

Golden State Natural Resources (GSNR) Board of Directors Meeting



GOLDEN STATE
NATURAL RESOURCES

**Wednesday, March 30, 2022
10:00 A.M.**

**Golden State Natural Resources (GSNR)
Board of Directors Meeting
1215 K Street, Suite 1650
Sacramento, CA 95814**

Wednesday, March 30, 2022 – 10:00 a.m.

GSNR Board Members:

Supervisor Matt Kingsley, Inyo County
Supervisor Bob Williams, Tehama County
Supervisor Stacy Corless, Mono County
Supervisor Doug Teeter, Butte County
Supervisor Michael Kobseff, Siskiyou County

In accordance with Government Code section 54953, subdivision (e) (Assembly Bill 361), the March 30, 2022 GSNR Board of Directors Meeting will be facilitated virtually through Zoom with limited in-person attendance. Members of the public may attend the meeting in-person, provided that the GSNR Board of Directors reserve the right to limit the number of people in attendance. Members of the public can also watch or listen to the meeting using one of the following methods:

1. Join the Zoom meeting application on your computer, tablet, or smartphone. Go to:

<https://rcrcnet.zoom.us/j/89713084680>

Enter password: 524639

2. Call-in and listen to the meeting:

Dial +1 (888) 788-0099

Enter meeting ID: 897-1308-4680

Enter password: 524639

PUBLIC COMMENT USING ZOOM: Members of the public who join the Zoom meeting, either through the Zoom app or by calling in, will be able to provide live public comment at specific points throughout the meeting.

EMAIL PUBLIC COMMENT: One may also email public comment to sbolnik@rcrcnet.org before or during the meeting. All emailed public comments will be forwarded to all GSNR Board of Directors members.

DISABLED ACCOMMODATION: Meeting facilities are accessible to persons with disabilities. If you have a disability which requires an accommodation or an alternative means to assist you in attending, observing, or commenting on this meeting, or an alternative agenda document format, please contact GSNR at (916) 447-4806 or by email at sbolnik@rcrcnet.org by 9:00 a.m. Monday, March 28 to ensure arrangements for accommodation.

Agenda

1. Call to Order and Determination of Quorum

Chair, Supervisor Matt Kingsley, Inyo County

2. Public Comment

At this time any member of the public may address the Board. Comments are usually limited to no more than 3 minutes per speaker.

3. Consent Agenda – ACTION

a. January 19, 2022 Board of Directors Meeting Minutes

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b. GSNR Resolution TC002-22: Authorizing Remote and Hybrid Teleconference Meetings of the GSNR Board of Directors Pursuant to Assembly Bill 361

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c. GSNR Resolution 2022-01: Board Member Travel Policy – ACTION

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4. Project Update

*Greg Norton, President / CEO
Project Development Team*

5. Project Budget

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*Lisa McCargar, Chief Financial Officer
Greg Norton*

6. GSNR 2022 CEQA Public and Governmental Relations Strategy

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Greg Norton

7. Adjournment

Agenda items will be taken as close as possible to the schedule indicated. Any member of the public may comment on agenda items at the time of discussion. To facilitate public comment, please let staff know if you would like to speak on a specific agenda item. The agenda for this meeting of the Board of Directors of the Golden State Natural Resources was duly posted at its offices, 1215 K Street, Suite 1650, Sacramento, California, 72 hours prior to the meeting.

Any written materials related to an open session item on this agenda that are submitted to the Board of Directors of the Golden State Natural Resources less than 24 hours prior to the meeting, and that are not exempt from disclosure under the Public Records Act, will promptly be made available for public inspection, and may be obtained by contacting sbolnik@rcrcnet.org.

Upcoming Meetings:

- May 18, 2022
- July 20, 2022
- September 28, 2022
- November 16, 2022

**Golden State Natural Resources (GSNR)
Board Meeting
Via Zoom Conference**

January 19, 2022 – 10:00 a.m.

Board Members:

Chair, Supervisor Matt Kingsley, Inyo County
Vice Chair, Bob Williams, Tehama County
Supervisor Stacy Corless, Mono County
Supervisor Doug Teeter, Butte County
Supervisor Michael Kobseff, Siskiyou County

Minutes

Call to Order and Determination of Quorum

Chair, Supervisor Matt Kingsley, Inyo County, called the meeting of the Golden State Natural Resources Board of Directors to order at 10:00 a.m. A quorum was determined at that time; those present were as follows:

| <u>Board Members in Attendance</u> | <u>County</u> |
|---|----------------------|
| Doug Teeter | Butte |
| Matt Kingsley | Inyo |
| Stacy Corless | Mono |
| Michael Kobseff | Siskiyou |
| Bob Williams | Tehama |

Absent Members

None

Others in Attendance

Supervisor Ned Coe, Modoc County
Supervisor Aaron Albaugh, Lassen County
Supervisor Rex Bohn, Humboldt County
Supervisor Mat Conant, Sutter County
Supervisor Daron McDaniel, Merced County
Supervisor Jeremy Brown, Trinity County
Supervisor Jeremy Brown, Trinity County
Supervisor Dennis Townsend, Tulare County
Supervisor Miles Menetrey, Mariposa County
Supervisor David Griffith, Alpine County
Supervisor Paul Barr, Glenn County
Supervisor Robert Poythress, Madera County
Supervisor Randy Fletcher, Yuba County
Greg Norton, GSNR President
Kevin Cann, GSNR Vice President
Terrance Rodgers, GSNR Project Development Manager

Sarah Bolnik, GSNR Community Relations Manager
Patrick Blacklock, RCRC President & CEO
Lisa McCargar, RCRC COO/CFO
Arthur Wylene, RCRC General Counsel
Staci Heaton, RCRC Senior Policy Advocate
Craig Ferguson, RCRC Senior Vice President
Barbara Hayes, Chief Economic Development Officer
Bob Burris, RCRC Deputy Chief Economic Development Officer
Mary-Ann Warmerdam, RCRC Senior Vice President Government Affairs
Milena De Melo, RCRC Controller
Elizabeth Jensen, RCRC Assistant Controller
Carolyn Jhaji, RCRC Communications Director
Linda Petrillo, RCRC Accounting Clerk
Sanjay Lee, RCRC Financial Analyst
Chris Amey, Nexus
Jake Peer, Nexus
Robert Wong, Nexus
Chris Trott, CTBioenergy
Steve Peterson, Dudek
Eric Thronson, Townsend Public Affairs
Bob Dean, Colliers International
Randy Hanvelt, Associated California Loggers

Public Comment

None

Approval of Minutes of the December 15, 2021, Meeting

(Board Members absent from the meeting will be recorded as abstained unless the Board Member indicates otherwise)

Supervisor Michael Kobseff, Siskiyou County, motioned to approve the Minutes of the December 15, 2021, GSNR Board Meeting. Supervisor Bob Williams, Tehama County, seconded the motion. Motion passed by a roll call vote:

AYE: Butte, Inyo, Mono, Siskiyou, Tehama

NAY: 0

Absent: 0

Abstain: 0

GSNR Resolution TC001-21: Authorizing Remote and Hybrid Teleconference Meetings of the GSNR Board of Directors Pursuant to Assembly Bill 361

Arthur Wylene, RCRC General Counsel, explained the need for the adoption of GSNR Resolution TC001-21 if the Board wishes to continue with the possibility of remote meetings. Mr. Wylene explained Assembly Bill 360 requires all boards adopt a resolution every 30 days to continue with previous remote meeting processes.

Recommendation

It is recommended that the Board of Directors approve the proposed Resolution Authorizing Remote and Hybrid Teleconference Meetings of the GSNR Board of Directors Pursuant to Assembly Bill 361.

Supervisor Michael Kobseff, Siskiyou County, motioned to approve GSNR Resolution TC001-21. Supervisor Bob Williams, Tehama County, seconded the motion. Motion passed by a roll call vote:

AYE: Butte, Inyo, Mono, Siskiyou, Tehama

NAY: 0

Absent: 0

Abstain: 0

Recognition of the 2022 GSNR Board of Directors and Corporate Officers

The following recommendations were made: Matt Kingsley, Chair, GSNR Board, Bob Williams, GSNR Vice Chair, Doug Teeter, Board of Directors, Stacy Corless, Board of Directors, Michael Kobseff, Board of Directors, Greg Norton, GSNR President & CEO, and Kevin Cann, GSNR Vice President.

Recommendation:

Recognize the 2022 GSNR Board of Directors and corporate officers as set forth above.

Supervisor Michael Kobseff, Siskiyou County, motioned to approve the 2022 GSNR Board of Directors and Corporate Officers. Supervisor Bob Williams, Tehama County, seconded the motion. Motion passed by a roll call vote:

AYE: Butte, Inyo, Mono, Siskiyou, Tehama

NAY: 0

Absent: 0

Abstain: 0

Discussion and Possible Direction Regarding Golden State Natural Resources Inc. Board of Directors Composition

GSNR Chair, Supervisor Matt Kingsley, and RCRC President & CEO Patrick Blacklock reported that the GSNR Chair and Vice Chair have met with staff to discuss this issue, and made a presentation at the January 12th RCRC Board meeting. The following recommendations emerged from that process: Increase the length of GSNR Board member terms to two years, with staggered terms; have GSNR Board appointments conducted annually in January, based on the recommendation of the incoming RCRC and GSFA Chairs; request that RCRC/GSFA Board members desiring appointment submit a statement of interest; and continue consideration of the number and qualifications of potential future directors, but defer any action to increase the size of the Board. After Board discussion, and clarification of the proposal for staggered two-year terms, the Board members expressed consensus to move forward with the foregoing recommendations and directed staff to work with the Chair and Vice Chair to bring back any appropriate action items for implementation at a future Board meeting.

Financial Update

Lisa McCargar, CFO, provided a visual of the GSNR finances as of January 19, 2022 and addressed any questions regarding GSNR's financial status. Ms. McCargar relayed the update will be also shared at the next GSFA and RCRC Board of Directors meetings. Staff is also in the process of developing a project budget in alignment with anticipated financial close and this update will be shared with the GSNR Board at the March 16th meeting. Mr. Norton also indicated staff is working to secure additional funding sources through various sources.

Project Update

Greg Norton advised the Board that escrow officially closed on the Lassen property as of December 28, 2021– GSNR now owns two properties. Jake Peer, Nexus PMG, provided the Board with an update on the current engineering status at each facility site and the port. Mr. Peer explained the purpose of frontend loading (FEL) engineering phases and what each progressive phase entails. Following stage three of the FEL phase, the GSNR project will be positioned to present its design to an Engineering, Procurement and Contracting (EPC) firm selected by GSNR to initiate site and port construction.

Kevin Cann, GSNR Vice President, provided an update on the permitting process and an overview of the overall projected permitting calendar. Mr. Cann also provided the Board with the current status update on the Supplemental Project Agreement on the Modoc National Forest, the projected timeline for permitting completion and next steps. Mr. Cann also advised that staff and the broader GSNR team are continuing to identify additional potential SPA opportunities throughout the facility sites' working circles.

Mr. Norton then provided the Board with an update regarding the development of a strategic plan with the GSNR project team and expert, subject-matter consultants to establish a comprehensive approach to securing adequate and consistent feedstock for the Lassen and Tuolumne County sites. The team is in discussions with potential suppliers, contractors, partners and other stakeholders to assess interest, capacity, growth opportunities, and challenges. These relationships are integral to GSNR's workforce development efforts as industry must directly inform the initiative with regards to current capacity, opportunities for growth, and identification of specific gaps and needs. Executing on the feedstock acquisition plan is critical to securing the off-take agreement and reaching financial close. GSNR staff will continue to provide GSNR Board with more specific details in upcoming meetings.

Mr. Norton provided an update to the Board on the current status of the off-take agreement(s). Discussions are actively underway with multiple potential users, producers, and trading houses. GSNR's leadership team and owner's engineers hosted a major potential client, toured the North State site, observed a forest management operation and visited a highly desirable port. Another major pellet producer, with numerous existing contracts for delivery of industrialized pellets, will do the same tour in two weeks. There is clearly high demand for west coast industrial wood pellets, and market reports indicate the demand will continue increasing for the foreseeable future.

On the rail transportation side, Mr. Norton indicated Formal Terms and Conditions discussions continue with the mainline, short line, and port rail service providers. The

rail design for the North State site is going through the approval process with the mainline provider and is expected to be completed in the near term. On trucking, the GSNR team has reached out to several large trucking firms to gauge interest in potentially expanding their business lines to support GSNR's efforts. While initial feedback did not indicate a definitive interest, the project team will continue engaging firms, large and small, to identify opportunities for growth and long-term contracts. The team also continues to engage the academic community to leverage and/or expand ongoing workforce development programs.

