlight the existing agreements around our restoration work together
 - Neil: As SHG shouldn't be afraid of making some statements, the SHG can represent all in the room - no one else has the ability. Shouldn't be afraid to be bold in our statements, even if we don't endorse specific statements
 - Where possible, will use existing language - because tight turnaround, will rely on content already written and agreed to. Hopefully, this facilitates the review process.



- Scot - perspective from last year's efforts on this - was really interesting to have Washington people to hand that product back to Scot. Internal message - power of the same product - really resonated with people, sense of coherence, similar approaches, understanding of the issues. Even if this doesn't cover all interests, still recommend using it as a symbol of support and recognition.
- What trying to do: visualize the scale of the problem - Jay had a great idea similar to the iceberg visualization, need to visualize the scope of the biomass issue. Designer working on that now.
- Industry/Biomass WG - Brad Worsley/Tony Flagor
 - Updates
 - Been a lot of work - 90% of that group has been gathering surrounding biomass topic. Biomass Needs
 - FRC asking for 10-15% increase in biomass delivery, Joe Call received million dollar grant - negotiating for 1600 additional loads
 - Dale Lee - got 1200 acres on Duffur, needs to bring to Brad
 - RFOR planning to double capacity this year - that's a massive increase, need a home for that biomass
 - Chippen in - asked for capacity
 - Devon - CC Cragin needs to move those materials - have to take that through agreement with SRP. CC Cragin must go forward
 - TNC will likely have an RFP coming online
 - Led to a robust discussion at NRWG - small group agreed to get a comment out as soon as possible. White paper sent out to be as inclusive as possible, but recognizing that felt like there was a 0% chance that the Stakeholder Group would move forward with supporting a strategy in a short amount of time
 - Therefore went forward with what they see as working - intent wasnt to say only thing that could work, more about what we know will work in 3 years. Wanted to communicate what they KNOW will work.
 - Definitely created good and bad energy - stand behind the document.
 - That document does not say that the FS or the utilities would get on board - instead said what the industry thought could work. Wanted to have clear message - not distract with other technologies; then, with that consensus, get the major utilities, FS, and industry to align to that solution.
 - Folks question urgency and the element - want to share that have received feedback from the FS at the regional and national level that Undersecretary Boren is really intent on fulfilling the mission that was given to him by Trump, which is to increase dramatically the productivity of board feet dramatically by the FS. The competition within the FS for funding now includes a new element: board-foot productivity. Feedback received that it is imperative for 4FRI to ramp up significantly in 2026 to



remain competitive for FS funding, to meet board feet national objective. Why the urgency? Internal and external pushes on this.

- Is this ramp-up feasible given current projections/RFP releasing, etc?
 - Program of work for 2026 is baked - won't change what is on the table. Similar for 2027 - projects have 2 year cycle for survey requirements
 - Do agree with Pascal - focus on timber productivity from administration - our landscape will struggle there; the amount of volume in Oregon is much more than here due to the nature of Ponderosa Pine. But do have the ability to say consistently that we put on the shelf consistently - hasn't been litigated, low risk in that regard, the collaboration and strength of this group is still powerful despite the challenge for volume. Have been telling that story to the Chief and the Undersecretary.
 - Still - need to maintain the industry we have, and make progress towards our goal of 30,00-40,000 acres a year.
 - There is a difference in offer for calendar year vs what is treated on the ground - the ramp up that RFOR is working through and showing that progress - that story is being told and has been resonating with Washington Office despite the nature of the work in Ponderosa Pine.
- Feedback received on the White Paper
 - This strategy has been widely communicated, we have received and had discussions with the AZ delegation, the most substantial of those with Senator Kelly's office, who seems to be at the forefront of the issue in Washington DC.
 - Very positive reaction generally - have received reactions from both regional and the folks at the national office. Have received reaction from both AZ utilities - in summary, would say, there is a risk of misinterpretation of work we have done by some people who are relying on the early draft of the document - that draft was substantially modified by NRWG discussion.
 - The only draft produced was far from being perfect - one major feedback during the NRWG process is that we need to be careful to appear as focused on one strategy - biomass power - the reason why the early draft was focused on brown chip (logging residue), have always been confident in fact that sawmill residue (white chip) are much easier to deal with. Have a long tradition of white chip being used for landscaping, soil, pellets, and other applications. Initially disregarded white chip - know that there is potential for this market to expand in biochar.
 - It was wrong of them to assume that everyone would be in the same place - new draft specifies that there are two flows that need to be addressed; there are two ways to address these.
 - Have received positive reaction on the fact that we need to do something, do something fast, and there are indeed several tracks we need to pursue in



