



# Ashtabula County Entrepreneurial Business Growth Initiative Final Report

Prepared by Jumpstart, Inc.

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February 8, 2016

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Funded by a grant from the Defense Manufacturing Assistance Program at The Ohio State University

# Project Background

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Increasing entrepreneurial growth by existing companies and new startups in Ashtabula County was a clear priority in Growth Partnership's Forward Ashtabula County action plan, which was adopted by the Growth Partnership's Executive Committee and Trustees in April 2015. The importance of entrepreneurial development to local economic growth was a major finding in Growth Partnership's new economic dashboard, which was unveiled in the fall of 2015. The dashboard research pointed to a very anemic entrepreneurial sector, which has impeded economic growth in the county over past several years.

With funding assistance from the Defense Manufacturing Assistance Program (DMAP), the Growth Partnership was able to hire Jumpstart Inc. (a leading entrepreneurial development organization based in Cleveland) to conduct an assessment of the local entrepreneurial sector and develop this plan to work together and strengthen entrepreneurial development in the county. A project advisory committee, comprised of local stakeholders, was formed by Growth Partnership to provide perspective and guidance to the project.

A special thanks to Dr. Sharell Mikesell and the Defense Manufacturing Assistance Program for their funding support, and to Hrishue Mahalaha and Will Warren from Jumpstart Inc. Hrishue and Will effectively guided us through the assessment and planning process that gave birth to this report and the plan described in it. Finally, a special thanks to Tim McCarthy and the Business of Good Foundation for its funding to keep Jumpstart Inc. engaged with the Growth Partnership and its economic development partners during the implementation phase of this project, which is just beginning.

# Project Advisory Committee

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- Scott Becker, Chromaflo Technologies
- Tim McCarthy, Business of Good Foundation
- Jerome Brockway, A-Tech
- Mark Winchell, Ashtabula County 503 Corporation
- Dan Claypool, Ashtabula County Commissioner
- John Conroy, KeyBank
- David Marrison, Ohio Cooperative Extension Service, Ashtabula County
- Brian Diehl, Brant Apple Orchards
- Dwight Bowden, Ashtabula County Airport Authority
- James Mayer, Wells Fargo Investments
- Laura Jones, LEADERship Ashtabula County
- Larry Johnson, Snodgrass Company
- Julie Sundquist, Greater Ashtabula Chamber of Commerce
- Stuart Cordell, Warren and Young Law Offices
- Jason Brand, Grand River Rubber and Plastics
- Nate Rockwell, Briquettes Smokehouse
- Kelly Sposito, NEO Fund
- Steve Vennare, Andover Bank
- David Miller, David Miller Company

# Project Guiding Principles



# The Facts: Entrepreneurial Business Vitality Tree

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# Executive Summary: Ashtabula County Situation

Like many rural communities, Ashtabula County has an array of factors that support and suppress its Economic Growth

- **Powerful Assets**
  - Manufacturing entrepreneurship legacy
  - Tourism growth
  - Rural lifestyle and business location
- **Concerning Economic Indicators**
  - Population
  - Labor pool
  - Educational levels
  - Wages
  - Aging population
  - Shrinking businesses
- **Underutilized Opportunities**
  - Support organization focus
  - Cohesive community plan
  - Leadership alignment
  - Sustained momentum



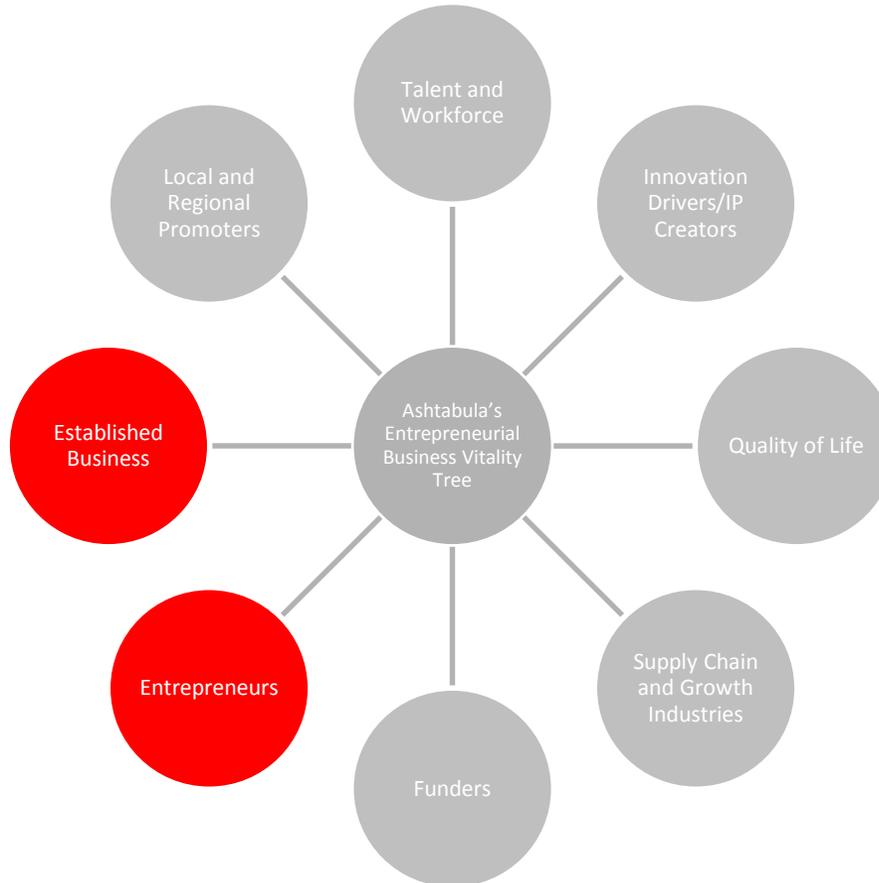
Source: Ashtabula County Economic and Community Dashboard

# Executive Summary: The Primary Focus

When contending with a broad array of issues, it is helpful to identify a primary North Star.

