

# **Project Unity Enterprise Campus Business Plan**

## **Neil Hendricks**

### **Walden University**

March 2013

#### **Project Unity Enterprise Campus Business Plan**

Official statistics (NRRC, 2013) indicate that 688,384 men and women were released from US state and federal prisons in 2011 and that the recidivism rate can be as high as 40 % in the first year, 50 % in the second year, and 65% or higher after three years (Urahn, 2011). Additionally, nearly nine million men and women are released from county jails (NRRC, 2013) throughout the US annually. In Michigan in 2010, a total of 44,113 men and women were incarcerated in state prisons (MDOC, 2012, p. C-13). The recidivism rate for Michigan from 2004-2007 was 31% when the number of releases was 14,217 (Urahn, 2011, p. 10). The Department of Corrections budget for 2010 was \$2 billion. The average cost per prisoner in state prisons in Michigan was \$28,000 in 2010 (MDOC, 2012). Recidivism is clearly a significant social and economic issue in the US in general and more specifically, in Michigan.

#### **Executive Summary**

##### **Who We Are**

Project Unity for Life is a non-profit, non-denominational, faith-based ministry dedicated to reducing recidivism through education, mentoring, individual coaching, small group meetings, community networking, and specific, individualized reintegration plans. The organization is also an advocate of responsible policy and practice for the reentry and reintegration of the formerly incarcerated into community life. In February 2012, Unity House was established to provide temporary housing for up to four men as part of their individualized reintegration plan. A live-in married couple provide supervision and management for residents of Unity House over the course of their three to six month stay.

##### **What We Do**

Since April of 2006, trained volunteers have taken an educational program called Free at Last into four area jails and one local prison. Ongoing upgrades of that program, based on participant feedback and additional insights from various sources, have brought the text to the point where publishing it in book form is under consideration. Preparations are under way to produce educational videos based on the Free at Last program materials. The anticipated date for completion of the first video segment is June, 2013. At present, the nine week program is the anchor around which the other five in-house educational programs are scheduled. It is the only in-reach program in use at this time. Expansion efforts are in place to increase by three, the number of area jails, where Project Unity for Life satellite organizations will have a presence. At the present time, about 50 inmates and about 20 released persons participate each week in some form of the Free at Last program. Through present expansion plans, it is hoped to increase the overall number of participants by about 40 per week.

### **The Business Idea**

Four things have had a profound impact on the thinking of the Project Unity for Life Board of Directors and its Advisory Council recently. First, once recently released men are living at Unity House, they then have the address and phone number required when they apply for support services and/or work. Even then, employment is extremely difficult to acquire, especially meaningful and rewarding work. Secondly, the pool of available grant dollars is diminishing and increased competition exists for those funds (Northsky, 2013). Thirdly, a new paradigm for the organization was presented, considered, and welcomed. That paradigm, in five parts asks, What if we (a) employed rather than simply helped participants find work, (b) housed rather than just helped participants find housing, (c) gave funding to service and charitable organizations rather than sought funding from them, (d) were the entrepreneur rather than solely the trainer, and (e) were making money instead of taking money?

In response to these questions and in alignment with several of the long-term goals of Project Unity, which include (a) having a larger impact on reducing recidivism, (b) improving the lives of program participants, and (c) having the means for self-sufficiency as an organization, Project Unity for Life is moving forward with the development of a long-term reintegration project called the Project Unity Enterprise Campus. The deep idea is to develop profit centers that do triple duty; (a) provide housing and meaningful, paid work for men returning to the community from incarceration, for up to two years, (b) through the implementation of individualized reintegration plans based on the, needs, desires, interests, and capacities of the participant, deliver opportunities to them for (i) emotional, spiritual, and physical healing, (ii) intellectual and spiritual growth and emotional maturation, (iii) education and skill development, (iv) recreational activities, and (v) community service, and (c) to generate sustainable income to the participants, the Enterprise Campus, and Project Unity for Life, through agricultural, horticultural, service, and other enterprise possibilities.

### **Unique Aspects of this Business Plan**

As far as Project Unity for Life has been able to determine, there are no other reintegration programs or projects in Michigan that approach the type, scope, or depth of what is being proposed in this business plan. The want is to support participants in their desire to improve their lives, make a living [perhaps through developing their own entrepreneurial enterprise], and in the process, generate adequate income to sustain the Enterprise Campus and to empower it to make in-kind and monetary donations to other charitable organizations. In addition to work, the plan is for participants to provide volunteer services to individuals, organizations, and communities in response to the idea of restorative justice. Another unique aspect of this project is that given the right conditions, it could become a significant employer of persons other than those who were formerly incarcerated; part-time, seasonally, and permanent fulltime. The idea is for the Enterprise Campus to become a contributor to, rather than a drag on, the local economy.

### **Organizational Description**

The Project Unity Enterprise Campus will be organized under Project Unity for Life, an IRS authorized 501(c)3 organization. Two complimentary boards will provide guidance for the campus. An Oversight Board, meeting monthly and having fiduciary responsibility for the

Enterprise Campus, will consist of at least one Project Unity for Life Board member, legal counsel, two to three local community members [preferably one each from the private, public, and faith sectors], and the Enterprise Campus Manager (CM) and the Program Development Specialist (PDS). Ancillary to the Oversight Board is an Advisory Board which meets quarterly. This board is comprised of persons from the following agencies and organizations: the local Soil Conservation District, an entrepreneurial and/or enterprise specialist, Michigan State University Extension, Agricultural, and/or Horticulture departments, Central Michigan University or other teacher college, Northwest Michigan College (or similar) Culinary school, and one or more technical schools or universities, such as Ferris University.

Supplementary to the two boards is the Community Liaison who coordinates with and reports to both boards on seasonal and special events, daily activities, and interfaces with the Department of Corrections, legislators, the local judiciary, and Department of Corrections (DoC). This person acts as an advocate for the Enterprise Campus and is the official point of contact between it and the larger community.

#### Business Concepts

One of the foundational business concept is that of filling a portion of the growing market within local communities for fresh, locally, and organically produced food (Pennybacker, 2006). A second business concept is to provide products and services needed or wanted within the local and broader community at competitive prices. A third, perhaps less prominent business concept is that through employment and education of formerly incarcerated persons, the climate for business is improved at the micro level. Meaningful employment is a proven factor in reducing crime and by extension, improves community safety, security, and stability, reduces the demand for taxpayer supported services, and increases the opportunity for family reunification, especially for children to be in relationship with their fathers. Children who have positive relationships with their fathers (Brott, 1999) are less prone to be involved in a plethora of troublesome behaviors.

