



Regional Economic Development Initiative

State of the Region Summit – Ohkay Owingeh Conference Center

August 14, 2013

Summit Summary

Facilitator: Rosemary Romero

Summit Objectives:

- To review/develop an understanding of what activities have happened since 2009
- To reach consensus on priorities going forward
- Develop an action plan to pursue our consensus driven priorities

Representative Nick Salazar, welcomed participants and gave an overview of the various activities that had improved the Espanola area over the last several years with support from REDI, NCNM and the RDC.

US Congresswoman Michelle Lujan Grisham surprised Representative Salazar with a certificate of appreciation for his long career and dedication to Northern New Mexico. The Lifetime Achievement award represents over 40 years in the legislature, working at LANL and board member and chair for NCNM. She noted that Mr. Salazar had been her mentor and encouraged her to run for congress. She went on to note that he played a key role in working with Los Alamos National Laboratory while working as a Representative. Representative Salazar had served in the Air Force and was also a County Commissioner. His most recent accomplishment was to ensure that Northern College became a four year higher education institution.

Welcome: Kathy Keith, Regional Development Corporation and Tim Amer, NCNM welcomed participants to the summit. Kathy noted that the importance of the event was to highlight activities the organizations had partnered on since 2009. Those is the room will now be able to have influence on what the next five years look like and encouraged participants to stay and work in the small groups. These groups will begin the initial work of generating ideas and building synergy for the next 5 years. Many in the room helped to kick off the initiative and identified 4 pillars to work on.

Presentation: State of the Region - Eric Vasquez and Duncan Sills

Pueblos adopted the plan for economic development. The country has weathered a tremendous economic downturn and the effect on Northern NM.

We have made much progress and looking for direction. One of the intangibles has been the ability to work together. Shoot SF is an example of working together.

Kudos to L.A. County – partnered around broadband, transportation and took a leadership role

Higher education entities

US Department of Energy

US Department of Commerce

Los Alamos Laboratory

REDI:

Infrastructure: Regional Broadband/REDINet \$74 million (\$10.6mm REDI Net and \$64mm Kit Carson) federal grant awarded for regional broadband network in Northern NM

Human Capital – Accelerate

Cluster Development

Business Recruitment: REDI conducted regional SWOT in 2012 from a site selector perspective.

Workforce 2008-2013 data

Small Group Work

Participants were encouraged to go to a pillar group to work on issues. Facilitators and recorders for each session had substantive knowledge of the subject area to be discussed.

Session 1 – Cluster Industries (Eric Vasquez/ Duncan Sill)

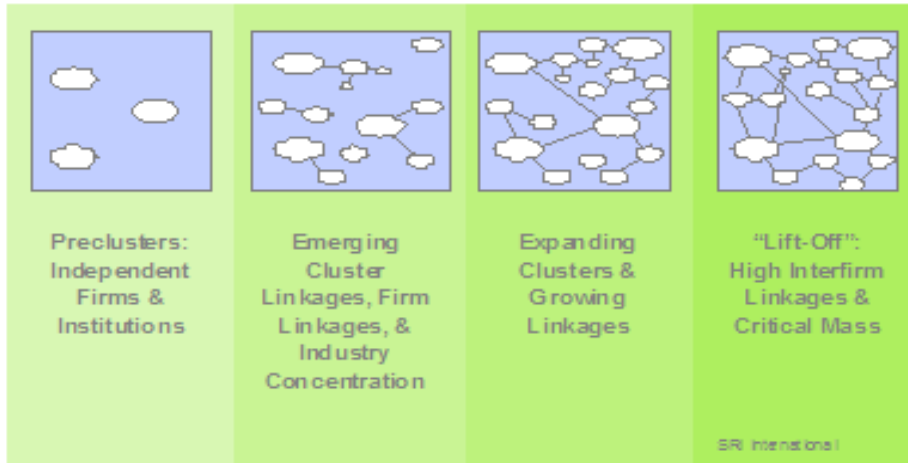
Session 2 - Workforce Development/Policy (Carla Rachowski/Adrian Ortiz)