1. Reinforce the idea of established entrepreneurial businesses of Ashtabula County's as the community's "North Star"
2. Focus on Entrepreneurs and Startups

*While this may seem like an obvious conclusion, it is important to clearly state this because creating such orientation, will allow for a more cohesive and a systematic regional alignment. All programs that are refined and deployed need to be keenly focused on **CREATING VALUE** for these two customer segments.*

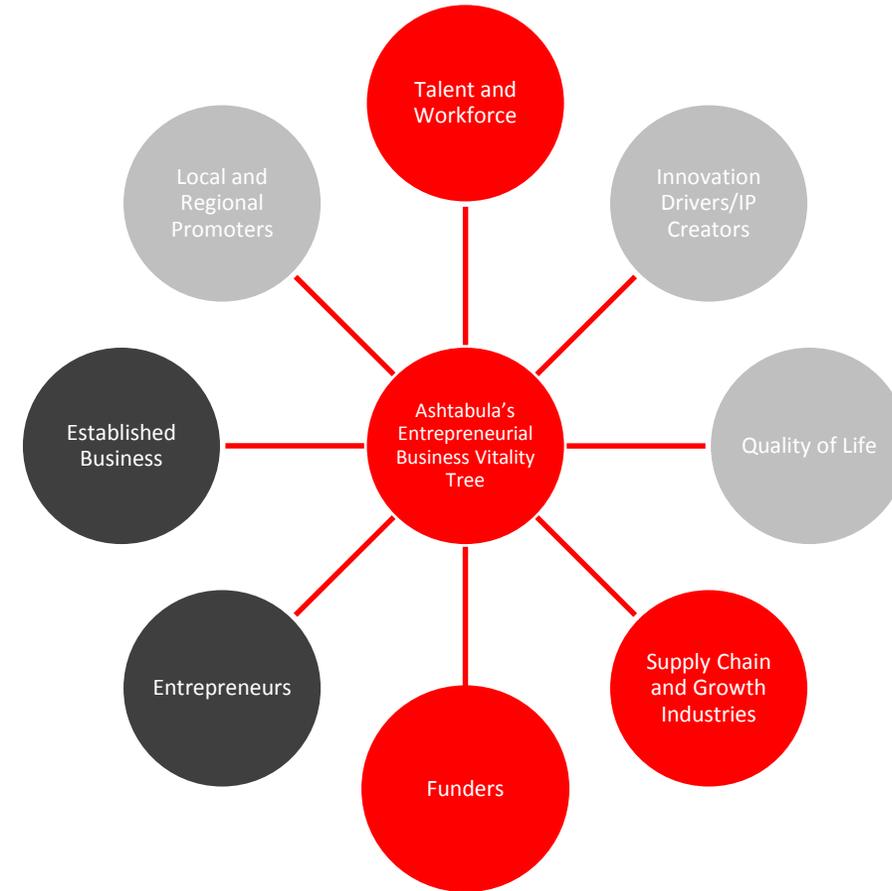


# Executive Summary: A Supporting Network

With a North Star established, the community needs to enable its limited but powerful network of assets to support their growth.

