



HOUSING & COMMUNITY DEVELOPMENT GROUP

Strategies for Linking Farm Worker Housing and Economic Development

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and the Office of Block Grant Assistance**

**Submitted by:
ICF International
9300 Lee Highway
Fairfax, VA 22031
(703) 934-3000**

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I. INTRODUCTION

A. Goal of This Report

Stakeholders in Yakima County, Washington requested this report because of an interest in identifying ways to encourage collaboration around the development of affordable housing for farm workers and community and regional economic development. To explore this issue, ICF spoke with over a dozen stakeholders representing Federal, State and local government and nonprofit and for profit business interests, and conducted a review of existing literature on affordable housing and economic development in farm worker communities. The resulting report summarizes our findings and provides snapshots of successful strategies for rural communities dealing with similar issues.

The strategies highlighted in this report demonstrate how other communities have developed and sustained partnerships across different disciplines, particularly affordable housing and economic development. The report describes how these partnerships were structured and how groups with different perspectives or goals found common interests around which they joined forces. In each case, the communities developed a locally driven strategy that met their unique conditions.

B. Characteristics of Farm Workers

Broadly defined, farm workers are differentiated into two groups. The first is temporary or migrant farm workers who travel into a region for a limited period to perform agricultural work, inhabit temporary housing, and leave the area after their period of work is complete. The second group is comprised of workers who live year-round in the community where their employment tends to be more permanent, though not necessarily year-round. These two categorizations are not clear-cut, as there are members of the second group who may require temporary on-farm labor housing during specific periods, such as during certain harvests.

This report focuses on the second group because year-round residents are better able to benefit from a strong local economy and economic development opportunities than are temporary workers. Interviewees generally recognized the need for affordable housing for permanent farm workers, although some saw it as a need for more affordable housing in general, while others saw a need for better permanent and affordable farm worker housing. The most common results of a lack of affordable housing for permanent farm workers were believed to be over-crowding and substandard housing conditions for many families.

Stakeholders described the farm worker population as comprised entirely, or nearly entirely, of Latinos, with most of the population of Mexican heritage. They thought that education levels were generally low, with most workers not having a high school education and many workers having limited English-language skills. One stakeholder described the farm worker population as being uniform in its characteristics as Latino, low-income, and poorly educated.

Stakeholders also described typical employment pattern in which in which workers progress over generations from farm work to better paying jobs. New farm workers move to the community with the intention of becoming permanent residents and raising their families. Family members typically remain employed in the agricultural sector for one and a half generations before moving into non-agricultural employment. As these workers leave the agricultural sector, it is believed that new immigrants to the community fill these jobs. The typical employment progression, as perceived by one interviewee, is from farm work to dairy farming (which is higher paying and year round work), to landscaping or the service sector, to manufacturing or construction, to management or ownership of a small store or business.

C. Challenges in Meeting the Needs of Farm Workers

Communities that address farm workers needs will confront a variety of obstacles. Below is a list of the key challenges identified by interviewees.

1. NIMBYism.

This acronym (which stands for Not In My Back Yard) refers to the resistance from a local community, which can include citizens, businesses and local governments, to new housing developments for farm workers or when generally used, to any type of affordable housing. Overcoming NIMBYism is a challenge in communities seeking to develop affordable housing. While there appears to be general recognition about the critical role farm workers play in the local economy, there is often resistance to incorporating permanent farm workers into a neighborhood or community. Interviewees indicated that the best way to overcome this issue is to build attractive, well-managed properties that disprove a community's concerns.

2. Financing Farm Worker Housing.

Financing farm worker housing can be even more challenging than financing other affordable housing because the structures may be occupied for nine or fewer months during the year. This poses significant challenges for cash flow as well as maintenance.

3. Site Selection, Infrastructure and Transportation.

Identifying an appropriate location for farm worker housing is another complication faced by affordable housing developers. In rural areas, extending infrastructure to sites can be prohibitively expensive if there is not existing infrastructure to which a project can be connected. The result is that housing developments tend to be located in towns or more urban settings, which also appeal to farm workers as there is easier access to grocery stores, shopping, and entertainment. However, these locations are usually some distance from the farm or work site where the farm workers are employed. With developments located far from key transportation corridors, public transportation is limited and many workers do not have reliable private methods of transportation to their job sites.

4. Training and Education Levels.

Farm workers face significant barriers to finding higher paying agricultural jobs and non-agricultural jobs is because they lack English-language skills and critical job skills. Without strong job training and language skill development support, most farm workers have difficulty moving into non-agricultural sector jobs in the service or manufacturing sector. When there are new job openings or large scale hiring by a new employer in the

community, such as a call center or distribution warehouse, farm workers are not well-positioned to compete for these jobs.

5. Year-Round Employment.

While some farm workers do obtain year-round employment, many permanent farm workers experience a period of unemployment at some point during each year, usually during the winter months. As a result, the level of support services required by farm workers during these months increases significantly. Finding part-time or temporary employment opportunities for farm workers during these non-peak labor periods to help bridge the gap between agricultural seasons is difficult.

6. Balance between Improving Economic Conditions for Farm Workers and Ensuring Adequate Supply of Workers for Farmers.

There is an inherent conflict in discussing economic development and farm workers. Understandably, efforts to assist farm workers to improve their training, English language skills, and other job-related skills so that they may obtain year-round or higher paying jobs pose a threat to the agricultural sector. This sector heavily relies on these workers and is already facing employee shortages. Although there is a likely progression from farm labor into non-agricultural jobs as families settle into rural communities, organized efforts to move workers away from farm employment could harm the agricultural sector in these communities and therefore have a negative impact on an entire region's economic prosperity. Recognizing this conflict, this report seeks to broadly address economic development efforts for a rural community that would benefit the low-income rural population, including farm workers.

D. Common Interests Linking Farm Worker Housing and Economic Development Efforts

Economic development interests may not easily see the tangible benefits to partnering with affordable housing interests, and the same is true of affordable housing interests regarding economic development. Each sector recognizes the value of the other and the important role it plays in producing a strong community, but each has its own business culture, language, and perspectives, which are not easily matched. To bring these two sectors together, it is helpful to identify issues where the interests of affordable housing, especially for farm workers, and economic development converge. We identified the following areas of interest to both sectors.

1. Successful employers/businesses.

Identifying, attracting, supporting, and growing successful local employers, including the agricultural sector, has clear benefits for a community's overall economic growth. At the farm worker level, farm workers can become self-sufficient through stable employment. At the community level, all residents can benefit from higher paying and more stable employment, as well as a higher tax base to fund better support systems. To ensure that low-income residents are not negatively impacted by rising housing costs often associated with economic growth, affordable housing advocates have an interest in supporting businesses that offer employment opportunities for affordable housing residents.

2. Trained/skilled workers.

Training and job skill programs support the goals of both affordable housing and economic development interests. Both sectors see value in a well-trained workforce that can attract good paying jobs, create wealth and stability, and help people move from affordable housing into market rate housing.

3. Healthy support systems.

Both affordable housing and economic development advocates have an interest in the creation and maintenance of strong support systems for residents of the community. This includes a strong education system, for both secondary and post-secondary schools, which is critical to developing the breadth of job and educational skills for the workforce. Also, services ranging from public transportation, affordable health care, and other social services all contribute to a strong community in which businesses can thrive and low-income residents can be successful.

