

CRESTONE FREEDOM PROJECT

*Business Plan
and
Radical Freedom Program Overview*

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"I'm very enthusiastic about the Crestone Freedom Project, because it has placed emphasis on a scientific foundation. The Radical Freedom Program transcends the old thinking and comes into a quantum view of the new biology, and that's where the answers come from."

~ Dr. Bruce H. Lipton

The path to freedom is through the shadows.

~ Dwayne V ~

Dear Reader,

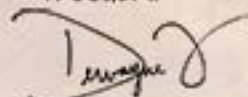
The Crestone Freedom Project mission is the illumination of a path to freedom for adolescent youth who have been confronted by the effects and challenges of addiction and to bring hope where once there was despair, unconditional love in place of alienation, and total acceptance as an alternative to judgment.

There's a lie in our culture, a lie that behaves like a virus, infecting and crippling the mind and spirit of people everywhere. The lie is that there is no lasting resolution for addiction. It stipulates that once one is diagnosed as an "addict," that individual is doomed to a lifetime of struggle. This lie is particularly evil and destructive. However, its propagation continues for the apparent purpose of further enriching an already wealthy therapeutic machine. The proposition is not valid. Freedom is within the grasp of anyone willing to do the work required to achieve it.

The cure for chronic substance abuse disorder isn't found in treating addiction but in treating the cause of addiction - pain, buried by those too young to know what to do with it. The path to freedom is through the shadows. As a civilized and caring society, we can, and we must, rise to the challenge before us, abandon greedy and broken systems, proven to be ineffective, and save our children who cry while we sleep. The latest statistics from the Center for Disease Control reports that in the year 2017, in the United States of America, every seven and a half minutes, someone died of a drug overdose. That's a total of 72,237 people. Almost half of them was one of our young, between the ages of 15 and 25 - one who had an entire lifetime of potential ahead. An equally harsh reality is that if the lifestyle alone doesn't kill them, it promotes future criminality, and many will likely be incarcerated at some point in their life.

Famed psychiatrist and addiction research scientist, Dr. Gabor Mate, upon completion of a twelve-year study conducted at his drug abuse treatment facility in Vancouver, British Columbia, published in his findings that 100% of the addicts treated throughout the entire course of his study suffered from either trauma or deeply painful experiences, primarily having occurred during childhood. As a society, we have, through the power of our collective genius, mastered flight, put a man on the moon, discovered the nature of quantum mechanics and with it, how to blow ourselves up with a single atom. We've managed to cure the disease of polio, wipe out tuberculosis, and all but eradicate the effects of an autoimmune deficiency known as AIDS. We are indeed a brilliant species with an ostensibly infinite capacity for learning. What does it then imply that we have yet to effectively treat the root cause of malignant despair in our own children?

More than thirty years ago, while still just a boy, this question became an enduring fixture in my mind, yet all satisfying resolutions evaded me for years to follow. It would be through my own personal struggle that the process of discovery would eventually unfold. After years of searching, I was led, once again, to the silent stillness abiding within - an embracing space, dimly recalled from earliest youth - a place with no description other than "warmth of love." In time I would be introduced to Dr. Bruce H. Lipton, who became for me, a wayshower of the profound nature of reality, a personal mentor, and the most valued adviser of my life. Working together as co-creators, the Radical Freedom Program emerged from that relationship. Today I come with good news - there is a solution to the issue at hand. The solution requires a significant measure of dissolution - a dissolving away of methods, proven ineffective, and a conscious opening to that which seeks to emerge from the shadows - freedom!



Dwayne Vandervoort

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FOREWORD BY

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Crestone Freedom Project's *Radical Freedom Program*

A Scientific Assessment
by Bruce H. Lipton, PhD

This letter is in support of Dwayne Vandervoort and Crestone Freedom Project's proposal for implementing their *Radical Freedom Program* as a long-term treatment and recovery curriculum, in service to youth in crisis. Vandervoort has created a profoundly important and radically new approach in helping young people recover from substance abuse and associated behavioral disorders. The tenets of the *Radical Freedom Program* are soundly based on leading edge scientific research that is presently rewriting the conventional understanding of human behavior and the source of dysfunction.

BACKGROUND: My support of Vandervoort's project began over 6 years ago, while still in its developmental infancy, being researched and implemented within the environment of a long-term substance abuse treatment facility, hosted by the Gateway Foundation and the Department of Corrections and facilitated by Dwayne personally over a three-year period. His work there has been inspiring, and his commitment, since that time, to present his findings to the world in a remarkable effort to make a real and substantial difference and become a beneficial presence on the planet, is authentically selfless. My personal endorsement of Dwayne, his revolutionary *Radical Freedom Program*, and the Crestone Freedom Project at large, is predicated upon my career as a former Professor at the University of Wisconsin's School of Medicine and a more recent position as Research Scientist in the Department of Pathology at Stanford University's School of Medicine.

Early in my career as a university lecturer, I taught medical students the concept referred to as *Genetic Determinism*. Genetic Determinism posits that genes are "self-actualizing," meaning that they are capable of turning themselves on and off, and in the process, control the structure and function of biological organisms. This notion emphasizes that disease and behavioral dysfunctions are preprogrammed in an individual's genome. With genetic traits passed from one generation to the next, we are led to perceive ourselves as "victims" of our heredity. Once illness was attributed to a physical cause, the use of pharmacologic agents (drugs) was considered as the primary means in remediating dysfunction.

While teaching medical students the conventional curriculum emphasizing genetic determinism, my laboratory research revealed a profoundly different awareness. In 1967, experiments I performed on cloned stem cells illuminated the fact that the environment, not the genes, controlled biological expression. These pioneering studies presaged by twenty years the new science of *epigenetics*, established in 1990. The prefix "epi" means "above," so the new science of epigenetic-control literally reads as "control above the genes."

Genes are simply molecular blueprints that program the structure of proteins, the molecular building blocks that define the cell's anatomy. Biochemist H. F. Nijhout validated my research conclusions in 1990 when he wrote the following foundational insight of epigenetics: "When a gene product is needed, a signal from its environment, not an emergent property of the gene itself, activates expression of that gene" (bold emphasis mine). While a gene is a blueprint to make a protein, environmentally controlled epigenetics can modify the readout of a single gene blueprint to create over 3,000 variations of proteins from the same gene. While some protein versions support health, other epigenetically-modified protein versions are responsible for diseases such as cancer, or behavioral dysfunctions such as addiction.

Current scientific research invalidates the notion of "genetic control," however, the belief in genetic determinism is still propagated by the media and held as "truth" by the public. The public's desire to have their genomes assessed is falsely based on the misperception that a readout of their genes will predict their traits and future fate. The truth offered by Bryce Mendelsohn, a medical geneticist at the University of California, San Francisco, is that consumer genetic testing is strictly for "entertainment" purposes only.

The conclusions of epigenetic science are profoundly important because they reveal that the environment, and more importantly, our *perception* (i.e., *consciousness*) of the environment, controls our genes, which in turn, shapes our biology and behavior. Research now reveals that environmental experiences acquired between the last trimester of pregnancy and age seven provide the primary programs downloaded into the subconscious mind. While people believe that the wishes and desires of their creative conscious mind are controlling their lives, science emphasizes that it is the unobserved programs of the subconscious mind that actually shapes 95% of the behavior that characterizes an individual's life.

Recently, the primal role that belief plays in creating our lives has been emphasized by Steve Cole, Professor of Medicine at UCLA. Cole wrote the following, "*To the extent that immunologists and psychologists rarely appreciate, we are architects of our own experiences. Your subjective experience carries more power than your objective situation.*" Replacing Cole's term "subjective experience" with a synonym, *belief*, and replacing the term "objective situation" with its synonym, *reality*, Cole's second sentence now reads as a simpler, and more profound statement: "*Your belief carries more power than your reality!*" While this awareness is a recent fact of modern science, for over 400 years the Jesuits have recognized this fundamental truth when they offered, "*Give me a child for the first seven years, and I'll give you the man.*"

CONCLUSION: The profound discovery of the "new" biology is that less than 1% of physiologic and behavioral dysfunctions are encoded in the genes, the remaining 99% of illness is attributed to the environment and the mind's consciousness. This conclusion is in full agreement with the principles of quantum physics, the most tested and validated of the sciences, for a fundamental principle of this physics is that "*consciousness* is responsible for our life experiences." Both biology and quantum physics conclude that the mind, not genes, is creating our reality and that most of our life is shaped by invisible subconscious programs. This conclusion is profound for it means that the environment and the consequence of developmental programming acquired before age seven are the primary sources of human dysfunctions, such as addiction.

Frontier science reveals that the healing of dysfunctions would be facilitated by both a change of environment and a "reprogramming" of limiting, self-sabotaging beliefs held in the subconscious mind. Specifically, these new scientific insights illuminate the powerful potential offered by Crestone Freedom Project's novel *Radical Freedom Program*. Dwayne Vandervoort has brilliantly connected the dots between causation and cure, and I personally believe that funding this truly innovative program will profoundly benefit youth in crisis while alleviating a destructive and expensive burden plaguing our current civilization.

Sincerely,



Bruce Lipton

Executive Summary

The Crestone Freedom Project mission is the illumination of a path to freedom for adolescent youth who have been confronted by the effects and challenges of addiction and to bring hope where once there was despair, unconditional love in place of alienation, and total acceptance as an alternative to judgment. For many struggling with substance use disorder, compassion and treatment provide a more lasting solution than incarceration. In the face of an overwhelming opioid epidemic, parents and state governments alike are searching for program solutions that promote lasting results for those who suffer. What is needed is a demonstrably effective method of closing the revolving door on addiction.

The Crestone Freedom Project, also referred to herein as *the Project* and *the Organization*, is a 501c3 nonprofit organization based near the town of Crestone, Colorado, bordered by the pristine wilderness environment of the Sangre de Cristo Mountains. Utilizing traditional evidence-based treatments endorsed under the industry standard of Cognitive Behavior Therapy Protocol, the Project will aid participants in resolving the cycle of self-sabotaging thought processes and negative social interactions that lead to addictive, self-destructive, antisocial, and criminal behaviors.

The Project utilizes its own *“Radical Freedom Program,”* which combines evidence-based elements from a variety of recognized sources such as the MAT program, the already-mentioned CBT protocol, therapeutic community ideology, mindfulness-based programming, holistic therapies, nature-based experiences, academic requirement fulfillments, and career development. The effect is an extraordinarily well-rounded and lasting recovery – an innovative, revolutionary, and transformative program. In a recent interview regarding the Project, Dr. Bruce H. Lipton summed up his feelings on the Radical Freedom Program as follows:

“I’m very enthusiastic about the Crestone Freedom Project, because it has placed emphasis on a scientific foundation! The Radical Freedom Program transcends the old thinking and comes into a quantum view of the new biology, and that’s where the answers come from.”

The Project will be open to participants between the ages of 18 and 25 who apply and meet the Organization’s admission criteria. Accepted participants invest nine months into three stages of recovery. The result is physical, emotional, and spiritual healing that has the potential to end recurring cycles of relapse and restore hope and a new vision to young lives. This is radical freedom.

After seven and a half months of study and intensive therapy, the Radical Freedom Program culminates in a forty-day wilderness exercise. During this period, a group of twelve residents, accompanied by trained facilitators, live together in primitive conditions with minimal equipment while working to "seal" the newly acquired practices, allowing participants (now prospective graduates) to safely and confidently rejoin society.

To operate its Therapeutic Community (TC) model, the Crestone Freedom Project is seeking to purchase a suitable, previously developed property, which may or may not require additional repairs or modification to infrastructure, and may be determined as fit for the implementation and operation of a residential-grade adolescent substance abuse treatment program. One such property under consideration is the one-hundred-sixty-acre site of the former JKB Youth Leadership Ranch, located only a few miles north of Crestone, only a few miles up the trail from the tiny village of Villa Grove and surrounded by the majestic Sangre de Cristo and San Juan Mountain ranges.

At the time of publication of this document, alternative properties are being investigated and considered. However, for the purposes of financial forecasting, numbers specific to the purchase of the JKB Ranch property have been utilized at this time. More detailed information regarding the ranch is made available, beginning on page 52.

The Crestone Freedom Project is led by Executive Director, Dwayne Vandervoort, whose comprehensive background is in spiritual counseling, administration, communications, and consciousness studies. Throughout a long and successful career in top-level corporate positions, Mr. Vandervoort has never abandoned a passion for service to youth that was born in him at a very young age. With the founding of the Crestone Freedom Project, his passion has become his profession.

To achieve its objectives, The Crestone Freedom Project must secure a minimum funding requirement of \$2,300,000. These funds will be used to purchase a suitable residential facility, proximitous to national forest and wilderness lands to provide for the operation of multiple nature-based aspects of the Radical Freedom Program. The remaining funds will be appropriated to obtain necessary inspections, licensures and certifications, to hire required staff, fully provision the facility, and establish a marginal buffer of operating capital.

Radical Freedom Program Overview

The Crestone Freedom Project is a 501c3 nonprofit organization, approved by the United States Internal Revenue Service. The Project is committed to bringing together the very best of conventional, evidence-based substance abuse and behavior disorder treatment protocols and select holistic modes of healing. These include nutrition therapy, mindfulness practice, native healing traditions, the transforming power of an interactive experience with nature through wilderness therapy, and a handful of other innovative proprietary program curriculums. Under a single banner, these constitute the *Radical Freedom Program*. This program requires a seven-and-a-half-month residential facility commitment plus an additional forty-day wilderness experience during which time participants “seal” the recovery resources and tools with which they have been equipped during the previous treatment phases. The wilderness phase of the program operates under the bare minimum of supervision or instruction.

The Radical Freedom Program is founded upon three core principles. These principles, listed below, are the three phases of the Project’s residential treatment program.

Note: The Project operates clinically from a Cognitive Behavior Therapy Protocol, and its programming elements are initiated and run on a continuum through all three stages of the Radical Freedom Program, though not explicitly addressed in the brief stage overviews below.

PHASE ONE: HEALING HEARTS

The power of love doesn’t know the word “impossible.” Action, combined with love, can transform dreams into reality.

~ Debasish Mridha, MD

In this initial stage, a deep commitment is made to the identification and unconditional acceptance of the emotional wounds participants have accumulated as by-products of traumatic or deeply painful experiences they have suffered over the course of their lives. Unconditional acceptance is an ideal rooted in its counterpart, unconditional love, and is dependent upon the recognition and acknowledgment that pain and trauma have many faces, some of which may be personally unfamiliar. Experiences causing

emotional scarring for one may be foreign to another and vice versa. For this reason, an expansive capacity for empathy must be cultivated as an order of the first priority.

Many young participants come to the Project, having never been fully heard. Still, others find themselves trapped in a prison of unyielding emptiness and have not given a moment's consideration to the origins of their overwhelming sense of disconnectedness. Whatever the case may be, the responsibility of the program's first healing principle begins in service as guides on the path toward freedom, in providing a safe and loving space to find the voice lost in a world of apathy, and in the provision of an authentic experience of communicating the darkness within. The principle of healing hearts is the foundation upon which the entire nine-month Radical Freedom Program is built.

What does the *Healing Hearts* principle look like in real terms, as participants enter the Crestone Freedom Project facility and commence their journey? The initial phase begins with *Love & Acceptance Programming* sessions, where each participant will be loved unconditionally and accepted as they are. These sessions lead to *Trauma Recall Writing* classes. Here students begin the process of expressing themselves in written form. For those who find speaking in groups to be intimidating, writing can be a more private and contemplative form of acknowledging their deepest emotions. Papers produced in Trauma Recall classes will eventually be shared by participants in group settings to be processed and openly discussed.

At this stage, incoming residents are also introduced to a variety of healing modalities, which fit each individual's needs and preferences. Treatment schedules are tailored to best serve them in their recovery. Needs assessments are based upon a personal understanding of the student's life, mental and emotional health, and the nature of their substance use disorder. Direct input from each new participant, regarding the balance of their treatment plan, is highly encouraged. The Project's goal is to heal, not to force an agenda. If any part of the programming feels forced, the Radical Freedom Program loses its power and overall impulse toward complete and lasting freedom. This fact is particularly true of treatments used to aid in recovery from traumatic or painful life experiences.

PHASE TWO: CHANGING PERCEPTIONS

Man's mind, once stretched by a new idea, never regains its original dimensions.

~ Oliver Wendell Holmes

It has been long understood by experts in the field of human psychology that how an individual perceives his or her environment and the circumstance of their existential condition is primarily responsible for that individual's overall mental health. In turn, one's mental health has a significant influence on the dynamics of attitude, expectation, and every conceivable life-choice. These include peer-group choices, career choices, educational goals, self-identification, and personal valuations of the phenomenon of life itself. One's perception is thus the only difference between an expectation of poverty and one of wealth. Perception in one individual may be at the root of all faith and hope, while in another, being the cause of hopelessness, dread, and despair. What we perceive and believe, brings us to embrace subjective reality as objective truth.

It is important to note that opposed perceptions are in no way dependent upon opposed circumstances. Consider one such instance exemplified by the life of a young girl of African descent born in rural Mississippi, into the nation's most impoverished community. Even among the impoverished, this girl's family was considered to be deprived by community standards. The girl's single, teenage mother could only provide her with dresses made of potato sacks, and she was mocked in school for her extreme poverty. She suffered emotional and physical abuse at the hands of those she trusted the most. At the age of nine, she was molested by a cousin, an uncle, and an adult family friend. The molestation continued until she ran away from home at thirteen. At fourteen, she gave birth to a premature baby who died shortly after being born.

This story has the building blocks for a life of poverty, ignorance, and victim-based thinking. Anyone hearing it would agree that the child was a victim in many ways, but in the end, her perception became the ultimate factor that would decide her fate. The young girl in the story is Oprah Winfrey, who against the odds, refused to wallow in the self-sabotaging victim-stance that she would have been "entitled" to, had she chosen to ride one of many waves of life-depleting perceptions with which she was undoubtedly presented. She did not. Instead, Oprah embraced life and became an example of success due to her ambition, tenacity, determination, hard work, and a steadfast commitment to excellence. These qualities are a direct result of one little girl's manner of seeing and perceiving the world and her place in it. Her life is a single example, but it stands as sound evidence that one's perception is in no way dependent upon the nature of their circumstance.

"It is entirely unnecessary that one be able to form photographic images in their head to create a new vision. Everyone possesses the faculty of imagination. It is from this ability that vision is born. How it is perceived is individual." ~ Rob Williams

The perceptions we habituate are the most critical choices humans will make in the course of life. Unfortunately, almost all of them are made with little or no conscious awareness. The vast majority of lives are lived as a by-product of untended subconscious thought processes, which have been influenced by the negativity of ungoverned environmental signals. The solution is conscious awareness and the deliberate downloading of affirmative programs. It is with this understanding that the Radical Freedom Program dives into the "Changing Perceptions" principle. If unconscious and arbitrary thought-forms have created a failure of catastrophic proportions, the remedy can only be the changing of thought-forms through conscious and deliberate action. The task of teaching young people to create transformative paradigms is no small one, but it is one for which the Crestone Freedom Project and its program curriculums are uniquely qualified and prepared.

The critical work of this phase opens and hinges upon mindfulness practice, skillfully introduced and mastered throughout the program, as a core element. The ancient mindfulness tradition of Vipassana (insight) meditation is organized and carried out by practitioners with years of experience. A rigid practice of this tradition effectuates a slow, yet certain peeling away of the many layers of perceptual slag. As a higher consciousness is revealed, darkness gives way to light, defeat surrenders to confidence, and hopelessness is consumed by a new vision of a more revealing truth – a truth about who and what the student is, at his or her core.

This understanding has been best articulated by one of Executive Director, Dwayne Vandervoort's mentors and personal teachers, Dr. Michael Bernard Beckwith, in a statement made by him in the movie, *The Secret*. The quote may be considered a defining example of the essential form of an advantageous perception. The Radical Freedom Program is primarily geared toward the raising of consciousness to more favorable levels. Dr. Beckwith's profound, life-affirming expression, presented below, stands as a model of that aim.

"I believe that you're great; that there is something magnificent about you. Regardless of what has happened to you in your life, regardless of how young or how old you think you might be, the moment you begin to think properly, there's something that is within you, there's power within you, that's greater than the world. It will begin to emerge. It will take over your life. It will feed you. It will clothe you. It will guide you, protect you, direct you, sustain your very existence if you let it. Now, that is what I know for sure."

~ Dr. Michael Bernard Beckwith

The changing of perception is a multifaceted undertaking, one that the Crestone Freedom Project will address using a wide array of tools. In addition to mindfulness practice, the Project will implement a program in collaboration with the Federal Bureau of Land Management's Wild Horse and Burro Program. Wild horses are magnificently tenacious, resilient, and resourceful animals who exemplify many of the perceptual traits the Project actively encourages its participants to adopt. Additionally, working with wild animals, in and of itself, requires a dramatic adaptation of attitudes and approaches that have commonly become ingrained with addiction issues. These necessary adaptations promote healthy mindsets of cooperation, teamwork, and success that replace old ones of manipulation, separateness, and certain failure.

During the *"Changing Perceptions"* phase, participants also begin to join in the Project's *Community Work Program*. By reaching out to the surrounding population in a positive way and receiving a positive reward in the form of praise for selfless service, perhaps for the very first time in their young lives, youth in treatment gain new ideas about themselves. Also, during this stage, participants begin to develop outdoor living and survival skills through the Project's *Earth and Wilderness Education* program. Valuable certifications in real-world-applicable trades are made available through *Career Development & Reintegration Programming*.

The deep healing brought about by a loving and connected environment leads to an ability to open to new thoughts, new concepts, and more evolved paradigms. These changes make it possible for students to enter the final phase of treatment, where they will create and set in motion a new and specific vision for themselves that is destined for manifestation.

PHASE THREE: REVISIONING LIVES

That which we manifest is before us; we are the creators of our own destiny. Be it through intention or ignorance, our successes and our failures have been brought on by none other than ourselves.

~ Garth Stein

Helen Keller once stated, *"The only thing worse than being blind is having sight but no vision."* Benjamin Franklin likewise said, *"If you fail to plan, you are planning to fail."* The final portion of the Radical Freedom Program is categorized as *"Revisioning Lives."* It is during this stage that participants stop walking around,

blindly, bumping into every possible obstacle, and tripping over the detritus of hopeless desire or bitter indifference that is the logical conclusion of extended periods of unconsciousness. It is here that life ceases to happen by accident!

Wherever one happens to find him or her self, or with whomever they come to discover themselves aligned, regardless of how dreadful or delightful, they have arrived there because of the thoughts they have entertained. What we think about, we bring about. There is no way to avoid the truth of it, but there is a way of becoming its master. The answer is conscious awareness or awareness of consciousness.