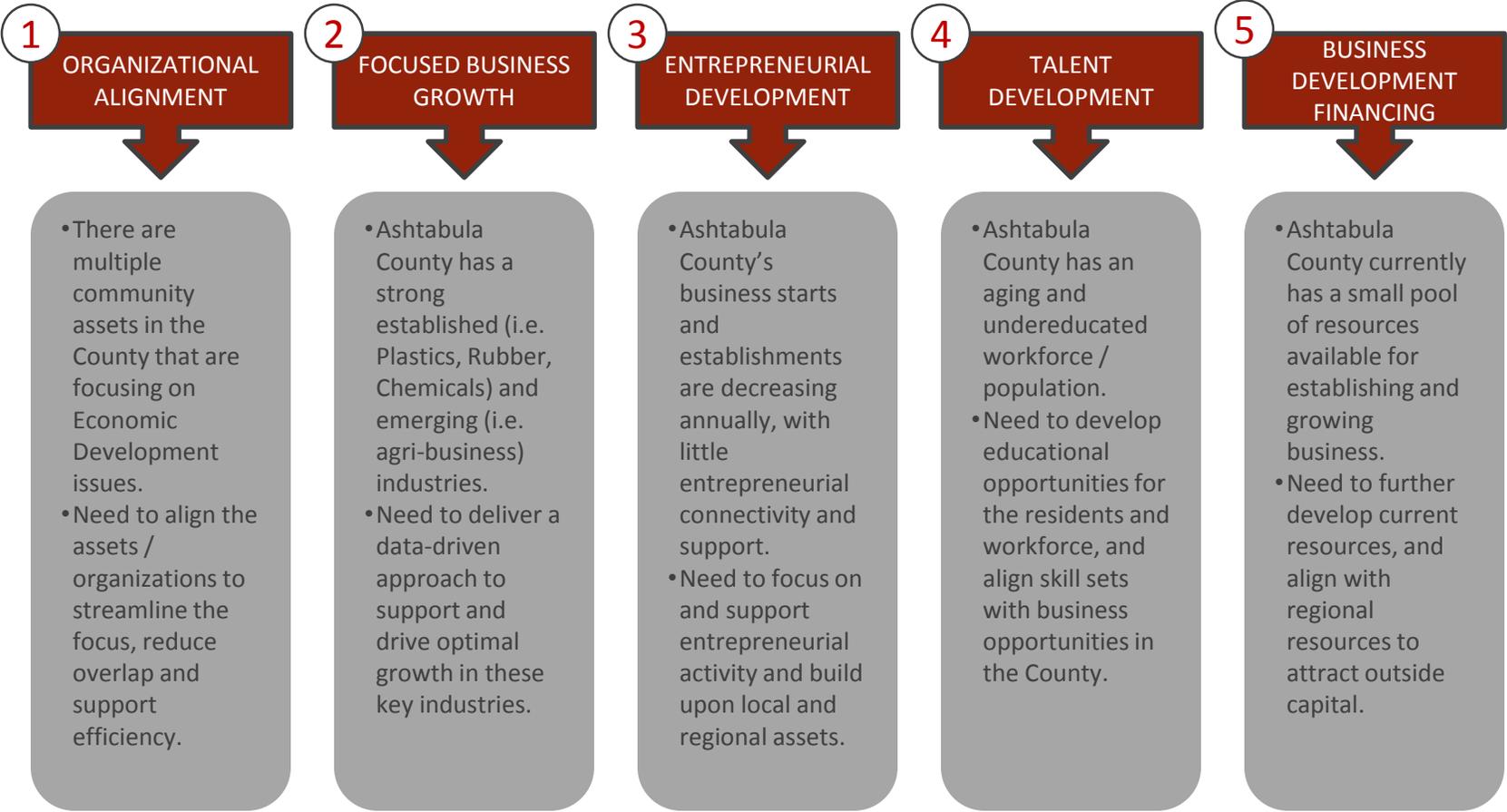
Primary support focus needs to be in the following dimensions:

- Enable the **power of network** and collaboration: engage with businesses in a more **methodical, structured** and **accountable** manner
- Help create specialized focus around **key industries**
- Strengthen education and support of residents and build a **talent pipeline** for community opportunities
- **Develop funds** for established and startup companies; and **identify funding sources** for the network of tactical support.



# Executive Summary: 5 Regional Themes

A specific set of themes have emerged through the course of the assessment process, identifying clear pathways for economic improvement.



# Executive Summary: Priority Tactics

Tactics were identified and prioritized, creating the most effective impact for entrepreneurial growth improvement.

TACTICS	Prioritization Criteria			Areas impacted (sample)					
	Resource Requirements	Time To Impact	Size Of Impact	Pop	Bus. Loss	Quality of Life	Region	Employ	Workforce
1: Strengthen entrepreneurial growth services to existing smaller companies and startups through a loosely guided network service model. (NETWORK SERVICE MODEL)	M	L/M	M	✓	✓	✓	✓	✓	✓
2: The Growth Partnership will organize target industry “Growth Roundtables”, focused on specific industry sectors within the County as high growth or emerging industries. Focused on industry specific topics, it will allow the industries to connect with one another and voice specific concerns/needs as a whole, as a compliment to direct outreach. (ROUNDTABLES)	L	L	L			✓		✓	✓
3: Form an Entrepreneurial Business Action Team (EBAT) to drive entrepreneurial activity, support local events, and market and champion the businesses successes in the County. This committee will be tasked to develop ideas and agendas around potential entrepreneurial development. (ENTREPRENEURIAL BUSINESS ACTION TEAM)	L	L	M		✓		✓	✓	
4: Leadership Ashtabula and the NEO Fund will develop a talent pipeline to transition into companies with older ownership ( <b>Succession Planning</b> ). As a pilot, they will work with five area businesses that are in need of succession planning and connect them to a pool of screened candidates. (SUCCESSION PLANNING)	L	H	H	✓	✓		✓	✓	✓
5: Kent State University, Ashtabula and Growth Partnership should convene surrounding colleges and universities to formalize an intern program for startups and growth potential companies in the County. (INTERN PROGRAM)	H	H	M	✓			✓		✓
6: The NEO Fund will further develop and expand its micro-enterprise financing for startups throughout the County. This will be coupled with direct mentorship and training for area businesses. (MICRO-FINANCE, MENTORING, & TRAINING)	H	M	M	✓	✓	✓		✓	✓

