



Building a PEER TA Network State by State



Welfare Peer TA Webinar Green Jobs: Reaching TANF and Low-Income Populations

**March 10, 2010
2:00 pm – 3:30 pm EST**

David Camporeale: Good afternoon, everyone. My name is David Camporeale. I'm the Federal Project Officer for the Welfare Peer TA Network. I'd like to welcome you today to our Webinar on Green Jobs, reaching TANF and low-income populations. We have many highly trained experts here who are very well known in their fields. And the Office of Family Assistance is highly dedicated to creating new, sustainable, and environmentally friendly jobs.

Today's presentations will be recorded, so all of the presentations will be recorded and posted on the Welfare Peer TA Network where you could access it in the next few days if you miss any part of the Webinar. And I'll just turn it over to our facilitator for today, Brent Orrell.

Brent?

Brent Orrell: Thanks David. I think we have a few slides here at the outset dealing with the Webinar learning objectives and some of the logistics. I'm going to address the learning objectives and then I believe Stephanie Barr from our ICF staff is going to address logistics.

The Webinar learning objectives are to provide TANF and workforce development agencies with an overview of Green Jobs and the connections and links to reaching TANF and low-income populations; to offer strategies

for participants interested in implementing green workforce development programs in their States, Tribes, territories, and local agencies and communities; to provide agencies with a conceptual model of Green Jobs, training programs, and what constitutes quality training programs; and to highlight initiatives creating Green Jobs in manufacturing and energy efficiency and address mechanisms to make sure Green Jobs are good jobs.

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Stephanie Barr: Okay, thank you, Brent. This is our agenda for the Webinar today. And right now, I just wanted to go through a little bit of logistics.

There will be a live question-and-answer session at the end of the presentation where the Operator will explain how to ask a question through the phone when the presentations are complete.

In addition to that, we will be using Live Meeting to ask questions. So if you think of a question you'd like to ask during the middle of the presentation, you can send the question in using Live Meeting. This way you don't have to wait until the end and you'll be able to ask more than one question.

So if you look at your question in front of you, there are three quick steps. The first is to click up at the top where it says Q&A. Next type in your question and then third click Ask to submit your question. Your question will be sent to us and then we will send you a response to let you know we've gotten it.

And when we've received your response - or your question and you've gotten a response back, you're actually free to ask another question. So please don't hold back. And, again, we will address the questions at the end of the

presentations with the exception of our first speaker, who we will be addressing questions right after her presentation.

Brent Orrell: And, Stephanie, why don't we back up just one slide and run through the agenda very quickly and cover that change in the program.

Everything will occur here in the order it has been listed except that our third speaker, Michele McGeoy, will be going first. And as Stephanie said, we're going to take some questions for her immediately after she's done because she can't be with us for the entire time. And then Elena Foshay will be our second speaker and Jennifer Cleary will be the third speaker. And we'll go to Q&A after that.

So you can advance us now to the slides.

Okay, the first slide we have here, the question that is kind of on everyone's lips and minds, what is a Green Job? Everybody wants to know what the definitions are.

At this point, I would say that Green Jobs are very broadly defined. A White House report from the Middle Class Task Force chaired by the vice president defines Green Jobs as employment that is associated with some aspect of environmental improvement. I would add that in many cases Green Jobs exist within regular jobs, that there are aspects of jobs that aren't in the green sector entirely, but have green elements to them.

But here are some examples of the kinds of jobs that might be considered Green workforce or Green-collar jobs—bicycle repair and delivery services, car and truck mechanic jobs, things that help reduce pollution, production jobs, and gas station jobs related to biodiesel, vegetable oil, and other

alternative fuels, energy retrofits, and retrofits is a fancy word for talking about efforts to improve the energy efficiency of buildings.

It could be new windows or it could be insulation. It could be advanced lighting controls to reduce the amount of energy a building consumes.

Food production using organic and sustainably grown agricultural products is also green. Furniture made from environmentally certified and recycled wood is another example.

And then manufacturing jobs related to large-scale production of a wide range of appropriate technologies; for example, solar panels, (bike/car) systems, (green wave stims), and other alternative energy, energy efficiency, and clean technology manufacturing.

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I wanted to take just a minute and talk about the green initiatives across the Administration, investments being made by the Federal Government that are intended to achieve a number of objectives. And one of those objectives is to spur growth in Green Jobs broadly across the economy.

For instance, we have an \$11 billion smart grid program at the Department of Energy to improve energy systems, the actual delivery of electricity, and to improve efficiencies. There is a \$6 billion loan guarantee program to support the expansion of Green industries through the Small Business Administration.

A \$5 billion weatherization assistance program operates in States and localities across the country to assist low-income families in weatherizing

their homes. And then there are additional billions to improve energy efficiency in all kinds of public buildings, schools, and public housing.

These Green principles and programs or the Green theme can be found in virtually every aspect of the Administration's policies and initiatives. There would be very few elements of public policy that are not being affected by a new look through the Green lens at how those policies affect, in particular, carbon emissions.

Next slide.

So one aspect of this Green theme across the Federal Government is Green Job training programs. Back in 2007, then Congresswoman and now Secretary of Labor, Hilda Solis, was the principal author of the Green Jobs Act of 2007 that was included in a broader energy bill passed by Congress in 2007.

And this Green Jobs Act of 2007 provided the authorization, the legal framework, to create the development of Green Workforce programs. Congress told the Labor Department that it could go ahead and do this, but funding was never provided until 2009.

The Green Jobs Act targets two sorts of spheres of worker populations that it is particularly concerned with. And it's particularly concerned with, first, workers who have been displaced by national energy or environmental policies.

So in other words, if the Federal Government passed the cap and trade legislation on carbon emissions and that resulted in certain workers in certain sectors, perhaps people in the coal industry, having to find other work, they would have priority for training.

The second priority is a cluster of workers who are low income. They could be veterans who get a preference for training under the Green Jobs Act, at-risk youth, kids who are out of school, but not graduated, for instance, or people with criminal records who need training in order to be employed. Those are all priority groups under the Green Jobs Act of 2007.

The Act also targets particular industries, and these were mentioned earlier, but the energy efficiency industries, weatherization, insulation, advanced lighting controls, those kinds of programs that are designed to improve the energy efficiency of the U.S. economy, renewable energy, solar, wind, geothermal, for instance, to train people in those renewable energy sectors, clean manufacturing, the kind of production of goods and services that reduces the environmental impact, and then biofuels, biodiesel, ethanol, and industries like that.

