

# MANAGEMENT AND SUPPLY

BARRIER	SOLUTION	RESOURCE
Regulation	Identify funder rules, regulations, OAR, ORS and develop a plan of action	Dan Nichols (1) Emily Ackland (1) Dan Hilburn (2) Lanny Quackenbush (2)
Lack of information on supply	A. Map resource, verify, disseminate information resource, feedback loop B. Common lexicon to describe log grade	Lanny Quackenbush (1) Chris Perry (2) Marcus Kauffman (2) Lindsey Babcock (3) Analisa Fenix
Lack of consistent access/no adequate roads in areas	Develop non-road alternatives and alternative harvesting techniques	Gerard LeBreque (2) George Ponte (2)
Lack of quality/quantity for biomass (Phase 1-3 assessment and prioritization)	A. Blend woods, test moisture content for pellets B. Growth yield tables	
Environmental process review and NEPA challenges	A. Programmatic/streamlined approach B. Agencies need funding C. Stewardship contracts D. Multiple contracts/large scale – N California EIS E. Start early in process F. Scientists coming together G. Community involvement	Emily Ackland (3)  Brent Fenty (1) National Wild Turkey Foundation(1)  Garth Fuller(1) Glen Ardt
Locking in supply – lack of access and guaranteed supply	Policy work Log deck financing Economic accessibility Marketplace of available projects/harvest projects Supply clearing house Registry of suppliers/buyers	Martin Goebel (3)
Onsite uses/commercialization	Explore evaluation of on site uses	Kendall Derby (1) Larry Swan (3)
Matching land goals and harvest operations	Evolving standards, better communication, shared collaboration on lessons learned	George Ponte(1)
Difference in harvest management in phase 1-3 across landscapes and different scales	A. Case studies/communication B. Harvest trials C. Cost/other outcomes D. ILAP Project E. Better communication	
BLM/logs not used Lack of central information on where to find logs	Central database (NRCS working on) notify landowners	
Transportation- how to get to market/costs		Analisa Fenix
Understand outcomes of some kind of management, invasive species vs. good ones		Dan Hilburn (1)

Liability for range fires Landowners and BLM limited of fire fuels/funding	Policy/statutes Work with communities	Emily Ackland(2)
How to use and market juniper in stages 1-3	Gerard has expertise	Gerard LeBrecque(1) Clark Jackson(1)
Alignment of contractors/managers to clear value	Community clearinghouse Get contractors involved early in the process	
Treatment by output/agency is Measured by how much area treated	Executive	
Lack of workforce regulations/OSHA	Community colleges, COIC/Education and training, change state regulations	Kendall Derby(2)

# DEMAND AND MARKETS

BARRIER	SOLUTION	RESOURCE
Lack of procedures	A. Determine top 5 list of what inhibits small business growth in Juniper B. Log deck financing C. Workforce development	Clark Jackson(1)
Lack of demand	Field trip – Western Red Cedar Research Western Red Cedar	Larry Swan(2) Johanna Brickman
Lack of marketing Marketing in expensive	Juniper brand Reevaluate/find customers Oregon wide/large organization Markets for small procures Marketing cooperative	Ryan Temple(1) Scott Leavengood(1) Kim Story John Tokarczyk
Onsite juniper processing	Evaluate	
Lack of technical published design values and standards	Completion of necessary testing for different juniper products	Scott Leavengood(2) Johanna Brickman
No established market for all sizes of juniper		
Lack of equipment		
Lack of market promotion	Small business Resource Business coaching	Ron Saranich(1) Clark Jackson(3)
Financing for small producers	Taking to existing community banks, private equity firms, microlending programs	
Juniper is a young and emerging industry	Capitol needs, human resources Collaboration in industry/like OSU geographic	Analisa Fenix
Product development	Collaboration, geographic New products and promotion Scaling up existing products	Marcus Kauffman(1) Ryan Temple(3) Ron Saranich(3) Johanna Brickman
Lack of sustained demand Lack of restoration certification	Focus marketing on the story of juniper Restoration certification	Duncan MacKenzie(1) Garth Fuller(2) Tom Kelly(3) Tim DeBoodt(3) Johanna Brickman
More producers are involved Need to understand their needs	Compile list of producers	Tim DeBoodt(2)
New products for nursery industry	Tie into nursery industry Disease, moss, need control/research	Larry Swan(1) Chris Perry(1)

		Dan Hilburn(3)
Milling capacity	Raised garden beds	
Lack of info on viability of different markets	Segmented market analysis	Marcus Kauffman(3)
Ensure demand and market run in unison	Trade association/or group with agencies involved	Martin Goebel(2) Scott Leavengood(3) Chris Perry(3) Ryan Temple(3)
Complexity of restoration vs. forestry – always a new track of land		
Brand	Needs rebranding	
Lack of critical mass in market place		

# EDUCATION/OUTREACH

BARRIER	SOLUTION	RESOURCE
Lack of budget and funding for outreach	Membership Dues Fundraisers Sage Grouse NRCS	
Easy to understand talking points, story, etc. The right story – solution	Identify audience and right language Media specialists, media campaign Right messenger/s Right messages (with care)	Martin Goebel(1) Rick Craiger(1) Tim Deboodt(1) Lindsey Babcock(1) Kendall Derby(3) Ron Saranich(3) Brent Fenty(3)
Campaign asking people to do x,y,z	Define the asks of the audience we are trying to reach	
Non issue for most of Oregon	Good messaging	

