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Report of a Summit on the Idaho Timber Workforce Development

held May 13, 2008
Templins Resort
Post Falls, Idaho

prepared by:

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presented to:

The “Group”

Associated Logging Contractors – Idaho
Intermountain Forest Association
Idaho Forest Products Commission

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Overall Project Description

Idaho's sawmills, logging, forestry and transport businesses are looking for ways to better compete for quality workers and keep the industry viable in the future. The Associated Logging Contractors (ALC), the Intermountain Forest Association (IFA) and the Idaho Forest Products Commission (IFPC) teamed up to sponsor a study of forestry workforce issues. The combined organizations are referred to as "**the Group**" when used in this document.

The project consisted of four parts; an overview, a survey, a report and a summit. The overview gathered timely and relevant information on current and future forest workforce issues. The survey solicited opinions, observations and suggestions from employers, employees and others about workforce issues. The report summarized the survey findings and provides a slate of possible recommendations.

The Summit brought together sector leaders to suggest additional approaches, evaluate alternative proposals, and begin implementation of workforce improvement efforts. Dr. John Garland, Consulting Forest Engineer, produced the overview, surveys and report and led the Summit leaders to specific actions for the future.

All of the Project information, overview, and reports have been made available at the Idaho Forest Products Commission website under the "workforce development project" link at www.idahoforests.org.

Overview

The Idaho Timber Workforce Overview brought together known information on the issues and opportunities for workforce improvement for Idaho's logging, transport, forestry and primary sawmilling industries. The Overview used available statistics and information to address the following:

- Jobs that are difficult, dangerous, dirty and declining
- Workforce: State, Regional, National and International Issues
- Aging Workers
- Worker Turnover
- Foreign Workers
- Competition for Workers and Wage Issues
- Work as a Goal
- Gender in the Workforce
- Views of the Sector Workforce: factors of production, people like trees, and trajectories of development
- Actions by: Individuals and Career Choices, the firms, and the sector or subsectors
- Identifying Obstacles (Remove the barriers)
- Subsector/Sector Responses to Potential Improvement Efforts?
- A Possible Future.... or Changing the Trajectory of Individuals, Firms, and the Sector

The Overview provided the basis for structuring the Survey of Idaho Timber Workforce employers, employees, and other experts in the Region. The Survey was developed, tested, conducted and summarized in a Report.

Initial Summary of Findings in a Survey of Idaho Timber Workforce Issues

As part of an Idaho Timber Workforce Improvement Project surveys were conducted with selected leaders to gain their insights. Sixty interviews were completed by 16 logging firms, 13 milling firms, 3 trucking firms, 4 forestry services firms, 6 large private landowners, 5 public landowners, 3 representing other industries (Construction, Pulp & Paper, & Machinery), and 12 other experts. Six women provided input while the rest were men. The average age of subjects was ~53 years. Summary results and the survey form are included in appendices.

The Report identified some Guiding Principles for consideration of improvement efforts.

- Imperative for sector leaders to get everyone behind something—not just react to external forces individually
- Forestry sector is a changing sector not a dying sector (mature, sunset, old-age, low-tech, etc)
- Sector needs to recognize that the new generation will not perform like the current generation of managers and workers
- Sector leadership is questionable if individuals cannot put aside self interest for the common good
- Scrupulous honesty and openness are crucial
- A substantial statement for improvement is needed and the sector must assure success of the first visible effort
- Public interests must be addressed and connections to workforce emphasized, eg, stewardship, environmental protection, rural communities, etc.
- Single, identifiable voice would be best-- one credible with the sector and the public
- Safety and health of workers is a unifying force
- Cheap fix is not a lasting fix—problem is intergenerational
- Future sector leaders need knowledge of workers and their issues, eg from Universities.
- Solutions for individual firms may not affect sector much—need a rising tide to lift all boats
- Pessimism can be overwhelming—a spark of optimism will need fans to ignite the flame

The mass of interview information was reduced to a group of survey themes that are more fully developed in the Report. These include:

Aging Workers
Pay a Major Issue
Single Firm Solutions
Job Leavers...Job Stayers
Challenges and Obstacles
Rural Communities
The Sector is in Doubt—for Everyone?
Generation Gap
Technology—Perceptions and Gaps
Professionalism of Workers not just Pay
Subjects Speak Out

The section on Towards Improvement listed some concepts that might improve the Idaho timber workforce but offered no guarantees of success. The general list is abbreviated below:

- **Maintain knowledge in aging workforce**
- **Address stability issue – forestry is a changing industry not a dying industry**
- **Set up structure to make improvements—Idaho Action Planning Committee**
- **Find permanent funding source**
- **Involve individual workers**
- **Emphasize technology**
- **High school counselors?**
- **Consider paid summer camp**
- **Review training**
- **Consider workers compensation offset**
- **Work with state labor economists**
- **Image and media (tv, radio, web) approaches**
- **Work design for a new generation**
- **Engage a task force to look at the issue of “season length”**
- **Consider more detailed interviews with young**
- **What are options for providing “benefits” (health insurance, retirement plan, etc.)**
- **Discussion of who are the “players” in workforce issues**

During the Summit, the Report on the Survey was used as the basis for discussions.

The Idaho Timber Workforce Summit

The Summit was held May 13, 2008 at Templin’s Resort in Post Falls, Idaho. Forty-four industry leaders from sawmilling, logging, trucking, and forestry organizations came together to review the Survey Report, hear what other sectors are doing, discuss options for future action, and chart a way forward to concrete actions. This Report on the Idaho Timber Workforce Summit captures the outcomes of the meeting and future actions underway that will lead to workforce improvements.

At the Summit Dr. Garland provided a review of the Overview and Survey Report in the powerpoint presentation listed below. He also reviewed the items “Towards Improvement” in a similar powerpoint presentation. Three other presentations provided perspectives for Summit attendees to consider how to proceed on workforce improvements.

Mr. Carl Jansen of Search North America provided an overview of the US manufacturing industry and forestry sector workforces for the US and the world. His key points were:

- Changing economies and a retirement “tsunami” coming
- US Manufacturing statistics and trends
- Immigration will be needed to supply workforce demands
- Technologies to reduce labor will be needed
- Websites are window to your firm for young workers
- Need to look at non-traditional workers, work arrangements, and recruiting, eg former military personnel

His powerpoint presentation is Jansen-Idaho Summit.ppt

Mr. Ron Nilson of Ground Force Manufacturing gave a stirring account of his efforts in North Idaho to both develop the technical manufacturing workers needed and provide a viable career option for young students left out of typical college-bound advising, including some who drop-out or get into legal trouble. His major points were:

- NITRO--North Idaho Training & Rehab Organization
- Improved classes run and driven by the high schools and supported by the business leaders, college
 - we need to touch these kids while they are in the system
 - let the students make the decision for their future. take ownership in this decision.
 - some kids drop out of school because they feel the last (2) years of high school are to prepare for college.
- ATTACK--Advancement of technical trades and citizens for kids
- What you can do
 - Stop being the silent majority
 - Get engaged
 - Talk to your schools
 - Get other business leaders involved
 - Do it for our kids
 - Do it for our future

Ron Nilson's powerpoint is Nilson-Timber Summit-2008.ppt

Ms. René van der Merwe of Modern Machinery described her experiences in developing workers for their firm, including offering workers bonuses to help recruit workers for the firm. She also tried to establish a machine operator training program on several occasions with local universities and colleges but could not reach successful cooperative efforts. Finally, she offered the resources of her firm to do anything to help in the future workforce improvement efforts by the Group. Her powerpoint is Experiences from the machinery industry- IDAHO WORKFORCE SUMMIT.ppt.

The powerpoint presentations above will be available on the Idaho Forest Products Commission website under the workforce development project link at www.idahoforests.org

Structure to Move Forward, Funding Approaches, Next Steps: Summit Report & Next Meetings

At the Summit, the future actions were identified by the attendees.

1. Dr. Garland will prepare the Summit Report and include a listing of the Summit ideas collected into project ideas with some evaluation of them (see below).
2. The Summit Report will be provided to attendees of the Summit

3. Individual members of the Group (ALC, IFA, IFPC) will take the project ideas to get feedback on the preferences from scheduled meetings of the Group in the near term.
4. From the feedback and commitment of the Group to projects, funding sources will be identified and considered.
5. The Group will provide Summit attendees with the decisions of the Group to work on the next generation of efforts to improve the Idaho Timber Workforce by July 4, 2008.

Other actions will likely emerge from considerations of the overall workforce development project.

