



**CHLN Multi-State Project Workgroup Meeting MINUTES**  
 Day 1 – Monday, June 12, 2017, 8:30-4:45PM

Attendees:

- Alaska:* Joshua Greenberg  
*Am. Samoa:*  
*CNMI:* Patricia Coleman  
*Guam:* Tanisha Aflague, Rachael Leon Guerrero (administrative advisor), Robert L. Barber  
*FAS:*  
*Hawaii:* Rachel Novotny, Jean Butel, Marie Fialkowski, Erik Hill, Vanessa Wong

Moderator/leader: Rachel Novotny  
 Meeting began at: 8:30 AM HST

Topic	Issues/Status	Plan/Suggestion/Action/Decision
<p><b>Welcome and Introductions</b></p>	<ul style="list-style-type: none"> <li>➤ Rachael LG and Rachel N welcomed the group to the first meeting and went over objectives and membership.               <ul style="list-style-type: none"> <li>• Report <b>due within 60 days</b> (August) of CHLN meeting</li> <li>• Midterm review will occur at <b>year 2</b>; Need to show progress on objectives</li> <li>• Annual Report: Begin <b>October 1</b></li> <li>• Use flow charts of other outreach and funding based on CHL behaviors towards building a report</li> <li>• To capture broader impact of program, perhaps add outcomes or write a publication looking at how many grants CHL spawned</li> </ul> </li> <li>➤ Interest in CHLN has been shown by:</li> <li>➤ Center for Nutrition Policy and Promotion – willing to advise CHLN</li> <li>➤ Pohnpei is supportive but is not committed to multi-state</li> </ul>	<ul style="list-style-type: none"> <li>➤ Annual meetings               <ul style="list-style-type: none"> <li>• Virtual annual meetings to encourage others to join?</li> </ul> </li> </ul>
<p><b>Member Updates</b></p>	<p><b>Data Collection</b></p> <ul style="list-style-type: none"> <li>➤ <u>Patty</u>: is putting resources into BMI data collection at Head Starts in CNMI and Am. Samoa               <ul style="list-style-type: none"> <li>• Engaged in short-term and long-term monitoring</li> <li>• Expects to start August 2017</li> <li>• Will collect data through ECE in</li> </ul> </li> </ul>	

Pohnpei and Head Start (waiting on funding)

- Is under grant proposal review (was supposed to hear back June 1).

#### **Funds**

- Patty: Distance Education Grant (DEG) start 2018 for online courses
- (Guam and CNMI): supported by DEG and Cari Pac
  - Both are USDA and education grants
  - DEG grant is the continuing fund for 4H
- Guam - \$15k budget
  - In excellent shape for Year 1 in regards to grants
- Have funds to write publications and hold meetings

#### **Training**

- Marie: **CHL Summer Institute (CHL-SI)** (Hawaii)
  - **Developed 7 courses**: Assessment, Monitoring, Culture, Foundations, FSHN 185, and FSHN 370 are complete
  - Officially approved Spring 2017
  - Helps in training people with curriculum appropriate to our region
  - CHL paid developmental costs
  - Videos from CNMI, Guam, and CHL-related things were used
  - Focus is on application and not just learning
  - Incorporates Google tool

#### ➤ **Grants**

- (Hawaii) Have written a few grants (one was successfully funded – CHAP, and is in its 2<sup>nd</sup> year)
- Tried to put in some other grants to deliver courses with emphasis on Native Pacific and Hawaiian students.
- CHAP group is discussing follow-up next year; grant will end next year

#### ➤ **CHL-SI Curriculum Description**

- **Developed 7 courses**: Assessment, Monitoring, Culture, Foundations, FSHN 185, and FSHN 370 are complete

	<ul style="list-style-type: none"> <li>• Train a team in each community and build into existing programs (Guam) Technology: Professional Skills course is applying for approval this Fall</li> </ul>	
<b>Thrifty Food Plan (TFP)</b>	<ul style="list-style-type: none"> <li>➤ <u>Josh</u>: Concerns about adjusting Food Plan <ul style="list-style-type: none"> <li>• Is interested in looking at different diets for different areas and adjusting it in rural communities.</li> </ul> </li> <li>➤ <u>Marie</u>: Office of Hawaiian Affairs (OHA) <ul style="list-style-type: none"> <li>• OHA is considering Hawaiian foods in school lunch</li> <li>• USDA uses data collected from NHANES, which doesn't have data on local foods</li> </ul> </li> <li>➤ (Guam): Food Substitutes <ul style="list-style-type: none"> <li>• Have info and substitutes on protein, but not fruit and vegetables; hard to compete with frozen veg.</li> </ul> </li> <li>➤ (Guam) Mark and Bob joined a school network <ul style="list-style-type: none"> <li>• There are major barriers joining school systems (e.g. cost, nutritional equivalency, etc.)</li> <li>• I.e. kangkung instead of spinach</li> <li>• Must buy local if available, but they're not doing it</li> </ul> </li> </ul>	
<b>Food Frequency Questionnaire (FFQ)</b>	<ul style="list-style-type: none"> <li>➤ <u>Rachel N</u>: Shelly (Guam grad student) is doing FFQ for Guam</li> <li>➤ Use food lists for each CHL data set to create FFQ <ul style="list-style-type: none"> <li>• Eventually want an FFQ for each location and a regional one which can also be part of the monitoring system</li> <li>• Each jurisdiction can have add-on foods</li> </ul> </li> </ul>	
<b>Health Extension and CHL</b>	<ul style="list-style-type: none"> <li>➤ <b>USDA through Cooperative Extension</b></li> <li>➤ Collaboration readiness tool for SNAP-Ed <ul style="list-style-type: none"> <li>• Created a collaboration readiness tool for SNAP-Ed, expand to EFNEP, and 4H. (Grant with University of Tennessee)</li> </ul> </li> <li>➤ <u>Rachael LG</u>: <ul style="list-style-type: none"> <li>• Plan of work is a required document – format will change.</li> <li>• The extension plan of work and</li> </ul> </li> </ul>	

