

OREGON LANDSCAPE RESILIENCY SUMMIT

Wednesday, November 1, 2023 – 2:00 to 5:00 PM
Thursday, November 2, 2023 – 8:30 AM to 4:30 PM
*Best Western Hood River Inn
Hood River, Oregon*

Summit Summary Notes

On November 1-2, 2023, the Oregon Department of Forestry, U.S. Forest Service, U.S. Natural Resources Conservation Service, U.S. Bureau of Land Management, Oregon Department of Fish and Wildlife, and Oregon Watershed Enhancement Board, hosted the inaugural Oregon Landscape Resiliency Summit. The summit followed the recent publication of the Oregon 20-Year Landscape Resiliency Strategy. As stated, the purpose of the summit was to:

bring partners together to confirm alignment and commitment and to kickstart the pace and scale of implementation of Oregon's Landscape Resiliency Strategy.

Day one of the summit was an overview of the strategy's evolution, updates, and the course ahead. On day two, the focus was on showcasing regional resilience projects and building enthusiasm for upcoming initiatives. The summit presented an opportunity for participants to learn from each other, share successes and challenges, and strengthen the joint commitment to landscape resiliency with tribal, federal, state, and local partners.

Below summarizes the key takeaways from the event. Where available, presentation materials are linked or attached.

Day 1

Leadership Commitment and Strategy Overview

Day 1 Objectives

- *Demonstrate state and federal agency commitment and alignment around a shared vision to increase the pace and scale of landscape resiliency efforts statewide.*
- *Provide an overview of the Strategy development to date and updates on timeline and next steps from federal and state agency leaders.*

Welcome and Convening Remarks

Day 1 began with a welcome and introductions, followed by convening remarks from Governor Tina Kotek, members of Oregon's congressional delegation, and leaders from state and federal agencies. Highlights include:

Governor Tina Kotek

- Thankful to see all the representation in the room. That shows alignment and commitment.
- I am aligned with you and committed to carry it forward.
- This is a culmination of many years of work. Now is the time to translate policy and planning into action.
- This strategy provides the framework for a shared game plan.
- Workforce is going to be an issue that is central to this effort as we move forward.
- We need to work across jurisdictional lines and levels.
- How can my offices and agencies be supportive to you?
- You have a strong ally in my office.

Senator Jeff Merkley

- This is an all-hands-on-deck moment.
- The summit kicks off the 20-year strategy and aligns well with the 10-year USDA Wildfire Crisis Plan.

- Funds are becoming available through federal and state policies with more in the works.

Senator Ron Wyden

- We are focused on getting funds for this important effort.

Representative Val Hoyle

- Wildfires are an urgent problem and more preventative measures are needed.
- We need bipartisan support to address this crisis.

State Forester Cal Mukumoto, Oregon Department of Forestry

- Developing resilient landscapes is a big deal as wildfires impact the entire west.
- We all need to unite to find a way to co-exist with wildfires, and an all-hands, all-lands approach is needed.
- Program investments have come through federal funds and the OWEB.
- Collaboration is the Oregon way.

Regional Forester Liz Berger, U.S. Forest Service

- This summit is a great opportunity to meet new partners.
- Forest Service is fully committed and invested.
- The USFS Wildfire Crisis Strategy aligns well with the Oregon Landscape Resiliency Strategy
- We are moving away from scarcity to a mindset of abundance. Fuels reduction work is expected to grow and we are looking to increase pace and scale.
- With the all-lands approach, it's important to think beyond jurisdictional boundaries. Good Neighbor Authority works well in the Pacific Northwest with a focus on the wildland-urban interface (WUI).
- Collaborative Forest Landscape Restoration Program is an important investment with 10 projects in Oregon.

State Conservationist Jay Gibbs, U.S. Natural Resources Conservation Service.

- Private land represents about half of Oregon's forest landscape.
- Intentional collaboration and partnership accelerate this work.
- Diverse representation will result in creative, innovative solutions.
- NRCS will look forward to continued collaboration for success of this work.

Asst. State Fire Management Officer James Dickenson, U.S. Bureau of Land Management

- Fire is continuous, and traditionally BLM has focused on just BLM lands, but management must emulate how ecology and fire work on the landscape.
- Wildfire Commission identified 7 goals that connect well with strategy including collaborations, shifting from reactive to proactive, modernizing decision-making tools, investing in resilience. Collaboration helps us move faster.
- The strategy is an overarching umbrella providing a common framework to work together. This leverages long-standing partnerships too.