Project Concepts for Improving the Idaho Timber Workforce: Ideas, Impacts, Implementation & Potential for Success

A number of improvement ideas for the Idaho Timber Workforce came from the overall workforce development project and from ideas generated at the Summit. These ideas have been grouped into similar categories that might be considered the basis for project work by various organizations, associations, individual firms and even individual workers themselves with assistance from a guiding structure. Furthermore, Dr. Garland has provided some evaluative information by rating the project ideas as High, Medium or Low across three criteria as described below:

Impact for recruiting, retaining, and improving the Idaho Timber Workforce.

H high-> High probability of positive changes in current or future workforce

M medium-> Significant probability for improvement

L low-> Less potential impact than other efforts identified or considered

Implementation potential for immediate actions by the Idaho forestry sector. Funding level not a specific consideration as some larger projects may have greater funding options. Refers to the development efforts for people and material resources needed before the project could begin.

H high-> Can be started immediately with existing organizational resources.

M medium-> Short term development needed by experts, working groups, committees or organizations.

L low-> Significant development needed, organizations established to work on issue, laws modified, or sector-wide changes needed.

Potential for Success in Idaho for next ten years.

H high -> Can be done with existing commitment by those in Idaho

M medium-> Need sector-wide commitment in Idaho involving actors not currently committed to workforce improvement

L low-> Everyone in the Idaho forestry sector knows it needs doing but will not likely take on the effort without personal changes

Appendix 1. lists the project ideas from the Project, Survey and Summit with the evaluative detail attached. There is no selected order to the project ideas.

The various project ideas will need to be formulated into several concrete project with specifications for:

- Project Sponsor
- Project Leader
- Goals and Objectives
- Methodology
- Budget
- Deliverables
- Timelines

There is likely sufficient information for the Group to discuss the project ideas and to form specific projects.

Concluding Remarks

A number of items constitute “unfinished business” for the Idaho Timber Workforce Summit. The Summit was a point of coalescing ideas for improvement and energy to move forward. Several participants emphasized the urgency of future efforts to meet expected sector recovery and workforce needs. Others urged that the current momentum not be lost by inaction.

The Summit briefly discussed who the “players” are in the forestry workforce issues but a more extensive discussion and listing of potential cooperators should be collected by the Group. Also, some potential projects may already be in motion and the Group may wish to collaborate with others.

The Summit had a recommendation to set up an Idaho Action Planning Committee to continue momentum on the overall Workforce Improvement efforts. The immediate decision at the Summit was to refer the project ideas to members of the Group organizations. However, that approach leaves disaggregated leadership of a key sector issue and subject to the priorities of the Group organizations’ membership. The interests of the entire Idaho forestry sector may need broader representation and commitment offered by an Idaho Action Planning Committee. Firms, other associations, groups, government agencies, educational institutions, foundations, and others may see participation in a wide coalition offered by an Action Planning Committee. Key leadership can still be provided by the Group but such leadership also needs concentrated efforts by many. The Summit follow-up should consider a structure to move forward.

Another Summit recommendation called for a search for a funding source for workforce improvement efforts. Project funding is appropriate for specific work but it does not secure continuous efforts needed nor extend to individual workers and their involvement. Funding sources should be revisited in future workforce discussions.

The Summit recommendations also dealt with rural communities, but final outcomes do not fully address the issues and opportunities for cooperative efforts with rural Idaho communities on workforce development for the forestry sector. Future discussions should look at rural community support and involvement.

Finally, Garland and Associates has been pleased to work on the overall Idaho Timber Workforce Development project and is willing to consider further support of similar efforts.

List of Project Ideas for Idaho Timber Workforce Project w/evaluative rating

<i>Project ideas</i>	<i>Impact</i>	<i>Implementation</i>	<i>Potential For success</i>
<p>Retaining workers& maintain knowledge in aging workforce Need financial hourly wage incentives to keep workers longer Identify performers and provide incentives, bonuses, family support, even housing Consider profit sharing Workers need job security and longevity Recognize strengths and weaknesses Make work rewarding Community needs to target individual workers Take pride in who, what, where, we come from... Show potential for advancement, career paths Challenge workers and compensate them Make it positive for employees to work Consider job share for retirees, put less stressful jobs than others, eg mobile loaders Keep employees you have, give them responsibility not wait years to advance but use experiences, faster advancement Assess employees by age for needs: consider time off, shift differentials, vacations, & accommodate worker needs Age issue: hours worked, effects on workers, eg unloading at early hours, night driving, physical limitations, Assess needs of older workers Older workers need to share the training for the task in place</p>	H	H	H
<p>Address stability issue – forestry is a changing industry not a dying industry Image and media (tv, radio, web) approaches Industry image is made up of image of firms Look to help in the communities for forestry based industries Management needs to be accountable for workers Focus on the certainty of the industry, tell the story</p>	H	M	L

