

# PATHWAYS TO FREEDOM.®



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## PROGRAM SUMMARY

What follows is a general description of a proposed Lifer and Long-Term Offender program called Pathways to Freedom ("Program"). The basic aspects of the Program will be described, as well as a proposed strategy for the Program's creation and implementation in the Colorado Department of Corrections (CDOC). A more detailed exposition will follow this summary.

It is now a well-recognized fact that, like the rest of the United States, Colorado has a mass incarceration problem. CDOC houses an abundance of men and women serving life without parole, and many more serving sentences that amount to life without parole-so called "de facto" life. Additionally, there are a great number of offenders with sentences that require them to serve decades in CDOC before becoming eligible for parole.

For the above offenders, there is little hope for release back into society, and few resources for rehabilitative efforts. Certainly, there are individuals in the above categories whose sentences are appropriate. However, there are also individuals who can demonstrate true reform-the kind for which their continued incarceration would not be appropriate or cost effective. The current state of the system hampers the rehabilitative efforts of these Lifers and Long-Term Offenders and does not afford effective methods for identifying those whose continued incarceration is no longer appropriate.

All of us are more than the worst thing we've ever done. The continued incarceration of someone who has truly been rehabilitated serves no purpose. Pathways to Freedom will provide the tools, training, and structure necessary to help those who are truly capable of being rehabilitated to pay their debts to society, attain self-actualization, and find personal liberty. In short, Pathways to Freedom will enable Lifers and Long-Term Offenders to find their way.

### Mission Statement

Our mission is to reduce the overall prison population and cost of incarceration; decrease recidivism; and help create a safer society by acknowledging the humanity of incarcerated persons, and giving those who have shown the initiative an opportunity to change their lives, redeem themselves, and earn their freedom through self-discipline, education, and service to the community.

### Purpose & Goal

Lifers and Long-Term Offenders are currently a grossly underserved segment of Colorado's prison population. Because it is assumed that the majority of these offenders will never rejoin society, the CDOC reserves its limited resources and rehabilitative opportunities for those who are within five years of their Parole Eligibility Date ("PED"). Implicit in this resource-saving policy is the idea that rehabilitation is only a worthy goal if the offender is likely to rejoin society, and that there is no real harm in delaying (for decades) rehabilitative programming for those with lengthy or life-term sentences.

The purpose of Pathways to Freedom is to provide creative avenues for the rehabilitative efforts of Lifers and Long-Term Offenders. The goal is to maximize the rehabilitative potential of this group, and to provide a touchstone for prison administrators, judges, parole board members, and governors to

recognize when true reform has occurred. Pathways to Freedom endeavors to be one mechanism through which Colorado's mass incarceration problem can be alleviated.

## Aspects of the Program

### 1. Selection Criteria.

It is critical to ensure the integrity of the Program by only accepting those who are truly ready to embark on the pathway of real change. Applicants to the Program must meet the following criteria and demonstrate an aura of responsibility, maturity, and self-discipline. These qualities are the cornerstone of everything the Program members will be required to do.

### 2. Requirements for Eligibility.

- Applicants must complete a detailed application and questionnaire;
- Applicants must be at least one (1) year disciplinary violation free;
- Applicants must be at least ten (10) years from their PED, if any; and
- Applicants must have, or in the process of obtaining, their high school diplomas or GED.

### 3. Termination/Removal From Program

There is a zero-tolerance policy for any actions which would be illegal outside of prison, such as theft, assault, and drug use. The Program will not tolerate behaviors indicating immaturity and lack of readiness for real change and growth. For instance, a multitude of minor disciplinary infractions, a pattern of aggressive behavior, or a failure to consistently meet Program requirements.

### 4. Curriculum

One of the greatest factors in rehabilitation is education. Personal growth and maturity are driven by experience. Developing new habits through the practice of new skills. We believe the same qualities that make a good citizen make a reformed prisoner: faith, hard work, personal accountability, acceptance, and the sense of belonging to something greater. In implementing the principles of restorative justice, Pathways to Freedom seeks to provide participants the specific educational tools and life skills to allow each a greater understanding of self, the world, and the ability to form and maintain healthy relationships.

