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399 Market Street
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Youth Conservation and Service Corps

Findings from a National Assessment

3/18

Robert

Ill appreciate a summary of these reports -- a few pgs -- when time allows.

Ed.

December 1987

P/PV

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The California Conservation Corps

Assessing the Dollar Value of Its Work

October 1985

EXECUTIVE SUMMARY

This report assesses the value of work done by the California Conservation Corps (CCC). The CCC is a state-operated program with the combined goals of conducting useful conservation work and serving youth. It is the largest and oldest youth conservation corps operating in the United States. The CCC is of particular interest to state and local service and conservation corps as a model for employment and training programs, and as a prototype for national service.

This study describes the CCC's work. It reviews various methods for valuing the work and presents several applications of these methods. The report is one in a series that Public/Private Ventures (P/PV) is preparing as part of an overall evaluation of the CCC program. Other reports in the series cover participant characteristics, program implementation, participant attrition, and participant outcomes. The overall evaluation of the CCC is a three-year effort funded by The Ford Foundation, The William and Flora Hewlett Foundation, the Charles Stewart Mott Foundation, and the State of California.

Each year, the CCC works on between 1,800 and 2,200 projects. During FY 1983-84, about 80 percent of corpsmembers' work hours were spent on assignments for sponsoring agencies; the remaining 20 percent were spent on capital improvements or program support for the CCC itself.

Most CCC work is done in crews with an adult supervisor, a corpsmember supervisor, and 10 to 15 corpsmembers. Their work typically involves conservation activities, ranging from major environmental enhancements to simple repairs and construction. During FY 1983-84, CCC projects included the following, listed in decreasing order of total corpsmembers hours: park development, forest improvement, conservation rehabilitation and construction, wildlife habitat improvement, water and soil conservation, response to emergencies, fire hazard reduction and energy conservation. Most of these projects were done for natural resource agencies, which supplied technical supervision, materials and supplies.

Valuing these work projects is of interest for two reasons: first, service to communities through productive work is a central goal of conservation corps; they need to point to the products and benefits of their work when accounting to funders, management and outside observers. Second, corps are relatively more expensive than other programs that serve youth of the same ages and backgrounds. In part, this is because of the high level of supervision required to do useful work. However, since additional benefits can be expected to accrue from this work, the

relationship between costs and benefits should be considered. Placing a value on CCC work is conceptually and operationally difficult since the public goods and services corps produce are inherently difficult to value. First, they are not transacted directly on the market, so there is no market price that can be used as a proxy for value. Second, even when a market price can be established -- such as the price another supplier would charge to do the same work, or the cost of a similar private good -- this price may capture only part of the product's value to society.

In economic terms, value to society (value-in-use) is comprised of value-in-exchange (market price) plus consumer surplus, the consumers' willingness to pay more than a market price. For goods and services for which there are few substitutes -- clean air and water for example -- consumer surplus may be quite high. The traditional measures that have been used to value work tend to equate value with market price. This may well underestimate value to society overall.

Operational problems are equally serious. First, corps work on projects that are difficult to group and categorize; even when categories can be made, each may comprise many discrete projects. Second, different methodological concerns arise for different valuation methods. Some are based on an analysis of program data and require careful record-keeping, including the ability to track end products as well as hours worked and other costs. Other methods supplement program data with original data collection that can be complicated and costly.

This report reviews seven methods for calculating work value within the context of these conceptual and operational concerns. The strengths and limitations of each are assessed. The seven methods reviewed are:

1. Documentation of work projects. Products are measured in terms of miles of trails cleared, numbers of trees planted, and so forth. This is a basic method for describing work accomplished, but it does not provide a dollar value. Although the method is relatively simple for small corps, it can be cumbersome for programs that do a wide variety of work. It can also be difficult to define the actual output or end product, particularly for a corps that works in combination with other agencies on a larger project.

2. Alternative supplier price. This method involves determining what another real or hypothetical supplier would charge to do the same work. Alternative prices can be calculated based on the number of hours spent to accomplish the work or

on the final product. The simplest forms of alternative supplier price methodologies are conceptually the least appealing. The more precise methods -- for example, using an outside contractor to estimate the final product's cost -- can be difficult or expensive. All forms of this method suffer conceptually in that they equate the value of work with its market price. They answer the question "What would it have cost to accomplish this work?" But they do not determine whether the work was worth doing nor how its value to society relates to its cost.

3. Work sponsors' estimates of value to society. Value is determined by project sponsors, who report the benefits of the work in dollar terms. The usefulness of this method depends on the questions asked and on how well sponsors are able to provide valid answers.

4. Fees received from cost-reimbursable work. The value of the work is assumed to be equal to what sponsors pay for it. This has conceptual appeal as a measure of market value when sponsors pay the whole cost of putting a crew in the field. Where corps subsidize this cost, however, the fees received will produce an artificially lower value, as opposed to what an alternative supplier would actually charge.

5. Quasi-economic studies. These studies attempt to put an economic value on public goods and services by linking their impact to some market transaction. Reforestation work is linked to the price of lumber, for example. The success of this method depends on how well the private good approximates the public good being valued. The approach is legitimately applied to some goods and services such as energy conservation or reforestation because few assumptions are required to translate the public into the private good. Usually these goods and services comprise only a small part of conservation corps work. Uncertain assumptions or leaps of faith are required to value most of the other goods and services that corps produce. These assumptions make calculations of value tenuous.

6. Environmental economics. Environmental economics a sub-discipline of public finance, is

concerned with valuing natural resources. Estimates based on the principles and techniques of environmental economics attempt to calculate value-in-use rather than value-in-exchange. Because the products of conservation corps are likely to produce substantial consumer surplus, assessing value-in-use may be a more appropriate overall measure of the value of these projects to society. Environmental economics methods may be difficult and costly to implement, and because they are relatively new, their results are generally interpreted as trends rather than specific values.

7. Ecological approach. This approach focuses on a program's impact on the natural environment of a state or local area. It usually requires the services of a professional ecologist. While this approach is useful for looking at the long term impact of projects and for setting program priorities, it does not result in establishing a dollar value. Thus, it must be used in combination with another approach to determine dollar value.

Several of these methods have been used to value the work of the CCC. This report presents the results of five studies, both in terms of dollar value and a value/cost ratio. The value/cost ratio compares the total value of the work for any given fiscal year with program and work sponsor costs for that year. It is used to control for differences in the types and numbers of projects and the level of program expenses across years. The five studies are:

1. A valuation of work that combines alternative price and quasi-economic methods. The estimates are taken from a 1980 study by Public Interest Economics --West (PIE-West) for FY 1978-79. The study found that value and cost were equal.

2. An updated version of the PIE-West study done by the CCC for FY 1980-81. The value/cost ratio was 1.39.

3. An estimate for FY 1983-84 based on work sponsors' sponsors' estimates of the alternative price to complete their projects. The ratio of value to cost was .60:1.

4. An estimate based on the same work sponsors' estimates of the dollar value of the benefit to

society produced by the project. The value/cost ratio ranged from 3.3 to .96, depending on whether or not one very high response was included.

5. An estimate for FY 1983-84 based on a demand function for California citizens, generalized from a willingness-to-pay survey of hikers, backpackers and fishermen. Value exceeded costs by seven-to-one.

The widely varying results of these studies are striking. All produced estimates of the value of the work that differed both overall and for individual categories of work. Even studies using similar approaches yielded differing results. Furthermore, all have either conceptual or methodological imperfections that make interpretation difficult.

Taken together, however, the studies indicate that:

1. The findings are extremely sensitive to the choice of methodology.

2. The CCC produces work of considerable dollar value, regardless of how it is measured.

3. Four out of five analyses suggest that the benefits from work alone are sufficient to offset CCC costs. If <u>all</u> program benefits and costs were measured, it is likely that the benefits from the total program would equal or exceed costs.

These findings are controversial in two ways. First, none of the analyses is of satisfactory quality. Four are based on existing data and one was based on a small, experimental survey whose limitations are noted in the report. The availability of these data allowed P/PV to broaden the number of analyses that could be reviewed, but the data quality could not be controlled.

Second, four of the five analyses of the CCC's work show values higher than one would expect, given the results of work value studies of other programs. In-program output by Supported Work and the Job Corps was valued by Mathematica, Inc., which established value/cost ratios of .66 and .27 respectively. A P/PV measurement of the value of work produced by its Ventures in Community Improvement (VICI) program estimated the value at .47 of costs.

None of these programs is directly comparable to the CCC. Although all three do productive work and provide services to

youth, two of them emphasize employability, personal development, skills training or remediation. Thus, one would expect them to produce less work and, hence, to have a lower ratio of work value to costs.