<p>successfully, do the job!</p> <p>2 buckets: service industry with resources and those who don't like outside work</p> <p>Build image on technology and the future</p> <p>Public perception is challenging—they want to stay ignorant,</p> <p>Talk to employees about industry globally, regionally, state and locally</p> <p>Sell products for more money!</p> <p>Consider the financials to help the industry</p> <p>Build image as resource industry</p> <p>Can't get better image fast enough</p> <p>Need Chamber of Commerce tours ???</p> <p>Need National recognition for trained contractors (employees), land management and products produced.</p> <p>Work with state labor economists</p>				
<p>Options for providing “benefits” (health insurance, retirement plan, etc.)</p> <p>Need pension, 401k plans, medical insurance</p> <p>Need to consider value of benefits to a small firm</p> <p>Need to offer benefits with an explanation</p> <p>Need health insurance, benefits and universal health care</p> <p>Consider benefit package related to age: cash for young, insurance for empw/kids, options, individualize plans</p> <p>Retirement package needed to keep workers in middle age who are contributors but think of retirement needs and they are lost to other industries, significant loss</p>	H	M	M	
<p>Pay Issues</p> <p>Pay a Major Issue</p> <p>Employees need to understand costs of benefits & employment, there is confusion over comparing pay rates</p> <p>Pay—don't pay for longevity now</p> <p>Mills and contractors need to come together for solutions</p>	H	M	L	
<p>Involve individual workers</p> <p>What is in it for the individual workers???</p> <p>Challenge workers and compensate them</p> <p>Make it positive for employees to work</p> <p>Company needs to assess its plans—didn't involve</p>	M	M	M	

<p>workers</p> <p>Mgt gets so focused on bottom line they forget families of employees, we are all part of a big family</p> <p>Change the attitude of worker</p> <p>Professionals in the workplace—Pride</p> <p>Professionalism of Workers not just Pay</p>				
<p>Training Issues</p> <p>Idea of a tax credit for workers comp reduction during training needs to be explored</p> <p>Education for workers needs a variety of programs, Design education programs with workers and needs</p> <p>No ID community college had programs needed, new programs will be required</p> <p>Need fiscal incentives for training, rewards for doing the training, symbolic</p> <p>Need continuing education for older workers in the firm, Cross training difficult but needed, Well rounded employees</p> <p>Need training at all levels—entry to experienced with needs of worker</p> <p>Involve workers in training, use those closer to their age and recruit middle and older workers to help job development, use them to train their replacements</p> <p>Aging workers need training and participation</p> <p>Make them mentors in a pyramid so more they mentor the more their</p> <p>People are different treat them accordingly & capitalize on that</p> <p>Cross training essential, don't cross train for backwards jobs but forward, need 5 levels for 5 jobs</p>	H	H	H	
<p>Engage a task force to look at the issue of “season length”</p> <p>Market the idea of a preferred employer to contractors???</p> <p>Season length—team with the mills for workers to continue</p> <p>Consider the season length, manage volume flow to mill so not feast or famine,</p> <p>Season length: logger problems, some uncontrolled but consider options like longer term contracts 3-5 years versus month, build in incentives for long term</p>	H	M	M	
<p>High school counselors?</p> <p>Need to reach potential employees early, before high school, especially in rural communities, a job waiting helps kids develop</p>				