The problem with unguarded minds is that they tend to follow anyone or anything. As long as there is no gatekeeper, no one to answer to, consciousness will pursue the random suggestions of one's environment. Unfortunately, because this describes the default position for just about everyone, life often chooses many people before they have the opportunity to choose it. In this final chapter of the Radical Freedom Program, participants confront the conscious mind in a methodically direct and deliberate way. The Program quite literally takes control of the flow of incoming information, rewrites the old script, against which the ego has propped itself for years, and calls upon the laws of nature to manifest a new reality – one the student may have never dared to dream.

The Project equips each client with tools that provide them with the necessary skills for making better life-choices. Stage three begins with an introduction to Dwayne Vandervoort's unique and powerfully effective Vision Journaling™ technique, developed and tested by him and his students over the last 10-plus years. During Vision Journaling, each individual will explore new altitudes of higher consciousness and begin to uncover their true will and purpose. As the process of daily visioning and journaling commences, details are added to each participant's developing vision, during one-on-one counseling and peer-group sessions.

The technique combines writing, visualization, affirmation, mindfulness, and high-conversation into a single fluid action that is hyper-focused on one thing, the creation of a new life, chosen deliberately, under the influence of the rarely-accessed superconscious mind. Vision Journaling helps students conceive of real solutions, map a route to it, and play a mentally recorded video of themselves attaining it. The process plays itself out on a daily loop. It is as simple as that, and it works!

Finally, at the conclusion of stage three, seven and a half months into the program, Project participants

will find themselves faced with their greatest challenge yet – the Forty-Day Wilderness Experience, conclusion project, known as a *Yaumny Quest™*. After having been equipped with an arsenal of resources and working to perfect them under direct supervision, candidates for graduation will pack a rucksack and, along with their wilderness program facilitator, head deep into the Sangre de Cristo or San Juan mountains for forty days. There, among the fourteen-thousand-foot peaks, participants encounter the content of what they have learned and what it means to practice under one's own initiative. The combined effect of a connection with nature and self-reliance is a powerful one.

A sudden shift of environment brings into sharp focus the occurrence of dramatic changes that have gradually taken shape in each student. Their individual growth becomes evident, and in the silence, a clear vision for a new life begins to solidify and become the new reality. A knowing of their true nature has risen. It has emerged to reveal itself. It is here in the isolation of pristine wilderness environments that a final "YES" may be breathed into the heart of those who now seek lasting freedom. The wilderness provides a space where the final decision to permanently and progressively evolve may spontaneously occur.

BREAKDOWN OF THE SEVEN KEY PROGRAM ELEMENTS

I. THE MAT PROGRAM

The Crestone Freedom Project recognizes, fully endorses, and employs Medication-Assisted Treatment (MAT), where and when it is called for, as a useful tool during the process of detoxification, in service to the commencement of sustainable recovery resource implementation. The program will be staffed with necessary medical professionals for successful implementation of the physical preparation for lasting healing that appropriately prescribed and utilized medication may provide in some cases.

II. THERAPEUTIC COMMUNITY MODEL

The therapeutic community (TC) is an intensive and comprehensive treatment model developed for use with adults that has been modified successfully to treat adolescents with substance use disorders. TC's for the treatment of addiction originated in 1958, a time when other systems of therapy, such as psychiatry and general medicine, were not successful in treating alcohol or substance use disorders.

The core goal of TC's has always been to promote a more holistic lifestyle and to identify areas for change

abuse. Residents make these changes by learning from fellow residents, staff members, and other figures of authority.

III. COGNITIVE BEHAVIORAL THERAPY PROTOCOL

The Crestone Freedom Project utilizes a comprehensive overarching Cognitive Behavioral Therapy Model infused with Mindfulness-Based Awareness Practices. The protocol employs a practical application of the Stages of Change, Compassionate Communication, and Relapse Prevention principles throughout the program within a Therapeutic Community (TC) environment (please see NIDA description of TC above).

The Radical Freedom Program has adopted this recovery orientation primarily because it emphasizes research-based as well as best-practices methods which allow for proven therapies to be enhanced by the latest science. In this way, the program can adapt and evolve with emerging knowledge while having a stable and logical treatment schema.

The greater community has an undeniable need to address today's young adults experiencing substance abuse and harmful behavioral disorders. These challenges require innovative solutions. Our integral approach combines practical elements from:

- *Cognitive Behavioral Therapy*
- *Twelve-Step Program Facilitation*
- *Motivational Interviewing*
- *Acceptance and Commitment Therapy*
- *Rational Emotive Behavioral Therapy*
- *Dialectical Behavioral Therapy*
- *Mindfulness-Based Relapse Prevention*

The work of real and substantive change, skill-building, and learning how to learn is supported from inside out and outside in. Through Self-Study, Individual Counseling and Group Counseling, and adjunct activities in nature, clients gain knowledge and experience in self-regulation while having fun!

Brain-Based Learning builds upon background universal educational principles. The ability to change is reinforced by a strong emphasis on relationships through the Therapeutic Alliance (a collaborative approach between staff and program participants which creates a safe container of empathy and trust that lowers potential resistance to positive change).

Throughout the course of applying the Cognitive Behavior Therapy Protocol, participants move through the following stair-step skills adaptation progression:

Phase I – Identifying Cognitive Distortions and Self-Defeating Thought Processes, which are detrimental to the development of Critical Thinking Skills | Prosocial Behavior Development | Shared Community Values | Ethics | Moral Reconciliation Therapy

Phase II – Trigger Recognition | Identifying High-Risk People, Places, and Situations | Enhanced Personal Awareness | Effective Emotional Self-Management | Understanding Criminogenic Needs

Phase III – Realistic Goal Setting | Vocational Considerations | Healthy Lifestyle Skills | Sustaining Recovery | Meeting Everyday Challenges | Enlisting Ongoing Community Support

IV. HOLISTIC THERAPIES

Addiction affects physical as well as mental health, behavior, and relationships. Holistic Recovery recognizes support of the whole body-mind-spirit complex, which is a requirement for lasting change.

- *A Whole Foods Diet* helps rebalance body chemistry and mood.
- *Nutritional Education*, including how to grow, shop for, and prepare healthy food, empowers the recovery client as a consumer.
- *Physical Fitness Programming, Yoga, Conscious Breathing, Meditation, and Stress Reduction Training* introduces powerful centering tools for self-care.
- *NADA Auricular Acupuncture and Biofield Therapies (e.g., Qigong, Reiki, etc.)* assist in strengthening the basic physiology of human functioning through influencing the biofield.

V. NATURE-BASED EDUCATION & THERAPIES

- *Earth & Wilderness Education Programming* establishes our participants in a broader knowledge of nature and how we are coexistent and codependent with it for life.
- *Earth Restoration Corps Curriculum* is the original work of Hanne Strong, of the Manitou Foundation and provides an understanding of each individual's connection, responsibility, and duty to stewardship of the earth as well as education on methods of executing such a responsibility.
- *Supervised Solo Vision Journeys* give time for self-evaluation and an opening where new ideas

about what is important and how to move forward into a new reality, may emerge, take root, and become the new perspective.

- *Native American Sweat Lodge Therapy & Healing Arts* are to be implemented *ONLY* by indigenous tribespeople who have been traditionally trained by tribal elders to operate faithfully within the art of their respective lineage. The authenticity of the practice is critical.
- *BLM Wild Horse Gentling and Adoption Program* places each participant face-to-face with a force of nature that does not cooperate unless and until the manipulative nature of coercion has been diminished, and authentic cooperation has emerged in its place.
- *Forty-Day Wilderness Experience Conclusion Project* results in a “sealing” of the vast array of resources provided to our students throughout their seven and a half month-long experience of treatment.

VI. CAREER DEVELOPMENT & REINTEGRATION RESOURCING

- *High School Diploma or GED Completion* is made available through the DELTA Center.
- *Job Search Skills Training* provides graduating participants with a list of pre-qualified potential employment opportunities, interview and presentation training, and a working resume.
- *Hands-On Vocational Training* is made available in a variety of residential and industrial skills.
- *College or Technical School Entry Preparation* serves to register participants re-entering society, into education programs available and suited to the goals. Additionally, we do the work to qualify our graduates for available loans, grants, and scholarships.
- *Reintegration Housing Support* is an integral part of successful reintegration. We work to locate appropriate housing situations for our graduates in keeping with the new environment they seek to cultivate on a continuum.

VII. CFP PROPRIETARY & ADJUNCT PROGRAMS

- *Love & Acceptance™ Programming* is heavily integrated into our philosophy from day one throughout the program’s duration and leans heavily upon an understanding that disconnectedness and the unmet need to be loved unconditionally is the very root of addictive behavior causation.
- *Musical Expression™ Programming* allows students of the program the opportunity to share

their story musically, through lyrical expression, and ultimately transform their pain into song.

- *Trauma Recall Writing™* encourages full and honest exploration, discovery, and expression of deeply guarded pain held within the emotional body, most commonly stemming from early childhood experiences. The goal is to share these writings by reading them aloud among peers who have experienced trauma of their own and to at last begin to feel the acceptance and understanding for which many of them have longed.
- *Vision Journaling™* is a technique that combines the insightful mindfulness practice of Vipassana, innovative goal setting strategies, journaling across a structured platform, and advanced visualization skills for the purpose of cultivating conscious awareness into the process of life-development. This process is in direct opposition to the typical reactionary decision making, which commonly ends in an infinite series of random, unpleasant, and destructive outcomes.
- *Community Work Programs* foster experiences of feeling a part of something greater than the individual self and of receiving positive feedback for a positive action. Such reward-based activity establishes new methods whereby the participant may gain recognition within the context of a law-abiding community, whereby effectively eliminating the impulse toward attention-seeking behaviors through negative actions. Such changes occur over time, as new thought processes mature and perceptions evolve.

EXPANDED INDIVIDUAL THERAPIES & GLOSSARY

Acceptance and Commitment Therapy (ACT) - an action-oriented approach to psychotherapy that stems from traditional behavior therapy and cognitive behavioral therapy. Clients learn to stop avoiding, denying, and struggling with their inner emotions and instead, accept that these deeper feelings are appropriate responses to certain situations that should not prevent them from moving forward. Equipped with a new understanding, clients begin to accept their issues and hardships and commit to making necessary changes in their behavior, regardless of what is going on in their lives, or how they feel about it.

Acupuncture - the practice of inserting thin solid needles into specific documented points of the body to treat many different disorders is an accepted treatment worldwide for various clinical conditions. The effects of acupuncture on opiate addiction have been investigated in many

clinical trials, and the majority agreed on the efficacy of acupuncture as a strategy for the treatment of opiate addiction. Acupuncture is based on the principles of traditional oriental medicine and was developed according to the theorem that human bodily functions are controlled by the meridians, Qi, and blood systems. In 1996, the World Health Organization (WHO) listed sixty-four medical problems that were considered suitable for acupuncture treatment, including the treatment of drug abuse.

Best-Practices Method – A best practice is a technique or methodology that, through experience and research, has proven to lead to a desired result reliably. A commitment to using the best practices in any field is a commitment to using all the knowledge and technology at one's disposal to ensure success.

BLM Wild Horse Gentling and Adoption Program – a fundamental and full immersion into the psychology of authenticity and teamwork through cooperation with wild horses of the American West. There is perhaps no other animal quite as sophisticated in the art of reading environments and accurately accessing the situation for danger or safety than the wild horse. Due to this fact, the human participant must come into an authentic partnership with the animal to achieve success of any kind in the form of gentling. This means laying aside the tendency to "hustle" the animal or manipulate the situation, as is typical behavior among those still in addiction.

The Radical Freedom Program's Wild Horse division brings the participant into an immediate and direct relationship where being humble, real, and committed to the kind of work that results in significant and long-term rewards, but provides little in the way of instant gratification, is the only method that works. The experience targets entrenched addiction-specific behavior patterns and aggressively promotes the process of rewiring thinking around interpersonal communication and social interactions.

The Colorado Department of Corrections has successfully implemented this program as an element of select inmate rehabilitation since 1986. In 1988, the Wyoming Department of Corrections followed the example. Both programs boast high levels of success and report dramatic positive behavioral changes in participants.

Brain-Based Learning – teaching methods, lesson designs, and programs that are based on the latest scientific research about how the brain learns, including such factors as cognitive development – how learning differs as individuals age, grow, and mature socially, emotionally, and cognitively. A great deal of the scientific research and academic dialogue related to brain-based learning has been focused

on neuroplasticity – the concept that neural connections in the brain change, remap, and reorganize themselves when people learn new concepts, have new experiences, or practice certain skills over time. Scientists have also determined, for example, that the brain can perform several activities at once; that the same information can be stored in multiple areas of the brain; that learning functions can be affected by diet, exercise, stress, and other conditions; that meaning is more important than information when the brain is learning something new; and that certain emotional states can facilitate or impede learning.

Cognitive Behavioral Therapy (CBT) - a form of psychotherapy that treats problems and boosts happiness by modifying dysfunctional emotions, behaviors, and thoughts. Unlike traditional Freudian psychoanalysis, which probes childhood wounds to get at the root causes of conflict, CBT focuses on solutions, encouraging patients to challenge distorted thoughts and change destructive patterns of behavior. CBT rests on the idea that thoughts and perceptions influence behavior. Feeling distressed, in some cases, may distort one's perception of reality. CBT aims to identify harmful thoughts, assess whether they are an accurate depiction of reality and if they are not, employ strategies to challenge and overcome them.

Cognitive Distortions - an exaggerated or irrational thought pattern involved in the onset and perpetuation of psychopathological states, especially those more influenced by psychosocial factors, such as depression and anxiety. Cognitive distortions are thoughts that cause individuals to perceive reality inaccurately. According to the cognitive model of psychiatrist Aaron T. Beck, a negative outlook on reality, sometimes called negative schemas, or schemata, is a factor in symptoms of emotional dysfunction and poorer subjective well-being. Specifically, negative thinking patterns cause negative emotions. During stressful circumstances, these distorted thoughts can contribute to an overall negative outlook on the world and a depressive or anxious mental state. Challenging and changing cognitive distortions is a crucial element of cognitive behavioral therapy (CBT).

Compassionate Communication - is both a personal practice that helps us see our common humanity and a concrete set of skills which help us to live more peacefully. These skills apply to thought, language, and using our power in a way that honors everyone's needs. The compassionate communication process helps to create emotional freedom, self-acceptance, inner peace, and fulfilling relationships. It involves expressing ourselves honestly, listening with empathy, and developing a more compassionate internal relationship.

Community Work Program – places our participants into a space where healthy interpersonal relationships may be developed, based upon positive emotional rewards for positive actions. These types of relationships stand in contrast to the caustic interactions with their community that many have experienced in their past. The objective is to develop a sense of connection to something more collective than the individual self — something more dependent upon each member and their performance of accepted responsibilities.

Those who are enrolled in this program quickly discover the satisfaction of work performed well and the thrill of being on the receiving end of gratitude. These experiences are most often first-time events in the lives of our young participants. The Community Work Program seeks to reestablish human connectivity and thus forge new patterns of behavior in those who seek it. It has been proposed by leading experts in the field of addiction treatment that the loss of connection with others is not only a symptom of addiction but a common cause as well.

Conscious Breathing – a two-stage breath technique that essentially gives the mind something with which to occupy itself and tricks it into shutting up for a few minutes. In that short time, the brain calms and allows the practitioner to experience what it's like to be connected; connected to the most intimate parts of themselves. Emotions that have been suppressed for years begin to stir, and he or she gets the chance to process and heal old trauma, finally giving them a sense of safety that they may have never experienced before.

Critical Thinking Skills – the intellectually disciplined process of actively and skillfully conceptualizing, applying, analyzing, synthesizing, and evaluating information gathered from, or generated by, observation, experience, reflection, reasoning, or communication, as a guide to belief and action. In its exemplary form, it is based on universal intellectual values that transcend subject matter divisions: clarity, accuracy, precision, consistency, relevance, sound evidence, good reasons, depth, breadth, and fairness. It entails the examination of those structures or elements of thought implicit in all reasoning: purpose, problem, or questions-at-issue, assumptions, concepts, empirical grounding, reasoning leading to conclusions, implications, and consequences, objections from alternative viewpoints, and frame of reference.

Dialectical Behavioral Therapy (DBT) – provides clients with new skills to manage painful emotions and decrease conflict in relationships. DBT specifically focuses on providing therapeutic skills in four key areas. First, mindfulness focuses on improving an individual's ability to accept and be present in the

current moment. Second, distress tolerance is geared toward increasing a person's tolerance of negative emotion, rather than trying to escape it. Third, emotion regulation covers strategies to manage and change intense emotions that are causing problems in a person's life. Fourth, interpersonal effectiveness consists of techniques that allow a person to communicate with others in a way that is assertive, maintains self-respect, and strengthens relationships.

Earth & Wilderness Education - is an education and preparation division of the Radical Freedom Program - preparing for the Forty-Day Wilderness Experience conclusion exercise and establishing a practical knowledge of the earth and nature in general. The program begins in the first stage of treatment and is integral throughout. The program focuses on understanding map reading & navigation, fundamental survival skills, wilderness conservation, the primary elements of nature and their effect on the human species, the geological formation of the earth, evolutionary migrations, recognition & identification of species, stewardship & responsible use, and others. Additionally, essential study materials include the most useful components of the Manitou Foundation's Earth Restoration Corps Curriculum, with guided instruction in the coursework.

Throughout the stages of the Radical Freedom Program, our Earth & Wilderness Education leaders arrange weekend excursions into remote areas for the purposes of workshops, classwork, and solo vision journeys. A solo experience can range from a few hours to no more than seventy-two hours. During these experiences, participants are separated from each other and the facilitators to fulfill the idea of being alone. CFP instructors are never more than a brief walk away and regularly check in with participants to provide water refills, administer any medication needed, clean up cuts and scrapes that may have come from the rigors of navigating the backcountry, and ultimately assess general well-being. A few of the therapeutic effects of a Solo Vision Journey is the removal of everyday distractions, allowing reflection, contemplation, changes in perception, provocation of new ideas, and confidence-building, to name a few.

Earth Restoration Corps Curriculum - was first published by Hanne Strong and the Manitou Foundation, a Crestone, Colorado nonprofit organization founded by Maurice & Hanne Strong in 1988 with the primary function of bringing about the evolution of consciousness, awareness of earth issues, and education focused upon positive and responsible change. The resulting curriculum is a standard-bearer in the field of earth stewardship, sustainable agriculture, environmental solutions, sustainable living skills, and earth-friendly job skills training.

We incorporate this curriculum into our program as a means of raising awareness of the human connection to something more significant than the individual self, developing passion for a retained connection with nature, and fostering skills in an innovative solution-based field. The desired outcome is a sense of kinship with source, a broader, more conscious, awareness of the interplay of all life upon each other, and a heightened sense of responsibility and ability to make a difference through one's direct actions.

Effective Emotional Self-Management – is a vital process that equips people with self-management skills that allow them to behave appropriately, accomplish tasks promptly, and refrain from activities that may be detrimental to one's livelihood. Broadly defined, emotional self-management is an individual's ability to alter a response or override a thought, feeling, or impulse. Higher self-regulation scores correlate with significantly lowered instances of substance use disorder, a higher grade-point-average, better psychological adjustment, and more optimal emotional responses.

Emotional self-management is used in a number of processes, including regulating emotions, controlling thoughts, and physically restraining actions or behaviors. Researchers recently proposed a limited-resource model that compares self-management resources to a physical muscle which may be built up over time, through properly focused exercise.

Energetic Therapy – a system of medicine that takes a unique perspective on healing. It is based upon the notion that the cause of psychological and physical malady is often hidden deep within unresolved emotional conflicts, the most important of which is termed the central conflict. Inner conflicts not only disrupt the proper functioning of the nervous system but also shape a person's behavior and character, which may dramatically affect how they feel physically. Past emotional traumas that represent a negative experience or conflict are repressed and stored in the subconscious, robbing them of their energy supply. As this conflict is stored, it promotes a repetitive behavioral pattern where a person can feel stuck energetically with an emotional theme such as fear, anger, or grief, and disruptive symptoms can manifest in the physical realm. Energy therapy embraces methods of restoring balance to this intricate system.

Enhanced Personal Awareness – occurs when a person understands him or her self and why he or she thinks, feels, and behaves in specific ways. It is the opposite of denial, which occurs when a person ignores or avoids difficult and problematic thoughts, feelings, and behaviors in their life. Moving past denial and into a state of healthy self-awareness is an essential component of substance use disorder recovery.

Enlisting Ongoing Community Support – Spouses, family members, peers, and neighborhood factors have been shown to play critical roles in both an individual's addiction and also in his or her recovery. In spite of this finding, traditional drug treatment interventions have been criticized for focusing on the individual without taking into account the individual's environmental situation that may support or permit continued drug use. Thus, a key component of substance-abuse treatment should involve strengthening the individual's place in the community as a productive worker, family member, and community member.

Ethics – a study and development of the basic concepts and fundamental principles of decent human conduct. It includes a study of universal values such as the essential equality of all men and women, human or natural rights, respect for the laws of the land, and concerns for human health and safety as well as the natural environment. Ethics are not born in a vacuum. Ethics are more like a jigsaw puzzle that is thrown together over time, that when complete makes up who a person is and what they believe. From our earliest days of life, we start to learn from those around us. These learned behaviors add to the traits that we are already born with and help to shape us into the person we will become. As part of this learning process, we develop what will become our norms.

Forty-Day Wilderness Experience Conclusion Project (Yaumny Quest™) – the final project of every Radical Freedom Program graduate, used to facilitate the “sealing” of a vast array of resources provided to them throughout a seven and a half month-long residential facility treatment program. The conclusion project is facilitated by wilderness and primitive living experts in remote forest land areas and federally classified wilderness environments. The duration of the experience is forty days, during which time routines are overseen but not instructed.

The objective is to allow each participant to experience a real connection to the earth in an environment completely free of all distraction, where they may further habituate the tools with which they have been provided, gain the confidence that they can continue in these practices alone, and be fully supported should they encounter difficulties or need motivation to continue. A participant's success during the fulfillment of this graduation exercise is meant to be a final and lasting experience that will set the stage for his or her ultimate freedom from addiction and a life going forward with resolute certainty that anything is possible for them if they believe in themselves and remain willing to do the work required to achieve excellence.