Mr. Norton provided a brief overview of the overall project calendar, including a brief update from Brian Grattidge, Dudek. Mr. Norton also indicated the financial model was recently updated to reflect more refined operational expenditure data. Both the proposed permitting calendar and financial model will be presented in more detail at upcoming GSNR Board meetings. GSNR staff will also be in discussions about the potential financial structure of GSNR with contracted legal firms.

GSNR staff met with seven USFS Supervisors and USFS leadership to provide an overview of the project, timelines, continued and additional partnerships and other opportunities to work towards mutually beneficial goals.

The GSNR team provided an update on the Associated California Loggers Conference and met with several industry representatives which was recently held. The team will also attend the Sierra Cascade Logging Conference in mid-February to continue these discussions and relationship development. As previously stated, these relationships are integral to GSNR's workforce development efforts as industry must directly inform the initiative regarding current capacity, opportunities for growth, and identification of specific gaps and needs

Communications Plan

Mr. Cann provided the Board with an update on the proposed public outreach in the facility communities and surrounding areas with a specific emphasis on its impact in the permitting approval process. As previously indicated, the official GSNR website also went live in December and will be updated in accordance with the communications plan and other relevant information.

Public Policy Update/Report on Meetings with Public Officials

Mr. Norton apprised the Board that Townsend Public Affairs (TPA) is working with the GSNR team to develop a specific legislative agenda for both the State and Federal legislators and officials. In addition, TPA is working directly with the GSNR team to identify and secure potential funding sources to support the project and its objectives.

Adjournment

Chair, Supervisor Matt Kingsley, Inyo County, adjourned the meeting of the GSNR Board of Directors at 11:11 a.m.



To: GSNR Board of Directors
From: Greg Norton, President/CEO
Date: March 25, 2022
Re: GSNR Resolution TC002-22: Authorizing Remote and Hybrid Teleconference Meetings of the GSNR Board of Directors Pursuant to Assembly Bill 361 - **ACTION**

Summary

The proposed resolution will allow the current GSNR Board meeting to be held remotely, in accordance with the practices developed over the past two years.

Background

In accordance with Section 4(k) of the GSNR Bylaws, meetings of the Board of Directors are conducted pursuant to the provisions of the Ralph M. Brown Act. The Brown Act has traditionally placed significant restrictions on teleconferenced meetings, including requiring that each teleconference location be accessible to the public (i.e., participation of Board members from homes or private offices has not been permitted).

In the early days of the COVID-19 pandemic, the Governor issued a series of Executive Orders temporarily suspending the restrictions on teleconferenced meetings, under which most GSNR Board meetings have been conducted during the last year-and-a-half. These Executive Orders terminated on September 30, 2021. In their place, the Legislature has enacted Assembly Bill 361 (R. Rivas), which permits legislative bodies to continue holding teleconferenced meetings without the traditional Brown Act restrictions (through December 2023) under any of the following circumstances:

(A) The legislative body holds a meeting during a proclaimed state of emergency, and state or local officials have imposed or recommended measures to promote social distancing.

(B) The legislative body holds a meeting during a proclaimed state of emergency for the purpose of determining, by majority vote, whether as a result of the emergency, meeting in person would present imminent risks to the health or safety of attendees.

(C) The legislative body holds a meeting during a proclaimed state of emergency and has determined, by majority vote, pursuant to subparagraph (B), that, as a result of the emergency, meeting in person would present imminent risks to the health or safety of attendees.

To continue to continue holding teleconferenced meetings in the manner to which Board members have become accustomed, GSNR's Board of Directors will need to make the

one of the foregoing determinations required by Assembly Bill 361. The “imminent risk” determinations are factually supportable, as the continued rates of transmission of the COVID-19 virus, including the Omicron variant, can indeed present imminent risks to the health and safety of some in-person attendees, particularly those with pre-existing health conditions.

If the proposed resolution making these determinations is approved, the GSNR Board may continue holding remote and hybrid in-person/remote meetings in substantially the same manner as it has during the past 18 months. (Assembly Bill 361 includes several additional requirements for teleconferenced meetings, including providing an opportunity for “real time” public comment, and suspending the meeting in the event that remote connectivity is lost; however, these are all consistent with GSNR's existing practices.)

Assembly Bill 361 generally requires that the requisite determinations must be reconsidered every thirty days. Since the GSNR Board typically does not meet that frequently, a new resolution making these determinations will be required at the start of each meeting.

Recommendation

It is recommended that the Board of Directors approve the proposed Resolution Authorizing Remote and Hybrid Teleconference Meetings of the GSNR Board of Directors Pursuant to Assembly Bill 361.

Attachments

- GSNR Resolution TC002-22

GSNR RESOLUTION TC002-22

AUTHORIZING REMOTE AND HYBRID TELECONFERENCE MEETINGS OF THE GSNR BOARD OF DIRECTORS PURSUANT TO ASSEMBLY BILL 361

WHEREAS, Golden State Natural Resources, Inc. (GSNR) is committed to preserving and nurturing public access and participation in meetings of GSNR's legislative bodies; and

WHEREAS, the Brown Act, Government Code section 54953, subdivision (e), makes provisions for remote teleconferencing participation in meetings by members of a legislative body, without compliance with the requirements of Government Code section 54953, subdivision (b)(3), subject to the existence of certain conditions; and

WHEREAS, a required condition is that a state of emergency is declared by the Governor pursuant to Government Code section 8625, proclaiming the existence of conditions of disaster or of extreme peril to the safety of persons and property within the state caused by conditions as described in Government Code section 8558; and

WHEREAS, on March 4, 2020, the Governor proclaimed pursuant to his authority under the California Emergency Services Act, California Government Code section 8625, that a state of emergency exists with regard to a novel coronavirus (a disease now known as COVID-19); and

WHEREAS, on June 4, 2021, the Governor clarified that the "reopening" of California on June 15, 2021 did not include any change to the proclaimed state of emergency or the powers exercised thereunder; and

WHEREAS, as of the date of this Resolution, neither the Governor nor the Legislature have exercised their respective powers pursuant to California Government Code section 8629 to lift the state of emergency either by proclamation or by concurrent resolution in the state Legislature;

WHEREAS, the continued rates of transmission of the virus and variants causing COVID-19 within California are such that meeting in person would present imminent risks to the health or safety of some attendees of public meetings, particularly those with pre-existing health conditions; and

WHEREAS, the Board of Directors has considered the current circumstances of the state of emergency, and determined that the state of emergency continues to directly impact the ability of the members to meet safely in person;

NOW, THEREFORE, BE IT RESOLVED by the Board of Directors of Golden State Natural Resources, Inc. as follows:

1. The Recitals set forth above are true and correct and are incorporated into this Resolution by this reference.
2. A proclaimed state of emergency exists and as a result of the emergency, meeting in person would present imminent risks to the health or safety of some attendees, particularly those with pre-existing health conditions.
3. The Board of Directors is hereby authorized and directed to conduct open and public meetings in accordance with Government Code section 54953, subdivision (e) and other applicable provisions of the Brown Act.
4. This Resolution is intended to enable the Board of Directors to meet via teleconference in accordance with Assembly Bill 361 of 2021 (Statutes 2021, Chapter 165), whether solely by teleconference or via a "hybrid" combination of physical location and teleconference.
5. This Resolution shall take effect immediately upon its adoption and shall be effective for a period of thirty (30) days thereafter, unless extended pursuant to Government Code section 54953, subdivision (e)(3). Expiration of this resolution shall not prejudice any subsequent action to adopt another resolution in accordance with Government Code section 54953, subdivision (e) during the present or any future state of emergency.

Secretary's Certificate

I certify that the foregoing is a true and accurate description of action taken at a properly constituted meeting of the Board of Directors of Golden State Natural Resources, Inc. on March 30, 2022.

Secretary's Signature



To: GSNR Board of Directors
From: Lisa McCargar, Chief Financial Officer
Date: March 25, 2022
Re: GSNR Resolution 22-01: GSNR Board Travel Policy - **ACTION**

Background

GSNR has prepared a Travel Expense Policy for consideration and approval by the Executive Committee with final approval by the Board of Directors. Proposed changes to maximum reimbursement rates are highlighted below. There are no further changes to the policy.

Policy Highlights

Lodging: The lodging maximum reimbursement rate is being increased significantly from \$145 per night originally based on the official government per diem rates for Sacramento County as set by the General Services Administration (GSA) to \$250 per night. This change is a result of ownership changes at a local hotel no longer available for lodging. GSNR staff will provide a list of hotels nearby that often publish rates below the \$250 / night.

Meals: In addition, Section VI, "Meals," contains the following proposed meal allowance maximum reimbursements. These rates are also based on the official total \$69 per diem rates for Sacramento as set by the GSA:

| MEAL to be REIMBURSED | PROPOSED RATE |
|------------------------------------|---------------|
| Breakfast | \$16.00 |
| Lunch | \$18.00 |
| Dinner | \$35.00 |
| Total Maximum Reimbursable by GSNR | \$69.00 |

Mileage:

Each year, the Internal Revenue Service (IRS) sets a rate for reimbursement of mileage for personally owned vehicles. For 2022, the standard mileage rate has been set at \$0.585, up from \$0.56 in 2021. The policy indicates that reimbursement will be at the prevailing IRS rate. If the IRS publishes any update, GSNR will revise the rate to reflect the current IRS published rate.

Recommendation

It is recommended that GSNR Board of Directors approve the proposed Board Travel Expense Policy, Resolution 22-01.

Attachment

- GSNR Resolution 22-01

GSNR RESOLUTION 22-01

TRAVEL EXPENSE POLICY FOR THE GOLDEN STATE NATURAL RESOURCES DELEGATES and ALTERNATES

WHEREAS, the Golden State Natural Resources Board of Directors needs to establish rules and regulations concerning travel, lodging and meals;

NOW, THEREFORE, BE IT RESOLVED by the Board of the Golden State Natural Resources (GSNR) that unless otherwise provided by law, the following rules and regulations shall govern GSNR business travel by GSNR delegates.

STATEMENT OF GENERAL POLICY

- A. It is recognized that members of Boards of Supervisors are reimbursed for business expenses by their respective counties. It is the intention of GSNR to encourage involvement in GSNR business by reimbursing GSNR delegates for certain GSNR-related expenses, as described herein. Such a policy is intended to augment county reimbursement, not fully replace it.
- B. Travel is limited to only those purposes which enhance the efficient and effective operation of GSNR.
- C. GSNR Delegates traveling on GSNR-related business shall do so by the most reasonable means available, both in terms of financial costs as a primary focus and productive utilization as a secondary consideration. It is also recognized that circumstances such as the distance to be traveled and the time necessary to travel, emergency situations, inclement weather conditions, etc., are all factors which may have significant impact in determining the allowance for the cost of travel.
- D. Authority to travel and reimbursements for customary and reasonable costs incurred for such travel including meals, transportation, registration, lodging, parking, and other related costs shall be in accordance with policy and procedures delineated herein.
- E. Only one voting member (either the Delegate or Alternate) representing each County per meeting will be reimbursed for Board Meeting attendance.
- F. All travel reimbursement claims must be submitted utilizing the GSNR Delegate travel claim form.

- G. In no case will a Delegate be reimbursed in an amount greater than provided in this resolution without approval of the President, Vice President or Chief Financial Officer.
- H. Reimbursement for commercial air travel will be at “coach” class cost.
- I. Reimbursement associated with a GSNR Board Meeting or Executive Committee Meeting, attendance at the full meeting is required to be reimbursed.

I. TRAVEL DEFINITIONS

Travel in this policy is defined as travel that is necessary to complete GSNR business required by the organization in the performance of its primary function and/or in the course of the assigned duties. Travel for Delegates consists of roundtrip travel from their place of residence or office to attend such required events/activities.

Such travel events include, but are not limited to:

- Meetings or conferences required in the implementation or administration of new or ongoing GSNR program areas.
- Meetings, appearances, or other travel necessary to conduct GSNR business requested by the Board of Directors, Chair of the Board, or GSNR President, Chief Financial Officer or Vice President.

II. REIMBURSABLE TRAVEL ACTIVITIES

GSNR and its Board recognize the importance of GSNR Officers and Delegates actively participating on behalf of GSNR in certain activities on GSNR business.

