



Project Proposal: Jail-to-Farm-to-College + Employment Pathways

Prepared for: Sheriff Christopher Donelan and Ed Hayes, Assistant Superintendent of Programs and Treatment at the Franklin County House of Corrections, Greenfield Massachusetts

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EXECUTIVE SUMMARY

Objective

Explore opportunities for Franklin County House of Corrections (FCHOC) to expand their current gardening, academic, and wellness programmatic offerings.

Goals for FCHOC

- Increased nutrition and access to fresh, local produce within the House of Corrections and for families of those incarcerated.
- Expand horticultural therapeutic opportunities with increased access to gardens in all three units—Medium Security, Minimum Security, and Kimball House
- Vocational and academic preparation leading to food systems-related employment and/or pursuit of a certificate in Farm and Food Systems at Greenfield Community College (GCC).
- Reduced recidivism rates as an effect of connecting incarcerated participants to a supportive network of mentors, practitioners, and resources during incarceration and after release.
- Active participation and employment in the regional food economy for men after they are released, contributing to food security efforts in Franklin County and beyond.

Solution

Development of an integrated pathway linking incarcerated men with therapeutic, skills-building, and employment opportunities through gardening, farming, food preparation, nutrition classes, cooperative business development, and related credit-bearing college courses and internships.

Project Outline

This proposal recommends integrated programming at the FCHOC Medium Security Unit, Minimum Security Unit, Kimball House, and Post-Release Support to meet the stated objective and goals.

- MEDIUM SECURITY: Most robust programmatic offerings, including installation and educational use of new garden beds, greenhouse, nutrition and cooking classes, and four Farm and Food Systems college courses.
- MINIMUM SECURITY: Modest programming to accommodate short turn over and busy schedules, with two Farm and Food Systems 1-credit courses, creation of small vegetable garden within the recreation area inside the perimeter, bi-weekly garden and cooking classes, and continued volunteer opportunities at Stone Soup Cafe and other charitable food distribution centers.
- KIMBALL REENTRY HOUSE: Paid internship and employment opportunities and in farming and local food processing with Just Roots, option to take one or both GCC Farm and Food Systems classes offered in

Minimum Security, unsupervised access to existing garden, fruit trees, and compost, adoption of garden maintenance as a regular house chore, and bi-weekly programming in gardening, nutrition, and cooking skills.

- POST-RELEASE: Opportunity to enroll in Greenfield Community College's Farm and Food Systems Certificate or Associate's Degree program to continue studies; employment opportunities with supportive mentoring in small-scale sustainable farming, local food processing, or other cooperative business development.

PROGRAM OVERVIEW

An integrated pathway with multiple points of entry (linking Medium Security, Minimum Security, and Kimball Reentry House) lead incarcerated participants at the Franklin County House of Corrections (FCHOC) through a series of hands-on workshops, academic courses, internships, and post-release employment opportunities. Participants gain vocational skills while engaging in therapeutic and empowering activities such as growing food and preparing nutritional meals. Academic credit-bearing courses and internships provide incarcerated students with opportunities to gain analytical and critical thinking skills, applied job skills, business skills, and college credit. Another benefit of the program is an increased sense of belonging generated from the growing networks of support among participants and between participants and outside mentors.

Upon release and with the support of transition case managers, participants have the opportunity to continue applying their skills and passion towards one of three employment pathways: 1) small-scale sustainable farming, 2) local food processing, or 3) starting a self-identified cooperative business enterprise. In all three pathways, participants receive support from FCHOC post-release case managers and incubation services from community partners to help ensure successful and sustained employment upon release. Participants interested in further pursuing academic and vocational goals in Farm and Food Systems are encouraged to attend Greenfield Community College (GCC) part-time while they work in the local food systems sector.

Working with and engaging Correctional Officers and FCHOC Administration during the program development stages is crucial to the success of program activities. The Officers' supervision is necessary for all activities in the proposed gardens and greenhouse. Security trainings that educate Officers about the importance of garden-based programming and how vital and appreciated their contributions are can help create a culture that sustains the program over time.

The following report reflects a synthesis of ideas, as well as perceived opportunities and challenges, gathered from key stakeholders at the FCHOC and the local community. The process to gather input included: one community stakeholder charette; one focus group of vested Jail Educators and GCC Faculty; speaking with incarcerated Introduction to Food Systems students in Medium Security; letters from participants in the current garden program in Minimum Security; a meeting with the Minimum Security Think Tank; and on-going input, oversight, and approval from key FCHOC Administration and the FCHOC Garden Educator.

CONTEXT

Of the approximate 250 men currently incarcerated at the Franklin County House of Corrections (FCHOC), roughly 215 men reside within the Medium Security portion of the facility. Minimum Security and the Kimball Reentry House make up the remainder of the incarcerated population, with 27 and 12 beds respectively. The FCHOC sits on 37 acres of primarily un-forested land with a mix of steep slopes and level area covered by mown lawn in the town of Greenfield, Massachusetts, USA.

The physical health of incarcerated individuals has been of concern to Sheriff Christopher Donelan and FCHOC Medical Director, Dr. Ruth Potee:

- men leave the FCHOC on an average of 40-80 pounds heavier than when they arrived
- lack of outdoor and regular exercise
- the meals served are heavy in processed carbohydrates and lack fresh fruits and vegetables
- food purchases from the canteen are highly processed, often including high fructose corn syrup
- Massachusetts' "food procurement mandate" restricts food purchasing to the lowest bidder



In the fall of 2013, the Franklin County Sheriff's Office (FCSO) received a Federal Perkins Grant for \$15,000 to start a gardening pilot program, partly in response to the health issues at FCHOC. Through a collaboration between the Greenfield Community College (GCC) Farm and Food Systems Program and FCHOC, incarcerated participants built a permanent 800 square foot educational organic garden with the supervision of a GCC instructor and student intern.

Two of the participants went on to become farm interns with Just Roots at the Greenfield Community Farm, earning college credit through GCC and job skills in sustainable agriculture while still in the Kimball Reentry House. One intern was hired full-time by Just Roots immediately upon his release from the FCHOC.

The FCSO hired Joshua Freund in 2014 as the Garden Program Coordinator to develop in house garden programming, and to establish systems and infrastructure to support the project. Since that time, he has collaborated with FCSO Staff to :

- created systems for tool inventory and tool storage
- established lock and key management
- ascertained materials and purchase ordering routines
- developed security protocols for the garden

The 2015 season saw a decline in interest in farm internships and garden programming. Prospective participants offer several factors to explain the lack of interest:

- full work-release and programming schedules
- mandatory strip searching upon reentry from the garden to avoid contraband exchange
- security prohibition on in house garden produce consumption

FCHOC has recently introduced cooking and nutrition workshops taught by Joshua Freund and continues to collaborate with GCC, now offering three Farm and Food Systems classes: EVS 118-Introduction to Food Systems (taught in Medium Security), AGR 109 Organic Gardening (taught in Minimum Security), and AGR-114 Creating Farm and Food Cooperatives (taught in Minimum Security).

Under the recommendation of Sheriff Christopher Donelan and Ed Hayes, Assistant Superintendent of Programs and Treatment, the FCSO is investigating how to build a robust and accessible Jail-to-Farm-to-College and Employment Program, and they have hired Educational Consultant Abrah Dresdale to facilitate the development of this program and produce this report.

MEDIUM SECURITY

Men who are convicted in Franklin County or sent to its House of Corrections enter into the Medium Security Unit and serve a majority of their time there. The men have significantly less required activities in Medium Security than they will have if/once they transition into the Minimum Security Unit, and on to Pre-Release Status. Many men are released back into the community from Medium Security.

Engaging prospective participants in a Jail-to-Farm-to-College and Employment program early in their sentences enables them to receive the maximum therapeutic benefits and job-skills training offered for the duration of their incarceration. Additionally, the earlier they become engaged, the better positioned they will be to take advantage of the breadth of programming offered later on in Minimum Security and Kimball House. In turn, the longer they invest time in the program while incarcerated, the more likely they are to pursue the employment and/or the educational opportunities available to them upon release. For these reasons, a bulk of the proposed educational infrastructure, programming, and resources are allocated to engage prospective participants in Medium Security.