There is another explanation for why CCC work might be of greater value. Each of the prior studies used the alternative supplier price methodology to calculate value. This report is critical of that approach as a valuation tool because it may underestimate or overestimate the value of work to society. The alternative supplier price method answers the question "What would it have cost an alternative supplier to accomplish the same work?" Based on the five analyses reported for the CCC -- and the other studies of Supported Work, VICI and the Job Corps -- alternative supplier price methodologies appear to provide a lower estimate of value than other methods. This may be because the price an alternative supplier would charge is based largely on the tasks involved in doing the work -- not the value of the end product. Supported Work, the Job Corps, and VICI, like the CCC, generally do labor intensive work that requires large amounts of unskilled labor. For these kinds of projects, alternative supplier price may fail to capture the value of the work.

The report concludes with specific recommendations, as requested by the CCC, that suggest both routine and special valuation approaches.

III. SUMMARY OF METHODS FOR ESTIMATING WORK VALUE

Attempts to value the work of youth conversation corps are important to these programs for two reasons. First, external documentation of the value of program work output is necessary information for legislatures or other program funders. Second, internal information on the relative value of projects may be necessary for setting work program priorities.

Most of the work done by youth conservation corps programs is conducted on public lands and waters, for which no user fees are charged. Such fees would be a market transaction that could serve as a proxy for valuing the work and in their absence, it is inherently difficult to place a value on corps work. In this regard, youth conservation corps programs are no different from other public agencies such as the U.S. Forest Service, the U.S. Park Service, the Coast Guard and state natural resource departments.

This chapter reviews alternative methods for documenting the value of work done by youth conservation corps programs. Some of these methods can also be adapted to the valuing of human service work. In general, these alternative approaches are listed in ascending order of complexity. Advantages and disadvantages for each method are noted.

1. Documentation of Work Product

The most basic approach to showing the accomplishments of a work program is to document work products in detail. This approach requires that a completion form be filled out for each work project. Products are measured in terms of miles of trails cleared, number of trees planted, visitors assisted, square feet of facilities painted, etc. In turn, products are grouped under major categories such as reforestation, trail maintenance and park development.

As a complement to these data, corpsmember work hours can be documented for each project and aggregated by major work categories. The program will then be able to report not only the number of trees planted in a year or the miles of trails cleared, but also the corpsmember hours spent to accomplish these tasks. Hours can then be aggregated to describe the amount of park development, reforestation and other major categories of work. Thus, corps can collect data to describe the volume of work they do, the types of work activities and the results of the work.

An advantage of this approach is that it allows a program to show its work accomplishments at the end of each year. For small

corps, or those that work on only a few types of projects, collecting data to describe work activities is fairly straightforward. Data describing work accomplished can be collected as a routine part of developing or completing a project. Hours are fairly easily tracked by linking time sheets to work projects. For programs such as the CCC, however, data may be more difficult to obtain since the CCC works on as many as 2,200 projects a year. Because of the diversity of these projects, they can be difficult to describe and to group into homogeneous categories. The kinds of categories that have been used -- park development, wildlife habitat improvement -- generally contain hundreds of distinct work products, each of which may be quantified into different units of measurement. Aggregating either within or across categories will necessarily be imprecise.

This method provides information in a form that clearly demonstrates what the program has been doing with its work time. The Civilian Conservation Corps, the Youth Conservation Corps (YCC), the Young Adult Conservation Corps (YACC) and the California Conservation Corps have all used this approach when presenting data in annual reports.

One concern with this approach is that it requires careful record-keeping and a consistent system to identify work projects and measure their output. This problem will be more serious for programs like the CCC that do many different kinds of projects. Measurement of output can also be difficult when valuing services rather than goods and/or when the corps is not the sole producer. In such cases, it is difficult to identify in a tangible way the corps' exact contribution.

Finally, by itself, documenting projects does not describe the value of the work. It is neither an economic nor ecological study of a corps' work efforts. For example, a corps can document the number of trees planted by a program, or the hours spent working in a day care facility, but this does not address the economic value of these goods and services to society, nor their longer-term ecological or other effects. While documentation can be used to describe the kinds, volume and products of work done by corps, another valuation method must still be used to move from these data to the dollar value of the work. For this reason, documentation should be considered a basic tool that all corps could adopt to describe their work efforts. It is also a necessary -- but insufficient -- element of a valuation system.

2. Alternative Supplier Price

The most commonly used approach to placing a value on the work projects of conservation corps programs is the use of alternative supplier prices. This is a method of valuing work based on what another real or hypothetical supplier, other than the supplier being measured, would charge to accomplish the same work. This

method has been used by the YACC, YCC and CCC. It has also been used by Mathematica to estimate the value of work conducted by youth employment programs funded under the Youth Employment and Demonstration Projects Act (YEDPA) and to estimate the value of work conducted in the Supported Work demonstration. It has also been used by P/PV to estimate the value of work completed in the Ventures in Community Improvement demonstration (Zimmerman and Masters, 1978; Kemper and Long, 1981; Wolf, Kelley, Smith and de Lone, 1982).

There are a number of alternative supplier price methodologies. Some are more appealing than others. One approach is to calculate value by assigning a dollar value to the hours a corps spends on a project. This assumes that the corps produces hours of work -- that its output is labor. For reasons that will be noted, this assumption weakens the defensibility of the alternative supplier price approach. A better approach is to calculate value by determining what another real or hypothetical supplier would actually charge to accomplish the same end product. This calculation can take into account the quality of the finished product and the efficiency with which another supplier would complete the work. It may be based on the same, fewer or more hours, depending on what the estimator feels would actually be the case.

Three methods based on labor are assigning minimum wage to value the hours that corpsmembers worked, using prevailing wage rates to vary the value of hours by the type of work, and adjusting either of these calculations by work sponsor costs, overhead and other costs incurred by the corps or the sponsor to accomplish the work. All of these approaches assume that the output is labor, not the product of that labor. Although they may vary the dollar amount used to calculate value, they all assume a linear link between hours and value, putting a higher value on the work the longer it takes to do it. For some labor intensive activities -- emergency flood control and personal services to homebound individuals, for example -- methods that build value from hours of corps labor may be appropriate. However, where the corps produces a product, the amount of labor expended to produce it can be irrelevant to its value.

A different, and more appealing, kind of alternative supplier price approach is to base the price on what it would cost to achieve the end product independent of the number of hours the corps spent. There are two variants of this method. An outside estimator can be asked to establish an alternative price, or the work sponsor can be asked to estimate how much it would have cost for an organization other than the corps to reach the same end point. When work sponsors provide estimates, they may also take into consideration whether they would have incurred more or less internal cost when using the alternative supplier.

These methods have in common the basic conceptual underpinning of the alternative price methodology -- that the value of the work is reflected in the cost of doing it. The methods within alternative supplier price differ in the precision with which one calculates the cost of doing the work. The simplest and easiest methods are also the least accurate. The most precise method -- having a work sponsor or outside appraiser set the alternative price -- can be difficult to implement.

To produce accurate estimates, work sponsors and outside appraisers need a lot of information about accomplishments and work sponsor costs. Before work sponsors can provide estimates, they usually need help sorting through this information. Outside appraisers, who may be more accustomed to doing this kind of valuation, must be hired and managed. Further, because of the great number and diversity of CCC work projects, a method has to be developed to sample from among projects and then to generalize to the whole. This kind of sampling is very difficult because of the heterogeneity of the work even within categories.

These are some of the operational difficulties associated with using alternative price methodologies. In theory, all of these problems could be overcome given sufficient expertise and money. The main disadvantage of the alternative price methodology, however, is conceptual, not operational. It concentrates on the price or cost of producing a product, while ignoring the value society places on it. On the one hand, a good or service may have no value to society whatsoever -- digging a hole and filling it up again, for example -- yet it is still possible to come up with a substantial value based on alternative supplier prices. On the other hand, a good or service may be very inexpensive to produce but be of great value to society.

This criticism of the alternative price methodology is not purely academic. At congressional hearings, the Department of the Interior has discounted the credibility of YACC work value figures because they were based on the alternative price methodology and did not reflect whether the work was worth doing. Conceptually, alternative supplier price is a measure of relative efficiency, not a measure of the product's value to society.

3. Work Sponsor Estimate of Value to Society

Another possible approach to estimating work value is to include a question on project completion forms asking work sponsors to estimate the value to society of the work completed. The CCC included such a question on project forms during 1983 and 1984. An advantage of this approach is that work sponsors are experts in their fields and are intimately familiar with the work project. A disadvantage of this approach is that a sponsor has few guidelines on which to base a judgment. Asking work sponsors how much they would be willing to contribute, as private citizens, to

the project would at least give sponsors a basis for answering the question. Even then, a sponsor might be biased in favor of work in his field and thus not representative of the larger population.

When the CCC included this question on project completion forms, fewer than one-third of the work sponsors responded. The responses received varied from benefit estimates that were 35 times greater than project costs to benefit estimates of 1/18 project costs. (See Chapter IV for a discussion of results from this survey question.)

4. Fees Received from Cost-Reimbursable Work

Most conservation corps programs conduct at least a few projects each year for which they are reimbursed by the sponsoring agency. These reimbursements take on the appearance of private market transactions, and it has been argued that it is possible to value a project by looking at the amount of the cost-reimbursable contract.

An advantage of such an approach is that it is based on objective data. Clearly, if work sponsors are willing to pay a set amount for conservation corps work, then it must be worth at least that much to the sponsoring agency.