GSNR will reimburse for travel expenses, including transportation, meals and lodging at the levels approved in this policy, for such activities in the following circumstances:

1. The activity is either a GSNR Board or Executive Committee meeting and the attending person is an official Delegate or designated representative of GSNR.
2. The activity is official GSNR business and participation has been approved by the GSNR President, Vice President or Chief Financial Officer for legislative or policy meetings with State Legislators, Administration, Committees, and Agencies, members of Congress, federal agencies, or similar governmental bodies. Travel outside of California will require the approval of the GSNR Officers, the GSNR President, Vice President, or Chief Financial Officer.

3. The activity is a conference or a necessary meeting in which GSNR has been invited to participate and relates to subjects of interest to GSNR, as determined by the GSNR Board, the GSNR President, Vice President, or Chief Financial Officer and the person designated to attend makes a report to GSNR regarding his or her activities on behalf of GSNR.
4. The participation of the GSNR Officers and Delegates is designated as official GSNR business by the GSNR President, Vice President, or Chief Financial Officer.
5. The travel, lodging, and meal expenses are in connection with the activities described above, and are not for personal or non-official purposes, such as entertainment or tourist related activities organized as part of a conference.

Reimbursements shall be made only upon supporting invoices, receipts, and bills consistent with appropriate GSNR policies.

Notwithstanding the above, in no event shall GSNR make reimbursement for lavish expenses for travel, lodging or meals; provided, however, that if the prevailing levels of lodging expenses exceed prevailing per diem levels, GSNR may reimburse for such expenses upon a determination of the GSNR President, Vice President, or Chief Financial Officer that the location, prevailing costs of lodging, or business necessity required more expensive lodging or meals.

III. LICENSE, INSURANCE REQUIREMENTS AND MEANS OF TRAVEL

Licenses - All GSNR Delegates operating any vehicle used in the performance of GSNR-related business must possess a valid driver's license. All GSNR Delegates flying/piloting their own or a rented aircraft in the performance of GSNR-related business must possess a valid and proper license.

Insurance Requirements - Any Delegate who uses their personal vehicle, rental vehicle, or government vehicle for travel on GSNR-related business shall carry insurance for personal injury or property damage at or above state mandated minimum levels at that time. Delegates not in compliance with these minimum standards shall not be authorized to drive their personal vehicle, rental vehicle, or government vehicle on GSNR business. If requested, Delegate is required to provide proof of licensing and insurance.

Any Delegate flying/piloting an aircraft for travel on GSNR-related business shall carry comprehensive liability insurance coverage in the minimum amount of \$1,000,000 prior to their using the aircraft to conduct GSNR business. Delegates not in compliance with these requirements shall not be authorized to fly their own or a rented aircraft on GSNR business. If requested, Delegate is required to provide proof of licensing and insurance. GSNR's Liability and Excess Liability policies exclude aircraft.

IV. MILEAGE CALCULATION AND REIMBURSEMENT

Mileage Calculation - Roundtrip mileage is to be calculated from the Delegate's principal place of employment or home to the destination. Any special circumstances which inflate the normal mileage should be accompanied by an explanation in the expense claim and are subject to denial.

Mileage Reimbursement Rate - Authorized private vehicle usage for GSNR business travel will be reimbursed at the rate allowed under prevailing Internal Revenue Service rules and regulations as maintained by GSNR.

Aircraft Travel - GSNR Delegate's use of a private aircraft will be reimbursed at the same rate as that allowed by the Internal Revenue Service for a private automobile as stated under "Mileage Reimbursement Rate" or at the cost of commercial air travel.

Other Forms of Travel - GSNR Delegate's choosing to utilize another form of travel, such as train or other transit, shall be reimbursed at the same rate as if travel occurred as addressed in the Statements of General Policy. Item C. states GSNR Delegates traveling on GSNR-related business shall do so by the most reasonable means available, both in terms of financial costs as a primary focus and productive utilization as a secondary consideration. Item H states that Reimbursement for commercial air travel will be at "coach" class cost.

V. LODGING

Hotel Allowance - Delegates should seek the lowest cost accommodation reasonably available for the intended travel. For lodging in the Sacramento area, GSNR will reimburse lodging expense, inclusive of room rate, occupancy tax and other fees, up to a maximum of \$250 per night. If GSNR has arranged a block of rooms for the event and the cost of the room within that block is greater than \$250, GSNR will reimburse the cost of the room at the block rate. Delegates are charged with using reasonable care and judgment regarding whether overnight accommodations are required for their participation.

Guidelines regarding the need for overnight accommodations are as follows:

- For a two-day meeting/event when one-way travel from place of residence or office to the meeting/event is more than 75 miles or if travel will take more than 1 to 1 ½ hours;
- For a one-day meeting/event when one-way travel from place of residence or office is more than 150 miles or if travel will take longer than 2 hours; or
- In circumstances when the delegate needs to remain in Sacramento to participate at a GSNR associated event that will end later than 6:30 pm or in an early meeting the following morning.
- When participation in GSNR business requires arrival the night before for a meeting in Sacramento that begins at 8:00 am or earlier.

For accommodation reimbursement associated with a GSNR Board Meeting or Executive Committee Meeting, attendance at the full meeting is required to be reimbursed.

Transient Occupancy Tax - Occupancy tax can sometimes be waived by the motel/hotel dependent upon local regulation. Delegates traveling should always inquire about an exemption when appropriate.

VI. MEALS

Meal Allowances- Meal allowances will be reimbursed at the following rate, however receipts must be provided:

- Breakfast \$16.00
- Lunch \$18.00
- Dinner \$35.00

Delegates will not be reimbursed for meals if the cost of a meal is included in the conference fee either reimbursed or paid directly by GSNR. Delegates will not be reimbursed for meals that are provided at GSNR events or meetings.

Meal Times - Delegates are charged with using reasonable care and judgment regarding reimbursements. Reasonable times are generally considered to be departure prior to 7:00 a.m. for breakfast and return to residence after 6:00 p.m. for dinner.

Meal Limitations - Reimbursement will not include alcoholic beverages regardless of meal type or captive nature. Gratuities are capped at 15% of the cost of the meal.

Captive Meal - Captive refers specifically to those instances where a Delegate must/should participate in a dining event as part of an agenized event. Required group meetings, gatherings or functions for which meal allowances will be claimed for breakfasts, luncheons or dinners and which are of a captive nature shall be reimbursed at actual cost even though it exceeds those amounts set forth under Meal Allowances. Expense claims for meals at such meetings, gatherings, or functions (captive meals) will state the captive nature of the meal for which the expense claim is being presented.

Fixed Prices - When attendance at official meetings or conventions forces fixed prices, the claimant must list the items separately on the claim form as "Official Banquet" or other such language and the amount thereof. In this event, all such items will be supported by receipts verifying such charges. If supporting documents are not obtainable, then a statement to this effect will be made by the claimant. The GSNR President or Vice President, reserves the right to deny any undocumented expenses.

VII. EXPENSE DOCUMENTATION

Receipt Requirements - Receipts must be provided for reimbursable expenses including the following:

- All lodging expenses paid at actual cost. There is \$250 per night maximum in the Sacramento area, inclusive of room rate, taxes, and fees.
- All meal expenses
- Registration fees (only if not prepaid by GSNR)
- Telephone calls related to GSNR business in excess of \$2.50 per trip
- Fax charges for GSNR related business in excess of \$2.50 per trip
- Taxi/Rideshare/Bus fare in excess of \$5.00 per travel period
- Car Rental
- Air Travel (use ticket stub or electronic itinerary)
- Other common carrier (use ticket stub)
- Commuter bus fare (i.e., Airporter service)
- Toll Charges in excess of \$6.00
- "Captive Meal" and "Fixed Prices" as described in Section VI (a written explanation of circumstances and approval by the GSNR President, Chief Financial Officer or Vice President.)
- Parking, at standard parking rates for City visited

VIII. NON-REIMBURSABLE PERSONAL EXPENSE

Personal Expense - Any and all expenses that are for the direct personal needs of the Delegate, except as otherwise identified as reimbursable under this document, are not reimbursable by GSNR. Examples of such non-reimbursable items are listed below. This is not intended to be an all-inclusive list.

- Personal telephone calls, internet charges and personal fax transmissions
- Alcoholic Beverages (Except as provided in connection with an GSNR business related meeting or event)
- Entertainment (including related transportation costs)
- Violations of legal requirements

IX. CLAIM PROCESS

Completed claim forms are to be submitted to GSNR within thirty (30) days after the completion of the trip/expense. Failure to adhere to the filing deadline may result in the denial of the reimbursement claim

The claim form must include the purpose of the trip/expense, and the inclusive dates. All expenditures must be itemized, and all claims will include receipts for expenses as detailed earlier under the section titled **EXPENSE DOCUMENTATION**.

The claim information must include all expenses of the trip whether or not they were paid directly to a vendor. The claim form is intended to be a recap of the complete trip as a reconciliation of all expenses and a central location for all receipts. Those items paid in advance or by credit card should be duly noted.

Secretary's Certificate

I certify that the foregoing is a true and accurate description of action taken at a properly constituted meeting of the Board of Directors of the Golden State Natural Resources on March 30, 2022.

Secretary's Signature



To: GSNR Board of Directors
From: Greg Norton, President/CEO
Date: March 25, 2022
Re: Project Update

Summary

This item is intended to provide the GSFA Board of Directors with an update on the current GSNR project status. Items presented will include, but not necessarily be limited to, the following:

Site and Port Selection

GSNR's owner's engineers recently completed the front-end loading (FEL) II design on the Lassen facility and now both the Tuolumne and Lassen facility designs are at the same stage in the design process. The team met to formally initiate the FEL III process and design on both sites and the process is underway. Furthering the design is an important factor when negotiating with several key external partners such as potential off-takers, investors, local communities, rail service providers, engineering, procurement and construction firms, contractors and suppliers, and other stakeholders. The GSNR team continues to evaluate two potential port sites and expects to make a final determination in the second quarter of 2022. As previously reported to the GSNR Board of Directors, one of the most critical factors in that assessment is the port's capacity to dock and load the largest ships, opening up the opportunity to service both the Pacific Rim and European markets. It is also imperative the selected port has the rail capacity to service roughly 10,000 cars annually.

Feedstock Acquisition Strategy

The GSNR team held several meetings with subject-matter expert consultants to establish a comprehensive approach to securing adequate and consistent feedstock for the Lassen and Tuolumne County sites. The "fiber plan" is now being fleshed out. That plan assigns GSNR staff and consultants' specific responsibilities and establishes a timeline for reaching these milestones. The GSNR team formally opened discussions with potential suppliers, contractors, partners and other stakeholders to assess interest, capacity, growth opportunities, and challenges. Executing on the feedstock acquisition plan is critical to securing the off-take agreement and reaching financial close. GSNR staff will continue to provide the GSNR Board with more specific details in upcoming meetings.

The team also participated in workforce development meetings with Shasta Community College and industry representatives to assess potential opportunities to increase capacity and ability to attract and hire new truck drivers. Additionally, the GSNR team interacted with elected and public officials, key US Forest Service and CalFIRE staff,

advocacy firms, workforce development professionals, academia, and other critical potential partners. These relationships are integral to GSNR's project development efforts.

Off-take Opportunities

The GSNR team is continuing off-take discussions with multiple potential users, producers, and trading houses. Additionally, the GSNR leadership team will be meeting with many of the world's major biomass producers/consumers at two major conferences in March and April. Specifically, the World Biomass Conference in April is a major centering event for most of the world's pellet buyers. The team is also in direct communication with a company that is interested in the project for several different potential end-users in industries not just limited to white pellets for general power generation.

Project Budget

At its March 30, meeting the GSNR Board of Directors will be presented with an updated budget which projects expenditures and timeline needed to secure financial close for the full project.

Additional Information

The advocacy team from Townsend Public Affairs (TPA) continues its efforts to provide introduction and/or updates to legislators at the State and federal levels, along with key agency officials. In addition, TPA is working directly with the GSNR team to identify and secure potential funding sources to support the project and its objectives. The team recently met and is considering pursuing multiple potential funding sources through both the State and federal governments. As more analysis is conducted, the GSNR and GSFA Boards will be provided updates.

The GSNR team and communication consultant are also finalizing the project fact sheet and continuously updating the website as the project moves further along in the development process. The purpose is to support the CEQA process and inform interested parties about the project's status.

GSNR team members will be attending the California Forestry Association conference and, along with Chair Kingsley, the federal Wildland Fire Leadership Council meetings. These events are critical in furthering developing support for the project.



To: GSNR Board of Directors
From: Greg Norton, President/CEO
Lisa McCargar, Chief Financial Officer
Date: March 25, 2022
Re: GSNR 2022/2023 Project Budget

Background

On December 15, 2021, the Golden State Natural Resources (GSNR) Board of Directors approved the GSNR 2022 Operating Budget. In addition to in-kind revenue, the 2022 budget presented the forecasted expenditures occurring in the second phase of the project including pre-engineering and environmental work associated with developing two wood pellet plants and a port of export.

