

PROPOSAL TEMPLATE

Forest Service use only.

Control Number: _____

COVER SHEET

2014 U.S. Forest Service

National Urban and Community Forestry Challenge Cost-Share Grant Program

INNOVATION GRANT CATEGORY:

(An estimated total amount of \$900,000, may be available, approximately \$300,000 per category)

Check one category per application. More than one application may be submitted by an organization.

- Category 1: Making Urban Trees and Forests More Resilient to the Impacts of Natural Disasters and the Long-term Impacts of Climate Change
- Category 2: Green Infrastructure Jobs Analysis**
- Category 3: Utilizing Green Infrastructure to Manage and Mitigate Stormwater to Improve Water Quality

PROJECT CONTACT NAME, ORGANIZATION, ADDRESS, PHONE NUMBER, FAX NUMBER AND EMAIL ADDRESS:

Submitting Organization

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PROJECT TITLE: *Evaluating the Job-Creation and Community Social and Economic Benefits of Urban Forestry and Related Green Infrastructure*

FUNDING REQUEST AND MATCH (Note: Matching amount must at a minimum equal requested amount.)

REQUESTED: \$ 139,374 + **MATCHING:** \$ 139,741 = **TOTAL PROJECT:** \$ 279,115

OUTREACH

Note: if one check "Yes" in either of the boxes below, the applicant will be required to describe either how they plan to outreach to the identified population and/or provide a description of your underserved organization.

Is this project being developed to reach a minority or underserved population? Yes No

Is this pre-proposal being submitted by a minority or underserved population (owned/operated/directed) business, organization or college/university? Yes No

Applicants should also address how the issue impacts underserved communities and how the proposal can address or minimize these impacts when applicable.

LIST PROJECT PARTNERS: Project Partner letters are to describe their role and contribution with the project.

1. Verde — Project lead: Alan Hipólito, Executive Director
6899 NE Columbia Blvd., Suite A
Portland, OR 97218
Phone: (503) 503.980.5260 | Email: alan@verdenw.org
(Letter of Participation included in proposal attachments)
2. PolicyLink — Project lead: Kalima Rose, Senior Director
1438 Webster Street, Suite 303
Oakland, CA 94612
Phone: (510) 663-2333 | Email: kalima@policylink.org
(Letter of Participation included in proposal attachments)

LIST STAKEHOLDER SUPPORT: Support letters from stakeholders are to describe why the proposal end results are needed and how it will benefit them and their community.

The following stakeholders provided letters of support towards Ecotrust's submission of a proposal for this project in July, 2013. Both have confirmed their continued support for the project, including updates to the scope of work to broaden the replicability of the project, and affirmed the inclusion of their letters in the revised proposal in 2014.

1. Julia Meier, Director, Coalition of Communities of Color
5135 NE Columbia Blvd, Portland, OR 97218
Phone: (503) 288-8177 ext. 295 | Email: juliam@nayapdx.org
(letter of support included)
2. Susan Anderson, Director, Bureau of Planning and Sustainability (City of Portland)
1900 SW 4th Ave, Suite 7100, Portland, OR 97201
Phone: (503) 823-7700 | Email: susan.anderson@portlandoregon.gov
(letter of support included)

ABSTRACT: Summarize the proposed project in 200 words or less.

Ecotrust, Verde, and PolicyLink propose an analysis of the job creation and social and economic benefits of community-scale investments in urban forestry and related green infrastructure. We will produce rigorous evidence of the impacts of these investments, particularly on low-income underserved communities; identify emerging green infrastructure markets; and detail a replicable model of community-based social enterprises that connects low-income people and people of color to the benefits of these investments. Our approach will combine a landscape analysis of projects across the U.S. with a more detailed analysis of case studies of urban forestry and related green infrastructure that bring environmental assets to low-income underserved neighborhoods, engage in local workforce training, and create contracting opportunities for minority-owned and women-owned businesses. Case studies will be based on Verde's direct experience with triple-bottom line social enterprises connecting green investment with communities of color and PolicyLink's experience with, and access to, data on green infrastructure projects nationally. This data will allow us to test whether a strategy that combines greening infrastructure and targeting it to underserved communities of color with opportunities to train workers of color on new green technologies, can deliver triple bottom-line benefits that can be much more broadly realized.

*Evaluating the Job-Creation and Community Social and Economic Benefits
of Urban Forestry and Related Green Infrastructure*

A proposal prepared for the
U.S. Department of Agriculture Forest Service

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Appendices in the order specified in the RFP, p. 20 and p. 24.

1. SF424, SF424A, SF424B and required certifications have been completed in the application packet downloaded from grants.gov
2. Project Budget Summary and Budget Narrative
3. Copy of Ecotrust’s 2013 federally negotiated indirect cost rate approval letter
4. Literature review bibliography
5. Letters of support from partners and stakeholders:
 - o *Alan Hipólito, Executive Director—Verde*
 - o *Kalima Rose, Senior Director—PolicyLink*
 - o *Julia Meier, Director—Coalition of Communities of Color*
 - o *Susan Anderson, Director—Bureau of Planning and Sustainability (City of Portland)*
6. Curriculum vitae /resumes of key project personnel
 - o *Kristen Sheeran, Ecotrust*
 - o *Alan Hipólito, Verde*
 - o *Kalima Rose, PolicyLink*
 - o *Victor Rubin, PolicyLink*
 - o *Brent Davies, Ecotrust*
 - o *Noah Enelow, Ecotrust*
 - o *Alyssa Kocsis, Verde*
 - o *Taylor Hesselgrave, Ecotrust*

*Evaluating the Job-Creation and Community Social and Economic Benefits
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A proposal prepared for the
U.S. Department of Agriculture Forest Service

2015 National Urban and Community Forestry Challenge Cost-Share Grant Program
Category 2: Green Infrastructure Jobs Analysis

1. Project Description

Ecotrust, Verde, and PolicyLink propose an analysis of the job creation and social and economic benefits of community-scale investments in urban forestry and related green infrastructure. The goal is to produce rigorous evidence of the impacts of these investments, particularly on low-income communities or communities of color; identify emerging green infrastructure markets; and present a replicable model of community-based social enterprises that connect low-income people and people of color to the social, economic, and environmental benefits of green infrastructure investments. Ecotrust, Verde, and PolicyLink are three organizations actively engaged in demonstrating alternative models for structuring economies and communities to achieve broadly shared economic, social, and environmental benefits. Together, these organizations have a unique mix of technical and analytical expertise, access to key data and relationships, and evidence born from on-the-ground experience with successful green-infrastructure projects and social enterprises. The collaborative project team will bring this deep expertise and background to bear in the proposed evaluation of the job-creation and community social and economic benefits of urban and community forestry.

Our project will integrate quantitative and qualitative information about urban forestry and related green infrastructure projects. Verde, PolicyLink, and Ecotrust are uniquely positioned to collect this data given their first-hand knowledge of these types of projects, their existing data collection efforts, and their relationships with key informants, including contractors, foremen, laborers, community leaders, and others impacted directly and indirectly by these project activities. **Our project will combine a landscape analysis of community-based urban forestry and green infrastructure projects and policies across the US with a more detailed case study analysis.** We will focus on case studies that bring environmental assets to low-income underserved neighborhoods, engage in local workforce training, and create contracting opportunities for minority-owned and women-owned businesses.

Our goal is to test the return on investment (ROI) from an explicit green infrastructure/urban forestry strategy that targets these projects in and near low income communities and communities of color. With data derived directly from the experiences of Verde's social enterprises, as well as from PolicyLink's experience and access to data on green infrastructure projects across the country, we can determine the triple-bottom line ROI based on sector job potential—including skills, wages, certifications, and training—as well as social and environmental co-benefits. Our analysis will a) demonstrate whether or not a strategy that targets greening infrastructure in underserved communities of color, and combines it with opportunities to train workers of color on new green technologies, can deliver triple bottom-line benefits to participating communities and b) if so explore the feasibility of replicating this approach in other regions across the U.S.

There has been little empirical research to-date to document the job-creation potential and community co-benefits of urban forestry and green infrastructure for low income communities

and communities of color. Nor has there been sufficient attention paid to the distribution of the environmental and social co-benefits of these investments and their implications for income and racial/ethnic disparities. **This research fills an important gap in the literature on green infrastructure and can inform the design and direction of these investment opportunities going forward.** We will deliver recommendations for specific strategies and document best practices in green job expansion related to urban forestry, barriers to green job growth, policy corrections to overcome barriers and support increased wages in these sectors, and best practices for targeting job creation toward specific geographies or populations. PolicyLink, a national research and action institute, will take the lead on distributing these findings nationally with support from other partners as described below in Section 7.

Case Studies: Our case study approach will center on the direct experiences of Verde's social enterprises (Verde Landscape, Verde Builds, and Verde Nursery). We will supplement with PolicyLink case studies from across the country, for example: Codman Square in Boston and Emerald Cities in Cleveland. **Our goal is to produce findings that are nationally relevant and can inform green infrastructure investments in low-income communities and communities of color across the U.S.** Verde's social enterprises are all based out of Northeast Portland's Cully neighborhood, one of Portland's lower income and more racially and ethnically diverse neighborhoods. This presents a unique opportunity not only to further economic and policy research on urban green infrastructure, but to further important data collection and improve understanding of how investment in urban forestry and related infrastructure can directly and indirectly benefit traditionally underserved communities through access to jobs, skill training, open-space, recreation, and other environmental benefits.

Verde Landscape is a licensed landscape contractor, and recruits crew members from Hacienda Community Development Corporation's affordable housing and Cully neighborhood via outreach activities and word-of-mouth. When Verde Landscape creates a full-time job, it begins a 3.5 year investment in the new crew member by providing good wages, benefits, training and asset-building opportunities. Each regular crew member earns a good starting wage and annual raises. Verde pays 100% of a regular crew member's health insurance premium and offers up to \$225/month toward dependent premiums. At 6 months, a regular crew member creates an Individual Learning Plan, and receives 80 hours/year of classroom training per that plan. Verde's most mature enterprise, Landscape commenced operations in 2005 by providing landscape maintenance services to Hacienda CDC's affordable housing properties, generating \$33,919 in earned income that fiscal year (FY06). Per its Business Plan, Verde Landscape has steadily progressed to offer higher value, higher skilled services in and outside of Portland's Cully neighborhood, serving as lead landscape contractor for large landscape projects such as Stacy and Witbeck's SW Moody project (2011, South Waterfront, Portland; Value: \$114,216) and the Virginia Garcia Medical Clinic (2012, Cornelius, OR; Value: \$107,984). Other outcomes include: Crew Member salaries, FY12: \$341,426; Crew Member salaries, FY13: \$352,679; Crew Member health benefits, FY12: \$35,919; Crew Member health benefits, FY13: \$46,282; Earned Income, FY11: \$562,238; Earned Income, FY12: \$819,035; Earned Income, FY13: \$852,161.

Verde Nursery is a licensed nursery stock grower and collector of native plants, and operates a 120-sq.ft greenhouse at Hacienda CDC's Salon Comunal Community Center. From 2009 to 2012, Nursery operated a 9400-sq.ft. outdoor production area at the Native American Youth and Family Center (NAYA). From these sites, Nursery produced native plants and trees for use by Verde Landscape and in other community-based projects. Community-based projects included

new green infrastructure (stormwater management facilities) at Hacienda CDC's affordable housing properties and at NAYA. Working with Nursery Production Manager Nestor Campos and other project partners, youth participants in Hacienda CDC programs and NAYA programs learned about stormwater, native plants and environmental careers, grew plants at Verde Nursery and installed these plants alongside Mr. Campos and Verde Landscape Crew Members at stormwater swales the students helped design. In 2013, Verde Nursery has transferred production to the site of Cully Park, a 25-acre park that Verde is developing in the Cully Neighborhood (see below), producing plants for use in Cully Park improvements (e.g., North Slope Restoration, NE 72d Greenstreet—further detail below).

Verde Builds will be a licensed general contractor, an enterprise that can conceive, design and implement triple-bottom-line developments (that is, those which take into account economic development, environmental well-being, and social equity) and bring those investments to communities. As a general contractor, Verde Builds's focus is less on job creation/direct hiring, but instead on creating subcontracting opportunities for minority-owned and women-owned businesses ("target businesses") on Verde Builds projects and working with its subcontractors to create job opportunities for low-income people and people of color on subcontractor crews.

The first project of Verde Builds is Cully Park, in NE Portland's Cully Neighborhood. Cully is Portland's largest neighborhood— 4.5 square miles, 13,300 residents— and has only 0.00764 square miles, or 4.89 acres, of parkland. This one park has no facilities. According to Coalition for a Living Future's 2007 Regional Equity Atlas, it is one of Portland's most park-deficient, habitat-deficient neighborhoods: 24% of Cully residents live within ¼ mile of a park, compared to a Regional Average (RA) of 49%; 2780 Cully residents/acre of Cully parkland (RA: 780 people/acre of parkland); 5% of Cully residents live within ¼ mile of habitat (RA: 64%); 12 habitat acres/1000 Cully residents (RA: 54 habitat acres/ 1000 residents). Cully also has a high concentration of unimproved and substandard streets, creating stormwater issues. More than half of Cully streets lack a curb or stormwater facility to help manage runoff. This runoff ultimately flows toward the Columbia Slough, a highly polluted urban waterway.

2000, Portland Parks and Recreation (PP&R) acquired a 25-acre former landfill in Cully, designating it as the location for a future Cully Park. A Master Plan was completed in 2008, but PP&R has had no funding to implement the Plan. 2010, Verde organized a coalition of community groups to build momentum for Cully Park's funding and construction. 2011, Verde developed a phased plan for Park improvements. All Phase I improvements are designed through a deep community-based approach, provide local job and business opportunities, and educate youth. 2012, Portland City Council approved a Cully Park agreement between Verde and PP&R, granting the Park's development rights to Verde. By building Cully Park, Verde transforms a brownfield into new green infrastructure that restores habitat, improves water quality, educates youth, provides local green job and business opportunities, creates open space, and establishes a replicable community-based model for Park development. Cully Park's improvements address habitat, reforestation, and water quality issues, including:

North Slope Restoration: Currently, this 3.28 acre area is covered with a sparsely diverse mix of grasses planted on the landfill cap, seeded many years ago atop thin soil profiles to prevent erosion. This provides some habitat for ground-nesting birds and small mammals, but the overall value to indigenous species in the Columbia Slough ecosystem is relatively low. Due to the lack of biomass area, groundcover vegetation offers little interception and evaporation of rainfall. Verde will restore the north slope to create mixed deciduous-riparian habitat.

