

**Partnerships for CED Projects
2014 Prospective Grantee Webinar Series
May 1, 2014**

Operator: Please stand by. We're about to begin. Good day and welcome to the partnerships for CED projects conference call. Today's conference is being recorded. At this time, I would like to turn the conference over to Ms. Lara Malakoff. Please go ahead, ma'am.

Lara Malakoff: Hi everyone and thanks for joining us today. This is the second Webinar in a series that provides perspective applicants of the Community Economic Development Program with information about the CED program, information about partnerships and resources to support CED projects and details about the 2014 CED and CED HFFI grant competition. Today's Webinar will discuss identifying and engaging community partners in your CED project. My name is Lara Malakoff and I'm with ICF International and I'm joined here by our partners at the Office of Community Services. And we are pleased to have two speakers on the line today that will discuss the topic of partnerships. There will be a question and answer session at the end of the call. So during the Q&A session, you can ask your question either over the phone by pressing star 1 or you can type your question into the live meeting screen in your computer. If there are any questions that we're not able to address on the call today, we will compile answers to those questions and we'll send those out via email following the call. And please also note that this presentation will be recorded and we'll also send a recording out along with the presentation slides via email once they are available.

So now I will introduce our two speakers for today. First, we have Mr. Michael DiRamio and he will provide an overview and guiding questions for how to identify and engage community partners in your community economic development project. Michael is with the Corporation for a Skilled Workforce and as program director for sustainable communities there, he leads the research and development of strategies to promote sustainability and inclusive prosperity in communities. In particular, he focuses on integrating community based job creation,

entrepreneurship, giving capital development and adoption of sustainability by businesses and communities. Also with us today is Mr. John MacDonald. And Mr. MacDonald is president and CEO of Impact Services Corporation in Philadelphia, PA. Impact Services was established in 1974. It was the first program in the (Ford) Foundation national demonstration on supported work. And the organization operates in seven locations in Philadelphia where it staffs - its staff of 120 provide a range of employment and training, supportive housing, community and economic development services to over 17,000 needy Philadelphians each year. Impact Services has received multiple CED awards and John will discuss cultivating and maintaining community partnerships based on his own experience with CED projects.

Following the presentations from both Michael and John, we will briefly discuss how all of the information that they've presented impacts your CED project applications. And then following that, we will open the floor to questions. So now I will turn it over to Michael DiRamio. So Michael, please go ahead.

Michael DiRamio: Okay, great. Thanks Lara. So I'm assuming I can see the - we're on the first slide here.

If we could go to the second slide. Hello everybody. Glad to be with you here today. So I'm with an organization called Corporation for a Skilled Workforce. Our organization provides strategy and implementation support, research, evaluation and technical assistance to initiatives that bring together, really, economic workforce and community development resources to create jobs in thriving communities. And increasingly, we're working in communities to empower and create economic (opportunities) for local businesses and entrepreneurs to create jobs, serving (untapped) market opportunities.

So I'm going to talk a little bit about that, so if you could go to the next slide, and before we dive more deeply into, in particular workforce partnerships, so broadly speaking, I'd like to suggest a really expansive view when it comes to identifying potential partnerships. Consider - really consider forming strategic alliances that go beyond any particular grant to help you leverage the

resources you need. This framework we have here provides a comprehensive approach to creating these kinds of jobs through alignment and partnership across different sectors. And, again, this is a very broad framework. We're not going to go into much detail on it now, but wanted to put it out there as the overarching framework that we use when we are working with communities. So we're going to zero in on the, in particular, the - under the bottom there on the screen, you can see enable it, build it, support it and then supply it. And we're going to zero in on the supply it in just a moment which is really the local workforce development piece.

So if you could go to the next slide please. But before we do that, if you haven't yet landed on a particular business or project and are still open to what kinds of businesses to target for your community economic development grants, I'd urge you to consider a couple of questions like these -- that are shown here. And really, you know, trying to identify what some unmet community needs might be and then - which I'm sure many of you are very familiar with in your communities, but also think about, you know, what are the skillsets that are in the community - your communities and how can you potentially build upon those? In many cases, there might be existing initiatives, training initiatives and availability of training in the particular industries that could be - point you in a direction where maybe focusing on that particular industry and helping to start a particular business in that industry in your - the community that you're serving can help leverage some of those additional resources.

