

I. Organization Background Information

Name of Organization:

Cooperativa de Ahorro y Credito Dr. Manuel Zeno Gandia

Mission Statement:

Please limit to 1000 characters. Please be aware that your content may be truncated if you are pasting from another source.

Our mission is to offer financial services within a cooperative, professional and trustworthy culture. We have established a financing project for low-income families for the purchase of an apartment in the Condominio Villa de Las Flores located in San Juan. This project will impact of 18 families together with the Home Program of the HUD. The amount our institution has provided for these low-income family mortgages is \$841,243.00. These families after the impact of Hurricane Maria did not have a safe roof and their income level annually was below \$10,000. This initiative is intended for Puerto Rican families to acquire a home within reasonable prices and maintain residence our jurisdiction. The second phase of the project to consider will be a financial training program to increase the commitment to maintain their homes with personal budget management and community development strategies.

Overview of Organization:

Please limit to 2500 characters. Please be aware that your content may be truncated if you are pasting from another source.

The Credit Union Dr. Manuel Zeno Gandía is a non-profit financial institution organized in 1953 whose objective is to offer services to the population of Puerto Rico of low and medium income. It arises from the need to offer accessible services to a marginalized community. We offer financial services within a cooperative, professional and trustworthy culture. This mission will be carried out considering the institutional values of honesty, solidarity, collaboration, passion, innovation, responsibility and loyalty. These principles are the motivation of our daily behavior and each of them guides our practices and all the communications we have with our members, employees, suppliers and the community in general. During the 66 years since our foundation we have impacted different members and or communities to achieve their personal and professional aspirations. In addition, we have two scholarship programs for low-income university students to assist them financially during their academic preparation, impacting more than 40 university students since the founding of our Cooperative. We also offer a donation program to our community providing financial assistance to countless charitable causes. Currently, we have programs aimed at collecting food for university students and raising funds for St. Jude and the American Cancer Society. We offer our facilities for different institutions that provide community service such as; the American Red Cross, Notaries Society, Puerto Rico Police Department, Auto Technician Association, Head Start Program, among others. These initiatives are intended to offer education and tools to our members for the management of various situations that may range from health to legal advice. Recently our institution was accredited as a Community Development Financial Institution (CDFI) due to the impact of access to financing that we have established in our jurisdiction.

Website:

www.zenogandia.coop

II. Proposal Contacts - Please enter information for the Primary and Secondary Proposal Contacts

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00613

III. Proposal Information

Proposal Title:

Financial Training Fund

Support Request (check all that apply):

Investment/Grant

Requested Dollar Amount:

\$50,000

Please list other Significant Partners in the Proposal:

We will contract with personal financial planners to overview the training to be offered to the low-income families. The focus will be in credit management, savings strategies, and other financial planning subjects.

Proposal Description:

Please limit to 2500 characters. Please be aware that your content may be truncated if you are pasting from another source.

Create a fund for the orientation and training of low-income families to guarantee their commitment and repayment of their debts incurred for the acquisition of their primary and family residence, contributing to families that have historically been ruined due to their low income. The training fund will increase the confidence of these families to manage a budget that aims to create self-sustaining communities. The resources used for this initiative will have experienced staff in the development of financial planning to emphasize the importance of good management of the limited economic resources. In addition, to develop strategies for the development of satisfactory credit histories that will allow them in the future to improve the quality of life of the members of the family nucleus. The program will be developed in 12 sessions of 3 hours that include personal financial budget management, credit history knowledge, income protection using insurance, retirement planning, health topics, higher education strategies, among others. We are convinced that financial education will produce an added value of internal administration at home contributing to the development of a mentality towards the exercise of greater social responsibility. In addition, we understand that we can contribute to this group of people solidify their moral values. Knowledge on issues related to financial education leads to economic growth and helps reduce poverty. An expected result with the participants of this program should be the inclusion within our society. The funds initially obtained will be used for the creation of the fund for to pay of professional resources and educational materials that will be used for family training.

Issues Addressed (check all that apply):

Asset Building / Financial Access, Capability and Empowerment, Affordable Housing, Stabilization and Sustainability, Workforce Development / Economic Development

If your project affects multiple states or counties, please use the CTRL key to multi-select.

Geographic Impact

Neighborhood(s)

U.S. States & Territories:

Puerto Rico

Population Served:

Please limit to 500 characters. Please be aware that your content may be truncated if you are pasting from another source.

