

BUSINESS RESEARCH FOR EMPLOYMENT
ASSISTANCE AND DEVELOPMENT FOUNDATION,
Inc.

BREAD Foundation, Inc.

TABLE OF CONTENTS

Executive Summary	
Justification For the Establishment of The Foundation	
Vision, Mission, And Purpose of The Foundation	
Key Services of The Foundation	
Operational Strategies	
Costs	
Revenue Generating Centers	
Service Markets and Financial Projections	
Fund Sourcing	
Organization And Management	
Spin Off Business Models as Product of Research a) Industrial Greenhouse b) Global Green Hybrid Rice Corporation	
Conclusion	

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ASSISTANCE AND DEVELOPMENT FOUNDATION,
Inc.**

BREAD Foundation, Inc.

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EXECUTIVE SUMMARY

The Business Research for Employment Assistance and Development Foundation, Inc. (BREAD Foundation) is a non-profit corporation established for the principal purpose of carrying out business research to contribute toward improving the welfare of immigrants in the US, more specifically, by providing better access to decent employment opportunities. Through action research, the organization will focus on developing business models for work opportunities, creation and enhancement, including workplace safety and satisfaction. In line with this primary objective, the organization will also provide an integrated package of legal, employment assistance, financial assistance, training and educational counseling, and investment assistance services to immigrants in the US. While the foundation is established primarily for the purpose of helping immigrants to become functionally integrated in US society, it recognizes that every immigrant must diligently comply with immigration laws and procedures, to be followed by an eventual access to decent work opportunity, thereby becoming law abiding and economically productive members of US society.

The major strategies that the foundation will employ include action research focused on creating innovative business models in high-priority occupations in geographical areas in the country that require immigrants, action and participatory research, networking among immigrants and their partners, establishment of earning ventures for more sustainable operations of non-profit business organizations, and providing access to credit assistance for business, education, and housing.

The foundation will be managed as a business organization that can sustain its operations with or without grants and donations. The revenue of the foundation will be realized through various revenue centers, including business research, legal immigration services, business ownership assistance, investment service assistance, employment service, professional examination and accreditation

services, and other professional services in line with improving the welfare of immigrants.

The initial costs to be incurred by the foundation will include business registration, planning, staffing, purchase of office and communications equipment, and other start up expenses. More specifically, the foundation shall comply with the tax exemption registration, labor registration, and all other requirements related to insurance and benefits of employees. The major costs to be incurred include operating costs, such as personal services and communications. It will also include research, attendance at immigration and investment symposia, and payment for other professional services. As a service business with very minimal capital cost requirements, and based on estimated annual sales, the business operations of the non-profit corporation are highly financially viable and sustainable.

Funding for the operations of the foundation will be in the form of donations, grants, loans, and other capital funds. Grants and donations will be needed most for start up operations. The foundation's focus on becoming a financially sustainable entity will ultimately limit dependency on grants and donations by the fifth year of its operations.

The Foundation will initially test three (3) "operational business models". These include: (1) an industrial greenhouse model using automated technologies to produce lettuce and other leafy vegetables; (2) an integrated veterinary services business model, and (3) a hybrid rice production model. These business models are intended to generate employment opportunities for immigrants and will be an important gauge of the future business research direction of the foundation as pertains to helping immigrants.

There is no substitute for adequate preparation in integrating immigrants in the US society. An integrated package of services clustered around business research will be capable of giving greater hope to immigrants of exploring their potential to become productive members of US society.

JUSTIFICATION FOR THE ESTABLISHMENT OF THE FOUNDATION

Addressing the needs of Immigrants in the US

The United States has one of the world's most generous immigration policies, but it has done too little to help new immigrants fit into society, scholars and advocates say. There are immigration advocates who want to see the US immigration program go beyond civic integration to better incorporate immigrants into the economy. Integration is apparently a two-way street. While it is important to require immigrants to integrate, it is also important for society to be welcoming. The US government has certain limitations in addressing the needs of immigrants, and there are highly operational but important solutions that cannot

be decided immediately by the US government bureaucracy. One alternative is the active participation of private non-profit research and charity organizations that can immediately design and deliver approaches to improve immigration.