If we could go to the next slide. So again, back to this framework, we're going to zero in on the - and if you could advance it one more. We're going to zero in on the supply it, or enabling local talent, engagement and development.

If we could go to the next slide. So don't put the cart before the horse, right. We're - you know, when it comes to looking at placing people into jobs, often we're sort of looking at - wanting to make sure that those people are ready for those jobs. And so we need to really first understand the challenges to make sure they're operating from the right set of assumptions about what it

takes to get someone from a job and onto their career paths. And people need skills to qualify for jobs. And this is increasingly the case. In fact, most jobs will require some form of education beyond high school or a GED. Individuals that only possess a high school diploma have fewer employment options. And I know while your grants aren't focused on training, I think it, you know, (both) explaining more about how you can partner with workforce organizations to support people being ready for jobs in - that are being created by our projects.

If we could go to the next slide please. So before we do that, it will be useful to think - I hope it's useful to think about the challenges that a particular job seeker faces in your community. You know, there are many questions that each person confronts when looking for work and I think it's important to keep that in mind. And those really influence their ability to be successful in getting trained, getting hired and also remaining on the job and advancing in a career. So the good news is that there are often other organizations in the community that you're - like, that you're serving or there are likely other organizations that are focused on helping people answer these questions for themselves. So it really is worthwhile to try to understand who is out there trying to help people answer these questions and then how can your project be a conduit, a potential job opportunity, if not work experience, (is) not a career opportunity for people.

Next slide please. So where do you start? I think as Lara mentioned, the presentation here that I'm doing right now is really focused on the outreach and engagement, identifying potential partners and engaging them on your grants. So when it comes to partnering around local workforce development in particular, there's really a lot that community development corporations can do to get ahead of the issue and really get plugged into resources to ensure a ready workforce when the time comes for hiring for your businesses that you're creating. So I'm going to focus, again, on the identification of potential partners. And I know John is going to go into more detail on how those partnerships can really be successful once established. So I'm going to go - I'm really going to focus on numbers 1 through 3. The other items listed here are really helpful to keep in mind, however, if - that aren't directly relevant in the short term time horizon likely that

you're operating on, but I do encourage you to take a look at them and think about how more longer term you can get more involved and be a partner around local workforce development issues.

So next slide please. So when it comes to outreach and really connecting with your local workforce resources, this slide here just is really a small sample of the different kinds or organizations to think about partnering. You know, first I would just encourage you to get to know the players and existing initiatives in your community that are focused on local workforce development, what services those different agencies offer and what initiatives you can plug into. Often, as I mentioned, there are initiatives that you can plug into. For example, you know, your local workforce boards or one-stop operators often are - and they're called different names in each state, but they often are places where some of these resources are being brought together. Sector partnerships are - industry sector partnerships are often another place where these resources are coming together. So - but to start off with, the small business and community enterprise development area, you know, this is really where you are, I think where many of you are. And I suggested that, you know, that you're, you know, really looking at your peers as, you know, potentially a good place to start. You know, what are they doing around local workforce partnerships? And if you, you know, start there, that my point you in some directions of who might be good partners for you around local workforce development and what other initiatives you might be able to build upon.

And if you move up to the top there around skill building, you know, there's really a whole continuum of training often available in your community and this is really a potential pipeline of workers for your projects. So really consider these as potential allies, you know, literacy centers, colleges, community based - other community based organizations, as I mentioned, your local one-stop operators. You know, these agencies are often running the very kinds of programs that could be a potential pipeline of workers for your projects. And so - and also when it comes to supportive services, you know, there really are, as I was mentioning, often people in communities,

in particular, low income communities and low skilled individuals in those communities, really face - often face a lot of barriers to obtaining and retaining employment that really aren't related directly to training but are things like transportation and childcare and if they're returning citizens, getting their identifications, their IDs reinstated and such. So really connecting with some of these other organizations can be really critical when it comes to ensuring that people are going to be plugged into and ready and able to stay on the jobs that you're trying to create for them.

And finally on the left-hand side there around industry engagement and career pathways, you know, going to what industry is already gathering can be a great way to get plugged into a ready workforce. You know, for example, I mentioned that industry sector partnerships are often focused on growing a workforce for a particular industry, so if there is such an initiative, and there are over 1500 of them across the country, called, again, all different kinds of names, but really focused on a particular industry and on particular workforce issues within that industry, they're often based out of chambers or community colleges and such. You know, that can be a place to really get connected to some of these - well, to your workforce that - you know, because often those initiatives are focused on really preparing people for their industry and if you're - the business or enterprise that you're working to develop is related to that industry, then you might be able to really leverage that program that they have going on.

