



Rural Communities Initiative  
Webinar: Economic Development through  
Job Creation Strategies in Rural Communities  
Transcription of Audio recording/Webinar  
April 29, 2009

**Welcoming Remarks and Introduction of Speaker # 1 (James Butler, OFA)**

Thank you, Jackie. And hello everyone and welcome again to this Rural Communities Initiative Webinar on Strategies for Economic Development through job creation in rural areas to improve service delivery to rural TANF programs.

As I've mentioned on several calls before during the Rural Communities Academy back in September, the challenge of improving economic development was identified by many rural community initiative sites as one of the most critical issues facing rural organizations serving TANF participants.

As a part of their Technical Assistance Plan sites expressed interest in learning more about effective strategies to create jobs, improve local economies, and increase opportunities for rural residents.

These rural TANF agencies specifically expressed the need to learn more about current efforts to create employment opportunities for TANF participants in underserved rural areas, innovative strategies and tools for creating jobs, and funneling rural TANF participants into jobs, strategies on how to maximize return on investments for expanding job opportunities in rural areas, and guidance on funding and implementing (unintelligible) projects.

So based on this interest by our rural sites we've designed a series of technical assistance events that focus on the issues of economic development.

The first of which is today's Webinar on strategies for economic development through job creation. Today we have some very knowledgeable speakers from different programs discussing their experiences with job creation strategies with an emphasis on green jobs and skills to improve options for TANF participants, dislocated workers, and other individuals looking to build and develop skills in the growing green jobs economic arena.

After the presentations from our speakers today we will open the lines up for the participants to ask questions.

Our first speaker for today will be Mr. Nick Goulette from the Watershed Research and Training Center. Nick is the Deputy Director of the Watershed Research and Training Center in Hayfork, California.

The Watershed Research and Training Center is a community-based nonprofit organization that started in 1993 to promote healthy communities and sustainable forests through research, education, training, and economic development. The Center's goal is to develop and encourage sustainable develop and encourage sustainable forest-based activities and a vibrant economic system for Hayfork and all of Trinity County, California.



Rural Communities Initiative  
Webinar: Economic Development through  
Job Creation Strategies in Rural Communities  
Transcription of Audio recording/Webinar  
April 29, 2009

WRTC works to achieve these goals by providing training to displaced workers and assessing ecosystems, restoration projects, and business skills, providing microloans to entrepreneurs who market non-timber forest products in creating a Hayfork-based GIS center and social economic monitoring program.

Nick's work centers around community-based and regional research into forest work, contracting and wood utilization, coordinating local collaboration with the U.S. Forest Service associated with forest restoration and fuel reduction activities, developing assistance programs for local contractors and advocacy for national forest, energy, and development policies that benefit rural communities.

Ladies and gentlemen, I introduce to you Nick.

**Presentation by Nick Goulette from the Watershed Research & Training Center**

Thank you very much. Appreciate it, James.

Welcome everyone. Thanks for having me. It's a good introduction to who we are and what we do.

As James said, the Watershed Center started in 1993.

We started in 1993. I know not all of you are working in rural forested communities so just a quick context. Our county, Trinity County, in rural northwestern California, about 1.25 million acres -- about 80% of the county is owned by the Federal Government or the taxpayer, you all and me. That creates a unique suite of challenges for economic development and for sustainability, and sustainable jobs in communities.

In 1993, 1992, the early 90s, there was a massive change in how national forest lands were managed going from intensive timber harvest and management which was largely the economic engine for our community, to ecosystem management. Essentially there was a recognition national that timber harvest was out of balance with the other needs of ecosystems that we were, you know, endangering or threatening the well being of species and wildlife, fisheries, habitat.

And so a new plan was created to manage public lands and we were impacted by that plan. It led to massive reductions in timber harvest levels, which also led obviously a loss of jobs in logging which was one of the primary employment sectors.

And then in sawmilling we had several sawmills in the county. Most of them shut down slightly before or shortly after 1993 with the introduction of the Northwest Forest Plan -- led to large scale unemployment, poverty, and a general deterioration in forest health that then happened over time related to a lack of management and fire suppression and a full suite of complicated issues related to forest management.



Rural Communities Initiative  
Webinar: Economic Development through  
Job Creation Strategies in Rural Communities  
Transcription of Audio recording/Webinar  
April 29, 2009

But basically we have since that point been at a level ranging between 12% and 21% unemployment. So we basically suffer from chronic poverty in our county. The current unemployment rate is 21% countywide. A high percentage of the jobs are with the county government, small populations under 14,000 people within the county as a whole.

Hayfork, the community I live and work primarily in, has unemployment rate probably nearing 26%, 27% currently.

The median household income is around \$23,000, \$24,000. Something like 30% - something like 60% of the California average median household income. So like I said pretty chronic poverty.

As I said the mission of the Watershed Centers, centrally to promote healthy forests and healthy communities through research education, training, economic development -- sort of reinvent our community around a new paradigm for managing the forest and a new economic foundation for jobs and for businesses.

We've basically been doing green jobs before anyone called them green jobs. For 15 years now we've been trying to create green jobs around forest restoration and ecosystem management and in adding value to low value wood, the wood that comes out of forests thinning and forest, you know, small scale logging that basically is for the health of the forest rather than focused on the extraction, it's focused on the outcomes on the landscape.

I can't think of any greener jobs than those that are about being stewards of the natural environment. That's what we do.

So moving on, I'll just talk to you about the history of our economic development and job creation program focusing primarily on the challenges that we're confronting here in our particular rural setting and I'll try to throughout the presentation tie back into broader rural community challenges not just related to, you know, the forest and natural resource fields that are what I'm primarily focused on.

So hopefully there will be parallels for each of you in your local contexts. To some extent there are a lot of threads about the rural challenges that regardless of what kind of rural you are unifying.

I'll talk about strategies that we've employed over the years to overcome some of those challenges and the different, you know, tactics we've used and partnerships we've built. And then throughout I'll talk about summarizing and talking about outcomes and lessons from the different initiatives we sort of embarked upon.

So the critical challenges here in rural northwest California and forest-based public communities -- land tenure and access to resources. Basically we're rural. We're isolated. And so in a lot of instances the natural resources are the base of the economy for rural communities, be it agricultural or forestry. Generally it's one of - or mining or fisheries - it's generally one of those areas that tie very directly to natural resources.



Rural Communities Initiative  
Webinar: Economic Development through  
Job Creation Strategies in Rural Communities  
Transcription of Audio recording/Webinar  
April 29, 2009

In our instance since we don't own the land we don't really get to decide what happens on the landscape. And that strongly limits our access to that resource as a source of livelihood. So there's a whole suite of challenges related to that, that we've had to try to overcome and I'll talk to you about what those are.

We're geographically isolated. We're not next to a major transportation corridor. We have windy, relatively low quality roads that allow us access to markets. So if we want to do manufacturing here, we have very long distances to ship our product. We don't have rail lines. We don't have access to the interstate, like I said. We can't use long kingpin-to-axle trailers so we have to use smaller trailers to ship cargo. Fuel is expensive here. Those are sort of a whole suite of challenges with geographic isolation that, you know, both agricultural mining, fisheries communities all struggle with.

We have a workforce that we basically have to retrain. The capacity of that workforce over time has faded more and more with the lack of jobs over time. And so the skills of that workforce, primarily, high school educated and non high school graduates are the primary labor and workforce, very few college graduates. And not a lot of real world skills in the workforce because they've been or are intermittently unemployed throughout their lifetime.

So workforce capacity and training are big challenges. Challenges with contractors' capacity -- small contractors and their relative ability to access loans, to build up their own capacity, to engage in work opportunities, contractors' ability to learn about contracting opportunities and do contracts with the state and federal government.

There is a lot of registration, certifications, computer savvy that's required in that. And so the relative ability of our contractors to engage in that kind of work, both legally, lawfully and in an efficient manner is very challenging.

And then finally there's this threat of the challenge of infrastructure and that hard infrastructure. Basically do we have access to the kind of power we need to put in a manufacturing facility? Do we have industrially zoned sites that are suitable for new businesses? It's amazing how big an impediment not having access to three-phase power can be if you're trying to put in a manufacturing facility, even a small one. And so interconnection to the power grid.

If you're trying to do renewable energy development and you tie your renewable power capacity into the grid -- these kinds of infrastructure challenges.

So you have old industrial buildings that you can do redevelopment in or have those been torn down and do you need to start from scratch? These are some of the challenges that we deal with.

So as I mentioned, you know, our approach or our kind of vision for what could be a sustainable economic system that we could reinvent here in our rural community is focused all around ecosystem management. So the actual work in the woods and on the forest and in the streams, doing restoration and doing stewardship.



Rural Communities Initiative  
Webinar: Economic Development through  
Job Creation Strategies in Rural Communities  
Transcription of Audio recording/Webinar  
April 29, 2009

And then the utilization of the byproducts of that work. So basically what comes off the landscape for us as a natural resource is wood, primarily small wood. Smaller than was historically used by sawmills. And so what do we do with that small wood or that biomass at it's now more commonly called. And how can those be the foundations of our economy here.