Further, just as citizens must be aware of how their actions affect others in the community, it is essential that Lifers and Long-Term Offenders come to grips with the harmful impact they have had on their victims through victim impact awareness.

Program members will be required to complete a number of credit hours in each area of the Curriculum. Those who have previously completed specific classes and programs will be given credit for them as if they completed them in the Program.

## 5. Academics

This area will provide Program members the opportunity to earn credits up to the level of a college bachelor's degree. Non-accredited classes can be taken through Kahn Academy and will reflect the same level of learning. The Program will be working on offering accredited classes through a university, giving prisoners the option to earn a degree in certain fields.

## 6. Life Skills

This area will address the skills necessary to leading a normal life outside of prison. Examples include: interpersonal communication, budgeting/finances, critical thinking, and stress/time management.

## 7. Vocational Skills

Being competent in a skill, trade, or profession enables one to be able to contribute back to society, support one's self upon release, and instills self-confidence. The Program will employ creative solutions to teaching its members vocational skills like carpentry, welding, and horticulture.

## 8. Cognitive/Behavioral Therapy

This area will address the issues that led to the members' crimes, such as alcoholism, drug abuse, anger issues, and mental disorders. This section will involve intensive counseling and therapy, enabling members to confront themselves and their crimes.

## 9. Restorative Justice.

It is essential that all Program members gain an understanding of how their criminal actions have impacted society and their victims. Materials and exercises will be employed to build awareness of and empathy with victims and include restorative justice principles for prisoners. The Program will encourage unflinching honesty so that true empathy, compassion, and forgiveness are possible.

Currently, the CDOC only permits Lifers and Long-Term Offenders to have access to a select few programs and classes. Pathways to Freedom will incorporate these into its curriculum. It will account for the remainder of the curriculum through a combination of volunteer-based programs, inmate-led programs, and self-study. It will also encourage spiritual growth.

Though the State of Colorado allocated resources for Lifers and Long-Term Offenders is very limited, Pathways to Freedom will find and employ creative solutions to the rehabilitative programming gap.

## 10. Housing

The Program could function without special housing for its members. But allowing members to live together would be optimal. Communal housing more strongly fosters the intensive therapeutic environment that catalyzes real change. The Pathways community would operate as a miniature version

of society, encouraging responsible living. It would also facilitate class attendance and the positive peer group dynamic.

Program members would work together to operate the necessary functions of the living unit and engage in the small peer group activities that encourage discipline and accountability. Just as individuals must work together to solve issues in communities outside of prison, Program members would be forced to resolve issues in the community using the Life and Cognitive Behavioral skills they learned through the Program.

## 11. Community & Service

Healthy relationships form the bedrock of society. But the prison environment tends to produce and reinforce the anti-social behaviors that are so often a major factor leading to crime. Pathways to Freedom will engage members in programs and activities that will build healthy relationships between the Program members, their loved ones, and society. This will be accomplished through the therapeutic and peer group setting. Unhealthy social habits will be brought to light and replaced with healthy ones. Positive peer interactions will encourage members and better the prison environment.

Additionally, Program members will proactively take steps to better the larger prison environment and will give back to society through group community service projects. The Pathways community will include mentors who model appropriate behavior, and the group work will provide a sense of purpose and meaning, re-establishing old ties and forming new ones. The spirit of community, really, is service. That is something Program members will come to understand and appreciate.

## 12. Victim Impact Awareness

Addressing victim impact is the most important feature of community service. Pathways members will do more than just learn about victim impact-the knowledge and skills they learn in the curriculum will be put into practice through restorative justice practices like CDOC's "Victim Offender Dialogue".

## 13. Clemency

This program is not only about obtaining physical freedom. Indeed, many of us realize that despite our best efforts, the anger and the pain we have caused will not allow it. But to free oneself from the trappings of this death style of crime and violence, the disfunction of the broken homes and impoverished communities so many of us were raised in, the lies we were taught as children, raised in gangs, raised by drug-addicted parents, raised by the streets, to free ourselves of the inhumanity inherent in prisons, that is what this program is about and redemption is simply the result we hope to gain.