The main problem with this methodology is that, like the alternative supplier price methodology, it bases the value of the work on its cost. Youth conservation corps are attractive to sponsoring agencies precisely because they generally do not charge the full cost of putting a crew in the field. Most corps that receive fees from contracts also obtain funds from other sources and subsidize the cost of the crew in order to be competitive. Were it not for the youth corps, the sponsoring agency would probably have to pay more for the work. Thus, estimates based on fees received from cost-reimbursable work are generally lower than alternative supplier price estimates.

5. Quasi-Economic Studies

In this approach, attempts are made to put an economic value on corps-produced goods and services by linking the impact of some specific activity to its closest market transaction.

The goods and services produced by the CCC lie along a continuum. At one end are privately transacted goods and services such as energy/solar work, whose worth can be measured directly by its transaction value -- dollar savings in energy costs. At the other end are public goods and services that are never transacted on the market -- park development and reforestation, for example. Most of the CCC's work falls at this latter end of the continuum. Quasi-economic studies deal with public goods and services. They

try to find some privately transacted good or service to use as a proxy for valuing work. The success of these studies depends on how well these private goods and services approximate those being valued. The PIE-West study of the CCC and an internal study conducted by the CCC provide examples of this approach. (See Chapter IV for their results.) These studies estimate the value of the CCC's salmon restoration work by predicting a price for each salmon thought to be produced, and estimate the value of the CCC's reforestation work in terms of the discounted price of lumber.

An advantage of such an approach is that it has some legitimacy in its attempt to estimate market prices for work products. One shortcoming of this methodology, though, is that in many cases it lacks conceptual appeal. The value to society of reforestation or salmon restoration, for example, goes beyond merely looking at prices of lumber or salmon.

A second disadvantage of this approach is that it often requires strong assumptions about the amount of output produced by the work that is being examined. For example, it is very difficult to estimate the increased number of salmon that will result from stream clearance work aimed at long-term habitat improvement.

In general, each youth conservation corps program will conduct some work projects -- reforestation is a good example -- whose products are somewhat amenable to being valued using the market price of similar goods. However, such projects usually represent a relatively small proportion of all work done by conservation corps. The effort to attach a market price to conservation corps products can be stretched to cover any conceivable work project undertaken. The more the methodology is stretched, though, the more the conceptual appeal is lost and the stronger become the assumptions required to reach a market price.

In special cases, the products of youth employment programs either are or could be transacted in the marketplace. For example, some components of the Supported Work demonstration produced manufactured goods, and Mathematica was able to use the market price of these goods to determine the value of work produced in these components of the program. The energy conservation work of the CCC is similar to services provided by private contractors, and it is possible to estimate the value of the work either by looking at the prices charged by private contractors or the savings in energy costs. However, these products represent only a small proportion of the work done by youth conservation corps.

6. Environmental Economics

Environmental economics is a sub-discipline of public finance designed to value natural resources and activities relating to

preservation rather than development of natural resources. In recent years, environmental economists have conducted research on a variety of preservation-versus-development issues, including those surrounding the Alaskan pipeline. Environmental economists have developed a number of methods for placing values on natural resources -- including travel cost techniques, contingent valuation surveys and hedonic price indexes. (See the technical appendix for a more in-depth discussion of these techniques.) These methods aim to determine the willingness of individuals to pay to support preservation or enhancement of natural resources. Hedonic price indexes measure the value of changes in one or several dimensions of a resource. While travel cost techniques were originally developed to value a complete entity -- a park or lake, for example -- researchers in this area are working on the problem of valuing specific attributes, rather than the whole.

Youth conservation corps typically contribute to the enhancement of an existing facility; they neither develop new resources nor are the sole provider of services within an environmental project. Therefore, the corps' contribution must be carefully defined before it can be measured accurately. Contingent valuation surveys provide a method of doing this. For this reason, they tend to be the environmental economic method most applicable to valuing conservation corps work. Often, surveys in environmental economics are set up in a referendum format. A respondent has the chance to vote yes or no to preserving or enhancing a resource at a given cost.

For a variety of reasons, the techniques of environmental economics are more applicable to youth conservation corps than to traditional youth employment and training programs. Conservation corps tend to work on distinct projects with identifiable products; conservation corps projects are done in crews, rather than by dispersing enrollees in internship positions with other agencies; and the beneficiaries of youth corps work are more clearly identifiable than the beneficiaries of the work done by traditional employment programs. However, the success of these methods depends on how well one can describe the product of the corps. While this may be easier for corps than for other employment and training programs, it is still not a simple task.

An advantage to using a method based on environmental economics is that it is grounded in economic theory and economic literature. It aims specifically at the value to society of non-market goods and services.

A disadvantage of this approach is that it is difficult to implement. First, the method requires complicated and expensive survey design, sampling, data collection and analysis. Corps work has to be described to respondents so they understand what they are being asked to measure. Care must be taken to word these descriptions so as to avoid bias; convey the exact, and sometimes

limited, contribution of a corps to a whole project; illustrate the great variety of work corps do; and place the corps' marginal contribution in perspective. These are not easy requirements to meet. Second, samples for contingent surveys should fairly represent the larger group to whom willingness-to-pay will be generalized. When the larger group is all state citizens, as it is for the CCC, sampling will be complicated and expensive. Third, contingent surveys measure what people say they will pay, not actual payments. Thus, findings may include various kinds of response bias. Finally, sophisticated statistical analyses are required to produce findings. All of this can be difficult and costly for corps to do with their own staff.

Another limitation of this methodology is that environmental economics is not an exact science. Because public goods are not transacted on the market, it is inherently difficult to value them. In surveys, respondents may underestimate or overestimate their willingness to pay for a good or service. Also, in the case of youth conservation corps programs, respondents may have difficulty separating the contribution of the program being studied from that of other natural resource agencies. While surveys can be carefully designed and worded to minimize such problems, estimates derived from an environmental economics study should be seen in terms of the broad direction of the value of a resource, rather than precisely what the true value is.

7. Ecological Approach

An ecological approach forsakes efforts to put a dollar value on the work of a conservation corps program, but instead focuses on the impact the program has on the natural environment of a state or local area. Such a study is ideally done by a professional ecologist; it assesses where and how the program had significant impact on the ecological health of an area and where it did not.

A shorthand attempt to conduct an ongoing evaluation of a conservation corps' work program would classify each completed project according to the ecological impact of the work. For example, a three-tiered system could be set up in which Class I projects had little or no lasting ecological benefit; Class II projects were of peripheral ecological value (such as cabin construction, trail maintenance, park development); and Class III projects addressed central environmental concerns (such as reforestation, salmon restoration and fire emergency work). The Zimmerman and Masters study done by Mathematica includes a variation of this method for general employment and training programs -- ranking projects as having low, intermediate, or high economic value.

An advantage of an ecological approach is that it naturally reflects the legislative goals for most conservation corps programs. Such a study is also useful -- much more so than any of the previous approaches discussed -- in helping set internal

program priorities for work efforts. A disadvantage is that an ecological study can be time-consuming and can require consultation by professional ecologists. Equally important, an ecological study does not result in a dollar value of the work. Thus, even after an ecological assessment, a program still would need to conduct another study to assign work values.

Summary

Of the seven approaches to analyzing the value of work done by conservation corps programs, two -- documentation of work projects and the ecological approach -- are useful for describing work but do not assign a dollar value, so they cannot be used in developing cost-benefit ratios. The other five -- alternative supplier price, work sponsor estimates of value to society, fees received from cost-reimbursable work, quasi-economic studies, and studies based on environmental economics -- can all provide a dollar estimate for the work accomplished. These dollar estimates, however, are not conceptually equivalent.

Value to society (value-in-use) is comprised of value-in-exchange plus consumer surplus. Value-in-exchange is reflected in the market price of a good or service. Where consumer surplus is minimal, value-in-exchange will approximate value to society at the margin. However, where consumer surplus is great or where there are external factors that push the market out of equilibrium -- for example, in the case of goods and services for which there are no ready substitutes -- value to society could be much greater than value-in-exchange.

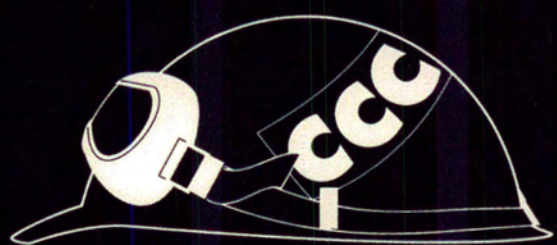
Public goods and services are difficult to value for two reasons. First, they are generally not transacted directly on the market. Thus, it is difficult to measure their value-in-exchange. Second, even where proxy measures for value-in-exchange can be determined (the cost of producing the work, or the price for a similar product transacted as a private good or service), these valuations do not account for externalities or consumer surplus. These can only be included by looking directly at society's demand for the good or service or by adjusting the market price to reflect market disequilibrium.