Oregon's Landscape Resiliency Strategy: A 20-Year Roadmap and Beyond

20-Year Landscape Resiliency Strategy Explained: Comprehensive Insight into the Strategy's Blueprint and Current Progress
(Nathan Beckman, ODF)

Following the convening remarks, ODF's Nathan Beckman provided an overview of the strategy document, the legislative impetus and collaborative process used to develop the strategy, and the next steps in implementing the strategy. Nathan's presentation is available [here](#).

Audience Q/A and Feedback with Agency Coordination and Implementation Group (ACIG)

Panel: Ryan Gordon (ODF), Brian Spradlin (USFS), Andrew Owen (NRCS), Davia Palmeri (ODFW), James Dickinson (BLM)

After the presentation on the strategy, a panel of agency representatives from the Agency Coordination and Implementation Group commented on their respective visions for success for the strategy and engaged in dialogue with summit participants about strategy implementation. Some highlights of that dialogue included:

- **Articulating Visions of Success**
 - There is lots of agreement already amongst core agencies. Collaboration and communications must become common practice and we must have intentional, strategic treatments.
 - Vision of success is that this collaboration becomes the norm across the state. Relationships are the most important part with local leaders, elected officials, etc. We have a lot of work to do in terms of engagement.
 - We need better tools to visualize the needs. We need dynamic products to show the ecology, threats on landscape, forest needs, community capacity needs, workforce needs, investment needs.
 - Collectively as a society we have to learn how to live with fire. In the midterm, the hope is that when the current ACIG partners retire that there are common goals, approaches, and values that continue.
 - Fish and wildlife do not know land ownership boundaries and we must manage for that appropriately as well.

- **Connecting with Other Planning Efforts**
 - There was appreciation for this collaboration around landscape resiliency and a suggestion for cross funding and coordination with the Oregon 100-Year Water Vision.
 - ACIG members acknowledged the opportunity to stitch together these and other planning efforts.

- **Building a Shared Understanding of Landscape Needs**
 - Is there a shared vision about what the landscape needs and can organizations adjust from their original understanding of forest health? How will there be collective decision making?
 - We need intentionality about successes on the local landscape. How can we change an agency culture? Each agency leader today mentioned agency commitment to this work.
 - End date is not 20 years—and we should leverage the current funding stream.
 - It is challenging to co-manage and get on the same page. There's a lot of variability across Oregon.

- **Engaging Stakeholders/Partners**
 - How will industry and nonprofits be a part of developing SMART (specific, measurable, achievable, relevant, time-bound) objectives? How can we be an equal partner?
 - There is a commitment to look for those opportunities of engagement (including at this summit) to help define objectives together.
 - The connection between planning work at the local level and state/regional level is being lost and connection is needed at the middle level. An architecture of support is needed to improve open communication.
 - It is a challenge to take all the input and make sense of it. Taking all this input has helped with a good start. Time and resources are needed to take it all in and mature it.
 - Let's not lose sight of local planning and local priorities and moving projects forward. The statewide framework is intended to support the local.

- **Including Private Lands**
 - Speaking about private lands—there are lots of opportunities. What more could NRCS do to bring in those dollars to do the work on private land.
 - This work is very scalable and can start local then scale up. Existing programs need to be more welcoming and accessible. We should use partner agreements better to creatively address issues like Act Now. These may help accelerate work, but recognize we need to partner more and need to understand the human dimension.

