

PROGRAM OVERVIEW
OPERATION: BREAK THE CYCLE!

A New Technology for Effective and Lasting Behavioral Change

OPERATION: BREAK THE CYCLE! is designed for “at risk” high school teens. Designed in close collaboration with the local area’s high schools, it specifically targets seriously “at risk” and delinquent high school students who have been in trouble with the law, juvenile authorities and probation and school officials. Offenses include, but are not limited to: drug and alcohol abuse, sexual offenses, truancy, gang violence, and theft. Most of these youngsters have been in trouble repeatedly and see no way out of their problems. This program helps them to *break the cycle* of destructive behavior by providing them the tools and skills necessary to be productive and constructive members of society. Stemming from our conviction that crime is perpetrated by those with low self-worth, unmanageable emotions, and poor interpersonal skills, our program addresses these issues while it creates the climate for: safety, acceptance and a sense of belonging that they so desperately seek. We enable participants to realize that in order to change their world, they first have to change themselves. They come to maturity only when they take conscious responsibility for their own actions and the consequences of those actions.

What **OPERATION: BREAK THE CYCLE!** *Is*:

- ❖ a program designed to break the cycle of abuse, violence and self-destructive behavior.
- ❖ a program that creates a conducive climate for recognition of self-worth, dignity and self-respect.
- ❖ a program designed to help participants realize the importance of positive, healthy and solid relationships.
- ❖ a program that enables participants to recognize the importance of taking responsibility for their own lives.
- ❖ a program designed for young people who are hungry to learn to accept and love themselves
- ❖ a pro-active program targeting discernible, observable and measurable behavior changes
- ❖ a process and group participation program
- ❖ a program integrating all the elements of creative learning: verbal, logical, visual, kinesthetic, musical, interpersonal and intrapersonal.

What **OPERATION: BREAK THE CYCLE!** *is Not*:

- ❖ a substitute for the family
- ❖ a substitute for specific and professional psychological services
- ❖ a prescribed set of formulas and answers
- ❖ a psychology course
- ❖ group therapy
- ❖ a lecture series
- ❖ a required course

- ❖ intended to save every teen from every problem he has ever had or might encounter

Premises Upon Which This Program Is Based:

- ❖ In every individual there is the potential for positive change.
- ❖ Every individual has the capacity to learn the difference between right and wrong and act accordingly.
- ❖ We, human beings, possess the power within us to grow and change. We are not condemned to live in pain and broken circumstances forever.
- ❖ Abuse, violence and self-destruction are caused by low self-worth, unmanageable emotions and lack of interpersonal skills.
- ❖ A long term solution to the problem of teen abuse, violence and self-destructive behavior involves the realization of self-worth.
- ❖ The realization of self-worth is a process which involves a growing awareness of one's intrinsic goodness coupled with self-knowledge, self-awareness and self-acceptance.
- ❖ Learning to love and accept ourselves is one of the most valuable skills needed in learning to love others.
- ❖ Most teens want to feel a sense of belonging and friendship with other teens. This breaks the wall of isolation that contributes to destructive behavior.
- ❖ By being brought together to share on a deeper level and learn from one another new skills for coping and creating, teens will become stronger and better able to make choices that work.
- ❖ We always have a choice. Our choices are the single most defining things in our lives. Our choices determine who we are.
- ❖ People can grow and mature to adult responsibility only in and within the context of a "right" relationship. This is why it is important to train quality mentors.
- ❖ A personal story shared by a sincere adult is far more effective than a lecture from a paid expert or celebrity.

Why this Program Should Be an *Option* for Teens:

OPERATION: BREAK THE CYCLE! is designed to be an *option or elective*, not a required program for teens because it involves the following:

- ❖ commitment
- ❖ confidentiality
- ❖ deep sharing
- ❖ support of other group members
- ❖ maturity
- ❖ a sincere desire to improve one's life situation
- ❖ listening carefully to other group members
- ❖ respect for another person's point of view
- ❖ stress and anxiety reduction exercises
- ❖ deep trust and bonding

Teens are forced to do so many other things in their lives so this is one program we are not going

to force them to attend. We do not want anyone to be bribed to come, even if you think it would be the best program in the world for them.