Group Counseling – a versatile treatment modality, taking many forms according to the clients’ needs. Group counseling gives recovering addicts the opportunity to learn new coping techniques, practice their communication skills, and gain hope and strength from their peers. For many struggling with addiction, their interpersonal relations have been reduced to interactions with dealers and other drug users. In group therapy, they will interact with their peers who, like themselves, face the same struggles with substance abuse and behavior disorders. Many profound friendships are formed in group therapy, where addicts learn how to develop trusting and sober relationships. Group therapy sessions may potentially involve parents or other relations significant to the participant.

Healthy Lifestyle Skills – Proper nutrition and hygiene are essential life-skills that can improve an individual’s physical and mental health. Since most in addiction tend to make their substances the priority in life, they neglect healthy habits, resulting in the need for rebuilding stable minds and bodies. Lifestyle skills training teach proper care of the body and results in healthier people, both physically and mentally.

Additionally, organizing a daily routine for morning, afternoon, evening, and bedtime can help those recovering from addiction to fall naturally into a cycle of healthy living. Support groups, counseling, exercise classes, and other parts of their comprehensive treatment program should be scheduled and structured. Routines help program participants to maintain their healthy habits and move forward into a better lifestyle following graduation.

Finally, since those who have been affected by substance use disorder usually begin to have relationship problems with their families and friends because of their addiction, lifestyle skills training will provide them with many social skills that they’ll need to mend broken relationships. Learning how to control emotions, practice effective communication, and understand others can help participants to enhance their social skills.

Holistic Therapy – features personalized, non-medical methods of addiction recovery. Holistic therapy is intended to treat physical and mental addiction symptoms as well as emotional and nutritional imbalances. Lack of sleep, poor diet, and emotional stress are all potential obstacles that holistic therapy may help a recovering addict to overcome. Holistic therapy plans are flexible and cater to the needs of the individual. Some of the main objectives of holistic therapy include identifying underlying causes of addiction, strengthening resistance to cravings, promoting physical fitness, increasing self-confidence, and reducing the appeal of drug and alcohol use.

Identifying High-Risk People, Places, and Situations – Over time, aspects of a particular situation, such as a person, place, activity, or sound, can create strong desires or cravings to use drugs or alcohol. When a person continuously reacts to these situations and uses an addictive substance to avoid or escape a problem, that behavior is reinforced and the individual is more likely to use substances again in the future when faced with a similar situation. A primary role of cognitive behavioral therapy is to identify high-risk situations and modify the individual's response to them to decrease the likelihood of relapse in the future.

What may be a high-risk situation for one person may not be for another and is largely dependent on the individual's thoughts, behaviors, and beliefs. As a result, the participant and addictions counselor must work together to identify situations that could threaten the participant's recovery. Throughout the process of addiction recovery, the goal is to help the client develop and use coping skills that will address the demands of high-risk situations without resorting to drug and alcohol use.

Individual Counseling – a treatment intervention based on one-on-one conversations with an addiction counselor. Individual counseling occurs exclusively between a participant and his or her assigned counselor, whereas group counseling involves a peer setting in which multiple participants come together to help one another. Though distinct treatment modalities, individual and group counseling can complement each other, facilitating deep intrapersonal and interpersonal work. For example, a trauma survivor may feel comfortable working with a counselor in a private setting but may also benefit from processing feelings with other trauma survivors in group therapy. Both facilitate healing in different ways that are equally beneficial.

Love & Acceptance Programming – is based on the idea that all forms of addiction are ways of dealing with pain, that most pain stems from feelings of being unloved and judged, and that these feelings prevent individuals from admitting mistakes, learning, and growing. Children who experience an abundance of negative feedback when making mistakes come to feel they are unlovable and later mitigate this pain through a variety of addictions. Love & Acceptance Programming encourages the participant to talk about their mistakes, both great and small, to feel they are loved, not in spite of their mistakes, but because of them. It further reinforces a sense of being loved unconditionally, even if they have lied, are angry, or are in pain. This unique style of therapy seeks to reprogram participants to shoulder the responsibility for their own mistakes, to use their shortcomings as fuel for growth, and to see that others will accept them as they are.

Love & Acceptance is significant to the Radical Freedom Program's philosophy and treatment foundation. It is intrinsic to every program, group, and mode of therapy that we employ. Consciously, with focused awareness, and seeking to fully express the spirit of this ideology is how all Crestone Freedom Project staff are trained and encouraged to begin and end each day, each session, and each personal interaction with our participants. The goal is accomplished in two parts – first by opening the heart to care for the well-being of another human, for the sake of caring, without an essential prerequisite outcome and second, by consciously suspending the judgment reflex, as a deliberate act, with the understanding that no productive result arises from it.

Formal sessions take place in both group and one-on-one settings. Group sessions are particularly healing because participants have the opportunity to observe that when their peers admit to mistakes, there is no adverse reaction from the group, which encourages them to share when their turn comes. Group sessions also help build bonds of trust and help participants feel comfortable while being truthful with themselves and one another – a skill they will be encouraged to develop through continued practice throughout the entire nine-month program of treatment.

Medically Assisted Treatment (MAT) – the use of medications in combination with counseling and behavioral therapies in the treatment of substance use disorder, which has been found to be enormously helpful in the detox stage of treatment and can be beneficial for some in sustaining recovery.

Meditation – One of the first steps in dealing with addiction is to discover the emotional cause of it, whether it is fear, depression, anxiety, or self-defeating thought processes. Many times, these adverse thoughts and beliefs come from the “wanting mind.” In wanting mind, the participant feels that their current state of unhappiness could be cured if only they had the money, the job, the relationship, the recognition, or the power they so strongly desire. Suffering is often caused by an ache for something that lies just out of grasp or by clinging to something that has already passed.

Sometimes, wanting mind involves tightly holding on to something negative such as a negative belief about how things ought to be or should have been, or an unhealthy emotion such as anger, sadness, or jealousy. An active meditation practice aids the Radical Freedom Program participant to develop a capacity to see, with clarity, what they are attached to, so they can let go of it and end their suffering. The hidden areas of resistance that emerge into awareness during meditation can be noted and examined later so that a conscious choice to reject them can be made.

Mindfulness-Based Relapse Prevention (MBRP) – a novel treatment approach developed at the Addictive Behaviors Research Center at the University of Washington, for individuals in recovery from addictive behaviors. The program is designed to bring practices of mindful awareness to individuals who have suffered from the addictive trappings and tendencies of the mind. MBRP practices are intended to foster increased awareness of triggers, destructive habits, and auto-responses that seem to control many participant's lives. The mindfulness practices in MBRP are designed to help them pause, observe present experiences, and bring awareness to the range of choices before them, in every moment. They learn to respond in ways that serve them, rather than react in ways that are detrimental to their health and happiness. Ultimately, each participant will use MBRP resources in their work toward freedom from deeply ingrained and often catastrophic habits.

Mindfulness-Based Awareness Practice – While every form of mindfulness requires awareness, awareness-specific mindfulness practice refers to a specific method that is also denoted as insight meditation (Vipassana). Calling upon the qualities of presence developed through Vipassana practice, mindful awareness is an active investigation into the nature of mind and how it functions.

With mindfulness, the practitioner learns to recognize and acknowledge what's going on in the mind, moment by moment, without judgment, and to let it go. With awareness, the thoughts, emotions, and sensations that arise in the mindstream are used as the actual focal point of the practice. Perhaps it could be said that a practitioner explores the gaps between thoughts, to discover a more spacious state of mind or actively investigates the nature of these mental events. Mindful awareness practice may sound like an intellectual exercise, but when practiced properly, intellectual ponderings are circumvented, and direct insight into the nature of mind is precipitated.

Moral Reconditioning Therapy (MRT) – a systematic treatment approach that seeks to decrease recidivism or the tendency for relapse among participants by increasing moral reasoning. A cognitive behavioral type of treatment approach, MRT combines elements from a variety of psychological models to address moral, social, and behavioral growth. Research has shown that this type of therapy can also increase moral reasoning in criminal-behavior-prone drug and alcohol offenders. In addiction recovery treatment, MRT takes the form of individual and group counseling and uses prescribed homework assignments and structured group exercises to address fundamental treatment issues.

The primary goal of MRT in addiction recovery is to change how substance abusers make decisions and judgments by increasing moral reasoning, enhancing self-image, and promoting the growth of a

positive identity. It helps participants progress from hedonistic thinking, which involves making decisions based on pleasure versus pain, to reasoning that takes into account social rules and concern for others.

Motivational Interviewing (MI) – This technique is about motivating the participant to change destructive behavior, as lack of motivation to quit can be one of the most significant barriers for individuals struggling with addiction, even in spite of health issues and financial, social, and legal consequences. The thought behind motivational interviewing is that all individuals dealing with addiction are at least partially aware of the harmful effects of drug abuse and addiction. Each individual is also currently in a particular stage of readiness when it comes to changing their behavior. The counselor facilitates the process of getting ready to change by overcoming ambivalence or a fear of change, increasing the participant's motivation.

Musical Expression Programming – is an evidence-based method of treatment, founded upon the findings of an extensive body of officially recognized studies. While no two people with substance use disorders are exactly alike, Musical Expression Programming offers a wide range of benefits in treating drug or alcohol addiction that fits the needs of almost everyone. For example, communication encourages group cooperation and increases nonverbal expression. Our Musical Expression Programming also works to ignite motivation for receiving treatment by cultivating positive emotions, which promote a desire to participate willingly in substance abuse treatment. This part of the Radical Freedom Program is a great outlet for expressing feelings that are not easily verbalized, while at the same time reducing stress and promoting relaxation. As a bonus, positive emotions released during Musical Expression sessions can, and do, combat depression, anxiety, and anger.

There are a variety of avenues through which people receiving treatment can benefit from music therapy. No one form is more valuable than another, and each can be used individually or collectively to help a person recover from a substance use disorder. The strengths and needs of each participant are accessed, and the activities that best suit their situation are determined. These musical activities may include:

- *Creating* – There are a variety of ways people may release their creativity through music, but a primary form of creation is the composition of lyrics with the help of a Musical Expression facilitator if needed. It is through this form of expression that one's hopelessness, despair, trauma, and deeply held emotional pain is transformed into song.

- *Performing* – The participant doesn't necessarily need to perform in front of a crowd, but to perform a song oneself, brings about completely different feelings and emotions than listening to someone else. A performance may include singing, playing an instrument, or dancing.
- *Analysis* – To analyze music is to take it apart to see how it works. One can dissect the words to a song, discovering how the writer was feeling or how it pertains to their situation. By looking at these aspects of a song, the participant may find what the composer was trying to convey and how the song's elements parallel their own situation.
- *Relaxation* – Using music as a form of relaxation and distraction can help keep those suffering from substance use disorder from relapsing, or at the very least help calm them in situations where they would have previously turned to their substance of choice.
- *Games* – There are many forms of competition and musical activities that may be used, from introductions and "breaking the ice" to interacting. Generally, these are group activities.

Studies have shown that music therapy is profoundly beneficial because it exposes people suffering from substance use disorder to non-drug induced emotions. Under the proper conditions, exposure to this programming brings about a realization that it is possible to experience positive emotions without the need for substances of any kind. The program is also successful in helping individuals find coping skills with which to manage anxiety, anger, and fear.

Native American Sweat Lodge & Healing Arts Therapy – honors the process of transformation and healing that is central to the modern-day practice of Native traditionalism across nations. Many Native American traditionalists believe that to ensure harmony, balance, and wellness, a person must participate in the ritualized cleansing of the mind, body, and spirit provided through the sweat lodge ceremony. This activity is a time for purifying oneself, expressing feelings of gratitude, and for asking that oneself and others be blessed. As such, the sweat lodge ceremony is a widely accepted and practiced tradition that serves to purify those undergoing any transformation or healing.

In contrast to a popular Western perspective on individualized transformation as a relatively solitary process of self-actualization, traditional Native peoples have always believed that healing and transformation should take place in the presence of a support network as a way of drawing on the encouragement and understanding that exists within these relationships. In this way, the sweat lodge ceremony serves a sacred purpose through the ritual healing or cleansing of body, mind, and spirit while bringing participants together to honor the energy of life.

Increasingly, culturally-based interventions and techniques such as the sweat lodge ceremony or sweat therapy, based on Native traditions of healing, are being used in clinical, mental health, correctional, and substance abuse treatment centers. Sweat therapy is the combination of intense heat exposure with psychotherapy or counseling, ideally incorporating group process. The Radical Freedom Program's Native Traditions division is directed and facilitated only by direct-lineage native facilitators with many years of experience in the history, art, and practice of their indigenous traditions.

Nutrition Education - Nutritional counseling, nutrient replacement, and rehydration are vital components of recovery from substance abuse. Heavy alcohol and drug use deplete the body of the vitamins, minerals, and energy stores that are necessary for an active life. Drugs can interfere with normal metabolic and hormonal function, causing weight loss or gain. One of the most essential goals in restoring health is to re-establish healthy eating habits through counseling and professional meal planning.

The Journal of the American Dietetic Association found that nutrition education can significantly improve the outcomes of substance abuse treatment in those recovering from drug or alcohol addiction. Nutritional recovery helps strengthen the body and mind, so clients are prepared to take on the work of rehabilitation and the challenges of life in the aftercare stage. Balanced meals and adequate hydration will reduce drug cravings, help individuals stay on track with recovery goals, and dramatically reduce the risk of relapse.

Physical Fitness Programming - Staying physically fit is a crucial element of drug addiction treatment and recovery. A healthy body is the first line of defense against inevitable stress and cravings. Vigorous physical activity is one of the best ways to relieve stress. Exercise causes the body to release dopamine, which is the same chemical responsible for the euphoria-inducing effects of most drugs. Instead of using opiates, alcohol, or other addictive substances, participants take out their frustrations and ease their worries with a consistent workout regimen.

Training with a specific goal in mind can also give participants a boost in confidence and willpower. Consistently getting stronger, faster, leaner, or more muscular is one of the best ways for people to assure themselves of their abilities to accomplish other goals. Those who make progress in physical endeavors can thus ensure their success at controlling their emotions and avoiding cravings.

Prosocial Behavior Development - In general, prosocial behaviors among adolescents are related to a host of positive outcomes, including decreased drug and alcohol use, improved school grades, and lower unplanned pregnancy rates. Specifically, adolescents who participate in prosocial activities, such as volunteering,

drink significantly less frequently and use fewer substances than those who have not participated. Involvement in prosocial behaviors also provides psychological benefits. For example, participation in prosocial activities establishes a buffer against feelings of depression and distress in adolescents. Furthermore, adolescents involved in prosocial behaviors report higher levels of self-esteem in comparison to their peers. Most importantly, prosocial behavior is prerequisite to empathy, with the most salient behavior correlate being volunteerism.

Rational Emotive Behavioral Therapy (REBT) – a therapeutic mental health treatment known as a short-term form of psychotherapy that aids in the identification of self-defeating thoughts and feelings, challenges the rationality of those feelings and replaces them with more productive beliefs. REBT focuses primarily upon the present moment and promotes an understanding of how these unhealthy beliefs have created emotional distress, which in turn has led to harmful actions and behaviors. Once identified and understood, negative thoughts and actions may be changed and replaced.

REBT has been shown to significantly reduce the effects and occurrence of negative emotions such as anxiety, depression, guilt, and extreme or inappropriate anger. This approach is also used to bring about lasting change to self-defeating behaviors, such as aggression, unhealthy eating, and procrastination which contribute to the loss of quality of life and interfere with goal acquisition.

Realistic Goal Setting – There is a difference between goals and dreams. Dreams are thoughts of things one might like to have or do someday. While they're certainly very pleasant, they don't have any timeline or specific action-requirement attached to them. Dreams don't require effort for achievement, because the dream itself is its own pleasant and successful conclusion. However, a goal is a desired result that comes with a plan for accomplishment in a tangible and measurable way. Goals come with time frames for completion, even if that time is months or several years into the future. To achieve a goal, the participant must put in the effort and do the hard work of attaining it.

Each person's recovery is as individual as they are. There is no "one size fits all" approach that works for everyone. Each program participant has his or her unique background, history of use, and reasons for having used drugs or alcohol in the first place. The goals they set for themselves during recovery will also be unique. Successful goal setting requires placing critical attention upon what is wanted, as opposed to what is not wanted, leaving out language which addressed the opposite of the desired effect.

Relapse Prevention – is the stage of recovery from a substance use disorder in which the individual has obtained abstinence from psychoactive substances, and effort is directed at reducing vulnerability to relapses. Individuals with primary or comorbid substance use disorder frequently fluctuate between different stages of recovery until full recovery and lasting freedom is achieved. Therefore, it is common for individuals to cut down on their use of substances and to achieve abstinence while remaining, on some level, vulnerable to relapse. The goal of the relapse prevention stage is to bolster the program participant's skills for averting such relapses.

Aside from maintaining awareness and developing a relapse prevention plan, it is critical at this stage of treatment that efforts focus on achieving interpersonal goals and developing competencies that will improve quality of life and lower susceptibility to reoccurring substance abuse. For example, improving interpersonal relationship skills, the ability to effectively manage stress, interest development in recreation and leisure, and health and fitness may help patients feel better about themselves and less inclined to resort to old patterns of drug and alcohol use. Thus, the essence of relapse prevention involves addressing factors related to vulnerability to substance abuse, rather than substance use behavior itself.

Self-Defeating Thought Processes – When people are depressed, anxious, or have low self-esteem, they often develop the habit of thinking in ways that confirm negative opinions of themselves, support their fears, and contribute to low self-image. Three types of self-defeating thought processes are: selective attention – paying more attention to what confirms a sense of being “bad” or “unlovable” than what disproves these ideas; selective memory – remembering what reinforces a feeling of being “bad” or “unlovable” rather than what refutes these ideas; and selective interpretation – unquestioningly believing what confirms a sense of being “bad” or “unlovable” and thinking that things that disprove these thoughts are mistakes or lies. These patterns develop over time and become so entrenched that the thoughts seem natural and very real. However, they are distortions, because they are incomplete and untrue. These patterns can be changed over time, with practice.

Solo Vision Journeys – The term “vision quest” was first coined by 19th-century anthropologists to describe the rite-of-passage ceremonies of certain Native American cultures. Traditionally, these rituals involve the “quester” spending time alone in nature in search of a personal vision or a significant change in perception. An important vision quest is one that marks the passage from a more constrictive paradigm to another, more evolved and expansive one. The vision quest continues to be a powerful way for adolescents to acknowledge, mourn, release, welcome, and celebrate critical life transitions of

various kinds, such as symbolic deaths or rebirths, successes, and achievements, recovery from addiction, etc.

The solo experience involves time alone in a natural place (solitude), fasting (emptiness), exposure to the elements (vulnerability), and self-reliance (self-trust). During solo time, the program facilitator maintains a safe perimeter around the area and ensures the physical safety of the program participant and that sufficient provisions remain available. Solo time is much like being inside a cocoon, where within the illusory sheath of dormancy, new life percolates.

Another meaningful way the vision journey or quest provides therapeutic value is in how it reconnects the participant to nature – the place from whence he or she came. Researchers increasingly recognize that direct and immediate contact with the natural world promotes health, personal development, and the stabilization of mental health on every level. It is thus evident that a disconnection from the natural world has negative consequences for human health and development. The documented benefits of spending time in nature include stress reduction, fascination and appreciation for the environment, a sense of competence and self-esteem, balanced with a sense of trust in oneself and the world, a more mature morality and care for others, and a sense of awe, wonder, and sacredness.

Stage of Change Principle – evolved through studies examining the experiences of smokers who quit on their own with those requiring further treatment to understand why some people were capable of stopping on their own. It was determined that people quit smoking if and when they were ready to do so. Thus, the stages of change principle focuses on the decision-making of the individual and is a model of intentional change. It operates fundamentally on the assumption that people do not change behaviors quickly and decisively. Instead, change in behavior, especially habitual behavior, occurs continuously through a cyclical process.

The model posits that individuals move through six stages of change: precontemplation, contemplation, preparation, action, maintenance, and termination. For each stage of change, different intervention strategies are most effective at moving the participant to the next stage of change and subsequently through the model to maintenance, the ideal stage of behavior.

Stress Reduction Training – a form of therapy used in the addiction recovery process to help individuals suffering from drugs or alcohol abuse. Stress reduction training is beneficial for people to prevent addiction relapse, identify the causes of their substance abuse, and learn new techniques for managing the stress effectively.

Stress management is a vital component of the addiction recovery process, because it helps individuals who use substances as a coping mechanism to find healthier outlets for stress. Practicing stress management techniques regularly, will better equip the participant to handle difficult situations that they may face in the future.

Therapeutic Alliance – is the trust between a program participant and his or her therapist or counselor that empowers the participant to have the confidence to freely express deeply held emotions. Such an alliance enables them to work together for the ultimate benefit of the client. It is that bond that helps the participant to have total faith in their counselor. The course of treatment may be challenging, but the client still believes that the counselor has their well-being at heart. However, this is not an instant feeling. It can take many months to develop, or it may be established at the first meeting and developed over time.

Therapeutic Community (TC) – is an intensive and comprehensive treatment model developed for use with adults that has been modified successfully to treat adolescents with substance use disorders. TC facilities for the treatment of addiction originated in 1958, a time when other systems of therapy, such as psychiatry and general medicine, were not successful in treating alcohol or substance use disorders. The core goal of a therapeutic community has always been to promote a more holistic lifestyle and to identify areas for change such as negative personal behaviors (social, psychological, and emotional) that can lead to continued or reoccurring substance abuse. Residents make these changes by learning from fellow residents, staff members, and other figures of authority.

Trauma Recall Writing – is a mode of therapeutic biographical writing that combines group therapy, individual therapy, and self-contemplation into the process of rediscovering, sharing, and clearing the details of one's story. This process encourages and coaches the participants as they relive and recount the impact that these experiences have had upon the physical, emotional, mental, and spiritual structures of their lives. As trauma and deeply held pain are suppressed, often from a very young age, these wounds are commonly deemed by the victim to be experiences that no one would understand, and for which they, the victim, would undoubtedly be further rejected or judged. Participation in writing and sharing by reading exercises facilitates the expression of unvoiced hurt among peers and alleviates the effects of an even deeper injury – the reality of having never been heard.

Trigger Recognition – A trigger is any form of stimuli that initiates the desire to engage in addictive behavior. Triggers are associated with a memory or situation that relates in some way to prior substance abuse behaviors. As someone struggles with addiction, the people they interact with, the places they spend

their time and in some situations their place of work can become strongly associated with their addictive behavior. Learning how to identify triggers and developing strategies to manage cravings are core aspects of the Radical Freedom Program.

