

2013 CED Spring Webinar Series
Measuring the Success of your CED and Healthy Food Projects
June 13, 2013

Operator: Good day everyone and welcome to the Measuring the Success of your CED and Healthy Food Projects conference call.

Today's call is being recorded. And now your host for today's call Mr. Andrew Kolly. Mr. Kolly please go ahead sir.

Andrew Kolly: Hello everyone, thanks for joining us for this afternoon's Webinar. I'm Andrew Holly from the Office of Community Services.

This Webinar is being recorded and you will be able to access the full Webinar as well as a PDF of the slides on the OCS Community Development Web site.

We will be taking questions over the phone at the end of the presentation or you can submit a written question via Live Meeting at any time during the presentation to be answered during the Q&A session at the end.

You can also utilize the Feedback buttons in the menu to let us know if you need is to speed up or slow down the presentation.

Today's presentation will provide information and helpful tips on measuring the success of your CED and HFFI projects.

Today we are lucky to have Melissa Levy, a Senior Associate of Yellow Wood Associates where she has worked since May 2003.

Yellow Wood is the managing grantee of the Ford Foundation's Wealth Creation and Rural Communities Initiative. As part of that work Melissa coaches and provides technical assistance to grantees on wealth creation and measurement.

Melissa's other project work involves research and facilitation around various natural resource based rural economic development activities.

Melissa received her Masters of Science in Natural Resource planning from the University of Vermont and her Bachelor's degree in environmental studies from the State University of New York at Binghamton.

Melissa lives in Hinesburg, Vermont where she serves on the Hinesburg Conservation Commission and the Hinesburg Economic Development Commission.

She's also a board member of the Vermont Environmental Consortium.

We're also excited to have two experienced CED grantees who will share their own experiences and insights on measuring the success of their projects.

Tom Mignogna is the Senior Director of Real Estate Development for University Circle Incorporated which involves the implementation of University Circle's residential and commercial development activities including property management, acquisition, sale and/or redevelopment.

Tom also manages UCI's lending programs including the OCS program as well as the New Markets Tax program for UCI's related entity University Circle New Markets Incorporated.

Tom has a Bachelor's degree in Political Science from Bowling Green State University and a JD from Capital University Law School.

We also have Luis Valderrama with us. He has been Vice President for Brightwood Development Corporation and its affiliates in Puerto Rico for the last five years.

Before joining BDC Luis was the Executive Director of the Health and Environment organization, a nonprofit aimed at promoting community economic development while protecting the environment.

Luis also has experience developing economic development strategies for some Puerto Rico municipalities.

Thank you to all of our speakers for joining us today and now I will turn it over to Melissa.

Melissa Levy: Great. Well thank you so much for having me. I'm really excited to talk to about the work that we've been doing.

Again I'm Melissa Levy with Yellow Wood Associates. We're a small consulting firm in northwestern Vermont. We specialize in rural economic development consulting.

And we've been doing work with the Ford Foundation over the past several years. We're the managing grantee of their Wealth Creation and Rural Communities Initiative. And I have been the measurement coach for that initiative providing assistance for measurement to our grantees on

the ground. I'm going to talk to more about the work they've been doing and the measurement they've been using.

So I had to bring it back to the basics. We have a process called You Get What You Measure where we work with groups around measurement.

And, you know, there's a lot of requirements about how to measure and from different funders and agencies. And just want to bring it back to why it's so important to measure.

It really defines success. It allows us to know what success is when we see it. It creates a common language which has been amazingly important in all the work that we do.

We actually also work with food hubs around the country through the Wallace Center. And we've been working with them around measurement which really has created a common language for their groups and their stakeholders.

And that really provides feedback loop for continuous learning and improvement. And that's kind of how we use it in our work with the Ford Foundation and also as a planning tool to provide real data and improve the quality of discourse analysis.

So Wealth Works, what we started with the Ford Foundation was wealth creation wealth communities. It has become Wealth Works.

And this is really, we feel like this is really a bridge between community development and economic development. It's really about economic development that connects underutilized community assets with market demand to create lasting livelihood.

It takes the best next step from any starting place. You can start in any part of this process. It brings underutilized assets which include people, place, property and know how to light and to productivity.