Two of the methods for valuing work presented here -- alternative supplier price and fees received from cost-reimbursable work -- equate value with the cost of doing the work. Quasi-economic studies attempt to measure value-in-exchange by finding a private good that approximates the public good being produced. These methods are based on what it would cost a work sponsor to accomplish the same amount of work or what the product of that work would bring in the marketplace.

In contrast, the environmental economics approaches and the work sponsor estimates of value to society attempt to measure value-

in-use. They avoid some of the conceptual shortcomings of the other methods. At the same time, they have serious methodological difficulties that make them hard for corps to use. They require precise presentation of the work being valued, careful data collection procedures and, often, sophisticated sampling, design and analysis. Because of this, they may not be useful to corps for generating work value information on a routine basis.

As should be clear from this discussion, there is no method for valuing work that is simple, inexpensive and precise. As will be seen in the next chapter, the results of work valuation studies are highly sensitive to the method that is used. Thus, corps must first choose the conceptual question they wish to pose and then select the best method to answer it given their resources and expertise.



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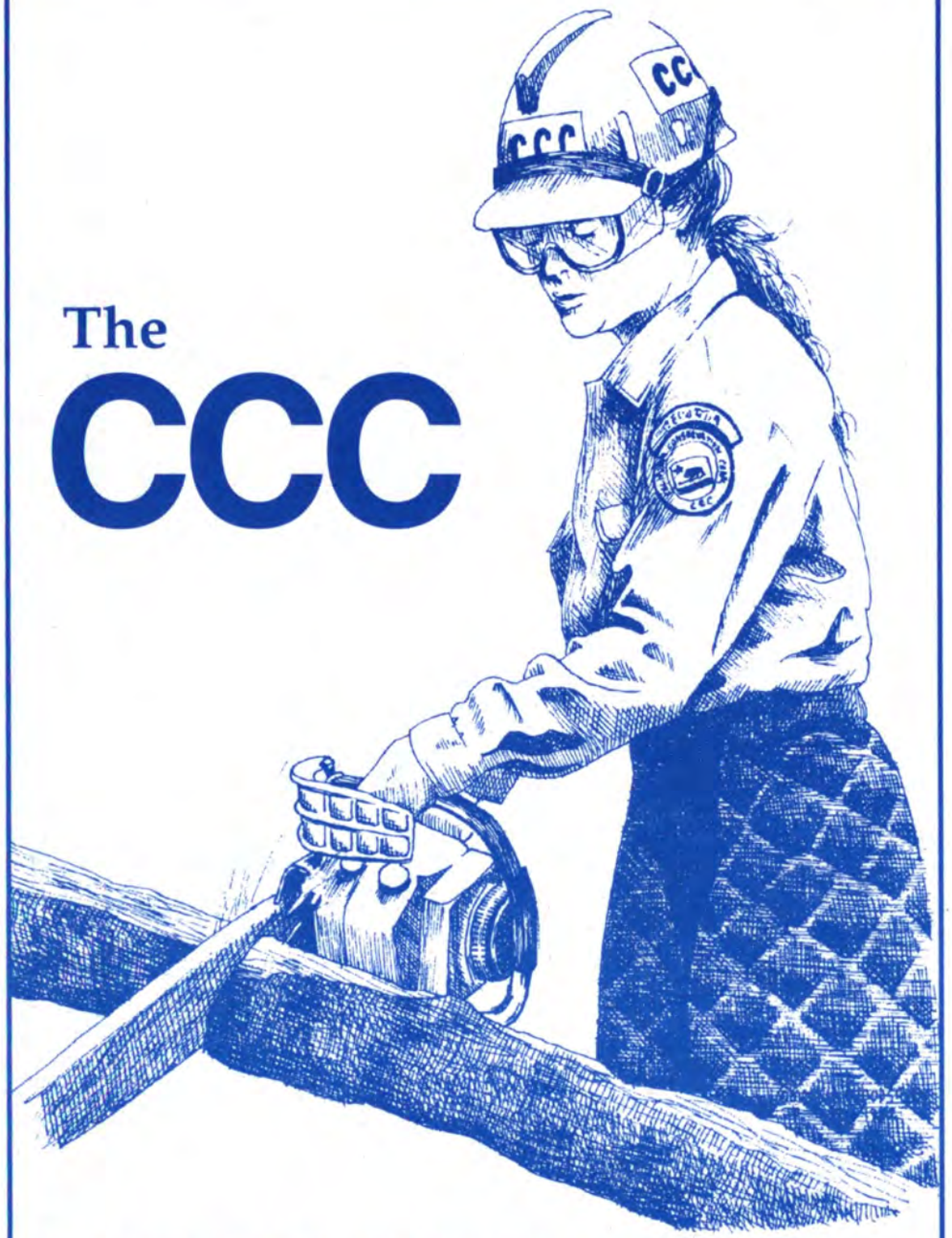
The CCC



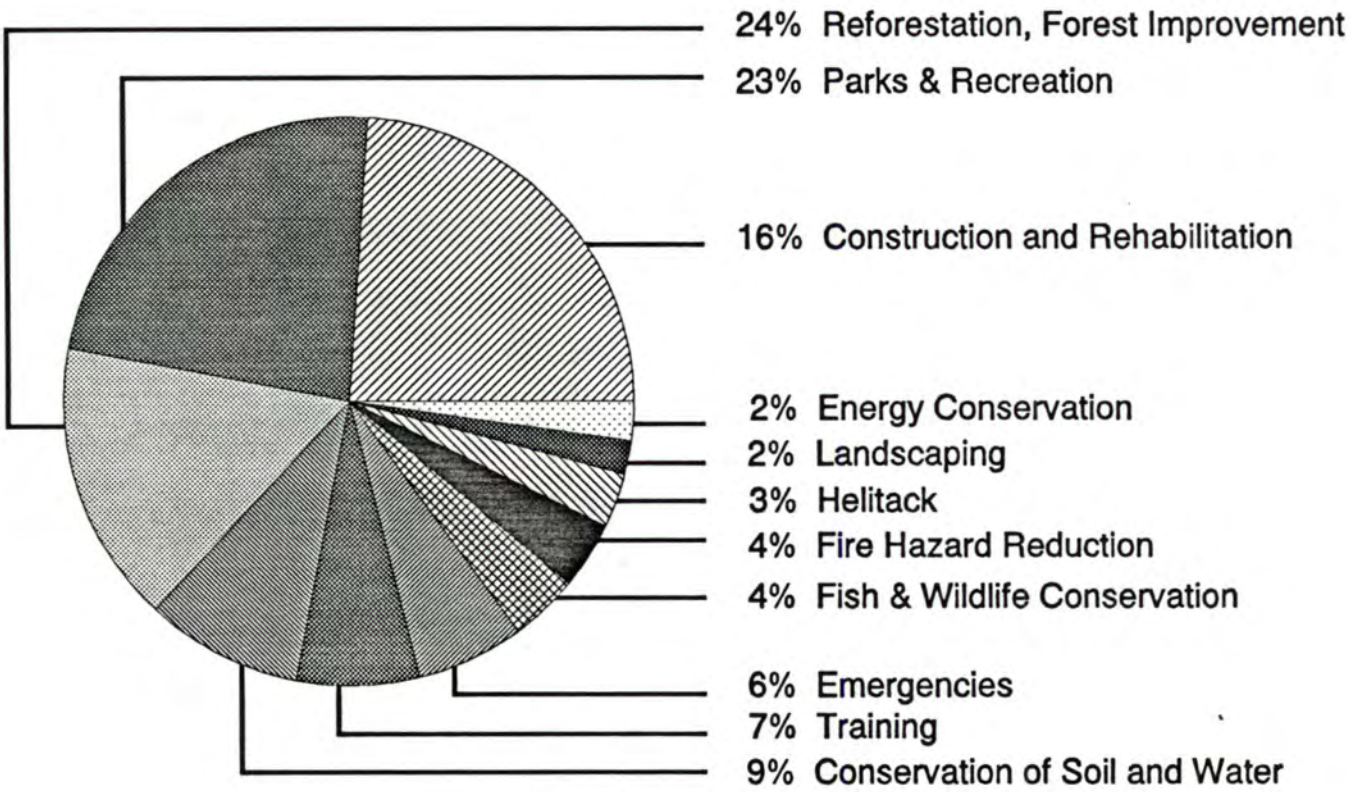
CALIFORNIA CONSERVATION CORPS

"Hard work is what we're all about"

CALIFORNIA CONSERVATION CORPS

Public Service Conservation Work Hours by Major Resource Category

2.5-3 Million Work Hours Annually



(Total work hours exclude in-center work)

CALIFORNIA CONSERVATION CORPS

Return on General Fund Investment

1982

$1.00 General Fund

=

$1.77 Benefits

1992

$0.53 General Fund*

=

$1.77 Benefits

*The remaining $0.47 is provided by non-general fund sources.

