

RIALTO, CALIFORNIA
PROPOSITION 47
EVALUATION REPORT

Larry K. Gaines, Ph.D.
California State University
5500 University Parkway
San Bernardino, CA 92409
Lgaines@csusb.edu

EXECUTIVE SUMMARY

The City of Rialto received a Proposition 47 Grant from the Board of State and Community Corrections to implement a program designed to reduce crime among a sample of juveniles and to improve their prosocial attitudes and technical and academic education achievement. Juveniles qualified for the program if they had at least one criminal justice issue and had a drug problem or mental issues. They had reside in Rialto, San Bernardino, or Colton.

The City implemented the TEAM Program, the name used for the project. Project management recognized that youths often have a variety of problems. In response, managers decided to use a wraparound approach to service delivery, where different services were provided based on juveniles' needs. Services included record sealing, counseling, job readiness training, resume writing, drug and alcohol counseling, mentoring, and so on. The treatment team consisted of six agencies. Once juvenile clients were identified, TEAM case managers would examine them to determine the types of services needed and the agencies that would provide the services.

Implementation Issues

The project encountered several significant problems:

First, evaluation data were not available to the evaluator. The TEAM program did not have access to criminal justice or educational data since no criminal justice agency was directly involved in the program.

Second, case management was problematic throughout the first two years of the project. Inland Behavioral Health Services (IBHS) was contracted for case management. The agency failed to refer a number of clients to various service

agencies after they had been identified. A new case manager was appointed to resolve the problem at the beginning of 2021.

Third, leadership was diffused and sometimes inadequate. A leadership council consisting of some of the service providers, case managers, and the Rialto Community Services Department provided leadership. This resulted in gaps and less project supervision.

Fourth, the TEAM program had no control over its clients; participation was voluntary and clients often showed little interest in the program. This resulted in reduced client numbers. Probation departments have programs where large numbers of juveniles are sent.

Fifth, the number of service providers and their respective roles should be considered. Some service providers worked with a relatively large number of clients, while others saw few clients. Indeed, one service provider, 100 Black Men, saw no clients. This would result in a more satisfactory level of services.

Sixth, all processing procedures including forms and their specific usage should be identified and tested prior to program implementation. Procedures should be continuously monitored to ensure performance.

Seventh, a number of comparisons were made between TEAM clients and probationers in the outcomes section of this report. It is important to note that subjects were not randomly assigned to the two groups. Further, the two groups were not equal in size. These methodological issues must be considered when reviewing this report.

Project evaluation was made difficult due to limited access to client records and data. Nonetheless, the evaluation consisted of three strategies. First, case management staff surveyed parents about the efficacy of the programing. Parents were called and asked four questions. The results showed that program satisfaction was above average. The second evaluation consisted of comparing aggregate probation statistics with TEAM client statistics. The results showed that there were not a lot of differences between the outcomes for the two groups. However, sampling issues may have clouded the results. Finally, service providers collected stories about some of the successful clients. Some were able to get a job; some received job training; some received counseling; and so on. There were positive behaviors as a result of services.

In sum, there were positive results as a result of the project. The project can achieve even greater success with some adjustments. There should be more juvenile programing since these individuals have a higher probability of successful integration into society.

PROJECT DESCRIPTION AND INTRODUCTION

The Board of State and Community Corrections awarded the City of Rialto a Proposition 47 Grant in 2017 for the purposes of supporting mental health treatment, substance abuse treatment, and diversion programs for juveniles involved in the criminal justice system (adjudicated for a violation). Diverting juveniles into these programs can substantially reduce future criminality. Moreover, such a reduction can result in a significant cost savings to communities, counties, and the state in terms of future crimes and adulthood incarceration. These programs can also reduce future

victimization rates. Early intervention is an important part of a comprehensive, effective, and efficient criminal justice system.

The cost for housing adult prisoners in the California Department of Corrections and Rehabilitation is significant. One estimate for housing an inmate for one year is \$81,203 in 2018-19. Another estimate was \$100,000, and Vice-President Kamala Harris noted the cost was \$75,000. Rialto was awarded \$1,000,000 for the project, which equates to about ten to fifteen inmates being housed for one year based on cost estimates. If a juvenile crime reduction program prevents only a few kids from committing crimes that result in future juvenile or adult incarceration, it will be cost effective based on the annual incarceration costs. Moreover, the budget for the California Department of Corrections for 2017 was estimated to be \$11.4 billion.

Rialto's program is unique in that it addressed juvenile offenders whereas most Proposition 47 Grants dealt with adult offenders. Only one other program focused on juveniles in the 2017 round of funding. An adult who begins his or her criminal career at an early age can be involved in criminal behavior for decades. Statistically, early criminality indicates an extended criminal career unless there is effective intervention. Early intervention cannot only save society money and reduce harm to victims.

Juveniles represent a unique population that has a high potential for rehabilitation. It often is more effective to provide treatment to juveniles rather than waiting until they are immersed in crime as an adult. The project evaluated in this document worked with juveniles who had been involved in some criminal activity and had mental illness or drug abuse problems. The project attempted to instill positive attitudes, decrease crime and negative behavior in school, help participants to graduate

from high school and become involved in college or vocational training. The project provides youths a pathway to a crime-free, productive life.

Grantees are required to conduct a Two-Year Preliminary Evaluation as well as a Final Local Evaluation Report. This document is the Final Local Evaluation Report. The project operated for four years; it was extended for a year due to the Covid 19 pandemic. The project officially ended on September 30, 2021.

PROPOSITION 47 PROJECT OVERVIEW

The program developed by the City of Rialto was the Juvenile TEAM project (Training, Education, Alcohol/Drug Mental Health Treatment). The project specifically targeted juveniles who had previous experience with the criminal justice system (they had been adjudicated) and who had substance abuse issues or experience or mental disorder problems. Juveniles who met these criteria often had related problems such as problems in school, gang activity, inadequate prosocial skills, and difficulties in the home. Even though these juveniles' anti-social or criminogenic activities may manifest themselves from one or a limited number of problems, the manifestations or specific problems may be numerous cutting across a variety of environmental conditions or juveniles' activities. Thus, it was important to address the range of problems.

Historically, drug, mental health, and criminal behavior treatment were unidimensional whereby treatment focused on one problem rather than all the client's problems. This treatment modality was seldom successful. The treatment often did not match the problem, and some of a client's problems were not addressed. The unaddressed problems could eventually adversely affect any treatment successes; result in some of the old problems returning. Treatment must address the whole person.

More recently, treatment has consisted of multiple formats or modes creating wraparound treatment services. Here, focused treatment is provided after a client's problems are diagnosed or identified; each problem is treated using a specific modality or series of modalities. This results in a higher degree of success.

TEAM'S WRAPAROUND SERVICES

In order to provide wraparound services, a treatment project must access a variety of treatment modalities since any given client can be under the influence of a variety of issues or problems. Generally, this is accomplished by enlisting the services of several treatment providers and to coordinate their services through case management. Services are determined after an analysis of the client. The TEAM project approached treatment in this fashion. Moreover, the various relationships among the treatment providers was well planned and enumerated by the development of a logic model.