NE 72d Greenstreet: NE 72d is one of Cully’s many forgotten streets— an 860-lf crumbling asphalt street, devoid of modern stormwater management; no curbs, no storm sewer, no sumps, and a shoulder that collects and ponds stormwater, creating muddy pot holes. Verde’s improvements slow and filter stormwater, capturing contaminants which can be removed and appropriately disposed, and do so in a visible way that supports community education about stormwater management and watershed health. NE 72d Greenstreet also advances habitat values in a residential and urban setting. Verde and partners design NE72d’s swales using plants that create habitat for birds and other wildlife found in adjacent open spaces and natural areas while still achieving stormwater management goals. NE 72d is a pilot project for reducing impervious area on future street development. The City of Portland recently identified alternative street design standards appropriate for the Cully Neighborhood, and NE 72d Greenstreet will pilot these new standards. By piloting alternative design standards on NE 72d Greenstreet, Verde may be able to significantly reduce project costs as well as train the first workers and contractors to construct this new environmental infrastructure, establishing a community-based model for Greenstreet development replicable in Cully and other areas.

2. Originality and Innovation

Despite potential widely-touted by green economy advocates, evidence of the success of urban forestry and green infrastructure in creating livable-wage jobs and broadly shared community social, economic, and environmental benefits is currently limited. Our proposed analysis is unique in that it uses data obtained directly from projects on the ground— the Verde case studies and other projects across the country. Our goal is to define a model for using social enterprise to connect low-income communities and communities of color with green infrastructure investments that can be scaled and replicated in other communities across the U.S. Through our research, we will survey and document the growth of accessible, emerging green infrastructure markets appropriate for community-based social enterprises and other target businesses, and produce recommendations for expanding growth in jobs related to green infrastructure.

Our approach enables us to overcome some of the major limiting factors of current economic analyses of green infrastructure, which focus too narrowly on job creation and financial or economic returns. By demonstrating the social and environmental co-benefits of these projects and their distribution, we can advance alternative triple-bottom line metrics for evaluating the return on investments in these projects. We will be able to test whether these investments, targeted toward low income communities and communities of color, can deliver broadly shared economic, social, and environmental benefits.

At present, the estimation of economic multipliers for employment, output, value-added, and personal income are typically derived from input-output modeling tools such as IMPLAN. These tools source their data from the Bureau of Economic Analysis (BEA) job categories. This modeling approach treats input-output coefficients as uniform, despite differences in production methods and management scenarios. Green infrastructure does not fall neatly within existing BEA categories, as it involves production methods and processes that are deliberately different than business-as-usual. With specific production, hiring, and procurement data obtained from Verde and other case study projects nationally, Ecotrust’s economists can estimate the employment and direct and indirect economic impacts of investments in green infrastructure. Those results will be a significant contribution to the literature on green jobs nationally.

To estimate these multipliers in IMPLAN, Ecotrust economists will need to construct a synthetic industry category that describes urban forestry and related green infrastructure. Our economists can do this as a composite of other related conventional industries (e.g. nursery and construction); or we can create an entirely new industry category from scratch by specifying precise task breakdowns by hour and then converting to FTE jobs. An analysis of the data collected will reveal which of the two approaches is most appropriate for our project purpose. Both approaches have been used in ground-breaking research in the green economy field. For example, the former was used by Pollin et al. (2009) in their estimates of the employment effects of switching to renewable energy from fossil fuels, and the latter by the University of Oregon's Ecosystem Workforce Program in constructing new economic multipliers to estimate the local economic impacts of ecological restoration specific to Southwest Oregon.

Even with these improvements, however, input-output analysis can still obscure the economic processes by which jobs and economic activity is created and distributed. For example, they can report out on the number of jobs created, but typically say little about what *kinds* of jobs are created—e.g. do the jobs pay livable wages and benefits, employ workers within the community, or source locally? Ecotrust economists will utilize the case study data to determine other relevant metrics for assessing the social and economic contributions of community-based urban forestry and green infrastructure projects. As with the multipliers described above, this will advance the literature on the economic impacts of green infrastructure and urban forestry considerably.

3. Literature Review

The potential to create new investment and employment opportunities via green infrastructure is attracting ever greater interest and enthusiasm across diverse cities and communities in the U.S. Green infrastructure can be broadly defined as strategically planned and managed networks of natural lands, working landscapes and other open spaces that conserve ecosystem values and functions and provide associated benefits to human populations. It includes a wide range of potential public and private projects, such as energy-efficiency retrofits, bike lane construction, habitat restoration, rooftop gardening, and urban tree-planting. These types of projects present unique opportunities to address some of the most pressing social, ecological, and economic problems of our time. Green infrastructure can simultaneously address climate change, persistent unemployment, and aging infrastructure, while reducing costs and generating greater ecological and social co-benefits than comparable investments in conventional “grey” infrastructure.

Despite the well-recognized potential of green infrastructure, there has been relatively little empirical research to document its job-creation and community social and economic benefit potential, especially as relates to urban and community forestry. Even less attention has been paid to the distribution of green infrastructure co-benefits and its impact on income and racial/ethnic disparities in access to jobs, clean air, open-space, recreation, public transportation, and other services and amenities essential to community health and well-being. To date, the most comprehensive attempt to quantify the employment impact of the “green” or “clean” economy has been the Brookings Institution's report, *Sizing the Clean Economy* (Muro et al 2011). This study takes a broad look at the multiple sectors of the U.S. economy producing products and services that directly or indirectly benefit the environment. These industries include electric vehicles, biofuels, renewable energy, green building, as well as mass transit, recycling, landscape architecture, and environmentally friendly variants of established manufacturing industries such as food and appliances. The study found that employment in the clean economy, summed across all sectors, is larger than the fossil fuel economy (2.7 million vs. 2.4 million workers).

One of the earliest, and still leading, nonprofits in the United States promoting green infrastructure job creation is Green For All. A recent (2012) report by Green For All identified three categories of jobs created through investments in green infrastructure: installation and design (including landscape architects, planners, general contractors, and inspectors), operations and maintenance (including landscapers and janitors); and supply chain (including nursery and greenhouse workers, truck drivers, and clerks). The report cites estimates of job creation from key planned infrastructure investments in several geographies. For example, Philadelphia's \$1.6 billion investment in stormwater infrastructure is estimated to generate 15,266 direct "green collar" jobs and \$7.4 billion in gross revenue from sales. Green infrastructure jobs tend to be local; for example, 74% of the money for Los Angeles County's recent stormwater investments were spent within that county, and 73% of workers hired for those projects were employed by businesses within that county. The total (direct, indirect and induced) employment impact of the Los Angeles stormwater projects was estimated as 13.1 jobs per \$1 million invested.

Three categories of green infrastructure tend to be most heavily examined in the literature: stormwater, energy efficiency and renewable energy. These categories are designed to address specific, easily identified urban problems such as combined sewer overflow, local pollution, and carbon dioxide emissions. For example, a widely cited report by Pollin et al (2009) identified the economic and employment impacts of investing in clean energy, focusing on climate-smart public and private investment policies that create jobs. The authors estimated the economic and employment benefits of combining President Obama's 2009 stimulus plan with the proposed American Clean Energy and Security Act, which did not pass Congress. The finding of the report most relevant to the proposed project was that clean-energy investments generate roughly three times more jobs than an equivalent amount of money spent on carbon-based fuels. For example, renewable energy projects such as solar, wind and biomass create 13 to 17 jobs per \$1 million invested, while oil and gas drilling and coal mining create only 5 and 7 jobs per \$1 million invested, respectively.

Urban forestry, by contrast, has been less extensively studied. While some of its benefits may be obvious —scenic beauty, for example— its co-benefits are often overlooked. As Westphal (2003) writes, "trees are often seen as amenities —something everyone likes but no one really needs." Yet the benefits of urban tree planting are increasingly well documented. For example, urban tree planting sequesters carbon (Davies et al 2012), increases property values (Donovan and Butry 2010), lowers crime rates (Donovan and Prestemon 2010), and improves physical and mental health as well as worker productivity (Hull and Se 1995). Westphal (2003), writing in the *Journal of Arboriculture*, identifies a suite of social benefits from urban and community forestry, including community empowerment, provided that the projects were structured in an open and participatory manner within a well-organized community. The Alliance for Community Trees (2011) has compiled a detailed bibliography and fact sheet on the economic, social, and environmental benefits of urban trees, documenting an extensive suite of benefits. For example, trees in New York City provide \$5.60 in benefits for every dollar spent on planting and care. Yet, studies of the job creation impact of specific urban forestry projects remain sparse.

Increasingly, the transformation of infrastructure in U.S. metropolitan areas is viewed as the key to transitioning from an industrial, fossil-fuel based economy to a clean economy. Living Cities (2009) surveyed 40 large U.S. cities to identify urban innovations in fostering a green economy. They identify an equity gap in urban infrastructure in the United States: while most cities are beginning to transition away from fossil fuel-intensive development, few cities prioritize the

needs of low-income people and communities as part of their green strategies and programs. The report identifies building energy retrofits, green workforce development and transit-oriented development as the three most important green infrastructure programs that can benefit low-income communities. Urban forestry and open space development are often left off the list of key urban infrastructure elements. Of the 38 chapters of Simpson and Zimmerman’s compendium *The Economy of Green Cities* (2013), not one is devoted to urban forestry as its principal theme. The absence of detailed studies of the impact of urban forestry on economic activity and job creation speaks to the need for careful research, data collection and analysis on this topic.

4. Project planning and timeline

The primary project work is planned for implementation over 12 months; main activities are briefly summarized in the table below. Please note that dissemination and ongoing evaluation of the project’s impact will continue beyond the one-year project timeline.

Activity	Month(s)
Project partner meeting to finalize design, timeline and collaboration plan. (<i>Partner meetings will be ongoing throughout project, in person and via teleconference.</i>)	Month 1 (and ongoing)
Full Literature Review and policy scan (<i>partners to lead lit review in specific expertise areas</i>)	Months 1-2
Review Verde and PolicyLink current data collected. Finalize list of additional case studies.	Months 1-3
Identify new data needs and metrics of community co-benefits.	Months 2-4
Research/compile information on growth of green infrastructure markets.	
Analyze specific policy and other institutional factors critical to success/failure.	Months 3-5
Interviews with key Verde staff and contractors and project leads elsewhere in the U.S.	Months 4-5
Data synthesis and refinement.	Month 6
Co-benefits analysis and economic impact/jobs analysis and write-up.	Months 6-7
Produce, review, and refine a set of recommendations for expanding private and public sector growth in green jobs (including a replicable model for low income communities and communities of color). Develop accessible structure and design products and communication strategy to deliver key findings and methods for expansion of the field.	Months 8-9
Implementation of communications strategy, to include media events, e-distribution, social media coverage, etc. over a planned time period to ensure broad reach.	Months 10-11
Finalize findings report/case study. Submit to funders, begin broad dissemination.	Month 12

5. Product

Our project will result in a comprehensive report and accessible tools or modules, disseminated to a broad range of stakeholders, which achieve the following:

- Estimates the number of jobs and the direct, indirect, and induced economic impacts of community-based investments in urban forestry.
- Describes the typical skill-set, wages, and benefits paid for employment in these types of projects and compares them to comparable opportunities in other industries.
- Identifies and collects key metrics of the co-benefits of urban green infrastructure investment.
- Identifies specific policy and other institutional factors and variables that have enabled/hindered the success of these types of projects; compare them with other examples nationwide.
- Identifies accessible, emerging green infrastructure markets appropriate for community-based social enterprises and other target businesses (e.g., minority-owned, women-owned, Section 3, Disadvantaged Business Enterprises)
- Details and curates successful models and accessible tools that can be replicated in other communities.
- Produces a set of recommendations for expanding private and public sector growth in green jobs in urban/community forestry.

In addition, we will produce a comprehensive review of the existing academic and grey literature on green infrastructure, especially as relates to urban forestry and related green infrastructure investments. (Please see Section 7, below, for details of broad dissemination of findings.)

6. Collaboration

This project has been developed as a full collaboration among Ecotrust, Verde, and PolicyLink. Each organization brings specific expertise necessary for the successful implementation of the proposed work, as described below. Ecotrust will serve as the project lead, coordinating the efforts of all partners during project design and implementation. All partners will be closely involved in development of reports and other products of the project.

Ecotrust: Founded in 1991, Ecotrust's mission is to foster a natural model of development that creates more resilient communities, economies, and ecosystems. For over two decades, Ecotrust has developed and tested ways for economies, communities and nature to thrive together, not apart. We work throughout the Pacific Northwest to innovate, invest, and inspire in ways that create reliable prosperity. Our goal is to establish tangible examples of success and share them with the world. Ecotrust's many innovations include co-founding the world's first environmental bank, starting the world's first ecosystem investment fund, creating a range of programs in fisheries, forestry, food, farms, and indigenous affairs, and developing new scientific and information tools to improve social, economic and environmental decision-making. In 2007, Ecotrust launched the Economics for Equity and Environment Network (E3), a national network of economists developing and applying new economic arguments to support active protection of human health and the environment. Today, E3 includes nearly 300 economists from across the U.S. and the world, encompassing wide-ranging expertise related to climate, energy, natural resources, and economic development. For the proposed project, Ecotrust staff will lead the design and implementation of economic analyses, and integration of all partner efforts.

Verde: Since 2005, Verde has brought new environmental investments to low-income and people of color communities, involved community members in the design and implementation of these investments, and ensured the investment provided direct economic benefits to low-income people and people of color. Verde serves communities by building environmental wealth through social enterprise, outreach and advocacy. Verde's Outreach-Advocacy activities engage residents, peer organizations and policymakers about the connection between protecting the environment and making a good living, empowering low-income people and people of color to drive environmental resources into their neighborhoods in response to existing needs. Verde's Social Enterprises employ and train low-income adult community members, create contracting opportunities for minority-owned and women-owned businesses, and bring environmental assets to low-income neighborhoods. Structured as Verde program areas with assumed business names on file with the State of Oregon, these enterprises sell environmental products and services in support of Verde's tax-exempt mission. Verde will play a key role in project design and implementation, especially in data collection and analysis.