	<p>how it's being done at the federal level of reporting can be modified.</p> <ul style="list-style-type: none"> <li>• Desire for an integrated plan of work with consistent reporting program for EFNEP, SNAP-Ed, 4H, etc.</li> </ul> <p>➤ <b>Bob: CHL Intervention Sustainability and Extension</b></p> <ul style="list-style-type: none"> <li>• How can we show sustainability?</li> <li>• How do we get data collection built into our extension reports?</li> <li>• Show how our interventions echo in other locations and obtaining credit for getting local funds, programs, local groups, etc. who are monitoring these issues and behaviors</li> <li>• What other instruments do we have to train staff on how to do the CAT surveys and get more village data?</li> </ul> <p>➤ <b>Rachael LG: Need to progress with publications for evidence-base</b></p> <p>➤ <b>Patty: Data Dashboard</b></p> <ul style="list-style-type: none"> <li>• Moving target to have a data dashboard for CHL</li> <li>• What about an online reporting component for consistency?</li> </ul> <p>➤ <b>Jean: Concerns</b></p> <ul style="list-style-type: none"> <li>• Health extension and how this all integrates (PSE, monitoring, training, etc.)?</li> <li>• What are we driving to? How do they feed into a timeline and work plan to make our goals happen?</li> </ul> <p>➤ <b>Rachel N: Pacific Monitoring</b></p> <ul style="list-style-type: none"> <li>• Wants to keep track of collective impact in the Pacific with ways to document, show evidence, and leverage impacts for policy.</li> <li>• Need to figure out the language on how we talk about the bigger impact and messiness of it from a data design viewpoint (a lot of little things make a change, not a single thing).</li> <li>• Need to sort the different methodologies for how we work.</li> </ul>	
<b>CHLN Outline,</b>	➤ Maintain PSC of CHL for reviewing	➤ <b>Decision: CHLN Objectives</b>

<b>Goals, and Objectives</b>	<p>manuscripts</p> <ul style="list-style-type: none"> <li>➤ Each jurisdiction needs a leader</li> <li>➤ <u>Rachel N:</u> We will keep PSC anyway but do we want separate governance for this group or stick with CHL? How do we align with multi-state?</li> </ul>	<ul style="list-style-type: none"> <li>• Keep objectives as written</li> <li>• Report activity under objective(s) they fulfill.</li> </ul>
<b>CHLN Standards, Policies, and Procedures</b>	<ul style="list-style-type: none"> <li>➤ Need a template for reporting activities and/or integrated activities for each subgroup</li> </ul>	<ul style="list-style-type: none"> <li>➤ <b>Decisions:</b></li> <li>➤ <b>Active Participation</b> <ul style="list-style-type: none"> <li>○ The chair will send an appreciation letter to the Dean of all members indicating active/inactive participation.</li> <li>○ Specify activities member fulfilled, initiated, etc., which can be used to feed into the report.</li> </ul> </li> <li>➤ <b>Maintain own internal mailing list and who is serving in each work group</b> <ul style="list-style-type: none"> <li>➤ Appendix E – is an alternative source of contact information that is easily available and is up-to-date.</li> <li>➤ Make a listserv or Google spreadsheet for the group</li> <li>➤ E-mail = primary mode of communication</li> <li>➤ If a person is not responding to email, contact the chair/director</li> </ul> </li> <li>➤ <b>Impact Report</b></li> <li>➤ It reflects positive outcomes in the community and accomplishments (e.g. success stories, impact in community, and collaborations)</li> <li>➤ <b>Provide pictures for print.</b> Graphic artists will give to legislators. More important to complete impact reports because legislators can use them.</li> <li>➤ <b>Provide an impact statement every year</b></li> <li>➤ Multi-state groups who are performing well can enter to get extra funding</li> <li>➤ <b>Etiquette</b> <ul style="list-style-type: none"> <li>○ Hold quarterly mini conference calls</li> <li>○ Add time zones of the participants on the agenda</li> <li>○ <b>Inform group/chair if you cannot make the call</b></li> </ul> </li> <li>• <b>Data Meeting Minutes</b> – use template for CHL</li> </ul>
<b>Subgroup Work Plan</b>	<ul style="list-style-type: none"> <li>➤ Would a subgroup work plan be useful to the annual report?</li> </ul>	<ul style="list-style-type: none"> <li>➤ Subgroup Work Plan - Business model canvas</li> </ul>

	<ul style="list-style-type: none"> <li>• Milestones make up the impact report</li> <li>• Might be good info to collect when you want to do a publication on how we build sustainability.</li> <li>• Having this info might be useful for other types of publications, grant submissions, and spin-offs.</li> </ul>	<ul style="list-style-type: none"> <li>• <u>Rachael LG</u>: Is interested in sending template to Sarah Lupus to restructure multi-state reporting.</li> <li>• Add column identifying community needs and outcomes in place of products</li> </ul> <p>➤ Keep logic model format, but change to a checklist template and provide a short narrative section.</p>
<p><b>CHLN Subgroup - Monitoring System</b></p>	<p>➤ <b>CHL Summer Institute Public Health Monitoring and Surveillance</b></p> <ul style="list-style-type: none"> <li>• Aligns with Regional Initiatives</li> <li>• There are CHAP scholarships for HI, CNMI, and Guam</li> </ul> <p>➤ <b>NCD</b></p> <ul style="list-style-type: none"> <li>• Haley will be reference for adults</li> <li>• For adults, waist is new measurement at iliac</li> </ul> <p>➤ <b>PIHOA</b></p> <ul style="list-style-type: none"> <li>• Resolution to adopt an anthropometric standardization protocol for the region</li> <li>• Will standardize school health staff to perform measurements</li> </ul> <p>➤ <b>Patty: Impact Project</b></p> <ul style="list-style-type: none"> <li>• Working with early childhood education in Pohnpei and Am. Samoa</li> <li>• Health care managers are standardized under Rachel N</li> <li>• Data collection will start in CNMI (August), Pohnpei (Sept), Am. Samoa (Oct)</li> <li>• <b>Grant proposal to OIA</b> (Office of Insular Affairs) to fund data collection and monitoring systems</li> <li>• Aim is to evaluate interventions in a systemic way</li> <li>• In future, should we add kindergarten and older children?</li> </ul> <p>➤ <b>Patty: Concerns</b></p> <ul style="list-style-type: none"> <li>• How can we document dissemination and report on how CHL findings are being used policy-wise and/or region-wide?</li> <li>• <b>Nurses have equipment and data system, but are not routinely standardized</b></li> </ul>	<p>➤ We have CHL data – working on monitoring system so other avenues can access collection efforts (Hawaii)</p> <p>➤ <b>How can we weave into existing programs and/or work towards a periodic survey (5 or 10 years)?</b></p> <ul style="list-style-type: none"> <li>• Consider what we are already gathering and organize it in a way the data can be useful for public health purposes.</li> <li>• Would be nice to have similar data to NHANES and see trends for BMI.</li> </ul> <p>➤ <b>Focus on healthy behaviors and classroom level intervention</b></p> <ul style="list-style-type: none"> <li>• Head Start teachers and parents were hurt receiving a letter stating their child is obese</li> </ul> <p>➤ Head Start measures 2-3 times a year, but they don't look at growth trajectory.</p> <p>➤ <b>Community Needs Assessment</b></p> <ul style="list-style-type: none"> <li>• Need to work on language that works in different sectors</li> </ul> <p>➤ <b>Deliver extension plan of work</b> that standardizes and integrates reporting that embraces complexity of community work and considers methodology</p> <ul style="list-style-type: none"> <li>• Deliver: Data Dash Board</li> <li>• Deliver: Standardization Manuals</li> </ul> <p>➤ <b>Deliver: System for training</b> → jurisdiction-level and regional-level standardizer</p>

