

Best Practices in Green Re-Entry Strategies

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Green For All is dedicated to improving the lives of all Americans through a clean-energy economy. The national organization works in collaboration with the business, government, labor, and grass-roots communities to create and implement programs that increase quality jobs and opportunities in green industry — all while holding the most vulnerable people at the center of its agenda.
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Individuals shown are not participants in re-entry programs.

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1. INTRODUCTION

The United States (U.S.) is now the largest prison state in the world, incarcerating 2.25 million people.¹ This represents 23 percent of the world's prison population, a number significantly off balance for a country that makes up only 5 percent of the world's population.² Incarceration rates have increased greatly since the 1970's, and in particular, more during the 1990s than in any previous decade.³ This is no accident. Mandatory minimum sentencing and "three strikes" laws, many of which were passed by states in the 1990s, mandate a specific amount of jail time for a crime, with no leeway or discretion involved for the crime committed. The result is more people in prison for longer periods of time.⁴

Contrary to their intention, these laws do more than just take violent criminals off the streets; they also impose harsh penalties for individuals who commit more minor offenses. In California, for example, more than half of the third "strikes" that have resulted in a 25-to-life sentence involve neither serious nor violent felonies. Shoplifting can escalate to a third-strike felony for those with prior convictions of petty theft, resulting in life imprisonment. Moreover, 11 percent of federal prisoners today are serving time for violent crimes, compared to 54 percent for drug offenses.⁵

Incarceration rates are unevenly distributed across racial and ethnic lines. In 2000, African Americans replaced Caucasians as the largest proportion of prisoners in U.S. jails. By 2006, African Americans, representing only 12 percent of the population, constituted 38 percent of sentenced prisoners.⁶ If current incarceration rates remain unchanged, about one in three African American males, one in six Latino males and one in seventeen Caucasian males will go to prison at some point during their lifetime.⁷

1 Stemen, Don. *Reconsidering Incarceration: New Directions for Reducing Crime*. Vera Institute of Justice, 2007. <http://www.vera.org/content/reconsidering-incarceration-new-directions-reducing-crime>

2 Walmsley, Roy. *World Prison Population List. 8th edition*. International Centre for Prison Studies. School of Law, King's College London. 2009.

3 Schiraldi, Vincent, Jason Colburn and Eric Lotke. *Three Strikes and You're Out. An Examination of the Impact of 3 Strike Laws 10 Years After Their Enactment*. The Justice Policy Institute. www.justicepolicy.org/uploads/.../04-09_rep_threestrikesnatl_ac.pdf.pdf

4 Austin, James, *Reducing America's Correctional Populations, a Strategic Plan 2009*, National Institute of Corrections, 2009. <http://community.nicic.gov/forums/storage/95/16219/ReducingCorrectionalPopulations-Austin%20white%20paper.doc> (Viewed on April 2, 2010).

5 Diaz, John. *Crime and Punishment, Politics of "three strikes" law*. San Francisco Chronicle. May 8, 2011. <http://www.sfgate.com/cgi-bin/article.cgi?f=/c/a/2011/05/07/INN21JB7OD.DTL>

6 Bureau of Justice Statistics. *Prisoners in 2006*. US Department of Justice. December 2007. bjs.ojp.usdoj.gov/content/pub/pdf/p06.pdf

7 Bonczar, Thomas P. *Prevalence of imprisonment in the U.S. population, 1974-2001*. Bureau of Justice Statistics, Special Report. US Department of Justice, Washington, DC, August 2003. <http://bjs.ojp.usdoj.gov/index.cfm?ty=pbdetail&iid=836>

This imbalance is largely the result of the U.S.'s "war on drugs."⁸ Law enforcement practices and drug-related policies have resulted in people of color being prosecuted for drug offenses far out of proportion to the degree that they use or sell drugs. In 2005, for example, African Americans represented just 14 percent of current drug users, but 53 percent of persons sentenced to prison for a drug offense.⁹

In the U.S., approximately \$70 billion is spent each year to incarcerate people in prisons and detention centers, or keep people under watch on parole and probation.¹⁰ The growth rate in state corrections expenditures over the last 20 years is second only to the growth in state spending on Medicaid.¹¹ Moreover, the social and economic costs on communities include wrecked lives, broken families, interrupted educational attainment, reduced earnings and decreased economic productivity – all of which contribute to an ongoing cycle of poverty that disproportionately impacts poor neighborhoods.

Individuals and their families feel the consequences of incarceration well after their release from prison. Such is the case with respect to both employment opportunities and earnings. Competing for jobs is extremely difficult for people with criminal histories, who typically do so with little to no previous work experience or skill credentials. In fact, individuals with criminal histories face unemployment rates of 60 to 70 percent.¹² For those lucky enough to find employment, previous incarceration reduces their wages by 11 percent and diminishes their yearly earnings by 40 percent.¹³

Lack of skills and work experience is particularly prevalent among formerly incarcerated members of minority communities, wherein the young are disproportionately represented. This phenomenon has far reaching consequences on future employment prospects. The years between ages 19 and 30 are critical to establish a track record of employment and work experience. The greatest concentration of African Americans and Latinos in custody is between the ages of 20 and 29, while the greatest concentration of Caucasian males is between the ages of 35 and 44.¹⁴ Missing the opportunity during these prime years to enroll in education and training programs, gain work experience, and make connections with employers

8 American Civil Liberties Union. *10 Reasons to Oppose "3 Strikes, You're Out."* March 2002. http://www.aclu.org/racial-justice_prisoners-rights_drug-law-reform_immigrants-rights/10-reasons-oppose-3-strikes-youre-

9 Testimony of Marc Mauer, Executive Director, The Sentencing Project. *Racial Disparities in the Criminal Justice System*. Prepared for the House Judiciary Subcommittee on Crime, Terrorism, and Homeland Security. October 29, 2009. http://www.sentencingproject.org/doc/publications/rd_mmhousetestimonyonRD.pdf

10 NAACP Smart and Safe Campaign Presents: *Misplaced Priorities: Overincarcerate.Undereducate*. NAACP. May 2011, 2nd Edition. <http://www.naacp.org/pages/misplaced-priorities>

11 The Pew Center on the States. *One in 31: The Long Reach of American Corrections*. The Pew Charitable Trusts, Washington, DC Mar. 2009. http://www.pewcenteronthestates.org/news_room_detail.aspx?id=49398

12 Ibid.

13 The Pew Charitable Trusts. *Collateral Costs: Incarceration's Effect on Economic Mobility*. The Pew Charitable Trusts, Washington, DC, 2010. http://www.pewtrusts.org/our_work_report_detail.aspx?id=60960

14 Sabol, William J., PhD, and Couture, Heather. *Prison Inmates at Midyear 2007*. US Department of Justice, Bureau of Justice Statistics. Washington, DC, June 2008. <http://bjs.ojp.usdoj.gov/content/pub/pdf/pim07.pdf>

and unions presents incarcerated youths with often insurmountable challenges to finding employment upon release.