So ability to do that all focuses around our ability to build capacity and that's kind of a catch all phrase but it really is what new business development and what job creation and job placement is all about. I say here a consistent work must coincide with any capacity building effort.

In our instance that means does the forest service offer enough projects consistently over time to build a business around or is it all (fits) and starts? Is it one project this year? You try to buy a new piece of equipment and then next year there's no project. So you can't make your payments.

You know, across the country in rural communities that challenge is the same. Can you find a business opportunity or a work opportunity that has some amount of consistency to it? Is it a part of federal program that's going to sunset in two years and so it's not going to be consistent?

Are you going to have consistent access to the marketplace over time or is that going to erode as well as a, you know, offshore producer or an urban area notices that you've entered into a niche and can do it more efficiently because of all of their competitive advantages and so move into it.

That's something we've struggled with often. We've had several different instances where particularly starting in 1993, we had a workforce retraining program that was sponsored by the federal government called Jobs-in-the-Woods and that was providing assistance to retrain displaced forest and mill workers.

We worked with the universities around here, Humboldt State University and Shasta College to create an accredited program for ecosystem management training. We brought people out in the woods and we trained them to do these jobs -- stream monitoring, and surveys, endangered species monitoring and surveys, habitat restoration, and fisheries, streams, terrestrial habitat restoration.

So we did this great training program. They earned college credits. Contractors started a couple of small businesses around providing these technical services for ecosystem management. And then the funding dried up three years later to actually do the real work on the forest. And essentially what we ran into there was a lot pretty disenfranchised workforce, you know, workers and some pretty disenfranchised contractors that, you know, basically thought they were being trained to do something that was a real opportunity and found out that the support for that opportunity wasn't real.

This is a very common challenge with both state and federal assistance programs. The focus of those programs changes over time and so a two year or three program, if it's not tied to a much longer term initiative by the federal or state government, oftentimes erodes from right underneath those people that they've been trying to help and those communities they've been trying to help.



Rural Communities Initiative  
Webinar: Economic Development through  
Job Creation Strategies in Rural Communities  
Transcription of Audio recording/Webinar  
April 29, 2009

That can be a huge setback in rural development wherein you as a nonprofit organization or as a state or as a county government or city government or as an economic development district, try to product a program to do training, to do technical assistance to build capacity.

Invest a lot in it and the people that engage in your program invest a lot. They invest their time and energy and their trust into the idea and their hope into the idea that there will be work on the back end of that. And if you haven't thought through that program of work and whether you're training them for a real opportunity in the future or not or if you're not honest with them about the relative potential for that opportunity, you can really leave people disenfranchised on the back end of that.

And it's harder to get them back the second and the third time and the fourth time. So false hope is something to avoid. And so that's why I talk here about building that consistent program work in advance. It's not just about training or technical assistance in those ways.

Thinking about economic development, rural places have to be very comprehensive approach, where you think about the real work opportunities, the real marketplace, the real contracting opportunities in the long term. And then build the training and workforce and contractor assistance program around those real opportunities.

And honestly if the program work isn't out there, if you don't know what that's going to be over time, you haven't built the partnerships with different federal, state agencies, nonprofits, economic development, assistance corporations and potentially outside business partners -- if that's not in place it's not time to start a workforce training program. The timing and staging of those things is really critical to success.

And disenfranchisement in rural places is a real serious problem and creates or contributes to institutionalized welfare, I believe. And institutionalized poverty and a lack of motivation and a cultural problem with people actually wanting to work and believing that there's opportunities for them that could be sustained in the long-term and provide living wage jobs in the long-term.

What I say here contractors and workforce will adapt and adopt given consistent work opportunities. It goes right back to that challenge of thinking about cultivating the real opportunities and having a solid foundation for real opportunities prior to or parallel to that training and capacity building among contractors, businesses, and workforce. They have to align.

The fact is that, you know, this picture here is of a mechanical timber harvesting machine. The fact is the technology to get work done in manufacturing in natural resource management, you know, be it harvesting or whatever else.

That's not the part we have to reinvent as economic development districts or as, you know, technical service providers to needy families, workers, folks on welfare, or burgeoning entrepreneurs or business people. They'll find the right technology and they'll find the capital if the work opportunity exists.



Rural Communities Initiative  
Webinar: Economic Development through  
Job Creation Strategies in Rural Communities  
Transcription of Audio recording/Webinar  
April 29, 2009

This next statement, you know, business development is extremely complex -- it's a work in partnership. That goes right back to the need to have solid partnerships with whoever it is that is the entities that either control the landscape where you work. So if it's natural resource based, you've got to work with the Forest Service of the Bureau of Land Management or Natural Resource Conservation Service or whoever those agencies are that control the resource.

Then you have to work with ideally the universities and see what programs they offer in terms assistance to businesses or coupling your initiatives with their own technical assistance or research initiatives. That helps to build the basic exposure and the profile of your initiatives and that can be really important in terms of garnering additional resources, be they government resources or foundations resources, to help you with what you're doing.

And you're going to have to work with the private sector ultimately as well. And I don't mean the private sector you're trying to develop in your community but the private sector more regionally or functionally, the private sector that your rural community would have to interact with as part of a market infrastructure that could help you grow new businesses and help you grow jobs.

So the work has to go generally outside of your community, your rural community to all of the potential nonprofit, for-profit, and governmental agencies and organizations that have any potential to create new synergy around whatever you initiative is.

I'll talk a little bit more about some of the ones we've worked with here.

And in the end, you know, workforce training is going to be essential. You start a new business, you're bring in, you know, new equipment, new manufacturing processes, new technical jobs in the environment, ultimately training is going to be fundamental to all of that. And so the partnerships you build in trying to even create the foundation, the job opportunities hopefully will lead into the training infrastructure as well.

Some of the things we've learned here, particularly around the wood products side and I think these run true throughout rural natural resource based and manufacturing is when you're about business development in rural places think about value-added production.

And by value-added I mean, don't just be a primary processor of a raw natural resource. Always think about what is the opportunity to add one level of value to that product. Add two levels, three levels. How do you reprocess and remanufacture your raw materials into the highest value products. So it's ones that are ready for the retail market.

And so for instance, whereas in the past a rural community like mine would just have a saw mill that just sold lumber. Instead we want to go another step and remanufacture that into flooring. So dry it in a dry kiln -- plane it. Tongue-in-groove -- cut it so that it actually is flooring.

In terms of job creation you go from timber or logs are generally measured in million board feet. One million board feet of logs run through a sawmill equals five jobs. That same 1 million board feet of timber made into flooring, like you see in the picture here, can equal something like 20 jobs.



Rural Communities Initiative  
Webinar: Economic Development through  
Job Creation Strategies in Rural Communities  
Transcription of Audio recording/Webinar  
April 29, 2009

That same wood then made into something like this cabinet you see here can equal something like 40 to 50 jobs for the same amount of raw material put in.

So if you're thinking about job creation in rural places, thinking about the value-added processing, the secondary and tertiary manufacturing, those things that add the absolute greatest value are essential.

And then the other thing we've done around this is local branding. So figuring out how to differentiate yourself in the marketplace. And when you come from a rural community, you know, you have certain amenities that are sexy to people in cities that could buy your products. And so figuring out how to brand was real important.

One of the really innovative things we did early on with the watershed center when we recognized that we needed to do value-added processing. So not just bring a saw mill back to Hayfork, but actually bring a furniture manufacturer to Hayfork.

As we created a rural business incubator, there are business incubators in a lot of cities, but the idea of a rural business incubator was kind of novel at the time and there have been a few since and we were one of the first in the U.S. And what the business incubator does is basically creates low-cost location for businesses to locate. So below market value rental on facilities, access to equipment, technical assistance on business planning, access to loans and capital.

So basically provides both a site for businesses to operate in so they can operate at below market value rental and equipment lease rates so that they can get started and provides them with the technical assistance so we have a staff for the business incubator that basically provides the technical assistance to help them access work opportunity, build market infrastructure, access loans for capital, access training for their workforce, and allow them to establish themselves at a business in an environment that is more conducive to success.

So that they just don't have to go out into the marketplace and compete from the get out. It helped us to start Jefferson State Forest Products, a business that does tertiary wood manufacturing here in Hayfork.

We worked with the county, Trinity County to get a piece of land at very low cost. They basically donated the land for this business incubator and we got a Community Development Block Grant to actually build the building, get power run into that building and purchase a couple of pieces of sort of fundamental equipment, manufacturing equipment in that building.

And then we, the Watershed Center, furthered that whole mission by working in partnership with the fledgling Jefferson State Forest Products to help them basically get (leased) grant money. So because we were a nonprofit we were able to write grants to the federal government and to foundations, private foundations, to purchase even more equipment to help in their manufacturing. And then to lease those to them at a reduced rate over time.