Clemency has always been a means of providing recognition that an offender has truly rehabilitated themselves and is worthy of a chance of being restored to society. Pathways to Freedom will serve to provide hard evidence of the type of record warranting clemency. It will incorporate formal mechanisms for staff to make note of rehabilitative progress in order to adequately support

clemency applications from Program members.

Currently, case managers and administrative heads must formally approve all clemency applications before they may be submitted to the Governor; staff are permitted to write support letters, but they rarely do so, and informal policy severely restricts what may be said. This is a disservice to those tasked with reviewing clemency applications because after decades in prison, CDOC staff understand clemency applicants the best.

Those who make significant progress in the Program will warrant clemency approvals, positive recommendations, more detailed support letters, and in certain circumstances-waiver of restrictive executive clemency-eligibility criteria. Recognition by case managers, staff, and administrative heads does not relieve Program members of the burden of ultimately proving to the Governor that clemency should be granted to them, but the Program would provide the hard evidence of personal development necessary for the Governor to make a fair assessment of clemency applicants.

#### 14. Creation and Implementation

The CDOC currently has the authority to create and implement the Program through drafting an Administrative Regulation. Additionally, the administrative heads of each facility have the authority to create the Program in their facilities. Every aspect of the Program can be provided for under current law. However, legislative creation would enable the Program to be the most effective. There are several ways to pitch legislation.

As noted above, there is a serious programming gap for lifers and long-term offenders in the CDOC. This is an issue which has already been recognized by the General Assembly<sup>1</sup>, and it would constitute a compelling reason for the necessity of legislation. Further, sentencing practices that result in life and de facto life sentences are one of the driving forces of mass incarceration in our state, but the CDOC has little power to remedy the problem. Legislation could provide specific avenues for safe reintegration of Program members back into society.

As an example, legislation could provide the opportunity to earn one's transfer to lower custody prisons, work release, or to be incarcerated through ISP-I (Intensive Supervision Parole-Inmate). Alternately, legislation could provide for a presumption of parole and create mechanisms that give Program members a greater opportunity for community corrections placement and clemency. Additionally, legislation could provide that sentencing judges may reconsider Program members' sentences after they've made substantial progress in the Program. Currently, judges may only reconsider an offender's sentence within the first four months of their time in prison.<sup>2</sup> This is not enough time for any person to demonstrate real change and growth. While the General Assembly normally grants the CDOC wide discretion, there are several times the General Assembly has provided that specific programs be directly implemented in by the CDOC. In the 1990s, the Assembly amended the "Diagnostic Program" and created the "Correctional Education Program." Both legislations were

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<sup>1</sup> See House Bill 2006-1315, Section 1(1)(d) ("A sentence to lifetime imprisonment without the possibility of parole for a juvenile who is convicted as an adult of a class I felony condemns the juvenile to a lifetime of incarceration without hope and, in most cases, without education or rehabilitation services....")

<sup>2</sup> See Colo. Crim. P. Rule 3S(b) and C.R.S. § 18-1.3-406(1)(a).

fashioned with an eye towards increasing rehabilitation and reducing recidivism<sup>3</sup>. In 2004 the Assembly created and implemented the "Reentry Program,"<sup>4</sup> and in 2016 the "Juvenile Convicted As Adult Program" (JCAAP)<sup>5</sup>.

JCAAP, in particular, could serve as a model for Pathways to Freedom legislation. The CDOC was tasked with implementing the Program and given specific rehabilitative programming curriculum. The General Assembly also codified a mechanism for re-entry through clemency and set forth eligibility criteria for acceptance into JCAAP.

There is a need for Pathways to Freedom. It could serve both, the CDOC and society. As shown above, it is feasible to pass the Program through the Colorado Legislature. But even if legislative efforts are not successful, it should still be created and implemented by the CDOC.

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<sup>3</sup> C.R.S. § 17-40-102(2); 17-32-102

<sup>4</sup> C.R.S. § 17-33-101, et seq.

<sup>5</sup> C.R.S. § 17-34-101, et seq.