And it also links what local people can do with higher return demand in larger regions. We're really trying to connect rural communities to these larger regions in urban areas.

And it builds regional prosperity and self-reliance, increases upward mobility. This initiative is really based on helping high poverty areas and low income folks.

And we're trying to create wealth that sticks to a place and lasts. And it's really all about weaving self-interest of all of these different players in the region for mutual benefit so that everyone wins.

And then it really builds partnerships between a variety of different people, places, firms and organizations that can actually be used in new circumstances.

So this initiative is really based on creating wealth in rural communities and connecting them with larger regions.

So what do we mean by wealth? It's not what you would think. It's not all of all financial wealth. This initiative uses seven forms of wealth. And there are any number of initiatives that use different numbers so ours is seven.

And I'm just going to go through them so you know what we're talking about so intellectual capital is the stock of knowledge and creativity in a region.

Social capital, I'm sure you guys are all aware of is, you know, the networks and trust and relationships between people and communities and organizations.

Individual capital is all about individual people skills and health. And natural capital is the stock of unimpaired natural assets.

Built capital is pretty much about physical infrastructure, what the stock official physical infrastructure is that you have.

And political capital is voice and power. And then financial capital is the stock of unencumbered monetary assets that can then be reinvested in some of these other forms of wealth.

And this is a structure that we use. We also consider cultural capital which is about traditions and customs. But we don't measure that though because we feel like the measurement comes through these seven.

Okay move ahead. This initiative also uses a value chain framework where each of our grantees is really building a value chain. I just wanted to introduce that so you'd have the context.

So we consider a wealth works value chain to be a business model based on shared economic social and environmental values.

And all of these different players including buyers and processors and producers work together for a mutual benefit to create value which is really in response to market demand which is in a broader region.

Okay so this is kind of just a quick overview of kind of how it works. There are these interventions in the - these colored boxes that are the actions that the group, the value chain's taking, the coordinator of this value chain is taking to create either change a supply chain into a value chain or to create a value chain from scratch.

And we're really trying to create these results across seven different forms of wealth. And this diagram was actually created by a grantee. And I just I really like it because it gives a quick overview.

And then the other thing is we really have this tool called wealth matrix where we use it for planning and evaluation.

So all the grantees are really using this to figure out how the actions that they're taking are having impacts across the seven forms of wealth.

And so this is a tool that we use to get them to start thinking about how what they're trying to do in their value chains can really impact these different forms of wealth.

So you can see there are questions related to each one, how well your intervention impact the stock of skills and physical and mental healthiness of people in your region and beyond into the other forms of wealth that we discussed.

And then we have like I said, we really use this as a planning tool. And so it's used as planning and evaluation. And I'm having trouble moving forward, my apologies. Sorry I'm stuck.

Anyway I'm going to wait until this moves forward. But basically this matrix here that I'm showing you then becomes a planning tool. And what will come up eventually is a chart that really shows, you know, the action that the group is going to take, what the indicator is, how would you know, you know, what would need to change in order to see - here it is, the intervention.

So the intervention is the action or the activity that you're going to take. The indicator is, you know, in what direction are you going to see change?

And then we actually work with them on developing a measure. And they do baseline measures at the beginning of their initiative and then they do the re-measure each year.

And then we really help them with the method. Are there tools we need to create? Is there a particular methodology that we need help with? Is it surveys? Is it interviews? It could be any number of things. Some of it is secondary data.

But each of our grantees work through this matrix at the beginning of their initiative. And it really helps them to plan. And the idea is that this is not meant to be extractive. This is meant to provide, you know, we're trying to get them to measure things that really help them decide if their work is actually having an impact.

And if it's not then they may need to change their intervention. Then maybe the intervention is not the right one. And so it allows them that time to reflect.

So before I turn it over I wanted to just show you some of the results that we've had across the different forms of wealth and with some of our different grantees.

We're working in central Appalachia, the deep South in the Texas Mexico border. These measures I'm going to show you are all based in central Appalachia because they have been working the longest so they have had a few different measurement points to take.

This Federation of Appalachian housing Enterprises is a group trying to build green affordable housing in central Appalachia for a four or five state region.

And they realized that they needed these BPI certified contractors. So they had a training component, I guess this is individual capital so building skills.