PROPOSED INFRASTRUCTURE and RESOURCES NEEDED for MEDIUM

- **4'x8' raised garden beds** along the southern wall of D-Pod (starting with 4 beds in year 1; 4 more in year 2)
- **Supplies for garden:** lumber, fasteners, compost/loam mix, mulch, amendments, hose; starts will be propagated in the greenhouse

- A **greenhouse** that will be resilient to the hilltop wind and composed of shatter-proof poly carbonate with aluminum framing
- **Supplies for greenhouse:** seeds, pots, potting soil, amendments, irrigation, greenhouse benches
- **Secure supervision** for access outside; this may include the use of existing Security Officers, the development of a **Perimeter Officer** position for Medium Security—which may be necessary for other FCHOC requirements —OR training garden educators in security protocols and equipping them with a walky-talky

(NOTE: garden tools and hoses will be borrowed weekly from the existing garden for programming with a secure inventorying system; this option eliminates the need for tools or a toolshed on site within the Medium perimeter, increases security, and decreases expenses. This approach can be reassessed after year 1.)



PROPOSED PROGRAMMING for MEDIUM

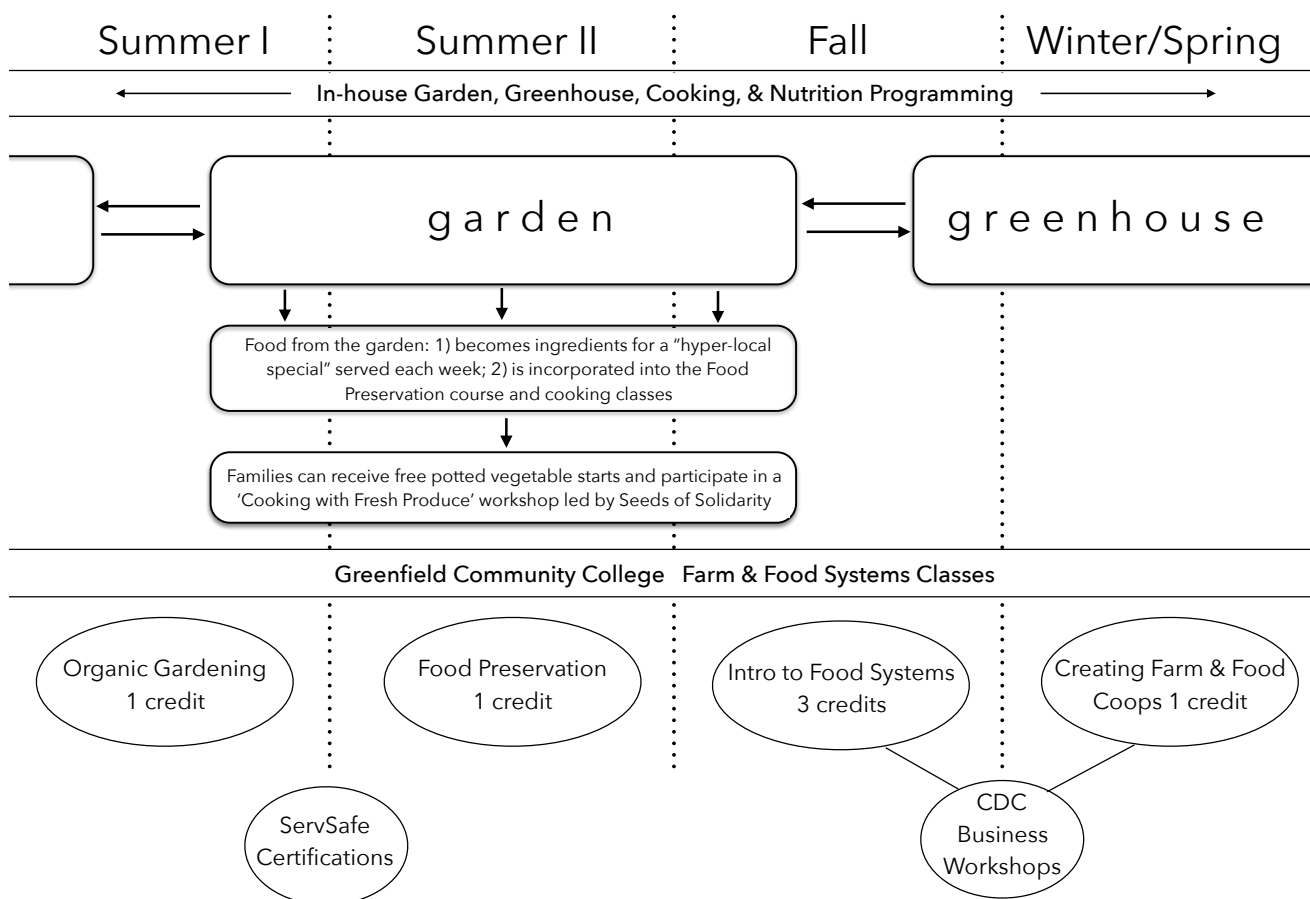
- **Year-round gardening and greenhouse workshops** are offered weekly by FCHOC Garden Program Coordinator, Joshua Freund. Workshops focus on seasonal gardening skills spring through fall, greenhouse propagation techniques fall through spring with the option for hot house crops in the summer, and **cooking and nutrition classes** via a 'pop-up' kitchen through out the year, with most of these classes offered in the colder months.

- Produce harvested from the garden and greenhouse becomes ingredients for a **“hyper-local special”** each week for incarcerated individuals housed in Medium Security (the volume of food produced in the garden is not sufficient to contribute to the kitchen’s procurement needs; please see page 18 on *FCHOC Food Procurement*).
- **Family members** of participants can opt in to receive **free potted vegetable starts** to take home. With this offering, garden program participants can provide fresh food for their families, who will have the option to participate in a **‘Cooking with Fresh Produce’ workshop** led by Seeds of Solidarity.
- Increased offerings of **GCC Farm and Food Systems credit-bearing courses** prepare incarcerated students with critical thinking skills, applied cooperative business development skills, and hands-on vocational training.
 1. Summer Session I (May-June): AGR 109 Organic Gardening, 1 credit—hands-on skills-building class taught with proposed gardens in Medium; produce will supply the weekly “hyper-local special” and the GCC Food Preservation course (see below). This course is taught by Deb Habib and Ricky Baruc of Seeds of Solidarity, with an **emphasis on horticultural therapy**. Instructors from Seeds of Solidarity are positioned to **forge cultural connections across bars** by teaching the incarcerated gardeners about growing food and its nutritional value, as well as teaching their families—who can opt in to receive free potted vegetable starts and the ‘Cooking with Fresh Produce’ workshop (see above) also lead by Seeds of Solidarity. This linkage helps create a common culture of vegetable gardening and fresh food preparation for families that are reuniting after their loved one’s sentence completion.
 2. Summer Session II (July-Aug): AGR 112 Food Preservation and Storage, 1 credit—produce from the garden provides ingredients for this course, which focuses on the creation of simple recipes that can be frozen, fermented, or canned as a way to preserve healthy food for one’s household and extend it through out the year. This course is taught by vested GCC Faculty, farmer, and food entrepreneur Angela Roell. This course can also become a place for men who may be interested in trialling recipes and learning about the legal and economic considerations necessary for becoming a value-added food entrepreneur.
 3. Fall Semester: EVS 118 Introduction to Food Systems, 3 credits—prepares students with critical thinking skills about the local, regional, and global food systems, key issues affecting low-income people’s access to healthy food, implications for the environment, and ways to leverage change in the food system. This course is taught by Farm and Food Systems Faculty and Program Founder, Abrah Dresdale. This class may serve as a place for budding farmers, food entrepreneurs, and food activists to generate ideas about post-incarceration work opportunities.
 4. Spring Semester: AGR 114 Creating Farm and Food Cooperatives, 1 credit—provides students with an opportunity for generating creative business ideas and to learn the by-laws and principles necessary to form worker-owned cooperatives—a more secure alternative to employment following incarceration. This course is taught by GCC Faculty and a worker-owner of Toolbox for Education and Social Action Cooperative, Andrew Stachiw. This course is already being offered in Minimum Security with successful enrollment and participation, and is being proposed to be offered in both Units (see Minimum section on page 10).