The statute also authorized particular expressions of these programs. So we have the statute authorizing labor market information grants, Pathways Out of Poverty grants, to assist low-income individuals in getting into Green Job training programs, Energy Training Partnership, which is more focused on labor management coalitions to train people for work, and then, finally, State Energy Sector Partnership grants, which were given to State labor agencies to help States coordinate their own strategies around Green Job development.

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As I said, the statute was created in 2007, but it wasn't funded until 2009 with the passage of the American Recovery and Reinvestment Act, ARRA, which provided \$500 million for implementation of the Green Jobs Act of 2007.

These grants were competed and awarded in 2009, the very beginning of 2010, and a few of the last awards came out. And they're currently in the very early stages of implementation on these grants.

The grantees have received the funds. So there's \$55 million for those labor market information grants to help States or State consortia, groups of States, to understand what the labor market demands are in Green sectors in their States. So some of the States and States consortia are studying their own labor markets, trying to figure out where the jobs are or where they will be in the future.

And there's \$100 million for the Energy Training Partnership grants—25 grants to labor unions, community-based organizations, educational institutions such as community colleges, to actually do training in renewable energy and energy efficiency programs.

There was \$150 million for the Pathways Out of Poverty grant. Thirty-eight of those grants went to community-based organizations, State and local governments, educational institutions, and other organizations.

Those are the ones tightly focused on low-income populations, ex-offenders, TANF recipients, and similarly situated populations who need additional help and training for the Green Workforce.

Then, \$190 million went to the State Energy Sector Partnerships and 34 grants were made to State labor departments to coordinate sector-based training initiatives for Green-collar jobs.

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Pathways Out of Poverty—I wanted to just focus on this for a minute because it really is the best target for TANF program administrators and other organizations seeking Green Job partnerships because it's so focused on the the TANF programs and people you are already working with.

We have low-income adult and youth training in targeted sectors. People have to be under 200% of the Federal poverty level. That's the focus of those grants, really to try to get at those populations where there is a high level of poverty and need.

The most interesting fact of this Pathways Out of Poverty program is that it requires grantees to be able to recruit. In other words, they have to recruit potential trainees out of the communities of need, train them, and then support those participants as they move through training and into employment.

The other interesting aspect of the program is that it requires coordinated supportive services. This is a big issue, as you all know, in trying to assist low-income populations in their transition to work. There's a multiplicity of needs, many of which are not strictly work-related, but are critical to success if low-income populations are to succeed in the workplace—transportation, childcare, sometimes substance abuse or mental health, remedial education, you name it.

There's a whole host of needs. And these grants are really supposed to provide that kind of tight coordination of supportive services around trainings.

We can go to the next slide.

I just want to give you one example from the Pathways Out of Poverty grant program. This was one of the largest grants given. It was to the National Association of Regional Councils.

They received \$8 million from the U.S. Department of Labor that they are sub-awarding out to five regional government agencies. It could be a council of county governments, or it could be a county government that covers a broader geographic area.

They're assisting workers in high-poverty communities through job readiness training and transitional employment opportunities in alternative energy, materials reuse, and energy efficiency programs.

The grant is leveraging partnerships with community-based organizations. Native American Tribes, ex-offender reentry programs, and other programs to recruit, train, and retain workers, for example.

You can get a little bit of a flavor of how these programs are set up to recruit and then provide the support networks that low-income populations often need as they're transitioning into careers and into the workforce.

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If you are interested in getting more information on these Department of Labor and Green Workforce training grants in your State, city, or region, go to this Web site, www.dol.gov/dol/green, and you'll find a page devoted to the initiative. Links are built into that page for each of the categories of grants that I talked about, including the Pathways Out of Poverty.

Next slide.

Currently \$490 million of the \$500 million that Congress appropriated under the stimulus bill has been used for funding for the Green Jobs program at the Department of Labor. Those grants all represent possible partnerships for TANF programs, community-based organizations, and others. It's not too late to reach out to the folks operating those grants and try to become a partner with them.

In the fiscal year 2010 budget, Congress approved an additional \$40 million for the Green Jobs Innovation Fund. It's not clear at this point how the Department is going to be handling that, whether there will be new competitions or whether these funds will be used to award grants that were bound to be very meritorious of funding and the review process, where there just wasn't enough money to go around in the first round of funds that went out at the end of 2009. And so we'll just have to stay tuned and see what the Department decides to do with that.

And then in the fiscal year 2011 budget, the President has requested \$85 million for the Green Job Innovation Fund, so this will be a multiyear, very robust commitment by the Federal Government to invest in these kinds of training programs.

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Stephanie Barr: I think that's it, Brent.

Brent Orrell: Oh, okay. Thanks.

I want to take a moment here to introduce our speakers. Let me make sure I get these in the right order.

Our first speaker is Michele McGeoy. She is the Founder and Executive Director of the California-based Solar Richmond. Solar Richmond is a nonprofit organization that Ms. McGeoy founded in 2006 to serve the community through Green Job-Green Collar job training and placement in the solar industry.

Solar Richmond works closely with diverse partners in city government, the nonprofit sector, and local businesses to foster a green economy in Richmond and bring good Green Jobs to its residents. Solar Richmond serves as a model for addressing both local concerns of (violence) and infrastructure investment and the global concern of climate change.

Our second speaker is Elena Foshay of the Apollo Alliance. Since joining the Apollo Alliance as Research Associate in September of 2008, Elena has written numerous policy briefs, memos, and data points on green economic development, job quality standards, workforce development, and energy policy.

She has been deeply involved in the Apollo Alliance's work to inform Congress and the public about clean energy and Green Collar job provisions in the 2009 American Recovery and Reinvestment Act and has prepared a number of memos and presentations on opportunities related to its implementation.

Prior to joining Apollo, she did research for the Labor Center at the University of California Berkeley where she conducted a study in Contra Costa County on opportunities in the Green economy for cities and training programs and published a paper on strategies for ensuring that Green Jobs are quality jobs.

Then, finally, Jennifer Cleary will be joining us from Rutgers University. Jennifer is a Senior Project Manager at the John J. Heldrich Center for Workforce Development at Rutgers, a State university in New Jersey.

With the Center since 2000, Cleary's current work is focused on developing industry-based intelligence on labor demand and supply issues, including those in Green energy industries.

Cleary also assisted policymakers to develop and implement research-based workforce and employer engagement strategies that promote economic growth.

She completed work on the workforce issues facing clean energy employers in New Jersey and co-authored the Heldrich Center research brief, "Preparing the Workforce For a Green Jobs Economy."