The beneficiaries of the training include, low-income families and individuals who became the owners of their homes in Condominio Villa de las Flores in San Juan, Puerto Rico, developing a self-sustaining community. The families of this funded project are mostly made up of people with low-income who generally do not qualify through traditional mortgage financing.

Population Income by Area Median Income (AMI) and other identifiers (percentage of Free and Reduced Lunch for youth or designated "Disaster Area" or designated "Distressed or Underserved" served by proposal:

According to the CDFI criteria for Puerto Rico, 98% of census tracts are underserved markets.

Anticipated Outcomes/Impact:

Please limit to 2000 characters. Please be aware that your content may be truncated if you are pasting from another source.

The requested funds are intended to initially impact 16 families of limited resources who acquired their residence. Recognizing that education in finance and credit management issues can contribute to the leveling of economic resources. We are faced daily with an extremely challenging level of economic and technological competitiveness where we have been able to identify a marked inequality among the population that offers financial services. With this education plan we propose that they learn to handle economic concepts that are mostly unknown. In addition, it aims to learn a family budget management with the idea of integrating the family nucleus into this initiative.

Another of the achievements that we propose is that your credit history has a positive aspect so that you have alternatives to select financing options at a reasonable interest rate and that due to your ignorance they assume credits at high or disproportionate rates. Our institution has as one of its principles educations and its promotion is essential to break with various paradigms that permeate in our society.

Describe evaluation methods used to measure success:

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Individual evaluation pertaining to personal financial independence will be assessed on all of the participants that abide to share their financial information. A initial status of their financial condition will be compared to their financial condition at the end of the training and at a period of 6 months after the conclusion of the trainings. Another method of evaluation will be the census of residents compared at the beginning of the training and end, as well as at a period of 6 months after the conclusion of the trainings, where the object is the amount of families that have decided to relocate. We will also assess the different financial products that have been acquired by the participants and the increase in personal funds destined for savings and retirement.

Project time frame - Is your request for an existing or new program?

New Program

IV. Submit Supporting Documentation - Please attach your most recent audited or reviewed financials in PDF format to this proposal application. Your proposal application will be considered incomplete until the appropriate financial documentation is provided. By submitting a proposal application you agree to share with the Federal Reserve information regarding connections that were made with funders regarding the proposal or other work your organization conducts that was identified by a funder that used the Investment Connection platform. After you submit a proposal application, we will follow up with you to see if Investment Connection was helpful with your informational and business needs.

Upload your most recent audited or reviewed financials

(for internal uses only)

Zeno Gandia 18 1231 english.pdf

V. Other Supporting Documentation - You may submit a photo (jpeg) and/or a video (mp3 or mp4) that helps describe your proposal. (information available to funders)

Upload a picture or video that helps describe your proposal or organization

(information available to funders)

Upload additional picture or video

(information available to funders)

Add any additional links to supporting documentation

(information available to funders)

Executive Summary Strategic Plan 2018-2020

VISION

To be a leading credit union in the provision of financial services and social commitment.

MISSION

We offer financial services within a cooperative, professional and trustworthy culture.

INSTITUTIONAL VALUES

The strategic plan of the Dr. Manuel Zeno Gandía Credit Union was prepared according to clear and solidly rooted values. The seven (7) institutional values of our company are presented below:

1. Honesty

We promote to act with rectitude in the use, handling, and protection of the assets of the institution against any loss, misuse or illegal act, complying with the good procedure in the performance of the position that is occupied with responsibility. We encourage long-term union with our members, so transparency and professional ethics are essential in every service we offer.

2. Solidarity

We share the same obligations, interests and ideals by joining efforts, to promote the development of our employees and the community we serve, through daily and simple actions in order to achieve a social transformation within the foundations of equity and Justice.

3. Collaboration

We cooperate working as a team, through the contribution of ideas and diversity of opinions, based on respect and offering the best collaborative tools. Promoting the opportunity to innovate, be creative when developing ideas and recommend solutions to make sound decisions that allow the achievement of goals of the institution and generate new business.

4. Passion

We enjoy what we do. We seek excellence in the work we do every day, reaching the levels of quality required by our members and suppliers, offering careful attention that can distinguish us as an institution of our peers through the effort and commitment to achieve successful results in our projects and , therefore, in the achievement of goals.

5. Innovation

We promote the development of new products, services, business models and process improvements, using technology, to make the lives of our members and customers easier.

6. Loyalty

We demonstrate the fidelity, commitment, identification, pride, belonging, confidentiality and defense of interests that always we must express for and for our company and our members that are our reason for being.

