



Facilitating Reentry of Justice-Involved Individuals into the Green Workforce

Case Studies and Best Practices

About the Authors

The **Corporate Partners Program at UCLA (CPP)** connects business leaders' expertise with the research excellence of UCLA students and faculty to develop, discuss, and disseminate best practices that enhance sustainability. The program fosters interactive relationships between companies and UCLA experts and students through panel speakers, networking events, and collaborative research. The 2019-2020 focal topic is to explore the systemic and technical challenges related to renewable energy targets in our current infrastructure. Contributors include: Claire Hirashiki (lead author), Ashley Kruythoff (supporting author), Allison Bell (researcher), and Lenny Washington (supporting researcher).

The **Green For All** program of the **Dream Corps** was founded by Van Jones in 2008 to build an inclusive green economy strong enough to lift people out of poverty. *Green For All* ensures that as we transition to a clean energy economy, communities hit first and worst by pollution are not last and least to benefit from the solutions. *Green For All* advocates for policy solutions at the local, state and federal level that create more work, wealth, and health for low-income communities and communities of color.

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Executive Summary

This report is an addendum and update to the 2011 report, [Best Practices Guide for Green Re-Entry Strategies](#), researched and written by UCLA's Institute of the Environment and Sustainability (IoES). Since 2011, governmental, academic, and nonprofit entities have expanded efforts to close the “revolving door” of recidivism via green reentry programs and initiatives. This addendum seeks to capture some of the key developments including:

- Updates on policy developments and economic changes
- Barriers and opportunities for employment for reentry populations
- Best management practices for reentry within the framework of green infrastructure and provide a set of recommendations.
- Experiences of formerly incarcerated individuals and case studies from organizations

Growth of green jobs

The green job sectors¹ are expanding due to advancements in technology, reduced costs, and heightened interest in sustainability. As more and more states, jurisdictions, and utilities themselves target 100% clean energy goals, the transition to clean energy is promoting job growth across the nation, in red and blue states alike. Solar panel installers and wind turbine service technicians are the top fastest growing occupations nationwide, with projected growth rates of 63% and 57%, respectively, from 2018 to 2028. Additionally, these renewable and energy efficiency jobs are here to stay — they require lower educational requirements, they cannot be outsourced, and they pay more than national median wages by 8% to 19%. Clean energy wages are more equitable as well, since less experienced workers earn \$5 to \$10 more per hour than their peers in other industries. The *Environmental Defense Fund (EDF)* reported a total of 3.4 million sustainability jobs in 2011, which increased to 4-4.5 million jobs by 2017, for work in the following: energy efficiency, renewable energy, waste reduction, natural resources conservation, and environmental education. As of 2018, *Environmental Entrepreneurs (E2)* reported that 3.26 million Americans were working in clean energy at a growth of 3.6%.

The *American Recovery and Reinvestment Act (ARRA)*, provided federally funded grants for post-recession job creation in 2009, which successfully resulted in the growth of the renewable energy sectors. *ARRA's Pathways Out of Poverty (POP)* program targeted low-income populations specifically, by offering training opportunities that integrate soft skills, while providing wrap-around services like behavioral therapy and childcare.

¹ For the purposes of this project, “green jobs” were defined as career opportunities which decarbonize the economy within the following industries: energy, construction, transportation, water, manufacturing, and installation. Although some jobs are well established in the green sector, we took the liberty of including jobs which are in industries that are projected to “green” in the near future.

In light of the COVID-19 recession, the federal government again has the opportunity to design an economic rescue package that increases employment and economic growth, reduces greenhouse gas emissions, and advances the United States' transition to clean energy. Green jobs offer “gainful employment necessary to escape a cycle of poverty, crime and recidivism,” rendering them especially good fits to support, sustain, and enable reentry populations.²

Recent criminal justice reform in the U.S.

Often overlooked for their potential value as talented and dedicated employees, justice-involved individuals³ face extensive barriers despite recent improvements in criminal justice policy. In the wake of the mass incarceration of the twentieth century, over 70 million Americans currently have a criminal record, and more than 19.5 million individuals have a felony conviction. After release, 60% of all formerly incarcerated individuals remain unemployed for a year. For those able to find employment, the average reported income in that first year is \$13,890. According to a study conducted by the *Urban Institute*, the most common fields of work two months after release are construction/general manual labor, maintenance, and assembly line/factory production; eight months after release, they are construction/general manual labor, food service, and maintenance. Within that eight month period, 47% of the study participants also relied on informal work, such as carpentry, automotive repair, and lawn care, to supplement their income. Without the opportunities necessary to survive and successfully transition back into the community, many justice-involved individuals find themselves unable to secure stable and sufficient employment, causing them to eventually recidivate and become incarcerated again.

The labor and economic costs in the United States of the employment penalty are quite staggering. In 2014, the *Center for Economic and Policy (CEPR)* researchers estimated that the barriers faced by individuals who were formerly incarcerated caused the United States to experience a loss of 1.7 to 1.9 million workers in 2014, which translates to \$78 to \$87 billion in annual gross domestic product. Over the past decade, there have been significant steps to stem this loss and decrease the prohibitive barriers to employment for justice-involved populations. These efforts often included “ban the box” campaigns, which sought to remove the checkbox requiring disclosure of conviction history during the job application process, so that employers can consider an applicant’s qualifications first and criminal history second. As of July 2019, over 75% of the United States population lives in a jurisdiction which has implemented “ban-the-box” policies. A study by Shoag and Veuger suggests that such policies have increased employment by as much as 4% for residents in

² Green For All. 2011, *Best Practices Guide for Green Re-Entry Strategies*.

³ **The term “justice-involved” refers to those who have ever been arrested, convicted, or incarcerated.**

high-crime neighborhoods. Advocates are pushing for the expansion of the “ban-the-box” movement to other realms, such as in higher education and housing application processes.

There have been several other federal policy advancements in criminal justice in the last decade:

- *Fair Sentencing Act of 2010* reduced the racially discriminatory 100:1 sentencing disparity between crack cocaine and powder cocaine to 18:1.
- In 2013, the DOJ launched the “Smart on Crime” initiative which resulted in a reduction in incarceration and crime rates due to policies which focused on compassionate release, aided reentry efforts, and pushed fair punishments for nonviolent offenses.
- In 2015, the DOJ provided \$53 million in grants to fund *Second Chance Act* programs to reduce recidivism and provide reentry services.
- Executive authority was used to “ban-the-box” for federal agencies in 2015.
- *First Step Act of 2018* allowed for retroactive application of the *Fair Sentencing Act*, corrected the Federal Bureau of Prisons’ good time credit miscalculation, refined the compassionate release process, created an Earned Time Credit which allows for early release based on participation in anti-recidivism programming, and expanded home confinement for elderly incarcerated populations.
- *Second Chance Reauthorization Act of 2018* funds career reentry programs in partnership with nonprofits and private institutions to create subsidized employment opportunities.
- Effective December 2021, the *Fair Chance Act of 2019* will prohibit the federal government and its contractors from inquiring about criminal background prior to making a conditional offer for employment. As a result of this legislation, it has been estimated that roughly 700,000 people with records will now have impartial opportunities with federal agencies and contractor employment.

Advocacy and support programming

In addition to legal and policy advancements, there have also been significant developments in advocacy and support programming, as many groups center their mission on providing educational, vocational, and support services for justice-involved individuals both inside and outside of correctional facilities. The authors of this addendum had the opportunity to speak with 18 organizations and 4 justice-involved individuals to learn about their programming and experiences. Some of the recurrent messages and best practices shared with the research team included:

- **Dismantling Statutory, Regulatory, and Employer-Based Restrictions** From legal enforcement to justice system pathways to sentencing terms, justice-involved individuals face systemic inequality and discrimination. This inequality is

compounded by onerous community supervision requirements regarding probation and parole — including restrictions on where people can live, who they can live with, how far they can travel, the types of jobs they can have, outstanding court requirements, and court-ordered debt which can be garnished from wages on top of any child support arrears. These requirements are all systemic and legal barriers that perpetuate discrimination, permanent punishment, and second class citizenship. This discriminatory situation is exacerbated by other related legal and practical barriers, including insufficient access to necessary identification documents, lack of access to childcare for working parents, and inadequate transportation options.

- **Improving Job Readiness through Reentry Programs** Reentry programs can provide reentry populations with assistance in writing resumes, applying for jobs, and practicing mock interviews to effectively build a dialogue around one's personal history.
- **Reducing Stigma and Educating Employers** Through their HR departments, employers can train their hiring managers and staff on unconscious and implicit bias and promote diversity in their job panels, including employees who were formerly incarcerated. Employees who are not themselves formerly incarcerated can also take employee reentry training programs to better understand their justice-involved colleagues during the on-boarding process — this can help prevent misunderstandings which may arise as a result of the different social norms in prison versus the workplace.
- **Working for a Cause that Aligns with their Beliefs** Green reentry programs are unique in their integration of economy, equity, and environment. Environmental education resonates with justice-impacted individuals, who recognize the overlap in content across sustainability and social justice, as they often come from the communities which are hit hardest by pollutants and environmental risks.
- **Redefining Reality and Addressing Systemic Discrimination through Language** The humanization of formerly incarcerated individuals, both behind prison walls and beyond, is critical to their success. These pervasive and largely accepted insidious prejudices against justice-involved individuals are significant barriers to success and stability. The dominant narrative normalizes the condemnation and degradation of justice-involved individuals, further exacerbating legal and structural obstacles while increasing the empathy divide in our workplaces and communities. We have the opportunity to shift social norms by using language mindfully in the description of currently and formerly incarcerated individuals. Rather than say “felons,” “prisoners,” or “inmates,” we can replace those terms with positive ones such as “justice-involved individuals” or more broadly “system-impacted populations.”⁴

⁴ The term “system-impacted” includes those who are justice-involved as well as their families.

Availability of high road green jobs

Formerly incarcerated individuals deserve high quality jobs, with family-sustaining wages, child support, retirement and health benefits, fair scheduling, and career development pathways. In order to better identify jobs with these traits within the green sector, the *IoES* team compiled a matrix of positions using Bureau of Labor Statistics and *Economic Policy Institute* data.

The matrix includes information for 45 jobs. The focus is on educational and experience requirements, indicators of job quality such as availability of benefits, and connections to unions. To contextualize the national level data, we selected two distinct metropolitan areas to demonstrate the regional differences across the United States in wages and cost of living: Houston and Los Angeles. Both are emerging leaders in sustainable development: Greater Houston had 58,677 clean energy jobs and Greater Los Angeles had 94,955 clean energy jobs as of 2020.

Reentry programs need to create conduits within and by communities of color. As society transitions to a sustainable future, we cannot replicate the structural and racial inequalities that permeate traditional labor markets. It is possible for the green sector to rectify these existing social inequities and environmental injustices by promoting inclusivity through low-barrier access to paid employment and accommodating the needs of justice-involved individuals.

Highlights: Findings

- Opportunities within the green economy are expanding, as demonstrated by the rapid growth in construction, water, energy, and waste management. As an example, in 2019, employment for biofuels grew by 2%, solar by 2.3%, wind by 3.2%, and energy efficiency by 3.4%.
- The construction industry has evolved to be more inclusive with increased participation of women and people of color. BLS reports that women have gone from 8.9% of the construction workforce in 2010 to 10.3% in 2019, Black people from 5.4% to 6.4% and Hispanic people from 24.4% to 30.4%. Given that female incarceration has recently grown at twice the rate of male incarceration, reentry programming and advocacy has diversified to specifically address justice-involved women in addition to minorities.
- Programs that focus on developing communication, professional, and life skills may be successful in helping justice-involved adjust to different norms within the workplace and community, but a broad range of academic skills are also essential for continued success and career growth after incarceration in order to be competitive in the workforce, which demands critical thinking and high levels of literacy.

- Educational and vocational programs during incarceration can change lives for the better. Many people returning home attribute their success and positive outlook on life to the education they received while incarcerated. By participating in vocational training programs and earning their degrees and/or certifications while inside, many incarcerated individuals build structure in their lives and feel motivated to pursue career pathways that they did not initially realize were accessible. Learning specifically about the environment and how green jobs fit into building a healthier world further enhances individuals' value of the work and their career potential.
- Incarcerated individuals already equipped with academic skills can take advantage of hands-on trainings and apprenticeships provided by correctional facilities' partnerships with community colleges and unions. These entities must be committed to career growth and building leadership roles for justice-involved individuals for successful outcomes.
- "Wrap around services" support a holistic approach to reentry which considers not only employment, but also housing, community integration, and mental health, by providing essential resources to succeed.
- When they had the opportunity to participate in comprehensive re-entry programs that included mentorship, guidance, relationship-building, and career-growth, many formerly incarcerated individuals emphasize that they felt a shift in their perspective, an increase in self awareness, and heightened consideration and cognizance of their relationships with others and their communities. This sentiment is heightened within the framework of environmental education, since individuals recognize environmentalism as a moral imperative — they find greater fulfillment in green jobs and develop a personal investment in their work. Environmental ethics resonate deeply with individuals who have experienced the disproportionate effects of environmental burdens in their neighborhoods.
- Employer-level prohibitions continue to punish and discriminate against formerly incarcerated individuals. Old biases and stigmas continue to pervade companies' hiring policies. And in some places outdated legal restrictions limit which career paths may be pursued.

Highlights: Report Recommendations

- Reentry and job training programs for currently incarcerated individuals should provide broad academic skills and subject matter education on the environment and on the role of green jobs as a central part of a healthy ecosystem to empower individuals in changing their communities for the better and enhancing their career potential.

- Programs for currently incarcerated individuals should support developing a social network that will serve as a resource to people returning home in adjusting to and finding work.
- Increase funding and expand the scope of and opportunities for anti-recidivism programming, such as the educational, vocational, and mentoring programs supported by the Second Chance Act, would improve access and increase the number of people who benefit from these programs. Expanding geographical locations is especially important because parole restrictions often limit relocation, and many of these successful reentry programs are entirely absent in parts of the country. Not only does the total absence of these programs prevent entire groups of formerly incarcerated individuals from accessing the support and sustenance they need for successful reentry, but it also robs employers and communities of the vast talents and potential contributions of justice-involved individuals.
- Stop unnecessary correctional oversight mechanisms, most notably the diversion of the costs of the criminal justice system to returning⁵ individuals, which limits their opportunities and often results in recidivism. Returning individuals are routinely forced to spend a quarter to a half of their income on these fines and fees, making it nearly impossible to achieve and maintain financial independence and stability.
- Employers should train their hiring managers and staff on implicit and explicit bias and promote panelists with diverse backgrounds in their job forums, including employees who were formerly incarcerated.
- Expand union partnerships with local correctional facilities to host apprenticeship programs before release to facilitate the transition and allow returning individuals into trade training programs immediately upon release.
- More states, cities, and employers should adopt fair chance hiring policies to remove barriers to employment for formerly incarcerated individuals such as amending the Fair Credit Reporting Act in which hiring is not affected by offenses that did not result in a conviction and is affected by convictions that *directly* relate to the occupation or pose unreasonable risk. State vocational licensing boards should adopt parallel policies.

Highlights: Quotes from participants and leaders in green reentry programs:

Marlin Jeffreys | Program Manager of Adult Programs, *Rising Sun Center for Opportunity*

“Everything’s been a learning experience for me. I came out with limited skills in all areas. What made my transition successful [was] to have two organizations with a foothold in the community there to support me. Not just that they support me — I was ready to make that change. Part of being

⁵ The term “returning” as a descriptor refers to individuals who are returning from prison.

successful once you return is starting to change your belief system and your thought process while you're in prison, so that your behavior changes while you're in prison. When you come home, you're not struggling and fighting within yourself. That's one of the lessons that I learned inside — you can't wait until you come home to change; change starts while you're inside. "

John "Big John" Harriel Jr | General Superintendent/Employee Diversity Manager, *Morrow-Meadows*

"What makes it important is that the individuals across the table come from the same nonsense; so it's not someone from the outside telling you what to do. We're all in the community and we're learning how to build our community. It doesn't matter if you teach a person how to be an electrician (or other profession), if you do not address unresolved trauma, that individual will not be successful. Engagement in *2nd Call* never ends. It is a continuous process. Which is how mentoring should be — there is no beginning and no end."

Franklyn Smith | Reentry Navigator, Washington State Department of Corrections

"We ask them, "what is it that you'd like to do?" and then we work on "how do we create a path for you to do it." Because of the negative stigma, the mind always prescribes the excuse of, "because of your criminal history, you can't do this." That's the wrong attitude. Look at me. Not that my life is perfect or anything, but I am happy. I get to help people for a living and have come to believe there isn't a lot I can't do. I've come out, reinvented, and got myself back together. I've been able to open my own business, I've created several transitional housing programs, I've worked on developing a new reentry model for the DOC, and I was hired as the first justice-involved program manager for the WA State DOC. So, once I got the right mind and support team behind me, there's not really a lot I couldn't do because of my criminal history. I know now that without the right support team in place, I didn't believe in myself. But with the right team, you can do anything you want."

Raquel Pinderhughes | Founder and Executive Director, Roots of Success

"It's important for people with less education and skills to be supported to gain the knowledge and skills they need to access good jobs. The *Pathways Out of Poverty* program jumpstarted thousands of green job training programs around the country. New funding allowed existing job training and reentry programs to expand their capacity and new programs to emerge. ARRA funding made a significant impact on the ability of these programs to support community members; giving individuals the opportunity to access good green jobs and occupational mobility. My research shows that "green jobs" provide workers with higher wages, better benefits, and more stable employment opportunities. The ability to prepare people to access these opportunities was a huge gain."

Introduction

In 2011, the nonprofit *Green For All* released [Best Practices Guide for Green Re-Entry Strategies](#), a report which influenced the course of the reentry movement and instigated interest within the green job sectors. Within the last decade, governmental, academic, and nonprofit entities have expanded efforts to close the “revolving door” of recidivism via green reentry programs and initiatives. In 2018, the *Corporate Partners Program at UCLA* began conducting research on green reentry, by interviewing researchers, nonprofit organizations, social enterprises, second chance employers, and unions to better understand the field of reentry. In 2019, *Green For All*, a program of the *Dream Corps*, and the *Corporate Partners Program at UCLA* decided to collaborate and pick up where the last report left off.

In developing this 2020 addendum, we aimed to accomplish the following:

- Provide updates on policy developments and economic changes since 2011
- Describe barriers and opportunities for employment for reentry populations
- Synthesize best management practices for reentry within the framework of green infrastructure
- Illustrate the stories of formerly incarcerated individuals and depict on-the-ground learning experiences through organization case studies

Research began in February of 2020, a month before the COVID-19 pandemic became a global health emergency. This crisis has only amplified systemic flaws in employment and social equity in the United States. As of April 2020, 23.1 million individuals have applied for unemployment benefits and the U.S. unemployment rate has increased to 14.7%, a record high for the past seventy years.⁶ Economists indicate that the unemployment rate will reach Depression-era numbers.⁷ People of color, women, and the youth are disproportionately affected by the COVID-19 recession, losing their jobs at higher rates.⁸ Additionally, people of color are most vulnerable to health complications of the disease.⁹

Prisons face a heightened risk of outbreak as COVID-19 hotspots due to the limited ability to social distance in an already overburdened system with close quarters and dense

⁶ United States. Bureau of Labor Statistics, U.S. Department of Labor. “Unemployment rate rises to record high 14.7 percent in April 2020.” TED: The Economics Daily, U.S. Bureau of Labor Statistics, 13 May 2020, <https://www.bls.gov/opub/ted/2020/unemployment-rate-rises-to-record-high-14-point-7-percent-in-april-2020.htm>.

⁷ Hansen, Sarah. “Three Numbers That Show Just How Hard Coronavirus Job Losses Are Hitting U.S. Workers.” *Forbes*, Forbes Magazine, 10 Apr. 2020, www.forbes.com/sites/sarahhansen/2020/04/10/three-numbers-that-show-just-how-hard-coronavirus-job-losses-are-hitting-us-workers/#26cbdf4a26c7.

⁸ Isidore, Chris. “Early coronavirus job losses hitting minorities, women, teens particularly hard.” *CNN Business*, CNN, 4 Apr. 2020, <https://www.cnn.com/2020/04/04/economy/minority-job-losses-coronavirus/index.html>.

⁹ The Times Editorial Board. “Editorial: COVID-19 is disproportionately killing minorities. That’s not a coincidence.” *Los Angeles Times*, 8 Apr. 2020, <https://www.latimes.com/opinion/story/2020-04-08/coronavirus-racial-disparity>.

populations. Many incarcerated individuals are more susceptible to the disease — thousands have compromised immune systems, including heart conditions, lung disease, renal or liver disease, and asthma. Older people are also more vulnerable. In 2017, the U.S. Bureau of Justice estimated that there are nearly 200,000 incarcerated people who are 55 years or older, about 12% of the 1.5 million adults incarcerated.¹⁰

To address these concerns, Attorney General Barr authorized transfers to home confinement at the beginning of April.^{11 12 13} Despite this increase in home confinement by 40% since March, 352 incarcerated individuals and 189 staff members have tested positive for COVID-19, with a total of 10 deaths as of April 12, 2020.¹⁴ State and local agencies have implemented continuity of operations plans to mitigate the spread of the disease, including the suspension of social visits, elimination of medical copays, reduction of prison admissions, provision of free phone/video calls, and release of vulnerable populations.¹⁵ Nationwide, approximately ten thousand individuals have been released from jail and approximately six thousand have been released from prison.¹⁶ However, these recently released individuals have little support, due to the COVID-19-induced curtailing of anti-recidivism programs and post-prison services.¹⁷ Without coordinated efforts to provide basic resources, education, job training, transitional housing, and therapy groups, these rushed changes will negatively impact reentry populations and may even reduce their ability to achieve early release post-crisis.