With that, I'm going to turn it over to Michele so she can give us her presentation and then we'll have a few minutes for questions for her before we go on to our other speakers.

Michele McGeoy: I'm the Executive Director and Founder of Solar Richmond. Just a little bit about my background, I actually am kind of a recovering computer entrepreneur, had run a couple different software companies, and then started a nonprofit dealing with the digital divide around 10 years ago. Then when I got into the solar field, I saw that the eco-divide was just as bad, if not worse, than the digital divide and I started Solar Richmond.

Michele McGeoy: We're located in Richmond, Northern California, about 20 minutes north of San Francisco. We're called the City of Pride and Purpose. As you can see,

we have a lot of coastline here. But unfortunately, in Richmond we're actually more known for our pollution and violence.

We have a Chevron refinery here in our backyard and it's a big industrial area. And last year we had the highest per-capital murder rate in the State. I felt like solar was one good antidote to pollution and jobs and a good antidote to violence. That's what inspired me to start Solar Richmond.

So we began in 2006. We're a nonprofit and we partner with the City of Richmond. The training we run with the City of Richmond is RichmondBUILD, which is a pre-apprenticeship construction-training program.

The students come through seven-week pre-apprenticeship construction training and then three weeks of energy efficiency training. Then we do four weeks of solar installation training. As part of the training, we actually go out into the community and install two live systems on the homes of low-income homeowners.

This is funded by the redevelopment agency, which offers homeowners a loan that is deferred so that it doesn't have to be repaid until the homeowner moves. So the homeowner gets the parts at cost, free labor, and a deferred loan through the redevelopment agency.

To get into the training program, the only requirements are a GED and being able to pass an eighth grade math and reading-level test.

So so far we've taught nine cohorts and placed 18 people in full-time job opportunities—8 in these 10-week paid internships and 26 in temporary solar

positions. And we've installed 12 systems on low-income homeowners' houses.

We've been called a model program in a lot of different areas from Green For All and Apollo Alliance. A senator came out and gave us an award and we were highlighted in Van Jones' book and the U.S. Conference of Mayors as a best practice Green-Collar job training program.

We've received a tremendous amount of media and we were on *Dan Rather Reports* and a bunch of other different things.

But the reality is, in terms of the number of job placements we have made, we're not jumping up and down shouting about it and hoping that the solar market is going to turn around.

So there have been different barriers and challenges in getting our graduates into full-time positions. One is that just in this last year with what has happened with the economy; the solar market did get hit, and so that's one piece.

But we're also finding that there's a culture gap that many of the solar companies are run by folks who don't really connect particularly well with our graduate base and that there's a big competition for meaningful work. And so our graduates are competing with college graduates for these jobs.

A college graduate walks into an interview and they start talking about Al Gore and global warming and CO₂ emissions and how they went rock climbing last week and they're going kayaking next week, and they make a connection that our guys really aren't making.

The other sort of barrier is what I call the clean conscience factor. Just to describe what it is quickly is that many of the folks who run solar companies kind of feel like they've done their part to make the planet cleaner, to do environmental work, and let someone else worry about issues of poverty, race, and class.

That has been a real barrier for us. There are some companies we've partnered with that are excited about hiring our graduates. But there is this culture gap of this sort of clean conscience factor that we have to deal with.

We had this picture here of the Crescent Park Housing, which had installed a very large system on a local affordable housing program. But then locally here we have SunPower, which manufactures the most efficient panel in the world.

They're literally across the freeway from us. Just this last year, they installed over 3,500 panels and didn't bring any of our graduates on the job, which was obviously a big disappointment.

There was another very large, local installation with a wastewater treatment plant; over 4,500 panels were installed. None of our graduates was put on that job.

We've found that these barriers are significant and in order for us to be able to provide deeper opportunities for our graduates and really be able to move the interview from the desktop up to the rooftop, we've created a staffing agency so that any installer can bring on our graduates on a temporary basis. And then we work with consumers to create a demand.

We're trying to get consumers to say not only do I want to do something good for the planet, but I also care about communities, and I want to do something

for communities in need and getting the consumers to tell these installers. Yes, I want solar on my roof and I want 30% of the labor to come from a graduate of the program.

That has been one way to drive more work to our graduates through this staffing agency. We've also developed a paid internship where recently a company called Real Goods had sold a good-sized system, a 412-kilowatt system, to a local housing development.

They hired eight of our graduates to do a 10-week internship, paid a living wage, and during that time, we also provided the graduates with professional development and case management. So we want to move to more of those opportunities.

One of the challenges in working with these companies is that we don't get to control how many people we get on the job. So what we're doing now is we're working on an entrepreneurial effort to bring in investors. We just actually brought in our first investor last week.

Basically, the concept is that Solar Richmond will become a power company and we will install solar systems on the rooftops of nonprofit buildings that don't have the capital to afford buying solar. Then they'll buy the power back from us.

A couple of years ago we worked with a church that really wanted solar, but didn't have the capital to be able to invest. We brought together many of the congregation members and formed a small LLC so that the congregants could take the tax benefits and basically pass those back through to the church.

There was no upfront cost to the church. For nonprofits that can't take the tax benefit, it was a way of getting an additional 30% discount of a benefit.

The concept here is that as a nonprofit Solar Richmond has a wholly owned subsidiary, which is a for-profit that can take advantage of the tax benefits. And we'll be installing systems on nonprofit buildings.

The advantage to the nonprofit building is that it doesn't have to come up with any cash. It also gets a decrease in energy costs and stabilized rates of electricity over the life of the system.

They can also market this to their donor base so they can now say they're a Green childcare center. Then we work with local vendors to partner with them and then we get to dictate the amount of labor that goes on the job, which is a part of the agreement we have with them.

Then we have investors that are bringing in grants from nonprofits, program-related foundation loans, equity investment, and tax-credit investment as well.

So this is a structure that we've just put together and are pitching to investors, that they'll get a quadruple line from their investment, which is a financial return on investment of between 2% and 13%. They'll be creating pathways out of poverty and into prosperity for graduates of our program. There are the environmental benefits, and then they're also helping the capacity for nonprofits by decreasing their operating costs for electricity and creating a long-term revenue stream for Solar Richmond.

So we're really pitching this to environmental, socially-responsible investors. The investors are very interested in is not just for us to put together a program that will effective here in Richmond, but what they want to see is how can we

do this in cities around the country. So we're talking to different cities about being able to offer this same kind of structure.

What's exciting to us here in Richmond about solar and renewable energy is that it's so powerful to see these men and women up on the rooftop within their own communities participating in this new Green economy, really renewing communities and renewing lives within the community.