parallel. General recognition that the forces of the market hopefully can be relied on when it comes to white chips, because generally sellable without government intervention

- Universal recognition that there is not much option when it comes to brown chip - this is where we need to really focus to get a solution, because it will be the most difficult solution
- There have been a handful of out-of-state industry members - folks who have biomass that might move here. There has been some buzz in the industry. .
- From the Forest Service - in general, need to make sure that there is still the supply needed to keep operators in business. Number one priority.
 - In terms of rate fees, now transitioning to minimum rates for all sales. Will help with some of the stumpage rates. Think will start to see more IRTCs go out as IJJA and other funding starts to decline. Instead of IRSCs - hope that we will be competitive for some of those projects to be funded; but generally, we are trending away from IRSCs towards traditional, using minimum rates
 - That means that some of the smaller diameter work might not be done - the outcomes are different and less ideal for a forestry restoration standpoint, but it helps to maintain industry. Very focused on that topic.
- Multi-Party Monitoring Board WG - MaryLou Zimmerman/Andi Rogers
 - Working with Bird Conservancy of Rockies to measure presence/absence on birds - planning pre-season work, 39 plots this summer
 - Working with NAU to do understory measurements pre and post harvest
 - Have two snowtopography installments - group moving that forward, snow how it persists or not
 - Have stopped flying drones - will be processing data, data will look at changes, looking at riparian zones and greenness, seeing how affected by treatments
 - Stream survey - led by NFF, Michael Barnes taking lead
 - The working group wants to bring this info to the SHG - talking about how to do that, what format it should be, and how regular it should be. Throwing around ideas about what ideas want to hear about, what should be looking at.
 - Reviewing budget and program of work - looking at funding level and how prioritize out into next year.
- Comprehensive Implementation WG - Cerissa Hoglander
 - GCT, FoNAF, AZ Elk Society, and others - talked with Kaibab and Coconino - priorities:
 - Pipe fencing
 - Erosion control - fire, overgrazing, increasing drought, high precipitation events; looked at larger mechanically done erosion control projects, some of that being funded by NFF or AZ Elk Society (e.g., Houston Draw) - this is very effective at protecting, restoring, and expanding wetland areas



- On Kaibab, the major focus is there because of fires, more emergency-focused riparian restoration needs - a critical funding need.
- Couple of springs on the Williams District and Coconino spring erosion control work, Kiehl Spring, etc. Can share more if of interest. Really looking to ramp up
- Prioritization and Optimization WG - Travis Woolley/Brian Nowicki
 - Amy and Travis met in mid-December, talked about QWRA follow-ups - how we incorporate this into 4FRI dashboard and how to use it for long-term planning. Plan to meet in early February for the entire WG - can provide an update at next SHG.
 - Did get an updated QWRA, completed yesterday. Mostly, fire hazard risk data has been updated. When do share this out, will be with new updated data.
 - For QWRA and integrated program of work planning - will work on something to bring partners into helping us all have shared input and buy-in to a 5-year plan; will be developing that over next few months.
 - Travis will post meeting date on Basecamp.

