

# Sustainability and the Obama Stimulus Agenda: Engaging and Connecting with Government



POLICY RESEARCH INSTITUTE  
FOR THE REGION

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The Policy Research Institute for the Region was established by Princeton University and the Woodrow Wilson School of Public and International Affairs to bring the resources of the University community to bear on solving the increasingly interdependent public policy challenges facing New Jersey, metropolitan New York, and southeastern Pennsylvania.

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# Introduction



*Richard Keevey, Governor James Florio, Steven Cohen*

The world, and the New Jersey, New York, Pennsylvania region, currently face two crises—one immediate, the other long-term. The last year witnessed the largest economic collapse since the Great Depression, leading to a global recession and a sharp rise in unemployment in the region. But even as the economy begins to make the first signs of recovery, the long-term accumulation of greenhouse gasses in the atmosphere threatens to impose even greater costs on our economy and way of life in the years and decades to come. Can both these crises be confronted effectively?

On September 18, 2009, the Policy Research Institute for the Region at Princeton's Woodrow Wilson School of Public and International Affairs, in partnership with Columbia University's Earth Institute, convened a group of policymakers, academics, business leaders, and activists to discuss the regional response to these crises in the context of the Obama administration's stimulus package.

As PRIOR director Richard Keevey explained in his introductory remarks, "the federal government has offered incentives to both the public and private sectors to think creatively and to

develop environmentally friendly practices.” The stimulus package includes some \$71 billion for green initiatives ranging from energy conservation, to mass transit, to environmental cleanup, along with \$20 billion in green tax incentives. The plan also includes large amounts of funding for “green jobs” training, with the goal of developing the next generation of environmentally sustainable industries that will fuel economic recovery. Such jobs were already growing three times as fast as other jobs before the economic crisis, Earth Institute executive director Steven Cohen noted. By including them in the economic stimulus package, the administration hoped to “mainstream” green management, “moving it out of public relations and green washing into the world of hardheaded realistic public and private management practice,” he argued.

While the money comes from federal sources, implementation of these projects falls largely to state and regional governments. For example, Pennsylvania has been awarded \$253 million to weatherize buildings. New Jersey has received \$118 million for weatherization, as well as \$73 million for energy efficiency and

renewable energy projects. New York has also received hundreds of millions of dollars for similar projects.



*Steven Cohen*

All of this support is most welcome, the conference attendees agreed, but now state and local authorities face the dilemma of how to spend the funds most effectively. The scale of both the financial and environmental crises are so pressing, and state and local government budgets are so strained, that the federal money must be stretched as far as possible. How to “get the most bang for the buck,” as Kievey put it, was the central problem the conference aimed to address.

# Keynote Address



THE HONORABLE JAMES J. FLORIO,  
FORMER GOVERNOR, STATE OF  
NEW JERSEY

Governor Florio opened the proceedings with a wide-ranging and detailed keynote speech on the status of sustainability measures in New Jersey and the region. As he noted, “age brings perspective,” though, as Keevey stressed in his introduction, Florio’s perspective is informed also by many years of involvement and leadership in sustainability issues both as a U.S. congressman and as governor.

Florio began by framing the goal of sustainable prosperity as a balance between three elements: growth, energy to fuel that growth, and environmental sensitivity. Governments

struggle to balance these three elements even in good times, and during periods of economic crisis, like the present one, the struggle seems daunting. These are, Florio stressed, times of “disruption” and “historic transformation” in the financial and environmental sectors. The resulting dislocations have made people anxious as they strive to comprehend what is happening. “I’m working hard. I’m trying to take care of my family, and yet nothing seems to be operating,” they think. This is the environment in which the participants of the conference would have to find solutions, Florio argued.

On a national scale, there has been some progress in people’s thinking. When on the advisory board to the Secretary of Energy during the Clinton administration, Florio reported himself “astounded” to see that the department focused almost all of its resources on cleaning up nuclear waste. Today people are more concerned with a broader range of issues surrounding energy policy, including its ramifications on national defense, foreign policy, and through climate change, on public health, agriculture, and water resources.

Florio expressed his pride at the leadership New Jersey has shown on these issues. For the first time since he was in office, the state has updated its Energy Master Plan to provide a roadmap to local governments, public organizations, and the private sector on improving

energy use in the state. The plan has three major pillars, Florio explained. First is to design policies for energy conservation and efficiency. Second is to maximize alternative energy sources. Third is to provide enough energy to meet the growth goals of the state.

Florio then went on to describe a number of specific accomplishments the state has made. The Regional Greenhouse Gas Initiative is a collaboration between several Northeastern states, of which New Jersey is a leader, to reduce greenhouse gas emissions from power plants. New Jersey has passed a Global Warming Response Act that aims to reduce greenhouse gasses by 80 percent by 2050. Under this program the state has created innovative auction and financing mechanisms that have generated resources for efficiency projects like natural gas power generation.

New Jersey has also created a Clean Energy Program in which the Board of Public Utilities allocates \$1.2 billion to energy efficiency improvements. This program has been warmly received by the private sector, Florio noted, since increased efficiency entails cost savings. During the first five years, 100,000 homes and 5,000 businesses have received energy efficiency upgrades. Twenty percent of new homes have been certified by the Energy Star program. Together these improvements have resulted in savings equivalent to the energy needed to power some 80,000 New Jersey homes.

Renewable energy is another important element of New Jersey's plan. There are plans to produce 1,000 megawatts of electricity on offshore wind farms by 2013, rising to 3,000 megawatts by 2020. Companies are already in place testing locations off the Jersey shore.

This is very exciting, Florio noted, because it means whole new industries are being created.

Solar power is also an area in which New Jersey is leading, investing more per capita than any other states, and second only to California in absolute terms. The state plans to raise the current production of 90 megawatts to 2,000 megawatts by 2020. Part of this growth will come from a private-sector project to sell solar renewable energy credits (or SRECs), which will come from a mix of rooftop installations and mass facilities built onto what Florio termed an untapped New Jersey resource—landfills.

New Jersey is also pursuing a number of projects to make energy distribution more efficient. Cogeneration plants are being supported through government rebates, with the goal of increasing the current capacity of 3,000 megawatts by 50 percent in the next years. Distributed power generation and "smart grid" technology is also being pursued.

Last, Florio turned to job creation, noting that the state's Department of Labor and Workforce Development has programs to train individuals in green industries. At a recent meeting of utility companies, Florio was struck by how eager the companies were for people with these skills.

Florio then took questions from the audience. The first questioner, a resident of Pennsylvania, noted that his state was "cursed with cheap coal," meaning that the abundance of the fossil fuel and the industries that extract it had created a vested interest in the state at odds with conservation measures. What advice would he offer his current counterpart across the Delaware, the questioner wondered? Florio

responded by recognizing the importance of coal to the Pennsylvania economy, and noting the Pennsylvania government's emphasis on clean coal projects, but doubted such technology would be economically sustainable in the near future.

Another questioner asked about the role of transportation in the state's energy plan, which he noted was missing from the impressive list of accomplishments. Florio acknowledged that this was not included in the Energy Master Plan, but stated that the Transportation Department was developing a supplement "because clearly we all understand mass transit is a great energy conservation mechanism."

A follow-up question asked Florio about land use and urban planning policies. Will New Jersey have to take control over land use and planning away from localities to create more environmentally sustainable policies, the questioner wondered? Florio responded by emphasizing the importance of revitalizing New Jersey's urban core, which already benefits from some rail infrastructure and other energy-efficient infrastructure. He was optimistic that as the safety, schools, and quality of life of these communities improved, more residents would choose to move to them.

Fred Profeta, who would speak later in the day, asked Florio to evaluate the benefits of the SREC program he mentioned, compared

to other programs in Europe or Canada in which feed-in tariffs are used to provide direct incentives for solar power. The problem, Florio noted, is that potential investors in solar power want to have a guarantee that the utilities will buy their power before investing funds in solar technology. The utilities, on the other hand, are reluctant to sign long-term contracts because they believe future advances in solar technology will make the power coming from solar sources cheaper than it is now. The solution is to find some modifiable contract tool that gives investors stability and utilities flexibility. The details of such an agreement are now being worked out, Florio noted.

Another questioner noted that alternative technologies like wind and solar power sometimes met opposition from local groups that feared their aesthetic impacts, or, in the case of wind farms, the impact on birds and other wildlife. Florio responded that NIMBYism is actually less of a problem in New Jersey than many fear, particularly regarding solar panels on roofs.

One audience member noted that everyone in the room likely agreed with Florio on these issues, but argued that the challenge was to convince others who did not. Florio responded with a biting, but, he argued, ultimately optimistic quote from Winston Churchill: Americans always get it right after they've exhausted all the other alternatives.



# Session I: Local Government and Sustainability in the Region



## Chair: Ester Fuchs

Professor of Public Affairs and Political Science, Columbia University

Ester Fuchs began the panel by arguing that sustainability planning had undergone a shift in scale in recent years. Traditionally, environmental policy has been seen primarily as a federal responsibility, with state and local governments relegated to implementing federal mandates. This changed under the Bush administration, Fuchs suggested, when a lack of leadership at the federal level both allowed and forced states to develop their own sustainability plans. This shift has demanded new creativity from local governments, which the panelists addressed in their comments.

## Rohit Aggarwala

Director, Mayor's Office of Long-Term Planning and Sustainability, City of New York

Rohit Aggarwala began by thanking Governor Florio for his remarks and recognizing New Jersey as the state "that may even have gotten it more right than California," in that California has spent more money, but New Jersey has spent its money very efficiently. He also encouraged the audience to reflect on the fact



that just a year and a half ago, the government of the United States actively resisted the idea of climate change, whereas now it was working to curb it. Agreeing with Fuchs, Aggarwala noted that the silver lining in the lack of federal leadership was the sustainability planning that occurred at the state and local level. Now, with the federal government looking to spend money on sustainability, municipalities like New York benefit from having a list of "shovel-ready" projects.

The lesson, Aggarwala argued, was that planning paid. New York City expects to add 1 million new inhabitants by 2030. That means 9.1 million people will need housing in an urban environment “in which every piece of land is spoken for.” This will require transit-based development.

It will also require a new approach to energy generation. New York City is required to generate at least 80 percent of its power within its own boundaries. Traditionally, when more power was needed, the solution was to build a new power plant in “an unattractive waterfront site in the outer boroughs, usually in a minority neighborhood, where the property values were low.” Because this approach is no longer economically viable or morally or socially acceptable, Aggarwala argued that renewable power and conservation measures were now “necessary for the long-term future of the city.”