# Executive Summary: Priority Tactics

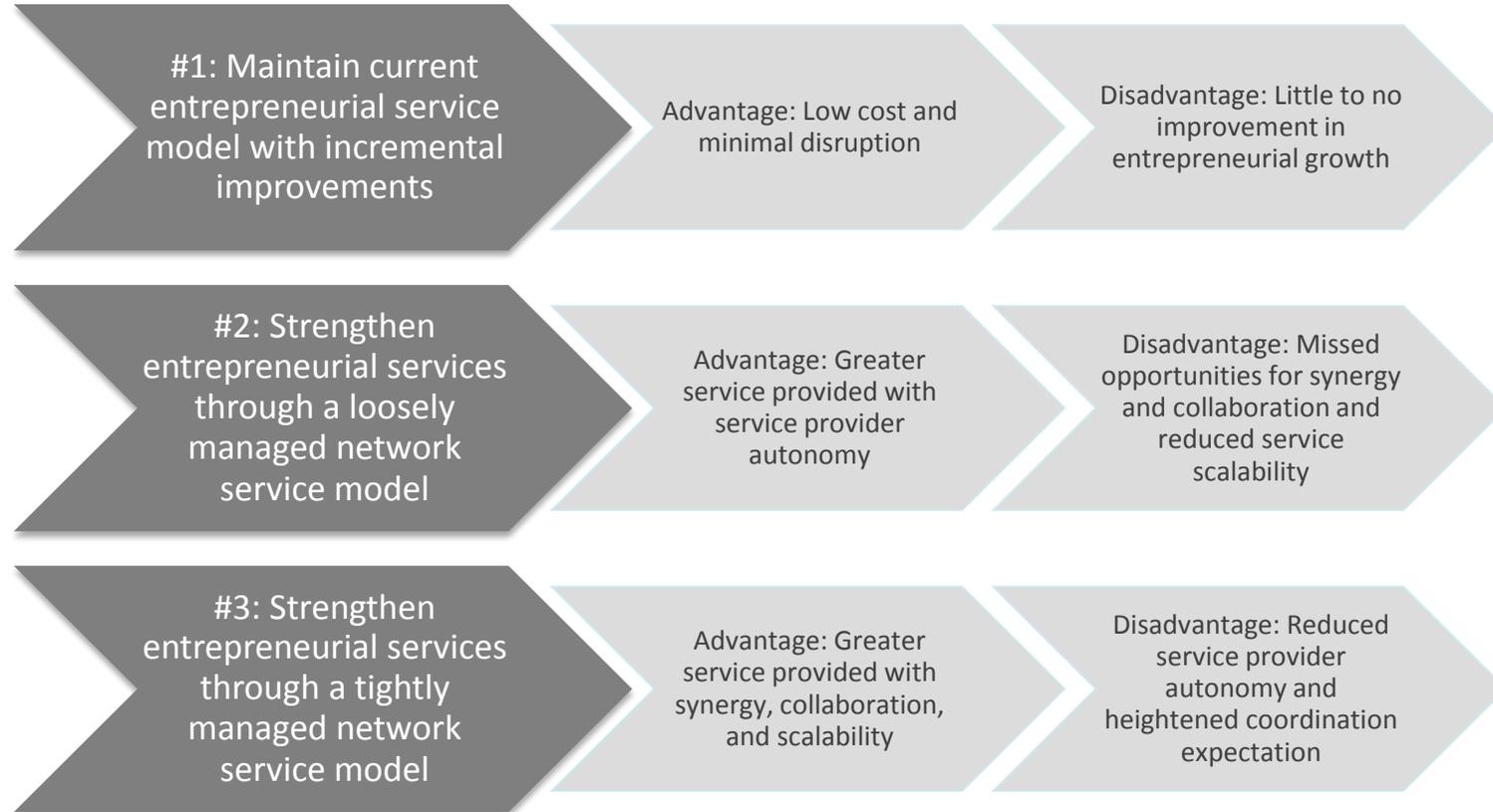
Organizational Alignment was recognized as crucial to the overall success of entrepreneurial and business growth. Initial focus will be placed on aligning the current services and organizations.

TACTICS	Prioritization Criteria			Areas impacted (sample)					
	Resource Requirements	Time To Impact	Size Of Impact	Pop	Bus. Loss	Quality of Life	Region	Employ.	Workforce
1: Strengthen entrepreneurial services through a loosely guided network service model. (NETWORK SERVICE MODEL)	M	L/M	M	✓	✓	✓	✓	✓	✓

# Theme #1: Organizational Alignment

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In driving a more cohesive organizational alignment, three potential organizational models were evaluated.



*No matter which path is chosen, consideration must be given to leadership, funding, organizational responsibilities, and phased development over time.*

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# Theme #1: Organizational Alignment

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The Growth Partnership should act as the champion organization to the local network, establishing an intake process for startups and small-medium size businesses.

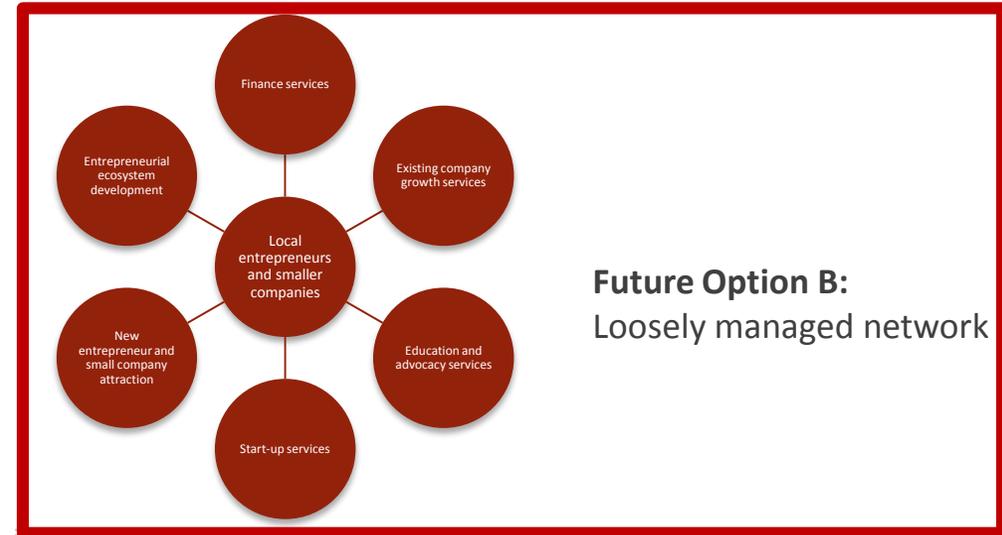
OVERVIEW	
<b>PARTICIPATING ORGANIZATIONS</b>	All
<b>PURPOSE</b>	Organizational alignment will reduce overlap and establish a consistent system of business intake and support. Service organizations will identify areas of expertise and act as a network, working together to support entrepreneurial business growth in the most effective and efficient way. This is core to developing the remaining initiatives and supporting efficient business development.
<b>TARGETS</b>	Startups, Small and Medium Size Businesses
<b>COST ESTIMATE</b>	To be determined
<b>IMPACT</b>	Length of time to impact is relatively low. Size of the impact is high, and can help to address all five of the challenge areas identified in the process.