While the US offers better economic opportunities for permanent immigration, the legal procedures involved most often become logistically complicated and are further aggravated by long years of waiting time. These immigration concerns must be efficiently addressed for the benefit of would-be immigrants who consider immigration a better option for the purpose of family reunification and gaining better access to socio-economic opportunities.

Providing an integrated package of services for immigration

The first step to integration of immigrants in the US is compliance with legal requirements that most often need the assistance of lawyers. Before complying with the legal requirements and while the would-be immigrants are still in their home countries, there are support services that could be immediately provided. These services include skills training, English language proficiency upgrading, and educational counseling. However, the most challenging part is preparing the immigrants for integration into US society, which is not solely an employment concern. More important is the provision of social and economic support system that will focus on harnessing the potential of every immigrant.

There are other areas of concern that are oftentimes taken lightly, but also need to be addressed in an organized and professional manner. These areas of concern include family separation, skills training and preparation, underemployment, access to credit for settlement, education, health, and employment purposes, continuing education and education of children, housing, and investment assistance for surplus earnings. On this basis, professional services must be holistic and based on advanced preparation. There is no substitute for adequate preparation to address such problems as unemployment or underemployment, financial inadequacy, income mismanagement, waiting time involved, and other social problems encountered by immigrants in the US. Creating business opportunities through business research is a noble alternative.

Combining family reunification and employment in immigration petition

Family reunification and employment form the foundation of US immigration laws. However, immigration through these routes is governed by numerous laws that are difficult to understand for immigrants. Technical mistakes are often encountered due to failure to comply with simple documentation requirements. These problems could best be avoided by adequate preparation and attention to detail. Apparently, all these problems can be resolved by providing an integrated package of immigration and economic support services within the bounds of US immigration laws.

Family reunification and employment are the most popular ways of immigrating to the U.S. The two (2) routes, when combined, can provide a very solid justification for immigration petitions. Mixing employment and family reunification is an immigration petition strategy that needs to be explored. In line with this proposed strategy, there are specific laws that support family reunification and employment. In the US for instance, an affidavit of support by a permanent immigrant or relative with US citizenship is useful if the petitioning company is at least 5 percent owned by the relative. There are areas in the U.S. immigration laws wherein family reunification and employment-based petitions will clearly intersect.

Job market placement immigration option could also be explored along with family support through skills preparation in the mother country, to facilitate easy integration of the immigrant into the U.S. labor markets. The cooperation of immigrant relatives that are already in the U.S. is also very vital.

Exploring other fields of employment

Exploring the labor market for would-be immigrants, particularly in professional fields such as education, engineering, information technology, and veterinary medicine, can also be better undertaken in a professional and organized manner by focusing on proper packaging of qualifications for US accreditation. Furthermore, there are specialty skilled and semi-skilled jobs that would easily allow recruiting of foreign workers. This would allow for a worker's visa in the US. All these can be better carried out through organized employment and immigration support services.

The establishment of planned immigration and employment services

What the BREAD foundation desires to promote is the importance of planning in US immigration, by taking legal, employment, settlement, education, and family reunification together. The foundation is established for the principal purpose of providing a sustained, integrated package of pre-immigration and post-immigration services for immigrants. The non-profit corporation will advocate for planned immigration initiatives and will deliver appropriate professional services towards attaining better quality of life through immigration. BREAD is organized by professionals who are already in the US and who underwent the same immigration processes, as others before them have experienced. However, they want to improve the system and give attention to the dignity of every immigrant to be integrated in the US society, hence planned immigration is essential.

VISION, MISSION, AND PURPOSE OF THE FOUNDATION

Vision

A U.S. society open to immigrants who will contribute to the socio-economic development in the US, as well as the countries the immigrants originally came from, towards more sustained global development and progress.

Mission

BREAD is a nonprofit research and charity corporation organized to help immigrants gain equal access to opportunities using their skills, talents and potentials, and work and live with dignity and respect as law abiding citizens well integrated into U.S. society.