The inability to find work or sustainable wages is a major contributor to extremely high recidivism rates. The Pew Center on the States finds that four in ten offenders return to prison within three years.¹⁵ The magnitude of this problem – and the challenge it presents – is daunting. Approximately 28 percent of adults — 68 million, in total — have a criminal record. This is a staggering figure that does not even account for young people under the age of 18 with a criminal history.¹⁶

Minimal employment prospects effectively sentences many of the formerly incarcerated back to prison. Youthful indiscretions or minor offenses can lead to wrecked lives with no shot at redemption. The human cost alone to individuals, their families and communities is tragic, and yet it is a potential reality that tens of millions of Americans face today. Individuals released from prison pay their debt to society in the form of time served. It should not translate into a debt they pay for life.

Research shows, however, that individuals who participate in vocational training while incarcerated and/or post-release show better employment outcomes once out of prison.¹⁷ In addition, participation upon release by ex-offenders in transitional jobs programs – which combine paid, short-term employment with skill development and supportive services – tend to significantly lower rates of recidivism on a variety of measures, including a 40 percent reduction in re-incarceration for a new crime two years after joining a transitional jobs program.¹⁸ This underscores the importance of re-entry programs to increase the chance for success and redemption. Re-entry programs that prepare individuals with little work experience or marketable skills for employment, implemented at scale, have the potential to salvage generations of potentially productive members of society.

This paper considers the unique opportunities that the green economy – and green re-entry programs – can offer this chronically underserved population to find *gainful* employment necessary to escape a cycle of poverty, crime and recidivism. Jobs in the burgeoning green economy, we argue, hold the promise of not just employment prospects but greater accessibility to career jobs that pay sustainable wages.

Specifically, this paper looks at the: (1) opportunities and potential of jobs in high demand green sectors; (2) best practices of re-entry programs that can prepare people who were formerly incarcerated to become both productive workers in these sectors and contributing members of

15 Ibid.

16 Rodriquez, Michelle Natividad and Maurice Emsellem. *65 MILLION NEED NOT APPLY. The Case for Reforming Criminal Background Checks for Employment*. National Employment Law Project. March 2011.

17 Ibid.

18 Ibid.

their communities; and (3) public policies that can promote fair opportunities for people with criminal histories in the emerging green economy. Case studies are included throughout to promote deeper understanding of the issues.

It is our hope that what follows can contribute to a better understanding of the needs and challenges facing previously incarcerated people and the opportunities that green jobs can offer to help them transition into career pathways for a better future.



2. WHY GREEN?

Any discussion of green jobs or the green economy immediately encounters definitional challenges: What do these terms mean? What occupations and industries do they encompass? To address these questions, the U.S. Department of Labor's Bureau of Labor Statistics (BLS) has undertaken an initiative to measure the number and growth rate of green jobs, their distribution, and the wages of workers within them. For the purposes of their analysis, BLS defines green jobs as *either* jobs in businesses that produce goods or provide services that benefit the environment or conserve natural resources, *or* jobs in which workers' duties involve making their establishment's production processes more environmentally friendly or use fewer natural resources. By this definition, green jobs are, for the most part, existing occupations, the "greenness" of which depends on the kind and degree of economic activity.¹⁹



The BLS analysis will not be completed until next year, but a number of studies have illustrated that the green economy, while still nascent and a relatively small share of the overall economy, shows the potential to grow and become a significant source of new employment. From 1998 to 2007, according to one study, clean energy jobs grew by 9.1 percent nationally, while total jobs grew by only 3.7 percent.²⁰ In California, jobs in green economy sectors grew more than three times faster than total state employment between January 2008 and January 2009.²¹

Essential to such growth, considerable private and public investments are flowing to green technologies and industries. Global private investment in energy efficiency and renewable energy grew over four-fold to \$162 billion between 2004 and 2009.²² Though the 2008 economic recession in the US did slow venture capital investment overall, investment in clean-tech declined less than other sectors.²³ Most recently, investment in the U.S. clean energy economy grew by 51% between 2009 and 2010 to \$34 billion.²⁴

19 U.S. Department of Labor, Bureau of Labor Statistics <http://www.bls.gov/green/>

20 Pew Center on the States and Pew Environment Group. *The Clean Energy Economy: Repowering Jobs, Businesses and Investments Across America*. Pew Charitable Trusts, Washington, DC. June 2009. http://www.pewcenteron-thestates.org/trends_detail.aspx?id=53588

21 Next 10. *Many Shades of Green: Diversity and Distribution of California's Green Jobs*. Next 10. December 2009. http://www.next10.org/next10/pdf/Many_Shades_of_Green_1209.pdf

22 United Nations Environment Program. *Global Trends in Sustainable Energy Investment 2010: Analysis of Trends and Issues in the Financing of Renewable Energy and Energy Efficiency*. United Nations Environment Programme and New Energy Finance Ltd. 2010. bnef.com/Download/UserFiles_File.../sefi_unep_global_trends_2010.pdf

23 Cleantech Group, LLC. "Under the hood of the second best year for cleantech yet." January 13, 2010. <http://cleantech.com/news/5494/details-second-best-year-cleantech>

24 Pew Charitable Trusts. "Who's Winning the Clean Energy Race? 2010 Edition." <http://www.pewenvironment.org/uploadedFiles/PEG/Publications/Report/G-20Report-LOWRes-FINAL.pdf>

In terms of public investment, the American Recovery and Reinvestment Act (ARRA), committed \$93 billion to green economy activities through the end of 2010, creating or saving nearly one million jobs in sectors such as energy efficiency, renewable energy, transportation, and manufacturing. Although the impact of ARRA spending is winding down, the success of its green investments highlights the importance of the emerging green economy to the overall economy.²⁵

The momentum will continue to grow due to a host of variables that increase demand for green products and services. As the realities of climate change become more and more apparent, national, state, and local lawmakers are taking action to encourage the adoption of renewable energy and energy efficiency practices through business investment and consumer incentives. The private market is also responding. Businesses increasingly recognize the savings that energy efficiency and conservation can add to their bottom line to counter rising energy costs, and the market appeal of selling green products and services, as consumers increasingly demand them.