Session 3 - Critical Infrastructure (Tim Armer/Fred Brueggeman)

Session 4 - Business Services (Kathy Keith/ Val Alonzo)

Session 1 – Cluster Industries - Eric Vasquez and Duncan Sills

The Cluster Life-Cycle



Issues with Cluster Industry Development include lack of resources and integration of activities. More focus is needed to leverage local, state, federal resources, public and private. Although some progress have been made on cluster development per notes below, the region is still in the Pre-clusters stage

and in some areas such as film there is indicating of the Emerging Cluster Linkages stage (see diagram of The Cluster Life-Cycle).

Existing areas that should be maintained and what has region developed and supported in the recent years regarding cluster development?

Renewable energy installation

- Geothermal
- Solar
- Wind
- Algae Cluster

These types of renewable energy will require workforce training that could be provided by community colleges or other types of workforce training including mentoring and internships.

Technology

- Building tech business networks that could include start up weekends
- R&D Micro grids lab
- Business incubation – will need to be coordinated effort with all players
- Recruit around broadband
- Science and tech parts

Media

- Shoot SF
- Film of C-NM

- Legislative tax credit
- Film tourism
- TV emphasis vs. runway productions
- Training/Education (not just for film)
- Build on what has been done and diversify. This will also require regulatory streamlining
- Build on radio medium

Value added Agriculture

- Forestry
- Community development CDAS – create integration
- Water
- Create Cultural corridors
- Go beyond “Value added” to commercial kitchens, food systems, address food insecurity – this will require working with Health Department and addressing liability issues
- Breweries or distilleries
- Hemp or alternative products

New Cluster Ideas included:

1. Defense Contractors
2. Outdoor Recreational equipment
 - Incentivize intellectual development R & D
3. Financial Services
 - Back Office support and other services
4. SBA 8A Programs

In addition, the group discussed ideas to develop the potential for tribal energy projects including green industry and renewable energy. Specific to the area as a whole the group felt that renewable energy held potential for creating economic synergy and economic development

Session 2 – Workforce Development: Adrian Ortiz, Workforce Solutions and recorder Carla Rachkowski – RDC/Accelerate Program

Issues:

Lack of vocational/educational training for certificate & 2-year degree programs

Graduates in technical fields in Albuquerque, say they can't get jobs, but in the north we are saying we can't find qualified people for technical jobs. There does not seem to be a connection between education and jobs and we should figure out how to get educated people jobs.

Critical that community colleges know how to counsel students to find areas of high demand.

Policy coordination and Workforce Solutions and Workforce Investment Council are needed. Higher education is developing a new funding formula to meet workforce needs.

Highly qualified teachers have lost jobs and are needed to retain students

It's Need to work with small businesses to understand their requirements.

It's critical that educational institutions work with employers to get their input on future jobs and skills they require.

All community colleges have small business development centers. The SBDCs need to assist in the connections between employers, students, and future job requirements/skills.

Are there additional activities that have been accomplished in your area as they relate to Workforce Development?

Connecting Educational institutions through Skill-Up Network. Sun Online is a way to share courses between institutions and enables course provider/adopting institution relationships. Course sharing allows us to meet needs of employers. Helps to provide more training around the area and eliminates the cancelling of classes that often occurs in smaller institutions and causes delays in student's progress towards earning a degree.

Workforce Connections retain local knowledge of what's needed in workforce, where the jobs are, etc. They are willing to sit down and discuss this knowledge with employers and institutions of higher education.

SFCC has a dual credit program for high school students. Summer high school students that have interest in health care fields shadow at hospital and learn about health care while they earn a stipend. Christus St. Vincent is "growing their own employees" by working with SFCC and high school students in a program like this.