(NOTE: All AGR courses have no pre-requisites, and are easy for incarcerated students without strong reading and writing skills to enroll in. All AGR classes count towards the elective credits necessary to complete a Farm and Food Systems Certificate or Associates Degree at GCC. EVS 118 Introduction to Food Systems is a required course for both the Certificate and Associates Degree, and it does have basic reading and writing as a pre-requisite. Students interested in taking this class can take an accuplacer test to place out of the pre-requisites if needed; for those who do not pass, FCHOC has worked with GCC Humanities Dean Leo Hwang in the past to waive the pre-requisites for this special population to be able to enroll in this course.)

- The creation of **two garden maintenance jobs** for D-Pod residents (similar to jobs in the kitchen or laundry duty) to water, weed, harvest, and maintain the greenhouse growing conditions. No tools other than watering cans will be necessary for these tasks to be performed. These jobs performed 3x/week will require supervision.
- **Introduction to Business Workshops** (free) offered by the CDC just shortly after completion of EVS 118 Introduction to Food Systems and AGR 114 Creating Farm and Food Cooperatives (end of fall semester and end of spring semester respectively); to dovetail with and support enterprise ideas generated in GCC courses.
- On-going **ServSafe trainings** to increase food sector-related skills and employability. A FCHOC kitchen staff member is a trainer and available, in coordination with ADS Rob Hicks, as needed to offer the ServSafe training.
- Development of a **peer-mentoring** model—already employed at the FCHOC and an adaptation from the successful Green Life Program at San Quentin State Prison in California. Under the guidance of Garden Coordinator, Joshua Freund, program participants who are well-seasoned with the garden and greenhouse management mentor incoming participants. As transition occurs in residency, the next group of participants are already well-trained to take leadership and shift into the role of peer-mentor for the incoming group. Participants will sign up to be part of **a multi-week series**, with possibility to extend participation. This model allows for multiple entry points to the garden programming as well as long-term stewardship if desired.
- Students in the EVS 118 Introduction to Food Systems class identified in their final projects that they would like to learn **democratic decision-making** through experimenting with a **cooperative-based garden and greenhouse management** approach (see Arigos Prison Coop under Case Studies on page 27). Under guidance from GCC's Creating Farm and Food Cooperatives Instructor, Andrew Stachiw (to be hired as an individual consultant/educator), participants can experiment with learning cooperative business skills within a low-stakes project. Participants would grow organic vegetable starts in the greenhouse, followed by a sale of the starts in the community. Participants in the program would then **decide how to re-invest 'the income' into program needs** (infrastructure improvements, guest teachers, etc). The GCC Farm and Food Cooperatives course would compliment and inform this cooperative education project. (See relevance of cooperative business education under *Proposed Post-Release Pathways*).

YEARLY DIAGRAM: MEDIUM SECURITY



MINIMUM SECURITY

A modest amount of program activities are planned to occur in the Minimum Security Unit. The men in Minimum Security have the most responsibilities with minimal freedom to choose their activities. Unlike men in the Kimball Reentry House, they are not permitted to leave the Unit without staff supervision or a trained volunteer escort. Both of these constraints place limitations on the amount of in-house programming that can occur and on opportunities for internships and employment in the community.

A pilot garden program funded by a Federal Perkins Grant and the Franklin County Sheriff's Office offered participants in Minimum Security garden skills training for the past two growing seasons. This program included the construction of raised vegetable garden beds, planting fruit trees, and constructing a compost system. Much

of this work was accomplished through the offering of an “Inside” (only open to incarcerated students and taught at the jail) GCC Organic Gardening course. To compliment this course, a Garden Coordinator, Joshua Freund, was hired to teach garden workshops for men in Minimum.

After two growing seasons, the trend in participation trend has declined, likely due to the number of mandatory activities in Minimum. This decline may also be due to mandatory strip searches performed upon return from the garden. The garden was constructed on a piece of the jail’s property that was well-suited for growing conditions, but outside of the securely fenced in area of the Minimum Security Unit. In the recent past, destinations outside the perimeter fencing have become a place for contraband exchange.

Upon reflection of the garden program’s two pilot years, the emphasis on programming going forward and maintenance of the existing garden, fruit trees, and compost will be focused on engaging Kimball House residents who can move freely to and from the garden.

After a critical feedback session from incarcerated members of the Think Tank in Minimum, it has become clear that there is in fact interest for a garden, but for a garden that is easily accessed. Men in the Think Tank believe that the recreation area (just to the southwest of the building and within the perimeter fence) would be used more frequently if there was a garden to tend. And they do not believe that a garden would interfere with the current use of the space for other recreational activities.

This proposed location has limited sun in the morning, but receives full sun during the middle and end of the day. A small garden near the bottom of the slope that would be accessible without the need of supervision or strip searches, coupled with bi-weekly garden classes, would be appealing for prospective participants. This garden, too, can be incorporated into vocational skills training and therapeutic modalities with the appropriate programming and provides an essential link for garden participants moving from the Medium garden and to the new Kimball House garden.

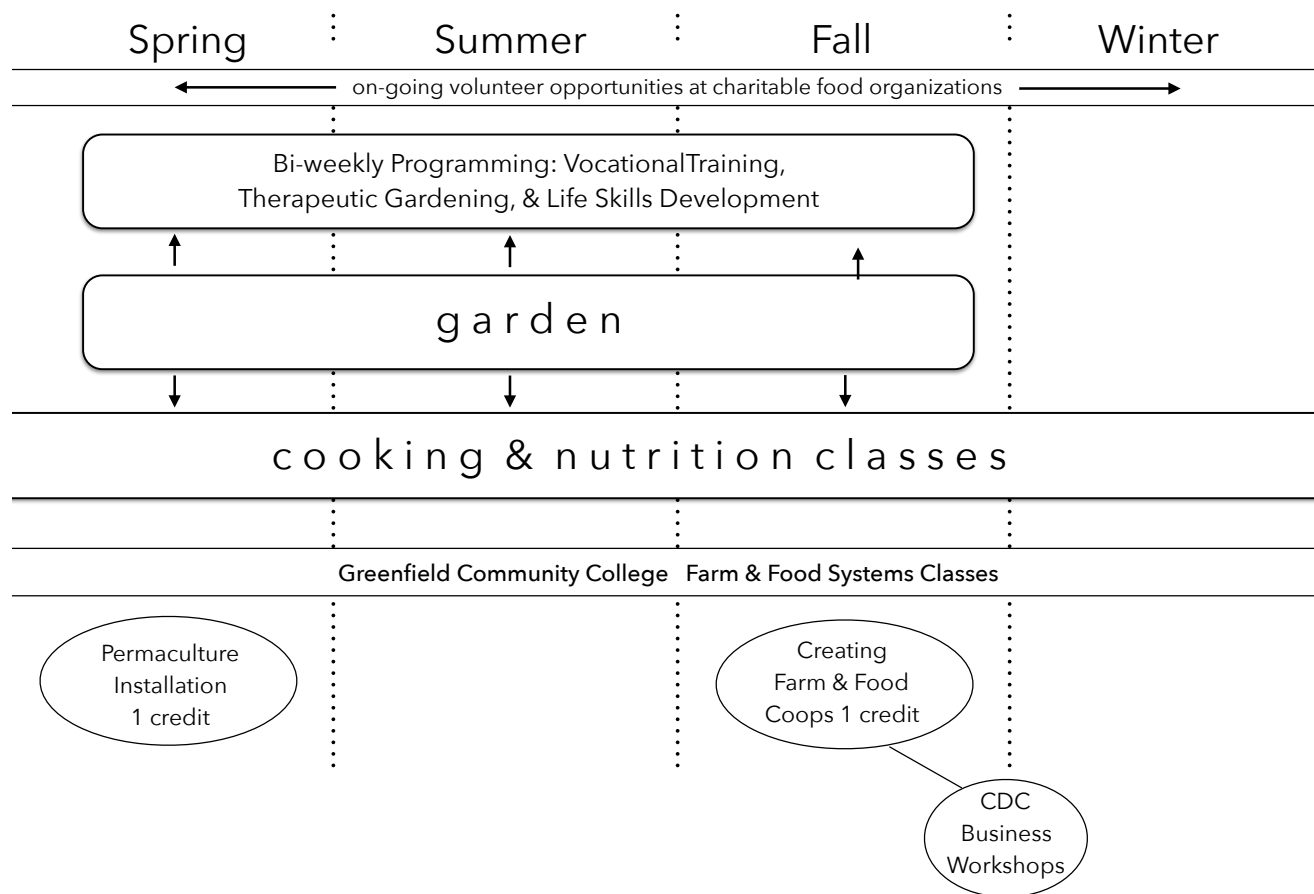
PROPOSED PROGRAMMING for MINIMUM

- Installation of a **small vegetable garden in the recreation area, coupled with bi-weekly garden workshops and cooking classes**—which would enable growers to eat the vegetables they grow under supervision of the cooking instructor during class time.
- Continue the fall offering of GCC course **AGR 114 Creating Farm and Food Cooperatives** (1 credit/15 hour) that has been successfully enrolled the last two years. (This class will also be offered now in Medium Security as well; offering this course twice yearly, once in Medium and once in Minimum, is valuable; this class has relevance to all people who will be formerly incarcerated, regardless of their interest in pursuing employment in the local food systems sector. Worker-owned cooperatives are an important strategy for increasing opportunities for post-release employment and avoiding the stigma often encountered at places of employment that can result in inability to find work or in unfair employment termination).