Vision Journaling™ – is a proprietary journaling system designed and tested by Executive Director Dwayne Vandervoort, over an eight-year period. It brings together elements of mindfulness through the insight of Vipassana tradition, long-standing visualization techniques, goal-setting, journaling, and the discipline of repetition. When practiced for an extended time, the effectuated result of the method is the development of a clear vision for life, often described by practitioners as a full-scale paradigm shift and fresh realizations regarding their untapped potential.

In time, the standard process of ideation becomes contracted, giving way to spontaneous development of new possibilities and an expanded awareness of the vast nature of unrealized prospects and unexplored capabilities. The practice of the Vision Journaling system invariably leads to a broader insight into what a participant may have buried or psychologically abandoned, yet remains that individual's most authentic unmanifested purpose and attainable potential. However, the long-range objective of this powerful tool goes far beyond realization toward the ultimate goal of manifestation. The Vision Journaling technique has proven to be remarkably effective at coagulating thought processes, inspiring shifts in perception, and motivating actions in support of progress.

Vocational Considerations – Vocational rehabilitation has impacted the recovery developments and life changes for people with substance use disorders. For example, a study by Hammer, Ravndal, and Vaglum (1985) found a positive correlation between vocational training and later employment activity among young people who completed a vocational training program. The study also reported a significant relationship between vocational training and reduced substance abuse. The completion of vocational training leads to more work activity and effects positive life-changing situations, which are related to ultimate freedom. Additionally, a more recent study, Taylor (2008), examined the integration of vocational services (intensive psycho-educational treatment, re-entry skills building and community reintegration) within a therapeutic community. Results indicated positive outcomes with the maintenance of stable employment, prosocial engagement, and sustained freedom from substances. Vocational training and steady work contribute to lower relapse rates and the ultimate lasting success of individuals with alcohol and other drug dependencies. These are the results that the Radical Freedom Program seeks to produce and is designed to facilitate.

Vocational training within the context of the Radical Freedom Program curriculum is facilitated in a fluid schedule rather than static. This allows for a broader range of information and possibilities to be introduced to each participant. The following offerings are made available, to those interested, on a year-round continuum: Food Preparation, Carpentry & Woodworking, Auto & Farm Mechanics, General Residential Maintenance, Landscaping & Groundskeeping, Gardening, Production Agriculture, Equine Training & Animal Husbandry, Forestry & Fire Mitigation, Wilderness & Earth Education, Computer Repair, Microsoft Office Applications Proficiency, Graphic Design, and Journalism. Additionally, the program provides career counseling and job placement services that extend far beyond each participant residential period, through its Career Development and Reintegration Department.

Whole Foods Diet - The American Institute for Cancer Research has stipulated, and health experts agree, that a mostly plant-based food regimen is the healthiest diet that humans can adapt. A whole foods diet is a chosen health-conscious lifestyle for many and is one of the best ways to support a healthy mind and body in recovery. Plant foods (aka unprocessed foods found in nature) provide the body with healing, anti-inflammatory compounds, fiber, and essential vitamins and minerals. All of these nutrients are crucial for healthy liver function, which in turn promotes restful sleep, fewer cravings, and a happier mood.

The human liver is the primary organ of detoxification and is responsible for eliminating harmful toxins from drugs and alcohol from the system of those in recovery. While the liver is an extremely capable detoxifier, eating plant-based foods that are rich in nutrients and support healthy liver function can accelerate healing, and make a significant difference in the overall functioning of digestion and elimination. Heavily processed, deep-fried, fatty, and oily foods slow liver function down, which is why choosing to eat a plant-based diet that eliminates these foods is a big step towards both feeling and being healthy.

Wilderness Therapy - Wilderness therapy combines nature and survival experiences with rehabilitative therapy techniques that address substance use disorder, mental health concerns, and behavioral issues. The therapy places individuals into an unfamiliar outdoor environment to focus on self-improvement and the overcoming of problem behaviors with coping skills. The overall goal is to foster personal and social responsibility while encouraging emotional growth. During wilderness therapy periods of the Radical Freedom Program, as well as the forty-day final conclusion project, participants live in the wilderness and develop life-skills by overcoming activities that are physically and mentally demanding. All activities scheduled while in

isolated wilderness environments are made available in addition to the primary goal of experiencing nature itself while practicing the application of tools acquired from the study of the Radical Freedom Program curriculum in residence at the central facility or base camp.

The wilderness therapy division of the Radical Freedom Program also incorporates aspects of Native American practices as part of the overall wilderness experience. Such practices may include sending participants into the isolation of nature alone to reflect on their actions and find inspiration to move forward in recovery. The forty-day conclusion aims to ease the transition from wilderness treatment back to the client's routine environment by setting its primary focus on sealing the newly developed resources as an adopted and habituated way of living. Treatment staff work with clients to help them process the lessons they've learned and apply those lessons to their everyday life.

Completing a wilderness therapy program is an accomplishment for program participants. The satisfaction they feel from improving their thoughts and behaviors can be a building block that motivates them to continue their self-improvement. They will unquestionably leave in better physical health, and their mental well-being is significantly improved as they develop skills for appropriately expressing emotions and dealing with issues that contribute to substance abuse or behavior disorders. Each participant will complete wilderness therapy programming with a variety of skills that will help with issues related to substance abuse, relationships, stress and more. They develop personal and interpersonal relationship skills, improved communication, and better decision-making proficiency. These newly developed tools are valuable aids for navigating adverse situations outside of treatment and the preparation for the unique challenges they will face going forward

Yoga - is often beneficial when used in tandem with other traditional substance abuse treatment methods. Yoga is the use of physical postures in learning how to connect mind, body, and breath, gain self-awareness, and focus attention inward. It is increasingly being used in substance abuse treatment programs throughout the process of recovery to help prevent relapse, reduce withdrawal symptoms and drug cravings, and provide a healthy outlet for coping with potential triggers and daily life stressors. When someone abuses drugs or alcohol regularly, related pathways in the brain are altered, and the receptors associated with feeling pleasure, regulating emotions, making sound decisions, and controlling impulses may be negatively impacted. After some time without the influence of drugs or alcohol, brain chemistry and circuitry can heal and rebuild itself. The practice of yoga and mindfulness has the distinct ability to support and aid this healing process.

By focusing energy inward, individuals can learn to take ownership for the way they feel and gain control over themselves and their subsequent actions. In so doing, they also become more self-reliant and self-confident. By recognizing cravings when they occur and not attempting to avoid them or give in to them, for example, a person may be more able to cope with and manage these feelings if they are more physically aware of them when they occur.

INDEX OF EVIDENTIARY STUDY CITATIONS

NOTE: A more exhaustive scientific reference guide, covering all research utilized in formulating the Radical Freedom Program treatment methodologies, shall be made available upon request.

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Doing Good is Good for You

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Organizational Structure

The Crestone Freedom Project has been registered in the state of Colorado as a nonprofit corporation since December 19, 2018, and was recognized by the United States Internal Revenue Service as a 501c3 organization on February 15, 2019. The operations of the Project, its officers, and staff are overseen by a qualified board of directors, composed of individuals who are directly related to it geographically, professionally, and ideologically, who bring material skill-sets to the cause and are familiar with the obligations essential to effective governance of nonprofit organizations. Founding members, officers, paid staff, and volunteers handle the day to day operation of the facility and the implementation of the Radical Freedom Program under the leadership of its Executive Director and its Chief Operating Officer. Quarterly financial reports are submitted to the chairman of the board for distribution to the body of directors, and an independent financial audit is conducted and likewise submitted annually.

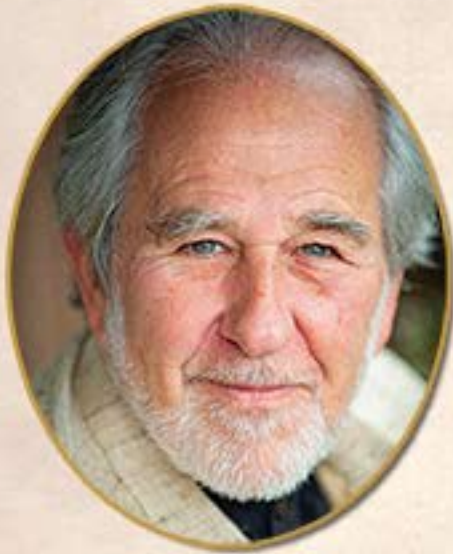
BOARD OF DIRECTORS

Jason Anderson - Chairman



The Crestone Freedom Project board of directors is headed by a long-time activist for youth issues in the state of Colorado and veteran political leader now serving as the Saguache County Commissioner, where the project will be established for service to the San Luis Valley and surrounding area. Jason has contributed selflessly in his role as commissioner since 2012 and plans to continue serving the citizens of Colorado and Saguache county as a public servant in a variety of capacities moving forward. He is no stranger to the issues which face our children and has taken active roles in leadership to the cause for many years preceding his current position. Formerly Jason served as the program director at the Colorado Youth Corps Association, headquartered in Denver, where promoting youth development and conservation is the motto. Previously Anderson served as Course Director, Staff Trainer, and Instructor for the renowned Colorado Outward Bound School. Working to change lives in a positive way has been Jason's life-long mission. We welcome his leadership.

Dr. Bruce H. Lipton - Director



Bruce H. Lipton is an internationally recognized leader in epigenetics – stem cell biologist, bestselling author of *The Biology of Belief*, and recipient of the 2009 Goi Peace Award. He has been a guest speaker on hundreds of TV and radio shows, as well as keynote presenter for national and international conferences. Eight years ago, Crestone Freedom Project Executive Director, Dwayne Vandervoort, was introduced to Lipton, who became a personal mentor and whose research has ultimately served as the founding materials of the Radical Freedom Program. Today Dr. Lipton is credited as co-creator of the program and remains directly involved.

Lipton received his Ph.D. from the University of Virginia at Charlottesville before joining the Department of Anatomy at the University of Wisconsin's School of Medicine in 1973. His research on muscular dystrophy – studies employing cloned human stem cells – focused upon the molecular mechanisms controlling cell behavior. An experimental tissue transplantation technique developed by Dr. Lipton and colleague Dr. Ed Schultz, published in the journal *Science*, was subsequently employed as a novel form of human genetic engineering. His research at Stanford University's School of Medicine, between 1987 and 1992, revealed that the environment, operating through the membrane, controlled the behavior and physiology of the cell, turning genes on and off. His discoveries, which ran counter to the established scientific view that life is controlled by the genes, presaged one of today's most important fields of study, the science of epigenetics. Dr. Lipton has taken his award-winning medical school lectures to the public and is currently a highly-sought-after international keynote speaker and workshop presenter.

Colorado Rep. Donald Valdez - Director



As a native of the San Luis Valley, in Southern Colorado, Donald is passionate about issues that impact our community, district, and the great state of Colorado. As the State Representative for the 62nd District, he has been an energized advocate for health care, conservation, education, and youth issues. His professional experience includes working in the Conejos County Treasurer's Office as the Deputy Public Trustee, serving as a Deputy Sheriff in Conejos County, and working for the U.S. Department of Agriculture's Natural Resources Conservation Service. His record on youth-positive issues has been recently demonstrated as he supported legislation in 2019, resulting in the passage of multiple educational opportunity bills.

Ahva Lenay - Director



Ahva Lenay is one of the key coordinators of Colorado's own, famed, ARISE Music Festival, held annually in Loveland. She is a world bridge, a ceremonial artist, and dancer. She is also the founder of the highly popularized Rhythm Sanctuary in Denver. Lenay holds certification as a bio-energetic practitioner, specializing in neuromuscular therapy. Lenay studied, trained, and assisted with Anodea Judith, a world-renowned author, visionary, lecturer, and psychotherapist. Through her knowledge of these modalities, Ahva works with clients in helping to identify the coping strategies (negative programming), emerging from trauma during various stages of development, and works with them to reclaim psychological and somatic wholeness. Ahva has become a

catalyst for bringing communities together to create a new world that honors and embraces the connectivity of all life and relationship to the divine. She is well respected and intensely loved for her devotion to the arts, her joyous spirit, and her honor for nature and its inhabitants. She works with individual clients and is regularly invited to facilitate gatherings for all who are called to embrace their connection to that which is greater than the individual self and make a difference in the world. Lenay is also a facilitator and trainer for Alliance of Unitive Justice.

Fred Maxwell - Director



Salida, CO High School students refer to Psychology and World History teacher; Fred Maxwell, as a favorite among favorites. His unique, enthusiastic, and non-judgmental approach to education has earned him the genuine admiration of his students and peer-educators alike. On most days at Salida High, an ordinarily uneventful period of time spent navigating jammed hallways, while in transit to a student's next class, is punctuated by smiles and song as "Mr. Maxwell" weaves and dodges the crowd while strumming his guitar; belting out self-composed, confidence-boosting lyrics and pausing to encourage every child who stops to speak yet never breaking with the music. His understanding of interpersonal child relations provides a

perspective for our board of directors. However; not only does Fred bring a fresh approach to traditional education, but he has also worked as a Wilderness Therapist in Wilderness-Based Boarding Schools for adolescents and juveniles in the past. Maxwell is a Primitive Living Skills Instructor, Wildland Firefighter, Hot Shot Crewman, Trekking Guide, and creator of the Salida High School Mountain Biking Team.

Doug Beechwood - Director



Doug is a well-known local Crestone, CO figure who has worked in the media and film industry for 20-plus years. During this time he's had the privilege to partner with many of the multiple spiritual center's faculty, staff, and traditional leaders, forging intimate relationships in the process. In addition to filmmaking, Doug presents a wealth of knowledge in the arena of event production, which is integral to future fundraising efforts. His record of community involvement, integrity, personal and professional excellence, and trustworthiness make Doug uniquely qualified to be an effective ambassador for the Project in the San Luis Valley, throughout Colorado, and beyond.

OPERATIONS & PROGRAM CONSULTANTS

Raes Williams - Consultant



Raes earned a bachelors in theatre arts and pursued a twenty-year career in the fitness and wellness industry, all while raising three children. She began as a fitness trainer and consultant with the YMCA, serving clients such as General Electric and Proctor & Gamble. She also enjoyed working with the business consulting department at Drake Rehabilitation Hospital, Cincinnati and further continued her service-based calling as a sales representative at Mercy Hospital Health Plex. In 2002, her desire to help others lead more satisfying and healthy lives, compelled her to become a certified PSYCH-K instructor, and for the next six years, she taught workshops and facilitated private sessions. Williams is currently the administrative officer and event coordinator for the PSYCH-K® Centre International.

Rob Williams - Consultant



For the first fourteen years of his career, Rob participated in the corporate world, holding management positions in the backpacking, energy management, and telecommunications industries. After experiencing a spiritual awakening, he moved into a life of service as a psychotherapist. In addition to his university training, he studied alternative modalities for change. Out of this synthesis came a series of intuitive insights that became the body of work now known as PSYCH-K. Rob has a B.A. in philosophy from the University of California, at Los Angeles, and a masters in counseling and personnel services from the University of Colorado. He is president of the Myrddin Corporation, and director of the PSYCH-K® Centre International.

FOUNDERS | OFFICERS

Dwayne Vandervoort - Founder | Executive Director



The concept and catalytic vision of the Crestone Freedom Project were first conceived by Dwayne Vandervoort as a young man in his teens. Today, he leads the organization as executive director and in so doing, exemplifies the very founding principle upon which the program is based – that which we think about, we bring about. Dwayne’s educational and experiential background is in spiritual counseling, administration, communications, and consciousness studies. During a career spanning twenty-five years, he has served a variety of corporations in roles as COO and CEO within the fields of publishing, marketing solutions, entertainment, and production.

Wherever he has found himself and whatever he has found himself doing, the passion that was first born in him as a developing youth has yet to be exhausted. When asked about the cycle of his life, Vandervoort says, *“It’s been a merry-go-round of adventure that’s led me right back to the place where I started.”* He refers to his first year out of high school. *“I spent that first year with an organization, raising money to build a shelter for homeless teens in Memphis, Tennessee. That was a great start, but then I spent the next fifteen years learning all of life’s toughest lessons the hard way. But, at the end of the day, after infinite pursuits and wandering about, I found myself hungry again for the passion of my youth. The fire had never died or diminished, and while living, I’d discovered something authentic. Only then did I have my own truth to share.”*

Dwayne is also the creator of the *Vision Journaling: Art of Manifestation™* technique and curriculum, utilized as a central element in the third module of the program. The curriculum was successfully implemented over three years inside the Department of Corrections and facilitated by Vandervoort under the leadership and direct support of celebrated epigenetics scientist, Bruce H. Lipton Ph.D. Dwayne also brings years of mindfulness instruction experience and personal practice to the organization. He currently utilizes the ancient Vipassana mindfulness tradition in conjunction with Vision Journaling instruction.

Dwayne is not one who speaks from a position far removed from the problems faced by the young students he seeks to benefit. He brings a lifetime of understanding with him; an understanding that comes only from having lived, having experienced, having survived, and having conquered; a knowing that results in the dissolution of reflex judgments and a healing experienced only by the power of love.

Mindy Vandervoort - Co-Founder | COO



Throughout her life and career, Mindy has embodied the energy that motivates action. She has over twenty years of creative visionary experience in corporate settings, leading numerous project planning and development expeditions. Her education is in marketing and public relations, and she has held top-level corporate positions, which include sales manager, international event coordinator, and public relations director. As the Crestone Freedom Project's new Chief of Operations, Mindy has been strategically positioned to capitalize upon her well-developed skills with interpersonal communications and motivation.

Mindy has been married to Executive Director, Dwayne Vandervoort, for twenty-one years and has twenty-three years of experience successfully partnered with him in business. She has been the engine that has driven their progress forward. Those who have worked with her, consistently report that *"She's always looking for the best in everyone, and I feel like I've known her all my life."* Mindy brings proven leadership skills, as well as her "get-it-done" style, to the day-to-day operations of the organization in her role as COO.

Hanne Strong – Chief Operations Advisor

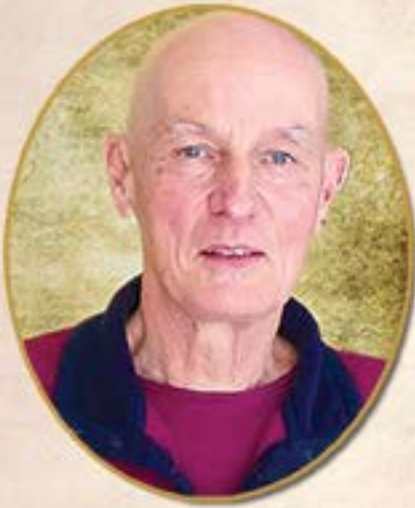


Mrs. Stong's accomplishments and qualifications are far too many to expound upon in this small space. She is a world-renowned leader in conservation, education, and philanthropy. She has worked in collaboration with the Rockerfellers, Mother Teresa, Pope John Paul II, Indigenous leaders worldwide, and countless others to bring change to stagnant systems. She is well known for her contributions to the United Nations' World Peace Summit, her chairmanship to councils such as the *"Conference on Environment and Development"* (UNCED), and the *"Wisdom Keepers Convocation."*

Hanne is the widow of former Under-Secretary-General of the United Nations, Maurice Strong. Together they brought the wisdom teachings of the world to Crestone, Colorado, through gifting thousands of acres to direct lineage teachers of spiritual traditions and organizations spanning the globe. Since the Crestone Freedom Project moved to Colorado, Hanne has become its primary advisor. For more information on the extraordinary life of Hanne Strong, please visit her profile at www.CrestoneFreedomProject.org/contact.

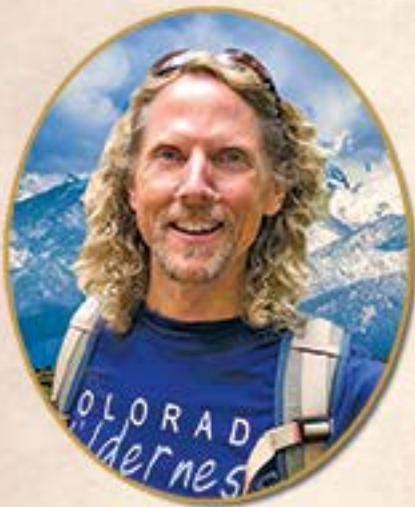
PROGRAM DIVISION HEADS

Himant Ellis - Clinical Supervisor



- CAC III Addictions Counselor with ten years of service as a Health Professional II with the Colorado Dept. of Corrections, specializing in Cognitive Behavioral Therapy and Motivational Interviewing within Strategies for Self-Improvement and Change Programs (2008-2017)
- Outpatient Mental Health | Social Work Assistant in Community Based Parole | Suicide Hotline | Child Protective Services-Abuse and Neglect Investigations and Foster Care Placement | Social Advocates for Youth At-Risk Youth Volunteer and Community Liaison

Brad Khaland - Nature Based Programming



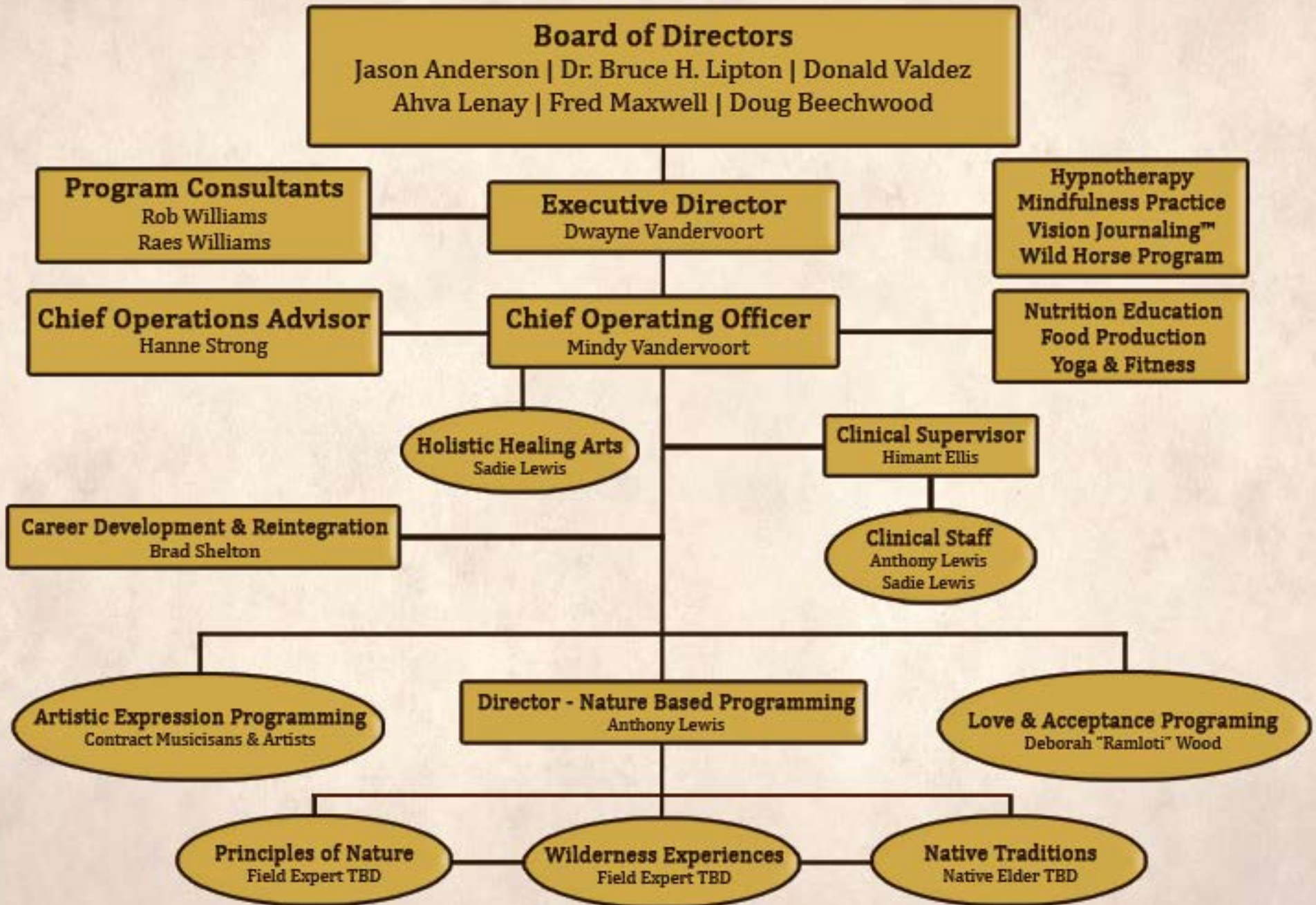
- Grand Canyon National Park Ranger | Sea Kayak Guide in California | Adventure Guide in Alaska, Mexico, Canada, and the U.S. | Naturalist Guide in Boulder, Colorado
- Seven years as a Wilderness Therapist | Field Instructor | Logistics Coordinator | Education Director | Family Counselor.
- Two years as a Family Counselor with Family and Youth Initiatives of Chaffee County, providing evidence-based, strengths-based counseling through the State of Colorado Community Response program.