	<ul style="list-style-type: none"> <li>• Standardized people should become the jurisdiction standard and a regional standard for quality assurance</li> <li>➤ <b>Guam Concerns:</b> <ul style="list-style-type: none"> <li>• In Fall, the elementary schools will do oversight for the PA group which do not have data collection people</li> <li>• The nurses have equipment but <b>are not standardized</b></li> <li>• Do not have a data person</li> </ul> </li> <li>➤ <b>Protocol</b> <ul style="list-style-type: none"> <li>• Added 0-2 year old protocol with Patty, and 10-adult to our standardization toolkit.</li> </ul> </li> <li>➤ <b>What to prioritize/monitor (obesity, food, physical activity, policy, etc.) and who do we need to work with as far as who owns the data and what is possible?</b> <ul style="list-style-type: none"> <li>• Once we obtain these data sources, who will keep track of this?</li> <li>• How do we monitor village/community programs that address CHL behaviors?</li> </ul> </li> </ul>	
<p><b>CHLN Subgroup: Research</b></p>	<ul style="list-style-type: none"> <li>➤ Josh: SEED Grant <ul style="list-style-type: none"> <li>• Alaska has a SEED grant to investigate TFP in what people eat</li> </ul> </li> <li>➤ Rachel: Food Frequency Questionnaire (FFQ) <ul style="list-style-type: none"> <li>• Being developed by student for Guam</li> <li>• Would like to have for all jurisdictions</li> </ul> </li> <li>➤ Rachael: CHL Center Grant <ul style="list-style-type: none"> <li>• Implementing Food Friends and Mighty Moves (Pre/Post) to Head Start</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>➤ Commissary/military in Anchorage and Fairbanks in the Head Start survey will find a network to share</li> </ul>
<p><b>CHLN Subgroup: Extension/ Policy</b></p>	<ul style="list-style-type: none"> <li>➤ Extension: <ul style="list-style-type: none"> <li>• Using data from the CHL monthly process reports to understand how to promote to communities</li> <li>• Work with community groups to write grants on food environment, social determinants of health education, and the economic environment to describe how traditional foods develop in smaller agricultural lots with subsistence</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>➤ Need to line up farmers to traditional farming and see how economically feasible it is.</li> </ul>

	<p>gardens.</p> <ul style="list-style-type: none"> <li>➤ <b>Policy</b></li> <li>➤ CHL data for legislators – want pilot in charter schools to demonstrate the model</li> <li>➤ Emergent schools: cost is the same for all traditional foods and reimbursable USDA program.</li> </ul>	
<p><b>CHL Spin-Off Programs relating to Extension and Policy subgroup: (Community-based and Jurisdiction-based)</b></p>	<ul style="list-style-type: none"> <li>➤ <b>NCD local funds \$125k for Walk to Wellness (W2W) (Guam)</b> <ul style="list-style-type: none"> <li>• 2 hours per week for 12 weeks for walking and wellness trainings in 6 villages</li> <li>• \$126k to do W2W in 3 additional villages (9 villages total) including cancer and obesity prevention (Guam)</li> </ul> </li> <li>➤ <b>SPARK training (Guam)</b> <ul style="list-style-type: none"> <li>• Provides graduate training for teachers</li> <li>• Hired a person to supervise teachers in 8 schools</li> <li>• Nurses will monitor (BMI, height, weight)</li> </ul> </li> <li>➤ <b>Food Friends and Mighty Moves (Guam)</b> <ul style="list-style-type: none"> <li>• Working on adaptations to identify locally grown/sourced food substitutions</li> <li>• Food tastings were valuable to see if kids enjoyed healthier foods</li> <li>• Older kids favored grab-and-go foods</li> <li>• Youth engagement was most effective</li> <li>• Taste testing(s) – students conducted the surveys to select the desired foods students wanted to eat in school. Helpful because students were upset they couldn't BBQ.</li> </ul> </li> <li>➤ <b>SNAP-Ed – USDA Smart Snacks</b> <ul style="list-style-type: none"> <li>• SNAP-Ed has Pacific Room Cohort</li> <li>• Adopted 5 to 1 (almost none)</li> <li>• Piggy-backed on CHL intervention villages to promote a social marketing campaign in the mayor's office</li> <li>• Implemented USDA smart snacks</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>➤ <b>Developing Robert Wood Johnson Foundation (Hawaii)</b> <ul style="list-style-type: none"> <li>• Focuses on child centered community building</li> <li>• Establish partners for education to create a pipeline of students for learning about Agriculture up to college</li> </ul> </li> <li>➤ <b>Planning a grant on Indigenous approaches to obesity prevention (Hawaii)</b> <ul style="list-style-type: none"> <li>• Will focus on social cultural elements and embed them more deeply</li> <li>• A systems approach allows us to take complexities like relationship mapping</li> <li>• Working with Ross Hammond on a community tool for analysis and monitoring and implementing interventions</li> <li>• Talking with communities in Maori, Native Hawaiian, and Menominee</li> </ul> </li> <li>➤ <b>Who is deciding what is evidence-based?</b> <ul style="list-style-type: none"> <li>• For adult education, use what is published</li> <li>• For youth, evaluate what the youth criteria are because every territory is using a different curriculum, which are still not meeting EFNEP requirements for different age groups</li> <li>• If we publish, we create the evidence</li> <li>• SNAP-Ed will pay for research</li> </ul> </li> <li>➤ <b>What are you doing that is meeting your community's needs?</b> <ul style="list-style-type: none"> <li>• You need to access online data</li> </ul> </li> <li>➤ <b>(Guam) Smart Snacks</b> <ul style="list-style-type: none"> <li>• Changing food stores to offer the same smart snacks that schools promoted</li> <li>• Working to provide more homemade food trainings so families can make their own</li> <li>• Would be great if our work can increase the amount of food stamps people can get</li> </ul> </li> </ul>