And they've - as they've re-measured you can see that the numbers of those contractors has gone up. So that's attesting to the building of skills and then also creating economic opportunities for those contractors.

And Social capital, this is the central Appalachian network. They are a network of their focused on building sustainable agriculture and local food value chains.

And we for social capital they were mapping out, actually mapping out their value chain networks. And as they re-measured they could identify if those networks were growing, if there were getting stronger, if the relationships were getting stronger. And that is only helping them to do what they really need to do which is sell more food.

And this is intellectual capital. Again this is kind of knowledge and creativity. The same group again with sustainable food and sustainable agriculture they were realizing that they needed to engage the wholesale buyers in buying their products but they need to educate them about why.

So through their training and through their interaction with those folks they've been actually been able to increase the understanding of those buyers. And that has led to an increase in the actual number of buyers and also how much they're buying.

So you can see an increase of 37% in the number of buyers engaged in the value chain. And then an actual increase in the amount of purchases they're making per buyer. So these are real results based on the activities that the - the can network is taking.

Built Capital, this is a group called Mesa. They are doing energy efficiency retrofits for low income households. And they're doing it so the low income households do not have to pay by doing on bill financing where the savings from those retrofits is used to pay for those retrofits.

And you can see Built Capital, again this is physical infrastructure of these retrofits are Built Capital. And you can see that there - they - the progress of how many retrofits they've actually been installing and, you know, what the costs are.

And again those low income folks are not paying for those. They're being paid for by the savings. So that's a pretty impressive project. And this is in Kentucky which is coal country so it's even more impressive.

And Natural Capital, again the same group they are actually having a measurable reduction in greenhouse gas emissions as a result of those retrofits.

And you can see over time over the past few years that has increased significantly.

Another one, this is back to the can example, the agricultural example kind of speaks to what we're talking about but they've actually expanded the number of acreage that is a part of their value chain.

And not only the total number of acreage but the number of acreage that is organic and chemical free which is really what they're trying to do in terms of natural capital.

Financial capital, this is Rural Action Group in Ohio that is doing a sustainable forestry value chain.

And they have really been focused on connecting manufacturers to wood produced in that region and regionally produced certifiable FSC certified wood.

And so they have identified a number of manufacturers that are willing to invest in certifying wood so that they can actually buy it.

So they - and as a result we have five companies that have now become FSC chain of custody certified providing wood into the value chain.

And then political capital, the last one. This is again (Fahi) who's doing the green affordable housing. They really identified a barrier which was, you know, everybody defined green housing differently.

And now through their work they have been able to really help create a common language and understand where the barriers are in moving the appraisal.

Green homes aren't always appraised the way they should be. And their appraised - they're undervalued for their energy efficiency.

And so they are really pushing to have that appraisal gap felt so that they are appraised the right way and so they are creating political capital and getting a lot of, you know, different state agencies involved in this conversation.

So I went through that pretty quickly. I'm more than happy to answer any questions. I just wanted to go over a few quick lessons about measurement that we'd found.

We find that this way of measuring actually helps these groups do their work more effectively. It's not extractive and it really provides a wedge plan and evaluate the actions that they are taking.

And they are shifting their actions based on things working and not working. It provides that room for experimentation.

And it also doesn't just happen it really needs to be intentional and well considered and that's where we come in in terms of coaching and technical assistance around, you know, choosing, identifying the right measures to get them where they need to go.

So again that was a really quick introduction and then there's so much more. There's a lot of information on Web sites about this initiative.

There's a national community practice where there are a lot of interesting conversations happening. And again I'm more than happy to answer any questions. But I will turn it over I think to Tom.

Tom Mignogna: Thank you very much, just going to wait a few minutes until the PowerPoint catches up.

There we go.

I'm Tom Mignogna, Senior Director of Real Estate Development for University Circle Inc. in Cleveland, Ohio.

We are a onetime first-time CED healthy food financing initiative grantee. And we are in our second year of the experiencing this awesome program.

A little bit of about University Circle, we're a small nonprofit community service corporation that services a small area about three, 4 miles east of downtown Cleveland.

University Circle Inc. is responsible for developing, serving, and advocating this neighborhood to become a premier destination for visitors, students, workers and residents.

We had a nice quiet storm of stakeholders that we're trying to build off of and like to classify ourselves as a center of education healthcare arts and culture.