PolicyLink: PolicyLink is a national research and action institute advancing economic and social equity by Lifting Up What Works. © Founded in 1999, PolicyLink connects the work of people on the ground to the creation of sustainable communities of opportunity. Such communities offer access to quality jobs, affordable housing, good schools, transportation, and the benefits of healthy food and physical activity. PolicyLink shares findings and analysis through our publications, website and online tools, convenings, national summits, and in briefings with

national and local policymakers. Our work is grounded in the conviction that equity—just, fair, and green inclusion—must drive all policy decisions. PolicyLink has had extensive experience with the economic, workforce and financial issues surrounding green infrastructure, including allocation of state urban greening funds, energy retrofitting of housing and public buildings, financing community water systems, budgeting for municipal parks, regional infrastructure policy-making, and urban agriculture policies. This experience has included best practices research, policy analysis, development of state and federal legislation, consultation to social enterprises, and advising regional planning consortia. PolicyLink’s Vice President for Research, a member of the project team, was heavily involved as an urban planner in the community reforestation efforts following the Oakland Hills Fire in the 1990s and has written extensively on the connections between community organizing, community development and the urban greening movement. PolicyLink’s Senior Director for Infrastructure Equity has extensive experience developing outcome measures for green infrastructure, supporting policy change and workforce development to foster greater investment in green infrastructure development, and leading research and case study documentation to advance the field. PolicyLink staff will contribute to research design and implementation, especially in analysis and documentation.

7. National Distribution/Transfer of Findings

We plan to distribute the results of this research to a range of audiences in the following ways:

1. Present the results at a minimum of two academic conference presentations and at a minimum of two professional/trade conferences to reach these specific audiences who may be able to leverage the project’s findings for further learning, replication, or adaptation.
2. Present key findings through the PolicyLink National Equity Summit in 2015 (est. 5000 participants including policymakers, practitioners, and foundation representatives).
3. The integrated project team will distribute findings through our combined networks, targeting a broad range of audiences including the public, policymakers and planning agencies, media, and the forestry sector. For example, we will leverage PolicyLink’s communications network of over 50,000 organizations that include policy orgs, think tanks, community development organizations, local, state, and federal agencies, elected officials, civil rights and environmental organizations, professional association members of APA, AIA, and others, and academics in the fields of planning, environment, public policy. We will also distribute through Ecotrust, and Economics for Equity and the Environment Network (E3 Network— a project of Ecotrust) blogs, newsletters, and social media channels. Findings will be framed for a range of audiences, including the public, with the goal of raising broader awareness of the importance of urban and community forestry.

Suggested key words for this project for future electronic searches are: green jobs; urban forestry; ecosystem services; community investment; green enterprise, co-benefits.

8. Project Evaluation

To measure the success of this project, Ecotrust and project partners will integrate both process and outcome evaluation throughout the proposed project. Evaluation activities are built into the project timeline, and the project budget includes personnel time dedicated to project evaluation. Progress and final evaluation reports will be submitted to USDA Forest Service as required. A brief summary of planned evaluation is included here, and a detailed monitoring and evaluation plan is under development, to be submitted with a full proposal if invited. Process evaluation: the team will track systematic progress towards the timely completion of activities and deliverables

described above. To ensure that the project satisfies rigorous standards for data collection and analysis, we will submit the economic analysis/results and policy analysis/results for peer review by experts in those respective fields. Outcome evaluation: We anticipate significant popular and academic interest in the analysis and findings. We will be able to evaluate that impact by tracking citations, media requests, and referrals. The project team will collaboratively define impact targets, including public awareness targets, against which we will track project success.

9. Experience/Personnel/Adequacy of Resources

As described in the project narrative above, the three partner organizations contribute deep technical and analytical expertise, access to key data and relationships, and longstanding experience in the areas relevant to the proposed work. A summary of specific project roles is included below. Resumes of key project personnel are included in the Appendices to this pre-proposal, as the “Statement of Key Personnel Qualifications” requested in the RFP (p. 11).

Ecotrust: *Kristen Sheeran Ph.D., Vice President, Knowledge Systems*, will serve as project lead and will oversee all research design, implementation, and dissemination of findings. She will be closely involved in economic analyses and project documentation. *Brent Davies, Vice President, Forest and Ecosystems Services*, will support research design related to co-benefits and will be involved in project documentation and dissemination of findings. *Noah Enelow, Economist*, and *Taylor Hesselgrave, Economic Analyst*, will support design and execution of economic analyses.

Verde: *Alan Hipólito, Executive Director* will serve as Verde Project Manager, coordinating with project partners. Ricardo Moreno, Verde Landscape Program Manager, will provide necessary information on Verde Landscape’s activities (e.g. services provided, wages, competitors and pricing). Alyssa Kocsis, Verde Data & Training Liaison, will provide information on Verde Landscape’s training programs (e.g. crew member learning plans, training providers, evaluation, and efforts to transition crew members to business ownership or for-profit employment).

PolicyLink: staff will contribute research analysis of green jobs initiatives, related best practices, and policy action. Kalima Rose, Senior Director, will contribute to design of outcome measures and analyses. Victor Rubin, Vice President for Research, will contribute to research design and to the case study. Chris Schildt, Program Associate, and Tara Weekes, Program Assistant, will support research and documentation of relevant policy action.

The project will leverage existing resources, including secured non-federal funding committed as match, along with facilities and equipment. For example, Ecotrust will provide conference space for project meetings, as well as teleconferencing capacity for efficient regular communication among partners. Ecotrust’s IT, finance, and grants staff will support the project team as needed.

10. Budget Justification

Requested funds (\$139,374) will support the work of the integrated project team, including personnel from Ecotrust, Verde, and PolicyLink and necessary project expenses including supplies, project travel, and staff training. Cash match for this project is included in the amount of \$132,266, provided from the following non-federal sources including several Foundation grants and Verde Landscape Earned Income. In-kind match is also provided by Verde (\$7,475). A full budget narrative is included in the Appendices to this pre-proposal, in the order specified by the 2015 RFP guidance (p. 20). This attachment includes a summary budget table and a budget narrative by federal cost category breaking down the distribution of requested funds among project partners, as well as the non-federal match committed to the project.

Appendix 2. Budget summary table and narrative justification

*Evaluating the Job-Creation and Community Social and Economic Benefits
of Urban Forestry and Related Green Infrastructure*

COST CATEGORY	GRANT REQUEST	CASH MATCH	IN-KIND MATCH	TOTAL COST
a. Personnel	80,006	85,537	-	165,543
b. Fringe Benefits	19,864	20,625	-	40,489
c. Travel	5,634	4,351	-	9,985
d. Equipment	500	500	150	1,150
e. Supplies	3,884	3,300	-	7,184
f. Contractual	7,500	-	3,500	11,000
h. Other	4,058	700	2,850	7,608
j. Indirect	17,928	17,253	975	36,156
TOTAL:	139,374	132,266	7,475	279,115

NOTE: All project match is provided from the following non-federal sources: The Kresge Foundation, Northwest Area Foundation, Northwest Health Foundation, The Paul G. Allen Family Foundation, and Verde Landscape Earned Income.

a. Personnel (salary):

GRANT REQUEST: \$80,006

Ecotrust: \$34,661

.10 FTE Kristen Sheeran, (Vice President, Knowledge Systems)

.20 FTE Noah Enelow, (Economist)

.15 Taylor Hesselgrave (Economic Analyst)

.05 Brent Davies (Vice President, Forests and Ecosystems Services)

Verde: \$23,195

.13 FTE Alan Hipólito (Executive Director)

.10 FTE Ricardo Moreno (Landscape Program Manager)

.10 Alyssa Kocsis (Training Liaison)

PolicyLink: \$22,150

.0073 Victor Rubin, (Vice President for Research)

.045 Kalima Rose (Senior Director and Director of the PolicyLink Center for Infrastructure Equity)

.0196 Chris Schildt (Program Associate)

.0245 Tara Weekes (Program Assistant)

CASH MATCH: \$ 85,537

Ecotrust: \$47,290

.25 FTE Kristen Sheeran

.25 FTE Noah Enelow

.25 FTE Taylor Hesselgrave

Verde: \$27,055

.17 FTE Alan Hipólito

.10 FTE Ricardo Moreno

.10 Alyssa Kocsis

PolicyLink: \$9,012

.0003 Victor Rubin

.0019 Kalima Rose

.0799 Chris Schildt

.0099 Tara Weekes

b. Fringe Benefits:

GRANT REQUEST: \$20,625

Ecotrust: \$10,398 (calculated at 30% of base salary). Benefits include health, dental and vision insurance, paid time off, payroll taxes, retirement, and disability.

Verde: \$2,706 (based on total benefits at \$8,200/FTE* 0.33FTE). Assumes \$5500/FTE/yr (premium for employee coverage) + \$2700/FTE/yr (Verde contribution to dependent premium).

PolicyLink: \$6,760 (32% of base salary)

CASH MATCH: \$19,971

Ecotrust: \$14,841 (30% of base salary).

Verde: \$3,034 (based on total benefits at \$8,200/FTE* 0.37FTE).

PolicyLink: \$2,750 (32% of base salary).

c. Travel:

GRANT REQUEST: \$5,634

Ecotrust: \$3,000 for project travel to complete on-site research, collaborative meetings with partners, and dissemination of findings to key audiences.

Verde: \$70 for mileage reimbursement (at Verde’s standard organizational rate of \$0.45/mile) to support local travel by project staff to project job sites, partner meetings, etc.

PolicyLink: \$2,564—Includes: \$1,000 *airfare* (travel to Portland, OR for collaborative on-site work with project partners); \$904 *lodging* (\$113/night at federal reimbursement rates (4 nights x 2 trips); \$660 *per diem* (\$66/day at federal reimbursement rates (5 days x 2 trips)).

CASH MATCH: \$4,351

Ecotrust: \$3,000 for project travel to complete on-site research, collaborative meetings with partners, and dissemination of findings to key audiences.

Verde: \$70 for mileage reimbursement (at Verde’s standard organizational rate of \$0.45/mile) to support local travel by project staff to project job sites, partner meetings, etc.

PolicyLink: \$1,281—Includes: \$1,000 *airfare*; \$281 *lodging* (travel to Portland for collaborative on-site work with project partners).

d. Equipment:

GRANT REQUEST: \$500

Verde: \$500—Program manager laptop necessary for project implementation. The purchase will be supported equally by requested and matching dollars.

CASH MATCH: \$500

Verde: \$500—Program manager laptop necessary for project implementation. The purchase will be supported equally by requested and matching dollars.

IN-KIND MATCH: \$150

Verde: \$150— Equipment for use in social enterprise operations (e.g., trencher, pipe cutter, generator).

e. Supplies:

GRANT REQUEST: \$3,884

Verde: \$3,300—Includes: *Program supplies* @ \$2,500 (social enterprise financial management software needed for the project); and *Office supplies* @ \$800 (programmatic supplies used to support the specific project, for example: paper, toner, notebooks, printing, postage).

PolicyLink: \$584—Includes: *Office supplies* used to support the specific project (for example, paper, toner, notebooks, printing, postage).

CASH MATCH: \$3,300

Verde: \$3,300—Includes: *Program supplies* @ \$2,500 (social enterprise financial management software needed for the project); and *Office supplies* @ \$800 (programmatic supplies used to support the specific project, for example: paper, toner, notebooks, printing, postage).

f. Contractual:

GRANT REQUEST: \$7,500

Verde: \$7,500 for consultant services to develop/update Verde's social enterprise business plans per project findings of emerging and/or high-demand, high-wage green infrastructure services.

IN-KIND MATCH: \$3,500

Verde: \$3,500—Includes: *Contracted Financial Support* @ \$2,500 (expenses of award administration, accounting, audit, payroll, banking necessary to the project team); and *Other Contracted Support* @ \$1,000 (expenses of additional contracted supported, e.g. IT/computer, legal).

h. Other:

GRANT REQUEST: \$4,058

Ecotrust: \$2,358—Includes: *Conferences & meetings:* \$500 to support collaborative meetings with partners, and dissemination of findings to key audiences. *Project-specific direct allocations:* \$1,858 is requested to support costs incurred directly as a result of performing the proposed work supported by this grant. (These expenses are allocated through a calculation based upon project work and dedicated personnel time, and includes project-specific IT, phone and communication costs.)

Verde: \$1,700—Includes: *Staff Training* @ \$1,500 to support project-specific training of providers and tuition (for example: English as a second language with an emphasis on landscape terminology), computer training); *Conferences & meetings* @ \$200 to support cost of food and other supplies for meetings/trainings with staff and partners. Estimate is based on actual expenses in prior fiscal year.

CASH MATCH: \$200

Ecotrust: \$500 is committed as matching support for *Conferences & meetings* to support collaborative meetings with partners, and dissemination of findings to key audiences.

Verde: \$200 to support cost of food and supplies for meetings/trainings with staff and partners.

IN-KIND MATCH \$2,850

Verde: \$2,850— Includes: \$750 to support expenses of phone, internet, electricity, and other utilities necessary to the project; \$1,500 to support occupancy/office space of the project team; \$600 to support insurance and licensing expenses.

j. Indirect expenses:

GRANT REQUEST: \$17,928

Ecotrust: \$7,273—Indirect costs are budgeted at 16.14% calculated on a base of salaries and benefits (in accordance with Ecotrust's federally negotiated indirect cost rate agreement).

Verde: \$5,846—Indirect costs are requested at 15% of direct costs, based on Verde's standard organizational indirect rate.)

PolicyLink: \$4,809—Indirect costs are requested at 15% of direct costs, based on PolicyLink's standard organizational indirect rate.)

CASH MATCH: \$17,253

Ecotrust: \$10,172—Indirect is included at 15% of committed matching funds, following the approved indirect percentage in the grant which is the source of the match funds.

Verde: \$5,124—Indirect match is included at 15% of matching direct costs.

PolicyLink: \$1,957—Indirect match is included at 15% of all direct costs supported by matching funds.

IN-KIND MATCH: \$975

Verde: \$975—Indirect match is included at 15% of direct costs supported by in-kind match.



United States Department of the Interior

NATIONAL BUSINESS CENTER

Indirect Cost Services

2180 Harvard Street, Suite 430

Sacramento, CA 95815



November 19, 2012

Mr. Adam Lane, CFO/COO
Ecotrust
721 NW Ninth Avenue, Suite 200
Portland, Oregon 97209

Dear Mr. Lane:

Enclosed is an original copy of the Indirect Cost Negotiation Agreement for the 12-month periods ending December 31, 2011 and 2013, between the Federal Government and the Ecotrust. These rates were negotiated for the U.S. Environmental Protection Agency by the U.S. Department of the Interior, National Business Center.

Please visit our Web site at <http://www.aqd.nbc.gov/ics> for guidance and updates on submitting indirect cost proposals. In addition, you will find helpful tools such as a completeness checklist, indirect cost and lobbying certificates, sample proposals, Excel worksheet templates, and important links to other Web sites.

Sincerely,

Deborah A. Moberly
Indirect Cost Coordinator

Enclosure

cc: Kysha Holliday, Acting Deputy Director, National Policy, Training and Compliance
Division, EPA

Ref: J:Contracts/EPA/ECOT037/Issue.ltr

We want to hear from you! Please let us know how we are doing in meeting your needs by taking a short survey at: <http://www.aqd.nbc.gov/survey>.