# Theme #1: Organizational Alignment

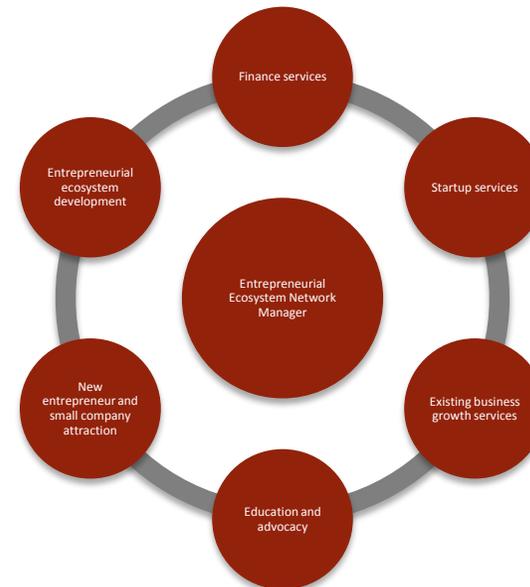
## Future Option A:

Make minor improvements to current approach



## Future Option B:

Loosely managed network



## Future Option C:

Tightly managed network

# Theme #1: Organizational Alignment

## Current service providers by service function

Entrepreneurial Service	Organization(s)	Current Situation Assessment
Debt Growth Capital (Private)	Banks, NEO Fund, Business of Good Foundation (BOGF)	Regional and community banks active in the local market. NEO Fund and BOGF provide local microloans.
Debt Growth Capital (Public)	503 Corporation, County Port, and some outside players, including Small Business Capital Corp of Ohio (SBCCO) (Lakeland-based) MVEDC (Youngstown-based) and and State of Ohio (ODSA and JobsOhio)	503 and County Port working to define their future role. MVEDC and SBCCO, and State of Ohio could be a bigger lending player in the future.
Equity Capital	External and local investors	Reliance on private investment groups acquiring transitioning local companies. Some local equity investors play role.
Organizational/Network Funding	Morrison Foundation, County Commissioners, local companies, BOG Foundation, fees for service	Provide funds to local business service organizations.
Small Business Counseling and Mentoring	SBDC/YSU at Growth Partnership (GP), NEO Fund	Limited service in the county at present.
Small Business Education	Chambers serving Ashtabula, Conneaut, Geneva, and Jefferson	Local chambers provide education programming on their own and through the Council of Smaller Enterprises (COSE) (Cleveland-based).
Existing Smaller Company Growth Services	Growth Partnership (GP), SBDC/YSU	SBDC does coaching and assistance with business plans. GP regularly provides business development services.
Workforce and Talent Development – High School, College and Adult Education	Kent State University, Ashtabula (KSUA), A-Tech	KSUA graduates college students with BS and AA degrees in business fields. A-Tech trains HS students and adults in business skills.
Entrepreneur & Smaller Company Attraction	GP	GP works to attract new small businesses to the county and on occasion works to attract entrepreneurs.
Business Advocacy	GP, Local Chambers	GP and chambers advocate on legislative and other issues affecting businesses

# Proposed Future Entrepreneurial Service Mix - Providers

Recommendations for developing a more cohesive and streamlined network of service.

Entrepreneurial Service	Lead Organization(s)	Partners
Debt Growth Capital	503 Corporation, County Port, NEO Fund	Banks, MVEDC, SBCCO
Equity Capital	503 Corporation and NEO Fund	External and local equity investors
Organization and Network Funding	Morrison Foundation, County Commissioners, County Port, Corporate sponsors, fees for service (in some cases)	
Small Business Counseling & Mentoring	503 Corporation and NEO Fund	SBDC, LEADERship Ashtabula County, Jumpstart
Succession Planning with Transitioning Companies	LEADERship Ashtabula County and Growth Partnership	503 Corporation, NEO Fund, Chambers, Jumpstart
Small Business & Entrepreneurial Education	Local Chambers	Jumpstart, COSE, KSUA, A-Tech, K-12 schools
Existing Smaller Company Growth Services (Including Economic Gardening)	GP	Jumpstart (main), SPIRE, and many others
Startup Services	503 Corporation and NEO Fund	Jumpstart (main), KSUA, SBDC/YSU
Workforce and Talent Development - Smaller Companies	GP	KSUA, A-Tech, other regional training providers
Entrepreneur & Smaller Company Attraction	GP	Team NEO, Jumpstart
Business Advocacy	GP and Local Chambers	Greater Cleveland Partnership, COSE

# Preferred Approach in Moving Forward

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**\*\*Top priority, as prioritized by the Entrepreneurial Business Growth Advisory Committee Working Groups**

## **Form a Loosely Managed Entrepreneurial Service Network in Ashtabula County**

- Strengthen entrepreneurial and business growth services through a loosely managed network service model.
- Establish a streamlined approach with little to no overlap among participating service organizations.
- Strengthen organizational capacity through sharpened focus on priorities, stronger support to businesses and entrepreneurs, with clearly defined (and agreed upon) roles for service organizations.