Therefore, through its efforts, the Enterprise Campus proposes to address the high rate of recidivism, a significant social and economic problem in this country. Marketing products and services through multiple enterprises populated primarily by men who have been released or paroled from prison is one approach to alleviating this problem. Enterprise Campus participants will likely be more employable and be readily accepted back into their families and/or communities and therefore be less likely to recidivate in some way (Bahr, Harris, Fisher, & Harker Armstrong, 2010).

#### Market Descriptions

As identified in the previous section, there are several markets being addressed via this business plan. The first is the market for fresh and wholesome food, grown or raised organically under sustainable conditions (NSAC, 2012). Another market exists for locally produced materials, such as well-crafted hand tools and art objects. This market extends to other useful items, such as cedar strip canoes, porch swings, and picnic tables (SBT, 2013). For example, there is a local craftsman who employs several people producing replacement wood panels for automotive applications, even building whole car bodies.

An emerging market exists for the construction of Tiny Homes and park model homes (TH, 2013). An ongoing market exists for the repair and

maintenance of small and large equipment of all descriptions. Seasonal catering continues to enjoy an admirable market in the local area. A quick Google search shows 10 local catering companies. Affordable locations for wedding receptions for groups larger than 150 are in demand. There is also a burgeoning market for hand-crafted baked goods, especially those made from heirloom grains and other natural and organically grown, pesticide free ingredients. There are at least six bakeries in the area that meet that criteria.

#### Competitive Advantages

The Enterprise Campus expects to enjoy a significant competitive advantage over other singularly focused business enterprises via its broad-spectrum approach to providing high quality products and services. The expectation is to meet the training challenge through application of proven curriculum techniques including (a) collaborative planning through mentoring, (b) jointly setting high, yet achievable, expectations and goals, (c) providing appropriate exposure and practice opportunities, and (d) giving important feedback and significant encouragement (MSUM, 2012).

Labor and capital costs may be kept low due to the type of program being offered. Because the men are in training and their room and board are provided gratis, their living expenses are at a minimum. It is anticipated that a good portion of off campus inputs, such as garbage, waste paper, leaves, and grass clippings will be obtained at little or no cost. When processing, transportation, and long-term storage costs are minimized or removed from the overhead operating costs, even when prices are held slightly below local market retail, the profit margin will be greater than that of our competitors.

Having a broad spectrum of retail and wholesale marketing outlets and having the flexibility to focus on multiple processes, conditions, or situations at once, there will be limited down time for the participants, thereby making the best use of the available labor – for their benefit and for that of the organization.

An additional advantage is exposure of Enterprise Campus products and services to the community at large is through service and giveaway projects. One of the primary tenants of successful reintegration programs is for participants to give back to society through volunteerism (Ferguson, 2010; Payne-Jackson, 2006; Toch, 2000). A proven marketing strategy is that of giving back to the community in which the business resides. Community beautification projects, free of charge seasonal events, and contributing goods and services to other organizations dedicated to the welfare of the community are all ways to gain consumer confidence and trust (Payne-Jackson, 2006).

#### Factors for Success

Due to the nature of the reintegration process as conceptualized in the Enterprise Campus model, there is a strong potential to develop a cohesive and supportive relationship among participants (Ferguson, 2010; Walker & Greening, 2010). Because of their volunteer status as participants and their degree of commitment to both their own development as entrepreneurs and supporting others in their personal and professional growth, it is expected that they will be highly motivated to do their utmost to be successful, individually and corporately (Deci & Ryan, 2008; Wang, Howell, Hinrichs, & Prieto, 2011). Fostering success is a primary element of the overall mission of the

### Enterprise Campus.

John Eldredge (Eldredge, 2001) noted that when considering one's mission in life, it is important to make it big enough and important enough that it has a low, if any, likelihood of success unless God is involved. God calls us into relationship with Him, into an adventure of living, with no assurances that the outcome will be anything like what we imagined. This is not a call to foolishness but a call to step out in faith, to trust the relentless urging to listen to the still small voice, to risk being the fool.

For instance, there was no rain nor body of water present when Noah (Genesis, 6:22) cut the first timbers for the ridiculously large vessel into which the life of the planet would be held secure. There was no social safety net in which to fall if the mission upon which Moses (Exodus 3:2) embarked came to naught. The only way to experience God's sustaining energy is to risk the adventure into which we are called (Eldredge, 2001: Luke 4:8). In this case, this adventure, in this form, has been building momentum for about 30 years. Therefore, perhaps the most important factor impacting the success of this business plan is that time for its implementation has arrived.

As noted in the previous section on competitive advantage, being of service to the community is another way of assuring success (Bazemore & Stinchcomb, 2004). As this author considers the companies and organizations in this community who are experiencing decades of success and subsequent growth, they are also well known as sources of community support, through cash and in-kind donations and for hosting various fundraising events. Project Unity for Life currently depends on many of those businesses and organizations for their annual operating budget. Well over forty local companies, business, and individuals contribute in one way or another to their ongoing fundraising efforts.

### Financial Requirements

There are seven primary financial categories for the Enterprise Campus. They include: (a) land costs, (b) building expense, (c) equipment and material costs, (d) fixed operating expenses, (e) seasonal operating overhead, (f) labor, and (g) marketing and transportation. It is anticipated that all initial capital needs will be met through (a) donations, (b) public and private grants (GTB, 2013; UW, 2012), and (c) venture capital from sources similar to Kickstarter (CROWDS UNITE, 2013). The total anticipated first year startup costs, depending in large measure on land and construction costs, is anticipated at \$1.5 to \$3 million.

A review of available and appropriate properties in 10 different counties in Michigan yielded an average per acre purchase cost, with one or two buildings, of \$2,800 per acre. One location with the number and type of buildings that would lend themselves to facilitating nearly a turnkey Enterprise Campus was at \$2,700 per acre for 150 acres (TCRE, 2013). This location also met many of the other criteria established elsewhere in this business plan, including location.

The per square foot costs for commercial building construction in the Michigan area varies widely, depending on size, type of construction, and specific location and purpose. However, the range is relatively narrow. Most of the building types, rated as commercial, for this area would cost

\$170 per square foot, or less (CI, 2013). A realistic startup cost would be, if the property that was noted above were purchased at \$400,000 with an additional \$500,000 for the primary required buildings and upgrades included, a figure of \$900,000 would result. Adding the conference building as soon as practicable would add approximately \$500,000 to bring the total to \$1.4 million.