If we require the program or force teens to be there, here are just some of the things you can expect to encounter:

- ❖ discussions that are shallow and lack feeling
- ❖ uncomfortable silence stemming from a refusal to participate
- ❖ disrespect and sarcasm toward other group members
- ❖ groaning, jeering, complaining, excessive talking, inattention
- ❖ very little personal growth taking place
- ❖ confidentiality will not be respected
- ❖ breaking of the rules

Outcome Statement

A community in which all “at risk” teens are able to participate in a long-term program that helps them “break the cycle” of abuse, violence, criminal and self-destructive behavior, harmful anger and rage. An effective program that enables teens to acquire and internalize fundamental skills, principles and values that will help them lead happier and more productive lives.

Program Objectives:

- ❖ Increase the individual’s sense of self-worth
- ❖ Increase awareness and knowledge of self
- ❖ Cultivation and realization of values
- ❖ Increase in responsibility and accountability
- ❖ Increase in tolerance and conflict resolution skills
- ❖ Increase the ability to deal effectively with challenges and disappointments
- ❖ Increase ability to set and accomplish goals
- ❖ Develop ability to make the right choices
- ❖ Increase ability to accept consequences of their choices
- ❖ Increase in pro-active and non-aggressive behaviors
- ❖ More effective (direct and honest) communication
- ❖ Increase respect for self and others

Participants’ characteristics:

- ❖ Santa Barbara’s high school youths between ages 15-18.
- ❖ Students attending grades 10-12 of city’s high schools.
- ❖ Most of these students have had problems in the school system, juvenile hall, legal

- ❖ system, corrections department, police department, truancy officers and/or at home.
- ❖ 100% of the students selected for the program have a strong desire, driven by pain, to break the cycle of abuse, violence, criminal and other destructive behaviors.
- ❖ These are “at risk” students. This means that they have no significant, responsible adult in their lives to mentor them and influence them in the right direction. They have had no one to be accountable to in their lives.

Participants’ Profile:

High school students who exhibit signs of abuse, low self-esteem, anger, rage, violence and other self-destructive behaviors. These students have been in trouble with the law, juvenile authorities, probation, schools officials, gang violence and theft. Most of these youngsters have been in trouble repeatedly and seem to see no way out of their problems.

During the times when they are not engaged in any structured activity and are not supervised by adults, they engage in any number of illegal, criminal, and destructive activities to themselves, others, family members, and the elderly of our community. Too many of these teens engage in harmful behaviors that unleash long-lasting effects on the community and cause fear in the residents. These behaviors include: shoplifting, child molestation, rape, drunken driving, physical fights using weapons, vandalism, breaking into homes, assaulting the elderly and unsuspecting women, sexual abuse, gang violence, drug and alcohol use and stealing.

Other harmful behaviors include: pre-mature and high risk sexual activities, abusive relationships, pregnancies, abortions and suicidal tendencies.

Performance Targets

Performance Targets for these customers for the year and how will you know if we reach them?

Type of change or condition:

- ❖ Reduction in the incidence of violent behavior in school, home and community
- ❖ Decrease in the number of youths joining gangs
- ❖ Reduction in the incidence of impulsive and aggressive behavior
- ❖ Decrease in confrontations with law enforcement officials, school officials and juvenile authorities
- ❖ Dramatic decrease in truancy and tardiness
- ❖ An end to being out late and staying out all night
- ❖ A dramatic decrease in abusive language with the intended to hurt others
- ❖ An end to the use of illegal drugs
- ❖ A dramatic decrease in self-destructive behaviors and activities
- ❖ Increase in the amount of quality time spent with family and friends
- ❖ Increase in favorable reports from school officials and/or probation officers
- ❖ An increase in the number of students who obtain productive jobs
- ❖ An increase in the ability to give and receive affection
- ❖ An increase in the number of quality friends who are taking the same path and have acquired the same values and interests
- ❖ An increase in the ability to say “no”