CALIFORNIA CONSERVATION CORPS

Major Emergency Incidents by Category and County

1990-1993 : Responded to 1267 Incidents

Fires

- Oakland Fire Storm (Alameda 1991)
- Cleveland (El Dorado 1992)

Floods

- Hollywood Hills (Los Angeles 1992)
- Ventura (Ventura 1992)

Earthquakes

- Petrolia (Humboldt 1992)
- Landers/ Big Bear (San Bernardino 1992)

Oilspills

- Avila Beach (San Luis Obispo 1991)

Insect Infestations

- Medfly (Los Angeles 1992)
- Poinsettia Fly (Imperial 1991)

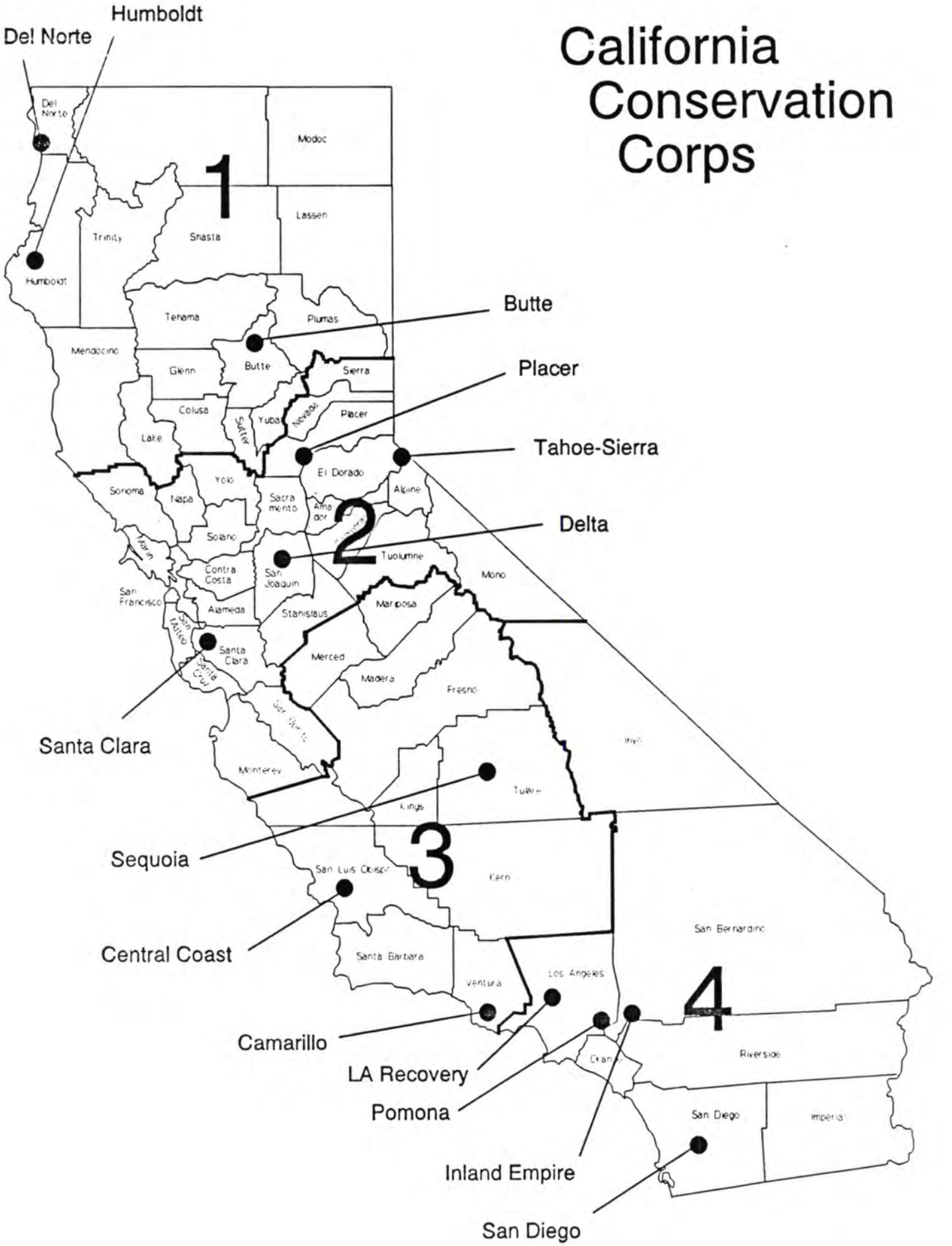
Civil Unrest

- LA Riots (Los Angeles 1992)

Other

- Freeze Damage
- Food Distribution
- Search and Rescue
- Hazardous Waste
- Snow Removal

California Conservation Corps



CALIFORNIA CONSERVATION CORPS REGIONS AND DISTRICTS

REGION 1
1500 Alamar Way
Fortuna, CA 95540
(707) 725-5106
Stew Ogburn, Acting Regional Deputy

BUTTE FIRE CENTER
6660 Steiffer Road
Magalia, CA 95954
Bill England, District Director

DEL NORTE CENTER
1500 PJ Murphy Memorial Drive
Klamath, CA 95548
Ed Miller, District Director

HUMBOLDT CENTER
1500 Alamar Way
Fortuna, CA 95540
(707) 725-5106
Mel Kreb, District Director

REGION 2
650 Imperial Way, Suite 102
Napa, CA 94550
(707) 224-5584
Tom Powers, Regional Deputy

DELTA CENTER
1202 No. American Street
Stockton, CA 95202
(209) 948-7110
John Banuelos, District Director

PLACER CENTER
3710 Christian Valley Road
Auburn, CA 95603
(916) 823-4900
David, Boyd, District Director

SANTA CLARA CENTER
P. O. Box 4128
Santa Clara, CA 95056-4128
(408) 277-1150
Joe Griffin, District Director

TAHOE-SIERRA CENTER
P. O. Box 8199
South Lake Tahoe, CA 96158
(916) 577-1061
Clark Emch, District Director

REGION 3
P. O. Box 1380
San Luis Obispo, CA 93406
(805) 549-3700
Larry Hand, Acting Regional Deputy

CAMARILLO CENTER
P. O. Box 6022-CCC
Camarillo, CA 93011-6022
(805) 484-4345
Nacho Pina, District Director

CENTRAL COAST CENTER
P. O. Box 1380
San Luis Obispo, CA 93406
(805) 549-3561
Enos Flores, District Director

SEQUOIA CENTER
1406 So. Hillcrest Street
Porterville, CA 93257
(209) 782-2912
Betty Harris, District Director

REGION 4
700 State Drive
Los Angeles, CA 90037
(213) 744-2051
Walt Hughes, Regional Deputy

INLAND EMPIRE CENTER
P. O. Box 901
Patton, CA 92369
(909) 862-3600
Ardess Lilly, District Director

LOS ANGELES URBAN RECOVERY PROJECT
P. O. Box 5745
Inglewood, CA 90310-5745
Jose Phillips, District Director

POMONA CENTER
3530 West Pomona Blvd.
Pomona, CA 91768
(714) 594-4206
Benny Garcia, District Director

SAN DIEGO/LA CIMA FIRE CENTER
P. O. Box 880
Julian, CA 92036
(619) 765-3289
Ron Baza, District Director

" Hard work, low pay, miserable conditions . . . and more!"

Will I work away from home?

In the CCC, you can live at one of 13 centers located throughout the state or, as a nonresidential corpsmember, you can live at home and commute to work.

At the centers, separate housing is provided for men and women; there is no housing for married couples. You'll be assigned to a center which may be up to 900 miles from your hometown. Young people from rural communities may find themselves in the heart of Los Angeles, while those from cities may find themselves in small north coast towns. After four months, you'll have an opportunity to change centers.

What are the hours?

The work week is typically 40 hours, but during emergencies you may work longer than an eight-hour day. You'll rise early and be on the job by 8 a.m. Work ends about 5 p.m. Also, several evenings a week are set aside for education, conservation awareness or career development activities.

What are the rules?

The CCC has five main rules: no alcohol, no drugs, no violence, no refusal to work, and no destruction of property.

How do I join?

Simply contact the CCC center nearest you, or fill out the attached card and send it to us. The CCC also has a toll-free jobs line: 1-800-952-JOBS. Or you can sign-up through the local state Employment Development Department office.

Before being accepted into the program, you'll need to complete an application form and have a physical examination.

Call us toll-free ***1-800-952-JOBS***

Where to Find Us . . .