We have Case Western Reserve University, University Hospital Health Systems and Cleveland Clinic Health System, the orchestra, the Institute of Music, the Institute of Arts all within our one square mile along with about 40 other nonprofit institutions.

But our neighborhood is also home to some of the most severely distressed census tracts in Northeast Ohio.

So we've been focusing our action plans on creating a 24/7 neighborhood to improve the housing stock, to improve the neighborhood retail and food options for all of our residents, visitors and guests as well as the 45,000 employees that come to our neighborhood every day.

So University Circle Inc. the organization, we are in charge of physical development and maintenance of the neighborhood, inspiring investment from third party individuals, creating housing and job opportunities.

We also run a 30 police officer police force, a community police force with full police powers through an agreement with the city of Cleveland. And we advocate for our neighborhood and our member institutions.

We do that through holding social events, job fairs job creation opportunities, sitting at the table with the mayor trying to create community impact agreements so that all the development that we are attracting also requires minority female based enterprise, hiring, low income resident hiring and so on and so forth.

Really the CED program was a perfect fit for us and for our third party market that we wanted to bring to the neighborhood because we were in a food desert which allowed us to take advantage of the location, all the growth, all the investment that was incurring in University Circle.

We were able then to find a site that was part of a mixed use development to pull together corporate and public financing partners.

We brought in a local grocery store operator who was willing to take a risk. And finally the last piece of the puzzle was the OCS funding which helped bridge the gap on this project.

The project was roughly \$3 million. The OCS funding helped bring about \$600,000 to that project.

From a programmatic standpoint our goal was to create a grocery store in this urban district and provide healthy food options for all of our residents and stakeholders and try to create a sustainable system of education and availability to this healthy food.

The financing was the tool. And quite honestly I'm just showing you a little bit about our neighborhood and really the diversity of institutions that we have from all the museums to the employment centers to the low income housing to some of the market rehousing that we've been able to attract.

Constantino's Market was brought to the table in 2010. It started their planning.

In 2011 UCI working with other stakeholders such as the University, Constantino's Market, the city of Cleveland pulled together, received a community economic development project grant from the OCS Department of Health and Human Services, wanted to establish this new grocery store which would not only provide the healthy food but also at least 28 full-time jobs for low income individuals.

We applied or we lent this grant to the grocery store at a low interest rate with a long term and a long amortization to make sure that they had all the opportunity possible to really get this start up and running to be able to carry through the early years where grocery stores struggle.

Their margins are often thin in the grocery store industry. We wanted to make sure they had all opportunities of success.

But we also want to make sure that they were knowing that they had to provide all the reporting and that, you know, this was a loan and not a grant so that they were, you know, responsible for paying back these funds.

We're very happy with the response we got from our grocery store partner. The project opened up about a year ago.

And as you can see from some of the photos on your computer we're very happy with the wide selection and the wide variety of healthy foods, hot foods, foods that don't come out of a wrapper necessarily that they provide to our residents and our guests and our visitors.

Constantino's Market offers really a large variety of pre-served pre-heated healthy foods as well as a large variety of vegetables, fruits, healthy dining options.

They also tried to provide services for children so that mothers can, you know, do their grocery shopping without having to worry too much about watching their children.

All right...

Male: Yes.

Tom Mignogna: ...just waiting for this. Really the crux of my interest in these Webinars and the OCS process has been how do you report?

Male: I'm just on a phone call so...

Tom Mignogna: Somebody needs to hit mute on their phone.

That being said we went through the PPR report and the PPR process that is required semiannually by the OCS office.

And after a few attempts at it working closely with my third party grocery store operator we created this survey that I sent to him that he fills out so that I can as easily as possible translate this survey on to the federal PPF Web site and do my semiannual job creation reporting as well as the understanding how well the grocery store is doing in its effort to market its healthy food options to the community and how much shelf space they're providing to healthy foods options for the community and, you know, how well they're doing with their bottom line to make sure that they are sustaining a successful business model.

The first page of this survey that we've created really focuses on, you know, job creation. We worked with three or four different employment centers that do job training and job placement for low income residents.

We scheduled personal interviews between them and the grocery store operator, signed a cooperation agreement and really let them work together to do their placements.