4. Family stability.

Farm workers are often away from their family and social connections primarily due to a long work day or through physical separation due to the work location (i.e., the farm worker is living and working in one part of the country while his/her family is located in another). Affordable housing offers an inexpensive, stable environment where families can be reunited. A stable housing environment offers employers the benefit of a less-stressed and emotionally happier employee.

II. SUCCESSFUL APPROACHES

Through the research and interviews conducted, several strategies that farm worker communities have implemented were identified. These approaches may not be the perfect model for all rural communities; however they are potential options for rural communities to consider as they determine how to address farm worker housing and economic development needs in their communities.

A. One Regional Organization Can Serve Multiple Needs.

One successful approach is to have one regional organization with a broad community development mission that serves many needs through a multitude of programs and initiatives. These organizations can build credibility by identifying one area of need and providing exemplary services in that area, and then developing other programs to serve additional community needs. Organizations are able to expand the areas in which they serve by garnering support from, and building strong partnerships with, local businesses, universities, government agencies, and other non-profit organizations.

The Neighborhood Housing Services of Dimmit County (NHSDC) demonstrates this approach. Through entrepreneurship and innovation, NHSDC, a non-profit, community-based organization, supports a broad economic and community development mission to combat deterioration in southwestern Texas. Because NHSDC recognizes the role that housing, economic development, and supportive services play in producing a strong community, it provides a variety of programs, including real estate and business development, single-family and multi-family housing, homeowner rehabilitation, homeowner loans, small business loans, housing counseling, and financial literacy.

NHSDC also established partnerships with local nonprofits to improve access to supportive services in the community.

NHSDC has contributed to the region's economic development through business and service development, property development and construction, and manufacturing plant operations development. As a certified Community Development Financial Institution and a designated Intermediary Relender, NHSDC facilitates small business development by administering funds to create new jobs and new businesses in southwestern Texas.

NHSDC has also contributed to the region's agribusiness development through the establishment of an Agri-Plex Center that will be an agricultural production and support center for agricultural products grown in the region. The incubator will provide technical assistance and marketing support to new entrepreneurs through universities, small business development centers, utility companies, and USDA's extension services.

NHSDC has a long history of success in multiple disciplines because it has built strong partnerships with businesses, universities, nonprofits, and government agencies. This track record has given NHSDC credibility in the community, as well as with funding agencies. NHSDC demonstrates that one regional organization can serve the many needs of farm workers as well as the greater needs of the broader community.

For more information about NHSDC, contact:

Neighborhood Housing Services of Dimmit County
301 Pena Street
Carrizo Springs, TX 78834
Phone: 830-876-5295
Fax: 830-876-3941
Email: nhsdc_mestrada@sbcglobal.net
Website: <http://www.ruralisc.org/nhsdc.htm>
Contact Person: Manuel Estrada, Executive Director

B. Regional Partnerships Have a Greater Impact than Working Separately.

Creation of an active network of regional partnerships consisting of organizations that share a common goal of improving the region in which they operate is an effective economic development strategy for rural communities. Separately, each organization has a goal of improving the community by providing necessary services to farm workers. Although these organizations are able to have an impact on the beneficiaries of their services, they may not be successful at impacting the source of the regional community and economic development issues that cause the need for services.

When organizations within a region develop collaborative partnerships they are better able to change regional policies and impact the region's development. Active network organizations are able to transcend geographical boundaries and create a forum for organizations to share resources, knowledge, and information. Because each organization brings its unique perspective and experience of the community to the table, the partnership as a whole is better informed and can more effectively influence regional policy. This type of regional effort and collaboration from partners across a region can also create a foundation for organizations to enhance their individual success.

The Central Appalachian Network (CAN), a multi-state network comprised of organizations in the Central Appalachian region implemented this approach. CAN's member organizations share a goal to build a healthy economy in the rural region of Central Appalachia.

CAN is run by a steering committee of eight regional organizations, and includes partnerships with community-based economic development organizations, government agencies, and universities. Each organization has its own initiatives to assist Appalachia; however, CAN is where they come together to develop partnerships, leverage resources and skills, examine rural policy issues, stimulate learning, and share success stories.

One of CAN's member organizations is the Appalachian Center for Economic Networks (ACEnet). ACEnet is a non-profit economic development and business support organization that provides services to businesses and entrepreneurs who support a sustainable, regional economy in southeastern Ohio. As described in the following approach, ACEnet has developed several strategic local partnerships for the purpose of developing a dynamic regional economy in southeastern Ohio. Through its membership to CAN, ACEnet brings its unique perspective to regional network, and contributes to collaborative effort to improve the economy of Appalachia.

CAN's success in furthering Central Appalachia's economy through developing regional partnerships is based on its ability to make connections between organizations that enable knowledge and information to flow freely and discussions to spark rural policy change. CAN strives to make connections with a broad array of stakeholders, including legislators, community organizations, and the media, so that these connections will result in more effective policy that will foster the growth and development of the Central Appalachian region.

CAN demonstrates that many small organizations all pulling in the same direction can achieve greater success together than they could achieve working in isolation. CAN has also discovered that creative thinking through the collaboration of organizations representing all that a region has to offer can be the catalyst to meaningful economic development.

For more information about ACEnet or CAN, contact:

Appalachian Center for Economic Networks
94 Columbus Road
Athens, OH 45701
Phone: 740-592-3854
Toll free: 1-888-422-3638 (4-ACENET)
Fax: 740-593-5451
Email: angiec@acenetworks.org
ACEnet's Website: www.acenetworks.org
CAN's Website: www.cannetwork.org
Contact Person: Angie Cantrell, President and CEO

C. Integration of Economic Sectors Can Create a Regional Identity.

As described in the previous strategy, a regional approach to economic development can be successful, especially in rural areas. Developing a regional identity through a network of small businesses and entrepreneurs who collaborate to foster economic growth can generate significant benefits for an entire region. Networking small businesses and entrepreneurs can be advantageous for each economic sector and result in shared growth. Through these networks, businesses are able to share ideas and resources which can reduce operating expenses, produce joint marketing, and increase market exposure. Networking for the purpose of regional economic growth can lead to the integration of economic sectors and the development of a regional identity. Fostering a regional identity, and in particular an identity around agriculture, creates economic opportunities for rural residents, including farm workers.

The Appalachian Center for Economic Networks (ACEnet) illustrates this approach. ACEnet initiated a “Regional Flavor” strategy by taking previously separate industries and linking them together. A component of ACEnet’s approach has been a comprehensive “buy local” strategy that supports the area’s agriculture industry and its farm workers. ACEnet developed and manages a 12,000 square foot shared-use manufacturing facility providing a commercial kitchen, a thermal processing area, a dry goods packaging room, warehouse space, shipping and receiving docks, and office and conference space. Joint purchasing of raw materials and supplies, as well as shared facilities and equipment, give small businesses access to expensive, professional equipment that most would not otherwise have. ACEnet provides assistance, such as product development, financial, marketing, and distribution services, business planning, and counseling to agriculture and food-related businesses. Under its “Food We Love” marketing campaign, ACEnet brands and distributes foods regionally to increase the recognition of local foods and the impact of the products’ marketing.

Additionally, ACEnet supports the Appalachia Harvest Gleaning Project, where volunteers harvest, process, and distribute locally grown produce that would otherwise go to waste to food pantries. ACEnet also supports the development of community gardens, edible schoolyards, and a farmer’s market to promote buying locally grown food and to address food security issues in the region.