The *Coronavirus Aid, Relief, and Economic Securities (CARES) Act* allocated \$1 billion in relief funds to the criminal justice system, which divided, provided \$850 million for law enforcement, \$50 million for legal services, and only \$100 million for the prison system. Justice-involved individuals are facing discrimination in the implementation of the CARES Act relief package — despite the bill's original inclusivity, the Small Business Administration has excluded justice-involved individuals (those who were only indicted for a crime and those

¹⁰ Reese, H., (2019, July 17). *What Should We Do about Our Aging Prison Population?* JSTOR Daily. Retrieved April 30, 2020 from: <https://daily.jstor.org/what-should-we-do-about-our-aging-prison-population/>

¹¹ United States. Congress, Senate. CARES Act. 116th Cong. 2nd sess. S. 3548. Washington: Government Printing Office, 2020. Congress.gov. 19 Mar. 2020. <https://www.congress.gov/bills/116th-congress/senate-bill/3548/text>

¹² United States. Bureau of Prisons. U.S. Department of Justice. "COVID-19 Coronavirus." Federal Bureau of Prisons, 12 Apr. 2020, <https://www.bop.gov/coronavirus/>. Accessed 12 Apr. 2020.

¹³ Anti-Recidivism Coalition. "ARC Virtual Fireside Chat - April 3, 2020." YouTube, 6 Apr. 2020, <https://www.youtube.com/watch?v=FGpVbcAlc38>.

¹⁴ United States Bureau of Prisons 2020.

¹⁵ "Responses to the COVID-19 pandemic." Prison Policy Initiative, Prison Policy Initiative, 10 Apr. 2020, <https://www.prisonpolicy.org/virus/virusresponse.html>. Accessed 12 Apr. 2020.

¹⁶ Dolovich, Sharon. UCLA Law Covid-19 Behind Bars Data Project. UCLA School of Law Prison Law and Policy Program. 12 Apr. 2020, https://docs.google.com/spreadsheets/d/1X6uJkXXS-O6eePLxw2e4JeRtM41uPZ2eRcOA_HkPVTk/edit?usp=sharing. Accessed 12 Apr. 2020.

¹⁷ Myrick, Hannah. "Releasing 1,100 WA inmates with no support is a bad plan." Crosscut, Cascade Public Media. 23 Apr. 2020, <https://crosscut.com/2020/04/releasing-1100-wa-inmates-no-support-bad-plan>.

who are currently or have been on probation, parole, pre-trial diversion in the past five years from receiving forgivable loans.¹⁸

The silver lining to the pandemic is that correctional facilities are adapting, nonprofits are pushing for reform, and community members are banding together. The novel coronavirus has proven that there is a way forward to rethink and rebuild society, so that nobody will be left behind post-pandemic and when future crises arise. In a recent (April 2020) virtual fireside chat hosted by the *Anti-Recidivism Coalition* on the crisis' impact on incarcerated populations, California Assemblymember Sydney Kamlager imparted some advice to county and state legislators: "Don't stop once COVID is over. Recognize that these policies can in fact work and are more humane, and then institute them permanently.... Use this as a learning opportunity."¹⁹

¹⁸ Sherman, Alex. "Formerly Incarcerated Americans Were Excluded From Federal COVID-19 Relief." *The Appeal*, The Justice Collaborative, Tides Advocacy. 20 Apr. 2020, <https://theappeal.org/coronavirus-formerly-incarcerated-americans-excluded-from-federal-relief/>.

¹⁹ Anti-Recidivism Coalition 2020.

Background

Intersectionality's Compounding Effect on Reentry Populations

People of color and low-income communities are disproportionately impacted by environmental injustice, pollution, and climate change. Race is an important indicator for the placement of pollution and toxic facilities like coal-fired power plants. A report from the United States Environmental Protection Agency's *National Center for Environmental Assessment* indicated that proximity to pollution sources and distribution of air pollutants reflect significant racial disparities.²⁰

The reentry population, in particular, have additional barriers to overcome. Social dynamics' influence on public opinion on incarceration is complex. Stigmas are exacerbated by the amalgam of intersectional traits that are often discriminated against — low-income, rural, people of color, and gender.

There is a gender disparity in recent incarceration population trends. In recent decades, women's incarceration has grown at twice the pace of men's incarceration.²¹ Of the 231,000 women and girls incarcerated in the United States in 2018, approximately 80% were mothers and most were the primary caretakers of their children.²²

In rural areas, reentry is a huge challenge for tribal and white communities, and the imprisonment rate in these communities is also increasing. Since 1990, smaller jurisdictions, including from rural areas, are experiencing the largest growth in jail incarceration of white people. Between 1990 to 2013, there was a national 88% increase in the jailed white population and a 165% increase for rural areas.²³ However, this increase may be due in part to a growing number of localities counting Hispanic peoples as white. Native Americans account for a small percentage of incarcerated people; yet, at the federal level, the number of Native American offenders increased by 27.2% between 2009 and 2013.²⁴

Incarceration is not equal opportunity punishment; Black and Hispanic people are disproportionately affected. In 2017, Black males ages 18-19 were 12 times more likely to be imprisoned, and Black males 65 or older were 4.5 times more likely to be imprisoned than

²⁰ Ihab Mikati, Adam F. Benson, Thomas J. Luben, Jason D. Sacks, and Jennifer Richmond-Bryant, 2018:

"Disparities in Distribution of Particulate Matter Emission Sources by Race and Poverty Status"

American Journal of Public Health. 108, 480-485. Retrieved May 1, 2020 from: <https://doi.org/10.2105/AJPH.2017.304297>

²¹ Sawyer, W. (2018, January 9). The Gender Divide: Tracking Women's State Prison Growth. Prison Policy Initiative. Retrieved April 30, 2020 from: https://www.prisonpolicy.org/reports/women_overtime.html

²² Ibid (2018).

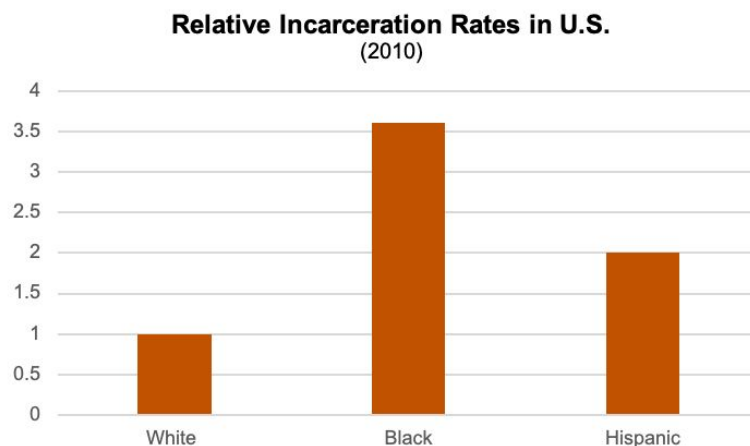
²³ Subramanian, R., Riley, K, Mai, C. (2018, February). Divided Justice: Trends in Black and White Jail Incarceration, 1990 - 2013. Vera Institute of Justice. Retrieved April 30, 2020 from:

<https://www.vera.org/downloads/publications/Divided-Justice-full-report.pdf>

²⁴ (2013). Native Americans in the Federal Offender Population. United States Sentencing Commission. 2009 through 2013 Datafiles, USSCFY09-USSCFY13. Retrieved April 30, 2020 from:

https://www.ussc.gov/sites/default/files/pdf/research-and-publications/quick-facts/Quick_Facts_Native_American_Offenders.pdf

white men of the same age.²⁵ Despite advancements to reduce racial imbalances in the criminal justice system, “Black people remain 3.6 times more likely to be incarcerated in local jails nationally than white people,” and according to the 2010 U.S. Census, Hispanic people are twice as likely to be incarcerated as white people.^{26,27}



It is important to note that the misidentification of the Hispanic population may skew data. There are challenges in drawing conclusions about race due to inconsistent data reporting about Hispanic people in local jails. Misidentification is not uncommon “as many jails do not ask people their race or ethnicity directly, and merely record apparent race at booking.”²⁸ When racial options are limited to *Black*, *white*, and *Hispanic*, categories do not reflect accurate representation. The option to self-identify leads to a more accurate representation of incarcerated populations, which in turn is crucial to well-informed and effective in-prison and reentry programming.²⁹

People identify with not only one trait or characteristic but several. Characterizations such as race, gender identity, class, disability, and nationality are impacted and influenced by societal norms, which, at times, are discriminatory. These characteristics are rarely isolated. A person’s identities and experiences overlap and any inequities compound negative experiences of many traits. For example, women notoriously earn less than men, but when women are classified by race, it is well-known that women of color are paid less on the dollar

²⁵ Bronson, J. and Carson, A. (2019, April). *Prisoners in 2017*. U.S. Department of Justice, Office of Justice Programs Bureau of Justice Statistics, Pg. 15 Retrieved April 27, 2020 from: <https://www.bjs.gov/content/pub/pdf/p17.pdf>

²⁶ Subramanian, R., Riley, K, Mai, C. (2018, February). *Divided Justice: Trends in Black and White Jail Incarceration, 1990 - 2013*. Vera Institute of Justice. Retrieved April 30, 2020 from: <https://www.vera.org/downloads/publications/Divided-Justice-full-report.pdf>

²⁷ Sakala, L. (2014, May 28). *Breaking Down Mass Incarceration in the 2010 Census: State-by-State Incarceration Rates by Race/Ethnicity*. Prison Policy Initiative. Retrieved April 30, 2020 from <https://www.prisonpolicy.org/reports/rates.html>

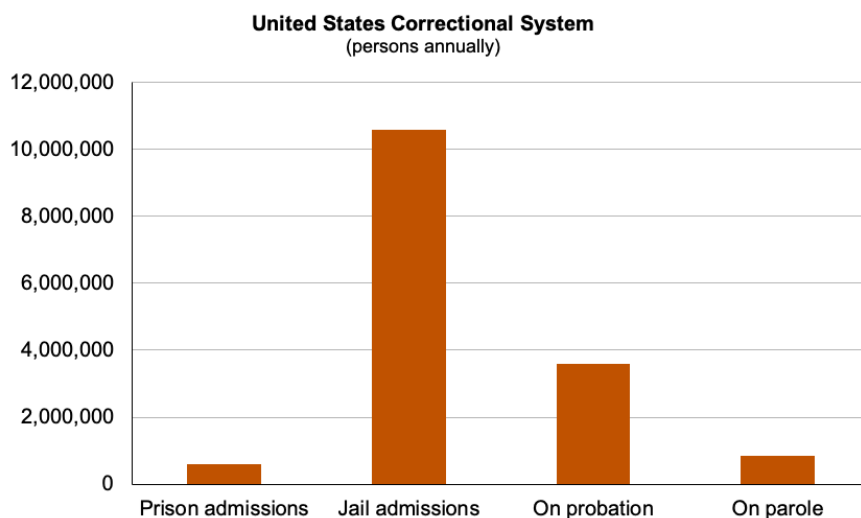
²⁸ Subramanian, R., Riley, K, Mai, C. (2018, February). *Divided Justice: Trends in Black and White Jail Incarceration, 1990 - 2013*. Vera Institute of Justice. Retrieved April 30, 2020 from: <https://www.vera.org/downloads/publications/Divided-Justice-full-report.pdf>

²⁹ *Ibid* (2018).

than white women. In short, people are frequently disadvantaged by many forms of oppression.

Advancements in Criminal Justice Reform

Often overlooked for their potential value as talented and dedicated employees, justice-involved individuals face extensive barriers despite recent improvements in criminal justice policy. In the wake of the mass incarceration of the twentieth century, over 70 million Americans currently have a criminal record, and more than 19.5 million individuals have a felony conviction.³⁰ Nationwide, 2.3 million people are currently confined, 600,000 individuals enter prison annually, and 10.6 million jail admissions (including repeat admissions) occur per year. Looking beyond incarceration, 3.6 million people are on probation and 840 thousand are on parole.³¹ According to the ACLU, the national felony diversion rate is only 9% as of 2017, despite the ability of diversion programs to save billions of dollars in expenses and effectively reduce recidivism.³² The “revolving door” of prisons continues to plague justice-involved individuals. In a study from 2005 to 2014, the Bureau of Justice Statistics reported that 83% of formerly incarcerated individuals were arrested at least once in the nine years following their release.³³

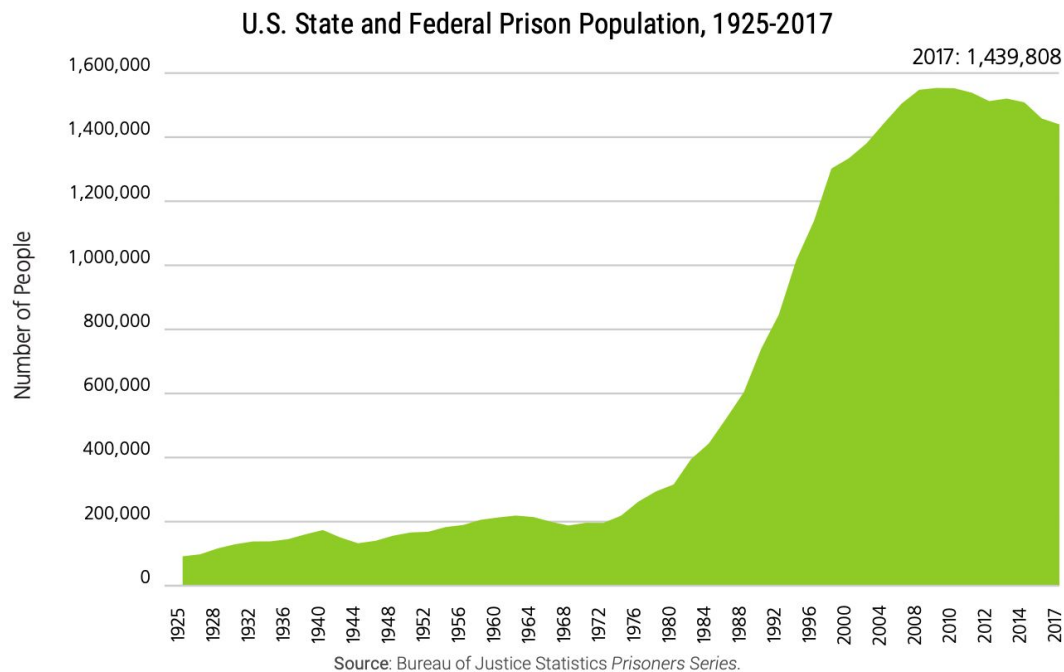


³⁰ Fair Chance Licensing Reform: Opening Pathways for People with Records to Join Licensed Professions. National Employment Law Project. Dec. 2019, <https://s27147.pcdn.co/wp-content/uploads/FairChanceLicensing-v4-2019.pdf>.

³¹ Sawyer, Wendy and Peter Wagner. “Mass Incarceration: The Whole Pie 2020.” Press Release. Prison Policy Initiative, 24 Mar. 2020, <https://www.prisonpolicy.org/reports/pie2020.html>.

³² Kubic, Micah W. and Taylor Pendergrass. “Diversion Programs Are Cheaper and More Effective Than Incarceration. Prosecutors Should Embrace Them.” ACLU, American Civil Liberties Union. 6 Dec. 2017, <https://www.aclu.org/blog/smart-justice/diversion-programs-are-cheaper-and-more-effective-incarceration-prosecutors>.

³³ Alper, Mariel, Matthew R. Durose, and Joshua Markman. United States. Bureau of Justice Statistics. U.S. Department of Justice. “2018 Update on Prisoner Recidivism: A 9-Year Follow-up Period (2005-2014).” Office of Justice Programs. May. 2018, <https://www.bjs.gov/content/pub/pdf/18upr9yfup0514.pdf>.



(Source: The Sentencing Project. "Fact Sheet: Trends in U.S. Corrections." The Sentencing Project. Jun. 2019.)

These issues carry over into the hiring process. Research conducted by the Indiana Department of Corrections indicates that employment is the most significant predictor of recidivism.³⁴ In the United States, the unemployment rate of formerly incarcerated individuals is almost five times higher than that of the general populace.³⁵ After release, 60% of all formerly incarcerated individuals remain unemployed for a year.³⁶ A 2008 survey by the *Prison Policy Institute* demonstrated that the unemployment rate is highest during the first two years after release, but declines significantly by four years after release, which underscores the importance of in-prison vocational training programs and transitional employment services.³⁷ For instance, the *Rand Corporation* found that those who participated in a vocational training program while incarcerated increase their odds of employment post-release by 28%.³⁸

Despite these high unemployment rates, justice-involved individuals are eager to find work and build their careers. A *Johns Hopkins* study demonstrated that 500 formerly incarcerated individuals had a lower turnover rate than those who were not formerly incarcerated over a 40-month period. They also conducted a study of 79 individuals with more serious criminal

³⁴ The Re-entry Policy Study Commission. Indianapolis-Marion County City-County Council Re-entry Policy Study Commission Report. Indianapolis-Marion County City-County Council. Jul. 2013, Prison Policy Initiative, https://www.prisonpolicy.org/scans/indy/re_entry_policy_report.pdf.

³⁵ Couloute, L. and Kopf, . Out of Prison & Out of Work: Unemployment among formerly incarcerated people. July 2018. <https://www.prisonpolicy.org/reports/outofwork.html>.

³⁶ National Employment Law Project 2019.

³⁷ Couloute and Kopf 2018.

³⁸ Davis, Lois M., Robert Bozick, Jennifer L. Steele, Jessica Saunders, and Jeremy N. V. Miles, *Evaluating the Effectiveness of Correctional Education: A Meta-Analysis of Programs That Provide Education to Incarcerated Adults*. RAND Corporation, 2013.

backgrounds for three to six years, and of those individuals, 73 remained employed and only 1 was involuntarily terminated.³⁹

Evidence shows that a history of incarceration can lower an individual's wages by up to 20%.

⁴⁰ For those able to find employment, the median income in that first year is \$10,090 and the average reported income is \$13,890, with only 20% earning more than \$15,000.⁴¹

According to a study conducted by the *Urban Institute*, the most common fields of work two months after release are construction/general manual labor, maintenance, and assembly line/factory production; eight months after release, they are construction/general manual labor, food service, and maintenance. Within that eight month period, 47% of the study participants had to rely on informal work, such as carpentry, automotive repair, and lawn care, to supplement their income.⁴²

Formerly incarcerated women and people of color experience intersectional inequality and suffer from discrimination significantly more than white men.^{43 44} Justice-involved women are disproportionately burdened in finding employment, due to the concentration of female workers in industries which are predisposed to checking criminal backgrounds, such as caregiving and retail.⁴⁵

Without the opportunities necessary to survive and successfully transition back into the community, many justice-involved individuals find themselves unable to secure stable and sufficient employment, causing them to eventually recidivate and become incarcerated again. This is exacerbated by the fact that for many, the conditions of parole limit the geographic area where they may reside, limiting employment opportunities and access to quality, reentry programs.⁴⁶

The criminal justice system has repercussions which reach far beyond the experiences of justice-involved individuals. Using Bureau of Justice Statistics data, *Center for Economic and Policy* (CEPR) researchers estimated the labor and economic costs of the employment penalty faced by individuals who were formerly incarcerated or have felony convictions.

³⁹ Paulk, P. D. *The Johns Hopkins Hospital Success in Hiring Ex-Offenders*. Johns Hopkins Medicine. Sep. 2016.

<https://www.diversityincbestpractices.com/medialib/uploads/2016/09/Paulk-Presentation-Hiring-Ex-Offenders-09142016.pdf>.

⁴⁰ Western, B. *The Impact of Incarceration on Wage Mobility and Inequality*. *American Sociological Review*. Aug. 2002. 67(4), 526-546.

⁴¹ Looney, A. and Turner, N. *Work and opportunity before and after incarceration*. The Brookings Institution. Mar. 2018.

https://www.brookings.edu/wp-content/uploads/2018/03/es_20180314_looneyincarceration_final.pdf.

⁴² Visher, C., Debus, S., and Yahner, J. "Employment after Prison: A Longitudinal Study of Releasees in Three States." *Urban Institute Justice Policy Center*. Oct. 2008.

⁴³ Bucknor, Cherrie and Alan Barber. *The Price We Pay: Economic Costs of Barriers to Employment for Former Prisoners and People Convicted of Felonies*. Center for Economic and Policy Research, Jun. 2016.

<https://cepr.net/images/stories/reports/employment-prisoners-felonies-2016-06.pdf>.

⁴⁴ National Employment Law Project 2019.

⁴⁵ National Employment Law Project and In The Public Interest. 2016. *Reentry and Employment for the Formerly Incarcerated and the Role of American Trades Unions*.

<https://www.nelp.org/publication/reentry-and-employment-for-the-formerly-incarcerated-and-the-role-of-american-trades-unions/>.

⁴⁶ *The Challenges of Prisoner Re-Entry Into Society*. Jul. 2016 <https://socialwork.simmons.edu/blog/Prisoner-Reentry/>

Their findings indicate that the United States experienced a loss of 1.7 to 1.9 million workers in 2014, which economically speaking is a loss of \$78 to \$87 billion in annual gross domestic product.⁴⁷ However, over the past decade, there have been significant steps to stem this loss and decrease the prohibitive barriers to employment for justice-involved populations.

Expansion of the “Ban-the-Box” Movement and “Fair-Chance” Policies

Fueled by rapidly shifting public perspectives and the criminal justice reform movement, governments of all tiers — federal, state, and local — are recognizing the need for reintegration of formerly incarcerated populations into the workforce.