## PROGRAM DETAILS (Supplement)

Pathways to Freedom is a unique program concept, in that it will be funded in part, and run almost entirely by the offenders themselves, in partnership with volunteers from the community, education and mental health professionals, religious leaders, and community organizers. This will ease the burden of the added costs for implementing this Program.

Further, Pathways to Freedom is designed specifically to reduce the associated costs of housing long term commitments, with a focus on decreasing violence and other criminal behaviors within the prisons and beyond the walls. This will create a safer environment for prison staff and society.

### Mission Statement

Our mission is to reduce the overall prison population's cost of incarceration by decreasing recidivism and helping to create a safer society/community. This will be achieved by acknowledging the humanity of incarcerated persons, and by giving those who have shown the initiative an opportunity to change their lives, redeem themselves, and earn their freedom. These achievements will be earned through self-discipline, education, and service to the community.

### Brief Statement

Our country continues to struggle with the troubling trends of excessive sentencing, prosecuting youth offenders as adults, the disparities of race and class within our judicial system, and the billions of dollars being spent. Mass incarceration has become one of the predominant civil rights questions of the 21st century in America. Working together with law enforcement, state officials, and leaders in the community, Pathways to Freedom strives to address this issue by implementing proven methods of transformation, and by utilizing the concepts of restorative justice and cognitive behavioral therapy.

### Motto

"Responsibility, Remorse, Redemption, Re-Entry"

Program Features: Outline of topics in our curriculum that will be covered in conjunction with existing CDOC programs.

- ❖ Breaking Down Prison Politics
- ❖ Offender/Staff Interaction (5 on 5 RGMT - exercises)
- ❖ Victim Impact Awareness
- ❖ Cognitive Behavioral Therapy
- ❖ Critical Thinking Skills
- ❖ Communication Skills
- ❖ Parents on a Mission/Father to Father
- ❖ Emotional Intelligence (SDF)
- ❖ Video testimonials



- ❖ Mentor training
- ❖ Public Speaking (how to argue and win)
- ❖ Drug and Alcohol Recovery Support Group
- ❖ Research/Legislative
- ❖ Extreme Ownership/Taking Responsibility
- ❖ Managing Mental Health
- ❖ Community Service
- ❖ MRT
- ❖ Inside Out (guest speakers, e.g., businessmen, community and religious leaders, etc. come to share their experiences, insights, encouragement, with an emphasis on ways offenders can help heal our communities and lead a productive life.

(see appendix sec. A-1,2,3)

### Enrollment Requirements

- ✓ Must be one year disciplinary free
- ✓ Must complete program application/questionnaire
- ✓ Must be 10+ yrs. from closest PED
- ✓ Must have or be in process of obtaining high school diploma or GED

### Basic Structure Outline

- ✓ Peer Leadership Board
- ✓ Administrative Board
- ✓ Administrative Liaison
- ✓ Chief Program Organizer
- ✓ Curriculum Development & Oversight Committee
- ✓ Community Service Organizing Committee
- ✓ Resolution Group Management Team

### Peer Leadership Board

The Peer Leadership Board will consist of four (4) members, including the founder. This Board's duties include, but are not limited to,:

- Making strategic decisions regarding inner workings of the program.
- Deciding which applicants will be selected or denied for participation in the program.
- Deciding which participants should be removed from the program or placed on probation.
- Reviewing terminations for possible reinstatement.

(See: appendix sec. B-1,2,3, and 4)

### Administrative Board

The Administrative Board should be made up of five (5) prison administrative staff, and two (2) Peer Leadership Board members. Ideally, prison staff would include:

- Programs Major or Captain
- Mental Health
- Intel
- Housing Major or Captain
- Case Manager III
- Administrative Liaison

### Administrative Liaison

The administrative Liaison is a member the Administrative Board. He or she should be a member of the prison staff. If no rank of their own, this person should at least have daily access to someone of authority, if not the Warden directly, to be a go between; someone who believes in and has volunteered themselves to be part of Pathways to Freedom. Their duties will include, but not limited to:

- Recording all official Administrative Board meetings.
- Regularly make themselves available to the Chief Program Organizer.
- Ensuring any concerns are promptly addressed, and that all dates, times, and other information are shared in a timely manner

### Chief Program Organizer

The Chief Program Organizer is a member of the Peer Leadership Board. His or her duties include, but are not limited to:

- Keeping all official meetings minutes for the Peer Leadership Board, Administrative Board Community Service Organizing Committee, Curriculum Development & Oversight Committee, and Resolution Group Management Team.
- Recording all applications submitted.
- Meeting with the Administrative Liaison at least several times per week. To ensure all dates, times, communications, and other information are shared and received accordingly.