Rural Communities Initiative  
Webinar: Economic Development through  
Job Creation Strategies in Rural Communities  
Transcription of Audio recording/Webinar  
April 29, 2009

So it was good for our business plan because we had a small source of income associated with that. But for them it helped them basically, like I said; operate at below market value cost to get their business going. Over ten years that business grew and that's one of the few new businesses started in Trinity County.

They produce a lot of organic produce fixtures for like Whole Foods Markets, Wild Oats, a lot of the natural foods stores around the country and green furniture or basically green branded furniture using certified timber and selling into urban markets as social and environmentally responsible sourced wood products.

And they're now up around 40 employees -- grown to 40 employees from zero in about ten years -- and now the third largest employer in our county and huge boon to Hayfork and to the community of Hayfork.

That was all started with our rural business incubator and a very small amount of capital, personal capital from the proprietor of that business, the person who started it.

Over time to grow that business basically we were not able to take it to the next level and so this is where outside partnerships came into play again where we went outside of our community to look for additional business partners and were able to find a socially responsible investment company out of Portland, Oregon.

And I don't know how many of you are familiar -- socially responsible investment is this new movement. It was primarily started around, you know, the typical stock market investment and strategies and basically socially responsible just meant their portfolio doesn't include drugs, tobacco, or firearms.

That's grown to mean something more than that now. And this particular company was set up around the idea that they would invest in small companies around the Pacific Northwest that were trying to be stewards of the environment and recreate a local manufacturing sector in the Pacific Northwest that contributes to the well-being of rural communities.

These kinds of companies are popping up and these investment groups are popping up all over the country now and your particular rural initiative could find alignment with a company like this. And so it's a matter of networking and putting yourself out there and find the right company.

Upstream 21, the name of the company we found, purchased Jefferson State Forest Products and it's now wholly-owned subsidiary of Upstream 21. And they've made significant investments purchasing new property, buying new equipment, increasing the pay wages for the workers, creating a benefits package for those workers. So it's been a big boon to our community.

But the Watershed Center has continued to play a role whereas we're still able to, through the business incubator, think about innovation and other opportunities for value-added products to help that private sector business continue to grow over time. So they continue to be a role for the nonprofits.



Rural Communities Initiative  
Webinar: Economic Development through  
Job Creation Strategies in Rural Communities  
Transcription of Audio recording/Webinar  
April 29, 2009

The other unique thing we're doing here is working on renewable energy. My talk is about green jobs. As I said, you know, working in the environment, being stewards of the environment is the ultimate green job. Renewable energy is our new green, you know, economy.

And so being rural and isolated of course you would want to create local renewable energy sources. In our instance wood biomass is the real opportunity. In some of yours it's probably agricultural waste products, potentially wind or solar. You know, there's a full suite. But in our instance we have wood.

And so we're working on putting in local installations for thermal energy. So working with school districts and working with the county buildings and working with the county of Trinity to basically put in very efficient and clean wood boilers that basically use the byproducts of our sawmilling and our tertiary wood processing to heat the facilities here in the county during the winter. Can be a very -- it's a great savings over heating oil. If you have natural gas the savings might be as significant.

But here we're talking about using our local resource to provide local energy and save our county and our school districts a lot of money. In the process it creates more value on the wood product which creates more opportunities for jobs in the wood. And then also creates a well-trained workforce, highly skilled workforce operating those facilities and facilities maintenance.

There are several other opportunities around wood energy that we're exploring -- wood cogeneration, densification, wood pellets. And then (with wood) fuel you'll hear about cellulosic ethanol and biodiesel and all of those are potential products from wood that could help our economy further serve some of the other things we're working on.

So just to wrap up really, partnerships was absolutely critical throughout the many initiatives that we've had and the fits and starts we've had over the years. We've met with different success around all of those, but we found that having all of this suite of partners engaged on those different initiatives has been key.

And I've talked about how the Forest Service and our (CS) the Bureau of Land Management, those organizations and federal entities, we work with them through agreements legally binding participating and cooperating agreements that sort of agree that we as entities are nonprofit and the federal government, are going to work together around job training and rural community development.

The Department of Agriculture enters in agreements with nonprofits all the time, so some of your organizations may well have similar opportunities. Having a formal agreement is a great first step towards partnership and attracting new resources and funding over time.

Universities, as I mentioned, has been critical in helping us design curriculums for training, delivering training, and technical assistance, and then attracting additional resources in terms of funding for economic development over time.



Rural Communities Initiative  
Webinar: Economic Development through  
Job Creation Strategies in Rural Communities  
Transcription of Audio recording/Webinar  
April 29, 2009

The State of California and the Economic Development District provides assistance to contractors. A lot of times economic development districts have certain strategies they use to reach people that don't always reach the right audiences, the unemployed in rural communities for instance and people on welfare in rural communities.

So the role of the nonprofit remains to work with economic development districts to find other ways to do outreach and to find other ways to do delivery of technical assistance and training that might be novel or different or culturally unique to your rural community.

Similar with the Smart Business, the Business Resource Center, they have all kinds of programs. We try to work with them to help bolster the effectiveness of their program. Some of the foundation you can see we work with over time, all of these foundations (Ford), James Irvine, and these funds at the bottom are unique to forestry and environment natural resources; they all help us to do job creation and economic development.

And in almost every sector there is some suite of private foundations that want to help do economic development and be a partner in that. And these are some of the ones we've found but they've been essential partners over time that we've been able to continue to go back to, to make sure that our program doesn't erode like some of those federal programs that only last two years. But then we're able to continue to be there for now, 15 years in proving that assistance.

A novel thing that's emerging, social enterprise, the idea of a hybrid nonprofit and for-profit business that provides social benefits to communities and individuals. I would recommend you all check out the Social Enterprise Alliance. It's a network of individuals and organizations that are practicing in this new field and that share lessons and ideas and technical assistance among each other.

And finally you have to have those connections with local businesses, contractors, and workers, and keep those connections up over time so that you can stay engaged and continue to keep pulse with what their needs are, so that your programs can be effective in delivering.

And with that, I thank you and appreciate the opportunity to talk with you all today.

### **Introduction of Speaker #2 (James Butler, OFA)**

Thank you so much, Nick.

Okay, moving right along to our next speakers. Our next speakers are Elizabeth Ehrlich who may be joined by (Leila Barconey ) from the New York City Parks Opportunity Program. And Denise Tolbert and (Sabine Martelly) from the New York City Human Resources Administration.

Elizabeth (Liza) is the Director of Operations and Client Services and (Leila) is the Special Project Coordinator for the Parks Opportunity Program. The program is one of the nation's largest



Rural Communities Initiative  
Webinar: Economic Development through  
Job Creation Strategies in Rural Communities  
Transcription of Audio recording/Webinar  
April 29, 2009

transitional employment programs with approximately 3,000 trainees working in New York City parks, playgrounds, and recreating centers.

In preparation for private sector careers, opportunities, and programs, participants gain transferable skills in fields such as security, horticulture, administration, maintenance, and customer service, while receiving employment services and career counseling. The programs involves six months of training and has placed over 9,000 trainees into full time positions since its inception in 1994.

Denise is the Executive Director of Employment Contractor Services and (Sabine) is the Senior Project Analyst for the Human Resources Administration Family Independence Administration. They are responsible for creating the training, work experience, and transitional employment programs for those mandated to engage in work activities while receiving public assistance.

The New York City Human Resources Administration provides temporary help to individuals and families with social service and economic needs to assist them in reaching self-sufficiency. The administration serves more than three million New Yorkers through a diversity of programs and services.

And just to let you all know, Elizabeth may have to leave us after her presentation, so if at the time that we have the question-and-answers, if you have questions for her, still send them and we will make certain that those questions are answered at later date.

So without further adieu you will now here from our speakers from New York City.

**Presentation by Liza Ehrlich and Denise Tolbert from the New York City Parks Opportunity Program/Human Resources Administration**

Welcome all. Thank you for having us.

Hello.

And that's (Liza).

Hello, everyone.

I'd like to start by saying, as Nick said, it's a wonderful opportunity to speak to a large group of people that are all after the same endeavor.

New York City and the Department of Parks started our program; we're in our ninth year currently. And we're one of the nation's largest transitional employment programs.

May we have the first screen please? Slide Two, please.

Thank you.



Rural Communities Initiative  
Webinar: Economic Development through  
Job Creation Strategies in Rural Communities  
Transcription of Audio recording/Webinar  
April 29, 2009

We're one of the nation's largest transitional employment programs in which participants work in New York City parks, playgrounds, and recreational centers. As our speaker introduced us we send approximately 3,000 individuals to this wonderful program.

Thank you, Denise.

So POP employees learn transferable skills in a variety of different fields. They're learning hard and soft skills. Hard skills in positions that involve maintenance, security, horticulture, clerical assignments, and customer service, while they're receiving employment services and career counseling.