Our goal is not just to create entry-level jobs, but really to create leaders in this new, Green economy.

That's my presentation and I'm open to questions.

Operator: Ladies and gentlemen, if you would like to register a question, please press the 1 followed by the 4 on your telephone. You will hear a three-tone prompt to acknowledge your request. If your question has been answered and you would like to withdraw your registration, please press the 1 followed by the 3. If you are using a speakerphone, please lift your handset before entering your request. Once again, to register for a question, please press the 1 followed by the 4.

Our first question comes from the line of (Deborah Contisso). Please proceed.

Deborah Contisso: I'm with the Federal Office of Child Support and the reason we're interested in this is because many of the families in our caseload are low income, particularly low-income fathers who are being taxed to pay child support and yet are finding it difficult to even provide for themselves. But, anyway, I think what you're doing is phenomenal.

I hope there's a Web site you can point us to so we can learn more about your program and also hopefully these PowerPoints will be available to us at the end.

But I wanted to ask you a quick question. Are you getting any money from the American Recovery and Reinvestment Act or any training funds from the Department of Labor to help offset the training costs for the folks in your program?

Michele McGeoy: Great. Thanks for your question, (Deborah).

First of all, our Web site is www.solarrichmond.org.

Deborah Contisso: Okay.

Michele McGeoy: In terms of funding, we did not get any money through the Pathways Out of Poverty grant. And, as a nonprofit, we were not able to take the lead on the application, which was a big disappointment for us. I think that's a part of what contributed to not being selected. We are getting a little bit of funding through the Energy Training Partners grant. But most of our funding comes from foundations and individual donors.

Deborah Contisso: Okay.

I don't know much about the Pathways to Poverty, but it just seems to me that this is exactly what at least the goal is because training is very expensive, isn't it, for these folks?

Michele McGeoy: Yes.

Deborah Contisso: Yes, and how do you recoup that? You're expending the money up front and you need a continuous funding stream to at least train the folks. I would think this would be of benefit to companies. They wouldn't have to spend it training their workers, although you did mention about the cultural gap between the educated and the non-educated.

Deborah Contisso: It just seems to me that a solar energy company would say, "Hey, we can save some money on the bottom line if we take recruits from this training program because then we won't have to train them ourselves."

Michele McGeoy: That would be the hope. So far that hasn't been the reality. It is a crowded market in that we have all of these college graduates wanting to get a foot in the door. It is a part of why we're really looking at an entrepreneurial model that's not just dependent on grant dollars. But, the idea is that if we install more of these systems on the rooftops of nonprofit buildings and they buy power from us, and that will create a revenue source, which will help to fund the training.

Deborah Contisso: Wonderful. Thank you very much.

Michele McGeoy: Thank you.

Brent Orrell: This is Brent.

I think in deference to our other speakers, we probably ought to maybe have one more question and then move and let you go and let the others come on and then we'll all obviously keep the questions open and we will endeavor to facilitate getting responses for anyone who didn't get a chance to ask their question in person.

If there is one more question, let's take that, and then we'll move to the next speaker.

Stephanie Barr: Actually, Brent, we had two questions via Live Meeting emails.

Brent Orrell: Okay.

Stephanie Barr: One was, "When did Solar Richmond start?" The second one was, "Do you work with your local WIB?"

Michele McGeoy: I started Solar Richmond in 2006 and we did our first training in 2007. The City of Richmond has its own WIB, so it's not a county-based WIB, and it's much run by the Employment & Training Department. Yes, we do work with them.

Brent Orrell: That's a work investment board for those of you who are not speaking governmentese who might be on the line.

Okay, thank you so much for that presentation, Michele. Thank you for being with us. We're going to move now to our next speaker, Elena Foshay from the Apollo Alliance.

Elena Foshay: Thanks for inviting me. Can you move to that first slide in my presentation?

Solar Richmond is an excellent organization. We definitely know them well. I'm going to step back a little bit. It's kind of funny, we ended up going in reverse, so we're going to the very specific program example to stepping back.

I will provide several State and local examples similar to Solar Richmond, similar and different to Solar Richmond, and then I believe Jennifer is going to step back even farther and talk about training models overall. So we're going in reverse.

First, the Apollo Alliance for those of you who don't know us, is a coalition of business, labor, environment, and community-based organizations. We have an overarching vision for moving our economy towards clean energy and creating good jobs. We work towards three things—energy security, climate stability, and economic prosperity for all.

President Obama has made a very clear commitment to investing in clean energy and creating Green Jobs. We heard before about the \$110 billion is what the Recovery Act invested in clean energy and Green Job training.

That was just the beginning. The fiscal year 2011 budget for the Department of Energy, Department of Transportation, Department of Labor, are all making significant investments in clean energy that will create Green Jobs in the short term.

Unfortunately we still lack a large Federal strategy for moving us towards a clean energy economy. The climate energy bill is stalled in Congress. In the meantime, States and cities all over the country are already leaders in clean energy investment and Green Jobs innovation.

I want to highlight five specific areas of State and local innovation. These are areas that the Recovery Act has helped invest in and helped build, but other, State, local funding streams are being directed into creating jobs in these areas.

The first is manufacturing. Can you go to the manufacturing slide?

Manufacturing is critical to many States, especially, those in the Midwest such as Michigan, Ohio, Pennsylvania, and Indiana. Their economies have depended on manufacturing jobs for a long time and are experiencing a lot of job decline in the manufacturing sector.

What's important about manufacturing jobs is that they are good jobs. They tend to provide middle class wages, and they're available to 68% of American workers who don't have college degrees. So, it's important that we pay attention to the decline of manufacturing jobs in States across the country, but especially in the Midwest States.

Michigan, Ohio, Pennsylvania, New York, and California are all looking at strategies to build up manufacturing jobs by investing in clean energy. I wanted to share with you a couple of examples of how some States are doing that.

Michigan, I think, is the best. Michigan combines its Department of Energy with its Department of Labor and Economic Growth so that the integrated departments can look at a comprehensive strategy that would reinvest in the State's manufacturing sector and create good jobs for workers, and then provide training that would help workers access jobs in the growing parts of the economy.

I'm just going to highlight a couple other things Michigan is doing. First, the Recovery Act invested \$2 billion in creating an advanced battery sector in the United States with the goal of building electric cars here because there's an anticipated demand for electric vehicles and so far we have not had the capacity to build the components here.

I believe that \$1.3 billion of the \$2 billion went to companies located in Michigan, to manufacture the batteries or the components for the batteries.

