

21 APRIL 2009

**CLEAN AND GREEN: SUSTAINABILITY PROGRAM
GREEN JOBS TRAINING FOR CORRECTIONAL INMATES**





TABLE OF CONTENTS

Introduction	3
The Problem & Opportunity	4
Program Description	5
Phase I: Design	7
Phase II: Demonstration #1	10
Phase III: Demonstration #2	11
Phase IV: Expansion	11
Phase V: Program Evaluation	11
Budget & Timeline	12
Conclusion	13
Appendix I	14
Appendix II	19



Natural Capitalism Solutions
 PO Box 398
 Eldorado Springs, CO 80025
 Primary Contact: Paul Sheldon
 Phone: (303) 808-7880
 Contact email:
psheldon@natcapsolutions.org
 Website: www.natcapsolutions.org

April 21, 2009

Clean & Green:
SUSTAINABILITY PROGRAM
Green Jobs
Training for Correctional Inmates

Introduction

The purpose of this proposal is to design and implement a program to provide green jobs training and mentoring for 240 inmates of correctional institutions prior to their release, resulting in their successful placement in career-oriented green jobs. Natural Capitalism Solutions (Natural Capitalism Solutions) is a 501(c)(3) non-profit with extensive experience implementing sustainability solutions in companies, countries, and communities around the world.

In collaboration with other program sponsors, Natural Capitalism seeks a total of **\$787,000** to design and implement a demonstration program to provide green jobs training for twelve groups of 20 inmates per institutions at each of twelve correctional facilities to be selected as part of the design phase.

Subsequent phases of the *Clean & Green* program will expand the program to serve more inmates in other institutions throughout the country. The *Clean & Green* training program consists of five modules:

1. **Self-esteem, self-determination, and community regeneration:** What can each person contribute to the regeneration of individual lives, families, communities, neighborhoods, and regional and national identities? This module will include sessions inside the detention facility, as well as potential, optional follow-up sessions in the community and in wilderness.
2. **Sustainability core competencies:** What is “green” and why does it matter?
3. **Green job skills:** Classroom sessions include: basic information about building weatherization and retrofitting skills, as well as optional additional specific career skills units on renewable energy technologies (solar hot water, solar photovoltaic, wind, geothermal, etc.), sustainable agriculture, and watershed restoration.
4. **Hands-on green jobs training:** Participants will receive supervised, “real-time,” practical on-the-job training with caulking guns, window glazing, efficient lighting, and other tasks, thereby saving money and resources in facilities and communities.
5. **Job placement support and mentoring:** Coordinated through Workforce Investment Boards, program sponsors, program graduates and local employment resources, program graduates will receive additional follow-up support to locate and keep green jobs and green careers.

The Problem, The Need, and The Opportunity

Climate change may be the most serious problem ever to face humankind. Scientists say the world needs to reduce carbon emissions by 80% in the next 50 years. All of the technologies needed to accomplish this are at hand. The problem is, the technologies not deployed fast enough.

Big companies like DuPont, Wal-Mart and Motorola are starting to address the issue by voluntarily cutting their own emissions and pressuring their supply chains to cut emissions further. State governments, like California, also have taken the lead. The federal government also is assuming a leadership role by seeking to create “green jobs” that include tasks like weatherization, retrofits, and installation of “renewable” energy technologies, in an attempt to jump start the economy while deferring the impacts of climate change. In Europe, and many other countries, the Kyoto Protocol cap-and-trade-system is forcing larger companies and institutions to curb emissions.

Pursuing such efforts takes a skilled workforce. One place to find potential workers is in U.S. prisons. Millions of incarcerated Americans eventually are released back into their communities. Many of these people lack job skills and the community support to obtain and retain career-oriented jobs.

Parolees and former inmates who are released back into the community without job training and mentor support often recommit crimes, and end up back in prison. Thus, without proper training and support, rather than becoming productive taxpayers, former inmates released back into their former neighborhoods end up costing states and communities \$35,000 per year or more.

Providing job training to inmates of correctional institutions prior to their release has reduced this kind of recidivism and promoted sustainable reintegration into community life. Providing mentoring and community support after release has similarly been shown to allow these individuals to obtain and retain career-oriented jobs.

This proposal presents an answer – *Clean & Green* – green jobs training and mentor support for inmates prior to and following release from custody. The training programs described below will prepare inmates to qualify for new “green” jobs and careers in the areas of energy efficiency, weatherization, building retrofits, solar energy, wind energy, and more.