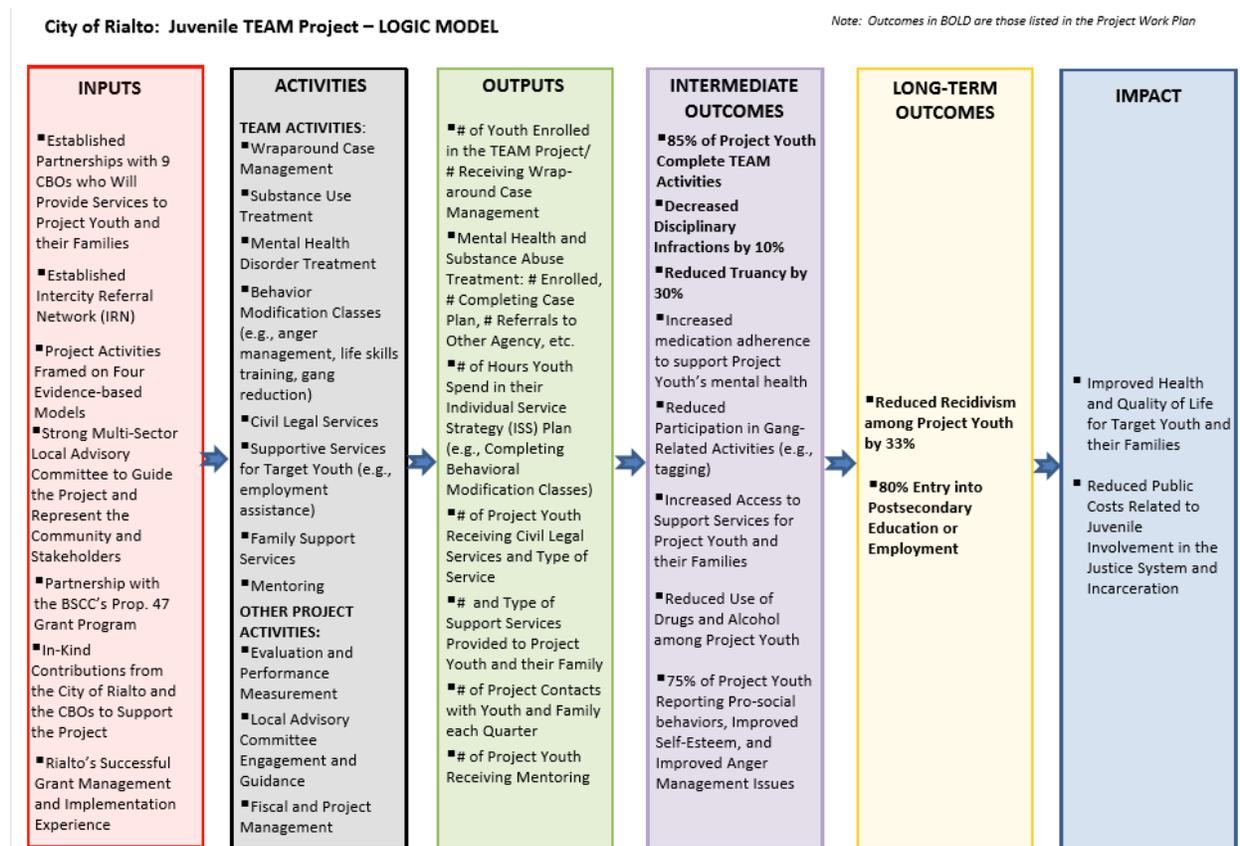
TEAM Project Logic Model

A schematic showing the TEAM Project logic model is presented below. The logic model consists of six distinct pillars. First, the inputs section or area consists of activities that serve as the program's foundation including community relationships, a referral network, an advisory committee, and TEAM project activities. It is critical that any program begin with a firm foundation so that project personnel have enumerated responsibilities. This results in better coordination.

Inputs result in activities that lead to a final objective, positive impact in society. The TEAM logic model contained a range of activities such as drug treatment, mental health treatment, family support, anger management, and so on. An examination of the

activities column shows that TEAM project could address a significant number of possible problems. When developing this type of program, it is critical that treatment address each client's needs. Failure to address a problem area can result in the program or treatment failing. Activities are different from inputs in that inputs list the different stakeholders. Some of the stakeholders may provide more than one service.

Figure 1



The outputs column shows the anticipated preliminary results. In other words, each treatment modality results in the targeting of a client's problem area and results in some positive change in the client. For example, some of the output measures include number of hours spent in a particular treatment program or types of services provided. Output measures gauge what the various participating CBOs did.

The intermediate outcomes column shows how the project is to affect the clients. The intermediate outcomes attempt to predict the effects of services. For example, alcohol and drug usage reduction, decreased disciplinary infractions in school, increased prosocial behavior and so on. The project's activities should result in specific behavioral outcomes. The long-term outcomes are reduced crime and recidivism on the part of clients and an increase in prosocial activities such as success in school. Finally, the impact of the program refers to improved quality of life and reduced costs associated with crime and drug abuse.

It is important to note that at the time of the two-year report, no changes have been made to the Team Logic Model. However, as the program matured, alterations to the logic model were considered and implemented.

OVERVIEW OF COMMUNITY BASED ORGANIZATIONS AND THEIR SERVICES

Providing wraparound services generally requires several organizations with specialized expertise. The services are dictated by the problems that are being addressed. The following are the CBOs that provided services to clients as a part of the TEAM project and their types of services:

1. **100 Black Men of the Inland Empire.** This CBO provides mentoring for juvenile males. The organization focuses on improving the quality of life of clients within the community and enhance educational and economic opportunities for African Americans. Mentoring provides problem-youths with prosocial role models and reinforces other services or treatments. Mentoring is an effective one-on-one treatment format. It can supplement other types of services provided by the TEAM program, or it can serve as a standalone program.

2. **Bethune Center(National Council of Negro Women).** The Bethune Center provides family services to juvenile clients and their families using the NCNW platform. The organization provides pre-employment skills training and academic enrichment along with job search assistance and job development. One-on-one services are provided or in small groups. Employment helps to reduce crime and other problems. Successful employment instills prosocial attitudes.
3. **Youth Action Project.** The Youth Action Project provides education, training and employment information to the project's clients. It provides a platform for young adults to identify and address issues that matter to young people. The primary services provided by the organization are employment, trade training, and leadership development. The training consists of eight sessions and each session is two hours in length. Classes are conducted at the Youth Justice Center. Some of the topics addressed include: work applications, handling conflict in the workplace, writing resumes, and applying for a job.
4. **Inland Behavioral and Health Services.** IBHS provides counseling and other individual services. It is a community based non-profit Federally Qualified Health Provider with three locations in the city of San Bernardino and one in the city of Banning. IBHS offers case management and referrals for treatment. IBHS was responsible for referring clients to the other CBOs after IBHS completed a needs assessment. IBHS was responsible for ensuring that clients received the services they needed. IBHS was the case manager for the project. Additionally, IBHS provided drug treatment. Here, clients were screened and their problems were diagnosed. They provided counseling as part of their treatment.

5. **Rialto Family Health Services.** Rialto Family Health Services provides civil legal services to the clients and their families. Members of the Rialto community and health professionals established the organization. Optimizing the health and wellness potential of people is the primary goal, but legal services are also of primary importance. The primary function served by the Rialto Family Health Services within the TEAM project was to work with the juvenile, the juvenile's family, and the courts to seal juveniles' criminal records. This would help juveniles to gain employment or be admitted to school later in life. It helps to clear a path for later success.
6. **Young Entrepreneurs Inc./Love.** YEIL provides mentoring for females. It is a ten-week program primarily focusing on building self-empowerment, academic achievement, career, and planning in STEM subjects. Young Entrepreneurs Incorporated is dedicated to helping students develop self-love, strong communication skills, and career development. Individual and group counseling sessions are used and supplemented with audio-visual materials.
7. **Young Visionaries Youth Leadership Academy.** Young Visionaries offers several programs or services. The organization provides leadership training for clients using the NCTI framework. Young Visionaries provides a six-week intervention counseling program to youth with current or prior criminal activity.
8. **Clay Counseling Solutions.** Clay Counseling Solutions provides services to juveniles in the schools and in-office through in-person or telehealth methods. Services included individual therapy, group therapy, and anger management and behavioral support. The counselors work closely with school

officials and families. Here, the counselors work with students in an effort to reduce symptoms related to mental health diagnosis, behavioral and academic problems. Success in effectively managing emotions and increasing academic engagement is key to reducing future criminal behavior.

The Rialto Community Services Department initially coordinated the TEAM project. The project focuses on youth in Rialto, San Bernardino and Colton. In addition to the CBOs listed here, the Rialto Community Services Department and the CBOs coordinate their efforts with local police departments and the San Bernardino County Probation Department.

TEAM PROGRAM GOVERNANCE

The TEAM program is an extremely complicated project with a number of moving parts. There are a number of agencies involved in providing services to clients. In order for the program to be effective, there must be coordination and full cooperation with case management serving as the cornerstone for success.

The Rialto Community Services Department was the city agency responsible for coordinating the program. Three staff members were involved with project. The director of the community services department and two of the department's staff members. It should be noted that their involvement was on a part-time basis; they were responsible for other activities and programs in the City of Rialto.

An advisory committee to assist in overseeing the project (the Local Advisory Committee) was developed and consisted of representatives from agencies that were responsible for providing services to TEAM clients. The committee's initial membership included:

- **President** – Dr. April Clay, Clay Counseling Solutions,
Phone: (909) 804-8877
Email: april@claycounselingsolutions.com
- **Vice President** – Daphne Hawkins, Young Entrepreneurs
Phone: (323) 472-0442
Email: daphneahawkins@gmail.com
- **Consulting Board** – Don Viser, Rialto Health Family Services
Phone:
Email: donviser@sbcglobal.net
- **Consulting Board** – Dina Walker, BluEd Foundation
Phone:
Email: dwalker@bluedfoundation.org
- **Consulting Board** – Kevin Jackson, Inland Behavioral and Health Service
Phone: (909) 881-6146
Email: kjackson@ibhealth@gmail.com
- **Consulting Board** – Vincent Fossett, Clay Counseling Solutions,
Phone: (909) 804-8877
Email: vincent@claycounselingsolutions.com
- **Secretary** – City of Rialto (Raychel Smith)
Phone: (909) 874-6000
Email: prop47administrator@gmail.com
- **Treasurer** – City of Rialto (Sheree Lewis)
Phone: (909) 820-8035
Email: slewis@rialtoca.gov

The Local Advisory Committee (LAC) met monthly to discuss the project's progress. Examples of discussion points included, recruiting clients for the program, ensuring that clients are referred to the proper CBOs, and monitoring client progress. The LAC often provided feedback to the Rialto Community Services Department, which is responsible for managing the day-to-day project operations. Although the LAC had several responsibilities, it tended to focus on the acquisition of clients.

Case management was also involved in leadership. It was controlling the processes. Case managers were responsible to acquiring clients, assessing them, and assigning them to the appropriate service providers. It was envisioned that case management would, to some extent, coordinate all activities. Moreover, case management for accumulating individuals' case information. This required service providers providing case management with all relevant follow-up information.