Staff also shared with the Board of Directors that they were in the process of developing a GSNR Project Budget report that would provide additional financial information through financial close. Financial close occurs when the pre-engineering is complete, investors funding is obtained, off-take agreements are ready to be signed, and the engineering, procurement, and construction (EPC) process may begin. Financial close is conservatively calendared for May 2023, an adjustment from the prior targeted date of February 2023.

Project Budget

The attached Project Budget builds upon the GSNR 2022 approved operating budget, extending the expected revenues and expenses through May 2023, including additional developmental expenses required to reach financial close. This expanded forecast has been prepared to provide GSNR decision-makers a best-estimate of the total sources and uses of funds up to financial close. In addition, this project budget includes an assessment of whether the GSFA line of credit (loan) to GSNR is sufficient to cover expenses through financial close. Finally, GSNR staff have been able to refine estimates originally presented in the 2022 operating budget. The attached document presents these best estimates for the Board's consideration and information.

Project Budget Highlights

The Project Budget includes several components including:

- a) Operating Budget for the Year Ended December 31, 2022

- b) Projected Operations from January 1 to May 31, 2023 (projected date of financial close)
- c) Total Project Budget pre-financial close - the sum of (a) and (b)
- d) Additional “high end” estimates to provide for an upper range of potential costs. This provides a conservative approach to the project budget. Some expenditures are contingent upon certain factors; hence, an additional amount is provided to reflect the potential upper range.
- e) Actual revenues and expenditures will be provided as they become available.
- f) The balance of the loan from GSFA at the beginning of 2022, the anticipated outstanding loan at May 31, 2023 at financial close, and the potential additional funds necessary if costs fall into the high range.

2022 Net Expenditures: The previously-adopted Golden State Natural Resources (GSNR) 2022 Operating Budget (Attachment 1) includes total revenues of \$1,416,300 and total expenditures of approximately \$5,083,900, resulting in net expenditures over revenue of \$3,667,600. Staff has identified potential savings of \$144,000 based on new information which is presented as a net adjustment to the project budget.

2023 Net Expenditures: Net projected expenditures of \$943,630 for the five months ended May 2023 incorporate the remaining estimated pre-development expenditures up to financial close. These amounts have also been presented as a draw on the loan from GSFA.

2022/2023 Net Expenditures: Total projected net expenditures over revenues from January 1, 2022, through May 31, 2023, total \$4,611,226.

GSFA Outstanding Loan Balance: The outstanding loan balance as of January 1, 2022, was \$4,599,303. The analysis at the bottom of the project budget displays the projected balance of the outstanding loan at various stages in 2022 and 2023. The projected outstanding balance as of May 31, 2023 (just prior to financial close) is estimated at \$664,471. The schedule indicates that if the high range of costs are incurred, additional funding may not be required (see discussion below).

Additional Funding

During 2020, the GSFA Board of Directors approved utilization of up to \$10 million of resources as a revolving loan to GSNR. The attached project budget indicates that in a best-case scenario, GSNR may not need to use the full amount allocated. However, given the uncertainties associated with everything from CEQA to completion of the entitlement processes, staff believes it is prudent to also provide higher expenditure planning scenarios. Even in these examples, the full GSFA loan may not be exhausted with small cushion remaining prior to financial close.

To provide additional funding for not only unexpected contingencies, but also continued pre-operations planning, GSNR is working in conjunction with a consultant to apply for grant funding. Many new sources of funding are becoming available for forest health

projects in the coming months. Specifically, USFS and State of California have already announced large business development grant opportunities for which GSNR appears to be particularly qualified. One of the reasons GSNR consultant TPA was retained is their exceptional history in securing grants. USFS funding is also being offered to fund supplemental NEPA for which GSNR has budgeted \$500,000 in 2022. We anticipate USFS subsidizing 50-75% of NEPA costs similar to the Modoc Supplemental Project Agreement. These opportunities should provide considerable cushion in the projected budget leading to financial close in Q2 2023. Specific dollar amounts have not been shown on the attached project budget to remain conservative.

Summary

The attached project budget remains in draft format and is presented here for the Board of Directors review. No action is required at this time.

Attachment

- Golden State Natural Resources (GSNR) 2022/2023 Project Budget (Attachment 1)

GOLDEN STATE NATURAL RESOURCES
Project Budget to Financial Close
Period from January 1, 2022 to May 31, 2023

| | 2022 Projected Costs to Dec 2022 | 2023 Projected Costs to May 2023 | Total Pre- Financial Close | Additional High End Range |
|---|--|--|-------------------------------|------------------------------|
| GSFA Loan (Balance At 12/31/21) | \$ 4,599,303.00 | | | |
| REVENUE | | | | |
| Pellet Revenue | \$ - | \$ - | \$ - | |
| Lease Income | 16,800 | 7,000 | 23,800 | |
| OTHER - GRANTS | | | | |
| In-kind contribution from RCRC | 1,399,500 | 583,125 | 1,982,625 | |
| TOTAL REVENUE | \$ 1,416,300 | \$ 590,125 | \$ 2,006,425 | |
| EXPENDITURES | | | | |
| DEVELOPMENT | | | | |
| Pre-Development Owner's Engineer | \$ 1,275,000 | \$ - | \$ 1,275,000 | \$ - |
| Environmental, Procurement, Construction Engineers | - | 200,000 | 200,000 | 300,000 |
| Consultants (studies, impact, owners) | 929,000 | - | 929,000 | - |
| Environmental (CEQA/NEPA) | 200,000 | - | 200,000 | - |
| Feedstock - Additional Testing | - | 25,000 | 25,000 | - |
| Feedstock - Wood Pellet Plant Testing | - | - | - | 50,000 |
| Financing Costs - | - | 100,000 | 100,000 | - |
| Land - Option | - | - | - | 20,000 |
| Legal - Sites, contracts | 100,000 | - | 100,000 | - |
| Legal - Commercial Negotiations | - | 100,000 | 100,000 | 150,000 |
| Legal - Offtake Development | 75,000 | - | 75,000 | - |
| Travel - Consultants | 15,000 | - | 15,000 | - |
| Travel - Staff | - | 50,000 | 50,000 | - |
| Utility | - | 50,000 | 50,000 | 200,000 |
| SUBTOTAL DEVELOPMENT | 2,594,000 | 525,000 | 3,119,000 | 720,000 |
| GENERAL AND ADMINISTRATIVE | | | | |
| Accounting & Auditing | 7,300 | 3,060 | 10,360 | |
| Advertising | 15,000 | 6,250 | 21,250 | |
| Board Compensation | - | - | - | |
| Contract Service Fee - RCRC | 1,399,500 | 583,125 | 1,982,625 | |
| Consultants | - | - | - | |
| IT Setup | 12,000 | 5,000 | 17,000 | |
| Insurance | 1,600 | 685 | 2,285 | |
| Interest Expense | 172,500 | 71,875 | 244,375 | |
| Human Resources | - | - | - | |
| Legal (Structure, Transactional) | 75,000 | 12,500 | 87,500 | |
| Miscellaneous | 60,000 | 25,010 | 85,010 | |
| Payroll/ PR tax / Benefits | 325,000 | 135,435 | 460,435 | |
| Rent | 5,000 | 2,065 | 7,065 | |
| Security Services | 84,000 | 25,000 | 109,000 | |
| Taxes - Property | 24,996 | 10,435 | 35,431 | |
| Title search/ R&D / Sites | - | - | - | |
| Travel - Staff | 45,000 | 18,750 | 63,750 | |
| Travel - Board | 5,000 | 2,065 | 7,065 | |
| Utilities | 48,000 | 20,000 | 68,000 | |
| SUBTOTAL G&A | 2,279,896 | 921,255 | 3,201,151 | - |
| INVESTOR OUTREACH AND FINANCING | | | | |
| Consultants | 210,000 | 87,500 | 297,500 | |
| TOTAL EXPENDITURES | \$ 5,083,896 | \$ 1,533,755 | \$ 6,617,651 | \$ 720,000 |
| NET (EXPENDITURES) OVER REVENUE | \$ (3,667,596) | \$ (943,630) | \$ (4,611,226) | \$ (720,000) |
| ANALYSIS OF \$10 MILLION LOAN FROM GSFA | | | | |
| Outstanding Loan Balance at 1/1/22 (from above): | \$ 4,599,303 | | | |
| Timing Differences - December Expenses paid in January | \$ 125,000 | | | |
| Project Budget to Financial Close - Additional Use of Loan Funds: | | | | |
| Projected Net Use of GSFA Funds - 2022 | \$ 3,667,596 | | | |
| Projected Net Use of GSFA Funds - 2023 | | \$ 943,630 | | |
| Expected Outstanding Loan Balance at Financial Close (Q2 2023): | | | \$ 9,335,529 | |
| GSFA Loan Remaining Available For Use / Contingency | | | <u>\$ 664,471</u> | |
| Possible further use of GSFA funds - high range flux to May 2023 subject to grant success or other funding | | | | \$ 720,000 |
| Possible savings of GSFA funds in the 2022 budget based on revised budgetd expenditures during 2022 | | | | \$ (144,000) |
| Possible GSNR savings (needs in excess) of Loan Availability of \$10,000,000 | | | | \$ 88,471 |



To: GSNR Board of Directors
From: Greg Norton, President/CEO
Kevin Cann, Vice President
Date: March 25, 2022
Re: GSNR 2022 CEQA Public and Governmental Relations Strategy

Background

CEQA requires that we fully describe the complete GSNR forest resiliency project from forest treatment through pellet processing and shipment to end user markets. All environmental impacts must be documented and disclosed for public analysis. Throughout 2022 and until an Environmental Impact Report is certified, GSNR will be engaging in a systematic and legally compliant CEQA public process.

Documents

The Communications Plan and corollary Spring 2022 Notification Plan are designed to facilitate best practices in public engagement, education, and comment.

Summary

The attached plans are in draft format and are presented here for the Board of Directors review and comment. County staff and elected officials are often most able to advise on insuring a full cross section of the affected populations are engaged. No specific Board action is required at this time.

Attachment

- GSNR CEQA Communications Plan
- GSNR Draft Spring 2022 Notification Plan



GOLDEN STATE
NATURAL RESOURCES

Strategic Communications and Stakeholder Engagement Plan

FINAL

Submitted by Kearns & West

Primary Contact:
Lisa Marie Alley
lalley@kearnswest.com
Phone: (916) 596-2938

Revised:
February 2022

I. Project Background & Purpose

Project Background

The Golden State Finance Authority (GSFA) established Golden State Natural Resources (GSNR), a public benefit corporation and IRS Section 501(c)(3) nonprofit organization, as a forest resiliency and economic development program. GSNR's main directive is to reduce excess natural materials in California forested areas using science-based forest management techniques as part of an overarching strategy to build wildfire and forest resilience in the state and spur economic opportunities in rural communities. Forest materials will be sourced from forest thinning projects, orchards and sawmills and processed into a pelletized fuel product at revitalized facilities in rural California and exported to international markets. Overtime, GSNR intends to produce additional high-value products as markets and commercially deployable technologies mature.

California's forests are at a crossroad and swift and dynamic action is required. GSNR provides a unique opportunity to restore forest health, revitalize the wood products market, and reinvest in rural communities. GSNR will bring local economic and ecological benefits while also supporting broader state and global carbon emissions and climate resilience goals.

Purpose of the Strategic Communications and Stakeholder Engagement Plan

The purpose of this Strategic Communications and Stakeholder Engagement Plan is to create a road map for the GSNR team, board members, and partners to communicate consistently and effectively about the program and projects to key stakeholders. It provides key messaging to describe GSNR's benefits, makes recommendations about communications milestones and materials to support GSNR's short- and medium- term goals, and sets out an approach for continued communications with key stakeholders.

Process for developing the Strategic Communications and Stakeholder Engagement Plan

Kearns & West created this Strategic Communications and Stakeholder Engagement Plan based on a series of assessment interviews, communications best practices and previously developed communications materials such as the Guiding Principles, Fact Sheet(s), Initiative Description, brand guidelines document, draft website, and promotional video. See Appendix A for brand guidelines document.