CCC SERVICE DISTRICTS

- **NORTHERN CALIFORNIA**

BUTTE
Butte Fire Center
6640 Steiffer Road, Magalia 95954 ..... (916) 873-0330

DEL NORTE
1500 P.J. Murphy Memorial Drive
Klamath 95548 ..... (707) 482-2941

DELTA
1202 North American St., Stockton 95202 .... (209) 948-7110

HUMBOLDT
1500 Alamar Way, Fortuna 95540 ..... (707) 725-5106

PLACER ENERGY
3710 Christian Valley Rd., Auburn 95603 ..... (916) 823-4900

SANTA CLARA
Montague Expressway at De La Cruz Blvd.
P.O. Box 4128, Santa Clara 95054 ..... (408) 277-1150

TAHOE-SIERRA
P.O. Box 8199, South Lake Tahoe 96158 ..... (916) 577-1061

- **SOUTHERN CALIFORNIA**

CAMARILLO
1878 South Lewis Rd., Bldg. 2
P.O. Box 6022-CCC, Camarillo 93011 ..... (805) 484-4345

CENTRAL COAST
Camp San Luis Obispo
P.O. Box 1380, San Luis Obispo 93406 ..... (805) 549-3561

INLAND EMPIRE
P.O. Box 901, Patton 92369 ..... (909) 862-3600

LOS ANGELES RECOVERY
P.O. Box 5745, Inglewood 90310 ..... (213) 777-0755

POMONA
3530 West Pomona Blvd.
Pomona 91768 ..... (909) 594-4206

SAN DIEGO
La Cima Fire Center
P.O. Box 880, Julian 92036 ..... (619) 765-3289

SEQUOIA
1406 South Hillcrest Street
Porterville 93257 ..... (209) 782-2912

- **SATELLITE LOCATIONS** include:

Coachella	Leggett	Riverside	Victorville
Escondido	Napa	Sacramento	Watsonville
Eureka	Oroville	San Bernardino	Watts
Fresno	Oxnard	San Bruno	Yreka
Hayfork	Pittsburg	Santa Cruz	
Hollister	Redding	Santa Maria	
Los Angeles	Richmond	Ukiah	

Resources Agency
STATE OF CALIFORNIA

CCC 90 (REV. 12/92)

92 21182

BUSINESS REPLY MAIL
FIRST CLASS PERMIT NO. 5598 SACRAMENTO, CA

POSTAGE WILL BE PAID BY ADDRESSEE

RECRUITMENT UNIT
CALIFORNIA CONSERVATION CORPS
1530 CAPITOL AVENUE
SACRAMENTO, CA 95814-9990

NO POSTAGE NECESSARY IF MAILED IN THE UNITED STATES

It's a great start in life!

CCC

California Conservation Corps

It's a great start in life!

Les Fletcher

What is the CCC?

The California Conservation Corps is more than 1,800 men and women working hard to protect and enhance California's natural resources and communities. In both cities and rural areas, corpsmembers build parks and trails, plant trees, restore historic buildings, renovate neighborhood centers, and improve wildlife habitat. They also fight floods and forest fires.

Spend a year and take on the challenge!

Who can be a corpsmember?

The CCC is open to young men and women who are willing to work hard for California. If you're between 18 and 23, a California resident, and not on parole or probation, the CCC could be for you!

Although the CCC is a year-long program, you can extend your stay to take advantage of a number of special programs.

Why should I join?

You may join the CCC for many reasons—to work in the outdoors, get a paycheck, take on a challenge, learn skills for a better job, help you decide on a career, meet new people, or pursue your interest in natural resources.

In the CCC, you'll develop a sense of pride and accomplishment in your work. You'll also develop good work habits and improve your physical fitness.

How much do I get paid?

You'll start out making about $740 a month, less an amount for room and meals. Benefits include health coverage, vacation and sick leave. Right away you can work toward a pay increase.

After successfully completing a year in the Corps, you can take advantage of the CCC's scholarship program.

Martin Hoover

Neil Hanshaw

Is the work hard?

Yes. You may work in rain, high winds, snow, mud, intense heat, and cold mountain streams. You might be cutting new trails, removing fallen trees, constructing fences, painting a senior center, sandbagging levees, fighting fires, and whatever else you're asked to do. While it won't be easy, you're sure to find your year well spent.

Men and women do the same work. For many women, the CCC introduces them to nontraditional jobs which they otherwise might have overlooked.

The CCC can accommodate many young people with disabilities.

How much training will I get?

Once hired, you'll spend two weeks in training, learning the basic skills you'll need for project work and center life. The rigorous training includes safe tool usage, flood control, fire suppression, first aid, and water safety. You'll receive further training throughout your time in the CCC. This training can help you launch your career.

Is the CCC more than hard work?

Yes! Whether you plant trees or remodel a community center during the day, you'll also spend a few evenings a week in the classroom.

If you haven't completed high school, you'll take the courses you need for a GED or diploma. If you're a high school graduate, you can earn college credits, with tuition paid for by the CCC. Time also will be spent learning about conservation, careers and job-seeking skills.

What about other opportunities?

Other opportunities abound! Once in the CCC, you can work toward a leadership position. Those selected help supervise other corpsmembers, or receive specialized training in areas such as construction, energy conservation, landscaping, and food service.

What's more, the CCC offers several special programs where you can be part of a helicopter crew fighting forest fires, or spend six months in Yosemite's backcountry rebuilding trails. Internships are also available and can boost your job opportunities after the CCC.

Where will I be after a year in the CCC?

After your year in the CCC, you may pursue a job in a field directly related to your work in the Corps, or seek a career in another area of interest. Or, you may continue your education. No matter what your future plans are, the CCC is an opportunity to increase your self-confidence, motivation, and direction.

Today, former corpsmembers can be found in all segments of the workplace. They are park rangers, landscapers, firefighters, energy conservation specialists, youth program directors, construction workers, police officers, secretaries, telephone repairpersons, truck drivers, teachers, emergency medical technicians, computer operators, and more.

Yes, I'm Interested In Finding Out More About Becoming A Corpsmember

Please send me a CCC application.

Name _____

Address _____

City _____

ZIP Code _____

Telephone (____) _____

I'm especially interested in learning more about:

_____

_____

_____

Headquarters

California Conservation Corps
1530 Capitol Avenue, Sacramento 95814 (916) 445-8183

Northern California

BAY AREA CENTER
2829 Moyers Road, Richmond 94806 (415) 223-3251

BUTTE FIRE CENTER
6640 Steiffer Road, Magalia 95954 (916) 873-0330

DEL NORTE CENTER
1500 P.J. Murphy Memorial Drive
Klamath 95548 (707) 482-2941

DELTA CENTER
1202 North American St., Stockton 95202 (209) 948-7110

HUMBOLDT CENTER
1660 Newberg Road
Fortuna 95540 (707) 725-5106

MENDOCINO CENTER
2600 East Side Road, Ukiah 95482 (707) 485-0311

PLACER ENERGY CENTER
3710 Christian Valley Road, Auburn 95603 (916) 823-4902

SANTA CLARA CENTER
Montague Expressway at Delacruz Blvd.
P.O. Box 4128, Santa Clara 95054 (408) 277-1150

SISKIYOU CENTER
8624 Perimeter Road, P.O. Box 645
Montague 96064 (916) 459-3462

TAHOE-SIERRA CENTER
P.O. Box 8199, South Lake Tahoe 95731 (916) 577-1061

Southern California

CAMARILLO CENTER
P.O. Box 6022-CCC
Camarillo 93011-6022 (805) 484-4345

CENTRAL COAST CENTER
Camp San Luis Obispo, P.O. Box 1380
San Luis Obispo 93406 (805) 543-0437

INLAND EMPIRE CENTER
3102 East Highland Street, P.O. Box 601
Patton 92369 (714) 862-3600

POMONA CENTER
3530 West Pomona Blvd., Pomona 91768 (714) 594-4206

SAN DIEGO CENTER
2497 Melru Lane
Escondido 92026 (619) 741-2981

SAN FERNANDO VALLEY CENTER
Brown's Canyon Road, P.O. Box 3457
Chatsworth 91313 (818) 340-8261

SAN PEDRO CENTER
36th and Gaffey Streets, P.O. Box 5348
San Pedro 90733 (213) 831-0185