SCOPE OF THE PROJECT

The TEAM Project lasted three years. It was anticipated that 195 youths would be enrolled during the life of the program. The project was designed to reduce recidivism by 33% and an 80% success rate with youths' enrollment in higher education, job training or employment. Another goal of the program was that at least 85% or 166 youths would complete their treatment plan. The project would increase positive psychosocial skills in the participants.

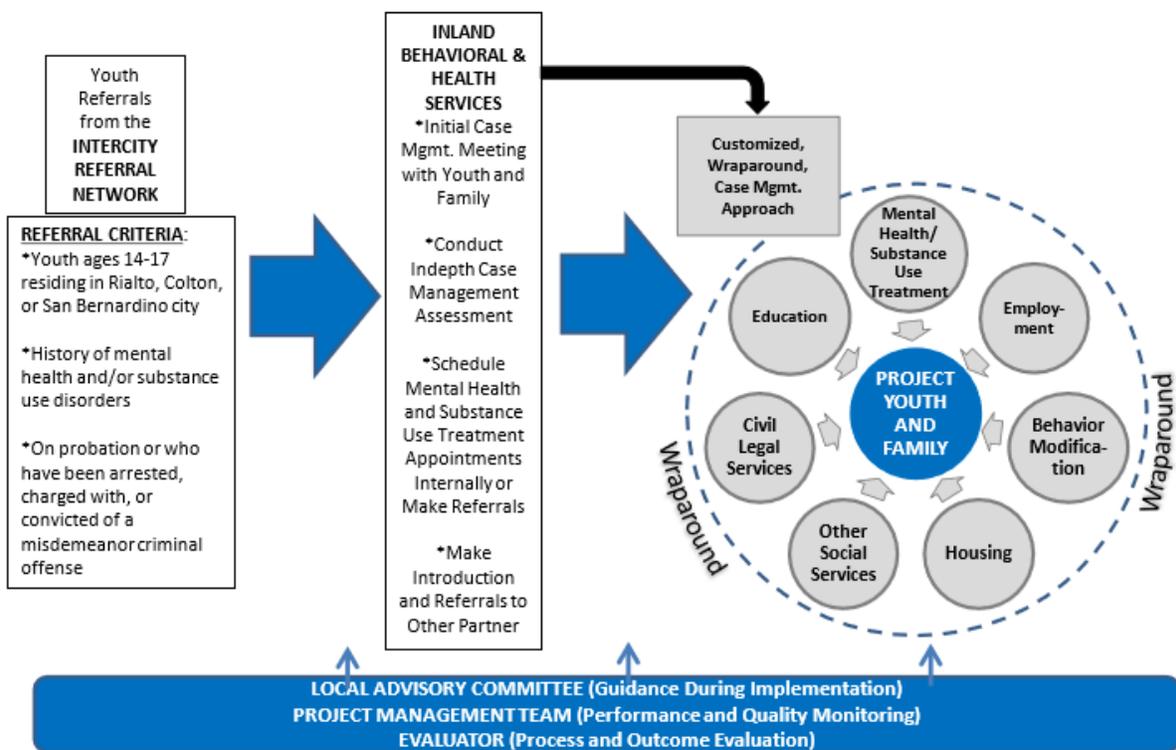
TEAM PROJECT IMPLEMENTATION

Figure 2, below, shows a schematic of how the TEAM project was designed to operate. First, there were to be youth referrals from the project's intercity referral network. Here, the San Bernardino County Probation Department, police departments in San Bernardino, Colton, and Rialto, the San Bernardino County Sheriff's Department, and schools in the project area would identify potential clients and refer them to the program. The CBOs involved in the project would also attempt to identify potential clients. This comprehensive approach was designed to provide the clients needed for the program.

There were strict criteria for entering the program. First, the project was designed to service youth who were between 14 and 17 years of age. Second, only youths from Rialto, Colton and San Bernardino could participate in the program. Third, potential clients had to have a history of substance or drug abuse, or the potential clients had to have a history of mental health problems. Finally, clients had to have been convicted of a misdemeanor or criminal offense, or they had to be on probation for a status offense. Juveniles who were a part of the State Attendance Review Board program were not eligible for the TEAM project. This further limited the identification of potential clients.

Figure 2

Implementation Overview



The City of Rialto received the award for the project in June 2017. The project was fully functional July 2018. Contracts were signed with CBOs during this period and other preparations were made. The referral criteria were quite restrictive. Client intake was commenced. Potential clients who met one or two of the criteria could be identified without difficulty, but it was quite difficult to identify youths who met all the selection criteria. Initially, the Rialto Community Services Department and the CBOs attempted to identify and recruit clients. Later, the Rialto Community Services Department began working with the San Bernardino County Probation Department where the Probation Department began referring eligible probationers to the program.

The referral process from Probation consisted of five steps:

1. Probation verified youth eligibility and adjudication status based on program criteria using an intake questionnaire.
2. Youths' contact information was forwarded to Inland Behavioral and Health Services (IBHS) (case manager) for evaluation.
3. After evaluation, IBHS created an individual service plan (ISP) listing all recommended treatments and or services and referred the clients to the appropriate CBO. IBHS monitored clients' progress to ensure that clients had necessary services available to them.
4. IBHS forwarded individual service plans (ISPs) to probation officers where they worked with clients to ensure they received services.
5. CBOs provided information on services that were provided using the data collection form as developed by the Rialto Community Services Department. IBHS maintained master files for each client who was admitted to the program.

There were a number of cases where clients were identified by one of the participating CBOs or the Rialto Community Services Department. When this occurred, the agency completed an intake questionnaire to verify program eligibility. Once completed it was forwarded to IBHS. IBHS would then verify client eligibility with the Probation Department. Once this occurred, steps 3 through 5 above were completed.

CHALLENGES DURING IMPLEMENTATION

The City of Rialto faced a number of implementation challenges with the Prop 47 grant. The following sections describe these challenges and the measures that were taken to correct them.

- 1. Nature and Comprehensiveness of the Proposal.** Rialto hired a consultant to write the Prop 47 proposal. The proposal contained a comprehensive methodology including several outcome measures. However, the grant writer wrote the proposal with the intent to make it as comprehensive as possible to ensure funding. Due consideration was not given to the level of difficulty in implementation. Data for many of the outcome measures could not be collected because the City of Rialto, the grant recipient, as well as the CBOs involved in the project were not criminal justice agencies. They did not have legal access to the data.

Eight different CBOs were involved in the program, which meant that once clients left IBHS, they could be referred to one or more of seven other CBOs. This presented two challenges. First, keeping records of the clients as they transversed from one CBO to another was an issue. Numerous clients were lost in the process. Second, the number of CBOs made it difficult to properly account

for clients' progress. Questions such as who completed programs with a particular CBO and which clients had dropped out of the program were extremely difficult to answer. Although IBHS was responsible for case management, it was at best haphazard. Client records were often incomplete.

Client assignment was not even across the eight CBOs. Some CBOs engaged more clients than others. For example, 100 Black Men of the Inland Empire did not engage any clients. Other CBOs received large numbers of clients, while others treated smaller numbers. This was the result of the nature of the CBOs programs, and their ability to recruit from the community.

2. **Client Referral Process.** A form (Referral/Reverse Referral Form) was developed in an effort to remedy the referral problem. The form was completed anytime a client entered a CBO's program or left a CBO's program. The forms were collected and maintained by IBHS, the program case manager. The forms were intended to enable the City to accurately collect data and information. This improved client and service provider accountability, many gaps remained in the system. This process at best was haphazard or incomplete.
3. **Client Monitoring/Management.** The City of Rialto contracted Inland Behavioral Health Services (IBHS) for case management and some services. However, IBHS failed to properly monitor and track clients as discussed above. Service agencies would identify clients for IBHS, but IBHS failed to refer clients back to the servicing CBOs. This resulted in the loss of a number of potential clients. Recordkeeping was also problematic. Client case files often were incomplete. TEAM managers met with IBHS administrators on several occasions

to discuss the problem. There would be personnel changes, but eventually the problems would persist. Finally, in January 2021, IBHS was removed as the case managers and Clay Counseling Solutions and Rialto Family Health Services took over case management responsibilities.

4. **Program Management.** Once the City received the grant, the City contracted for grant management with a consulting company specializing in grant management. The firm was based in Texas. The company attempted to manage the project off-site. Essentially, a staff member would visit Rialto periodically. Although the project was implemented, there were numerous challenges, which went unaddressed. Ultimately, the City terminated its contract and commenced managing the project, which improved the program.

As a result of initial setbacks, the City was granted a one-year no cost extension. Once the City took control of the project, it essentially had to start at ground zero in terms of implementation. It had to assign duties to personnel, and develop operational policies. This challenge set the City back several months.

As discussed elsewhere in this report, management duties were assigned to the Rialto Community Services Department. The Department was disbanded and grant management duties were assigned to the Finance Department. Simultaneously, a Local Advisory Committee consisting of CBOs and government leaders was providing a measure of oversight. Dual management responsibilities and the changes in overall management created some unevenness in administration.