# FUNDING

BARRIER	SOLUTION	RESOURCE
Funding unstable	<ul style="list-style-type: none"> <li>Mitigation fund manage by local water district. Funding from land development fees from resorts and local governments.</li> <li>Business Oregon funding</li> <li>Meyer Memorial Trust grant</li> <li>Governor's Strategic Fund</li> <li>Oregon Community Foundation</li> <li>ODOT/Engineering value testing</li> </ul>	Tom Fuller Scott Leavengood Johanna Brickman
Land owner has multiple challenges in land management/costs	Watershed councils provide some solutions	
Landowners have history of fly by night businesses/negative experiences		
Alturas/Susanville Mechanical extraction can be damaging to land		
Liability from fire Fire permitting/regulation	Policy change	Rick Craiger Emily Ackland Kendall Derby
Lack of income for saw log sort	Secure line of credit- Reduce risk for businesses	Martin Goebel Ryan Temple Tom Fuller Ron Saranich Kendall Derby
Need for data/mapping	Ecotrust – mapping juniper/utilization center	
Lack of info to projects	Info to districts and councils with info on commercial utilization business	
NEPA challenge for extraction – not always are of who commercial utilization companies are	<ul style="list-style-type: none"> <li>Harvest criteria for NEPA must be included in scoping process</li> <li>Communicate/markets to county land managers</li> <li>Information should come from local communities</li> </ul>	Lindsey Babcock Emily Ackland  Johanna Brickman
Private landowners have fear of liability	Bonding to reduce liability for landowner	
Different programs have different land management guidelines	Local communities and MRCS make choices	
Diminishing state/fed government funding	Payments for eco system service – example Medford stream restoration	
Lack of momentum/staffing for fact sheet	NRCS/Oregon Solutions has fact sheet aimed at landowners. Needs an owner to maintain and update.	Kathy Ferge

Reinventing wheel	Learn from other similar successful organizations through case studies and visits. Red Cedar Association	Kim Story Kendall Derby Scott Leavengood
Information could be better distributed locally	Set up system locally. Focus on city and county economic development staff.	
Mapping could help show where commercial utilization exists	<ul style="list-style-type: none"> <li>• BLM map of juniper businesses</li> <li>• Cross references with NRCS mapping</li> </ul>	Lindsey Babcock  Kathy Ferge
Uncertain budgets (NRCS)		
Resources available in private sector/leverage additional funding		
High unemployment in Eastern Oregon	Create jobs Policy/funding from legislature and Governor	Emily Ackland Johanna Brickman
Lack of marketing Information on value of job creation	Story of what a family wage job brings to Eastern Oregon	Martin Goebel
Not knowing how can fund/foundations	List of potential sources Ford Family	
Money goes to administration	Make sure funding reaches businesses Loan/funding for private business	
Finance challenge for businesses	Enterprise zones Tax benefits/example Crook County	
Lack of funding stability	Sustainable funding Land owners help develop costs – annual investment similar to a coop model	
Landowner not reach out for funding assistance		
Juniper processor doesn't know about project receiving financial assistance	<ul style="list-style-type: none"> <li>• OWEB is public with project information</li> <li>• Sign at disclosure agreement with NRCS</li> <li>• NRCS can provide vendor information</li> <li>• Landowner/processor exchange/website</li> <li>• Oregon Forest Industry Directory – OSU – make juniper specific</li> </ul>	Scott Leavengood
Lack of funding for emerging WJUG organization	<ul style="list-style-type: none"> <li>• Government/foundation funding</li> <li>• Membership dues</li> </ul>	Martin Goebel  Tom Fuller
Lack of funding. Decreased budget for rangeland restoration	Coordinate treatments so the sizes/scale make it economically viable	Rick Craiger Lindsey Babcock

# INDIVIDUAL PRIORITIES

Analisa Fenix	Education/mapping Transparency of what is happening
Andy Shotts	Trade organization that advocates and educates
Chris	Economic Development
Dan	Production barriers
Earl	Standards Policy Forest practice
Emily Ackland	Policy Organization structure
Gerard LeBreque	Growth of his company
Glen Ardt	Ecological outcomes – effectively and efficiently
Jay Kerby	Maximize ecological outcomes Benchmarks for extraction
Johanna Brickman	Research/innovation Restoration certification
John Tocarzyk	Economic development
Kathy Ferge	Private landowner interface
Kendall Derby	Increase market share Trade organization
Kim Story	Market development
Lanny Quackenbush	Supply – public lands
Larry Swan	Supply Jobs
Lindsey	Agency/organization coordination NEPA
Marcus Kauffman	Market analysis Supply info
Martin Goebel	Finance for loggers Organizational structure
Rick Craiger	Communication – rangeland restoration and community utilization
Ron Saranich	Economic/community development
Runinda McCormick	Help landowners
Ryan Temple	Support/promote supply chain Promote juniper in market place
Scott Leavengood	Research Outreach
Ted Mick	Retail market awareness
Tim	Outreach
Tom Fuller	Product development Biomass
Tom Kelley	Fundraising Policy