### **Actions:**

- Define initiatives, roles and accountability
- Streamline services, potential consolidation and synergy opportunities
- Create coordination and communication channels

# Theme # 2: Focused Entrepreneurial Business Growth

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Engage with businesses in a more methodical manner and deliver direct support and resources to optimize entrepreneurial business growth in the county.

OVERVIEW	
<b>ORGANIZATIONS</b>	Coordinator: The Growth Partnership Service Providers: OSU Coop Extension (Agriculture); JumpStart (Scaleup/Economic Gardening); MAGNET (Manufacturing); and Other Regional Resources, including colleges and universities
<b>PURPOSE</b>	Utilize data to identify high-growth and emerging companies, and conduct data-driven outreach to help identify ways in order to help companies optimize their growth and sustainability in the county.
<b>TARGET</b>	High-growth and Emerging Companies with good to great growth potential in Ashtabula County
<b>COST ESTIMATE</b>	To be determined
<b>IMPACT</b>	Length of time to impact is relatively high, but can be organized in a relatively low time period; Size of impact can be extremely high, having impact on all of the challenge areas identified in the process.

# Theme # 2: Focused Business Growth

Engage with businesses in a more methodical manner and deliver direct support and resources for optimal growth. \*\*\* Indicates strategy seen as top starting priority.

TACTICS	Prioritization Criteria			Areas impacted (sample)					
	Resource Requirements	Time To Impact	Size Of Impact	Pop	Bus. Loss	Quality of Life	Region	Empl.	Workf.
1: The Growth Partnership will utilize a data-driven approach to identify existing companies with good to great growth potential. The Growth Partnership will identify needs and required actions for these companies to achieve optimal growth. (DATA DRIVEN BR&E)	M	M	H	✓	✓	✓	✓	✓	✓
2: The Growth Partnership will conduct Economic Gardening Strategies, and identify regional resources (industry specific) to work with companies to help drive growth. (ECONOMIC GARDENING)	H	M	H	✓	✓	✓	✓	✓	
*** 3: The Growth Partnership will organize target industry "Growth Roundtables", focused on specific industry sectors within the County as high growth or emerging industries. Focused on industry specific topics, it will allow the industries to connect with one another and voice specific concerns/needs as a whole, as a compliment to direct outreach. (ROUNDTABLES)	L	L	L			✓		✓	✓



# Priority Tactic(s)

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**\*\*Top priority, as prioritized by the Entrepreneurial Business Growth Advisory Committee Working Groups**

## Roundtables – Target Industry Growth Roundtables

- Establish industry specific roundtables to help establish a relationship and connection between public and private sector, such as plastics and rubber and agribusiness.
- Effective and efficient way to learn concerns/identify strategic issues from the private sector leaders in the community, or those creating the jobs.
- Provide networking opportunities among business owners and managers within key growth industries in Ashtabula County.

### Actions:

- Identify key industry sectors to focus efforts (in manufacturing, agriculture and other sectors)
- Identify and reach-out to leading industry and business professionals within those sectors
- Establish roundtable protocol and logistics
- Determine key objectives to be identified through the roundtables
- Determine process of evaluating issues/concerns heard, and how to effectively follow-up on key challenges and opportunities

# Theme # 3: Entrepreneurial Development Initiative

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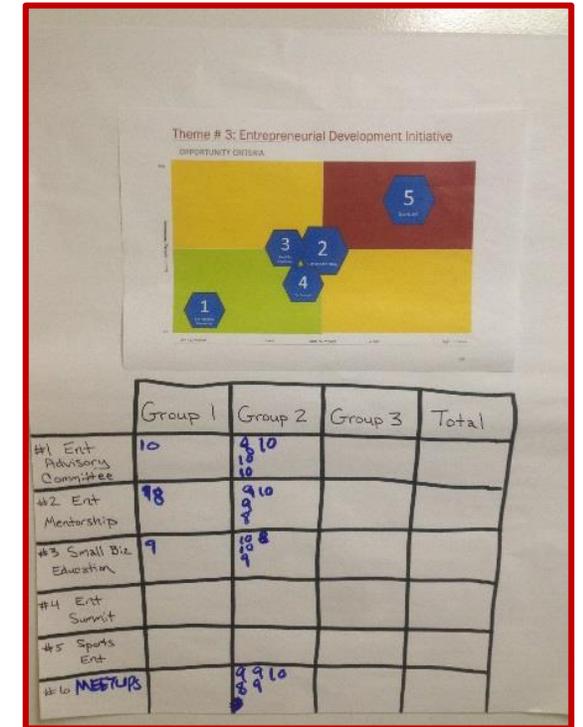
Develop an “entrepreneurial mindset” to support entrepreneurship and business growth throughout Ashtabula County.

OVERVIEW	
<b>ORGANIZATIONS</b>	The Growth Partnership; NEO Fund; Chambers; SPIRE Institute
<b>PURPOSE</b>	There needs to be more focus and alignment on providing encouragement and support to business starts and entrepreneurial activity. The scope of this initiative will deliver local alignment and focus on startups and established businesses entrepreneurial activity. It is important to champion entrepreneurship and support local entrepreneurs, connecting the local entrepreneurial community to the regional ecosystem.
<b>TARGET</b>	Startups and Key Established Businesses (industry specific)
<b>COST ESTIMATE</b>	To be determined
<b>IMPACT</b>	Creates a energized culture for entrepreneurial business growth that permeates existing companies, entrepreneurs and new startups

# Theme # 3: Entrepreneurial Development Initiative

Develop an entrepreneurial mindset, to support entrepreneurship and business growth throughout the County. \*\*\* Indicates tactic deemed best starting priority.