5. **Recruitment of Clients.** When the grant proposal was written, it was anticipated that the San Bernardino County Probation Department could provide the TEAM Project with ample clients. The grant writer did not investigate his assumption. The primary problem was that the criteria for program inclusion were so restrictive that the Probation Department could only refer a limited number of possible clients to the program. Moreover, since the program was volunteer, many of the potential clients recommended by Probation and other sources did not become involved in the program (self-deselection). The Probation Department had in-house programs and frequently used them as opposed to referring clients to the TEAM Project.

TEAM members took several steps to increase the number of clients. Individual Probation officers were asked to make recommendations. School officials were asked to nominate potential clients. TEAM members attempted to identify potential clients through their own social networks. It has was difficult for TEAM to acquire the numbers of clients the program needed.

6. **Evaluation Criteria.** As noted above, the original proposal was well-written and comprehensive. It obligated the City to collect a variety of school and arrest and offense data as part of the outcomes evaluation. The San Bernardino County Probation Department had written a letter of support for the project, and City officials assumed that the Probation Department would provide arrest and conviction data for program clients. However, the Probation Department could not legally provide this information to the City. The grant writer did not investigate this when the original proposal was developed. The same challenge

existed for school data. Since criminal justice agencies were not involved in the project, TEAM program agencies were not allowed access to the data. This significantly affected the ability to perform an outcomes evaluation. \

This challenge resulted in adjustments in the outcomes evaluation. First, the Probation Department agreed to provide aggregated data without names or other identifiers. Here, the Probation Department was provided a list of names of clients in the project. The Probation Department would provide the City the records prior to the initiation of treatment and after the completion of treatment. School data were more problematic since there was no central repository for school records, and schools were concerned about the protection of students' rights.

A survey measuring client/parental attitudes was developed. The survey was designed to measure client attitude toward the program and its effects. The case managers called clients and parents at the end of the program to collect data. A copy of the survey is found in Appendix A.

7. Mental Health and Drug/Alcohol Treatment. The Proposition 47 legislation required that client participants would have mental health or drug/alcohol issues. This necessitated that these issues receive consideration during treatment. A review of the TEAM Project service providers shows that only Inland Behavioral Health Services (IBHS) and Clay Counseling Solutions specifically provided these services. Thus, the bulk of the CBOs were only tangentially involved in offering these services. Moreover, IBHS left the TEAM Project prior to project

completion reducing available services. All Prop 47 clients should have received these services given the legislative criteria.

An issue that arises in these types of programs is what actually constitutes a need for these type of services. Many of the Prop 47 clients had smoked marijuana or drank alcohol, but does this constitute of problem? Likewise, many of the clients responded in the affirmative when asked if they ever felt depressed, anxious, etc. It may be that the other services were more impactful producing more prosocial life skills.

NUMBERS OF CLIENTS IN THE PROGARM

The grant proposal stated that 195 clients would be enrolled in the program or about 65 clients per year for three years. Over 200 clients were identified during the life of the program. However, this number was inflated for several reasons. First, reverse referrals created some problems. Here, CBOs would identify clients. The agencies would commence services immediately, while it took weeks or months for case management to screen the client. The clients would not be qualified for the program once case management was completed. Ineligible clients had to be omitted from the program. Second, some clients even though identified as eligible would not participate in the TEAM program, or enter the program and quickly stop participating. Third, some potential clients were identified by a CBO, but no paperwork for the clients were submitted. These clients were omitted from the program. Case management identified 102 clients who were in various stages of the program. This included a number of clients who dropped out or were ineligible. Twenty-seven of these clients were found to be not eligible (based on the all-in-one count).

TEAM CLIENT POPULATION DEMOGRAPHICS

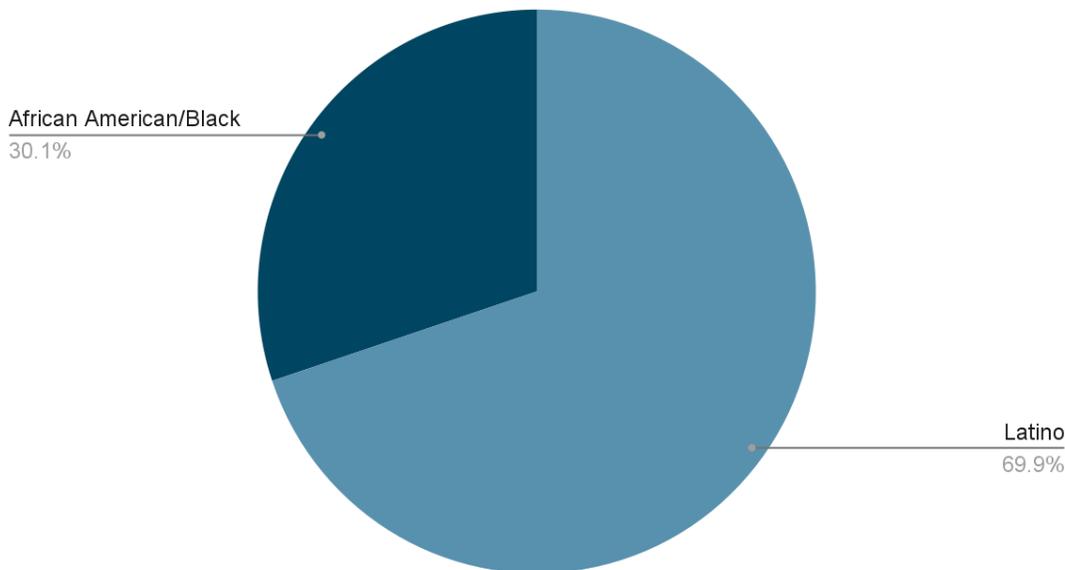
The demographics were computed using the all in one count, which consisted of 102 clients. This count captured information on all viable clients regardless of their disposition in the TEAM program. Clients had left the program for one reason or another, and in some cases, some demographic data was not available for some of the clients.

Race/Ethnicity

As shown in the Client Ethnicity Percentage Figure, African-Americans and Hispanics were the sole ethnic clients in the TEAM program. African-Americans represented just over 30 percent of the client population, while Latinos constituted the remaining 70 percent. It is noteworthy that these groups represent large proportions of the population in the target cities, Rialto, San Bernardino, and Colton.

Figure 3

Client Ethnicity percentage



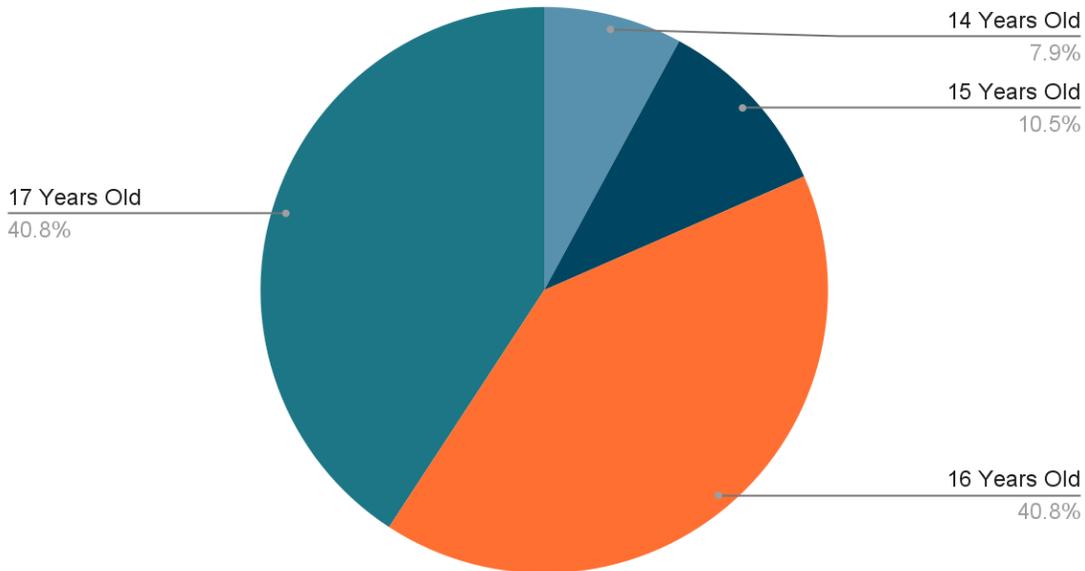
Age of Clients

The TEAM Project was designed for juveniles. The age range of participants was limited to 14 to 17 years of age. Client Ages Figure provides a breakdown of the participants by age. The program was able to recruit a significant number of 17 year olds. A possible explanation is that as juveniles become older, they become more interested in employment. A breakdown of services (as presented later in this report) shows that a large number of TEAM clients were interested in programs such as job skills training that would increase their ability to secure employment.

However, the 17-year-old clients were also problematic. They became ineligible on their 18th birthday. This resulted in their not being in the program for the time required to complete some of the programming. This should be examined in the future. A more effective cutoff age might be 17 but allow clients to remain in their programs after they turn 18 as long as they were enrolled before their birthday. This of course would be a legislative change. It is also complicated from the perspective that different legal restrictions apply once a juvenile becomes an adult.