Phone: (916) 566-7111
Fax: (916) 566-7110



E-mail: ICS@nbc.gov
Internet: <http://www.aqd.nbc.gov/ics>

Revised 03/30/12



United States Department of the Interior

NATIONAL BUSINESS CENTER

Indirect Cost Services

2180 Harvard Street, Suite 430

Sacramento, CA 95815



**YOUR COPY
PLEASE KEEP**

November 7, 2012

Mr. Adam Lane, CFO/COO
Ecotrust
721 NW Ninth Avenue, Suite 200
Portland, Oregon 97209

Dear Mr. Lane:

We reviewed the revised indirect cost rate proposal for the fiscal years (FYs) ending December 31, 2011 and 2013. We are prepared to approve a final rate of 16.14 percent for FY 2011 for all programs and a provisional rate for FY 2013 at the same percentage as the FY 2011 final rate. These rates are based on total direct salaries and wages, including fringe benefits. The result of our review is summarized in the enclosed Exhibit. If you agree with the contents, **please sign and return the two copies** of the Indirect Cost Negotiation Agreement to us to complete the negotiation process. I will then sign and return one copy to you.

Provisional rates are required to be finalized within six months after the close of each fiscal year. Accordingly, a proposal containing actual costs for FY 2012 is due before July 1, 2013. The final rate proposal must be based on and reconcilable to financial statements that meet the requirements of the Single Audit Act of 1984, Public Law 98-502, as amended. In addition, as long as you continue to receive federal funding, new indirect cost rate proposals are required to obtain approved rates. Therefore, your FY 2014 provisional rate proposal should accompany the FY 2012 final rate proposal. You may use your FY 2012 final rate proposal (actual costs) as the basis for negotiating your FY 2014 provisional rate, or you may submit a new proposal based on budgetary data or combination thereof.

According to the Office of Management and Budget (OMB), the cognizant agency is the federal agency that provides the majority of federal funding. For FY 2011 and going forward, the majority funder will be the National Oceanic and Atmospheric Administration under the Department of Commerce. Therefore, please submit your FY 2012 final indirect cost rate proposal to:

U.S. Department of Commerce
1401 Constitution Avenue, N.W.
Office of Acquisition Management, Room 6412
Washington, DC 20230
Attn: Indirect Cost Program

Phone: (916) 566-7111
Fax: (916) 566-7110

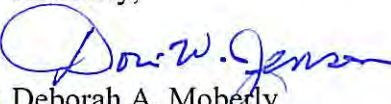


E-mail: ICS@nbc.gov
Internet: <http://www.aqd.nbc.gov/ics>

Revised 3/21/12

If you have any questions concerning the agreement or this letter, please write or call Ms. Stacy Frost, Negotiator, at (916) 566-7002.

Sincerely,


Deborah A. Moberly
Indirect Cost Coordinator

Enclosures: Exhibit and Negotiation Agreement

Ref: J:\Contracts\EPA\Ecot037\Ecot-Na.11F&13P.docx

Ecotrust
FY 2011 Final and FY 2013 Provisional Rate Computations

Exhibit

<u>Title/Description</u>	<u>Proposed</u>	<u>Adjustments</u>	<u>Final</u>
FY 2011 Indirect Cost Pool	<u>\$666,498</u>	<u>-\$5,600 (A)</u>	<u>\$660,898</u>
FY 2011 Direct Salaries and Fringes Base	<u>\$4,093,558</u>	<u></u>	<u>\$4,093,558</u>
FY 2011 Indirect Cost Rate	<u>16.28%</u>	<u>-0.14% (B)</u>	<u>16.14%</u>

Review Adjustments:

(A) As agreed to by Ecotrust, the FY 2011 indirect cost pool was adjusted to remove \$5,600 of fundraising related costs.

(B) The FY 2011 final Indirect Cost Rate decreased due to the above adjustment.

Note: As requested by Ecotrust, the FY 2013 provisional rate is based on the FY 2011 final rate.

*Evaluating the Job-Creation and Community Social and Economic Benefits
of Urban Forestry and Related Green Infrastructure*

Appendix 4: Literature Review Bibliography

Sources:

Alliance for Community Trees (2011): “Benefits of Trees and Urban Forests: A Research List.” Available at: <http://www.ACTrees.org> .

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Donovan, Geoffrey H. and David T. Butry (2010): “Trees in the city: Valuing street trees in Portland, Oregon.” *Landscape and Urban Planning* 94, 77-83.

Donovan, Geoffrey H. and Jeffrey P. Prestemon (2010): “The Effect of Trees on Crime in Portland, Oregon.” *Environment and Behavior*, 44(1), 1-28.

Green For All (2012): “Using a Jobs Frame to Promote the Use of Green Infrastructure.” Oakland, CA and Washington, DC: Green for All.

Jones, Van (2009): *The Green Collar Economy: How One Solution Can Fix Our Two Biggest Problems*. New York: HarperOne.

Living Cities (2009): *Green Cities: How Urban Sustainability Efforts Can and Must Drive America’s Climate Change Policies*. New York and Washington, DC: Living Cities. URL: <http://www.livingcities.org>

Muro, Mark, Jonathan Rothwell, and Devashree Saha (2011): *Sizing the Clean Economy: A National and Regional Green Jobs Assessment*. Washington, DC: Brookings Institution.

Pollin, Robert, James Heintz, and Heidi Garrett-Peltier (2009): “The Economic Benefits of Investing in Clean Energy.” Amherst, MA and Washington, DC: Political Economy Research Institute and Center for American Progress.

Simpson, Richard, and Monika Zimmerman, eds. (2012): *The Economy of Green Cities: A World Compendium on the Green Urban Economy*. Dordrecht, Heidelberg, New York and London: Springer.

Westphal, Lynne M. (2003), “Urban Greening and Social Benefits: A Study of Empowerment Outcomes.” *Journal of Arboriculture*, 29(3): 137-147.



www.verdenw.org

6899 NE Columbia Blvd, Suite A, Portland, OR 97218 503.980.5260 (p), 866.279.8719 (f)

May 6, 2014

Nancy Stremple
Executive Staff to NUCFAC
USDA Forest Service
1611 N. Kent Street, RPE 9
Arlington, VA 22209

Re: Ecotrust's U.S. Forest Service National Urban and Community Forestry Challenge Cost-Share Grant Pre-Proposal

Ms. Stremple:

My name is Alan Hipólito, I serve as Executive Director for Verde. I write to describe Verde's contribution and role in Ecotrust's Pre-Proposal to the USFS National Urban and Community Forestry Challenge Cost-Share Grant program.

Since 2005, Verde has brought new environmental investments to low-income and people of color neighborhoods, involved residents in design and implementation of these investments, and ensured investments provided direct economic benefits to low-income people and people of color. Our Outreach-Advocacy activities engage residents, peer organizations and policymakers about the connection between protecting the environment and making a good living, empowering low-income people and people of color to drive environmental resources into their neighborhoods in response to existing needs. Our Social Enterprises employ and train low-income adult community members, create contracting opportunities for minority-owned and women-owned businesses, and bring environmental assets to low-income neighborhoods.

Verde has a long-term relationship with Ecotrust, beginning with Ecotrust's participation in a planning process that led to the design and implementation of Verde's first social enterprise. Verde and Ecotrust have established a deep institutional relationship that can facilitate joint collaboration and partnership on opportunities central to the missions of both organizations. Through this relationship, Verde has enhanced its financial management, social enterprise and data management capacity. Ecotrust has enhanced its capacity to work with low-income urban communities and on issues related to urban ecosystem services.

Verde contributes \$46,758 in match funding to this project, provided by the Paul G. Allen Family Foundation, the NW Area Foundation, the NW Health Foundation, and from Verde Landscape's earned income. The following Verde staff will participate in the project:

- *Alan Hipólito, Executive Director.* I will serve as Project Manager and as lead contact with project partners, devoting .3FTE to the project.
- *Ricardo Moreno, Verde Landscape Program Manager.* Mr. Moreno provides information on Verde Landscape's marketing activities, including services provided, wages, competitors and pricing, devoting .2FTE to the project.
- *Alyssa Kocsis, Verde Training Liaison.* Ms. Kocsis provides information on Verde Landscape's training programs, including crew member learning plans, training providers, evaluation, and efforts to transition crew members to business ownership or for-profit employment, devoting .2FTE to the project.

Verde is excited to be part of this project, its findings will increase the benefits we can offer to individual workers and to low-income communities. Please contact me (503.980.5260, alan@verdenw.org) if I can provide further information.

Sincerely,

Alan Hipólito

Verde serves communities by building environmental wealth through social enterprise, outreach and advocacy.



May 12, 2014

Nancy Stremple
Executive Staff to NUCFAC
USDA Forest Service
1611 N. Kent Street, RPE 9
Arlington, VA 22209

Re: *Collaborative Pre-Proposal to U.S. Forest Service National Urban and Community Forestry Challenge Cost-Share Grant*

Dear Ms. Stremple:

Thank you for the opportunity to submit a joint pre-proposal in partnership with Ecotrust and Verde to the USFS National Urban and Community Forestry Challenge Cost-Share Grant program.

As Senior Director of the PolicyLink Center for Infrastructure Equity, I'm pleased to provide a letter of partnership, and to describe the PolicyLink contribution and our role in the proposed project. PolicyLink is a national research and action institute advancing economic and social equity by Lifting Up What Works.® Founded in 1999, PolicyLink connects the work of people on the ground to the creation of sustainable communities of opportunity. PolicyLink focuses attention on how people are working successfully to use local, state, and federal policy to create conditions that benefit everyone, especially people in low-income communities and communities of color. It shares its findings and analysis through publications, website and online tools, convenings, national summits, and in briefings with national and local policymakers.

The PolicyLink role in the proposed project will include documenting suggested strategies for expanding green job growth in both the private and public sectors. PolicyLink will document best practices in green job expansion in three diverse cases; identify barriers to green job growth or to job-targeting to specific geographies or specific populations; and recommend policy expansion in best practice realms, policy fixes in areas of barriers. While Ecotrust will lead the study of Green Infrastructure job wages and how they compare to related industries, (i.e. engineering, architecture, construction trades etc.), PolicyLink will research and document policy action that has or can create job training pathways, support increased wages, and grow the share of work focused on greening in these sectors.

Additionally, PolicyLink will identify and analyze public and private sector green jobs initiatives that have been successful in generating sustainable, full time employment. PolicyLink will conduct best practice research into other social enterprises and small scale initiatives that have generated sustainable employment, and project implications for the case study places (and similar urban forestry and green infrastructure efforts) going to scale, and document and recommend the policy conditions that would support this trajectory. All of these efforts will be documented in case studies that share findings and recommendations with the field.

We look forward to moving forward with a successful project!

A handwritten signature in black ink, appearing to read "Kalima Rose", with a long, sweeping horizontal stroke extending to the right.

Kalima Rose
Senior Director, PolicyLink



July 11, 2013

Nancy Stremple
Executive Staff to NUCFAC
USDA Forest Service
1611 N. Kent Street, RPE 9
Arlington, VA 22209

Re: U.S. Forest Service National Urban and Community Forestry Challenge Cost-Share Grant Pre-Proposal submitted by Ecotrust, Verde , and PolicyLink

Dear Ms. Stremple and review committee:

I write to express the Coalition's strong support for Ecotrust's Pre-Proposal for a USFS's National Urban and Community Forestry Challenge Cost-Share Grant. As the Director for the Coalition of Communities of Color, I also write to share information about the Coalition and how our organization will be affected by the proposed project's findings.

Based in Portland, Oregon, the mission of the Coalition is to address the socioeconomic disparities, institutional racism, and inequity of services experienced by our families, children, and communities; and to organize our communities for collective action resulting in social change to obtain self-determination, wellness, justice, and prosperity. Formed in 2001, the Coalition is an alliance of 20 culturally-specific community based organizations with representation from six communities of color: African, African American, Asian/Pacific Islander, Latino, Native American and Slavic. Verde, a partner in the Ecotrust Pre-Proposal, is a member of the Coalition.

The Proposal's findings will inform the implementation of the Coalition's Strategic Plan, developed in 2012, a Plan which includes the Coalition's first explicit environmental goals. The Strategic Plan signals a new recognition by the Coalition that environmental investments are a means to address traditional social service and community development goals: education, health, economic opportunity, and housing. The Coalition formed a Community and Economic Development Committee (CED) to implement these goals: increase environmental funding and investment in communities of color; build CCC capacity to participate in sustainability initiatives; and create a CCC vision around sustainability. Verde's Executive Director chairs our CED Committee.

The Proposal's findings will be utilized by the CED as it implements the Strategic Plan's CED Goals, providing information that Verde and other Coalition member organizations can use to design and implement green infrastructure job and job training programs that connect low-income people and people of color to emerging opportunities in the environmental marketplace. The Coalition strongly believes these findings will have a broad utility, and can be adapted by similar organizations in other cities to extend the economic benefits of green infrastructure investments to low-income people and people of color communities in other cities.

Thank you for the opportunity to comment on this important project. Please let me know if I can answer any questions or provide further information.

Sincerely,

A handwritten signature in black ink, appearing to read "Julia Meier", is written over a light blue background.

Julia Meier, Director





Bureau of Planning and Sustainability

Innovation. Collaboration. Practical Solutions.

July 12, 2013

Nancy Stremple
Executive Staff to NUCFAC
USDA Forest Service
1611 N. Kent Street, RPE 9
Arlington, VA 22209

Re: Ecotrust's U.S. Forest Service National Urban and Community Forestry Challenge Cost-Share Grant Pre-Proposal

Dear Ms. Stremple:

The City of Portland Bureau of Planning and Sustainability (BPS) strongly supports Ecotrust's Pre-Proposal for a USFS National Urban and Community Forestry Challenge Cost-Share Grant. The outcomes of the proposal will provide direct value to BPS' work on economic planning and align directly with BPS' underlying mission to create a prosperous, equitable, and healthy community.

BPS is responsible for providing a wide range of services, from land use planning and urban design to recycling and solid waste collection and solar energy programs. One of the bureau's core responsibilities is to develop and maintain the Comprehensive Plan for Portland as well as to serve a strategic planning function across City agencies. To carry out these planning functions, BPS analyzes economic trends, opportunities for growth and the associated needs of the growing industries. At the same time, BPS seeks to build demand for sustainable products and services through policy and implementation, including programs like Sustainability at Work, which provides direct technical assistance to businesses to improve the sustainability of their operations.

The proposal's findings support these activities, informing BPS' analysis of economic trends and its work to build demand for will sustainable products. Better understanding of the potential growth in green businesses and the specific characteristics of those jobs will contribute to BPS' analysis as well as help refine policy and programs.