Purpose and Objectives

The main purpose of the non-profit corporation is to provide an integrated package of business research, legal, employment assistance, financial assistance, training and educational assistance, and investment assistance services to immigrants in the US. The specific objectives of the corporation are as follows:

- a) To engage in business research for the purpose of developing business models that will provide employment opportunities for immigrants to be integrated in the US society.
- b) To engage in action research for policy guidance purposes as pertains to the formulation of U.S. laws and regulations and economic assistance programs towards the integration of immigrants into U.S. society,
- c) To engage in providing legal research and business support services for immigrants to harness their skills and talents in their chosen profession and vocations in the US, and
- d) To engage in applied research in line with providing skills training assistance, educational and career counseling, and employment placement services for immigrants in the US.

KEY SERVICES OF THE FOUNDATION

Business and Legal Research

This primary service will focus on the development of investment models where immigrants are most needed and where the existing professional and labor work force in the US are inadequate. The business models will be crafted through diligent research, with the participation of former immigrants and would-be

immigrants that are already in the U.S., and other researchers in the fields of business and economic development.

Business research will also include assessment of immigrant conditions, case studies of those who gained success, and an assessment of other business and geographical areas where immigrants will better contribute to the US economy in line with local and national interest.

An important part of business research is supporting legal research. This will involve the participation of business and legal scholars and researchers, towards the crafting of strategies that will provide better services to immigrants in accordance with existing US immigration, labor, and business laws.

Legal Services

At first, this package of services will subsequently address all the legal aspects of immigration through legal research initially and through local assistance. It will look at every case as unique, particularly focusing on family immigration and employment-based petitions. The services will include legal advice, representation in appeals cases, advice on gathering of documents, and review of documents. What will conclusively differentiate this legal service from the services of immigration lawyers is the participation of human resource experts in the analysis and presentation of cases.

Employment Assistance

a) Skills training and accreditation

The significance of training and professional accreditation that conform to standards must be seriously considered. These are pre-immigration concerns that can be handled professionally, while in the home countries. For instance, preparation for examinations, and signing up for professional examinations for nursing, pharmacists, teachers, physicians, and other professionals, when handled individually are sometimes expensive. Preparation to take language proficiency examinations such as TOEFL would also benefit from professional assistance. Assistance provided by professionals, particularly those who have passed the professional examination, is therefore a better option.

b) Job placement and employment-based sponsorship

Job placement must be also professionally handled. Employers in the US prefer to deal on an organized and wholesale basis rather than an individual basis. Job placement will focus in areas where immigrants have distinct competitive advantages, particularly in the areas of health care services, hospitality services, engineering and manufacturing, information

and communications technology, financial services, and farming. Job placement will focus on packaging of applicants, considering the latest information and communications technology.

c) **Business Startup Assistance**

As an alternative to full time employment, those who are more inclined to pursue self employment options need support, since this is a better option to generate employment for the benefit of relatives who will petition in the future. This service will include small business planning, identification of business opportunities suited to the interests and qualification of immigrants, identification of business partners, and identification of investment opportunities.

Business assistance will also include management consultancy, accounting and tax preparation service, and credit assistance in the future for further business expansion.

Credit Assistance

The availability of credit facilities in the US will offer great advantages for immigration and settlement purposes. For a new immigrant without a credit history, access to readily available credit facilities is difficult. However, credit can be provided to immigrant through innovative scheme such as co-financing, micro financing, access to readily available collateral that can be put-up in cooperation with financial services companies that provide collateral and other schemes best suited to the interest and qualifications of immigrants.

Similarly, in the US where credit is available for small startup business under the Small Business Authority (SBA) program, a new immigrant cannot be entitled but a guaranteed scheme would be possible. In other words, there are solutions once the application to avail of credit assistance services is packaged properly.

Savings and investment assistance

The purpose of this service is to put extra earning into a more profitable way. Facilities can be offered such that remittances to relatives in the Philippines can be transferred as an investment scheme. On the other hand, extra savings can also be put into investment.