We should think, Aggarwala suggested, about an inversion of the traditional bumper-sticker slogan: think globally, act locally. By thinking locally about its own needs, New York was actually acting in the global interest to reduce climate change. (Though Aggarwala noted that reducing climate change was also in the direct interest of New York, a city with 500 miles of coastline).

The resulting agenda, PlaNYC, set clear targets and milestones. PlaNYC now includes some 127 separate initiatives. Aggarwala reported that 66 percent of these are now either on time or ahead of schedule, which in government, he noted, was not a bad rate.

Aggarwala singled out two initiatives to highlight: hybrid taxis and tree planting. Today, 21 percent of the iconic yellow taxis on New

York’s streets are hybrid vehicles, and 50 percent of new vehicles entering the fleet are. This represents not just a significant reduction in fossil fuel usage, but also a marked improvement in the city’s air quality. At the same time, the city is trying to plant 1 million trees in 10 years. To date, 248,906 trees have been added to the city since Earth Day 2007.

Aggarwala closed by noting that it is crucial that plans evolve over time. PlaNYC is updated every four years, meaning that at any point New York has a 20-year sustainability plan in place.



## Mark Hughes

**Distinguished Senior Fellow at the University of Pennsylvania’s School of Design and the Penn T. C. Chan Center for Building Energy; former Chief Policy Adviser to the Mayor and Director of Sustainability, City of Philadelphia**

Mark Hughes began by citing PlaNYC as an inspiration to Philadelphia’s Greenworks program, though he noted, in a spirit of friendly rivalry, that Greenworks boasts 169 initiatives compared to PlaNYC’s 127. The goals of the program also differed between the cities. Where New York is seeking to

plan for growth, Philadelphia is striving to, in Hughes' words, change "from a set of assets with depreciating values, to ... a portfolio with appreciating values." The idea is to advocate Philadelphia not "as a warehouse of great need," but rather as "a storehouse of great potential value." The motivation stems less from concern about polar icecaps, Hughes argued, and more from a hardheaded desire to grow the local economy.

Hughes also echoed Aggarwala's arguments about the benefit of advance planning, but noted this created some difficulties for some municipalities, including Philadelphia, seeking to benefit from the stimulus package. Because the federal government is seeking to fund "shovel-ready" projects, cities that do not have as developed a list of programs as New York may lose out.

The division of funds between state and city is also a challenge, Hughes noted. This had led to some competition for funds between the two levels of government, but also forced the actors involved to reconsider how they relate to one another. This period of reflection has led to important "silo busting" that Hughes argued was an important step toward reform. In this way the stimulus is catalyzing long-standing reform issues that will make federal-state-local coordination more effective. As an example of inter-municipal coordination, Philadelphia is submitting an application with a consortium of Pennsylvania counties. The hope is to create an "energy watershed" in the region aimed at conservation and efficiency. More such initiatives will be possible with greater coordination, Hughes argued.



## Fred Profeta

Deputy Mayor for the Environment,  
Maplewood, New Jersey; Chair, New  
Jersey Mayors' Committee for a  
Green Future

Fred Profeta began his remarks by citing his town of Maplewood's environmental achievements. The *Star-Ledger* identifies the town as one of the five greenest in New Jersey, and the community of 24,000 boasts the first LEED-certified public building in New Jersey. It aims to reduce its greenhouse gas emissions 20 percent by 2015.

The focus of Profeta's remarks, however, was the Sustainable Jersey program, an alliance of municipalities across the state seeking to make themselves sustainable. Profeta offered this initiative as a practical program that could show others how to make stimulus dollars have the greatest impact on sustainability.

The initiative began as a group of environmentally minded mayors from across the state who called themselves the Mayors' Committee for a Green Future. The group came up with two propositions. First, that much of the environmental degradation in New Jersey is caused by individual behavior. While industry and

agriculture account for much of the nation's emissions, in New Jersey the primary source is individuals. For example, fully a third of New Jersey's emissions come from cars.

The second proposition is that the municipality is the level of government best able to address individual behavior. "We're seeing the folks on the street corners, at the shopping mall, at the train station, in the schools, and we talk. That's what we do," Profeta remarked.

New Jersey also has an abundance of municipalities, some 566 in total. This may not lead to the most efficient tax structure, Profeta noted, but it does mean there are 566 "points of contact with individual behavior" that can be used for environmental purposes. At a recent conference in Copenhagen, Profeta was impressed by the emphasis on municipal programs in Europe, a model he recommended to New Jersey.

With this goal in mind, the group created the Sustainable Jersey program, which has three prongs. First, there is a rigorous evaluation program that evaluates whether or not a municipality is sustainable. Criteria include performing energy audits on municipal buildings, building Energy Star buildings, calculating the municipal carbon footprint, etc. The idea is to audit communities around New Jersey on sustainability criteria, and then give them the information and financial incentives they need to improve. Some 200 municipalities across the state have now registered for the program, and, interestingly, half of these 200 are led by Republicans, half by Democrats.

The key to success, Profeta argued, was the way the program combined rigorous guidelines from academics about what improvements

make towns more sustainable, with knowledge from mayors about what kinds of programs are feasible and attractive.



## Andrew S. Voros

Research Scientist, Earth and Environmental Engineering and Center for Environmental Research and Conservation, Columbia University

Sustainability is on everyone's lips, Andrew Voros noted, but wondered if the concept had yet been truly embraced. He recounted a conversation he was having with a mayor in New Jersey who was left speechless when pressed to specify what he was doing to promote sustainability. So Voros began with a note of caution about the seriousness of the current discussion around sustainability. The concept, he noted, has three elements: environmental, social, and economic. People understand the environmental aspect, Voros argued, but sometimes lose sight of the larger concept.

The stimulus act itself, with its emphasis on short-term growth, was not particularly sustainable, Voros argued. Projects were chosen first because they provided immediate employment or spending, and only second because they might also have some long-term benefit. Voros called for more research on what kinds of projects were most effective at combining these goals, with the idea of generating a “cookbook” that municipalities could follow.

Voros highlighted several examples of programs he thought were particularly effective. First, he praised community gardens that take vacant land and use it for local, sustainable food production. He noted that Roanoke, Virginia, has developed a robust community gardening model that other municipalities can follow.

Second, Voros turned to transportation. Roanoke has created a successful municipal bicycle program with free bicycles around the city. More locally, North Brunswick, New Jersey, has a large piece of land currently owned by Johnson and Johnson that will soon revert to the city. Town planners are considering building a train station on this site and a “smart growth” village around it.

Third, Voros cited the example of Ithaca Hours, a local currency created by the city of Ithaca, New York, 18 years ago. This currency has been used to make loans to local and sustainably minded businesses, and could be a model for other areas.

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## Question and Answer Session

Fuchs began the question and answer session by asking the panelists to comment on the issue of collaboration across jurisdictions, and between the non-profit, public, and private sectors. Given the vast number of actors involved, “how do we focus on issues that allow our region to collaborate, both from an economic as well as an environmental sustainability perspective?” she wondered?

Hughes reiterated his earlier point that the stimulus had brought issues of interregional coordination to the fore, and that there was now some productive thinking taking place about how best to approach these issues. Profeta noted that financial incentives are

key to engaging the private sector. Voros highlighted the importance of universities as partners. For example, Rutgers is the main coordinator of technical expertise for the Sustainable Jersey municipal certification program. Aggarwala cautioned that collaboration can also lead to friction, and so is not always a good thing, but recognized that it was necessary when addressing certain sustainability issues, like transportation, that invariably cross jurisdictions.

The first audience questioner asked about the role of education and training in the sustainability plans the panel had discussed. Aggarwala said it was a key component, but

was being thought about in a demand-driven sense. For example, given the goal of retrofitting old buildings in New York to become more energy efficient, does the city have enough skilled workers to carry out the task? If not, how will it train them? Hughes echoed these comments, but also added that because young people will need to be prepared for green jobs in the future, a broader educational shift is also needed to make sure the next generation of workers has the skills to succeed.

Another question focused on the financing of municipal energy improvements. How can we convince the public to support bond initiatives for these potentially costly changes? Profeta responded by stressing the need to make the fiscal case for energy efficiency. "In Maplewood ... the debt service on the bond to put in the environmental features is less ... than the money that we save on the renewable energy and the other features, light and so forth," he reported. This kind of argument appeals to a wide range of voters, he argued.

A questioner from the business community asked if the same kind of municipal auditing

program that Sustainable Jersey had created could be applied to small businesses. Aggarwala suggested that the best thing for businesses to do for sustainability is not to sign a pledge, but rather to address their own problems. He cited the example of Interface Floor, a carpet company that sells "woven petroleum." By rethinking their facilities and resources, the company managed to become nearly carbon neutral while doubling their profit margin. Many businesses can benefit both financially and environmentally from similar farsightedness, Aggarwala argued.

Another questioner followed up on the issue of the sustainability of the stimulus. How can state and local governments continue their good initiatives once the federal funds come to an end, she wondered? Aggarwala agreed that "sustainability efforts have to be sustainable," which will likely require increased commitments from local governments far beyond when the stimulus package is spent. People cannot be forced into sustainability, Aggarwala argued, "you have to co-opt people into doing it with you, and you have to be able to pay for it."

# Session II: Environmental and Employment Initiatives in the Region



## Chair: Shana Weber

Sustainability Manager,  
Princeton University

Shana Weber began the panel discussion by noting that Princeton University had recently adopted a campus-wide sustainability plan by consulting with a broad array of groups in the University, and was now moving to implement it. She cited this model as a positive example of how local organizations can make real progress toward sustainability.

## Leanne Krueger-Braneky

Executive Director of the Sustainable  
Business Network of Greater  
Philadelphia

Leanne Krueger-Braneky introduced herself not as an academic or a policymaker but rather as a “boots-on-the-ground kind of person, trying to effect real change.” It was from this perspective that she offered her remarks on efforts to build a sustainable economy in Philadelphia.



The Sustainable Business Network of Greater Philadelphia was founded in 2001 as a membership organization that connects, supports, and promotes sustainable entrepreneurs and businesses in the region. It now includes more than 500 businesses, split evenly between the city and its suburbs, and is a founding member

of a national “network of networks” called the Business Alliance for Local Living Economies. Members include everything from “breweries to biodiesel companies.”

The Sustainable Business Network was instrumental in setting up the Green Economy Task Force in Philadelphia, which includes businesses, non-profits, labor groups, and the city government, with the goal of creating green jobs in low income neighborhoods in Philadelphia.

