

Project Manager - Wisconsin Forests FIRST

Developing an industry-wide strategic plan

January 27, 2026



Innovative Natural Resource Solutions LLC

The Team

For Project Managing
Wisconsin's Forestry Industry
Roadmap



A full service economic development firm since 1999.

Expertise: industry analytics, project oversight, strategy development, lead generation, economic impact analysis



Innovative Natural Resource Solutions

Forest and natural resource consulting since 1994.

Expertise:
Renewable energy, carbon, forest certification, land protecting and forest management

Industry Analytics and Strategy Development

- Over 25 years of experience in economic development and industry analytics.
- Respected team with national experience handling multi-million dollar state contracts.
- Strong partnership with INRS with numerous collaborations in the industry.
- We provide our clients with the analysis and strategic foresight needed to make informed decisions.
- Camoin utilizes best-in-class data sources to determine market intelligence and market opportunities.
- Our team regularly contributes to national publications on industry trends, ensuring that we bring the latest insights to every engagement.



Jim Damicis

Technical support
and industry
intelligence

Technical Lead,
subject matter expert:
workforce, industry
intelligence,
benchmarking peer
communities



Eric Kingsley

Industry Expert

Internationally
recognized forest
industry leader,
Northeast Regional
Consultant for the
Forest Resources
Association



Alex Tranmer, CEcD

Principal

Ensures strategic
alignment, facilitates
major decisions,
coordinates
engagement, and
approves deliverables



Tori Conroy

Project Manager

Coordinates with the
Project Team,
manages schedules,
facilitates meetings
and engagement,
tracks decisions and
progress, and ensures
on-budget/on-time
performance



Eric Kingsley
Industry Expert

Internationally
recognized forest
industry leader,
Northeast Regional
Consultant for the
Forest Resources
Association

Role: Vice President of Innovative Natural Resource Solutions

Industry Focus: Includes the development of new markets for forest products, analysis of business opportunities, and financing of forest and forest industry projects

Current Projects:

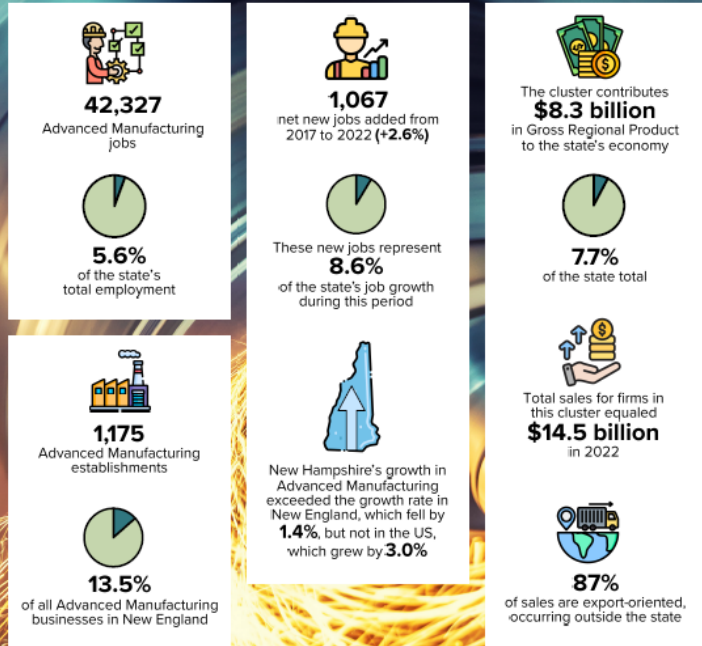
- 1) The development and now operations of a biochar manufacturing facility,
- 2) development of biofuel facilities in Maine and Washington,
- 3) efforts to broaden species qualifications for mass timber products, and
- 4) production of new building materials from wood feedstocks

Affiliations: Maine Forest Products Council, Maine Technology Institute, Forest Resource Association

Expertise & Experience

For Project Managing
Wisconsin's Forestry Industry
Roadmap

New Hampshire Advanced Manufacturing Highlights (2022)



STATE OF NEW HAMPSHIRE LIFE SCIENCES INDUSTRY ASSESSMENT AND STRATEGY

Executive Report



In February 2023, the State of New Hampshire completed a Life Sciences Industry Assessment and Strategy that found the industry is driving high growth in economic output, jobs, and business creation across the United States. Much of this growth is based on emerging knowledge and technology that blends traditional life sciences with digital technology, advanced materials, and advanced manufacturing to create economic opportunities for workers, businesses, and investors.

Life Sciences accounts for 1% of all jobs in the US but grew much faster over the past 10 years (23% compared to 16%) and has significantly higher average earnings (\$65,522 more per year on average) than the overall US economy.

In New Hampshire, Life Sciences is a strong economic contributor, and the state has the



Mass Timber Market Profile: 2024 Update

February 2024
State of Maine - DECD

Transforming Maine's Future Forest Workforce

February 2024

Advancing Pennsylvania's Forest & Wood Products Industry Strategy

Recent Industry Analysis: Forestry and Beyond

Approach

For Project Managing
Wisconsin's Forestry Industry
Roadmap



What We Will Achieve

A strategic plan and roadmap for the State of Wisconsin's forestry industry.

Data analytics

Graphics

Market Opportunities

Communication

Priorities & Partnerships

Actionable Strategies

Timeline: January 2026 –December 2027

Research Topics

What data is needed to develop a roadmap to grow Wisconsin's forest products industry?

- Wood fiber supply*
- Regulatory conditions*
- Imports/Exports
- Workforce analysis
- Emerging markets
- Innovation, R&D, and entrepreneurship
- Supply chain expansion
- Real estate needs
- Peer comparison

Core Collaborators



Executive Committee

Role: Directing overall project, overseeing consulting services, determining research components, supporting planning of site visits, and providing expert advice on strategy development

Steering Committee

Role: To provide subject matter expertise, vet the data, provide an on-the-ground perspective, potentially lead ad hoc groups for special topics, and attend periodic meetings for discussion

Incorporating on the Ground Perspectives



Multi-Tiered Engagement

Virtual and in-person interactions to maximize stakeholder participation and gather diverse perspectives

Diverse Stakeholder Groups

Engages businesses, workforce, real estate, economic leaders, public officials, and utilities for comprehensive insights

Strategic Onsite Visits

Site tours and workshops scheduled at key milestones deepen relationships and validate findings

Ongoing Digital Collaboration

Digital tools support continuous communication, input, and transparency between stakeholder meetings

Budget Breakdown



Task	Proportion of Budget
Project Management and Stakeholder Engagement	26%
Research Components	58%
Developing Strategy + Roadmap	16%

Next Steps

- Developing Steering Committee
- Moving ahead with fiber supply and regulation studies
- Determining on-site work

Discussion

Contact Information



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Tori Conroy

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