Graphyte Presentation: Project Ponderosa - Saskia Versteeg

- [See presentation.](#)
- Q&A
 - Can bricks be used above ground? Any utilitarian use above ground?
 - Yes, others use biomass for construction; the reason that Graphyte is looking at Coconino County is that there is so much excess biomass, would like to provide a new use, but also open to partnership. Hoping to use biomass that is not useful for other purposes.
 - What about the emissions for processing - permitting can be a challenge there, where that type of facility can.
 - They are drying material rather than burning, which lowers emission. In Arkansas, fall below requirements for air permits. Will work with AZ to file minor source air permit if needed, but most of what they emit is water vapor.
 - In terms of siting a processing site - that is the next step. Timeline this year is working on siting. Need to lock in a specific leading option.
 - In the last year, heavily correlated to change in presidency, been dramatic shift in carbon discussions. Do you think the shift to carbon credits will change worldwide?
 - The federal government didn't buy before, won't buy in the future. Looking at other private markets.
 - Following process to make a responsible decision to invest in a project by pre-selling. This is a critical point to make sure that there is responsible investment.
 - How can you prevent decay/how do you get to inert stage? How deal with the issue of degradation and potential self-combustion?
 - If dry biomass is exposed to open air, will try to absorb moisture. At end of Graphyte process, use several layers of liners to protect biomass from ambient



- air intrusion or water intrusion; have several layers of protection in engineered sequestration sites with external layers that is commonly used in
- Pack over top with soil to protect from additional snow/temp/etc.
 - Monitoring system will continuously passively monitor that site over a minimum of 50 years after closure, though it is expected to be stable in 2 years. Will monitor changes in air composition. From the first year of monitoring results, which can be seen on the website, have been 0 changes underground.
 - Will share all data from sites publicly moving forward
- How much do you need someone to pay per ton of biomass stored in order to be economically viable?
 - Credits are currently \$100- \$ 200 per ton.
 - Working now with Babbit Ranches for first site - 50' deep quarry, 120 acres; will move behind Cenex, where finished removing aggregate rock, will follow behind. Planned use - native species habitat, etc. This will be the first carbon sequestration site in AZ.
 - Also will work with AZ Dept of Energy on permitting
 - The model doesn't depend on subsidies, but are you receiving the geological sequestration subsidies?
 - No - because policy currently requires deep burial (e.g., 3000 ft), which is not this model.
 - Spoke of 100,000 tons for Coconino project and \$200 per ton, so need to sell \$20 million to be self-sufficient; is this a challenge in the market?
 - Working in due diligence with one of the customers who doesn't see that as a challenge. Are also working to expand that pipeline.
 - If I am a woods operator - how do I do business with you, and how would I be paid?
 - Currently working with anchor offtake options - e.g., RFOR. Also hoping to do master supply standards and agreements.
 - Process - how does energy production come into this?
 - Site is expected to use about 2 MW of power per year; data centers are in the 200+, much more. Looking at a similar amount as a small to medium-sized manufacturing plant.
 - If you make a deal with RFOR, would anyone else who delivers biomass have to go through them?
 - No - would also have agreements with other sawmills - open to discussions
 - Does RFOR have a monopoly?
 - No - can handle multiple suppliers.
 - In Arkansas work, have people been delivering for free, or do you purchase the biomass?
 - Do pay for transport of material in Arkansas, would look to do the same here.
- Next steps



- Saskia will remain engaged with 4FRI and provide input/updates as projects move forward
- As we move forward with project financing, it would be really useful to have a letter of support from the SHG; we need to find an appropriate venue to address this.
 - Generally, the steering committee would review and help to craft a letter, which would then be reviewed by the SHG. Ultimately, the SHG is the decision-maker.
 - Saskia share example with the SC.