- ❖ An end to cruelty to pets and people
- ❖ Increase in the number of long-term friends
- ❖ An end to stealing and shoplifting
- ❖ A dramatic decrease in pre-mature and high risk sexual activities
- ❖ An end to criminal behaviors
- ❖ An end to carrying guns

Degree required for success:

- ❖ Doing or achieving at least 5 of the above behavioral changes or conditions is considered very successful in the first year
- ❖ Maintaining the changes for over a year, especially with the use of an ongoing support group and mentors
- ❖ Formation of new friendships with others in the program and/or those who have similar values and interests
- ❖ The completion of at least 5 monthly one-on-one conference with an Emmaus Team Leader
- ❖ Drastic decrease in acts of violence both overt and covert
- ❖ Adherence to the Operation “Break the Cycle” Behavior Contract
- ❖ Completion of at least 50% of their personal goals
- ❖ Dramatic increase in the students’ level of self-esteem and self-worth
- ❖ Formation of an healthy, responsible, accountable and honest relationship with an Emmaus mentor
- ❖ Improvement in academic, social, interpersonal and emotional development
- ❖ Development of a strong desire to actively engage in team or group activities

“Without intervention...the following might happen:”

In response to a question concerning the recent wave of fatal shootings by teens in school, Ronald Stephens, the Executive Director of The National School Safety Center, said that there are three common characteristics among these young people. They experience a sense of isolation; they use or abuse drugs or alcohol, and about 70% of them had previously brought weapons to school.

OPERATION: BREAK THE CYCLE! is fully aware of the needs of all teenagers but especially of “at risk” teens who can cause irreparable damage to themselves, their families and others.

At any given time, there are about 400 students involved in the continuation school system and juvenile hall. These students need help in confronting and overcoming addictions, abuse, obstructions, stress, anxiety, conflicts, and self-destructive behaviors.

Without intervention, the majority of these students will end up in the Justice Department, continue to hurt themselves and others, repeat the cycle of abuse, attempt or commit suicide, continue getting into physical and/or verbal fights, continue carrying and using weapons with the intent to harm others and continue stealing and vandalism. Others will remain in abusive and violent relationships, continue to engage in life-threatening and self-destructive behavior, pre-mature sexual activities, unwanted pregnancies and forced abortions.

Needless to say, without intervention, these students would engage or continue to engage in criminal behaviors leading to their arrest. Their academic performance and attendance at school would not change dramatically and the probability of completion of high school would be minimal. The chances of forming close “solid,” healthy, life-enhancing friendships would be small to non-existent, and their sense of worth and self-esteem would only diminish.

In general, without an intense level of intervention, like **OPERATION: BREAK THE CYCLE!** over 90% of these students or more would not acquire the skills, tools, language, will, and sustained encouragement and accountability needed to “break the cycle” of abuse and destructive behavior.

Projection of how many participants in our program will succeed:

From our experience over the years with this method for effective change and shift in lifestyle, we are confident that **OPERATION: BREAK THE CYCLE!** will be a major success and breakthrough in the lives of the participants. Our track record, history, approach, commitment and methodology in this kind of program have been unbeatable in the past. It continues to be the most effective way to produce positive and permanent behavior change. This success is possible because of the depth of our program, available support group, level of accountability expected from each participant, and the high level of involvement of numerous concerned others. Our team leaders are well trained, dedicated and committed to measurable personal growth.

Although we are used to being effective with over 80% of the participants in our other high school programs, we are projecting success with at least 60% with this “at risk” group.

How we will verify target achievement for each area of change stated earlier:

Each participant will turn in two reports on his/her goal assessment worksheet. Each will meet with a Core Staff member at least 2 times during the course of the school year in order to talk about progress on individual performance targets and provide encouragement and offer hope. During each session, the Core Staff member will work with the student on his/her personal goals, growth assessment worksheet and on interpersonal growth and development.

Social Progress is documented by the completion of the project survey on growth in interpersonal skills, healthy new friendships formed, teams joined, and the formation of respectful adult relationships. There is also an evaluation of growth in effective, clear, direct and honest communication.