II. Strategic Communications Goals

The goals and the objectives of the strategic communication and stakeholder engagement plan are to:

- Increase awareness of GSNR in California as a forest resiliency and rural economic development program.
- Connect the dots on how GSNR is leading the way within the wood products market and supporting California and the USFS in achieving its forest health, rural investment, and climate goals.
- Assist GSNR board members and staff, constituents, and partners to communicate effectively and consistently about GSNR's goals and benefits.
- Maintain and grow the support of interested stakeholders. Ensure stakeholders know what actions they can take to help GSNR achieve its goals.

- Educate the public about the benefits of forest resiliency projects (i.e., removing excess fuels is not harmful to the forest and in fact promotes forest health by reducing wildfire risk).
- Build local community knowledge and support around GSNR project locations.

III. Brand Identity & Key Messaging Points

Brand Tag Line

Restore. Revitalize. Reinvest.

GSNR is a forest resiliency program with a mission to enhance quality of life, public safety, economic development, and the environment in California — creating fire resilient landscapes and fire-adapted communities.

Brand Pillars

Forest Resiliency: GSNR brings together committed public and private entities with expertise and resources to support environmentally sustainable forest management to restore California’s forests to wildfire resilient landscapes that produce healthy trees, clean air and water, enhance wildlife habitat, and reduce carbon dioxide. It is time to restore our forests before it is too late.

Community Health and Safety: For GSNR, safety is paramount. GSNR is committed to keeping our communities healthy and safe from catastrophic wildfire. Reducing the potential for catastrophic wildfires in California protects rural communities, property, and the natural habitats that surround them, as well as smoke-related air quality issues that impact California residents throughout the state. Restoring forest management practices advances conservation priorities.

Quality of Life: Reducing forest fire fuels benefits all Californians by improving air quality, carbon reduction, watershed health, wildlife habitat, organic waste diversion, and more. GSNR seeks to protect and enhance the quality of life for all Californians. GSNR delivers local benefits with a global impact.

Economic Growth: The development of an innovative wood product industry sector in California will create employment opportunities for generations to come. GSNR is committed to enabling prosperity by growing the economy through job creation in California’s rural communities.

Innovative Solutions: GSNR transforms excess and unmarketable fire fuels into a wood product, providing one solution to a multi-pronged crisis in California. GSNR aims to reduce the potential for catastrophic wildfires while creating a marketable wood product and promoting research and development. GSNR offers what is known as a wood utilization strategy that addresses the global climate crisis.

California Forest Conditions

- California contains 33 million acres of forested land. One in four Californians lives in a forested area. Even Californians who do not live in or near a forested area are still affected by wildfires and wildfire smoke. In recent years, major wildfires have occurred year-round, causing devastation to humans, property, wildlife, and California’s natural resources.

- Wildfire is a natural part of California’s landscape and is a tool used since time immemorial by California indigenous tribes. California must use fire and other forest management techniques to improve forest health.
- Our forests are facing new and catastrophic threats, such as longer fire seasons, drought, invasive species, tree mortality, climate change, and the consequences of a century of unnatural fire suppression. Conditions are changing more rapidly than nature can self-correct.
- In this context, overgrown and under-managed forests are a growing danger to life and property, and our state’s natural resources.
- California’s natural resources are world-renowned. They must be stewarded, protected, and preserved.
- Healthy, well-managed forests can help safeguard water sources and air quality. They provide habitats for plants and animals and outdoor recreation opportunities for people.
- Many of California’s forests evolved to withstand frequent, low-intensity fires. Under the right conditions, fires support a healthy forest ecosystem.
- The problem is that overgrown and undermanaged forests have led to an excessive amount of fuel to burn when a fire ignites. That is why there is an effort to reduce what is known as accumulated fire fuels, which include vegetative materials found in forest, woodland, or rangeland environments.
- Removing excess fire fuels can help restore forest health and reduce the risk of catastrophic wildfire.

How GSNR Supports California’s Forest, Wildfire and Climate Goals

In August 2020, the United States Forest Service (USFS) and the State of California entered into a Shared Stewardship Agreement Memorandum of Understanding (MOU) to use science-based forest management methods to each treat 500,000 acres annually for a total of 1 million acres of restoration treatments. In January 2020, the Governor’s Wildfire and Forest Resilience Task Force released its action plan that outlines the State’s road map to increase the pace and scale of wildfire and forest resilience efforts by 2025 and beyond. The action plan is also the first five-year plan to meet the 1 million treated acres target, as required by the USFS and California MOU.

The action plan has four main goals:

1. Increase pace and scale of forest health projects;
2. Strengthen protections of communities;
3. Manage forests to achieve the State’s economic and environmental goals; and
4. Drive innovation and measure progress.

While GSNR was established prior to the signing of the MOU and release of the action plan, its primary objectives align with the State’s forest and wildfire resilience goals. GSNR and the action plan both focus on using leading science to guide decision making, increasing the number of acres treated across forested landscapes, expanding the wood products market in California, protecting people and places especially those most vulnerable to catastrophic wildfires, contributing to the State’s climate goals by reducing carbon emissions and increasing carbon storage, and investing in rural communities to spur economic opportunities.

The California Air Resources Board (CARB) is in the process of quantifying impacts for wildfire smoke often referred to as black emissions. The emissions, while still not fully understood, are the second-highest carbon emission source behind cars. And more specifically, forests and woodlands represent the largest contributors to annual wildfire CO₂ emissions as these landscapes exhibit higher fuel loads than lands dominated by shrubs or grasses. GSNR's business model focuses on how to reduce wildfire risk, which in turn will reduce wildfire emissions that put reaching California carbon emission goals at risk.

California's wildfire and forest challenges require an all-hands approach that is made clear within the State's action plan.

"Government agencies alone cannot hope to adequately reduce fire risk and preserve healthy and sustainable forest lands. State and federal policies must attract private sector investments into a vibrant wood products market that advances the state's sustainable forest management strategy. Facilitating expanded economic activity in this sector will increase the value of woody biomass and help meet our state's sustainable forest management goals." (California's Wildfire and Forest Resilience Action Plan: Recommendations of the Governor's Forest Management Task Force, 2021)

GSNR is proud to be a partner within the private sector by investing time, funding, expertise, and more to expand and build a thriving wood utilization sector. GSNR is a long-term scalable program that will provide local economic and ecological benefits that will have state and global impacts.

How Golden State Natural Resources Works

- California's forest health crisis requires an innovative and multi-pronged solution. GSNR offers a solution to help protect and enhance the quality of life in California's rural counties and beyond.
- GSNR's three program activities are:
 - **Utilize excess fire fuels:** GSNR will help make California forests safer and healthier by removing excess fire fuels from overgrown stands and providing an outlet for material removed by other forest management entities. In addition to strategically treating forestland, this program will utilize excess from orchards and sawmills, preventing it from going to waste or being burned. Employing this wood utilization strategy contributes to conservation efforts that provide California with clean air and water.
 - **Produce industrial wood pellets:** GSNR will create much-needed stable, skilled occupations in California rural communities in the supply chain and at rehabilitated facilities that will convert excess fire fuels into pellets to be used as an alternative energy source to coal.
 - **Market pellets:** GSNR will help stimulate California's rural economies and fund its own operation by selling industrial wood pellets to international markets for renewable energy generation in replacement of coal.
- Excess fire fuels will be obtained from two primary sources: unmarketable biomass and sawmill residuals, such as sawdust and shavings. Unmarketable biomass consists of logs that are not suitable for use as commercial lumber, due to their condition, size, or other economic factors.

Additional Benefits

- GSNR will increase the number of acres of California forestland treated for fire mitigation over the next two decades, which aligns with the state and USFS forest and wildfire resilience goals.

- By decreasing the amount of excess fire fuel in California forests, GSNR aims to reduce the frequency and severity of catastrophic wildfires in the state, thereby enhancing public safety and health for residents, visitors, first responders, and natural and manmade infrastructure.
- By reducing catastrophic wildfire risk, GSNR will help restore ecological and watershed functions resulting in cleaner and more plentiful water resources.
- GSNR aims to contribute to the revitalization of the wood products industry and promote innovation in rural California, resulting in jobs, investment, and improved economies.
- GSNR pellet processing facilities will promote the expansion of broadband infrastructure to nearby rural communities. Each pellet processing facility will support approximately 55 stable, skilled jobs in rural counties. GSNR intends to partner and contract with trade organizations and industry businesses to perform pre-planned, best practice forest treatments and to transport the woody biomass to the processing facility, providing for additional jobs and economic development.
- GSNR plans to partner with community colleges to train or upskill local students to perform in forestry and transportation jobs.

Frequently Asked Questions (FAQ)

This initial set of frequently asked questions was developed as a starting point and can be turned into a handout and material for the website. As the program evolves more items will be added and expanded.

How is this program being funded?

GSNR will primarily secure private investment for development. Investors will be paid with revenue produced from the sale of pellets internationally. These revenues will also fund future opportunities. Start-up funding came from GSFA, GSNR's affiliate organization, which is operated by the Rural County Representatives of California (RCRC). GSNR is committed to fulfilling its fiduciary commitments to its investors, rural communities, the general public, and program partners.

How will GSNR find customers to purchase the pellets?

GSNR is working with industry professionals with connections to international companies and is in direct communication with off-takers regarding the potential establishment of agreements for the shipment of pellets to international markets.

How will GSNR manage job training and staffing for these sites?

One of GSNR's guiding principles is to contribute to rural economies through job creation. GSNR is committed to hiring locally and collaborating with local community colleges on the job training. GSNR is also considering developing a wood innovation campus to make resources available to local businesses and entrepreneurs. GSNR will contract with regional contractors and intends to work with trade organizations to identify and train staff for the collection and transportation of feedstock. GSNR will pay living wage salaries that incentivize additional workforce and create community development opportunities in rural counties.

How will GSNR's biomass collection activities impact feedstock availability for other industry participants?

GSNR is committed to contributing to rural economies and working with industry representatives. GSNR is also committed to fulfilling its fiduciary duties to investors, rural communities, the general public, and program partners. GSNR will sell pellets at industry-standard prices to ensure that this new sector does not result in lower prices for other producers. Further,

GSNR will continue to look for ways to support and work with industry partners. GSNR will also continue to pursue additional revenue opportunities through the development of additional higher-value products as markets and commercially deployable technologies emerge.

Is it good for the environment to collect excess fire fuels and burn industrial wood pellets for energy?

In short, this program has both profound environmental benefits and potential environmental challenges requiring careful management. GSNR is committed to a long-term focus on benefits to rural communities, public safety, the forest, and the environment, including water and air quality impacts. GSNR is also committed to complying with all state and federal environmental protection laws in all its activities.

This question has two components: forest and ecosystem health, and emissions and climate change.

Forest and ecosystem health:

Removing excess fire fuels from the forest can help reduce risk of catastrophic fire and create the conditions that will result in a forest ecosystem more closely resembling the forests' natural status prior to climate change, disease, and unnatural fire suppression threw California's forests into crisis. GSNR is committed to forest resiliency that prioritizes natural biodiversity as part of forest treatment plans.

Emissions and climate change:

Like all industrial activities, the collection, processing, transportation, and combustion of tree biomass will produce emissions. However, biomass combustion is considered to be a carbon-neutral energy source within the Paris Climate Agreement. More details about the carbon and emissions accounting for this project, as well as other efforts GSNR will undertake to counteract these impacts, will be made available during the environmental review process for the project. Additionally, GSNR intends that the iterative process of removing dangerous fuels from the forest will help California's forests burn with less frequency and less intensity over the long term, which would be a major climate emissions win. Further, within specific site working circles, there is expected to be a reduction in the number of burn piles, further reducing harmful emissions.

How does GSNR's effort align with the State's and USFS wildfire and forest resilience goals?

California and the USFS are working to increase the pace and scale of its forest treatment efforts to 1 million acres. The State aims to reach this target through a set of goals outlined with the Governor's Wildfire and Forest Resilience Action Plan that was released in January 2020. The GSNR initiative was launched prior to the State's action plan and treated acres goal. It provides an innovative solution that aligns with the State's key actions by directly investing in rural communities, protecting public safety, creating recreational opportunities, improving wildlife habitat and watersheds, and increasing carbon sequestration.

IV. Strategic Communications Plan

This section outlines a proposed communications approach to support GSNR through the launching of a public-facing website, creation of creative materials, development of a quarterly newsletter, associated actions, and deliverables.

Website

Kearns & West (working with GSNR) has launched a website that describes the GSNR program, shows progress, and provides information about how to receive updates. The website will include information on how to attend GSNR board meetings and a link to sign up for initiative updates.

Tasks for website

- Review and update website content
- Create a press release announcing website launch
- Launch website publicly
- Ensure website updates and relevancy

Creative Materials

Kearns & West will utilize the brand platform and guidelines developed for GSNR to ensure a consistent look and feel across all public-facing creative materials created.