Employer engagement is necessary to pull all the pieces together. Work Keys can be one of the pieces of the puzzle that is missing (skills-based assessment).

Program Advisory Committees are important. Individuals from the private sector are important to these committees. Regular connection of faculty and industry is critical to stay informed.

SIPI successfully coordinates meetings between faculty and industry. Once this connection is made, it's important to maintain the commitment of higher education to industry.

College students can “make a town successful”. It’s critical to connect students to employers in order to keep them in New Mexico (to counter the brain drain).

Industry (Caterpillar) funded a laboratory at SFCC to help get students the education they need. A new bioponics lab at SFCC is also being supported by private industry to support entrepreneurship.

SFCC is working towards having (representatives from) all NM four-year degree schools represented there in order to encourage students to go on with education.

Dept. of Workforce Solutions database can be a great tool for all in the room, but needs to be more user- friendly. Greater cooperation is needed between different agencies to enhance this data in order to offer one robust repository of workforce, jobs, and educational data.

Ideas on Workforce Development (in order of votes):

Help build jobs for students while in school / Build connections between students and employers (new, better, more)

Resource bank for region – should be online and include everything from educational applications, skills, future needs, etc.

Reform tax code /Regulatory Environment

National Certificate Readiness certificate/program as alternative to high school diploma / higher education

Build better connections between primary, secondary, high educational institutions

Look at changing landscape at LANL & future needs

Ways to coordinate necessary skill sets, information portal, address skills gaps

More course sharing across institutions of higher education (ie. Sun Online)

Regional colleges take more of lead instead of being dictated by main campus

Find ways to utilize new Broadband / fiber capabilities

State government facilitation of student loan forgiveness

“Fix” the lottery scholarship program

Group 3 Critical Infrastructure Group: Tim Armer/Fred Brueggeman

What is critical infrastructure?

- Roads, water, wastewater, energy, broadband
- Quality of life such as public safety, health, and schools
- Special business infrastructure such as incubators and research parks
- Telecom in addition to broadband
- Regional partnerships and joint funding to upgrade infrastructure
- Affordable housing for workers

What has happened in last five years?

- Aamodt water settlements requiring new water infrastructure
- 1 megawatt renewable energy in Santa Fe County
- REDI Net middle mile
- Kit Carson fiber to the customer in Taos County
- Regional rural public transportation (Regional Transit District)
- Buckman water system
- Railrunner
- Added green space in Santa Fe County and trails in Los Alamos for quality of life
- Runway addition and air service to Los Alamos
- Ohkay Owinghe airport improvement and industrial park
- Santa Fe Studios
- Wireless mesh in Espanola
- Biotech wetlab at Santa Fe Business Incubator
- NM Consortium algae research facility
- White Rock Visitor Center in Los Alamos
- Buffalo Thunder Resort
- Local capital improvements programs
- Santa Fe Community College Sustainable Energy Facility
- Northern New Mexico College status upgrade and new training facility

What critical infrastructure is needed?

- Focus on basic services
- Timely regional collaborations
- Emerging basic services such as broadband
- Renewable energy and transmission lines
- Wireless towers
- Last mile broadband
- Shared business facilities for solo workers in rural areas
- Water conservation
- Increased water sources such as the San-Juan Chama project or desalinization of brackish water
- Water system efficiency such as meter replacement
- Reuse of water such as grey water for irrigation
- Shared improvements and eliminate redundancies for public safety and emergency management

Session 4 –Business Development: Kathy Keith, RDC Executive Director and Val Alonzo, RDC staff

Business Services: Kathy Keith welcomed and introduced pillar of Business Services and key points of creating new businesses, expanding and retaining existing businesses, and recruitment of businesses to our area.

Question: What is happening in communities? Are there activities around new business creation?