OPERATIONAL STRATEGIES

Building a Team of Business and Research Specialists

The principal operational strategy of the foundation is to build a team of volunteers and consultants that will conduct research on the development of business models that will eventually employ immigrants, which are also in accordance with US labor laws. The business therefore will contribute to the US economy by exploring opportunities where there is limited work force in the US.

The business models will be eventually attractive for grant, venture capital, or loan or equity financing. The foundation will then establish and maintain intellectual property ownership on every business model it develops.

Research and development

The business will carry out sustained legal and business research. It will avail itself of the services of institutional and individual researchers. The research and development initiatives of the foundation will result in improving the products and services that will be offered by the foundation. For legal services in particular, creative solutions will be given utmost attention.

Integrated delivery of services

Job placement, housing assistance, and start up business assistance are services available in the US in the open market, with government assistance through private firms in many instances. Through the open market, the best service that will address the needs of clients will be accessible to family and individual immigrants.

Networking and efficient data management

Every client and prospective client of the organization will be asked for information that will be organized into data base for individual and family immigration purposes. Tracking of information and regular feedback to clients will be part of an information technology-based operation. The information to be gathered will be also used for research for the purpose of designing the most appropriate immigration and post immigration services.

Communications with clients and other prospective clients will be sustained through electronic mail, written mail, brochures, and other interactive communications. Cases will be monitored so that timely and appropriate services can be provided.

Creating employment opportunities

Employment based immigration usually requires sponsorship through labor certification. A subsidiary will be established that will be responsible for establishing small business through business purchase or business startup formation. Ownership, with assistance to business loan access will then be offered to immigrants who are already permanent residents or US citizen. Once this ownership is already established, the option to petition relatives can become a faster approach. Furthermore, the establishment of a business will be another form of investment or business opportunities for immigrants who are already thinking of retiring as regular employees or to have additional source of income.

Establishment of semi-autonomous spin-off business organizations

Spin off business organizations that will be created through the business research and business start up initiative of the foundation will be put up as autonomous private organization. The foundation will maintain ownership based on its intellectual property and other investments, particularly if it decides to invest payment for funding negotiation services to the business. However, as a non-profit business, this investment will be in accordance with US laws governing the operations of non-profit corporations.

Access to available funding

This can be carried out either by establishing a fund, which can be either an investment fund or a trust fund. The fund will be established for the primary purpose of bankrolling and sustaining immigration and other related endeavors. The fund will have multiple purpose, for instance as a guarantee fund to improve access to credit, as a possible source of funding, in case a qualified immigrant with good business proposal could not show the required net worth but will be assisted in providing access to a fund.

The fund can also be used for other purposes, particularly in settlement, startup business, and other personal or business loans.

COSTS

Organizational cost

This cost component will include business registration, planning, staffing, and purchase of office and communications equipment.

Table 1. Organizational cost, BREAD Foundation, Inc.

Particular	Description	Cost (US \$)
1. Business registration, permits, and licenses	Includes corporate kit, agent fee, business license	1,000
2. Business planning	Preparation of detailed business plan	5,000
3. Staff recruitment	Recruitment of staff, 7 full time position	3,000
4. Promotional and launching	Brochure, web page, other campaign materials, launching expenses	5,000
TOTAL		14,000

Yearly Operating Cost

Operating costs will include personal services, communications, and office rental. It will also include research, attendance at immigration and investment symposia, and payment for other professional services. The estimated operating cost for the office will be about 508,200 \$US yearly.

Table 2. Operating Cost, US Headquarters, BREAD Foundation, Inc.

Particular	Assumption	Cost (\$US)
1. Salaries	Full time Executive Directors	80,000
	Line Managers, 4 managers, 50,000 per year	200,000
	Support staff, 4 staff 30,000 per year.	120,000
	Consultants on retainer's basis (Legal consultant, Human resource Consultant, Employment Placement Consultant)	100,000
2. Office rental	Serviced office, 1,000 \$US per month	12,000
3. Communications	Telephone, internet	1,200
4. Traveling expenses	Transportation expenses and subsistence and representation allowance	10,000
5. Others	Business permits and licenses, advertisement, etc.	5,000
TOTAL		508,200

REVENUE GENERATING CENTERS

Although registered as a non-profit corporation, BREAD Foundation will generate its own earnings to sustain its operations. Table 3 shows the revenue projection, which is 720,000 \$US yearly or a gross income of 331,800 \$US.