Deborah "Ramloti" Wood - Love & Acceptance Programming



- Twenty-eight years as Executive Director and Pujari at the Haidakhandi Universal Ashram in Crestone, Colorado.
- Twenty-eight years spent practicing unconditionally loving service to all.
- *"To know Ramloti is to know how it feels to be taken by the hand for no obvious reason, to be looked upon as completely deserving of every good thing, to be invited to rest one's head and cry tears held back from the traumas of youth, and to simply bathe luxuriously in the waters of unconditional love without constraint of any kind." ~ Dwayne V ~*

Hierarchical Structure Map



Crestone Headquarters Location

Situated fourteen miles from the nearest state highway and one hundred and forty-six miles from interstate 25, Crestone, Colorado is far removed from the everyday panic and generalized anxiety that is synonymous with the hassle, bustle, and hazards of urban living. It is often easy to forget that such a world exists at all while bathing in the quietude of isolation that defines a far simpler existence found nestled beneath remote 14,000-foot peaks of the sacred Sangre de Cristo mountains.

Crestone's history as a typical western mining town seems like an unexpected spot on the map to discover a growing spiritual community. Yet, there is presently a more concentrated number of Tibetan lamas in the area than would typically be found in Tibet itself. However, the lamas are only an example of a much more complex cast of spiritual traditions present and thriving, such as the Roman Catholic Carmelites, Islamic Sufis, Mystical Jews, Hindus, Zen Buddhists, Taoists, Shintoists, and American First Nation's people who have each found their own unique connection to the sacred space that is Crestone.

Lorraine Fox Davis, a Native American tribal spokeswoman, observed that people change when they reside for a time in isolated settings. She says, "The people here need to become more self-reliant to survive and, since no one can survive here alone, they eventually become an integral part of the community. Free of the hassles and stresses of urban living - people invariably soften." Almost everyone who visits here experiences a deep sense of connection to something greater than the individual self. There's an interdependence bred in this place - just by the nature of the environment and culture - an interdependence that highlights community, teamwork, and the reward in becoming a beneficial presence within the intricate matrix of life.

It is here, among these peaks, where for thousands of years, indigenous populations have gathered, seeking an unfiltered connection to that which heals and guides the human spirit, that the Crestone Freedom Project founders have been drawn to establish their headquarters. The energy of the Project stems from the healing intention of a significant geographical location. Crestone serves as an inspiration and a reminder to all involved in the work that the overarching mission is the illumination of a path to freedom for the children who come seeking healing, change of perception, and a new life of vision. While the Project will reach far beyond this small dot on the map, Crestone is its starting point and its energetic home.

JKB RANCH & AMENITIES

This ranch is situated on 160 acres, surrounded by BLM and National Forrest lands. The facility is home to a spacious 7,000 square foot primary structure, which includes twelve dorm rooms, eight showers, and toilets, fully equipped industrial kitchen, dining hall to seat thirty-six, lounge, offices, and classrooms. All featured structures (listed below) are fully furnished, including the fitness center and ropes course. This property is a fee-simple property and was previously used as a nonprofit youth retreat. The property has sat idle for several years and is receiving basic upkeep.

After minimal rehabilitation, these structures would form the operational headquarters for the Project. Once fully equipped, the former JKB Ranch will comfortably accommodate a minimum of thirty-six full-time program participants, with room to grow.

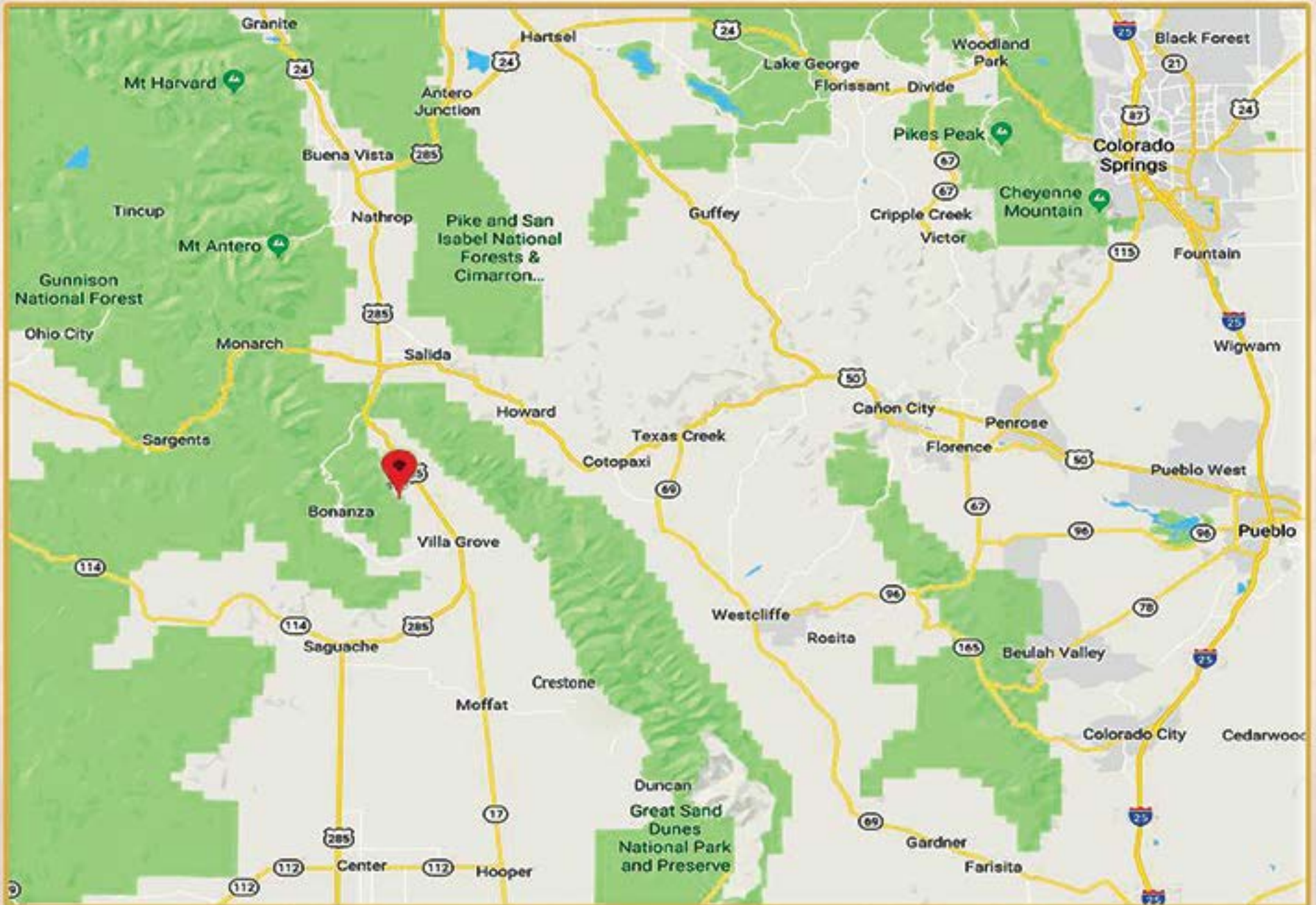
Listing of Amenities

- 160 Acres Surrounded by BLM & National Forrest
- 7,000 Square Foot Primary Log Structure
 - Dining for 48
 - Industrial Kitchen Fully Equipped
 - Lounge & Classroom
 - Administration Office
 - Board Room & Classroom
 - Sleeping Quarters for 21
 - 8 Showers, Toilets, and Sinks
 - Spacious Unfinished Basement Storage
 - 360° Extra Wide Decks on 2 Floors
 - Massive Stone Fireplace
- Lighted Sport Court for Basketball or Volleyball
- 3 Outdoor Storage Buildings 10' x 15'
- Fully Equipped Leadership Training Ropes Course
- Separate Meditation Hall for 48
- 4 Bay Garage / Vocational Training Facility
- Lined Spring Fed Trout Pond
- 6 Stall Horse Barn
- 2 Equine Equipment & Supply Rooms 15' x 30'
- Equine Education Facility w/2 Classrooms
- 3 Separated Paddocks for Herd Management
- 3 Live Wells with Abundant Water Supply
- 2 Bedroom, 2 Bath Apartment Fully Furnished
- Spacious 2 Car Garage w/Automatic Doors
- 5 Primitive Cabins w/ Wood Stoves - 20 Bunks
- Luxurious Game Room with Many Games
- Fully Equipped Physical Fitness Center
- 2 Locker Rooms w/ 8 Showers, Toilets, and Sinks
- 2 Bedroom, 2 Bath Family Home Fully Furnished
- 2 Outdoor Hots Tubs on Separate Decks
- 10 Person Fire Heated Sauna

Note: The proposed JKB Ranch property purchase is one of several suitable opportunities under consideration and is representative of the need for which funding is required.

JKB Ranch Geographical Location Map

The former JKB Ranch is located 19 miles south of Poncha Springs and 3 miles west off of US Hwy 285 just north of Villa Grove, Colorado.



JKB Ranch Photos



Primary Structure Exterior & Sport Court



Primary Structure Exterior



Primary Structure - View #01 of the Dining Hall/Classroom



Primary Structure - View #02 of the Dining Hall/Classroom



Primary Structure - 360° Wrap-Around Decks



Primary Structure - Fully Equipped Industrial Kitchen



Primary Structure - 2nd Level Lounge / Classroom



Primary Structure - 3rd Level Board Room / Classroom



Primary Structure - 1 of 12 Dorm Rooms - Total 21 Beds



Primary Structure - 1 of 4 Full Double Bathrooms for Dorms - Total 8 Showers, Toilets, & Lavatories



Upper Primitive Participant Cabins - 4 Bunks & Wood Stove Each - Total 20 Bunks



4-Bay Garage / Vocational Education Facility



Barn Facility - 5 Stalls, Tack Room, Work Room, Educational Facility Loft - Paddock/Pasture View



Barn Facility Stalls



Permanent Housing - Physical Fitness Center & Locker Rooms w/8 Showers, Toilets & Lavatories



Physical Fitness Center / Locker Rooms / Shower House Facility

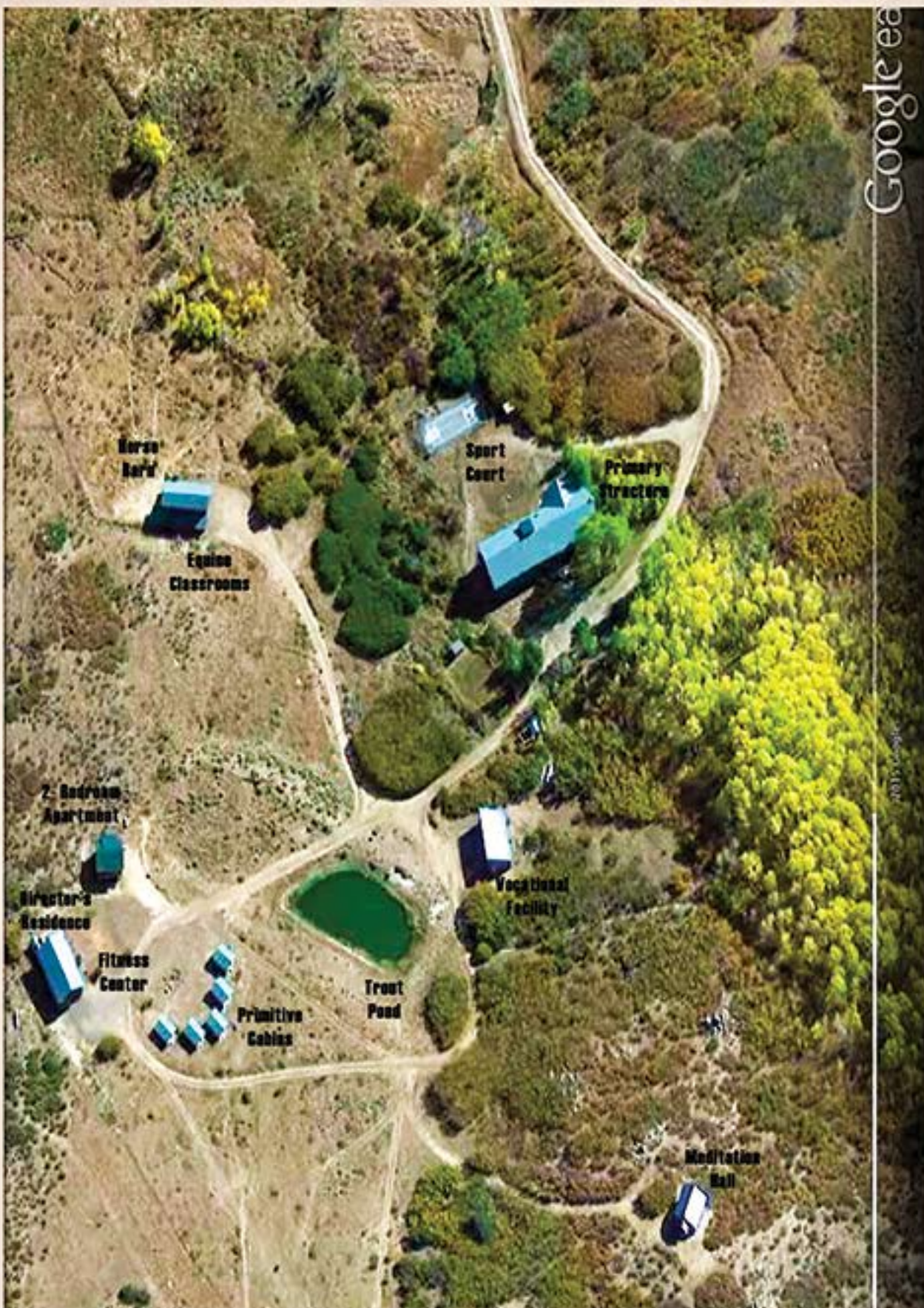


Permanent Housing - Upper Level Director's Housing / Lower Level Physical Fitness Center



Permanent Housing - Director's Housing - Kitchen / Living Room

JKB Ranch Boundaries & Infrastructure



Market Analysis Summary

In the year 2017, approximately 5.1 million adolescents, ranging in age from 18 – 25, battled a substance use disorder. This is roughly 14.8% or about 1 in 7 of the group in question. Statistics for the same year show that approximately 3.4 million, or 10%, had an alcohol use disorder, and 2.5 million, 7.3%, had an illicit drug use disorder.¹ As a side note, it is worthy of mention that in this statistical group, heroin has doubled in the last decade.²

What has been determined scientifically to be the cause? Predominately, the impact of one's environment on gene expression accounts for about 40% to 60% of a person's risk of addiction. Environmental factors that may increase a person's risk of addiction include a chaotic home environment and abuse, parent's drug use and attitude toward drugs, peer influences, community attitudes toward drugs, and poor academic achievement. Teenagers and people with mental health disorders are more at risk for drug use and addiction than other populations.³

In 2017, of the estimated 11 million adolescent youth who needed care for a substance use disorder, only about 19% of them received it.¹ More than 90% of people with a substance problem began smoking, drinking or using other drugs by the age of twenty-one. The relapse rate for substance use disorders is estimated to be around 60%,⁴ and some estimates are closer to 80%. Addiction is known to be a highly treatable disorder, and a full recovery is attainable. Each year federal, state, and local governments spend close to \$500 billion on addiction



and substance abuse, but for every dollar that federal and state governments spend, only 2 cents goes to prevention and treatment. If we are to bring real and lasting solutions to this issue, it begins here – substantial investments in a future of freedom and recovery.⁵

[1] Substance Abuse and Mental Health Services Administration (2018) *Key Substance Use and Mental Health Indicators in the United States: Results from the 2017 National Survey on Drug Use and Health*

[2] Centers for Disease Control and Prevention. (2015) *Today's Heroin Epidemic*.

[3] National Institute on Drug Abuse (2018) *Drugs, Brains, and Behavior: The Science of Addiction*.

[4] Kurtz, A. (2013) *1 in 6 unemployed are substance abusers*. CNN Money.

[5] Sack, D. (2014) *We can't afford to ignore drug addiction in prison*. The Washington Post

The most pertinent question at hand in such an analysis as this is the one that asks and provides answers to the prevalence of substance use disorder among the adolescent youth and young adults who fall into the age range targeted by the Crestone Freedom Project and its Radical Freedom Program (18 to 25). It is imperative to note that the Project takes a position of focus upon the age group whose relevance is herein summarized, for reasons discovered through extensive research into the onset of addiction and its related causes – much of which is recapitulated within this section. The result of these efforts has been a greater understanding of the critical importance of this stage in human development.

Despite the importance of documentation of trends in substance use, there has been limited data on patterns of substance use disorders in a nationally representative sample of U.S. adolescents. However, this information is critical to identify early-onset SUD, which is related to adverse outcomes, including continued substance use, comorbid psychological disorders, criminality, and a host of other negative life consequences. Furthermore, individuals who develop serious problems with substance use in adolescence are more likely to have these problems persist into adulthood. More than half of adolescents in the U.S. report alcohol use, and nearly one fourth report exposure to illicit drugs. As reported in the prominent *Epidemiology of Substance Use Disorders* study, the peak period of prevalence for the onset of both alcohol and illicit drug use disorders occurs in late adolescence and early adulthood.⁶

The combined NCS-R and NCS-A data confirm this trend (Merikangas et al. 2010; Swendsen et al. in press),⁷ as does the finding from the NESARC study that found peak prevalence in the age range from 20–29 compared to older age groups (Grant et al. 2008).⁸ Research on the onset of substance abuse has shown that there is a strong relationship between the age at which SUD symptoms begin and symptom persistence later in life. Individuals who develop SUD in adolescence are more likely to have those symptoms persist into adulthood (Grant and Dawson 1997;⁹ Rohde et al. 2001¹⁰). For these reasons, the Project is committed to providing treatment to those who seek it at this age as logically integral to the desired recovery outcome.

[6] Merikangas, K. R., & McClair, V. L. (2012). Epidemiology of substance use disorders. *Human genetics*, 131(6), 779–789. doi:10.1007/s00439-012-1168-0

[7] Merikangas, K. R., He, J. P., Burstein, M., Swanson, S. A., Avenevoli, S., Cui, L., ... Swendsen, J. (2010). Lifetime prevalence of mental disorders in U.S. adolescents: results from the National Comorbidity Survey Replication--Adolescent Supplement (NCS-A). *Journal of the American Academy of Child and Adolescent Psychiatry*, 49(10), 980–989. doi:10.1016/j.jaac.2010.05.017

[8] Grant, B. F., Goldstein, R. B., Chou, S. P., Huang, B., Stinson, F. S., Dawson, D. A., ... Compton, W. M. (2009). Sociodemographic and psychopathologic predictors of first incidence of DSM-IV substance use, mood and anxiety disorders: results from the Wave 2 National Epidemiologic Survey on Alcohol and Related Conditions. *Molecular psychiatry*, 14(11), 1051–1066. doi:10.1038/mp.2008.41

[9] Grant BF, Dawson DA. Age at onset of alcohol use and its association with DSM-IV alcohol abuse and dependence: results from the national longitudinal alcohol epidemiologic survey. *Journal of substance abuse*. 1997;9:103–110.

[10] Rohde P, Lewinsohn PM, Kahler CW, Seeley JR, Brown RA. Natural Course of Alcohol Use Disorders From Adolescence to Young Adulthood. *Journal of the American Academy of Child & Adolescent Psychiatry*. 2001;40(1):83–90.

Substance abuse takes many forms, and in the charts that follow, the major factors contributing to the rise of what has now become an epidemic, are independently spotlighted. The relevant component in each represented substance, or grouping of substances, is the age-group hardest hit by the acceleration of usage or resulting repercussions. The fact that the group targeted by the Project is the most devastated becomes immediately apparent as each factor is conveniently broken into age controls spanning the last three years.

The following data comes from the National Survey on Drug Use and Health. NSDUH is a comprehensive household interview survey of substance use, substance use disorders, mental health, and the receipt of treatment services for these disorders in the United States. NSDUH is collected face-to-face by field interviewers who read less sensitive questions to respondents and transition respondents to audio computer-assisted self-interviewing for sensitive items. The survey covers the civilian, noninstitutionalized population, aged twelve or older and includes households, college dorms, homeless in shelters, and civilians on military bases. The survey excludes active military, long-term hospital residents, prison populations, and homeless not in shelters. This sample covers all 50 states and Washington DC. Approximately 67,500 persons are interviewed annually.