So next slide please. So when it comes to actually reaching out to some of these agencies, you know, I think it's important to really try to identify aligned interests. So some of the questions that are asked here are really, you know, ones to keep in mind, you know, but really the main point here is to think about how you can listen, you know, before you're asking the partners, so really understanding where those potential partners are coming from, what they offer and then where there's potential alignment with your goals is really the main point here, really. So if you're really clear on what your grant needs from your local partners, that really helps. So, you know, what is the value that you can bring to their project, is really a good place to start. Is it, you know, access to resources that they don't have?

Is it, you know, helping with placement into a job after their participants have been trained or is it something else? You know, and then similarly, are you clear on what - I'm sorry, yes, those questions are, you know, a lot of those questions are sort of more about the second question there about are you clear about what you bring to the table?

But in terms of are you clear of what they bring to the table, you know, is it access to more training programs, like you know, I was mentioning, you know, and I'm aware with this grant - doesn't provide a significant or a focus on training. However, other organizations do have funding that is really focused on that. So the more you're out in the front and working with those agencies to say, "Hey, this is, you know, this is what - these are the jobs we're looking to create and these are really the skills we're looking for," then those agencies can start to plan for that. And if they're mindful of your proposals going in, if there's a potential to partner on that, then they're going to be even more mindful of how they can prepare for that. You know, they can provide a range of different services and I'm going to go into in a moment - in a moment. In terms of, you know, specific target populations, that's also a potential place of alignment. You know, often, you know, there's specific populations that agencies are focused on and potentially you are as well.

And so if you're asking questions around that, there's potentially resources to support those specific populations. And I'm speaking specifically about, for example, at-risk youth looking to enter the workforce or opportunity youth, veterans, returning citizens, et cetera. Or if population isn't a shared priority, maybe you can make the case for how partnering to serve their population is - why it's important and how you can really create a new pipeline for them.

So the next slide please. This is a very detailed list, but hopefully it provides a sense of how you can engage - in this case, it's focused on local workforce investment boards, which are across the country in every county and they're one-stop operators. So but this really could - a very similar

approach could be applied to engaging, for example, community colleges or other community based organizations to provide workforce training and supportive services.

So it really is worthwhile to sort of walk through this. I'm conscience of time and we'll move very quickly through this, but really what the bottom line you'll see throughout this is really -- and it echoes what I was just mentioning -- it's relationship building and starting up a conversation, really listening and understanding what their interests are, what services they offer and then how, you know, you're a potential partner and avenue for them for job placements. And then engaging their decision makers in that conversation so that there's real organization buy-in to partnering is obviously important, too. So if we could move to the next slide. Again, I won't walk through in detail just for time restrictions here, but really want to emphasize just the point that this can take some time.

So partnering can take some time and I know with this grant opportunity in front of you, there's a sense of -- or soon to be in front of you -- there's a sense of urgency and so the sooner you can be out and speaking with people about your interests and about what your project, you're looking to create, and what that means from a workforce development perspective or what you're seeing or thinking is needed from a scalability perspective or potential job opportunities perspective, the better, the more those organizations are going to be able to help respond in a timely manner to what you're looking for. But it takes time and your investment and relationship building can really pay off quickly when you do find an interested partner, however, and so I just do strongly encourage you to do so. Next slide.

So when it comes to actually selecting grant partners, I think, again, I think it's important to be selective and really make sure that you're aligned with those agencies because the reality is, once the grant lands and you actually have to work with them, and I'm sure John is going to go into a lot more detail about the opportunities there. But I think the same advice there's - well, makes sense upfront, too, to really be selective and make sure that there's real alignment in

terms of your strategy, your values and what you're trying to bring about and that, you know, that there's real shared interest in serving the residents and creating a supportive continuum of support so that those residents become gainfully employed and also potentially get connected to other initiatives that could help move them along a career pathway.

And so I think the other point to point out here is that there really is a continuum of support that residents often need help navigating. Many of these services you see listed here from recruitment to assessment of their skills and what their needs are and what their interests are to actually providing training, to coaching on their career opportunities to actually then working with employers on helping them to obtain employment or job placement.