- In place of the GCC course AGR 109 Organic Gardening (which will now be offered in Medium—see above section on page 7), there would be a spring offering (starting in spring 2017) of the GCC course **AGR 115 Permaculture Landscape Maintenance and Installation** (1 credit/15 hours). Offering this course diversifies the college course offerings at the jail and is a more appropriate course for the maintenance of the existing garden that includes fruit trees and a compost system, and for the establishment of the new garden proposed for Minimum. This course, if recurring, can include an expanded installation of perennial crops (berries, nuts, dwarf fruit trees, culinary herbs, etc.) in the existing garden and in the new Minimum garden. The course covers basic **edible landscaping** (a growing sector in the workforce), which can compliment gardening and farming skills. Also, offering this course in the late spring provides an opportunity to engage men in Minimum early on in the growing season, which may increase their interest in the bi-weekly garden workshops (above) and the opportunity for off-site credit-bearing internships for those with pre-release status (see below).
- **Introduction to Business Workshops** (free) offered by the CDC just shortly after completion of GCC course AGR 114 Creating Farm and Food Cooperatives (end of fall semester); to dovetail with and support enterprise ideas generated in the GCC course.
- Consider re-introducing **volunteer opportunities at the Stone Soup Cafe** (pay-what-you-can hot meal every Saturday at Old Souls Church, Greenfield) and other venues that are part of the region's charitable food system. Volunteer opportunities will expand for **men in Minimum without pre-release status** once the Escort Training commences for Think Tank 'outside' members who will take men on outings in the community. Volunteering at these sites increases contact with the outside local farming and food justice communities, thus building positive associations with this work and cultivating networks of support for post-incarceration—which may increase opportunity for paid internships and employment.
- Opportunity to participate in a **GCC credit-bearing internship** with a \$250 stipend at the Greenfield Community Farm—**but limited to men with pre-release status** (see more details under Kimball House section on page 13).



YEARLY DIAGRAM: MINIMUM SECURITY



KIMBALL REENTRY HOUSE

Transitional living in Kimball Reentry House makes it a perfect environment to offer gardening and cooking classes. While the eight men who live in Kimball House have employment in the community and/or school responsibilities, they significantly less restrictions on how they choose to spend their time and can have unsupervised access to the existing garden beds, fruit trees, and compost system. They also have a kitchen where they cook their own meals, and the produce from the existing garden can be brought inside for meal preparation. Once in Kimball House, residents can begin on a “post-release pathway” (see Post-Release Pathways section on page 14) to further their education and/or employability in the local food economy with the support of a FCHOC case manager.

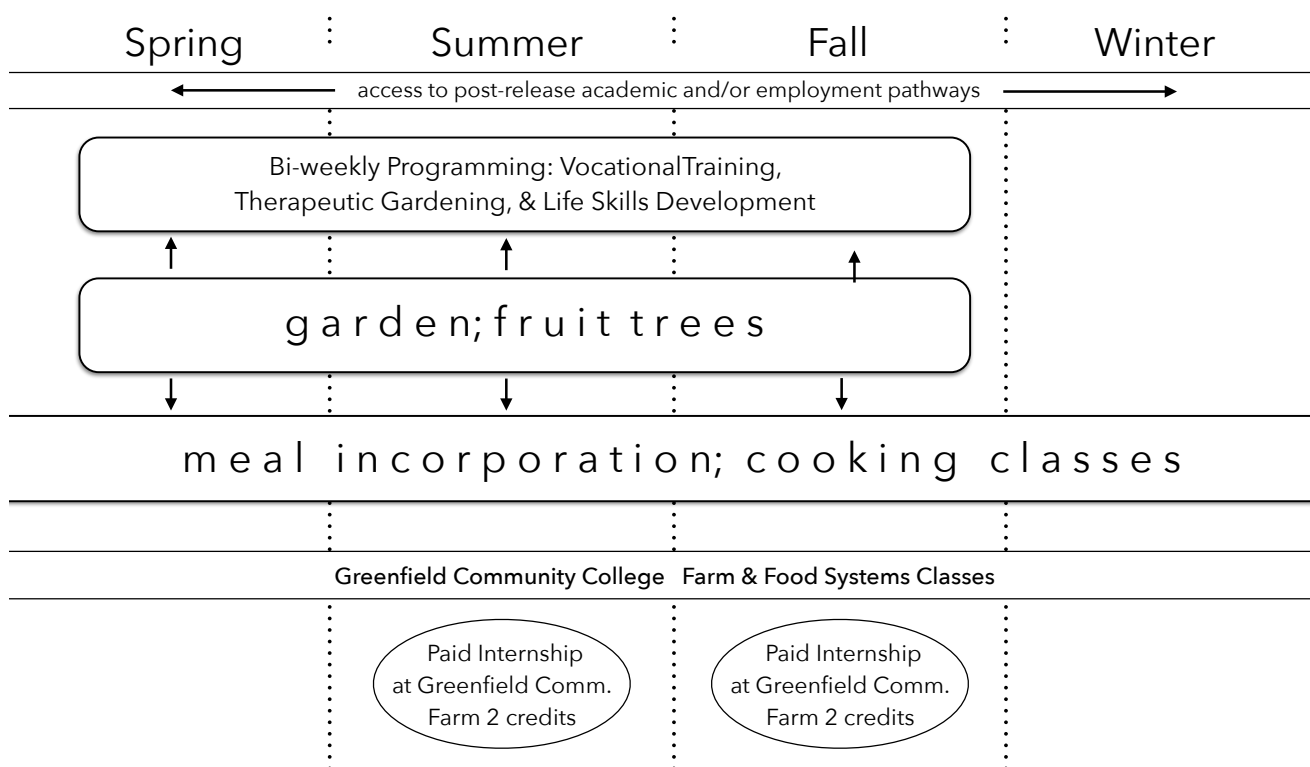
PROPOSED PROGRAMMING for KIMBALL HOUSE

- **Bi-weekly garden, cooking, and nutrition workshops** offered during the growing season by the Garden Coordinator—who will be available for mentoring and questions in between the workshops.

- Kimball House residents **take ownership of the garden** and garden maintenance becomes a **house chore**. With this implementation, everyone can have exposure to and benefit from gardening and harvesting fresh organic food that can be used in the house kitchen.
- Option to **enroll in one or both GCC Farm and Food Systems 1-credit classes** offered in Minimum Security (Creating Farm and Food Cooperatives—taught in Minimum’s Library; Permaculture Landscape Management and Installation—taught in Kimball House garden/existing garden and new Minimum garden)
- Opportunities for residents to pursue **credit-bearing GCC internships** with a \$250 stipend provided by the Franklin County Sheriff Office at the **Greenfield Community Farm**. For Summer 2016, slots for two internships at two-credits each have been secured at the Greenfield Community Farm working with Just Roots, and they are considering offering two more fall internships. Other places to **consider expanding internship opportunities** to include Red Fire Farm, Franklin County Food Processing Center, and Stone Soup Cafe.

[NOTE: For future expansion, coordination with GCC’s Internship Coordinator, Christine Copeland, and consideration of transportation needs is essential. If internships can be offered at a consistent time that works with the morning and afternoon driver shifts, this will be helpful.]