Educational Progress is documented by the discussion of improved grades, projects, and working closely with mentors to assess and re-assess academic goals and means of reaching the stated goals. There is also a discussion of what works and what does not work in their study habits.

Value-Clarification The main purpose of this area in the student’s life is the gradual cultivation, integration and realization of life-enhancing behaviors such as integrity, honesty, compassion, empathy, justice, dignity, self-respect, respect for others, etc. The increase in the integration and realization of these qualities along with the acquisition of the skills to nurture them will create lasting change.

Family Because at Emmaus we believe that the family is the most important institution and that parents are a significant influence on their children, we see family involvement as crucial to our success. At the conclusion of each semester, we will have a conference with the parents in order to get feedback on their child's development as it relates to the program's goals and objectives.

Communal Because the outcome of *Operation "Break the Cycle,"* is designed to ultimately impact the community of Santa Barbara, there has to be a community component as well. The students will be strongly encouraged to do at least one of the following during the year:

1. join a club or a sports team
2. get an after-school job or volunteer position
3. attend an after-school tutoring program
4. help take care of an animal at the zoo or humane society

The evidence(data, research, or experience)that connects our Performance Target to the accomplishments of our Investor's Outcome Statement?

According to official Santa Barbara Police Department's statistics on juvenile crimes, the number of arrests of youths ages 8-18 have consistently increased over the past few years. The crimes committed by these juveniles have also been consistently more violent and sometimes fatal and wreak havoc and pain in the lives of our citizens.

For example, during 1996 there were a total of 1523 juvenile arrests; in 1997 there were 1792 arrests. These figures amount to the equivalent of 5 juvenile arrests every single day in the city of Santa Barbara. This number continues to increase and costs the city a lot of money, including the expenditure of precious time, energy and other resources. Most importantly, these destructive, criminal behaviors serve to weaken the fabric of our community and make us all feel unsafe.

Some of these arrests have been for serious felonies. A sampling of these cases shows crimes such as: child molestation, forgery, embezzlement, DUI causing injury, possession/use of heroine and cocaine, robbery, rape, possession of illegal drugs at school, vandalism, auto theft, sale of dangerous drugs, sale of dangerous weapons and the most common of all, minors in possession and influence of alcohol and/or marijuana.

Evidence has always shown that young people who get into trouble with the authorities, engage in self-destructive behavior, inflict harm on others, have uncontrollable anger and rage, suffer from anti-social pathologies. These young people for the most part are repeating the cycle of violence and abuse that they have suffered and are accustomed to. Studies have shown that these youngsters have never had a sustained nurturing, trusting environment where they feel safe and supportive. Because of this, they develop coping skills in order to merely function and survive. As they grow older, these coping skills no longer work to their benefit, but they are at a loss as to how to "break the cycle" of repeated negative behavior whose consequences are always harsh and painful.

Case histories and clinical studies of violent, dangerous adults--including drug addicts, con artists, pathological liars, abusive people--reveal that they grew up as character disturbed children at extremely high risk of developing an anti-social personality disorder as young adults. Robbed of a nurturing, trustworthy, dependable, safe environment, these "high risk" teens never bonded with parents, and they exhibit unbelievable rage, anger and violence, and will almost always continue the pattern into adulthood--unless this pattern can be addressed and corrected.

This endless cycle of abusive behaviors must be broken. In order to do this, an environment of trust, compassion, empathy, understanding and patience must be created and maintained. These teenagers must be surrounded by safe, supportive and caring adults who exhibit no sign of phoniness, aloofness or superiority. They will not self-disclose if there is any sense of unease or fear. One of the most important needs of these teens is the development of trust and dependability in a relationship. They have been used and abused, abandoned and neglected, lied to and disrespected, seen and not seen, promises have been made to them and not kept; hence, they have developed a heightened sense of mistrust, especially of adults. Therefore the community that needs to be formed must be anchored by trust and integrity. The desperate need for a sense of belonging will only be achieved in such an environment. Indeed, this is the first requirement before any movement towards authentic healing can occur.