And then beyond, you know, after the job placement, ensuring that that effort doesn't go to waste and that person isn't left out for some reason related to some of those sorts of services I was mentioning earlier. So really trying to plug into some of these continuums that already exist in your community is worth considering and then how can your grant actually help fill some gaps in that continuum. These are all stepping stones kind of along the way.

Next slide please. So when it comes to actually creating a workforce pipeline, here's some example roles and you'll see that, you know, CDCs have a real opportunity to sort of play that facilitator role or that broker between the neighborhood business or businesses and the workforce education and social service providers.

So I would encourage you to own that role and to really talk about it with these other agencies in that way and I'm sure they'll be very happy to hear that you're interested to fill that role because they are often looking for partners in that way. You know, each community will look different. These are just some example roles. Often, you know, for an organization to play different roles and different communities but hopefully this does give a sense of - the sense that, you know,

employers are really identifying needs and then down the list here, that different agencies can play roles that are really all critical to ensuring that there is a real pathway to that employment.

Next slide please. And finally, you know, this is just a build out of that earlier slide, the continuum of participant support based on some of our work in Detroit. But - so it really - this is just an example list of ways that organizations are working across the continuum in partnership with each other. You know, I don't expect you to read all this right now but, again, hopefully it's - maybe it'll trigger something for you and spark some ideas about what it is that you can use your grant to support this pipeline pathway for people and partner with others where you can't.

And ask yourself, you know, where can you, as an individual and an organization, play a part? And how can you, you know, what other resources are out there that you can leverage? So hopefully this chart gives a sense. There are a lot of things that often go into creating this pathway to somebody being job-ready and that often there are other organizations out there doing this work. I've spoken to several of them already and there are very different approaches that can be taken to really ensure that there is a ready workforce for the jobs that you're creating. So next slide.

So that's the end of my presentation. I want to - just want to thank you and I think this grant is a terrific opportunity for you to play a very active role in job creation and workforce development and perhaps really (catalyze) some of the partnerships that really are critical to the success of residents, really, in your communities to be able to access the full range of workforce development related resources that are out there in your community and that are really often very hungry for partnering with employers or community development corporations that can create employment opportunities for the people that they're serving. So thank you.

Lara Malakoff: Thanks Michael. Now we'll turn it over to John.

John MacDonald: Okay, thank you very much. Let me just see here. Okay, my role in this - and hello everyone. I'm happy to be joining with all of you. As was mentioned earlier, I'm John MacDonald and I have been in this business for quite some time and have had the good fortune to be a recipient of a number of different grants for community economic development purposes from CED through the OSC piece.

In certainly they have been able to put a lot of folks that you may think have a great deal of baggage into the workforce and kind of catapulted them on their way to independence. So with that in mind, one item around here - and I'm going to focus more on a project as an example and just share two things that we believe here at Impact Services in Philadelphia - that friendships matter and relationships count. And as Michael had said, you know a lot of times you don't build partnerships just because you received an RFP and, oh by the way, I have to get some people together in order to make this work or I need support letters from four other organizations to be competitive.

When you're dealing with the OCS grants, it's always important to realize that you're in competition with the entire country and that they receive many, many applications and they have resources to fund a small portion of them. So as strong as you can make your application and clearly having solid partners is important. Again, to drive home what Michael had said, being engaged in the community or in your broader service area is really so important. You know, if you sit on any boards, if you're a member of any community associations, if you're involved in any business associations, are you involved in your local trade association? Most metropolitan areas and many rural areas have, you know, a local organization or a state organization for community development corporations.

Here in Philadelphia, we have a very strong - also if you are part of any of these organizations as a member, try and seek an active role in the organization. Don't be afraid to invest some time and become an officer.

You know, another area that folks often don't think much about is, are you engaged in any kind of sports? Are your children involved in youth activities? Don't be afraid to get involved in the league. You never know who you're going to meet there. Or the children of a friend that you meet there may be the springboard to a great relationship. You know, do you know coaches in your area? They generally have a circle of friends. And if you're just getting started as a relatively new community development corporation, you know, always look at the circle of influence. Who do you want to reach? And who do you know now that can help you get to that person? It might be one or two or three people removed, but just keep working hard to get as much information as you can, get to the right person and they'll introduce you to the folks you want to know.