YEARLY DIAGRAM: KIMBALL REENTRY HOUSE



POST-RELEASE PATHWAYS

Men who have participated in the Jail-to-Farm-to-College and Employment program can choose to continue their studies in Farm and Food Systems at GCC. They also become eligible upon release to receive supportive mentoring and access to employment pathways in the local food systems sector. Under the guidance of a designated FCHOC case manager, program participants receive on-going support in accessing these resources.

College courses completed during incarceration can serve as stand-alone skills-building courses or the accumulated credits can be applied to a 29-credit Certificate or a 60-credit Associates Degree in Farm and Food Systems at Greenfield Community College (see Appendix B for program requirements and outcomes).

Employment pathways, based on participants' personal passions, background experience, and newly acquired skills, include: 1) small-scale sustainable farming; 2) local food processing; or 3) starting a self-identified cooperative business enterprise. In all three pathways, participants receive support and incubation services from community partners—Just Roots, Franklin County CDC, and Toolbox for Education and Social Action—to help ensure successful and sustained employment upon release.

Harmon, an Alternative Staff Organization (ASO), administered by Community Action, has worked with the FCHOC in the past to find temporary employment positions for men transitioning back into the workforce. ASOs are defined as worker-centered social-purpose businesses created by community-based organizations and national nonprofits. ASOs use temporary staffing services to access potential employers for job seekers who face labor market barriers. Currently, Mark Smith at Harmon places workers from all over Hamden, Hampshire, and Franklin Counties at locally owned vegetable farms and the CDC's Food Processing Center, and he is committed to supporting the Jail-to-Farm-to-College and Employment program.

Both Harmon and its farm and food partners reported a need for employees interested in local food system jobs. Once an individual is successfully employed over a determined number of months, the farms and Food Processing Center will hire a proven worker directly, which would increase pay significantly (in the case of the Food Processing Center, pay per hour goes from \$10-\$11.50 when employed by Harmon to \$11.50-\$17 when directly employed).

CONTINUED STUDY IN FARM AND FOOD SYSTEMS

The **Farm and Food Systems Program at GCC** is a robust program that blends academic and vocational training to support students in developing their capacity for critical thinking while gaining hands-on skills that they can apply towards work in the local food systems sector (see Appendix B for program requirements and outcomes).

Jail-to-Farm-to-College and Employment participants who are interested in further pursuing academic and vocational goals in Farm and Food Systems are encouraged to attend GCC part-time while they work. Participants can **accumulate up to 9 credits** towards the Certificate or Degree while they are still incarcerated. For the 29-

credit Certificate Program, 1/3 of students' time investment is already completed and 1/3 of the tuition and costs are paid for by the FCHOC prior to their release.

Prospective students interested in the program can **meet with the GCC Farm and Food Systems advisor before release** to help guide them through their options for part-time enrollment and to create a certificate or degree completion plan. Similarly, students can **apply for financial aid while still inside**, helping to remove barriers to successful enrollment.

For program participants wishing to continue their academic studies, but **returning home outside of the region** that GCC serves, they can apply their GCC Farm and Food Systems credits to the **University of Massachusetts' on-line 15-credit Certificate or 60-credit Associates of Science in Sustainable Food and Farming**.



PROPOSED POST-RELEASE PATHWAYS

1. **Small-Scale Sustainable Farming:** for participants who are enthusiastic about growing food—based on their experiences with food production in the jail gardens, greenhouse, and/or previous experience—they can continue this passion as a means of employment.

The Franklin County Sheriff's Office owns 37 acres of land surrounding the jail—which used to be a working jail farm. Today, this legacy can continue with educational farm programming. Through a site analysis, the jail can determine

a suitable area to create an incubation farm. In particular, the flood plain that abuts the Green River downslope from the jail may be well-suited because it is flat with rich alluvial soil, has access to water for irrigation, and feels psychologically far from the jail due to its downslope location. Signs on this parcel say “Environmentally Sensitive,” which indicates further site suitability analysis is required. Currently, this area is maintained by mowing.

An **incubation farm** would offer approximately 1/8-acre plots to committed growers, along with technical training and access to shared farm tools, irrigation, soil amendments, etc. The FCSO can contract staff from **Just Roots**, the local organization that operates the Greenfield Community Farm, **to train the new farmers** how to grow field crops sustainably. And, a secure market would become part of the arrangement; Just Roots has expressed a need for a wholesale supplier of ingredients in their new enterprise, Just Soup. They said they would happily buy from farmers that they train who are transitioning back into the workforce from incarceration. Preliminary discussions are underway with Just Roots about its staffing capacity and compensation for such a program. Just Roots has applied for a USDA Community Food Project Grant in partnership with the CDC, and if received, funds are earmarked for the creation of this incubation farm slotted for 2018.

Inspired by the successful Inside Out Program (where incarcerated students and ‘outside’ students take college courses together inside a jail) offered at the FCHOC and at 450 jails and prisons nationally, the incubation farm could follow a similar model. Every year there are ‘outside’ GCC Farm and Food Systems graduates who could benefit from farm incubation. It would be a powerful model to extend the intelligence behind the **Inside Out approach** and continue softening the boundary between formerly incarcerated men and the community into which they are reintegrating by having both groups learn how to farm side by side.

Andrew Stachiw, who teaches the Inside Out course AGR 114 Creating Farm and Food Cooperatives in Minimum Security, can serve as another mentor to the new farmers. His company, **Toolbox for Education and Social Action (TESA)**, consults with individuals and organizations who seek to form cooperative businesses. For participants interested in forming a **worker-owned cooperative farm business**, Andrew is available to offer his services and support. The Franklin County Sheriff’s Office can hire TESA on an as-needed basis.

2. **Local-Food Processing:** for participants who are interested in the preparation of value-added products—as a result of taking the AGR 112 Food Preservation and Storage course, cooking classes at the jail, and/or from previous experience—**Just Roots and/or the CDC may be interested in hiring workers to process local vegetables** at the Franklin County Food Processing Center (run by the CDC).

The product Just Soup produced by Just Roots (potentially made from ingredients grown by formerly incarcerated farmers and prepared by formerly incarcerated food processors at the CDC) could be sold to the FCHOC Kitchen to help meet the goal of “Increased nutrition and access to fresh, local produce within the House of Corrections.

The **food processing skills** learned in the production of Just Soup and other value-added local products are **transferrable**. Other local food entrepreneurs may be interested in hiring men from the program, especially if they take advantage of the free **ServSafe** training offered while they are still inside. Also, working at the CDC’s Food Processing Center gives workers the opportunity to interface with various food entrepreneurs and decide if they are interested in starting a business themselves or if they’d like to work for an existing value-added food enterprise in food processing, labeling, and/or packing. Also, by working at the CDC, the employees would have greater interface with the variety of services the CDC offers for business start-ups, food-related or other.