SEQUOIA CENTER
1406 South Hillcrest St., Porterville 93257 (209) 782-2912

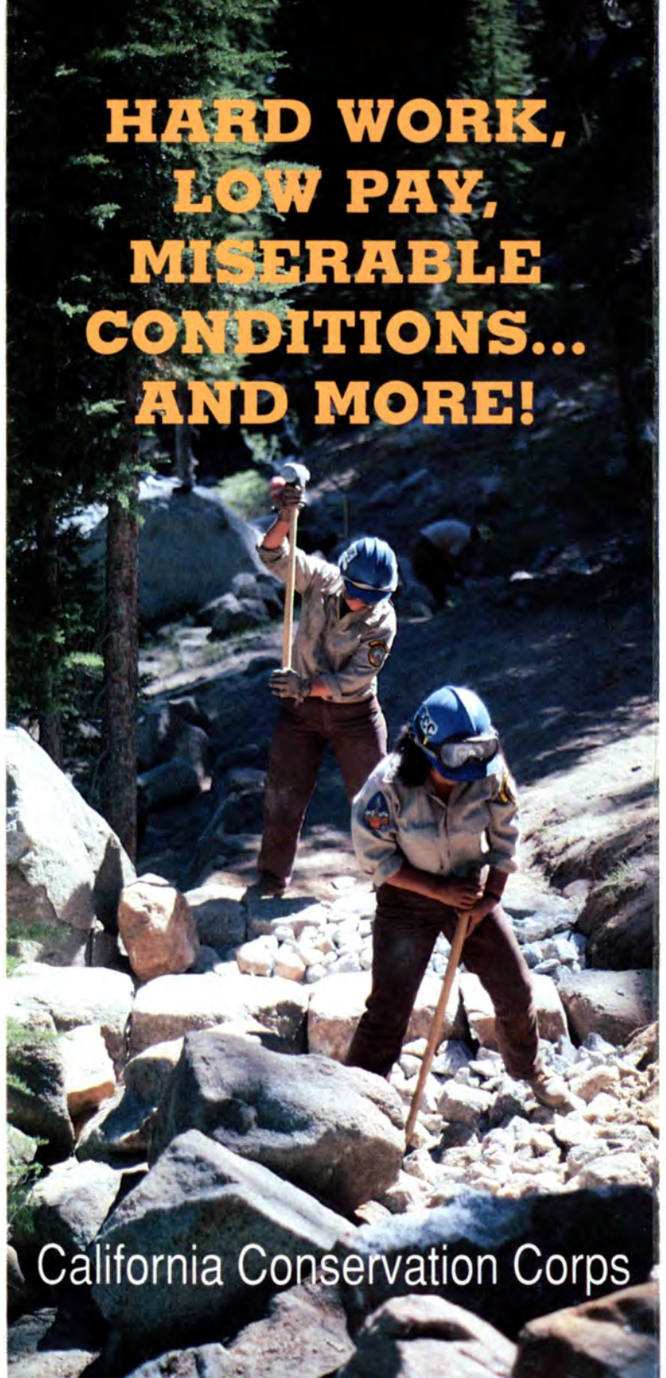
TRAINING ACADEMY
Camp San Luis Obispo, P.O. Box 5027
San Luis Obispo 93403 (805) 549-3740

Satellite locations include:

Angels Camp	Fresno	Madera	Riverside	Santa Cruz
Bakersfield	Greenwood	Mendocino	Sacramento	Santa Maria
Chico	Hollister	Monterey	San Bernardino	Sonoma
Coachella	Leggett	Napa	San Diego	Watts
Eureka	Los Angeles	Oxnard	San Mateo	Yorba Linda
Forest Glen	Los Banos	Redding		

STATE OF CALIFORNIA
George Deukmejian, *Governor*
Gordon K. Van Vleck, *Secretary for Resources*
Bud Sheble, *CCC Director*

89 52972



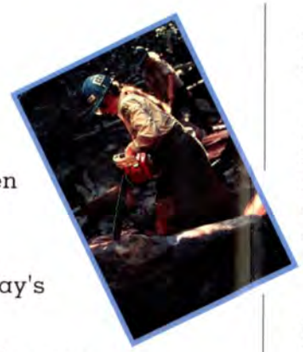
Our Success Story

The California Conservation Corps is a state department created to bring together two of the state's most precious resources . . . its youth and its environment.

Modeled after the Civilian Conservation Corps of the 1930s, today's CCC is 2,000 young men and women between the ages of 18 and 23 working on challenging conservation projects in rural and urban areas. Corpsmembers earn a monthly paycheck, gain solid work skills, improve their educational ability and learn about career choices, while helping California preserve its natural resources for future generations.

The California Conservation Corps is a model for youth corps worldwide, and is the largest and oldest program of its kind in the country.

What We Do For You



Since 1976, more than 40,000 young men and women have been involved in this work ethic and training program which stresses the value of a day's work for a day's pay.

Each year the CCC provides more than three million hours of natural resource work and community assistance to California. The accomplishments of the CCC are impressive:

- 16 million trees have been planted in many areas devastated by forest fires.
- More than 900 miles of Northern California streams have been reopened or cleared for salmon and trout migrations.
- 2,500 miles of trails have been constructed or rebuilt at Yosemite National Park, Lake Tahoe, and other major recreation areas.
- Nearly four million hours have been devoted to park improvement in cities and rural areas.

The CCC is also one of the state's premier emergency work forces. With only an hour's notice, corpsmembers can be on their way to control floods, fight forest fires or provide emergency assistance to communities.

How You Benefit

CCC projects are sponsored by local, state and federal government agencies, as well as nonprofit organizations.

For every $1 invested, the CCC returns $1.77 in benefits. For emergencies it returns $2.82. In its first decade, the CCC estimates it returned more than $528 million to the state in conservation work, community assistance, and emergency relief.

Many of the benefits are intangible. The work ethic and civic mindedness that young Californians develop in the Corps can last a lifetime, and the personal success stories are many.

Young Men and Women Get a Great Start in Life

Young people join for many reasons—to work outdoors, take on a challenge, decide on a career, learn new skills, or pursue other interests in natural resources. Corpsmembers are 18 to 23 years of age and come from all backgrounds. They earn minimum wage to start and can work toward a 10 percent merit pay increase. They may also promote to leadership and specialist positions. Those assigned to residential centers contribute to their housing and meal costs. Corpsmembers in the non-residential program live at home and commute to work.

After successfully completing a year, corpsmembers can receive a cash bonus and scholarship. Corpsmembers may also extend their stay to take advantage of a number of special programs, in which they might be part of a helicopter firefighting crew, or spend six months in the wilderness rebuilding trails.

Why CCC Graduates are Valuable to California Employers

The CCC is more than an 8 to 5 job. Corpsmembers attend academic and career development classes several evenings a week. Computer learning labs are also being established at every CCC center. High school graduates attend community college, with tuition paid for by the CCC. Corpsmembers who haven't completed high school study for their diplomas. To improve writing fluency, corpsmembers keep journals—the CCC's philosophy is that "everyone writes every day." During off hours, corpsmembers are also active volunteers in their communities. They conduct food drives, assist with local charity events, or donate blood.

After a year in the Corps, young Californians graduate with motivation and direction. They are hard workers, responsible and punctual. Former corpsmembers can be found in all segments of the workplace. They are park rangers, firefighters, sales clerks, recreation directors, construction workers, police officers, secretaries, truck drivers, teachers, computer operators, landscapers, and more.

You Can Form a CCC Partnership

The CCC is working hard to make sure that the state's natural resources are conserved and enhanced. California's communities, its businesses and citizens, may be interested in forming partnerships with the CCC:

- Local, state, and federal governmental and nonprofit organizations can sponsor conservation, community service, or emergency assistance projects.
- Employers can designate a portion of their entry-level jobs for CCC graduates.
- As volunteers, citizens can share their special abilities and interests with corpsmembers. For example, they may help with career placement, teach woodworking, or provide administrative support at CCC offices. Community members can also participate on local CCC Community Advisory Boards.
- Citizens can work with the CCC Foundation, a nonprofit public benefit corporation, to assist in obtaining grants, contributions and gifts for CCC programs. Past donations of materials have helped to enrich corpsmembers' lives.

Our Service Districts

If you would like more information about the CCC, please use the directory on the back page to contact the CCC center near you, or call CCC Headquarters at (800) 952-5627.

1530 Capitol Avenue, Sacramento, CA 95814
(916) 445-0307

Al Aramburu, Director

California Conservation Corps

WHAT IS THE CCC?
The California Conservation Corps is a work ethic program with a dual mission: the employment and development of young people, and the conservation and enhancement of the state's natural resources. To carry out this mission, the CCC has established residential centers and nonresidential facilities throughout the state.

MOTTO
The CCC's motto is "Hard work, low pay, miserable conditions ... and more!"

HISTORY OF THE CCC
The CCC is modeled after the Civilian Conservation Corps of the 1930s. In July 1976, legislation was passed creating the California Conservation Corps. The program was renewed on a temporary basis until 1983, when it was made a permanent state department. The California Conservation Corps has now surpassed the original CCC in years of operation, and is the largest program of its kind.

THE CORPSMEMBERS
There are only four requirements for joining the CCC. Men and women must be: 1) between the ages of 18 and 23; 2) not on probation or parole; 3) California residents; and 4) willing to work hard. Corpsmembers come from throughout the state, from urban as well as rural areas. Some corpsmembers have attended college, others never completed high school. They represent a wide range of ethnic groups.

THE WORK
The CCC provides more than three million hours of public service conservation work and emergency assistance to the state each year. Corpsmembers may put in their day's work in the wilderness, planting trees, cutting trails, or clearing streams; in cities, building playgrounds, restoring historic buildings, or revitalizing downtown centers; or even indoors, answering an energy hotline or conducting energy audits. During emergencies, CCC crews sandbag levees, fight forest fires and mudslides, help eradicate pests, and provide clean-up assistance following earthquakes and oil spills.

THE PAY
Corpsmembers receive minimum wage, less costs for room and meals. After successfully completing a year, corpsmembers earn up to $800 to help cover expenses while furthering their education after the CCC.

THE CCC WORK ETHIC
One of the CCC's primary aims is the development of good work habits; training in specific technical skills is secondary. California's business community has found that punctuality, teamwork, and responsibility are important qualities for any employee to have. Employers know that CCC graduates will show up on time, can follow directions and accept supervision, and will put in a hard day's work.

THE FIVE RULES
The CCC has five main rules, and breaking any one of them is grounds for termination. They are: no alcohol, no drugs, no violence, no refusal to work, and no destruction of property.