Krueger-Braneky then asked the audience to think more deeply about what a “green job” is, noting “it’s a term that’s being thrown around a lot these days.” A green-collar job can be “anything from a Ph.D. to a GED,” she argued, as long as it focuses on providing some direct or indirect environmental benefit. These are the types of jobs her organization and the Green Economy Task Force are seeking to provide.

Four sectors have been selected as growth priorities: green infrastructure, including storm water management, green roofs, and urban parks; construction and deconstruction waste recycling; building energy efficiency; and sustainable manufacturing. Krueger-Braneky noted a gap between the level of public investment in these and other areas and the labor force available to execute the needed work. Fortunately, she noted, the stimulus package contains unprecedented federal funding for green job training. The Sustainable Business Network is a partner on a number of applications for funding under the program.

A common question about the green jobs program is *how many* jobs and what kind of jobs it will actually generate. Krueger-Braneky turned next to this issue. First she noted a recent event at which Energy Secretary Steven

Chu and Pennsylvania officials met to highlight the initiative of one Philadelphia company that manufactures energy-efficient windows. There still remains a fair amount of manufacturing in the city, about 23,000 jobs paying an average salary of \$49,000, but the question is how to increase this number. Philadelphia’s history as a manufacturing center means it is endowed with the necessary infrastructure for manufacturing growth. The key challenge is how to capitalize on this resource.

Krueger-Braneky then highlighted a few weaknesses she sees in the stimulus plan. First, echoing Hughes’ earlier comments, she thought the applications for job-creating grants were due too early. Cities did not have sufficient time to put together well-thought-through applications, meaning some of neediest—and most productive—cases were not included. Second, many of the programs had provisions requiring union participation, which was an additional administrative hurdle to some organizers who were not accustomed to working with unions. Third, she noted a lack of coordination between the various state and city offices and programs involved in the projects. A better flow of communication and division of labor could lead to more efficient policies. And last, she worried that the funding flowing into job creation would exceed the capacity of existing businesses to hire workers. Similar stimulus was needed for business development, she argued.

Krueger-Braneky concluded with the story of a young African American man who had approached her looking for a green job. “The bad news for him,” she recounted, “was that at that point there was one green collar job training program in the city with 20 spots and 900 applications.” Clearly, Krueger-Braneky concluded, we need to do more.



## Richard Greenwald

Senior Fellow, Center for Civic Innovation, Manhattan Institute

Richard Greenwald's remarks drew on his expertise in workforce development for "people at the fringe," that is, those individuals who have difficulty finding and keeping work. He sought to address how such individuals were or were not being served by the stimulus plan.

First, Greenwald praised the idea of trying to create new green jobs. However, he noted that while job availability is obviously necessary if people were to find jobs, it is not the only factor to consider. Low-income individuals, in particular, may face other barriers to finding and retaining work. "You can't just set up programs and say, 'We've now stimulated the economy. I want a bunch of low-income people to get green-collar jobs.' There is a transition and an intermediary position that goes between those two," he noted.

There exists a gap between the organizations pushing for green jobs and the organizations traditionally concerned with workforce issues, Greenwald argued. "Those two groups need to connect." Moreover, politicians love to talk about green jobs moving the economy forward, but often overstate the extent to which this has actually happened. "It's not happening on a scale that the politicians think it's happening," Greenwald said.

Greenwald also noted that the term "green jobs" is open to abuse. There has always been a population of people seeking work, he argued. They used to be thought about through the "welfare to work" lens. Then the buzzword became "re-entry." Now it is popular to speak about green jobs, combining unemployment and environmental fixes into one approach. The most important thing for Greenwald is that jobs be made available to those who need them.

Greenwald argued the goal should be to "train and place and retain people in jobs" to "enhance our competitiveness as a country" and "move people off assistance." We should be cautious about requiring employers to accept employees, Greenwald cautioned, because "good workforce development is about bringing a service to employers that they need, understanding their environment, and trying to make their businesses grow and mutually match folks where needed."



## Randall E. Solomon

Executive Director, New Jersey Sustainable State Institute, Rutgers University

Randall Solomon's organization, which he described as a "think and do tank," performs the Sustainable Jersey municipal audits the Profeta mentioned in his remarks. He offered two perspectives in his talk; an academic look at the issue of employment and sustainability, and a more applied look as a policy professional and holder of a green job.

Solomon noted that there were two sides to the idea of green jobs, which he identified as "the real buzzword." There is an economic development aspect that emphasizes the economic benefit of sustainable job creation, and a social aspect that he called the "holy grail of the progressive movement right now," aligning the goals of the environmental movement and the antipoverty movements.

On the economic development side, Solomon argued that sustainability was simply essential to future economic prosperity. Citing the Stern Report and the World Bank, Solomon warned that if left unchecked, global warming

would lead to a 5 to 20 percent reduction in the world's gross domestic product. We must shift the economy away from carbon or there will be not much economy left, he argued. This requires initiatives "that are not expressly designed to create short-term growth, but rather to reduce greenhouse gas emissions or to adapt to the impacts of climate change, so in essence, making sure that all jobs are green." While this transition will no doubt entail job losses in polluting sectors, the hope is that these will be made up in new, energy-efficient industries. High energy costs will put inefficient firms out of business or force them to reform. Those that are investing now in sustainable technology will be at a strong comparative advantage in the future, Solomon argued.

Solomon also echoed Greenwald's comments and questioned whether we should expect all stimulus jobs to be green jobs. "Why limit the focus?," he asked, given an unemployment rate nearing 10 percent. "We need jobs," he argued, "and the green sector is, we hope, one of the emerging sectors of the economy."

New Jersey already is doing fairly well in energy efficiency, Solomon noted. Though the 16th largest emitter of greenhouse gases in the country, it is only 40th in per capita terms. Part of this efficiency is due to the relative lack of manufacturing, but it also stems from New Jersey's dense development and rail system.

In New Jersey there are 230 municipalities undertaking sustainability initiatives, Solomon reported. Most of them were not taking these actions even a few years ago, he emphasized, but now energy audits, energy retrofits, green business programs, and walkable community initiatives are more and more commonplace.



## Martin P. Johnson

President and CEO, Isles Inc.,  
Trenton, New Jersey

Martin Johnson spoke from the perspective of community development in Trenton, which he cited as one of the 30 most distressed cities in the country, but located in a county that is likely one of the wealthiest. Unemployment in Trenton is about 20 percent, Johnson reported, and less than 20 percent of the low- and moderate-income housing has seen any kind of energy retrofits, creating some “energy hogs right down the road” from the Princeton campus.

We should care about cities like Trenton, Johnson argued because “if we can’t find a way to make cities work, high-density areas, including high-density suburbs, we’re basically screwed as a species, technically speaking.” Johnson reported that Trenton will likely shrink by about 5,000 by the next census, further fueling sprawl in New Jersey. “We’ve got to come up with a better way,” he argued.

However, Johnson doubted the stimulus would lead to much innovation. The stimulus package’s emphasis on speedy, immediate relief

created a bias toward existing programs, Johnson argued. Innovation was not encouraged, because the state was focusing on “pushing money out the door.”

Johnson then gave an overview of his organization, a nonprofit community development group. Isles, Inc. is involved in real estate development, green homes and commercial buildings. It runs a center for energy and environmental training, a financial self-reliance initiative that focuses on business creation, and an alternative high school that trains young people in energy-efficient construction. They also oversee some 43 community gardens growing tens of thousands of pounds of food.

To do this work well requires several things, Johnson explained. First, is innovation. “We’ve got to find better ways than we’ve traditionally found,” he argued. One innovative project is Isles E4, a new energy services company that employs locals and runs a number of partnerships with such companies as Honeywell and PSE&G, the utility.

Isles, Inc. has 450 different sources of funds, Johnson reported, none of which is the federal stimulus plan. Instead, the stimulus is showing us “the cost of haste,” Johnson argued. “These are new dollars coming in, operating by the old rules.” It is thus challenging to get the stimulus funding into the communities that need it most, he concluded.

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## Question and Answer Session

The first question asked the panel how job training programs connect trainees with employers, given Greenwald's comments that it is not possible to force companies to hire graduates of such programs. Greenwald argued that involving employers was key to success. "You don't want to set up trainings for jobs that don't exist," he argued. Carrots or sticks rarely induce companies to hire new employees unless such a move makes business sense. A follow-up question asked about the role of community colleges in such training. Johnson noted that some community colleges in New Jersey were hiring new trainers in order to attract federal funds, but worried that such efforts were too hasty. Krueger-Braneky cited a program in the Philadelphia region in which community colleges are already providing training in partnership with the Sustainable Business Network. Solomon, on the other hand, stressed the need to incorporate sustainability thinking into existing curricula and training.

Another questioner asked about the role of unions in creating green jobs, and in job training. Greenwald noted that unions were big players in allocating funding and jobs, which created problems when the most disadvantaged workers, those who lives in the poorest communities, were not in unions. Therefore it is very important to relieve the concern

unions may feel about training programs—for example, fears that graduates will compete with union members for jobs. Outreach to unions is thus crucial for success, he argued.

One audience member wanted to know how the savings from increased energy efficiency could be turned to long-term investment in sustainability. What kinds of policies were effective? Solomon noted that several federal programs encourage municipalities to take the savings they gain from improving energy efficiency and invest a portion of them in new sustainability measures.

Another audience member involved in the offshore wind development project noted that wind farms off the Eastern seaboard could one day amount to 10,000 to 12,000 megawatts, worth some \$50 billion. He lamented that there was no indigenous American industry to supply this project. Instead, all the machines and technology must be imported from Europe. Why does the government not invest in this industry, he wondered? Krueger-Braneky responded that it was often difficult for states to attract businesses to set up shop, though extensive efforts go into wooing them. Developing indigenous businesses is also key, she stressed.

# Conclusion

The conference highlighted both the progress that has been made toward addressing the twin economic and environmental crises and the challenges that remain. While optimistic that the stimulus plan could be used effectively to create jobs and improve sustainability, the participants were clear that success was by no means guaranteed. Indeed, the dominant message from the conference was that while a windfall of resources from Washington was cause for hope, it would have to be used wisely to make meaningful progress against very difficult public policy problems.

A number of specific cautions were emphasized by the participants. First, while green jobs represent an opportunity to tackle two problems with one stimulus dollar, they are no panacea. Indeed, the perceived “win-win” aspect of putting people to work on environmentally beneficial projects has been overstated by politicians eager to find forward-looking solutions. The reality, emphasized by conference participants, is that green job training programs will only put a small fraction of the millions who have lost their jobs back to work. This does not mean such programs are not beneficial and deserving of inclusion in the stimulus package. Rather, we should be cautious about magic bullet “buzzwords,” the participants cautioned.