	<ul style="list-style-type: none"> <li>• Pilot – implemented 4 pre-Kindergarten classes on Guam funded by DOE</li> <li>• Some store managers did not speak English but worked with store managers and many are onboard</li> <li>• Difficult because parent feedback about smart snacks stated they were expensive and it has been difficult finding foods approved for nutrient guidelines</li> <li>• <u>Store Criteria:</u> &lt;200 kcal and kcal per container (not serving), &lt;35% sugar from kcal, 35% fat, 10% sat fat, Sodium ~150 mg</li> <li>• All fruit and vegetable pass; there is no exception</li> <li>• Difficult to distinguish between local and traditional foods. While locally grown in Guam, food names do not match USDA. They want traditional culturally based food. Need federal approval to use foods (names) on menus.</li> <li>• PayLess is distributor for lunch program. Can't really go outside of that.</li> <li>• Low-income families on food stamps are facing food insecurity because food cost is not being done at the federal level.</li> </ul> <p>➤ <b>Marie joined a task force in OHA (Office of Hawaiian Affairs)</b></p> <ul style="list-style-type: none"> <li>• Working to provide traditional foods in school lunch program</li> <li>• If we can obtain this at a federal level and use national guideline language, we can use this groundwork for all.</li> <li>• Marie wants to provide a policy brief to justify foods being eaten</li> <li>• OHA wants to propose 5 foods to be systemic and students are loving the foods</li> <li>• Malama Honua is doing USDA route their 1<sup>st</sup> year; they might be willing to do trial. Piloted 6 schools and 52 are doing geographical reimbursement vs. individual basis due to administrative burden</li> </ul>	<p>➤ <b>Josh:</b></p> <ul style="list-style-type: none"> <li>• Will develop survey of Head Start families and is interested in how food purchasing behavior will change food circumstance in families</li> <li>• <b>The survey Josh will use could be something Patty could consider</b></li> <li>• Uncertain if he can obtain BMI data on Head Start kids</li> </ul>
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- **Occupational Safety and Health (OSHA)**
  - Where do we have money? Guam has enormous amount of money to be tapped, but not much for fruit and vegetable production.
- Jean: **Farming**
  - Kamehameha wants to grow traditional foods
  - Go Farm program
  - Ka'ala Farm is a cooperative community garden partnering with charter schools to enhance appreciation of the land, food, and farming
  - Ka'ala Farms is working with Hawaiian homelands because they have extension agents but we don't have research stations on Waianae Coast
- Josh (Alaska): **Activities**
  - Looking at SEED grant to bring in other data sets.
  - Wants to use NHANES to examine opportunity cost of time and time cost
  - Preparing all meals at home is not occurring. Subsistence food depends on area, but has remained vibrant in a lot of areas.
  - Josh wants to capture what they are buying but they might not be reporting everything they are buying and families with backyard gardens
- Patty: **SSB Tax**
  - Policy Brief went through House and Senate and governor.
  - As a result of CHL data and referencing meta-analysis, they realized kids were not at 25% at age 2 or were overweight/obese
  - Guam's Public Health is now going to start collecting birth lengths and enter into a vital stats repository in addition to birth weight
  - Birth lengths will be included on birth certificates in the near future
  - Graduate students will likely enter the electronic health records for at

	<p>least the last 10 years to include gestational age at birth</p> <ul style="list-style-type: none"> <li>• 5013-C built another playground</li> <li>• Active role models did training for SPARK childcare providers and provided produce sales data</li> <li>• Hatch project – Delayed optimized communities and implemented school wellness policies</li> <li>• Stores have farms and want to promote locally grown and there is financial incentive to do it</li> </ul> <p>➤ <b>RNECE (Regional Nutrition Education Center of Excellence) of Obesity Prevention</b></p> <ul style="list-style-type: none"> <li>• Part of the University of Tennessee</li> <li>• Rachel N is heading a group on readiness with Jinan Banna and a few others on change collaboration readiness for organizations and communities who are incorporated into the SNAP-Ed framework</li> </ul> <p>➤ <b>Hawaii Public Health Institute</b></p> <ul style="list-style-type: none"> <li>• Is tracking policy while the obesity prevention task force provides more funding</li> </ul>	
	<p><b>Next Meeting</b> Dates: 8:30AM-5PM on June 13, 2017</p>	➤

Meeting Adjourned: 4:45 PM HST



**CHLN Multi-State Project Workgroup Meeting MINUTES**  
 Day 2 – Tuesday, June 13, 2017, 8:30-4:30PM

Attendees:

*Alaska:* Joshua Greenberg  
*CNMI:* Patricia Coleman  
*Guam:* Tanisha Aflague, Rachael Leon Guerrero (administrative advisor), Robert L. Barber  
*Hawaii:* Rachel Novotny, Jean Butel, Marie Fialkowski, Erik Hill, Vanessa Wong

Moderator/leader: Rachel Novotny  
 Meeting began at: 8:30 AM HST

<b>Topic</b>	<b>Issues/Status</b>	<b>Plan/Suggestion/Action/Decision</b>
<b>Review Minutes</b>		
<b>Election</b>	<ul style="list-style-type: none"> <li>➤ Decide Official Lead per jurisdiction</li> <li>➤ Two options for leadership               <ul style="list-style-type: none"> <li>• 1) Multi-State chair for entire time and Vice-Chair rotates yearly</li> <li>• 2) Multi-State chair for 1 year, Vice-Chair following year, and sub-group lead will change yearly</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>➤ <b>One vote per jurisdiction</b></li> </ul>
<b>Recap</b>	<ul style="list-style-type: none"> <li>➤ Jean will work on revised CHL guidelines and operating procedures for approval on June 14</li> <li>➤ To clarify, monitoring involves data collection and funding, whereas policy is more of outreach</li> </ul>	<ul style="list-style-type: none"> <li>➤ Will use terminology of PSE, health extension, social ecological model, into PSE prevention, and weave into our overall arching theme</li> </ul>
<b>Training (Marie)</b>	<ul style="list-style-type: none"> <li>➤ <u>Goal:</u> Train professionals for extension through grants               <ul style="list-style-type: none"> <li>• Increase the number of training and academic courses available to health professionals in the region</li> </ul> </li> <li>➤ The nutrition program at UOG is 2-3 courses away from establishing a Dietetics program</li> <li>➤ We need to facilitate sharing these courses across institutions and remove barriers to students</li> <li>➤ PIHOA has standardization manuals</li> </ul>	
<b>AME (Assessment, Monitoring, Evaluation)</b>	<ul style="list-style-type: none"> <li>➤ <u>Goal:</u> create a self-sustaining, standardized monitoring system that addresses the social determinants of health This needs to be linked to others</li> </ul>	