PROJECT SPONSORS
The CCC works for federal, state, county, city, and other local project sponsors, as well as for nonprofit agencies. Typical sponsors include the U.S. Forest Service (federal); Department of Fish and Game and the Department of Parks and Recreation (state); the Los Angeles County Public Works Department (county); and the East Bay Regional Parks District (regional).

(over)

THE WORK/LEARN APPROACH

The CCC uses the workday as a context for education and training. The work/learn approach integrates the Corps' work and youth development, fostering learning beyond the classroom.

INCREASING ACADEMIC KNOWLEDGE, CAREER SKILLS

After a full workday, corpsmembers spend several evenings a week in academic, conservation, and career development activities. These include:

- **Strengthening education skills**, by taking adult education or basic education programs to receive a high school diploma or GED, or enrolling in advance courses through the community colleges, with tuition paid for by the CCC.
- **Preparing for careers**, putting together resumes, learning to fill out job applications, and practicing for job interviews. Corpsmembers are continually encouraged, and assisted, in applying for jobs in their fields of interest.
- **Conservation awareness**, promoting an understanding of the environmental principles behind the work done by the CCC.

CCC SPECIAL OPPORTUNITIES

Once in the CCC, corpsmembers have a number of opportunities to pursue, including:

- **Energy Conservation**. The CCC's Placer Energy Center offers the most technical type of training in the CCC. Corpsmembers receive instruction in electricity, construction, and solar heating principles; they conduct energy audits and retrofit public buildings with energy-saving devices.
- **Stream Enhancement**. Under the direction of the Department of Fish and Game, corpsmembers along the North Coast tackle tough stream clearance and habit improvement work, to restore the salmon and steelhead populations.
- **Backcountry Trails**. Each year the CCC sends more than 75 corpsmembers in the high country of Yosemite and other national parks to build trails and restore meadows.

LOCAL CORPS

Besides the CCC, nine nonprofit local corps are now operating in California. The state monies they receive are matched with local funds to provide a CCC-type experience to greater numbers of high school dropouts and youth in urban areas.

NETWORKING FOR STRENGTH

California's businesses are engaged in partnerships with the CCC to promote the employablity of corpsmembers; local CCC Community Advisory Boards have been established to actively involve community leaders, public officials, and other key citizens in the mission of the Corps.

MODEL FOR THE NATION

The CCC stands today as a model for youth employment and conservation programs worldwide. More than 45 countries and the European Economic Community have contacted and/or visited the CCC. In the U.S., many states have programs modeled after California's.

Since 1976, more than 50,000 young men and women have been a part of the CCC.

Nasty Letter

Our so-called "nasty letter" must be signed by corpsmembers when they join.

PETE WILSON, *Governor*

N CORPS
14

Dear CCC Applicant:

The CCC is **"Hard Work, Low Pay, Miserable Conditions ... and More!"**

First and foremost, the CCC is a work ethic program. It's not a summer camp or vacation. You'll do dirty, backbreaking work, and few people will be around to thank you for it.

You will get up at 5:30 a.m. and be required to do physical training every day. You'll also have kitchen duties.

You will work in rain, high winds, intense heat, snow, mud, and cold mountain streams. Your days will be long and many evenings will be spent in a classroom.

You will live in close quarters with all kinds of people (separate facilities for men and women). If you don't like people of different colors, if you don't like the disabled, then you don't want to be in the CCC.

The CCC will assign you to a center. You won't be able to change locations for your first four months. You may find yourself over 600 miles from your hometown, so opportunities to go home might be limited.

Above all, you must accept supervision. You must follow instructions and live by the rules.

What about the "... and More!"?

You will have an opportunity to protect and enhance California's environment by planting trees, building parks and trails, and fighting fires and floods. This will give you a sense of pride and accomplishment.

You will develop good work habits, along with your physical health. Employers want people who are responsible, dependable, and know about teamwork. You'll learn all of this in the CCC.

You will read and write every day to improve these skills. You'll have the opportunity to take college classes and earn education credits. If you don't have your high school diploma, you'll work toward a diploma or G.E.D. (General Education Development) certificate.

You will learn about career choices and how to prepare yourself for the working world, from resumes to job interviews. Upon graduation, the CCC will certify you for what you've accomplished and learned, and assist you with job and educational opportunities.

It won't be easy, but we think you'll find that your year will be well spent. Please sign below indicating you understand the CCC's expectations, and are willing to take on the challenge.

Sincerely,

Al Aramburu
Director

Print Name _____ Signature _____ Date _____

CCC 165 (Rev. 2/93)

Clinton Presidential Records
Digital Records Marker

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Publications have not been scanned in their entirety for the purpose of digitization. To see the full publication please search online or visit the Clinton Presidential Library's Research Room.

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STATE OF CALIFORNIA—RESOURCES AGENCY PETE WILSON, *Governor*

CALIFORNIA CONSERVATION CORPS
1530 CAPITOL AVENUE, SACRAMENTO, CA 95814
(916) 445-8183

Al Aramburu
Director
California Conservation Corps

PERSONAL PROFILE

Background

- Born in East Los Angeles of Mexican immigrants
- Spanish was first language, still bi-lingual
- Attended public and parochial schools
- Graduated from Cal State-Northridge with A.B. in Econ-1960
- Currently living in Marin County, planning to move to Sacramento
- Married to Margit Aramburu, a Planner in private practice
- Two adult children from previous marriage: Albert Michael, who is a Sales Rep for O'Neill; and Katie, who teaches in Union City (East Bay)

Work History

- Pacific Telephone - 1953
- United States Army - 1953-56. Stationed in Germany 2+ years
- Returned to Pacific Telephone 1956. Worked part-time while attending college
- Accepted into Management Training Program - 1960
- Transferred to Bell Laboratories - 1967-1970
- Returned to Pacific Telephone - 1970-1981
- Resigned from Pacific Telephone in 1981 to enter politics full time

Elected Offices Held

- Tiburon Town Council - 1972-1978. Mayor in 1974-1975
- Marin County Board of Supervisors - 1981 to 1992. Chair in 1984 and 1988. With a very strong environmental-support record

Appointed Offices Held

- Bay Conservation and Development Commission - 1974-1978, 1981-1992
- Bay Area Air Quality Management District - 1982-1992. Chair in 1987-1988
- Associated Bay Area Governments - Executive Committee - an alternate in 1992
- Committee for Water Policy Consensus - 1986-1992
- Chair, Marin County Council of Mayors and Councilmembers - 1976-1978

Miscellaneous

- Very involved in the arts--brought Frank Lloyd Wright show to Marin and presently on Board of the Mill Valley Film Festival
- Song writer and guitar player - has performed over 20 years

CALIFORNIA CONSERVATION CORPS

JOB DESCRIPTION

CORPSMEMBER

POSITION: A corpsmember works on various conservation and community service projects, and responds to emergencies, including floods, forest fires, and major earthquakes. Under the direction of CCC staff, a corpsmember learns the skills necessary to complete the projects, while gaining valuable work experience. The position is for one year, although a corpsmember may choose to leave earlier, if desired.

Specific areas of experience may include:

- Natural resource enhancement Tree planting, stream clearance, erosion control, timber stand improvement, trail construction and maintenance, seed cone collection, and wildlife habitat improvement.
- Construction Carpentry, plumbing, and masonry, including framing and fence and rock wall construction.
- Maintenance Renovation of structures: painting, repair and remodeling of buildings, both interior and exterior.
- Landscaping Plant identification and propagation, planting, sprinkler and irrigation installation, and nursery operations.
- Emergency response Firefighting, flood control, and cleanup assistance following oil spills and major earthquakes.
- Food Service Quantity food preparation, menu planning, sanitation and safety.

QUALIFICATIONS: There are four requirements for joining the CCC. Men and women must be between the ages of 18 and 23, not on probation or parole, California residents, and willing to work hard.

PERSONAL QUALITIES: A corpsmember must have a desire to develop and maintain physical fitness, stamina, and the ability to do heavy labor, including lifting. (The CCC offers young people with physical or developmental disabilities the opportunity to join. These corpsmembers are challenged and expected to participate as fully in the program as their ability allows.) A corpsmember must be willing to accept responsibility, develop good work habits, and demonstrate punctuality and dependability. He or she must work well with people of different races, sexes, and backgrounds. A corpsmember also must conform to CCC uniform requirements and adhere to safe work practices.

ADDITIONAL TRAINING: A corpsmember receives training in proper tool usage and safety, flood control, fire suppression, water safety, first aid, CPR, chainsaw operation ... and much more.

The CCC has an education program in which a corpsmember spends a few evenings a week in academic, career development or conservation awareness classes. A corpsmember who is not a high school graduate must study for his or her GED certificate or diploma.

A corpsmember can work towards a "supergrade" position. Those selected for these positions help supervise other corpsmembers or receive specialized training in areas such as construction, energy conservation, food service, landscaping, and auto mechanics. Also, their employment with the CCC is extended an additional year.