The deeper challenge is not to train new weather-proofers, renewable energy workers,

and other green professionals, but rather, as Governor Florio argued, to make all jobs green jobs while still providing economic growth. Only with the development of new green industries, be they wind farms of the Jersey Shore or green manufacturing in Philadelphia, can the region move toward more widespread sustainable growth.

A second caution that ran through several participants' comments was the difficulty state and local governments faced in making the most of the stimulus resources. The contrast between New York, which had in place a sustainability plan of “shovel-ready” projects in need of cash, and Philadelphia and Trenton, which lagged behind, highlighted the importance of local government capacity for sustainability planning. The Sustainable Jersey initiative demonstrates that local governments need not have the resources of New York City to benefit from sustainability planning. Even very small municipalities like Maplewood, New Jersey, have reduced their costs and environmental impacts by planning intelligently, with the help of the Sustainable Jersey network. Expanding this network, or a similar version of it, beyond the 200 participating New Jersey municipalities seems a promising way to advance sustainability planning in the region and beyond. Once the stimulus funds recede, the benefits of increased governance capacity for sustainability will continue to serve local governments well.

The third caution that emerged from the participants' discussion was the problem of coordination between federal, state, and local governments and agencies. Intergovernmental coordination is a constant problem, but the scale and immediacy of the stimulus package seemed to bring these longstanding difficulties to the fore. Careful thinking is needed to improve these processes during non-crisis episodes so that all levels of government can react more quickly and efficiently in times of crisis.

However, none of these continuing challenges diminish what has been achieved thus far and what might yet be done. The conference gave

participants plenty of reason for optimism. New York City's forward-looking sustainability planning has already shown concrete benefits. New Jersey, in contrast to the popular image of the state as an environmental disaster, was shown as a national leader on renewable energy and the home of a robust municipal-based sustainability initiative. Philadelphia, while perhaps with less to show than its neighbors, nonetheless boasts strong community-based initiatives aimed at greening the state. While the scale of the twin economic and environmental crises is vast, the region has shown an impressive ability to adapt and even renew itself to confront them.

# Appendix A:

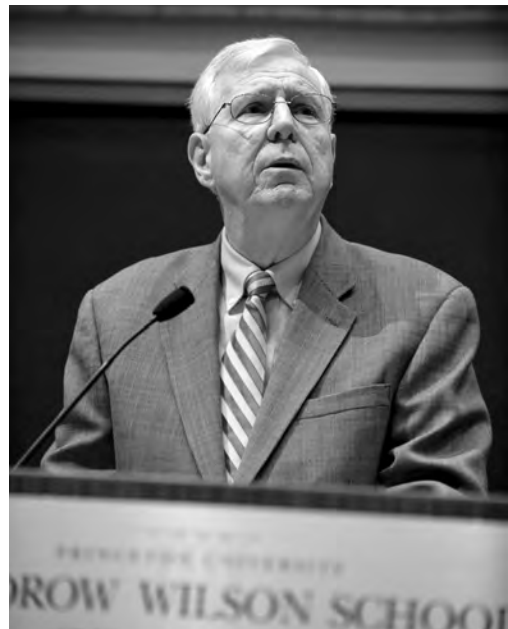
## Opening Comments by Richard F. Keevey

### Sustainability and the Obama Stimulus Agenda: Engaging and Connecting with Government

Good morning—I am Rich Keevey, the director of the Policy Research Institute for the Region. I would like to welcome you to today's forum, "Sustainability and the Obama Stimulus Agenda: Engaging and Connecting with Government." Our institute is pleased to cosponsor this conference with Columbia University's Earth Institute, and you will be hearing from its executive director—shortly.

The environmental movement has come a long way since its beginnings. From Rachel Carson's seminal book *Silent Spring*, published in 1962—to the first Earth Day on April 22, 1970—to the passage of the Safe Drinking Water Act in 1974. The nation and the world finally recognized the lasting impact the abuse of the environment has on current and future generations.

More recently, Thomas Berry's critically acclaimed book *The Great Work: Our Way into the Future* suggests that the future can exist only if humans understand how to commune with the natural world—rather than exploit it. Already—argued Berry—the planet is so damaged, and the future so challenged—that the terms of survival will be severe beyond anything we have known in the past—unless



we rise to the challenge of cherishing the earth and doing something substantive to sustain it.

Like Tom Berry, we all now realize that it is not sufficient for us to remediate damages already inflicted—we need to create and implement policies to protect the planet—and its inhabitants both now and going forward.

As defined by the UN World Commission on Environment and Development, sustainable development is "development that meets the needs of the present without compromising the ability of future generations to meet their own needs."

The Environmental Protection Agency calls sustainability the “next level of environmental protection. It draws on advances in science and technology, the application of diverse government regulations and policies, and the promotion of green business practices.”

Nationally, colleges and universities are responding to the upsurge of students interested in the emerging field of sustainability by offering new programs to meet this growing demand.

The federal government has offered incentives to both the public and private sectors to think creatively, and to develop environmentally friendly practices.

President Obama’s stimulus package includes more than \$71 billion to be invested in green initiatives—from energy conservation and efficiency to mass transit to environmental cleanup—along with \$20 billion in green tax incentives. It also includes hundreds of millions of dollars to prepare workers for careers in energy efficiency and renewable energy fields.

As suggested by our forum today—the implementation of these new federal initiatives falls largely to the local and regional governments. For example, Pennsylvania has been awarded \$253 million to fund a weatherization plan that will reduce energy use by the equivalent of 155,000 barrels of oil a year, weatherizing at least 29,700 more homes over the next two to three years, and putting more than 900 people to work.

The U.S. Department of Energy will approve over \$73 million of funding to support energy efficiency and renewable energy projects in New Jersey and another \$118 million for weatherization projects will be on its way

shortly. New York has already received hundreds of millions of dollars in economic recovery funds to improve water quality and create jobs—with a lot more to come for transportation, education, and energy-related projects.

The good news is that there is finally funding for at least some of the projects on the region’s “wish lists” along with a commitment to create a sustainable environment.

BUT, the big issue for local and state governments is how to use the funding efficiently to achieve the most beneficial results. What projects will result in the best use of the money over the long run? What initiatives will make the most impact? In other words—how do we get the most bang for the buck?

The notable academics, government officials, and policy practitioners we have gathered here today will address past and current policies, analyze their successes and failures, and make recommendations to craft more efficient and effective initiatives going forward.

The stimulus package offers us the opportunity to develop long-term policies that will achieve the goals of protecting the environment, creating jobs, and forming partnerships between the public and private sectors that will lead to healthier and more financially robust communities for everyone. How and whether or not we rise to the challenge is yet to be determined.

And now it is my pleasure to introduce our keynote speaker this morning, former Governor James Florio. You have his bio in the program, but I would like to speak briefly about him before he addresses the audience this morning.



Governor Florio has spent most of his career in public service and is an authority on environment and energy issues. He served as a U.S. congressman for 16 years—from 1974 through 1990, during which time he authored the Comprehensive Environmental Response Compensation and Liability Act, known as the “Superfund” law, and was chairman of the house subcommittee with jurisdiction over environmental matters—where he was involved with drafting or passage of almost every piece of federal environmental legislation.

He served as Governor of the State of New Jersey from 1990 through 1994. As governor, he was responsible for signing into law the Clean Water Enforcement Act (1990), and championed the environment throughout his tenure as governor. Unrelated to environmental issues, but equally impressive—the governor was also instrumental in landmark state policy decisions involving school financing,

welfare reform, healthcare cost containment; and extraordinary difficult and courageous decisions involving the ban on assault weapons—and tax policy initiatives.

Governor Florio is founding partner of the law firm of Florio Perrucci Steinhardt and Fader, and was the founder and CEO of XSPAND, an asset management company in Morristown, New Jersey.

The governor is also a senior policy fellow at the Bloustein School of Planning and Public Policy, Rutgers University, where he teaches courses in executive and legislative policymaking and decision making for public policy.

On a personal note, I had the honor and the pleasure to work for the governor as his budget director and comptroller and I know the governor as a person of great knowledge, critical judgment—a person who is savvy and wise—and most important—a person of the highest integrity.

It is obvious that Governor Florio has a long-standing commitment to the issues of sustainability and the environment that we

are discussing today. So, without further ado, I would like to turn this over to the governor and welcome him to Princeton University.

# Appendix B:

## Keynote Address (full text)

The Honorable James J. Florio

Thank you very much and good morning to everyone. This is a very impressive crowd, and a very important subject. I want to thank Rich and Steve for their efforts in putting us all together this morning. I want to also say that I appreciate Rich's very nice introduction, although I have to confess I am getting a little apprehensive about nice introductions since recently I was introduced at a dinner that I attended to receive an award. The fellow who was making the presentation said very, very nice things. And then, when he concluded his remarks, he said, "And now I wish to introduce Governor Florio, who is the very model of what a public official should be." I was very impressed. I went home, told my wife about it, and then she reminded me that the dictionary definition of model is a small replica of the real thing, so Lucinda keeps me humble.

I want to also just share with you a story that is real and occurred yesterday, and maybe some of you can identify with this, if you have had occasions to be speaking before groups. Rich, courteous as he always is, provided me with an advance copy of his introductory remarks that he just gave, which was fine. I received them, and I read through them last night, and as I am reading through them, I am becoming terrorized. I mean I am frozen in fear because he is introducing me and he is going to say how we will spend a lot of time today dealing with

Homeland Security and Emergency Response capability. I said, "I have clearly screwed up." I found out later that he sent me inadvertently a copy of the last forum's opening remarks. So we are ready to go on to the right topic today.

Let me first make the observation that longevity has some virtues—not many, but a few virtues. I calculate roughly that I came into government in 1969, when I was elected to the state legislature for the first time. That is 40 years ago, which is very troubling for me to appreciate. But the fact of the matter is there are some virtues for longevity—not many, but some virtues—and one of them is the idea of having some perspective on things. By virtue of being around, you can obtain some perspective and also get a sense of how things are changing—and how things are not changing, as the case may be.

What I want to do is to share with you today some observations about some of the changes related to the topic that we are talking about through the course of this entire day. I think it is my principal mission today to provide you with some context, so you can evaluate the things that are said by the much esteemed panels that will be presenting today.