- Chris Madrid: 90% of people they consult with in Taos decide not to open or they are not ready. Their approach is to connect the entrepreneurs with resources like Los Alamos Connect, the loan fund, etc. By using regional partnerships they are more effective.
- Katie Staver (sp?), Los Alamos: They help entrepreneurs who want to expand or start a business and give advice on marketing, HR, finance etc. They network the entrepreneurs to other resources. In 2012 they had 8 new start-ups. Currently expanding business incubation services to provide more hands-on assistance.
- Pedro Ortega of Minority Business Center: focus is on assisting all Native Americans nationwide on getting started – registrations, certifications, financial procurement. They represent Native American Chamber of Commerce, doing some outreach to local chambers and business incubators that way.
- Joseph Long – Dept of Veteran Affairs: They like to operate as the first point of contact for veterans. They offer mentoring and networking within the local communities. There are only 15 offices nationwide and often tie in with SBDC and other organizations.
- Chris Madrid: Emphasis on local resources helps create stronger long-term ties
- SBDC office: One on one counseling, access to resources for their clients. They want to be more involved with REDI. Covers Taos, Santa Fe, Espanola, Los Alamos
- Grace Brill, Los Alamos Connect: Specializes in high growth potential. Works intensively and builds long term relationships. Grace is market intelligence, Val is business growth and retention. She spoke briefly on the annual \$350k funding stream through the LANS VAF fund. She also spoke about collaboration with TEN and other EN networks.
- Northern Rio Grande Natl Heritage: Taos, Rio Arriba, Santa Fe counties. Purpose is preservation, but as part of their work they work with communities who are trying to develop their potential. They are small grant makers to small organizations.
- Mike, State Dept Business Development: Working throughout state with totally diverse economies and populations. Talked about potential overlap between groups in the room. Encouraged networking with each other to figure out how to partner instead of overlapping and duplicating efforts. His focus up to July was Santa Fe SBDC, now working statewide as well as that.

Address Gaps:

- Potential overlapping organizations who do not know of what the other one does
- Polly White, Santa Fe Business Development Center: she proposed an online networking group such as a Linked In group to get everyone on the same page quickly.
- Grow It: organization through Finance NM, Holly Bradshaw Eakes: offers resources to get information out. Asked for links to this resource page
- Local Business Resources: TEN, Los Alamos CDC, Minority Business Center, Veterans Services, **SBDC, Los Alamos Connect, Northern Rio Grande NHA**

What do we need to move forward? Where are the gaps, and what do we need to address?

- Michael Padilla, LANB: Deals with people every day who do not know how to write a business plan. He is familiar enough with the organizations to refer them for help instead of just saying no when they want to get a loan. He did not know of Finance NM and will refer people to the resources page, as well as point new bankers in LANB to that so they encourage entrepreneurship instead of just saying no. Working on new programs like 7A to offer through LANB once the hurdles of the monitoring requirements are met.
- Access to capital is a big problem. Training and assistance to apply for Federal research development grants. Opinion is that things are fluid and things change constantly, so one person or organization cannot own it all. People who are starting businesses need different points of entry that feel comfortable to them early on, so the various organizations that are represented here can be that to them. Need to work together to refer and keep a higher profile since there is low budgetary material for marketing.
- Higher education identified as a gap (Patrick Duran): There is not a solid foundation in higher education given to potential entrepreneurs. Chris Madrid offers classes through Northern NMC and UNM Taos.
- Juan Torres: On access to capital – they identify equity, debt or grant instruments that are available. They work mostly individually or through regional reps, and are open to collaborations. He worked in tandem with Val to identify businesses and visit/counsel these together. It's a pilot program that is working well and seeing results. Talked about tax incentives for things like hiring a veteran, an individual coming off the SNAP assistance program, etc. Works with local economic development act and capital outlay. Open to working creatively and jointly. Offered resources in terms of financing to the partners in the room. Kathy noted that Juan Torres' office often starts working with startups and often ends up funding existing businesses.

Kathy asked for community success stories. The major gaps of workforce, access to capital being addressed specifically.