ACEnet has also partnered with local business, restaurant, and lodging associations, the local convention and visitors bureau, chamber of commerce, arts commission, and colleges and universities to implement a “Regional Flavor” approach. This approach links food entrepreneurs with artisans and business owners in tourism-related businesses. Through creating networks, encouraging innovation, and involving many groups in collaborative efforts, ACEnet developed a distinctive and attractive sense of the region, based on the area’s natural and heritage assets. As the success of the food ventures network grew, other clusters of entrepreneurs and resource collaborators emerged to expand economic opportunities in the artisan, wood, hospitality and tourism sectors.

For example, the region took advantage of its attraction to bird-watching tourists by linking the tourism, art and food sectors. By supporting new restaurants near popular bird-watcher routes where previously there were none, as well as local artists selling their crafts that appeal to bird-watchers, and then jointly marketing all three sectors, the

region took a single recreational activity and turned it into a regional experience that maximized tourist revenues.

The success of ACEnet's approach is based on knowledge of the region's assets and ACEnet's ability to integrate those assets into a comprehensive strategy that has allowed the development of a dynamic regional economy based on creative industries, product innovation, and sense of place.

For more information about ACEnet, contact:

Appalachian Center for Economic Networks
94 Columbus Road
Athens, OH 45701
Phone: 740-592-3854
Toll free: 1-888-422-3638 (4-ACENET)
Fax: 740-593-5451
Email: angiec@acenetworks.org
ACEnet's Website: www.acenetworks.org
Contact Person: Angie Cantrell, President and CEO

D. State or Regional Initiatives and Programs Can Serve as a Catalyst to Bring Organizations from Different Sectors Together.

Another successful strategy for serving the needs of farm workers involves state-wide or regional initiatives that serve as a catalyst for bringing organizations from different sectors together. Initiatives that focus on several interrelated concerns can be especially effective at engaging a variety of stakeholders with varied interests in collectively addressing multiple issues.

The Rural Community Assistance Corporation (RCAC) implemented this approach. RCAC is a nonprofit training and technical assistance provider that assists rural communities in the western United States. Specializing in environment, housing and health, loan funds, and Native American and agricultural communities, RCAC builds partnerships and works to expand the capacity of underdeveloped populations, including migrant farm workers.

In 1999, RCAC established the Agricultural Worker Health and Housing Program (AWHHP) with a \$31 million award from the California Endowment. AWHHP provided loans and grants to establish partnerships between the providers of health and housing services to assist agricultural workers, their families, and their communities. RCAC awarded health grants up to \$200,000 and loans of up to \$1.5 million to qualifying applicants to supply health and housing services to agricultural workers in their communities. RCAC required that health and housing service providers apply for funding jointly and that all projects include agricultural worker participation.

With the help of AWHHP funds and partnerships with St. Joseph's Health Foundation and the Community Health and Resource Development Center, the Vineyard Worker Services (VWS) of Sonoma County, California was able to develop a health and housing strategy. These organizations partnered together to elicit broad community support to

link health and housing for unaccompanied migrant workers (i.e., migrant workers traveling without their families) at the La Posada Migrant Workers Camp (La Posada).

This project provides affordable housing to unaccompanied migrant workers during the Sonoma Valley's peak wine grape harvesting season. La Posada's model includes modular housing units, regularly provided meals, access to low- or no-cost health services via a mobile health and dental unit, health education and outreach, and training and assistance with an online medical records tracking systems and resource guide.

Agricultural workers living at La Posada actively participate in the implementation of housing and health services through the Farmworker Advisory Committee. The Committee performs a wide range of services including implementing outreach and communication, providing recommendations for improvement and cost savings, and participating in the health ambassador program.

This effort to bring the health and housing sectors into partnership around needs of migrant farm workers offers lessons for how two different sectors found common ground around an issue and were able to partner. By linking the interests of two organizations serving farm workers to one funding source, the AWHHP project, which was developed by a regional organization, provided the impetus for local organizations from the health and housing sectors to partner together when they were otherwise unlikely to do so on their own. New or existing programs, resources, or initiatives may help provide a common goal when forming new partnerships.

For more information about RCAC, contact:

Rural Community Assistance Corporation
3120 Freeboard Drive, Suite 201. – 2nd Floor
West Sacramento, CA 95691
Phone: 916-447-2854
Fax: 916-447-2878
Email: HFernandez@rcac.org
Website: www.rcac.org
Contact Person: Hector Fernandez, Rural Development Manager

E. Community-Wide Collaboration is Key to Addressing the Needs of a Community.

Nurturing a community-wide collaboration that focuses on addressing the total needs of the community is an effective strategy for addressing the economic and housing needs of farm worker communities. Engaging organizations in partnership to focus on specific goals to assist the broader community, including farm workers, can result in positive results for the community as a whole.

The Relational Culture Institute (RCI) demonstrates this approach. RCI is a non-profit organization located in Fresno, California that serves the underserved communities of the San Joaquin Valley, including farm workers.

Within the broad community that it serves, RCI helps grassroots leaders and associations link up with regional networks and strategic partners to increase the overall

quality of life for families and neighborhoods throughout the region. RCI identifies and develops leadership in three key areas: faith-based organizations, rural communities, and workforce constituencies.

In 2004, RCI received HUD Rural Housing and Economic Development (RHED) planning and implementation grant awards to assist in its efforts to build collaboration between residents, local grassroots groups, government agencies, nonprofit housing developers and local businesses working to create new housing in Del Rio, California and new jobs for displaced farm workers. Through the RHED planning grant, RCI assessed the needs of its community for affordable housing and housing rehabilitation programs. RCI created an economic development strategy based on displaced farm workers, and leadership training for community residents to participate in housing and economic development planning and programs.

RCI has also developed partnerships to provide better training and services to farm workers throughout the San Joaquin Valley. RCI founded the Tulare County Immigrant Support Task Force, which works on immigrant leadership, and health and safety issues in Tulare County. RCI has also partnered with the Tulare County Agricultural Worker Health Coalition to develop a comprehensive health initiative, which includes an agricultural worker leadership and institutional collaboration component. RCI helps to organize community leadership associations to confront local community development issues.

In collaboration with labor, government, community, and business interests, RCI is working to prepare people for employment through a partnership funded by the Fresno County Workforce Investment Board. RCI is also a founding partner of the Valley Economic Leadership Institute, which is committed to a fair regional economy based on a collaborative, accountable approach to economic development in the Valley. RCI has partnered with the Fresno, Madera, Tulare, Kings Counties Central Labor Council and ProPath, Inc., to begin operating three one-stop job centers in rural cities such as Kerman, Mendota, and Reedley.

RCI is able to address the economic, community, workforce and civic leadership needs of the San Joaquin Valley by creating strategic partnerships and networks in the region. RCI has created strong partnerships by reaching out to non-profit and grassroots organizations, businesses, governments, both local and outside of the San Joaquin Valley. These partnerships are directed toward specific goals and generate results driven programs.

For more information about RCI, contact:

The Relational Cultural Institute
3485 W. Shaw Avenue, Suite 103
Fresno, CA 93711
Phone: 559-250-1902
Contact Person: Esparanza Velazco

F. Affordable and Sustainable Housing Benefits Both Farm Workers and the Community.

Providing affordable and sustainable housing is another successful approach to meeting the needs of farm workers. Organizations that provide adequate housing to farm workers understand the needs of the population they serve and the type of housing that enables farm workers to be self-sufficient. Prior to development, organizations should learn about the life style, family size, tenure, and income of the farm workers in their community to help them determine the design, price, and ownership of the housing they plan to build. Many farm worker populations require low-cost housing. To keep housing affordable, organizations can use sustainable and energy efficient design techniques.