	<p>because we don't want it to absorb all the resources</p> <ul style="list-style-type: none"> <li>➤ Integral to other subgroups</li> <li>➤ Monitoring lets us know what's out there, food cost data, CAT data, environment, and the social determinants of health</li> </ul>	
<b>Applied Research</b>	<ul style="list-style-type: none"> <li>➤ <u>Goal:</u> Build tools and evidence for obesity prevention in the Pacific. <ul style="list-style-type: none"> <li>• Can be applied to monitoring and extension subgroups</li> <li>• Weave them into extension programs</li> <li>• Update for Pacific</li> </ul> </li> </ul>	➤
<b>Extension/ Outreach/Policy</b>	<ul style="list-style-type: none"> <li>➤ <u>Goal:</u> Establish a regional bank of templates and CHL behavior partners with policy experience</li> </ul> <p>Help extension programs to address and integrate PSE into extension programs (SNAP-Ed and EFNEP) through evidence-based research in the Pacific</p> <ul style="list-style-type: none"> <li>• Process + assistance for policy makers</li> <li>• Templates for obesity prevention to inform local and regional collaborations</li> <li>• Repository for templates that have been developed</li> <li>• Identify individuals with experience in the region related to obesity prevention policy</li> <li>• Further analyze CHL target behavior data for positive deviance environments in the Pacific</li> <li>• Use CHL intervention findings to develop extension programs</li> </ul>	
<b>CHL Renewal Grant Submission</b>	<ul style="list-style-type: none"> <li>➤ Group decided to submit CHL Renewal proposal for the USDA-NIFA-AFRI-006346, Agriculture and Food Research Initiative - Childhood Obesity Prevention Challenge Area</li> <li>• Will focus on measuring for sustained change in indicators and community activities</li> <li>• Expanding health literacy in region</li> </ul>	
<b>CHL Renewal Grant Discussion</b>	<ul style="list-style-type: none"> <li>• Need to have a sample size large enough to detect change</li> <li>• Have subsample to complete 2-day food log</li> <li>• Use some of the CAT forms to</li> </ul>	

	<p>measure change in built environment</p> <ul style="list-style-type: none"> <li>• Due to smaller budget will be smaller in amount of data collected, number of participants and type of data collected</li> <li>• Will have sub-awards for participating jurisdictions</li> </ul>	
<b>Other Potential Grants</b>	<ul style="list-style-type: none"> <li>➤ <b>Children Youth Family at Risk (CYFAR) (Mar 2018)</b> <ul style="list-style-type: none"> <li>• CNMI, Guam, HI</li> <li>• Includes another 80k per year plus initial site management</li> <li>• 40-60% of grant goes into community</li> </ul> </li> <li>➤ <b>CNMI writing SNAP-Ed grant</b></li> <li>➤ <b>Tobacco tax (cancer trust fund)</b> <ul style="list-style-type: none"> <li>• 20% of it is prevention</li> <li>• Would need to show obesity as a risk factor for cancer (Oct 2017, 2x a year)</li> </ul> </li> <li>➤ <b>Empower Communities</b> <ul style="list-style-type: none"> <li>• Office of Minority Health</li> <li>• \$350k/year for 5 years)</li> <li>• One component is family-based child obesity intervention (due August 1, 2017)</li> <li>• One time release, they give 5 million total</li> </ul> </li> <li>➤ <b>USDA Multicultural Scholars Program (MSP) – resubmit (October 2017)</b></li> <li>➤ <b>USDA Education Literacy Implementation</b> <ul style="list-style-type: none"> <li>• Patty and Margaret, both undergrad (June 2018)</li> </ul> </li> <li>➤ <b>Health Extension grant – Robert Wood Johnson</b> <ul style="list-style-type: none"> <li>• Free training in their methods; 1<sup>st</sup> wave just happened; wave 2 (Apr 2018)</li> <li>• If not selected, eligible for free trainings</li> </ul> </li> <li>➤</li> </ul>	
	<p><b>Next Meeting</b>  Dates: 8:30 AM – 5:00 PM June 14, 2017</p>	

Meeting Adjourned: 4:30 PM HST



**CHLN Multi-State Project Workgroup Meeting MINUTES**  
 Day 3 – Wednesday, June 14, 2017, 8:30-1:00PM

Attendees:

- Alaska:* Joshua Greenberg  
*CNMI:* Patricia Coleman  
*Guam:* Rachael Leon Guerrero (administrative advisor), Robert L. Barber  
*Hawaii:* Rachel Novotny, Jean Butel, Marie Fialkowski, Erik Hill, Vanessa Wong