That's exciting. It's creating manufacturing jobs. The State's Clean Energy Advanced Manufacturing program is another Recovery Act innovation. Fifteen million dollars of, I think, of the State's State Energy Program funds are going towards auto parts manufacturers that are shutting down left and right in Michigan to retool to be able to make components for wind turbines and for solar panels, and again create jobs for manufacturing workers.

The State's No Worker Left Behind program, for those of you who don't know it, provides two years of free training to workers who want to enter into high growth industries. Advanced battery manufacturing and renewable energy component part manufacturing are two of those high growth industries.

It's really creating jobs in the State and then creating a way for workers to access those jobs. It's pretty exciting.

Wisconsin, Indiana, and Pennsylvania all used a portion of their State Energy Program funds from the Recovery Act to create similar revolving loan programs to help manufacturers retool to make wind turbine parts and other clean energy component parts.

I wanted to specifically highlight another example. Earlier when Brent was talking about Green Jobs, one sector was left out, which I think is important, which is transportation. Public transit reduces greenhouse gas emissions and is a career pathway for many folks that are unionized and it pays good wages.

The City of Portland used some of its Recovery Act funds and then other State and city funds to build a streetcar line. When they did that, they wanted to

make sure that jobs building those streetcars were captured in the State of Oregon and preferably in the city of Portland.

So ,they partnered with Oregon Iron Works, which is a local company, to build United Streetcar to make the first U.S.-made streetcars in a very, very long time, with the help of Federal grants.

The United Streetcar is a union company. They're organized by the ironworkers. And the ironworkers host apprenticeship programs in the facilities to train workers to make streetcars. So it's pretty exciting.

I just had a meeting with the CEO of United Streetcar. One of the things she said, which is something I've heard from many other clean energy companies, is that there's a shortage of skilled welders. So, if you're looking for a specific skill that feeds into the green economy, apparently welding is one.

Can you move on to the next slide?

Energy efficiency is something we've heard a lot about. The Recovery Act has helped cities create really innovative, large-scale energy efficiency programs.

The idea is that a funding structure would be set up so that homeowners and building owners could do energy efficiency retrofits at no up-front cost. So they can make improvements to their heating systems. They can seal the building envelope and make other improvements to reduce their energy consumption, sometimes up to as much as 30%. At least 15% is pretty common.

This will create jobs in the construction sector. The retrofits are done at no up-front cost to the home and building owner. They repay it over time through

their property tax bill or utility bill. Programs are designed a little bit differently, and workers in the construction sector have access to these jobs to do the retrofit work.

Portland is a particular example I wanted to highlight because it has developed a pilot program that includes a community workforce agreement that guarantees that the jobs created in the large-scale energy efficiency program are good jobs. I will talk more about the community workforce agreement in a second.

Another good example is Boston, which is developing a pilot energy efficiency pilot program that is hopefully going to go statewide. It's a focused community organizing model.

Community groups in the neighborhood where the pilot project is taking place are involved in creating buy-in, so they're talking to their neighbors. They have organizers going out, talking to the neighbors about retrofits and getting them interested in doing retrofits.

They're working with local labor unions to provide training, and the community groups are helping to find people who want to enter into that training so that local people are employed doing the retrofits in local homes, which is pretty exciting.

So next slide.

Investments in manufacturing, investments in energy and efficiency, and investments in renewable energy are creating Green Jobs. But there's no guarantee that these jobs will be good jobs or that they'll go to the people that need them most unless we look at building in standards to program design.

Some of the equity and job quality standards that are really important include wage standards, such as prevailing wage or other living wage standards, guarantees that jobs will provide benefits, such as health insurance and paid sick time, targeted and local hiring, responsible employer requirements so that requirements that contractors participating in the program meet wage or benefit standards, have good safety records, hire locally, whatever requirements the local area wants to place on them, and then a connection with training for career pathways.

This next slide is a concrete example of what job quality standards might look like.

The Portland Clean Energy Works program, which is the energy efficiency program, has this community workforce agreement that says that any contractor that wants to do retrofits as part of this program has to hire 80% of their workers locally from within the city of Portland. Also, 30% of the work hours have to be performed by target populations, and the target populations are those who have been historically disadvantaged or under-represented, which includes people of color, women, and low-income residents.

Wages have to be paid at 180% of State minimum wage or prevailing wage, which applies to certain building trades, but not all, and then 20% of project dollars have to go to women- and minority-owned businesses, so they really wanted to make sure that women- and minority-owned contractors have access to doing retrofit work.

Then 50% of total work hours have to be done by training program graduates, so there are specific training programs preparing workers for energy efficiency retrofits. Contractors participating in Portland Clean Energy Works

have to hire enough workers so that those program graduates do 50% of work hours.

Contractors also have to agree to labor peace, which means that if workers decide they want to join the union, the contractor agrees they're not going to stand in the way.

Best value contracting, which is a term that means that when the governing agency is looking at which contractors they want to work with for this program, they're going to look at whether the contractors can meet all of these different community workforce agreement standards, and not just which contractor will do the work at the lowest cost.

So if you can go to the next slide.

Brent Orrell: Elena?

Elena Foshay: Yes?

Brent Orrell: This is Brent. We probably need to take about three minutes or so to wrap up if you can so that our final speaker can talk and then we can go to Q&A.

Elena Foshay: I'll just go through these next few slides really quickly.

Brent Orrell: Okay.

Elena Foshay: There were two things I really wanted to highlight as important to making sure that Green Jobs are accessible to the populations that we care about. One is the idea of career pathways. And this comes from a series of papers available on our Web site that are called Mapping Green Career Pathways,

Job Training, Infrastructure, and Opportunities in Wisconsin, Ohio, and Michigan.

The papers talk about how we need to design career pathways built into clean energy investment that prepare students - prepare workers for building on skills and participating in training, building on skills so that they have transferrable skills. They can get better and better jobs, higher and higher pay, and access opportunities available to them.

Union apprenticeships are one example of how these career pathways are built into training. There are first-year apprentices second-year apprentices, and you increase in pay as you go along through training. Then there's a direct link with employers, so graduates are now journey level and can access union employers.

Some training programs partner with community colleges so that classroom hours get community college credit and graduates can earn an associate's degree in addition to being a journey level worker.

Can you go to the next slide?

Training partnerships: this is where I'm going to end. Training partnerships are really important to building quality career pathways because they build connections between different elements of the workforce development system.

The Green Jobs Act really prioritized supporting partnerships that included not just workforce development agencies, but also education institutions, labor unions, and community-based organizations that serve low-income folks and those with barriers to employment that we want to make sure have access to Green Jobs.