Importantly, this proposal's findings enhance an already vibrant partnership between Verde (a partner in the Ecotrust pre-proposal) and BPS. The existing joint initiative focuses on extending sustainability's benefits to all Portlanders, especially non-traditional partners not typically involved in Portland's growing sustainability movement. For example, earlier this year BPS and Verde were awarded a Funders Network for Smart Growth & Livable



City of Portland, Oregon | Bureau of Planning and Sustainability | www.portlandoregon.gov/bps
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Communities Local Sustainability Matching Fund grant, matching this award with BPS funds and a complementary award from the Bullitt Foundation. The goal of this project, called "Tools for Climate Equity," is to produce a set of climate-planning tools, process, and products that deliver equity results in Portland and that establish a replicable approach for other cities across North America.

BPS and Verde are already actively working on projects that engage non-traditional partners and connect those partners to the economic benefits of sustainability, with a deliberate intent to replicate these findings and benefits in other cities. We believe the findings in this pre-proposal will have a similar impact and can be adapted by similar organizations in other cities to extend the economic benefits of green infrastructure investments to low-income people and people of color communities in other cities.

Thank you for the opportunity to support this important project. Please let me know if I can answer any questions or provide further information.

Sincerely,



Susan Anderson
Director



Kristen A. Sheeran

Vice President, Knowledge Systems, Ecotrust
Phone: 503-467-0811 | E-mail: ksheeran@ecotrust.org

Kristen Sheeran is Vice President of Knowledge Systems and co-founder and Director of Economics for Equity and Environment Network (E3) at Ecotrust. Dr. Sheeran has over 12 years of experience as an environmental and natural resource economist. She is the author of an award winning book, *Saving Kyoto* (with Graciela Chichilnisky, New Holland, 2009) and has published widely in top academic journals on issues related to climate change, energy, forestry, fisheries, green jobs, and public policy. She has also published in the popular media, with op-eds in the *Washington Post*, *Wall Street Journal*, and *Oregonian* amongst others. In her current role as Vice President, Knowledge Systems, Sheeran directs Ecotrust's team of economists, cartographers, GIS specialists, and software developers.

PROFESSIONAL HISTORY

Vice President, Knowledge Systems, Ecotrust, December 2012-present
Director, Economics for Equity and the Environment Network, 2007-present
Associate Professor, St. Mary's College of Maryland, 2001-2008
Visiting Instructor in Economics, Dickinson College, 2000-2001
World Resources Institute, Research Analyst, 2000-2001
Economics Research Service-USDA, Economist, 1999-2000.

EDUCATION

Ph.D. in economics, American University, 2002

- Dissertation: *Equity and Efficiency in Mitigating Climate Change*
- Primary fields: Development economics, international economics, environmental economics

BA in economics and political science, *summa cum laude*, Drew University, 1995
Phi Beta Kappa

PUBLICATIONSBooks

Saving Kyoto: An insider's guide to how it works, why it matters, and what it means for the future (with Graciela Chichilnisky) New Holland, 2009.

Peer-Reviewed Articles/Book Chapters

"Climate Change and U.S. Interests: A Response" *Environmental Law Reporter*, Vol. 41, August 2011.

"Carbon Markets Overview" (with Graciela Chichilnisky) *Global Reference on the Environment, Energy, and Natural Resources Online Collection*. Detroit: Gale, 2011.

"The Economics of 350" (with Frank Ackerman, Stephen DeCanio, Eban Goodstein, Richard Howarth, Richard Howarth, Catherine Norman, and Elizabeth Stanton) *Solutions*, September, 2010.

"The Limitations of Integrated Assessment Models of Climate Change" (with Frank Ackerman, Stephen DeCanio, and Richard Howarth), *Climatic Change* 95: 297-315, 2009.

“The Need for a Fresh Approach to Climate Change Economics” (with Frank Ackerman, Stephen DeCanio, and Richard Howarth) published in the proceedings of the Pew Center on Global Climate Change symposium, *Assessing the Benefits of Avoided Climate Change*.

“Misinterpreting the Coase Theorem” (with Robin Hahnel), *Journal of Economic Issues*, Volume 43, No. 1, March 2009.

“Beyond Kyoto: North South Implications of Emissions Trading and Taxes” *Seattle Journal for Social Justice*, Volume 5, Issue 2, Spring/Summer 2007.

“Who Should Abate Carbon Emissions? A Note” *Environmental and Resource Economics*, Volume 35, Issue 2, October 2006.

“Side Payments or Exemptions: The Implications for Equitable and Efficient Climate Control” *Eastern Economic Journal*, Volume 32, Issue 2, Summer 2006.

“Forest Conservation in the Philippines: A Cost Effective Approach to Mitigating Climate Change?” *Ecological Economics*, Volume 58, Issue 2, June 2006.

“Ecological Economics: A Progressive Paradigm” *Berkeley La Raza Law Journal*, Volume 17, Issue 1, Spring 2006.

“Rethinking Equity and Efficiency in Mitigating Climate Change,” *International Journal of Economic Development*, Volume 3, Issue 4, 2001.

“Equity and Efficiency in International Environmental Agreements: A Case Study of the Kyoto Protocol,” in *The Handbook of Development Policy Studies*, Nagel, Haque, Mudacumura eds. Marcel Dekker, 2004.

Select Professional Papers/Reports

“The Hidden Costs of Overfishing to Commercial Fishermen: A 2009 Snapshot of Lost Revenues” (with Taylor Hesselgrave and Sarah Kruse), prepared for Pew Charitable Trusts.

“Understanding Interstate Differences in U.S. Greenhouse Gas Emissions” (with Frank Ackerman and Elizabeth A. Stanton), submitted for publication in *Greenhouse Gas Measurement and Management*, September 2010.

“Assessing the Benefits of Avoided Climate Change: Cost-Benefit Analysis and Beyond” (with Frank Ackerman, Stephen DeCanio, and Richard Howarth), Pew Center on Global Climate Change, 2010.

“The Economics of 350: The Benefits and Costs of Climate Stabilization” (with Frank Ackerman, Elizabeth Stanton, Stephen DeCanio, Richard Howarth, Catherine Norman, Richard B. Norgaard), published by E3 Network, October 2009.

“Greenhouse Gases and the American Lifestyle: An Analysis of Interstate Differences in Emissions” (with Elizabeth A. Stanton and Frank Ackerman), published by E3 Network and the Stockholm Environment Institute, May 2009.

“Beyond Kyoto” *Policy Brief #7*, *E3 Network Policy Briefs Series*, published by E3 Network and Ecotrust, April 2009.

“Q&A Regarding Cap-and-Auction” *Policy Brief #19*, *E3 Network Policy Briefs Series*, published by E3 Network and Ecotrust, April 2009

“How Costly Is Climate Change Mitigation? A Methodological Critique of the CRAI Modeling Approach” (with Julie Nelson, Frank Ackerman, and Neva Goodwin). March 11, 2008.

“Demand for Frozen Vegetables: A Comparison of Organic and Conventional Products,” Lewrene Glaser, Barry Krissoff, Kristen Sheeran, and Angela Lengyel, *Vegetables and Specialties Situation and Outlook Report*, Economic Research Service, USDA 1998 (November): 23-31.

ALAN HIPÓLITO J.D.

5120 SE HENRY ST
PORTLAND, OR 97206

PHONE: 503.980.5260
E-MAIL: alan@verdenw.org

EXPERIENCE – EMPLOYMENT

VERDE

PORTLAND, OR

Executive Director

2005-Present

- Responsible for: Fundraising per Board approved budget; Program development; Program management; and Staff oversight as per Verde's policies and procedures.
 - *Fundraising.* From FY2005-06 to FY 2011-12, Verde's organizational budget has grown from \$177,056 to \$2,039,792, grant income has grown from \$59,000 in to \$435,515, and earned income has grown from \$33,919 to \$1,345,130.
 - *Program Development.* Verde programming has grown from a single social enterprise, Verde Landscape, to multiple social enterprises and broadly impactful outreach-advocacy programs.
 - *Staff.* Verde staff has grown from 2.5 FTE in FY2005-06 to 27 FTE in 2012-13.
- Director, Verde Social Enterprises. Established Verde Landscape, Verde Nursery and Verde Energy.
 - *Verde Landscape* is a licensed landscape contractor, providing restoration, invasives control, tree installation, stormwater management and new construction services. Verde Landscape's FY2005-06 earned income, \$33,919, met 23% of its expenses. Its FY2011-12 earned income, \$819,035, met 100% of its costs.
 - *Verde Nursery* is a licensed nursery stock grower and collector of native plants, Nursery provides trees, native plants and plant broker services. FY2007-08, it commenced operations in a 120sf greenhouse at Hacienda CDC's Salon Comunal community center. FY2009-10, it expanded to a 9400sf production facility at the Native American Youth and Family Center. FY2012-13, Nursery transfers production to Cully Park.
 - *Verde Energy* is a Building Performance Institute-certified weatherization contractor. Verde Energy's FY2010-11 earned income, \$88,296, met 36% of its expenses. Its FY2011-12 earned income, \$526,696 met 79% of its expenses.
- Director, Verde Outreach and Advocacy. Established Grass-Roots Outreach, Peer Organization Outreach, Environmental Policymaker Advocacy, and Living Cully: A Cully Ecodistrict.
 - *Grass Roots.* Through bilingual conversations and presentations, Verde shares information about protecting the environment and making a living, and about environmental changes in low-income neighborhoods.
 - *Peer Organizations.* Verde works with organizations of color and anti-poverty groups to support their green economy programs, bring environmental assets to communities, and access environmental policymakers.
 - *Environmental Policymakers.* Verde and partners educate environmental policymakers about practices which build environmental wealth in our target communities (e.g., promoting participation by minority-owned and women-owned businesses/MWBs, promoting workforce diversity).
 - *Living Cully: A Cully Ecodistrict.* Verde reinterprets an Ecodistrict as an anti-poverty strategy, as an holistic, integrated means to address multiple disparities in wealth, income, health and natural resources by concentrating environmental investments at the neighborhood scale.
- Director, Let Us Build Cully Park! Project. Verde transforms a 25 acre brownfield into a new park that provides local green job and business opportunities, creates habitat, improves water quality, educates youth, and establishes a replicable community-based model for park and open space development. 2012, Portland City Council approved a Verde-Portland Parks Agreement which handed Cully Park's development rights to Verde.

- | | |
|--|-----------------------------------|
| HACIENDA COMMUNITY DEVELOPMENT CORPORATION
<i>Economic Development Director</i>
<i>Sustainable Development Director</i> | PORTLAND, OR
2000-2004
2005 |
| <ul style="list-style-type: none">• Director, Hacienda Community Credit Union project.
Established a state-chartered, federally-insured credit union to serve Latinos in Multnomah, Washington and Clackamas counties. The Hacienda Community Credit Union opened for business in October, 2002. Fundraising efforts secured \$500,000+ in operating funds and \$1 million+ in deposits in 18 months.• Director, Sustainable Development Program.
Charged with identifying an environmental business opportunity appropriate for Hacienda CDC's resident community. Developed and implemented a detailed, peer-reviewed business plan for the identified target business opportunity. Raised \$190,000 in seed capital, assembled board of directors and technical advisors, and established a new and independent nonprofit corporation, <i>Verde</i>, to house the nursery project and other environmental job training, employment and entrepreneurial opportunities for Hacienda CDC residents and other disadvantaged communities. | |
| NORTHWESTERN SCHOOL OF LAW OF LEWIS & CLARK COLLEGE
<i>Adjunct Professor</i> | PORTLAND, OR
1999-2011 |
| <ul style="list-style-type: none">• Environmental Justice & the Law Seminar
First law school environmental justice course offered in the Pacific Northwest. | |
| PORTLAND STATE UNIVERSITY SCHOOL OF URBAN STUDIES AND PLANNING
<i>Adjunct Professor</i> | PORTLAND, OR
Winter, 2000 |
| <ul style="list-style-type: none">• Environmental Justice & Planning Seminar | |
| URBAN LEAGUE OF PORTLAND
<i>Environmental Programs Director</i> | PORTLAND, OR
1997-2000 |
| <ul style="list-style-type: none">• Director, Lead Poisoning Prevention Program• Director, Brownfields Revitalization Program• Director, Regional Growth Planning Program | |
| ALAN HIPÓLITO, ATTORNEY AT LAW
<i>Sole Practitioner</i> | PORTLAND, OR
1996-1998 |
| <ul style="list-style-type: none">• Estate and Tax Planning – Individuals, Families, Small Businesses• Business Organization – Corporations, Partnerships, Limited Liability Companies | |

EXPERIENCE – PUBLIC INTEREST

OREGON SUSTAINABILITY CENTER PORTLAND, OR
Member, Board of Directors 2011

- The Oregon Sustainability Center will be home to Oregon's leaders in sustainable business, government, and education. It will act as a laboratory for green technology regionally and globally.

FRIENDS OF TREES PORTLAND, OR
Member, Board of Directors 2011-2012

- Mission: To bring people in the Portland-Vancouver metro area together to plant and care for city trees and green spaces.

CLEAN ENERGY WORKS OREGON OREGON
Member, Board of Directors 2010-Present

- Clean Energy Works Oregon is a nonprofit program established to reduce energy waste by encouraging homeowners to take direct action.

LATINO NETWORK PORTLAND, OR
Treasurer 2002-2003

Member, Board of Directors 2004-2009

- The Latino Network is an open forum that advocates for the Latino community, educates, informs, and influences public policy, and serves as a force for social change.

SUSTAINABLE DEVELOPMENT COMMISSION PORTLAND, OR
Member 2002-2004

- Mission: To encourage City decision makers to enhance the livability and economic vitality of the City of Portland through program and policy decisions that protect the City's natural resources, provide for the efficient use of energy and water, protect the environmental quality of the built environment, and promote a sustainable future.
- Nominated by Multnomah County Commissioner Maria Rojo de Steffey.

METRO POLICY ADVISORY COMMITTEE PORTLAND, OR
Citizen Representative, Citizen Alternate – Multnomah County 2001-2004

- 21-member Metro charter-mandated committee of local government representatives and citizens who consult on policy issues, especially those related to services provided by local governments. Metro is the directly elected regional government of the Portland Metropolitan Region, with jurisdiction over 3 counties and 23 cities.
- Nominated by Metro Councilor Rex Burkholder.

COALITION FOR A LIVABLE FUTURE PORTLAND, OR
Member, Board of Trustees 1999-2001

- The purpose of the Coalition for a Livable Future is to protect, restore, and maintain healthy, equitable, and sustainable communities, both human and natural, for the benefit of present and future residents of the greater metropolitan region.