Moderator/leader: Rachel Novotny  
 Meeting began at: 8:30 AM HST

Review Minutes		
Topic	Issues/Status	Plan/Suggestion/Action/Decision
Recap	<ul style="list-style-type: none"> <li>➤ Jean e-mailed updated Guidelines/Procedures to attendees</li> </ul>	
Overarching Goal	<ul style="list-style-type: none"> <li>➤ Obesity prevention: How do we connect the social determinants of health and PSE into research, monitoring, training, extension, policy, etc.?               <ul style="list-style-type: none"> <li>• Refer to <a href="#">Cooperative Extension's National Framework for Health and Wellness diagram (pg. 3 of 23)</a></li> </ul> </li> <li>➤ According to the CHLN Outline: "CHLN will focus on Policy, Systems, Environmental (PSE) approaches to obesity prevention and support of child health and wellness in the in the U.S. Affiliated Pacific Region               <ul style="list-style-type: none"> <li>• <u>Goal:</u> Increase number of people in USAP who are healthy at all stages of life</li> </ul> </li> <li>➤ In training, train about health literacy and cultural literacy</li> <li>➤ How do people relate and access Western health system?               <ul style="list-style-type: none"> <li>• Empowering people through their channels</li> <li>• Delivering info in a language that works for them</li> <li>• The degree they absorb and understand it</li> <li>• Ability to make informed</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>➤ <u>Working Goal Statement:</u> Translate, adapt, and enhance the evidence-based practices (activities, strategies, approaches) so they are understood within the Pacific population (health literacy), so that they are able to facilitate and promote healthy communities through PSE by working with communities.</li> <li>➤ <u>Partners:</u> Network (UAF, UOG, NMC, UHM, UA), Wider Pacific Partners, PIHOA, USDA, Community Partners, Extension, Social work, Nutrition, Public Health, NCD task forces, Nursing, Education, Cancer Centers)</li> <li>➤ → <u>Research and Extension Priorities:</u> Training, monitoring, research, extension/policy</li> <li>➤ → <u>Social-Ecological Model:</u> Translate policy and build evidence so it is understood within the Pacific population (health literacy) so that they are able to act on the environment, individuals, and families.</li> <li>➤ → <u>Outcome:</u> Goal of CHLN</li> </ul>

	<p>decisions</p> <ul style="list-style-type: none"> <li>• Provide evidence-based strategies worth adapting in their personal views</li> <li>• Health literacy needs should be in context of our region's population</li> <li>• Working with traditional systems as motivators</li> <li>• We are also trying to stay connected as a network and make a bigger impact in the Pacific region</li> </ul>	
<b>Election</b>	<ul style="list-style-type: none"> <li>➤ Chair will serve for 2 years <ul style="list-style-type: none"> <li>• Elections will occur June 2019 for a new Chair and Vice-Chair</li> <li>• Vice-Chair does not become Chair</li> </ul> </li> <li>➤ <u>Chair</u>: Will submit annual reports to Rachael LG (advisor). Will coordinate CHLN's annual meeting.</li> <li>➤ CHLN members must meet on a quarterly basis <ul style="list-style-type: none"> <li>• Gather reports to assist in making the agenda for annual meetings</li> </ul> </li> <li>➤ <u>Secretary</u>: Will take minutes <ul style="list-style-type: none"> <li>• Can rotate and use own resources</li> <li>• Hold each other accountable for minutes</li> </ul> </li> <li>➤ <u>CHLN Report</u>: Include participants, minutes, attachments of materials</li> </ul>	<ul style="list-style-type: none"> <li>➤ <b>Chair: Marie Fialkowski Kainoa Revilla</b></li> <li>➤ <b>Vice-Chair: Rachel Novotny</b></li> <li>➤ Write text for the reports, make a Google Form checklist of subgroups, and submit work plans</li> <li>➤ <b>Report is due in 60 days (August 14, 2017)</b> <ul style="list-style-type: none"> <li>• Send first draft to Rachael LG on <b>Aug 1</b>.</li> </ul> </li> <li>➤ <b>Chair and Vice-Chair will officially start October 1, 2017 – September 30, 2019.</b></li> </ul>
<b>Annual Meeting Host</b>	<ul style="list-style-type: none"> <li>➤ Annual Meeting Hosting Dates: <ul style="list-style-type: none"> <li>• Hawaii again (2018)</li> <li>• Alaska or CNMI(2019)</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>➤ <b>Next Year</b> <ul style="list-style-type: none"> <li>• <b>May 29-31, 2018 (Hawaii) on Tues, Wed, Thurs</b></li> </ul> </li> </ul>
<b>Resolution/Impact Statement 2017 (Accomplishments for Report)</b>	<ul style="list-style-type: none"> <li>➤ July, Appendix E will have to log into report and do their annual NIMS report to be accountable for their institution</li> </ul>	<ul style="list-style-type: none"> <li>➤ <b>Due to USDA March, 2018</b></li> </ul>
<b>Impact Report Milestones (2017) Monitoring, Extension Training (Outreach)</b>	<ul style="list-style-type: none"> <li>➤ Trainings/Standardizations</li> <li>➤ CHL-Summer Institute courses (2017)</li> <li>➤ Developed (2 courses officially approved)</li> <li>➤ Skills class in Fall</li> <li>➤ Submitting grant application (not accepted)</li> <li>➤ Guam approved nutrition track with ALS degree, new masters program (4 new nutrition courses approved) <ul style="list-style-type: none"> <li>• Nutrition assessment, MNT, Nutrition Ed and counseling, Food</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>➤ Will train 10 CHAP students June 20-28 (HI)</li> <li>➤ Marie: Developing Open-Resource textbook for FSHN 185 <ul style="list-style-type: none"> <li>• Goal: Complete by summer session II</li> </ul> </li> <li>➤ <b>We don't need an impact report, we just need some impact statements</b> <ul style="list-style-type: none"> <li>• Focus this year's <b>impact on training</b></li> </ul> </li> <li>➤ Need to develop <b>Subgroup Checklist Google Form (Vanessa)</b></li> <li>➤ <b>Rachel N Proposal</b> about course equivalents: needs UOG's and NMC's syllabus, outline, and catalog description for our curriculum</li> </ul>