Please refer to the full 201 NSDUH survey report for more detailed data @ <https://www.samhsa.gov/data/report/2017-nsduh-annual-national-report>

Heroin-Related Opioid Use Disorder

PAST YEAR, 2015 - 2017, 12+



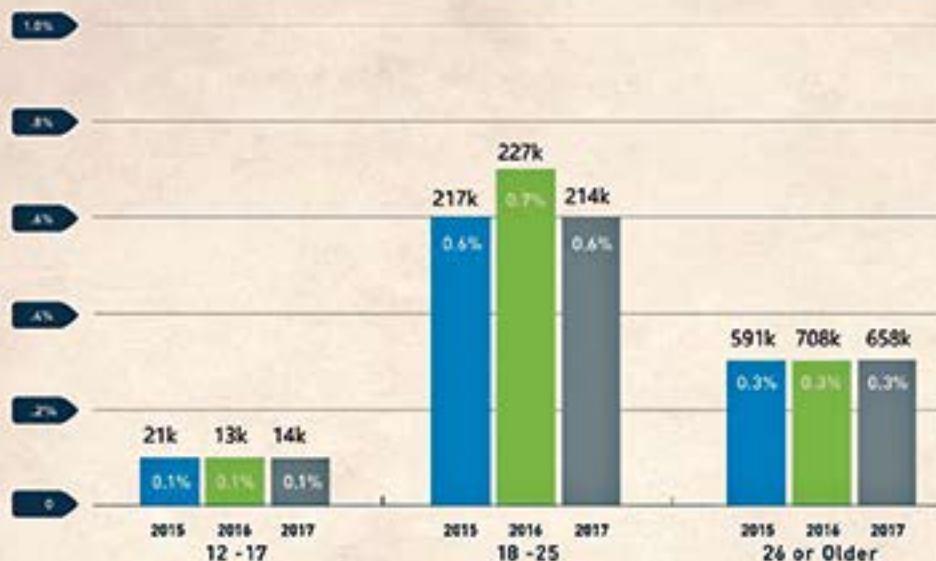
See figure 37 in the 2017 NSDUH Report for additional information.

No difference between this estimate and the 2017 estimate is statistically significant at the .05 level.



Heroin Use

PAST YEAR, 2015 - 2017, 12+



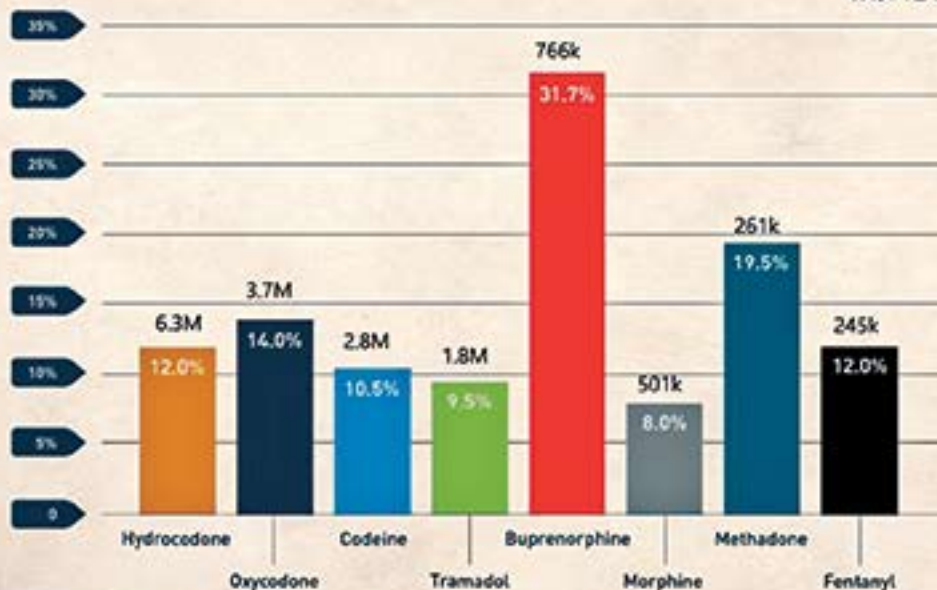
See figure 22 in the 2017 NSDUH Report for additional information.

No difference between this estimate and the 2017 estimate is statistically significant at the .05 level.



Misuse of Prescription Opioid Subtypes

PAST YEAR, 2017, 12+ SUBTYPE USERS



See table 1.97 in the 2017 NSDUH detailed tables for additional information.



Prescription Pain Reliever Misuse

PAST YEAR, 2015 - 2017, 12+



See tables 7.5, 7.11, and 7.14 in the 2017 NSDUH detailed tables for additional information.

* Difference between this estimate and the 2017 estimate is statistically significant at the .05 level.



Alcohol Use Disorder

PAST YEAR, 2015 - 2017, 12+



AUD
2015: 15.7M
2016: 15.1M
2017: 14.4M

See figure 32 in the 2017 NSDUH Report for additional information.

* Difference between this estimate and the 2017 estimate is statistically significant at the .05 level.



Misuse of Prescription Stimulants

PAST YEAR, 2015 - 2017, 12+



See tables 7.2, 7.5, 7.11, and 7.14 in the 2017 NSDUH detailed tables for additional information.

* Difference between this estimate and the 2017 estimate is statistically significant at the .05 level.



Cocaine Use

PAST MONTH, 2015 - 2017, 12+



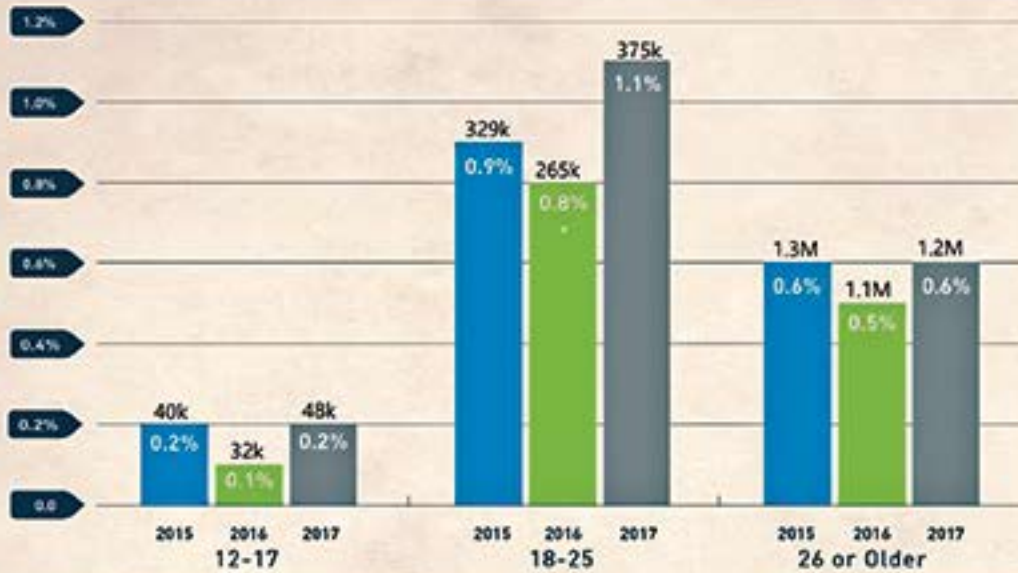
See figure 16 in the 2017 NSDUH Report for additional information.

No difference between this estimate and the 2017 estimate is statistically significant at the .05 level.



Methamphetamine Use

PAST YEAR, 2015 - 2017, 12+



See tables 7.5, 7.11, and 7.14 in the 2017 NSDUH detailed tables for additional information.

* Difference between this estimate and the 2017 estimate is statistically significant at the .05 level.



LSD Use

PAST YEAR, 2015 - 2017, 12+



See tables 7.5, 7.11 and 7.14 in the 2017 NSDUH detailed tables for additional information.

No difference between this estimate and the 2017 estimate is statistically significant at the .05 level.



It would be grossly negligent to assess the market for substance abuse treatment without confronting the outcomes that are perpetuated upon individuals, families, and society at large, resulting from a lack thereof. Young people who persistently abuse substances, inevitably experience an array of problems, including academic difficulties, physical health-related concerns, mental health degradation, peer and family relationships suffer and are often lost entirely, and over time, involvement with the justice system through criminal conduct becomes highly probable. A study conducted by J. J. DeFrancesco Ph.D., and published in the *Journal for Juvenile Justice and Detention Services*, reported as high as eighty-two percent of adolescents being sentenced to serve time in corrections facilities were heavy (daily) users of alcohol and other drugs just prior to incarceration, fourteen percent were regular users (more than two times weekly), and four percent reported occasional use.

The *Pathways to Desistance* study, by Edward P. Mulvey, Carol A. Schubert, and Laurie Chassin, followed more than 1,300 serious juvenile offenders for seven years after their conviction. Some of the key findings provide a direct link between adolescent substance use and criminality.

- Serious and chronic offenders are much more likely than other offenders to be substance users and to qualify as having substance use disorders. Substance use and offending at a young age is a consistent predictor of continued serious offending at a later age.
- Dispositional factors (e.g., sensation seeking, behavioral disinhibition, poor affect regulation, stress, depression) can lead to “externalizing” behaviors such as substance use and criminal activity.
- Substance use and serious offending fluctuate in similar patterns over time, suggesting a reciprocal or sequential relationship.

Other studies, such as the *Drug and Crime Research: Arrestee Drug Abuse Monitoring Program*, conducted by the National Institute of Justice, have consistently demonstrated that a majority of court-involved adolescents have recently used illegal substances. The link between substance abuse in the young, criminality, and an eventual, costly incarceration is direct and clear, but the costs come on many fronts. In 2015, the federal government spent an estimated \$9.2 billion every day to incarcerate people charged with drug-related offenses. That’s more than \$3.3 billion for the year. State governments spent another \$7 billion. However, those figures don’t touch the reality of it. In 2017, the National Institute on Drug Abuse, in their annual *Trends & Statistics* report, summed the total up as \$740 billion annually in costs related to crime, lost work productivity, and health care.

What is the final outcome of substance use disorder? Where does it lead and who suffers because of it? The answers are unpleasant ones, for far too often, the outcome is death. At best, unchecked and untreated substance abuse leads to great loss and human suffering on many levels, loss of dreams, loss of health, of wealth, relationships, freedom, and even the loss of life – lives of children gone far too soon. In a world where our young, who need help the most, have the least access to it, whether by lack of availability or lack of funding, everyone suffers! We suffer as a state, as a country, and as a species who have ironically evolved to our present state by virtue of our ability to grasp the concept of community. The consequences of inaction are far too consequential to contemplate.

More than 70,000 Americans died from drug overdoses in 2017, including illicit drugs and prescription opioids. This statistic represents a two-fold increase in a decade. However, the twenty-year numbers have gone from 16,849 in the year 1999 to 70,237 in 2017 alone – an astonishing 416% increase in deaths from drug overdoses.¹³ These undeniable numbers point to the magnitude of the epidemic we face as a civilization, and to the out-of-control rate of growth by which it now propagates itself. In the final charts below, the “market analysis summary” is made complete in shedding a final light upon the urgency of the task at hand – that of providing real and lasting solutions to resolve one of the harshest challenges we face in the modern era.

Major Depressive Episodes among Young Adults (18-25) Rising

PAST YEAR, 2017, 12+



See Figures 43 and 45 in the 2017 NSDUH Report for additional information.

* Difference between this estimate and the 2017 estimate is statistically significant at the .05 level.

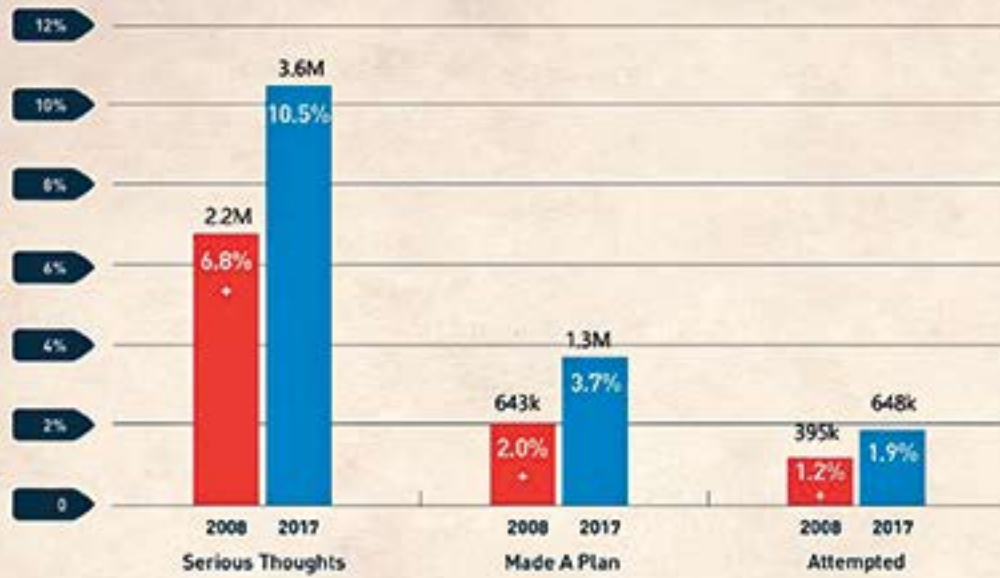
Note: The adult and youth MDE estimates are not directly comparable.



[13] Merikangas, K. R., & McClair, V. L. (2012). Epidemiology of substance use disorders. *Human genetics*, 131(6), 779–789. doi:10.1007/s00439-012-1168-0

Suicidal Thoughts, Plans, and Attempts Increase for Young Adults

PAST YEAR, 2008 and 2017, 18 - 25

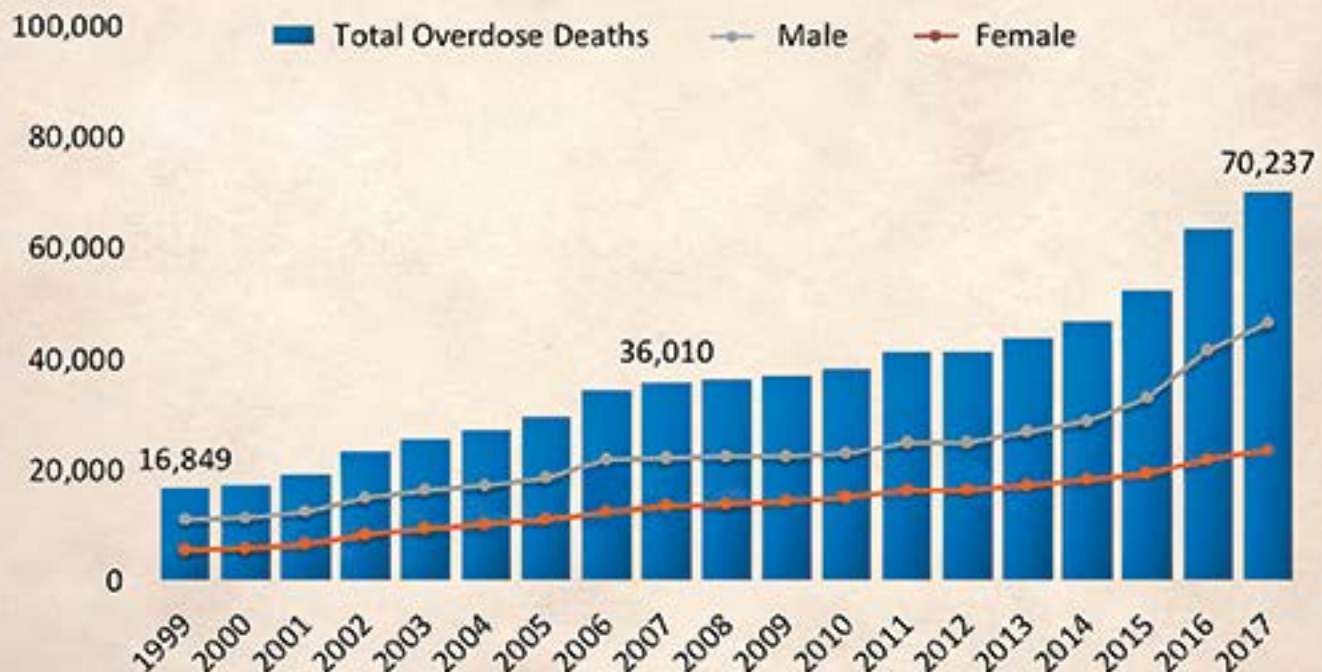


See Figures 59 to 61 in the 2017 NSDUH Report for additional information.

No difference between this estimate and the 2017 estimate is statistically significant at the .05 level.



National Drug Overdose Deaths¹⁴ by Gender, 1999-2017



[14] National Institute on Drug Abuse, NIH (Revised Jan, 2019) *Advancing Addiction Science*

Funding Strategy

Below is an outline of the Crestone Freedom Project multi-tiered funding strategy. Each element of the plan may be further developed, expanded, and implemented separately or simultaneously. Various points of this strategy have been executed and are currently in process.

I. Board of Directors Resourcing – The Project has assembled a diverse and well-connected board of directors to aid in the start-up process, many of which are well recognized public figures. Each of these members has invested materially of their personal finances, creative energies, and time. Each is directly committed to the work of successfully establishing the Crestone Freedom Project facility and to the immediate institution of its Radical Freedom Program for the betterment of adolescent youth and society at large.

II. Event Fundraisers

- **Concerts | Festivals** – The Project has successfully aligned itself with two music concert and festival promoters in the state of Colorado and abroad, who have volunteered their services. *Zea Stallings of The Copper Children* has extensive experience in the Denver market, while Mike Clark and *The River Arkansas* have organized multiple festivals in the Colorado Springs and Pueblo areas. Plans are in development for festivals to be marketed under the branding of *Free Colorado*, with target dates beginning in the fall of 2019. The events will be multi-day events. Vendor and gate fees will be charged. Food concessions, beverages, and proprietary *Crestone Freedom Project* and *Free Colorado* merchandise will be sold.

- **Workshops | Seminars** – Also in the late summer and early fall of 2019, the Project will initiate a campaign of workshops teaching its proprietary *Vision Journaling: Art of Manifestation* technique via webinars and live group events in Boulder, Denver, Colorado Springs, and Pueblo. In addition, other friends of the organization, with lecture and workshop skills, will be called upon to donate contribute to fundraising efforts by hosting ticketed events throughout the state.

- **Auctions | Sales** – The Project is affiliated with a vast array of artisans and crafters of a variety of valuable items who have pledged to contribute to auctions and sales for fundraising purposes.

III. Private Donor Funding – Donors of varying degrees of donation potential from the private sector will be connected through Paypal services. Efforts are being made to direct individuals to the website who are interested in more information on the project and in becoming a supporter of the work.

- **Crowd Funding Drive** – An entrenched social media presence has been established across the three common platforms of Facebook, Instagram, and Twitter. In each of those platforms, a base following of interested potential supporters is being fostered with great success. In addition, plans are underway to utilize various other crowdfunding tools such as GoFundMe as we maximize the opportunity to allow anyone interested in this cause, to become a part of it to the degree that fits them.

- **Speaking Tour** – A speaking tour is being scheduled for Chief Operating Officer Mindy Vandervoort, who will make persuasive, well-delivered, and emotionally impactful presentations around the Rocky Mountain states, primarily Colorado, Utah, and New Mexico – more expanded opportunities will be considered as they arise. Mindy has developed a network of willing professional volunteers with relevant experience who will contribute, as called upon, to these presentations, adding depth and diversity. At this time, the Organization has commitments from its well-connected board members to assist in developing venues for these events. Progress is presently being made in this effort, e.g., the Mile High Church in Denver.

- **Direct Appeals** – The board of directors has come together to provide a list of personal contacts to be reached out to directly for face-to-face meetings. The list is being expanded to include names suggested by other state and local entities and interested parties as high-profile and wealthy philanthropists who are currently seeking fundable projects such as the Crestone Freedom Project. Referrals have come from the Colorado state governor's office, the Gate's Foundation, the Manitou Foundation via Hanne Strong, Congressman Donald Valdez, Saguache County Commissioner, Jason Anderson, and world-renowned scientist Dr. Bruce H. Lipton. The Project is now in the process of connecting with these referrals to establish a schedule of talks intended to lead to ongoing financial support.

IV. State Funding – Listed here are multiple sources of funding opportunities made available to the Project by the state of Colorado since the beginning of 2019.

- **Governor's Office Pilot Program** – The Project is currently in direct conversation with the Governor's office regarding pilot program funding. An oral commitment to investigation has been made.

- **CDOC Service Contracts (Residual Revenue Opportunities)** – Since January 2019, the Project has developed and maintained a working connection with the Colorado Department of Corrections at an administrative level. As of July 2019, the opportunity to sit down with the office responsible for outside contracting has emerged. An initial meeting is scheduled in August of 2019 to discuss the CDOC's firmly expressed intent to utilize the Crestone Freedom Project and its Radical Freedom Program in a mutually beneficial way. Officials from the CDOC informed the Project in July of 2019 that it has no secondary resources under consideration in the San Luis Valley area. A budget of \$24,000,000 passed through the congressional budgeting committee in the session ending May 2019 and is now available for securing contracts with entities such as the Crestone Freedom Project.

- **Senator Garcia's MAT Program Funding** – The Project has made all necessary preparations called for by state and federal regulation for the implementation of the Medication-Assisted Treatment (MAT) program at its facility, once operational. In the 2019 legislative session, Senator Leroy Garcia, long time congressman and newly elected president of the Colorado State Senate, successfully passed a MAT program expansion bill through both houses of Congress. The bill has granted, for the first time, \$2,500,000 to be used exclusively for MAT program provision in the San Luis Valley. The Project's Director of Operations has secured a sit-down meeting with Senator Garcia at the end of July 2019 to discuss how the Organization may work with his office to achieve this goal.

- **Colorado State Congressional Bill | HB19-1287 | Signed May 14, 2019** – The house bill provides approximately \$5,000,000 for the Rural Treatment Capacity Grant. This grant is earmarked for implementing substance use disorder treatment in rural Colorado.

- **Colorado State Congressional Bill | SB19-008 | Signed May 23, 2019** – The senate bill allocates \$1,200,000 to Criminal Justice Diversion Programs statewide. The Project's COO has met previously with the District Attorney's of judicial districts serving the thirteen counties in, and surrounding, the San Luis Valley. Through these meetings, firm commitments have been made to utilize the Crestone Freedom Project facility for the state's diversion program.