There are many examples. I'm not going to go into them right now, but there are many examples of how these training programs work on the ground to really help workers get access to the basic skills they need to enter union apprenticeships or community colleges and then have access to real jobs through partnerships with employers. Solar Richmond is one example of how that works on the ground.

So I'm going to stop here so we have time for questions.

Brent Orrell: Thank you very much Elena, for that presentation. We're going to move on to our final speaker now. So with no further ado, please take it away.

Jennifer Cleary: Hello. This is Jennifer Cleary from the Heldrich Center for Workforce Development at Rutgers University.

Just to give you a little bit of background on the Heldrich Center, we've been around since about 1997 and we're the leading university-based research center focused on workforce development issues.

I've been involved in doing industry-related studies across a wide variety of industries, including Green Jobs, for several years now. I've been with the center for about 10 years.

Before that, I worked in social work and ran a homeless shelter for a while. In my work here at the Center, I really try to think back to those days and try to provide useful and actionable recommendations for people who are dealing with some of the challenges you face when you're dealing with people who have multiple barriers to employment.

Let's just move right into the presentation and start off by talking about what makes planning for Green training different than planning for training for any other industry. There are many similarities, of course, but a few things that make Green different are the role of public policy in job creation, as Brent and others have talked about.

Right now, I think public policy is really the leading force in job creation. It interacts with a number of other forces, which I'll talk about in a minute. But that's very important because it has consequences for those of you who need to consult when you're trying to assess demand, when you're trying to figure out what the demand really is for various jobs and within various industries.

As Brent also mentioned earlier, some Green Jobs are relatively new or emerging occupations, but even those that are new and emerging are often based on traditional skill sets in construction, manufacturing, or other industries. Many jobs are actually those traditional jobs; they just happen to be taking place in a new context. So insulators, for example, will tell you that they've been a Green job for 100 years or more.

The consequence of that is that you need to keep in mind that just adding that Green layer of skills or credentials is often not enough to make people truly competitive, especially in this labor market. As Michele talked about earlier, it's very, very competitive out there.

Folks are often competing against people who have experience in these traditional industries, especially given the layoffs in manufacturing and construction, as well as with people who have college degrees.

So let me just move on here.

This is just a little graphic that shows the various things influencing job growth. You know, of course, about technology advances. As technology advances and makes things cheaper, it makes a lot of the energy efficiency and renewable energy technologies more affordable.

That interacts with the economy because a lot of the public policies out there that are stimulating investment in energy efficiency and renewable energy still rely on the customer, whether it is a business or a homeowner, to make some kind of investment.

Some places are getting creative about that and cut out that up-front investment, but in a lot of areas it still requires some commitment. So it makes things a little bit uncertain.

Then, of course, there's this change in culture, this emerging consciousness about making things green that's also very helpful in getting people to begin to adopt a lot of these technologies.

But right now, really it is public policy. And public policy really takes two forms in driving job creation. One is the direct incentives, the incentive to invest in an energy audit and make your home more energy efficient. The second is the other policies that structure the market to make it more likely for green businesses to thrive.

A lot of States, for example, are implementing green purchasing agreements, making sure that all of their government agencies are purchasing greener products, for example, so that drives demand for those products and hopefully drives up the number of jobs.

One of the issues with Green Jobs that makes it difficult for providers and people who are trying to design training is this information gap about demand, because a lot of the statistics that we're used to looking at to figure out whether an industry or a job is growing or shrinking from the Bureau of Labor Statistics, for example, don't fit very well with Green Jobs. Because it's hard to tell whether an electrician is a green electrician who's working on an energy efficient project or whether he's working on an energy inefficient project.

So it does make it a little bit difficult to use the traditional sources of information about demand. It makes it all the more important to form collaboratives, and, of course, directly interact with employers, but also at the very beginning to touch base with the various policy people in your State that control the money funding green job creation.

In New Jersey, the Board of Public Utilities is handling a lot of the ARRA money and also the State investments in energy efficiency and renewables. The EDA, the Economic Development Authority in the State, is handling a lot of the incentives for manufacturing.

So it's important to keep in touch with them to understand how that money is flowing. Is out there yet? Has it gone to particular employers? –and working through them to gain access to the people who are getting the money that's going to create the jobs. Following the money it's important.

Another thing that makes it a little bit challenging for providers that design training is that this is an industry that's really emerging very rapidly because the Federal Government, States, and local governments are creating new policies all of the time.

That's changing the whole structure of employment. So it's really important to create mechanisms that allow you to get continuous feedback about demand and not just take a look at a report that says somebody thinks that solar panel installer jobs are going to grow and call it a day.

It's important to really create a system that allows you to get feedback directly from the policy folks and from the employers about how that demand is really evolving in real time.

Unfortunately, few systems are in place really to do that. Some States and localities are beginning to develop them and things like the training partnerships that Elena mentioned are helpful steps in that direction to at least begin to work on coordination of the existing training efforts.

I'll talk in a little bit about ways that you can begin to pull together the policy actors and others and really get a better sense of the demand. This also leads us to needing better coordination among all of the entities listed here.

As I mentioned before, the most important thing to consider before you set up a program is the demand. Is there demand for the jobs in your local area? And you have to be creative about trying to figure that out.

The Aspen Institute, which has done a lot of work on sectoral strategies that basically involved getting low-income folks connected to jobs in particular industries, have found in construction that the most successful programs are those that have done the work up front to connect with employers and essentially do contract training.

They're finding out first from the employers what their job needs are and then they're training people with those credentials and with those skills to fill those

jobs, as opposed to doing the training first and then working with employers to try to get those people placed. Part of that success is a function of the competitive economy we're in right now.

One good piece of news is that because of all of the public policy involvement, government actors are sometimes able to set aside a certain number of jobs that are then directed to go to people and programs designed to help low-income folks.

Actually, Elena talked about a number of policies that cities and other places are adopting that require you to hire a local workforce and hire people with barriers to employment.

In New Jersey, for example, the Department of Community Affairs is managing the Federal weatherization money and they've agreed to work with several nonprofits to hire about half of their new workers from these nonprofit organizations that are working in cities and are training low-income workers. That's an important reason to get involved with these policy actors early on and develop those relationships first and then do the training.

It's also important to think not only about the number of people needed, but the credentials that are needed, and governments often play a role in that as well.

As energy efficiency money is given out, State agencies often set standards about which credentials contractors need to do that job. In energy efficiency, BPI, the Building Performance Institute, is a big one.