In 2003, the civil rights organization *All of Us or None* initiated a “Ban the Box” campaign to remove the checkbox asking about conviction history during the job application process, so employers can consider an applicant’s qualifications first and criminal history second.⁴⁸ Already, the “ban-the-box” movement has swept the nation — as of July 2019, over 75% of the United States population lives in a jurisdiction which has implemented “ban-the-box” policies.⁴⁹ A study by Shoag and Veuger suggests that such policies have increased employment by as much as 4% for residents of high-crime neighborhoods.⁵⁰

Some states are going above and beyond the standard criteria of “ban-the-box” policies and guiding the hiring process itself. To comply with California’s *Fair Chance Act*, employers must conduct an individual assessment of the applicant by 1) applying the Equal Employment Opportunity Commission’s Nature-Time-Nature test to evaluate the relevance of the conviction to the position and the time passed, and 2) considering any evidence proving rehabilitation presented by the applicant.⁵¹

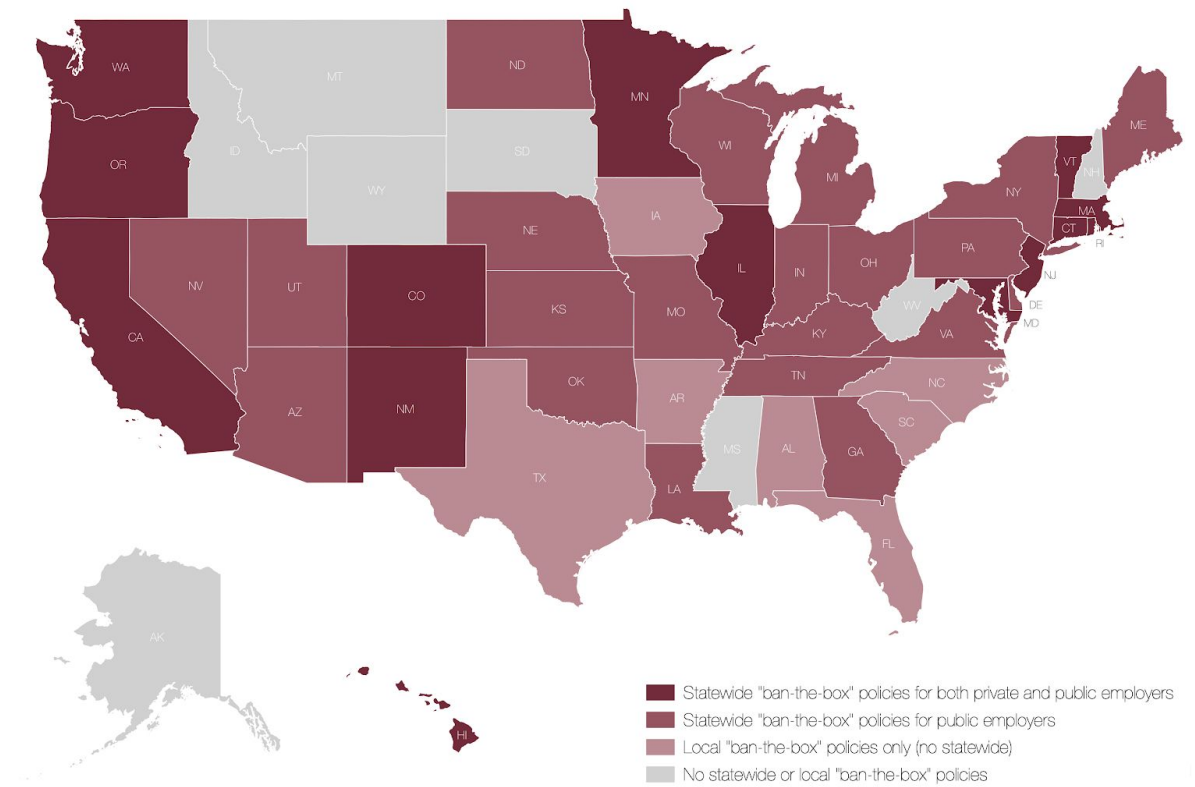
⁴⁷ Bucknor and Barber 2016.

⁴⁸ Von Bergen, Clarence W., and Martin S. Bressler. “‘Ban the Box’ Gives Ex-Offenders a Fresh Start in Securing Employment.” *Labor law journal*, 2016. ResearchGate, <https://www.researchgate.net/publication/304999227>.

⁴⁹ Avery, Beth. *Ban the Box: U.S. Cities, Counties, and States Adopt Fair-Chance Policies to Advance Employment Opportunities for People with Past Convictions*. National Employment Law Project, Jul. 2019, <https://s27147.pcdn.co/wp-content/uploads/Ban-the-Box-Fair-Chance-State-and-Local-Guide-July-2019.pdf>.

⁵⁰ Shoag, Daniel and Stan Veuger. “No Woman No Crime: Ban the Box, Employment, and Upskilling.” 29 Mar. 2016. HKS Working Paper No. 16-015. <http://dx.doi.org/10.2139/ssrn.2782599>.

⁵¹ California Employers’ Fair Chance Hiring Toolkit. Root and Rebound, 2018. https://www.rootandrebound.org/wp-content/uploads/2020/02/California-Employers_-Fair-Chance-Hiring-Toolkit.pdf.



(Source: Avery 2019 and Employment Screening Resources 2019. Created using QGIS on 24 Apr. 2020)

Despite its popularity, the “ban-the-box” movement faces some criticism and resistance. “Ban-the-box” (also known as “fair-chance”) policies are inconsistent across the nation and can vary drastically in terms of coverage extent (e.g. company size or sector), exemptions for considering a criminal background, and stage at which criminal history may be assessed. Some employers are unaware of the policies or simply refuse to comply.⁵² Currently, a total of 35 states, D.C., and over 150 counties and cities have banned the box, but of those jurisdictions, only 14 states, D.C., and 19 counties and cities have broadened those policies beyond the public sector to cover private employers.^{53 54 55}

Some researchers suggest that “ban-the-box” policies simply postpone employer bias and lend to racial discrimination.⁵⁶ A 2006 study by Holzer et al. indicated that in the absence of criminal history information, employers, especially those with a strong aversion to hiring

⁵² Barthel, Margaret. “Employers Are Still Avoiding Former Inmates.” *TheAtlantic.com*, *The Atlantic*, 5 Nov. 2019, <https://www.theatlantic.com/politics/archive/2019/11/are-states-complying-ban-box-laws/601240/>.

⁵³ Avery 2019.

⁵⁴ Maryland (State), Legislature. “Labor and Employment – Criminal Record Screening Practices 3 (Ban the Box).” Senate Bill 0839. Maryland General Assembly, 1 Jan. 2020, <http://mgaleg.maryland.gov/2019RS/bills/sb/sb0839E.pdf>.

⁵⁵ Grand Rapids, Michigan. Municipal Code § 9.939 (as amended in 2019).

⁵⁶ Doleac, Jennifer L. and Benjamin Hansen. “The Unintended Consequences of ‘Ban the Box’: Statistical Discrimination and Employment Outcomes When Criminal Histories Are Hidden.” 2018. SSRN, <https://dx.doi.org/10.2139/ssrn.2812811>.

justice-involved individuals, infer criminal activity based on race.⁵⁷ This was reinforced by a field experiment in 2016 by Agan and Starr, who found that implementation of a “ban-the-box” policy increased the gap between interview callback rates for white people and people of color.⁵⁸ In order to effectively reduce racial disparity, researchers call for more studies on labor market outcomes and racial inequality consequences of “ban-the-box” policies. Agan and Starr offer some additional reform strategies to policymakers: removing racially identifying information (such as names and addresses) from applications, incentivizing hiring justice-involved individuals through tax breaks, and reducing employer liability in negligent hiring lawsuits.⁵⁹

Still, the movement is strongly established and well underway, as several localities — Waterloo (IA), St. Louis (MO), and Suffolk County (NY) — have successfully enacted ordinances to reform hiring practices for public and private employers within the near future.^{60 61 62}

Advocates are pushing for the expansion of the “ban-the-box” movement to other realms. Within the college admissions process, conditions parallel the hiring experience: nearly 72% of four-year colleges include criminal history questions in their freshman undergraduate applications, and applicants with felony convictions experienced a rejection rate almost 2.5 times the rate of the control applicants in a 2019 modified experimental audit.⁶³ The United States Department of Education began to push a “Beyond the Box” agenda in 2016 to dissuade postsecondary institutions from asking about criminal history early in the application process and instead consider a holistic view of prospective students.⁶⁴ In regard to housing, Seattle and Oakland have both implemented Fair Chance Housing ordinances to address a significant barrier when citizens return home.^{65 66} “Ban-the-box” and “fair-chance” legislation is only the beginning in preventing discrimination against justice-involved individuals.

⁵⁷ Holzer, Harry J., Steven Raphael, and Michael A. Stoll. 2006. “Perceived Criminality, Criminal Background Checks, and the Racial Hiring Practices of Employers.” *Journal of Law and Economics* 49 (2): 451–80.

⁵⁸ Agan, Amanda and Sonja Starr. 2016. “Ban the box, criminal records, and statistical discrimination: a field experiment.” *University of Michigan Law & Economics Working Papers*. 16-012.

⁵⁹ *Ibid.*

⁶⁰ Waterloo, Iowa. Ordinance No. 5522.

⁶¹ St. Louis, Missouri. Ordinance No. 71074.

⁶² Suffolk County, New York. Administrative Code § 528-7.

⁶³ Stewart, Robert and Christopher Uggen. “Criminal records and college admissions: A modified experimental audit.” *Criminology*, vol. 58, no. 1, 2019. Wiley Online Library, <https://doi.org/10.1111/1745-9125.12229>.

⁶⁴ U.S. Department of Education. *Beyond the Box: Increasing Access to Higher Education for Justice-Involved Individuals*. Beyond the Box. U.S. Department of Education. 2016. <https://www2.ed.gov/documents/beyond-the-box/guidance.pdf>.

⁶⁵ Office of District 2 Councilmember Nikki Fortunato Bas. “Oakland now has the state’s strongest Fair Chance Housing law to support returning community members.” City of Oakland, 21 Feb. 2020, <https://www.oaklandca.gov/news/2020/oakland-now-has-the-states-strongest-fair-chance-housing-law>.

⁶⁶ Lockhart, Mariko. Seattle Office for Civil Rights. “Fair Chance Housing.” Seattle.gov, 2017, <https://www.seattle.gov/civilrights/civil-rights/fair-housing/fair-chance-housing>.

Clearing Records via the Clean Slate Initiative

Although “ban-the-box” policies provide justice-involved individuals a fresh start at the beginning of the job application process, expunging criminal records can resolve these issues in housing, employment, and education all at once. The clean slate policy model advocates that states automatically seal criminal records for crime-free individuals after a set period of time, without requiring the standard expensive and time-intensive petition process. With the support of 81% of its citizens, Pennsylvania was the first state to enact the *Clean Slate Act* in 2019 to automatically expunge certain records with no waiting period after ten crime-free years.⁶⁷ Utah followed shortly thereafter, by automatically sealing low-level criminal records after five to seven years starting in 2021.⁶⁸ California has also passed a clean slate bill slated for 2021, but has received criticism for applying automatic relief only to prospective arrests and convictions.⁶⁹ Given the model’s bipartisan support, other states, including Connecticut, Michigan, and Washington, are on their way in the advancement of automatic record sealing.

70

Federal Criminal Justice Reform

With near-unanimous bipartisan support, criminal justice reform has taken hold across the country. From 2009-2017 criminal justice reform included banning solitary confinement for juveniles in federal prisons, cracking down on abuses in police departments, phasing out private prisons, and launching initiatives on reform, alternative sentencing, and community policing.⁷¹ Tackling an issue from the “war on drugs” era, the *Fair Sentencing Act of 2010* reduced the racially discriminatory 100:1 sentencing disparity between crack cocaine and powder cocaine to 18:1.⁷² In 2013, the Justice Department launched the “Smart on Crime” initiative which resulted in a reduction in incarceration and crime rates due to policies which focused on compassionate release, aided reentry efforts, and pushed fair punishments for nonviolent offenses.⁷³ In 2015, the DOJ provided \$53 million in grants to fund *Second Chance Act* programs to reduce recidivism and provide reentry services.⁷⁴ And the president

⁶⁷ “A criminal record shouldn’t be a life sentence to poverty” Clean Slate. 2020, <https://cleanslateinitiative.org/>. Accessed 14 Apr. 2020.

⁶⁸ H.B. 431. Utah State Legislature. Gen. Session. 2019. <https://le.utah.gov/~2019/bills/static/HB0431.html>.

⁶⁹ CCRC Staff. “California becomes third state to adopt ‘clean slate’ record relief.” *Collateral Consequences of Criminal Conviction and Restoration of Rights: News, Commentary, and Tools*. Collateral Consequences Resource Center. 10 Oct. 2019, <http://ccresourcecenter.org/2019/10/10/california-becomes-third-state-to-adopt-clean-slate-record-relief/>.

⁷⁰ Bala, Nila and Rebecca Vallas. “State momentum in criminal record sealing fuels federal clean slate bill.” *The Hill*, Capitol Hill Publishing. 2 Mar. 2020, <https://thehill.com/opinion/criminal-justice/485477-state-momentum-in-criminal-record-sealing-fuels-federal-clean-slate-bill>.

⁷¹ Lartey, Jamiles. “Obama made progress on criminal justice reform. Will it survive the next president?” *The Guardian*, Guardian Media Group. 14 Nov. 2016, <https://www.theguardian.com/us-news/2016/nov/14/barack-obama-criminal-justice-reform-prison-sentencing-police>.

⁷² “Fair Sentencing Act.” ACLU. <https://www.aclu.org/issues/criminal-law-reform/drug-law-reform/fair-sentencing-act>. Accessed 14 Apr. 2020.

⁷³ Chung, Ed. “Smart on Crime: An Alternative to the Tough vs. Soft Debate.” Center for American Progress. 12 May 2017. <https://www.americanprogress.org/issues/criminal-justice/news/2017/05/12/432238/smart-crime-alternative-tough-vs-soft-debate/>.

⁷⁴ United States. Department of Justice. Office of Public Affairs. “Justice Department Announces \$53 Million in Grant Awards to Reduce Recidivism Among Adults and Youth.” *Justice News*. The United States Department of Justice. 1 Oct. 2015, <https://www.justice.gov/opa/pr/justice-department-announces-53-million-grant-awards-reduce-recidivism-among-adults-and-youth>

used his executive authority to “ban-the-box” for federal agencies in 2015 and granted presidential clemency through 1,014 pardons and commutations.⁷⁵

Since 2017, there has been additional progress on criminal justice reform. A bipartisan effort, the *First Step Act of 2018* allowed for retroactive application of the *Fair Sentencing Act*, corrected the Federal Bureau of Prisons’ good time credit miscalculation, refined the compassionate release process, created an Earned Time Credit which allows for early release based on participation in anti-recidivism programming, and expanded home confinement for elderly incarcerated populations.⁷⁶ It also mandated the creation of a risk and needs assessment system, the Prisoner Assessment Tool Targeting Estimated Risk and Need (PATTERN), to develop and provide recidivism reduction programs.⁷⁷ Due to controversy surrounding the tool’s inclusion of static risk factors and the lack of recognition for dynamic criteria, the Justice Department has adjusted PATTERN to account for “infraction free” periods, incorporate wrap-around services, and remove unfair variables.⁷⁸ Embedded within the *First Step Act*, the *Second Chance Reauthorization Act of 2018* funds career reentry programs in partnership with nonprofits and private institutions to create subsidized employment opportunities.⁷⁹ The *First Step Act* also incentivizes good behavior through time credits for pre-release custody, trains correctional officers to de-escalate conflicts, and requires that the Federal Bureau of Prisons (BOP) houses incarcerated individuals closer to their primary residences and aids in the process of obtaining identification and benefits.⁸⁰ The *Fair Chance Act* was signed in December 2019, and will prohibit the federal government and its contractors from inquiring about criminal background prior to making a conditional offer for employment effective December 20, 2021.⁸¹ As a result of this legislation, it has been estimated that roughly 700,000 people with records will now have impartial opportunities with federal agencies and contractor employment.⁸²

⁷⁵ Lartey, Jamiles. “Obama made progress on criminal justice reform. Will it survive the next president?” *The Guardian*, Guardian Media Group. 14 Nov. 2016,

<https://www.theguardian.com/us-news/2016/nov/14/barack-obama-criminal-justice-reform-prison-sentencing-police>.

⁷⁶ #HomeForTheHolidays: A Celebration of Freedom Made Possible by the First Step Act. #cut50. Dream Corps. Dec. 2019, https://drive.google.com/file/d/1mINH087vWjRzVP7DS_wrU_GJ8OhC196t/view.

⁷⁷ United States. Bureau of Prisons. U.S. Department of Justice. “An Overview of the First Step Act: Learn How the First Step Act Affects BOP Inmates and Their Families.” Federal Bureau of Prisons, <https://www.bop.gov/inmates/fsa/overview.jsp>. Accessed 14 Apr. 2020.

⁷⁸ United States. Department of Justice. Office of Public Affairs. “Department of Justice Announces Enhancements to the Risk Assessment System and Updates on First Step Act Implementation.” *Justice News*. The United States Department of Justice. 15 Jan 2020, <https://www.justice.gov/opa/pr/departments-justice-announces-enhancements-risk-assessment-system-and-updates-first-step-act>.

⁷⁹ James, Nathan. “The First Step Act of 2018: An Overview.” CRS Report, Congressional Research Service, 4 Mar. 2019, <https://crsreports.congress.gov/product/pdf/R/R45558>.

⁸⁰ United States. Bureau of Prisons. U.S. Department of Justice. “An Overview of the First Step Act: Learn How the First Step Act Affects BOP Inmates and Their Families.” Federal Bureau of Prisons, <https://www.bop.gov/inmates/fsa/overview.jsp>. Accessed 14 Apr. 2020.

⁸¹ *Fair Chance Act*, H.R. 1076, 116th Cong. (2019).

⁸² FAQ: *Fair Chance to Compete for Jobs Act of 2019* (S.387/H.R.1076). National Employment Law Project. Dec. 2019, <https://s27147.pcdn.co/wp-content/uploads/Fact-Sheet-FAQ-Federal-Fair-Chance-Compete-Jobs-Act-2019.pdf>.

Employers Taking Initiative: Second Chance Employment and Open Hiring Policies

Within the workplace, second chance employers are adjusting their policies and focusing on reentry populations specifically through community workforce agreements (CWAs) and targeted hiring practices. Additionally, open hiring procedures have provided an alternative method for the broader acceptance of justice-involved individuals. By removing pre-employment barriers like background checks, drug testing, and references, employers do not judge the past and instead focus on the basics, like physical prerequisites and eligibility to work in the United States.⁸³ To address discriminatory hiring practices, a dozen states recently implemented statutory defenses to limit employer liability in negligent hiring claims, such as protecting employers when formerly incarcerated individuals have certifications of rehabilitation.⁸⁴ However, these laws are established mainly with the intent of protecting employers when they have yet to address the unnecessary usage of criminal background checks. One nationwide solution is amending the *Fair Credit Reporting Act* to reflect the New York State Legislature's "fact-analysis" approach in which hiring is not affected by offenses that did not result in a conviction, but is affected by past convictions which directly relate to the occupation or pose an unreasonable risk.⁸⁵

Developments in the Green Sectors

Current and Projected Growth of Green Industries

The green job sectors are expanding due to advancements in technology, reduced costs, and heightened interest in sustainability. As more and more states, jurisdictions, and utilities themselves target 100% clean energy goals, the transition to clean energy is promoting job growth across the nation, even in red states.⁸⁶ Solar panel installers and wind turbine service technicians are the top fastest growing occupations nationwide, with projected growth rates of 63% and 57%, respectively, from 2018 to 2028.⁸⁷ By 2025, 74% of the United States' coal plants are projected to be more expensive than renewable ones.⁸⁸ Additionally, these

⁸³ Martinez, Alonzo. "From Open Hiring to Negligent Hiring: How to Reduce Risk And Promote Inclusivity." *Forbes*, *Forbes Magazine*, 24 Feb. 2020,

<https://www.forbes.com/sites/alonzomartinez/2020/02/24/from-open-hiring-to-negligent-hiring-how-to-reduce-risk-and-promote-inclusivity/#61cbf30e9f61>.

⁸⁴ Clark, Margaret M. "How to Address Negligent Hiring Concerns." *HR Magazine*, *The Society for Human Resource Management*, 27 Feb. 2019, <https://www.shrm.org/hr-today/news/hr-magazine/spring2019/pages/how-to-address-negligent-hiring-concerns.aspx>.

⁸⁵ Watstein, Ryan D. "Out of Jail and Out of Luck: The Effect of Negligent Hiring Liability and the Criminal Record Revolution on an Ex-Offender's Employment Prospects." *Florida Law Review*, vol. 61, no. 3, 2009, pp. 581-609. HeinOnline, <https://heinonline.org/HOL/P?h=hein.journals/uflr61&i=587>.

⁸⁶ Marcacci, Silvio. "Renewable Energy Job Boom Creates Economic Opportunity As Coal Industry Slumps." *Forbes*, *Forbes Magazine*, 22 Apr. 2019,

<https://www.forbes.com/sites/energyinnovation/2019/04/22/renewable-energy-job-boom-creating-economic-opportunity-as-coal-industry-slumps/#39459e793665>.

⁸⁷ United States. Bureau of Labor Statistics. U.S. Department of Labor. "Fastest Growing Occupations." *Occupational Outlook Handbook*. U.S. Bureau of Labor Statistics. 4 Sep. 2019, <https://www.bls.gov/ooh/fastest-growing.htm>.

⁸⁸ Marcacci, Silvio. "The Coal Cost Crossover: 74% Of US Coal Plants Now More Expensive Than New Renewables, 86% By 2025." *Forbes*, *Forbes Magazine*, 26 Mar. 2019, <https://www.forbes.com/sites/energyinnovation/2019/03/26/the-coal-cost-crossover-74-of-us-coal-plants-now-more-expensive-than-new-renewables-86-by-2025/#6a7d834322d9>.

renewable and energy efficiency jobs are here to stay — they require lower educational requirements, they cannot be outsourced, and they pay more than national median wages by 8% to 19%.⁸⁹ Clean energy wages are more equitable as well, since less experienced workers earn \$5 to \$10 more per hour than their peers in other industries.⁹⁰ However, older white males dominate the clean energy production and energy efficiency workforce, whereas female representation is at less than 20% and Black representation is at less than 10%, which reveals the sizeable diversity shortfalls in recruitment and specific occupation practices.⁹¹

In 2011 the national green goods and services employment was 3,401,279, representing 2.6% of total employment.⁹² Due to budget cuts, since 2013 the U.S. Bureau of Labor Statistics (BLS) no longer collects green jobs information including “data on employment by industry and occupation for businesses that produce green goods and services; data on the occupations and wages of jobs related to green technologies and practices; and green career information publications.” Instead records are kept in a piecemeal fashion by a variety of organizations.