And so far it's been a smashing success. You know, the second page of the report or the survey that we do really just focuses on sales, breaks it out into produce sales so we can see how much healthy fresh food is, you know, going out the door.

We want to understand what their nutritional displays and marketing efforts are. So we ask for, you know, quarterly updates on, you know, what they're doing differently and what's working and what's not.

We kind of know who directly benefits from this project which really is, you know, the neighborhood residents, the low income residents who have obtained employment at the grocery store but also, you know, many of the families and children who live in the surrounding neighborhoods and in our neighborhood really have been giving us incredible feedback.

Quite honestly, you know, the email that we got actually, you know, around this time last year really summed it up. It was the day after they opened.

We have a lot of low income residents with handicap issues. And so wheelchair access was very important. We tried to design our streets and our sidewalks with that in mind. Part of the planning of the physical premises that the market is in addresses that.

You know, the email that we received really moved us. And, you know, that's sort of the most direct way of at least knowing we've helped a certain sector, a certain individual but I believe was speaking for a few of our other colleagues and residents, just love and embrace the grocery store.

You know, we're working now just to make sure that the job creation element continues to grow that it goes as smoothly as possible.

I'm also making sure that the relationship between the grocery store and the employment agencies continue to exist and they rely on that through the first and second ways of hiring and firing.

I do not expect the first 28 low income hires to be hired to remain there. I think they've had three replacements so far but we've been satisfied that, you know, they're doing everything they need to do.

From what we understand they've created 29 full time jobs in this initial year, four part time jobs.

Of the 29 full times, full-time positions 20 out of the 29 have been identified to low income individuals. We're very excited that, you know, their weekly produce which is put at a competitive rate has been flying off the shelves.

And now we're working on promotional signage that details nutritional displays, nutritional information and continue to do that.

We've also been working with them to get them outside of the store and onto the sidewalks and into our event planning sections.

We have a large event scheduled in our Central Park area that allows us to access 5000 to 7000 people on a weekly basis. And we tried to promote at the grocery store and the services they offer to that as well as using social media very extensively to try to get the word out.

So, you know, we're very excited with all aspects of how this project has been going and I look forward to receiving any questions after Luis's presentation.

Luis Valderrana: Thanks Tom and thanks for allowing me to let you know about our initiatives here in Puerto Rico. I'm the Vice President for BDC, Briarwood Development Corporation here in Puerto Rico.

And since 2007 the leadership of Briarwood Development Corporation has been intensely focused on economic development, job creation and community revitalization initiatives in the Western and Southern region of Puerto Rico.

Briarwood Development Corporation operates two CDC projects here. Both of them are aimed at promoting healthy eating and making healthy foods more accessible to low income families.

In 2011 we started with a Western Puerto Rico food and agro processing center project. And then last year we started the Healthy Food Business Initiative which both of them are closely to 800,000 in funding.

I will be discussing four components of this presentation. The first one is a short introduction about the two projects that I'm talking about.

The first one the FABC is a healthy food processing facility. We call it a second stage business accelerator because it's not an incubator since we help mostly businesses that are already working and they are expanding.

So we're concentrating our efforts to help them achieve their goals that in turns are our goals. The FABC we hope will provide these production modules, obtain, let them obtain production equipment and benefit from the specialized technical assistance.

Basically the technical assistance and food processing techniques because as I said they are expanding but at the same time they are small, rather small or medium sized food processing companies.

And by providing technical assistance we are then understanding what the - what kind of changes they need to make.

And in the process we help them to obtain the necessary equipment. We provide also business technical assistance in terms of accounting, marketing.

And that type of model is - has been very important because we figured out that in the process they learn a lot but we learn a lot on how to develop our own project. In this case the FABC project has been an excellent experience between the business, our business partner and the staff.

So the other - the second CDA project is the SFBI. And it's - that project is aimed at distributing healthy foods to food (distributives).

We have many ways within that initiative. The first one that we established is the Healthy Food Distribution Logistics business unit.

That is a business unit that take care of the production, the product that is produced at the FABC and also some other healthy group either producers are farmers of healthy foods because of course we are concentrated in making more accessible healthy food product in our service area.

Other - we have other two components that actually I will be expanding in other slides of the future is the seashore market - farmers market like she said and also the healthy spot, the (offices) healthy spot.