GOVERNOR'S ENVIRONMENTAL JUSTICE ADVISORY BOARD OREGON
Vice Chair, Acting Chair 1998-2000

- Appointed by Governor Kitzhaber, Elected Vice-Chair by other Board members
- Duties: Advise and review state agency efforts toward ensuring equitable results from agency environmental decision-making; Take public testimony from Oregon's environmental justice communities; Submit Annual Report to Governor on the state of environmental justice in Oregon.

EDUCATION

ENVIRONMENTAL LEADERSHIP PROGRAM

Fellow

Senior Fellow

- The ELP Fellowship is an innovative national program designed to build the leadership capacity of the environmental movement's most promising emerging professionals.

NATIONAL
2001-2003
2004-Present

NORTHWESTERN SCHOOL OF LAW OF LEWIS & CLARK COLLEGE

- Juris Doctor
- Certificate in Environmental and Natural Resources Law
- President, Minority Law Students Association
- Dean's Fellowship

PORTLAND, OR
May, 1996
May, 1996
1994-1995
1993-1996

THE UNIVERSITY OF TEXAS

- Bachelor of Arts – Philosophy
- Bachelor of Arts – History
- Opportunity Assistance Award

AUSTIN, TX
August, 1993
August, 1993
1987-1993

SKILLS

- Bilingual (Spanish, English)

Kalima Rose

2806 Fulton St, Berkeley, CA 94705 510 418-7013

krose@policylink.org

Professional Employment

1999-present

Senior Director, PolicyLink Center for Infrastructure Equity

PolicyLink, Oakland, CA and New Orleans, LA

- Direct PolicyLink Center for Infrastructure Equity, leading policy initiatives aimed at creating more equitable, green, and workforce-centered public infrastructure investments in underserved communities. The Center partners on research, policy campaigns, and implementation of federal, state and local Sustainable Communities, transportation, housing and workforce at local, regional, state and federal levels. Led federal advocacy for Sustainable Communities program; now providing direct TA and capacity building to Sustainable Communities grantees nationally.
- Led PolicyLink Louisiana Recovery initiative, working with federal, state, local elected officials, community based nonprofit leaders, philanthropic, banking and development community to ensure equitable redevelopment of New Orleans post-Katrina; provided policy advocacy and monitoring of \$9B housing recovery program, implementation of ARRA, restructuring of RTA local hiring and DBE contracting, inclusion of equity provisions in successful TIGER grant for streetcar extensions, and Sustainable Communities grant for transit corridor planning.
- Developed PolicyLink web-based Equitable Development Toolkit with in-depth policy tools for community based organizations and public officials, with tools ranging for Transit Oriented Development, to Housing Policies, to Economic Development and Fresh Food Access.
- Lead PolicyLink Housing and Equitable Development policy work in local, state, regional housing and community development policy campaigns nationally; Direct research related to equitable development housing policy (reclaiming foreclosed properties, inclusionary zoning, Housing Trust Funds, allocation of federal and state resources, etc).

1996-1999

Director of Programs, Tides Foundation, San Francisco, CA

- Directed community development and environmental grantmaking programs of ~\$25 million annually, provided technical assistance, organizational development support, and assessment services to organizations that Tides supported through grant making.
- Supervised 6 senior program officers, served on executive management team, and started and led 'field of interest' philanthropic initiatives for Tides on living wage jobs, Native American community economic development, and environmental initiatives.

1990-1996

Senior Program Officer, Economic Development and Democracy Programs, Ms. Foundation for Women, Berkeley CA/New York, NY

- Directed \$4 million grants program to organizations working on community economic development; convened institutional funders and individual donors to collaborate on the Democracy Funding circle. Provided training and technical assistance directly to organizations experiencing significant community job loss, and through annual Women and Economic

Development Institute. Evaluated foundation-led initiatives. Invested in emerging organizations furthering democratic participation and transparency.

- Organized and led delegation of 100 U.S. women leaders to participate in U.N. World Conference on Women in Beijing, China, 1995.
- Edited quarterly publication, *Equal Means*, on economic issues affecting women. Circulation of 10,000, distributed to community-based organizations, labor unions, faith organizations, libraries, colleges and universities. Covered economic issues, political organizing, organizational development, policy strategies.

1988-1991

Researcher/Writer, Self Employed Women's Association, India

- Researcher and authored *Where Women Are Leaders: The SEWA Movement in India*—a 20 year action history of India's largest women's economic development organization (250,000 members), as a tool for women's development organizations around the world. Published by SAGE Publications (New Delhi) and Zed Press (London).

1988-1989

Legislative Editor, Policy Report to the Indian Parliament on Protective Legislation for Women in the Informal Sector, National Commission on Women's Labor, New Delhi, India

- Worked with Ela Bhatt, Member of Parliament and Chair of the Royal Commission on the Conditions of Women in the Informal Sector to organize two years of national testimony and research on women's labor realities into a 250-page report with legislative recommendations.

1984-1988

Freelance Journalist, Worldwide

- Wrote on cultural, economic, environmental, and women's issues for the Los Angeles Times, Denver Post, the India Economic Times, the Statesman, the Population Council, the Ford Foundation, the U.N.

1984-1986

Writer, Poetry Flash, Berkeley, CA

- Reviewed poetry books, wrote poet profiles, interviews, cultural histories of social justice-oriented poets of civil rights movement.

1978-1984

US Forest Service Wilderness Ranger, Fire Fighter

- Seasonal employment as wildfire fighter in High Sierras of California
- Served as Wilderness Ranger five summers in Sierra Nevada—building trails, search and rescue, monitoring recreation/stock/grazing use.

Education

B.A. Narratives and Culture, University of California at Berkeley, Regent Scholar, with honors.

Publications

-*Taking on Race and Poverty in the Obama Administration: Can It Deliver?* a chapter in African Americans in the US Economy, edited by Conrad, Whitehead, Mason and Stewart; Rowman & Littlefield Publishers, (forthcoming 2012).

-Film review, *'Land of Opportunity'*, Shelterforce magazine, Spring, 2012.

- ‘Community Engagement in Sustainable Communities Planning’, Sustainable Communities Guidance Documents, PolicyLink, 2012.
- ‘Equity in Sustainable Communities’, Sustainable Communities Guidance Documents, PolicyLink, 2012.
- ‘Bringing New Orleans Home: Community, Faith, and Nonprofit Driven Housing Recovery, a chapter in *Resilience and Opportunity*, edited by Liu, Anglin, Mizelle, and Plyer, Brookings Institution Press, Washington DC, 2011.
- The New Orleans Index at Five: Bringing People Home to Stronger Neighborhoods*, Brookings Institution, August, 2010.
- Applicants Guide to the Federal Sustainable Communities Planning Grants: *Achieving Equity through Sustainable Communities*, PolicyLink, July 2010, July 2011 updated.
- When Investors Buy Up the Neighborhood: Stabilizing Foreclosed Properties for Community Benefit*, January, PolicyLink, 2010
- Reclaiming Foreclosed Properties for Community Benefit*, PolicyLink, October, 2009.
- The Role of Housing Trust Funds in Creating Housing Opportunity in America*, Housing California and PolicyLink, forthcoming May 2009.
- Expanding Housing Opportunity in Providence: Making the Case for Inclusionary Zoning*. PolicyLink, forthcoming April 2009.
- A Long Way Home: The State of Housing Recovery in Louisiana 2008*, PolicyLink report, August 2008, www.policylink.org/threeyearsater
- Delivering Equitable Development to a Recovering Louisiana: A State Policy Guide for 2008 and Beyond*, PolicyLink, January 2009.
- “Struggling in the Crescent City” *Shelterforce*, National Housing Institute, October, 2007.
- Bringing Louisiana Renters Home: An Evaluation of the Gulf Opportunity Zone Rental Housing Restoration Program*, 2007. A PolicyLink report. August 2007.
- Issue Brief: Building a Better New Orleans, ‘Hope Needs Help’*, PolicyLink, August, 2007.
- Investing in Equitable Recovery: Philanthropy Confronts the Historic Neglect of the Gulf Coast*, 2007. A PolicyLink Report.
- “Ensuring Broad Access to Affordable Neighborhoods that Connect to Opportunity,” *The Covenant with Black America*, Third World Press, Chicago, 2006.
- “A National Housing Policy Agenda: Focus on States and Localities,” *Progressive Planning*, July 2005.
- Expanding Opportunity: New Resources to Meet California’s Housing Needs*, PolicyLink Report, January 2005.
- “Combating Gentrification through Equitable Development,” Chapter by Kalima Rose in *African Americans in the United States Economy*, edited by Cecilia Conrad, John Whitehead, Patrick Mason, and James Stewart, and to be published by Rowman & Littlefield Publishers, Inc., 2004.
- Increasing Housing Opportunity in New York City: The Case for Inclusionary Zoning*, PolicyLink and Pratt Institute Report, Fall 2004.
- Expanding Housing Opportunity in Washington, DC: The Case for Inclusionary Zoning*, PolicyLink Report, Fall 2003.
- “Combating Gentrification through Equitable Development,” *Race, Poverty and the Environment*, October 2002.
- “Beyond Gentrification: Tools for Equitable Development,” *Shelterforce*, May/June 2001
- Achieving Equity through Smart Growth: Perspectives from Philanthropy*, Funders Network for Smart Growth and Livable Communities, February 2001.
- Community Involvement in the Federal Healthy Start Program*, PolicyLink Report, June 2000.
- “Women Confront the Global Economy at UN World Conference,” *ColorLines*,” October 1995.
- Equal Means: Women Organizing Economic Solutions*, editor, Ms. Foundation for Women, quarterly journal, published 1992-1995.
- Where Women Are Leaders: the SEWA Movement in India*, Zed Press, London, and SAGE Publications, New Delhi, 1992.

Public Service

- Advisory Committee, National Low Income Housing Coalition, United for Homes Campaign, 2013.
- Technical Advisory Committee Member, STAR Sustainability Index Development, Institute for Local Government (ICELI) March 2009-2012.
- Member, Housing Task Force, Mayor-Elect Mitch Landrieu Transition Team, February-April, 2010

- Steering Committee, San Francisco Foundation, 'Preparing for Resilience and Recovery in the Greater Bay Area's Vulnerable Communities', 2008-2009.
- Board Director, Housing California, Chair Research Committee, Chair of Sustainable Communities Committee, member of Land Use Committee, 2008-present
- Committee member, Louisiana Legislature Joint Municipal Subcommittee, Addressing Unmet Disaster Housing Needs, 2008-2009.
- Committee member, Louisiana Legislative Subcommittee on Inclusionary Housing, 2007-2008
- Founder and Board Director, First Peoples Fund, Rapid City, SD. 2000-present. In this role, participate in Native Americans in Philanthropy, and Grantmakers in the Arts.
- Founder, Louisiana Housing Alliance, Policy Committee, 2006-2008
- Board member, Communications Arts and Sciences High School, Berkeley, CA 2002-2006.
- Berkeley Unified School District Advisory Committee on School Finance, 2004-05.
- Berkeley Unified School District Superintendent's Advisory Committee on High School Reform, 2002-03.
- Board Chair, Berkeley Unified School District Healthy Start Initiative, 1993-97
- Board member, Just Economics, 1998-2001
- Member, Economic Development Steering Committee, Neighborhood Funders Group, 1996-99.

VICTOR RUBIN

4654 San Sebastian Avenue
Oakland, CA 94602
victor@policylink.org
Home telephone: 510-482-1244

CURRENT POSITION

Vice President for Research, (formerly Director of Research) PolicyLink (September 2000 to present.)

Member of senior management team of national nonprofit research, policy development, communications and advocacy organization based in Oakland, CA. Responsibilities include strategic planning, program design, fund development, supervision of professional staff and interns, and representing PolicyLink in a wide range of settings.

Responsible for coordinating the overall research program of the organization. Work with staff to design research activities in community development, housing, regional planning, infrastructure, health disparities, and several other fields. Supervise all phases of research and knowledge management. Edit reports. Design and monitor scopes of work for consultants and partners. Lead numerous project teams, including lead authorship of numerous reports. Serve as liaison for PolicyLink with institutions of higher education and research organizations.

Descriptions of recent activities carried out in this position appear at the end of this CV.

EDUCATION

University of California, Berkeley, California, Department of City and Regional Planning. Ph.D., 1986. Newhouse Foundation Scholarship; Distinguished Student Teaching Award. Outside field in education policy. Dissertation on the effects of fiscal crises on local government services for children and youth.

University of California, Berkeley, California, Department of City and Regional Planning. M.C.P., 1975. R. K. Mellon Foundation and California State Graduate Fellowship.

University of Chicago, Chicago, Illinois, B. A. in Public Affairs, 1973 Honors; Phi Beta Kappa.

PREVIOUS PROFESSIONAL AND ACADEMIC EXPERIENCE

Director, Office of University Partnerships, U. S. Department of Housing and Urban Development, Washington D. C. (May, 1999 to September 2000)

Administrator of office making \$25 million per year in competitive grants to institutions of higher education for community partnerships and support of students in community-building fields. Principal representative of the Department on higher education and urban development; liaison with national organizations in community development and higher education; advocate on behalf of community engagement of universities. Responsible for development of new programs in urban research and publications.

Director of Research and Community Programs (August 1991-April 1999) and Associate Director (1986 - 1991) of the University-Oakland Metropolitan Forum, Institute of Urban and Regional Development, University of California, Berkeley.

Administrator and research director of long-term partnership among colleges, local government, business, and community groups. Design and supervision of research, planning and technical assistance for economic development, employment and training, neighborhood planning, urban design, and education, with faculty, students, and outside consultants. Editing of Forum publications; Supervision of project staff of 25, budgeting,

VICTOR RUBIN

fundraising community liaison activities.

Associate Adjunct Professor (September 1997-May 2000) and Lecturer (annually, 1987 - 1996), University of California, Berkeley, Department of City and Regional Planning.

Community Development Practicum (1998) a new course focused on roles of planners and other urban professionals in comprehensive community-building. Graduate seminar in Oakland-based individual or group projects in community economic development, land use planning, housing, and education. (1987-1997.) Supervision of masters theses and professional reports.

Principal Analyst, Project Director, and Principal Investigator, Berkeley Planning Associates, Oakland, California (1986 - 1991)

Director or senior researcher on 12 contracts for policy research, planning, program evaluation, and technical assistance. Topics included productivity and cost-effectiveness of employer-supported child care and family support programs; local child care planning; impact assessment of proposed real estate development; market rate surveys for state subsidized child care; and evaluation of child care for employment training programs. Clients included US Department of Labor, US Small Business Administration, California Department of Education, Alameda County, and the Cities of Sacramento, Fremont, Davis, San Francisco, and Berkeley.