As a result, studies dispute the total count of green jobs, which is complicated by varying definitions of which sectors qualify as green jobs, but altogether they demonstrate substantial growth.⁹³ Including work in energy efficiency, renewable energy, waste reduction, natural resources conservation, and environmental education, the *Environmental Defense Fund (EDF)* reported a total of 3.4 million sustainability jobs in 2011, which increased to 4-4.5 million jobs by 2017.⁹⁴ As of 2018, *Environmental Entrepreneurs (E2)* reported that 3.26 million Americans were working in clean energy at a growth of 3.6%.⁹⁵

⁸⁹ Now Hiring: The Growth of America's Clean Energy & Sustainability Jobs. EDF Climate Corps. Environmental Defense Fund. 2017, http://edfclimatecorps.org/sites/edfclimatecorps.org/files/the_growth_of_americas_clean_energy_and_sustainability_jobs.pdf.

⁹⁰ Muro, M., Tomer, A., Shivaram, R., and Kane, J. Advancing inclusion through clean energy jobs. Metropolitan Policy Program. Brookings Institution. April 2019.

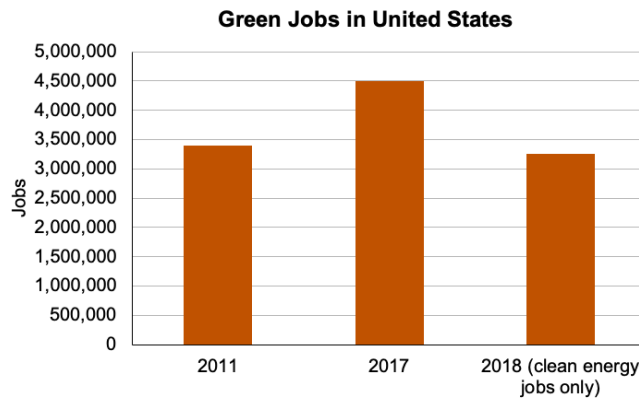
⁹¹ Ibid.

⁹² (2013, March 19). Employment in Green Goods and Services - 2011. U.S. Bureau of Labor Statistics. Retrieved May 14, 2020 from <https://www.bls.gov/news.release/ggqcew.nr0.htm>

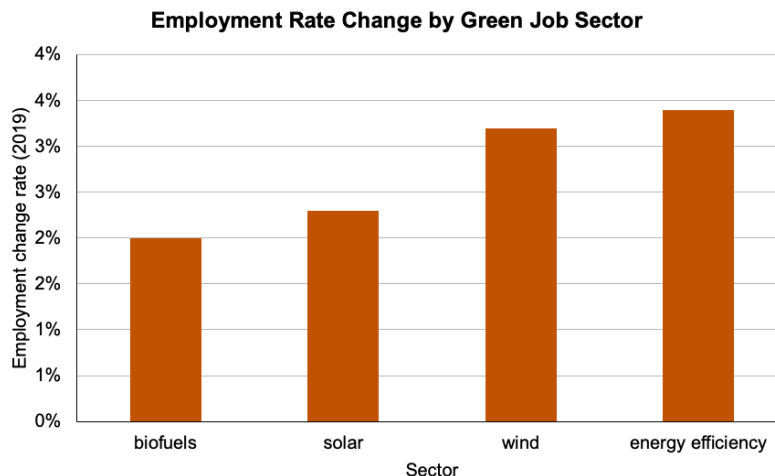
⁹³ Novello, Amanda and Greg Carlock. “Redefining Green Jobs for a Sustainable Economy.” The Century Foundation. 2 Dec. 2019, <https://tcf.org/content/report/redefining-green-jobs-sustainable-economy/>.

⁹⁴ Now Hiring: The Growth of America's Clean Energy & Sustainability Jobs. EDF Climate Corps. Environmental Defense Fund. 2017, http://edfclimatecorps.org/sites/edfclimatecorps.org/files/the_growth_of_americas_clean_energy_and_sustainability_jobs.pdf.

⁹⁵ Clean Jobs America 2019: Nearly 3.3 Million Clean Energy Jobs. E2. 13 Mar. 2019, <https://e2.org/reports/clean-jobs-america-2019/>.



A report from the *National Association of State Energy Officials* in collaboration with the *Energy Futures Initiative* indicates that in 2019, employment for biofuels grew by 2%, solar by 2.3%, wind by 3.2%, and energy efficiency by 3.4%. However, jobs in alternative fuels vehicles and hybrid plugins declined by 2% and 2.5%, respectively, though this may be due to inconsistencies in classifying jobs attributable to alternative fuel and hybrid vehicles.⁹⁶



California Leads Market-Based GHG Reductions through Cap-and-Invest

Since 2011, numerous federal and state governments have tested market-based carbon control methods, but the state of California has emerged as a leader in the United States. Launched in 2013, *California Climate Investments (CCI)* is the fourth largest cap-and-invest program in the world.⁹⁷ Under the three priority areas of Transportation and Sustainable Communities, Clean Energy and Energy Efficiency, and Natural Resources and Waste Diversion, CCI encompasses economy-wide emission reductions in industries outside of the

⁹⁶2020 U.S. Energy & Employment Report. *National Association of State Energy Officials and Energy Futures Initiative*. USEnergyJobs.org. 2020. <https://static1.squarespace.com/static/5a98cf80ec4eb7c5cd928c61/t/5e78b3c756e8367abbd47ab0/1584968660321/USEER+2020+0323.pdf>.

⁹⁷"About California Climate Investments." *California Climate Investments, State of California*, <http://www.caclimateinvestments.ca.gov/about-cci>. Accessed 15 Apr. 2020.

energy sector. Dollars generated for the program funnel into the Greenhouse Gas Reduction Fund (GGRF) to implement the goals established in the *California Global Warming Solutions Act of 2006*. As of 2020, CCI has cumulatively invested \$5.3 billion in projects, including over 600 transit agency projects, over 150,000 energy efficiency installation projects, and over 287,000 zero-emission and hybrid vehicle rebates. Statewide, 57% of those projects support priority populations.⁹⁸

Stimulating the Green Economy Through Federal Action

The Obama administration's stimulus plan, the *American Recovery and Reinvestment Act* (ARRA), provided federally funded grants for post-recession job creation in 2009, which successfully resulted in the growth of the renewable energy sectors.⁹⁹ ARRA's *Pathways Out of Poverty (POP)* program targeted low-income populations specifically, by offering training opportunities, integrating soft skills, while providing wrap-around services like behavioral therapy and childcare.¹⁰⁰

In light of the COVID-19 recession, the federal government has the opportunity to again design an economic rescue package that can increase employment and economic growth and reduce greenhouse gas emissions and advance the United States' transition to clean energy. Green jobs offer "gainful employment necessary to escape a cycle of poverty, crime and recidivism," rendering them especially good fits to support, sustain, and enable reentry populations.¹⁰¹

⁹⁸ Annual Report to the Legislature on California Climate Investments Using Cap-and-Trade Auction Proceeds. California Climate Investments. State of California, March 2020. California Air Resources Board, https://ww3.arb.ca.gov/cc/capandtrade/auctionproceeds/2020_cci_annual_report.pdf.

⁹⁹ Lim, Taekyoung, Tatyana S. Guzman, and William M. Bowen. "Rhetoric and Reality: Jobs and the Energy Provisions of the American Recovery and Reinvestment Act." *Energy Policy*, 2019, Elsevier, <https://doi.org/10.1016/j.enpol.2019.111182>.

¹⁰⁰ American Recovery and Reinvestment Act (ARRA) of 2009, Pub. L. No. 111-5, 123 Stat. 115, 516 (2009).

¹⁰¹ Green For All. 2011, *Best Practices Guide for Green Re-Entry Strategies*.

Interview Higher Findings

Amplifying the Voices of Justice-Involved Individuals and Reentry Supporters

Over the course of the project, the team at IoES reached out to various entities involved in the reentry process, including nonprofits, employers, social enterprises, governmental departments, and unions. By opening the discussion to those involved in different aspects of reintegration, these interviews demonstrate emerging trends in best management practices, as well as common barriers that continue to impede the reentry process. Additionally, the team conducted interviews directly with justice-involved individuals to provide them with a platform to share their stories.

Below is a summary of the key trends, highlights and best practices that emerged from the interviews. More in-depth justice-involved spotlights and organizational case studies follow for:

- [Peer Navigation in Washington State's Graduated Reentry](#): Franklyn Smith
- [Prison Education and Employment Partnerships in Washington State](#)
- [Roots of Success: Environmental Literacy as an Empowering Form of Workforce Development](#)
- [Heartland Alliance and READI Chicago: Addressing Violence and Injustice through Trauma-Informed Approaches](#)
- [Chrysalis: Providing Second Chances](#)
- [Brightmark and RecycleForce: Private Employer Collaboration with Reentry Enterprises](#)
- [Homeboy Electronics Recycling: Influencing Private Company Hiring Policies](#)
- [Los Angeles Cleantech Incubator: Providing Green Tech Training and Professional Support](#)
- [Aligning Professional Development with Environmental Investment](#): Sean Kennedy
- [GRID Alternatives: Influencing Government Policy and Creating Jobs in Solar](#)
- [Providing Mentorship to Reentry Populations](#): Marlin Jeffreys
- [IBEW Local 11: Welcoming Justice-Involved Individuals into Unions](#)
- [Reentry Engagement from Within the Community](#): John Harriel Jr

The Progressive and Green Movements and their Repercussions

Across the different sectors and industries, professionals recognize that systemic and ideological changes are taking hold of the nation. Influenced by the trend of criminal justice reform, increased funding has allowed for greater government involvement in reentry on the national, state, and local levels. According to Keith Bennett, former Program Director of *Flip the Script*, employers and social enterprises are recognizing the impact of “progressive, highly intelligent returning citizens pushing the envelope in the last four to five years.”¹⁰²

Opportunities within the green economy are abundant, as demonstrated by the rapid growth in construction, water, energy, and waste management. Already one of the most common sectors for returning individuals, the construction industry itself has evolved to be

¹⁰² Keith Bennett, *Flip the Script*.

more inclusive of communities of color and women.¹⁰³ BLS reports that women have gone from 8.9% of the construction workforce in 2010¹⁰⁴ to 10.3% in 2019¹⁰⁵, Black people from 5.4% to 6.4% and Hispanic people from 24.4% to 30.4%.

Aiding the call for a green economy, county and city requests for proposals (RFPs) specifically support the green sectors and target improvement for environmental justice communities. Still, there remain untapped opportunities to implement sustainable practices via the engagement of polluting industries as partners.

Uncertainty and debate surround the future of the construction industry as society transitions from fossil fuels to renewable energy. Despite the reduction of jobs in oil and refineries, preventative measures for climate change such as shoreline dikes and wetland conversion, actually bode well for the construction industry. Crafts will inevitably increase or decrease to offset the energy transition. Andreas Cluver, Secretary-Treasurer of the *Building & Construction Trades Council of Alameda County (BTCA)*, suggests that plumbers may experience a reduction in gas line installation jobs with the increase of electrification projects, but they may also be presented with an increase in greywater system installation opportunities.¹⁰⁶ Already, construction sites often involve installation of renewable energy technologies, energy efficient HVAC systems, or other infrastructure. Ultimately, the alignment of environmental and social equity with the promise of “high road” careers allows for meaningful work opportunities in the green sectors.

Dismantling Statutory, Regulatory, and Employer-Based Restrictions

From legal enforcement to justice system pathways to sentencing terms, justice-involved individuals face systemic inequality and discrimination. Chris Warland, Associate Director of National Initiatives at *Heartland Alliance*, notes that outright prohibitions in states’ legal codes and licensing in specific sectors perpetuate the sense of “collateral consequences” and “permanent punishments.” This inequality is compounded by onerous community supervision requirements regarding probation and parole — including restrictions on where people can live, who they can live with, how far they can travel, the types of jobs they can have, outstanding court requirements, and court-ordered debt which can be garnished from wages on top of any child support arrears. These requirements are all systemic and legal barriers that perpetuate discrimination, permanent punishment, and second class citizenship.

¹⁰³ Visher et al. 2008.

¹⁰⁴ Labor Force Statistics from the Current Population Survey. 2010 Annual Averages - Household Data - Tables from Employment and Earnings. U.S. Bureau of Labor Statistics. <https://www.bls.gov/cps/aa2010/cpsaat18.pdf>.

¹⁰⁵ Labor Force Statistics from the Current Population Survey. 2019 Annual Averages - Household Data - Tables from Employment and Earnings. U.S. Bureau of Labor Statistics. <https://www.bls.gov/cps/cpsaat18.htm>

¹⁰⁶ Andreas Cluver, BTCA.

Location also plays a substantial role. The enforcement of zoning rules regarding proximity of institutions, such as schools, nursing homes, and nursery schools, can increase commutes and restrict job opportunities for returning populations. Additionally, correctional oversight mechanisms, such as the diversion of the costs of the criminal justice system to the individual, restrict the movement of labor from county to county, due to fines and fees allowed by state constitutions. The revenue of monitoring formerly incarcerated populations does not justify this extended punishment, nor does it allow justice-involved individuals to achieve financial stability. Bob Powell, CEO and Founder of *Brightmark*, and Gregg Keesling, President of *RecycleForce*, note that recidivism is unsurprising when people who are returning are routinely forced to spend a quarter to half of their incomes on these unnecessary fees.¹⁰⁷ Local efforts to dismantle these fines are beginning in Indiana, but there is much work to be done.

Beyond the tier of governmental restrictions, employer-level prohibitions continue to punish and discriminate against formerly incarcerated individuals. Anecdotally speaking, the most unfriendly sectors according to interviewees are healthcare and non-union construction, particularly home solar installation. Unions have the ability to promote equitable hiring practices via community workforce agreements and hiring hall procedures, whereas private employers may abuse their position of fewer regulations, especially within the residential sector. Regarding sentence type, most employers evaluate individuals on a case-by-case basis. However, those with convictions of sexual assault and misconduct seem to experience the greatest discrimination. Some contractors have noted that property damage, violence, and repeated counts of shoplifting and driving under the influence (DUIs) also deter employers. Interviewees report that some employers are wary of individuals who have served a substantial amount of time. However, those with some of the longest sentences have proven to be the most reliable and mature — they demonstrate an active interest in learning professional skills and a willingness to re-engage in the workforce. Adam Hirsch, Director of Business Development at *Chrysalis*, indicates that the more recent a person's conviction is, the more difficult the job search will be. That said, *Chrysalis* does not specifically seek out socially conscious employers — rather, they focus on making the best case for their clients and highlight their qualifications regardless of past history to promote reentry across all fields. Old biases and stigmas continue to pervade companies' hiring policies. As a workaround, Kabira Stokes, Founder of *Homeboy Electronics Recycling*, has discussions with employers about the language used within their contracts. While some employers blame their insurance requirements or have stricter laws in their industry, such as data security for *Health Insurance Portability and Accountability Act (HIPAA)* compliance, *Homeboy Electronics Recycling* assists employers in reworking their HR policies to implement more accepting hiring practices.

¹⁰⁷ Gregg Keesling, *RecycleForce*.

Reducing Stigma and Educating Employers

Other than identifying second chance employers, reentry programs can provide returning individuals with assistance in writing resumes, applying for jobs, and practicing mock interviews to effectively build a dialogue around one's personal history. Formerly incarcerated individuals indicate that speaking openly and genuinely helps guide the conversation in a positive direction to discuss their journey and explain where they are now. They suggest that programs focus on the communication and professional skills of individuals who are returning to help them adjust to community differences within the workplace regarding race, age, gender, and culture.

Additionally, it would benefit supervisors and employees who are not themselves formerly incarcerated to participate in reentry training to better understand their justice-involved colleagues. The rules and social customs inside prison are not analogous to those outside; for instance, avoiding eye contact is standard practice in prison, but employers misinterpret it as evasive and disengaged (see Q&A with John Harriel Jr). Such miscommunications can easily be addressed via workplace education through employee training programs during the on-boarding process. The WSDOT's Wetlands Program Specialist Tony Bush suggests that within the HR departments themselves, employers can train their hiring managers and staff on unconscious bias and promote diversity in their job panels.

Medical and mental health professionals anecdotally speculate that many formerly incarcerated individuals are experiencing post-traumatic stress disorder (PTSD) due to the following indicators: sensitivity, dissociation, withdrawal, disengagement, and confrontational behavior. If employers can identify such behaviors, they can respond in ways that build and maintain trust. By also redefining company policies and procedures, employers can take a progressive stance in their engagement with reentry populations. Rather than perpetuate traumas and reinforce negative experiences, companies can teach conflict resolution strategies and develop well-informed disciplinary actions.

Starting Inside

Many formerly incarcerated individuals attribute their success to changing their outlook on life and receiving an education while incarcerated. By participating in vocational training programs and earning their degrees and/or certifications while inside, incarcerated individuals begin to have structure in their lives and feel motivated to pursue career pathways that they did not initially realize were accessible. Teachers can refine the learning process by delivering lessons in innovative, accessible formats other than the standard classroom setting. Many incarcerated individuals have negative experiences from schools and traditional learning systems, so a pedagogical approach and contextual training are important in curriculum development and assessment. Incarcerated individuals already equipped with academic skills can take advantage of hands-on trainings and apprenticeships provided by correctional facilities' partnerships with community colleges and unions. These

entities must be committed to career growth and building leadership roles for justice-involved individuals for successful outcomes. Soft skill development continues to be a valuable component, as many individuals need help in acclimating to workplace norms; goal setting and personal contemplation have also helped many justice-involved individuals in establishing an “ideal self.”

A model for other correctional systems, the Washington State Department of Corrections’ *Graduated Reentry* demonstrates an integrated, interagency approach which tailors the reentry process to each individual. Within the first 72 hours, incarcerated individuals are connected to personalized services and plan out a three-phase program of 1) preparation, 2) transition, and 3) stabilization. They pave direct career pathways and promote hiring within the government, by involving other state departments and inviting their HR team to prison facilities to create workshops with one-on-one review. They also implement initiatives to make resources like the internet and loanable laptops easily available.

Education within prisons is only the beginning to becoming workforce ready. The next step is continuing to build that pathway via an industry network. By identifying second chance employers and creating opportunities such as apprenticeships or industry partnerships, reentry programs can assist returning individuals with developing their resumes and to find that first career position. Subsidized employment through programs like *READI Chicago* and organizations like *Chrysalis* and *RecycleForce* alleviate structural barriers in the labor market. They leverage the advantages of transitional employment to reinforce professional skills and begin to “code switch” incarcerated individuals’ mentalities from the streets to the workforce. Although the transitional job model doesn’t necessarily help with lasting services, social enterprises like *Brightmark* and *Homeboy Recycling* hire directly out of transitional programs due to the reliability and developed skill sets of participants.

Still, critics of reentry programs indicate that an organization’s relationships are the true determinants of participants’ success rates. Consequently, limited personal networks and lower academic proficiency can hinder the success of justice-involved individuals. Another method is needed to enhance a candidate’s qualifications when lacking a professional network or moving outside the county where they were released. By focusing on the development of academic literacy and professional skills, reentry programs can employ a curriculum that teaches critical thinking and analysis, such as the one developed by *Roots of Success*. In teaching these transferable skills, justice-involved individuals can change their career trajectories, learn on the job, and become more competitive in the workforce.

Providing Wrap-Around Services and Resources Post-Incarceration

Many formerly incarcerated individuals express how difficult it is to return to society without the resources to succeed. The structured and disciplined machine of the prison system leaves them with little support upon release. Housing and transportation are

common problems immediately out of the door. With no conventional route for finding a place to live, many people who are returning become homeless. Many continue to struggle with histories of mental illness, drug addiction, and alcohol dependence. An insubstantial support system can cause many to recidivate.

Reentry programs can tackle post-release logistical challenges, by assisting with financial support or transitional programs for housing and employment. Transitional jobs are developmental in nature and increase responsibility over time to allow for a gradual acclimation. Additionally, monthly parole and probation office meetings provide opportunities to distribute resources, raise interest in programs, and introduce potential employers. However, post-parole and post-probation services are still necessary. Melissa Young, Senior Director of Research and Policy at *Heartland Alliance*, underscored the importance of additional wrap-around services, such as child support, mental therapy, anger management, family reconciliation, tattoo removal, substance abuse counseling, sobriety support, and assistance in obtaining healthcare and social security benefits. Cognitive behavioral therapy (CBT) is an especially effective intervention method in rehabilitating behavior and coping with past traumas (see *Heartland Alliance* and *READI Chicago* case study).

Identifying High Road Careers Through Union Engagement

Within the reentry community, some feel unions have a brotherhood element which excludes incarcerated individuals through unwritten rules and requirements. However, unions and organizations like the *Rising Sun Center for Opportunity*, *International Brotherhood of Electrical Workers (IBEW) Local 11*, and the *BTCA* have been encouraging union membership for reentry populations. Joining a union allows formerly incarcerated individuals the ability to develop a sense of community, receive higher wages and benefits, and connect with contractors.

By joining unions, formerly incarcerated individuals can avoid employer scrutiny due to union hiring hall systems. Unions operate very differently than the public sector, by negotiating project labor agreements, training future generations of union workers, and advocating for living-wage jobs. Locally decided prevailing wages and national contracts prevent the exploitation of workers, all the while providing high quality labor and careers. Interviewees indicate that union applications do not include inquiries into criminal history; they suggest that barriers for formerly incarcerated individuals are limited to required drug testing for some projects and security clearance for certain locations (e.g. ports and airports). Union fees should not be a major concern either: individuals only pay for work that they have completed aside from initiation fees. This highlights a point in which reentry programmers can step in: financially vouching for people who are returning and opening doors in their careers.

In states like Washington and California, unions partner with local correctional facilities to host apprenticeship programs which engage individuals approximately six months before release. Upon release, they can go directly into trade training programs, effectively moving the application step to before release and making the transition easier. The *BTCA* also participates in a reentry expo to provide a direct pipeline for individuals who are about to transition by introducing them to members of the trades.

Promoting Community Reinvestment

People who are returning need the reinforcement of a social network to properly transition. Credible messengers with shared experiences can create those connections. As demonstrated by *Roots of Success*, *2nd Call*, and the WADOC's *Graduated Reentry*, peer educators, advisors, and navigators can empathize with the experiences of incarcerated individuals and act as role models in ways that individuals of different backgrounds simply cannot. Within the *READI Chicago* program, relationships were a major component for both parties in group therapy: facilitators and participants alike wanted to better relate to one another. Before, during, and after transition, connecting individuals who share similar histories is key.

Working for a Cause that Aligns with their Beliefs

Green reentry programs are unique in their integration of economy, equity, and environment. Environmental education resonates with justice-impacted individuals, who recognize the overlap in content across sustainability and social justice, as they often come from the communities which are hit hardest by pollutants and environmental risks. The WADOC's Education Administrator Loretta Taylor confirmed that incarcerated individuals experience a heightened interest in social sciences and human services degrees, due to a desire to give back to their communities and educate their peers. Sean Kennedy, a justice-involved individual and program participant of the *LA Cleantech Incubator*, expressed his motivation to work in the solar industry due to its moral implications (see more in his Q&A).

Redefining Reality and Addressing Systemic Discrimination through Language

The humanization of formerly incarcerated individuals, both behind prison walls and beyond, is critical to their success. Many formerly incarcerated individuals indicate that they have feelings of shame, demoralization, and low self-esteem due to their past histories. As indicated by our interviews of justice-involved individuals, we need to dismantle externalized forms of racism, sexism, and discrimination which are so deeply embedded within our institutions, since they manifest within the psyches of justice-involved individuals themselves (see Q&As with John Harriel Jr, Marlin Jeffreys, Sean Kennedy, and Franklyn Smith). These pervasive and largely accepted insidious prejudices against justice-involved individuals are significant barriers to success and stability. The dominant narrative normalizes the condemnation and degradation of justice-involved individuals, further

exacerbating legal and structural obstacles while increasing the empathy divide in our workplaces and communities.

We have the opportunity to shift social norms by using language mindfully in the description of currently and formerly incarcerated individuals. Rather than say “felons,” “prisoners,” or “inmates,” we can replace those terms with positive ones such as “justice-involved individuals” or more broadly “system-impacted populations.” A significant barrier for people who were formerly incarcerated is having the mental fortitude to persevere and succeed despite these normalized prejudices in society. Franklyn Smith put it best: “How do we use language to resocialize confined people before they’re put back into society? That integration process — reentry — begins at reflection.”

Spotlights and Organization Case Studies

Please note that the Q&A interviews have been edited and condensed for clarity.

Peer Navigation in Washington State's Graduated Reentry

Franklyn Smith | Reentry Navigator, Washington State Department of Corrections (WADOC)

Franklyn Smith served time for crimes related to drugs, property theft, forgery, and possession of stolen property in the late 1990s. While incarcerated, he had access to education programs and received a degree in business, with certificates in computers and accounting. Before he was released in 2000, he estimates that he distributed at least 50 well-formatted resumes. He had quite a few interviews, but once it came down to criminal history, employers lost interest. The positions he held while incarcerated with the Correctional Industries Business Department at Monroe Correctional Complex were not counted by employers, so that meant an 8.5-year gap in employment. He had developed a lot of skills during those years, but they were not recognized, nor were his Department of Corrections supervisors allowed to write letters of reference for him. Smith felt that the reentry process was not an effective transition process, but rather a 'good luck' process. He was provided insufficient preparation, few resources, and no support to succeed in the community. As a result, he fell back into drug use, homelessness and criminal activity, and wound up incarcerated again. He felt that the reentry system failed him as it had for so many others, so he set out to change that for those who came after him. Today, thirteen years later, he serves as a Reentry Navigator at the Washington Department of Corrections, a position he's held for 5 years. Working across agencies and filling many roles as planner, mentor, coach, and case manager, Smith describes the role of Reentry Navigator as a unique point of contact for justice-involved individuals within the WADOC support structure. Providing critical information and resources, Reentry Navigators assist with personalized transition planning (to identify career goals, essential needs, housing, food, identification, communication, transportation) and connect individuals with community resources contacts at both the pre- and post-release phases. Smith further discusses his role as a Reentry Navigator and how they are integral to the WADOC's efforts in ensuring a successful transition for individuals returning to their communities.

Can you tell us more about what a Navigator does?

We look at what life was like prior to incarceration. What were the traumas before the period of confinement and which of those had been addressed while in prison. Then we develop the plan — what is it you'd like to do, how do we align resources to make for a more successful transition into the community. Fundamentally, this is a big undertaking; it takes a team to fully assist in navigating an individual through the maze of their issues to achieve a quasi-quality life.

The word "release" is a misnomer. It takes away responsibility. You can't release me and then hold me under obligation to court sanctions. Instead, I like the word "transition." We transition people. This implies a hand off. As long as an individual is continuing their current term of justice involvement, the DOC and any other agency should still have an obligation to assist them in connecting to essential needs providers in their area. As an example, the rate for a successful transition back into the community within the first 72 hours is increased by 80-90% if you transport a person from a facility to their destination, rather than if you drop them off at a Greyhound bus station or put them on public transportation.

What barriers still exist for reentry populations in your opinion?

We are still struggling in the area of pre-transitional activation of some entitlement services (SSI/VA/Medicaid/Medicare) and access to affordable housing programs. Community attitudes like NIMBY are particularly felt by certain conviction types (sex offenses, meth manufacture, thievery, arson). Often this means that it is difficult to find transitional housing or to rent. So, they have to own their own homes. Employment is another barrier, but it has come a long way. The DOC, SBCTC [Washington State Board for Community and Technical Colleges], and Correctional Institute have partnered together and created *CTAP – Construction Trade Apprenticeship Program*, which is a pre-apprenticeship program that is taught inside the seven facilities and is connected to the labor unions around the state. Everyone who graduates from one of these programs is able to enter into a union as an apprentice when they are released. There are twelve facilities with ten different colleges, with some offering a specialty trade and certificates. Another barrier is psychological stigma. Not only how society sees someone but also how they see themselves. This is why it truly takes a team to overcome these challenges.

How are you and the other Navigators working to overcome those barriers?

The job of a Navigator is to connect the person to the resources before that person transitions, so they can continue to facilitate their individualized transition plan. This peer-based philosophy is not new. The mental health community has been using it for years; the Department is just catching up. Somebody with lived experience that is from a community or population can better relate to some of the issues a person may be going through. Peers help prepare individuals to overcome some of the negative imagery that they may have and answer some of the anxiety questions about being able to obtain employment opportunities. Each one, reach one. Each one, teach one. You show them that there is another side and that they can get there.

If we can get the training done inside, people will be better prepared when they come out. We spend a lot of time and money in reentry to transition people to the community, but not a lot of time and money in transitioning preparation. How do we make sure these people are successful when they come out? 92% of the population will one day come home. How and who comes home is a different story. My hope is that everyone who transitions from the WADOC comes home ready to contribute, integrate, and get back to their definition of quality living.

But, a big part of that is the preparation work we're doing on the inside. Public safety depends on people coming out with something to do, versus nothing to do. You don't reduce recidivism by simply making sure someone has housing or a job. You reduce recidivism by assisting them in integrating back into their community. People have to become involved in their community to feel a part of the community that they are living in.

What strategies do you employ to make people feel part of their community and successfully come home?

My job is to ask individual questions about community involvement activities from their past. We ask them, “what is it that you’d like to do?” and then we work on “how do we create a path for you to do it.” Because of the negative stigma, the mind always prescribes the excuse of, “because of your criminal history, you can’t do this.” That’s the wrong attitude. Look at me. Not that my life is perfect or anything, but I am happy. I get to help people for a living and have come to believe there isn’t a lot I can’t do. I’ve come out, reinvented, and got myself back together. I’ve been able to open my own business, I’ve created several transitional housing programs, I’ve worked on developing a new reentry model for the DOC, and I was hired as the first justice-involved program manager for the WA State DOC. So, once I got the right mind and support team behind me, there’s not really a lot I couldn’t do because of my criminal history. I know now that without the right support team in place, I didn’t believe in myself. But with the right team, you can do anything you want.

From our conversation it comes across that teamwork is a recurrent theme of all your work. You help individuals build a support network so they can succeed and not fall back into bad habits. It’s clearly hard work. What keeps you motivated?

Personal motivation comes out of my commitment to just do the right thing and help as many people as I can. To me, this is a way to right some of the wrongs from my own history of addiction, criminal activities, and violence that led me to prison. Today, I know that my own testimony and transformation possesses the ability to change the hearts and minds of others. I see myself as an ambassador of this population, as I am for my family, my culture, and all adults in transition. My personal mission is to always be mindful of others and to carry myself in a certain way so that any doors of opportunity that were open to me, stay open for others. I will continue to advocate and campaign for opportunities and access for members of this population.

Prison Education and Employment Partnerships in Washington State

Misty Patterson | Program Specialist, WADOC

Loretta Taylor | Administrator for Education, WADOC

Tony Bush | Wetland Monitoring Manager, WSDOT

Joslyn Rose Trivett | Education and Outreach Manager, *Sustainability in Prisons Project*

The state of Washington holds a reputation as a leader in criminal justice reform and policy within the United States. In 2016, Governor Jay Inslee signed Executive Order 16-05: *Building Safe and Strong Communities through Successful Reentry*, directing state agencies to further efforts to aid in the transition of reentry populations back into society. Then in 2018, passage of “ban-the-box” legislation helped to decrease hiring barriers for previously incarcerated individuals throughout the state by restricting employers' inquiries around an

applicant's criminal background in the initial stages of an application process. Within the correctional structure, re-entering individuals are supported both by a substantial prison education system and partnerships developed to connect people who are returning with jobs post-release.

The Washington State Department of Corrections (WADOC) is working to develop a robust prison education program, with an emphasis on learning and support programs to facilitate transitions back to society post-release. Loretta Taylor, Education Services Administrator at the WADOC, described the educational system as not only providing incarcerated individuals with meaningful programming, but also helping them realize new futures and possibilities. Eighteen million dollars within the Department of Corrections budget are allocated towards educational programs, with 8,000 students statewide enrolled in provided GED, certificate, and degree programs. Around 35% of individuals entering the state's prison system have not completed their high school education or obtained a GED. That percentage has been driven down over the years in part due to the state's prison education policies, which require those individuals entering prison without their GED or high school diploma to participate in adult basic education classes.

While it is common for prison systems to have navigators who enable reentry to society, Washington employs additional 'education' navigators. Ten of these 'education' navigators work within the prison facilities to serve a student service role and help identify job opportunities, while another ten are located at various colleges around the state to assist reentering individuals with college applications, financial aid, and other educational resources.

Education programs offered within the state's correctional facilities range from technical to liberal arts programs, with human service degrees as some of the most popular. A mix of programs provide opportunities for incarcerated individuals serving different term lengths; short certificate programs that last one or two quarters can be extended into one-year vocational or technical degrees.

One notable gap in existing educational programming lies in technological training. The WADOC is actively working to fill this gap, piloting the use of a secure internet for educational use at one site and issuing student laptops loaded with content and curriculum. They are looking to add new sites to the internet pilot in the future, aided by a recent \$1.2M supplemental budget proviso issued by the Governor.

The WADOC partnered with *The Evergreen State College* to found the *Sustainability in Prisons Project (SPP)* in 2003. Since then, the project has developed into a statewide effort active in all twelve state prisons, with education programs centered around environmental education,

conservation, sustainable operations, community contributions, and restorative nature.¹⁰⁸ The partnership aims “to reduce recidivism while improving human well-being and ecosystem health.” Their programs range from beekeeper and gardener training, to wastewater management, to waste sorting and recycling efforts. Joslyn Rose Trivett, Education and Outreach Manager for the *SPP*, emphasized the importance of seeking, cultivating, and taking care of partnerships as key to the project's work and success.

The *SPP* also works with employers, such as the Washington State Department of Transportation (WSDOT), to identify qualification and training needs for entry level environmental and maintenance jobs. Tony Bush, Wetlands Program Manager at the Washington Department of Transportation, noted that many justice-involved individuals did not realize the WSDOT was an option for employment before the partnership. Some of the jobs taken up by formerly incarcerated individuals include aiding in wetland monitoring and restoration, jobs related to stormwater monitoring and compliance, and maintenance positions. As a second chance employer, the WSDOT reduces some of the barriers to enter positions, by providing training, licenses, and certifications where needed, such as for herbicides applicator positions.

The WSDOT continues to address barriers to the hiring of reentry populations, by working with HR managers to limit unconscious hiring biases and increasing diversity on job panels. The Department is also involved with in-prison workshops, connecting with people within three years of release to open their eyes to different career opportunities, help them lay out goals and pathways, and navigate through the state job application process. Bush emphasized the development of a career pathways program, outlining both desired qualifications for positions and gaps in knowledge and experience, intended to help those searching for jobs recognize opportunities and plan their next steps to meet the position requirements.

There are still some gaps to be filled within Washington's reentry structure. Interviewees note consistent difficulties in the initial days of reentry, as individuals struggle to find housing (both with housing shortages in areas surrounding Seattle and questions on housing applications), develop supportive networks rather than fall back into old habits when released into their original county of infraction, and find upfront support such as rent assistance in the first month of employment (before their first paycheck comes). Programs like Washington's *Graduated Reentry* can help by allowing formerly incarcerated individuals to serve the final portion of their sentence in work-release and in the community with electronic monitoring. The program is intended to enable successful reentry through the

¹⁰⁸ Sustainability in Prisons Project. “People and Partners.” The Evergreen State College and Washington State Department of Corrections. <http://sustainabilityinprisons.org/about/>

development of Individual Reentry Plans, by supporting justice-involved individuals through a gradual transition back into their communities.¹⁰⁹

Roots of Success: Environmental Literacy as an Empowering Form of Workforce Development

Raquel Pinderhughes | Founder and Executive Director

Environmental risks and degradation are unevenly distributed amongst communities. Research shows that low-income communities of color are disproportionately located near pollution sources and bear greater environmental and health risks. Raquel Pinderhughes, a professor of urban planning and policy at San Francisco State University, has dedicated her career to advancing social and environmental justice. She co-authored a report on “The Green of Corrections: Creating a Sustainable System” for the Federal Department of Corrections. Her work informed the Obama administration’s Pathways out of Poverty program, which developed thousands of green job training programs and green jobs in the United States. In 2008, she founded the nonprofit Roots of Success to help break the cycle of poverty and create career pathways for underserved populations in environmental fields.

Her experience teaching, researching, and assisting underserved populations and her understanding of the growth of the green economy led to Roots of Success’ inception. Through environmental education, Roots of Success empowers participants to gain knowledge and skills to enter the workforce and improve conditions in their communities and society more broadly.

Pinderhughes employs a pedagogical approach to develop and strengthen academic and environmental literacy and professional skills for students. No prior experience or education is required to teach; within prisons, incarcerated individuals teach their peers. She designed a multi-media, activity-based curriculum to increase academic literacy, environmental knowledge, financial literacy, work-readiness, and leadership. Modules include: Fundamentals of Environmental Literacy, Water, Waste, Transportation Energy, Building, Food, Social Entrepreneurism, among others. Roots of Success develops students’ critical thinking, problem solving, communications, reading, writing, math, and leadership skills. Students receive a certificate upon completion of the program and, in some settings, receive college credit for taking the course.

Additionally, Roots of Success provides students with access to a Green Jobs and Career Pathways Guidebook, a comprehensive career-planning guide for 100+ detailed green job positions. Presented in a user-friendly format that corresponds with the curriculum, it includes important job quality factors like salary ranges, education requirements, on-the-job training availability, and career outlook, so that students can plan and map out their career trajectories.

Roots of Success engages youth and adults who face significant barriers to employment by teaching in prisons, jails, juvenile facilities, and reentry programs. From 2013 to 2014, Noble Correctional Institution incorporated Roots of Success into their programing and observed a 50% decrease in inmate/inmate violence, a 35% decrease in inmate/staff violence, and a 33% decrease in staff’s use of force.¹¹⁰ According to The RAND Corporation, “inmates who participate in education programs have a 43% lower odds of recidivating than inmates who do not.”¹¹¹

In April 2020, we spoke with Pinderhughes to discuss barriers employers impose upon the reentry population and how students can prepare for the job market.

¹⁰⁹ Washington State Department of Corrections. “Graduated Reentry - Incarcerated Individuals.” Revised Oct. 2019, <https://www.doc.wa.gov/docs/publications/400-BRO19.pdf>

¹¹⁰ Roots of Success. “About Roots of Success for Corrections.” Accessed 14 Apr. 2020, <https://rootsofsuccess.org/wp-content/uploads/2016/11/About-Roots-of-Success-for-Corrections.pdf>,

¹¹¹ Davis, Lois M., Robert Bozick, Jennifer L. Steele, Jessica Saunders, and Jeremy N. V. Miles, Evaluating the Effectiveness of Correctional Education: A Meta-Analysis of Programs That Provide Education to Incarcerated Adults, Santa Monica, Calif.: RAND Corporation, RR-266-BJA, 2013. As of April 14, 2020: https://www.rand.org/pubs/research_reports/RR266.html

In previous research you divided the green economy into 22 sectors and asked employers what it would take to hire people with high barriers to employment to be hired at their firms. What challenges do people who are returning face when entering the job market and how can organizations increase the likelihood of success?

A large percentage of the reentry population have lower levels of education and skills, so their opportunities to access good jobs are constrained. Aside from the fact that people have criminal records, and that check-the-box states make it difficult for them to be hired by employers, the biggest barriers for people who are coming out of prisons, jails, and juvenile facilities are that their academic literacy and skills and their professional networks are limited. This means that they rely very heavily upon the networks and relationships that individual programs have with employers and that training programs must rigorously prepare students so they can access good jobs. The better prepared programs are to provide participants with knowledge and skills related to the fields they are focusing on, and the better their relationships are with employers in the local areas in which the reentry populations are returning, the better the outcomes will be for their participants.

Roots of Success offers multi-pronged modules covering environmental literacy and social leadership skills in correctional facilities across the country. It is endorsed by prisons, justice facilities, and reentry programs. How does having a pedagogical approach inform your curriculum development, particularly in your program for prisons?

We provide the only academic certificate-bearing system where incarcerated individuals are paid to teach others while in the prison system. Having incarcerated people teach their peers is essential to our model as they share and understand the circumstances of their students. Using an approach that gives people the agency to build on their previous knowledge and experience is also essential as it engages students, makes learning relevant, and increases confidence, empowerment, and efficacy.

Roots of Success is not your traditional Environment 101 class. We offer opportunities for those from diverse backgrounds to come into a space to have deep, informing conversations about themselves, their communities, and their place in the world. Everyone is engaged and has a stake. Our curriculum uses environmental literacy as a tool and means to elevate people's understanding of the world alongside their job and academic skills. The better they understand the world and can articulate it, the more confident they become and the more prepared they are for careers. Our pedagogy empowers people to gain the knowledge and skills they need to access good green jobs and post-secondary education upon reentry.

How does Roots of Success prepare its students for the job market?

My research shows that employers are looking for individuals who understand and can articulate the mission of their firms. This is true in the nonprofit, private, and public sectors.

Employers are looking for individuals who have strong academic skills, who understand the work, who understand why the work is important, and who can talk to other people about the work. They are less interested in hard skills, which are easier for people to acquire on the job.

Roots of Success gives youth and adults who have been failed or poorly served by the education system the knowledge and skills they need for the 21st century labor market, which are primarily a deep understanding of the fields they are planning to work in and strong academic skills. The pedagogy prepares people to better understand and articulate their knowledge and experiences and to do so in a professional context so they can access employment opportunities that require education and strong academic and professional skills. Understanding environmental issues is important because *Roots of Success* graduates are applying for jobs in environmental sectors.

Which industries do you see "greening" the most? Do you project any changes or trends for the future?

It seems to me that the biggest changes are occurring in the water, energy, building, and transportation sectors. We're moving much more slowly in the food sector where there are a huge amount of possibilities, but less of a transition on a large scale in terms of moving from industrial to sustainable agriculture and food production.

There is a lot of talk about how the federal government will address the economic consequences of the COVID-19 crisis. Would you share with us the importance of stimulus funding in green job creation like the 2009 American Recovery and Reinvestment Act's Pathways Out of Poverty grant?

It's important for people with less education and skills to be supported to gain the knowledge and skills they need to access good jobs. The *Pathways Out of Poverty* program jumpstarted thousands of green job training programs around the country. New funding allowed existing job training and reentry programs to expand their capacity and new programs to emerge. ARRA funding made a significant impact on the ability of these programs to support community members; giving individuals the opportunity to access good green jobs and occupational mobility. My research shows that "green jobs" provide workers with higher wages, better benefits, and more stable employment opportunities. The ability to prepare people to access these opportunities was a huge gain.

ARRA's *Pathways Out of Poverty* program included an environmental literacy curriculum requirement based on a green jobs training program I developed for the *Oakland Green Job Alliance*. It is crucial that programs have academic components that provide people with a deeper understanding of the world and the skills they need to access good jobs and be activists who can address social and environmental problems and injustices.

The *Green New Deal* includes some very good legislation, policies, programs, and strategies for addressing the needs of people with lower levels of education and skills. Whenever possible, we would want it to tie in some requirements for the labor movements in water, waste, transportation, and building sectors because unionized jobs offer better paying jobs and working conditions and, where that is not possible, we need to have local labor laws that ensure family supporting wages and high quality working conditions.

Heartland Alliance and READI (Rapid Employment and Development Initiative) Chicago: Addressing Violence and Injustice through Trauma-Informed Approaches

Melissa Young | Senior Director, Research & Policy, *Heartland Alliance*

Chris Warland | Associate Director of National Initiatives, *Heartland Alliance*

Lindy Carrow | Associate Director of Research, *Heartland Alliance*

Michelle Ochoa | Senior Research Manager, *University of Chicago Crime Lab*

Michael Tatone | Research Manager, *University of Chicago Crime Lab*

Heartland Alliance is a Chicago-based anti-poverty organization that addresses the root causes of poverty and engenders societal change to create better lives for individuals and communities. Their multi-pronged approach focuses on three areas: health and healing, safety and justice, and economic opportunity. For over 130 years, *Heartland Alliance* has been helping people transform their lives and create lasting change. They provide an array of services in housing, employment, and justice for at-risk populations. Their mission is to alleviate poverty, heal trauma, and ensure stability for those most in need.

A 57% increase in gun violence in Chicago — 769 homicides — between 2015 and 2016 prompted *Heartland Alliance*’s creation of a safety and justice program, *Rapid Employment and Development Initiative (READI) Chicago*.¹¹² Today, gun violence remains a crisis concentrated among highly disadvantaged neighborhoods. *READI Chicago* aims to decrease violence amongst those at highest risk. The organization primarily serves as a means of mitigating gun violence amongst Black men throughout five Chicago neighborhoods. By creating new opportunities for individuals to adjust their life trajectory, *READI Chicago* promotes long-term safety and opportunity for impoverished communities.

READI Chicago illustrates an innovative programming approach through the coupling of a trauma-informed intervention with the incentivization of employment. Over a two-year timeframe of eighteen months of employment and six month of additional support, *READI Chicago* engages at-risk men by supporting personal development and providing sustainable employment. Cognitive behavioral therapy (CBT) is perhaps *READI Chicago*’s most significant component. Many, if not all, of the program participants have “experienced

¹¹² *Heartland Alliance*. “About *READI Chicago*.” 2020. <https://www.heartlandalliance.org/readi/about/>

repeated acute trauma as well as chronic trauma,” explained Chris Warland, Associate Director of National Initiatives at *Heartland Alliance*. “Most of them have many family and friends who have been lost to violence or have been victims of violence themselves.”

It is becoming increasingly apparent that a trauma-based approach for formerly incarcerated populations helps reduce recidivism. In a review and meta-analysis of 50 programs, *the National Institute of Justice* provided clear and consistent evidence that “individual CBT programs that have been rigorously evaluated are effective at deterring crime, assisting victims, and preventing recidivism” for juveniles and adults.¹¹³ Another study found that CBT mitigated serious criminal offenders’ high-risk behavior and that “therapy is more effective in reducing criminal behavior when clients simultaneously receive other support such as supervision, employment, education and training, and other mental health counseling.”¹¹⁴ CBT interventions are increasing in popularity across the criminal justice system, as individuals with mental health issues, victims of crime, and those who suffer from substance abuse and problematic behaviors flood the system. CBT combines the theories behind cognitive and behavioral psychology, in which lived-in experiences affect thoughts and prompt future behaviors. Through mindful practice and counseling, CBT can effectively alter attitudes and beliefs by restructuring distorted thinking, thus aiding in emotional regulation and resulting in healthier behavior. By combining CBT practices with other intervention strategies like skill-training, *READI Chicago* helps crime victims recover from trauma and prepare for an auspicious future. This trauma-informed approach provides the healing and emotional intelligence necessary for success in a professional setting.

Within *READI Chicago*’s paid transitional employment period, men work 25 hours and have 7.5 hours of cognitive based therapy per week. Throughout the 24-month long program, participants are able to develop skills in safe environments. To prepare for unsubsidized employment, they explore different employment fields and create individual development plans. Diverse work sites, including transitional jobs at *Centers for New Horizons*, *Heartland Human Care Services*, and *North Lawndale Employment Network*, create opportunities for participants to gain skills and knowledge which informs their professional development goals. Later, participants transition to full-time positions and continue CBT therapy and case management.

Specific to green jobs, some program participants begin their employment in a work-crew model focused on neighborhood beautification, which involves cleaning up sidewalks, vacant

¹¹³ Feucht and Holt Does Cognitive Behavioral Therapy Work in Criminal Justice? A New Analysis from CrimeSolutions.gov. NIJ Journal Issue 277. Sep. 2016. Accessed April 14, 2020.

<https://nij.ojp.gov/topics/articles/does-cognitive-behavioral-therapy-work-criminal-justice-new-analysis>.

¹¹⁴ Landenberger, N.A., and M. Lipsey, "The Positive Effects of Cognitive-behavioral Programs for Offenders: A Meta-analysis of Factors Associated With Effective Treatment," *Journal of Experimental Criminology*, 1 (2005): 451-476.

<https://nij.ojp.gov/topics/articles/preventing-future-crime-cognitive-behavioral-therapy> Accessed April 15, 2020.

lots, and alleys. The work has a low barrier to entry, and provides community benefits because local residents can witness these individuals making a positive difference. Other transitional jobs initiatives that engage participants in the green sector include training and employment in home weatherization, deconstruction, and waste management, most notably via the Indianapolis-based transitional jobs program *RecycleForce*.

Heartland Alliance and *READI Chicago* represent how local interventions administered by members of the community exemplify best methods of recidivism reduction. Programs predicated on the lived-experience of their participants result in more genuine engagement, ultimately leading to participants' sustained success. A focus on local solutions also ensures a full knowledge of regional economic policies and company requirements.

The *University of Chicago Crime Lab* is currently conducting a randomized controlled trial (RCT) assessing *READI Chicago*'s effectiveness and impact on participants' involvement in serious violence. Although the study is not complete, there are early signs of positive results. As of February 29, 2020, 660 participants had started employment; 54% of those who were still within their 18-month window for a transitional job have held their position.¹¹⁵ *UChicago* researchers suggest that the usage of demographic data to systematically identify and communicate with at-risk populations provides great insight and has significant potential for future programs.

Chrysalis: Providing Second Chances

Adam Hirsch | Director of Business Development

Mallory Loring | Director of Donor Engagement & Communications

In the 1980s, the homeless population swelled, particularly around downtown Los Angeles.¹¹⁶ In response, John Dillon founded *Chrysalis* in 1984 as a center that distributed food and clothing for those in need in and around Skid Row. Recognizing that unemployment was a major contributor to homelessness, Dillon expanded the distribution center to include the first employment program for the homeless, and soon thereafter the organization evolved to incorporate more job readiness programming. In 1991, *Labor Connection*, known today as *Chrysalis Staffing*, was created to provide temporary jobs for clients. This innovative social enterprise model is one of the first-of-its-kind in the country.¹¹⁷

¹¹⁵ "Evaluating and Understanding Our Impact". *Heartlandalliance.Org*, 2020, <https://www.heartlandalliance.org/readi/impact/>. Accessed 3 Apr 2020.

¹¹⁶ Smith, D., Harrison, S., Grad, S. (28 October 2016) *Homelessness became a crisis in L.A. during the 1980s, but the city struggled to act*. *The New York Times*. Retrieved from <https://www.latimes.com/local/california/la-me-homeless-retrospective-20161027-story.html>, April 26, 2020

¹¹⁷ *Chrysalis*. "Our Story." *Chrysalis*. Accessed 5 May 2020, <https://www.changelives.org/about-us/our-history/>.

Chrysalis has served more than 71,000 individuals since it opened its doors.¹¹⁸ Its intensive approach and collaborations helped more than 2,100 individuals secure employment in 2015 (1,500+ outside jobs and 600+ jobs through *Chrysalis Enterprises*).¹¹⁹ By 2019, the number of jobs secured jumped about 21.5% to 2,552 with 1,570 individuals working transitional jobs with *Chrysalis*' social enterprises.¹²⁰

Though employment through *Chrysalis* is not necessarily green, some jobs do have environmental components. *Chrysalis Works* secures contracts with Business Improvement Districts and employs individuals for jobs like pressure washing, litter abatement, and graffiti erasure.

The organization partners with local public and private employers to bring employment opportunities to traditionally marginalized communities — the poverty-stricken and those who were formerly incarcerated. Its retention program enables participants to maintain long-term employment by providing tangible job preparedness including resume-writing support, practice interviews, transportation, and professional attire. In 2019, *Chrysalis* collaborated with community partners and county agencies in opening the *Los Angeles County Reentry Opportunity Center*, “a first-of-its-kind community center” in South L.A. for reentry citizens and community members to receive support services for professional development, housing, legal assistance, substance treatment, and mental health.¹²¹

According to Adam Hirsch, Director of Business Development, approximately 60% of *Chrysalis*' clients had a criminal justice history in 2019.^{122 123} In order to become ‘Program Complete’ to take part in *Chrysalis*' transitional businesses, clients with a conviction are offered supplemental coursework, *Convictions and the Job Search*, which prepares them to discuss their past openly during the hiring process and emphasize skills from when they served time.¹²⁴

Brightmark and RecycleForce: Private Employer Collaboration with Reentry Enterprises

Bob Powell | CEO and Founder, *Brightmark*

Gregg Keesling | President, *Recycle Force*

Brightmark is a global waste solutions company with a focus in waste production, plastics renewal, and renewable natural gas. Bob Powell, the organization's founder and CEO, wants

¹¹⁸ Loring, M., Director of Donor Engagement & Communications. (2020, May 5) E-mail interview with M. Loring.

¹¹⁹ Ibid.

¹²⁰ Loring, M., Director of Donor Engagement & Communications. (2020, April 24) E-mail interview with M. Loring.

¹²¹ *Chrysalis*. “About Us” Accessed 25 Apr 2020, <https://www.changelives.org/about-us/our-history/>.

¹²² Hirsch, Adam, Director of Business Development of *Chrysalis*; (2020, March 9) Phone interview with A. Hirsch.

¹²³ Loring, M. 2020.

¹²⁴ “Success Bells: Michael,” *Chrysalis*, February 1, 2019;

<https://www.changelives.org/newsroom/chrysalis-enterprises/michael-successbells/> Accessed April 25, 2020.

to ensure that justice-involved individuals have the skills needed for employment at his company.¹²⁵ He emphasizes setting people up for success and increasing opportunity. To do this, he partnered with *RecycleForce*, a social enterprise that provides job training for e-waste recycling and offers other social services with an aim of reducing recidivism. The multifaceted collaboration serves as an effective model of how two organizations can create pathways for reentry.

Funded by the U.S. Department of Labor, the U.S. Department of Health and Human Services, the U.S. Environmental Protection Agency, as well as local and national foundations, *RecycleForce* is a transitional jobs placement program that provides quality training to around 300 returning men and women each year.¹²⁶ Employing individuals with a medium- to high-risk of recidivism and those who are homeless, *RecycleForce* helps with case management by coordinating with oversight officers to create a direct pipeline from prison to employment. Participants receive training, supervision, and peer-mentorship from other formerly incarcerated workers.¹²⁷ Those who enter the program learn professional skills used in the recycling industry and receive up to six months of transitional, subsidized employment. *RecycleForce* offers certifications in OSHA 10 and HAZWOPER 40, as well as instruction on the effective use of personal protective equipment (PPE).

RecycleForce not only produces highly-trained people ready for the workforce, but also provides social services. Participants are provided with personal development, mental health counseling, and high school equivalency and literacy tutoring. But, according to Gregg Keesling, President of *RecycleForce*, it is most important that they “pay folks a wage and give them an income that includes paying taxes and healthcare.”¹²⁸

RecycleForce was evaluated as a part of the Enhanced Transitional Jobs Demonstration (ETJD), sponsored by the Employment and Training Administration in the U.S. Department of Labor. Over the study’s 30-month period the researchers found that “*RecycleForce* reduced recidivism (measured as any criminal justice event) by about 6 percentage points, a decrease of 8 percent. That is, fewer program group members had an encounter with the criminal justice system because of their enrollment in *RecycleForce*.”¹²⁹

Keesling developed a network of industry partners who help participants receive full-time employment. A portion of the justice-involved individuals who complete the *RecycleForce*

¹²⁵ Powell, Bob; Brightmark; Phone interview; March 17, 2020.

¹²⁶ Keesling, Gregg. “RecycleForce: Helping Returning Citizens Find Employment.” MDRC. May 2020, <https://www.mdrc.org/publication/recycleforce-helping-returning-citizens-find-employment>.

¹²⁷ Barden, Juras, Redcross, Farrell, Bloom; United States Department of Labor, MDRC, OPRE; *New Perspectives on Creating Jobs Final Impacts of the Next Generation of Subsidized Employment Programs; The Enhanced Transitional Jobs Demonstration*; Table ES.1, pg. ES-1; <https://bit.ly/3axAOco>, June 2018.

¹²⁸ Keesling, Gregg. *Recycle Force*; E-mail correspondence April 23, 2020.

¹²⁹ Barden, Juras, Redcross, Farrell, Bloom; United States Department of Labor, MDRC, OPRE; *New Perspectives on Creating Jobs Final Impacts of the Next Generation of Subsidized Employment Programs; The Enhanced Transitional Jobs Demonstration*; Table ES.1, pg. 4; June 2018.

program are hired to work at *Brightmark*'s new facility in Ashley, Indiana. The Ashley facility offers many jobs for formerly incarcerated individuals including lab oversight and safety, building maintenance, and forklift operator safety. *Brightmark* currently has 100 construction jobs filled, and by the end of the year, the company will have 100-150 full-time positions.

Homeboy Electronics Recycling: Influencing Private Company Hiring Policies

Kabira Stokes | Founder and Former CEO

Convictions often limit job opportunities. When it comes to technology recycling and secure data destruction, some customers do not want those with convictions touching their devices. What founder and former CEO of *Homeboy Electronics Recycling* Kabira Stokes has found is that it is possible to explain to clients that the perceived threat is non-existent. *Homeboy Electronics Recycling* is a social enterprise that leads with the specific mission of hiring people who face barriers. This puts them in a unique position to amend and influence the hiring contracts of their client companies.

During Stokes' years-long tenure, various movie studios and corporations have trusted *Homeboy Electronics Recycling* to handle their data destruction. For example, *Homeboy Electronics Recycling* has established a unique partnership as a subcontractor for *Hewlett Packard*'s closed-loop recycling program, by collecting end-of-service *Hewlett Packard* (HP) products and disassembling the materials to create new HP printers and cartridges.

Stokes indicated that since 2011 there has been growing awareness that recycling and waste industry jobs cannot be outsourced and can also be taught relatively easily — this renders a significant employment opportunity for those who face barriers. Additionally, the recycling and waste industry has potential for growth: a 2015 *Los Angeles Alliance for a New Economy* (LAANE) report states that “recycling 75 percent of what is currently disposed could create over 6,000 collection and processing jobs in Los Angeles County alone.”¹³⁰

Stokes founded *Isidore Electronics Recycling* in 2011 and *Homeboy Industries* acquired the organization in 2016, incorporating *Isidore Electronics* into its leading gang rehabilitation and reentry program. Now, *Homeboy Electronics Recycling* is a full-service technology recycling, repair, and restoration social enterprise which offers services in IT asset recovery, electronics repair, secure data destruction, and electronics recycling. Additionally, they own and operate a retail store that sells a variety of refurbished equipment such as computer systems and mobile devices.

¹³⁰ Ahkaim, L. (2015, July) “Cleaning Up Waste and Recycling Management and Securing the Benefits: A Blueprint for Cities.” LAANE: A New Economy For All. (page. 39). Retrieved May 3, 2020 from: <https://laane.org/wp-content/uploads/2017/06/Cleaning-Up-Waste-1.pdf>

Homeboy Electronics Recycling positions itself as a leader in the industry for sustainability, data security, and occupational health and safety. The organization voluntarily certified to be a *Responsible Recycling (R2)* organization, meaning that they conform to SERI standards of transparency and social responsibility, by taking actions such as managing the fate of end-of-life electronics in the reverse supply-chain.¹³¹ Additionally, they established *Impact Recyclers*, a coalition of other technology recycling social enterprises which share best practices on sustainability regulations and low-barrier employment.

Homeboy Electronics Recycling has led the way in creating pathways for justice-involved people to secure jobs. There are no education requirements at the entry-level, except for those jobs which require experience in repair. *Homeboy Electronics Recycling* specifically hires individuals who have participated in a transitional-work program to ensure a more stable workforce. Given the nature of the work, *Homeboy Electronics Recycling* does not hire anyone who has committed identity theft. However, the company does promote a belief in second chances — their employees may continue to hold a job if arrested on a technicality. Stokes explains that *Homeboy Electronics Recycling's* approach is not to create transitional jobs, but to build lasting careers.

Los Angeles Cleantech Incubator: Providing Green Tech Training and Personal Support

Daniel Ferguson | Director of Workforce Development

Sharon Segado | Training Coordinator

In the startup landscape, rates of success are low and the difficulty to launch a viable and profitable company is extremely high. To harness talent and provide resources for the best ideas which advance the green economy, the *Los Angeles Cleantech Incubator (LACI)* aims to accelerate the commercialization of green technology through three pillars: clean energy, clean transportation, and advancement of the circular economy. Since its founding as a City of Los Angeles and Los Angeles Department of Water and Power initiative, LACI has helped 220 companies fundraise \$465 million, generate \$270 million in revenue, and create 2,100 jobs.¹³²

LACI strives to be inclusive in sustainable development by providing communities with workforce development programs. The *Advanced Prototyping Center Fellowship Program (APC)* is a multi-tiered workforce training program supported by partners such as the California Workforce Development Board and the California Governor's Office of Business and Economic Development (GO-Biz). It assists in program participants earning employment in the green jobs sector through soft skill training, technical training, and

¹³¹ (2018, February 8) "SERI 2018 Strategic Plan" (page 5). Retrieved May 3, 2020 from:

<https://sustainableelectronics.org/sites/default/files/SERI%202018%20Strategic%20Plan%202018.02.08%20FINAL.pdf>

¹³² Los Angeles Cleantech Incubator. LACI Jobs and Opportunities. Program Director, Energy. Retrieved April 27, 2020 from <https://laci.applytojob.com/apply/wYBCo9MB7/Director-Of-Energy>.

training certifications, like OSHA10 and NFPA 70E (electrical safety). Administered by LACI, program participants are placed in internships and jobs with LACI startups. Each cohort builds skills that are required for successful navigation of the clean tech industry.

To hire inclusively, LACI sets few requirements for trainees. LACI required that their first cohort of trainees have low-to-moderate income, residency in Los Angeles, and a high school diploma. In addition to these requirements, the second cohort was required to complete a first-of-its-kind Electric Vehicle Supply Equipment (EVSE) maintenance training, preparing them for eventual union EVSE contractor training. Light engineering experience was required for design. Depending on the startup's needs, requirements to work with the companies might also require a four-year degree or a two-year Associate's degree.

With career placement guidance, all populations in the program receive assistance, but particular attention is paid to reentry populations' soft skill development, most notably establishing independence and the emotional intelligence to navigate situations with managers and bosses, as well as resume and job interview preparation. This is one of the biggest barriers to entry for individuals who were formerly incarcerated, according to LACI Director of Workforce Development, Daniel Ferguson. Another significant barrier is their record and explaining to employers that they've been incarcerated, but California "ban-the-box" legislation has made the job application process more navigable for reentry populations.

Aligning Professional Development with Environmental Investment

Sean Kennedy | APC Fellow, LA Cleantech Incubator

About halfway through his incarceration, Sean Kennedy had an epiphany. He envisioned his 'ideal-self' which inspired him to redirect his course in life. Sean proved to be a multifaceted learner. While serving time, Sean received technical and electrical certificates. He also earned associate's degrees in math and science, and social and behavioral science. Recognized for his drive and ambition, Sean was introduced to the Los Angeles Cleantech Incubator (LACI), a startup incubator program for environmental companies upon his release. Much to his surprise, Sean was accepted to LACI's Advanced Prototyping Center Fellowship Program (APC), a multi-tiered pipeline program that provides technical training and personal-growth development for its participants. This is what he had to share.

You went to school while incarcerated, earning your associate's in social and behavioral science, and math and science. What were some of the biggest barriers upon your release and were there any tools or resources that you used specifically?

There were many barriers and I'm grateful that I took advantage of a lot that I learned while I was in there. Without that, the pressure of society would have pushed me back onto my old path. I learned coping skills and about emotional intelligence — being aware of myself and what I was feeling, then using a new self-belief and striving for that person I want to become. No matter how I feel, no matter how nervous I am, I just want to keep overcoming my obstacles.

A barrier was learning technology; I still fumble with it today and I have a big cultural lag. Also, it's hard fitting in socially because I was so institutionalized. It creates a sense that you don't belong, which I still deal with to this day. Those are the big ones and I'm sure most people feel the same way when they first get out.

How did you first learn about LACI and the APC Fellowship?

I was only four days out when my parole agent approached me with an opportunity he said matched my skill set. I was excited when I heard about it because it was green and they cared about the environment. Every course I took touched upon the environment in some form or another, so I was becoming more and more aware of it. Their Electric Vehicle Supply Equipment (EVSE) training related to my vocational trade. I was surprised when I got accepted. LACI saw something in me and brought me to the next step. I wanted to prove myself. Not only did I want to do something altruistic, but I also wanted to make a life for myself doing something I loved.

How did you decide upon becoming an electrician? Was there any motivation behind that?

Well some of it had to do with my step dad letting me work on automotive cars. But there's actually something spiritual about it — I realize now that something on the atomic level has force — you can't see that it's there, but it's making something happen. Reading the circuits and troubleshooting were like puzzles to me. It's just fun. I like figuring things out and fixing them.

What are you up to now that you've graduated from the APC fellowship?

I'm in the process of creating my own business as a sole proprietor. I'm taking advantage of this time to map out and see what obstacles I need to pass in order to become more efficient and make this more of a career. I worked at LACI doing preventative maintenance and it felt good to work on their EVSEs. I continuously strive for my goals and I recently had an interview with an energy company. My application for the IBEW Local 11 is currently on hold because of COVID-19.

Did they supply any mental health or wellbeing services while you were incarcerated? I know you said that was a big aspect of helping you move forward.

In the beginning, that was lacking. Today, there are a lot of programs. It's up to each individual whether they take advantage of them. *Criminal Gangs Anonymous* run by the *Anti-Recidivism Coalition*, for example, helps you understand the cycles you are going through — they discuss gangs, drugs, and addiction. Life coaches came in and taught us self-reconstructive therapy which helps us understand ourselves better. Our emotional intelligence grows as we better understand the 'ideal self.' By not providing therapy, we wouldn't learn anything and would reoffend when released.

When you were working as a master service technician, did you notice or experience any discrimination? Did you face any unfair barriers to employment?

I was very open at my recent interview with an energy company. I told him right off the bat that I did something wrong when I was 17 years old. I also told him what I learned and how I've grown since then. And the employer told me that he actually just hired someone with a felony! My other experiences with interviews have never been a problem because I'm consistently honest and open about myself. They can see that I'm genuine.

GRID Alternatives: Influencing Government Policy and Creating Jobs in Solar

Michael Kadish | Former Executive Director, *Greater Los Angeles (GLA)*

Danny Hom | Communications Officer, *Greater Los Angeles (GLA)*

GRID Alternatives (GRID) is a non-profit solar organization that provides clients with no-cost solar installation. The organization is the California Program Administrator for the *Single-Family Affordable Solar Homes (SASH)* program which offers low-cost photovoltaic (PV) systems and green jobs training to underserved, environmentally disadvantaged communities. GRID's mission is to empower communities in need by providing access to green technology and energy efficiency services, equipment, and training.

Across the United States, careers in solar can provide competitive wages and job security without the risk of offshoring work. *Greater Los Angeles (GLA)* is an affiliate of *GRID Alternatives*, which serves the Greater Los Angeles region. Former Executive Director of GLA Michael Kadish reported that "since 2013, GLA has placed over 500 people in the solar industry, and many participants have created their own businesses."¹³³

To produce lasting effects, *GRID* drives policy at the local and state level; they have influenced more than 30 legislative bills and program initiatives across the country.¹³⁴ *GRID* was instrumental in passing the *Net Energy Metering (NEM) Successor Tariff*, legislation that in part required the California Public Utilities Commission to design recruitment and workforce development elements specifically for disadvantaged communities.^{135,136} In both Washington D.C. and Illinois, *GRID* helped enact *Solar for All* legislation to provide low-income households, nonprofits, small businesses, and the elderly with solar benefits. Many of their efforts led to electric bill savings and access to jobs.

¹³³ Kadish, M. (2020, April 3) Phone interview with M. Kadish.

¹³⁴ Grid Alternatives. Policy Leadership. (n.d.) Retrieved April 27, 2020 from <https://gridalternatives.org/what-we-do/policy-leadership>

¹³⁵ Ibid.

¹³⁶ California Public Utilities Commission. (n.d.) Net Energy Metering Rulemaking (R.) 14-07-002: Net Energy Metering (NEM) Successor Tariff. Retrieved April 27, 2020 from <https://www.cpuc.ca.gov/General.aspx?id=3934>.

GRID provides workforce development and technical job-training in the solar industry. About four years ago, *GRID* began offering paid training. To assist with job placement, *GRID Alternatives* incorporated technical training in California, Colorado, and Washington D.C. *GRID*'s workforce development programs include hands-on training in electrical wiring, racking installation, and Module Level Power Electronics (MLPE) installation, among many other skills.¹³⁷

Initially, *GRID* had a volunteer-based model not dissimilar from *Habitat for Humanity* — volunteers would come from many backgrounds, but many people interested in solar also needed to make a livable wage. It became clear to Kadish that *GRID* should serve underrepresented populations in the workforce, including women, youth, and justice-involved individuals. He believes that there is also a lot of overlap between veterans and the reentry population; they often come from traumatic, highly structured environments and then become suddenly stranded in society with little or no direction. Additionally, veterans make up about 8% of the incarcerated population in the US, with 12-16,000 reentering society annually.¹³⁸ Rather than rely on policy to progress, Kadish focused on collaborating with job training organizations, such as *Conservation Corps* of Los Angeles and Long Beach, as well as community colleges which taught courses on photovoltaics. To further support underserved participants, *GLA* established a relationship with *Homeboy Industries* via the *East Los Angeles Skills Center*.¹³⁹ Through their partnership with *Homeboy Industries*, the organization continues to provide wraparound services to ease the transition of reentry populations. Personal services include counseling, tattoo removal, and childcare amongst others. As part of Prop 64's California Community Reinvestment Grant (CalCRG), *GLA*, in partnership with *Homeboy Industries*, was awarded grant funds to provide paid internships to justice-involved individuals. Today, *GRID* collectively has over 300 job-training partnerships with schools, vocational programs, and community organizations.

As the largest solar nonprofit in America, *GRID* has a lasting impact on green reentry. Communications Officer Danny Hom underscores the organization's emphasis on a "triple-bottom-line" that considers people, planet, and employment.¹⁴⁰ They help those most burdened by the environment and help people save income and gain stability. Despite the lingering social stigma against people with felonies, Hom explains that many homeowners in the communities served by *GRID* are familiar with the challenges faced by justice-involved populations. Pushing for greater reform from within, *GRID Alternatives* continues to shape the solar industry through policy advocacy and diverse hiring practices.

¹³⁷ Grid Alternatives. *Get Training*. (n.d.) Retrieved April 27, 2020 from <https://gridalternatives.org/get-training>

¹³⁸ Kim, B., Bolton, R.E., Hyde, J. et al. Coordinating across correctional, community, and VA systems: applying the Collaborative Chronic Care Model to post-incarceration healthcare and reentry support for veterans with mental health and substance use disorders. *Health Justice* 7, 18 (2019). Retrieved April 28, 2020 from <https://doi.org/10.1186/s40352-019-0099-4>.

¹³⁹ Kadish, M. (2020, April 3) Phone interview with M. Kadish.

¹⁴⁰ Hom, D. (2020, March 18) Phone interview with D. Hom.

Providing Mentorship to Reentry Populations

Marlin Jeffreys | Program Manager of Adult Programs, *Rising Sun Center for Opportunity*

Reflecting on his personal journey from being incarcerated to returning home three years ago, Marlin Jeffreys shares some insight on his successful transition. As a program alum of both Insight Garden Program and Rising Sun Center for Opportunity, Marlin is now giving back to the community as a peer and mentor in helping others navigate the reentry process.

Would you mind sharing with us your personal story, beginning with your incarceration?

Around the age of 14, I started selling cocaine and committing crimes associated with the lifestyle. When I was 17 years old, I shot someone who appeared to be robbing one of my friends. When I was 18 in 1991, I was arrested for that shooting, two other shootings, two robberies, and I was caught with some cocaine. I stayed in the county jail about 10 months, and I was convicted and sentenced to 36 to life in March of 1992. I went into prison without a high school diploma.

I got a GED in 1993, and because my situation was hopeless, I continued to behave in the way that I had always been behaving since I started my life of crime. I read some books while I was in prison and I continued minor education, but it wasn't until 2011 that I started taking classes through Lassen Community College and Palo Verde Community College which was offered in the prison. I got an associate's degree in social science and I got a certificate in business literacy. I took a vocational class where I learned about fiber optics and telecommunications. Still, when I first came home, I didn't have any idea what I wanted to do — I never had a real job.

How did your experience as a program participant of Insight Garden Program and Rising Sun Center for Opportunity shape your career path?

I learned about *Insight Garden* while I was in prison. It's part gardening, part meditation, but also part spiritual and emotional development geared towards making a successful transition back into society. I did that program for about six months until the time I was released in March of 2017. They helped support me when I came home. We used to have meetings in downtown Oakland with other people from *Insight Garden* and various programs and people in the community, and they helped me get my second job when I came home.

I heard about *Rising Sun* at a Probation and Community (PAC) meeting when I first came home in April. That's when I heard about the different trades that were available. When one of the *Rising Sun* employees mentioned electricians, that rang a bell in my head because I heard that electricians made good money — I didn't want to be a burden to my friends and family now that I was out.

I was a participant in *Rising Sun*'s apprenticeship readiness training program during the summer of 2017 and I had the goal of becoming an electrician. While I was a participant in

the program, I worked at *Rising Sun* around the building, and then I worked afterwards as a program assistant. I completed the program in September. In January of 2018, I applied for the union *International Brotherhood of Electrical Workers (IBEW)*, and I became a member of the laborer's union *Local 304*. For about five months, I worked as a laborer until May.

In your personal life and work experience, has the construction industry provided support to reentry populations?

When we're talking about construction, it's all business. It's not like any emotional support; they have a job to do and that's the goal. They haven't been through any cognitive behavior training or facilitations or been in any groups. It's cut and dry with them. You will find some people who are supportive and will help you, but other times you will find somebody who is going to be looking at you like, "Why are you out here? Why are you trying to get this job that you're taking from me and my family?" It varies from person to person.

I've seen people go through *Rising Sun's* program and get in with good companies, and I've seen people struggle. We serve a lot of women. I've seen in sheet metal that they are very supportive of the women that come through. They have this one organization called *Sheet Metal and Air Conditioning Contractors' National Association (SMACNA)* — it's an organization designed to help more women get into the trades. We had one lady graduate last year; she went into HVAC, *Local 304*. She got hired by an organization that has never hired a woman before. She's been working full time since she left our program. They gave her a truck and they're flexible with her schedule because of her children and her living situation.

Would you like to share more about your current role as board member of Insight Garden Program and program manager for Rising Sun's adult programs?

Everything's been a learning experience for me. I came out with limited skills in all areas. What made my transition successful [was] to have two organizations with a foothold in the community there to support me. Not just that they support me — I was ready to make that change. Part of being successful once you return is starting to change your belief system and your thought process while you're in prison, so that your behavior changes while you're in prison. When you come home, you're not struggling and fighting within yourself. That's one of the lessons that I learned inside — you can't wait until you come home to change; change starts while you're inside.

Rising Sun has been supportive for me continuing my education. The only major challenges I've seen is getting the knowledge I need to be successful — whether it's computer skills or just being prepared to deal. I'm learning a lot of new things as I go along. I like the job I have now because it's in service to the people and the community. I think that it is more important to give back to my community as opposed to always serving myself like I did in the past.

Is there anything you wish you could share with employers and industry partners about the experience of individuals with backgrounds?

I think that people should know that when they're dealing with people who are coming back into society, that a lot of people lack not only in skills but in confidence. Any adversity or opposition can be a devastating blow. For people like myself who've done a lot of time or who've lived a certain kind of lifestyle for a lot of years, we have a different belief system and sometimes it's easier to have self-defeating behaviors or self-defeating thoughts. It's easier to give up and try to go back to something that's more familiar. It takes great strength and courage to stick with something that's not going your way.

Even when I worked as a laborer, it was hard work. Emotionally it wasn't always a great fit for me. When you have experiences like I have, it's easier to say to have empathy and understanding. When people say they've been working construction for twenty to thirty years and haven't been to prison or haven't had the type of experiences that I have, they don't understand.

Those are some of the key things to look at if you're an employer and you're dealing with people who are coming home and may not have much work experience or they may not have skills. I was talking to a guy who just came home about a week ago who was in prison with me and he was like, "I ain't never had a job, I don't have any skills, I don't have nothing." I was like, "Look, when I came home, I was in the same boat as you. Just be patient, take some classes, educate yourself, take whatever comes your way, and be ready for better opportunities."

IBEW Local 11: Welcoming Justice-Involved Individuals into Unions

Antonio Sanchez | Political Director

In our research, many organizations identified that unions provided a reliable, equitable and quality route to green jobs in the building trades. The *International Brotherhood of Electrical Workers (IBEW)* is among the largest unions in the United States, representing approximately 775,000 individuals.¹⁴¹ With *IBEW*, there is a well-defined ladder of employment which is based on experience. Each individual must go through the same steps in order to advance, without facing discrimination for age, race, or other characteristics. Wage rates are transparent and also based on experience. Individuals are rewarded for hard work and there are minimal formal education requirements for entry (e.g. high school degree and algebra).

¹⁴¹ *International Brotherhood of Electrical Workers*. "Who We Are." IBEW. 2020. <http://www.ibew.org/Who-We-Are>

In Los Angeles, the *Local 11* chapter has 11,480 members including 2,200 apprentices which makes it the largest electrical training program in the country.¹⁴² Membership in the *Local 11* is “incredibly diverse” with “majority minority” according to Antonio Sanchez, Political Director of the *IBEW Local 11*. Sanchez further emphasized that *Local 11* is very welcoming of individuals with a criminal background. Background checks are not required for membership in the union nor for most project sites, unless work is located at a sensitive area like an airport, port or school. As such, some may argue that unions are de facto advocates for reentry individuals. In 2019, the *IBEW* supported the *Good Jobs for the 21st Century Energy Act*, which seeks to establish wage requirements and project labor agreement (PLA) standards for clean energy construction jobs. The Act also supports employment of individuals with criminal history in this growing field.¹⁴³

In Commerce, California, the *Local 11* and the Los Angeles Chapter of the *National Electrical Contractors Association (NECA)* run the *Electrical Training Institute (ETI)* where individuals can begin their education to become a union electrician. There are four disciplines to choose from: Inside Electrical Wireman, Residential Electrical Wireman, Sound & Communications Wireman, and Electrical Transportation Systems. The training involves a 3-to-5-year apprenticeship depending on discipline with classes at night and practical, on-the-job training during the day. It is a competitive program to begin, requiring an entrance exam.¹⁴⁴

Trained journeymen are able to complete tasks that would qualify as ‘green jobs’ ranging from the installation of solar panels or the servicing of electrical vehicle charging stations. This is an important point that Sanchez drove home. Just because the term ‘green job’ has arisen in recent decades, that does not mean that a regular electrician cannot perform the tasks within that ‘green job’. “Our members have been doing energy efficiency work for twenty years. This isn’t anything new for us. It’s new for folks because it’s now more accessible, cheaper, cooler...but for our members, it’s not new,” said Sanchez. *Local 11* General Electricians have a broad range of skills which allows them to better serve society across several job sites, rather than being specialized to one niche area.

The *IBEW*, and building trades industry more generally, are a tight knit group that engages with their community. Sanchez explained that *Local 11* members have established a suite of engagement programs themselves in Los Angeles to help address problems they experienced in their own communities. For example, the *Electrical Workers Minority Caucus* which hosts tutoring sessions at the *ETI*, mentoring youth in juvenile hall to demonstrate a productive path forward, speaking within jails, and counselling groups like *2nd Call* (see John Harriel Jr Q&A). The focus of these informal engagements tends to be on cultivating ‘soft

¹⁴² Center for Union Facts. “International Brotherhood of Electrical Workers, Local 11.” 2020. <https://www.unionfacts.com/lu/12121/IBEW/11/>

¹⁴³ IBEW. “New Senate Energy Bill Supports Union Jobs, Priorities.” IBEW Media Center. 14 Aug. 2019. http://www.ibew.org/media-center/Articles/19Daily/1908/190814_NewSenate

¹⁴⁴ Electrical Training Institute of Southern California. <http://www.laett.com/>

skills', which Sanchez pointed out can often be the largest limiting factor in success after being accepted into the *Local 11*. In this case 'soft skills' consist of activities like showing up to a job site on time and wearing presentable clothing. These engagement programs let individuals know that the *Local 11* "exists and we're a path forward for them."

Reentry Engagement From Within the Community

John "Big John" Harriel Jr | General Superintendent/Employee Diversity Manager,
Morrow-Meadows

John "Big John" Harriel Jr is a General Superintendent/Employee Diversity Manager at Morrow-Meadows, an electrical contracting company. He grew up as a gang member in South Central L.A. and went to prison in the 1980s and 1990s. After release he went through a 12-week training program at the Maxine Waters Employment Preparation Center and became an IBEW electrician. He's been a union electrician for the past 24 years and a very active mentor in his community. We spoke with him about his experience and his mission to help others enter the trades and succeed through his work with 2nd Call. 2nd Call is an organization that provides life skills, counselling sessions, mentorship, and other services to formerly incarcerated individuals and other high-risk and proven-risk individuals. The focus is on building life skills which can then be translated into a career instead of a series of low-paying jobs.

Upon release from prison, what were the biggest barriers you faced, and what are the tools that led you to success thus far?

The biggest barrier is the contradiction in so-called rehabilitation. The prison system is nothing more than housing. When I got out, they gave me some gate money and told me not to be around other individuals who are parolees. But with only two hundred dollars, I have to go to the same community I came from. That was the challenge. You are set up to go back. Fortunately for me, while in prison, there were some men who saw something in me that I did not see in myself. There was a gentleman working in the prison as a union electrician, Everett L. Tims, who had the inmates working for him as a crew.

Tell us more about that gentleman.

In Everett L. Tims, I saw someone who I wanted to be. Growing up in my community, I didn't see a Black man getting up and going to work. My friends were the gang members, pimps, and hustlers. So to see a Black man have that position and be as intelligent as he was, while at the same time understanding growing up in a single parent home. I was yearning for that type of leadership. He took me under his wing, and I had to change some things like how I talk and dress. He taught me about manhood and molded me into the person I became when I got out. He saw something in me that I didn't see in myself. The habits that I formed in prison, like showing up to work on time every day and working hard, carried with me to when I got out. I learned responsibility and accountability. So I was able to return to my community and become an owner and a mentor of the community. And more importantly, I've been able to help hundreds and thousands of young men and women and facilitate them into careers so they can reap the benefits of hard work and dedication.

That is through your involvement with 2nd Call, correct? Can you tell us more about that program?

2nd Call is a community-based organization that deals with proven-risk individuals. It's a life skills class. We talk to young men and women from communities where oppression and violence is the norm. We talk about anger management, low self-esteem, unresolved trauma, and goal setting. What makes it important is that the individuals across the table come from the same nonsense; so it's not someone from the outside telling you what to do. We're all in the community and we're learning how to build our community. It doesn't matter if you teach a person how to be an electrician (or other profession), if you do not address unresolved trauma, that individual will not be successful. Engagement in 2nd Call never ends. It is a continuous process. Which is how mentoring should be — there is no beginning and no end.

In addition to your role as a General Superintendent, you are also the diversity manager for the West Coast. You've told us that in that role you help connect employers with individuals from high risk communities. What are some of the lessons you teach to bridge these two groups?

Eye contact stands out. In certain communities, most people are taught to look people in the eye when they talk. Some people believe that if you don't look someone in the eyes, there must be something wrong — they are hiding something or can't be trusted. But in the prison community and certain urban communities, looking someone in the eye could get you killed. So we have to do a presentation on the difference between these two communities. Culture differences can present a lack of understanding.

Any final message you wish you could share with employers?

Having a criminal background is not a bad thing. Individuals need to get outside of your comfort zone and remember when someone gave you an opportunity. If an individual is showing a willingness to learn and change their behavior, why not give them an opportunity?

Matrix of Green Job Positions

Formerly incarcerated individuals deserve high quality jobs, with family-sustaining wages, child support, retirement and health benefits, fair scheduling, and career development pathways. In order to better identify jobs with these traits within the green sector, the IoES team compiled a matrix of positions using Bureau of Labor Statistics and *Economic Policy Institute* data.

Since the concept of “green jobs” can seem nebulous, for the purposes of this project, “green jobs” were defined as career opportunities which decarbonize the economy within the following industries: energy, construction, transportation, water, manufacturing, and installation. Although some jobs are well established in the green sector, we took the liberty of including jobs which are in industries that are projected to “green” in the near future.

We also set parameters for positions. Since 53% of formerly incarcerated individuals attain a high school education or equivalent, we restricted our list to jobs which expect a high school diploma, GED, or postsecondary non-degree education, in order to increase accessibility for justice-involved individuals.¹⁴⁵

To contextualize the national level data, we selected two distinct metropolitan areas to demonstrate the regional differences across the United States in wages and cost of living: Houston and Los Angeles. Both cities and their respective states are emerging leaders in sustainable development and are a part of C40, the global megacity mayoral coalition to combat climate change. According to a study conducted by the United States Conference of Mayors, Greater Houston had 21,250 green jobs and Greater Los Angeles had 20,136 green jobs as of 2006.¹⁴⁶ No recent studies have been conducted to evaluate job counts within the last two years, and governmental record keeping has ceased both on the national and state levels. Instead, a comparison can be made by reviewing clean energy jobs¹⁴⁷, a subset of the green jobs category. A 2019 U.S. Energy and Employment Report found that California held 512,934 jobs in the clean energy industry in 2018.¹⁴⁸ Following California, Texas ranked second with a total of 233,447 clean energy jobs. And at county level, in 2020, Los Angeles had 94,955 clean energy jobs and Harris County, Houston had 58,677.¹⁴⁹

¹⁴⁵ Couloute, Lucius. “Getting Back on Course: Educational exclusion and attainment among formerly incarcerated people.” Prison Policy Initiative, Prison Policy Initiative, Oct. 2018, <https://www.prisonpolicy.org/reports/education.html>. Accessed 30 Apr. 2020.

¹⁴⁶ U.S. Metro Economies: Current and Potential Green Jobs in the U.S. Economy. The United States Conference of Mayors. Global Insight. Oct. 2008, <http://www.usmayors.org/pressreleases/uploads/greenjobsreport.pdf>.

¹⁴⁷ There is general consensus that the clean energy sector includes jobs in renewable energy, solar and wind installation, electric and hybrid vehicles, battery storage, and energy efficiency.

¹⁴⁸ E2 (Environmental Entrepreneurs). (2019). Clean Jobs America Retrieved May 14, 2020 from: <https://www.e2.org/wp-content/uploads/2019/04/E2-2019-Clean-Jobs-America.pdf>

¹⁴⁹ This number was derived via a calculation using the job loss statistics found in: Jordan, P. (2020, May 13). Clean Energy Employment Initial Impacts from the COVID-19 Economic Crisis. BW Research Partnership. (April 2020). Retrieved May 14, 2020 from: <https://e2.org/wp-content/uploads/2020/05/Clean-Energy-Jobs-April-COVID-19-Memo-FINAL.pdf>

The position list is in no way meant to be comprehensive, but instead a sampling of green jobs with career opportunities for formerly incarcerated individuals. Below is a description of the matrix attributes — job positions can be identified across the partitioned tables using the Bureau of Labor Statistics Standard Occupational Classification (SOC) Code:

- **Basic Information**¹⁵⁰
 - 2018 SOC Code
 - Job Title
 - Job Category
 - Job Description (*in full table available for download [here](#)*)
- **Education and Experience**¹⁵¹
 - Degree Requirements
 - Work Experience in a Related Occupation
 - Typical On-the-Job Training
- **Indicators of Job Quality**
 - National Median Hourly Wage (May 2019)¹⁵²
 - National Job Outlook Projected Percent Change for 2018-2028¹⁵³
 - Median Hourly Wage (May 2018)¹⁵⁴
 - Los Angeles metropolitan area (Los Angeles, Long Beach, Anaheim)
 - Houston metropolitan areas (Houston, The Woodlands, Sugar Land)
 - Percent of Cost of Living for a Family of 2 Adults and 1 Child¹⁵⁵
 - Los Angeles metropolitan area (Los Angeles, Long Beach, Glendale)
 - Houston metropolitan areas (Houston, The Woodlands, Sugar Land)
- **Union Availability and Prevailing Wage Rates**
 - Union Membership
 - Los Angeles County Prevailing Wage - Journeyman Basic Hourly Rate (2020)¹⁵⁶
 - Harris County Prevailing Wage - Journeyman Basic Hourly Rate (2020)¹⁵⁷

¹⁵⁰ Bureau of Labor Statistics, U.S. Department of Labor. 2018 Standard Occupational Classification System. Last modified 17 Apr. 2020. Accessed 25 Apr. 2020, https://www.bls.gov/soc/2018/major_groups.htm.

¹⁵¹ Bureau of Labor Statistics, U.S. Department of Labor. Occupational projections and worker characteristics. Last modified 15 Apr. 2020. Accessed 25 Apr. 2020, <https://www.bls.gov/emp/tables/occupational-projections-and-characteristics.htm>.

¹⁵² Bureau of Labor Statistics, U.S. Department of Labor. May 2019 National Occupational Employment and Wage Estimates United States. Last modified 31 Mar. 2020. Accessed 21 Apr. 2020, https://www.bls.gov/oes/current/oes_nat.htm#47-0000.

¹⁵³ Bureau of Labor Statistics, U.S. Department of Labor. Occupational projections and worker characteristics. Last modified 15 Apr. 2020. Accessed 25 Apr. 2020, <https://www.bls.gov/emp/tables/occupational-projections-and-characteristics.htm>.

¹⁵⁴ Bureau of Labor Statistics, U.S. Department of Labor. May 2019 Metropolitan and Nonmetropolitan Area Occupational Employment and Wage Estimates. Last modified 31 Mar. 2020. Accessed 25 Apr. 2020, <https://www.bls.gov/oes/current/oesrcma.htm>.

¹⁵⁵ Economic Policy Institute. Family Budget Calculator. Mar, 2018. Accessed 29 Apr. 2020, <https://www.epi.org/resources/budget/>.

¹⁵⁶ Office of Policy, Research, and Legislation. State of California Department of Industrial Relations. "Director's General Prevailing Wage Determinations." Mar. 2020. <https://www.dir.ca.gov/OPRL/DPreWageDetermination.htm>.

¹⁵⁷ Harris County Engineering Department. "Prevailing Wage Rates." 3 May 2020. <http://www.eng.hctx.net/Consultants/Construction/Prevailing-Wage-Rates>.

TABLE 1 | BASIC INFORMATION FROM BUREAU OF LABOR STATISTICS

2018 SOC CODE	JOB TITLE	JOB CATEGORY
37-3011	Landscaping and Groundskeeping Workers	Building and Grounds Cleaning and Maintenance
37-3013	Tree Trimmers and Pruners	Building and Grounds Cleaning and Maintenance
47-1011	First-Line Supervisors of Construction Trades and Extraction Workers	Construction and Extraction
47-2011	Boilermakers	Construction and Extraction
47-2061	Construction Laborers	Construction and Extraction
47-2073	Operating Engineers and Other Construction Equipment Operators	Construction and Extraction
47-2111	Electricians	Construction and Extraction
47-2121	Glaziers	Construction and Extraction
47-2131	Insulation Workers, Floor, Ceiling, and Wall	Construction and Extraction
47-2132	Insulation Workers, Mechanical	Construction and Extraction
47-2152	Plumbers, Pipefitters, and Steamfitters	Construction and Extraction
47-2211	Sheet Metal Workers	Construction and Extraction
47-2221	Structural Iron and Steel Workers	Construction and Extraction
47-2231	Solar Photovoltaic Installers	Construction and Extraction
47-3013	Helpers--Electricians	Construction and Extraction
47-3015	Helpers--Pipefitters, Plumbers, Pipefitters, and Steamfitters	Construction and Extraction
47-4011	Construction and Building Inspectors	Construction and Extraction
47-4041	Hazardous Materials Removal Workers	Construction and Extraction
49-2093	Electrical and Electronics Installers and Repairers, Transportation Equipment	Installation, Maintenance, and Repair
49-2095	Electrical and Electronics Repairers, Powerhouse, Substation, and Relay	Installation, Maintenance, and Repair
49-9012	Control and Valve Installers and Repairers, Except Mechanical Door	Installation, Maintenance, and Repair
49-9021	Heating, Air Conditioning, and Refrigeration Mechanics and Installers	Installation, Maintenance, and Repair
49-9051	Electrical Power-Line Installers and Repairers	Installation, Maintenance, and Repair
49-9081	Wind Turbine Service Technicians	Installation, Maintenance, and Repair
51-1011	First-Line Supervisors of Production and Operating Workers	Production
51-2020	Electrical, Electronics, and Electromechanical Assemblers*	Production
51-2021	Coil Winders, Tapers, and Finishers	Production
51-2031	Engine and Other Machine Assemblers	Production
51-2041	Structural Metal Fabricators and Fitters	Production
51-2051	Fiberglass Laminators and Fabricators	Production
51-2061	Timing Device Assemblers and Adjusters	Production
51-4041	Machinists	Production
51-4121	Welders, Cutters, Solderers, and Brazers	Production
51-4199	Metal Workers and Plastic Workers, All Other	Production
51-8011	Nuclear Power Reactor Operators	Production
51-8012	Power Distributors and Dispatchers	Production
51-8013	Power Plant Operators	Production
51-8021	Stationary Engineers and Boiler Operators	Production
51-8031	Water and Wastewater Treatment Plant and System Operators	Production
51-8092	Gas Plant Operators	Production
51-9012	Separating, Filtering, Clarifying, Precipitating, and Still Machine Setters, Operators, and Tenders	Production
51-9061	Inspectors, Testers, Sorters, Samplers, and Weighers	Production
53-4011	Locomotive Engineers	Transportation and Material Moving
53-4041	Subway and Streetcar Operators	Transportation and Material Moving
53-7081	Refuse and Recyclable Material Collectors	Transportation and Material Moving

TABLE 2 | EDUCATION AND EXPERIENCE

2018 SOC CODE	DEGREE REQUIREMENTS	AVAILABILITY OF CERTIFICATIONS Y/N/UNK	WORK EXPERIENCE IN A RELATED OCCUPATION	TYPICAL ON-THE-JOB TRAINING
37-3011	No formal educational credential	Y	None	Short-term on-the-job training
37-3013	High school diploma or equivalent	Y	None	Short-term on-the-job training
47-1011	High school diploma or equivalent	Y	5 years or more	None
47-2011	High school diploma or equivalent	Y	None	Apprenticeship
47-2061	No formal educational credential	Y	None	Short-term on-the-job training
47-2073	High school diploma or equivalent	Y	None	Moderate-term on-the-job training
47-2111	High school diploma or equivalent	Y	None	Apprenticeship
47-2121	High school diploma or equivalent	Y	None	Apprenticeship
47-2131	No formal educational credential	Y	None	Short-term on-the-job training
47-2132	High school diploma or equivalent	Y	None	Apprenticeship
47-2152	High school diploma or equivalent	Y	None	Apprenticeship
47-2211	High school diploma or equivalent	Y	None	Apprenticeship
47-2221	High school diploma or equivalent	Y	None	Apprenticeship
47-2231	High school diploma or equivalent	Y	None	Moderate-term on-the-job training
47-3013	High school diploma or equivalent	Y	None	Short-term on-the-job training
47-3015	High school diploma or equivalent	Y	None	Short-term on-the-job training
47-4011	High school diploma or equivalent	Y	5 years or more	Moderate-term on-the-job training
47-4041	High school diploma or equivalent	Y	None	Moderate-term on-the-job training
49-2093	Postsecondary nondegree award	Y	None	Long-term on-the-job training
49-2095	Postsecondary nondegree award	Y	Less than 5 years	Moderate-term on-the-job training
49-9012	High school diploma or equivalent	Y	None	Moderate-term on-the-job training
49-9021	Postsecondary nondegree award	Y	None	Long-term on-the-job training
49-9051	High school diploma or equivalent	Y	None	Long-term on-the-job training
49-9081	Postsecondary nondegree award	Y	None	Long-term on-the-job training
51-1011	High school diploma or equivalent	Y	Less than 5 years	None
51-2020	High school diploma or equivalent	Y	None	Moderate-term on-the-job training
51-2021	High school diploma or equivalent	Y	None	Moderate-term on-the-job training
51-2031	High school diploma or equivalent	Y	None	Moderate-term on-the-job training
51-2041	High school diploma or equivalent	Y	None	Moderate-term on-the-job training
51-2051	High school diploma or equivalent	Y	None	Moderate-term on-the-job training
51-2061	High school diploma or equivalent	Y	None	Moderate-term on-the-job training
51-4041	High school diploma or equivalent	Y	None	Long-term on-the-job training
51-4121	High school diploma or equivalent	Y	None	Moderate-term on-the-job training
51-4199	High school diploma or equivalent	Y	None	Moderate-term on-the-job training
51-8011	High school diploma or equivalent	Y	None	Long-term on-the-job training
51-8012	High school diploma or equivalent	Y	None	Long-term on-the-job training
51-8013	High school diploma or equivalent	Y	None	Long-term on-the-job training
51-8021	High school diploma or equivalent	Y	None	Long-term on-the-job training
51-8031	High school diploma or equivalent	Y	None	Long-term on-the-job training
51-8092	High school diploma or equivalent	Y	None	Long-term on-the-job training
51-9012	High school diploma or equivalent	Y	None	Moderate-term on-the-job training
51-9061	High school diploma or equivalent	Y	None	Moderate-term on-the-job training
53-4011	High school diploma or equivalent	Y	Less than 5 years	Moderate-term on-the-job training
53-4041	High school diploma or equivalent	Y	None	Moderate-term on-the-job training
53-7081	No formal educational credential	Y	None	Short-term on-the-job training

TABLE 3 | INDICATORS OF JOB QUALITY

2018 SOC CODE	UNITED STATES		LOS ANGELES METRO AREA		HOUSTON METRO AREA	
	National Median Hourly Wage (May 2019)	National Job Outlook Projected Percent Change (2018-2028)	Median Hourly Wage (May 2018)	Percent of Cost of Living for a Family of 2 Adults & 1 Child	Median Hourly Wage (May 2018)	Percent of Cost of Living for a Family of 2 Adults & 1 Child
37-3011	\$14.63	8.8%	\$15.03	39%	\$13.10	42%
37-3013	\$19.22	9.8%	\$26.47	68%	\$15.95	52%
47-1011	\$31.83	10.4%	\$37.72	97%	\$31.57	102%
47-2011	\$30.34	5.9%	\$39.54	102%	\$28.19	91%
47-2061	\$17.72	10.5%	\$19.93	51%	\$15.36	50%
47-2073	\$23.55	9.6%	\$39.92	103%	\$19.91	85%
47-2111	\$27.01	10.4%	\$31.01	80%	\$26.70	86%
47-2121	\$21.46	10.7%	\$24.51	63%	\$16.65	54%
47-2131	\$19.41	2.8%	\$21.22	55%	\$20.40	66%
47-2132	\$23.41	8.6%	-	-	\$20.73	67%
47-2152	\$26.52	13.6%	\$26.88	69%	\$25.68	83%
47-2211	\$24.23	8.0%	\$22.59	58%	\$19.69	64%
47-2221	\$26.46	11.5%	\$34.36	89%	\$20.77	67%
47-2231	\$21.58	63.3%	\$21.10	54%	-	-
47-3013	\$15.78	6.9%	\$17.58	45%	\$14.73	48%
47-3015	\$15.43	15.6%	\$15.20	39%	\$17.13	55%
47-4011	\$29.19	6.6%	\$44.59	115%	\$29.89	97%
47-4041	\$21.11	10.6%	\$19.94	51%	\$17.20	56%
49-2093	\$30.06	2.3%	\$40.80	105%	\$30.39	98%
49-2095	\$39.80	1.7%	\$52.32	135%	\$34.61	112%
49-9012	\$27.93	1.6%	\$31.97	83%	\$20.19	65%
49-9021	\$23.43	12.6%	\$28.20	73%	\$23.46	76%
49-9051	\$34.86	8.0%	\$43.89	113%	\$29.15	94%
49-9081	\$25.44	56.9%	-	-	\$26.29	85%
51-1011	\$29.48	-0.2%	\$28.54	74%	\$33.16	107%
51-2020	\$16.77	-3.0%	\$14.81	38%	\$17.01	55%
51-2021	\$17.56	-21.6%	\$13.15	34%	-	-
51-2031	\$21.95	-16.7%	\$14.34	37%	\$16.59	54%
51-2041	\$19.42	-14.6%	\$17.18	44%	\$21.32	69%
51-2051	\$17.06	0.5%	\$16.71	43%	\$14.32	46%
51-2061	\$16.87	-19.3%	-	-	-	-
51-4041	\$21.36	2.5%	\$21.08	54%	\$24.02	78%
51-4121	\$20.43	3.4%	\$19.06	49%	\$23.11	75%
51-4199	\$16.75	-9.1%	\$18.73	48%	\$19.81	64%
51-8011	\$48.33	-15.5%	-	-	-	-
51-8012	\$43.61	-3.9%	\$37.96	98%	\$29.81	96%
51-8013	\$39.42	-4.8%	\$43.24	112%	\$38.11	123%
51-8021	\$29.88	2.7%	\$36.50	94%	\$18.23	59%
51-8031	\$22.96	-4.8%	\$36.66	95%	\$20.95	68%
51-8092	\$34.00	-6.8%	\$46.66	120%	\$32.68	106%
51-9012	\$19.87	2.6%	\$20.86	54%	\$19.44	63%
51-9061	\$18.82	-17.6%	\$19.12	49%	\$19.31	62%
53-4011	\$32.26	-1.8%	-	-	\$23.26	75%
53-4041	\$32.63	5.6%	-	-	\$19.71	64%
53-7081	\$18.19	8.2%	\$25.55	66%	\$16.01	52%

TABLE 4 | UNION AVAILABILITY AND PREVAILING WAGE RATES

2018 SOC CODE	Union Membership (Y/N)	LA County Prevailing Wage - Journeyman Basic Hourly Rate	Harris County Prevailing Wage - Journeyman Basic Hourly Rate
37-3011	Y	\$34.40	-
37-3013	Y	\$24.40	-
47-1011	N	-	-
47-2011	Y	\$42.16	\$28.00
47-2061	Y	\$32.34	\$11.02
47-2073	Y	\$45.30	-
47-2111	Y	\$36.15 - \$55.97	\$32.35
47-2121	Y	\$45.45	\$23.27
47-2131	Y	-	-
47-2132	Y	-	-
47-2152	Y	\$51.38	\$36.15
47-2211	Y	\$35.38	\$27.72
47-2221	Y	\$38.25	\$24.42
47-2231	N	-	-
47-3013	-	-	-
47-3015	-	-	-
47-4011	N	-	-
47-4041	Y	\$33.19	\$24.28
49-2093	Y	-	-
49-2095	Y	-	-
49-9012	N	-	-
49-9021	Y	\$27.00	\$26.00
49-9051	Y	\$43.57	-
49-9081	N	-	-
51-1011	N	-	-
51-2020	N	-	-
51-2021	N	-	-
51-2031	N	-	-
51-2041	Y	-	-
51-2051	N	-	-
51-2061	N	-	-
51-4041	Y	-	\$11.18 - \$14.32
51-4121	N	-	-
51-4199	Y	-	-
51-8011	Y	-	-
51-8012	Y	-	-
51-8013	N	-	-
51-8021	Y	-	\$28.00
51-8031	N	-	-
51-8092	Y	-	-
51-9012	N	-	-
51-9061	Y	-	-
53-4011	Y	-	-
53-4041	Y	-	-
53-7081	N	-	-

Next Steps

Given the siloing of the green economy and the reentry movement, our research demonstrates significant data gaps within the framework of green reentry. Although interviewees suggest that certain convictions may negatively affect one's ability to transition successfully back into the community, only anecdotal evidence exists. Identifying job accessibility based on criminal background within the green sectors, or even the job market in general, is virtually impossible on a national scale, especially when considering private hiring policies. Although local and statewide "ban-the-box" and "clean-slate" policies can continue to facilitate the reentry process, nationwide legislation would allow for reform in more conservative states and could enable enforcement within the private sector.

Across state and county lines, criminal justice systems are disparate and remain isolated. Until counties can operate in tandem and coordinate a uniform correctional system, formerly incarcerated individuals are tethered to the counties where they are released, especially when on parole or probation. By leveraging governmental funding across local, state, and national tiers, rather than creating isolated county-to-county programs or independent partnerships, the U.S. government can offer justice-involved individuals an easier transition back into society, regardless of their location or the extent of their correctional facility's reentry engagement.

Nonprofits, advocacy groups, and research institutions vary in their degree of awareness of other organizations' work. Rather than allow for the unnecessary duplication of existing work, we should cultivate partnerships and collaborations. Tools and documents discussing best practice methodologies should be pooled together into one database funded by the federal government. Another separate, well-maintained database could be developed for justice-impacted individuals to directly provide them with up-to-date information and access to online programs and resources.

As indicated by Franklyn Smith, reentry programs must address differences in populations: those who are currently incarcerated and those who are formerly incarcerated.

- Currently Incarcerated:
Those who are currently serving require increased facility resources and an expanded network of colleges and community-based partners. As demonstrated in Washington State's interagency, research-driven, and community-based approach to facilitating reentry, collaboration is much needed across the private, public, and nonprofit sectors to provide returning individuals with a reliable network of reentry partners. The involvement of community, jurisdictional, state, and national stakeholders can aid in the assessment and refinement of best practices to improve

program quality. Increased up-front support between corrections departments can streamline processes and share findings.

- *Formerly Incarcerated:*

To re-engage and unify formerly incarcerated individuals, the reintegration process should prioritize post-release training and recruit marginalized populations as reentry facilitators. As exemplified by *READI Chicago*, using employment opportunities as an engagement tool can effectively engage and rehabilitate at-risk populations. Through the use of quantitative data, programs can be developed specifically for incarcerated populations based on demographics and population statistics. However, a new measurement of success, other than recidivation rates, needs development — a built-in structure to measure the performance of formerly incarcerated individuals would help with receiving funding and identifying program success.

Rather than implement “creaming” (rehabilitating the easiest individuals of incarcerated populations), organizations need to focus on the disenfranchised and those experiencing the greatest stigma. Performing as both businesses and activists, social enterprises can serve as models to drive meaningful change, rather than one-off projects, by addressing complex systemic issues and promoting high quality work environments. Through apprenticeships and employment programs within the workforce system, unions and social enterprises can identify industry partners' pain points and work as consultants for improved performance of formerly incarcerated employees.

Reentry programs need to create conduits within and by communities of color. As society transitions to a sustainable future, we cannot replicate the structural and racial inequalities that permeate traditional labor markets. It is possible for the green sector to rectify these existing social inequities and environmental injustices by promoting inclusivity through low-barrier access to paid employment and accommodating the needs of justice-involved individuals.

Appendix

External Resources for Justice-Involved Individuals

Business and Legal Toolkit for Returning Citizens |

<https://www.law.gwu.edu/sites/g/files/zaxdzs2351/f/downloads/Business-and-Legal-Toolkit-for-Retuning-Citizens.pdf>

Created by the *George Washington Law School Small Business & Community Economic Development Clinic*, the toolkit provides general information and inspiring stories on entrepreneurs who were formerly incarcerated.

Felons Get Hired | <https://www.felonsgethired.com/>

An online resource that provides a nationwide job board, housing listings by state, and companies which hire individuals with backgrounds.

Jobs for Felons Hub | <https://www.jobsforfelonshub.com/>

A hub for reentry, including a job board, second chance employers listing, reentry programs, housing information, legal representation, and other resources.

Minnesota State CAREERwise | <https://careerwise.minnstate.edu/exoffenders/>

A career planning guide for formerly incarcerated individuals which explores career opportunities and pathways, with individualized career profiles that include details on average national wages, education and training requirements, career pathways, and potential limitations for certain backgrounds.

REDFworkshop | <https://redfworkshop.org/map>

A map of social enterprises which hire individuals with backgrounds across the United States.

Root & Rebound: Resources | <https://www.rootandrebound.org/get-support/resources/>

Root & Rebound has developed various resources on reentry for different audiences (impacted populations, family members, service providers, landlords, and employers) and regions (state and national).

External Resources for Advocates and Organizers

Beyond the Box: Increasing Access to Higher Education for Justice-Involved Individuals |

<https://www2.ed.gov/documents/beyond-the-box/guidance.pdf>

A guide for educational institutions with recommendations for how to holistically evaluate prospective students during the application process and how to support justice-involved students once they are enrolled.

Fair Chance Licensing Reform: Opening Pathways for People with Records to Join Licensed Professions | <https://s27147.pcdn.co/wp-content/uploads/FairChanceLicensing-v4-2019.pdf>

Developed by the *National Employment Law Project* for policymakers and advocates, the toolkit provides information on fair chance licensing reform.

Fair Chance Ordinances: An Advocate's Toolkit |

https://www.nhlp.org/wp-content/uploads/021320_NHLP_FairChance_Final.pdf

A toolkit created by the advocacy group *National Housing Law Project* which offers a framework for organizations on the development of “fair chance” policies for housing.

Integrated Reentry and Employment Strategies: Reducing Recidivism and Promoting Job Readiness |
<https://www2.ed.gov/documents/beyond-the-box/guidance.pdf>

A *Council of State Governments Justice Center* white paper which discusses the intersection of the corrections and workforce development fields and provides a “resource-allocation and service-matching tool” to improve reentry efforts.

Self-Assessment for Employment-Focused Reentry Programs |

https://csgjusticecenter.org/wp-content/uploads/2020/02/Final.Reentry-and-Employment.pp_.pdf

A white paper released by the *National Reentry Resource Center* that includes a self-assessment tool to evaluate the efficacy of employment-focused reentry programs, based on their components to improve work outcomes and reduce recidivism.