And some of the soft skills the trainees are receiving while they're with us are negotiating their child care, showing up for work on time, you know, really learning to get along with their coworkers. And, you know, they're working in parks or playgrounds or recreation centers or in security positions or in offices and they're really learning to adhere to the fundamentals of work.

And, you know, they're gaining experience that helps them transition into employment; they can put in on their resume and really be able to address the work that they're doing in an interview setting. So it makes them more marketable for employment as well.

We started our partnership in March 2001, and we began to upon this endeavor by sending a large amount of TANF participants to the program. In our early stages we ran into a little glitch during September 11th and we took a little hiatus and then marched full force into the program in March 2003.

In March 2003 we decided that we would use the participants' actual funding grant of which we receive and give them for temporary assistance. We then said (unintelligible) apart of the grant in order to fund the participants' salary for this six month seasonal program. At that point we used the rest of our funds for that salary from city tax levies.

And it's that successful partnership that's allowed us to do at least 6,000 yearly. In our early stages they were earning approximately \$7.50 for 40 hour work week. We budget the cases. We at that point explain to the participants who are all voluntary participants to this program and understand that they are required to make their cases remain open so that we can divert the grant to the salary.

The received job search and employment counseling and training through the POP program.

I also want to say that what's definitely very unique about POP is that we are providing the on-the-job experience but we're also providing the job search, the employment counseling, and the training and education. That's something that is definitely unique within the landscape of New York City and with these programs in general.

And since they are employees of ours, in 2005 a labor union, Union DC 37, won representation of their title, which definitely, you know, brought a new dynamic to our program. Once our trainees



Rural Communities Initiative  
Webinar: Economic Development through  
Job Creation Strategies in Rural Communities  
Transcription of Audio recording/Webinar  
April 29, 2009

acquired union representation they, you know, through collective bargaining, their salaries increased, they earned days off, one paid personal day and one excused absence.

And, you know, they definitely were able to enjoy a consistent salary increase throughout the next few years, which culminated in \$9.21 an hour a few months ago. And as you can imagine the high salary definitely poses additional obstacles to moving trainees into employment, which we can adjust a bit a little later on.

We began implementing smaller pilot programs in 2006.

Our first one was called Youth Engagement Services and in response to HRA wanting us to service a younger population in a more dedicated fashion, we started a series of one year pilot programs to (propel) our services to different segments of New York City's unemployed population, which I will also talk about a little later on.

And then most recently in January of 2009, we placed out 10,000th participant into employment which is something we are very proud of.

Our trainees are a combination, as you can see from our screen, of various ages, with a high concentration for young adults, which is why (we) YES program. We have a large average age - excuse me, we have an average age of 27 and we have race mix up which is explained in our chart.

We basically have a large TANF population which has a larger gender of females and there is a great deal of childcare and supportive services that have to be engaged in order to allow this population to successfully work from the hours, I believe 7 to approximately 6 in the evening, with various schedules making up the 40-hour work week. We usually have to adjust childcare to allow parents to be able to get to those early hours and remain on the later hours or weekend hours if necessary, which is determined by the parks program.

Our parks program also, if we can see that we have a larger that does not exactly have a high school diploma. So a great deal of education and training has evolved through the evolution of this program. We have several programs that offer now through the POP program more than one day of education and training.

We also, as we will explain later on, have several training programs that try to gear our skills that we are looking to find unsubsidized and through training vouchers which we'll explain further later on.

At the start of the program, we at the job center determined who's available to participate in this program. We can only have people participate that are in the head of the household so that we may divert the family grant. Those individuals are called into the job center upon the initial referral of a couple of letters and we then have a discussion at the job centers to offer the opportunity of the POP program.

We screen out individuals who are not eligible due to possible health barriers or medical conditions that we're unaware of, such as asthma, in the green environment of parks. So once those individuals



Rural Communities Initiative  
Webinar: Economic Development through  
Job Creation Strategies in Rural Communities  
Transcription of Audio recording/Webinar  
April 29, 2009

are screened out, we call them into an individual data processing appointment that parts coordinates with us. And generally as our seasonal concerns are (lazy) during the spring and summer there is a large amount of people that are called in.

We send in individuals to those referrals from the job center and in case between the point of interview and the actual data processing day, there is a new issue that has come up. Possibly someone may have broken an arm or had some other condition that wasn't known to them at this point of interview, we remove those people from the data processing, via action codes. We have a large computer system that sort helps us to send these large amounts of people to the processing.

At that point we describe to them what the grant diversion process will entail. We cannot send people who are already subsidizing them through special housing grants such, I try not to use too many acronyms, but we have certain housing (unintelligible) where we have to pay the stipend grant above and beyond the TANF eligibility. And that could be due to a medical condition or of another family member. Those cases are again, weeded out of this.

And once we do all of those screenings, there is a large volume of city hiring paperwork of which we go through people's past criminal backgrounds to make sure we are not sending any individuals who may not warrant to be around children possibly in parks or any other outstanding warrants that makes them ineligible for city hiring at that point.

We also have the parks, they actually (setup) a little orientation about how to be appropriate in the workplace. They go over the basic employee orientations that give them the right-to-know training, equal opportunity (unintelligible). They tell them about uniforms and basic timekeeping that will be conducted throughout their six month tenure at the POP program.

They also, if warranted, we will find out from the parks whether we need to adjust the childcare, whether there'll be any nights or weekends. Whether there are any other supportive services that we can provide like offering a budget letter explaining that the employment is temporary and that if they are in federal subsidized housing that there is no chains to those housing rental links because the job is temporary.

Through this program we also keep the cases open on public assistance so that the person has full Medicaid benefits throughout the duration of the program for six months.

It's at this point where we, you know, are charged with really preparing a workforce to be deployed to the park or the recreation center that they may be working in.

And so as Denise mentioned, we're giving them a full orientation with discussing workplace conduct, right-to-know in terms of the chemicals they may be using and the inspection program procedures of our specific agency.

We're also making sure that, you know, they're really ready to go work for their supervisors because it's a workforce for us in addition to individuals to work gathering work experience through our



Rural Communities Initiative  
Webinar: Economic Development through  
Job Creation Strategies in Rural Communities  
Transcription of Audio recording/Webinar  
April 29, 2009

program and we need to make sure that in the beginning we're really giving them the information and the knowledge that they need to be successful when they're deployed to their worksite.

So, you know, as we just discussed the trainees in our program contribute invaluable to the maintenance of our parks and recreation centers and really to the quality of life in New York City. Because we have, the parks in New York City are something like 14% of the landmass of the entire city. So we as an agency are charged with maintaining a very large amount of land.

And as a result our (JTPs), which is their title, are cleaning and landscaping parks, maintaining restrooms, comfort stations, repairing and restoring facilities. They're staffing recreating centers. They're providing security. They're working on clerical assignments and, you know, they're really in all corners of our city whether it's working on a playground or cleaning, you know, a green street which is like a median in a large road. And they're really serving as the face of our agency while gaining job experience.

Not all trainees in our program are performing maintenance and operation assignments because we're not just grass and trees here at the parks department. We have people either on specific specialized crews or performing assignments.

As I said, clerical at any of our administrative headquarters or offices, custodial, cleaning the insides of our recreation centers and facilities. Fix it so they're repairing playgrounds and things like that. And we're also offering driver training classes within our agency because, you know, there's a large amount of land space that we have span as staff to take care of and we do that through vehicles.

Through POP's partnership with HRA we have conducted an array of support services that we feel are critical to the tenure of the individual within the POP program. Medicaid is a very, very expensive (unintelligible) throughout our country right now, but particularly in large cities where entry level jobs basically do not come with healthcare right away.

So for the large TANF population and we do send single adults as well, we maintain the cases openly and they are eligible for the duration of the program for continued healthcare. And we'll talk about further on some of the healthcare benefits that are eligible for the individuals who also are lucky enough to get unsubsidized placement within the POP program. All TANF individuals will get six months additionally for additional unsubsidized placement of continued food stamp and Medicaid benefits.

We help with housing assistance, again as I mentioned with the federal program of our federal (NITRA) program and our Section 8 program, we provide resources which alert those benefits as we should not change the rents that they're currently paying because this job is temporary.

We also did a partnership with an additional city agency which serves our homeless population. For individuals who are homeless and in a shelter, once they've been in there for three months we try to encourage them who are eligible to partake in this program as an entry level job and (transitional) job to them to eligible to be paid for under the Work Advantage program.





Rural Communities Initiative  
Webinar: Economic Development through  
Job Creation Strategies in Rural Communities  
Transcription of Audio recording/Webinar  
April 29, 2009

The Work Advantage program is a special program where for the first year the participants are only eligible to pay \$50 rent and therefore the rest of the \$9.21 salary, we encourage them to save and at which point the Department of Homeless Services will match the benefit for them. Whatever they save in that funding will be matched by the (agency) up to a certain amount. I believe the amount is \$3,000.