### Curriculum Development & Oversight Committee

This committee will be made up at least (1) Peer Leadership Board member and (1) Programs Facilitator, Major Reyes. Various duties will be delegated to Program volunteers, and offender participants, to be overseen and recorded by the main committee body. Duties will include, but not be limited to:

- Implementing program orientation
- Creating/organizing various workshops, classes etc.
- Keeping track of each participant's progress
- Organizing special events and other rewards, to include certificates.

### Community Service Organizing Committee

One of the founding principles of this Program is "Redemption through Education and Service." Acknowledging the harm we've caused in our lives, and finding ways to heal and make ourselves a service to those very communities and people we hurt, if not directly, then by helping others. Participants are encouraged to make a life-long commitment to helping others through mentorship, direct-action charitable work, and the various causes we adopt as individuals and as a group.

This committee will be organized by (1) Peer Leadership Board Member, and (1) Programs Facilitator. Duties will include, but not be limited to:

- ❖ Once a month this committee will meet to decide what non-profit, charitable organizations we will work to support and raise funds for
- ❖ Each participant is encouraged to complete a minimum of 10 hours of community service or other charitable work per week. This committee will log and record each participant's progress and accomplishments;
- ❖ Every 90 days this committee will organize a special lunch or some other small event in recognition of participants' logging the most hours for that period;
- ❖ This committee will issue certificates of accomplishment for all participants completing the minimum total hours recommended.

### Resolution Group Management Team

Everyday group therapy sessions or resolution group meetings will be held. Each group will be attended by a mental health professional, counselor, or Mental Health Peer Aid (see appendix B-3). These group meetings will be designed specifically to address any negative issues that may arise among participants. It will allow participants to vent and to resolve their anger, fears, and frustrations in a healthy non-judgmental environment, amongst their peers.

Each participant will be required to attend these group meetings at least twice per week and each participant will have opportunity to engage in one-on-one dialogues with a member of the Resolution Group Management Team, at least once a week. Any serious issues will be reported to staff and handed over to the facility's mental health department.

The Resolution Group Management Team will be organized by (1) Peer Leadership Board member, and (1) DOC Mental Health Facilitator. Various duties will be delegated to Program volunteers (mental health professionals, counselors etc.), offender participants (MHPA) to be overseen by the Resolution Group Management Team main body. Their duties will include, but not be limited to:

- Organizing Resolution Group meetings to ensure each participant attends at least two meetings per week;
- Organizing one on one resolution dialogues to ensure each participant has the opportunity to talk with a member of the Resolution Group Management Team at least once a week; and
- Keeping a file on each participant to document their progress.

## Housing

To achieve the optimal success of this Program, a pod dedicated to the Program would be ideal. This would allow for the intensive education and group therapy sessions we hope to provide. Everyone living in this pod will be dedicated to achieving the goals and purpose of the Program. This would be accomplished by initiating the Program in a pod in LU-2 of the Sterling Correctional Facility. It would have all the same privileges as the Incentive Program, except that this pod would be dedicated to the Program.

Everyone meeting the criteria within the facility would be able submit an application to be considered as a participant. The objective of both the Peer Leadership Board and Administrative Board would be to create a balanced mix of existing Incentive Unit residents and general population offenders who have already shown through their conduct and participation in positive programming their ability and desire to improve themselves and to help others. This criterion will work to ensure the success of the Program.

Imagine walking into a pod filled with violent offenders, and instead of feeling the usual tensions and anger associated with such environments, you feel the electricity and excitement of self-awakening; a room filled with people learning and working together to make a difference, to change their lives, and to help others do the same.