The Telamon Corporation of Virginia (Telamon) implemented this approach. Telamon is a non-profit organization that provides affordable housing and supportive services to farm workers, and other low-income populations.

Like many other farm worker populations, migrant farm workers in Virginia face serious difficulties, including discrimination, long-term leases, and high rents when seeking temporary rental units in the private market. The critical shortage of affordable housing forces hundreds of migrant workers and their families to live in substandard and overcrowded housing, or to camp illegally, posing health and safety hazards to themselves and to the community.

To increase the supply of decent and affordable housing for migrant farm workers, Telamon develops low-cost, sustainable, on-farm housing for farm workers and their families. Telamon has developed on-farm housing using principles of sustainable design, which incorporate the use of energy efficient and environmentally sound principles, resulting in cost effective buildings. One sustainable design technique used by Telamon is straw bale construction, which is a building method that uses straw bales as structural elements, insulation, or both.

Telamon also builds its housing to stringent standards of durability and energy efficiency so that the home is financially protected from the high operational and maintenance costs often associated with low-income housing. In addition to keeping the housing low-cost, Telamon uses good architectural design, provided pro bono, that is culturally responsive, empowering, environmentally responsible, and innovatively designed. Telamon also uses volunteer labor, whenever possible, to reduce the total development cost of the project, which results in low-cost, rental units for farm workers.

Telamon's approach has met the needs of farm workers to have affordable and sustainable housing by employing several cost saving and environmentally conscious housing design and construction techniques. Reducing substandard housing has improved not only living conditions, but also the appearance and desirability of the community.

For more information about Telamon, contact:

Telamon Corporation of Virginia
4913 Fitzhugh Avenue, Suite 202
Richmond, VA 23230
Phone: 804-355-4676

Website: www.telamon.org
Contact Person: Jim Reina

G. Housing, Employment, and Supportive Services Together Foster Self-Sufficiency.

Another successful strategy for meeting the needs of farm workers is to provide a continuum of services to foster their economic self-sufficiency. Farm workers can benefit from education and employment assistance, including English-as-a-second language (ESL), work experience, and tuition assistance, which help them to secure year-round, stable employment both in and out of agriculture.

Multiple approaches can be employed for providing a continuum of services to farm workers. One approach is to have one large organization provide all services to farm workers. Another is to have several separate organizations each providing one or more farm worker services. A third is a “one-stop” approach, where one organization coordinates all of the services by partnering with several local service providers or organizations.

The Telamon Corporation of Virginia (Telamon) provides an example of the “one-stop” approach. Telamon is recognized as a partner under the Workforce Investment Act One-Stop system, which streamlines services through the coordination of local service providers. Telamon’s One-Stop Center provides employment services, training, related assistance, and other supportive services to farm workers. These services include emergency assistance, occupational skill training, remedial education, GED classes, dropout prevention activities, allowance payments, tuition assistance, work experience, literacy, and ESL. The goal of these services is to secure year-round, stable employment both in and out of agriculture so farm workers are not reliant on subsidies.

As part of its job training programs, Telamon works with employers to customize training courses to meet the needs of employers and employees. For example, they have developed training on “how to be a supervisor” for agricultural employers who have identified workers who show potential to take on more responsibility. Telamon also works with individuals seeking employment or looking to increase job skills by developing an “individual employment plan” involving an assessment of the individual’s goals, skills, and interests.

Through the One-Stop system, Telamon is able to refer farm workers to services offered by other One-Stop partners, including on-the-job training activities, workplace safety and farm worker pesticide training and training-related supportive services. Telamon has also developed collaborative partnerships with local migrant worker councils to refer its clients to other needed services, such as health clinics and Head Start programs. These partnerships have improved the services provided to migrant and seasonal farm workers. Telamon and its partners are able to ensure farm workers have access to all of their services by communicating on a regular basis, sharing information and data, updating services as new programs become available, and attending cross system trainings.

The success of Telamon is based on its outreach to the target population, including employers. Telamon has an on-the-ground presence and works to make contact with

farm workers. Sensitive to the high labor demand periods of the harvest season for farm workers, Telamon waits until the end of growing seasons to reach out to farm workers and employers. Telamon is also closely involved in the communities where it operates. Under the Workforce Investment Act, Telamon is a mandated partner, which means that it has the opportunity to participate on boards and committees addressing employment issues in the communities in which it works. This allows Telamon a “seat at the table” and facilitates partnerships with social service agencies, churches, and other community organizations.

The United Migrant Opportunities Services, Inc. (UMOS) also took this approach to assisting farm workers. UMOS is a private, non-profit organization serving the central and southern United States. UMOS focuses on programs that improve the employment, education, health, and housing opportunities of low-income individuals and under-served populations, including migrant and seasonal farm workers, as they gain economic self-sufficiency.

Programs and services provided by UMOS include housing, workforce development, domestic violence intervention, health promotion and disease prevention, education and training. UMOS provides housing and housing education, including seasonal rental housing, transitional rental housing, free emergency housing, and renter education.

Like the Telamon Corporation, UMOS operates a Workforce Investment Act One-Stop Center. Through its One-Stop Center, UMOS provides employment-related programs and services, including emergency assistance, volunteer income tax assistance, low-income housing energy assistance, job services, on-site childcare, placement and retention services, and customized training programs.

UMOS provides a variety of comprehensive supportive services through its Migrant Day Care and Migrant and Seasonal Head Start Program including health, dental, early childhood, family services, transportation, nutrition, mental wellness, disabilities and transportation.

Employing a “one-stop” approach where farm workers have access to housing, employment, and supportive services together increases farm worker self-sufficiency. Farm workers require safe, decent, and affordable housing, but need stable employment to pay for housing without subsidies. Educational services and other supportive services, such as childcare and health services, help farm workers secure and hold stable employment. The comprehensive approaches implemented by UMOS and Telamon to provide a continuum of services offer farm workers the necessary assistance to become self-sufficient. The result is a dual benefit for farm workers of not only becoming less reliant on subsidies, but also becoming healthier, safer, and better educated residents of their communities.

For more information about Telamon, contact:

Telamon Corporation of Virginia
4913 Fitzhugh Avenue, Suite 202
Richmond, VA 23230
Phone: 804-355-4676
Website: www.telamon.org
Contact Person: Jim Reina

For more information about UMOS, contact:

United Migrant Opportunities Services, Inc.
Corporate Headquarters
2701 S. Chase Avenue
Milwaukee, WI 53207
Phone: 414-389-6000
Toll Free: 1-800-279-8667
Fax: 414-389-6047
Website: www.umos.org
Contact Person: Rod Ritcherson, Director of Corporate Relations

H. Diverse Range of Funding Sources Allows for a Diverse Range of Activities.

Using a diverse mix of funding sources is another successful strategy for supporting farm worker communities. By combining resources, service providers can offer a broad array of services that support the full range of assistance that farm workers need to obtain good jobs and secure decent, affordable housing.

United Migrant Opportunities Services, Inc. (UMOS) uses this strategy to provide comprehensive services to its clients, as described in the preceding section of this report. As noted above, the programs and services provided by UMOS include housing, workforce development, domestic violence, health promotion and disease prevention, education and training.