#### **Organizational Vision and Mission**

The vision for Project Unity Enterprise Campus is for the name to be synonymous with community enrichment, prosperity, and stability.

Elemental enterprises bring new money into communities from the earth itself (Grandel, 2011). Soil, crops, and animals nurtured into sustainable production or service through the application of proven practices helps to assure a community's long-term welfare (MCF, 2013). Collaborative efforts among community stakeholders to hold production and output prices in-check, fosters what is known as permaculture (Fukuoka, 1978).

The development of a trusting, reciprocal bond between producers and consumers at the local level establishes an environment conducive to the successful reintegration of former law offenders, where all participants are mutually accountable, responsible, and fully engaged in the process (Bazemore, & Stinchcomb, 2004).

#### **Vision Statement**

The Vision of Project Unity Enterprise Campus is to create effectual reintegration campus-like facilities within larger communities and for each campus to become an overwhelmingly valuable and desirable component of the community.

#### **Mission Statement**

The Mission of Project Unity Enterprise Campus is to provide opportunity for formerly incarcerated individuals to reintegrate safely and productively into the community.

#### **Milestones**

Over the next five years, the hope is to take Project Unity Enterprise Campus from the visioning and planning stage to one fully operational campus, to have a second campus in its second successful year, and a third campus well along in its first year of operation. Having this business plan in hand is the second major mile stone of this process. The next key marker will be finding funding for, and the acquisition of, a site suitable for establishing the first reintegration campus. The location will be no more than three miles from the nearest city, town, or village, on a paved road, and easily accessible by standard means of transportation all year.

Once the property is acquired, then current residents in Unity House, will be given opportunity to apply for entry into the long-term program offered at the first Project Unity Enterprise Campus. The men accepted into the program will then move to the campus and begin the process of renovating or otherwise preparing the campus to accommodate a total of no more than 12 men to begin with. These first participants will also provide input to this consultant for the development of the initial campus program and curriculum.

The third primary indicator along the path will be initiating the primary campus elements that will ultimately sustain the operation and provide the potential for establishing profit centers on or near the campus. Depending on the location, the number of acres available, the quality of tillable soil, the availability of water [surface and underground], the presence of or access to timber and/or a sugar bush [Maple trees], the number, size, and condition of buildings on the site, niche marketing opportunities, and local codes and zoning laws, decisions will be made as to what enterprises would be most likely to be successful.

The next mile marker would be to prepare the campus to receive the inputs necessary to begin operations. Those preparations may include some new construction, renovations of existing buildings, fence building or moving, developing the means for water distribution and waste collection and processing, composting sites, and harvested crop storage and distribution. Having animals on the campus is expected. The type of animals will depend on many factors, not the least of which is having access to sustainable pasture. From range-fed chickens to alpacas, each species requires a certain amount of space, cover, and feed source. Part of sustainability is to minimize off-site production inputs. If the opportunity to raise and train service and pack animals arises, provision must be made for them as well.

Once the campus is ready, including accommodations for additional participants and the CM and the PDS are hired, additional participants would be brought on board over a period of eight to 12 months. This would mark the next checkpoint in the process. Along with participants would come at least some of the animals that would populate the campus. Additionally, first crops would be planted, whether in a greenhouse, garden, or field – perhaps some combination, depending the season. There is an expectation that the campus would at the very least become self-sustaining in terms of adequately feeding staff and participants at the 50% point by the end of the first year and to 75% or more by the end of the second year. It is expected that fish or other aquatic species, raised as part of the nutrient cycle in a greenhouse (Levenston, 2013), would provide a portion of that food.

Nearing the end of set of milestones would be when preparations are made to start or expand various enterprises, from marketing fresh meat, produce, grains, and fruit to manufactured goods, including bakery, deli, and carpentry or craft items.

The final element signaling that the campus is fully operational is that it would be an established go-to place for the community. People would come for food, gardening, hayride tours, receptions, reunions, and collaborative activities such as festivals and concerts. Ideally, the Project Unity Enterprise Campus would become an area employer and local talent would work alongside program participants to provide products and services to the local economy.

#### Parent Organization

Project Unity for Life has been in continuous operation since 2005, providing in-reach classes and mentoring, through a cadre of trained volunteers, to men and women incarcerated in jails in four counties and one State prison. In addition, since 2006, volunteers and mentors have been providing classes and a multitude of other services to formerly incarcerated men and women in the Grand Traverse County area. Project

Unity volunteers provided at least 5000 client hours of service in 2012 on an annual budget of less than \$18,000.

### Background

Four men meeting for Bible study in 2004 began to discuss how they might be of service to incarcerated men. That discussion grew into finding a program that they could take into jail and prison and how they could effect a reduction in recidivism; specifically, how could they “Stop the revolving door of recidivism” Joe Brooks (personal communication, April 10, 2009).

Ultimately, two members of that Bible study stepped out in faith and incorporated as a non-profit, faith-based organization in April of 2006. Free at Last curriculum materials were developed, based on a program by that name, originated by Prison Fellowship (PF, 2007). Prison Fellowship gave Project Unity for Life full permission to adapt those materials any way they believed would be of service to the new ministry. The Project Unity for Life version of the Free at Last program is currently taught as a nine week course, each class lasting from one and a half to two hours with each participant successfully completing the course, receiving a certificate.

Serious discussions about moving forward with plans to establish a Second Chance Reentry and Reintegration facility began in the spring of 2009. The name, Project Unity Enterprise Campus, has grown out of those discussions. Writing this business plan is helping to solidify that vision. A discussion with Joe Brooks, Board President of Project Unity for Life and a business start-up specialist, indicates that once this document is complete that the Board will move forward with marketing efforts to garner support from the various entities, organizations, and individuals as outlined herein (personal conversation, February 13, 2013).

### Organizational Structure

Project Unity for Life was organized as a non-profit company under IRS 501(c)3 rules in April, 2006. By law, there is a Board of Directors consisting of seven elected members who meet monthly to discuss and direct the organization’s affairs. In 2012, at the suggestion of consultant Joan Hanpeter (Hanpeter, 2013), a specialist in working with non-profit organizations, Project Unity for Life established a 10 member Advisory Board which meets quarterly. Their primary task is to provide input on developing financial sustainability for the organization. They have met three times to date and are proving to be a valuable resource for the company. Three members of the Advisory Board have become directly involved with fundraising efforts or bringing additional expertise to the Board of Directors.