- o SBDC: identify capital, marketing, PTAP, Int'l Export program, 504 loan
- o Loan Funding
- o Los Alamos CDC business assistance
- o Veteran Affairs assistance
- o Minority Business Center: access to capital, opportunities
- o Juan Torres: loan participation program with bank and NM Finance Authority, available to startups and existing businesses. More attractive to bank will be existing businesses. The bank would put an interest rate of 2% on up to 40% of the loan with the help from the NM Finance Authority. They found this helps banks get over the hump when banks are faced with businesses who are struggling. The banks want to help but cannot expose themselves to risk of entire loan. They put \$6 million out so far, and want to put out another \$6 million into this program.
- o Val: Los Alamos Connect helps navigate what the company's immediate need is and connects them to those resources. Makes public aware of what is available. Intensive follow-up with clients to make sure they got what they need.
- o Russell Naranjo: Put out issue of dealing with government, land use issues, etc. after all these other hurdles are met. Concerned about the strict rules and the fact that they have chased businesses away. Concerned that municipalities are not business friendly. Sometimes when a business has financing and everything in place and encounters these hurdles they give up.

- Los Alamos CDC: offers advocacy for businesses in navigating the hurdles. They are active members of chamber of commerce and visitor bureau. These partnerships help bring in other businesses who need connection to the resources.
- Chris Madrid: Offers peer mentoring for businesses who are struggling with businesses in the same industry who are successful.
- LA County – Harry Burgess: Home-based businesses who will not be huge employers, but who offer employment one by one. LA County has offered zoning for home based businesses to make this easier. Issues: high land values, lack of land. Zoning has been expanded to allow home based businesses in residential areas. Another recent initiative has been to co-locate services and combined permitting with economic development in the same location. This has helped resolve and push through regulatory issues. Another gap to address: perception of government and their role. Often only the negative is repeated. Offered potential solution of giving assistance to navigate the regulations. Kathy mentioned that the City of Santa Fe also has made efforts to co-locate the permitting and regulating services.
- Ted: Identified gap of teaching entrepreneurial skills. If a curriculum could be created to educate new and potential businesses in an organized, disciplined way, that would help. SCORE was mentioned in Santa Fe as a resource. Concern was raised that there is no time for entrepreneurs to commit to this. The training needs to be there, and some will want to go back but most do not seek assistance until there is a big problem. Need to respond flexibly, accurately and be able to access each other's resources.

Kathy asked the business owners in the room what they think would be most helpful:

- CEO roundtables
- State agencies sending too much business out of state – woman-owned local business (26 years old) is losing state contracts to out of state agencies. Encouraged supporting each other.
- Holly Bradshaw Eakes asked if any organizations in the region have connected their businesses to state procurement offices. Yes. Val from LAC has.
- Jim, former LANL sr. contract administrator: Gap he sees is that LANL is seen as the one-shot hope. LANL budget shrinking, and encouraging diversification to other sources they may contract with. They are encouraging out of state expansion through online and other outlets.
- Mike, state business development: Talked about relationship that needs to be built with contractor before they are deemed trust-worthy and can handle larger contracts.
- Jim talked about how under-educated the local businesses are, that they need to do their market research and identify who they would like to work with. Would like to work as a group to educate.

Kathy asked if there was a central procurement information resource:

- Jim says that there is a listing of products and services that they procure on their website. In process of upgrading opportunities site.
- Jim says that it is tough to navigate the business resources available to many companies.
- Marie: A major area of focus should be helping local businesses expand beyond NM.
- Yvonne Gonzales: partner with other outreach organizations to provide training such as the Indian Chamber of Commerce. Mentioned last year's event where they had a lot of

resources available for people to talk to. They offer a resource guide that is a printed brochure. Asked people to contact her office with any topics that need to be addressed. They put on a lot of different forums and are open to input.