But that can change by State. It's sort of the Wild West out there in terms of green credentialing right now, with different standards and different credentials out there.

So you have to be aware of both what employers are looking for in the private sector, as well as what standards may have been set by government entities that may be funding a lot of this work.

You also need to think about the existing pool of workers and the number of people who may be out there competing for similar jobs.

One value of creating the types of training partnerships that Elena talked about is really being aware of some of the other training that's going on because one of the things happening is that so many people, so many community colleges, nonprofits, and others are trying to get involved in green training.

If you have six or seven entities in a small area, all creating the same training, you're going to create an oversupply in the market. So you need to understand what other people are doing and then begin to coordinate so that you can create these complementary programs that people can move up the ladder and not just have 10 of the same entry-level programs going on in an area.

Okay, I'm going to move through this fairly quickly so we have enough time to get to questions.

Our concept is really a talent network, which is similar to what Elena talked about in terms of a training partnership. Our concept differs a little bit in that we add in this layer of coordination, hopefully at the State level, but it can also happen at the local level, in bringing the policy actors together to begin to talk about demand and really to set up this continuous feedback loop that

gives the providers information on demand so that the training partnerships can adjust what they're doing according to the demand as it evolves.

You can see some of the key elements here. Stackable credentials and a variety of other things can be accomplished by these collaborative talent network efforts.

Some of the benefits are about responding to demand as it evolves and helping to ensure that a diverse workforce gets access to the jobs being created.

Here's a visual model we created of how we conceptualize a talent network. At the top, these letters stand for some State agencies in New Jersey, and as you can see, there are a lot of them—economic development, environmental protection, etc. They're all managing some of the Federal and State money funding job creation.

So those are the people you need to pull together to begin to follow the money and figure out where the jobs are going to be. These people also can play a leadership role.

At the bottom, we have talent network members, which I think would be analogous to what Elena was talking about in terms of a training partnership.

Basically, you work with the leadership council to begin to feed this sector information down to the people who are doing the training and coordinating and beginning to plan the stackable credentials.

I think I've talked about a lot of this already, so we'll just go through this quickly.

This is a model, which is actually from work we had done in the transportation industry that shows what we're talking about when we talk about stackable credentials.

It's making sure that within a given region or area people have access to various levels of training, which are going to then lead them into higher credentials that are recognized by employers.

It starts off with certificates and non-college degree-oriented credentials. Ideally, if you can get those to count for college credit, which then leads into an associate's degree program, bachelor's, MBA, etc., that's really the ideal situation.

A big component of this is really promoting effective partnerships. If you can't control all of this at the local level, you can at least look to see if there are existing partnerships going on in your local or regional area, or ideally at the State level. And you can think about perhaps beginning to start a local collaborative.

Of course, when you're talking about measuring the success of your particular program, some things to think about beyond the obvious of job placement, there are things such as formal partnership agreements with a variety of the entities we talked about and also setting up labor union apprenticeships that will lead people into a pathway that provides them with additional training after they leave your facility and also access to well-paying jobs.

Acquisition of nationally-recognized credentials and college credit as part of the training that you develop is also something to be used to count as a success and, of course, achieving sustainable matching revenue streams so

that you can continue to grow your program after any particular grant you may have gotten to start it is over.

I will stop there to allow time for questions, and thank you very much.

Stephanie Barr: Okay, great. Brent, we have three questions here so far, and but before I start the first one, Operator, can you remind people on how to register a question via the phone?

Operator: Absolutely.

Ladies and gentlemen, if you would like to register a question on the phone lines, please press the 1 followed by the 4.

Stephanie Barr: Okay.

And while we wait for that, one of the questions concerns employers and giving them incentives or set-asides. Is there any type of current legislation or maybe even State policies and legislation that provide incentives or set-asides for employers to actually employ low-income or Pathways Out of Poverty or Green Job trainees?

Jennifer Cleary: Not that I know other than the labor agreements happening in places such as Los Angeles and Portland.

Elena Foshay: I can answer that. The Recovery Act included an incentive for employers that hire unemployed veterans and “disconnected youth,” which is the term I think they used.

The Senate and House are in the process of passing or just passed a jobs bill that includes several incentives for employers that create jobs and hire

unemployed workers. So that can be potentially directed towards employers that hire people from particular populations we care about.

Stephanie Barr: Right.

Brent Orrell: One thing the administration has proposed, but it's actually permissible under the existing TANF statute, is subsidized employment programs.

There's no reason that a subsidized employment program couldn't be a Green subsidized employment program, so that's one area to consider. I know the Administration has asked for the authority to expand existing authority for subsidized employment as part its fiscal year 2011 budget proposals related to TANF.

There does seem to be some movement on the general topic of subsidized employment and there's certainly no reason why it couldn't be Green subsidized employment.

David Camporeale: This is David at OFA. Just to add my 2 cents onto what Brent said, part of TANF is the requirement for work activities. One of those recognized work activities is either unsubsidized employment or subsidized employment, so any number of the \$16-plus billion a year of TANF block grant funds could be spent on subsidized employment opportunities for low-income populations.

Part of ARRA was an additional \$5-plus billion and they're debating additional money for next year that potentially could be used for one-time nonrecurring benefits to cover the expenditure of increased caseloads or for subsidized employment programs within certain mathematical formulas for how you get that money. So TANF bureaus are another source of money for

subsidized employment programs or unsubsidized employment programs for those workers.

Stephanie Barr: Do any of our speakers have anything else to add?

Before I go on to the next question, I wanted to let everyone on the Webinar know that the PowerPoints for today's Webinar will be emailed to all of the people who participated today. They will also be available in about a week on the Welfare Peer TA Web site for downloading. I just wanted to let everyone know that.

Operator, do we have any questions via the phone?

Operator: We have two questions on the phone line.

Stephanie Barr: Okay.

Operator: The next question is a follow-up question from Deborah Contisso. Please proceed.

Deborah Contisso: If community-based organizations have clients in their caseload that they know need jobs, who do they refer them to? It seems that it's kind of a hodgepodge of different actors at play in terms of training opportunities.

If I was to advise some of our local child support agencies that if you come across noncustodial fathers who are out of work, can't pay their child support, and we wanted to refer them to Green Jobs training opportunities, where would I refer them? What is one point for sure? Are workforce investment boards the best place? Are they always interested with this in most States? Or, do they have to fend for themselves and find out who to refer their clients to?

Jennifer Cleary: Are you talking about where should people go for training, or which jobs should they be training for?

Deborah Contisso: Maybe both. Is there one entity that I could refer them to?