### SWOT Analysis

#### Internal Strengths and Weakness

- Extensive thought, discussion, and planning over several years – devoted to developing the Enterprise Campus model
- The concept, as outlined, is a compilation of (a) observed successful operations and (b) combined visions of Project Unity for Life founders and this writer

- The consultant for this model has the academic knowledge and field experience necessary to implement the key principles of the model
- The Enterprise Campus model is designed to be flexible and responsive to internal and external change • This model is untested in the real world
- The developers of this model have no substantial or current experience with the key aspects of this model, other than working with formerly incarcerated men
- The men who could populate this venture are likely to have little, if any experience doing the things they will be asked to do
- The entire Enterprise Campus concept could be fatally flawed
- Due to the scope and depth of the project, it may become unwieldy, unstable, and collapse upon itself
- The project's proponents could lose heart or interest and abandon the project

#### External Opportunities Threats

- Communities could see the benefits of having an Enterprise Campus and fully embrace and support its development and implementation
- Dozens, even hundreds of formerly incarcerated persons, and their families, could be positively impacted through their participation
- A new cadre of well qualified entrepreneurs could be generated
- Hundreds, even thousands of people could be positively impacted by the model, through bettered relationships with formerly incarcerated persons, by being in contact with the Enterprise Campus concepts, or through direct participation in its operations
- The model could be adapted and/or adopted and used in multiple locations Statewide and/or Nationally
- Local, State, and Federal law could be influenced toward Restorative Justice and away from Punitive Justice • The model is either un-fundable or un-doable as currently envisioned and outlined in this business plan
- Too few formerly incarcerated persons have a desire to be engaged in such a project and it fails for lack of participants
- No suitable staff are available at the wages being offered
- No or too little support is obtained from the agencies, organizations, and institutions the model envisioned as providing advisory, monetary, and educational support
- The proposed markets are too small, obscure, or underfunded to provide income for the products and services offered by participants
- Potential customers and/or supporters are or become biased against the residual stigmatizing labels projected onto the participants
- Legal and/or insurance issues make the model impractical or impossible to implement or retard its growth

#### Marketing

Marketing will be an emerging process as the Enterprise Campus materializes. At the moment, in terms of what will be produced on or offered through the Campus is conjecture. The key contributing factors that must be in place before a specific marketing plan can be generated include the overall characteristics of the physical Enterprise Campus, its relationship to the local community, and the number and interests of the participants and other key personnel and advisors. However, in general, there is a strategy.

#### Strategies

Once the Enterprise Campus is acquired, there needs to be a fact finding expedition in the local area. It needs to ascertain what specific market niches may exist for the potential products and services to be offered. The presence or absence of produce or farm markets, festivals, parades, special events must be determined, and what other individuals, groups, organizations, or agencies with which the Enterprise Campus may

collaborate and/or coordinate, needs to be known. Plans for supporting and becoming involved, within the context of those activities, need to be made. Suggestions from the Boards would be sought as to how to bridge into potential local markets.

#### Promotions

Once the Enterprise Campus is operational, or at least ready to receive visitors, promotions including free hay rides, bonfire BBQs, campus tours, gardening events, wool gathering seminars, and other educational and recreational activities, could be made through TV and radio PSAs, flyers, and electronic social media outlets. It is important to promote the Enterprise Campus as a friendly and helpful neighbor, so one promotion idea is to engage in service projects within the community as soon as practicable. The want is to put the Enterprise Campus brand in as many visible places as possible, in helpful and purposeful ways.

#### Anticipated Sales and Placements

It is anticipated that it will be at least a year after acquiring property before the Enterprise Campus will have much to offer in the way of products. Most of what might be offered near term are services, and that would not be until men are trained, equipment is secured, insurance is in place, and the equipment and vehicles are properly marked. At first, the services provided may be at no charge to the clients, such as yard and garden care for the elderly, service projects for other service agencies, such as Goodwill Inn or a food pantry. The idea is to market through showing appreciation and giving service.

There will be on-site signage for the Enterprise Campus, a webpage, ongoing PSAs, interviews on Christian radio as often as possible, signage on vehicles and equipment, and on strategically parked trailers. Hopefully, one of the first promotional placements will be a tiny house on wheels, well signed, and mobile. They command a lot of attention when they are first viewed. Having one show up at strategic times and locations will support getting the Enterprise Campus brand in front of people.

#### Operational Considerations and Objectives

The Project Unity Enterprise Campus will be as much a process as it will be an entity. Essentially, it will be starting and operating multiple projects simultaneously, not unlike building and flying an airplane from scratch, having done neither before, and having to learn to do both as the process unfolds. Fortunately, the Enterprise Campus is not an airplane and there is no expectation that it will fly – at least not before it is ready to.

#### Facilities

The facilities for this project remain an imaginary projection from within the minds of those contemplating their development. What follows are those ideas and concepts as currently envisioned.

#### Housing.

On site housing is anticipated for up to 12 participants initially, one CM, and perhaps a PDS. Several options remain under consideration,

however what is currently believed to be the more realistic option is for there to be a main house, not unlike one would see on a Midwestern farmstead, and a second smaller home. In the homestead version, there would be the equivalent of at least three full bathrooms and no more than two participants per room in the main house. A second, smaller home, perhaps a double wide or larger mobile home, would house the PDS, CM, or both.

Another option having some appeal and which has garnered a certain amount of support, is that the main house, regardless of size, be used to house the CM, with space set aside for meetings and classrooms. The second part of this housing option could include a bunkhouse arrangement separate from the main house, not unlike one might find at a hostel or Scout camp, complete with shower rooms, dayrooms, and kitchen. There is an economy of size, both for the buildings and the number of men in a given setting. The challenge is always to reduce the occurrence of, or setting up the potential for, bullying and/or developing cliques. The want is to promote mutual respect, cooperation, safety, and trust (Ferguson, 2010).

#### Personnel.

The personnel, or paid staff, for the Enterprise Campus, would likely consist of a CM and a PDS. The CM would likely live on campus and oversee the day-to-day operations of the campus, working closely with the PDS. They would work together to assure program goals and participant needs are being met and individual programs are being implemented. The PDS would be more of planner and educator, working closely with participants to develop, monitor, and evaluate their individualized plans [objectives and goals]. They would work with the CM to develop the opportunities in which or through which they may achieve or work toward their goals.