And we will then encourage them that way to save and that rent is then increased every year that they maintain a job and we use this as a transitional start for the first six months. And the POP program looks very closely with getting those individuals unsubsidized employment because they have this great rent agreement under the Work Advantage program.

Again we also pay childcare for the full six months that they are in the program and will continue for transitional childcare for anyone who gets an unsubsidized placement as long as the children remain under the age of 13.

We tell all the individuals that are again lucky enough to get unsubsidized employment, we then pay transportation for those individuals for six months as another support service.

Public assistance also re-budgets all of the cases directly for individuals who are in the six-month program and if they're not successful in reaching unsubsidized employment, we hope that the skills they use will then - we put them in another program that we have that helps them to get further success with job placement and job skills.

We hope that this partnership with POP is an excellent resource for them to use on their resume as a first work experience opportunity for a lot of individuals who have been on public assistance for a long time or a mother transitioning back into the workforce.

We also, as we try to develop skill training have a special program of which we use individual training accounts and work with (Park) to develop skills and have a list of programs that are eligible to provide additional training skills for them such as security, I think nursing, home health aid are some of the ones we use more successfully.

We allow them to - as long as the school is state certified by our state of New York, we allow them to partake in that as long as the course is within the two-day range and that course is then available for them up to 25 (unintelligible) then applied for through the POP program and as long as the participant is successfully going to the POP program -- meaning that they're current, they are not late, they are fully meeting all of the 40 hours a week that they're suppose to -- we approve them for that voucher. The vouchers are part-time for three months under this program.

Before I speak about employment, I just want to say, you know, in conjunction with the presenter prior to our presentation, we will definitely talk about how partnerships are a very crucial component of the success of our program and the success of HRA and the success of our trainees.

If it wasn't for the partnership that Parks and HRA share, we wouldn't be able to extend the opportunities that we extend to our trainees. And we also wouldn't be able to build new



Rural Communities Initiative  
Webinar: Economic Development through  
Job Creation Strategies in Rural Communities  
Transcription of Audio recording/Webinar  
April 29, 2009

partnerships. So that's definitely a - so far a common theme between these presentations and I just want to take a moment to point that out.

So as we've mentioned extensively we are not just trying to assist participants in (unintelligible) on the job experience. While they are here, we also are trying to move them into private sector employment, at the - you know, throughout their line or at the completion.

And so we have employment skills counselors on staff and our trainees are meeting with them once a week or once every two weeks depending on the timing of, they know, the time that they are in within their line and they are meeting with them to figure out their career path moving forward. What their skills are thus far and how they are going to make themselves marketable for employment in a field either that they are looking to re-enter employment in or a field that they are looking to move into for the first time.

And so this is where - this is really the starting off point where they are determining their employment plan and how they are going to move forward throughout their time Park and how they are going to make the most of opportunities provided to them through education and training as we will discuss in a moment.

Denise you want to talk about location of the training and then I will do the others or do you want..?

Okay.

The vocational training is basically one of the options that we identified through the individual training account. Individual training accounts not only use basic college courses or basically occupational - high occupational demand skills that such as CDL or other demands that are currently viable within our city of New York for placement once the person obtains the certificate.

An individual makes an application through the POP program counselor. The application is reviewed and we evaluate it based on our labor market data to find out whether that request has a viable job placement within our city at this time.

Our city agency maintains a database of placements that we currently view monthly in terms of where our participants with skills, with similar skills and educational values are placed at throughout the city. And based on those we maintain the viable courses that we have listed in our individual training account.

One thing that POP has done that has been a great success is that through their endeavors they've actually gone through the forefront and developed through some of our college courses with some of our city school systems, some additional courses such as the New York Botanical Garden horticulture course and I believe (Liza's) going to talk a little bit more in depth of some of those.

But they have actually been able to utilize the individual training account to develop some of those specific skills that were basically needed for parks and botanical gardens and other greenery



Rural Communities Initiative  
Webinar: Economic Development through  
Job Creation Strategies in Rural Communities  
Transcription of Audio recording/Webinar  
April 29, 2009

environmental jobs that are at the forefront of what we see now coming in our city and throughout the country.

So once the person has been approved for that course, the agency will monitor the person's attendance at that course and look to get - gain a certificate so that the person does not necessarily get a job right away but actually has a life skill that would make them transferable throughout the city and possibly throughout the country.

So one of the ideal outcomes that we looked for from the individual training account is that the person actually obtains a certificate; a commercial driver's license; some certified nursing assistance; home health aid, to name a few, direct care worker so that the person is not just gaining a educational value but actual has a transferable job skill that can be utilized for their lifetime.

Okay. So as Denise mentioned earlier when she was going through the demographics of our trainees, we have about 50% that do not have a high school diploma. And so while in the beginning we did not offer education classes, we quickly realized that we definitely needed to because a high school diploma really will make the difference between someone not being able to earn over minimum wage which for us is \$7.15 or being able to do that.

So we partnered with - our initial partnership for this is with the New York City's Department of Education Office of Adult Education who, you know, as we are the Park's department we have access to recreation centers and as the education department they had access to teachers but, you know, we had the space and they had the staff.

It was a great partnership. We had their teachers start working out of our recreation centers to make process for our trainees. And so we were able to offer GED classes pre-GED classes, adult basic education classes and ESL classes. And then as our program grew, we were able to obtain funding for instructors and so now we have some of our own instructors on staff holding classes and then we also have our partnership with the Department of Education where they are providing classes for our trainees.

We - over time we realized that, you know, it is not enough to prepare someone for the GED then they just kind of go on the waiting list to take the test. We really need to be able to figure out how to give the test ourselves and so we partnered with the Adult Education Office from New York State and became an official GED proctor so we can actually hold the tests at our recreation centers now which gives trainees an opportunity to earn their GEDs while they are with us.

Additionally over time we began to provide grants and find access to different computer class, you know, computer curriculums and programs because computer, you know, really technology became huge and now any store you walk into that's a chain, if you try to apply for a job, they are not going to hand you an application, they are going to just point to a computer kiosk.

And you will be expected to really be able to apply for the jobs online even if the job doesn't require any computer skills at all. So we started to really trying to apply for grants to be able to use these programs to teach our trainees how to use computers. And so through IBM we were able to gain



Rural Communities Initiative  
Webinar: Economic Development through  
Job Creation Strategies in Rural Communities  
Transcription of Audio recording/Webinar  
April 29, 2009

access to web based curriculums and we also incorporated basic computing and online job search and things like that into our curriculum so that way we can prepare trainees for applying for jobs in the job market.

Additionally the vocational training classes that Denise spoke about earlier, you know, if it wasn't for HRA we definitely wouldn't be able to make those happen. And it has really provided us with an opportunity to meet with employers and to say that okay, you know, what are you looking for we can give you people. Tell us what skills you are looking for and they can tell us the skills and if we don't have trainees with them, we can approach City University of New York College campus or another training provider and say, "We need a training class that will prepare people with these skills because we have the jobs. We just need to be able to train them."

And so they will partner with us to train people for those jobs which is obviously, something that contributes largely to our success. And it is that ITA voucher process that we can do that.

Next slide please? And so as Denise mentioned before the certified - you know, they make sure that the certifications that people are getting from these schools are not just like a random certification that the school is giving. It is an industry recognized certification where the individual can go wherever and find a job because it is not linked to, you know, a specific school or something. So this is just an example of some of the certifications and licenses that we're able to help people obtain.

And again in terms of our partnership, they're crucial. They are absolutely crucial to our success. Both working with public entities like the City University of New York which encompasses a lot of the colleges that you see on the screen to Securetech, which is the largest provider in the country of - I am sorry which is the largest provider in the country of security services. And that is a training provider that we work with where they will train and employ our trainees in private sector employment when they're done.

So you may be wondering how we build opportunities and companies and that definitely is a talent for us also and it comes down to partnerships.

When we refer trainees to jobs with our partners we have to make sure that they are the best trainees for the job that we can find. It is very important that we pre-screen them in advance and that we are really only referring people who are meeting the specific requirements of that job.

Recruitment days are something that we just started doing over the last few years and it has been very successful. When a company reaches out to us and says, oh we have multiple, you know, available positions, we'll kind of call together a group of trainees who meet all of their requirements in advance.

And then sit the employer down with them so they are not wasting their time meeting with a bunch of people who don't qualify for the position or you know, aren't enough people. So if they reject one or two or three, maybe there are five more that they will want to hire. So that's a very successful medium for us as well.



Rural Communities Initiative  
Webinar: Economic Development through  
Job Creation Strategies in Rural Communities  
Transcription of Audio recording/Webinar  
April 29, 2009

With regards to career specific training we discussed that in our previous slides and often times a employer is able to say to us, hey, I am really looking for people with these skills, and we can say, okay we can get them the skills. We have the people. We will train them to have the skills and so we develop these training classes with some of our partners that we indicated earlier and then we're able to leverage vouchers to pay for them.