UMOS has a diverse mix of funding sources that allow it to provide affordable housing and quality supportive services to seasonal and migrant farm workers. The resources used by UMOS include:

- Federal resources, such as USDA, the Department of Education, HHS, HUD, and the Department of Labor.
- State resources, such as the Department of Administration, the Department of Health and Family Services, the Department of Justice, the Department of Public Instruction, the Department of Transportation, and the Department of Workforce Development.
- Local resources, such as Manitowoc County Human Services Department, Milwaukee Public Schools, and Potawatomi.
- Bank and business resources, such as J.P. Morgan-Chase, Bank One, M & I Bank, U.S. Bancorp, Wisconsin Energy Corporation, and Miller Brewing.
- College and university resources, such as University of Wisconsin System and Wisconsin Technical College System.
- Non-profit and foundation resources, such as Volunteers of America, Black Coalition, United Way, American Red Cross, Wisconsin Correctional Service, United Way-Girls Initiative, Otto Bremer Foundations, the Greater Milwaukee Foundation, Dakota Turning Point, Jane Pettit Foundation, the Stackner Foundation, the Miracle on Canal Street, Family Health/La Clinica, the Women's Fund, AIDS Resource Center of Wisconsin, and the Brico Foundation.
- Association and Council resources, such as the Emergency Food and Shelter National Board Program, Minnesota Housing Partnership, Texas Migrant Council,

Great Lakes Intertribal Council, Wisconsin Community Action Program, Metropolitan Milwaukee Fair Housing Council, and various Workforce Development Boards.

UMOS currently has funding for over 50 different programs with grants totaling over \$83 million. Grant funds come from over 50 sources, with about 95 percent from federal grants.

UMOS receives a significant amount of federal funding through which UMOS is able to provide housing, employment assistance, and supportive services. UMOS provides seasonal rental housing, transitional rental housing, and rental education to migrant and seasonal farm workers through several sources including federal funding sources. UMOS has purchased properties and refurbished them as seasonal rental housing facilities for migrant and seasonal farm workers under USDA 514/516 Farm Labor Housing loans and grants. UMOS also utilizes these facilities to provide free emergency housing to homeless migrants for a limited period. Migrant Day Care and Migrant Head Start programs, distance learning and supportive services are provided on-site at some properties. Some of these projects were originally funded as a migrant homeless project under HUD's Emergency Shelter Grant (ESG) program with additional funding from the Department of Health and Human Services' (HHS) Community Service Block Grant (CSBG) program. The projects are supported by rental income from the tenants and rental assistance from ESG and CSBG, which is provided to the individual tenants based on their income.

Through the funding from the Workforce Investment Act-167 (WIA-167) housing program, UMOS educates low-income participants looking for rental housing through its Rent Smart Education program on how to acquire and maintain decent housing. The curriculum shows participants the impact of income and expenses, spending habits, credit history, and landlord/tenant communication on housing, and it defines their rights and responsibilities as tenants.

Funded by the Centers for Disease Control as one of three migrant demonstration programs in the country, UMOS provides HIV/AIDS testing to migrant farm workers. This program focuses on HIV testing of Hispanic migrants and African born immigrants in Wisconsin, Minnesota, and South Dakota.

In addition to federal funding sources, UMOS fosters private sector partnerships to support their programs. For example, UMOS partnered with U.S. Cellular to provide funding for 2,000 backpacks and school supplies which UMOS provided to school age children, as a part of their back to school fair. In exchange, U.S. Cellular was able to market their services (supplies were in a U.S. Cellular plastic bag) to the Latino community, which they wanted to reach.

UMOS is able to offer a range of services and activities for farm workers in part due to its ability to access a range of funding streams. Each source of funding has different eligibility criteria and eligible activities that can be combined to undertake innovative and effective programs. However, this approach requires fundraising skills and strong financial and project management skills to respond to the requirements of each funding source.

UMOS has achieved this level of success by working hard to get to know and engage local, state and federal elected leaders. They have also actively sought and looked-out

for funding opportunities, as well as developed their own funding proposals and established a strong accounting department to track and manage grant resources.

For more information about UMOS, contact:

United Migrant Opportunities Services, Inc.
Corporate Headquarters
2701 S. Chase Avenue
Milwaukee, WI 53207
Phone: 414-389-6000
Toll Free: 1-800-279-8667
Fax: 414-389-6047
Website: www.umos.org
Contact Person: Rod Ritcherson, Director of Corporate Relations

III. STRATEGIES FOR MOVING FORWARD

Although the approaches described above may not present the perfect models for rural communities to emulate, they do offer potential strategies and options for rural communities and their partners to consider as they determine how to move forward. In considering these potential strategies, communities should analyze which approaches alone, or in combination, would work best for them. The strategies outlined below are presented at a broad, conceptual level to give communities a chance to agree on the framework of a strategy before deciding on the specifics. This approach will ensure that the strategic approach selected will be “locally driven” by the stakeholders and organizations in the community that will be engaged in implementation. This report may provide a framework for the strategic planning process that key stakeholders or organizations may undertake to further link farm worker housing and economic development interests.

A. Achieve Success and Build on That Success

The goal of linking farm worker housing with regional economic development success is large and challenging. It might be tempting to take a large step toward this goal with one sizable project or effort that garners publicity and has immediate impacts. However, such a project would likely require a broad coalition of partners and resources that do not have a history of working together, which increases the likelihood of failure and could impact the willingness of partners to work together in the future.

A slower, but steadier, approach of identifying smaller activities can build trust and allow new partnerships to realize success, which can lead to larger and more complex activities. No approach or strategy is guaranteed to succeed and new partnerships pose complications even among organizations with similar goals. In determining what strategies to adopt, rural communities must find the balance between pursuing achievable results with known partners and resources and reaching for dramatic results with multiple new partnerships and complex funding.

B. Enhance Linkages between Housing and Services

A relatively common approach to supporting farm workers that is utilized in many rural communities is to link farm worker housing with on-site services. These services range from health and human services to day care centers, after school programs, and training for children and families of farm workers, to on-site businesses such as grocery stores or small boutiques.

Although several affordable, farm worker housing projects have these types of services associated with them, rural stakeholders could look to expand these efforts with an eye toward services that would offer farm workers and their families opportunities to supplement their income through increased economic opportunities. One approach would be to offer small retail or office space from which a non-farm worker family member could start a small home business, accompanied by micro-enterprise loans or business training. There are a range of partnership opportunities that could grow out of this strategy and might evolve into broader partnerships and more complex services that reach out to the residents of multiple properties.

Potential Resources: The types of federal resources that could contribute to this strategy include (see Appendix D for more details):

- HUD: HOME, CDBG, and RHED
- USDA: Farm Labor Housing (514/516)
- Small Business Administration (SBA): Small Business Development Center, Microenterprise Development Grants
- Health and Human Service (HHS): Community Services Block Grant

C. Strengthen Skill Development for Farm Workers

Another relatively common approach is to offer skill education and training programs for farm workers and low-income rural residents. These courses or programs typically range from English-as-a-second language to general life and financial skills to specific technical skill training for higher paying agricultural or non-agricultural jobs. Community colleges and other local educational institutions, along with non-profit organizations, are the entities that usually provide this training. These efforts often enable new immigrants to develop the critical skills needed to provide for their families. However, often these efforts do not engage the private sector as partners so there is no clear path for participants to take upon completion of the training program.