Clean & Green Program Description

Natural Capitalism Solutions has partnered with PortionPac Corporation, Green For All Capital Access, What's Working, the Mosaic Multicultural Foundation, The Compton Foundation, and other sponsors to create *Clean & Green* – a green jobs training program for inmates of correctional institutions.

- There are clear opportunities to create new “green” jobs in the areas of weatherization, building retrofits, energy efficiency, solar energy, wind energy, and other renewable technologies. Released inmates, who receive training and mentoring before and after release, could fill many of these jobs. Organizations such as “Green For All Capital Access” are promoting such opportunities.
- Community colleges and other educational facilities have existing programs, and developing programs in green technologies, which could provide resources to correctional institutions.
- On-the-job-training often can be provided via retrofitting buildings within correctional complexes, as well as supervised, practical work experience on appropriate buildings in the community, such as vacant, foreclosed homes and vacant commercial and industrial buildings.
- In addition to hands-on skills, inmates will benefit from basic training in the core competencies of sustainability, self-determination, community regeneration, and the emerging “green” economy.
- Creating these types of green jobs saves money.
- The new administration in Washington has announced funding for green jobs training programs that might be available to correctional institutions, community colleges, adult education programs, vocational schools, and workforce investment boards as funding for job training, rather than detention. Additional opportunities might emerge via partnerships with vendors to the corrections agencies and other stakeholders.

One option to explore is to build on the custodial services program pioneered by *Clean & Green* co-sponsor PortionPac, through which building maintenance programs partner with building management companies to provide jobs for paroled inmates. This existing training program for janitorial services includes three, 16-week training modules, leading to a certificate in custodial care. Similar modules could be developed for various green jobs, such as weatherization, building retrofits, solar hot water, solar electricity, wind generator installation and service.

The proposal will initially focus on providing services to public sector/government facilities, small businesses, corporate campuses, un-leased spaces, vacant and foreclosed buildings. Once inmates have been educated, have completed background checks, and can be bonded, they are ideal candidates for providing building-related services. And once success is demonstrated, programs can expand to broader constituencies, such as returning veterans and at-risk youth.

Because, new building designs usually include efficient lighting and water technologies, so it will be more effective to demonstrate savings in older buildings.

At some older institutions, inmates are already working on retrofits, remodeling, etc. Part of the *Clean & Green* program design process will include surveying a representative sample of correctional facility maintenance coordinators, to identify opportunities for cost savings and on-the-job training through weatherization, retrofit and remodeling projects.



PHASE I: Design

The program co-sponsors will begin the *Clean & Green* program by sponsoring a series of regional seminars, teleconferences, and webinars, to identify and select two institutions in different regions and communities, to host the two demonstration programs. The co-sponsors will invite state commissioners and representatives of institutions that might benefit from the program, such as:

- American Correctional Association
- Correctional Industries Association
- Commissioners at the state level
- State governors' representatives
- Regional associations
- National and regional agencies and organizations
- Prison industry organizations
 - Companies that partner with prisoners to produce products
- Job re-entry programs, e.g. Indiana
- State departments of corrections and rehabilitation
- Core Craft
- 3M
- Aramark
- Federal institutions
- Trade unions
- Emphasis initially will be on “top down” approaches

The 90-minute webinar will begin with a 45-minute presentation of the concept, followed by discussion and sharing of ideas, resources and opportunities.

While the selection process for a location for the demonstration project location takes place, program sponsors will also finalize the curriculum design for the five basic modules:

1. **Self-esteem, self-determination, and community regeneration:** What can each person contribute to the regeneration of individual lives, families, communities, neighborhoods, and regional and national identities? This module will include sessions inside the detention facility, as well as optional follow-up sessions in the community and in wilderness. To design and deliver this module, Natural Capitalism Solutions is pleased to include *Clean & Green* Advisory Board members and nationally-recognized peace advocates, mediators, and spirit-centered activists Aqeela Sherrills, of the Forgiveness Project and Michael Meade, of the Mosaic Foundation. Sherrills, Rodriguez, and Meade will work closely with Green For All and other *Clean & Green* advisors and sponsors to provide a 5-day module designed to increase self-esteem, life-management skills. Completion of this module will render participants more capable of handling peer pressure, of making beneficial decisions, dealing with conflict, of better controlling their emotions, of properly communicating, and of changing their attitudes from negative to positive.