#### Participants.

Initially, all participants would be adult males who have been released or paroled from prison. Those men would be volunteers who have spent from three to six months in a reentry home separate from the reintegration facility [Enterprise Campus]. By this time, they would have participated in a voluntary assessment process (Cattell, Cattell, Cattell, Russell, & Karol, 1994; Dunn & Dunn, 2007), where they have been evaluated as to their suitability to apply for participation in a longer term reintegration process lasting for up to two years. The evaluation process would include a self-evaluation. The four assessment areas would include physical, emotional, spiritual, and intellectual. The goal is to mutually determine if they believe they are a good fit for the Enterprise Campus.

#### Animals.

Animals and people have been in each other's lives from the beginning. Different people have an affinity for different animals. Using animals for service work, transportation, companionship, therapy, food, clothing, and medicine are long established relationships. It is anticipated that animals will be an integral part of the Enterprise Campus.

#### Dogs.

The expectation is, there will be one or more working-breed dogs that will pull double duty; as house and campus companions to the men during non-work hours and as campus co-workers, (a) assisting with varmint and vermin control, (b) watch and guard dog duty, and (c) aiding the men

with controlling and moving other animals, such as cattle and sheep. A longer term goal is for participants to breed and/or train professional service dogs [seeing-eye, cadaver, search and rescue, drug search] for sale.

#### Chickens.

As currently envisioned, chickens will be integral to campus life. They can (a) provide insect and weed control, (b) produce fertilizer and incorporate it into the soil, (c) recycle plant and animal waste, and (d) yield eggs, meat, feathers, companionship, and visual interest and esthetic appeal, to the overall good of the campus.

#### Sheep.

Sheep are relatively easy to keep and provide a wide range of services and products, from pasture management, recycling organic matter, to producing fertilizer and wool. They also offer the opportunity for companionship, development of showmanship skills, and they are good for food and clothing.

#### Goats.

Depending on the breed, goats are everything from cute to outstanding milk producers. There are at least three breeds that could lend themselves to being of service to the Enterprise Campus; Toggenburg, Alpine, and Saanen. These are three dairy breeds and there are many other breeds suitable for providing milk, meat, hides, and hair/wool. Goats often provide a good deal of companionship, are generally amenable to handling by different people, and can be trained to do a variety of things, including pulling small carts and wagons. Sustainability and goats are often synonymous when considering small acreage, milk production, cheese making, and limited meat supplies.

#### Cattle.

Based on the amount of acreage available, dairy and beef cattle may become a staple on the Enterprise Campus. Cattle require at least one acre of good pasture and/or hay ground each, take two years to come into milk or beef production from birth, and require a bull or artificial insemination (AI) to produce offspring. Bulls are often difficult and dangerous to handle, and AI can be expensive. In addition, winter housing, feed and feed storage, and milking facilities for dairy cows can become quite expensive. Therefore, cattle, if incorporated, will likely be a later addition.

#### Alpaca and Llama.

The popularity of both alpaca and llama in Michigan is growing and their wool is considered to be superior in many ways to that of sheep and goats. The llama is also known as a guard animal for sheep, keeping all but the most aggressive predators away, and they provide good companionship for other domestic animals who may be few in number. Both animals may be trained to serve as pack animals for hikers and backpackers.

### Honey Bees.

An apiary is an essential element of any enterprise that depends on insects to pollinate fruit and nut trees. When there is adequate nectar available, honey bees produce honey over a period of several months. If a market develops for them, leasing bees to area orchards is another business option. At the very least, there would be honey for consumption on the campus. At best, honey can become a stable commodity for sale locally and beyond.

### Plants.

With one of the primary characteristics of the Enterprise Campus being to demonstrate both sustainability and permaculture, plants will play a major role. From the largest trees, such as Sugar Maple to the smallest of plants, duckweed, plants, especially those that have not been heavily hybridized, will be part of its floriculture. One of the goals is for the Enterprise Campus to provide educational opportunities for the community as well as the participants. Plant identification and their uses would be one of the many ways the Enterprise Campus may become a “go to” location in the community for education.

### Production and Storage.

One of the primary tasks of the CM, working closely with the PDS and the participants, is to assure that appropriate storage exists for whatever is produced on the Campus. Taking permaculture and sustainability into consideration, as well as maintaining product safety and marketability, the CM will need to make provision for both production and storage. Harvested food, feed, and utility crops, as well as milk, eggs, wool, meat, and hides must all be cared for in ways that minimize waste and spoilage and still allow reasonable access for their use. Therefore, above and below-ground storage must be calculated into the overall scheme of operating the campus. Available storage dictates to a significant degree what plans the CM and the PDS make with the participants as to the means of production and what is produced.

Cold storage for milk, meat, cheese, and some fruits and vegetables is essential. Vermin-proof storage is crucial for all dry or dried food items such as fruits, berries, and grains. Any food items that will be ultimately provided for sale will need to be inspected at some point and their suitability for consumption by humans assured. Therefore, proper short and long-term storage is of a major concern to the proper operation of the Enterprise Campus.

### Outlets.

One of the primary ideas driving the establishment of an Enterprise Campus is that of providing opportunity for the participants to engage in meaningful work (Shivy, et al., 2007) and, in the process, learn about what it takes to establish and operate an enterprise of their own. Therefore, there is a need to provide multiple outlets through which they may market their wares. The goal is for them to develop marketable skills, as employees or as entrepreneurs.

### Locations.

The initial and primary outlet anticipated would be through the Enterprise Campus itself, perhaps through a multi-function storefront, not unlike the old-time general store or modern farm market. There is a plethora of options to be considered as can be discovered online or by a 100 mile drive through the countryside during the summer and fall tourist seasons in this area. The model after which many of the ideas expressed here are patterned is a family operation a few miles north of Yellow Springs, Ohio on Springfield-Xenia Rd. This author lived in Ohio for 10 years and served at the Springfield Air National Guard Base near the above location. Over a period of 20 years, this attraction has grown from displaying a new-born Jersey calf in a glass-faced pen just a few feet from the highway to a full-blown destination, progressing through and retaining many phases: petting zoo, barn tours at milking time, one, then two annual events, hay rides, ice cream shop and gift store, small restaurant, put-put golf, to a large, full-service restaurant, complete with card and gift shop selling locally made items including hand-made ice cream, whole raw milk, and eggs.