Programmatic Fact Sheet

Kearns & West has created a programmatic leave-behind fact sheet (1-page front and back) that contains a concise description of GSNR and its benefits for the state. It will also convey visual information about the program and contain information about where to find more information (website, newsletter, contact information). It will be used when meeting with elected officials and decision-makers, stakeholders, and key audiences.

Tasks for programmatic fact sheet

- Draft copy for the fact sheet for approval
- Design the document
- Post to website and share with stakeholders
- Ensure regular updates to avoid outdated information and data

Benefits Fact Sheet

Kearns & West will create a benefits leave-behind fact sheet (1-page front and back) that contains additional details about the many benefits for the state, and local communities while highlighting GSNR's global impact. It will also convey visual information about the program and contain information about where to look for more information (website, newsletter, contact information). It can be used when meeting with elected officials and decision-makers, stakeholders, and key audiences.

Tasks for benefits fact sheet

- Draft copy for the fact sheet for approval
- Design the document
- Post to website and share with stakeholders

FAQ Fact Sheet

Kearns & West will create a frequently asked questions fact sheet (1 page front and back) based on specific topics that need further explanation. As the program evolves more items will be added and expanded. It can be used when meeting with elected officials and decision makers, stakeholders, and key audiences.

Tasks for benefits fact sheet

- Draft copy for the fact sheet for approval
- Design the document
- Post to website and share with stakeholders

Site-specific Fact Sheet(s)

For each confirmed processing site that will undergo environmental review, Kearns & West will create a site-specific fact sheet specific to the location to support conversations with local elected officials, stakeholders and community members. These will contain an abbreviated programmatic description and will primarily focus on what is happening at the site in question.

Tasks for site-specific fact sheets(s)

- Draft copy for fact sheet for approval
- Design the document
- Post to website and share with stakeholders

Presentation PowerPoint/Slide Deck

Kearns & West will develop a short, 4-7 slide deck power point presentation to describe the GSNR program to be used when meeting with elected officials and decision-makers, stakeholders, and key audiences. Slides can be adapted based on the audience, the briefing objective, and status changes.

Tasks for slide deck

- Draft copy for approval
- Design the deck

Electronic Newsletter

Kearns & West recommends the creation of a regular electronic newsletter that provides GSNR a way to communicate progress and program updates to interested stakeholders throughout the several-year process. This newsletter will ensure that important stakeholders feel included and know what actions they can take to support GSNR. The website will include a sign-up feature. Kearns & West recommends using a platform like Constant Contact to manage the contacts and distribution of the newsletter.

GSNR staff have started sending a monthly update to GSRN Board of Directors starting on February 4 and plan to send out updates the first Friday of each month.

Tasks for quarterly newsletter

- Create email list + plan for growing it
- Create content plan and newsletter schedule

- Embed sign-up form in website and email signatures
- Determine software platform
- Launch an electronic newsletter

Program Milestone Timeline

Kearns & West will work with GSNR to develop a public-facing program milestone timeline to be utilized on the website and in public-facing materials. This also allows GSNR to have a single place to track and showcase activities as the program advances.

Earned, Paid and Social Media

At an appropriate time, GSNR can utilize earned, paid and social media to communicate with the public the progress and benefits of the program. At this time, Kearns & West does not recommend deploying those tools until more program milestones are achieved.

V. Stakeholder Engagement Plan

This section outlines a proposed stakeholder engagement plan for GSNR to identify key goals for engaging with elected officials and decision-makers, diverse stakeholders, priority communities, and interested groups in California and abroad. A proactive stakeholder engagement strategy is clear about “the ask” and drives stakeholders toward that action. Messaging throughout engagement will be reliable, consistent, and relevant to stakeholders.

Stakeholders Distribution List and Management

Kearns & West would work with GSNR to build out a key stakeholder list based on the key audience types listed below and set up a tracking system to track engagement and ensure consistency.

GSNR should ensure consistent engagement with the following key stakeholders:

- Elected Officials & Key Decision Makers
 - Federal and State Agencies
 - Local Elected Officials at Site Specific Locations
- Native American Tribal Governments Non-Governmental Organizations (NGOs), Community Benefit Organizations (CBOs) and Industry Groups
 - Examples: Labor Organizations, Logging Industry, Environmental Groups, etc.
- BIPOC and Priority Communities
- Residents and Landowners
- Private Industry and Supply Chain Participants
- Environmental Focused Organizations

Tasks for stakeholder distribution list

- Identify platform for stakeholder management and tracking
- Create stakeholder distribution list
- Develop Letter of Support from key stakeholders

Stakeholder Engagement Activities and Timeline

Kearns & West will work with GSNR to establish a list of proactive stakeholder touchpoints to support the advancement of the program. Activities will be based on specific asks by the program and or public-facing milestones.

Tasks for engagement activities

- Identification of project-specific milestones
- Defining “the ask”
- Establishing a calendar of touchpoints and activities

Project Specific Stakeholder Engagement Plans

In conjunction with the environmental review process, Kearns & West will develop project-specific stakeholder engagement plans that will include project-specific messaging, stakeholders and engagement activities.

Tasks for project-specific plans

- Identification of project-specific stakeholders
- Development of engagement plan and key messaging

VI. Training and Capacity-Building

Kearns & West will provide two training sessions for GSNR staff and board members on public speaking and external project communications. Presentation and break-out exercises will cover public speaking, answering challenging questions from the public, and communicating with different stakeholder audiences.

Tasks for training

- Identification of GSNR staff for training
- Development of agenda and training materials
- Schedule training workshop

VII. Timeline of Milestones and Deliverables

| Date | Milestone | Communications Deliverables |
|------------------|--|--|
| February 2022 | Approval of Strategic Communications and Stakeholder Engagement Plan | <ul style="list-style-type: none"> • Final Strategic Communications and Stakeholder Engagement Plan |
| March/April 2022 | Stakeholder Distribution List and Management | <ul style="list-style-type: none"> • Stakeholder List |
| March/April 2022 | Fact Sheet(s) Round 1 | <ul style="list-style-type: none"> • Update Programmatic Fact Sheet |

| | | |
|----------|-----------------------------------|---|
| May 2022 | NOP Scoping Meetings | <ul style="list-style-type: none"> • Develop Scoping Plan for three locations • Create Outreach Material • Draft Newsletter and Social Media Copy |
| Q2 2022 | Electronic Newsletter | <ul style="list-style-type: none"> • Portal to Sign-Up • Platform to Track Stakeholders • Platform to Distribute Newsletter • Newsletter Design and Content |
| TBD 2022 | Training Workshop #1 | <ul style="list-style-type: none"> • Agenda & Materials • Workshop |
| TBD 2022 | Stakeholder Engagement Activities | <ul style="list-style-type: none"> • Defining “the ask” • Calendar of engagement activities |

Appendix A: Brand Guidelines

See attached Brand Guidelines



DRAFT

Golden State Natural Resources Proposed Forest Resilience Project

Spring 2022 Notification Plan

Prepared by Kearns & West

In coordination with

DUDEK

March 25, 2022

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1. Introduction

Purpose

This document is a notification plan for communications and engagement activities in support of the Golden State Natural Resources (GSNR) Proposed Forest Resilience Project (“Project”). Designing and conducting community meetings and a public scoping meeting are some of the first steps of the California Environmental Quality Act (CEQA) process being conducted by Dudek in support of GSNR’s consideration of this project.

The following recommended activities for the April-June 2022 timeframe are aimed to share information about the Project with the public and governmental agencies and to elicit participation in a public scoping meeting as part of the CEQA scoping process. This comprehensive plan also includes community meetings to build local awareness and support for the Project. Our recommended approach includes two tracks: the first is primarily focused on the local audience where these proposed projects are located and culminates in the community meetings; the second is focused on a wider statewide audience and culminates in a virtual scoping meeting. Hosting the scoping meeting virtually provides constituents and stakeholders with equitable access to information, flexibility, and safety if they wish to participate. The plan includes an initial materials list, notification plan, staffing plan, and roles and responsibilities. This plan is a “living document” and will be updated as the project team moves through the planning and implementation process.

A Note on In-Person Events

While Kearns & West is recommending that GSNR host two in-person community meetings and one virtual scoping meeting for the Project, it is important to be flexible due to ongoing COVID concerns and unpredictable state guidelines surrounding public gatherings. Our team can adjust all meetings to virtual if needed.

Community Meetings Overview & Objectives

Leading up to a June 2022 CEQA Notice of Preparation (NOP) for the Proposed Forest Resilience Project, Kearns & West is recommending that GSNR hold two in-person community meetings in April: one in Lassen County and one in Tuolumne County. These meetings will initiate the first phase of in-community stakeholder engagement. The format of these meetings is more informal than the scoping meetings but represents an important first touchpoint for many stakeholders in the project area. During the community meeting, details will be shared in a PowerPoint presentation. This presentation will include background on GSNR, information related to the project, and upcoming steps related to the NOP. The meetings also offer an opportunity for local officials to interact with the public as a way to build community engagement.

The objectives of the community meetings are as follows:

- Introduce stakeholders to the project and project team*
- Build public awareness and support for the project*
- Address preliminary questions about the project*
- Identify the project timeline and future opportunities to participate in project activities*

Public Scoping Meeting Overview & Objectives

The CEQA NOP for the Proposed Forest Resilience Project is anticipated to be issued in June 2022 and will include a 30-day public comment period. A public scoping meeting is a requirement of the environmental review process and will occur approximately 1-2 weeks after the release of the NOP. The scoping meeting includes the opportunity for the project team to share relevant information and for the

public, tribes, and county, state, and federal agencies to provide oral and written public comments. Comments will also be collected via postal mail, email, and voicemail. Kearns & West is recommending that the scoping meeting take place virtually from RCRC's office in Sacramento. During the scoping meeting, details will be shared in a PowerPoint presentation. The presentation will include information related to the notice of preparation (NOP), the proposed project description, the timeline, and ways to provide public comments. This meeting also provides an opportunity for the public to ask questions and seek clarification.

The objectives of the scoping meeting are as follows:

Share project information with the public and key stakeholders (Elected Officials, State Agencies, NGOs, Tribes, etc.)

Gain public input, questions, concerns, and feedback

Contribute to the CEQA environmental review process.

2. Proposed Meeting Dates and Times

Table 1 defines the proposed date, time, and registration link for each community and scoping meeting. Kearns & West recommends choosing dates that do not conflict with local government proceedings and times that are after work and allow for travel time to the meeting location.

Table 1 – Meeting Dates and Times

| Activity & Location | Date | Time | Registration Link |
|--|------------------|-----------------------|-------------------|
| Community Meeting 1: Lassen | Early May | 6:00 p.m. – 7:00 p.m. | TBD |
| Community Meeting 2: Tuolumne | Early May | 6:00 p.m. – 7:00 p.m. | TBD |
| Public Scoping Meeting | Mid to late June | 6:00 p.m. – 8:00 p.m. | TBD |

3. Regional and Topical Considerations

Lassen County

With a population of approximately 30,000, Lassen County is California's 47th most populous county. Its long history, dating back to the 1800's, began in mostly timber, farming, and mining. In 2003, the last timber mill in Lassen County closed. At one time, Lassen County had been the most important lumber-producing county in the northeastern part of California. The County's total lumber output in 1948 was 261 million board feet, or nearly one-tenth of the amount produced in California in that year.¹ By the mid-1960's, it had shrunk to less than three percent of the State total. Currently, Lassen County's economy is dependent on government funding, with more than 50 percent of its jobs coming from local, state, or federal positions. As of 2021, of the 10,000 working civilians, 320 worked in positions that produced goods².

¹ Lassen County General Plan, 1993:

https://srwp.opennrm.org/assets/f1cb2bcf8cda9dd924d396b652b39c3c/application/pdf/07_NaturalResourcesElementpages3_31to3_63.pdf

² California Employment Development Department Lassen County Labor Stats:

<https://www.labormarketinfo.edd.ca.gov/geography/lassen-county.html>

Susanville, the county seat, has a population of 15,064 people, and is home to the two largest employers in the county: the High Desert State Prison and the Susanville California Correctional Facility. The latter is scheduled for closure on June 30, 2022,³ which has been met with fierce resistance in the community, as the facility currently employs 1,080 people.