Importantly, it will improve relationships and communication between different cultures, educators, students and their families. The module will include:

- | | |
|--|---------------------------|
| a. Motivation, Habits, Conditions, Attitudes | e. Financial Stability |
| b. Goal Setting & Decision Making | f. Family Relationships |
| c. Effective Communication | g. Emotional Control |
| d. Problem Solving & Decision Making | h. Job Search & Retention |

The 3-pronged teaching methodology is as follows:

- **Dual Sensory Perception:** Utilizing audio-visual aides to teach lessons, and to best assist those participants who have reading disabilities or learning-impairments or who are marginally literate;
- **Spaced Repetition:** Twice repeating topics, to promote optimal retention of the material and principles of success, focus, determination, and responsibility; and
- **Controlled Group Discussion:** A group teaching methodology, guided by facilitators, whereby peer group comment and response as related to the material is encouraged. Here it is stressed that there are no right or wrong answers or comments, and that each individual perspective must be respected.

2. **Sustainability core competencies:** What is “green” and why does it matter? Natural Capitalism has extensive experience in developing and delivering training programs designed to deepen participants’ understanding of the complex issues and circumstances that have led our nation to call for a new, “green” economy. For the *Clean & Green* program, Natural Capitalism will adapt the activities and content from its other community and college courses, into a 4-day series, to prepare *Clean & Green* graduates to understand and explain the basic principles and practices of sustainability. In addition, Natural Capitalism will present the scientific evidence and business case behind the need for and benefits of the new, “green” economy.
3. **Green job skills:** For classroom sessions, Natural Capitalism is pleased to include the experience and training abilities offered by David Johnston, of www.greenbuilding.com, who has designed and implemented training programs for the US Green Building Council, cities, states, and military institutions. For the *Clean & Green* program, Mr. Johnston will adapt basic information about building weatherization and retrofitting skills, as well as optional additional specific career skills units on renewable energy technologies (solar hot water, solar photovoltaic, wind, geothermal, etc.), sustainable agriculture, and watershed restoration. Participants will engage with simple, easy-to-understand study and demonstration activities over a five-day period, to acquaint themselves with the concepts and practices necessary to get maximum value from the subsequent, hands-on training.

Partial list of weatherization topics covered in green jobs modules:

- Introduction to how buildings work
 - Introduction to mold
 - Caulking and sealing the exterior
 - Weather stripping doors and windows
 - Foaming and caulking envelope penetrations
 - Basement sealing inspection
 - Water heater inspection/jackets
 - Insulate pipes
 - Seal & insulate ducts
 - Install under floor insulation
 - Install interior foundation insulation
 - Attic sealing inspection
 - Prepare attics for insulation
 - Install loose fill attic insulation
 - Calculate & install attic ventilation
 - Insulate story-and-a-half attics
 - Install blown-in wall insulation
4. **Hands-on green jobs training:** Participants will receive a minimum of five days of supervised, “real-time,” practical on-the-job training with caulking guns, window glazing, efficient lighting, and other tasks, saving money and resources in facilities and communities. During Phase I, Natural Capitalism Solutions will work with program sponsors and advisors to identify training locations, acquire necessary supplies and tools, obtain insurance coverage, map necessary security and supervision measures, and plan the specific details of each hands-on learning activity.
5. **Job placement support and mentoring:** Coordinated through Workforce Investment Boards and local employment and social services resources, program graduates will receive additional follow-up support to locate and keep green jobs and green careers. During the design phase, Natural Capitalism Solutions will work with *Clean & Green* sponsors Green For All Capital Access and other organizations to develop the necessary network of resources and support to ensure proper, successful job placement and success for program graduates.