Figure 4

Client Ages



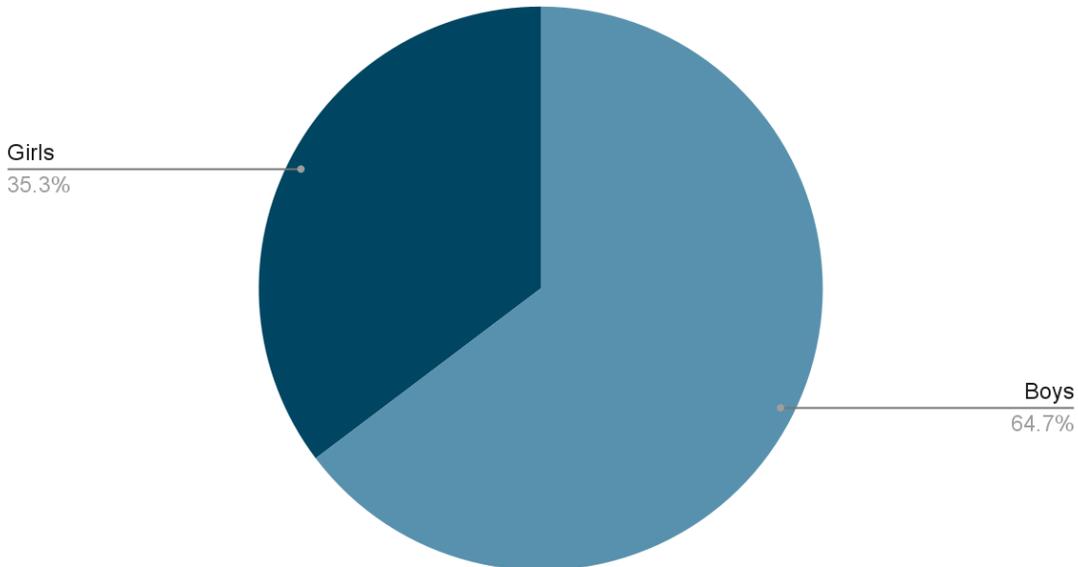
Most of the clients in the TEAM Program were 15 and 16 years of age. Only about eight percent of the clients were 14 years old. It likely is difficult to recruit 14 year-olds since they may not have committed crimes or otherwise met the program's entry criteria. Nonetheless, efforts should be made to attract clients at this age since the program likely will have a more significant impact on younger persons.

TEAM Program Participants by Gender

The figure showing Client Gender Spread Percentage below shows that that the majority of clients were males. About 35 percent of the TEAM clients were female, while about 65 percent were male. This distribution is normal as male juveniles tend to be involved in more criminal activity. Parents often attempt to exert more control over female offspring, and male social groupings tend to be more involved in negative social activities.

Figure 5

Client Gender Spread Percentage

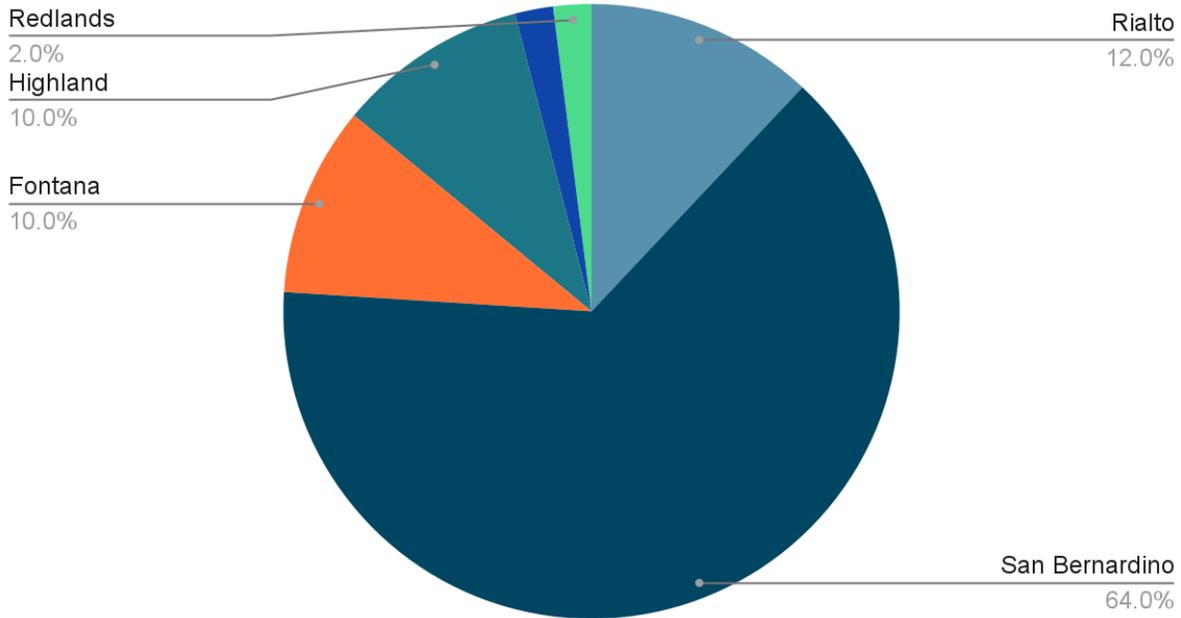


Clients' Residency

The TEAM project was designed to service youths from San Bernardino, Rialto, and Colton. Additional efforts should be made to recruit clients from Colton, since no TEAM clients were from Colton. Successful recruitment procedures used in San Bernardino should be exported to Colton. Of course it should be remembered that the program staff added clients opportunistically. That is, they were attempting to identify and include any clients that met the program entry requirements. Figure 6 shows that a few clients from Redlands, Highland, and Fontana were included in the program. These clients were attending school in Rialto and San Bernardino. This led to them being added to the program

Figure 6

Client Cities of Residence



CLIENT INTAKE CRITERIA

In order to be eligible for the TEAM program, potential clients had to have been adjudicated or have a police record and have a history of drug use or mental problems. An examination of the clients who were part of the program revealed that 13 had been adjudicated or had a police record, six had a history of mental health problems, and ten had a history of drug abuse. To enter the program, clients had to have a combination of these attributes. Case managers should carefully review all potential clients qualifications.

CASE MANAGEMENT SCREENING

As noted, the Inland Behavioral Health Service (IBHS) performed case management from program implementation until around January 2021 as part of its contract. IBHS screened all participants who entered the program. This screening

consisted of determining the specific services that each client required. The wrap around service model resulted in clients being referred to more than one service or treatment modality.

In January 2021, case management was assigned to Clay Counseling Solutions and Rialto Family Services. According to the Leadership Advisory Committee, the TEAM project's governing body, this was the result of IBHS failing to communicate with the TEAM member agencies and failing to responsibly manage the coordination of clients. The wrap around project format remained in effect.

Complimenting this change was the implementation of reverse referrals. Here, agencies would recruit a potential client and submit a referral to case management. In many cases, the referring agency would commence services before case management had determined eligibility or identified the programs that clients needed. This resulted in a number of clients being disqualified after receiving some measure of treatment.

Clients could be disqualified for several reasons. In some cases, the client did not have a criminal record. Some potential clients were too old or too young to enter the program. Most the clients left the program because they failed to attend; they lost interest in TEAM and dropped out or stop attending or meeting with a CBO. Since a criminal justice agency was not involved in the program, TEAM administrators had no way of officially checking criminal records to determine if a potential client was eligible for program entry.

Treatment or Services Requested by Clients

The following figure displays the types of treatment or services that were recommended to clients by case management or treatment or services that were

requested by the clients. This information was collected during case management interviews.

Figure 7

Types of Programing Recommended or Requested by Clients

TYPE OF TREATMENT OR SERVICE	NUMBER OF REFERRALS
Job Skills Training	47
Record Sealing	39
Counseling/Anger Management	32
Employment Assistance	19
Mentoring	8
Community Service	1

The treatment modality that was requested by the client or recommended most frequently as a result of case management was job skills training, which was recommended to 47 clients. The fourth most frequently recommended treatment was employment assistance. The second most requested treatment was records sealing. Here, juveniles' arrest records would be sealed by the court making it easier for them to gain employment or become enrolled in educational or training programs. Many parents encouraged their children to get their records sealed, and clients accepted the importance of getting their records sealed. The positive experience of sealing their records could entice clients to become involved in other treatment programs.

It is also noteworthy that 32 clients requested or were recommended counseling/anger management. This likely was the result of past difficulties in school or

advisement from the court or Probation Officer. Case managers provided some counseling to all the clients during case management interviews. Counseling was important since it could help move a client down a more prosocial path.

Client Goals

Case screening found that Individual clients had complex problems and were in need of multiple types of intervention or treatment. Clients were asked what goals they would like to achieve by participating in the TEAM program. The following figure shows the number of times a specific goal was mentioned by the clients.

Figure 8

Number of Times a Specific Goal Was Mentioned by Clients

GOAL	NUMBER OF MENTIONS
Work Readiness	41
Record Sealing	38
Counseling	29
Employment Assistance	18
Mentoring	10
Job Skills Training	5
Resume Building	4
Therapy	2
Community Service	2
Virtual Tutoring	1
Love Program	1

Work readiness had the highest number of mentions as a client goal. Job skills training was ranked first in the programs for the clients, but job skills training had only five mentions in clients' goals. This likely was due to clients focusing on work readiness, and work readiness captured these job skills needs. It is noteworthy that clients' goals mirrored the types of programming identified by the clients. The clients' goals seems to validate the assignment of services.