7. Responsibility

We act responsibly towards our obligations, towards the institution, members, customers and the community, meeting their expectations and demands and allowing us to meet our goals and objectives.

OBJECTIVES / GOALS OF THE STRATEGIC PLAN

OBJECTIVE 1 - POTENTIATING THE GROWTH OF THE Credit Union

Our strategic plan 2018-2020 will be aimed at developing strategies to increase our loan portfolio, its performance and serve as a basis for increasing the profitability of the credit union. To

increase the assets of the credit union, strategies will be established to find new customers, expand products to current customers and members and offer other products, for example, insurance to members. To achieve these objectives, the following action plans are established:

1. Set growth goals for the 2018-2020 period.
2. Evaluate possibilities of attracting assets from other institutions.
3. Establish strategic and complementary alliances.
4. Develop the mortgage loan generation model for the secondary market.
5. Virtualize the recruitment-enrollment process for new members

OBJECTIVE 2 - DEVELOP HUMAN CAPITAL, STRUCTURE AND ORGANIZATIONAL CULTURE

To achieve this goal, the following action plans were developed that are aimed at identifying the areas of opportunities to improve the performance of our employees and achieve effective service for members and customers using our products and services:

1. Establish a training plan for all employees.
2. Continue the curriculum of the Leaders Institute that promotes the development of the management of the Credit Union.
3. Align and update the organizational structure.
4. Institutionalize an incentive-reinforcement plan to influence growth.
5. Update the business continuity and risk management plan according to the changes programmed in this plan.
6. Revitalization and renovation plan of the branch of Ave. Domenech.
7. Renewable energy plan for the Central Office building.

OBJECTIVE 3 - TRANSFORM THE MARKET-MARKET MANAGEMENT AND STAKEHOLDERS MANAGEMENT

Traditionally, brand-marketing management and the influence it has on our members and customers has been linked to the experience of service, mental image and perception that consumers generate when contacting the various means used to position it. Although the methods to disseminate and position the brand have varied over time, the seriousness and importance of conducting market and product analysis have not changed in order to adequately segment our members, and potential customers, with the in order to offer you a diversity of products and services that meet your needs.

Members or customers buy our products and services because of their confidence that it will be the best option to solve their need. That trust is generated by fulfilling the promises made and the added value provided in your service experience, which generates a good reputation and a good image. That good image that is associated with the brand is transferred to the sale of products and services generating loyalty by consumers.

At present it is essential to have a virtual presence in the different social networks and platforms where there can be an approach by members and customers towards our brand. Therefore, in order to achieve this objective, we seek to identify the areas of opportunities for offering new products, create new businesses and improve existing products in order to maintain a quality service. Thus, the following action plans to work were developed:

1. Implement a brand-marketing management plan by specific demographic segments.
2. Establish a plan to build relationships with the community.
3. Plan to renew the positioning of existing products.
4. Increase the intensity of the CZG fingerprint in networks.
5. Obtain certification as a Community Development Financial Institution (CDFI).

OBJECTIVE 4: EMPHASIZE OPERATIONAL EXCELLENCE AND CONTINUOUS PROCESS

IMPROVEMENT

To achieve this objective, the following action plans are established that are aimed at identifying the areas of opportunities to improve the performance of our employees, operational processes and achieve an effective service for members and customers using our products and services:

1. Project for the development of metrics and performance and productivity indicators
2. Plan the reengineering of workflows and processes
3. Institutionalize a balanced scorecard for the Credit Union.

OBJECTIVE 5 - INVEST IN THE DEVELOPMENT AND INNOVATION OF OUR MODEL OF SERVICES AND PRODUCTS

Development and innovation are not simply that a product or service is new or different. It is about creating new processes that make it possible to streamline operations and new products that achieve the acquisition of new consumers and retain existing ones, to take a new path that consumers want to follow to achieve their loyalty and meet their needs.

This objective seeks to improve processes and implement new products and services to make a difference between our peers, so the following action plans to work were developed:

1. Weigh the options of digitalization and self-decision in the granting of loans.
2. Acquire and implement a new technological platform in terms of programming and equipment.
3. Implementation of the photo deposit service.
4. Implementation of the digital account statement (e-statement).
5. Implementation of the Web Cash Management service.

OBJECTIVE 6 - EXPAND THE SCOPE OF THE CZG MODEL TO THE UNITED STATES MARKET

1. Conduct a financial-statutory feasibility study validating the NCUA requirements.
2. Evaluate the demographic profile of current CZG clients based in the United States.
3. Establish a plan for visits to forums or relevant Credit Union organizations in the United States.

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