Several distribution options exist. Examples include a store on wheels, where the participants construct a storefront on a trailer, suitable for use at county fairs, car shows, craft shows, festivals, and other events. This option provides potential for marketing hand or homemade goods, including food and beverages. Other outlet options include (a) sharing a space in a local store, (b) providing one or more local vendors with product(s) for marketing, such as through a consignment store or restaurant, (c) the local Women's Resource Center could be an outlet, (d) mall kiosk, and/or (e) through one or more online stores.

#### Characteristics.

The primary characteristics of sale items would be high quality and hand-crafted by local artisans. The bottom line is, if it carries the Enterprise Campus label, it's value is assured – customer satisfaction or the purchase price will be refunded, including tax and shipping.

Key characteristics of the actual or virtual stores include – clean lines, easy access, antique country store or rustic look, uncluttered and well organized with prices clearly marked. Countertops would be polished stone, marble, or wood. Stainless steel or chrome to be used where appropriate. The floors; well-polished and clean – ceramic tile and hardwood, with comfortable seating. One would look for a homey, comfortable feel, with good smells, like fresh baked bread and kitchen spices. The idea is to involve the senses – touch, smell, taste, hearing, seeing, and moving. Store layout would be open landscape, with low shelving, from two feet up to four feet and there would be a place for kids to play – inside and outside – simple and safe - tubes, tunnels, tipis, playhouse, ramps, and swings.

#### Financials

[Not included in this version]

#### What is Anticipated

Project Unity for Life will be dependent on an in-kind contribution of land, buildings, equipment, and supplies or a grant, venture capital, or some combination thereof in order to move forward with establishing its first Enterprise Campus. Also anticipated is the need for donated operating capital for at least the first three years. It takes up to a year to get a new greenhouse into production, two to three years to establish productive cropland, even longer periods to establish orchard, vine, bramble, and bush crops.

It will take at least one year, perhaps two years, to put in order any property acquired and to set up the means of production, for all aspects of the venture. The closer a given property is to producing its most recent crop, the less time will be required to get it into production. The condition of the soil itself is also a key factor; what kind of soil amendments are required and how many tons, if any, will be needed to moderate soil pH will be important to know. The number, quality, and size of the buildings and other infrastructure on site, will dictate how much time and money must be expended to bring them into service. The same is true for equipment, whether the Enterprise Campus must start from zero or if the property comes with equipment that may be put into use early on.

Providing housing for the men coming to the Enterprise Campus and for the CM, will be of immediate concern. Project Unity for Life volunteers will be the ones most likely to provide the initial labor and expertise to establish and furnish those needs. Some of that labor may be supplied by men who are residing at Unity House at the time. During those initial days, weeks, and months, utilities will be established, including security deposits. There may be a need for additional water supply and/or septage handling capacity. Again, there are too many unknowns to venture too far into anticipated costs.

## Getting Started

The perceived ideal location for the Enterprise Campus is next to or within a mile of a Class A road, such as a state highway. The site would be within five, and preferably, three miles of its host or collaborative community. It would be within 50 miles of college or university, and within 10 miles of a hospital or emergency clinic.

### Real Estate.

Overall, the land for the Enterprise Campus needs to be suitable for agriculture, horticulture, and aquaculture. The tillable soil types and slopes must lend themselves to an array of production uses such as gardening and row crop production. Establishing fruit and nut tree orchards as well as permanent pastures and semi-permanent hay crops, bramble and bush crops, and a sugar-bush, as well as a sustainable woodlot are also important. Planting and harvesting must be considered as well, therefore, wherever possible, steep slopes and hillside grades must be held to a minimum.

A bountiful potable water source is central to the types of uses planned for an Enterprise Campus, whether underground, surface, or both. Non-potable water, free of pesticide contaminants, is suitable for irrigation applications. Although not essential, an accessible wetland area is desirable as well.

The land utilized by campus projects does not need to be contiguous. Depending on distances between various land segments and their uses, even the primary buildings could be separated from each other, such as participant housing, various forms of storage, areas of production, marketing structures, and pastures, barns, gardens, greenhouses, and fields. Many modern farms, orchards, vineyards, ranches, and horticulture operations

are distributed over areas which may be several miles apart. For instance, in Kalkaska County, the Iott Seed Potato Farm has grown from 560 contiguous acres on one farm to 1000 or more acres on six farms, up to three miles apart. Their storage warehouse, located on a Class A State highway, is six miles from their central processing facility.

#### **Buildings.**

Ultimately, the ideal building set includes (a) participant housing, (b) housing for the resident CM, (c) repair and light manufacturing structure, (d) heated woodshop, (e) heated sustainable greenhouse, (f) lawn and garden shed, (g) barn with loft, (h) passive solar heated hen house [chicken coop], (i) hog house or shelter, (j) temperature and humidity controlled food processing and storage facility, (k) combination commercial kitchen and bakery (l) country style store, (m) pottery shed with wood-fired kiln, and (n) reception and conference center.

#### **Participant Housing.**

- Full Set Kitchen Appliances w/Cookware and Dishes
- Minimum Bedroom Suite, Two Men Per Room, Four Rooms
- Living Room Suite to Accommodate Eight Adult Men
- Two Full Laundry Room Suite Sets
- Two Full Bathroom Suite Sets
- On Demand Water Heater
- Classroom Suite – Desk/Tables, Chairs, White Board,
- Projector/Screen

#### **Campus Manager Housing.**

- Full Set Kitchen Appliances w/Cookware and Dishes
- Minimum Bedroom Suite
- Living Room Suite
- Full Laundry Room Suite
- Full Bathroom Suite

### **Repair and Light Manufacturing Structure.**

- Full Set of Standard and Metric Mechanics Hand and Power Tools Suitable for Repair and Upkeep of Both Modern and Antique Equipment
- Overhead Three-ton Crane, Lift, or Chain-fall
- Assortment of Lifts, Jacks, Stands, and Clamps
- Trailer/Truck-mountable HD O<sub>2</sub>-acetylene Weld/cuter and Diesel Powered Generator/AC/DC Welder, Plasma Cutter, and TIG/MIG Welder, Portable Air Compressor
- Electric 3Ø Three HP HD Air Compressor Assortment of Air-powered

## Automotive Body and Paint Tools

### • Metal Working Forge, Anvil, Hammers, and Tongs

#### Wood Shop.

- Dust Collection System
- Commercial Grade 10" Table Saw
- Contractor Grade Portable 10" Table Saw With Stand
- Two Hitachi 10" Sliding Miter Saws With Stands
- Full-sheet Milwaukee Panel Saw
- Twenty Inch Capacity Commercial Thickness Planner
- Six Inch Jointer
- Drill Press
- Kreg Pocket Hole Machine
- Two 12" Wood Lathes
- Two HP Bench Mounted Router
- Pin Router
- Twenty-inch Band Saw
- Electric 3Ø Three HP HD Air Compressor
- Assortment of Electric and Air Operated Hand Tools – Drill Motors, Sanders, Circular Saws, Pin Nailers, Framing Nailers, Staplers, Grinders, Etc.
- Assortment of Hand Tools – Clamps, Handsaws, Drivers, Hammers, Squares, Files, Rasps, Etc.