The clients often had multiple goals. This, to some extent, showed that some clients had identified a broad path to success. Figure 7 shows a breakdown of the number of goals identified by clients.

Figure 9

Number of Goals for Clients

NUMBER OF GOALS FOR A CLIENT	NUMBER OF CLIENTS
1	17
2	17
3	14
4	6
5	3

The number of goals ranged from a low of one (17 clients) to a high of five (three clients). Given that the majority of clients identified only one or two goals shows that they were concentrating on a particular issue or problem. Many of these clients likely focused on employment since job skills training and employment assistance ranked high in terms of programming and clients' goals.

Client Initiating Agency and Recommended Servicing Agencies

Some CBOs made more referrals to the program as compared to other CBOs. Figure 9 displays the number of clients referred to the TEAM program by the various CBOs. These statistics were reported in the all-in-one count.

Figure 10

Number of Referrals by CBOs

Community Based Organization	Number of Clients Referred to the TEAM Program
Youth Action Project (YAP)	43
Inland Behavioral Health (IBHS)	24
Young Visionaries (YV)	9
Probation Department	4
Clay Counseling Solutions	2

Several of the CBOs did not identify clients for the TEAM program, e.g. Rialto Family Health Services, Young Entrepreneurs/Love, or Bethune Center/NCNW. The Youth Action Project had the largest number of referrals (43). The Youth Action Project was able to identify and attract a large number of clients through its work training program, which was conducted at the San Bernardino County Youth Justice Center. Juveniles in the Center were enrolled in Youth Action Project's ten week training course. Case managers examined the youths' records and discussed TEAM programs with them. Interestingly, the Rialto Family Health Service provided services to a large

number of clients, but the agency did not recruit any clients according to the all-in-one count.

An important consideration is the number of referrals that a particular youth received. That is, how many different CBOs were clients recommended to visit. When clients had multiple problems, it generally required more than one agency to provide services as required when using the wraparound service model. Figure 11 provides a breakdown of the number of clients by the number of referred CBOs.

Figure 11

Number of Clients by Number of Referred CBOs

Number of Clients	Number of CBOs Scheduled to be Seen
13	1
36	2
20	3
2	4

There were 36 clients who were recommended to see two different CBOs: the most common scheduling outcome. There were two clients who were scheduled to see four CBOs. This was the largest number of CBOs that clients were expected to see. These clients who were scheduled to see more CBOs had more issues according to the case managers. The wraparound model used by the TEAM program necessitated multiple CBOs.

The number of CBOs and treatment modalities assigned to a particular youth client can be problematic. The amount of time required to complete a treatment plan

increases as the number of treatment modalities and CBOs are assigned to a client. As an example, the Young Entrepreneurs program lasts for ten weeks, and Young Visionaries, which uses the NCTI curriculum, is a six-week course. The additive effect of multiple treatments can result in a client being required to spend a considerable amount of time in programing, perhaps several months. This reduces the likelihood that clients will complete programing. Clients are impetuous and tend to not be committed to the TEAM program, and therefore, more likely to stop attending programing if it becomes too arduous. It is a voluntary program. This is a critical problem considering that many potential clients never start their programing. Program coordination and scheduling is more complicated as the number of recommended programs increase.

It is recommended that program administrators along with case management re-evaluate the mechanics of the program when implemented in the future. A number of questions should be asked. Is there redundancy in the services? Are some services less critical as compared to other services? Can any of the treatment services be shortened? Which services are the most effective? Efforts must be made to reduce the number of treatment modalities assigned to clients, or reduce the amount of time needed for each service.

Finally, mental health and drug/alcohol treatment services should be a critical part of any Prop 47 program. As noted above, based on program description, only Clay Counseling Solutions and Inland Behavioral Health Services were positioned to provide these types of services. An examination of the clients found that 40 clients were recommended to receive services from these two CBOs. Records indicate that two clients were provided counseling/treatment services. Again, there was a number of

reasons for this problem. Clients disappeared before treatment began or during treatment. They did not respond when contacted. Clients were recommended to attend several programs, and counseling/treatment services were less appealing or inconvenient. They aged out of the program. In the case of IBHS, their records did not indicate that services were provided.

OUTCOME EVALUATION

An evaluation of the TEAM project was originally designed to be comprehensive examining a number of criminal justice and educational issues. However, as noted above, this data were not accessible to the program administrators or the evaluator. Nonetheless, three different evaluation modes: post-program survey, comparison of aggregate probation data for program clients with similar non-program juveniles who were or had been under San Bernardino County Probation Department supervision.

Post-Program Survey Results

A survey was developed to query parents' thoughts about the efficacy of the program. The survey used a convenience sample. Former and current clients' parents were contacted. Attempts were made to contact numerous clients' parents as possible. The survey was conducted at the end of the project. This allowed for the largest number of clients to have been exposed to TEAM programming. Finally, the telephone surveys were administered by case management staff. This was done to exert more coordination over the surveying. The survey can be found in Appendix A.

Figure 12 provides the results of the survey. The surveys consisted of four questions. Respondents were asked to rate two of the questions from one to five with five being the best or highest. Respondents answered the other two questions "yes or

no.”

Figure 12

Parents’ TEAM Program Rating

QUESTION	AVERAGE RESPONSE	MOST COMMON RESPONSE
How would you rate your experience with the TEAM program overall? (Scale of 1 to 5 with 5 being the best.)	3.66	3
How would you rate your student’s improvement overall though their participation in the TEAM program? (Scale of 1 to 5 with 5 being the best.)	3.5	4

QUESTION	YES	NO
Since your student’s participation in the TEAM program, did your student re-offend with regard to their legal concerns?	5	13
Since your student’s participation in the TEAM program, has your student had any significant contact with law enforcement?	5	13

The parents rated the TEAM program above average overall. They also rated improvement above average. It appears that parents saw some improvement in their children. The participants in the program had previously had negative contacts with law enforcement and had mental or substance abuse issues. Therefore, an above average rating for experience and overall improvement is significant. It shows that clients were moved in a positive direction. Subjects without the law enforcement and mental or substance abuse issues likely would have performed better, but that is not the target population for the TEAM program.

The parents were asked if their child reoffended after the TEAM program. Five of the parents replied in the affirmative, while 13 noted their child did not. The same ratio

of responses occurred when asked if their child had any significant contact with law enforcement. Five responded yes, while 13 replied no.

It appears that there were a number of positive or prosocial outcomes as a result of the TEAM program based on parent input. Given that a number of these children have substantial records (see the following section), there will be some failures. However, there was a significant level of success.

Comparison between TEAM and Probation Juveniles

The San Bernardino County Probation Department provided violation and crime records for the TEAM clients as well as a sample of non-TEAM probationers. Data were provided for six months prior to the beginning of programming and at least six months after initiation of programming. There were 48 probationers in the control group, and 36 clients in the experimental or TEAM group. Thirteen members of the TEAM group were not in the Probation Department's database and therefore were excluded from the analysis. There are several possible explanations for this. Clients were adjudicated in traffic court. The clients believed they were on probation as a result of an informal police contact. The Probation Department and TEAM case management were asked about the problem, but neither had an explanation.

Several other subjects were excluded from the study, both TEAM clients, because they had not been in the TEAM program for a sufficient period of time. Data collection occurred over 18 months. The Team program was accepting applicants continuously. Therefore, a significant number of clients did not enter the program soon enough. Some probationers were excluded for a similar reason. They did not have 18 months on probation.

When recidivism is used as a variable in research, researchers often use different definitions. For example, it can mean arrests or convictions. It may refer to specific types of crimes such as all crimes and offences or only felonies. The arrest data in this report were the result of sustained offenses only, meaning the juveniles or clients went to court, and the judge found true the violation of probation or the new law violation (felony or misdemeanor). A youth that was cited or booked into juvenile hall, but did not receive the above disposition was not counted in the arrest data.

Figure 13

Team and Probationer Pre-Program Probation Violations

Probation Violations – TEAM Clients	
Number of Violations	Number of Clients with violations
0	0
1	14
2	2
Total 18	Total w/violations 16 Mean Number of Violations 1.125 100% of Clients had Violations

Probation Violations -- Probationers	
Number of Violations	Number of Probationers violations
0	16
1	1
2	1
3	2
4	0
5	0
9	1
Total 18	Total w/ Violations 5 Mean Number of Violations .238 2.4% of Probationers had Violations

Figure 13 contains the number of probation violations for each group six months prior to treatment initiation. There was a total of 16 TEAM clients with violations during

this period, while probationers logged five with violations. Of the TEAM clients that had probation violations, the mean number per client was 1.125, while the mean number for probationers was .238. The TEAM subjects had more violations, and 100 percent of the TEAM clients had a violation.