The next thing is, what's your reputation? Are you known for doing what you say you were going to do? Most people, when asked a partner, really only want to work with folks that have been successful. Successful people want to surround themselves with other successful folks. So in order to make sure that happens, folks have to know what you're doing so have to get the word out. Regardless of what medium you used to do that or (multiple) mediums, people have to know. Have you won any local awards? Has your staff been involved? And again, a lot of this doesn't just pertain to whoever is the lead person in your organization. It certainly pertains to the entire staff. I encourage my management team, of which we have nine folks, all to get involved in the broader community.

And, you know, it led one of our staff to become the president of a small foundation. Now you might think, okay, so how does that help? Well, you know, as the president of the foundation regardless of how small, you get invited to all the major meetings with all the large foundations. So the relationships and the acquaintances they can be made that could turn into friendships that gives you a chance to share ideas, you never know what's going to happen. So let me just give you an example.

There's a person in our community that has taken this to the nth degree, if you will. And let me just share with you the types of organizations that this person is involved in. And he happens to be in the community development industry. He's president of the local charter school. He's the treasurer of yet another charter school. He's the president of the Athletic Association for charter schools. We have 86 charter schools in Philadelphia. He has been the past president of the CDC trade association for seven years. He's a current member of the association. He's a member of the senior advisory committee of this particular CDC Association. He's a member of the board of the friends of FDR Park. He's the president of a local business association. He's the founder and president of yet another business association. He's a pass board member of a local community hospital. And he's engaged with a youth organization on a volunteer basis. Clearly, this particular individual is well known in the community. And having a good pulse of what's taking place in the neighborhood can lead to a fantastic application to OCS for a potential grant.

And I'd just like to reiterate, you know, if you want to be successful with an application, it's unlikely that you'll come up with a great project every time an RFP is let loose from Washington. You know, we have been fortunate to receive a number of different grants but we never apply every year. You know, when the time is right and we have a good group of partners with a solid idea, with site control, whatever the particular avenue is that we like to focus on to strengthen the community a creates an opportunity for low income folks to get a job, you know, you move on it when you really think you can be competitive nationally.

So with that, I'd just like to share with you Aramingo Crossings. And this is a more recent application that we have had. This started - and I guess I should preface it with - it took three years to put all the pieces together with all the folks that own various pieces of property, working with a developer that we happened to me when I was on the opposite side of the table as he was.

I found out that this particular individual wanted to put up a Walmart right next to a community hospital. And, you know, hospital was dead against it. The neighbors were dead against it so it became a real confrontation and it lasted for a number of months.

City Council was engaged in the issue and, you know, I got to see this particular fellow almost on a weekly basis. And when it was all said and done, what he bid for the property, he wound up selling it to the hospital and he basically flipped the property and doubled his money in a matter of 12 months. He also had the support of the community as well as the local politicians and the business community to support him in finding another piece of property. The property was roughly 40 acres and I could be off on that. Maybe it was only 20.

And, you know, this piece of property was an old pipe storage facility that became an eyesore in the community. And in 2007, after a three-year timeframe to bundle the properties, he went about and started construction. Now, this gives you an idea as to what the property looked like in 2007 and the community itself just felt so good when we saw the shovels in the dozers this particular site for the first time. Groundbreaking in 2008, when we had a Lowe's site, the developer put together the pads and he had a couple of them going at the very same time.

Chick-fil-A and Lowe's were two of the first businesses that were brought in to occupy pads and he has a lease agreement with folks. And the important thing is, we had a business association going on this particular commercial strip and the relationships that we had with the developer through his interaction with some of the other businesses were, he knew what our capacity was to help him at City Hall with certain issues that might have come up with - whether it was zoning or any legal issues or things of that nature, that would smooth the way for his project.

That's where we had value added to him. And when you talk relationships, sometimes these partnerships, they kind of grow as you're involved in your development. The gentleman that owns with his wife the Chick-fil-A is now, every month, he hosts the local business association at his

facility. The store manager of Lowe's is now the president of the business association. The next item to be developed was the Sonic. Now, sadly, that went through some issues and is now in its second owner. And then the whole property kind of - it kind of remained stagnant for a little while. Everybody was anxious to see who was going to come next and in the spring of '12, Walmart opened its doors. And it's not the super Walmart but it's about 90,000 square feet. The great part about this is you get a couple big box stores and you really have the opportunity for many folks, especially low income folks, to get a job. Whoops, I hit the wrong button. Let me see that I can get back here. Oh boy, I'm in trouble. So, Lara, can you move the slides along?