I think one of the fundamental concepts of sustainability, a very important one, is to see if we can strive for sustainable prosperity. One of the models for achieving sustainable prosperity



is to bring into balance the three variables that are the absolute necessary components. One, of course, is growth. We want to have growth that generates jobs, revenues, and ratables. A second variable is having the energy necessary to fuel that growth, and that is a very important component of sustainable prosperity as well. Third, and unexpectedly for some people, is environmental sensitivity, so as to make sure that the growth is sustainable. History is full of examples of where we have had environmental insensitivity and had intermittent or episodic growth—strip mining, wasteful water practices, for example. I think it is very important for all of us to appreciate the fact that equilibrium is not easy to achieve, and maintain those three variables in balance. It is not easy to have growth, and energy, and sustainable environmental sensitivity in balance and equilibrium because it is not a static situation. As times change, things will change as well.

The quest is even more difficult in times such as this. This is a point I wish to develop a little bit—that these are not normal times. The fact of change being a constant is sort of a cliché. But there are those periods of historic transformation that are somewhat disruptive. For the history students in the audience, we obviously think of the end of the 19th century, the beginning of the 20th century, when we went from being an agrarian economy to an industrial economy. There's a wonderful book by Richard Hofstadter, *The Age of Reform*, which talks about the trauma of those times. These are times like that, in the sense that there are changes that are taking place that are rapid, they are dramatic, and they are extremely complex. What we know about such times is that there is great dislocation, there is great stress, and there is great anxiety. You pick the sector, whether we talk about corporate governance, financial services, healthcare, telecommunications, or the topic we are talking

about today—energy and sustainability. These are areas and sectors that are going through transformational change. Over a transition period, and I do not know how long that is going to be—two years, 10 years—but over a transitional period, all of those sectors—and just about every other sector—are going to go through systemic change. We are not talking about marginal change. We are talking about change that will be dramatically different from what we have known in the past, especially in terms of our economy.

A characteristic is dislocation, and that is always somewhat difficult. One of the other characteristics is a high degree of alienation, as people see things not working—not unexpectedly. If, in fact, you have policies from a different day, and the facts on the ground have changed, you should not be surprised that the politics, the policies, and the agencies do not work very well. This last experience we have had with Wall Street and the financial services industry is a good example. For the most part, most of the laws we have were created in the Depression in the '30s. Nobody knew anything about derivatives. Nobody knew anything about interest rate swaps. Why should we be surprised that the system did not address those problems? And so what it is we must do is make new policies, and even create a new policy framework, within which we can manage change so as to minimize stress and maximize the opportunities that come with change. And that is something that is extremely important—that is, make change and minimize disruption.

The disruption that I reference is the alienation we see almost every day—in all the craziness that took place, for example, at the healthcare town meetings, the tea parties, and all of the

animosity that is generated in large measure as the result of the disruption and dislocation that people have difficulties in comprehending as to why it is happening. I am working hard. I am trying to take care of my family, and yet nothing seems to be operating properly. The government does not seem to be functioning very well in some of the basic things that we want government to do.

That is the period of time that we are now in. And I think it is very important for all of us who understand that, in order to create that framework that I have spoken to you about—we must have an understanding as to what the trends are that are causing the disruption; what the forces at work are that are causing the dislocations—and, that is not easy. It requires all of us becoming a little more involved in what it is that is going on, so we can understand the nature of the problem. You cannot fix the problem, if you do not know what the problem is. There are no answers, if you do not know what the questions are. So I think today's forum obviously is a good example of efforts to obtain a better understanding of what the problems are.

In the energy policy area, we have only recently started to focus and appreciate the need for a new energy policy. I was astounded when I found out what the scope of activities were at the U.S. Department of Energy when I was on the secretary's advisory board during the Clinton years; specifically the resources were almost exclusively devoted to cleaning up nuclear waste. That sounds like a strange thing, but it happens to be the fact. Disproportionately, the resources at DOE are designed to deal with that serious problem, but clearly there are other things that we should be dealing with in energy, and I am pleased to tell you

that Secretary Chu is now starting to allocate resources in a much more sensible way—in a much more diverse way—to really cope with the problems that we deal with every day.

I was amazed, when I served on the secretary's board, about the misallocation of resources. I think we now have a greater recognition of the full scope of the problems associated with such a limited approach to energy policy. We better understand the consequences of our overdependence on overseas fossil fuel sources, particularly in the Middle East. We have a better understanding now that it has defense ramifications—in terms of the defense budget, and our dealings with foreign affairs' matters with Middle East countries. We have come to appreciate the volatile instability for our economy, dealing with overdependence with unstable nations or unfriendly nations—think Nigeria, think Venezuela. Those things are very important to us and we have to address them.

Of course, there are the environmental consequences of having a policy such as we have had, with overdependence on fossil fuels in general, and fossil fuels coming from the Middle East—climate change being the most significant example. And, the impact of climate change on public health, agriculture, the economy, and water resources—all of those things are extremely important, and slowly but surely the American people are being educated about them. This learning process is extremely important for all of us to do. The *New York Times*, by the way, had a really interesting editorial a couple of weeks ago, discussing climate change and its impact upon national security. A think tank for the Pentagon came forward and suggested that unless we deal with climate change, our military national security position is going to be jeopardized because of mass

migrations, as a result of border wars between countries that will occur because of the consequences of global warming.

The Obama administration has put in place, I think, some very good energy initiatives, so that the nation has on its radar screen some of these issues that you are going to be discussing today. I believe it is important to appreciate that the stimulus bill, the cap-and-trade legislation, which is hopefully working its way through the Congress, alternative energy, tax credits, investment tax credits, and producer tax credits, are all evidence of the good intentions to put on the front burner these important agenda items that we can focus on, and we can begin to learn the dimensions of these problems—and to start working on remedial actions. I think it is important to also appreciate the fact that Washington is very critical to all of our deliberations. And, as the bumper sticker says, we have to think globally and act locally, and that is exactly what today is all about.

I am very proud of the fact that New Jersey has been in the front ranks of focusing attention on the issues that we are talking about today and has actually done a very, very good job. The Corzine administration has updated our Energy Master Plan, the first time since I was in office—over 17 years ago. They have updated the plan to provide us with a roadmap, particularly for people at the local level, particularly other organizations, including the private sector, and public sector organizations. Nonprofits also play a very important role in trying to achieve the goals, not only using the stimulus plan and the other federal energy initiatives, but also the state initiatives that we have undertaken.

The Energy Master Plan, by the way, is infinitely readable. For those of you that have access to the master plan, I would urge you to read it because it does have lots of good things, good ideas, and will give us great guidance. I have heard someone describe the plan as a three-legged stool. The first leg is to design policy for conservation and efficiency—extremely important, and the easiest part. It makes the most sense. Most cost-effective initiatives can come out of that. The second part of the policy is to maximize alternative energy sources, specifically clean energy sources. And the third part is to provide adequate baseline capacity for energy so as to use that energy for the ultimate needs of our growing, vibrant state economy. I think it is important for all of us to understand that this document, the Energy Master Plan, will provide us with guidance for legislative, as well as administrative activities for the state of New Jersey, and guidance for those—I suspect many in this audience—who are involved in organizations that want to go forward, providing for sustainable prosperity on the basis of good energy sources that will be there when we need them.

I want to briefly list some of the legislative and administrative actions that have already taken place in New Jersey that highlight things that we can be doing and should be doing to achieve the goals of the Energy Master Plan—which I think are compatible with the goals of most of the people who are sensitive to the things we are discussing today all across the nation. I suspect many of you are aware of the greenhouse gas emissions RGGI program, the Regional Greenhouse Gas Initiative, which is a program that has been put into effect by a number of states in the Northeast, and which is designed to reduce greenhouse gas emissions from power plant facilities. Well, in addition to

that initiative, in New Jersey, the governor has signed into law the Global Warming Response Act, which is the follow up to the governor's previous executive order, designed to have the most aggressive greenhouse gas reduction programs in the country. The goals are to reduce emissions to 1990 levels by 70 percent. And the greenhouse gas emission goals for 2050 is a reduction of 80 percent. The law is a supplement to the RGGI system, because the law deals not just with power plant emissions, but with all substantial emitters of greenhouse gases. In response to the law, DEP has put forward an action plan for global warming, and the state is going to have a roadmap as to how to achieve those goals.

The governor's efforts to implement RGGI have been very successful. We have an auction process that yields substantial amounts of money, and the program that we use in New Jersey has been designed to finance the clean energy program. Specifically, the resources from the auction are used to focus on energy efficiency for commercial and industrial industries. We have been able to focus on combined heat and power initiatives, which is a very cost effective way of generating energy, largely with natural gas. We have had assistance for energy customers, financed out of the resources from the RGGI auction, and we have a whole host of other programs that are being financed from this, and I suspect the other states in the region that are part of the RGGI program are likewise using those resources to achieve the energy goals that we have all pretty much signed onto.

We want to also reduce energy consumption. This goes to the first leg of the stool that I spoke about earlier—energy efficiency and energy conservation. We have in our state a

program that we call the Clean Energy Program. The Board of Public Utilities (BPU,) the regulatory agency in New Jersey, has budgeted \$1.2 billion from 2009 to 2012 to support the Clean Energy Program. The majority of the money supports energy efficiency investments. This is something that the private sector signs onto because clearly the private sector understands energy efficiency entails reducing costs. Reducing costs entails higher degrees of productivity. Higher degrees of productivity result in greater degrees of competitiveness. And in the international global arena that we are part of, competitiveness is the gold standard for the private sector. Incidentally, the Clean Energy Program, in New Jersey, is funded by New Jersey ratepayers to assume societal benefits and to make sure that we provide clean renewable sources of energy for all of our people.

During the first five years of this program, we have achieved some very noticeable accomplishments. I want to tick them off: 100,000 homes have received energy efficiency improvements; almost 5,000 businesses have received energy efficiency support; 16,000 new homes were built and certified by New Jersey's Energy Star program—that is 20% of all the new homes that were built. More than 4,000 schools, businesses and residents installed renewable energy systems that will generate clean, emission-free electricity and reduce energy costs over the years to come. In 2008 alone, the investments from the Clean Energy Program resulted in enough energy savings to provide the energy requirements for approximately 80,000 homes in New Jersey; and the natural gas needs for approximately 5,000 gas-heated homes.

We are also involved with utility investment in energy facilities. In response to the governor's

programs, particularly the governor's Economic Assistance and Recovery Plan, we have been in contact with a number of the utilities, particularly PSE&G, New Jersey Natural Gas, and South Jersey Gas. Those companies have been particularly responsive to the governor's program, wherein he called upon utilities to invest in energy efficiency and energy infrastructure to create jobs. They responded very well to this program, and we will invest some \$225 million over the next 18 months, creating 1,000 direct jobs as a result of that initiative. In New Jersey, we are very fortunate to have a utility industry that is particularly sensitive and particularly responsive to the public interests.