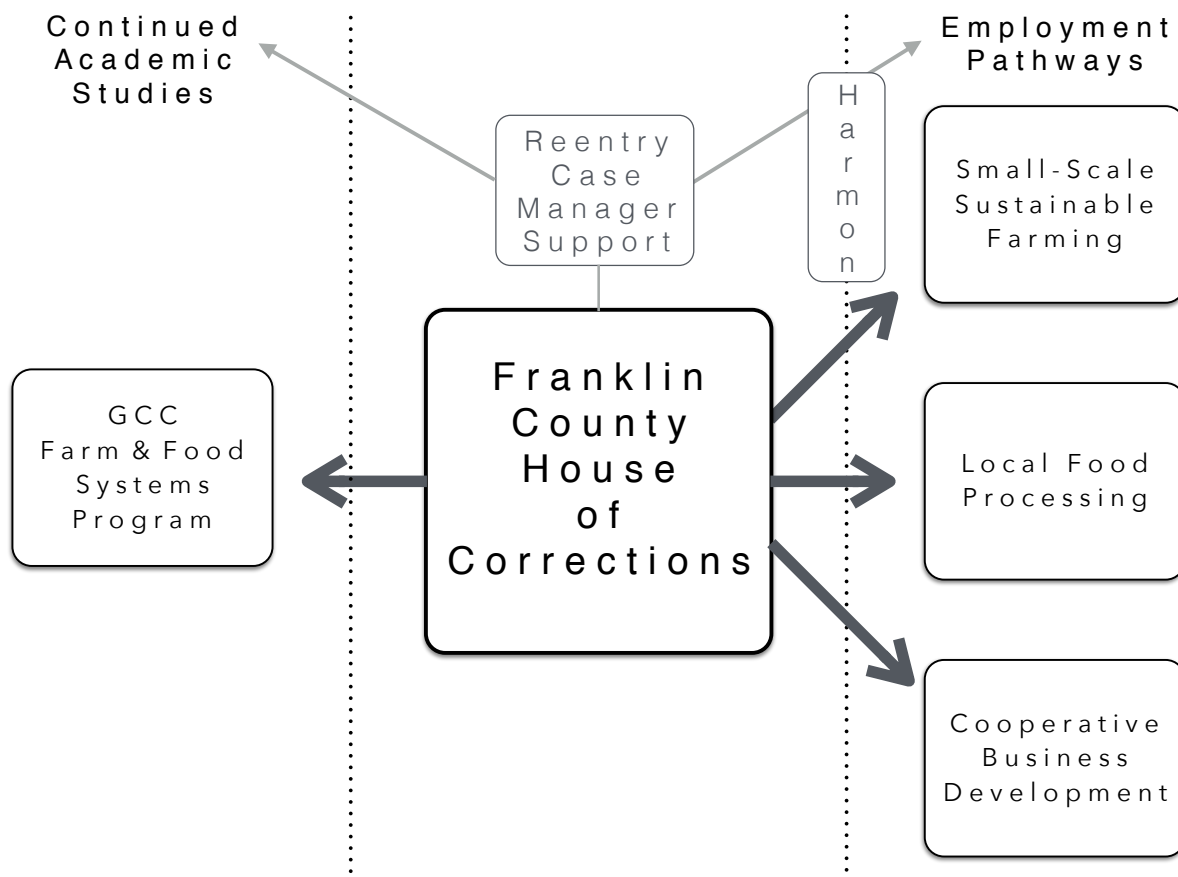
3. **Cooperative Business Development:** for participants who are interested in starting a **self-identified business**, they can access business incubation services offered by the CDC and TESA. Business ideas could be related to food, farming, cooking, nutrition, personal fitness, wellness, or other areas explored during participation in the Jail-to-Farm-to-College and Employment Program (see PEP case study page 26).

Worker-owned cooperatives are an important strategy for increasing opportunities for men with a felony offense seeking post-release employment. Stigmatization is often encountered at places of employment that can result in inability to find work or in undeserved employment termination. **Worker-owned cooperative businesses offer formerly incarcerated individuals several advantages** over a traditional business model, for it is the only

business model centered around membership, where both community and member benefit. Worker-owners can build skills in a variety of areas and participate in a democratic decision-making process. FCHOC has expressed willingness to hire TESA as needed to offer professional development services to men who would like to create their own coop. Additionally, GCC offers a Farm and Food Entrepreneurship course, required for both the Certificate and Associates Degree, that can be taken for additional skills acquisition.

A group of educators from GCC and FCHOC have been researching the intersection between the economics of recidivism and the potential of local food employment. Together, they have been working to launch **a county-scale cooperative composting business**. With roughly 70% of the region's food waste going to a landfill each year, the potential for diverting food waste and forming environmentally sound jobs is feasible. The compost cooperative plans to be in operation by the spring of 2017, with a goal of forming a long-term partnership with the FCSO and connecting recently released individuals to workforce opportunities within Franklin County's food system. Andrew Stachiw will be the liaison to the FCHOC for this business.

POST RELEASE PATHWAYS DIAGRAM



FCHOC FOOD PROCUREMENT

Food produced in the new and existing gardens at FCHOC is not sufficient to supply the demand of the 350 meals served daily. Instead, the first goal of this project, “Increased nutrition and access to fresh, local produce within the House of Corrections and for families of those incarcerated,” can be addressed by working with organizations dedicated to helping institutions work around the “lowest bid” mandate and finding pathways for procuring some amount of local and whole foods.

RESOURCES for FARM-TO-JAIL FOOD PROCUREMENT

- Currently, the FCHOC is in conversation with Peter Allison, Northeast Director of **Farm-to-Institution New England (FINE)**, and has undertaken some preliminary research about its food purchasing practices. Some funders of FINE may be interested in investing in **FCHOC as a pilot project for Farm-to-Jail**. A meeting with FINE, the CDC, and FCHOC is slated for mid-April to further the conversation.

[NOTE: one of FCHOC current food contracts lies with Performance Food Group. The CDC’s Food Processing Center sells local carrots, peppers, squash, and potatoes to Performance Food Group. The FCHOC kitchen may easily be able to source these vegetables from this distributor for an additional cost.]

- Whether or not the FINE collaboration moves forward, additional conversations with the **CDC** about their local **Farm-to-Institution projects** are recommended, including the distribution of Just Soup in partnership with Just Roots. FCHOC may qualify for participation in the CDC’s programs, but will need to seek outside funding.
- Three clear directions to pursue include:
 - Allocate resources to FCHOC Food Service Director, Rob Hicks, to **re-design the menus** to reduce carbohydrate consumption and increase fruit and vegetable consumption
 - **Understand the regulatory framework** and seek supplemental funding to increase purchasing power to buy locally sourced fresh and frozen fruits and vegetables to replace canned and processed foods; consider ways to make this model financially sustainable over time
 - **Replace canteen items** with high fructose corn syrup and white flour **with healthy snack alternatives**
- **Sources to research for funding** local food procurement include:
 - Kendall Foundation, Boston
 - Lydia B. Stokes Foundation, Northampton
 - Solidago Foundation, Northampton
 - Baystate Franklin Medical, Greenfield

- Lawson Foundation, Hartford
- Massachusetts Convergence Partnership
- Andrew Morehouse, the Director of the Food Bank of Western Massachusetts, buys #2 class fresh produce from **P & K Services in Quebec, Canada at 15 cents per pound** plus freight expenses. He purchases bulk orders in collaboration with other Food Banks in Massachusetts and Connecticut which cuts the cost of delivery. He is aware that the FCHOC may be interested in pursuing distribution from P & K Services and is available to discuss logistics around co-purchasing. Contacts for P & K Services: Chris Begin, 514-386-4919, chris@pandkservices.com; Debbie Dow, 514-713-5209, Debbie@pandkservices.com.
- Consider engaging the Massachusetts Agricultural Commissioner, John Lebaux, and **Massachusetts Department of Agricultural Resources (MDAR) to help leverage funding** and state-level investment.

[NOTE: Massachusetts school systems are now required to use 10% of purchasing budget to buy local food—Massachusetts jails may be next. Additionally, the Department of Defense's Fresh Fruit and Vegetable Program allows school commodity dollars to purchase these products from a regional purveyor. Is there a similar model in the works for county jails?]



APPENDIX A

RECOMMENDED TIMELINE FOR IMPLEMENTATION

-----Spring 2016-----

Medium Security

- Determine feasibility of greenhouse and location of garden beds (Assistant Superintendent Jason Kilgour, Lieutenant Bastarache, Ed Hayes, Joshua Freund, and Abrah Dresdale)
- Materials and site preparations for GCC Organic Gardening course (Joshua Freund)
- Communications with GCC and faculty about logistics for two summer contract courses, Organic Gardening and Food Preservation (Abrah Dresdale)
- Continue preliminary research and conversations with Farm-To-Institution New England on local food procurement (Ed Hays, Rob Hicks, Joshua Freund and Abrah Dresdale)

Minimum Security

- Research and receiving approval of installing garden beds within perimeter fence in Minimum Security' recreation area (Joshua Freund and Abrah Dresdale)
- Establishing a peer-mentoring system and two 'garden leader' positions that would be responsible for overseeing the success of the garden, recruiting and training participants and new leaders, serving as a liaison to Garden Coordinator Joshua Freund, and interfacing with Minimum Security Staff around garden logistics (Laurie Kamansky and Joshua Freund)

Kimball House

- Transitioning existing garden to Kimball House residents and instituting garden maintenance and composting as a regular house chore (Laurie Kamansky and Joshua Freund)
- Promotion of two summer internship positions at Greenfield Community Farm—also open to men in Minimum with post-release status (Abrah Dresdale and Just Roots)