- Val mentioned joint event happening with Yvonne in October around all of these topics (tentative date: Oct 23)

Identify resources available for recruiting new businesses:

- In 2012 a group of local elected officials had a conversation about recruitment and felt they were not competitive enough. Before they make an investment, they wanted to complete a study. This was completed in 2012 and found that NNM is more competitive than originally thought, especially in the area of workforce and site attraction (people want to live here).
- Lead time on expanding businesses is longer – the VAF is instrumental, and so are micro-lenders. A start-up will begin creating jobs 5-10 years from the beginning.
- Identifying existing businesses who are operating in other areas to try and recruit them here. The lead time on job creation is shorter. Ideal size is up to 100 employees for NNM.
- Recruiting is a new conversation stemming from 2012 report. Espanola and county of Rio Arriba very interested, as well as Ohkay Owingeh. City of Santa Fe and Santa Fe County initiated a study of how to help existing businesses. Los Alamos County has an economic development person.
- Question is what resources we have that are supporting these recruitment activities.
- Another question is what are the barriers:
 - Real estate is scarce which is also a barrier. Los Alamos is having some sites returned to them from the DOE.
 - Water scarcity is also an issue.
 - Workforce availability
- Grace Brill: concern that elected public officials don't really understand what it is going to take for recruitment. Lack of education on what the trade-offs are. Let's grow new businesses, let's support the ones that are already here and are not going to leave. Need longer term incentives so that they do not leave the state once the incentive is gone. The officials do not operate on a sense of urgency like all the businesses do.
- Mentioned that Governor Martinez offered a tax incentive for hiring new people. This entrepreneur agrees with Grace and said that entrepreneurs cannot afford to hire more people but are working every day.
- State marketing agency: Get potential opportunities from site selectors and distribute accordingly. Would like to see more participation from NNM in state marketing activities. What they need is communication from communities. If communities can communicate their strengths and have the budget to come along to trade shows with them and communicate that directly, even better.
- Juan Torres: works at a state level with regional partners. If your community is considering responding to a PRO from the state, their office can assist. GoNM.biz has a real estate database of commercial properties for recruitment purposes. Community initiatives work through regional reps and accurately defines the community's snapshot of workforce, real estate, regulations, etc. to respond to potential recruitment opportunities.
- Los Alamos CDC also has real estate commercial database.
- Chris Madrid: Taos has some six figure jobs available but cannot find local workforce. They are outsourcing out of state.
- Rose from Not Just Payroll does recruitment within New Mexico.

- Jim – LANL: has NNM preference program. Only LANL has this. Companies who meet requirements get a 5% preference when it comes to bidding on contracts.
- Marie: Mention of overseas contracts that could also help NNM businesses expand.
- NRGNHA: Mention of conflict with heritage sites. Box stores coming in clash with local culture. Need to be aware of this at the local level.
- Mention of businesses we are attempting to recruit – want to make sure that this location is indeed feasible. Tax cut is not enough.
- Vangie mentioned RA county recommended education for recruitment. Looking at oil industry. Need to educate communities on what industries such as this would do for the local job numbers and economy as a whole.
- Juan Torres: REDInet is biggest, newest major resource for the region. Need to promote. Allows any company to have a worldwide presence from NNM. Biggest technical resource coming online now – encouraged people to think about how to promote this.

Guest Speaker: Representative Ben Ray Lujan

Representative Ben Ray Lujan, was welcomed by a diverse group of participants representing various municipalities, tribal government, nonprofits, private sector businesses and others interested in furthering economic development opportunities in the region.

Current Economic Development Challenges in REDI region:

1. Limited state and federal resources—more local strategies and equity building will be needed
2. Impact of changing demographics—e.g. aging population; costs of health care
3. Impact of climate change
4. Importance of “**self-sufficient**”—i.e. revisiting “regionalism” (retain and reinvest in local economy). Region has history of self-reliance

Representative Lujan added that given the challenges in the region it will be very important for everyone to work together. Partnerships will help further goals and develop capacity to fill the needs of the area with very limited resources.