The potential to generate new jobs is significant, and that potential is also expected to result in a net job gain of green jobs compared to their traditional – or “grey” – counterparts due to their greater labor intensity and higher levels of domestic content in green products. As a result, clean energy investments create an estimated three to four times as many jobs as the same level of investment in fossil fuel industries.²⁶

25. Bivens, Josh, Walsh, Jason and Pollack, Ethan. *Rebuilding Green: The American Recovery and Reinvestment Act and the Green Economy*. February, 2011. Blue Green Alliance & Economic Policy Institute

26 Pollin, Robert, Heinz, James, and Garret-Peltier, Heidi. *The Economic Benefits of Investing in Clean Energy: How the economic stimulus program and new legislation can boost U.S. economic growth and employment*. June 2009. Center for American Progress and Political Economy Research Institute, University of Massachusetts, Amherst

3. GREEN JOBS: OPPORTUNITIES FOR FORMERLY INCARCERATED?

The lack of, or interrupted, educational attainment and/or work experience can hinder individuals with a criminal history for a lifetime. Transitioning back to society is already difficult enough because of the stigma facing individuals released from prison, but the lack of employment prospects too often results in a broken, unproductive work life. Companies large and small routinely deny people with criminal records the opportunity to establish themselves in the workplace. It is common to see in employment listings that people with criminal records “need not apply” for available jobs.²⁷

The promise of the green economy for the formerly incarcerated lies in its potential to help create pathways into career jobs for individuals who lack skills and work experience. Jobs created by green investments require lower formal educational credentials. Many of the jobs in industries that are driving the green economy provide unique opportunities for individuals with a criminal record. These jobs typically provide an entry to industries – such as construction manufacturing, and transportation – that have well-established career pathways and opportunities for upward advancement, while also providing better wages and benefits than other sectors of the labor market.

The majority of entry-level jobs in these industries require a high school education and some post-secondary training rather than a college degree. Many training programs exist in these sectors -- such as registered apprenticeship programs – that allow new entrants with few pre-existing skills to learn competencies on the job while they earn wages.²⁸ Moreover, while some of these occupations may have legal barriers against people with criminal records depending on the type of the offense, others have fewer such barriers.

Just as importantly, the number of jobs available will increase as baby-boomers, many of them in the utility (electricity, natural gas, and water), transportation and construction industries, approach retirement age. Anticipated retirements coupled with an expanding green economy can increase demand for new workers. Green jobs hold the potential to provide economic opportunity to those left behind by the current economy, including the formerly incarcerated. Yet, potential alone is no guarantee. Strategically focused practices, as detailed below, are necessary to actually make these jobs accessible to the disadvantaged.

27 Ibid. 32

28 Pollin, R., Wicks-Lim, J., and Garrett-Peltier, H. “Green Prosperity: How Clean-Energy Policies Can Fight Poverty and Raise Living Standards in the United States,” Department of Economics and Political Economy Research Institute University of Massachusetts, Amherst. 2009. Commissioned by Green For All and NRDC. <http://www.greenforall.org/resources/green-prosperity>

ENVIRONMENTAL LITERACY

Environmental literacy, or education around environmental and sustainability issues, is an increasingly important piece of green job training. While weatherization workers need to know how to blow insulation into an attic, they also need to know why that is necessary and be able to make the case to the customers. “Roots of Success” is a curriculum that provides that kind of knowledge. “Roots of Success” is a multi-disciplinary focus on environmental problems and solutions, incorporating the perspectives of environmental science, public health, economic development, land use planning, public policy, and social justice. Designed for youth and adults with limited academic and labor market skills, the curriculum includes an academic component that strengthens participants’ skills in English (or Spanish) reading, writing and vocabulary, math, science, oral presentation, and computers. It also includes a job readiness component that strengthens labor market skills and provides detailed information on the green economy, green jobs and career pathways.

Re-entry organizations that utilize the “Roots of Success” environmental literacy curriculum in their programs speak to its transformative effect on their clients. Jess Rooks of the Osborne Association of New York, calls the program “powerful and impactful” for participants. Environmental Literacy can make a difference around critical thinking skills, particularly when participants begin to think of local solutions for large-scale



environmental problems. Though not all individuals with criminal histories will necessarily want to or be able to obtain a green job, environmental literacy training provides people with opportunities to integrate the notion of “green” into their lives, and opens up what is possible. Information about the curriculum can be found at rootsofsuccess.org.

3.1 Environmental Stewardship

Green jobs not only offer the formerly incarcerated with a potential career path, but also a greater investment in their work by virtue of serving a larger purpose. For the re-entry community, in particular, this feeling of purpose can be extremely powerful. People returning home from prison must recover from a complete loss of control over their daily lives while incarcerated, and overcome barriers to housing, employment, and other basic needs. Traditional entry-level jobs available to individuals with criminal histories tend to do little to ease the transition and help them recapture control.

The role of environmental stewardship inherent in a green job can help ease this transition by instilling pride and fulfillment in an individual's work. A green job becomes more than just a paycheck; it becomes a way for individuals to provide added value to their community and prove their commitment by contributing in a concrete way. By understanding how their job is important in a broader context, individuals coming from the prison system are able to deal more effectively with the frustrating aspects of the typical entry-level job available to them.



4. BEST PRACTICES IN GREEN RE-ENTRY

Programs geared towards the re-entry population are critical to the success of the formerly incarcerated once back in their community. To capitalize on the opportunities offered by the green economy, organizations and institutions working with the re-entry population need to develop the proper infrastructure to train and place their constituents in green career pathways. Deliberate strategies, informed by these very opportunities, will determine the success of these efforts.

Various re-entry programs are beginning to adopt innovative strategies that take advantage of the burgeoning green economy. What follows are some best practices that practitioners, working with the re-entry population, are beginning to adopt, offering individuals with a criminal record another chance to be successful in the labor market and in life.

A critical starting point for practitioners is to understand trends around growing green industries, workforce needs, and laws that may limit the types of jobs individuals with a criminal record can legally perform. Re-entry programs need to prepare individuals for jobs that exist and that don't present legal barriers. Nuanced understanding of these factors in local labor markets is critical because it can vary from state to state.

4.1 Training Opportunities During Incarceration

Time spent in prison can become an important training opportunity for the incarcerated. It is time that can be effectively used to prepare individuals for a better chance of success once they are released. Re-entry organizations, in close partnership with corrections officials, can develop basic education, along with hard (vocational) skill and soft (life and job readiness) skill training programs. Such programs can begin to address possible barriers to employment while the participant is still incarcerated.

Programs conducted within correctional facilities often face significant logistical hurdles related to unpredictable release dates of participants, difficult security clearance procedures and inconsistent participation by individuals once they are released from prison. Yet, with careful planning and close collaboration between re-entry organizations and correctional staff, these programs can prepare people for jobs or qualify them for immediate placement in a training program or transitional job upon their release.

VERMONT WORKS FOR WOMEN: IN-PRISON JOB TRAINING

Vermont Works for Women (VWW) works to address the needs of women living in Vermont's communities and prisons to earn a livable wage and to succeed in employment. VWW's programs include the Modular Home Building Program, an in-prison job-training program with a green building curriculum, where incarcerated women build Energy Star modular homes inside of Vermont's Women's Correctional Facility. The program offers year-round job training for participants in finish and frame carpentry, electrical wiring, plumbing, weatherization and roofing. Through the process of building modular homes, women receive skill-based training in green construction that is transferable to the workplace outside of prison.