A potential strategy is to take this approach to training farm workers and their families and identify private sector employers, including growers and other agricultural employers, who can provide input into the targeted skill areas and course design and agree to hire participants who complete the training program. Such an effort would require identifying the appropriate private sector partners that have a need for semi-skilled workers, and finding an approach that meets the needs of all the partners. Such an effort could be an outgrowth of services offered through a farm worker housing project under Strategy B., described above.

Potential Resources: The types of federal resources that could contribute to this strategy include (see Appendix D for more details):

- HUD: CDBG and RHED

- Department of Labor (DOL): National Farm Work Job Program, Community Based Job Training Grants
- Department of Education (DOE): Tech-Prep Education

D. Expand the Capacity of an Existing Organization into a New Sector

A common challenge faced by organizations from two different sectors, such as housing and economic development, when working together is that each discipline has its own culture, acronyms, and perspective on its community and its role within that community. These types of partnerships often succeed when there is a champion or leader who can “operate in both worlds.” However, finding the right person who can bridge this divide and who has the commitment to do so is difficult. Even when such a person can be identified, there are still organizational barriers that must be overcome.

A strategy that can help overcome this challenge is to enhance the capacity of one recognized and respected organization within the community so that both disciplines are found in that organization. As NHSDC’s approach illustrates, an organization with capabilities in multiple disciplines can undertake activities within each discipline while ensuring that they are mutually supporting and part of a broader strategy. While outside partners remain critical to the success of such an organization, there is less reliance on building a broad coalition of partners with an equal voice.

Potential Resources: The types of federal resources that could contribute to this strategy include (see Appendix D for more details):

- HUD: CDBG and RHED
- Small Business Administration (SBA): Small Business Development Center, Microenterprise Development Grants
- Health and Human Service (HHS): Community Services Block Grant

E. Enhance the Capacity of a Regional Economic Development Non-Profit

Similar to the previous strategy of having one organization expand its capacity, in those communities with an existing regional economic development organization, another approach is to enhance the scope and capacity of that organization so that it has a broader mission to support entrepreneurial activity in the region. The expanded role could result in a broad-based economic development organization that has programs that support small-scale entrepreneurs and offer training and skill development for workers, including farm workers. To be successful, such a regional organization would require a broad base of support from local stakeholders, including business and local government leaders. This strategy would allow for greater coordination and integration of programs that target small-scale entrepreneurs across the region.

Potential Resources: The types of federal resources that could contribute to this strategy include (see Appendix D for more details):

- HUD: RHED
- Small Business Administration (SBA): Small Business Development Center, Microenterprise Development Grants
- Health and Human Service (HHS): Community Services Block Grant

F. Support Regional Economic Integration

The most comprehensive and integrated approach that a rural community may want to consider, is to develop a strategy that links three or four separate industries in order to create a regional identity. For example, in Ohio, ACEnet is working with the community to identify the areas of tourism, specifically around bird-watching, and is creating linkages to the food and art sectors. With this strategy, efforts are being made to support appropriately located food and lodging options for bird watchers who are often also be interested in the work of local artisans who create quilts. Joint marketing is undertaken so that advertising by one industry supports all three sectors.

ACEnet cited several benefits of developing this regional identity, including:

- An ability to link people to multiple activities encourages them to spend more money in the community;
- New businesses are more successful as they are incorporated into larger marketing efforts;
- Costs of marketing are lowered due to joint efforts;
- Artisans are more likely to grow in size into small manufacturers and create jobs; and
- Entrepreneurs and small businesses are more likely to become innovators to take advantage of new opportunities, which increases their growth rate.

While such a strategy may not directly address farm worker housing, depending on the industries targeted as part of an integrated strategy, farm workers would benefit from a strong agricultural sector.

Potential Resources: The types of federal resources that could contribute to this strategy include (see Appendix D for more details):

- HUD: RHED
- Small Business Administration (SBA): Small Business Development Center, Microenterprise Development Grants
- Health and Human Service (HHS): Community Services Block Grant
- Department of Commerce: Economic Development-Support for Planning Organizations

IV. IMPLEMENTATION STEPS

In conducting the research for this report, interviewees indicated that it was important that the identification and implementation of projects and activities be locally-driven. Any steps toward linking farm worker housing and economic development need to be taken by local organizations and stakeholders who demonstrate their energy and commitment to such an effort. To facilitate this local effort, this report proposes a series of steps for consideration by local stakeholders that can be used to structure their implementation efforts. These steps are items that can be refined and further developed to meet the needs of local stakeholders and are not intended to be prescriptive, but rather suggestive of possible actions.

A. Identify a Core Group of Organizations Who Will Commit to Working on this Issue.

To develop a locally-driven approach requires the attention of a small group of individuals, representing three to six different organizations. It is unlikely that a broad group of stakeholders can reach agreement on an approach until core leadership is established. While organizations should not be required to commit financial resources to such an effort, there should be some commitment of staff time to this core leadership group. The core leadership group should reflect different disciplines to the extent feasible, but it is unrealistic to expect representation from every stakeholder group. This group should view itself as a temporary group, which could evolve into a more formal consortium or partnership depending on what decisions the group makes regarding a strategy to pursue.

B. Determine an Initial Strategy.

The core leadership group should meet, perhaps with facilitation support, to determine the approach it would like to implement. This group should focus on five key decisions.

1. Identify a Strategy.

The group should first identify which strategy it thinks is most appropriate to pursue as a first step.

2. Identify a Project or Activity.

The next step is to identify a project or activity that the group would like see developed that would help fulfill the selected strategy. This could be done by identifying an existing project that the group would like to expand or augment; identify a new project or one in the design phase to support and modify, if appropriate; or enhance the capacity of an organization through targeted staff hiring or training to achieve specific objectives to support the identified strategy.

3. Determine Additional Partners or Stakeholders.

Based on the strategy and project or activity identified, the third step is to determine what additional partners or stakeholders the core leadership group thinks is necessary to bring into the process to support the effort. For example, if the following types of stakeholders were not already part of the core leadership group, community colleges, grower's associations, farm worker advocates, health providers, lending institutions, or the local chamber of commerce could be approached to request specific skills, resources, or insights that would support the implementation of a project.

4. Identify Funding Sources.

The fourth step is to identify the necessary funding sources to implement the project. The type of funding required will obviously depend on the nature of the project, but the group should identify local, state and federal resources that it thinks should be targeted.

5. Assign Responsibilities and Identify Additional Next Steps.

After making these initial decisions, the work of implementing them involves numerous details and action steps that must be taken. The group should determine the key responsibilities of the partner organizations, make assignments, and establish a

schedule for when activities are to be completed. The group should reconvene periodically to track the progress being made and make refinements to the approach as necessary. This process during the initial phase is as much about building trust between organizations, being accountable to each other and developing a foundation that can result in future collaborations, as it is about moving forward on the identified project.

C. Develop a Long-Term Strategy.

At some point after the core leadership group makes its determination about its initial strategy and activities, and there is progress in implementing those activities, the group should consider a longer-term view of how it would like to evolve. This step includes making decisions regarding how to develop the initial activities into a region-wide strategy, or what larger goals the group would like to achieve and what partnership structure is necessary to achieve these goals. These decisions will depend upon the success organizations have in working together and their desire to continue to expand relationships, what resources are likely to be available, how broad a group of stakeholders will need to be involved in future efforts, and numerous other local factors that require consideration. Part of this discussion involves the future for the core leadership group and whether it dissolves, evolves, becomes more formal, or remains unchanged.