Biomass Solutions Discussion

- Utility perspectives - *Salt River Project (Bill McClellan, Director of Resource Planning, Acquisition, and Development)*
 - [See presentation.](#)
 - Discussion and Q&A
 - Is the west side of 4FRI connected to the transmission lines serving the SRP service areas?
 - Yes, there are transmission lines, especially to connect coal areas. Cholla and Navajo South transmissions.
 - Does SRP consider a biomass outlet as a viable source?
 - Yes currently have a purchase power agreement for 14 MW, runs through early 2030s. Show biomass in the system through 2035.
 - It is a good resource to provide reliability for customers, where tends to have challenges is on the economic side of things. When look at biomass vs other sources, the challenge is the affordability of that piece
 - Do you have the cost of building a new pipeline?
 - When evaluating the conversion of St. John's Facility from coal to natural gas, included a new lateral to supply it with natural gas. Doesn't currently have it.
 - In addition, Tucson Electric will convert Springerville 1 and 2 to natural gas; they will use the same lateral to serve all of those facilities.
 - Will the lateral go all the way to Springerville?
 - Yes, will utilize the same pipeline to provide gas to springerville unites 1,2, and 4.
 - Those who constructed the white paper are not ignorant of that timeline - the biomass use is quite small, and the relative insignificance is important in this discussion. Need to bypass process steps to make it work. Building of Novo Biopower started in 2005 just walking into the door - that doesn't match the plan laid out here, which is 6-8 years. Not ignorant to the normal process - if this were to work, it would be based on the



insignificance to the grid, but its massive significance to the forest and the expectation that these folks would make adjustments to process.

- Another point worth mentioning is that Bill's job is to provide power at lowest possible cost - in resource planning, etc; nonetheless, in the biomass disposal discussion, there is an entirely different discussion related to the water side of SRP - securing the watershed and function for SRP. This factor may not be included in his presentation, but Pascal's understanding is that SRP considers biomass power and integrates that factor. How do these factors weigh?
 - Is the watershed protection valued at a dollar amount or is it more of a soft approach?
 - When renewed with Novo - determined value of Novo as energy source and also a watershed restoration tool - then brought both of those valuations forward to move forward the PPA. On the watershed side, SRP believes that watershed restoration is a shared cost, therefore also worked with a number of municipal partners in the valley to pay for the cost to reduce the overall cost to SRP.
- SRP is making a significant investment in restoration - what does that look like in terms of acres annually or dollar investment?
 - To date, have committed over 100,000 acres of restoration projects - hope is to get to over 225,000 acres of committed restoration by 2035
 - On average, funding of on-the-ground restoration projects - SRP brings 5 million, but leverages that funding with partners (state, private, nonprofit) to bring it closer to 10-15 million dollars. That does not include the cost of other biomass utilization strategies.
- Appropriations bill released Friday - biomass was mentioned several times. The first one talks about using state, private, etc to increase biomass use. A whole section on biomass - section 429 - focused on recognizing full benefits of forest biomass for energy, conservation, and responsible forest management. Big shift in appropriations suggests we are not falling on deaf ears in DC.
- Biomass - 4FRI Areas of Agreement
 - Next step - coalesce around areas of agreement - addressing this seems to be a priority for the 4FRI landscape.
 - For sake of unified messaging, working on the 4FRI Briefer and share the biomass problem.
 - FS isn't looking for a 4FRI answer, but they want to see answers that can be replicated across the country - we start to add value to the FS and beyond - show that it can be done elsewhere; critical point.
 - Pascal proposes that our situation is not to choose a solution, but rather that the strategy is all of the above - we need all these strategies to meet the ramp-up needs

Stakeholder Disclosures & Review Action Items



- None.

Action Item	Lead	Status
Get together to talk DC talking points	All going	Ongoing
Cross-discussion with MPMB and CIWG re: future projects and any additional needs to monitor	Andi/Cerissa	Ongoing
Post Pri-Opt meeting time to Basecamp	Travis W.	
Share letter of support example to SDR	Saskia V.	
Reach out to Saskia with any further Graphyte questions (ADD EMAIL)	All	
Share presentation slides	Bill/SRP	
Review 4FRI Briefer posted on Basecamp	All	

Steering Committee Meetings (second Tuesday of each month)

-2026 [1/13/2026](#), [2/10/2026](#), [3/10/2026](#), [4/14/2026](#), [5/12/2026](#), [6/9/2026](#), [7/14/2026](#), [8/11/2026](#), [9/8/2026](#), [10/13/2026](#), [11/10/2026](#), December no meeting

Stakeholder Group Meetings (fourth Wednesday of the month, except November)

-2026: [1/28/2026](#), [3/25/2026](#), [5/27/2026](#), [7/22/2026](#), [9/23/2026](#), [12/2/2026](#)