Another initiative provides schools and municipalities with alternative methods of financing energy efficiency and renewable energy projects. The law allows schools and municipalities to enter into 10- to 15-year contracts on power purchase agreements. That is something that is extremely important, because in order to have stability and to ensure private investment you must be able to execute long-term contracts. The major problem for renewable energy projects, in some respects, is not technology. It is financing—how to induce private sector investment particularly, so as to give them the certainty, and the security that their investments will yield sufficient dividends down the road to induce them to be part of the whole process.

Renewable energy through our Energy Master Plan is very aggressive in New Jersey. On the wind side, we are shooting for 3,000 megawatts by 2020, and 1,000 megawatts by 2013. As some of you may know, there are three specific companies that are already in the water, off the coast of New Jersey, doing the preliminary testing. These companies are

extremely active and this is something that is going to happen. We like to think that we are going to be the first offshore wind farm in the nation. These are big facilities, roughly 350 megawatts each that are being planned, and they are great generators of secondary benefits, aside from the energy. Hopefully, whole new industries can be created.

On the solar side, we take great pride in leading the country. We are second to California in total investment, total action, but we are first per capita in the nation. We have 40,000 installations and 90 megawatts of power already being generated under our program. Furthermore, the governor has set a goal to have 2,000 megawatts of solar power installed in the state by 2020. We are the state with the nation's first solar renewable energy certificate. We call them Solar RECs, which are renewable energy credits particularly unique to solar installations. This is a private sector initiative to get the private sector to come in to buy these certificates, in a way so as to finance the installation of not only rooftop solar, but also mass land arrays. We are focusing on something we have lots of in New Jersey—landfills. We have a lot of abandoned landfills and we are considering them as prime sites for aggregated solar arrays.

We are trying to save New Jersey consumers money, which is obviously always a good thing to do. The master plan spells out a very creative, comprehensive energy strategy to reduce the amount of money that consumers will be spending on energy by reducing the amount that consumers will use. That is obviously a tradeoff. Rates may go up. But to the degree one can reduce the usage—on balance, this will be a very big help to consumers in the state. We are developing some 1,500

megawatts of cogeneration. This is combined heat and power—new, sophisticated cleaner energy usage, largely gas powered. We are focusing on this because it will be very helpful as we go forward with wind power and solar power, which obviously by definition, are intermittent. You have to have backup power—and thus combined heat and power cogeneration is a very important initiative.

We are also seeking to stimulate our economy by ensuring the reliability of our utility system. In April of this year, the BPU approved a utility infrastructure program, and approved spending proposals for five of our large utilities—Atlantic City Electric, Elizabethtown Gas, New Jersey Natural Gas, PSE&G, and South Jersey Gas Company. These programs will result in some 1,300 new hires and approximately 14,000 new direct and indirect jobs. That is to say—the BPU authorized the expenditure of these companies' private sector monies into infrastructure improvements, which is a great economic generator of jobs and revenues.

Cogeneration development is a major goal, and we are providing incentives to move to cogeneration. For example, funds will provide a \$450 per kilowatt rebate to those who become involved in cogeneration initiatives. It is also in line with our whole idea of having distributed generation around the state, so not to be overly reliant upon mass energy producers, but rather to have micro grids created, so as to have smaller generating facilities where appropriate. Currently the state has over 3,000 megawatts of cogeneration. We are anticipating increasing that in the next few years by 50 percent—and that is a good thing as well.

Smart grid development is also important. The state is working with the electric utility companies to identify the appropriate technologies to develop pilot projects to determine the effectiveness of these technologies. Demand response and demand management initiatives are ways of building into the system automatic stimulators. One of the problems we have in New Jersey, that I suspect everybody has as well, is peak pricing. When there are peak periods, prices go up for everyone. That is a serious problem. We in New Jersey have a unique, but not an unwelcomed problem—the Jersey Shore. In the summer, Jersey Shore towns increase to 40,000 people—when they usually have 3,000. It is a time when all the air conditioners go on, and peak pricing becomes a very serious problem. So we are very interested in having smart growth, smart meters, and other types of initiatives that will allow us to better manage our energy.

Lastly, let me just talk about job creation, which clearly is something that we all feel very strongly about, particularly in these economic times. Our Department of Labor and Workforce Development has developed industry-recognized job training programs for green jobs. I also am associated with the Heldrich Center for Workforce Development out at Rutgers University. We recently held an all-day forum to which people from the utility industries as well as a number of interested groups attended. It was interesting how hungry the utilities are for future employees. Because of demographics and retirements, many of the jobs that are currently there will continue—and therefore we will need people to be trained for linemen and other types of jobs. But even more important—we need somebody to start training people for the jobs of the future—for wind turbine technicians,

for solar installers, for workplace auditors. We are attempting to do a lot of urban-oriented training, so as provide job opportunities for the folks in the urban areas, who have disproportionately high unemployment rates. One of the programs we have will certify 300 qualified workers by the end of this year. After their training, the participants will work in industry positions that have already effectively been promised to them. And the Department of Labor will provide on-the-job training for the first six months, with 50 percent of the minimum \$15-an-hour wage paid for by the state—so this is something that makes a whole lot of sense.

Let me conclude by saying that this is a very important project that we are discussing. All the cluster of things that I focused on is really going to determine the wellbeing and the economic health of this nation. So when the President talks about healthcare and energy as being important items—not only to deal with the current recession, but also with the problems of the future, I think he is very much on target. I trust that the folks present from Pennsylvania and New York will excuse my New Jersey-oriented chauvinism in taking great pride in what it is we have done. But, I do take great pride because we have been very much on the cutting edge of very many environmental policies—mostly, because we have had so many environmental problems—that we were forced to deal with them. In some respects we have had them all—we have had blackouts, we have had brownouts. Every summer, when people go to the Shore, there is always the concern, will there be enough power? So we have the problem. Accordingly, we feel the need to be upfront in terms of addressing these problems.

We think New Jersey can contribute to the national sets of solutions that will be conjured up as we go forward. And, of course, this resource, Princeton University, and the Policy Research Institute for the Region, is another of

our contributions to the wellbeing of the rest of the country. So, I give you greetings from the state of New Jersey, and I trust you have a good productive session today. Thank you very much.





# Appendix C:

## Conference Agenda

### Sustainability and the Obama Stimulus Agenda: Engaging and Connecting with Government

**FRIDAY, SEPTEMBER 18, 2009**

Princeton University, Woodrow Wilson School, Robertson Hall

Issues of sustainability and the environment are being recognized and addressed globally and nationally—but, state and local actions will more than likely provide many of the solutions to these problems.

In fact, aspects of the President's stimulus package are oriented in this direction. The creation of "green" jobs, including weather-proofing thousands of buildings, installing high-tech meters to monitor and reduce power use, and grants to state and local governments to build infrastructure projects, are a key focus of the stimulus package. It is expected that approximately 2.5 million green jobs will be created in the next two years.

In New Jersey, New York, and Pennsylvania, governors and mayors are earnestly implementing sustainability projects. In our opening keynote address, former New Jersey Governor James J. Florio will discuss how state and local governments can connect to the Obama agenda and achieve the national goals in our region.

#### Introductory Remarks

**Richard F. Keevey**, Director, Policy Research Institute for the Region, Woodrow Wilson School, Princeton University

**Steven Cohen**, Executive Director, the Earth Institute and Director of the MPA Program in Environmental Science and Policy at School of International and Public Affairs, Columbia University

#### A View from the Top—Sustainability and How the Obama Agenda Can Connect to Local Governments

**The Honorable James J. Florio**, former governor, State of New Jersey

#### Local Government and Sustainability in the Region

Local governments in the region are challenged to use stimulus funds to develop initiatives that will create a strong and sustainable economy. Our first panel will bring together academics, government

officials, and practitioners to discuss what local government initiatives have been implemented in their agencies and regions, which have worked and which have not, and their plans for the future.

*Panel Chair*

**Ester Fuchs**, Professor of Public Affairs and Political Science, Columbia University

*Panel Members*

**Rohit Aggarwala**, Director, Mayor's Office of Long-Term Planning and Sustainability, City of New York

**Mark Hughes**, Distinguished Senior Fellow at the University of Pennsylvania's School of Design and the Penn T. C. Chan Center for Building Energy; former Chief Policy Adviser to the Mayor and Director of Sustainability, City of Philadelphia

**Fred Profeta**, Deputy Mayor for the Environment, Maplewood, New Jersey, and Chair, New Jersey Mayors' Committee for a Green Future

**Andrew S. Voros**, Research Scientist, Earth and Environmental Engineering and Center for Environmental Research and Conservation, Columbia University

## Environmental and Employment Initiatives in the Region

The second panel will focus on environmental and employment initiatives in the region. Representatives from government agencies, nonprofits, and the business community will address recent initiatives to create new and sustainable "green" jobs, and the related recruitment and training of candidates for these new technologies.

*Panel Chair*

**Shana Weber**, Sustainability Manager, Princeton University

*Panel Members*

**Martin P. Johnson**, President and CEO, Isles Inc., Trenton, New Jersey

**Richard Greenwald**, Senior Fellow, Center for Civic Innovation, Manhattan Institute

**Leanne Krueger-Braneky**, Executive Director of the Sustainable Business Network of Greater Philadelphia

**Randall E. Solomon**, Executive Director, New Jersey Sustainable State Institute, Rutgers University

## Concluding Comments

# Appendix D:

## Participant Biographies

### Rohit Aggarwala

Director, Mayor's Office of Long-Term Planning and Sustainability, City of New York

Rohit Aggarwala is the director of the New York City mayor's Office of Long-Term Planning and Sustainability. This office was charged with the creation of PlaNYC, "a greener, greater New York," a comprehensive sustainability plan consisting of 127 separate initiatives to make New York City greener.

Aggarwala is now charged with implementing the plan and supporting other efforts related to the sustainability of New York City. Under his leadership, the city has begun implementing over 90 percent of the 127 initiatives in PlaNYC, including regulations to make the city's taxicabs and black car fleets clean, planting a million trees throughout the five boroughs, and overseeing the investment of \$80 million a year to reduce the city's greenhouse gas emissions.

Prior to joining the Bloomberg administration, Aggarwala was a management consultant at McKinsey & Company. During the Clinton administration, he worked at the Federal Railroad Administration.

Aggarwala is also the author of several articles on transportation policy and on the history of New York City.

Aggarwala holds B.A., M.B.A., and Ph.D. degrees from Columbia University, as well as an M.A. from Queens College in Ontario.