REDI 5 goals:

- 1) Diversify the economy
- 2) Develop a high-quality workforce
- 3) Increase the number of higher-paying jobs
- 4) Retain and attract youth and families
- 5) Make rural communities vibrant

REDI focuses on the following to address economic development in four major cluster industry sectors:

1. Value Added Agriculture
2. Film and Media
3. Technology
4. Green Industry

Representative Lujan noted that the REDI focus is in alignment with the priorities he has committed to as a representative. He has joined his colleagues to take bold action to get our economy back on track. He voted in favor of the American Recovery and Reinvestment Act, which has made broad investments, saving jobs of teachers, police and fire fighters while investing in roads, bridges and other important infrastructure. The American Recovery and Reinvestment Act will also make families make ends meet by providing a tax credit for 95 percent of all workers. In New Mexico, an estimated 684,000 workers are eligible for the credit.

He has helped small businesses that are the drivers of our economy--when we help them, we help get our economy back on track. During these difficult economic times, we must empower small businesses to hire employees and encourage economic growth. Rep. Luján voted for the HIRE Act, which is designed to create jobs through tax relief to small businesses and other investments. The legislation includes tax cuts to spur new investment by small businesses to help them expand and hire more workers including a payroll tax holiday for businesses that hire unemployed workers. Rep. Luján also supported legislation that will make it easier for small businesses to attain capital and improve lending to small businesses.

In closing, Representative Lujan affirmed his roots and commitment to the area and encouraged those in the room to work together!

Synthesis of priorities from each pillar

Value Added Agriculture including forestry

- Community Development CDFI – integration
- Water – Water - Water
- Cultural Corridor
- Development of Commercial Kitchens that address food systems, food insecurity, health
- Alternative products (hemp, breweries, distillers, vineyards)

Media/Film

- Shoot Santa Fe
- Film tourism
- Build above the line (producers, directors, editing...not just grunt jobs that pay at a lower scale)
- Regulatory Streamlining
- Renewable Energy/Renewable energy installation (geo thermal, solar, wind)

- Algae cluster

Workforce training (community colleges, EMT training)

Develop funding opportunities for businesses

Technology

- Building tech business networks
- R&D/micro grids lab
- Develop science and technology parks
- Workforce Development
- Life Sciences

NEW CLUSTERS

- Outdoor Recreational equipment
 - Needs incentives, intellectual development, R&D
- Financial services (payroll etc.)
- Defense contractors utilizing SBA 8A program, Tribal Governments and Native 8 (a) program

Business Services

Support existing business

- Help business navigate resources in a concise way – requires partnerships
- Support for local procurement/diversification of local businesses to supply regional to national level

Creating new Businesses

- Access to Capital

Attracting new businesses

- Education for community leaders about different strategies for growing the economy – providing a common understanding.
- Need to educate communities about economic benefits of potential new companies so they can weigh against culture/community needs.

Workforce Development

- Resource bank for region – on line, educational opportunities, skills, future needs
- Build connections between students and employers
- Reform tax code/regulatory

- National career readiness certificate/program s alternative to high school diploma/higher education
- Build better connections between primary, second, higher education
- Look at the changing landscape at LANL and take advantage of it through education and partnerships
- Help build jobs for students while in school

Critical Infrastructure

- Timely regional coordination on core infrastructure
 - Water infrastructure- Greater efficiency
 - o Conservation
 - o Reuse of gray water
 - o Expansion of water sources
 - Last mile delivery of broad band to home and businesses
 - Common workspace to support solo workers
 - Develop clean energy infrastructure considering # 1 and transmission and storage
 - Develop public safety policy and infrastructure collaboratively to avoid redundancy
-

NEXT STEPS:

- 1. It will be imperative to review the specific recommendations and suggested potential actions for better understanding of feasibility and resources that could collectively carry the actions to fruition.***
- 2. Develop a process of follow up with key stakeholders who can participate actively through a focus group process.***