Market driven preparation was part of what Denise spoke of earlier. You know, we are looking at the employment trends also to make sure that we are preparing people for employment that actually exist, not just training class that someone can take to say, oh, I finished this training class and that's it.

We're also able to have trainees work with organizations prior to hire. We host networking events where our partners really come together and they are able to kind of celebrate the fact that they play a role in changing the lives of New York City's unemployed.

We invite, you know, our service providers and we invite our employers and we'll invite new employers that we are trying to bring to the table so they can network with our existing employers and really see the services that we can provide for them.

We host semi-annual job fairs and we also educate employers about their tax cut options if they hire trainees who are receiving public assistance. And we communicate with employers through mailings as well.

And this is just a quick kind of indicator of what some employers say about POP and you know, it is definitely part of why I think that you both will be successful because if they look at us as being kind of an extension of their organization in terms of really knowing what they need to successfully, you know, bring people on board to really trust to know what they are looking for in their job candidates then we're able to really provide them with the people that they are looking for.

And it's really because of some of the things that I have been talking about and what Denise has said as well. That, you know, we're able to really leverage our partnership and work closely and be in constant communication and create these supportive services for training (unintelligible).

It gives them positive on-the-job experience and you know, all of that has really made our program successful over the years.

As you can see within the past six years, we have had 128% increase in the amount of private placement which is very significant and is definitely in part to us being able to leverage the resources through the partnerships that we have cultivated.

And this is just kind of a sampling of some of the areas where our job placement stood last fiscal year. You know, New York City is definitely - it has huge cross-section of industries and our placement. It is really reflected in our placement. And this is just kind of an example of that.



Rural Communities Initiative  
Webinar: Economic Development through  
Job Creation Strategies in Rural Communities  
Transcription of Audio recording/Webinar  
April 29, 2009

As you can see like maintenance and industrial labor; administration; security; customer service, those are things that we are - those are things our trainees are experiencing while they are in their jobs at the Park Department and you know, it is work experience that they are getting from that, that is definitely helping them to move forward into private sector employment.

Part of what our partnership highlights is that we try to view retention as a very key element of this program. We have that focus by two basic areas. We provide retention to demands of the partnership.

For our clients, as I mentioned, a specific (unintelligible) spaced families, we provide those families with six months of federal food stamps uninterrupted at the time that their grant started the program.

So if the person is earning within the federal guidelines, that Food Stamp Grant will continue for more than six months but if it is within the guidelines that is a little higher than the federal guidelines, we will get federally funded food stamps -- what we call transitional food stamps for employment closings.

We provide childcare in addition for those same benefits for (unintelligible) families as long as the children remain under 13. The Medicaid again will continue for six months for families who (unintelligible) for employment from this program as well.

In addition there is a client bonus that we'd like to pay the participants who are also placed called transportation bonus. We allow the Park program to provide the individual with transportation costs -- which as you can imagine is rather high in the city of New York.

This is a great bonus for them for a family who's basically starting off maybe at minimum wage as (Liza) said, \$7.15 an hour or higher.

So those client retention services are very supportive for the individuals and with the food stamps they get transitioned to another part of HRA which again provides those services for food stamps and Medicaid.

As part of the contractual partnership, we had a performance based measure that we have - had POP agree to, the Parks Department at the onset of this partnership. There is a performance based initial incentive for a person who placed in an unsubsidized job who remains in the job for ninety days, there is a high wage bonus and 180-day bonus.

As well as if the person's case closes totally off public assistance, there is a case closing bonus and that's the combination of our retention services we feel is both supportive and provides incentive both for the client and for the POP program as which we saw in the previous screen highlighted by those placed in private employment.

For anyone placed in a subsidized employment -- while we think that is a very good outcome -- there is no performance based incentive for that.



Rural Communities Initiative  
Webinar: Economic Development through  
Job Creation Strategies in Rural Communities  
Transcription of Audio recording/Webinar  
April 29, 2009

We also have a lot of other support services such as clothing grant, domestic violence program that we provide counseling and safe housing for any individual in need of that throughout the program as well as through the private placement portion of the program where the person is off public assistance.

Okay, well I will talk a little bit about their new dedicated program...

Part of what we've now - one of the new programs that they've now done is called (POP Education Horticulture) program, this is one of the year long programs and I believe it started in 2007 and it's for small groups of individuals, 35 who are to do two days worth of education and hopefully gain some college education with that.

POP Plus is an extension of the YES program that we spoke about earlier. We had a great deal of difficulty finding individuals who could fit the category of 18 to 21 as well as being the case head. As we can imagine in the city of New York, we do have a large population as well saw from our age graphic but we are unable to find them who were the case head.

So we extended the age for 18 to 25 and this is the second successful year of this program and this program works with the model again. It is for one year and it is for two days of education and three days of work at \$9.21 an hour as well.

And our Commissioner had a great idea and he wanted to work with individuals who fathers are in our city and unable to meet the child support payments that they are required to make. So we started a new program with POP and it is called POP Works of which there is another branch of HRA which decides that is - part of what they do is they work with dads to help them start to pay their child support.

And we wanted to take this to another level. We wanted to re-establish the family bond. Even though the family may not be together, this program is geared towards counseling services where the father is - hope to try to establish a relationship with the child and as well as try to pay the supportive services for the child's rearing.

This again is one of the year long models and we think it has been one of the successful endeavors that we have worked together with for POP.

So may I have the next slide please? That concludes our POP presentation today and I unfortunately have another meeting at 2:30 but I think I can take one or two quick questions.

Jackie: We are actually going to wait for questions until the end so we will send you any questions that you get and we will make sure that those get answered later on.

Denise Tolbert: Okay, thank you for your participation.



Rural Communities Initiative  
Webinar: Economic Development through  
Job Creation Strategies in Rural Communities  
Transcription of Audio recording/Webinar  
April 29, 2009

**Introduction of Speaker #3 (James Butler, OFA)**

Yes, thank you all so very much.

We are running a little short on time so I am going to go ahead and move right on to our next speaker who will be Ms. Pauli Ojea and please forgive me if I pronounce your last name incorrectly.

She is going to talk about Green for All.

Green for All is a national organization dedicated to building an (unintelligible) green economy to lift people out of poverty by advocating for local, state and federal commitment, the job creation, job training and other opportunities in the emerging green economy, especially for people from disadvantaged communities.

Green for All fights to lower poverty and pollution at the same time. Green for All works to link various stakeholders and community leaders together in dialogue to advance the vision of a green economy that benefits all Americans.

The organization also focuses on increasing public awareness of potential green job opportunities leveraging less green practices and policies into model programs and legislations that can be adapted at the national, state or local level providing technical assistance to mayors and community groups to implement local green collar job initiatives. And build an online community of practice to convene thought leaders and share leading program models, technical documents and templates.

Ladies and gentleman, Pauli.

**Presentation by Pauli Ojea from Green For All**

Thank you so much. Can everyone hear me? Yeah okay, great. I wasn't sure if the mute was working.

My name is Pauli Ojea and I am here with Green for All and I just want to thank you for hosting this really informative Webinar and I am so happy to be sharing the stage, as you will, with people from the Watershed Program and POP which are two amazing programs that I think really highlight the potentials for green jobs that provide the possibly of poverty.

And I am going to sort of take a big step back a little bit and talk some about why we are doing this and then talk some about what kinds of opportunities may be available in rural communities and I think I can advance...It looks like I can't advance the slides. (Jacqueline) are you able to do that?  
Thank you.

So, you know, just to start out, this is an instance many of you have seen and of course it is during Hurricane Katrina which is one of our more recent reminders of how climate change is impacting communities across the country.





Rural Communities Initiative  
Webinar: Economic Development through  
Job Creation Strategies in Rural Communities  
Transcription of Audio recording/Webinar  
April 29, 2009

And, you know, one of the reasons that I show this is that we really want to highlight, you know, not just the impact of climate change on the planet, of course, but on people and especially on low income communities.

This is one type of disaster that we've experienced and there are many other kinds of public health threats that we imagine will be coming down and have already been as a result of those climate changes.

I also want to talk a little bit about what is happening in our communities as we see the unemployment rate continues to go up. There are high rates of respiratory illnesses, cancers and other diseases. Increases in health programs that are caused by environmental pollution, scarcity and community capital and wealth (unintelligible) opportunities.

Incarceration rates especially amount low income communities and communities of color and overall just enfranchisement from the political process and lack of engagement in the political process.

So Green for All, we've sort of came about as an organization just over a year ago. About a year and three months ago to really try to deal with some of those problems by helping to build this green economy which includes the work that my colleagues have been doing.

We thought that - we believed that the green economy would be able to (unintelligible) poverty and pollution at the same time. And believe that a move to a clean energy economy would be able to increase wealth building opportunities for those in need of economic advance and would also be able to improve the health and overall well-being especially in low income communities who again are suffering more from cancer, asthma and other illness.

Green for All's mission is to help build an inclusive green economy that strong enough to lift people out of poverty and some of the ways that we do that, we've talked about just a little bit but I will just go over.