People living in Lassen County have a strong general appreciation for a rural lifestyle and want to be able to live in smaller towns, be able to buy a home with some land, and enjoy sights of agricultural fields, rangeland, and forests along the highway instead of sprawling housing and commercial developments. This way of life is at risk due to the growing risk of wildfire and poor forest health. In 2020, Lassen County experienced more than a dozen significant wildfire events – three of which burned nearly 40,000 acres⁴. Of those three, two burned during the same window of time. In 2021, the Dixie Fire, which started on July 13, burned for four months across Lassen and four other counties, and across three National Forests/Parks: Plumas and Lassen National Forests and the Lassen Volcanic National Park. It became the largest non-complex wildfire in the state's history, the second largest overall, and the first fire known to have burned across the crest of the Sierra Nevada.⁵

Wildfires are not new to residents in Lassen County and most residents are aware that living amongst California's beautiful forests means increased wildfire risk. As California's warm, arid climate has continued to shift North, drought and strong winds have resulted in extremely dry vegetation and very active fire behavior. Through current and previous experience, Lassen County residents understand why forest management is important and how active management entails economic benefits like jobs and increased tax revenue. Lassen County is the ideal site for one of two proposed wood pellet sites due to the community's interests to reduce wildfire risk, improve forest health, and preserve the county's rural way of life.

Key Stakeholders in Lassen County

Within Lassen County there are state and county elected officials, residents, Tribes, industry participants, businesses, and organizations that will be key to onboard regarding the project and important to keep updated with project progress. These entities will help GSNR with local outreach and communication with local leaders and residents. In addition, GSNR should coordinate with the RCRC Board to identify specific individuals and organizations that may need specific outreach about the Project ahead of the community meetings and release of the NOP.

Elected Officials

Board of Supervisors

- *District 1: Chris Gallagher*
- *District 2: Gary Bridges*
- *District 3: Jeff Hemphill*
- *District 4: Aaron Albaugh*
- *District 5: Tom Hammond*

Susanville City Council

- *Mayor Mendy Schuster*
- *Mayor pro tem Brian Moore*

³ California Department of Corrections and Rehabilitation News Release: <https://www.cdcr.ca.gov/news/2021/04/13/cdcr-announces-deactivation-of-california-correctional-center-in-susanville/>

⁴ CAL FIRE 2020 Wildfire Incident Database: <https://www.fire.ca.gov/incidents/2020/>

⁵ USDA Forest Service Dixie Fire Incident Information: <https://inciweb.nwcg.gov/incident/7690/>

- Councilmember Thomas Herrera
- Councilmember Quincy McCourt
- Councilmember Kevin Stafford

State/Federal Government

- State Assemblymember Megan Dahle
- State Senator Brian Dahle
- U.S. Representative Doug LaMalfa
- U.S. Senator Diane Feinstein

Native American Tribes

The Susanville Indian Rancheria is located near Susanville and includes members of the tribes and organizations listed below. Engagement should start from a place of respect and trust.

- Maidu
- Paiute
- Pit River
- Washoe
- General Council
- Tribal Business Council

Businesses & Organizations

Lassen Chamber of Commerce

Sierra Business Council

Lassen County Fire Safe Council

Fal River Resource Conservation District (RCD)

Pit RCD

Tuolumne County

Home to Yosemite National Park and Stanislaus National Forest, Tuolumne County is a small county by population, with around 55,000 residents, but expansive and breathtaking in its natural beauty. Tuolumne County is an area that thrives on recreation, small businesses, natural resources, and agriculture. Its nearly 20,000 working civilians work across a host of sectors including healthcare, hospitality, and government. These three sectors account for half of the working population within the county. Currently, forestry accounts for under one percent of jobs in the county. ⁶

Tuolumne County residents are passionate about the area in which they live and have a vested interest in maintaining their rural lifestyle, which includes recreation activities and enjoying the natural beauty of their community. In 2013, the Rim Fire started on August 17 in a remote canyon in Stanislaus National Forest and grew to be (at the time) the second-largest wildfire in California's history, burning 257,314 acres, and was visible from the Space Station. As of 2022, the Rim Fire was California's eleventh-largest modern wildfire. In less than a decade, 10 wildfires since have overtaken the Rim Fire in size and severity⁷. The Rim Fire burn scar is now providing valuable data and research opportunities related to post-wildfire recovery and forest restoration.

⁶ Source: California Employment Development Department:

<https://www.labormarketinfo.edd.ca.gov/geography/tuolumne-county.htm>

⁷ CAL FIRE Top 20 Largest Wildfires Chart: https://www.fire.ca.gov/media/4jandlhh/top20_acres.pdf

Since the Rim Fire, Tuolumne County residents have continued to experience a rise in wildfires over the last several years which is a serious public health and safety concern for residents in the near- and long term. Tuolumne County also sees many visitors annually, including an average of four million people who visit Yosemite National Park every year. Wildfire smoke, which can travel hundreds of miles, settles in valleys, choking communities, and has forced the National Park Service to close Yosemite several times in recent years, which impacts a vital revenue source for Tuolumne County. Residents understand how important forest management is to ensure the quality of life, protect natural resources, and reduce harmful impacts from wildfire smoke.

Key Stakeholders in Tuolumne County

Within Tuolumne County, there are a variety of state and county elected officials, residents, Tribes, industry participants, businesses, and organizations including financial and construction services, food and beverage, entertainment, retail, lodging, and tourism that will be important to communicate about GSNR's proposed project and project progress. These entities will help GSNR with local outreach and communication with local leaders and residents. In addition, GSNR should coordinate with the RCRC Board to identify specific individuals and organizations that may need specific outreach about the Project ahead of the community meetings and release of the NOP.

Elected Officials

Board of Supervisors

- *District 1: David Goldemberg*
- *District 2: Ryan Campbell*
- *District 3: Anaiah Kirk*
- *District 4: Kathleen Haff*
- *District 5: Jaron Brandon*

Sonora City Council

- *Mayor Matt Hawkins*
- *Mayor pro tem Mark Plummer*
- *Councilmember Jim Garaventa*
- *Councilmember Colette Such*
- *Councilmember Ann Segerstrom*

State/Federal Government

- *State Assemblymember Frank Bigelow*
- *State Senator Andreas Borgeas*
- *US Representative Tom McClintock*
- *U.S. Senator Alex Padilla*

Native American Tribes

The Tuolumne Band of Me-Wuk Indians is the prominent tribal government in the county within the Tuolumne Rancheria Reservation located at the western base of the Sierra Nevada, in and north of the township of Tuolumne. The Me-Wuk have significant cultural, historical, and spiritual connections to their land, and also provide economic and healthcare services within the county, such as the Black Oak Casino and the Tuolumne Me-Wuk Indian Health Center, respectively. Engagement of the Me-Wuk should start from a place of respect and trust.

Businesses & Organizations

Tuolumne County Chamber of Commerce

*Yosemite Highway 120 Chamber of Commerce
Sonora Chamber of Commerce
Twain Harte Chamber of Commerce
Tuolumne County Association of Realtors
Tuolumne Fire Safe Council
Yosemite Stanislaus Solutions (YSS)
TuCARE
Woodproducts Industry*

Port Location

GSNR is working to identify a port to transfer the finished products to ships for transport to offshore clients. When the preferred port is identified, this plan will be updated to address that location and surrounding area.

Statewide Stakeholders

In addition to county-specific stakeholders, key stakeholders for this project will range from environmental groups, state agencies, fire safe councils, trade associations, educational institutions, and researchers. A few specific organizations and agencies have been identified:

- *Associated California Loggers*
- *California Air Resources Board*
- *California Association of Local Economic Development*
- *California Association of Port Authority*
- *California Biomass Energy Association*
- *CA Department of Food and Ag*
- *California Department of Forestry and Fire Protection (CAL FIRE)*
- *California Energy Commission*
- *Cal EPA*
- *Cal Forest Foundation*
- *California Forestry Association*
- *California Native Plant Society*
- *California Natural Resources Agency*
- *California Trucking Association*
- *Center for Biodiversity*
- *Coalition for Clean Air*
- *Communities for a Better Environment*
- *Community Colleges*
- *Economic Development Administration (EDA)*
- *Environment California*
- *Fire Safe Councils – Lassen, Tuolumne and Statewide*
- *Governor's Office of Business and Economic Development*
- *Natural Resources Defense Council*
- *Nature Conservancy of California*
- *Northern California Regional Land Trust*
- *Planning and Conservation League*
- *Resource Conservation Districts*
- *Save the Redwoods*
- *Sierra Cascade Loggers Association*
- *Sierra Club*

- Sierra Club Alliance
- Sierra Nevada Conservancy
- The Governor's Wildfire and Forest Resilience Task Force
- The Nature Conservancy
- University of California Agriculture and Natural Resources (UC ANR)
- UC Cooperative Extension
- United States Department of Agriculture (USDA)
- United States Forest Service (USFS)

4. Notification Plan

Table 2 describes the proposed notifications and schedule for their release. Included in the table is a column denoting the track for each activity: Track 1 (local/community meetings) or Track 2 (statewide/scoping meeting). Utilizing both tracks for many activities will provide the Proposed Forest Resilience Project a robust hyper focused and statewide notification strategy and aims to ensure success of the project.

Table 2 – Notification Plan & Launch Schedule

| N | Item & Purpose | Track | Timing | Medium | Team |
|---|---|-------|---|---|----------------------------|
| 1 | Elected Official Email Campaign <i>Informs local elected officials about the project and upcoming community and scoping meetings</i> <i>Includes ask to share with their distribution lists with template language</i> <i>Includes ask to share on social media with template language</i> <i>Includes ask to advertise at Board of Supervisors Meeting</i> <i>Includes ask to post on County Event Calendars</i> | 1 & 2 | Three weeks prior to community meetings | Email & Fact Sheet Attachment | K&W |
| 2 | Tribal Engagement <i>Informs local tribal leadership about the project and upcoming community meetings</i> | 1 & 2 | Three weeks prior to community meetings | Email & Fact Sheet Attachment, Phone Call | Dudek GSNR |
| 3 | Press Release <i>Informs the public about the project and scoping meetings</i> <i>Issued by GSNR</i> | 1 & 2 | Three weeks prior to virtual community meetings | Traditional & Social Media | K&W |
| 4 | Stakeholder Announcement E-Blast <i>Informs stakeholders about the project, community & scoping</i> | 1 & 2 | Three weeks prior to community meetings | Email & Fact Sheet Attachment | K&W & GSNR internally make |

| N o . | Item & Purpose | Track | Timing | Medium | Team |
|-------------|---|-------|---|-------------------------------|-----------------------------|
| | <i>meetings, and ways to get in touch</i> <i>Includes project fact sheet</i> <i>Establishes a direct line of communication & relationship with stakeholders</i> <i>Includes California Forest and Wildfire Resilience Task Force</i> | | | | assignments to project team |
| 5 | Notification Mailer <i>Create postcard mailers that inform the public about the project and scoping meetings</i> <i>Mail to go out within a determined radius of the project site</i> <i>Postcard graphics can also be used for social media and other digital outreach</i> | 1 | Three weeks prior to community meetings | Mail | TBD |
| 6 | Social Calendar <i>GSNR's social platform</i> <i>Elected Officials' platforms</i> <i>County PIOs</i> <i>Nextdoor</i> | 1 & 2 | Ongoing ahead of all meetings | Social Media | K&W GSNR |
| 7 | Notification Flyer <i>Informs the public about the project and community meetings</i> <i>Posted in local post offices, libraries, and grocery stores</i> <i>Can be a larger version of the mailer</i> | 1 | Two weeks prior to community meetings | Post Offices & Grocery Stores | TBD |
| 8 | Newspaper Ads <i>Informs the public about the project and community meetings</i> <i>Additional ad to announce scoping meeting date</i> <i>Can be same design of the mailer or flyer</i> | 1&2 | Two weeks prior to community meetings | Newspapers | K&W |
| 9 | Verbal Announcement at Board of Supervisors <i>Informs the public about the project and community meetings</i> <i>Provide scripts and talking points</i> | 1 | TBD | Board of Supervisors Meeting | GSNR |
| 11 | Scoping Meeting Reminder to Stakeholders <i>Reminds the public about the upcoming scoping meeting</i> <i>Includes public-facing agenda</i> | 2 | Week of scoping meeting | Email & Social Media | K&W GSNR |

5. Materials

Kearns & West recommends the creation and deployment of the following materials for the scoping meetings. Kearns & West will lead the creation of these materials, with support from Dudek and revision from GSNR, except where otherwise noted. Many of these materials will require translation to Spanish. Additionally, Kearns & West will work with GSNR to coordinate internally with the GSNR Board of Directors regarding coordination and distribution of materials. Materials marked with an asterisk* have already been drafted or are underway.