- Identifying Collective Priorities
 - There are processes that we can put in place annually to understand where the priorities are and connect with local leaders. We can start integrating our priorities today.
 - Longer term we hope to move towards the priorities the ACIG have identified and focus on those in 10 years. We don't need to change priorities of agencies or groups but identify where we can have shared investment. We need to remember the collective value of working together. We can leverage our strengths and think holistically about projects—who can pay for this? Who can play what part?
 - There will be an organic alignment across priorities. This strategy can help enable partners to make the investments valuable and useful.
- Communicating Around Wildfire and Community Preparedness
 - We need to figure out how to do fire adaptive communities and live with wildfire.
 - We all need to be part of the solution—not just the land management agencies. We can help protect the public lands together.
 - One goal of the strategy is around communication and awareness. We need to connect at the local level and figure out how Portland and Salem can support that.
- Meeting Legislative and Other Challenges to Collaboration
 - We need to leverage our collective strengths. Laws may need to change or maybe it's a change in policy or procedure.
 - When we run into state level legislative/legal barriers, then we need advocates to change that because government employees can't advocate. There is a role and place for all of us. We need to work with our advisory group and agency leaders to address these issues.
 - Local leadership changes can create durability challenges.
 - A priority is to make sure at the ground level it keeps moving forward.
- Maintaining Funding and the Ability to Effectively Deploy Funds
 - How do we meet that multibillion-dollar price tag to fulfill vision.
 - It does take capacity and staffing to track opportunities. We are building capacity and can scale up when needed.
 - Focus on investment in treatments. Individually we might not look like as good an investment as we do collectively. Use multiple partners and multiple investments.
 - We have the opportunity now to fund the work we want to do instead of chasing funds and needing to shape the work to fit those funds.
 - We need to build capacity and have shovel ready work so that when the next initiative comes from state, federal, or private sources we are ready.
 - Getting funding is one thing, but spending it efficiently is another. It's not just about acreages treated and dollars spent. Invest in workforce development.

Closing Remarks & Adjourn

After a few closing remarks, the group adjourned to an informal reception.

Day 2

Implementation Framework and Stories from the Field

Day 2 Objectives:

- *Showcase local and regional resiliency efforts and build momentum and enthusiasm for collective action into the future;*
- *Engage non-agency regional partners, build momentum, share successes and challenges, co-learn; build understanding and buy-in; and*
- *Build and support a community of practice around landscape resiliency among tribal, federal, state, and local partners.*

Welcome and Orientation to Panels

Day 2 began with a welcome and an explanation of the panel format and objectives for the day. The first two panels offered an opportunity for co-learning among summit attendees and panelists about the resiliency work going on around the state, including (1) what has been successful (and why), (2) what have been the challenges to date, and (3) what is going to be needed in order to significantly increase the pace and scale of landscape resiliency work. After lunch there was a short presentation on the Inter-Tribal Ecosystem Restoration Peer-to-Peer Learning Summit. The third panel discussion focused on workforce and economic development issues. The second day of the summit closed with a plenary debrief and reflections among ACIG members and the summit participants about what we are learning.

Panels 1 and 2 opened with a quick round of introductions, followed by a 10-minute opportunity for each entity to introduce their work—with an emphasis on what has been successful and what has been challenging. The moderator then followed up with a few questions focused on what panelists think will be needed or challenging or important in order to significantly increase the pace and scale of restoration/resiliency work. Questions included:

- Looking forward, what might be needed to enhance alignment and bridge the gaps between local and regional and state level planning efforts?
- If the goal were to increase the implementation of landscape resiliency projects by fivefold or even tenfold, what do you see as the biggest barriers to achieving that goal?
- How can the strategy and a shared stewardship governance structure help to remove these barriers?

Finally, there was time remaining to engage with questions and comments from other participants in the audience. Below is a list of panelists for the first two panels and some key takeaways from each discussion. Presentation materials are available [here](#).

Panel #1—Voices from the Field:

Successes, Challenges, and What is Needed to Increase the Pace and Scale of Restoration (Part 1)

Panelists:

- Rogue Basin Cohesive Forest Strategy
 - Terry Fairbanks, Executive Director, Southern Oregon Forest Restoration Collaborative
 - Kerry Metlen, Senior Forest Scientist, The Nature Conservancy
- SageCon Partnership
 - Megan Creutzburg, Rangeland Sustainability Program Lead, Institute for Natural Resources, OSU
- Central Oregon Shared Stewardship Alliance (COSSA)
 - Stephanie Rohdy, COSSA Program Manager, Central Oregon Forest Stewardship Foundation
- *Moderator/ Contributor:* Davia Palmeri, Conservation Policy Coordinator, ODFW

Discussion Highlights:

- What is needed to enhance alignment and bridge gap between different scales?
 - Focus on what we have in common. The Landscape Resiliency Strategy is key to that. We need to deliver tools to local geographies. What are the monitoring metrics and indicators we can use to understand the project goals. We need monitoring measures and indicators.
 - This works happens across a big geography. We need to bring in local voices, values and priorities and empower local partners to use the science and tools.
- What are the biggest barriers to achieving goals?
 - We need consistent funding to build a diverse, equitable workforce. This is field work, but also planning, monitoring, accounting, etc. There is an urgency in the work. If the fire suppression funding went to preventative, the funding would be there.
 - Middle level of work needs innovation to better organize. Need to do quality work and need to communicate back to the public. One goal is ecological maintenance.