TACTICS	Prioritization Criteria			Areas impacted (sample)					
	Resource Requirements	Time To Impact	Size Of Impact	Pop	Bus. Loss	Quality of Life	Region	Empl.	Workf.
*** 1: Form Entrepreneurial Business Action Team to drive entrepreneurial activity, support local events, and market and champion the businesses successes in the County. The team will be tasked to develop ideas and agendas around potential entrepreneurial development. (ENTREPRENEURIAL BUSINESS ACTION TEAM) (EBAT)	L	L	M		✓		✓	✓	
2: The NEO Fund with support from the Growth Partnership will provide mentorship for startups and entrepreneurial activity. The goal is to develop a specific mentoring program and support systems for business starting up in the County. (ENTREP. MENTORSHIP)	M	M	H		✓		✓	✓	
3: Area Chambers will deliver a system for small business education and support throughout the County. It should be unified among the Chambers, with focus being on business growth and sustainability. (SMALL BIZ EDUCATION)	M	M	M		✓			✓	
4: The Growth Partnership will work with SPIRE to host and organize an annual "Entrepreneurship Summit" at SPIRE. (ENTREP. SUMMIT)	M	M	M		✓	✓	✓	✓	
5: SPIRE will establish itself as a catalyst for sports related business growth. There is potential for SPIRE to be a premier sports incubator for R&D and business development related to	H	H	H		✓		✓		
6: Meet Ups (Added by Advisory Committee Working Group): establishing meet-up groups for local entrepreneurs, to share ideas and network	L	H	L/M		✓	✓			



# Priority Tactic(s)

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**\*\*Top priority, as prioritized by the Entrepreneurial Business Growth Advisory Committee Working Groups**

## Entrepreneurial Business Action Team (EBAT)

- Entrepreneurial success is built upon collaboration and network assets and capabilities.
- Establish the EBAT consisting of entrepreneurial residents, business owners and key representatives of major institutions to develop a pathway for entrepreneurial success, the first step in tackling further recommendations.
- Utilize the EBAT to identify key entrepreneurial activity to be conducted in Ashtabula County.
- Small wins and support of entrepreneurs will help to foster a culture of entrepreneurship.

### Actions:

- Identify and reach out to key stakeholders that would be a good fit for the EBAT
  - Prioritize objectives of the group, as well as potential outcomes
  - Establish a process to identify priority projects the group could get involved with to help support entrepreneurs in the community and foster entrepreneurship
  - Establish champions to help accomplish recommendations once recognized
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# Theme # 4: Talent Development Initiative

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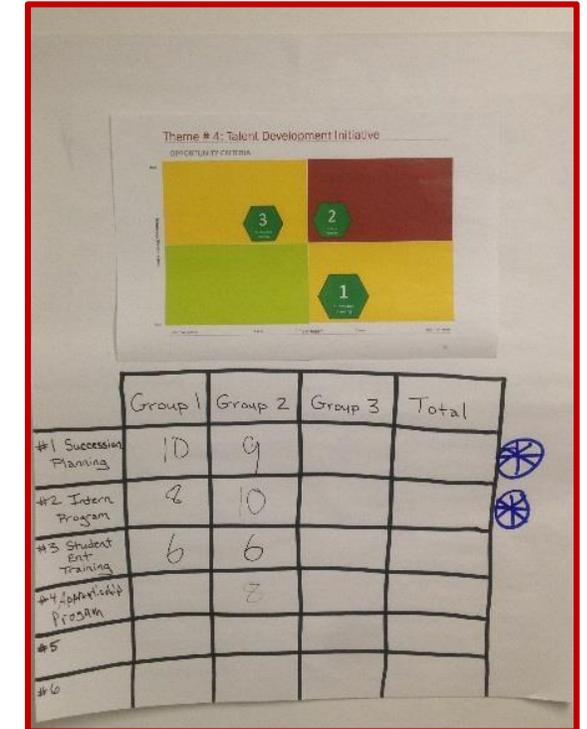
Limited human capital and skills required for growth is a constraint to the county's capacity to grow existing smaller companies and startups.

OVERVIEW	
<b>ORGANIZATIONS</b>	LEADERship Ashtabula; NEO Fund; Growth Partnership; Kent State University-Ashtabula; Area Schools; A-TECH
<b>PURPOSE</b>	Develop and educate talent and skills required to foster business growth. Work with businesses to understand their talent and skill needs, educate community residents (including youth) about entrepreneurial opportunities, and attract outside talent to Ashtabula County.
<b>TARGET</b>	Startups and Existing Growth Potential Smaller Companies
<b>COST ESTIMATE</b>	To be determined
<b>IMPACT</b>	Length of time to impact is relatively high. Size of impact is high focusing on the population loss, workforce and employment challenges in Ashtabula County.

# Theme # 4: Talent Development Initiative

Talent and skills currently constrain existing business growth and startups. \*\*\* indicates tactics deemed best starting priorities.