-----Summer 2016-----

Medium Security

- GCC Organic Gardening course, including installation of raised beds (Deb Habib and Ricky Baruc)
- GCC Food Preservation course, including processing of food grown in new garden (Angela Roel)
- "Cooking with Fresh Produce" workshop and distribution of seedlings for participating families (Deb Habib)

ABRAH DRESDALE EDUCATIONAL CONSULTING

- Weekly classes in gardening and cooking with garden produce (Joshua Freund)
- Communications with GCC and faculty about logistics for fall contract course, Introduction to Food Systems (Abrah Dresdale)
- Ongoing conversations and planning with FINE for local food procurement (Ed Hayes, Rob Hicks, Joshua Freund, Abrah Dresdale)

Minimum Security

- Installation of garden beds in Minimum Security (Joshua Freund)
- Bi-weekly classes in gardening and cooking with garden produce (Joshua Freund)
- Communications with GCC and faculty about logistics for fall Inside Out course, Creating Farm and Food Cooperatives (Abrah Dresdale)

Kimball House

- Bi-weekly classes in gardening and cooking with garden produce (Joshua Freund)
- Two summer internships at Greenfield Community Farm with support of GCC Faculty Mentor (Abrah Dresdale and Kimball House Transportation Staff)
- Promotion of two fall internship positions at Greenfield Community Farm—also open to men in Minimum with post-release status (Abrah Dresdale and Just Roots)

— Fall 2016 —

Medium Security

- GCC Introduction to Food Systems course (Abrah Dresdale), followed by CDC Introduction to Business workshop
- Weekly classes in gardening and cooking with garden produce (Joshua Freund)
- Installation of greenhouse and seeding of greens for winter harvest (Joshua Freund)
- Communications with GCC and faculty about logistics for spring contract course (Inside only course, not Inside Out), AGR 114 Creating Farm and Food Cooperatives (Abrah Dresdale)

Minimum Security

- GCC Inside Out Creating Farm and Food Cooperatives course (Andrew Stachiw), followed by CDC Introduction to Business Workshop
- Bi-weekly classes in gardening and cooking with garden produce (Joshua Freund)

Kimball House

- Bi-weekly classes in gardening and cooking with garden produce (Joshua Freund)

ABRAH DRESDALE EDUCATIONAL CONSULTING

- Two fall internships at Greenfield Community Farm with support of GCC Faculty Mentor (Abrah Dresdale and Kimball House Transportation Staff)

Winter 2016

Big Picture

- Creation of Garden Program manual for jail (Joshua Freund and Abrah Dresdale)
- Begin planning stages of new Wellness Program (Abrah Dresdale)

Medium Security

- Weekly greenhouse management and cooking classes (Joshua Freund)

Medium Security

- Bi-weekly cooking and nutrition classes (Joshua Freund)

Kimball House

- Bi-weekly cooking and nutrition classes (Joshua Freund)

Spring 2017

Medium Security

- Spring semester offering (5 weeks in Jan-Feb) of GCC AGR 114 Creating Farm and Food Cooperatives course, followed by the CDC Introduction to Business workshop
- Weekly greenhouse management, gardening, and cooking classes (Joshua Freund)
- Communications with GCC and faculty about logistics for two summer contract courses, Organic Gardening and Food Preservation (Abrah Dresdale)

Minimum Security

- New offering of GCC Permaculture Landscape Management and Installation course at Kimball House Garden, open to participants from Minimum Security and Kimball House (Joshua Freund)
- Bi-weekly classes in gardening and cooking with garden produce (Joshua Freund)

Kimball House

- Promotion of two summer internship positions at Greenfield Community Farm (Abrah Dresdale and Just Roots)
- Bi-weekly classes in gardening and cooking with garden produce (Joshua Freund)

APPENDIX B

GREENFIELD COMMUNITY COLLEGE

FARM AND FOOD SYSTEMS PROGRAM

Farm and Food Systems Certificate

THE CERTIFICATE	Farm and Food Systems
THE PROGRAM	Focuses on sustainable farming and building resilient food systems. Students gain hands-on skills such as food cultivation, design of annual and perennial production systems, seasonextension technologies, food preservation, and awareness of food safety rules. Students also learn entrepreneurial skills and develop critical thinking about the intersection of ecological, economic, and social systems as they relate to food and farming. Through internships and service-learning projects, students build their professional networks while gaining the tools to become active participants in shaping the regional food economy. This program also provides a certificate that can easily transfer into an associate's degree program in Farm and Food Systems.
YOUR NEXT STEP	Depending on prior experience, pursue a farm apprenticeship, start a farm or food enterprise, or form a mission-driven organization; find employment in sustainable farming, food processing, or food justice work; continue academic studies in an associate's degree program in Farm and Food Systems.
PROGRAM CONTACT	Amanda Hyde, Office: S414, (413) 775-1450, email: hydea@gcc.mass.edu

Total Credits: 29

Program Requirements

BUS 114 Farm and Food Entrepreneurship	3
EVS 118 Introduction to Food Systems	3
SCI 138 Soil Science	4
Any 2 courses from the following: BIO 102 Botany, BIO 124 Introductory Horticulture ①, or SCI 137 Permaculture Design ①	8

Program Electives

Any 11 credits from the Agriculture Electives and the Farm and Food Systems Electives below (3 credits must be from the Agriculture Electives)	11
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Agriculture Electives (Choose a minimum of 3 credits):

AGR 109 Organic Gardening	1
AGR 110 Beekeeping	1
AGR 111 Four Season Farming	1
AGR 112 Food Preservation and Storage	1
AGR 113 Mushroom Foraging and Cultivation	1
AGR 114 Creating Farm and Food Cooperatives	1
AGR 115 Permaculture Landscape Management and Installation ①	1
AGR 116 Wild Foods	1
AGR 117 Greenhouse Production and Management	4
AGR 293 / AGR 294 Internship in Agriculture	1-6

Farm and Food Systems Electives

EVS 101 Environmental Studies: Issues in Sustainability ②	3
ECO 113 Environmental Economics	3
EVS 204 Environmental Justice	3
PHI 206 Environmental Ethics	3
REE 125 Sustainable Landscape Design ①	3
REE 133 Introduction to Architectural Modeling ①	2
Any course coded AGR, BUS, REE, SCI, BIO, or EGT 112	1-4

① Permaculture Landscape Design: If a student is interested in a sequence of courses that is tailored to learning permaculture landscape design, it is recommended to take these classes.

② Stackable Certificate: If a student is considering pursuing the Liberal Arts degree with an option in Farm and Food Systems (LFF) after completion of the FFS certificate, it is recommended to take this class to fulfill certificate requirements.

Note: Depending on your academic background and work experience, you may need to take additional courses as prerequisites or corequisites (concurrent enrollment).

To plan certificate completion, see the course descriptions in the catalog beginning on page 125 or at

<http://www.gcc.mass.edu/academics/catalog/classes> which specify the planned semester(s) in which the course is to be scheduled.

For a list of courses that can be taken online, refer to pages 162-163.

Farm and Food Systems Associates Degree

Satisfies MassTransfer Block ^①

The Liberal Arts option described below is one focused way to complete the Liberal Arts degree at GCC. By taking courses listed in this specific option, students complete courses that will help develop 100 and 200 course level knowledge and skills in a particular field. Students are advised to work closely with their GCC advisor to select the specific courses that will help meet their specific career or transfer goals. (Note: Students who complete this option will graduate with a diploma that reads "Associate in Arts in Liberal Arts".)