Figure 14

Team and Probationer Pre-Program Misdemeanors

Misdemeanors – TEAM Clients	
Number of Misdemeanors	Number of Clients with Misdemeanors
0	6
5	1
Total 5	Total 1 Mean Number of Misdemeanors 1.125 14.2% of Clients had Misdemeanors

Misdemeanors -- Probationers	
Number of Misdemeanors	Number of Probationers with misdemeanors
0	17
1	4
2	1
3	2
4	0
5	1
Total 17	Total w/ Misdemeanors 8 Mean Number of Misdemeanors 2.125 32.0% of Probationers had Misdemeanors

Figure 14 displays the number of pre-programming misdemeanors for both the TEAM clients and the probationers. There was only one TEAM client with any pre-program misdemeanors; subject had five misdemeanors. There were eight probationers with pre-preprogramming misdemeanors; they had a total of eight control group members who had a total of 17 misdemeanors for an average of 2.125 per

probationer. TEAM clients had an average of 1.125. Comparing the two groups, 14.2 percent of the TEAM clients had a misdemeanor, while 32 percent of the probationers had at least one violation.

Figure 15 shows the numbers of felonies for the TEAM clients and probationers pre-programming. There were four TEAM clients with a total of ten felonies, and there were 19 probationers with prior felonies and they committed a total of 37 felonies. The TEAM clients committed 2.5 felonies per client, while the probationers committed 1.947 per probationer.

Figure 15

Team and Probationer Pre-Program Felonies

TEAM Clients -- Felonies	
Number of Felonies	Number of Clients with Felonies
0	3
1	2
2	0
4	2
Total 10	Total 4 Mean Number of Felonies 2.5 57.1% of Clients had Felonies

Probation -- Felonies	
Number of Felonies	Number of Probationers with Felonies
0	2
1	11
2	3
3	2
4	1
5	2
Total 37	Total w/ Felonies 19 Mean Number of Felonies 1.947 90.4% of Probationers had felonies

The findings in Figures 13 through 15 show mixed results. The TEAM clients on average committed more felonies during the pre-programming period as compared to the probationers. However, the probationers had higher rates of probation violations and misdemeanors. A larger number of probationers committed felonies

The previous discussion focused on a six-month period before probationers and TEAM clients began receiving programming. Figure 16 shows the probation violations for a six-month period after program initiation.

Figure 16

Team and Probationer Probation Violations 0 – 6 Months after Programming Commenced

TEAM Clients – Probation Violations	
Number of Violations	Number of Clients with Probation Violations
0	2
1	1
3	2
5	2
Total 17	Total 5 Mean Number of Violations 3.4 71.4% of Clients had a Violation

Probation – Probation Violations	
Number of Probation Violations	Number of Probationers with Probation Violations
0	22
1	1
2	1
Total 3	Total w/Pro. Viol. 2 Mean Number of Violations 1.5 8.3% of Probationers had a Violation

Only five TEAM clients and two probationers committed probation violations.

The TEAM clients committed the largest number of violations, 17 as compared to 3 for

the probationers. Overall, the probation violations and violators decreased as compared to the pre-programing period. The number of probation violations exceed the number for the probationers.

Figure 17

Team and Probationer Misdemeanors 0 – 6 Months after Programing Commenced

TEAM Clients – Misdemeanors	
Number of Misdemeanors	Number of Clients with Misdemeanors
0	7
Total 0	Total 0 Mean Number of Misdemeanors 0 0.0 of Clients had a misdemeanor

Probation – Misdemeanors	
Number of Misdemeanors	Number of Probationers with Misdemeanors
0	20
2	2
Total 2	Total w/Pro. Viol. 2 Mean Number of Misdemeanors 2 9% of Probationers had a Misdemeanor

Both groups had low numbers of misdemeanors during the six months after programing commencing. The TEAM clients had no misdemeanors and two probationers committed two misdemeanors each. Figure 18 shows the number of felonies committed by the two groups during the six-months after programing.

Figure 18

Team and Probationer Felonies 0 – 6 Months after Programing Commenced

TEAM Clients – Felonies	
Number of Felonies	Number of Clients with Felonies
0	7
Total 0	Total 0 Mean Number of Felonies 0 0.0% of Clients had a felony

Probation – Felonies	
Number of Felonies	Number of Probationers with Felonies
0	18
1	2
2	1
Total 3	Total w/Pro. Viol. 3 Mean Number of Felonies 1 14.2% of Probationers had a felony

The number of felonies committed by the two groups was negligible with probationers committing three and TEAM clients committing none. These data indicate that the TEAM clients performed somewhat better as compared to the probationers. Figure 19. About 14 percent of the probation sample committed a felony during the six-month follow-up after program initiation.

Figure 19

Team and Probationer Probation Violations 7 – 12 Months after Programing Commenced

TEAM Clients – Probation Violations	
Number of Violations	Number of Clients with Probation Violations
0	6
Total 0	Total 0 Mean Number of Felonies 0.0 0.0% of Clients had a violation

Probation – Probation Violations	
Number of Probation Violations	Number of Probationers with Probation Violations
0	20
4	1
11	1
Total 17	Total w/Pro. Viol. 2 Mean Number of Violations 7.5 9% of probationers had a violation

Figure 19 shows that only two probationers had probation violations. One had four, while another had eleven. It appears that these two individuals are problematic and in need of programing. No TEAM subjects committed a probation violation during the six-month period. Figure 20 displays the misdemeanor counts for the subjects 7 – 12 months after programing.

Figure 20

Team and Probationer Misdemeanors 7 – 12 Months after Programing

Commenced

TEAM Clients – Misdemeanors	
Number of Misdemeanors	Number of Clients with Misdemeanors
0	6
Total 0	Total 0 Mean Number of Misdemeanors 0.0 0.0% of Clients had a misdemeanor

Probation – Misdemeanors	
Number of Misdemeanors	Number of Probationers with Misdemeanors
0	20
1	2
Total 17	Total w/Pro. Viol. 2 Mean Number of Misdemeanors 7.5 9% of probationers had a misdemeanor

There was a low number of misdemeanors committed during the six-month follow-up. Only two probationers committed a misdemeanor. TEAM clients did not commit any misdemeanors.

Figure 21

Team and Probationer Felonies 7 – 12 Months after Programing Commenced

TEAM Clients – Felonies	
Number of Felonies	Number of Clients with Felonies
0	6
Total 0	Total 0 Mean Number of Felonies 0.0 0.0% of Clients had a misdemeanor

Probation – Felonies	
Number of Felonies	Number of Probationers with Felonies
0	20
2	1
3	1
Total 5	Total w/Pro. Viol. 2 Mean Number of Felonies 7.5 9% of probationers had a Felony

As displayed in Figure 21, no TEAM Clients committed a felony during months seven through twelve after the start of programing. On the other hand, two probationers committed a total of five felonies.

The figures displayed in figures 13 through 21 show that probation and the TEAM program have produced solid positive results. In some cases, TEAM clients fared better than the probationers, while in other cases the opposite was true. It is difficult to make comparisons since only aggregated data were used; randomized data were not used; and the number of TEAM clients was small; and treatment services and their assignment should have been more formalized.

Anecdotal Data: Team Program Success Stories

The TEAM project involved seven different agencies with the agencies in combination providing a variety of services. This allowed the TEAM program to provide wrap-around services that addressed a comprehensive list of client needs. This approach has proven to be more effective than programs that provided limited services. Another benefit of having multiple agencies involved in the TEAM program was that each CBO could identify qualified clients and provide them with individual services. Juveniles from Rialto, San Bernardino and Colton,

The TEAM project agencies provided a limited number of success stories

Clay Counseling Solutions

Clay Counseling Solutions has worked with a number of phenomenal students in the TEAM program. One of the clients was a 15-year-old male, who had a desired to turn his life around and make a better future for himself. He seemed to be detached prior to coming into the program. Once in the program, however, he had a near perfect attendance in therapy. He also had active dedication outside of sessions to accomplish his treatment goals. Towards the end of treatment, he was attending his tutoring sessions regularly in effort to improve his grades. He shared with the therapist that throughout the therapeutic process he learned how to identify his triggers when he starts to become angry, what his feelings are underneath his anger, and how to calm himself down.

Another student that Clay Counseling Solutions worked with was a member of a therapeutic group. This student also had very good attendance and shared/participated actively in the group. When completing the evaluation for the group, this student shared

that her overall mental health felt improved since beginning the group and that she would recommend the group to other students. The client also shared that she would like to be notified for other groups/services.

Another client serviced by Clay Counseling Solutions was referred as a result of the TEAM program was a 16 year old female. This student had a very difficult time emotionally self-regulating coupled with poor school performance. As a result of counseling, she matured emotionally and during the spring 2021 semester she earned all A's and B's in her courses, accomplishing one of the goals that she set out for herself during the beginning of treatment. She made remarkable progress.

The TEAM program worked with a number of clients who were referred to the program by the San Bernardino Probation Department. One such client was a 16-year-old female who had severe oppositional and defiant behavior. Through her engagement in the TEAM program, she engaged in the LOVE and CCS agency services with increasing consistency and attendance throughout the program. Pre-distance learning, this student was failing all classes, expressed limited future goals, and was engaging in frequent peer conflict. As a result of this youth's involvement in TEAM programs, she has achieved A and B grades across all classes during distance learning, has completed a resume and expressed plans to apply for jobs this summer.