### IN SUMMARY

No light can shine without the power of positive energy and reinforcement. We've used our years of experience in prison to create this Program. The steps outlined here will allow participants to receive that positive reinforcement, to know their work within the Program is not for nothing, and giving those with no hope, reason to have hope.

Destination: Freedom has adopted the program, Pathways to Freedom®, and is a 501(c)(3) charitable organization. For more information, please contact us at:

Website: [www.destination-freedom.org](http://www.destination-freedom.org)

Contact: [info@destination-freedom.org](mailto:info@destination-freedom.org)

(775) 335-7773

## APPENDIX

### Section A - Curriculum

A-1: Our goal is to create a college model/credits system to implement our curriculum.

A-2: Having reviewed the T.R.U.E. programs, workshop, and activities compendium, we have found a similar setup to what we were looking to achieve and some interesting subject matter. We are hopeful to implement some of their program concepts within the Program.

A-3: Our goal is to create real-time vocational training for our participants by obtaining equipment and tools through charitable donations. Vocational training would include trades such as an auto mechanic shop (the repair of or breaking down and rebuilding of car and/or motorcycle engines, carpentry, electrical, plumbing, etc. We would find donors to fund the training programs and professional instructors to volunteer their time in providing the training. We desire to seek out and work with outside organizations (non-profit or for profit) to donate their time and efforts to develop a Virtual Reality Program to teach these vocational classes to the participants of the Program. This same Virtual Reality Program would also be used in cooperation with soon-to-be-released offenders to provide necessary job skills to secure gainful employment upon release from prison.

### Section B - Basic Structure Outline

B-1: Participant Application: - Prior to entering the Program applicants must be accepted by a majority vote in both the Peer Leadership and Administrative Boards.

B-2: As we become established, we will create a committee to work on various ways to create and submit legislative bills to support the Program's goals.

B-3: Resolution Group Management Team: Our goal will be to set up a video-conferencing system to allow mental health professionals, counselors, and religious leaders from the community to volunteer their time as members of our Resolution Management Team.

### Section C - Peer Leadership Board Bylaws & Procedures

Established in 2018, Pathways to Freedom Program ("Program") was organized to fulfill the following goals:

- Reduce the overall prison population and cost of incarceration.
- Decrease the recidivism rate
- Help create a safer prison environment and society.
- Acknowledge the humanity incarcerated persons, and to provide those who have shown the initiative an opportunity to change their lives, redeem themselves, and earn their freedom through self-discipline, education, and service to the community.

To guarantee the function and professionalism of Program, we hereby set forth and implement the following Bylaws and procedures to uphold the decorum (trustworthiness) and integrity of the peer leadership board.

The Peer Leadership Board will consist of five (5) members of the Program, including a Chairman and a Co-Chairman. Each Board member will be responsible for running and managing one of the five (5) following Pillars this Program is built:

I.  
(Victim Impact & Awareness)

The position designation for this Pillar is the Victim Impact Liaison. This person's responsibilities include, but are not limited to:

- ❖ Ensuring all Program members participate in the class created for this Pillar, along with any other related classes offered by the Department of Corrections ("DOC");
- ❖ Establish a working relationship and/or dialogue with any and all Colorado organizations relating to the goal and support of victim impact awareness and victims' rights.

II.  
(Education)

The position designation for this Pillar is the Curriculum Development and Oversight Team Leader. This person's responsibilities include, but are not limited to:

- ❖ Working with offenders and faculty facilitators to ensure up-to-date and effective study materials, supplies, etc. for this Pillar's classes.
- ❖ Implementing the classes, the Program's Track Progression Model (tracking progress, including attendance).
- ❖ Facilitator evaluations – semi-annually

III.  
(Mental Health)

The position designation for this Pillar is Resolution Group Management Team Leader. This person's responsibilities include, but are not limited to:

- ❖ Resolution Group Management team members receive communication skills and conflict resolution training, including the tools and methods the Program has created.
- ❖ Team members meet monthly with Program members to implement our Track

Progression Model and help resolve any issues which may have arisen since the prior meeting.