	<p>Technology program in progress (UOG)</p> <ul style="list-style-type: none"> <li>➤ 2 standardization manuals for training (Patty) – excluding infant</li> <li>➤ Masters – Sustainable, Agriculture Food and Natural Resources (UOG)</li> <li>➤ <b>Monitoring:</b> Resolution and impacts in CNMI, Pohnpei, Am Samoa and data collection with Head Start, system development, and ECE</li> <li>➤ <b>Research and Training:</b> PacTrack</li> <li>➤ <b>Health extension:</b> EFNEP started impact, Rachel N has the approved abstract</li> <li>➤ FSHN 185 (Intro) and 370 (Lifespan Nutrition) are equivalent <ul style="list-style-type: none"> <li>• The other course could be electives to count towards major</li> </ul> </li> <li>➤ FSHN 389 (Nutrition Assessment): UHM offers A and D only of ABCD [Anthropometry, Biochemical, Clinical, Diet]</li> <li>➤ Want to eventually transfer students from Guam to UHM and vice versa.</li> </ul>	<p>committee</p> <ul style="list-style-type: none"> <li>➤ <b>Rachel N Memo:</b> UHM tuition reduction <ul style="list-style-type: none"> <li>• Provide rates at UOG and NMC tuition costs</li> <li>• Memo: will only ask towards Summer Institute – mention how it helps us improve development by expanding our presence in the Pacific</li> </ul> </li> <li>➤ Patty needs to check with academic folks about articulation in CNMI</li> </ul>
<b>CHLN Annual Meeting Satisfaction</b>	<ul style="list-style-type: none"> <li>➤ Were goals met? Improvements for next year?</li> <li>➤ Thanked Rachael LG and Rachel N for writing the CHLN outlines.</li> </ul>	<ul style="list-style-type: none"> <li>➤ Patty: We got a lot done, planned for the future, and acknowledged successes</li> <li>➤ Optional: Email Jean Butel for improvements and/or critique</li> </ul>
<b>Next Meeting</b>	<ul style="list-style-type: none"> <li>➤ <b>Date: July 5, Wednesday at 2:00-4:30 PM HST</b></li> </ul>	<ul style="list-style-type: none"> <li>➤ Meetings will be held on the 1st Wed of every month at 2:00-4:30 PM HST <ul style="list-style-type: none"> <li>• 2.5 hour: 30 minute blocks per group</li> <li>• CHLN PSE and then 4 workgroups</li> </ul> </li> </ul>

Meeting Adjourned: 1:00 PM HST

## **W1194: Children's Healthy Living Network (CHLN) in the U.S. Affiliated Pacific Region Guidelines/Operating Procedures**

At the CHLN meeting held June 12 -14, 2017, attendees modified the CHL Guidelines and Operating Procedures. Presented below are the CHLN Guidelines and Operating Procedures.

If any issues are noted on these guidelines please contact the CHLN Chair and Program Advisor. These guidelines will be re-visited periodically (e.g., at the CHLN Annual Meeting) to evaluate tolerance, usefulness, and applicability.

**Teams: While these guidelines focus primarily on “internal” interaction among CHLN team members, we expect these general principles to apply to our interactions with CHLN partners.**

### **Management Guidelines:**

#### Role Clarity

- Allocate specific roles to team members and articulate clearly (e.g., in writing) what their responsibilities are. Revisit document as needed and make appropriate changes.
  - Create an organizational chart of team members
  - Create a textual list of roles and responsibilities (including jurisdictional and coordinating center point people)

#### Time Management

- Whenever possible, work with team to determine clear deadlines for assigned objectives. If the objective is big, create a timetable that identifies smaller actions that will result in the achievement of the objective.
- Have a system of regular reminders for high priority deadlines.
- Inform team members when deadlines cannot be met, so that they can make the appropriate accommodations.
- When you have many actions that compete for your attention, prioritize the list and generate deadlines for each action.
- Use a posted or electronic calendar that includes everyone on your team.

### **Communication Guidelines:**

#### Email

- We acknowledge that e-mail is CHLN's primary communication system, and our success depends on its appropriate use.
- Minimize the number of attachments, especially if review or feedback is desired.
- Mark the subject with “CHLN” in every e-mail that relates to CHLN.
- Mark time-sensitive e-mails as “URGENT” with deadline in the subject line. Don't overuse.

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- Call if extremely urgent.
- Don't put confidential or private information in e-mails.
- Update subject line as needed.
- Make e-mails concise.
- When e-mailing, be clear at the beginning of an e-mail if a response or action is expected and when.
- For e-mails requesting a response with a deadline, respond to email by deadline, or acknowledge your inability to do so
- If a person is not responding to e-mail, use alternative contact methods (e.g., phone, in-person visit, contact CHLN chair)
- Make alternative contact methods easily available, for example, in your e-mail signature or on the CHLN Contact List on Google Docs (ensure it is up-to-date).
- For lengthy times away from e-mail, be sure to activate an “out-of-office” notification.

### Conference Call/Meeting

#### Before the call:

- Plan the agenda.
- Distribute agenda and information in advance to ALL CHLN members.
- Sub-group lead should ensure jurisdiction representative is on the call where appropriate.
- Clarify meeting responsibilities in advance.
- Arrange for required equipment, information, and people.
- Do your homework before the call.
- If unable to attend, please notify lead as early as possible, via email.
- Log-in a few minutes before the call, if not possible inform meeting moderator in advance

#### During the call:

- Say your name slowly when you call in.
- Roll call at the beginning of the call/meeting.
- State identity when commenting/speaking if the group is large or new team members are involved.
- Call/meeting convener maintains the schedule by making sure the discussion stays on track and on schedule. Items needing further discussion should be pursued offline.
- Mute when you are not speaking, especially if you are typing.
- Acknowledge/involve all participants.
- Call convener sets (Site) order for feedback at the beginning of the call.
- Callers should be active participants.

#### After the call:

- Make sure meeting minutes are typed up, using the CHL meeting agenda/meeting template, reviewed by workgroup leaders, and distributed

with decisions, follow up actions, timelines and person responsible clearly indicated within a timely manner to ALL CHLN members.

### **Organization Guidelines:**

#### Living a Healthy Lifestyle

- As CHLN team members, we will walk our talk by living the six CHL behaviors (increasing fruit/vegetable and water intake while decreasing sugar-sweetened beverage intake; increasing physical activity and sleep while decreasing screen time).
- Have healthy food at meetings.
- Promote physical activity.
- Have water available at all CHLN activities.