Research Associate, School of Education, University of California, Berkeley (1975-1982)

Member of research teams on child development, school-age child care, education finance reform, and other related topics; core staff for major survey research projects and analyses of local government budgets, co-author of numerous reports.

PUBLICATIONS

Beginning in 1974, a record of two academic press books and 20 published articles solely or jointly authored; and 40 monographs and reports, including 20 reports produced by PolicyLink.

SELECTED RECENT PUBLICATIONS:

Economic and Community Development Outcomes of Healthy Food Retail. Coauthored with Erin Hagan. PolicyLink, January 2013.

Community-Based Participatory Research: A Strategy for Building Healthy Communities and Promoting Health through Policy Change, with Meredith Minkler, Analilia P. Garcia and Nina Wallerstein, University of California, Berkeley School of Public Health and PolicyLink, 2012.

“Special Issue on Regional Equity.” *Community Development: Journal of the Community Development Society*, Guest Editor. Volume 42, Number 4, Oct-Dec 2011.

Pathways Out of Poverty for Vulnerable Californians: Policies that Prepare the Workforce for Middle-Skill Infrastructure Jobs. PolicyLink, Oakland, CA June 2010. With four co-authors.

“Community Health Improvements are Linked to Economic Development.” A Resource Guide produced for The California Endowment, Oakland, CA. 2010. Co-authored with Ruben Lizardo.

All Aboard! Making Equity and Inclusion Central to Federal Transportation Policy. PolicyLink, Oakland, CA June 2009.

VICTOR RUBIN

"University-Based Planners After Katrina: Learning from Experience about the Necessary Conditions for Community Partnerships." Essay in *Journal of Planning Education and Research*, 2009.

"Retail Development in Changing Neighborhoods: New Markets, New Investments and the Prospects for Mixed-Income, Racially Diverse Populations." A chapter in *Public Housing and the Legacy of Segregation*. M. Turner, L. Rawlings and S. Popkin, editors, Urban Institute Press, Baltimore, MD, December 2008.

"The Roots of the Urban Greening Movement". A chapter in *Growing Greener Cities: Urban Sustainability in the Twenty-First Century*. E. Birch and S. Wachter, editors. University of Pennsylvania Press, September 2008.

"Designed for Disease: the Link Between Local Food Environments and Obesity and Diabetes." Report by the California Center for Public Health Advocacy, the [UCLA Center for Health Policy Research](#), and [PolicyLink](#), April 2008.

Why Place Matters: Building the Movement for Healthy Communities. (coauthored with Judith Bell) PolicyLink, Oakland, CA, December 2007.

"Safety, Growth and Equity: Infrastructure Policies that Promote Opportunity and Inclusion." PolicyLink, Oakland, CA. November 2006. Also co-authorship of other briefs on transportation, school facilities, and parks, in the *Safety, Growth and Equity* series, 2006.

"Empowering Local Communities." Introductory essay for [The Power of Partnership: Celebrating Ten Years of Community Outreach Partnership Centers: 1994-2004](#). Washington: U.S. Department of Housing and Urban Development, February 2005.

"Using Geographic Data for Neighborhood Revitalization." Co-authored with Josh Kirschenbaum. [Evaluation Exchange](#), Volume IX, Number 3, Fall 2003.

"Living in Central Cities: Regional Growth Factors Impacting Low-income Families and Communities." Co-authored with Angela Glover Blackwell, Heather Tamir and Kris Putnam. Monograph published by the Annie E. Casey Foundation, Baltimore, 2003.

[High School Career Academies: A Pathway to Educational Reform in Urban School Districts?](#) Nan L. Maxwell and Victor Rubin. Book published by W.E. Upjohn Institute for Employment Research. Kalamazoo, MI. 2000.

SELECTED EARLIER PUBLICATIONS

"Evaluating University-Community Partnerships: An Examination of the Evolution of Questions and Approaches." [Cityscape: A Journal of Policy Development and Research](#), Volume 5, Number 1, 2000.

"The Roles of Universities in Community-Building Initiatives." [Journal of Planning Education and Research](#), Vol. 17, No. 4, Summer 1998.

"Evaluating Community Outreach Partnership Centers as Complex Systems: In Search of the 'COPC Effect' (with Judith Innes and James J. Fleming) [Metropolitan Universities: An International Forum](#), Vol. 8, No. 4, Spring 1998.

"Evolution of a Campus/Community Partnership: The University-Oakland Metropolitan Forum." [Metropolitan Universities: An International Forum](#), Vol. 5, No. 4, Spring 1995.

Review of [From Sand Boxes to Ballot Boxes: San Francisco's Landmark Campaign to Fund Children's Services](#), by Margaret Brodtkin et al, in [Children's Advocate Newsmagazine](#), Vol. XXII, No. 6, November-December 1994.

Review of [The Way We Never Were: American Families and the Nostalgia Trap](#), by Stephanie Coontz, in [Children's Advocate Newsmagazine](#), Vol. XXI, No. 2, March-April, 1993.

[Examples of integrated Academic and Vocational Curriculum from High School Academies in the Oakland](#)

VICTOR RUBIN

Unified School District. (with eight co-authors). National Center for Research in Vocational Education, Berkeley, CA, Publication MDS-483, December 1992.

"California Cities and Counties Plan for Child Care" Children 's Advocate, Vol. XVI, No. 1, January/February 1989. Reprinted in Coalition for Employer-Supported Child Care Quarterly, August 1989.

"Children 's Services: Responses to Fiscal and Political Vulnerability" Human Services and Social Planning Newsletter, American Planning Association, Vol. 5, No. 2, June 1983.

SELECTED RECENT MEMBERSHIPS

Centers for Disease Control and Prevention, and Georgia Tech, Member, Expert Panel on Public Health and Community Design Cross-Sector Workforce Development, 2012

Center for Collaborative Research for an Equitable California (a multi-campus organized research unit of the University of California) Advisory Council member, beginning 2012

U.S. Department of Education, Advisor to Technical Working Group on Creation of Restricted-Use Data Files for the Promise Neighborhood Program, 2012

The California Planning Roundtable, member since 2006.

The Mentoring Center, Oakland, CA, member and secretary, Board of Directors.

Council of Economic Advisors, New Economy Initiative, Community Foundation for Southeast Michigan

Kellogg Health Scholars Program, National Advisory Committee, 2008-2012

Center for Community Innovation, Institute of Urban and Regional Development, University of California, Berkeley, member, Advisory Board.

Institute for Nonprofit Organization Management, University of San Francisco, member, Advisory Committee, 2006-2009.

New Partners for Smart Growth conference, a project of the Local Government Commission, National Planning Committee, 2009, 2010

SELECTED CONFERENCE AND WORKSHOP PRESENTATIONS

160 presentations of all kinds in 20 states and four countries. Representative presentations since 2000 include:

New Partners for Smart Growth, Annual Conference, Organizer and moderator of sessions on "Using Regional Equity Indicators to Increase Opportunity for All Residents" and "Equity as the New Growth Model: How Three Regions are Innovating." Kansas City, Mo, February 6-9, 2013.

New Economy Initiative for Southeast Michigan, Governing Council, Detroit, presentations on "Recent trends in economic equity." September 2010 and "Equity metrics for the Innovation Network," December, 2011 and June, 2012.

Urban Land Institute, San Diego-Tijuana Chapter, Technical Assistance Panel for the Villages at Market Creek, presentation on equity considerations in transit-oriented Development, San Diego, July, 2010.

BRENT M. DAVIES
524 W. 25TH AVENUE
SPOKANE, WASHINGTON 99203
(509) 290-6511 HOME, (503) 453-9166 WORK CELL

EXPERIENCE

- Present* Vice President of Forests and Ecosystem Services, Ecotrust- Portland, Oregon.
- Manage all operations of the Forestry, Whole Watershed Restoration and Ecosystem Services programs, including strategic planning, fundraising, program development, budgeting, and managing internal staff and external contractors.
 - Lead the planning and implementation of innovative conservation and forest planning tools that make ecological land management for economically viable.
- 2008-2011* Director of Forestry, Ecotrust- Portland, Oregon.
- Managed all aspects of the Forestry and Restoration programs, including oversight, allocation, and tracking of \$1-\$2 million in pass-through grants.
 - Researched and launched Forest Carbon program activities.
- 2000-2008* Director, Community and Public Forestry, Ecotrust- Portland, Oregon.
- Coordinated USDA Forest Service's Pacific Coast Large-scale Watershed Restoration and Demonstration Project.
 - Prioritized anchor habitats on the Oregon and Washington coast based on ecological and social values and work towards protection status for these forestlands.
 - Provided assistance to forest landowners, tribes, municipalities, and non-profit organizations.
- 1998 - 2000* Executive Director, Sea Resources Watershed Learning Center- Chinook, Washington.
- Managed all operations, programs, and activities of the nonprofit corporation.
 - Shifted organizational focus from traditional hatchery with vocational education program to a watershed learning center focused on restoration and hands-on learning for local students.
- 1994-1997* Program Director, The Zoological Society of San Diego- Barra del Colorado, Costa Rica.
- Researched and developed a sustainable butterfly farming project.
 - Organized and trained a cooperative of women in a rural village to raise and sell butterfly pupae for profit based on ecologically sound principles.

SELECTED PUBLICATIONS

- Davies, Brent. Forestry Balances Profit and Conservation in the Pacific Northwest. *Solutions* 2 (6), 57-63 (2011).
- Davies, B et al. Redefining Stewardship, Public Lands and Rural Communities in the Pacific Northwest. Ecotrust, Portland, OR (2008).
- Davies, B et al. Roots of Prosperity: The Pacific Coast Watershed Partnership. Ecotrust, Portland, OR (2004).

EDUCATION

- 1997* M.S. Ecosystem Analysis, College of Forest Resources, University of Washington, Seattle, WA.
1992 B.A. Environmental Science and Conservation, University of California, San Diego, CA.

ADVISORY BOARDS

- Present* NW Biocarbon Initiative of Climate Solutions and the USDA-funded "System For Advanced Biofuels Production From Woody Biomass In The Pacific Northwest" led by the University of Washington.

RELATED EXPERIENCE

Family forest landowner. Co-managing small tracts of forest on the east and west sides of the Cascades in Oregon.

CURRICULUM VITAE

Noah H. Enelow

WORK:

Ecotrust
721 NW 9th Ave, Suite 200
Portland, OR 97209
(503) 467-0752; Fax: (503) 222-1517

HOME:

1430 SE 14th Ave. #103
Portland, OR 97214
(413) 695-7026

E-MAIL: *nenelow@ecotrust.org*

Work and Teaching Experience:

Economist, Ecotrust, January 2012-

- Broad research support to organization including ecosystem services, economic impact analysis.

Visiting Assistant Professor of Economics, Hampshire College, September 2009 – June 2011

- Mentored seniors; instructed in multiple subfields

Visiting Instructor in Economics, Wesleyan University, September 2008 – June 2009

- Instructed upper-division electives; advised student research papers.

Teaching Associate, Department of Economics, Univ. of Massachusetts Amherst, June - August 2008

Assistant Instructor, Living Routes, Peru Program, January 2007-January 2008

Visiting Instructor, Department of Economics, Mount Holyoke College, January – May 2006

Software Engineer, Listen.com, San Francisco, CA, May 2000 – January 2001

Writer, Listen.com, San Francisco, CA, July 1999 – May 2000

Research Experience and Internships:

Researcher, Fulbright Fellowship Andean Region, Peru, September 2006 – July 2007

- Designed and implemented field survey of Amazonian coffee growers for econometric analysis.

Research Assistant, University of Massachusetts Amherst, September – December 2005

- Created panel data set of exports from newly industrializing countries (NIC) for empirical study.

Intern, TransFair USA, Oakland, CA, June – August 2005

Research Intern, Initiative for Policy Dialogue, Columbia University, June – August 2004

Education:

Ph.D., Economics, University of Massachusetts Amherst, May 2012

Dissertation: “Fair Trade Coffee, Agrarian Cooperatives, and Rural Livelihoods in Peru.”

M.A., Economics, University of Massachusetts Amherst, 2006; GPA: 3.85.

Comprehensive Exams: Macroeconomics, Development Economics

Continuing Education, University of California at Berkeley, 2002-2003

Subject areas: Economics, Statistics

B.A., Literature, Yale University, 1999; GPA: 3.65.

Subject areas: Contemporary American Literature, World Literature

Publications:

“Book Review: *Freedom from Want.*” *Review of Radical Political Economics*, forthcoming.

“Book Review: *Fair Trade and Brewing Justice.*” *Review of Radical Political Economics*, vol.41, no.4, 2009.

“Book Review: *Organic Coffee.*” *Review of Radical Political Economics*, vol.40, no.1, 2008.

“Op-Ed: Amherst should promote Fair Trade products.” *Amherst Bulletin*, October 27, 2007.

Invited Talks:

Oregon Resource and Environmental Economics (OREE) Workshop, Willamette University, May 2012

Title: Fair Trade Coffee, Farm Labor and Cooperative Patronage

University of Massachusetts Amherst, Department of Economics, Amherst, MA, April 2011

Title: Fair Trade, Cooperation and Rural Livelihoods in Peru

Civil Liberties and Population Policy (CLPP), Amherst, MA, April 2010

Title: Fair Trade: Building an Alternative Globalization

Eastern Economic Association (EEA), Philadelphia, PA, February 2010

Title: The Relationship Between Ecology and Trade: Proposal for a Theoretical Framework.

Union for Radical Political Economics (URPE), August 2009

Title: Fair Trade, Cooperatives, and Indigenous Communities

Rethinking Development, Southern New Hampshire University, Manchester, NH, April 2008

Title: Fair Trade and Social Movements in Latin America

Fellowships, Grants and Awards:

University of Massachusetts Amherst, Department of Economics: John Kenneth Galbraith Prize, 2007

Fulbright Fellowship, Institute of International Education, 2006-7

University of Massachusetts Amherst Graduate School Fellowship, 2003-4

University of Massachusetts Amherst, Political Economy Research Institute Fellowship, 2003-4

Technical Expertise: Stata, R, Excel, LaTeX, SAS, EViews, HTML

Foreign Languages: Spanish, French, Portuguese

Alyssa M. Kocsis

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Education

Wheaton College

Norton, MA, USA; Córdoba, Spain; Mendoza, Argentina

Bachelor of Arts: Hispanic Studies, Studio Art, minor: Political Science

May 2010

Honors: Magna cum laude, Sigma Delta Pi Hispanic Honor Society, Wheaton Foundation Grant, Department Award for Excellence in Hispanic Studies (2007, '08, '10), Miriam F. Carpenter Prize in Art, Eye on the World Photo Contest: Cultural Perspectives 1st place

Language Skills: Fluency in English and Spanish

Computer Skills: Windows & Macintosh operating systems, Microsoft Office, Adobe Acrobat & Photoshop, ESRI ArcGIS (September 2013 candidate: UCSD Extension 1-year GIS certificate)

Safety Certifications: American Red Cross CPR/AED & Basic First Aid (2002 - present)

Work History

Verde

Portland, OR

Training Liaison/Landscape Program Assistant

February 2012 - present

- Identify and implement training opportunities for Landscape and Energy crew members in a non-profit social enterprise setting; coordinate organization and program needs with crew member personal and professional development goals; Collaborate to improve data collection for training program and enterprise performance metrics; Coordinate community workforce opportunities and on-the-job training on short-term projects; Manage training budget; Manage street tree planting and watering projects; Assist program manager on other Landscape enterprise projects.