- ❖ The weekly lifers/long-term offenders' group "Breaking the Chains" is being run effectively.

#### IV. (Community Service)

The position designation for this Pillar is the Community Service Organizer. This person's responsibilities include, but are not limited to:

- ❖ Organizing quarterly fundraisers and activities to raise money and awareness for the charitable organizations that the Program supports.
- ❖ Staying informed and creating an open line of communication with the various charitable organizations involved with at-risk youth, single mothers, homeless families, job skill training, victims of violent crimes, and victims' rights.
- ❖ Using the Program's Track Progression Model to track this Pillar's progress, participant hours, effectiveness of this Pillar in the community, and potential issues to create a more useful and positive tool.
- ❖ Providing Certificates of Recognition to participants for their commendable work in the community.

#### V. (Clemency, Legislation, & Appeals)

The position designation for this Pillar is the Community Service O Clemency, Legislation, & Appeals Team Leader ("CLA Team Leader"). This person's responsibilities include, but are not limited to:

- ❖ Organizing a bi-monthly workshop giving basic education and understanding of the processes for clemency, legislation, and appeals (post-conviction).
- ❖ Track new legislation and laws affecting lifers and long-term offenders, relevant statistics, and public opinion.
- ❖ Compilation of a contact list consisting of legislators, public officials, and organizations which have the ability to effect change in the laws in the State of Colorado in the field of prison rehabilitation and judicial reform.
- ❖ Organize activities, such as letter-writing campaigns, petitions, and video testimonials to share our work, offer our assistance, and build the Program's network.

## BOARD MEETINGS

Board meetings will be held weekly, at a designated time and place, to be attended by all Board members and the Program Recorder only, unless when there are scheduled Program organizers and facilitators who will participate and speak on specific topics slated on the weekly agenda. A one-week notification to the Board is required to schedule the attendance of any Program organizers and/or facilitators for the following weekly Board meeting. The Program Recorder will conduct each Board meeting in the following order:

Old Business  
New Business  
Special Projects, Concerns, Topics of Discussion

The first monthly meeting of each month will focus on creating a detailed list of items needing to be accomplished in the current month. If at any time a vote is necessary, it will be conducted by the Program Recorder. If there are less than a majority of Board members present to vote, the Chairman will make the final decision in the case of a tie vote. If all present Board members agree, the vote may be made at the time it is called; otherwise, the topic requiring a vote will be tabled until the following weekly Board meeting. In the case of an emergency, votes that have been called may be put off no more than five (5) business days, unless all Board members agree to wait for further discussion, but in no instance shall the vote be put off for more than ten (10) business days.

In the event of a lockdown or other similar occurrence where the Board is unable to meet due to circumstances out of their control, the meeting(s) will reconvene at the earliest time and date possible.

## REMOVAL OF BOARD MEMBERS

Any Board member failing to adequately perform his duties in a professional manner or to uphold the provisions of the Peer Leadership Agreement, his conduct may be scheduled for review by any Board member at the last weekly meeting of that month. Any such Request for Review ("Request") must be made in writing. When a Request of a Board member's conduct has been submitted to the Board during the final week's monthly meeting, the Board shall bring the Request up for discussion of the issue(s) contained in the Request. At the end of this discussion, the Request must be ratified by a majority vote of the Board members (3). Upon ratification of the Request, the Board will provide a copy of the Request to the Board member under review, and that Board member will have until the last weekly meeting of the following month to submit his response in writing to the issue(s) contained in the Request. Once the reviewed Board member submits his response, the Board will take the response under submission, hold a discussion on the reviewed Board member's response, and vote. Neither the reviewed Board member nor the Board member who submitted the Request shall participate in the voting process. Upon a decision by the Board on the Request and response, that reviewed Board member may be removed from the Board, reassigned, placed on probation for no more than sixty (60) days to make improvements, or no action taken against the reviewed Board member and the matter determined to be resolved.



### ADDITION OF NEW BOARD MEMBER

Nominations for new Board members will be based on prior performance of the individual. All interested persons will be given the opportunity to be interviewed by the Board. Newly elected Board members will be subject to a sixty (60) day probation period.