PHASE II: Training Program Implementation—Demonstration #1:

Once site selection and program design are complete, Natural Capitalism Solutions will coordinate delivery of the *Clean & Green* Training Program in five modules, involving leading authorities on program design and implementation. During this first demonstration phase, five additional instructors will be trained to deliver each of the five modules. The following training components will enable future program expansion:

1. **Self-esteem, self-determination, and community regeneration:**
 - a. 5 days of classroom sessions.
 - b. Led by Aqeela Sherrills, Michael Meade, and Julia Chavez Rodriguez
 - c. Optional follow-up sessions in community and wilderness settings.
2. **Sustainability core competencies:**
 - a. 4 days of classroom sessions
 - b. Led by Jeff Hohensee, Paul Sheldon and Natural Capitalism staff.
3. **Green job skills:**
 - a. 5 days of classroom sessions
 - b. Led by David Johnston and associates from What's Working.
4. **Hands-on green jobs training:**
 - a. Minimum of 5 days of onsite job training
 - b. Led and supervised by David Johnston and associates
5. **Job placement support and mentoring:**
 - a. Job placement in green jobs
 - b. Coordinated through local Workforce Investment Boards, employment placement services, social service agencies, and local organizations.

Phase III: Demonstration #2:

Following completion of the first demonstration program, a second demonstration program will be held at a different institution, in a different community and region. The qualified instructors trained during the first demonstration program will lead the same modules:

1. **Self-esteem, self-determination, and community regeneration:**
 - a. 5 days of classroom sessions.
 - b. Led by trained instructors certified by Aqeela Sherrills, Michael Meade, and Julia Chavez Rodriquez.
 - c. Optional follow-up sessions in community and wilderness settings.
2. **Sustainability core competencies:**
 - a. 4 days of classroom sessions
 - b. Led by trained instructors certified by Natural Capitalism Solutions.
3. **Green job skills:**
 - a. 5 days of classroom sessions
 - b. Led by David Johnston's associates from What's Working.
4. **Hands-on green jobs training:**
 - a. Minimum of 5 days of onsite job training
 - b. Led and supervised by David Johnston's associates from What's Working.
5. **Job placement support & mentoring:**
 - a. Job placement in green jobs
 - b. Coordinated through local Workforce Investment Boards, employment placement services, social service agencies, and local organizations.

Phase IV: Expansion:

During Phase IV, the program will be expanded to include ten more groups of 20 inmates each.

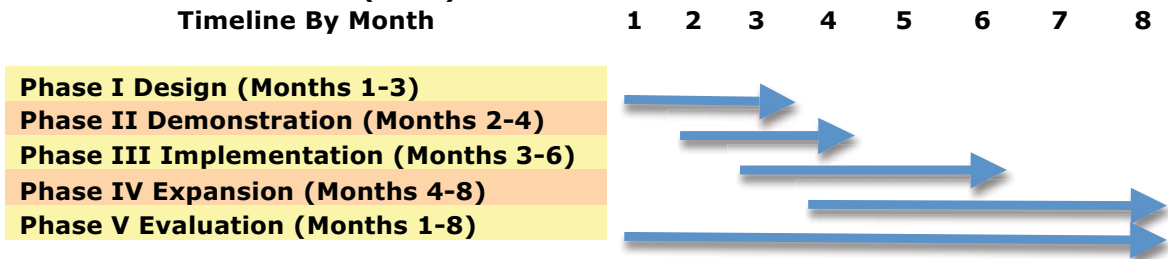
Phase V: Program Evaluation:

Natural Capitalism Solutions will contract with professional program evaluators to design and conduct pre and post participation assessments with program participants, sponsors, employers, and clients, to determine what participants achieved in the *Clean & Green* program. The evaluation also will include assessment of the *Clean & Green* program's success by correctional authorities, instructors, and local placement personnel, in order to provide thorough reporting and evaluation to program sponsors, funders, supporters, and the media.

Budget and Timeline

<i>Clean & Green</i> DRAFT Budget	Natural Capitalism Total	Expenses	Sub- Contractors	Totals
TASK				
Phase I Design (Months 1-3)				
Sub-Total Phase I	47,000	15,000	30,000	92,000
Phase II Demonstration (Months 2-4)				
Sub-Total Phase II	45,000	8,000	25,000	78,000
Sub-Total Phases I & II	92,000	23,000	55,000	170,000
Phase III Implementation (Months 3-6)				
Sub-Total Phase III	36,000	7,000	9,000	52,000
Sub-Total Phases I-III	128,000	30,000	64,000	222,000
Phase IV Expansion (Months 6-8)				
Sub-Total Phase IV	360,000	70,000	90,000	520,000
Phase V Evaluation (Months 2-8)				
Sub-Total Phase V	10,000	5,000	30,000	45,000
Total Phases I-V	498,000	105,000	184,000	787,000

Clean & Green Year One (2009) Timeline By Month



Conclusion

America has always risen to great challenges, and our dependence on oil is one of the greatest we have ever faced. It's a threat to our national security, our planet and our economy. The Obama-Biden comprehensive New Energy for America Plan will help create five million new jobs by strategically investing \$150 billion over the next ten years to catalyze private efforts to build a clean energy future.

President Barack Obama

I truly believe this is the most important work we can be doing at this time. Unleashing the green jobs economy is vital to business success and global protection. Enabling small businesses and community institutions to do this profitably will provide enhanced profitability and durable economic success.

L. Hunter Lovins

While we have finally reached a point where saving the environment is not pitting trees against people and is, in fact, an opportunity for innovation and entrepreneurship, communities and businesses of color need to be brought up to speed about what it means to be green, the benefits, the costs, and the opportunities.

Melissa Bradley-Burns

To meet the energy challenges of the future, the United States will need hundreds of thousands of "green-collar workers." Such workers will be needed to install millions of solar panels; weatherize homes and other buildings; create a sufficient quantity of bio-fuels; build and maintain wind-farms and much, much more. Without these workers, the country will not have the working muscle and hands-on smarts to change our trajectory and fashion a different future. Green-collar jobs can provide secure employment for U.S. workers. The key is to make sure that those people who most need the jobs - - urban youth, returning veterans, struggling farmers, displaced workers from our manufacturing sectors -- can get all the training they need to fill those posts.

Van Jones

We didn't call ourselves gangs – society did. We were a bunch of kids who had been wounded. Gangs were our surrogate families because so many of us had lost our nuclear families. It took many years to come round 360 degrees and take responsibility ... before I could stop blaming and start forgiving. Our message is that we all have the same problems, no matter which side of the tracks we were from. It made me realize that you have to view peace as a journey, not as a destination.

Aqeela Sherrills

APPENDIX I

Qualifications of key individuals and organizations

Natural Capitalism Solutions

Natural Capitalism Solutions has a strong track record in green jobs training and implementation. Natural Capitalism's President, CEO, and Senior Consultant have combined to provide training for tens of thousands of inner city youth in the areas of urban forestry, community liaison, and recovery. Based on the three principles of resource efficiency, redesign of systems, and restoration of natural and human capital, Natural Capitalism Solutions works with individuals, companies, communities, and countries to transform institutions in sustainable ways.

CEO **Jeff Hohensee** is a change management expert who has been working in business, education and sustainability for over twenty-five years. He started his career in corporate finance working for Barclays American Business Credit and Fuji Bank subsidiary Heller Financial. He specialized in time and motion studies, department reorganizations, cash management, financial analysis and negotiations. Jeff left the private sector to teach. He worked as a public school teacher and as an adjunct faculty at Citrus College. He served as a consultant, advisor and program developer for numerous organizations including: U.S. Environmental Protection Agency, California Department of Education, CalEPA, California Integrated Waste Management Board, California Air Resources Board, California Energy Commission, California Department of Forestry, California Water Resources Control Board, Los Angeles County Board of Education, Los Angeles Unified School District, Los Angeles County Department of Public Works, City of Los Angeles Watershed Protection Division, Council of Environmental Educators, Youth Service California, the YMCA and the national, regional and local Boy Scouts of America. Jeff then worked as the Program Director and Education Director at TreePeople where he pioneered work on education, community building and social marketing that touched the lives of millions of people. Jeff frequently advises on environmental sustainability, community building and business development and has extensive experience in curriculum development, program evaluation, civic engagement, project management, business planning, strategic planning, focus groups, organizational development and change management. Jeff has facilitated change management in academic institutions, business, nonprofits and government agencies to internally evaluate effectiveness, bring on board new initiatives, undertake and implement strategic planning and organizational development, instigate strategic partnership development and overcome barriers to innovation. Jeff is an inspiring speaker whose interviews and presentations include print media, television, DVD movie featurette, universities, professional associations, business, government agencies and community groups. He has keynoted such conferences as California Youth Service, Lake Tahoe Environmental Education Consortium annual meeting and the U.S. EPA Community Leadership Conference.

Senior Consultant **Paul Sheldon** holds a lifetime community college teaching credential in Business and Industrial Management, is a former member of the faculty of Presidio School of Management and Colorado Mountain College, the former owner of a regional personnel agency, and a former member of the Vocational Advisory Board at Soledad State Prison in California, and a former volunteer literacy tutor at California's Correctional Rehabilitation Center, in Norco, California, where he also assisted with delivery of the Test of Adult Basic Education (TABE) to inmates.

Natural Capitalism's program design consultant, **Dan Compton's** business and organizational experience is rich and varied. Dan has operated <http://www.bluehorizon.me/index.htm> a construction company based in Arizona, and Hawaii for over twenty years, working on multiple green residential development projects. Dan has been a board member of the Compton Foundation (<http://www.comptonfoundation.org/>) for over 15 years, through which he has assisted in the design and funding of many similar programs. In each endeavor, Dan has gained a reputation for quality and integrity. He is currently working on alternate building material projects produced in the United States, Brazil, Europe and Singapore.

Design Consultant **Beth Waitkus** created and manages the Insight Garden Program at San Quentin Prison -- a rehabilitative organic gardening program designed to re-connect men to themselves, their communities, and the natural environment so they become productive members of society. Current program goals include planting the prison's first organic vegetable garden to promote sustainable agriculture and healthy nutrition and developing a post-release program so men can find landscaping, gardening or "green" jobs when they leave prison. Beth believes that nature teaches us all we need to know to create a healthier, more sustainable world.

Natural Capitalism Solutions' *Climate Protection Manual for Cities* (www.climatemanual.org) is in use in an array of cities across the United States and internationally. Rocky Anderson, the Mayor of Salt Lake City said of the manual, "Never before have Mayors had such a detailed, helpful resource for implementing strategies that will significantly reduce emissions of greenhouse gases." Ken Wright of the Ojai California Green Coalition, said "The City of Ojai and its citizens thank Natural Capitalism for its heroic efforts, commitment and humanitarianism. We will put this manual to use."

As soon as the "Climate Protection Manual for Cities" was published, Natural Capitalism Solutions realized that it was also crucial to work with the businesses in each city. Using experience creating the cities manual, Natural Capitalism Solutions has now compiled best practices in climate protection for businesses, and has produced a companion, web-based, interactive manual for small to mid-sized companies.

Natural Capitalism's *Local Action for Sustainable Economic Renewal (LASER)* manual (<http://www.natcapsolutions.org/LASER.htm>) has become a mainstay of local and regional development programs worldwide.

Green For All Capital Access

Green For All is a national organization dedicated to building an inclusive green economy strong enough to lift people out of poverty. By advocating for local, state and federal commitment to job creation, job training, and entrepreneurial opportunities in the emerging green economy – especially for people from disadvantaged communities – Green For All fights both poverty and pollution at the same time.

Green For All's Senior Strategist, Melissa Bradley-Burns was selected in 2005 to be a Draper Richards Foundation Social Entrepreneurship Fellow. The Fellowship supported Melissa's work in building Reentry Strategies Institute (RSI), a nonprofit whose mission is to design, support and advocate for effective and affordable reentry programs that promote individual and community health, wealth and safety. In March 2004, Melissa was selected as a Soros Justice Fellow. Melissa is also Founder of New Capitalist—providing business development, strategy, and capitalization assistance to emerging and social entrepreneurs. She is also Managing Director of Positive Impact—a collaborative initiative to promote diverse voices and visions within independent media.

What's Working

What's Working, Inc. is a pioneering company that is transforming the planning, design and construction marketplace. Their seasoned team does this by assisting developers, builders, architects, public agencies, planners and non-profits to incorporate green building methods, materials and technologies into workplaces, homes and communities. From a single structure to an entire community—What's Working works with clients to create successful programs that educate building professionals and employees to design, build and market green buildings successfully -- buildings that inspire consumers to embrace green buildings, products and services. For over a decade, What's Working has provided practical, effective services in: custom designed training modules for building professionals, administrators, community leaders and citizens; policy development; program design; resource tool development; building materials specifications; design consultation; marketing; and media relations. What's Working, Inc. also helps businesses incorporate sustainability by offering customized leadership training and by providing socially and ecologically responsible guidance to businesses and communities nationally and globally.

Aqeela Sherrills

Aqeela Sherrills has traveled the world brokering peace, but he is best known for creating the 1992 peace agreement between longtime Los Angeles gang rivals, the Bloods and the Crips, and for his work developing self-determination and self esteem skills among prison inmates. Sherrills's inspiration came from the loss of 13 friends to gang violence. This encouraged him to lay the groundwork for peace in his neighborhood. Within 10 years he had worked inside prisons and jails on the Amer-I-Can Project with former football legend Jim Brown, and established the former Community Self Determination Institute (CSDI), an agency dedicated to the transformation of his community. Between 1999 and 2006, CSDI managed over \$3 million in contracts with the city and county of Los Angeles and the state of California, including working in various prison and jail facilities including Los Angeles County Jail. Sherrills' current focus is on what he terms the 'Reverence Movement,' a peace process that allows people to see the sacredness in one another.

Julie Chavez Rodriguez

Julie Chavez Rodriguez is currently the Programs Director for the Cesar E. Chavez Foundation, a non-profit charitable organization, founded in 1993 by Cesar's family and friends to educate people about his life and work and to engage all, particularly youth, to carry on his values and timeless vision for a better, more just world.

Born into the farm worker movement, Julie learned at an early age the importance of civil rights and understood well the plight of working people. As a result, throughout her life, she has taken an active role in advocating for social justice for all people.

At the age of five Julie began volunteering after school, on weekends, and during summers with the UFW. She participated in a wide-range of activities and campaigns to advance La Causa, the farm workers' struggle for justice, dignity and equality.

Julie graduated from the University of California Berkeley, with a Bachelor of Arts in Latin American Studies. Throughout her four years at UC Berkeley she was a member of the Farm Worker Support Committee, among other organizations. In addition, she coordinated guest lecturers who spoke about farm worker issues, supported campus campaigns to reinstate Affirmative Action, and advocated for bilingual education to provide youth with increased educational opportunities. Working for the AFL-CIO's Union Summer Program, she coordinated and administered internships for students across the nation.

Julie has worked with the Cesar E. Chavez Foundation for the past seven years spearheading their Educating the Heart School Program and other service-learning initiatives. Julie is a Fellow in the National Service-Learning Emerging Leaders Initiative sponsored by the Kellogg Foundation, the National Service-Learning

Partnership, and the National Youth Leadership Council. She co-authored, along with Anthony Welch, the Martin Luther King Jr. and Cesar E. Chavez: Legacies of Leadership and Inspiration for Today's Civic Education Issue Paper published by the Education Commission of the States in September 2005. She has vast experience developing curricular materials in collaboration with educators, researchers, and civic leaders, in addition to conducting professional development workshops for educators across the country. Annually, Julie is invited to guest lecture at colleges and universities across the country to share the relevance of her grandfather, Cesar E. Chavez' legacy to today's social issues. Like her grandfather, Julie believes that "the end of all education should surely be service to others."

Michael Meade

Michael Meade, author of *Men and the Water of Life*, and Founder/Director of Mosaic Multicultural Foundation, is a storyteller, drummer, festival-maker and accomplished scholar of mythology, literature and ritual in traditional cultures. He is well known for his successful work with prisoners and parolees throughout the nation, and particularly attuned to the importance of providing mentors for people re-emerging into new lives, new life stories, and new relationships. Meade's hypnotic and fiery storytelling, street savvy, perceptiveness and spellbinding interpretations of ancient myths and symbols illuminate many crises in current culture. He has the unusual ability to synthesize this material, tapping ancestral sources of wisdom and connecting them to the stories people are living today.



APPENDIX II

CLEAN & GREEN BOARD OF ADVISORS

Clean & Green is advised by a diverse group of qualified professionals and subject matter experts, including:

Melissa Bradley-Burns, Green For All Capital Access
David Johnston, What's Working & www.GreenBuilding.com
Aqeela Sherrills, The Forgiveness Project
Michael Meade, Mosaic Multicultural Foundation
Julie Chavez Rodriguez, Cesar E. Chavez Foundation
Dan Compton, The Compton Foundation
Lily Yeh, Barefoot Artists.org
Beth Waitkus, Inside Out Garden Project, San Quentin State Prison
Marvin Klein, PortionPac Chemical Corporation Corporation
Burton Klein, PortionPac Chemical Corporation Corporation
Jerry Kantlehner, PortionPac Chemical Corporation Corporation
Larry Harris, PortionPac Chemical Corporation Corporation
Buster Adams, PortionPac Chemical Corporation Corporation
L. Hunter Lovins, Natural Capitalism Solutions
Paul M. Sheldon, Natural Capitalism Solutions
Jeff Hohensee, Natural Capitalism Solutions

Additional members to be listed in subsequent versions of this proposal.