<p>Not now on the radar of high school counselors HS Counselors—try 6th grade teachers and science and FFA teachers, get them sooner than high schools Consider paid summer camp</p>			
<p>Generation Gap Review the competition Consider more detailed interviews with young Job Leavers...Job Stayers interviews Training for owners/managers Work design for a new generation</p>	M	H	M
<p>Recruiting Use crew maturity & involve them in hiring to help them stay Consider incentives for new workers to join firm Pay bonus for bringing in known workers, eg equipment firm pays \$2000 for successful hire of nominee Small employers need to go to job fairs Send new enthusiastic workers to job fairs, tell them about their advancements and technology, they are closer in age to applicants Get parents involved in value of logging to society, and recognize other jobs like mill mgt., sales, marketing, and so forth Offer scholarships with a job offer on the table at the end Do a SWOT analysis: strength, weaknesses, opportunities, threats, to the business and develop hiring plan Consider different ideas like military recruiting Military example of a powerful message: be all you can be, do more before 7 am, military is all volunteer, hard work has rewards, determine what is reward, Hard work is not dirty Build pride, eg military Climate for people coming into the workforce—specifics, get to message to counselors, job fairs, be truthful !! accept the truth ! Consider Hispanic workforce option—over 20 years H. workers move up in jobs Season length—consider other opportunities, ski resorts, loggers going into mills, consider non-local options like center for job placement elsewhere Potential visits to schools w/equipment, simulators, packet of benefits, get funding Female workers and other pools needed</p>	H	H	M

Need website for the forestry workforce				
<p>Sector Improvements</p> <p>Bus. Future for sector—competitive not like Canada which partners gov w/ industry, consider whole sector, examine regressive taxes for industry</p> <p>Rebuild infrastructure of roads, bridges, rails,</p> <p>Resource policy for the materials needed</p> <p>Look for overall improvement in the sector:</p> <ul style="list-style-type: none"> Bulk fuel buying Trucking backhauls – scheduling Financing issues Get group to look at all issues <p>Consider whole sector technology transfer effort</p> <p>Find voice for the sector—which entity, TPM, IFPC, get benefits to guidance counselors and job fairs</p> <p>Use the Internet, get philosophy up there</p> <p>Use company websites</p>	M	M	M	
<p>Communications</p> <p>Need recognition of all kinds, verbal and other</p> <p>Communications from management to workers needs lots of work</p> <p>Make employees aware of involvement in FSC, SFI and certification</p> <p>Recognize employees with \$ but others too, consider newsletters</p> <p>Communications need to be timely in changing times—stop the rumor mill</p>	H	H	M	

Appendix 2. Flip Chart Notes

Idaho Timber Workforce Summit Flip Chart notes May 13, 2008

Individual Workers:

#4

What is in it for the individual workers???

Need financial hourly wage incentives to keep workers longer

Use crew maturity & involve them in hiring to help them stay

Need pension, 401k plans, medical insurance

Employees need to understand costs of benefits & employment, there is confusion over comparing pay rates.

#7

Need to consider value of benefits to a small firm

Yearly summary of benefits shows income total

#3

Need to offer benefits with an explanation

Idaho ALC not able to offer benefits yet for loggers

Idea of a tax credit for workers comp reduction during training needs to be explored

#1

Consider incentives for new workers to join firm

Pay bonus for bringing in known workers, eg equipment firm pays \$2000 for successful hire of nominee

Small employers need to go to job fairs

Send new enthusiastic workers to job fairs, tell them about their advancements and technology, they are closer in age to applicants

#2

Referral bonus idea

Education for workers needs a variety of programs,

Design education programs with workers and needs

No ID community college had programs needed, new programs will be required

Need fiscal incentives for training, rewards for doing the training, symbolic

Need continuing education for older workers in the firm, Cross training difficult but needed, Well rounded employees

#8

Identify performers and provide incentives, bonuses, family support, even housing

Need training at all levels—entry to experienced with needs of worker considered

Consider profit sharing

Need recognition of all kinds, verbal and other
Communications from management to workers needs lots of work
Need to reach potential employees early, before high school, especially in rural communities, a job waiting helps kids develop

#6

Workers need job security and longevity
Need to be treated as professionals in the industry
Recognize strengths and weaknesses
Make work rewarding
Community needs to target individual workers
Take pride in who, what, where, we come from...
Show potential for advancement, career paths
Involve workers in training, use those closer to their age and recruit middle and older workers to help job development, use them to train their replacements

#5

Realize value of long term employees & help in recruiting
Challenge workers and compensate them
Make it positive for employees to work
Look to help in the communities for forestry based industries

FIRMS:

#1

Make employees aware of involvement in FSC, SFI and certification
Mills and contractors need to come together for solutions
Pay—don't pay for longevity now
Industry image is made up of image of firms

#2

Get parents involved in value of logging to society, and recognize other jobs like mill mgt., sales, marketing, and so forth
Consider job share for retirees, put less stressful jobs than others, eg mobile loaders
Need health insurance, benefits and universal health care

#3

Recognize employees with \$ but others too, consider newsletters
Aging workers need training and participation
Make them mentors in a pyramid so more they mentor the more their paid
Offer scholarships with a job offer on the table at the end

#4

Do a SWOT analysis: strength, weaknesses, opportunities, threats, to the business and develop hiring plan
Review the competition
Market the idea of a preferred employer to contractors???