Also, we know from experience that nothing will endure without a solid foundation anchored by timeless, effective, ethical principles. Various methodologies must be used and time allowed for results to develop and be nurtured. Important values are not inculcated overnight. This is the reason **OPERATION: BREAK THE CYCLE!** is not restricted by a rigid time-schedule. We work with the teens throughout the school year with methods for responsibility and accountability built into the fabric of the program.

It does not take research to know that people in general, but especially teenagers from this subgroup, desire intimacy, love and the ability to give and receive affection. Only when people bond at a deep level, when they begin to listen, truly listen to one another and develop empathy for each other, are they then ready to assume the responsibility of friendship and move toward developing true, healthy intimacy.

Life itself has taught us that without intervention in the lives of teens at this most critical and potentially explosive period, most of these young people will "lead lives of quiet desperation" and resort to destructive means for power, control and a sense of respect, which they so desperately need.

This abusive, self-destructive cycle must be broken by inculcating values, life-enhancing principles and skills in the lives of these teenagers.

Performance Targets for these customers for the year and how we will know if we reach them?

Of the 100 participants served by **OPERATION: BREAK THE CYCLE!** this year, about 60 (60%) will change in at least 40% of the following ways:

- ❖ They will write short term and long term personal goals for the year and accomplish them.

- ❖ They will write a “family” behavior contract which includes rewards and consequences for their actions.
- ❖ They will form and develop healthy friendships from within the group or with others with positive values.
- ❖ They will relinquish their old patterns of friendships, hangouts and activities.
- ❖ They will increase their self-esteem, self-worth, dignity and self-control.
- ❖ They will take greater responsibility for their lives and make a sincere effort to be honestly accountable for their behavior an Emmaus Mentor.
- ❖ They will become aware of their patterns of self-destructive thoughts and feelings and find ways to prevent these thoughts from becoming actions.
- ❖ They will develop the ability to listen to the anger and hurt of others with empathy instead of being insensitive, indifferent or taking it personally.
- ❖ They will develop a (pattern) habit of educating themselves on issues such as anger management, stress release, relaxation, integrity, etc.
- ❖ They will be active members of a school team or club
- ❖ Their language and behavior will change from one of anger, hostility and indifference to one of friendliness, warmth and caring.
- ❖ They will develop and maintain healthy, trusting relationships with friends and family members.

To verify our targets we will:

- ❖ We will have two assessment conferences during the school year, one at the end of each semester.
- ❖ Core Staff will meet with each participant to go over individual milestone charts.
- ❖ We will get feedback from parents and teachers.

Core Features essential for this product’s effectiveness with this specific set of customers.

Intensity/Duration

OPERATION: BREAK THE CYCLE! spans the entire school year but it is not time-based. This means that participants in the program are not abandoned and left to “fend” for themselves after a pre-determined time schedule with little regard to whether or not they have really mastered the components of the program. This program is focused only on results and as such continues to work with those participants who need more time even when the “official” scheduled time for the program is over.

The program starts off with a three-day “immersion” weekend, where the students start engaging in the formation of an “interest and values” centered community. They learn about self, others and relationships from a committed, passionate and caring team. This initial experience is then followed up with monthly workshops and periodic conferences with trained mentors.

Essential Elements

Integral to the success of the program is the fact that most basic and fundamental needs of this group of teenagers, such as trusting, bonding, a sense of belonging, increase in self-esteem and finding others with similar interests and values, are met immediately at the intense, fun, exciting,

adventurous and experiential weekend. Built into the program is ongoing support, accountability, mentor/staff availability and the creation of life-enhancing friendships. Participants are given an opportunity to be team leaders and/or peer leaders after the successful completion of the program. The team's close association with teachers and/or probation officials and families is a critical part of the program. The use of the tools for effective change and goal setting guidelines are a powerful instrument in individual growth and development assessment.

The specifically designed methodology used in this program is implemented to ensure the maximum of success and qualitative behavior change from the inside out. This approach is not commonly used by other organizations.