- Doing more doesn't necessarily lead to achieving more of our goals. Faster is not necessarily better. We need to do the work right.
- The consistency of funding is challenging—it is difficult to move grant to grant. We need to fund positions. To increase pace and scale, we need better local coordination. We need networking.
- How do you see (or hope) the strategy removes barriers?
 - We need the framework and a clear articulation of goals. Shared stewardship will be important and we must figure out at the regional level how to maintain that.
 - Everyone needs to buy in—from leadership level and down. Capacity is low, so we need to have roadmap to get work done.
 - We need strong leadership so that the local level is supported. We need to cultivate a culture of experimentation and bold action. We also need patience as collaboration takes time and is difficult. We need to have realistic expectations.
- How do we communicate to communities about fire risk and reduction work?
 - There are tools we can use—including models. The scenario model helps demonstrate how likely fire is to happen and can simulate thinking and conversation about treatment types. Trust must be built within a community. A good example is Jacksonville, which is already pretty fire wise.
- Is there capacity to handle large funds if you got them? Do you have contract capacity?
 - Workforce development is discussed amongst all partners. It's a long-term effort takes the schools, policy and work partners to create. Need a workforce that is reliable, pays well, and is long term. The work needs to be institutionalized.
 - We need creative ways to develop the workforce. Can make projects smaller to make contracts more manageable—this supports us to work within the current constraints. This also allows smaller partners to be brought in. Using volunteers is another possibility.
- How do we comply with air quality regulations and also do prescribed burns? Are you working with local public health organizations?
 - We need to bring regulatory bodies, public health people, and land management agencies together to work on this. Together we can collectively identify barriers and do what is needed to address the situation. This question is coming up in Bend and conversations are happening with the EPA. We are working in Ashland to communicate with community and make sure people have access to indoor air purifiers.

Panel #2 – Voices from the Field:

Successes, Challenges, and What is Needed to Increase the Pace and Scale of Restoration (Part 2)

Panelists:

- Klamath Lake Forest Health Partnership
 - Leigh Ann Vradenburg, Project Manager, Klamath Watershed Partnership
 - Amy Markus, Cohesive Strategy Coordinator, Fremont-Winema National Forest, USFS
- High Desert Partnership
 - Josh Hanson, Forest & Range Ecological Coordinator, High Desert Partnership
- Blue Mountains Forest Partners
 - Mark Webb, Executive Director, Blue Mountains Forest Partners
- *Moderator/ Contributor:* Davia Palmeri, Conservation Policy Coordinator, ODFW

Discussion Highlights:

- What are the challenges to increasing pace and scale of restoration?
 - Challenges to increasing pace and scale are funding & capacity, lack of biomass utilization, laws, policy and culture are from different eras, maintenance of investment, restoring landscapes before they burn, and post-fire restoration.

- Some challenges include not having consistent, more experienced Forest Service staff. There is a need for updated forest plans. An area of challenge is the regulatory framework for listed species. Smoke management issues are challenging with limited prescribed burn windows.
- How does the strategy reduce barriers or address challenges?
 - Capacity is an issue with forestry expertise. A number of positions are not being filled. OSU and educational institutes need to play a role to provide that expertise.
 - Partnerships are working well and just need funding. This is because the partnership is mature. If a partnership is new, it may need support in understanding organization and whether all necessary partners are at the table.
 - Buy in is important from top leadership, but that needs to trickle down towards regional level. To increase pace and scale, need to change from what we have been doing and need to get uncomfortable trying to find funding and agreements.
 - We need to have the hard conversations. Ideally have the conversations early and determine where the barriers are. The practitioners need to be involved.
- How do we increase and build trust across organizations?
 - Trust is really important. We need to learn from mistakes. If we are not at capacity with staff and resources then more mistakes will happen and need to accept that.
 - We need succession planning so that the impact of staff turnover/retirement within agencies is minimized—otherwise that can impact trust.
 - Staff turnover can also lead to having repeated conversations. Need to keep zones of agreement through writing so it is understood.
 - We need to ensure local input so decisions aren't made without including those who are impacted.
- We need industry partnership to be successful, how are we pushing funding to industries to push innovative products like biomass?
 - Without industry this work will not happen. Awarding longer term stewardship contracts can help with stability. To increase commercial logging, need to change forest plan.