Table 3. Revenue Projection, BREAD Foundation, Inc.

Particular	Description of Services	Yearly Target	Amount
1. Legal immigration services	Package of services, which include visa petition, advice on gathering of supporting documents, packaging of documents,	100 successful cases, \$US 2,500 per case	250,000
2. Business ownership sales	Assistance in business planning, loan negotiation, ownership transfer, business management consultancy	30 business assistance closed, 100,000 \$US, 10 percent commission	300,000
3. Investment service	Fund remittance, publicly traded stocks, small and medium scale business ownership, business loan	2,000,000 \$US, 4 percent commission	80,000
4. Employment service	Recruitment service	50 workers, 1,000 \$US per worker	50,000
5. Professional examination and accreditation service	Review, packaging of documents for professional accreditation	100 cases, 500 \$US per case	10,000
6. Other services	Housing, insurance, etc. that will be handled by other partners	100 transactions, 300,000 \$US worth of business transaction, 10 percent commission	30,000
8. Spin off business established	Feasibility studies preparation and funding negotiation	1 project, 10 million \$US worth of	150,000

		investment closed, 1.5 percent commission	
TOTAL			970,000

MARKET OF SERVICES

As a service non-profit corporation and based on estimated annual revenue stream, the business operations of the foundation are highly financially viable. The advantage of relatively being ahead in a service business with only few firms doing an integrated immigration, employment, and settlement assistance services, will have a relatively huge market considering the number of those who intend to work and live in the US.

FUND SOURCING

Grant

For its start-up operations, the foundation will look for grants from government, corporations, and individuals. As a non-profit tax-exempt corporation, the foundation will also provide services to donors who will avail themselves of business research and immigration services of the foundation.

Loan

Unsecured small business loans will be explored by the foundation. There are existing facilities offered by commercial banks for the operations of non-profits.

For the projects that will be developed by the foundation, project financing will be explored. Project financing is a technique by which income generated from the project can be used as collateral to repayment of a loan, can also be extended to projects with high probability of success. Based on this principle, the fund can be also used as a loan to finance viable projects. It must be based on the prevailing international interest rate. In the absence of collateral to secure highly viable projects, there are also forms of risk hedging mechanisms to be employed. Furthermore, the loan can also be part of a syndicated loan agreement.

Venture Capital Fund

Venture capital is a type of private equity capital typically provided by outside investors to new emerging businesses or those that are expanding. Venture capital investments are generally made as cash in exchange for shares in the invested company. The venture capital investment fund will be a sub fund that will provide the facilities to invest venture capital in viable companies in underdeveloped countries. However, it must be presumed that venture capitalists

will engage in less risky business opportunities.

Financial Guarantee

The fund can be used as a financial guarantee to gain access to existing private and public equity funds or to gain access to essential financial instruments that are required to gain access to humanitarian grants.

Bridge Financing

Bridge financing is a method of financing that is used to maintain liquidity while waiting for an anticipated and reasonably expected inflow of cash. Bridge financing for the purpose of the fund can be used while projects are waiting for cash flows emanating from loan being negotiated.

ORGANIZATION AND MANAGEMENT

Organizational Chart

The non-profit corporation will be composed of various functional services and eventually semi-autonomous earning subsidiary units. On this basis, the operation of the foundation is not simple. However, its efficiency can be attained through an efficient functional relationship of various subsidiaries with interrelated functions and doing business in the US.