#### Enhancing Team Cohesiveness

- Give constant encouragement and always say “please” and “thank you”.
- Stress group effort rather than individual effort
- Create a sub-group work plan that shows team accomplishments and share via email.
- Hold regular team meetings and regularly/occasionally have a partner get together (e.g., potluck), when/if appropriate.
- Model CHL Values and behaviors








# CHLN SUBGROUP

**Subgroup Area: Assessment and Monitoring and Evaluation**

Lead: Rachel Novotny

Date: 7/13/17

Version: 1

<p><b>Current Key Activities</b> </p> <p>I – Training and standardization (CHAP)          IRE – Drafting measurement manuals          R – Developing tools and system for ongoing monitoring          E – Preparing to collect BMI and demographic data for 2018 school year (CNMI, AS, Pohnpei, age 0-5)          E – School nurses (Guam) collect BMI, heart rate, demographics in terms of ethnicity          RE – Thrifty Food Plan (TFP) data collection in Alaska          E – PIHOA considering resolution on training and standardization for the region</p> <p><b>New Key Activities</b></p> <p>E – Pull existing monitoring efforts together          RE – Pre- and Post- BMI in Head Start, Behavior Checklist (Guam)          IRE – CAT in villages in Guam</p>	<p><b>Key Partners</b> </p> <p>Extension programs, Head Start, DOE, Early Childhood Education, PIHOA, other land grants (LGU)</p>	<p><b>Goals &amp; Objectives</b> </p> <p>(Obj 4) Create a self-sustaining monitoring system that addresses the social determinants of health.</p> <p></p>	<p><b>Participating Members</b> </p> <p>Lead: Rachel N</p> <p>Bob, Patty, Josh, Melanie</p>	<p><b>Products</b> </p> <p>System for training and standardization</p> <p>Data Dashboard Concept</p> <p>Standardization manuals and videos</p> <p>Agreement on core monitoring activities, milestones, partners.</p> <p>CNMI Head Start BMI monitoring report</p> <p></p>
<p><b>Cost Structure</b></p>		<p><b>Revenue Streams</b></p>		








# CHLN SUBGROUP

Subgroup Area: **Training**

Lead: Marie Fialkowski

Date: 7/13/17

Version: 1

<p><b>Current Key Activities</b> </p> <p>Summer Institute</p> <p>CHAP Program</p> <p>12 week walking program (Guam)</p> <p>National collaboration readiness awareness tool workshop</p> <p><b>New Activities</b></p> <p>Articulation of courses across institutions</p> <p>Dietetics program (UOG)</p> <p>Anthropometric standardization</p>	<p><b>Key Partners</b> </p> <p>PIHOA on monitoring manuals</p> <p>UOG nursing and health science program</p>	<p><b>Goals &amp; Objectives</b> </p> <p>(Obj 1,3) Increase academic courses and training on obesity prevention in the region.</p> <p>Seek grants for graduate and undergraduate program development and student support.</p> <p>Complete dietetics program.</p> <p></p>	<p><b>Participating Members</b> </p> <p>Lead: Marie</p> <p>Bob, Tanisha, Patty, Josh, Rachel N, Rachael LG</p>	<p><b>Products</b> </p> <p>Articulation agreements across institutions</p> <p>Memo Proposal to reduce UHM tuition and provide rates at UOG and NMC tuition rates</p> <p>Publish online video training for collaboration readiness tool</p> <p>Align manuals and video</p> <p>Practicum for CHL Summer Institute</p> <p>Dietetics program (UOG) – need to make 2-3 more courses</p> <p>Certificate (submitted for approval) – determine fee schedule, repackage into non-credit</p> <p></p>
<p><b>Cost Structure</b></p>		<p><b>Revenue Streams</b></p>		








# CHLN SUBGROUP

Subgroup Area: **Policy & Extension**

Lead: Tanisha Aflague

Date: 7/31/17

Version:2

<p><b>Current Key Activities</b> </p> <p>Community Village Walking Path (Guam) W2W (Guam) SPARK Training for GDOE (Guam) SNAP-Ed work (GU, HI, AK) SNAP-Ed Pacific Rim cohort OHA School Lunch Program (HI) Community partnerships for policy (OHA, NCD, etc.) 4H Hawaii submitted grant to be part of health extension Continue work with community partners</p> <p><b>New Activities</b></p> <p>Post-intervention report Training community partners through CAT Impact on school wellness Reconvene with community partner to distribute CHL reports, engage community in discussions on future Develop tools for SNAP-Ed readiness to collaborate nationally Revise/expand community partner section on CHL website</p>	<p><b>Key Partners</b> </p>	<p><b>Goals &amp; Objectives</b> </p> <p>(Obj 3) Establish a regional bank of templates and CHL behavior partners with policy experience</p> <p>(Obj 1,2,3) Help extension programs to address and integrate PSE into extension programs (SNAP-Ed and EFNEP) through evidence-based research in the Pacific.</p> <p>(Obj 1) Translate evidence-based approaches into feasible Pacific-focused/relevant interventions and/or curricula to be used by all CHLN jurisdictions</p> 	<p><b>Participating Members</b> </p> <p>Lead: Tanisha</p> <p>Bob, Josh, Patty</p>	<p><b>Products</b> </p> <p>Stock Image bank (Children with matching consent waivers)</p> <p>Template for policy brief (2017)</p> <p>Statewide distribution of findings to community</p> <p>Pilot collaboration readiness tool</p> <p>Curricula and/or Community-Based approaches for obesity in the Pacific Toolkit (collection of best practices in the CHLN jurisdictions)</p> 
<p><b>Cost Structure</b></p>		<p><b>Revenue Streams</b></p>		








# CHLN SUBGROUP

Subgroup Area: **Research**

Lead: Rachael Leon Guerrero

Date: 7/13/17

Version: 1

<p><b>Current Key Activities</b> </p> <p>TFP (Alaska) FFMN (Guam) Food Cost manuscript Child FFQ (Guam) Main intervention effect manuscript Marie: Open-Resource book for FSHN 185 Marie: FSHN 185 paper evaluating Pacific</p> <p><b>Considered Activities</b></p> <p>Pacific-relevant TFP based on season and availability AN and meat sources paper (Allison Calabrese) Medical nutrition therapy of sour poi Jean dissertation (collective efficacy with CHL intervention) Region-wide FFQ</p> <p><b>New Activities</b></p> <p>More on food insecurity Pacific-relevant TFP using CHL data (consider season and availability) Further analyze CHL data using CHL intervention findings, create activity to establish the evidence for extn. program</p>	<p><b>Key Partners</b> </p>	<p><b>Goals &amp; Objectives</b> </p> <p>(Obj 1,2,3) Building tools and evidence for obesity prevention in the Pacific.</p> <p></p>	<p><b>Participating Members</b> </p> <p>Lead: Rachael Leon Guerrero</p> <p>Josh, Marie, Rachel N, Bob, Melanie</p>	<p><b>Products</b> </p> <p>Incremental approach to develop a geographic-based TFP</p> <p>Publications</p> <p>Presentations</p> <p>Grant applications/proposals</p> <p>Monitoring system</p> <p>Evidence in support of goal</p> <p></p>
<p><b>Cost Structure</b></p>		<p><b>Revenue Streams</b></p>		