We work on public policy at the federal, state, and local level advocating some policies that will help create demand for green jobs and green collar jobs as well as training problems and possibly against poverty. We work locally in helping cities and counties who want to try to create green (unintelligible) initiative helping them out with technical assistance and helping them attract clean business.

We work at the personal and community level which means we are working with leaders, community leaders, organizations, people who are implementing programs such as my colleagues are doing to really get them connected to one another; get them sharing the experiences that they've had; sharing success stories and really highlight those stories and give them a lot of attention and use that to leverage more funding for programs like that. More policies passed that will help create programs like that.



Rural Communities Initiative  
Webinar: Economic Development through  
Job Creation Strategies in Rural Communities  
Transcription of Audio recording/Webinar  
April 29, 2009

And really, again, you know, just help build more of a movement and more of a call out in the nation for more of what you've just been hearing about for the past hour or so.

We also work with the business sector exclusively to make sure that there is access for people of color and low income people to take part as workers, as consumers and as entrepreneurs.

So, I want to go over briefly some of the ways that we define Green jobs here at Green for All. Of course, this something that, you know, people are going to have different ways of explaining it, but these are some of the guidelines and some of the things that we look for as we talk about Green jobs.

We see Green jobs as a way to rebuild a strong middle class. So, a lot of times when we're talking about Green jobs we speak in terms of Green Collar jobs. Jobs that are accessible for people who are at sort of a middle tier level. So that don't necessarily require a college degree or an advanced degree, but do require some more skills than, perhaps, a high school diploma or something like that.

There will be a lot of opportunities like that in the Green economy.

We believe that Green jobs need to be guiding pathways out of poverty and I think the POP Program is a beautiful example of that. We want to make sure that there are ways that people can actually gain access and gain entrance into this economy.

You know, just because we create jobs doesn't mean that they are going to have the right people trained up to do them and that we have a way for someone who hasn't had access to the education or to the training to find a way into this economy. You know, how can we build on-ramps for people onto this economy?

They tend to be local jobs. You know, we really want to see the production -- manufacturing stay here. Installation, of course, would be local. If we're talking about installing solar panels and things like that. We, you know, we don't want to be exploiting our Green jobs.

We want this economy to be different.

Green jobs will be strengthening urban and rural communities and I would add suburban communities to that as well. Clearly, protecting the health of the planet and the health of the people. Want to make sure that these jobs not only are good for the environment, but that they're also jobs that are good for the individuals doing them.

So, again, really thinking about a different way of moving forward in jobs. We don't want to have people working in jobs that are toxic, for example.

That they're accessible to our most needy communities. Again, that these jobs are in areas where people need the work and then we're able to connect the people who most need the work that needs to be done.



Rural Communities Initiative  
Webinar: Economic Development through  
Job Creation Strategies in Rural Communities  
Transcription of Audio recording/Webinar  
April 29, 2009

And we're talking about families supporting career track jobs -- that they have opportunities for advancement -- that they help move people along the career ladder and that they provide good wages and things like that.

So, I'm going to spend most of the time talking about explicitly the kinds of jobs that are - that will be available in the Clean Energy Economy. Of course, the way that we deal with energy in this country is huge and it makes an enormous impact on our economy and on global warming and it's certainly one of the ways that we see being able to create large, large, large numbers of Green Collar jobs and help significantly reduce our carbon footprint.

So, I am going to be talking today about energy efficiency, about -- especially building and home retrofits. I'm going to be talking about the potential for renewable, solar and wind. And I'm also going to be talking about alternative fuels.

And actually I wanted -- could I -- could we go back a slide. I just wanted -- now that we're talking about alternatives. This picture is of a man who is working in what was or currently is a Brownfield site in Pittsburgh where an organization called GPAC has been working with community members to plant some flowers and I believe Canola and a few other plants that they're going to be using for biomass and biofuel locally. And so, they have a few vacant lots that they've employed -- where people are doing this work.

So, anyway, moving along.

So, first I'll talk about energy efficiency. And energy efficiency is, you know, it's kind of often referred to as like the low hanging fruit, right? Like this is where - this is something that can happen now. This something that doesn't require any new technology -- doesn't require, you know, years of waiting for something else to come along. You know -- an idea.

It doesn't require new science. It's as simple as let's seal up our buildings to make them not leak as much energy. Let's switch out our light bulbs. Let's put insulation in the houses. So, this is something that could create thousands and thousands of jobs and that would really make a very big impact on our environment.

The cheapest and the cleanest energy, of course, is that which you're not using. So, this is really - really step one as far as tackling global warming and creating millions of jobs.

So, I just want to go over a few of the facts and a lot of you on the phone probably know this, but basically we know that 55% of all U.S. energy is wasted and that efficiency is the fastest and the cheapest way to address global warming. Americans spend more than 5% of their income on energy and low income Americans spend more than 16% on energy. And low income housing in rural communities tends to be even less energy efficient.

It is estimated that if you were to put a million dollars into retrofits - if you were to invest a million dollars into retrofits it would create about 12 jobs for that amount of money. And so if we were to



Rural Communities Initiative  
Webinar: Economic Development through  
Job Creation Strategies in Rural Communities  
Transcription of Audio recording/Webinar  
April 29, 2009

invest 10 billion a year in retrofits we could create 120,000 jobs. And, of course, retrofitting homes will save occupants money, create jobs, and reduce greenhouse gas emissions.

And a lot of these jobs are jobs that are very similar to jobs that already exist and require a little bit of training, but aren't anything that requires a great deal of technical skill. The jobs - electrical job, a construction job, energy awning, insulating, plumbing -- all of these are jobs in energy efficiency. And, of course, I will talk about this a little bit later, but we have gotten a great deal of funding to view energy efficiency as a result of the recover package. And I can get into that a little bit more.

Solar power is another big source of renewable energy and which has a lot of potential in rural communities. Especially, in the west. And they are very labor intensive. I just put some numbers there about the estimates of how many people it would take for employment. About 20 manufacturing jobs and 13 installation and maintenance jobs per megawatt of energy. And the installation and the maintenance can be local jobs, of course, because of putting them on in local buildings. And then manufacturing often depends on the demand and the incentives.

The solar companies tend to go where the market happens to be. And they do require some more technical skills. So, it does require an added training for folks and that also means that they attempt to provide pretty good wages. And there's -- at the end they all point people towards some resources to learn a little bit more about all the different industries.

When another renewable resource that we talk a lot about, of course, is wind power. It's a zero emissions energy source. It's definitely a rapid growth and a very high profile industry. The U.S. has been leading for the past three years in wind power installation and there's great potential in mid-western states and rural communities. And job growth here in manufacturing the turbines and the components, in operations and in installation and maintenance and many, many other related roles in order to create these things and get them up and make sure they're maintained.

And then biofuels, which, you know, there's just many different kinds of biofuels and biomass that we talk about and the actual efficiency and the sustainability and the job creation will vary among the different crops and the processes. And so I think that's something to sort of pay attention -- depending on what those natural resources in the area are.

Right now the job creation is not - the numbers aren't as high as they are in some of the other sectors, but with technological advances in biofuel and biopower there will hopefully be a lot more opportunity and we've, in the report, that Green for All produced along with the Apollo Alliance and (unintelligible) strategy - we talk a lot about focusing on the bioeconomy in the sense that if states are really prepared for sort of an integrated approach to biofuels and biomass.

In the sense that they are thinking about, you know, the technological production of new fuels and also the creation of other types of products that are made with organic matter. If states are prepared to really - to get involved in all of those sectors they will be better off to really reap the benefits of, you know, biomass and biofuel.



Rural Communities Initiative  
Webinar: Economic Development through  
Job Creation Strategies in Rural Communities  
Transcription of Audio recording/Webinar  
April 29, 2009

So, this is definitely an area for growth and again, depending on what type of biofuel you're looking at, you know, there's different levels of sustainability and benefit and, of course, job creation as well.

I wanted to talk a little bit about Green jobs on tribal lands as well. Specifically, and our friends at the Indigenous Environmental Network have been doing a lot of work around this and really ensuring that the concerns and needs of tribal communities are heard and these discussions around Green jobs development.

Of course, there's a lot of opportunity for renewable on Native lands. And you'll see some of the numbers that are estimated here -- 535 billion kilowatt hours per year is a potential for wind power generation and an estimated 12,000 billion kilowatt hours per year solar relativity potential, which is 4.5 times the U.S. annual generation.

And so, again, there's a very big potential. There's a big need because of the high unemployment and poverty. Really often inefficient -- energy inefficient homes in Native communities and the importance, of course, will be to ensure that there's local investments, local hiring, local training and use of local materials and ownership in Native communities.

So, I wanted at this point to talk about a few examples around the country that are exciting that have been able to focus on renewable and Green jobs into different areas. Many of you may know of the Spanish company called, Gamesa that owns two wind turbine manufacturing plants in rural Pennsylvania.