Delineation of Responsibilities

a) Board of Trustees

- Highest policy making body of the foundation.
- Meets regularly to improve the strategic plan and annual plan and budget of the foundation.
- Approves new initiatives and contracts with external partners.

b) Chief Executive Officer

- Acting as the Chief Executive Officer of the foundation,
- Determines and formulates policies and provide the overall direction within the guidelines set up by the Board of Trustees
- Plans, directs, or coordinates operational activities at the highest level of management with the help of subordinate executives and staff managers,
- Delegates the performance of technical and managerial responsibilities to the subordinate officers,

- Attends forums, symposium, and other professional gatherings in line with immigration, investment, credit, business, and other concerns related to the business of the foundation.
- Meets partners and clients through travel within the US and overseas to establish better relationship, and
- Meets representative of donors, investment banks, funding agencies, and other organizations to establish and maintain better working relationships.

c) Business Research Manager

- Prepares the corporate plan of the foundation in consultation with the Executive Director and other line managers and staff.
- Sets priority business research projects.
- Searches for consultants, organization, corporations, research organization and other individuals that can provide specialist or technical services to the corporation,
- Recruits' researchers
- Coordinates with other research groups
- Attends symposia and convention in the US in line with international development, investment banking, venture capital financing, and other financial instruments that can be proposed by foundation for the benefit of its client borrowers,
- Meets investment banks and other lenders that can be explored for financing,
- Assigns regular task to the subordinate staff in the office,

d) Immigration Manager

- Recruits lawyers and other paralegal specialists and volunteers
- Promotes services of the foundation
- Prepares and signs contracts with parties that will avail themselves of the services of the foundation.
- Reviews work output of parties commissioned by the foundation for a specific or a package of professional services related to immigration matters.

e) Employment Service Manager

- Prepares employment package.
- Identifies training needs.
- Identifies problems for research.
- Identifies work opportunities.
- Coordinates with the research manager of the jobs available

f) Settlement Manager

- Studies the overall potential of every immigrant and provides alternative solution for integration.
- Coordinates with other credit, housing, health care, and education and training programs best suited for immigrants

g) Administrative Assistant

- Ensures that all office equipment and vehicles are in working condition,
- Receives and records written, telephone, and internet communications,
- Composes and communicates correspondence letter as requested by the President and the General Manager,
- Prepares request for payment and paying the regular bills of the corporation, which include monthly office rental, telephone and internet services, gas and electrical services, membership fees in professional organization, and other utility services,
- Keeps and maintains a filing system for records keeping purposes,
- Arranges the travel itinerary of staff of the corporation within the US and outside the US, and
- Arranges travel and accommodation schedule of staff of the corporation and international visitors.

h) Pool of International Consultants

BREAD Foundation will maintain a pool of international consultants who will work for the corporation on a project-to-project basis depending on the nature of the project and the services to be rendered. They may be based either in the United Kingdom or in the country where the project will be implemented.

Unstructured Organization

For creativity and inventiveness to flourish, BREAD Foundation will not be a rigidly structured organization. It can work with academic research organizations that adhere to strict academic standards, adjust to the needs of the ultimate beneficiaries it desires to serve, and comply with the more rigid technical preparation being asked by private investors and bankers.

SPIN OFF BUSINESS MODELS

Industrial Greenhouse

The project will introduce to the United States of America the industrial greenhouse system by an Israeli company. The greenhouse will produce leafy vegetables, particularly lettuce. The project is in line with supporting local agriculture in the US East Coast states. The farm business model will promote local production of vegetables in line with addressing the health concerns associated with imported vegetables that was further enhanced due to the salmonella outbreak traced to farms outside the US, the high cost of transportation in bringing vegetables to the US East Coast from production areas in California and even outside the US such as Chile and Mexico, and the increasing dependence of US East Coast states on imported vegetables that in New York State alone is estimated to be around 1 billion US\$ annually.

The industrial greenhouse is about 1 hectare (10,000 square meters) covered area that will be used for soil less production of lettuce, and other vegetables. It will employ automated greenhouse technology and under controlled-environment conditions. Production of vegetable crops is therefore linear or whole year round, and a unit of greenhouse can produce 3.5 million heads of lettuce at 300 grams per head.