Lunch Break

Following the lunch break there was a 30-minute preview of the Inter-Tribal Ecosystem Restoration Peer-to-Peer Learning Summit happening November 14-16, 2023 in Sunriver, Oregon with a focus on collaboration on forest and watershed restoration. Panel #3 followed, focused on workforce and economic development. Afternoon presentation materials are available [here](#).

Tribal Stewardship and Co-Stewardship Learning Opportunity Preview of Inter-Tribal Ecosystem Restoration Peer-to-Peer Learning Summit

Panelists:

- Belinda Brown, Tribal Partnerships Director, Lomakatsi Restoration Project
- Marko Bey, Executive Director, Lomakatsi Restoration Project
- Marley Puanani Smith, Tribal Relations Liaison, Rogue River-Siskiyou NF

Discussion Highlights:

- It is important to include traditional ecological knowledge and recognize that this land was originally stewarded by Indigenous people.
- Youth programs are not just developing the workforce, but saving lives as they can provide for their families.
- A focus of the strategy is to engage with the 9 federally recognized Tribes. People are keystone species and helped with fire management.

- Lomakatsi Restoration Partnership is in Southern Oregon. Leveraging a Tribal ecological forestry training program helps with workforce development.
- The Inter-Tribal Summit is made to build the framework and highlight ecocultural practices. 14 Tribes and Confederated Tribe are represented.
- We need to set the foundation to enter space equitably. We need to be authentic and accountable—it is important to do the work. The Inter-Tribal Learning Summit structure is meant to help with peer-to-peer level of sharing and work.

Panel #3 – Workforce and Economic Development

Panelists:

- Marko Bey, Executive Director, Lomakatsi Restoration Project
- Tyler Freres, Vice President, Freres Engineered Wood
- Larry Holzgang, Regional Development Officer, Business Oregon
- Iain MacDonald, Director, TallWood Design Institute
- Amanda Sullivan-Astor, Forest Policy Manager, Associated Oregon Loggers
- *Moderator/ Contributor:* Marcus Kauffman, Biomass Resource Specialist, Planning Branch, ODF

Discussion Highlights:

Workforce

- We need to understand and address workforce and economic systems to develop successful interventions .
- Workforce is built on commercial sawlog economy and is often low paying with most of the work done by the Latino community. We must transition and rebuild workforce. We need to equip the workforce for crossover jobs to help crews earn and receive just wages and benefits. This work requires skill and is dangerous.
- In the last three decades, the Oregon workforce has grown 57% while the wood products industry has declined by 50%. Some gains are expected in plywood and engineered wood products and other wood products while sawmill and wood preservation will decrease. There is a decline in logging jobs. About 12 mills are projected to close in the next few years.
- Industry wages are higher than the statewide average. Conservation and restoration jobs pay the least. Much of the work is seasonal, so many companies look to seasonal Latino workers.
- It's a challenge to find a younger workforce in this sector, because it is viewed as declining and lacking competitive wages. Oregon State University is looking at opportunities to incorporate more technology into forestry, which may make forestry more attractive to young people.
- Trying to figure out how to do more with less human capital and make safer work environments. Loggers also help reduce wildfire risks and fight wildfires.

Mass Timber

- Mass timber industry is directly tied to the housing market and federal interest rate. Mass timber can help bridge the urban rural divide. The increased use of mass timber has also been limited by access to available wood fiber.
- Comparing cross-laminated timber to concrete. Timber is lighter, longer lasting, and more versatile than concrete. Laminated wood can be bent, the thinner the easier. Cross-laminated timber burns at 1.4 inches/hour and maintains its structural integrity while losing inches. Material is lighter, and more able to withstand earthquakes. Several towns have benefited from mass timber after a disaster. It was easily used to create modular housing quickly in Otis, Oregon.

Biomass

- Biomass electricity generation struggles to compete against other renewables, such as wind and solar.. Forest biomass from restoration actions could be a viable feedstock but it is more expensive compared to urban wood waste which usually carries a tipping fee. Some existing biomass generation facilities use urban wood

waste as feedstock; those facilities could incorporate forest biomass if policy incentives provided a more lucrative subsidy.