### Steven Cohen

Executive Director, Earth Institute and Director, Master of Public Administration Program in Environmental Science and Policy at the School of International and Public Affairs, Columbia University

Steven Cohen is the executive director of Columbia University's Earth Institute and is also director of the Master of Public Administration Program in environmental science and policy at Columbia University's School of International and Public Affairs. From 2002–06 he directed education programs at the Earth Institute. From 1998 to 2001 Cohen was vice dean of Columbia University's School of International and Public Affairs. From 1985 to 1998 he was the director of Columbia's graduate program in public policy and administration. From 1987 to 1998 Cohen was associate dean for faculty and curriculum at SIPA.

Cohen served as a policy analyst in the Environmental Protection Agency from 1977 through 1978 and 1980–81, and as consultant to the agency from 1981 through 1991, from

1994–96, and from 2005 to the present. From 1990–94, Cohen served on the board of the Pew Faculty Fellowship in International Affairs; he has also served on the executive committee and committee on accreditation and peer review of the National Association of Schools of Public Affairs and Administration. From 2001–04, he served on the Environmental Protection Agency’s Advisory Council on Environmental Policy and Technology. He serves on the board of directors of Homes for the Homeless.

Cohen is the author of numerous books, including *The Effective Public Manager*, 3rd and 4th editions (2002, 2008), *Strategic Planning in Environmental Regulation* (2005), *The Responsible Contract Manager* (2008), and many articles on public management innovation, public ethics, and environmental management. He also writes a blog on the *New York Observer* Green page.

Cohen has taught courses in public management, policy analysis, environmental policy, and management innovation. In 1982, Cohen developed, and until 2001 directed, Columbia’s Workshops in Applied Public Management and Applied Policy Analysis, bringing practical professional education into the center of Columbia’s public administration curriculum. He has conducted professional training seminars in total quality management, strategic planning, project management, and management innovation.

Cohen is a graduate of James Madison High School in Brooklyn, Franklin College of Indiana, and the State University of New York–Buffalo (M.A. and Ph.D.). In 1976–77, he was a Ford Foundation Fellow in Urban Environmental Policy, and in 1978–79 he was a Rockefeller

Foundation Fellow in Public and Environmental Policy and Implementation.

## The Honorable James J. Florio

Founding Partner, Florio Perrucci Steinhardt and Fader, LLC;  
former Governor of the State  
of New Jersey

James Florio is founding partner of the law firm of Florio Perrucci Steinhardt and Fader, LLC based in Phillipsburg, New Jersey, and was founder and CEO of XSPAND, an asset management company, Morristown, New Jersey.

Florio is an authority on international trade, energy, environment, health care, and transportation issues. He is a member of the Trade and Environment Policy Advisory Committee to the U.S. Trade Representative. While in Congress from 1974 through 1990, representing the 1st District of New Jersey in the U.S. House of Representatives, Florio authored the Comprehensive Environmental Response Compensation and Liability Act, known as the “Superfund” law, the nation’s primary program for cleaning up hazardous waste sites. As chairman of the house subcommittee with jurisdiction over environmental matters, he was involved in the drafting or passage of virtually every major piece of federal environmental legislation. Florio also wrote the legislation that privatized Conrail, as well as the Exxon-Florio amendment regarding America’s international standing on trade matters.

Florio served as governor of the state of New Jersey from 1990 through 1994. As governor, he was responsible for signing into law the

Clean Water Enforcement Act (1990), one of the strongest environmental laws of its type in the nation, and the prototype for present legislation to reauthorize the federal Clean Water Act. He also signed the Quality Education Act (1990 and 1991), which provided greater equity in New Jersey's school finance system; a landmark welfare reform package (1992); a healthcare cost reduction program (1992); and the nation's toughest assault weapons ban (1990).

Florio entered public service in 1969, serving three terms in the New Jersey General Assembly. Prior to 1969, he was an attorney in private practice in Camden County. Florio received his Juris Doctor from Rutgers University Law School—Camden in 1967. He graduated from Trenton State College, and attended graduate school at Columbia University, where he received a prestigious Woodrow Wilson Fellowship. He is a University Professor for Public Policy and Administration at Rutgers University. He is also a member of the Bretton Woods Committee, a private, bipartisan group committed to international economic leadership. Florio is also serving on the U.S. Secretary of Energy's advisory board, contributing to policy discussions related to energy issues.

A veteran of the U.S. Navy, Florio served four years of active duty and 18 years in the Naval Reserve, retiring with the rank of lieutenant commander in 1975.

Florio holds numerous honorary degrees, and was the 1993 recipient of the Profile in Courage Award by the John F. Kennedy Library Foundation. Florio recently served as chairman of the Pinelands Commission in New Jersey.

## Ester R. Fuchs

Professor of Public Affairs and Political Science, Columbia University

Ester Fuchs is a professor of public affairs and political science at Columbia University. She served as special adviser to the mayor for governance and strategic planning under New York City Mayor Michael Bloomberg from 2001–05. Fuchs was also appointed by Mayor Bloomberg to serve as chair of the 2005 NYC Charter Revision Commission. She was the first woman to serve in this capacity.

Before going on a public service leave to join the Bloomberg administration, Fuchs was professor of political science at Barnard College, chair of the Urban Studies Program at Barnard and Columbia Colleges, and founding director of the Columbia University Center for Urban Research and Policy.

She serves on the mayor's Sustainability Advisory Board, NYC Economic Opportunity Commission, the NYC Workforce Investment Board, the NYC Commission on Women's Issues, and the Advisory Board for NYC's Out of School Time Initiative. She was recently appointed to the Committee on Economic Inclusion of the Federal Deposit Insurance Corporation and is a member of the Boards of the Fund for the City of New York and the Citizen Union.

Fuchs has been the recipient of a grant from the Wallace Foundation Learning in Communities Initiative; the Guggenheim Foundation for summer public service internships; the Ford Foundation on Political Participation and the Civic Culture of Moslem Communities in New

York City; the Greater London Enterprise to compare governance in London and New York; U.S. Department of Justice on Implementation of the National Voter Registration Act; the National Health and Human Service Employees Union AFL-CIO project on Political Participation in New York City and New York State; a Ford Foundation grant on New Voices in State Fiscal Policy; the U.S. Department of Housing and Urban Development evaluation of the federal homeless policy, the Continuum of Care; and Upper Manhattan Empowerment Zone Technical Assistance Project. She is the author of *Mayor's and Money: Fiscal Policy in New York and Chicago* and a frequent political commentator on TV and radio.

After receiving her B.A. from Queens College, C.U.N.Y., she went on to receive her M.A. from Brown University, followed by a Ph.D. in political science from the University of Chicago.

## Richard Greenwald

### Senior Fellow, Center for Civic Innovation, Manhattan Institute

Richard Greenwald is a senior fellow of the Center of Civic Innovation, Manhattan Institute. As part of the Manhattan Institute's commitment to urban social entrepreneurial initiatives, Greenwald is assisting Newark mayor Cory Booker and his team in designing and planning the implementation of a strategy to assist formerly incarcerated individuals and the chronically unemployed, both in finding and retaining employment and in strengthening family ties. Until early 2007, Greenwald was the first president and chief executive officer of the Philadelphia-based Transitional Work

Corporation (TWC) and served in that capacity for over eight years, starting in 1998. Under Greenwald's leadership, TWC participated in a rigorous U.S. Department of Health and Human Services evaluation led by MDRC.

For 15 years, Greenwald has been addressing the complex economic development and human services issues facing unemployed people. He has done that as a vice president at America Works—a New York City-based private company that places welfare recipients into the labor market, then at TWC, the Manhattan Institute, as well as serving on a HHS evaluation through Abt Associates of innovative strategies for improving self-sufficiency.

Greenwald has worked at the U.S. Environmental Protection Agency in information management in Washington, D.C., and in the Superfund Program in New York City. He also spent two years on Capitol Hill working for Al Gore in the U.S. Senate. Greenwald served on the National Transitional Jobs Network Steering Committee. And, he was a member of the board of the Philadelphia-based Matrix Research Institute, a research and training center focused on employment programs and policies targeting people with disabilities.

Greenwald is an adjunct professor of international and public affairs at Columbia University, where he received an M.P.A. He completed his B.A. at Connecticut College.

# Mark Alan Hughes

Distinguished Senior Fellow,  
School of Design and the T. C.  
Chan Center for Building Energy,  
University of Pennsylvania; former  
Chief Policy Advisor to the Mayor  
and Director of Sustainability, City  
of Philadelphia

Mark Alan Hughes is a distinguished senior fellow at the University of Pennsylvania's School of Design, where he teaches sustainability, and the Penn-Tsinghua T. C. Chan Center for Building Energy. He is formerly the chief policy adviser and founding director of sustainability for the City of Philadelphia.

Hughes joined the standing faculty at Princeton's Woodrow Wilson School at the age of 25, teaching land use planning, public management, and antipoverty policy. He has also taught as a visiting professor at Harvard University and Swarthmore College. Hughes has held nonresident senior fellow appointments at Brookings and the Urban Institute; served as a senior consultant to the Urban Poverty Program at the Ford Foundation; and served as the first vice president for policy development at Public/Private Ventures in Philadelphia.

His research has appeared in the leading journals of several academic disciplines, including the *Journal of Urban Economics*, *Political Science Quarterly*, *Economic Geography*, *Journal of the American Planning Association*, and *Urban Studies*; and his work has been widely cited by journalists, including the *New York Times*, *Wall Street Journal*, *Washington Post*, and *Governing*. He has been supported by the Ford, Pew, William Penn, MacArthur, Casey, and Rockefeller foundations.

As a policy developer, Hughes helped design and create the \$15 million Bridges to Work demonstration for H.U.D., which led to the \$750 million Job Access and Reverse Commute federal transportation program; the \$35 million Transitional Work Corporation, now the nation's largest publicly financed jobs program under welfare reform and model for a national program under consideration by Congress; the Campaign for Working Families, which annually returns over \$15 million worth of public benefits to over 15,000 eligible households in Philadelphia; the Revenue Acquisition Project, which identified over \$100 million in feasible funding opportunities for the City of Philadelphia; and a number of smaller projects, ranging from the creation of a loan fund to preserve Philadelphia's endangered sacred places to an assessment of the Philadelphia region's disaster preparedness.

As a cabinet member in the administration of Mayor Michael Nutter, Hughes established the city's first Office of Sustainability, created a distinguished 20-member Sustainability Advisory Board, and designed and produced the city's 2015 policy framework, Greenworks Philadelphia, that presents 15 ambitious targets for 2015. He also designed and led the city's strategy for maximizing the value and impact of federal resources under the Recovery Act.