The industrial greenhouse can be established and operated in cooperation with local farmers. Alternatively, land can be rented out by an agribusiness management company that will specialize in the operation of industrial greenhouses that will be engaged in the production of leafy vegetables for local consumption.

The construction time of the greenhouse is 4 months at a cost of around 2.5 to 3 million \$US including installation and training. Other operating cost include labor, water, seeds, fertilizer, heating, lighting, packaging, and marketing. Every unit will employ about 8 workers including the manager.

The investment will be recovered in just three years. In the first year of the operations of the industrial greenhouse business at 70 percent utilization, the net income is projected to be 1,771,099. Starting the second year, the annual net income will increase to 2,374,638 and will be 2,847,132 \$US by the fifth year.

The industrial greenhouse system can be modified for other food crops and cut flowers and potted plants. The project will be managed as a joint venture project between an Israeli group that will provide the technology and a US based company.

Global Green Hybrid Rice Corporation

In the US, only 10 percent of the total rice farming areas are devoted to hybrid rice. The hybrid rice technology's full potential in the US can only be realized by reaching the critical mass of farmers who are going to practice the hybrid rice farming business. This critical mass of farmers shall form the basic building block of the development of the hybrid rice industry in the US.

The long-term objective of the GGHRC is to contribute to the development of the hybrid rice industry through private sector participation. The immediate objectives are:

- To carry out integrated hybrid rice production business with corporate stakes in parental and hybrid seed production, rice milling and trading, farm mechanization, research and product development, and integrated business management through contract hybrid rice production, with branded hybrid rice as the final product,
- To serve as technology transfer conduit of government research and extension programs and projects that aim to support the development of the rice industry, and
- To help build the rice industry in the US into complementary, coordinated, and synchronized sub-industries that specialize in areas such as hybrid parental and F1 seed production, research and product development, farm mechanization, and milling and trading.

In line with attaining the above objectives, GGHRC shall resort to the following strategies:

- By giving priority to high quality standard GGHRC shall establish its own system of seed production and parental materials maintenance through its corporate subsidiary, GGHRC Seeds. This subsidiary shall commercialize its own technique, which has been tried in the Philippines based on research conducted at the International Rice Research Institute and to be introduced in the US. The corporation shall have its own system of seed certification. It shall also resort to F1 seeds, and the corporation shall have its own research and product development program in operation.
- GGHRC shall develop business operating systems suited to various cooperators, which include farmers, cooperatives, big landowners, corporations, and investors. The contract production scheme shall be implemented through another subsidiary, the GGHRC Integrated Milling Center. The farmer cooperators are first assured of the supply of quality seeds. Support services, which include farm mechanization, technology transfer, credit, and marketing assistance, are components of the contract production package. The GGHRC Integrated Milling center shall have a

service area of 15,000 (37,050 acres) divided into various production clusters. Through organized production, farmers enter production arrangements with the integrated rice milling center that is privately and professionally managed to produce branded quality rice.

GGHRC shall be established as a management and holding corporation based in Texas, USA with subsidiary corporations for research and product development, integrated rice production and milling, seed production, and grains marketing. Farmers, management groups, and private investors shall be sought to become shareholders or to have corporate stakes in the subsidiary corporations. This approach ensures strong and mutually beneficial patronage and ownership bond of all the stakeholders in the hybrid rice industry.

The corporation shall start to operate in Texas covering 2 integrated milling districts with a total service area of 30,000 hectares (54,100 acres). It will expand to its target area covering a total of 5 milling districts after five years or a total of 75,000 hectares (185,250 acres). By the third year of the project, the business will expand to other rice growing states of the US.

The total investment cost of the project in the U.S. is the establishment of five integrated rice milling centers that will serve 15,000 hectares (37,050 acres) each, which is about 20 million \$US each or 100 million \$US for the five milling districts.

GGHRC will make a vital contribution in the development of the hybrid rice industry in the US.

CONCLUSION

There is no substitute for adequate preparation in integrating immigrants in the US society. An integrated package of services clustering around business research will be capable of giving better hope to immigrants to explore their potential to become productive members of the US society.