The farmers market has been a - actually a great tool not just for letting people come and buy healthy food and - but also allowing many farmers, many food producers of healthy food to present and sell their products.

It's a - and it's an area that allows them to one, offer the healthy produce and the other to buy them.

So in the farmers market we also it's a great opportunity to have people not just buying and selling but also having health clinics.

But another type of activities that allow them to understand why it's so important to eat healthy and to maintain our health.

So again it's the farmers market has been a great tool. But as I said it's also a great tool to measure success. I will be talking a little bit more about that because this is, you know, another section of my presentation. So I'm going to be moving forward to the next slide.

This is going to be - going to make a quick description of our two projects as you can see by the pictures and clockwise that is the food escalator at the Western Food Processing Center.

And you can see there the facility and in terms of the modules that are available for the business partner.

Actually we just have a left - just one module available but we have already business partner is the one that is in the picture that is selling, producing and selling healthy foods.

And then we have not just modules and equipment and all that what I said before but also the facility includes the conference - a room and includes also a business center.

It's - that is just not for us that to provide the business technical assistance but that is also they're kind of their offices.

This is the healthy food distribution logistics staff just wanted to see an example of this operation and the type of people that we are using to distribute healthy foods.

Well I'm moving to the second part of my presentation that is the PPR reports.

And moving forward. I know most of you might be familiar with the tool but I will say some comments about its components since that would provide some (beef) for the discussion of the other subject that I will be soon addressing.

First of all the performance measures mostly (quantitative) but those are the numbers. If we get to the goal, achieve the goal or not how we are doing along the way. And it's about to measure the outcomes which are related to the project.

The second component is the program indicator - indicators. It's - that is the qualitative data. It's not just the numbers it's very important to let people know what we are doing in terms of the performance related to the activities that we are doing, the baseline that we have established for the project.

The highlights and major accomplishments I said a good story because that's where of course that what your shipment, what you are doing right the sign - the assignment success that you are letting people know that you are obtaining in this case in both projects for Briarwood.

And the challenges and resolution is - that are looking at that as a negative. Because it's not of the contrary is the ability to make adjustment is an opportunity to identify what the type of challenges that the projects are facing and then move forward and make a resolution, make the right adjustment to move forward and ensure success at the end of the day.

This is very important to mention because I'm now going to be talking about other type of a evolution criteria. And the tools that I will be talking about explaining a little bit is help - have helped us in plugging information in the PPR official evaluation tool of HHS.

So the first component that I will like to address is we do focus group. We found out that by doing so is we have the opportunity to understand not just what we understand -- when I say we the staff of Briarwood -- but also what people understand that we might be doing instead of doing one thing that we might be understanding that is the right thing to do.

Then we have people that let us know their beliefs, their knowledge about something that is related to our projects. And also it's a good time to measure the attitudes that these - those people have toward our projects.

Again it's very important to listen to the community. And through that focus group session we have been able to understand many things and then as I said before makes the necessary adjustment to move forward.

Then we also use a periodic meetings with the community leaders and partners in key stakeholders the government, private enterprises and schools.

I will let you have a - just a quick information about the schools. We here are working with two districts, school districts.

And by meeting with them we understand what is important to provide to them through our outreach activities. Instead of just thinking this is important to them we are meeting with them to understand what they need. And based on what they need then we move forward and provide our assistance.

We also do a lot of community outreach. I'm sure all of you all do. And as I said I will be using the Seashore Farmers Market to discuss some of these evaluation tools.

And in the farmers market we not just go ahead and do the farmers market, we also ask people what they think the type of product that they want about the setting of the farmers market, what can be done better what improvement we can do in the future.

It's an opportunity also to again let people know the importance of eating healthy and stay within good lifestyle, a healthy lifestyle.

So we do survive. We also do kind of informal, other informal questions or interviews doing actually during the farmers market.

And then we also - it's very important we could - because we can - we have been able to identify how people feel about healthy eating these of these other types of food.

And we also have been able to understand the type of healthy that people are seeking. It's not just something that is in a package, it's not something that is a vegetable or fruits. It's something else. And we would like to understand what else people are looking at to stay healthy.