Lara Malakoff: Not a problem.

John MacDonald: Okay. All right, and then in the spring of '12, the next item that - next group of stores that came up was a small strip mall, if you will, a retail end line of stores. You have the hair cutter, Sallie, and with the combination of the five stores that open their doors, again, many, many more jobs for low income folks. And finally, in the spring of 2012, a financial institution was the last remaining pad that we had available and that was occupied by TD Bank, which thankfully opened just a matter of weeks ago and really completes the project.

You'll get in the next slide, the crossing was fully leased in March of '14, and it gives you kind of a view of the entire property, especially if you can think back to that first slide. When you saw it in its rugged stages, as an eyesore for the community, and now to see that it actually has been able to -- and if you flip to the next slide -- create over 600 community jobs. The total investment was \$45 million. I like to tell the developer, (Bill Wilson), that, you know, it would have never happened if we didn't lend him our \$600,000 for some of the soft costs. He obviously laughs at that. The balance of the dollars came through private investments so it's a great return on the investment for the community. You know, the retail sales volume is over \$100 million a year. Of the 600 people, we have close to 200, maybe a little over, low income folks that work at the site and roughly 85% of the folks, all 600, live within a mile and a half of the complex.

So, you know, this was a home run for the community. The stores are doing well. The relationships that had been created by the store owners and the balance, we have about 84 property owners on our commercial strip. We now have a business improvement district where the business owners voluntarily agreed to be a part of it and they wind up donating - well, not donating, they are getting assessed and it works in five-year increments. At the end of five years, they have to review your performance and decide to agree that you could get an extension. And with that in mind, we just started our second series of five years and we have a bike patrol with the ambassadors that don't have guns. They have radios connected to the police department.

We have a cleaning crew where additional folks work the strip every day and clean and (save for the two by words) for our operation. Now, the reputation, when I spoke earlier about how strong is your reputation, do people know about you. We had another incident with an (outset) that was located only a matter of maybe one city block from this development. And it's separated by a creek. And that kind of determines, okay, that's the end of our business association. So you can see this person's - this fellow's business from the creek. And he came to us, of course, he was having trouble with the potential of a trash transfer station where they were going to dump trash right across from his business.

So, you know, we got involved, (rally) the business association and the community and largely because all that trash was going to then be loaded onto trains and it would be driven - the tracks run right through the heart of the business association and right across from this newly established business of Aramingo Crossings.

So to make a long story short, with all the groups that were drawn together - and you can only do this because you're known in your community and your footprint, we were able to not only stop the project because the fellow had all the green lights he needed to go ahead and move forward with this business, he voluntarily withdrew because of the opposition that was created. Now, you

might think, gee, that wasn't a CED project. But it was another business. And what happened with the relationship created there? The owner did see what our capacity was, how we could bring people together, plus his wishes were granted. He didn't have the trash transfer station across from him. And what has happened since that time, back in 2010, he is now a tax credit partner of ours. They provide \$90,000 a year for the next ten years, and on top of that, his wife who is the vice president of the company, now sits on our board. And it all occurred just because of our reputation. In addition to that, they're partners in our excess of vendor placement program. They have a business with 1700 employees, about 1100 locally. So you never know what's going to happen. So with that, I'll throw it back to you, Lara, and be happy to go with questions.

Lara Malakoff: All right, thanks John and thank you both, Michael and John, for those presentations. So now just to kind of wrap up a little bit, we will talk a little bit about how the partnerships that both Michael and John talked about actually are impacted in your CED application. So as part of your community application, it's really important to actually demonstrate the relationships that you are cultivating with your community partners that will help your projects. So agreements can be structured in a variety of ways but they should generally include a similar group of elements. And so those are to provide a clear description of roles and relationships of each partner that you have a relationship with. You'll want to outline explicit strategies for collaboration. You'll want to identify the specific contribution of each of the partners and also includes signatures of all parties involved. You should also be sure that any partnership agreements are dated and that they include the duration of the agreement. And if applicable, you'll want to ensure that any records and reporting requirements and remuneration are addressed in the agreement. So there's really no prescribed format for what are acceptable project partner agreements. So those are any agreement between an applicant and a public agency that will provide referrals. They might look very different from an agreement between an applicant and an agency that may provide employment training. But typically, partnership agreements take the form of memorandums of understanding, letters of commitment, loan agreements and equity investment agreements. So I'll talk a little bit about each of those.