Jennifer Cleary: For finding out about training opportunities, usually it's the State workforce investment board, but also at the local level, if they want the one-stop, all States are required to maintain an eligible training provider list. These are the companies and training providers eligible to receive Workforce Investment Act funds, so it's not necessarily all of the training that's out there. But it's where people would be eligible to get a WIA training grant, so it's one of the more comprehensive listings.

In terms of the demand, I mean, that's a little bit trickier because traditionally the State labor department measures demand through labor market analysis, but, unfortunately, a lot of their data doesn't apply very well to Green Jobs. Some offices have done employer surveys and have tried to do other, statistical modeling to get a better sense of the demand in Green Jobs. But my sense is that it's kind of all over the map in that. Sometimes those types of surveys are done by other entities, so you really have to ask around and get familiar with what's going on in your State to track demand for Green Jobs because everyone's doing it a little differently.

Elena Foshay: I just wanted to add one thing. Many Green Jobs exist within existing jobs or existing occupations, and much of the Green Job training can be found within existing training programs. So people interested in training for Green Jobs should look in the same places they would look to find training for regular jobs. What's happening is that many training programs across the board are incorporating green job training elements or incorporating a particular track

that's directed towards energy efficiency retrofits or something else having to do with Green Jobs. So that's what I would say.

Deborah Contisso: Thank you very much.

Brent Orrell: There's a Department of Labor slide very early in my presentation that tells you where you can get information on who's funded. There may be grantees in the Pathways Out of Poverty program in your local areas. I think it would be a great idea for the local TANF programs to touch base with those grantees. And they're just getting started; they are just starting to ramp up activity. So now is a very good time to be talking to them about how you can refer into their program.

Deborah Contisso: Wonderful.

Jennifer Cleary: I just wanted to mention that there's so much rapid development of Green training out there and so little regulation and field testing of it. I think it's important to arm the people who are asking training providers about their training with some good questions to ask, such as asking if they're an accredited and licensed provider, if the credential is well known and in demand in the local labor market, ask about job placement, and those types of things.

Deborah Contisso: That's a very good point. It's kind of the Wild West of Green Jobs training.

Elena Foshay: Yeah.

Jennifer Cleary: Yes, it is.

Deborah Contisso: Jennifer, do you have a Web site? Or an email address?

Jennifer Cleary: Yes, it's at the back of the presentation, but it's Cleary, C-L-E-A-R-Y @rutgers.edu.

(Deborah Contisso): Thank you very much.

Stephanie Barr: We have one final question for Michele, but I think she's no longer on. So for the person asking about Solar Seattle and if it is a replication of Solar Richmond, we'll make sure to send her that question and make sure everyone knows the answer after this.

We have one more question.

Woman: We have one more, which I think could be for any of the speakers. Could you expand on any unique strategies that have been employed or ideas you have to recruit, engage, and retain TANF participants?

Elena Foshay: This is Elena. I can share one or more. I want to go back to a point I made in my presentation, which is the importance of the role of partnerships.

Where innovative partnerships exist that incorporate the full range of training programs and education institutions, as well as community-based agencies and organizations that serve populations that might be seeking training or employment, and then also incorporate employers, where those exist, there has been success in getting folks who may be TANF recipients, or other folks with barriers to employment or low-income populations, into training and then successfully into employment.

One example that exists where I am is the Oakland Green Job Corps, which as a partnership between Cypress Mandela, which is a training program that

specifically targets low-income populations and those with barriers to employment, and Laney Community College and the Growth Sector, which is an intermediary that connects with employers.

As we know, training program participants start with very basic skills training and move up into construction skills training and then they have a paid internship with an employer. They have classes that get college credit from the community college.

It really brings folks from being unemployed or having been in prison or having other kinds of barriers that have prevented them from being employed in the past, getting them into high-quality training and then into jobs with local employers.

Brent Orrell: Okay.

David Camporeale: I couldn't agree more about the importance of partnerships. State and local TANF agencies can fund training and subsidized employment.

They have money set aside for childcare, which is a huge barrier for many low-income populations. People on TANF qualify for a lot of childcare support as well.

Then the workforce investment boards have that great connection directly to the labor market and to Green Jobs. The nonprofit agencies not only are doing great work in Green Jobs as our presenters have shown us, but they have direct connections and local roots in the community.

So the most successful programs I've seen across in the country are the ones that make those connections between Federal agencies, State agencies, and the

local organizations to build as many supports beneath their clients as possible, to build those partnerships and connections across the way.

If you're a local agency and are interested in making those connections, I encourage you to do so. And you can do so through Peer TA. If you're a State or a Federal agency and need help making those connections, it's the same deal.

Brent Orrell: Are there any other questions, Lisa?

Lisa: There are one or two, but it's 3:30, so to respect everyone's time on the Webinar, we were going to go straight to the poll questions.

Man: Absolutely.

Brent, do you want to go through those?

Woman: The first poll question should be on your screen. The speakers had valuable information to share. Just click on the little buttons to register your response.

The second poll question asks if the logistics of the Webinar ran smoothly.

The third question is I have a better understanding of which jobs are considered Green Jobs and how to connect and link TANF and low-income populations to these jobs.

Question Number 4: I have learned about initiatives creating Green Jobs in manufacturing and energy efficiency and how to address mechanisms to make sure Green Jobs are good jobs.

Question Number 5: I have learned which components and features are important in creating a good Green Jobs training program.

And the final question: I learned strategies I can use for implementing Green workforce development programs in my State, Tribe, or local agency and/or community.

Brent, I'll turn it over to you to close out.

Brent Orrell: I want to thank David for helping us put this on. It's always great to work with our partners at OFA. Thanks to Jennifer and Elena and also Michele for their presentations; they were very informative.

This is a huge area of development and in public policy and everybody is feeling their way forward, trying to figure out the things that make sense, the things that will really yield benefits to all Americans, but certainly including low-income Americans.

It has been an honor to see how this initiative has been so intentional about addressing both the environmental concerns that underlie the Green Jobs movement, but also the social justice and social equity issues that underlie Green Jobs training as well. I think that was very well represented here today on the call.

So thank you, again, to our speakers. Thanks to all of you for joining. We had a great turnout. And there's clearly a high level of interest. So at the Welfare Peer TA Network, we will continue to monitor this and provide updates to the field as warranted. Thanks everybody again for coming.

David Camporeale: Thank you so much, everyone.

Woman: Thank you.

David Camporeale: That concludes our Webinar today. If you have any further questions, please send them to Welfare Peer TA. Check our Web site. Thank you so much.

END