- Generally, biomass is a low value product and policy solutions are needed to realize greater value. Work is underway to incentivize demand for biomass but progress is slow and uneven. Biomass sources include mill residuals and harvest residuals. Mill residuals include hogfuel, chips, and/or sawdust whereas harvest residuals refer to slash from logging operations and/or handpiles or machine piles from fuels reduction treatments.

Economic Development

- Fiber supply and workforce have made it hard to attract new companies into Oregon. Most timber comes from private forest lands. People are also working to reduce carbon.
- Businesses will respond when market certainty exists. That has not been the case for forest industries. Equipment is expensive and takes investment. To recoup the investments, companies look for stability for 20 years or more. The greatest opportunity seems to be on federal lands.
- Need to increase economic value —projects would need to have more acres with more volume density.

Plenary Debrief and Discussion

In the final session, ACIG members and summit participants discussed what we are learning—including reflections and synthesis. Highlights include:

- We come with a lot of urgency. We need to balance urgency with patience. New friends coming into the room and continue to build trust. We must do fire work safely and wisely. This strategy should be a call to action to our leadership. We can recognize who is ready to run with funding and who needs more support. What is the maturity of the partnerships? What groups are still not involved that should be?
- We need to bring the heat and attention to goals and shared outcomes. We need to track and tell the story at statewide levels. Even if we don't have catastrophic fires for a few years, must keep durable attention.
- How do we bring talk about habitat and ESA listed fish species into this conversation, as well as clean air and clean water. We need to do these things for our children. We need to give people hope. We need go-getters and to support them. We need a good clear picture that sells this strategy and vision. A river vision is important for every single area.
- Important to remember trust, transparency, and Tribes. Relationships are so important and we need durable relationships. Cannot overstate the importance of having the Tribes part of the strategy and summit. Must integrate work.
- We all need to continue to lean into the work. The bond and within agency coordination group is strong. We need to commit to the next steps – developing and hitting metrics. We need to keep bridging the gap between science and management and bridge the gap between scales of the work. We need to figure out with EPA and DEQ about air quality issues. We need to continue and bring the connectivity.
- Infrastructure Bill – Wildland Fire & Mitigation. This pushes collaboration, Tribal involvement, added value to wood merch, workforce, technology, and more very relevant to the OLRs. Should move together as a package and not pick and choose.
- What about the sagebrush? Nonnative plants take more water. These plants are part of our culture, food, and medicine. Learn from mistakes and keep going. Involve the youth. The youth can help us in involving the adults in their life and we can get them involved the planning and management.
- Smokey Bear is doing a lot of damage, we need to change the message.
- Everything has a cycle and they are all linked. Government agencies don't look at how they are connected to the rest of resources and people. We need to look at the timeframe of generations. Need to look beyond the 20 years.
- How is science worked into the strategy? It was encouraging to see the consistency with the wildfire crisis strategy nationally for the USFS. A big part of that is the commitment to relationships. We need to see what's happening in Washington and California. Needs to be compatible and synergistic. Strategy should be applicable and useful across jurisdictions.

- How are we using this investment wisely? Strategies has to have room to grow, adapt, and evolve. How do we embed learning into the strategy?
- Would love to see all the different panels and groups have a big conversation together. If the summit happens biannually then in off years should have a discussion with more people on ground with more specifics with opportunity to brainstorm.
- We need cross pollinated top-down conversations. This strategy should serve as a learning network.
- Global warming commission is working on carbon sequestration goals. This strategy work can demonstrate co-benefits. The native grasses also sequester more carbon.
- How is the Oregon Connectivity Assessment part of this strategy? This effort has been ongoing for 6 plus years and looks at 58 species and how are they moving. How can we protect that connectivity? Maps are released as of this year. We will integrate that work into wildlife mitigation work with the strategy. We hope others will use it for prioritization of projects.
- How can we further prioritize the mapping areas? Will this happen in five-year action plans? Where treatment will actually happen will be developed over time and looking at local landscapes. A lot of different priorities came out with different agencies and local priorities. A lot of the priorities didn't line up. Currently working on a short-term prioritization could be considered a five-year plan. Map will continue to be refined.
- Markets are always changing. How do we use different tools to develop a model around business opportunities with supply chain. Workforce development could be a part of this. Let's think of a place where we could create a mechanism that's big enough to address all the issues.
- We will develop a report. Please share feedback and let us know what the value in the summit is.