World Affairs Council of Oregon

Portland, OR

International Visitor Program Coordinator

February – June 2012

- Researched and drafted proposals for international youth and adult visitors' professional and cultural programs; Assisted with logistics and planning of orientations, seminars and other events for visitors and hosts; Drafted correspondence to secure professional meetings and host families for visitors; Archived past visitor program information and updated program database and statistics; Prepared welcome and follow-up materials for visitors and host families; Accompanied visitors to appointments and cultural programs; Completed other administrative tasks in the Council office.

SolTerra Systems

Portland, OR

Green Roof Technician

August - December 2011

- Installed and maintained green roofs, living walls and solar panels in residential and commercial settings; maintained company office living wall, green roof and plant room, working primarily with tropical plants, green roof succulents and grasses under direction of horticulturist; Pursued training opportunities independently and maintained detailed records of projects and training.

Navitat Canopy Adventures

Asheville, NC

Canopy Guide, Photographer

August - December 2010

- Lead guests through a three-hour interpretive nature tour/adventure course; Responsible for participant safety and education, daily course inspection and documentation, gear maintenance, bi-weekly training, tour photography, trail work and invasive plants management.

City Fellowships in Financial Services

Lagrangeville, NY; Philadelphia, PA

Program Assistant to Director Dr. Ray J. Raymond

February - July, 2006-2008

- Organized recruitment, application processing, event logistics, travel arrangements and reimbursements for Fellowship interviews; Coordinated operations between New York and Philadelphia program operations; Conducted psychological exercise evaluation scenarios and contributed to Board's deliberation process.

Volunteer Experience

Volunteer, Neighborhood Tree Inventory Data Entry, Portland BES Urban Forestry - OR

June 2013 - present

Green Spaces Initiative Crew Leader, Friends of Trees - OR

2012 - present

Member, Green Roof Information Think Tank - OR

2011 - present

Volunteer, Habitat for Humanity - MA/TX/USVI/NC/OR

2006 - present

Member, World Wide Opportunities on Organic Farms - OR

2011 - 2012

Volunteer, Neighborhood Tree Stewards, Portland Parks & Recreation - OR

2012

Volunteer, Emerson Street Garden/Groundwork Portland - OR

2012

Christine M. Schildt

1829 63rd St, Berkeley CA 94703
408.499.1394 cschildt@gmail.com

EXPERIENCE

- 2012-current** **PolicyLink**, Program Associate Oakland, CA
- Research, write, and present on equitable economic growth strategies, including best practices for advancing equity in job creation, entrepreneurship, and workforce development.
- 2012** **Federal Reserve Bank of San Francisco**, Visiting Scholar San Francisco, CA
- Researched and wrote brief on relationship between subprime lending, poverty, and suburbs.
- 2012** **Independent Contractor** Berkeley, CA
- Clients include Breakthrough Communities and Greenbelt Alliance.
- 2011-2012** **UC Berkeley Institute for Research on Labor and Employment**,
Graduate Student Researcher Berkeley, CA
- Conducted interviews and wrote policy briefs on job creation strategies.
- 2011-2012** **UAW Local 2865**, Head Steward (elected, unpaid) Berkeley, CA
- Coordinator for community-labor coalition to refund essential services in California.
 - Led membership recruitment drives, held one-on-ones with new members, organized regular department meetings, and developed new member trainings.
 - Wrote press releases, pamphlets, flyers and other communications materials as needed.
- 2011** **UC Berkeley Center for Community Innovation**, Fellow Berkeley, CA
- Authored report and created Excel model of public finance impacts of housing development.
- 2010** **UC Berkeley Institute for Urban and Regional Development**,
Graduate Student Researcher Berkeley, CA
- Conducted interviews on jobs, housing, and the impacts of poverty in low-income suburbs.
- 2007- 2010** **TransForm**, Community Planner Oakland, CA
- Led team of 10 field staff as Site Coordinator for the award-winning Great Communities Collaborative; oversaw work plan implementation, facilitated regular check-ins and monthly meetings, and created new programs and technical assistance to support field work.
 - Organized five day-long trainings for staff from various organizations, including faith-based communities, labor organizations, and regional nonprofits.
 - Co-organized two successful community campaigns for affordable housing, local jobs, and other goals identified by local residents with community-based organizations.
 - Wrote proposals that led to over \$1,500,000 in grant awards from local, state, and national funders; helped grow annual budget from \$1 million to \$3 million.
 - Coordinated \$3 million annual program budget.
- 2004-2005** **Berkeley Worms**, Worker-Owner Berkeley, CA
- Established several new administrative processes, including monthly budgetary review and a revamped billing procedure, to improve worker co-op operations.
 - Built worker training program in conjunction with the Alameda Point Collaborative.

EDUCATION

Masters in City Planning, University of California Berkeley, 2012

Concentration: Housing and Community Economic Development

Scholarships and Awards:

- American Planning Association Northern California Academic Award (2012)
- College of Environmental Design Circus Student Merit Award (2012)
- Department of City and Regional Planning Fellowship (2010-2011)

Leadership Positions:

- Head Steward, UAW Local 2865 (2011-2012)
- Officer, College of Environmental Design Students of Color (2010-2011)

Bachelor of Arts, University of California Berkeley, 2005

Majors: Political Science, Peace and Conflict Studies

SELECT ARTICLES AND REPORTS

2013. "The Subprime Crisis in Suburbia: Exploring the Links Between Foreclosures and Suburban Poverty." Federal Reserve Bank of San Francisco Community Development Working Paper. With Naomi Cytron, Elizabeth Kneebone, and Carolina Reid. <http://www.frbsf.org/publications/community/wpapers/2013/wp2013-02.pdf>
2012. "Building a Robust Anti-Poverty Network in the Bay Area." Federal Reserve Bank of San Francisco Community Development Working Paper. <http://www.frbsf.org/publications/community/wpapers/2012/wp2012-03.pdf>
2012. "Leveraging LBNL's Second Campus for Regional Economic Development." Studio report. <http://communityinnovation.berkeley.edu/reports/LBNL%20Second%20Campus%20Report.pdf>
2012. "Diversity Didn't Cause the Foreclosure Crisis." *The Urbanist*. Co-authored with Jake Wegmann. <http://www.spur.org/publications/library/article/diversity-didn%E2%80%99t-cause-foreclosure-crisis>
2012. "Sustainable Economic Development through Advanced Manufacturing." The Sustainable Cities Conference Series: Urban Housing, Economy, and Transit. Policy Note. <http://www.iurd.berkeley.edu/publications/policynotes/PN-03-2012.pdf>
2011. "Big Ideas for Job Creation: A Policy Brief Highlighting Job Creating Initiatives." <http://www.bigideasforjobs.org/wp-content/uploads/2011/09/Policy-Briefs-1102111.pdf>
2011. "Strategies for Fiscally Sustainable Infill Housing." Center for Community Innovation. <http://communityinnovation.berkeley.edu/reports/Fiscally-Sustainable-Infill.pdf>
2011. "Social Justice in Suburbia: East County Needs Regional Resources." *Race, Poverty, & the Environment*, Vol. 18, No. 2. Co-authored with Alex Schafran. <http://urbanhabitat.org/18-2/schafran-schildt>
2011. "The Struggle of Memory against Forgetting: Insurgent Histories and the Development of a New Suburban Praxis." *Berkeley Planning Journal*, 24(1). <http://escholarship.org/uc/item/0024f03m>
2011. "Job Creation: A Review of Policies and Strategies." Institute for Research on Labor and Employment. <http://www.escholarship.org/uc/item/2fz5c0b6>

ADDITIONAL SKILLS

- Intermediate oral and written Spanish.
- Completed trainings in meeting facilitation, conflict resolution, and anti-racism.
- Expert in Microsoft Office Suite, Adobe Photoshop and InDesign.
- Proficient in ArcGIS, IMPLAN, BLS data files, and various Census Bureau data interfaces (NAICS, FactFinder 2, LEHD, PUMS, etc.).

Taylor Hesselgrave

721 NW Ninth Avenue, Suite 200, Portland, OR 97209
thesselgrave@ecotrust.org
503 467 0808

Taylor Hesselgrave is an Economic Analyst with Ecotrust and the E3 Network, conducting research and analysis related to ecosystem services, climate change, natural resource sector valuation, and socioeconomic impacts. Taylor's recent work includes an in-depth look at the ecological restoration economy in support of Ecotrust's Whole Watershed Restoration Initiative, as well as contributions to Ecotrust's marine spatial planning work, and other commercial and recreational fishing analyses.

EDUCATION

Master of Science in Ecological Economics with Distinction, University of Edinburgh – 2009

- DISSERTATION: "Systems Modeling and Analysis of Urban Sustainability, Two Case Studies". Comparative critical analysis of two case-study rural and urban communities sustainability strategies.
- PRIMARY COURSE WORK: Ecological Economics, Human Dimensions in Environmental Change and Sustainability, Resource Planning, Project Appraisal, and Environmental Impact Analysis.

Bachelor of Arts in Economics, Cum Laude, University of Washington – 2007 Minors in Women Studies and Japanese

PROFESSIONAL HISTORY

Economic Analyst

June 2010 – Present

Ecotrust, E3 Network – Portland, OR – www.ecotrust.org, www.e3network.org

- Deliver pertinent, comprehensive research and data analysis for multiple and simultaneous projects with varying focuses and levels ranging from academic subjects to professional contracts.
- Write meticulously crafted reports in a collaborative and iterative process featuring economic analysis accompanied by polished graphs and tables.
- Provide social media outreach and promotion, website management, and newsletter and blog coordination for the extensive, international Economics for Equity and the Environment (E3) Network.

Research Support Assistant

April 2010 – June 2010

ENDS Carbon – Edinburgh, UK – www.endscarbon.com

- Contributed data collection and quality control to company benchmarking process in the creation of a new 'Carbon Strategy' index for the Financial Times and London Stock Exchange (FTSE).

Research Consultant

March 2010 – April 2010

Renewable and Sustainable Energy Institute – University of Colorado – www.rasei.colorado.edu

- Supplied independent research assessing and promoting development of the Institute's energy model exploring renewable energy sources compared with traditional fossil fuel based suppliers.

SELECT PROFESSIONAL PRESENTATIONS, INTERVIEWS, EDITORIALS

"Restoration and the Economy" Speaker and Economic Panel member at the West Coast Salmon Summit in Coos Bay, OR, May 16-17, 2013.

Live-Interview, *KBOO (Portland)*, March 19, 2013 (in Spanish).

“Digging deeper on restoration jobs” *Ecotrust Blog*, May 18, 2012.

“The Restoration Economy” (with Cathy Kellon and Max Nielsen-Pincus), workshop presentation to the River Network River Rally, Portland, OR, May 7, 2012.

SELECT PROFESSIONAL PAPERS/REPORTS

Hesselgrave, T. and K. Sheeran. 2012. Economic costs of historic overfishing on recreational fisheries: South Atlantic & Gulf of Mexico regions. Prepared for the Pew Charitable Trusts. Portland, OR: Ecotrust.

Chen, C., Weiss, L., Barger, R., **Hesselgrave, T.**, Steinback, C., Bonkoski, J., Sheeran, K., Lyman, N., Bloeser, J. and D. Aseltine-Neilson. 2012. Establishing a baseline and assessing spatial and socioeconomic change in the California Central Coast commercial and CPFV fisheries. Technical Report prepared for the MPA Monitoring Enterprise, California Ocean Science Trust. Portland, OR: Ecotrust.

Chen, C., **Hesselgrave, T.**, Bonkoski, J., Steinback, C. and J. Bloeser. 2011. Monterey Bay National Marine Sanctuary socioeconomic prolife. Prepared for the Monterey Bay National Marine Sanctuary. Portland, Oregon: Ecotrust.

Hesselgrave, T., Steinback, C., Chen, C., Sheeran, K., Bonkoski, J., Kruse, S., Stevenson, J., Fletcher, S., Weiss, L. and N. Lyman. 2011. Shoreside economic analysis for the Oregon Territorial Sea Plan. Prepared for the Oregon Department of Fish and Wildlife. Portland, Oregon: Ecotrust.

Hesselgrave, T., Kruse, S. and K. A. Sheeran. 2011. The hidden cost of overfishing to commercial fishermen: A 2009 snapshot of lost revenues. Prepared for the Pew Charitable Trusts. Portland, OR: Ecotrust.

Scholz, A.J., Steinback, C., S. Kruse, J. Bonkoski, C. Chen, N. Lyman, L. Weiss, and **T. Hesselgrave**. 2011. Commercial and recreational fishing grounds and their relative importance off the North Coast of California. Prepared for the California Marine Life Protection Act Initiative. Contract No. 2009-0006M Resources Legacy Fund Foundation.

Steinback, C., Kruse, S., Chen, C., Bonkoski, J., **Hesselgrave, T.**, Lyman, N., Weiss, L., Scholz, A. and E. Backus. 2010. Supporting the Oregon territorial sea plan revision: Oregon fishing community mapping project. Prepared for the David & Lucile Packard Foundation, the Department of Land Conservation and Development, and the Oregon Wave Energy Trust. Portland, Oregon: Ecotrust.

Hesselgrave, T. and S. Kruse. 2010. Oregon Eastside Forest Restoration, Old-growth Protection and Jobs Act of 2009: Employment and Economic Analysis. Prepared for Oregon Wild. Portland, Oregon: Ecotrust.

ETCETERA

- Highly skilled with Microsoft Excel, learning Visual Basic for Applications (VBA) macros programming
- Novice infographics and figures designer using Inkscape SVG graphics editor
- Volunteer Services Board Member (2012 to present) and Treasurer (2013), Nursing Unit Volunteer (2011 to present) at Legacy Good Samaritan Medical Center in Portland, OR
- Conversationally fluent in Japanese and Spanish