The program has seen promising success. Of the participants released from prison and eligible to work, 75 percent found employment. The program has a 19 percent recidivism rate, compared to 51 percent for the general female incarcerated population.

4.2 Transitional Jobs: Immediate Work and Income Upon Release

For individuals coming out of prison, there is an immediate need for both skill development and income. Many formerly incarcerated individuals re-enter society flat-out broke and/or deeply in debt, making it challenging to participate in unpaid training programs.²⁹ Transitional jobs can help fill this gap for people by offering pathways to learn the skills they need to obtain long-term sustainable employment while earning a paycheck.

Many successful transitional jobs programs combine paid entry-level employment and on-the-job training with formal soft or hard skill training, such as adult basic education, interviewing techniques, or certification. These programs can provide individuals with relatively low education and skill levels the opportunity to learn outside the classroom environment, a place where they may have previously failed. The jobs combine wage-paying work, skill development and support to help participants become stable in their community, earn income, and transition to unsubsidized jobs or further education and training.

Social enterprises – businesses with a social mission – are well-situated to offer these transitional, and

²⁹ McLean, Rachel L. and Thompson, Michael D. *Repaying Debts*. Council of State Governments Justice Center, New York, NY. 2007. http://www.reentrypolicy.org/jc_publications/repaying_debts_full_report

later, more permanent jobs. Social enterprises fund a portion of their operations, including training and support services, through an income generating business venture. By being less reliant on public funds, the organization can often focus more on service delivery and on-the-job training for their clients rather than grant writing. Because they generate income as a result of participants' labor, social enterprises can compensate participants undergoing training for their work, helping to support them on their path to permanent employment.

4.3 Wrap-Around Support Services

Formerly incarcerated individuals also face significant barriers beyond their lack of occupational skills. Many re-enter the workforce without having fully addressed behavioral issues such as drug or alcohol addiction, mental or learning disabilities, or impulse control. Some may also face new barriers possibly resulting from incarceration including debt, homelessness, lack of reliable transportation, lack of valid

RECYCLEFORCE: A SOCIAL ENTERPRISE OFFERING TRANSITIONAL JOBS

RecycleForce in Indianapolis, IN, operates as a social enterprise. Their stated mission is two-fold: 1) become the most comprehensive recycling hub in Indianapolis, and 2) help those returning from prison to gain immediate, legitimate earnings combined with a broad array of social supports. In 2006, RecycleForce started providing transitional jobs in the emerging electronic waste recycling industry for people coming out of prison.

Participants are employed for up to six months in the recycling of electronic waste and other materials, including cardboard, plastics and aluminum. They gain marketable job skills, such as using small tools, material handling, problem-solving, loading and unloading trucks and pallets, warehouse management, and certifications in Hazardous Materials and Forklift Safety. Typically, employees work six to seven hours a day and participate for the remaining time in activities that address specific barriers to successful re-entry, such as basic education classes, job training, and drug/alcohol treatment if needed. Recent participants have earned an average of \$5,805 over the six-month period, while paying an average of \$876 in taxes.

RECYCLEFORCE: A Social Enterprise Offering Transitional Jobs, cont'd

RecycleForce contracts with the State of Indiana and the City of Indianapolis to receive their waste, and sends precious metals recovered from computers to companies in Japan. Since 2006, the program has employed 287 people and paid near \$1.75 million in wages. RecycleForce tracks participants for six months after leaving the program and continues to provide career services and support to promote job retention. Only 17 percent of participants have returned to prison, and nearly 50 percent of recent participants have transitioned into permanent jobs, including positions in retail, construction, manufacturing, recycling, non-profit, and general labor. Of those, 32 percent have retained their employment for six months and another 42 percent are still on track to do so. Transitions into permanent jobs, however, declined in 2007 and 2008 due to the worsening economic situation in Indiana.

identification, insufficient funds for training fees or proper work attire, and stringent parole or probation requirements. These barriers can limit their ability to succeed in their transitional job, training program, or job placement.

By providing a suite of wrap-around support services – such as improving access to basic needs, strengthening communication with parole and probation officers, and instruction in important life skills such as financial literacy and case management – non-profit organizations can help these individuals succeed. Support groups and mentoring programs can also provide important strategies to reinforce positive behaviors and provide a supportive environment as a person enters the workforce.

4.4 Soft Skills Development

Soft skills (personality-specific skills) such as punctuality, attendance, business etiquette, decision-making, and teamwork are critical for any job seeker. Focused skill building in this area is especially important to a successful transition for people coming out of prison. Education in financial literacy, training on completing job applications, writing resumes, and enhanced interview skills, are also critical for success. Clients must also be advised on how to answer questions about their criminal records in an open and honest way.

4.5 Industry Certifications

Gaining industry-recognized credentials and certifications is an essential step on a green career pathway that leads to higher skilled and higher paying jobs. Many jobs in green sectors require traditional construction or manufacturing job skills, but with additional green competencies. Acquiring a foundation of industry-relevant hard skills, as a carpenter or electrician for example, is essential to securing jobs in an

CIVIC JUSTICE CORPS: SOFT SKILLS FOR LIFE

Civic Justice Corps (CJC), a national initiative of The Corps Network, is the first-ever national service program to affirmatively recruit people with criminal records. CJC engages formerly incarcerated, court-involved and disconnected young people and provides them a second chance to succeed in life. It helps its Corpsmembers transition to productive adulthood and prepares them for careers in the green economy.

At the core of the CJC model is the emphasis on service learning. Corpsmembers engage in service projects that connect them to their communities, in many cases the very communities that they harmed. Service learning programs include planting trees in bare urban landscapes, weatherizing the homes of low-income neighbors, replacing sidewalks on dilapidated streets, and supporting local planning efforts to green their communities.

The CJC model also includes curriculum for young people with criminal histories to gain academic credentials, develop skills for work and life, and secure sustainable jobs. As part of its soft-skills curriculum, CJC provides classes on resume writing and financial literacy; teaches members the importance of punctuality and attendance; bolsters their decision making skills and their ability to work as part of a team; coaches them on how to learn from constructive criticism; and prepares them to discuss their criminal history and lack of work history during interviews. Another key element of the curriculum is its long-term perspective, which focuses on participants not only succeeding in the here and now, but also as adults, as parents, and as life-long community members.

LA TRADE AND TECHNICAL COLLEGE (LATTC): GREEN JOB TRAINING PROGRAMS FOR UNDERSERVED COMMUNITIES

LA Trade and Technical College (LATTC), the oldest community college in Los Angeles and located in one of the city's most under-served neighborhoods, launched an ambitious green workforce initiative in 2006. The college offers 14 degree and certificate programs and more than 50 classes which incorporate new green content geared towards improving opportunities for entry-level employment. The school's green initiative was largely informed by input from major industries, labor, community groups, the K-16 educational system, government, and policy and advocacy groups to identify the skills sought by employers. "We did a lot of labor market research to determine the most promising occupations, namely those where public policy and technology converge with capital investment and demand," said Marcy Drummond, LATTC VP of Workforce Education and Economic Development.