For additional information on this report, contact Ramona Burks, Senior Vice President, Housing and Community Development Group, ICF International by email at rburks@icfi.com or by phone at 425.747.6863.

APPENDICES

Appendix A: Methodology

The information used to compile this report was gathered from a broad range of sources, using face-to-face interviews, telephone discussions, and Internet research. See Appendix C for a list of organizations and individuals we contacted for the development of this report and Appendix D for a list of resources. The Team worked to “cast its net” broadly seeking information from local, state, and national organizations, as well as from government, non-profit, and private sector interests. The Team conducted the following activities to collect the information used to develop this report.

- Discussions with members of the Washington State HUD Field Office. These discussions were used to gain an understanding of past efforts around the topic, context for the current project, and recommendations for individuals and organizations to contact.
- Face-to-face and telephone interviews with representatives from the Yakima County Region. These interviews provided the Team with an understanding of the farm worker housing issues and economic development concerns of the Region and to better understand the perspective key stakeholders have regarding farm worker housing and broader economic development efforts.
- Telephone interviews with Washington State and Federal government representatives. These interviews provided the Team with an understanding of the types of resources that are available, or could be made available, to the Region to address farm worker housing and economic development activities. Interviewees were also asked about other communities that have undertaken projects or efforts that may be of interest to the Yakima Region.
- Telephone contacts with interests groups, and community development and economic development organizations. These contacts were made to identify and obtain materials such as case studies, best practices, or other publications that present models or information relevant to the subject of this report.
- Literature review and Internet search. The Team conducted a search of existing literature and Internet databases to identify existing case studies and other relevant materials.

All of the information collected was reviewed, sorted, and organized for analysis. The Team developed and submitted separate reports with summaries of the Yakima site-visit, government interviews, and results of contacting interest groups, and community development and economic development organizations.

The Team made an effort to contact a wide variety of organizations and individuals, but due to time and resource limitations, was not able to contact all of the organizations and individuals that interviewees recommended be contacted. There are numerous stakeholders and interested parties in Yakima and across the country who could likely provide valuable insights or information that would benefit from this report, but the Team focused its efforts on those that it thought offered the highest value within the time available.

Appendix B: Bibliography

This bibliography represents the articles the Team reviewed which directly contributed to the content of this report. In the course of the research, additional materials were collected and reviewed, but are not listed here if the information did not contribute to the material presented in the report.

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Dangler, David. "Turning the Bear Inside Out, and Other Small Miracles in Rural Community Economic Development" NeighborWorks®, September 2005.

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Fernandez, Hector. "La Posada Health and Housing Project for Unaccompanied Migrant Agricultural Workers." Rural Community Assistance Corporation. October 2003.

Forster, Robert. "From Services to Housing: Meeting the Needs of Midwest Farmworkers." Rural Voices. Volume 10, Number 2. Housing Assistance Council. Summer 2005.

Kirk, Steven. "Rural Neighborhoods Learn Ways to House Unaccompanied Workers." Rural Voices. Volume 10, Number 2. Housing Assistance Council. Summer 2005.

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"Models of Partnership and Collaboration for Improving Agricultural Worker Health and Housing: Special Report #1: Partnerships and Collaboration." Rural Community Assistance Corporation. August 2003.

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“The New Rural America: Local Opportunities, Regional Strategies, National Impact.”
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“NHS of Dimmit County.” Rural Local Initiatives Support Corporation.
<http://www.ruralisc.org/nhsdc.htm>

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January 2007. <http://www.pshhc.org/about-pshh-partners.html>

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<http://www.ruralinc.org/English/About/partners.asp>

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2006. <http://www.doleta.gov/msfw/pdf/facts.pdf>

Wilson, Mark. “Successful Farmworker Housing Goes Beyond Roofs and Walls.” Rural
Voices. Volume 10, Number 2. Housing Assistance Council. Summer 2005.

Appendix C: Persons and Organizations Contacted

This list represents the people and organizations the Team contacted who directly contributed to the content of this report. In the course of the research, additional organizations were contacted to identify potential case studies, but are not listed here if the results of the contact were not used in the report.

- Abbett, Janet. Housing Division, Washington State Department of Community, Trade and Economic Development
- Batch, Donna, HUD, Seattle Field Office
- Cabrera, Eduardo. HUD, San Francisco Field Office
- Camayd-Freixas, Yoel. Professor, School of Community Economic Development, Southern New Hampshire University
- Cerda, Oscar. Washington State Office of Governor Chris Gregoire
- Cluck, Buddy. Reinvestment Officer, Yakima Federal Savings and Loan Association
- Dangler, David. Rural and Community Economic Development Initiative, NeighborWorks
- Estrada, Manual. Neighborhood Housing Services of Dimmit County
- Fernandez, Hector. Rural Community Assistance Corporation
- Gempler, Mike. Executive Director, Washington Growers League
- Gregory, Ramsey. Rural Community Assistance Corporation
- Harper, Debbie. Community Programs, USDA, RD, Olympia Area Office
- Herman, Kim. Executive Director, Washington State Housing Finance Commission
- Hill, Steve. Director of Community Services, Yakima County
- Lee, Manny. ODOC Migrant/Farmworker Initiative, HUD Headquarters
- Leiter, Mike. County Commissioner, Yakima County
- Macias, Jacob. Economic Development Representative, Commerce, EDA, Seattle, WA office
- McFadden, Dave. President, New Vision – Yakima County Development Association
- Miller, Marty. Executive Director, Office of Rural and Farmworker Housing
- Newman, Bruce. Rural Community Assistance Corporation
- Peters, Jack. Director, Office of Community Planning and Development, HUD, Seattle Field Office
- Reina, Jim. Telamon Corporation
- Reyes, Larry. Office of Departmental Operations and Coordination, HUD Headquarters
- Scott, Page. Executive Director, Yakima Valley Conference of Governments
- Seavey, Art. Rural Community Assistance Corporation
- Thane, Brien. Director, Washington State Farmworker Housing Trust
- Velazco, Esperanza. Relational Cultural Institute
- Villaneuva, Mario. Executive Director, the Diocese of Yakima Housing Services (DYHS)
- Young, Thann. HUD, Office of Community Planning and Development

Appendix D: Summary of Select Federal Grant Programs

HUD Programs	
Rural Housing and Economic Development (RHED)	Grant program designed to build capacity for planning and implementing rural housing and economic development strategies to support innovative housing and economic development activities in rural areas.
Community Development Block Grant (CDBG) – State Administered	Block grant to states, which, in turn, administer CDBG funds for non-entitlement areas. The primary statutory objective of the CDBG program is to develop viable communities by providing decent housing and a suitable living environment and by expanding economic opportunities, principally for persons of low- and moderate-income.
HOME Investment Partnership Program (HOME)	Provides formula grants to States and localities that communities use—often in partnership with local nonprofit groups—to fund a wide range of activities that build, buy, and/or rehabilitate affordable housing for rent or homeownership or provide direct rental assistance to low-income people.
Youth Build	Competitive program designed to provide young people with skills in building homes while creating affordable housing for low-income and homeless people in their communities. Students learn through a combination of classroom education, job skills development, and on-site training in a construction trade.
Self-Help Homeownership Program (SHOP)	Sweat equity and volunteer-based homeownership program for low-income persons and families. SHOP provides funds for eligible nonprofit organizations to purchase home sites and develop or improve infrastructure.
Housing Counseling	Grants designed to expand homeownership opportunities and improve access to affordable housing by funding agencies providing any of a wide range of counseling activities: pre-home purchase homebuyer counseling, post-purchase counseling, HECM (Home Equity Conversion Mortgage) counseling, delinquency counseling, and anti-predatory lending.
Family Self-Sufficiency Program (FSS)	Encourages communities to develop local strategies to help assisted families who receive Section 8 housing vouchers obtain employment that will lead to economic independence and self-sufficiency. Public Housing Authorities (PHAs) work with welfare agencies, schools, business, and other local partners to develop a comprehensive program for FSS participants.
Resident Opportunities for Self-Sufficiency (ROSS)	Links public housing residents with services and resident empowerment activities to assist residents in becoming economically self-sufficient. ROSS incorporates three