TACTICS	Prioritization Criteria			Areas impacted (sample)					
	Resource Requirements	Time To Impact	Size Of Impact	Pop	Bus. Loss	Quality of Life	Region	Empl.	Workforce
*** 1: Leadership Ashtabula, NEO Fund and Growth Partnership will develop a talent pipeline to transition into companies with older ownership ( <b>Succession Planning</b> ). As a pilot, they will work with five area businesses that are in need of succession planning and connect them to a pool of screened candidates. (SUCCESSION PLANNING)	L	H	H	✓	✓		✓	✓	✓
*** 2: Kent State University Ashtabula and Growth Partnership will be the conveners of surrounding colleges and universities to form an intern program for startups and growth potential companies in the County. (INTERN PROGRAM)	H	H	M	✓			✓		✓
3: Leadership Ashtabula will work with A-Tech and Area Schools (including Kent State Ashtabula) to develop entrepreneurship curriculum/training – to include entrepreneurial avenues (potential idea sessions or pitch competitions) for students. (STUDENT ENT TRAINING)	H	M	M	✓	✓				✓
4: Apprenticeship Program (added by Advisory Committee Working Group) – working to train, educate and connect individuals in the community that are in need of further education and support, to positions of need in businesses.	M	M	H	✓	✓				✓



# Priority Tactic(s)

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\*\*\*Top priority, as prioritized by the Advisory Committee Working Groups

## Succession Planning and Talent Pipeline

- Maintaining local presence– saving viable businesses by matching young entrepreneurs with business owners seeking to retire, and connecting young talent to companies that are experiencing an aging workforce.
- Developing a talent pool and a process of providing opportunities for direct training and assistance with issues necessary to operate and grow ventures profitably.
- Working with an initial set of businesses to identify a succession planning process and priority.

### Actions:

- Identify pilot businesses to become engaged in the program
- Identify a pool of potential talent interested in the entrepreneurial program, or seeking job placement
- Establish a succession training program for the talent pool, to allow for sweat equity and direct assistance

# Priority Tactic(s)

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\*\*\* Top priority, as prioritized by the Advisory Committee Working Groups

## Intern Program

- Connect the needs of companies and startups in the community to area students and talented individuals.
- Create an entrepreneurial culture in the county, attract people with skills and talent to Ashtabula County and support existing residential talent.
- Showcase Ashtabula County business growth successes, and develop the skill-sets required to work in target industries, such as manufacturing, agriculture, and technology businesses.

### Actions:

- Identify colleges and universities willing to participate in the program
- Identify businesses that are willing to participate in the program
- Establishing program criteria and logistics
- Determining pathways for future student opportunities beyond the internships

# Theme # 5: Growth Capital Initiative

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Financial capital is a critical component to the development of startup ventures, and driving existing business growth.

OVERVIEW	
ORGANIZATIONS	NEO Fund, Ashtabula County 503 Corporation with support from MVEDC and SBCCO
PURPOSE	Source and invest capital to grow existing companies and startups.
TARGET	Startups and Established Growth Companies
COST ESTIMATE	To be determined
IMPACT	Length of time to impact is low. Size of impact is dependent upon funding available and the requirements of companies.

# Theme # 5: Growth Capital Initiative

Capital is an important component to the development of startup ventures, and driving established business growth. \*\*\*Indicates tactic deemed top starting priority.

TACTICS	Prioritization Criteria			Areas impacted (sample)					
	Resource Requirements	Time To Impact	Size Of Impact	Pop	Bus. Loss	Quality of Life	Region	Empl.	Workf.
*** 1: NEO Fund will further develop and expand its micro-enterprise financing for Startups throughout the County. This will be coupled with direct mentorship and training for area businesses. (MICRO FINANCE)	H	M	M	✓	✓	✓		✓	✓
*** 2: Ashtabula County 503 Corporation will develop a revolving loan fund for established businesses in need of capital for expansion. (REVOLVING GROWTH FUND)	H	H	H		✓			✓	



# Priority Tactic(s)

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**\*\*Top priority, as identified by the Advisory Committee Working Groups**

## Micro-Financing Expansion

- Micro-financing is a key asset for startup businesses in Ashtabula County.
- Grow the existing micro-financing program of the NEO Fund, and tap NE Ohio micro-lending resources.
- Technical assistance and mentorship are keys to establishing an effective program.

### Actions:

- Increase the amount of funds available through the program by seeking outside development resources.
- Determine key industry sectors and areas of the County to focus support.
- Establish a process for technical assistance and mentorship, potentially growing the mentorship program by seeking participation from area businesses, advisors and entrepreneurs.

# Extended Scope for Jumpstart

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*The advisory committee recommended that Jumpstart remain involved to help local stakeholders move through the implementation phase of the project.*

1. Time: February-May 2016.
2. Tasks:
  1. Facilitate monthly advisory committee meetings and strategic action team (SAT) meetings in working toward implementation.
  2. Provide framework for each strategic action team (SAT) to prepare short action plans and provide review of plans with feedback and direction.
  3. Help make the case to funding sources (individual funding source meetings and group meeting of funding sources).
3. Budget: \$10,000.00-\$20,000 range.
4. Funding source: The Business of Good Foundation, Ashtabula, Ohio.

# Next Steps

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*What needs to be done over the next three months?*

1. Next advisory committee meeting to be held in early March 2016.
2. Ensure the advisory committee and all local stakeholders understand and agree with the recommended priorities.
3. Create the Entrepreneurial Business Action Team (EBAT) to guide implementation of recommendations.
4. Work with the committee and stakeholders to create action plans to do their work in the next 2 years.
5. Solidify organizational and network funding.