One is in Edinburg and the other one is in Fairless Hills, which is at the site of the former U.S. Steel plant. They've employed about 1,160 workers in Pennsylvania.

And I do policy work at Green for All. So I'm going to talk a little bit about policy, but I just want to note, of course, the importance of public policy in making successes like this happen. Pennsylvania passed a measure in 04 that required 18% of the state's energy come from renewable sources by 2021. So, again, this really provided incentive and opportunities for a company like this to come into Pennsylvania and set up shop.

In Iowa, there are plans for two large, community owned farms in the counties of Emmet and Dickson -- 300 and 200 megawatt wind farms. Again, in northwestern Iowa. Right now, Iowa employs about 1,400 workers in existing wind and turbine and component manufacturing facilities. And the projections are that for 500 megawatts there will be 800 construction jobs and 125 or more jobs in operations and maintenance. And the company is developing other large, community wind projects in Minnesota, Iowa, South Dakota, North Dakota and Colorado.

And there is also a proposal in West Virginia right now for the Coal River Wind Project, which would be - which is supposed to go on a river up high on a ridge where mountains tops removal has been cited. The project would create 154 turbines bring 300 megawatts of power and employ 200 construction workers initially and 50 employees long term and they think that more over time as the demand increases.



Rural Communities Initiative  
Webinar: Economic Development through  
Job Creation Strategies in Rural Communities  
Transcription of Audio recording/Webinar  
April 29, 2009

So, again, you know, what is it going to take to have to more success like this and help create more opportunities in rural communities and everywhere. We need public policy to create the demand and to help develop training and align training that is out there already. We need dedicated funding for renewable, development, for energy efficiency, for things like that. (Unintelligible) make sure that there is investment and that there are dark places that we're going to funnel people into jobs.

These are some examples of different policies that fuel Green growth. There's state renewable portfolio standards. Many states have these standards either already established or in place. And you can find out if your state does or does not and exactly what those standards are on the Web site of the Apollo Alliance and I'll send you a link to that.

There's state energy efficiency resource standards. Again, it's all public knowledge. You can find out exactly what kind of standards exist in your state. Many states have states and local governments have climate actions plans that would -- which would incentivize renewable, which would incentivize energy efficiency. There's a federal production tax credit. Again, incentivizing energy efficiency and renewable.

And most recently, the American Recovery and Reinvestment Act -- aka the Stimulus -- which provided a lot of funding for the kinds of programs that we want to see happening and definitely a lot for Green jobs and training. At Green for All we've been paying special attention to the funds that will create Green worker training and also energy efficiency programs.

So, some of the pieces that we're most excited about are -- there's \$500 million for Green jobs training. There is \$3.2 billion for energy efficiency and conservation block grants, which help states do renovations and energy efficiency measures -- for the most part on Federal buildings. There is the weatherization program that's \$5 billion and that is assistance to low income homes to do energy efficiency retrofits.

There is also \$3.1 billion for state energy programs. Again, to help increase renewable -- energy efficiency. There's an extension of the production tax credit to increase incentive for energy efficiency and renewable and especially for wind and biomass. And a \$60 billion in loans for renewable.

So, there's a lot of good stuff in that package that if we are able to do it well and if we're really able to show some successes we can sort of see it as a down payment on all of the other projects that we want to still do. I mean, of course, as we all know this money is to be used quickly and for the most part for projects are ready or somewhat in the works.

But, if we are able to really show the successes of something like that and the success of how many jobs we can actually create through Green economic development it will benefit us in the future and we'll have a secure future funding for things like that.

The big question mark this year and in the years that will follow will be whether we will be getting more investments in Green economic development through a climate and energy bill.



Rural Communities Initiative  
Webinar: Economic Development through  
Job Creation Strategies in Rural Communities  
Transcription of Audio recording/Webinar  
April 29, 2009

And right now there is a bill, as you all know, that's in the house that would create a cap and invest program -- a cap and trade program for the United States and there is a lot of funding that could be available there for energy efficiency or the development of renewable and this is something that, you know, we're all very - paying very close attention to over the next couple of months. But, it would, if passed, be something that would provide great opportunity.

So, I just wanted to put out there some of the resources that we have available. Green for All has a guide available to help communities learn about what's in the recovery package when different deadlines are occurring and what - how communities can get themselves to be part of the process for determining where the funds go. And you can find that at [greenforall.org/recovery](http://greenforall.org/recovery).

Okay, great. It just got really quiet. We also have examples of what folks are doing in the Green Economy on our resource page and actually I'd really like to connect with my colleagues who were just on the call. I have some of the work that you are doing there.

The Apollo Alliance also has some really good information and I talk about the different policy initiatives that would be helpful for states and local governments to know about and you can find it at New Energy for States is one of the reports I was talking about. But, if you go to their web site -- to the reports page there's a lot of good information there.

The Institute for Local Self-Reliance does a lot on energy programs, especially renewable and community owned power in rural communities. There's an Indigenous Environmental Network that I mentioned. And also a web site for Coal River Wind if you're interested in learning more. In all of the reports that I talk about you can find on [greenforall.org/resources](http://greenforall.org/resources).

And, I believe that's it. And I'm happy to answer any questions that you may have. Thank you for having us.

### **Question and Answer Session (James Butler, OFA)**

Thank you so much. Mark, I know we're well over time, but are we - can we still entertain questions?

Operator: We sure can, sir.

Okay. Thank you.

So, we'll now open the lines up for questions.

Operator: Ladies and gentleman if you would like to register a question please press the 1, followed by the 4 on your telephone. You will hear a three toned prompt to acknowledge your request.



Rural Communities Initiative  
Webinar: Economic Development through  
Job Creation Strategies in Rural Communities  
Transcription of Audio recording/Webinar  
April 29, 2009

If your question has been answered and you would like to withdraw your registration please press the 1 followed by the 3. And if you are using a speakerphone, please raise handset before entering your request.

One moment, please, for our first question.

As a reminder ladies and gentleman, to register for a question press star, 1 followed by the 4.

There are currently no questions on the phone lines, sir.

Jackie: We do have one question on Live Meeting for both speakers.

I think the New York speakers had to go, but for the others who are still here: How has the current economic environment impacted your efforts?

Nick Goulette: Yeah, this is Nick with the Watershed Center.

Regarding our businesses and initiatives here locally, the current economic situation has been particularly tough wood products and the logging industry with home (starts) down...

Locally here the wood products sector has been really significantly impacted by the current economic conditions.

Particularly -- you know pretty much everything in forest products is tied to housing and the housing market's down about 60%, particularly in California. It's not good. But, helping us has been Federal injections of funds through the stimulus package for the Forest Service and for job placement and creation and poverty alleviation through economic development districts and job training programs.

So, we've actually partnered with the local economic development and Smart Business Resource Center. So, we're basically doing -- kind of, it's sort of like the Civilian Conservation Corp programs of the past where basically, you're basically working with the Forest Service and putting people to work temporarily for, you know, 6 month periods. Paying based -- minimum wage and some of the challenges with that is it's obviously short-term. Only associated with the stimulus and they don't earn unemployment. It's part of those programs and so when they do get laid off in the fall they are not going to be able to collect unemployment benefits.

So, there's just going to be, necessity for another assistance program. So, it doesn't really get us out of the woods by any means, but it's at least cushioning the blow. But, like I said, you know, in the (unintelligible) somewhere around 27% unemployment, so we're not doing well.

Paul Ojea (Green for All): I would just add that, you know, our work is to really on a, you know, big picture level is to help promote this idea that we do have this economic crisis on our hands, but that the solution to the economic crisis could be to move towards Green and that the Green Economy is part of the economy that's actually growing.





Rural Communities Initiative  
Webinar: Economic Development through  
Job Creation Strategies in Rural Communities  
Transcription of Audio recording/Webinar  
April 29, 2009

So, you know, our whole work is to really make the case that this is true and that we can address the issues that we're dealing with in the economy and provide opportunities in this Green Economy at the same time.

And, of course, there's challenges to making that case and the more that we're able to point to success stories, the more that we're able to show the parts of the Green Economy that are growing and the jobs that have been created by that, the greater we can make that case.

Jackie Schmidt: Thank you. Mark, are there any other questions on the phone?

Operator: No, ma'am.

Jackie Schmidt: Okay and I'll turn it back over to James Butler. Thank you.

James Butler: Thank you, Jackie.

Well, I just want to thank everyone for joining us again today and thank you for hanging in there with us for the extra time. Thanks to all of our speakers today. I think all of the presentations were very good. Thank you for sharing your expertise and your experiences with us on your Rural Economic Development Initiatives that serves TANF participants.

As in the past, Power Point presentations and an audio recording of today's seminar will be made available for everyone within the coming weeks.

Also, you may feel free to email anyone on the Rural Communities Initiative Team if you have any further questions.

So, on behalf of the Office of Family Assistance I thank you all very much and continue to have a pleasant day.

END