	basic funding categories: Technical Assistance/Training Support for Resident Organization, Resident Service Delivery Models, and Service Coordinators
USDA Rural Development – Rural Housing Services	
Direct Loan Program (Section 502)	Primarily used to help low- and very low-income individuals or households purchase homes in USDA designated rural areas. Funds can be used to build, repair, renovate, or relocate a home, or to purchase and prepare sites, including providing water and sewage facilities.
Loan Guarantee Program (Section 502)	Rural Housing Service is able to guarantee home purchase loans made by private sector lenders.
Mutual Self-Help Program (Section 523)	Using the Sweat Equity method, this loan program allows low- and very low-income families in USDA designated rural areas to reduce the cost of their homes by providing at least 65% of the construction labor. Interest rates for the loans can be as low as 1%.
Self-Help Technical Assistance Grant	Grant funds that assist non-profits who are providing technical assistance to families building their homes using the Sweat Equity method. The grant funds can be used to fund a variety of administrative expenses.
Farm Labor Housing Program (514/516)	Provides low interest loans and grants to public or non-profit agencies or individual farmers to build affordable rental housing for farm workers
Multi-Family Housing – Rental Assistance (Section 521)	Provides rental subsidies to tenants in rural rental or farm housing complexes.
Rural Rental Housing Guaranteed Loan Program (Section 538)	Guarantees loans for affordable rural rental housing made by eligible conventional lenders and serves low to moderate-income tenants.
Rural Housing Repair and Rehabilitation	Loans and Grants (Section 504) provide low interest loans of up to \$20,000.00 to rural owner/occupants of homes in need of repair. Grants of up to \$7,500.00 are available to residents over age 62 to address health and safety issues, or to make the dwelling accessible for a disabled resident.
Rural Rental Housing Loans (Section 515)	Direct, competitive mortgage loans made to provide affordable multifamily rental housing for very low-, low- and moderate-income families, the elderly, and persons with disabilities. This is primarily a direct mortgage program, but its funds may also be used to buy and improve land and to provide necessary facilities such as waste and waste disposal systems.
Community Facilities – Community Programs	Grants, Direct Loans and Guaranteed Loans to municipalities, counties, special-purpose districts, non-profit corporations and tribal governments to develop essential community facilities in rural areas and towns of up to 20,000 in population.

USDA – Rural Utilities Service	
Water and Environmental Programs (WES)	Provides loans, grants and loan guarantees to public bodies, non-profit organizations and recognized Indian tribes for drinking water, sanitary sewer, solid waste and storm drainage facilities in rural areas and cities and towns of 10,000 or less.
The Electric Program	Provides capital to upgrade, expand, maintain, and replace rural electric infrastructure through direct loans and loan guarantees to electric utilities to serve customers in rural areas.
Department of Commerce	
<i>Economic Development Administration</i>	
Grants for Public Works and Economic Development Facilities	Enhances regional competitiveness and promote long-term economic development in regions experiencing Substantial economic distress. EDA provides Public Works investments to help distressed communities and regions revitalize, expand, and upgrade their physical infrastructure to attract new industry, encourage business expansion, diversify local economies, and generate or retain long-term private sector jobs and investment. Current priorities include proposals that help support existing industry clusters, develop emerging new clusters, or attract new economic drivers.
Economic Development – Support for Planning Organizations	Helps states, sub-state planning units, Indian Tribes, and local governments strengthen economic development planning capacity and formulate and establish comprehensive economic development strategies designed to reduce unemployment and increase incomes. Current investment priorities include proposals that assist local leaders embrace the principles of entrepreneurship and technological innovation, and enhance regional clusters.
Economic Development – Technical Assistance	Provides funds to: (1) invest in institutions of higher education to establish and operate University Centers to provide technical assistance to public and private sector organizations with the goal of enhancing local economic development; (2) support innovative approaches to stimulate economic development in distressed regions; (3) disseminate information and studies of economic development issues of national significance; and (4) finance feasibility studies and other projects leading to local economic development. These programs aid the long-range economic development of regions with severe unemployment and low per capita income.

Department of Labor	
<i>Employment and Training Administration</i>	
National Farmworker Job Program	Provides individual employability development assistance and related assistance for those individuals, including their dependents, who are primarily employed in agricultural labor that is characterized by chronic unemployment and underemployment.
Community Based Job Training Grants	Builds the capacity of community colleges to train workers to develop the skills required to succeed in: (i) local industries and occupations that are expected to experience high growth; and (ii) industries where demand for qualified workers is outstripping the supply. These competitive grants build on the High Growth Job Training Initiative, a national model for demand-driven workforce development implemented by strategic partnerships among the workforce investment system, employers, and community colleges. All grantees engage in a combination of capacity-building and training activities.
Small Business Administration	
Small Business Development Center	Provides management counseling, training, and technical assistance to the small business community through Small Business Development Centers (SBDCs).
Microenterprise Development Grants	Provides training and capacity building services to enhance existing MDOs and expand the universe of MDOs that provide microenterprise development training programs and services; and to fund research and development of best practices for training and technical assistance consistent with the PRIME Act.
Historically Underutilized Business Zones (HUBZones)	Provides federal contracting assistance for qualified SBCs located in historically underutilized business Zones in an effort to increase employment opportunities, investment, and economic development in such areas.
Department of Education	
<i>Office of Vocational and Adult Education</i>	
Tech-Prep Education	Distributes funds to states to enable them to provide planning and demonstration grants to consortia of local educational agencies and postsecondary educational agencies, for the development and operation of 4-year programs designed to provide a tech prep education program leading to a 2-year associate degree or a 2-year certificate and to provide, in a systematic manner, strong, comprehensive links between secondary schools and postsecondary educational institutions.

Health and Human Services	
<i>Office of Minority Health</i>	
Bilingual/Bicultural Service Demonstration Grants	Improves and expands the capacity for linguistic and cultural competence of health care professionals and paraprofessionals working with Limited-English-Proficient (LEP) minority communities and improve the accessibility and utilization of health care services among the LEP minority populations.
Community Programs to Improve Minority Health Grant Program	Supports minority community health coalitions to develop, implement, and conduct demonstration projects which coordinate integrated community-based screening and outreach services, and include linkages for access and treatment to minorities in high-risk, low-income communities; and to support minority community health coalitions involving nontraditional partners in carrying out projects to increase the educational understanding of HIV/AIDS, increase testing, and improve access to HIV/AIDS prevention and treatment services.
<i>Administration for Communities and Families</i>	
Community Services Block Grant – Discretionary Awards	Supports program activities to alleviate the causes of poverty in distressed communities which: (1) assist businesses in creating jobs for low-income individuals, i.e., develop employment and business development opportunities for low-income individuals; (2) a better standard of living for rural low-income individuals in terms of water and wastewater treatment.