- **Colorado State Congressional Bill | HB19-1009 | Signed May 23, 2019** – The house bill provides approximately \$1,000,000 in housing vouchers for individuals with substance use disorder. The Project facility will qualify to receive these vouchers for participants in residence.

V. Federal Funding – Listed here are sources of federal grant funds available through the process of direct application. The Organization has previously applied for and received the Dun & Bradstreet number necessary for access to services through the grants.gov website and is preparing to file for select grants.

- **USDA Capital Grant** – The United States Department of Agriculture awards Community Facilities Technical Assistance and Training grants to public bodies, nonprofit organizations, and federally recognized tribes each year for the purposes of establishing rural community facilities that meet public needs. Grants are made available up to \$150,000.
- **SAMHSA Block Grant** – The purpose of the Block Grant awarded by the Substance Abuse and Mental Health Services Administration is to expand the availability of prevention, treatment, recovery support and other services by supplementing medicaid, medicare, and private insurance services. Specifically, Block Grant recipients use the awards for the following purposes: to fund priority substance use disorder treatment and support services for individuals without insurance or for those whom coverage is terminated for short periods.
- **Grants.gov Annual Grant Listings** – Each year Grants.gov begins to list new grant offerings for registered members to make application. The listings are numerous, and the Organization will diligently pursue as many grants applications as it qualifies for each year.

VI. Foundation Grants – The Crestone Freedom Project grant writers have identified the following privately run charitable foundations as providing a high probability of success for funding.

- **Daniel's Fund** – Is founded by Bill Daniels, a Colorado native who established himself as a cable television pioneer beginning as far back as the 1950s. Funds from this organization are made available to substance abuse treatment programs exclusively located in New Mexico, Utah, Wyoming, and Colorado. From the year 2000 through the end of 2017, the fund had awarded a total of \$762,000,000 in funding. The Project is submitting its letter of intent and business plan for consideration in August of 2019. No preset maximum grant limits are imposed on applicants.
- **Gates Family Foundation** – The Gates Family Foundation was established by Charles Gates Sr. in 1946. Gates arrived in Tin Cup, Colorado in 1904 to work in the gold mines and eventually made his fortune in rubber for the booming tire manufacture industry. His family continues to honor the state with generous philanthropic investments and the awarding of a total of more than \$400,000,000 exclusively to Coloradans.

- **Anschutz Foundation** – The organization was founded in 1984 by Phillip F. Anschutz, the billionaire oilman, of Colorado. His corporate headquarters is still in Denver. Phillip's father was also an oil tycoon who invested heavily in ranches in Colorado, Utah, and Wyoming. The family donates to Colorado causes in the form of more than 500 grants each year.

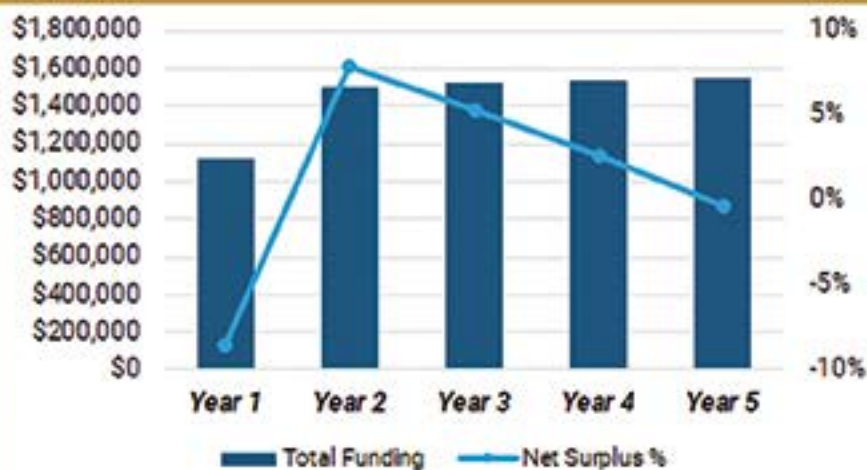
- **El Pomar Foundation** – The purpose of the Block Grant awarded by the Substance Abuse and Mental Health Services Administration is to expand the Founded in 1937 by Spencer and Julie Penrose, the El Pomar Foundation distributes more \$21,000,000 in grant capital each year to their stated mission to “enhance, encourage, and promote the current and future well-being of the people of Colorado.” The El Pomar Foundation serves as a general-purpose foundation, providing trustee-approved grants across five grantmaking areas: arts and culture, civic and community initiatives, education, health, and human services.

VII. USDA Rural Development Community Facility Direct Loan – The United States Department of Agriculture offers long term (up to forty years), fixed-rate, rural development loans at or below market rate, to public bodies, community-based nonprofit corporations, and federally recognized tribes to provide essential facilities for rural communities and federally designated tribes. This loan application requires no personal guarantor. However, the application calls for three to five years of revenue history from the borrowing entity to ensure the ability to repay the loan. This renders the loan useless for start-up but will be extremely valuable for the Project's future expansion plans. There are no preset limitations on loan amounts.

Special Notation

Capital funding for start-up projects, such as the Crestone Freedom Project, is unique in that there is a cash investment requirement prior to becoming operational. For example, the Crestone Freedom Project is currently seeking an infusion of 2.3 million dollars. Two million dollars of the total need is required solely for the purposes of real estate acquisition, infrastructural development, and supply purchases. Some of the charitable entities and governmental bodies listed here are much less inclined to grant funds for start-up purposes, preferring to fund projects, which are providing services at the time of application. For this reason, the Crestone Freedom Project recognizes the critical nature of private philanthropists, who will ultimately give life to the Project. Thus, the strategy for generating the funds outlined in the following section depends heavily upon appeals to individual donors.

Financial Highlights



Pre-Revenue Funding

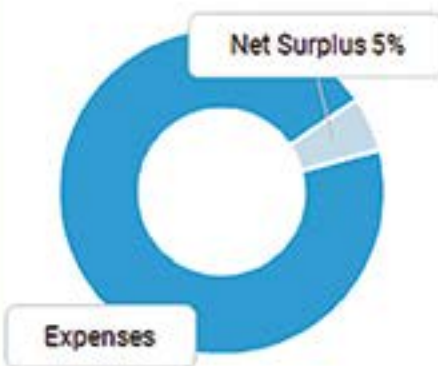
\$2,300,000

Average Annual Op Expenses

\$1,417,930

Average Annual Funding Req'd

\$1,445,988



Year 3

	Year 1	Year 2	Year 3	Year 4	Year 5
Total Funding	\$1,117,800	\$1,505,304	\$1,520,357	\$1,535,561	\$1,550,916
Gross Surplus	\$1,117,800	\$1,505,304	\$1,520,357	\$1,535,561	\$1,550,916
Operating Expenses	\$1,213,823	\$1,385,830	\$1,438,965	\$1,495,468	\$1,555,565
Net Surplus	(\$96,023)	\$119,474	\$81,392	\$40,092	(\$4,649)
Net Surplus %	-8.6%	7.9%	5.4%	2.6%	-0.3%

Special Notation

It is common for public granting bodies to focus more resources on projects no longer in the start-up phase of development, preferring to fund those already in service. The Crestone Freedom Project recognizes the critical nature of private philanthropists, who will ultimately give life to the Project. Thus, the strategy for generating the funds outlined on this page depends heavily upon appeals to individual donors.

USE OF FUNDS

The table below outlines the sources and uses of funding:

SOURCES OF FUNDS	
Donations	\$2,300,000
TOTAL SOURCES	\$2,300,000
USES OF FUNDS	
START-UP EXPENSES	
Brochures & Print Materials	\$7,500
Consultants	\$3,654
Marketing	\$25,000
Architect/Engineering	\$5,000
Business Licenses, Fees & Permits	\$5,000
Curriculum Costs	\$4,000
Total Start-up Expenses	\$50,154
START-UP ASSETS	
Working Capital	\$254,798
Wilderness Program Gear	\$30,000
Property	\$1,800,000
Participant Accomodations	\$48,690
Horse Paddocks & Sheds	\$24,500
Horse Tack Shed & Supply Shed	\$5,000
BLM Wild Horse Equipment/Supplies + Additional Horse Equipment	\$28,040
Vehicles	\$28,598
Resident Furnishings	\$11,520
Toilets, Sinks & Showers	\$2,000
Kitchen Equipment Upgrades	\$2,200
Treatment Tracking Software	\$10,000
Green House	\$4,500
Total Start-up Assets	\$2,249,846
TOTAL USES	\$2,300,000

State Representative
DONALD VALDEZ
Colorado State Capitol
200 East Colfax Avenue, Room 307
Denver, CO 80203
Office: 303-866-2916
donald.valdez.house@state.co.us



Vice-Chair:
Rural Affairs & Agriculture
Committee
Member:
Statutory Revision Committee
Transportation & Local
Government Committee

COLORADO
HOUSE OF REPRESENTATIVES
STATE CAPITOL
DENVER
80203

June 7, 2019

To whom it may concern:

My name is Donald Valdez. I am the current Colorado State Representative for District 62, where I've been honored to serve since 2017. The State of Colorado has dealt with epidemic grade substance use issues for many years. However, the problem persists, and our citizens need help on a scale like never before.

We need programs which promote the skills necessary for real and lasting change through environmental transformation, positive social interactions, deep healing of past trauma, and a new vision for a productive future. These are precisely the aspects that the Crestone Freedom Project positioned to deliver through their revolutionary Radical Freedom Program. I'm writing this letter in support of the Crestone Freedom Project.

I've spent time visiting with Mindy Vandervoort, President and CEO of the Crestone Freedom Project and having seen her dedication, and listened closely as she has spoken of her vision, and carefully reviewed the organization's plans for bringing hope to the hurting, I can say that I fully believe the Crestone Freedom Project's program (the Radical Freedom Program) is so much more than a step, but rather a leap, in the right direction for our community and state, for those who suffer the devastating effects of addiction. I fully support the efforts of the Crestone Freedom Project and encourage all concerned to take a very close look at the heart of this nonprofit organization, its mission, and its leadership.

Sincerely,

A handwritten signature in black ink, appearing to read "Donald Valdez".

Donald Valdez
State Representative
House District 62



SAGUACHE COUNTY

505 Third Street • P. O. Box 100
Saguache, Colorado 81149

Phone: (719) 655-2231 • Fax: (719) 655-2635

April 16, 2019

To All Concerned;


We, the Saguache County Board of Commissioners, are writing this letter in support of the Crestone Freedom Project and their innovative *Radical Freedom Program*. We feel that this program has the potential to address, in an innovative way, the substance use issues we now face in both the County and Colorado. The San Luis Valley, like many rural areas of the state have struggled with substance abuse issues for many years and very few resources have existed in our communities with which to address them. The Crestone Freedom Project comes heavily equipped with evidence-based therapies and work on the cutting edge of new scientific understanding, in concerted effort to do their part to bring an end to the cycle of addiction.

Saguache County often has a difficult time finding necessary resources with limited funds and services due to our rural nature. The *Radical Freedom Program* that the Crestone Freedom Project has developed over years of research addresses many of the issues we are currently experiencing here at this time. Their program provides proven effective therapies, educational opportunities, job skills training, community involvement and a connection to nature over a period of nine months instead of a few weeks.

The Board of Commissioners feel that this is precisely the kind of program that the youth of our county will respond to in a positive way, with long-term results. A facility that addresses substance abuse and actively invests in prevention for our youth will be a huge asset to us all. The citizens of Saguache County and the San Luis Valley need this type of facility and this programming. The Board of Saguache County Commissioners are here to support, advocate for and endorse the Crestone Freedom Project as it brings much-needed service to our County and to the San Luis Valley at large.

Sincerely,


Ken Anderson
Chairman


Jason Anderson
Commissioner


Tim Lovato
Commissioner



Office of the District Attorney, 11th Judicial District

Molly Chilson, District Attorney

Fremont and Custer County
136 Justice Center Road, #203
Canon City, CO 81212
(719) 269-0170

Park County
P.O. Box 1206
Fairplay, CO 80440
(719) 836-2080

Chaffee County
P.O. Box 699
Salida, CO 81201
(719) 539-3563

February 20, 2019

Letter of Support for Crestone Freedom Project

To Whom It May Concern,

I am writing in support of the Crestone Freedom Project in their effort to bring an innovative residential treatment campus to the San Luis Valley.

As District Attorney for the 11th Judicial District, I can attest there is a tremendous need in rural Colorado for long-term residential treatment options for at-risk and criminal justice involved youth and young adults.

I appreciate the vision of Crestone Freedom Project, focusing on the physical, spiritual and mental wellbeing of the persons they intend to serve, and the development of healthy life habits. There are extremely few accessible, low cost treatment options which incorporate wilderness/outdoor experiences, and a focus on nutrition, in addition to licensed clinical care and support. It would be truly exciting to have such an option in proximity to our District.

Sincerely,

Molly Chilson

ALAMOSA COUNTY SHERIFF'S DEPARTMENT

1315 17th Street

Alamosa, Colorado 81101

T: 719.589.6608

Sheriff Robert Jackson



To Whom It May Concern,

I'm Sheriff Robert Jackson of Alamosa County, Colorado. I've recently met and spoke with Mindy Vandervoort, the Director of Public Relations for the Crestone Freedom Project. After meeting with her, I am very excited for an organization such as this one to be located in our area. This is what we've needed for some time, and right now we need it more than ever. The current programs available to people with addiction issues have not made a significant impact on the affected population, particularly our youth, which the Crestone Freedom Project specifically targets in its adolescent division of the *Radical Freedom Program*. In Alamosa County, our recidivism rate for drug offenders is incredibly high, and our recovery programs simply are not resulting in lasting changes.

At this time our jail is at capacity and we have over 20 inmates housed at other facilities. Approximately 90% of our them are here on drug related charges or crimes committed to acquire items to sell to get their next fix. We continue to have repeat offenders due to substance abuse, and our community continues to battle with the propagation, distribution, and personal use of illegal and controlled substances. The county needs a true long-term facility that produces real changes in its participants, as opposed to a one-month or even three-month half-attempt at treating the symptoms. That approach has not been effective, it's not possible to address the cause of the addiction and heal in a such a short time period.

I believe that the Crestone Freedom Project is bringing a program that will benefit all the citizens of this county immensely and greatly impact our quality of life. Our inmate population needs an education, skills and trades training, and to gain a new perspective on life. This organization's proprietary *Radical Freedom Program* certainly has the makings of a program that can, and will, satisfy those needs. That's why I'm personally endorsing this program. We want our incarcerated individuals to have help and become productive citizens, but they need the tools to be able to accomplish this difficult task. I believe what is being offered in this program, based on personal freedom, will be profoundly useful for many and will ultimately provide them another opportunity to have a happy life filled with accomplishment.

Alamosa County Sheriff
Robert Jackson

Southern Colorado Harm Reduction Association
1249 E. Routt Avenue, Pueblo, CO 81004
(719) 289-7149
homebase@socoharmreduction.org
www.socoharmreduction.org



July 14, 2019

To Whom It May Concern:

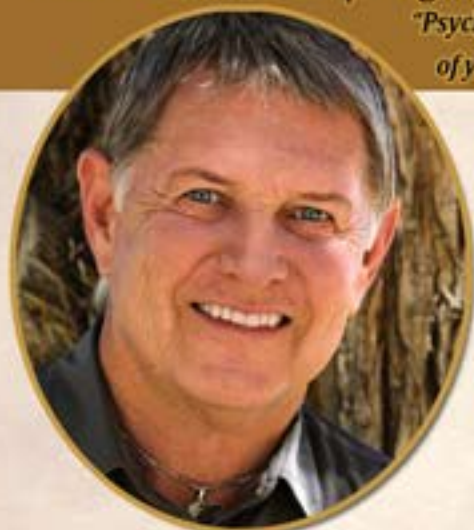
As the Director/Founder of the Southern Colorado Harm Reduction Association, a nonprofit, community-based service organization based in Pueblo, Colorado, I write on behalf of the Crestone Freedom Project. The Crestone Freedom Project proposes to create a long term treatment program for Young Adults and adolescents with co-occurring, substance use and mental health disorders by utilizing best practice methods that are not mainstream in current treatment modalities. As a healthcare professional who has been in the addiction medicine arena, there is little to no treatment programs for young people in our state.

The reality is, there is an unmet need to reduce health disparities in our youth and their families who are suffering from the consequences of addiction and mental health disorders. There is now a significant amount of evidence and science to support the fact that a more holistic approach to treatment is more effective than what has been traditionally done. The concept of healing the physical, mental and spiritual being is one that is emerging in the world of treatment. This is what the Crestone Freedom Project has laid as their foundation to approach and obtain wellness for our youth.

The leadership of this project have also realized the population needing these services are generally those who cannot afford expensive treatment, and want to make it accessible to all. This goal coupled with the model of this program makes it a valuable and much needed project that every county in our state would benefit from.

Respectfully,
Judy Solano, MS, RN, ADS
Director/Founder
Southern Colorado Harm Reduction Association

A handwritten signature in blue ink, which appears to read 'Judy Solano', is written over the typed name and title.



When I first heard about the Crestone Freedom Project (CFP), I was intrigued and immediately saw a connection between the power of beliefs and the part negative beliefs can play in the root cause of addictions, including drug addiction. Because PSYCH-K has been used since 1988 to successfully help people from all walks of life all over the world to overcome the limitations in their lives, I recognized the affinity of goals between PSYCH-K and CFP. After talking with Dwayne and Mindy Vandervoort, we all became aware of the power of collaboration in addressing the increasing incidence of drug addiction, especially among young people, ages 18-25. So when I was asked about blending PSYCH-K into their curriculum, I was honored and delighted!

The main connecting point between PSYCH-K and CFP is the power of beliefs because beliefs are the building blocks of personality. They define their owners as worthy or worthless, powerful or powerless, competent or incompetent, trusting or suspicious, belonging or outcast, self-reliant or dependent, flexible or judgmental, fairly treated or victimized, loved or hated. Beliefs have far-reaching consequences, both positive and negative, in every area of life. Beliefs affect self-esteem, prosperity, relationships, job performance, and spiritual outlook, even mental and physical health. Each of these categories of life can affect addictive behaviors.

These beliefs are formed as a result of several factors. Much like the operating software in a personal computer, our basic psychological predispositions are the result of hand-me-down software from our parents. Parenting styles, reinforced by childhood experiences and cultural conditioning, actualize the software. In other words, we are profoundly influenced by the conclusions drawn from our past programming and experiences.

These conclusions, in the form of beliefs, attitudes, values, and so on, are drawn from past experience and stored in the subconscious mind. Even though we may be mostly unaware of their influence, they direct our observable actions and behaviors. Our subconscious beliefs create the perceptual filters through which we respond to life's challenges. These filters form the basis for our actions and reactions to each new life situation. Beliefs, such as *"I am competent," "I am powerful,"* or *"I am safe"* profoundly influence our ability to perform effectively. With beliefs like these, we can all undertake challenging projects with confidence and stay focused on the task at hand. However, with beliefs like *"I don't really trust myself to do a good job"* or *"How things turn out is not really within my control"* one will proceed hesitantly, fearing mistakes, criticism, and failure.

It's disturbing enough that negative beliefs may be a reflection of reality, but what's more disturbing is that they actually help to create that reality. Beliefs establish the limits of what we can achieve. As Henry Ford once said, *"Whether you believe you can, or believe you can't...you're right!"* This is especially true when the beliefs are subconscious. Most of us agree, and behavioral scientists confirm that our behaviors are a direct reflection of our beliefs, perceptions, and values, generated from past experiences.

Contemporary studies in neuroscience show that our reactions to various stimuli are decided before we become consciously aware of them. In fact, according to Emmanuel Donchin, director of the Laboratory for Cognitive Psychophysiology at the University of Illinois, *"As much as 99 percent of cognitive activity may be nonconscious."* The fact is, as adults, we spend most of our time subconsciously responding to life rather than consciously creating it. This is a major factor in numerous addictive behaviors. So the question is: Can detrimental or outdated parental and societal software be changed? The answer is a resounding YES!

Using PSYCH-K belief-change processes, it's never too late to have a functional childhood! By changing subconscious beliefs, we can free ourselves from the prison of limiting beliefs and create a future that is worthy of who we really are, in order to realize our full potential. Cheers to the Crestone Freedom Project for providing this opportunity to these young people!

Rob Williams, M.A.