Keep the employees you have
Put the best person in the job

#5

Keep employees you have, give them responsibility not wait years to advance but use experiences, faster advancement
People are different treat them accordingly & capitalize on that
Treat individuals

#6

Company needs to assess its plans—didn't involve workers
Communications need to be timely in changing times—stop the rumor mills
Management needs to be accountable for workers
Cross training essential, don't cross train for backwards jobs but forward, need 5 levels for 5 jobs
Consider benefit package related to age: cash for young, insurance for empw/kids, options, individualize plans
Consider different ideas like military recruiting
Make explanation of benefits package- explain it
Need medical benefits pool for entire industry

#7

Assess employees by age for needs: consider time off, shift differentials, vacations, & accommodate worker needs
Age issue: hours worked, effects on workers, eg unloading at early hours, night driving, physical limitations,
Assess needs of older workers

#8

Older workers need to share the training for the task in place
Mgt gets so focused on bottom line they forget families of employees, we are all part of a big family
Need job training of experienced with new employees

The Sector:

#8

Focus on the certainty of the industry, tell the story successfully, do the job!
Consider the season length, manage volume flow to mill so not feast or famine,
Need collective insurance programs on benefits

#7

2 buckets: service industry with resources and those who don't like outside work
Build image on technology and the future
Public perception is challenging-they want to stay ignorant,
Talk to employees about industry globally, regionally, state and local
Sell products for more money!

Consider the financials to help the industry
Build image as resource industry

#6

Change the attitude of worker
Not now on the radar of high school counselors
Military example of a powerful message: be all you can be, do more before 7 am,
military is all volunteer, hard work has rewards, determine what is reward,
Hard work is not dirty
Build pride, eg military
Climate for people coming into the workforce—specifics, get to message to counselors,
job fairs, be truthful !! accept the truth !
Consider Hispanic workforce option—over 20 years H. workers move up in jobs
Season length—consider other opportunities, ski resorts, loggers going into mills,
consider non-local options like center for job placement elsewhere

#5

Bus. Future for sector—competitive not like Canada which partners gov w/ industry,
consider whole sector, examine regressive taxes for industry
Rebuild infrastructure of roads, bridges, rails,
Resource policy for the materials needed
Look for overall improvement in the sector:
 Buk fuel buying
 Trucking backhauls – scheduling
 Financing issues
 Get group to look at all issues
Consider whole sector technology transfer effort
Find voice for the sector—which entity, TPM, IFPC, get benefits to guidance counselors
and job fairs
Potential visits to schools w/equipment, simulators, packet of benefits, get funding

#3

Goes to pay and benefits for workers
Get better \$ for products sold
Better image needed
Female workers and other pools needed
Professionals in the workplace—Pride
Season length—team with the mills for workers to continue
HS Counselors—try 6th grade teachers and science and FFA teachers, get them sooner
than high schools

#2

Use the Internet, get philosophy up there
Use company websites
Season length: logger problems, some uncontrolled but consider options like longer
term contracts 3-5 years versus month, build in incentives for long term, build certainty
Benefits: health and medical a must!

Retirement package needed to keep workers in middle age who are contributors but think of retirement needs and they are lost to other industries, significant loss

#1

DITTO !

Novel idea for federal government to support industry

Can't get better image fast enough

Go to the schools, get the teachers, not getting there

Need Chamber of Commerce tours ???

Need National recognition for trained contractors (employees), land management and products produced.

General Comments:

Need website for the forestry workforce

Consider Military.com website

Others???

Structure, Funding, Next Steps:

Consider categories of proposals:

Training, Outreach to employees, Bus/Govt Interaction, Bus to bus relations, others??

Take ideas back to organizations to order & consider

Urgency!! Deadline for 2009 rebuilding

FUNDING TO BE ARRANGED DEPENDING ON ACTION PLAN FOR JUNE

NEXT STEPS

Garland & Assoc to provide Summit Report to attendees ASAP

Report to Next Generation of Group by July 4th

Request to invite Labor (union) participation

Involve Younger Workers