#### Greenhouse.

- Heat and Humidity Controls – Fans, Vents, Heater, Etc.
- Water Pumps and Mineral Titration Meters
- Assorted Hand Tools
- Carts and Hand Trucks

#### Lawn and Garden Shed.

- Two and Four Wheeled Garden Carts
- Assorted Hand Tools – Shovels, Spades, Four, Five, and Six Tine Forks, Garden Forks, Hoes, Garden Knives, Pruning Shears, Clippers, and Trimmers, Limb Saws, and Garden and Leaf Rakes
- Watering Equipment – Hoses, Sprinklers, Sprayers, Buckets, Barrels, and Cans
- Gas Powered Lawn Mowers, Rotary Tillers, and Chipper
- Chain Saws

**Barn.**

- Assorted Hand Tools – Shovels, Scoops, Scrapers, Three, Four, Five, Six, Ten Tine Forks, Push Brooms, and Hay Hooks
- Milk Handling – Stainless Steel Pails, Cans, Filters, Separators, Cleaning Tanks
- Feed Handling – Hand Trucks and Feed Carts
- Multi-purpose 40 HP Diesel Tractor With Attachments – Loader, Back Hoe, Rotary Tiller, Snow Blower, and Brush-hog

**Hen House or Chicken Coop.**

- Two or Three Heated Watering Stations
- Assorted Feeders
- Thermally Controlled Vents/Fans

**Hog House or Shelter.**

- Insulated Ground Heat Watering Station
- Feed Cart
- Health Cart

**Food Processing and Storage Facility.**

- Slaughtering and Butchering Equipment Accommodating Fowl as Well as Small and

**Large Mammals**

- o Hand Tools: Meat Saws and Knives
- o Electric Meat Band Saw
- Stainless Steel Tables and Wash Sinks
- 100 Sq. Ft. Walk-in Meat Cooler
- 200 Sq. Ft. Walk-in Deep Freeze
- Fresh and Fresh Frozen Processing Equipment for Fruit and Produce
- Cooking and Canning Equipment for Fruit and Produce
- Milk Product Processing
- Temperature and Humidity Controlled Rooms for Temporary Storage of Processed

**Foods**

**Gas-fired Commercial Kitchen and Bakery.**

- Six Burner Stovetop

- Full-sized Griddle
- Two Stacked Double Full Sheet Size Ovens
- Double Pizza Ovens
- Assorted Kitchen Utensils, Bowls, Pans, Cookware, Ovenware, Stoneware, Trays, Serving Dishes, Flatware, and Plates, Bowls, Cups, and Glasses
- Commercial Mixer
- Commercial Food Grinder
- Grain Hammer mill
- Commercial Vents and Fire Suppression
- Commercial Dishwasher
- Stainless Steel Triple Sink With Double Side Leaf
- Hand Washing Sink
- Three Eight Foot Stainless Prep Tables
- Commercial Deep Fryer
- Commercial Eight Foot Steam Table
- Commercial Eight Foot Cold Table
- One Eight Foot Lighted Cold Display Case
- Two Eight Foot Lighted Ambient Display Cases
- One Twelve Foot Bar-style Serving Bar With Eight Bar-height Stools
- Six Four Foot Round Tables With Four Chairs Each
- Seven Foot Leather Couch With Coffee Table, Two End Tables, and Two Tall Lamps
- Assorted Carts, Work Tables, Standing Display Cases, and Check-out Register Stand
- Cash Register
- Assorted Baking and Prep Pans, Trays, Bowls, Forms, Baskets, Sheets, and Utensils

**Enterprise Campus Brand Country-style Store.**

- Wall-mounted and Freestanding Shelving and Display Cases
- Merchandise Tables and Displays
- Window Displays
- Glass Bottled Pop On Ice, Ice Cream and Cheeses
- Local Bakery and Kitchen Prepared Items – Breads, Cakes, Roles, Cold Sandwiches, Salads, Etc. To Go
- Operational Potbellied Stove
- Rustic Seating Nearby
- Sawdust and Peanut Husks on the Wood Floor
- Hand-crafted Tools, Knives, Cutlery, Decorative Items, Indoor and Outdoor Furniture, Bookcases, Pottery, Yarn, Etc.

#### **Pottery Shed.**

- Two Manual Pottery Wheels
- Wood-fired Kiln

#### **Reception and Conference Center.**

- Kitchen Suitable for Caterer Carry-in, Prep, Holding, Serving
- Ice Machine
- Serving Tables, Carts, Side Tables, Steam Tables
- Two Men's [two each - toilets, urinals, sinks, counter] and Two Women's Bathrooms [four toilets, four sinks, two counters]
- Tables and Seating for up to 300 People – 200 on the Main Floor, 100 in the Balcony Area
- Office Furnishings for Three Offices
- Foyer Seating and Displays
- Wireless Speaker System
- Projector Screen, Video Projector
- Portable Podium and Stage

#### **Project Evaluation**

There are three distinct segments of the Project Unity Enterprise Campus project. When considered through the lens of the newly identified paradigm, the project must be evaluated in terms of (a) whether or not it becomes a profit producing enterprise for Project Unity for Life; a means to produce sustaining capital to adequately fund the in-reach and outreach ministries for which it was originally organized, and (b) if it lives up to the challenge of being a self-sustaining and earth friendly enterprise in its own right, where it becomes an integral and welcomed contributor to its host or collaborating community, and a final test is if the formerly incarcerated men who process through the Enterprise Campus program become gainfully and legally employed or establish legal and successful enterprises of their own and they continue to remain unincarcerated after three years once leaving the program.