Financial Projections

FINANCIAL METRICS

	Year 1	Year 2	Year 3	Year 4	Year 5
PROFITABILITY					
Gross Surplus/Funding	100.0%	100.0%	100.0%	100.0%	100.0%
EBITDA/Funding	-7.6%	8.7%	6.1%	3.3%	0.4%
NET SURPLUS %	-8.6%	7.9%	5.4%	2.6%	-0.3%
DEBT RATIOS					
Debt/Assets	0.0	0.0	0.0	0.0	0.0
Interest Coverage Ratio	N/A	N/A	N/A	N/A	N/A
Debt Service Coverage Ratio	N/A	N/A	N/A	N/A	N/A
DAYS ON HAND					
Receivables	0	0	0	0	0
Inventory	0	0	0	0	0
Payables	30	30	30	30	30

FUNDING FORECAST

	Year 1	Year 2	Year 3	Year 4	Year 5
Average Participants	27	36	36	36	36
DOC Contract/Day/Participant	\$115	\$116	\$117	\$118	\$120
Days/Month	30	30	30	30	30
REVENUE					
DOC Contract	\$1,117,800	\$1,505,304	\$1,520,357	\$1,535,561	\$1,550,916
Total Funding	\$1,117,800	\$1,505,304	\$1,520,357	\$1,535,561	\$1,550,916

PERSONNEL FORECAST

	Year 1	Year 2	Year 3	Year 4	Year 5
STAFF COUNT PER POSITION					
Executive Director-Mindfulness Studies-Horse Program	1	1	1	1	1
Chief Operating Officer - Nutrition - Holistic Program Coordinator	1	1	1	1	1
Chief Financial Officer - Earth Education Program	1	1	1	1	1
Nature Based Program Coordinator	1	1	1	1	1
Clinical Supervisor/Mental Health Coordinator	1	1	1	1	1
Clinical Staff - CAC1	2	2	2	2	2
Career Development and Reintegration Coordinator	1	1	1	1	1
Musical Expression Program Coordinator	1	1	1	1	1
Love and Acceptance Program Coordinator	1	1	1	1	1
Holistic Program Facilitators	1	1	1	1	1
Food Services	1	1	1	1	1
Clerical Staff	1	1	1	1	1
Horse Wrangler Staff	2	2	2	2	2
Maintenance Staff	1	1	1	1	1
Contract Personnel	6	6	6	6	6
Total Staff Count	22	22	22	22	22
SALARY PER POSITION					
Executive Director-Mindfulness Studies-Horse Program	\$50,000	\$53,390	\$57,009	\$60,873	\$65,000
Chief Operating Officer - Nutrition - Holistic Program Coordinator	\$50,000	\$53,390	\$57,009	\$60,873	\$65,000
Chief Financial Officer - Earth Education Program	\$50,000	\$53,390	\$57,009	\$60,873	\$65,000
Nature Based Program Coordinator	\$50,000	\$53,390	\$57,009	\$60,873	\$65,000
Clinical Supervisor/Mental Health Coordinator	\$50,000	\$53,390	\$57,009	\$60,873	\$65,000
Clinical Staff - CAC1	\$30,000	\$32,034	\$34,205	\$36,524	\$39,000
Career Development and Reintegration Coordinator	\$50,000	\$53,390	\$57,009	\$60,873	\$65,000
Musical Expression Program Coordinator	\$30,000	\$32,034	\$34,205	\$36,524	\$39,000
Love and Acceptance Program Coordinator	\$30,000	\$32,034	\$34,205	\$36,524	\$39,000
Holistic Program Facilitators	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000
Food Services	\$30,000	\$32,034	\$34,205	\$36,524	\$39,000
Clerical Staff	\$30,000	\$32,034	\$34,205	\$36,524	\$39,000
Horse Wrangler Staff	\$20,000	\$21,356	\$22,804	\$24,349	\$26,000
Maintenance Staff	\$45,000	\$48,051	\$51,308	\$54,786	\$58,500
Contract Personnel	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000
TOTAL PAYROLL BY POSITION					
Executive Director-Mindfulness Studies-Horse Program	\$50,000	\$53,390	\$57,009	\$60,873	\$65,000
Chief Operating Officer - Nutrition - Holistic Program Coordinator	\$50,000	\$53,390	\$57,009	\$60,873	\$65,000
Chief Financial Officer - Earth Education Program	\$50,000	\$53,390	\$57,009	\$60,873	\$65,000
Nature Based Program Coordinator	\$50,000	\$53,390	\$57,009	\$60,873	\$65,000
Clinical Supervisor/Mental Health Coordinator	\$50,000	\$53,390	\$57,009	\$60,873	\$65,000
Clinical Staff - CAC1	\$60,000	\$64,067	\$68,411	\$73,048	\$78,000
Career Development and Reintegration Coordinator	\$50,000	\$53,390	\$57,009	\$60,873	\$65,000
Musical Expression Program Coordinator	\$30,000	\$32,034	\$34,205	\$36,524	\$39,000
Love and Acceptance Program Coordinator	\$30,000	\$32,034	\$34,205	\$36,524	\$39,000
Holistic Program Facilitators	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000
Food Services	\$30,000	\$32,034	\$34,205	\$36,524	\$39,000
Clerical Staff	\$30,000	\$32,034	\$34,205	\$36,524	\$39,000
Horse Wrangler Staff	\$40,000	\$42,712	\$45,607	\$48,699	\$52,000
Maintenance Staff	\$45,000	\$48,051	\$51,308	\$54,786	\$58,500
Contract Personnel	\$87,500	\$90,000	\$90,000	\$90,000	\$90,000
Total Payroll	\$667,500	\$708,301	\$749,199	\$792,869	\$839,500
Payroll/Funding	59.7%	47.1%	49.3%	51.6%	54.1%

PERSONNEL FORECAST

	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12
STAFF COUNT PER POSITION												
Executive Director-Mindfulness Studies-Horse Program	1	1	1	1	1	1	1	1	1	1	1	1
Chief Operating Officer - Nutrition - Holistic Program Coordinator	1	1	1	1	1	1	1	1	1	1	1	1
Chief Financial Officer - Earth Education Program	1	1	1	1	1	1	1	1	1	1	1	1
Nature Based Program Coordinator	1	1	1	1	1	1	1	1	1	1	1	1
Clinical Supervisor/Mental Health Coordinator	1	1	1	1	1	1	1	1	1	1	1	1
Clinical Staff - CAC1	2	2	2	2	2	2	2	2	2	2	2	2
Career Development and Reintegration Coordinator	1	1	1	1	1	1	1	1	1	1	1	1
Musical Expression Program Coordinator	1	1	1	1	1	1	1	1	1	1	1	1
Love and Acceptance Program Coordinator	1	1	1	1	1	1	1	1	1	1	1	1
Holistic Program Facilitators	1	1	1	1	1	1	1	1	1	1	1	1
Food Services	1	1	1	1	1	1	1	1	1	1	1	1
Clerical Staff	1	1	1	1	1	1	1	1	1	1	1	1
Horse Wrangler Staff	2	2	2	2	2	2	2	2	2	2	2	2
Maintenance Staff	1	1	1	1	1	1	1	1	1	1	1	1
Contract Personnel	4	6	6	6	6	6	6	6	6	6	6	6
Total Staff Count	20	22	22	22	22	22	22	22	22	22	22	22
SALARY PER POSITION												
Executive Director-Mindfulness Studies-Horse Program	\$4,167	\$4,167	\$4,167	\$4,167	\$4,167	\$4,167	\$4,167	\$4,167	\$4,167	\$4,167	\$4,167	\$4,167
Chief Operating Officer - Nutrition - Holistic Program Coordinator	\$4,167	\$4,167	\$4,167	\$4,167	\$4,167	\$4,167	\$4,167	\$4,167	\$4,167	\$4,167	\$4,167	\$4,167
Chief Financial Officer - Earth Education Program	\$4,167	\$4,167	\$4,167	\$4,167	\$4,167	\$4,167	\$4,167	\$4,167	\$4,167	\$4,167	\$4,167	\$4,167
Nature Based Program Coordinator	\$4,167	\$4,167	\$4,167	\$4,167	\$4,167	\$4,167	\$4,167	\$4,167	\$4,167	\$4,167	\$4,167	\$4,167
Clinical Supervisor/Mental Health Coordinator	\$4,167	\$4,167	\$4,167	\$4,167	\$4,167	\$4,167	\$4,167	\$4,167	\$4,167	\$4,167	\$4,167	\$4,167
Clinical Staff - CAC1	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500
Career Development and Reintegration Coordinator	\$4,167	\$4,167	\$4,167	\$4,167	\$4,167	\$4,167	\$4,167	\$4,167	\$4,167	\$4,167	\$4,167	\$4,167
Musical Expression Program Coordinator	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500
Love and Acceptance Program Coordinator	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500
Holistic Program Facilitators	\$1,250	\$1,250	\$1,250	\$1,250	\$1,250	\$1,250	\$1,250	\$1,250	\$1,250	\$1,250	\$1,250	\$1,250
Food Services	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500
Clerical Staff	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500
Horse Wrangler Staff	\$1,667	\$1,667	\$1,667	\$1,667	\$1,667	\$1,667	\$1,667	\$1,667	\$1,667	\$1,667	\$1,667	\$1,667
Maintenance Staff	\$3,750	\$3,750	\$3,750	\$3,750	\$3,750	\$3,750	\$3,750	\$3,750	\$3,750	\$3,750	\$3,750	\$3,750
Contract Personnel	\$1,250	\$1,250	\$1,250	\$1,250	\$1,250	\$1,250	\$1,250	\$1,250	\$1,250	\$1,250	\$1,250	\$1,250
TOTAL PAYROLL BY POSITION												
Executive Director-Mindfulness Studies-Horse Program	\$4,167	\$4,167	\$4,167	\$4,167	\$4,167	\$4,167	\$4,167	\$4,167	\$4,167	\$4,167	\$4,167	\$4,167
Chief Operating Officer - Nutrition - Holistic Program Coordinator	\$4,167	\$4,167	\$4,167	\$4,167	\$4,167	\$4,167	\$4,167	\$4,167	\$4,167	\$4,167	\$4,167	\$4,167
Chief Financial Officer - Earth Education Program	\$4,167	\$4,167	\$4,167	\$4,167	\$4,167	\$4,167	\$4,167	\$4,167	\$4,167	\$4,167	\$4,167	\$4,167
Nature Based Program Coordinator	\$4,167	\$4,167	\$4,167	\$4,167	\$4,167	\$4,167	\$4,167	\$4,167	\$4,167	\$4,167	\$4,167	\$4,167
Clinical Supervisor/Mental Health Coordinator	\$4,167	\$4,167	\$4,167	\$4,167	\$4,167	\$4,167	\$4,167	\$4,167	\$4,167	\$4,167	\$4,167	\$4,167
Clinical Staff - CAC1	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000
Career Development and Reintegration Coordinator	\$4,167	\$4,167	\$4,167	\$4,167	\$4,167	\$4,167	\$4,167	\$4,167	\$4,167	\$4,167	\$4,167	\$4,167
Musical Expression Program Coordinator	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500
Love and Acceptance Program Coordinator	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500
Holistic Program Facilitators	\$1,250	\$1,250	\$1,250	\$1,250	\$1,250	\$1,250	\$1,250	\$1,250	\$1,250	\$1,250	\$1,250	\$1,250
Food Services	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500
Clerical Staff	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500
Horse Wrangler Staff	\$3,333	\$3,333	\$3,333	\$3,333	\$3,333	\$3,333	\$3,333	\$3,333	\$3,333	\$3,333	\$3,333	\$3,333
Maintenance Staff	\$3,750	\$3,750	\$3,750	\$3,750	\$3,750	\$3,750	\$3,750	\$3,750	\$3,750	\$3,750	\$3,750	\$3,750
Contract Personnel	\$5,000	\$7,500	\$7,500	\$7,500	\$7,500	\$7,500	\$7,500	\$7,500	\$7,500	\$7,500	\$7,500	\$7,500
Total Payroll	\$53,333	\$55,833	\$55,833	\$55,833	\$55,833	\$55,833	\$55,833	\$55,833	\$55,833	\$55,833	\$55,833	\$55,833
Payroll/Funding	128.8%	134.9%	134.9%	67.4%	67.4%	67.4%	45.0%	45.0%	45.0%	45.0%	45.0%	45.0%

PRO FORMA SURPLUS & DEFICIT

	Year 1	Year 2	Year 3	Year 4	Year 5
Total Funding	\$1,117,800	\$1,505,304	\$1,520,357	\$1,535,561	\$1,550,916
Total Direct Cost of Funding	\$0	\$0	\$0	\$0	\$0
Gross Surplus	\$1,117,800	\$1,505,304	\$1,520,357	\$1,535,561	\$1,550,916
Gross Surplus/Funding	100.0%	100.0%	100.0%	100.0%	100.0%
EXPENSES					
Marketing	\$18,000	\$24,240	\$24,482	\$24,727	\$24,974
Property Taxes	\$3,000	\$3,030	\$3,060	\$3,091	\$3,122
Utilities	\$60,000	\$80,800	\$81,608	\$82,424	\$83,248
Food & Supplies	\$81,000	\$108,000	\$108,000	\$108,000	\$108,000
Insurance	\$20,000	\$26,933	\$27,203	\$27,475	\$27,749
Travel	\$36,000	\$48,480	\$48,965	\$49,454	\$49,949
Phone/Internet	\$3,840	\$3,878	\$3,917	\$3,956	\$3,996
Fees & Permits	\$500	\$505	\$510	\$515	\$520
Repairs & Maintenance	\$21,600	\$29,088	\$29,379	\$29,673	\$29,969
Networking Events	\$6,000	\$8,080	\$8,161	\$8,242	\$8,325
Legal & Accounting	\$12,000	\$16,160	\$16,322	\$16,485	\$16,650
Office Supplies	\$8,880	\$11,040	\$11,040	\$11,040	\$11,040
Contractors, Inc. MD for Detox	\$84,000	\$113,120	\$114,251	\$115,394	\$116,548
Volunteer Training	\$35,000	\$35,350	\$35,704	\$36,061	\$36,421
Other/Misc	\$6,000	\$8,080	\$8,161	\$8,242	\$8,325
Depreciation	\$11,003	\$11,003	\$11,003	\$11,003	\$11,003
Payroll Taxes & Benefits	\$133,500	\$141,660	\$149,840	\$158,574	\$167,900
Total Payroll	\$667,500	\$708,301	\$749,199	\$792,869	\$839,500
Total Op. Expenses	\$1,213,823	\$1,385,830	\$1,438,965	\$1,495,468	\$1,555,565
Surplus Before Int. & Tax	(\$96,023)	\$119,474	\$81,392	\$40,092	(\$4,649)
Interest Expense	\$0	\$0	\$0	\$0	\$0
Taxes Incurred	\$0	\$0	\$0	\$0	\$0
NET SURPLUS	(\$96,023)	\$119,474	\$81,392	\$40,092	(\$4,649)
NET SURPLUS %	-8.6%	7.9%	5.4%	2.6%	-0.3%

*Earnings Before Taxes, Interest & Depreciation

PRO FORMA SURPLUS & DEFICIT

	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12
Total Funding	\$41,400	\$41,400	\$41,400	\$82,800	\$82,800	\$82,800	\$124,200	\$124,200	\$124,200	\$124,200	\$124,200	\$124,200
Total Direct Cost of Funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Gross Surplus	\$41,400	\$41,400	\$41,400	\$82,800	\$82,800	\$82,800	\$124,200	\$124,200	\$124,200	\$124,200	\$124,200	\$124,200
Gross Surplus/Funding	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
EXPENSES												
Marketing	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500
Property Taxes	\$250	\$250	\$250	\$250	\$250	\$250	\$250	\$250	\$250	\$250	\$250	\$250
Utilities	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000
Food & Supplies	\$3,000	\$3,000	\$3,000	\$6,000	\$6,000	\$6,000	\$9,000	\$9,000	\$9,000	\$9,000	\$9,000	\$9,000
Insurance	\$1,667	\$1,667	\$1,667	\$1,667	\$1,667	\$1,667	\$1,667	\$1,667	\$1,667	\$1,667	\$1,667	\$1,667
Travel	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000
Phone/Internet	\$320	\$320	\$320	\$320	\$320	\$320	\$320	\$320	\$320	\$320	\$320	\$320
Fees & Permits	\$42	\$42	\$42	\$42	\$42	\$42	\$42	\$42	\$42	\$42	\$42	\$42
Repairs & Maintenance	\$1,800	\$1,800	\$1,800	\$1,800	\$1,800	\$1,800	\$1,800	\$1,800	\$1,800	\$1,800	\$1,800	\$1,800
Networking Events	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500
Legal & Accounting	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000
Office Supplies	\$440	\$440	\$440	\$680	\$680	\$680	\$920	\$920	\$920	\$920	\$920	\$920
Contractors, Inc. MD for Detox	\$7,000	\$7,000	\$7,000	\$7,000	\$7,000	\$7,000	\$7,000	\$7,000	\$7,000	\$7,000	\$7,000	\$7,000
Volunteer Training	\$2,917	\$2,917	\$2,917	\$2,917	\$2,917	\$2,917	\$2,917	\$2,917	\$2,917	\$2,917	\$2,917	\$2,917
Other/Misc	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500
Depreciation	\$917	\$917	\$917	\$917	\$917	\$917	\$917	\$917	\$917	\$917	\$917	\$917
Payroll Taxes & Benefits	\$10,667	\$11,167	\$11,167	\$11,167	\$11,167	\$11,167	\$11,167	\$11,167	\$11,167	\$11,167	\$11,167	\$11,167
Total Payroll	\$53,333	\$55,833	\$55,833	\$55,833	\$55,833	\$55,833	\$55,833	\$55,833	\$55,833	\$55,833	\$55,833	\$55,833
Total Op. Expenses	\$94,352	\$97,352	\$97,352	\$100,592	\$100,592	\$100,592	\$103,832	\$103,832	\$103,832	\$103,832	\$103,832	\$103,832
Surplus Before Int. & Tax	(\$52,952)	(\$55,952)	(\$55,952)	(\$17,792)	(\$17,792)	(\$17,792)	\$20,368	\$20,368	\$20,368	\$20,368	\$20,368	\$20,368
Interest Expense	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Taxes Incurred	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
NET SURPLUS	(\$52,952)	(\$55,952)	(\$55,952)	(\$17,792)	(\$17,792)	(\$17,792)	\$20,368	\$20,368	\$20,368	\$20,368	\$20,368	\$20,368
NET SURPLUS %	-127.9%	-135.1%	-135.1%	-21.5%	-21.5%	-21.5%	16.4%	16.4%	16.4%	16.4%	16.4%	16.4%

*Earnings Before Taxes, Interest & Depreciation

CASH FLOW

	Year 1	Year 2	Year 3	Year 4	Year 5
OPERATING					
Net Surplus	(\$96,023)	\$119,474	\$81,392	\$40,092	(\$4,649)
Adjustments to Net Surplus					
Depreciation & Amortization	\$11,003	\$11,003	\$11,003	\$11,003	\$11,003
(Increases)/Decreases in Accounts Receivable	\$0	\$0	\$0	\$0	\$0
(Additions)/Depletions of Inventory	\$0	\$0	\$0	\$0	\$0
Increases/(Decreases) in Accounts Payable	\$35,423	\$7,717	\$334	\$337	\$340
Net Cash From Operating Activities	(\$49,597)	\$138,194	\$92,729	\$51,432	\$6,695
INVESTING					
Purchase of Other Current Assets	\$0	\$0	\$0	\$0	\$0
Sale of Other Current Assets	\$0	\$0	\$0	\$0	\$0
Purchase of Land	\$0	\$0	\$0	\$0	\$0
Sale of Land	\$0	\$0	\$0	\$0	\$0
Purchase Long-term Assets	\$0	\$0	\$0	\$0	\$0
Sale of Long-term Assets	\$0	\$0	\$0	\$0	\$0
Net Cash From Investing Activities	\$0	\$0	\$0	\$0	\$0
FINANCING					
Investment	\$0	\$0	\$0	\$0	\$0
Dividends	\$0	\$0	\$0	\$0	\$0
New Current Borrowing	\$0	\$0	\$0	\$0	\$0
Current Borrowing Repay.	\$0	\$0	\$0	\$0	\$0
New Long Term Liabilities	\$0	\$0	\$0	\$0	\$0
Long Term Liability Repay	\$0	\$0	\$0	\$0	\$0
Net Cash From Financing Activities	\$0	\$0	\$0	\$0	\$0
Net Cash Flow	(\$49,597)	\$138,194	\$92,729	\$51,432	\$6,695
Beginning Cash	\$254,798	\$205,201	\$343,395	\$436,124	\$487,556
ENDING CASH	\$205,201	\$343,395	\$436,124	\$487,556	\$494,251

CASH FLOW

	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12
OPERATING												
Net Surplus	(\$52,952)	(\$55,952)	(\$55,952)	(\$17,792)	(\$17,792)	(\$17,792)	\$20,368	\$20,368	\$20,368	\$20,368	\$20,368	\$20,368
Adjustments to Net Surplus												
Depreciation & Amortization	\$917	\$917	\$917	\$917	\$917	\$917	\$917	\$917	\$917	\$917	\$917	\$917
(Increases)/Decreases in AR	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
(Additions)/Depletions of Inventory	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Increases/(Decreases) in AP	\$29,032	\$0	\$0	\$3,196	\$0	\$0	\$3,196	\$0	\$0	\$0	\$0	\$0
Net Cash From Operating Activities	(\$23,003)	(\$55,035)	(\$55,035)	(\$13,679)	(\$16,875)	(\$16,875)	\$24,481	\$21,285	\$21,285	\$21,285	\$21,285	\$21,285
INVESTING												
Purchase of Other Current Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Other Current Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase Long-term Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Long-term Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Net Cash From Investing Activities	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
FINANCING												
Investment	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Dividends	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
New Current Borrowing	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Current Borrowing Repay.	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
New Long Term Liabilities	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Long Term Liability Repay	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Net Cash From Financing Activities	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Net Cash Flow	(\$23,003)	(\$55,035)	(\$55,035)	(\$13,679)	(\$16,875)	(\$16,875)	\$24,481	\$21,285	\$21,285	\$21,285	\$21,285	\$21,285
Beginning Cash	\$254,798	\$231,795	\$176,760	\$121,725	\$108,045	\$91,170	\$74,295	\$98,776	\$120,061	\$141,346	\$162,631	\$183,916
ENDING CASH	\$231,795	\$176,760	\$121,725	\$108,045	\$91,170	\$74,295	\$98,776	\$120,061	\$141,346	\$162,631	\$183,916	\$205,201

BALANCE SHEET

	Year 1	Year 2	Year 3	Year 4	Year 5
ASSETS					
Current Assets					
Cash	\$205,201	\$343,395	\$436,124	\$487,556	\$494,251
Accounts Receivable	\$0	\$0	\$0	\$0	\$0
Inventory	\$0	\$0	\$0	\$0	\$0
Other Current Assets	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000
Total Current Assets	\$235,201	\$373,395	\$466,124	\$517,556	\$524,251
Fixed Assets					
Long-term Assets	\$165,048	\$165,048	\$165,048	\$165,048	\$165,048
Accum. Depreciation	\$11,003	\$22,006	\$33,010	\$44,013	\$55,016
Land	\$1,800,000	\$1,800,000	\$1,800,000	\$1,800,000	\$1,800,000
Total Fixed Assets	\$1,954,045	\$1,943,042	\$1,932,038	\$1,921,035	\$1,910,032
Total Assets	\$2,189,246	\$2,316,437	\$2,398,162	\$2,438,591	\$2,434,283
LIABILITIES					
Current Liabilities					
Accounts Payable	\$35,423	\$43,140	\$43,473	\$43,810	\$44,150
Current Borrowing	\$0	\$0	\$0	\$0	\$0
Other Current Liabilities	\$0	\$0	\$0	\$0	\$0
Subtotal Current Liabilities	\$35,423	\$43,140	\$43,473	\$43,810	\$44,150
Long-term Liabilities	\$0	\$0	\$0	\$0	\$0
Total Liabilities	\$35,423	\$43,140	\$43,473	\$43,810	\$44,150
CAPITAL					
Paid-in Capital	\$2,300,000	\$2,300,000	\$2,300,000	\$2,300,000	\$2,300,000
Accumulated Surplus	(\$50,154)	(\$146,177)	(\$26,703)	\$54,689	\$94,781
Surplus	(\$96,023)	\$119,474	\$81,392	\$40,092	(\$4,649)
Total Capital	\$2,153,823	\$2,273,297	\$2,354,689	\$2,394,781	\$2,390,133
TOTAL CAPITAL + LIABILITIES	\$2,189,246	\$2,316,437	\$2,398,162	\$2,438,591	\$2,434,283