Pre-meeting

Elected Official Email Campaign
*Fact Sheet**
Newspaper Advertisements
Notification Flyer (graphic)
Notification Mailer (print)
*Press Release**
*Public-facing Agenda (scoping meeting)**
Registration (Zoom links and physical addresses)
Reminder Notification
GSNR Social Accounts & Calendar
Stakeholder E-Blast (including Forest Management Task Force)
*Website**

In-meeting (community meetings)

PowerPoint Slides (Dudek)
Workshop Facilitation Plan (Dudek)

In-meeting (scoping meeting)

Annotated Agenda
Facilitation Plan
PowerPoint Slides

Post-meeting

Community Meeting Post-meeting Survey (Dudek)
Community Meeting Summaries (Dudek)
Scoping Meeting Post-meeting Survey
Scoping Meeting Summary

6. Materials Production Schedule⁸

Table 3 – Phase I Materials Preparation & Launch Schedule

| No. | Material | Timing | Team |
|-----|------------|---|---|
| 1 | Fact Sheet | Revised Draft in Design Layout to GSNR: Week of March 28 Final: Week of April 11 | Heather Williams, Henry DeRuff, K&W Karen Castaneda, Dudek Graphic Designer Review: Dudek |

⁸ Schedule dates assume receipt of notice to proceed from GSNR no later than June 1, 2022. All dates are subject to change with changing NOP dates.

| | | | |
|---|--|---|--|
| | | | Approval: GSNR leadership |
| 2 | Website | Draft Wireframe to GSNR: Week of March 28 Updates complete: Week of April 11 | Heather Williams, Henry DeRuff, K&W Lindsay Moore, Augustine Review: Dudek Approval: GSNR leadership |
| 3 | Stakeholder E-Blast for Community Meetings | Draft to Dudek by April 5, GSNR by April 12 Final: 24 hours before agreed release date (no later than two weeks before community meetings) | TBD, Kearns & West Review: Dudek Approval: GSNR leadership |
| | Stakeholder E-Blast for NOP & Scoping Meeting | Drafts to Dudek/GSNR: Week of May 16 Final: 24 hours before agreed release date of NOP | |
| 4 | Elected Official Email Campaign for Community Meetings | Draft to Dudek by April 5, GSNR by April 12 Final: 24 hours before agreed release date (no later than two weeks before community meetings) | Charles Harvey, Eva Spiegel, K&W Review: Dudek Approval: GSNR leadership |
| | Elected Official Email for NOP Scoping Meeting | Drafts to Dudek/GSNR: Week of May 16 Final: 24 hours before agreed release date of NOP | |
| | Tribal Outreach Phone Script | Draft to GSNR by April 8 Final: April 15 | |
| 5 | Press Release – Website launch, community meetings | Draft to Dudek April 5, GSNR by April 8 Reviewed: 3 days before the agreed release date Final: 24 hours before the agreed release date (no later than two weeks before first community meeting) | Eva Spiegel, K&W Review: Dudek Approval: GSNR leadership |
| 6 | Newspaper Ads for Community Meetings | Draft Text to Dudek Graphic Designer: April 1 Final Design to GSNR: April 8 Approval by GSNR: April 13 Posted in Newspapers: 2 weeks before community meetings (estimating April 18-22) | Heather Williams and Henry DeRuff, K&W Review: Dudek Approval: GSNR leadership |

| | | | |
|----|--|--|---|
| | Newspaper Ads for NOP Scoping Meeting | Draft Text to Dudek Graphic Designer: Week of May 9 Final Design to GSNR: May 20 Approval by GSNR: May 27 Posted in Newspapers: June 1 | |
| 7 | Notification Mailer | Draft Text to Dudek Graphic Designer: April 1 Final Design to GSNR: April 6 Approval by GSNR: April 11 Content to Translator: April 11 Submitted to printers: Week of April 18 | <i>Heather Williams, Henry DeRuff, K&W Karen Castaneda, Dudek Graphic Designer Mailing Firm TBD Review: Dudek GSNR leadership</i> |
| 8 | Notification Flyer | Draft Text to Dudek Graphic Designer: April 1 Final Design to GSNR: April 6 Approval by GSNR: April 11 Content to Translator: April 11 Submitted to printers: Week of April 18 | <i>Heather Williams, Henry DeRuff, Kearns & West Karen Castaneda, Dudek Graphic Designer Review: Dudek Approval: GSNR leadership</i> |
| 9 | Community Meeting PowerPoint Slides | Draft: 10 days before community meeting #1 and 2 (no later than April 29) Approval by GSNR: Week of Meeting #1 Completed: 3 days before community meeting #1 | <i>Steve Peterson, Dudek Heather Williams, Henry DeRuff, K&W Approval: GSNR leadership</i> |
| 10 | Community Meeting Facilitation Plan & Workshop Materials | Draft: 10 days before community meeting #1 and 2 (no later than April 29) Approval by GSNR: Week of Meeting #1 Completed: 3 days before community meeting #1 | <i>Steve Peterson, Dudek Heather Williams, Henry DeRuff, K&W Approval: GSNR leadership</i> |
| 9 | Scoping Meeting Zoom Registration | Final: End of May 2022 | <i>Henry DeRuff, K&W</i> |
| 10 | Scoping Meeting Reminder Notification | Completed: 10 days before scoping meeting. Transmitted: 5 days before scoping meeting | <i>Henry DeRuff, Kearns & West</i> |
| 11 | Scoping Meeting Public Agenda | Completed: 10 days before scoping meeting Transmitted: 1 week before each scoping meeting | <i>Heather Williams, Kearns & West Review: Dudek Approval: GSNR leadership</i> |
| 12 | Scoping Meeting Annotated Agenda | Draft: 10 days before scoping meeting Completed: 3 days before scoping meeting | <i>Heather Williams, Kearns & West</i> |

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| 13 | Scoping Meeting PowerPoint Slides | Draft: 10 days before scoping meeting Completed: 3 days before scoping meeting | Heather Williams, Lisa Marie Alley, Kearns & West Steve Peterson, Brian Grattidge, Dudek Sarah Bolnik, GSNR Review: Dudek Approval: Leadership Team, GSNR |
| 14 | Scoping Meeting Facilitation Plan | Draft: 10 days before scoping meeting Completed: 3 days before scoping meeting | Heather Williams, Lisa Marie Alley, Kearns & West Steve Peterson, Brian Grattidge, Dudek Review: Dudek Approval: Leadership Team, GSNR |
| 15 | Scoping Meeting Post-meeting Survey | Completed: 2 days before scoping meeting Transmitted: day of each scoping meeting | Henry DeRuff, Kearns & West |
| 16 | Meeting Summaries | Completed: June 2022 | Dudek |

7. Meeting Agendas & Format

Community Meetings

The community meetings begin the in-community stakeholder engagement process in earnest. They will be workshop-style, with a short presentation and different stations set up to learn about different aspects of the project including the biomass harvest and conversion process, transportation, and the CEQA process. After the stations, there will be an informal question and answer session, after which the meeting will adjourn. Reasonable accommodations, including Spanish interpretation, will be made available upon request. Snacks and refreshments will be provided.

Meeting Objectives

Inform the public about Golden State Natural Resources' proposed project by providing context, maps, timeline, and sharing how to get involved moving forward, including with the scoping meetings.

Build local support for the project.

Answer questions from the public about the project.

Table 4 – Proposed Community Meeting Agenda

Topics and timeframes may be modified to create a more open house workshop during the first 30 minutes of the event with a more formal presentation and Q&A session to follow.

| Time | Topic | Presenter |
|-----------------------|--------|--------------------------|
| 4:00 p.m. – 4:45 p.m. | Set-Up | GSNR, Dudek and K&W Team |

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|-------------------------|--|--|
| 5:00 - 6:00 p.m. | Interactive Stations Participants will be able to visit stations focused on specific topics of the project to ask questions directly. | GSNR, Dudek and K&W Team |
| 6 p.m. | Welcome & Meeting Overview <i>Welcome</i> <i>Meeting & Interpretation Instructions</i> <i>Tips for a Productive Meeting</i> <i>Agenda Overview</i> | County BOS Member Steve Peterson, Facilitator, Dudek |
| 6:10 p.m. | Opening Remarks <i>Appreciation for Joining</i> <i>Intention for Project</i> <i>Purpose of the Meeting</i> | Greg Norton, President & CEO, GSNR Kevin Cann, Vice President, GSNR |
| 6:15 p.m. | Project Overview & Scoping Details <i>Process & Purpose</i> <i>Program Overview & Description</i> <i>Program Timeline</i> | TBD, GSNR Steve Peterson, Dudek |
| 6:45 p.m. | Informal Q&A | Steve Peterson, Dudek GSNR Leadership |

Public Scoping Meeting

The public scoping meeting begins the public portion of the environmental review process and includes an opportunity for the public and municipal and county agencies to provide public comment. Kearns & West will run the virtual Zoom meeting, with GSNR staff presenting from the RCRC offices in Sacramento. Kearns & West recommends that each pre-registered speaker have 90 seconds to provide public comment. Unregistered attendees who wish to speak will have an opportunity for a 90 second public comment following pre-registered speakers. All speakers will be provided with an additional 90-second opportunity to ask questions or make comments after all speakers have had an opportunity to participate. Reasonable accommodations, including Spanish interpretation, will be made available upon request. Spanish speakers will be given three minutes for comment – 90 seconds to speak and 90 seconds for interpretation.

Meeting Objectives

Inform the public about Golden State Natural Resources' proposed project by providing context, map, timeline, and sharing how to get involved moving forward.
Obtain public comment and questions by attendees.

Table 5 – Proposed Scoping Meeting Agenda

| Time | Topic | Presenter |
|---------------------------|---------------------|--|
| 5 p.m. – 5:55 p.m. | Zoom Meeting Set-Up | <i>In-person: GSNR Leadership</i> <i>Zoom: Heather Williams & Henry DeRuff, Kearns & West</i> |

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|------------------|--|--|
| 6 p.m. | Welcome & Meeting Overview <i>Welcome</i> <i>Zoom & Interpretation Instructions</i> <i>Tips for a Productive Meeting</i> <i>Agenda Overview</i> | <i>Steve Peterson,</i> <i>Facilitator, Dudek</i> |
| 6:10 p.m. | Opening Remarks <ul style="list-style-type: none"> • <i>Appreciation for Joining</i> • <i>Intention for Project</i> • <i>Purpose of the Meeting</i> | <i>Stacy Corless, Board</i> <i>Member, GSNR,</i> <i>Supervisor, Mono</i> <i>County</i> <i>Greg Norton, President &</i> <i>CEO, GSNR</i> |
| 6:15 p.m. | Public Scoping Overview & Program Details <i>Process & Purpose</i> <i>Program Overview & Description</i> <i>Program Timeline</i> | <i>TBD, GSNR</i> <i>Steve Peterson, Dudek</i> |
| 6:45 p.m. | Public Comment Opportunity <i>Participants will have 90 seconds to share</i> | <i>Steve Peterson, Dudek</i> <i>Heather Williams, Kearns</i> <i>& West</i> |

8. Staffing

Kearns & West recommends the following staffing plan and roles across the community and scoping meetings.

Table 6 – Proposed Staffing Roles and Responsibilities

| Name | Affiliation | Role | Responsibilities |
|---|--------------------|------------------|--|
| Greg Norton, President & CEO | GSNR | Presenter | Presenting at community and scoping meetings |
| Kevin Cann, Vice President | GSNR | Presenter | Presenting at community and scoping meetings |
| Matt Kingsley, Board Chair | Inyo County | Presenter | Presenting at community and scoping meetings |
| Bob Williams, Board Vice Chair | Tehama County | Presenter | Presenting at community and scoping meetings |
| Stacy Corless, Board Member | Mono County | Presenter | Presenting at the public scoping meetings |
| Terrance Rodgers | GSNR | Fields Questions | Staffing the community and public scoping meetings |
| Sarah Bolnik | GSNR | Fields Questions | Staffing the community and public scoping meetings |

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|--------------------------------------|-------|---|--|
| Engineering Staff | GSNR | Fields Questions | Staffing the community and public scoping meetings |
| Steve Peterson | Dudek | Facilitator | Facilitating at the community and scoping meetings |
| <i>Additional Dudek Staff</i> | Dudek | Facilitation Support | Support at the community and scoping meetings |
| Heather Williams | K&W | Scoping Meeting Facilitation | Facilitating on Zoom for the scoping meeting |
| Henry DeRuff | K&W | Meeting Support/Notetaker Web Manager/Tech Support | Supporting the Lassen Community Meeting; Managing Web/Tech Support at the scoping meeting |
| Lindsay Tryba | K&W | Meeting Support/Notetaker | Supporting the Tuolumne Community Meeting |