So first, memorandums of understanding document and agency or organization's commitment to working with your organization to implement your CED project. Also these memorandums of understanding, or MOUs, are used to document a project partner's commitment of resources or capital. They can also be used to demonstrate partnerships with public assistance agencies and other agencies responsible for administering child-support enforcement, TANIF and employment education and training programs.

Another type of agreement is a commitment letter and commitment letters describe the financial support for the projects made by a third party. So such letters are required if the applicant proposes the project for which non-CED funds, so for example, loans, municipal, federal or state tax credits or equity stock investments if they're required in order to successfully create the proposed jobs and create and/or expand the proposed businesses. So business letters must be signed. They must be specific. And they must be conditioned only on with the - of the grant award. The third type, loan agreements, sets the terms of a loan made by a grantee and the loan recipient.

Loan agreements should include the purpose for which the loan is being made, the interest rate and other fees, the loan period retain and schedule, any collateral security requirements, default and collection procedures and signatures of authorized officials of the lender and the borrower.

And then a fourth type of partnership might be an equity investment agreement, which these document a capital investment by a grantee and a business to achieve the purposes of a project as defined in the application. So equity investment agreements should include the purpose for which the equity investment is being made, the type of transaction, the cost per share and basis on which the cost per share was derived, the number of shares purchased, the term or duration of the agreement and the percentage of your ownership in the business.

So one thing to note is that the most common mistakes that applicants make in starting a partnership is really when they don't provide a signed and dated written agreement, so it's not sufficient for applicants to just state that a partnership exists. You really want to be sure to include the actual written and signed agreement that documents your relationships with the project partners and you'll include this in your appendices file of your application.

And so one other final thing to mention is that any agreements that you make and that you include in your applications should reflect the applicable program requirements. So, for example, for the CED program, if partners directly or indirectly spend CED funds, the partnership agreement should specify that low income individuals will fill at least 75% of the positions that are created with those CED funds. They should also include a stipulation that prospective candidates for positions to be filled by low income individuals will be recruited and verified as eligible under the program. Additionally, these agreements should ensure that strategies have been established for the retention of low income individuals in the newly created positions. And finally, agreements should also specify that the partner will keep and maintain detailed records documenting appropriate expenditures of grant funds, that there will be cooperation with monitoring efforts and that the project partner will maintain accurate, unduplicated counts of positions created which are distinct from the number of individuals hired to fill them over the course of the grant.

So one thing to really keep in mind as you're developing your partnerships, and I think both Michael and John alluded to this a bit, there's no need to seek out new partnerships if your organization already has functional established relationships in place. Really, sometimes as part of fulfilling a requirement, it's really just formalizing or expanding those existing relationships that you've already created and that you already have in place with your community partners.

So it looks like we just have a couple additional minutes so we can open up the lines for just maybe one or two quick questions and otherwise if you have additional questions, we can - we'd be happy to take those. You can email them to us at ocsregistrar@ICFI.com and we'll be happy

to provide some answers to those. So, for now if we just have maybe - if we can take maybe one question, if there are any over the phones.

Operator: As a reminder, ladies and gentlemen, if you'd like to ask the question please press star 1.

Operator: And it appears there are no questions.

Lara Malakoff: Okay, it sounds like we don't have any so with that, we will conclude the Webinar. Again, if you do think of any questions feel free to email us and we will happily provide those answers and we'll want to remind you, stay tuned for two more Webinars that we're doing in this prospective applicant Webinar series. Next Thursday, May 8th, at this time, 2:00 to 3:00 pm, we will have a presentation on resources for CED projects. And then, upcoming once the 2014 CED and CED HSFI funding opportunity announcements become available, we will hold a Webinar that is - the date and time are to be determined that will outline specifics around both of those funding announcements.

And in case you missed last week's Webinar, that was an overview of the CED program. You can find a presentation as well as the recording on the OCS community development web site at www.ocscommunitydevelopment.org. So I think that's all. Thank you again to both of our speakers, Michael and John. And we will conclude this Webinar.

Operator: Ladies and gentlemen, this concludes today's conference. We thank you for your participation.

END