Hughes graduated from Swarthmore College in 1981 and received a Ph.D. in regional science from the University of Pennsylvania in 1986, winning the discipline's international Dissertation Prize. He won the National Planning Award from the American Planning Association in 1992, for his academic writing on regional labor market mobility. *The Week* magazine named him one of the nation's five best local columnists in 2003. In 2006, Hughes

entered the architecture degree program at the University of Pennsylvania's School of Design, pursuing a lifelong interest in architecture's role in urban policy and practice; and in 2007, he served as policy director in Nutter's successful primary campaign for mayor of Philadelphia.

## Martin P. Johnson

President and CEO, Isles Inc.,  
Trenton, New Jersey

Martin Johnson founded Isles in 1981 with two other Princeton University students. Since then, Johnson and Isles have received national and international recognition for their sustainable development work.

Johnson is a founding director of numerous other development organizations and projects, including: the New Jersey Regional Coalition, New Jersey Community Loan Fund (now New Jersey Community Capital), Housing and Community Development Network of New Jersey, and the Success Measures Project, a national effort of the Development Leadership Network to re-think impact measures for community-building work.

He is a former trustee and executive committee member of Princeton University. He also taught at the Woodrow Wilson School of Public and International Affairs from 1996–97. He is a trustee of the Capital Health System, the Capital City Redevelopment Corporation, and National Housing Institute. Johnson was a Princeton University football recruit from Akron, Ohio.

## Richard F. Keevey

Director, Policy Research  
Institute for the Region; Lecturer,  
Public and International Affairs,  
Woodrow Wilson School,  
Princeton University

Richard Keevey is the director of the Policy Research Institute for the Region in the Woodrow Wilson School at Princeton University and is a member of the faculty.

Keevey was appointed by the president of the United States and confirmed by the U.S. Senate as the chief financial officer for the U.S. Department of Housing and Urban Development. He also was appointed as the deputy undersecretary of defense for financial management and the director of the Defense Finance and Accounting Agency where he was the CEO of the world's largest finance organization.

At the state government level, he held appointments by two governors as the state budget director and state comptroller for New Jersey. In the private sector, Keevey worked for Arthur Andersen as the director of their budget and finance practice and for Unisys Corporation as director of core administration programs.

Keevey is active in his community. He was the president of his local school board for nine years and a board member of his local community hospital, and is presently a board member of the Center for Health Care Strategies, Inc. and the Mercer Alliance to End Homelessness. He also served as an artillery officer in the U.S. Army in Western Europe.

Keevey was twice awarded the Department of Defense Medal for Distinguished Service as well as the Defense Medal for Outstanding Service from the Secretary of Defense. He is a fellow of National Academy of Public Administration, Leadership New Jersey, MIT Program on Foreign Policy, and the Council for Excellence in Government.

Keevey received his undergraduate degree from La Salle College and a graduate degree from the Wharton School of the University of Pennsylvania.

## Leanne Krueger-Braneky

Executive Director of the Sustainable Business Network of Greater Philadelphia

Leanne Krueger-Braneky is the executive director of the Sustainable Business Network of Greater Philadelphia (SBN), a 500+ member business organization that brings together local leaders who share an interest in running successful companies that have a positive social and environmental impact. For eight years, SBN has offered green technical assistance and support for local businesses in the Philadelphia region. Under Krueger-Braneky's leadership, the Sustainable Business Network launched a new initiative in 2008 to develop a green collar job strategy for the Philadelphia region. This work led to the creation of the Green Economy Task Force, a 150-member coalition of organizations working to create green collar job opportunities for low-income Philadelphians.

Before joining the Sustainable Business Network in 2004, Krueger-Braneky worked

with nonprofit organizations in Philadelphia, Harrisburg, New York City, and South Africa. She serves on the boards of Mill Creek Urban Farm and the Pennsylvania Center for Environmental Education. Krueger-Braneky is a senior fellow of the Environmental Leadership Program and is a 2009 Pennsylvania fellow of the Center for Progressive Leadership. Recent awards include the Next Generation of Leadership Rising Stars from Philadelphia Councilwoman Blondell Reynolds-Brown and the Green Power Award from Citizens for Pennsylvania's Future.

Krueger-Braneky holds an M.B.A. in urban economic development from Eastern University and a B.A. from Rutgers University.

## Fred Profeta

Deputy Mayor for the Environment, Maplewood, New Jersey; Chair, New Jersey Mayors' Committee for a Green Future

Fred Profeta is the deputy mayor for the environment, Maplewood, New Jersey, and chair, New Jersey Mayors' Committee for a Green Future. Profeta grew up in Maplewood and was elected mayor by the Maplewood Township Committee in 2004 and served in that position for four years. Prior to his service on the township committee, he served on many civic board and committees, including the planning board since 1986.

Profeta was first elected to the township committee in 2003. Since then, he has brought an emphasis on environmental achievement to the local scene. This theme has found its way into many municipal documents and projects,

including Redevelopment Plans, the construction of a new LEED certified police station, and an environmental action plan. Maplewood was named a “Climate Champion of the Year” by Clean Air-Cool Planet in 2007, and received an EPA award for environmental excellence in 2008. Maplewood was named as one of New Jersey’s “five greenest towns” by *Inside Jersey* in its March 2009 edition.

Profeta serves as chair of the statewide Mayors’ Committee for a Green Future, a standing committee of the New Jersey League of Municipalities. During his tenure, the committee has partnered with the New Jersey Sustainable State Institute and the Municipal Land Use Center to produce Sustainable Jersey, a municipal certification program for environmental achievement. Profeta speaks widely around the state to promote Sustainable Jersey.

Profeta is also a New York lawyer specializing in appellate litigation. A graduate of Yale University and Harvard Law School, he has been the senior partner of Profeta & Eisenstein since 1987. Over the years, he has lectured on appellate practice for the New York State Bar Association.

## Randall E. Solomon

Executive Director, New Jersey Sustainable State Institute, Rutgers University

Randall Solomon is the founder and executive director of the New Jersey Sustainable State Institute. Solomon’s policy experience includes positions as a policy adviser on sustainable development for the New Jersey Board of

Public Utilities, director of the States Campaign for the Resource Renewal Institute in San Francisco, and policy director for the nonprofit New Jersey Future. He has participated on advisory boards for federal and state government, civic organizations, and has advised major corporations. In other positions he was a field researcher in ecology, a national park ranger, and served in the first class of AmeriCorps national service volunteers.

He has a B.S. in biology from the Richard Stockton College of New Jersey and an M.S. in public policy from the Bloustein School at Rutgers University. He is currently pursuing a Ph.D. in public policy at the Bloustein School, focusing on the social and institutional factors that govern the success of statewide and community sustainability efforts. He writes and speaks frequently on sustainable development, land use policy, and using indicators in public decision making.

## Andrew S. Voros

Research Scientist, Earth and Environmental Engineering and Center for Environmental Research and Conservation, Columbia University

Andrew Voros holds adjunct appointments at Columbia University’s Department of Earth and Environmental Engineering and the Center for Environmental Research and Conservation of the Earth Institute. His primary interest is in developing ecological decision support applications for the operational Mid-Atlantic coastal ocean observing system, which he helped to create.

For 12 years, Voros worked as executive director of the bi-state legislative commission to examine all marine and coastal resource issues between New York and New Jersey, served four years as chief of staff of a state legislative office, and spent 10 years working in tropical rainforest conservation in West Africa's Upper Guinea Refuge.

Voros has served on several boards and committees for the United Nations as well as the Council on Foreign Relations, and has written and lectured extensively on U.S.-Africa relations and tropical deforestation. He participated in the Council on Foreign Relations' Committee on the African Environment, and on UNESCO's Pan-African Environmental Committee. He has appeared on National Public Radio, the "Mike Cuthbert Show," and CNN's "Larry King Live."

Voros worked as a park ranger in Yosemite National Park and served two years as a Peace Corps volunteer in the Republic of Liberia in West Africa. Subsequently, he helped author Liberia's National Parks and Wildlife Act, which established basic protections for that rainforest-nation's natural heritage. Under a grant from the World Wildlife Fund and the International Union for the Conservation of Nature, he founded and chaired the Society for the Conservation of Nature of Liberia.

Subsequently, he worked as an independent consultant with the U.S. State Department, Johns Hopkins University, and Louis Berger International, among many others. While producing documentaries on natural and historic subjects, he made scientifically significant collections of rainforest plants and animals that are today part of the research collections of

the American Museum of Natural History in New York City.

Voros holds a B.Sc. in biology and a B.A. in psychology from Rutgers University.

## Shana Weber

### Sustainability Manager, Princeton University

Shana Weber is the sustainability manager at Princeton University. She is responsible for helping the University as a whole to improve its environmental performance and to facilitate its emergence as a leading example of sustainability among institutions of higher education. She serves as liaison to the Princeton Sustainability Committee, a group of students, faculty, and staff charged since 2002 with monitoring the University's relationship with the environment.

Weber served as a faculty member and as director for campus and community programs at Santa Clara University's Environmental Studies Institute from 2002–05. She has been co-producer and contributing science editor since 2005 for "EcoTalk," a nationally syndicated interview format radio program dedicated to environmental sustainability.

An ecologist and avid photographer, Weber has participated in educational and scientific expeditions to Brazil, Ecuador, and the Galápagos, Costa Rica, Baja Mexico, Alaska, and the American West. She recently began studying the American pika in the mountains of Nevada and Montana. This smallest member of the rabbit family, which lives above the tree line on rocky slopes, appears to be suffering

population decline in certain areas due to global warming.

Weber earned a B.S. in zoology from Ohio State University, a master's degree in cultural

studies from Holy Names College, and a Ph.D. in environmental science from Indiana University. She has taught environmental science courses at both Indiana University and Santa Clara University.



An edited transcript of a conference presented by the Policy Research Institute for the Region at the Woodrow Wilson School of Public and International Affairs, Princeton University.

The Policy Research Institute for the Region was established by Princeton University and the Woodrow Wilson School of Public and International Affairs to bring the resources of the University community to bear on solving the increasingly interdependent public policy challenges facing New Jersey, metropolitan New York, and southeastern Pennsylvania.

With a full-time staff augmented by project coordinators and guided by faculty associates and an advisory board, the institute reflects an understanding that the issues facing our region cut across not only state and municipal borders, but also across a range of traditional academic disciplines. Our mission is to bring together the University's greatest resources—its faculty and students, its research expertise, and commitment to public service—to find solutions across boundaries that improve the quality of civic life in our dynamic, multi-state region.

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