THE DEGREE	Associate in Arts in Liberal Arts
THE OPTION	Explores the broad field of sustainable farming and food systems. It provides students with an interdisciplinary understanding of the ecological, economic, political, and social systems as they relate to food and farming. Through additional applied courses and internships, students learn hands-on skills such as food cultivation, preservation, processing, techniques for propagation, and season-extension, and design of annual and perennial production systems. Students engage in community partnerships and participate in bioregional efforts to support food security, local economies, and planning for resiliency.
YOUR NEXT STEP	Transfer to a Baccalaureate program in Sustainable Food and Farming or apply gained knowledge to jobs in sustainable farming, agriculture policy, food-related enterprises, or food systems planning.
OPTION CONTACT	Amanda Hyde, Office: S414, (413) 775-1450, email: hydea@gcc.mass.edu

Total Credits: 60-62

General Education Requirements	
English Composition/Writing	
ENG 101, 103, or 105 English Composition I	3
ENG 112, 114, or 116 English Composition II	3
Behavioral and Social Sciences	
EVS 101 Environmental Studies: Issues in Sustainability	3
EVS 118 Introduction to Food Systems	3
One of the following: ANT 104, ECO 101, ECO 102, POL 101, PSY 101, or SOC 101	3
Humanities and Fine Arts	
One 200-level course coded ENG	3
One course coded HIS	3
One 3- or 4-credit course coded: AHS, ART, ASL, DAN, ENG, FRE, GGY, HIS, HUM, LAT, MUS, PCS, PHI, SPA, or THE other than a developmental course (see page 31), English Composition I and English Composition II	3-4
PCS 101 or 141	3
Natural or Physical Science	
SCI 138 Soil Science	4
Any two courses from the following: BIO 102, BIO 124, or SCI 137 ^②	8
Mathematics/Quantitative Reasoning	
One of the following: MAT 107, MAT 108 ^② , MAT 114, MAT 117, MAT 151, or MAT 201	3-4
Additional Program Requirement	
BUS 114 Farm and Food Entrepreneurship	3
Option Electives	
Courses, totaling 15 credits, to be chosen from those with the following codes: ACC, AGR (re-skilling courses), BIO, BUS, CHE ^② CIS other than a developmental course (see page 31); ECO, EGT 112, EVS; MAT other than a developmental course (see page 31); PHI 206, PSJ, REE, SCI; Internship(s) of 1-6 credits (either 293 or 294) with an EVS, REE, SCI, BUS, or CIS coding may be available. Should be chosen in consultation with an advisor. It is recommended (but not required) to cluster electives around a theme (entrepreneurship, social justice, science, etc.)	15

Please note that transfer to many four year colleges and universities may require the completion of four semesters of World Languages. Four sequential semesters of World Language classes from GCC will fulfill any UMass, Amherst language requirement. To plan degree completion, see the course descriptions in the catalog beginning on page 125 or at <http://www.gcc.mass.edu/academics/catalog/classes> which specify the planned semester(s) in which the course is to be scheduled. For a list of courses that can be taken online, refer to pages 162-163.

^① See pages 41-43 for the specific requirements of the MassTransfer policy.

^② Recommended if transferring to the UMass Sustainable Food and Farming Program: BIO 102 Botany; CHE 111 General Chemistry I; SCI 137 Permaculture Design; MAT 108 Precalculus

APPENDIX C

CASE STUDIES

- **Rikers Island Gardening Program and GreenHouse;** focus on horticultural therapy; vegetables donated to City Harvest program; GreenHouse provides remedial education, skill development and vocational training in horticulture. Hands-on experience includes designing, installing and maintaining the multi-use gardens, and the design and construction of garden fixtures (benches, trellises, planters, etc.) Upon graduating from the program on their release, they have the option to join the GreenTeam, our vocational internship program.
 - <http://www.healinglandscapes.org/gardens/prisons.html>
 - http://thehort.org/horttherapy_greenhouse.html
- **Garden Time, Rhode Island DOC;** the nonprofit Garden Time operates three separate garden programs at various Rhode Island state prisons; focused on Horticultural and Occupational Therapy, with most of the participants serving life sentences. The men's medium and women's minimum security is more geared towards job skills and vocational training. All program focus on growing a variety of fruits, vegetables, and herbs, and Garden Time has developed and implements their own year-round programming curriculum, Tree Identification booklet, and Ecology and Herb reference guides. There is always a Correctional Officer on-site during programming, and no participants are allowed to interact with the gardens outside of programming hours. Most of the produce from the three programs go to the respective facility kitchens
 - Contact: Kate Lacouture- Kate@GreenCircleDesign.net
- **MCI Framingham—Women's Prison;** educational and Horticultural Therapy inspired garden program; annual community plant sale in the spring of 2015, which profited roughly \$5,000 to be used to enrich the garden programming. Most participants are allowed to take any produce back to their personal housing units for personal consumption. No garden produce is being used in the main facility kitchen due to problems with the state Food Procurement mandate.
 - Contact: Laura.Broderick@state.ma.us
- **Suffolk Co. HoC;** 52 8x4ft raised vegetable beds and an 20x40ft greenhouse to produce upwards of 35 pounds per week of produce for use in the main facility kitchen. In collaboration with New England Culinary Arts, fifteen men also participate in a weekly 3hr class to help manage the garden and incorporate garden produce into the facility kitchen and its on-site culinary arts and ServSafe programming. All garden waste is being composted with 4 commercial sized bins on-site, and incorporated into the next year's garden for fertilization. A Correctional Office is on-site for all aspects of the programming and work detail.
 - Contact: Captain Dave Granese- 617-635-1000 ext. 2422

- **Norfolk Co. Sheriff's Office;** Ted DeCristofaro, former Plymouth Co. HoC Farm Director, runs a weekly educational and Horticultural Therapy focused garden program using Federal Perkins funds for the Norfolk Co. Sheriff's Office. He works with 6-10 incarcerated individuals on a voluntary basis weekly, having built 3-10x10ft raised vegetable beds in the Spring of 2014. All of their produce, about 3 full milk crates per week is going to the Dedham food pantry.
 - Contact: Scott Frahllich- Scott.Frahllich@gmail.com, 781-751-3430
- **Berkshire Co. Sheriff's Office;** In 2015 the Berkshire Co. Sheriff's office built 3 40x100ft garden plots and a 40x80ft greenhouse that has been producing an average of 50lbs of vegetables per day during the high season (June-Sept). They have taken funds from their normal "grounds" budget to start the garden, and are using regular security staff for the work detail oversight and instruction. The main facility kitchen uses most of the food produced in the gardens, which is handled and prepared just as normal food-service orders would be.
 - Contact: Helen McSweeney- helen.mcsweeney@SDB.STATE.MA.US, 413-443-7220 ext.1326
- **Insight Garden Program at San Quentin State Prison;** The Planting Justice Education Team leads workshops using our self-designed curriculum in food justice, culinary arts, and permaculture design that empowers participants with the skills and knowledge they need to transform their common spaces into productive and educational organic gardens. They have installed a permaculture garden at San Quentin and run the Insight Gardening Program there, which also partners with the California Reentry Program on job placement.
 - <http://insightgardenprogram.org/>
- **The Green Life Program and Pathways to Resilience at San Quentin State Prison;** The Green Life peer education self-sufficiency and eco-literacy program teaches incarcerated individuals and those reentering community the importance of a healthy relationship with the Earth; Current activities include working with the re-entry (post release) program Pathways 2 Resilience to design a permaculture-based training program along with partners for job readiness and restorative healing.
 - Contact: Angela Sevin, angela4change@gmail.com
 - <http://www.earthisland.org/index.php/projects/green-life/>
 - <http://pathways2resilience.org/>
- **Prison Entrepreneur Program (PEP) in partnership with the Texas Department of Criminal Justice;** PEP provides a holistic solution for graduates, from in-prison leadership and business education to robust and results-oriented support once they are released. Established in 2004, PEP is an independent 501(c)(3) nonprofit organization that pioneers innovative programs that connect the nation's top executives, entrepreneurs, and MBA students with convicted felons. The entrepreneurship boot camp and re-entry programs are proven solutions for preventing recidivism, maximizing self-sufficiency and transforming broken lives.
 - <http://www.pep.org/>

- **Guayama Detention Center, Puerto Rico, and ARIGOS Cooperative;** Cooperativa de Servicios ARIGOS (ARIGOS Cooperative) organized in 2003 as a prisoner coop, making crafts for therapeutic benefits, and eventually they began selling them to make money; The success of ARIGOS Cooperative has led to four prisoner cooperatives in Puerto Rico for rehabilitation and business training.
 - Contact: Lymarie Nieves-Plaza, lymariemp2@gmail.com
 - <http://www.geo.coop/story/worlds-first-prisoner-worker-co-op>
- **Salvation Farms, Vermont;** The Vermont Offender Work Program engaged an inmate work crew to fill the labor force needs for a Vermont Commodity Program pilot project. Agricultural produce was gleaned; Green Mountain College assisted in the light processing product development for the Vermont Commodity Program while Rutland-based food access sites tested the product and offer valuable feedback regarding product preferences.
 - <http://www.salvationfarms.org/programs.html#partners>