The school's certificate programs seek to meet demand in green occupational skills such as solar installation, and energy efficient heating, ventilation and air conditioning (HVAC). Credential and degree programs include: Low-emission Vehicle Technology; Sustainable Design – Architecture; Sustainable Lighting; Sustainable Land-Use & Real Estate Development; Supply Water Technology – Water Purification; Wastewater Technology; Energy Efficiency & Energy Auditing; Renewable Energy; Weatherization; and Green Building.

Based on feedback from employers, the school also helps students prepare for careers by teaching soft skills, such as punctuality and business communication.



industry like construction, which is increasingly green, and can be combined with skills that are specific to the application of green practices and technologies, such as energy efficiency, renewable energy installation, green building and deconstruction. The training programs that prepare individuals for these types of jobs allow the formerly incarcerated to obtain credentials, and hopefully certifications, that are valued by growing industries and provide workers with mobility and bargaining power in the marketplace.

There are currently many green certifications, some with more credibility than others. Green training programs need to research the different certification programs to make sure that their curriculum prepares graduates to earn certifications that are recognized and valued by the industry for which they are training people. For example, many utility programs that hire contractors to install energy efficiency measures require that the contractor and/or their employees have specific certifications to do the work. Likewise, the National Association of Homebuilders, the National Multifamily Housing Council, the U.S Green Building Council or other green trade associations, endorse specific certifications.

Given the multitude of certification programs, some regional efforts to standardize credentials are underway with prospects at the national level, specifically in the fields of green construction, energy, and home performance (weatherization and energy efficiency).³⁰

National certifications relevant in these industries currently include:

- Leadership in Energy and Environmental Design (LEED) Certification from US Green Building Council (USGBC)
- Building Analyst, Envelope, Heating, and A/C or Heat Pump Professional Certifications from the Building Performance Institute (BPI)
- Home Energy Rater Services Rater Certifications from the Residential Energy Services Network (RESNET)
- Installation Technician and Service Technician Certifications from the North American Technician Excellence (NATE)
- National Retrofit Workforce Standards, US Department of Energy (DOE)

There are also various certifications that are not industry-specific but which offer necessary skills in the broader workplace that are transferable to other jobs. These include HAZMAT, Lead Abatement, Brown-field, and Forklift Certifications. Though not specific to green jobs, one nationally recognized program

³⁰ Dresser, L., Rogers, J., and White, S. *Greener Skills: How Credentials Create Value in the Clean Energy Economy*. Center on Wisconsin Strategy (COWS), March 25, 2010. http://www.cows.org/about_publications_detail.asp?id=499

that re-entry organizations can connect their clients with is Occupational Safety and Health Administration (OSHA) training. Workers knowledgeable in even the basic level of safety training can help lower the costs to employers for workers' compensation, making workers certified in OSHA more attractive candidates for employment.

4.6 Pre-Apprenticeship Programs

The majority of the jobs in fields like green building, deconstruction, or efficiency retrofitting, are linked to traditional training in established construction trades. Training that is grounded in an understanding of career pathways in the construction trades will align with registered apprenticeship programs, thus serving as a direct on-ramp to green jobs and careers in the building trades. As noted above, apprenticeship training programs are well suited for a formerly incarcerated or any low-income person, because they offer on-the-job training and wage payment over the course of the program. Apprenticeship programs teach individuals skills over the course of three to five years in the field and in the classroom and — in the case of union affiliated programs — graduate apprentices to union membership and journeyman status.

Many formerly incarcerated individuals will not immediately meet the minimum educational requirements to enter into apprenticeship programs (or other training programs, for that matter). Re-entry organizations can implement pre-apprenticeship programs that are designed to bridge any educational gaps that might exist, offering courses such as contextualized literacy, English as a Second Language, or computer literacy. In addition, these programs can provide funds to pay for testing, such as the Test for Adult Basic Education (TABE) or the GED, which are necessary to prove a level of basic education.

Re-entry organizations can also offer introductory classes to build skills required for a green credentialing program, and create a foundation to enable more rapid competency in required skills. Receiving training in green skills can offer an additional level of competitiveness as well. For example, weatherization is not currently a widely unionized sector but many re-entry organizations are training their participants in weatherization skills. Such training offers them an introduction to skills in the trades, such as carpentry, electrical work, and plumbing. In addition, it gives them proficiency in concepts related to certifications, such as BPI or RESNET, commonly required for home energy upgrade jobs. By developing competency in both these areas, a participant is more likely to be an attractive apprenticeship candidate. Though the current economic recession has slowed the number of new apprentices that unions bring on, more opportunities will re-emerge as the recession abates, unemployment drops, incumbent workers begin to retire, and the green economy grows.

SAFER FOUNDATION: TRANSITIONING INTO PERMANENT JOBS

The Safer Foundation of Chicago, IL, has been working for more than 30 years to help formerly incarcerated individuals successfully re-enter their communities by connecting them to employment and social services.

The Safer Foundation initiates pre-employment training with all new clients to instruct them on the culture and expectations of the workplace. Next, trained employment specialists work with clients and employers to obtain suitable job referrals and placement. Sector managers maintain current information such as job openings, skill requirements, and territory maps in specific industries. They form relationships with major employers, and create a pipeline of job openings for clients. Safer focuses on job retention by maintaining contact with both the client and the employer for one year post-placement to resolve any issues that may arise and threaten continued employment.

Safer classifies its work as a triple win, with social, business and environmental benefits. It recently launched a Green Building Deconstruction training program, a one-year training that combines unpaid soft skill development with part-time paid employment that starts at just over minimum wage and increases over time. The training instructs participants in disassembling a building in such a way that the materials (e.g., flooring, fixtures, siding, joists) can be re-used for new construction. Deconstruction is gaining attention as the green, labor-intensive alternative to building demolition, which promises to create jobs, reduce the need for new building materials, and divert over 70 percent of a building's waste from landfills. It creates a value often comparable to the cost of the deconstruction labor. Another benefit is that many of the skills needed in deconstruction are transferable to higher wage jobs in construction.

4.7 Foster Relationships with Employers

Eventually, participants in transitional jobs or training programs must move into long-term employment in the broader workplace. Re-entry organizations need to establish active relationships and work closely with employers to ensure that their constituents can find unsubsidized work. For its partners, re-entry practitioners can play a role similar to that of a human resource department. Both entities can benefit from a partnership in which employers come to trust and rely on the organization to supply workers for their workforce needs.

To foster such relationships with employers, it is critical for re-entry organizations to provide training that produces highly qualified employees for appropriate jobs and to be honest about their participants' criminal histories. These organizations need to make sure that the employer understands the nature and purpose of their program, and knows the history of their new employee. By offering that information, the employer is educated and screened for their willingness to work with clients. As an honest broker, the organization can make sure that a potential employee is the right match for a particular job by understanding which criminal backgrounds are more acceptable to the employer than others.

Organizations can also deepen their relationships with employers by creating a broad, visible partnership with the business community. After all, re-entry programs that produce highly qualified employees offer employers something that they need: a reliable pipeline of qualified workers. Re-entry organizations should consider opportunities that create a common platform between them and employers – such as inviting businesses to sit on their boards, or have business advisory councils – to better inform and align shared outcomes.

A potential outreach strategy for re-entry organizations is to provide employers information on possible financial incentives. Employers of people with criminal histories may meet eligibility requirements and receive financial, such as the federal Work Opportunity Tax Credit. Providing employers with information, and helping them apply for subsidies, can establish an initial relationship with employers, provide an opportunity to educate them, and help them overcome the reluctance to hire a worker with a criminal history.

4.8 Retention Services

Because of the many barriers that formerly incarcerated individuals face in the job market, ongoing support is key to ensuring that job placements are successful. Many re-entry organizations check in regularly with employers and provide ongoing services to participants to support their success in their new career. Job retention services may include mentoring, support groups, life-skills courses, or help with immediate needs as they arise. As such, organizations can serve as a helpful resource to both the employer and the employee, the organization can help resolve issues before they become serious problems that lead to a loss of employment.

DETROITERS WORKING FOR ENVIRONMENTAL JUSTICE: KEEPING UP WITH CERTIFICATION

Formed in 1994, Detroiters Working for Environmental Justice (DWEJ) addresses the disproportional burdens faced by people of color and low-income residents in environmentally distressed communities, including people with criminal histories. With various partners, DWEJ implements training programs that prepare people for jobs in the emerging green economy, covering fields such as weatherization, computer-aided design (CAD), deconstruction, geothermal systems, green landscaping, environmental site assessments, and phytoremediation (engineered systems that use the properties of plants to remove pollutants from soil, water and air).

DWEJ's Green Jobs Training Program empowers participants to become environmental activists and pursue jobs in emerging green industries. It also serves as a resource for businesses by providing a skilled workforce trained to prevent and reduce environmental degradation. During a state-certified 12-week training course, program participants receive training in lead, mold and asbestos abatement; best practices in green industry; environmental assessment; and, EPA-approved hazardous waste operator training. Once trained, DWEJ helps graduates maintain certifications, providing refresher courses, as needed, if they have not yet found a job or if they've been laid off.

5. POLICY AND ADVOCACY

Individuals transitioning out of the criminal justice system will always face greater barriers to entry when looking for employment than others with no such history. To ensure a greater degree of success, the work of re-entry practitioners must also be complemented with policy and advocacy efforts. In addition to building effective infrastructure, policy levers are critical to connect the re-entry population to the workforce and to in-demand jobs.

Advocacy is what drives policy changes that benefit the formerly incarcerated. Organizations serving the re-entry population can better fulfill their mission by creating greater awareness around the needs of the re-entry community. Focusing on success stories and messaging around the value to employers of working with a supported, well-trained population can reduce the stigma that those with criminal histories suffer from in the job market. Finding allies — including business, government, union and other community-based leaders — who will publicize the obstacles facing the re-entry population, and the value of re-entry programs, can increase the effectiveness of advocacy in support of policies that provide opportunities for people with criminal records.

5.1 Policies that Enhance Labor Supply

This paper has described many innovative strategies that have been successful in transitioning people into employment and reducing recidivism. Policies that allow these types of programs to expand their reach: (1) facilitate the strengthening of career pathways; (2) increase the opportunities for organizations to collaborate to offer a full suite of services; and (3) allow other programs to replicate best practices in more communities so that a greater number of participants can benefit.

These policies are discussed below.

5.1.1 Re-Prioritizing Goals of Existing State Correctional Programs

In many cases, expanding the impact of existing programs simply requires re-prioritizing their goals or shifting the guidelines around how goals are achieved. For example, state departments of correction receive funding to train prisoners while incarcerated. Yet, many of these programs provide little in the way of marketable skills to help individuals gain employment once they are released.³¹ By encouraging these programs to partner with non-profit organizations and community colleges operating within cor-

31 The Working Poor Families Project. Strengthening Correctional Education for Adults. Policy Brief, Summer 2009. <http://economicmobilitycorp.org/uploads/policybrief-summer09.pdf>

rectional facilities, as well as in communities, individuals who start training while in prison can continue to develop skills without interruption upon release.

If states allow those organizations to incorporate a paid, on-the-job training component for participants (perhaps after release from incarceration or after achieving a certain competency in the skills trained), they can increase the positive impact of the program. Participants can continue their training program as they transition out of prison, which provides them with consistency and support during an extremely difficult process. With an emphasis on green training, participants can also benefit from acquiring skills in sectors that are expanding and accessible, and that may offer a strong alternative to the cycle of unemployment and re-imprisonment that so many formerly incarcerated individuals face.

5.1.2 Aligning Funders' Needs with Innovative Strategies

As programs implement innovative strategies to provide high quality training, on-going employment and support to their participants, both public and private funders sometimes have a difficult time keeping up. Social enterprises, in particular, face a challenge resulting from their hybrid model, which allows them to serve their social mission while also employing clients in transitional jobs. These hybrid enterprises run into serious challenges in attracting private investment capital as their social mission prevents them from earning profits that are attractive to the for-profit investment community. Yet, philanthropic and public grant-making organizations are often put off that these enterprises charge for the product or services that they employ clients to deliver. Funding agencies should work closely with re-entry organizations that employ this model to ensure that their funding requirements or traditional approaches do not hinder the success of these programs.

Additionally, organizations that work with low-income and low-skilled populations may avoid admitting participants with very high barriers to success (including the re-entry population) into training programs or classes out of fear that it will negatively affect the outcomes that they must report to funders. Tracking outcomes is extremely important, but metrics should take into account the populations being served in order to appropriately gauge the efficacy of a program. Funding programs should incorporate realistic accountability standards to ensure that organizations receiving funding to work with individuals with barriers to employment are not discouraged from working with the re-entry population. Outcome expectations should be appropriate to this population's level of need and risk.

5.2 Policies that Create Labor Demand

In addition to preparing the workforce with the skills necessary to add value in green sectors, government policy must support emerging green industries if they are to fully achieve their potential. The burgeoning green economy shows much promise, but like innovation in other industries, government must play an integral role in driving widespread demand for green products and services. Public policies must also ensure that the jobs that result from this burgeoning economy are accessible to people with barriers to employment, including formerly incarcerated people, and that these career-track jobs help rebuild the diminishing middle class.

5.2.1 Fulfilling the Potential of the Green Economy

Consumers are beginning to recognize the value of ‘going green’ such that the demand for green products and services is increasing. Private industry understands the value of innovative new technologies that create new markets and satisfy this growing consumer demand. However, like any newly emerging industry, the adoption of nascent green products and services require incentives to help it grow. Businesses are wary of introducing new products and services to the market if there is not stable, long-term demand.

Government can provide incentives to elevate the value of green products and services to create the necessary demand. Renewable energy and energy efficiency standards are the most broadly used and impactful policy mechanisms to create such demand. But there are more modest yet effective policies that can be utilized, as well. For example, the Department of Energy (DOE) recently launched HomeScore, a simple way to communicate the efficiency of one’s home.³² In doing so, HomeScore provides homeowners, and markets, with a way to value reduced utility costs, and increased comfort and health benefits that oftentimes accompany an efficient home, and to reflect those benefits in the price of the home.³³ Through programs like this, and instruments such as green product rebates and tax incentives, the government can create market signals that encourage green job creation. Similarly, product take back and stewardship laws that require manufacturers and communities to act with environmental responsibility with respect to materials management can generate additional demand for recycling businesses.

5.2.2 Community Workforce Agreements to Spur Opportunities

Government, industry, labor and community-based organizations can come together to create opportunities for individuals with criminal records by providing them access to good jobs on local development

32 US Department of Energy. “Vice President Biden Launches Home Energy Scoring Program,” Energy.gov, November 9, 2010. Web. 27 May 2011 <http://www.energy.gov/news/9784.htm>

33 Newport Partners, LLC. “Report: Motivating Home Energy Improvements Focus Groups for the U.S. Department of Energy.” Web. 23 May 2011. http://apps1.eere.energy.gov/buildings/publications/pdfs/homescore/doe_fg_report.pdf

projects. The use of Community Workforce Agreements (CWAs) on large construction projects can offer traditionally disadvantaged and underrepresented populations access to union apprenticeship programs through local hiring provisions.

A CWA represents the outcome of negotiations among the property owner or end-user of construction services, the general contractor(s), and building trades unions that establishes the terms and conditions of employment for a specific development project. They typically include agreements among all parties on wage and benefits levels, the hiring process, safety provisions, skills training that will be provided to new workers on the job-site, as well as scheduling, communication strategies and dispute resolution, among other things.

CWAs can be an important vehicle for the formerly incarcerated to gain access to training opportunities and career pathways into stable employment. Re-entry organizations and institutions that are part of a broad coalition of stakeholders can benefit from these arrangements. For instance, a comprehensive CWA negotiated by the Community Redevelopment Agency of Los Angeles, in collaboration with the Los Angeles Alliance for a New Economy (LAANE) and the Los Angeles County Federation of Labor, requires that most publicly funded development projects promote local-hiring standards. The CWA targets “disadvantaged workers”, including anyone who has a “criminal record or other involvement with the criminal justice system.”³⁴

The inclusion of local hiring provisions and apprenticeship ratios can help mitigate some of the discriminatory hiring practices historically associated with the construction industry. Today, perhaps a bigger barrier is the high unemployment rates in the sector. Unemployment in the construction industry today remains almost double³⁵ the national unemployment rate.³⁶

Public policy can require or encourage the use of CWAs on publicly financed development projects. One such opportunity is represented by multi-year transportation authorization legislation which, if Congress ever gets serious about passing it, will commit billions of dollars to transportation infrastructure projects, creating badly needed construction jobs for both incumbent construction workers currently “on the bench” and new workers.

34 *Summary: CRA/LA Construction Careers and Project Stabilization Policy*, Revised 11/19/2008. www.crala.net/.../Construction%20Careers_Goals%20and%20Summary.pdf

35 *Maddux NewsWire, Tampa Bay's Latest Business News*. “Construction Industry Adds 5,000 Jobs Between March and April, as Sectors Unemployment Rate Falls to 17.8 percent.” May 8, 2011. <http://madduxpress.com/2011/05/08/construction-industry-adds-5000-jobs-between-march-and-april-as-sectors-unemployment-rate-falls-to-17-8-percent-25206/>

36 Bureau of Labor Statistics, US Department of Labor. “News Release: The Employment Situation, 2011.” USDL-11-0622, May 6, 2011. <http://www.bls.gov/news.release/pdf/empsit.pdf>

5.2.3 High Road Agreements Can Deliver For Targeted Populations

In situations where CWAs are not applicable or feasible (e.g. there is not an identifiable end-user of construction services, industry), workforce development, community-based organizations, and government stakeholders can still work together to ensure job quality and equitable access to opportunity in emerging green sectors by developing High Road Agreements.

High Road Agreements are based on a combination of requirements, incentives, and supports. Outcome tracking and ongoing adjustment of strategies are important features. High-road strategies include wage and benefit minimums, a local and targeted hiring component, and guidelines around on-going training opportunities in order to increase skills and build career pathways for employees of participating contractors. High Road Agreements reflect a consensus by stakeholders that a trained, qualified and adequately compensated workforce delivers higher quality services to the customer and reduces costs to the employer.

Oftentimes, targeted hiring requirements spur partnerships between industry and training entities working with vulnerable populations. Through the involvement of employers, training providers can ensure their curriculum imparts the required skills to their participants to the benefit of everyone involved. The workforce receives applicable skills to increase their marketability in the job market, while the employer reduces the time and cost spent in recruiting and training employees with little previous experience. In successful high-road programs, employers report significantly reduced costs due to decreased turnover, less recruiting time, and smaller amounts of time spent training employees.³⁷

As part of the targeted hiring component in high-road programs, stakeholders can set goals and establish strategies for increasing opportunity for individuals with criminal histories. In Portland, Oregon, for example, an application for contractors to participate in a high-road home retrofit program gave additional consideration to those that employed formerly incarcerated individuals.³⁸

5.2.4 Legislative Efforts to Prohibit Blanket Discrimination

In most states, people with criminal records – including those with arrest records but no convictions – can be excluded from employment even if they pose no risk to the business or the general public. In addition, people with criminal records are often barred from obtaining many professional licenses.³⁹ It

37 Statement by John Mello, Green Projects Director for Baltimore Center for Green Careers, on Green For All's High Road Affinity Call for Better Buildings. March 16, 2011.

38 See this site for specific information on Portland's program as well as general information on High Road Agreements. <http://www.greenforall.org/what-we-do/building-a-movement/community-of-practice/citywide-retrofitting-resources#hrs>

39 Legal Action Center. After Prison: Roadblocks to Reentry. Legal Action Center. 2009. Web. 26 May 2011 <http://www.lac.org/roadblocks-to-reentry/index.php>

is important to foster and maintain public commitment to keeping risk-appropriate jobs within green industries available to individuals with criminal histories. State laws can be reformed to prohibit blanket discrimination against anyone with a criminal record.⁴⁰

Many employers may be afraid to hire people with criminal records because they do not want to be held liable if the employee commits a new crime, and they do not know how negligent hiring laws⁴¹ might affect them. According to the National H.I.R.E. Network,⁴² “ordinarily, an employer’s reasonable efforts to check and consider a prospective employee’s background will generally satisfy the legal requirements and eliminate the risk of liability on the employer’s part.”⁴³ The clarification of state negligent hiring laws and the elimination of employer liability except in clearly defined cases will help allay employer fears about hiring this population.

Efforts such as Ban the Box,⁴⁴ which seek to eliminate questions about past convictions on initial public employment applications, can help ensure that people with criminal records are considered for employment. Additionally, public agencies can partner with re-entry organizations or their employer partners to get contracts and ensure that jobs exist for this population. In the absence of such an entity, government agencies can specifically encourage private contractors to hire people with criminal records into risk-appropriate jobs in order to receive government contracts.



40 Ibid. 15

41 Negligent hiring is a claim made by an injured party against an employer. It charges that an employer knew or should have known about the employee’s background because, if known, uncovers a dangerous or untrustworthy character.

42 H.I.R.E. stands for Helping Individuals with criminal records Reenter through Employment.

43 National H.I.R.E. Network. *Negligent Hiring Concerns*. Legal Action Center. Web. 2 December 2010 http://www.hirenetwork.org/negligent_hiring.html

44 Yes! “Ban the Box for a Fair Chance.” June 8, 2011. <http://www.yesmagazine.org/issues/beyond-prisons/ban-the-box-for-a-fair-chance>

6. CONCLUSION

The job market is unforgiving to individuals with a criminal record. In any given three-month period, only slightly more than a third of the formerly incarcerated are actually employed.⁴⁵ Their second chance to become productive workers may come in the form of the green economy. The *nature* of many emerging green jobs provides individuals with criminal records unique opportunities. Many of these occupations tend to provide well-established career pathways for individuals with limited education and little work experience. Training programs also exist so that new entrants can achieve competency rapidly. Moreover, these are jobs concentrated in sectors that have fewer legal barriers against people with criminal records, depending on the type of the offense.

Yet, the promise of the green economy alone is not enough. Innovative strategies are required to help individuals returning from prison become productive workers and members of their communities. It is critical to identify now the best practices of green re-entry programs that can take advantage of the early stages of the greening economy, and to put in place the proper infrastructure. Organizations need to develop effective programs and strategic partnerships that can successfully prepare their clients for long-term placement into green career pathways.

Organizations must also advocate for their clients by creating greater awareness around the needs of the re-entry population. These efforts can widen the number of employers willing to hire individuals with criminal records, and rally a broad coalition of stakeholders to advocate on behalf of policies that expand access to those jobs. Unnecessary barriers facing the formerly incarcerated — that have nothing to do with public safety — need to be dismantled.

Where possible, these barriers should be affirmatively replaced by policies that help create family-supporting jobs for the re-entry population, such as targeted hiring of disadvantaged and underrepresented groups for private and public development projects. As the green economy gains momentum and economic recovery takes hold, stakeholders need to position themselves to ensure that some of the newly created jobs will be made accessible to individuals with criminal records, providing them with purpose and a paycheck.

⁴⁵ Holzer, H. Collateral Costs: The Effects of Incarceration on Employment and Earnings Among Young Men. Discussion Paper No. 1331-07. Madison, WI: Institute for Research on Poverty. October 2007.

7. RESOURCES

7.1 Organizations

Legal Action Center	http://www.lac.org/
Urban Institute Justice Policy Center	http://www.urban.org/center/jpc/index.cfm
Pew Charitable Trusts	http://www.pewtrusts.org/
The HIRE Network	http://www.hirenetwork.org/
National Transitional Jobs Network	http://www.heartlandalliance.org/ntjn/
Roots of Success	http://www.rootsofsuccess.org/

7.2 Cited Re-Entry Programs Models

Corps Network's Civic Justice Corps Program	http://www.corpsnetwork.org/
OpenDoors	http://www.opendoorsri.org/
The Osborne Association	http://www.osborneny.org/
Safer Foundation	http://www.saferfoundation.org/
Vermont Works for Women	http://www.vtworksforwomen.org/
RecycleForce	http://www.recycleforce.org/
Detroiters Working for Environmental Justice	http://www.dwej.org/
Center for Employment Opportunities	http://www.ceoworks.org/

7.3 Policy Papers

Feldbaum, Mindy, Frank Greene, Sarah Kirshenbaum, Debbie Mukamal, Megan Welsh and Dr. Raquel Pinderhughes. *The Greening of Corrections. Creating a Sustainable System*. The National Institute of Corrections, NIC Accession Number 024914, March 2011.

<https://s3.amazonaws.com/static.nicic.gov/Library/024914.pdf>

National Employment Law Project, PolicyLink, Ella Baker Center for Human Rights. *Expanding Opportunity: Employing the Formerly Incarcerated in the Green Economy*. July 2010. <http://nelp.3cdn.net>

Pew Center on the States. *One in 31: The Long Reach of American Corrections*. The Pew Charitable Trusts, Washington, DC, March 2009. http://www.pewcenteronthestates.org/news_room_detail.aspx?id=49398

Pew Center on the States. *One in 100: Behind Bars in America*. The Pew Charitable Trusts, Washington, DC. 2008. http://www.pewcenteronthestates.org/report_detail.aspx?id=35904

Pew Center on the States, “*Clean Energy Economy: Repowering Jobs, Businesses, and Investments Across America*.” Pew Charitable Trusts, Washington, DC, June 2009.

http://www.pewcenteronthestates.org/report_detail.aspx?id=52872&WT.rss_ev=f&WT.rss_f=Topics%20RSS&WT.rss_a=Clean%20Energy%20Economy&WT.z_contenttype=Report

Rodriguez, Michelle Natividad and Maurice Emsellem. *65 MILLION ‘NEED NOT APPLY’ The Case for Reforming Criminal Background Checks for Employment*. National Employment Law Project, March 2011.

7.4 Members of Green For All's National Working Group on Green Re-Entry

For more information on the working group, please see:

<http://www.greenforall.org/what-we-do/building-a-movement/community-of-practice/working-groups>

Center for Employment Opportunities (CEO) | Marta Nelson

Civicorps Schools | Joseph Billingsley

Civic Works | John Mello

Construction Apprenticeship & Workforce Solutions, Inc. (CAWS) | John Gardner

Detroiters Working for Environmental Justice | Kinnus Paul

Goodwill Industries of Greater Detroit | Keith Bennet

Fresno Local Conservation Corps | Marcelino Salazar

Limitless Vistas | Matilda A. Tennessee

Los Angeles Youth Opportunity Movement | Martin Flores

Mon Valley Initiative | Jim Reid

National Transitional Jobs Network | Amy Rynell

OpenDoors | Sol Rodriguez

Osborne Association | Jessica Rooks and John Valverde

Rubicon Programs, Inc. | Rob Hope

Safer Foundation | Jodina Hicks

Seattle Jobs Initiative | Dave Trovato

Vermont Works for Women | Jayne Sheridan

Workforce, Inc. | Gregg Keesling



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