And we also have developed our own tools to collect data. I'm going to mention a couple of them, Google docs.

Google Docs is a tool that is available basically to everybody of course that is able to get a computer and get a Internet.

But Google Docs, we found out that instead of reacting, instead of trying to make our evaluation later we using Google Docs we plug in the information that we keep in touch continually so we can understand what we are doing and what we need to do, what else we need to do, what else we need to improve.

And the second tool is the - and we prepare on a monthly basis action plans. Those action plans we break it out into daily objectives.

And that's - that has been great to do it because every single day we touch base in the morning and we say well we have these objectives to achieve today.

And then in the afternoon we actually measure our success what we need to improve, what was done, what was not done and then move forward to improve whatever we are doing.

Then we also have other type of tools like the job creation charts that we are going to be presenting real soon.

And also we use sales records to buy our business partners in use as an example worksheets or QuickBooks.

This is an example and you may not be able to see the information because this is not that large a document. But it's as I said it's a job creation report ((inaudible)).

Some of you might be familiar with this type because I know this has been around, not just for Puerto Rico but elsewhere.

So we - what we do is that we stay plugging in the information. We create a job. Instead of waiting we just plug it in. And that information is closely related, very closely related to the PPR indicators.

And it's easier to then when the time comes to prepare the PPR report to have this information more ready available. And we just need just to plug it into the PPR report.

And that - this is an example of the action plan. Actually this action plan does not have the objective because we make the plan by setting objectives. And those objectives are very related to the objectives of the project that we said that we are going to be achieving.

So if you see that it has the activities that we will be doing to achieve those objectives when the target date is - and the results of those activities.

And this is very important. But again the second component that I mentioned in the PPR report is the indicators.

By having the indicators I had and establishing objectives and activities related to them we need just to plug-in and the information into the reports.

And that's the reason why we use Google Docs. Because we are - all the staff is working with Google stuff and plugging in information and fine tuning it.

And at the end of the day when we need to write a report we have already the information not just the numbers but also the information, the good story as well.

And as I said we keep all possible information about how the business partners are doing because it's not just a matter of what we are doing and how we are doing it. It's a matter of the success of our business partner because their success is our success.

So we make sure that if they don't have their own tools to have the best possible information then we provide that tools.

And we have all the records as in this example. In the daily basis we have - and actually this is just a part of course, the sub transaction with are intending to present a specific picture.

But this kind of tool allow us to maintain an ongoing tool that provides us to the right information.

Let's move forward to the other component of this presentation that either marketing tools and how it relates to the project success.

The first, a component that I would like to address is the promotional kit. That's the very good tool because we are ready to as appears on the presentation, we are ready to provide an effective sales pitch.

It's a great guidance. You have the right tools. You are prepared. You go ahead and make it short if needed a presentation, if not you have the tools to get the attention of the people. And that is a very, very good tool to move forward in promoting your products.

Then we use DVDs. And actually the DVDs are the one pages that you are going to be - and actually the newsletters is part of some of the elements of the promotional kit.

The DVDs are easy to manage, send and provide a short but effective message. The one-pagers doesn't have video but also is a good way to provide a sharp effective message.

And of course include pictures that say more than 1000 words. The bullet information is easy to follow. And you are able to get to the point and effectively.

Newsletters are also a very good tool for what you are doing. This is an evidence of your good work, what the progress of your projects are. And I'm going to be providing some examples soon about those type of tools.

And then the Web page that we all know is an excellent tool for providing accessibility and flexibility and real ability.

((inaudible)) and other media, excellent, we try to do as much possible media coverage. We mostly use regional newspaper, regional TV because it's tailored to our projects.

Again we provide service to all Puerto Rico but we mostly serve the Western and Southern part of Puerto Rico. And that's the reason why we use regional media.

And we found out that it's more effective to use those type of regional media instead of going to the national. Of course if you had the opportunity to go national why not but in terms of effectiveness we have proved that going regional is at least for us is more effective.

The social media is another great tool because it's not just what you can express to so many people through the, let's say I think for example Facebook or Twitter that I know you are both familiar with.

But it's an easy way to connect people. It's too a big wave of information that is rolling through the Internet and people knowing what you are doing and - I'm sorry ((inaudible)). And of course a PowerPoint presentation that is the one that we are all using today.

This is an example of the CD as I said - I should say DVD. Immediately as (you) said the DVD itself is a presentation it's a promotional tool because of the way that you prepare it.

And our experience that as soon as you handle that type of a DVD people say what is this? And then effective a video then you are able to quickly present on this one is a DVD to promote the Seashore Farmers Market.

And I just want to make a point, (literal) means seashore in English.

This is our part of the Web page is the one for the Western Puerto Rico Rhode Island processing center.

And this allows us to promote not just what we regularly in the regular basis do but also the special project within the project that we are doing like the farmers market.

And this was one of the promotions for the, I understand the first farmers market that we did last March.

This is the ((inaudible)) healthy spot that I talk earlier. This is an easy way to present what we are doing. It's easy to introduce - to introduce as you said the project.

I should say as you can see this small retail outlet but this is a prototype that we are using as a as first stage project tool to make sure that we are prepared what we move forward to the bigger semi-mobile healthy spots that we are developing here in the Western and Southern area.

So this is a tool that has proved to be very effective. This bullet you can move forward, you can stress the key points of the projects. And it's very, very, very useful.

Also that we - I should say it that I'm moving forward to the next topic my presentation is how to demonstrate success to our project partners.

It's very important as we all know and we found out that by making sure that we make a report to our stakeholders is a way to tell them okay we are here, we are together, we are partners.

And we're not just - not just talk for a while to while we make sure that we presenting the former regional report all the achievement that we are having with project.

This is an example because the ((inaudible)) farmers market this is carried in a land that we got from the municipality of (Marja West). That is one of the municipalities in the Western part of the island.

And we have a pretty good piece of land the now we are able to go ahead and do the farmers market.

And this shows, this report shows to the municipality in this case that we are doing the right thing but they can trust us that we said that we're going to be doing something that we definitely do it.

And this is something that I recommend and we also had a - the DVD. So we - so this is an easy tool to not just marketing your project but also to demonstrate your success and to demonstrate to them that you are working hard to achieve the - all objectives.

And this is an example of one of our newsletters. That was to prove to our partners that we are continually doing the job and not just doing it but letting people know what we are doing. And if they are partners they also can see themselves in the newsletter.

And that - they express gratitude when do so (sic) because it is not just demonstrating to them that you are achieving the goals but also that you are counting with them to move forward and have - get other objectives done and success.

This is also an example of the use of a one pager. It's not just a marketing tool but also a way to present the success to partners.

Again this was the land that we got through our use land agreements. As you can see the pictures there were a lot of trash, graffiti and grass.

And then we presented through this one pager but once before and after. And for the municipality of (Marja West) this is something that we can handle, send it with another mail, present in a presentation in a meeting. And we can say well that was regarding this case and that's what we have now.

Is before was placed also to not just with trash and graffiti was also a place unfortunately do although type of activities that, illegal activities that we don't like.

And understand why they are - there but we then it's not just the partner in this case, the municipality at (Marja West) is happy but also the community because before actually some drug dealers used in the past the surroundings to, you know, do their illegal activities.

But now instead it's great place where people can go there not just to the farmers market but also to enjoy healthy food at the healthy spot and do other type of outreach activities, not just the farmers market.

Okay that's the end of my presentation. I will then turn now over Andrew.

Andrew Kolly: Well that's going to wrap up the presentation for today. We're a few minutes past 3 o'clock but we're going to quickly see if we have any questions on the phone lines. So if you do have a question you can press Star 1 and ask your question that way.

Also if we don't get to your questions or you have any additional questions you can email ocsregistrar@icfi.com. And that email is also on your screen and we'll be happy to follow-up with you.

So operator is there any questions on the phone?

Operator: And we have no questions on our roster at this time. However if you would like to ask a question again please firmly press the Star key followed by the digit 1.

Andrew Kolly: And also remember that you'll be able to access the recording of this Webinar and the slides on the OCS Community Development Web site. And more information accessing these materials will be provided in an email following the presentation.

Are there any questions in the queue?

Operator: And we have no questions on our roster at this time.

Andrew Kolly: All right. So that's going to conclude today's call. So thank you to our speakers and for everyone for joining.

Operator: And again ladies and gentlemen this will conclude today's conference. Thank you for your participation.

END