Most of all, the intense nature of the start-up weekend of honest dialogue, sharing, playing, crying, eating, affirming, hiking, ropes course, growing and learning together, is immeasurable and invaluable. This is where the adventure and journey begins! The momentum of this weekend experience is carried through in the monthly workshops.

Comparative Advantage Over Other Programs

Our program's goals are adaptable to individual needs. Most programs are operated from the stress-producing time-based module which clearly tells the participants (clients) that they do not have to produce results. **This method is doomed to fail from the very beginning because the performance targets are for the organization, not the customer. The focus is on checking off lists not "mastered" skills and qualitative, measurable, effective behavioral changes. These programs are based on conformation to externally set standards with the same methodology used for every person.**

OPERATION: BREAK THE CYCLE! is focused on the participants' Basic Selves and Belief System. This produces the motivation necessary for effective change from deep inside the person. The motivation and will to change are driven by what matters most to the Basic Self. For this age group, what excites their Basic Selves is; fun, excitement, adventure, friendship, intimacy, connectedness, security in being themselves, a strong sense of belonging and freedom. In short, given the opportunity to be "real" at no cost is an incredible motivator. No one else does it better than our organization and this program in particular.

The insistence on strong parental and community support is an advantage we have over many programs. Most programs leave the parents out of the picture. This is a mistake. Our Mentoring programs, consisting of trained personnel, who are men and women of integrity and character, is uniquely strong in terms of accountability and effectiveness. This program has been in development for over 6 years and many aspects have been tried and tested with amazing results each time.

The technology used in this program in order to develop positive, life-transforming results is unlike any other in the field. The program is based on "non-linear" learning. "Linear" learning, although important in daily living, does not necessarily affect the quality of life as "non-linear" learning must.

The methodology used in our program is anchored on recognition, appreciation and encouragement of different kinds of intelligence. Each individual expresses varying degrees of

the following:

verbal/linguistic intelligence - processing in terms of words; enjoyment of reading and writing

logical/mathematical intelligence - processing by reasoning; enjoyment of exploring, calculating, and questioning

visual/spatial intelligence - processing in images/pictures; enjoyment of drawing, video, etc.

body/kinesthetic - processing through the senses; enjoyment of moving, feeling, and hands-on activities

musical/rhythmic intelligence - processing via melodies and sounds; enjoyment of singing and vibrational effects.

interpersonal intelligence - processing by checking out ideas with others; enjoyment of group discussions and common projects.

intrapersonal intelligence - processing by going deep within; enjoyment of time alone, journaling and other introspective dynamics.

Delivery Strategy

We have a formidable working relationship with all the teachers and administration of the continuation school system as well as the comprehensive schools in the city of Santa Barbara. This is important to us because we want their strong, visible and committed support.

Our strategy includes working closely with the principals and teachers of these schools in order to get over 300 students to register for the program. Our target and ideal number of participants is 100(50 per session). However, from experience, we know that this group has a high drop out rate and low level of follow through, so we will request that at least 3 times the targeted number of students sign-up. The first 100 to get all required paperwork completed, signed and turned in will get priority, with a waiting list for the others. However, every effort will be made so as not to turn away any deserving participant.

This program focuses on positive, effective and permanent behavior changes in every participant. It includes a ropes course, outdoor experiences, games, fun activities, experiential and dramatic presentations, fieldtrips, movie nights, community service, seminars and workshops on responsibility, accountability, milestones to adulthood, and a Behavior and Family Contract.

The relationships formed with the Emmaus Family, the team, the families, and the mentors will keep about 70% of the participants in the program. This has been our experience. This approach goes straight to the heart of their basic needs for: a sense of belonging, someone who truly cares, a sense of commitment from someone- not someone who will abandon them; it also gives them someone to whom they can be truly accountable. In the final analysis, this is what our program offers.

A Certificate of Completion will be given at a ceremony at the “official” end of the program to

those who have fulfilled all the requirements and in dialogue with them, decide that they are ready to graduate. Most people want to know that if they have completed something with honor and dignity, they will be acknowledged. This is our way of telling them, “you have achieved a remarkable milestone” in your journey to adulthood!