#### **References**

Bahr, S. J., Harris, L., Fisher, J. K., & Harker Armstrong, A. (2010). Successful reentry: What differentiates successful and unsuccessful parolees? *International Journal of Offender Therapy and Comparative Criminology*, 54(667). doi: 10.1177/0306624X09342435.

Bazemore, G., & Stinchcomb, J. (2004). A civic engagement model of reentry: Involving community through service and restorative justice. *Federal Probation*, 68(2), 14-24.

Brott, A. (1999). Not just another pair of hands. In W. Horn, D. Blankenhorn, and M. Pearlstein (Eds.), *The fatherhood movement: A call to*

action (pp. 36-42). New York, NY: Lexington Books.

Cattell, R., Cattell, A., Cattell, H., Russell, M., & Karol, D. (1994). Sixteen Personality Factor Questionnaire, Fifth Edition. Reviewed by: McLellan, M. J. & Rotto, P. C. Retrieved October 27, 2010 from Mental Measurements Yearbook, 12.

CI (2013). City of Billings, MT.: Document center – Cost per sq. ft. calculator. Retrieved February 9, 2013 from: <http://ci.billings.mt.us/DocumentCenter/Home/View/8147>.

CROWDS UNITE (2013). Crowds Unite: Listing of crowd-funding organizations. Retrieved February 7, 2013 from: [http://crowdsunite.com/category/platforms/?sort\\_type=top-price&filter=12%2C13%2C2%2C3%2C18%2C9%2C10](http://crowdsunite.com/category/platforms/?sort_type=top-price&filter=12%2C13%2C2%2C3%2C18%2C9%2C10).

Dunn, L. & Dunn, D. (2007). Peabody Picture Vocabulary Test, Fourth Edition. Reviewed by Kush, J. C. (2007). Mental Measures Yearbook, 18. Retrieved October 31, 2010 from Mental Measurements Yearbook database, 12.

Eldredge, J (2001). Wild at heart: Discovering the secret of a man' soul. Nashville, TN: Thomas Nelson, Inc.

Ferguson, E. (2010). Adler's innovative contributions regarding the need to belong. Journal Of Individual Psychology, 66(1), 1-7.

Fukuoka, M. (1978). The One-Straw Revolution. New York, NY: New York Review of Books. Retrieved February 20, 2013 from: [http://www.onestrawrevolution.net/One\\_Straw\\_Revolution/One-Straw\\_Revolution.html](http://www.onestrawrevolution.net/One_Straw_Revolution/One-Straw_Revolution.html).

Grandel, S. (2011, July). Want to make more than a banker? Become a farmer. Time Magazine. Retrieved February 20, 2013 from: <http://www.time.com/time/magazine/article/0,9171,2080767,00.html>.

GTB (2013). Grand Traverse Band of Ottawa and Chipewia Indians 2% Grant: Current award cycle - \$21,250.96 February 18, 2013.

Hanpeter, J. (2013). The Leadership Group, LLC. Novi, MI. Retrieved February 20, 2013 from: [www.theleadershipgroup.biz](http://www.theleadershipgroup.biz).

MCF (2013). Massaro Community Farm: A certified organic community supported farm in Woodbridge, CT: Keep farming – feed people – build community. Retrieved February 20, 2013 from: <http://www.massarofarm.org/wp/>.

Michigan Department of Corrections (MDOC) (2012). Statistical report. Retrieved May 1, 2011 from:  
[http://www.michigan.gov/documents/corrections/2011-08-31\\_-\\_MDOC\\_Annual\\_Stat\\_Report\\_-\\_Vers\\_1\\_0\\_362197\\_7.pdf](http://www.michigan.gov/documents/corrections/2011-08-31_-_MDOC_Annual_Stat_Report_-_Vers_1_0_362197_7.pdf).

MSUM (2012 ). Michigan State University Museum: Food, farming and community resources: Curriculum. Retrieved February 19, 2013 from:  
<http://www.foodfarmingandcommunity.org/curriculum/>.

Northsky (2013). Grant seeking session scheduled in Traverse City on February 28, 2013. Retrieved February 19, 2013 from:  
<http://www.northskynonprofitnetwork.org/about-northsky/announcements/2013-02/08-55610>.

NRRC (2013). National Reentry Resource Center: Reentry facts. Retrieved February 19, 2013 from:  
<http://www.nationalreentryresourcecenter.org/>.

NSAC (2012). National Sustainable Agriculture Coalition. Retrieved February 19, 2013 from: <http://sustainableagriculture.net/about-us/>.

Payne-Jackson, A. (2006). A model of service learning. *International Journal of Learning*, 12(10), 55-63.

Pennybacker, M. (2006, September). National Geographic: Local or organic? I'll take both. Retrieved February 19, 2013 from:  
<http://environment.nationalgeographic.com/environment/global-warming/local-or-organic.html>.

PF (2007). Free at Last. Ashburn, VA: Prison Fellowship.

SBT (2013). Small Business Trends. Retrieved February 19, 2013 from: <http://smallbiztrends.com/2011/10/29-places-sell-handmade-creations.html>.

Shivy, V. A., Wu, J., Moon, A. E., Mann, S. C., Holland, J. G., & Eacho, C. (2007). Ex-offenders reentering the workforce. *Journal Of Counseling Psychology*, 54(4), 466-473. doi:10.1037/0022-0167.54.4.466.

TH (2013). Tumbleweed Tiny House Company. Retrieved February 19, 2013 from: <http://www.tumbleweedhouses.com/>.

Toch, H. (2000). Altruistic activity as correctional treatment. *International Journal of Offender Therapy and Comparative Criminology*, 44(3), 270-278. doi:10.1177/0306624X00443002.

Urahn, S. K. (2011). State of recidivism: The revolving door of America's prisons. Public Safety Performance Project. Washington, DC: The Pew Charitable Trust.

UW (2012). United Way of Northern Michigan: Supplemental Grant Award - \$5,000 October, 2012.

Walker, L., & Greening, R. (2010). Huikahi Restorative Circles: A public health approach for reentry planning. *Federal Probation*, 74(1), 43-47. Retrieved March 20, 2011 from: <http://web.ebscohost.com.ezp.waldenulibrary.org/ehost/pdfviewer/pdfviewer?vid=5&hid=11&sid=00b5a6d4-7530-41f9-9b38-edfd5c92508b%40sessionmgr10>.