Youth Action Project

One of the clients served by the Youth Action Project was an adjudicated 15 year old who was on probation. He had dropped out of high school, and had no work experience. Since being in the program, he successfully completed employability skills training, passed the work readiness exam, and received a certificate for effective

decision making in the workplace, workplace ethics, and customer service through “Bring Your “A” Game” training. Additionally, we assisted Joe with re-enrollment in high school. He has maintained consistent attendance since reenrolling in school and is on track to graduate. He is now a 17 year old, who has obtained and maintained employment with Jack in the Box. He is meeting all the conditions of his probation, and he is on track to graduate from high school.

Another Youth Action Project client was identified at the Youth Justice Center (YJC) on Gilbert Street in San Bernardino. He was referred to the Youth Action Project by his probation officer. It was recommended that he attend the Work Readiness workshops that are held there on a weekly basis. He is 16 years old, has done time in Juvenile Hall and had been expelled from the San Bernardino City Unified School District. In person, Anthony was a quiet, serious, and reflective young man. When we first met him, he did not like to share his thoughts or ideas in class. Once we built a rapport with him, he began to open up and share his ideas with the group. He also began to share his struggles and hopes with us during scheduled breaks. He faithfully completed Work Readiness classes and earned an incentive stipend for doing so. We then took him, another youth from the YJC, and several WIOA youth on a field trip to Homeboy Industries to hear about resources and stories of healing from those exiting street life. When asked later if he wanted to get a job, he responded in the affirmative. He was unclear about the process of acquiring one. We then provided him with assistance and instruction on how he might go about getting a job. We took him to the DMV and paid for his state ID because he needed it to enroll in our WIOA program and to apply for jobs. He then completed the multi-step enrollment process. Once enrolled,

YAP staff took him to get his summer work permit from the District and served as an advocate because current policy (according to SBCUSD website) does not allow youths who have been expelled to receive work permits. He is now engaged in a paid work experience at the Youth Action Project. He continues to share with staff as he demonstrates faithfulness and gains work experience, self-esteem, and a new skill set. His goals are to achieve permanent, part-time employment to stay busy when he is not in class at the YJC. He also wants to be able to help his mom pay her bills. Ultimately, he does not want to be in a gang or have to do negative things to make money. He has proven that he is not only interested in achieving his goals, but *invested* in doing so

We teach our work readiness training at the Youth Justice Center where adjudicated youth are required to report to their probation officers. We utilize the cohort model – training groups of youths two afternoons a week over six weeks. On the first day of cohort one, there was a physical altercation between a probation officer and program participant. It was a difficult way to start the program. It made building trust and relationships even more challenging than it already was. The training consisted of confidence building activities, essential workplace skill development, and work readiness certification. The six-week training session culminated in a festive event where participants spoke in front of the group sharing what they had learned and enjoyed. Officers and staff encouraged the participants. They had received their work readiness certificates. Participants, who six weeks earlier had been stoic, disengaged, and unhappy about being there were now smiling, taking photos together, and exchanging phone numbers. It was a very pro-social event.

Rialto Resource Center

The Rialto Resource Center provides clients counseling, referrals, and resume writing assistance to facilitate employment. The center assists a number of clients, Three are described here.

First, a client came to the Center looking for employment after having a child while still in high school. Center staff counseled her on how to find jobs and , she updated her resume and found employment at George's Burger in San Bernardino.

A second client came to the center looking for employment and was able to secure a job through a local car dealership, washing vehicles.

A third client came to the center needing a job. He had a job and wanted second job. He had one child and was expecting another child. He needed a second job to help support his family. He was able to secure a job at Amazon with the assistance of the center. The center has assisted a number of clients obtain jobs. Finding jobs for young people, especially those who have been engaged with the criminal justice system, increases the likelihood that they will avoid further involvement with crime or delinquent activities.

Rialto Family Health Services

The Rialto Family Health Services' primary service is to work with clients to have their criminal justice records sealed. The CBO provides clients and their parents or guardians with information about if and how they petition to have the records sealed, and they provide them with information throughout the process. This is done on an individual basis. In many cases, clients can only have their records sealed upon completion of probation and when they reach 18 years of age.

One female client was recommended to seek services from several TEAM CBOs. Rialto Family Health Services was one of the agencies that was suggested to her. It was believed that she was a good candidate for RFHS's Record Sealing component. RFHS staff met with the client and her mother. The client was on probation for property related offenses, and she was completing community service hours. She, however, was following her probation officer's directions. The RFHS staff provided the client with the information and counseling that would allow her to petition to have her record sealed. She has part time employment with Subway restaurants and overall doing well. She would like to finish her education and secure a vocational trade. And complete her probation requirements.

A male juvenile became a client of RFHS after a clinical assessment was completed by Clay Counseling Solutions. The case manager for RFHS, spoke with him, and he was very motivated to continue being a good student, making good decisions in his community and terminating his probation. Clay Counseling Solutions forwarded his records to RFHS and a record sealing interview was completed. His mother accompanied him to the interview, and she participated in the interview. He was employed and he had been terminated from probation supervision successfully. A TEAM Case Collaboration meeting determined that he received the maximum benefit from the program, and he left the program. He received his Record Sealing paper from the Juvenile Delinquency Court.

Love

In one session of the LOVE program in 2019, there were young ladies from the cities of Colton, Rialto and San Bernardino who completed the twelve-week session.

One of our Prop 47 program participants entered with multiple issues. She is 16 years of age, with an addiction to anti-depressants. She also failed her sophomore year of high school with the intention to drop out and obtain her GED. She was arrested for prostitution in the City of San Bernardino. In her words, she felt like a complete failure and lost in life. No hope and no direction. She was referred to the LOVE program from Inland Behavioral Health Services and started her drug treatment and counseling services. She went through the 12-week program. The program allowed her to evaluate her emotions, sense of belonging, and self-esteem. The program also assisted her in developing her educational plan and identifying her possible career goals.

At the conclusion of the LOVE program, she stated the following: “Without the LOVE program and the counseling, I would not be alive today. I feel like I have meaning in life, like I belong and like I have a greater purpose. I feel like I am worthy of love. Ms. Daphne taught me that I am a Diamond, and that I have value. I now know I can make it and be better than my past and my past does not define my future. Ms. Jasmin taught me to stop looking in the rear mirror while trying to walk into the future. I am blessed because they cared enough to see past my mistake and help me look at my future.

A 17-year old from San Bernardino provided this testimony. “The LOVE Program taught me I am worthy. I have been on the streets since I was 13. I had to take care of myself. I didn’t have anyone to fight for me, but Ms. Shanta and Ms. Daphne fought for me in the program and continues to fight for me. I was able to learn that I am a diamond and I can get through anything. I wish the program could last forever so I don’t feel alone.”

A 16-year old young lady from Rialto provided the following testimony. “My sister and I learned that we could push past the bad things that have happened to us and we can have better relationships with our mother. We want to be happy and will choose to be happy and travel. Thanks to the program we can push pass obstacles in our way like the Diamond Creed says”!

SUMMARY AND CONCLUSION

The TEAM project was designed to work with juveniles who had experience with the criminal justice system and had drug or mental health issues. Research tends to indicate that future crime can be reduced by treating potential criminals earlier in their careers. Researchers have found that when a criminal career begins early in life, it is extended much further in the life course.

The service or treatment used a wraparound scheme. Several service providers were recruited including; Clay Counseling Solutions, Rialto Family Health Services, Love, Rialto Resource Center, Youth Action Project, Young Visionaries, Bethune Center, 100 Black Men, and Inland Behavioral Health Service. Each of these agencies provided a unique set of services allowing the TEAM program to address a variety of client issues.

Case management was originally performed by Inland Behavioral Health Services, but was transferred to Clay Counseling Solutions and Rialto Family Health Services during the last year. The project encountered a number of problems including

- Client acquisition and retention
- Uneven service delivery
- Lack of general coordination and leadership

- Case management
- Ill-defined procedures
- Access to evaluation data

The outcome evaluation was performed using three procedures. First, a telephone survey was administered to parents to determine their opinions about the TEAM program's efficacy. The results showed that they were moderately satisfied with the program and the results. Second, the criminal histories of TEAM clients and juvenile probationers were compared. The results showed that in some cases the probationers fared better than the probationers, while in other cases, the TEAM clients did better. Methodological issues prevented any extrapolation of the findings. Finally, service providers collected clients' personal stories. The personal stories showed that many of the program's clients had a positive experience. Some had their criminal records sealed; others received job training; some were able to obtain employment as a result of the services they received; some clients received drug and alcohol counseling; and others received general counseling to aid in dealing with life problems.

Overall, the TEAM program had a number of successes. Moreover, it addressed a constituency that needed assistance. Preventing juveniles from becoming involved in criminal activities or curtailing such behavior can have a dramatic impact on future crime. Juvenile programming should be investigated more thoroughly.

APPENDIX A

CLIENT SATISFACTION/ OPINION POST SURVEY

Other:

Since your student's participation in the TEAM program, has your student had any significant contact with law enforcement? *

Yes

No

Other: