



# case management

case management

# Chapter 5

## Overview of Case Management Programs

Case Management programs are structured to provide an array of one-on-one services that meet the specific needs of the youth they serve. A component of several SFJPD/CPD funded programs, case management encompasses appropriate services that are tailored to a specific population or individual. Therefore, there is no single structure or formula for services that compose case management. These services are often part of community-based interventions aimed at preventing or reducing the delinquent behavior of youth already involved in the juvenile justice system. Some services are provided to youth who must be supervised as part of their probation.

- Programs Included in this Section**
- Bernal Heights Neighborhood Center, Outer Mission Community Support Network
  - CARECEN, Second Chance Tattoo Removal

Exhibit 5-1 provides an overview of the Case Management programs currently funded by the Community Programs Division. More details on specific programs can be found in the program-by-program chapters that follow.

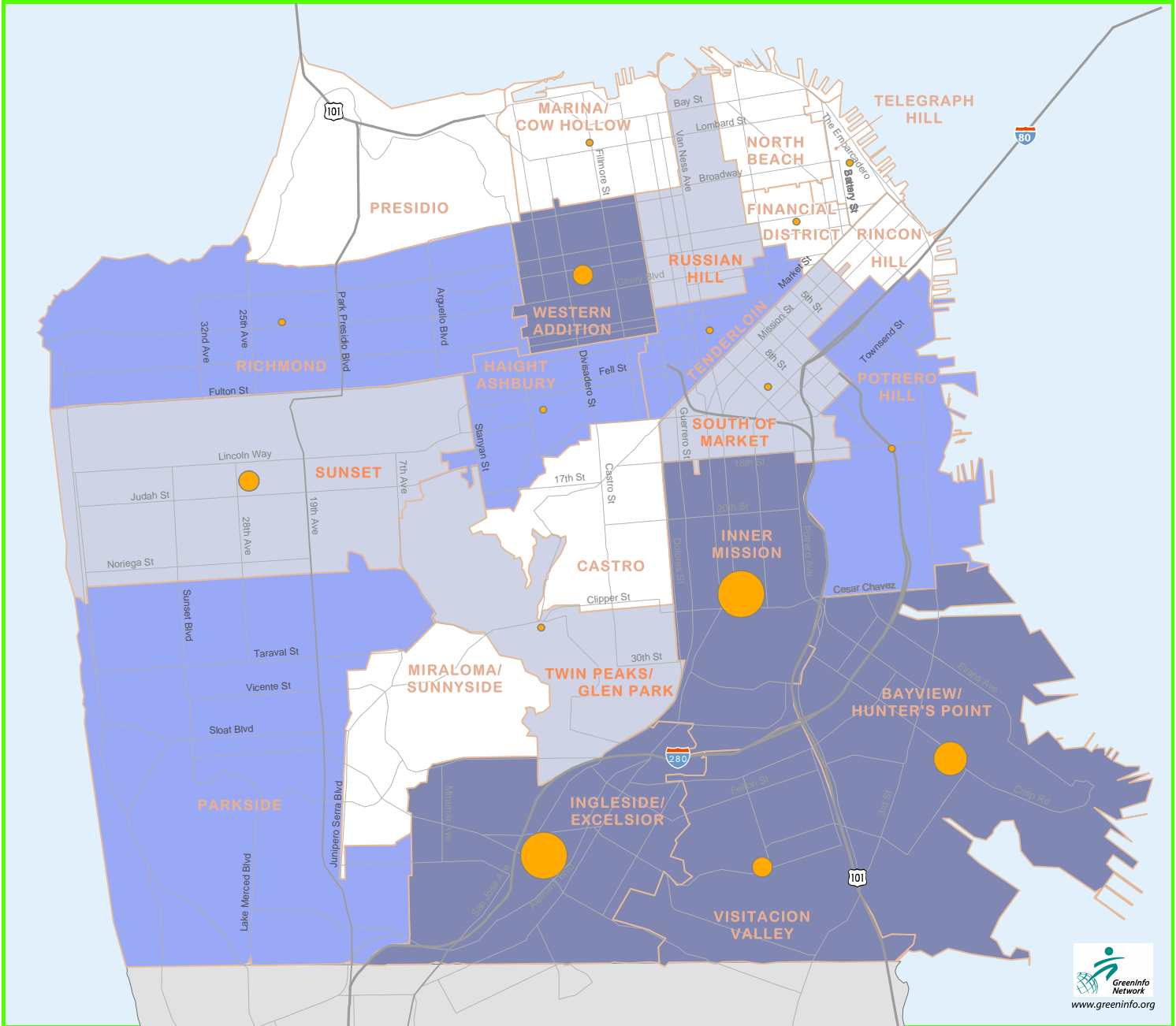
**Exhibit 5-1  
Overview of Case Management Programs**

Program	Number of Youth Served <sup>1</sup>	Description
Bernal Heights Neighborhood Center, Outer Mission Community Support Network	61	The Outer Mission Community Support Network is a multi-service prevention and intervention program for youth at risk of gang, crime and violent activities. Case management, support and socialization groups, and alternative recreation are some of the services provided for youth aged 8-18 years.
CARECEN, Second Chance Tattoo Removal	78	Second Chance Tattoo Removal offers a six-month comprehensive case management component, plus tattoo removal laser treatment to youth between the ages of 12 and 24 who are involved in gangs and have gang affiliated tattoos, are at risk for gang involvement, and/or are at risk for entering or are already involved in the juvenile justice system.

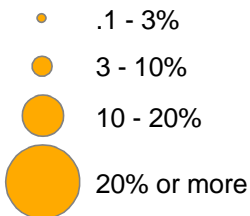
<sup>1</sup> For some programs data on youth served is available for the period of July 2003 – February 2005; for other programs it is available for the period of July 2003-February 2004 and July 2004-February 2005. See individual chapters for this information.



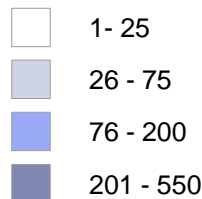
# Neighborhood Concentrations of Participants Served by Case Management Programs and Juvenile Law Violation Referrals



Percentage of Case Management Program Participants By Home Neighborhood



Number of Juvenile Law Violation Referrals Participants By Home Neighborhood



Data shown on this map were submitted by:  
 Mission Neighborhood Centers, Inc., Home Detention; Bernal Heights  
 Neighborhood Center, Outer Mission Community Support Network; CARECEN,  
 Second Chance Tattoo Removal Program

Juvenile law violation referral data provided by the San Francisco  
 Juvenile Probation Department: Annual Statistical Reports, 2002 & 2003.

# Chapter 6

## Bernal Heights Neighborhood Center

### Outer Mission Community Support Network

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#### Program Overview

The Outer Mission Community Support Network is a multi-service prevention and intervention program for youth at risk of gang, crime and violent activities. Case management, support and socialization groups, and alternative recreation are some of the services provided for youth aged 8 -18 years old. The program is based on a partnership model, and it provides youth with referrals to a variety of services from other community-based organizations including the Greater Mission Consortium and its partners, Excelsior Youth Center, Balboa Teen Health Clinic, Denman Middle School, Healthy Start, Paul Revere Elementary School, Community Assessment and Referral Center, and the Youth Guidance Center.

<b>Exhibit 6-1 Program At-A-Glance</b>		
<b>Services provided to youth:</b>	<ul style="list-style-type: none"> <li>▪ Case management</li> <li>▪ Extra-curricular or after-school activities</li> <li>▪ Environmental education</li> <li>▪ Girl-specific programming</li> <li>▪ Health education services</li> </ul>	<ul style="list-style-type: none"> <li>▪ Job training/readiness services</li> <li>▪ Legal services</li> <li>▪ Leadership development</li> <li>▪ Mentoring</li> <li>▪ Tutoring/help with homework</li> </ul>
<b>Primary neighborhoods served:</b>	<ul style="list-style-type: none"> <li>▪ Bayview Hunters Point</li> <li>▪ Excelsior</li> </ul>	<ul style="list-style-type: none"> <li>▪ Outer Mission</li> <li>▪ Visitacion Valley</li> </ul>
<b>Target population served:</b>	<ul style="list-style-type: none"> <li>▪ Youth who are at risk of becoming involved in the juvenile justice system</li> <li>▪ Youth who are between the ages of 12 and 17</li> <li>▪ Youth who are on probation</li> <li>▪ Latino and African American youth</li> <li>▪ Youth who are involved in gangs</li> </ul>	
<b>How youth are referred:</b>	<ul style="list-style-type: none"> <li>▪ Probation Officer</li> <li>▪ Case Manager</li> <li>▪ Teacher or School Counselor</li> <li>▪ Self</li> <li>▪ Outreach worker</li> <li>▪ Parent, guardian or other adult family member</li> </ul>	
<b>Average length of time youth spend in program:</b>	<ul style="list-style-type: none"> <li>▪ Between 6 months and 1 year</li> </ul>	
<b>Average # of youth who participate at any given time:</b>	<ul style="list-style-type: none"> <li>▪ 20</li> </ul>	

## Highlights on Program Outcome Findings<sup>2</sup>

### Key Positive Findings

- There were positive findings for all of the primary outcomes identified by the program including an increase in school attendance, a decrease in school behavioral problems, reports of positive peer and staff relationships, improvements in youths' social development and self-care skills, and a decrease in youths' gang affiliation.

### Areas Where the Program has not been Shown to Have Positive Effects

- While youth showed improvement in their school attendance and enjoyment of school, they have received slightly lower grades since attending the program.
- Less than half of the participants had ideas about the job they want and/or the belief that they can get a job, pointing to an increased need for job readiness services.

## Program Contract Compliance

This grantee is in compliance with all contractual obligations. This is based on data reported by Community Programs Division Staff.

### Contract Amount as a Percentage of Total Program Budget:

- For the 2003-2004 contract year, JPD's contract with this program provided \$57,000 in TANF funding, which was 100% of the program's budget.
- For the 2004-2005 contract year, JPD's contract with this program provided \$60,000 in TANF funding, which was 100% of this program's total budget.

### Number of youth served:<sup>3</sup>

- Data on number and demographics of youth served are available for all but three months of the evaluation period: July 2003-February 2004, and July 2004-February 2005.<sup>4</sup> During this period, the program served 61 youth.

### Staffing:

- The program is staffed by two part-time staff members. This provides a staff/youth ratio of about one to 12.
- All staff positions are filled as planned and staff development trainings were held during this evaluation period.<sup>5</sup>
- The Program Director changed mid-way through the contract year.<sup>6</sup>

### Factors Affecting Involvement in PrIDE Evaluation:

- Program staff noted the following factors as affecting their ability to have all youth in the program complete PrIDE surveys: the length of the survey/amount of information covered; the quick turnover rate of the clients who either leave the program or move out of the area; and parents/guardians not returning consent forms in timely a manner.

<sup>2</sup> We include only primary outcomes here. For more information on primary vs. secondary outcomes see Exhibit 6-7.

<sup>3</sup> Data source: Participant Tracking Spreadsheets.

<sup>4</sup> For more information regarding the periods during which data were collected, see **Data Sources** section in Chapter 2.

<sup>5</sup> Information provided by Community Programs Division staff.

<sup>6</sup> Information provided by the program.

**Program Strengths and Successes:**

- Case managers have set up numerous collaborations with other service providers.<sup>4</sup>
- Since the program began it has been able to “establish good relationships with each of the clients and helped the clients on the caseload achieve minor successes.”<sup>5</sup>
- Program staff highlighted the story of one young man who was referred to the program and initially had very low participation. The staff member said, “Through PRIDE I learned so much about him and was able to provide him services to fill his immediate needs. This young man became an amazing presenter with our violence prevention presentations to our middle school youth. He has since turned 18 and is going to college and working part-time.”
- According to Community Programs Division staff, support and socialization groups for the youth “have been very successful for the collaboration.”

**Program Challenges:**

- There has been some turnover in the Case Management Coordinator position.<sup>5</sup>
- The program has experienced difficulty “getting referrals from the middle school the program was working out of. Meetings have been requested to correct this problem, but with no success.” The program staff are currently looking “for ways to improve this process so there is an increase in the number of the client caseload.”<sup>5</sup>

**Exhibit 6–2  
How to Read the Tables**

We have used tables to present data throughout this report.

*Here’s an example:*

Characteristic at Program Entry		% of Respondents
<b>Race/Ethnicity</b> (n=12)	African American	58%
	Latino/a	17%
	Asian American and Pacific Islander	8%
	Samoaan	8%
	White	8%

↓

The (n=12) means that 12 participants answered questions about their race/ethnicity.

↓

Participants were grouped into five categories according to their race/ethnicity.

↓

The percentage tells you the proportion of respondents in each race/ethnicity. As you can see, most of the respondents (58%) are African American.

In the text, we might describe youths’ race/ethnicity in this way:

**“Most of the youth served are African American and Latino (58% and 17%, n=12).”**

The 58% refers to the percentage of youth who are African-American; the 17% refers to the percentage of respondents who are Latino/a. The (n=12) refers to the number of respondents who provided information about their race/ethnicity.

## Data Sources

All data required for this report were submitted as shown below.

**Exhibit 6–3  
Data Sources  
Outer Mission Community Support Network**

Data Source	Available for This Report
Senior Analyst Site Visit Form	<input checked="" type="checkbox"/>
CBO Questionnaire	<input checked="" type="checkbox"/>
Participant Tracking Spreadsheets	<input checked="" type="checkbox"/>
PrIDE Data	<input checked="" type="checkbox"/>

- This program has participated in PrIDE evaluation data collection on an ongoing basis. As of March 31, 2005, the program had submitted 9 Baselines and their paired Follow-ups, 5 Youth Evaluation Surveys, and 2 Exit Forms. All of these data were utilized in this report.



- The program served a total of 61 youth during the following periods: July 2003-February 2004, and July 2004-February 2005. Between July 2003 and February 2005, the program submitted 14 youth surveys. Because programs did not submit data regarding how many youth were served between March and June 2004, we cannot report an exact response rate. Using the reported number of youth served, we report an approximate response rate of 23%. This program submitted 2 Exit Forms. During this same period, the program reported that 32 youth had exited the program, yielding an approximate response rate of 6% for Exit Forms<sup>7</sup>.

## **Program Description**

### **What are the characteristics of the youth served?**

- This program's target population is youth ages 12 to 17, and it reaches a range even larger than this, serving youth ages eight to 21 years old. The average age of youth in this program is 13 years old.
- There are nearly twice as many females (61%, n=54) as males (39%, n=54) in this program.
- The largest percentages of participants live in Bayview Hunters Point, Excelsior, Visitacion Valley, and the Mission (26%, 26%, 21%, and 15%, n=61).

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<sup>7</sup> The exit form response rate is approximate because we do not have exact data on the number of youth who have exited the program. Our rate likely overestimates the exit form response rate.

**Exhibit 6–4**  
**Youth Characteristics**  
**Outer Mission Community Support Network**

Characteristic at Program Entry		% of Participants
<b>Age♦</b> (n=49)	Under 13 years old	43%
	13-15 years old	41%
	16-17 years old	10%
	Over 18 years old	6%
<b>Gender♦</b> (n=54)	Male	39%
	Female	61%
<b>Race/Ethnicity♦</b> (n=47)	Latino/a	51%
	African American	32%
	Samoan	6%
	Pacific Islander	2%
	Hawaiian	2%
	Other	6%
<b>Home Neighborhood♦</b> (n=61)	Bayview Hunters Point	26%
	Excelsior	26%
	Visitacion Valley	21%
	Mission	15%
	Outer Mission	10%
	All other San Francisco neighborhoods	2%
	All areas outside San Francisco	3%

Data Sources:

♦ = Participant tracking spreadsheets (July 2003-February2004, and July 2004-February 2005);

♦ CBO Questionnaire

- Among participants for whom this information is available, all live in homes where English is the primary language.
- Over two-thirds of the participants report living in single-parent households (69%, n=13).
- The highest percentage of referrals come from participants' schools and friends (39% and 31%, n=13).

**Exhibit 6–5**  
**Demographic Information**  
**Outer Mission Community Support Network**

Characteristic at Program Entry		% of Respondents
<b>Language Spoken at Home</b> (n=11)	English	100%
<b>Living Situation</b> (n=13)	One Parent	69%
	Two Parents	15%
	Family but not parents	15%
<b>Referral to Program*</b> (n=13)	School	39%
	Friend	31%
	Referred by another organization	15%
	Police	8%
	It's in my neighborhood	8%

\*Percentages may add to more than 100% because participants could provide more than one response.  
 Data Source: PRIDE

**What are participants' major risk factors?**

- Participants are part of high-risk peer groups. Over three-fourths of participants acknowledge that they hang out with gang members (88%, n=8). When asked if they knew anyone who had been arrested, all say that they did. Most commonly, they note that a sibling or parent had been arrested.  
 As a further indication that youth are in high-risk peer groups, all but one of the eleven respondents say they knew someone who had died; the largest percentage of youth say that a friend had died. Fourth-fifths of respondents (80%) say they have tried alcohol or other drugs.

**Exhibit 6–6  
Risk Factors  
Outer Mission Community Support Network**

Risk Factors at Program Entry		% of Respondents
<b>Frequency with which Youth Hears Gunshots at Home</b> (n=11)	Never	9%
	Once or Twice	18%
	Many Times	73%
<b>Feels Unsafe in Neighborhood</b> (n=10)		20%
<b>Acknowledges S/he Hangs Out With Gang Members</b> (n=8)		88%
<b>Has Tried Drugs or Alcohol</b> (n=11)		80%
<b>Knows Someone Who Was Arrested</b> (n=12)	Knows at least one person who was arrested (n=9)	100%
	Participant's sibling was arrested*	58%
	Participant's parent was arrested*	42%
	Participant was arrested*	25%
	Participant's friend was arrested*	7%
	Participant's neighbor was arrested*	0%
	Participant's other relative was arrested*	0%
<b>Knows Someone Who Died</b> (n=7)	Knows at least one person who died (n=11)	91%
	Participant's friend died*	86%
	Participant's neighbor died*	11%
	Participant's parent died*	0%
	Participant's sibling died*	0%

\*Percentages may add to more than 100% because participants could provide more than one response.  
Data Source: PrIDE

## Program Outcomes

Each program has a distinct set of outcome objectives for the participating youth. Staff identified both “primary outcomes” and “secondary outcomes.” Staff identify an outcome as *primary* if it is central to the objectives of the program. Staff identify additional outcomes as *secondary* if it is likely that their programs have indirect effects in these areas. The table below specifies the primary and secondary outcomes associated with the program evaluated in this chapter.

**Exhibit 6–7**  
**Program Outcome Measures**  
**Outer Mission Community Support Network**

Outcome Area	Anticipated Outcomes for Participants	Primary Outcome	Secondary Outcome
<b>Education</b>	▪ School attendance will increase	X	
	▪ School behavioral problems will decrease	X	
	▪ Engagement in positive after-school activities will increase		X
<b>Work and Job Readiness</b>	▪ Employment will increase		X
<b>Building Positive Relationships</b>	▪ Positive peer relationships will increase	X	
	▪ Positive relationships with service providers will increase	X	
<b>Skill-Building</b>	▪ Social development and self-care skills will increase	X	
	▪ Anger management skills will improve		X
<b>Risk Factors</b>	▪ Involvement with the juvenile justice system will decrease <sup>8</sup>	X	
	▪ Substance use will decrease		X
	▪ Gang affiliation will decrease	X	

<sup>8</sup> Recidivism analyses were not conducted for this program due to an insufficient number of cases.

## How to Read the Tables Reporting on Program Outcomes

- The PRIDE survey asks participants a range of questions regarding each program outcome. Youth report on whether there has been a change since participating in the program, and whether the change has been negative or positive.
- **Positive change scores** range from **+1 to +3**, and **negative change scores** range from **-1 to -3**. If a participant reports **no change**, the score for that item is **zero**.

The following table summarizes the data for a program outcome:

Indicators of Attendance and School Attachment	Degree to which School Performance and Attitudes have Changed since Attending the Program				Improvement Shown on Average?	Since Attending the Program...
	Worsened	Stayed Same	Improved	On Average		
	(-3 to -1)	(0)	(+1 to +3)			
Number of school days missed during a month (n=23)	9%	55%	36%	+ .4	Yes	Youth missed fewer days during a given month.

↓                      ↓                      ↓                      ↓                      ↓                      ↓

This is the percentage of respondents who had a **negative change**      This is the percentage of respondents who reported a **zero change**      This is the percentage of respondents who had a **positive change**      This is the **average score of all respondents**      This box indicates whether the average score indicates **improvement overall among respondents**      This is a **narrative summary** of the data

### Education: Primary Outcomes

- Staff identified the following as primary education outcomes for the program:
  - School attendance/attachment will increase
  - School behavioral problems will decrease

#### School Attendance/Attachment

- All of the youth in this program were enrolled in school or a GED program prior to program participation, and all stayed enrolled during the program.
- We further investigate changes in school attendance and attachment. Program participants showed improvement on school attendance and enjoyment of school; however, they did not show improvement in their grades.

**Exhibit 6–8  
School Attendance/Attachment  
Outer Mission Community Support Network**

Indicators of Attendance and School Attachment	Degree to which School Performance and Attitudes have Changed since Attending the Program				Improvement Shown on Average?	Since Attending the Program...
	Worsened	Stayed Same	Improved	On Average		
	(-3 to -1)	(0)	(+1 to +3)			
<b>Number of school days missed during a month</b> (n=11)	0%	64%	36%	<b>+.8</b>	<b>Yes</b>	Youth <b>missed fewer days</b> during a given month.
<b>Grades</b> (n=6)	17%	50%	33%	<b>-.2</b>	<b>No</b>	Youth got <b>lower</b> grades.
<b>Enjoyment of school</b> (n=10)	0%	40%	60%	<b>+.9</b>	<b>Yes</b>	Youths' enjoyment of school <b>increased</b> .

Data Source: PRIDE

- Further indications of the ability of the program to promote school attachment among the youth is the fact that several of them said that the program helped them stay in school or get their GED, and also that the program made them feel more comfortable about their abilities in school or their GED program.
- Over two-thirds of respondents said that the program helped them stay in school or get their GED (67%, n=9).
- Over two-thirds of respondents said that the program “made me feel more comfortable about my abilities in school/GED program” (71%, n=7).

**Exhibit 6–9  
Youth Perceptions of How the Program  
Promotes School Attachment  
Outer Mission Community Support Network**

Indicators of School Attachment	Percent of Respondents
<b>The program helped participants to stay in school or get their GED.</b> (n=9)	67%
<b>The program made participants feel more comfortable about their abilities in school or a GED program.</b> (n=7)	71%

Data Source: PRIDE

**Behavior Problems in School**

- Youth surveys asked about behavior problems in two different ways in year 1 and year 2; for this reason year 1 and year 2 results are presented separately below.

- Before participating in this program, all of the youth had been in trouble at school, either getting sent to the counselor’s office, suspended, or expelled. After program participation, this proportion dropped to 40%. This decrease in participants’ behavior problems in school could be a result of the socialization and recreation activities offered at OMCSN which provide healthy outlets for youths’ energy and emotions. In addition, OMCSN provides mentoring and homework help to support youths’ academic achievement and lessen the likelihood of their acting out in the classroom.

**Exhibit 6–10**  
**Change in Behavior Problems in School**  
**after Program Participation**  
**Outer Mission Community Support Network**

<b>Sent to Counselor’s Office, Suspended, or Expelled during the Past Three Months...</b>	<b>Percent of Respondents</b>
<b>Prior to Program Enrollment</b> (n=5)	100%
<b>After Program Participation</b> (n=5)	40%

Data Source: PRIDE

- In year 2, youth were asked about the change, since participating in the program, in how often they got into trouble at school. Results show that three-quarters of participants showed improvement in their behavior in school (75%, n=4). No participants showed a negative change in this area.

**Exhibit 6–11**  
**Change in Behavior Problems in School**  
**Outer Mission Community Support Network**

<b>School Behavior</b>	<b>Degree to which School Behavior Has Changed since Attending the Program</b>				<b>Improvement Shown on Average?</b>	<b>Since Attending the Program...</b>
	<b>Worsened</b>	<b>Stayed Same</b>	<b>Improved</b>	<b>On Average</b>		
	<b>(-3 to -1)</b>	<b>(0)</b>	<b>(+1 to +3)</b>			
<b>Frequency of Getting in Trouble at School</b> (n=4)	0%	25%	75%	<b>+1.3</b>	<b>Yes</b>	Youth had <b>fewer behavior problems</b> in school.

Data Source: PRIDE

**Education: Secondary Outcome**

- Staff identified the following as a secondary education outcome for the program:
  - Engagement in positive after-school activities will increase



**Engagement in Positive After-School Activities**

- Since attending the program, half of the participants reported no change in the amount of time they spend in extra-curricular activities; half of the participants reported that they spend more time in after-school activities.

**Exhibit 6–12  
After-School Activities  
Outer Mission Community Support Network**

Engagement in After-School Activities	Degree to which Engagement in After-School Activities have Changed since Attending the Program				Improvement Shown on Average?	Since Attending the Program...
	Worsened	Stayed Same	Improved	On Average		
	(-3 to -1)	(0)	(+1 to +3)			
Spending time in extra-curricular activities (n=10)	0%	50%	50%	+9	Yes	Youth spent <b>more time</b> in extra-curricular activities.

Data Source: PRIDE

- Close to three-quarters of respondents had joined at least one after-school activity since beginning the program (73%, n=11).

**Exhibit 6–13  
After-School Activities  
Outer Mission Community Support Network**

Activity	Percent of Youth who Have Joined the Following After-School Activities since Beginning the Program
<b>Joined at least one activity:</b> (n=11)	73%
<b>Participating in a youth group or club</b> (n=11)	46%
<b>Going to a neighborhood or community center</b> (n=11)	36%
<b>Volunteering</b> (n=11)	36%
<b>Playing team sports</b> (n=12)	25%
<b>Working for pay</b> (n=11)	18%
<b>Playing a musical instrument</b> (n=11)	9%
<b>Participating in a religious group or club</b> (n=12)	8%

Data Source: PRIDE

- Three-quarters of respondents said that they became involved in extra-curricular activities specifically because of their participation in this program (aside from the program itself) (75%, n=8).

**Building Positive Relationships: Primary Outcomes**

- Staff identified the following as primary outcomes for building positive relationships:
  - Positive peer relationships will increase
  - Positive relationships with service providers will increase

### **Positive Peer Relationships**

- Participants reported on the current positive peer relationships in their lives while in the program.
- High percentages of participants reported positive peer relationships.

**Exhibit 6–14**  
**Positive Peer Relationships**  
**Outer Mission Community Support Network**

<b>Youth Has a Friend or Relative about His/Her Own Age who...</b>	<b>Percent of Respondents Reporting that They have These Positive Peer Relationships</b>
<b>Really cares about me.</b> (n=10)	90%
<b>I can go to when I have problems.</b> (n=10)	80%
<b>Helps me when I'm having a hard time.</b> (n=10)	80%

Data Source: PrIDE

- Over three-quarters of participants said that the program helped them get along better with their friends and/or relatives (82%, n=11).

### **Positive Relationships with Program Staff**

- Participants have developed relationships with staff members in the program. Close to three-quarters (70%, n=10) said that if they were in trouble and needed help they would talk with a staff member about it.

### **Skill-Building: Primary Outcome**

- Staff identified the following as a primary outcome for skill-building:
  - Social development and self-care skills will increase (e.g. ability to take care of own needs; respect for self)

### **Social Development and Self-Care Skills**

- Program participants showed improvement in all social development and self-care skills. The greatest improvements were in participants' ability to take criticism without feeling defensive, ability to respect others' feelings, and ability to think about how their choices will impact their future, with close to two-thirds of participants showing positive change in these areas (63%, n=8).

**Exhibit 6–15**  
**Social Development and Self-Care Skills**  
**Outer Mission Community Support Network**

Social Development and Self-Care Skills	Degree to which Social Development and Self-Care Skills have Changed since Attending the Program				Improvement Shown on Average?	Since Attending the Program...
	Worsened	Stayed Same	Improved	On Average		
	(-3 to -1)	(0)	(+1 to +3)			
Ability to name places to get help if s/he feels unsafe (n=9)	0%	56%	44%	<b>+.7</b>	<b>Yes</b>	Youth <b>knew more</b> about places to go to get help.
Ability to ask for help when s/he needs it (n=9)	0%	67%	33%	<b>+.4</b>	<b>Yes</b>	Youth were <b>better</b> at asking for help.
Ability to take criticism without feeling defensive (n=8)	0%	38%	63%	<b>+.8</b>	<b>Yes</b>	Youth were <b>better</b> at taking criticism.
Ability to take pride in cultural background (n=8)	0%	50%	50%	<b>+.8</b>	<b>Yes</b>	Youth showed an <b>increase</b> in their cultural pride.
Ability to respect feelings of others (n=8)	0%	38%	63%	<b>+.8</b>	<b>Yes</b>	Youth were <b>better able</b> to respect others' feelings.
Ability to think about how his/her choices affect his/her future (n=8)	0%	38%	63%	<b>+.8</b>	<b>Yes</b>	Youth <b>thought more</b> about the impact of their choices on their future.

Data Source: PRIDE

**Skill-Building: Secondary Outcome**

- Staff identified the following as a secondary outcome for skill-building:
  - Anger management skills will improve

**Anger Management**

- The program does appear to have an effect on participants' anger management skills. Based on their responses to a set of questions about their tendency to get angry and deal with their anger in different ways, participants appear to have gained anger management skills as a result of program participation.
- According to their responses to these survey items, participants showed the greatest improvement on refraining from breaking things on purpose when they are angry or upset.

**Exhibit 6–16**  
**Anger Management**  
**Outer Mission Community Support Network**

Anger Management Skills	Degree to which Anger Management Skills have Changed since Attending the Program				Improvement Shown on Average?	Since Attending the Program...
	Worsened	Stayed Same	Improved	On Average		
	(-3 to -1)	(0)	(+1 to +3)			
<b>Getting mad easily</b> (n=11)	0%	46%	55%	<b>+.6</b>	<b>Yes</b>	Youth <b>get mad less often.</b>
<b>Doing whatever s/he feels like doing when angry or upset</b> (n=11)	0%	46%	55%	<b>+.6</b>	<b>Yes</b>	Youth <b>act out less often</b> when angry or upset.
<b>Believing it is okay to physically fight to get what you want</b> (n=11)	0%	46%	55%	<b>+.8</b>	<b>Yes</b>	Youth believe it is okay to physically fight to get something <b>less often.</b>
<b>Yelling at people when angry</b> (n=11)	9%	55%	36%	<b>+.4</b>	<b>Yes</b>	Youth yell at people when they are angry <b>less often.</b>
<b>Breaking things on purpose</b> (n=11)	9%	27%	64%	<b>+.9</b>	<b>Yes</b>	Youth break things on purpose <b>less often.</b>
<b>Hitting people on purpose</b> (n=11)	9%	36%	55%	<b>+.8</b>	<b>Yes</b>	Youth hit people on purpose <b>less often.</b>

Data Source: PRIDE

**Risk Behavior: Primary Outcome<sup>9</sup>**

- Staff identified the following as a primary outcome for risk behavior:
  - Gang affiliation will decrease

**Gang Affiliation**

- Participants appear to be making different choices about their peer group as a result of the program. Of those participants who acknowledged “hanging out” with those belonging to a gang *before* joining the program, 40% said that they no longer hung out with them (n=5).<sup>10</sup> And of those who still hang out with people belonging to a gang, all of the youth said that they hung out less often (100%, n=5).<sup>11</sup>

<sup>9</sup> This program also selected “involvement with the juvenile justice system will decrease” as a primary outcome, but as noted in the footnote in Exhibit 6-7, recidivism analyses were not conducted for this program due to an insufficient number of cases.

<sup>10</sup> This statement applies to the cumulative sample (year 1 and year 2).

<sup>11</sup> This statement applies to only the year 2 sample; no comparable question was asked in year 1.

## Risk Behavior: Secondary Outcome

- Staff identified the following as a secondary outcome for risk behavior:
  - Substance use will decrease

## Substance Use

- Some of the youth had never tried cigarettes, alcohol, or drugs. About three-quarters of respondents had never smoked cigarettes (67%, n=3); One-third had never drunk alcohol (33%, n=3); One-third had never smoked marijuana (33%, n=3); and none had ever tried street drugs (0%, n=3).
- For those who *had* tried cigarettes, alcohol, or drugs, we report changes in substance use.
- According to their responses to these survey items, participants showed the greatest improvement on drinking alcohol and smoking marijuana, with three-quarters of participants reporting that they use these substances less frequently (75%, n=4).

**Exhibit 6–17  
Substance Use  
Outer Mission Community Support Network**

Substance Use	Degree to which Substance Use has Changed since Attending the Program				Improvement Shown on Average?	Since Attending the Program...
	More Frequent	Stayed Same	Less Frequent	On Average		
	(-3 to -1)	(0)	(+1 to +3)			
<b>Smoking Cigarettes</b> (n=4)	25%	25%	50%	<b>+.8</b>	<b>Yes</b>	Youth smoked cigarettes <b>less often.</b>
<b>Drinking Alcohol</b> (n=4)	25%	0%	75%	<b>+1.8</b>	<b>Yes</b>	Youth drank alcohol <b>less often.</b>
<b>Smoking Marijuana</b> (n=4)	25%	0%	75%	<b>+1.8</b>	<b>Yes</b>	Youth smoked marijuana <b>less often.</b>

Data Source: PRIDE

## Work and Job Readiness: Secondary Outcome

- Staff identified the following as a secondary work and job readiness outcome for the program:
  - Employment will increase

## **Job Readiness**

- Several participants reported that the program helped them get ideas about jobs they would like to have, and to believe that they can get a job (44% and 33%, n=9). Fewer participants have obtained items such as a social security card (25%, n=4), resume (22%, n=9), or ID or driver's license (10%, n=10).

### **Exhibit 6–18 Job Readiness Outer Mission Community Support Network**

<b>Job Readiness Indicator</b>	<b>Percent of Respondents Reporting that the Program Helped them in These Areas</b>
<b>Ideas about the Kind of Job I Want</b> (n=9)	44%
<b>Belief that I Can Get a Job</b> (n=9)	33%
<b>Social Security Card</b> (n=4)	25%
<b>Resume</b> (n=9)	22%
<b>California (or other state) ID Card or Driver's License</b> (n=10)	10%

Data Source: PRIDE

## **Employment**

- 27% of respondents held a job at the time they filled out the survey (n=11).
- Of the two participants answering this question, both reported that they had received help from this program in finding or keeping a job.

## **Service Satisfaction**

### **How satisfied are youth with the services they received?**

- Only four youth answered questions about program satisfaction, but all expressed a high level of satisfaction with the program (see below), saying they were satisfied or very satisfied with all aspects of the program, from types of services offered to respect shown for participants ethnic and cultural background, from staff to the program overall.

**Exhibit 6–19**  
**Participant Satisfaction**  
**Outer Mission Community Support Network**

Percent of participants who were satisfied with...	Very Dissatisfied or Dissatisfied	Very Satisfied or Satisfied	No Opinion
The types of services offered (n=4)	0%	100%	0%
The staff (n=4)	0%	100%	0%
Respect shown for participant's ethnic and cultural background (n=4)	0%	100%	0%
The program overall (n=4)	0%	100%	0%

Data Source: PRIDE

**To what extent did youth feel connected to the program, staff and other students?**

- Participants do feel connected to the program. All of the participants **felt safe** attending the program and almost all said they would **recommend it to their friends** (100%, n=10; 91%, n=11).

**Exhibit 6–20**  
**Program Attachment**  
**Outer Mission Community Support Network**

After program Involvement, % of respondents who said “Yes” to:	% of Respondents
I feel safe attending this program (n=10)	100%
I would recommend this program to my friends (n=11)	91%
I am interested in staying in touch and helping out with the program (n=8)	75%
If I were in trouble and needed to talk, I would talk to a <b>staff member</b> at this program (n=10)	70%
If I were in trouble and needed to talk, I would talk to another <b>youth</b> at this program (n=12)	8%

Data Source: PRIDE

## How do YOUTH think THEY'VE changed as a result of participating in the program?

- The most significant benefits of the program relate to helping participants overcome substance use and helping them acquire anger management and life skills. All participants reported receiving help from the program in handling their drug or alcohol abuse (100%, n=3). All participants also said the program “taught [them] new ways to deal with [their] anger” (100%, n=14).

**Exhibit 6–21  
Program Benefits  
Outer Mission Community Support Network**

After program involvement, % of respondents who said they “got help from the program with...”	% of Respondents
Drug or alcohol use (n=3)	100%
Managing anger (n=14)	100%
Homework/school/GED studies (n=12)	75%
Finding a job (n=12)	33%
Safer sex education (n=12)	25%
Getting away from gangs (n=12)	17%
Keeping a job (n=12)	8%
Emotional problems (n=12)	8%

Data Source: PrIDE

## Are youth successfully completing the program?

- Of the two participants for whom there is Exit Form data, neither successfully completed the program. Both youth moved out of the area (100%, n=2).

**Exhibit 6–22  
Exit Reason  
Outer Mission Community Support Network**

Reason for program exit* (n=2)	% of Respondents
Youth moved out of area	100%
Failure to appear at program/ Youth dropped out of program/ Absent from program without permission/ AWOL	50%
Probation violation	50%

\*Percentages may add to more than 100% because staff could provide more than one response.

Data Source: PrIDE



# Chapter 7

## CARECEN

### Second Chance Tattoo Removal

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#### Program Overview

Second Chance Tattoo Removal offers a six-month comprehensive case management component and six-month follow-up period, plus tattoo removal laser treatment to youth between the ages of 12 and 24 who are involved in gangs and have gang-affiliated tattoos, are at risk for gang involvement, and/or at risk for entering or are already involved in the juvenile justice system.

<b>Exhibit 7-1 Program At-A-Glance</b>	
<b>Services provided to youth:</b>	<ul style="list-style-type: none"> <li>▪ Job training/readiness services</li> <li>▪ Tutoring/help with homework</li> <li>▪ Case management</li> <li>▪ Anger management</li> <li>▪ Information and referrals</li> <li>▪ Immigration services</li> <li>▪ Housing services</li> <li>▪ Dental care</li> <li>▪ GED Services</li> <li>▪ Mentoring</li> <li>▪ Extra-curricular activities</li> </ul>
<b>Primary neighborhoods served:</b>	<ul style="list-style-type: none"> <li>▪ Bayview Hunters Point</li> <li>▪ Excelsior</li> <li>▪ The Mission</li> </ul>
<b>Target population served:</b>	<ul style="list-style-type: none"> <li>▪ Youth between the ages of 12 and 24</li> <li>▪ Youth who live in the Mission</li> <li>▪ Latino youth</li> <li>▪ Youth who are truant</li> <li>▪ Youth who are on probation</li> <li>▪ Youth who are at risk of becoming involved in the juvenile justice system</li> <li>▪ Youth who have used/abused drugs or alcohol</li> <li>▪ Youth who are involved in gangs</li> </ul>
<b>How youth are referred:</b>	<ul style="list-style-type: none"> <li>▪ Self</li> <li>▪ From a friend</li> <li>▪ Brother, sister, or cousin</li> <li>▪ Probation Officer</li> <li>▪ Case Manager</li> <li>▪ Outreach Worker</li> <li>▪ Social Worker</li> <li>▪ Teacher or School Counselor</li> <li>▪ Parent, guardian, or other adult family member</li> </ul>
<b>Average length of time youth spend in program:</b>	<ul style="list-style-type: none"> <li>▪ 1 -2 years</li> </ul>
<b>Average # of youth who participate at any given time:</b>	<ul style="list-style-type: none"> <li>▪ 45-50</li> </ul>

## Highlights on Program Outcome Findings<sup>12</sup>

### Key Positive Findings

- In the area of education, the program appears to have positive effects on whether youth complete school or a GED program. All respondents said the program helped them stay in school/get their GED and made them feel more comfortable about their abilities in school.
- All respondents report that the program helped them get along better with their friends and/or relatives and four-fifths said that if they were in trouble and needed help they would talk with a staff member about it.
- Program participants showed improvement in all social development and self-care skills. The program also appears to have a significant effect on participants' anger management skills, with youth reporting improvements in all anger management areas.
- All of the participants felt safe attending the program, said they would recommend it to their friends, and said they were interested in staying in touch and helping out with the program.

### Areas Where the Program has not been Shown to Have Positive Effects

- Only one-fifth of respondents said they became involved in extra-curricular activities because of their participation in this program.
- While three-quarters of participants who were employed reported that they had received help from this program in finding or keeping a job, only one-quarter of all participants said they had ideas about the kind of job they want; none said they had the belief that they could get a job.

## Program Contract Compliance

This grantee is in compliance with all contractual obligations. This is based on data reported by Community Programs Division Staff.

### Contract Amount as a Percentage of Total Program Budget:

- For the 2003-2004 contract year, JPD's contract with this program provided \$96,000, which was 57% of this program's total budget. Other sources of funding came from the San Francisco Department of Public Health and the Mayor's Office of Criminal Justice.
- For the 2004-2005 contract year, JPD's contract with this program provided \$100,000 through TANF and \$30,000 through DPH to support the physician, which was 87% of this program's total budget.<sup>13</sup>

### Number of youth served:<sup>14</sup>

- Data on number and demographics of youth served are available for the entire evaluation period: July 2003-June 2004, and July 2004-February 2005.<sup>15</sup> During this period, the program served 78 youth.

<sup>12</sup> We include only primary outcomes here. For more information on primary vs. secondary outcomes see Exhibit 7-7.

<sup>13</sup> Information provided by Community Programs Division staff.

<sup>14</sup> Data source: Participant Tracking Spreadsheets.

<sup>15</sup> For more information regarding the periods during which data were collected, see **Data Sources** section in Chapter 2.

**Staffing:**

- The program is staffed by two full-time and two part-time staff members.
- The program has one full-time Program Coordinator, one full-time Case Manager, and two part-time Case Managers.

**Factors Affecting Involvement in PrIDE Evaluation:**

- None

**Program Strengths and Successes:**

- Through the advocacy component of the program, staff are able to provide youth with the experience of being “part of community solving-actions while at the same time completing their requirement of community service hours.”<sup>16</sup>
- The Second Chance Tattoo Removal program continues to work with SFJPD and the Language Access and Cultural Competency Workgroup, in which youth participate as well.<sup>5</sup>
- The program was just awarded \$6,000 from the Youth Leadership Institute for the creation of a mural depicting issues of gangs, deportations, and the current situations in countries like El Salvador, Honduras, and Guatemala.<sup>5</sup>
- CPD staff point to the crucial needs met by this program, stating, “CARECEN’s Tattoo Removal program is designed to provide life skills and community service opportunities for young people who are ready to make the necessary life changes and move away from gang involvement. For many young people these markings not only hinder them from obtaining employment, but pose threats to their lives.”
- CPD staff note that CARECEN “provide[s] a safe and culturally appropriate space for a variety of case management and treatment services.”

**Program Challenges:**

- Program staff note that “as far as providing services in the [areas of] job and school placement we continue to experience dissatisfaction...due to the fact that...many Honduran nationals are undocumented and have a great deal of hardship in balancing their own gang-life purging and a reintegration into society.”<sup>5</sup>
- Staff would like to have more youth be able to participate in the program, but “because of the location of their services, many youth are hindered from coming due to turf issues.”<sup>3</sup>
- CPD notes that “the waiting list has over 147 clients awaiting treatment services. The treatment removal process is very time consuming and often times the clients are in the removal phase for over three months due to the complexities of the process and the availability of the physician.”

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<sup>16</sup> Information provided by the program.

**Exhibit 7–2  
How to Read the Tables**

We have used tables to present data throughout this report.

**Here’s an example:**

Characteristic at Program Entry	% of Respondents	
<b>Race/Ethnicity</b> (n=12)	African American	58%
	Latino/a	17%
	Asian American and Pacific Islander	8%
	Samoaan	8%
	White	8%

↓

The (n=12) means that 12 participants answered questions about their race/ethnicity.

↓

Participants were grouped into five categories according to their race/ethnicity.

↓

The percentage tells you the proportion of respondents in each race/ethnicity. As you can see, most of the respondents (58%) are African American.

In the text, we might describe youths’ race/ethnicity in this way:

**“Most of the youth served are African American and Latino (58% and 17%, n=12).”**

The 58% refers to the percentage of youth who are African-American; the 17% refers to the percentage of respondents who are Latino/a. The (n=12) refers to the number of respondents who provided information about their race/ethnicity.

## Data Sources

All data required for this report were submitted as shown below.

**Exhibit 7–3  
Data Sources  
Second Chance Tattoo Removal**

Data Source	Available for This Report
Senior Analyst Site Visit Form	<input checked="" type="checkbox"/>
CBO Questionnaire	<input checked="" type="checkbox"/>
Participant Tracking Spreadsheets	<input checked="" type="checkbox"/>
PrIDE Data	<input checked="" type="checkbox"/>

- This program has participated in PrIDE evaluation data collection on an ongoing basis. As of March 31, 2005, the program had submitted 2 Baselines and their paired Follow-ups, 4 Youth Evaluation Surveys, and 7 Exit Forms. All of these data were utilized in this report.

- While the data available in these surveys are reported here, it is important to note the limitations of the very small sample size. Because there are so few youth surveys, and because youth don't answer every question, most outcomes have data for 1-3 youth. This is such a small number relative to the number of youth served that it is impossible to extrapolate from these data to all participants.
- Between July 2003 and February 2005, the program served a total of 78 youth and submitted 6 youth surveys. This yields a response rate of 8%. We cannot provide a response rate for Exit Forms because the program does not provide any information on whether youth have exited.

## **Program Description**

### **What are the characteristics of the youth served?**

- This program's target population is youth between the ages of 12 and 24. The average age of participants in this program is 23, and about two-thirds of participants are over 18 years old (63%, n=43).
- The majority of participants are Latino/a (82%, n=67).
- Participants live in many different neighborhoods throughout San Francisco. The largest percentage of participants live in the Mission (80%, n=80). The next most common areas in which participants live are Excelsior and Bayview Hunter's Point (16% and 11%, n=80).

**Exhibit 7-4  
Youth Characteristics  
Second Chance Tattoo Removal**

Characteristic at Program Entry		% of Participants
<b>Age</b> ♦ (n=43)	Under 13 years old	2%
	Over 18 years old	63%
<b>Gender</b> ♦ (n=67)	Male	42%
	Female	58%
<b>Race/Ethnicity</b> ♦ (n=67)	Latino/a	82%
	African American	5%
	White	5%
	American Indian	3%
	Asian American and Pacific Islander	3%
	Other	3%
<b>Home Neighborhood</b> ♦ (n=80)	Mission	80%
	Excelsior	16%
	Bayview Hunters Point	11%
	Sunset	6%
	South of Market	4%
	Outer Mission	3%
	All other San Francisco neighborhoods	3%

Data Sources:

♦ = Participant tracking spreadsheets;

♦CBO Questionnaire (This number is higher than the total number of youth served because it duplicates youth who were served during both contract periods, July 2003-June 2004 and July 2004-Feb 2005)

- One-third of respondents are in homes where English, Spanish, or Russian was the primary language (33%, n=6).
- One-third of respondents either live with family but not parents or alone (33%, n=6).
- The majority of respondents are referred to this program by another organization (67%, n=6).

**Exhibit 7-5  
Demographic Information  
Second Chance Tattoo Removal**

Characteristic at Program Entry		% of Respondents
<b>Language Spoken at Home</b> (n=6)	English	33%
	Russian	33%
	Spanish	33%
<b>Living Situation</b> (n=6)	Family but not parents	33%
	Alone	33%
	Guardian	17%
	Other	17%
<b>Referral to Program*</b> (n=6)	Referred by another organization	67%
	Friend	17%
	Family	17%

\*Percentages may add to more than 100% because participants could provide more than one response.  
Data Source: PrIDE

**What are participants' major risk factors?**

- Respondents are part of high-risk peer groups. Half of them acknowledge that they hang out with gang members (50%, n=4). When asked if they knew anyone who had been arrested, two of the three respondents say that they did.
- As a further indication that youth are in high-risk peer groups, all of the respondents say they knew someone who had died; the largest percentage of youth say that a friend had died. Over fourth-fifths of respondents (83%, n=6) say they have tried alcohol or other drugs.

**Exhibit 7–6  
Risk Factors  
Second Chance Tattoo Removal**

Risk Factors at Program Entry		% of Respondents
<b>Frequency with which Youth Hears Gunshots at Home</b> (n=4)	Never	50%
	Once or Twice	50%
	Never	0%
<b>Feels Unsafe in Neighborhood</b> (n=5)		20%
<b>Acknowledges S/he Hangs Out With Gang Members</b> (n=4)		50%
<b>Has Tried Drugs or Alcohol</b> (n=6)		83%
<b>Knows Someone Who Was Arrested</b> (n=3)	Knows at least one person who was arrested (n=3)	67%
	Participant's friend was arrested*	33%
	Participant was arrested*	33%
	Participant's parent was arrested*	33%
	Participant's sibling was arrested*	33%
	Participant's neighbor was arrested*	33%
	Participant's other relative was arrested*	33%
<b>Knows Someone Who Died</b> (n=3)	Knows at least one person who died (n=3)	100%
	Participant's friend died*	67%
	Participant's parent died*	33%
	Participant's neighbor died*	0%
	Participant's sibling died*	0%

\*Percentages may add to more than 100% because participants could provide more than one response.  
Data Source: PrIDE



## Program Outcomes

Each program has a distinct set of outcome objectives for the participating youth. Staff identified both “primary outcomes” and “secondary outcomes.” Staff identify an outcome as *primary* if it is central to the objectives of the program. Staff identify additional outcomes as *secondary* if it is likely that their programs have indirect effects in these areas. The table below specifies the primary and secondary outcomes associated with the program evaluated in this chapter. In this case, staff identified all outcomes as primary.

**Exhibit 7–7**  
**Program Outcome Measures**  
**Second Chance Tattoo Removal**

Outcome Area	Anticipated Outcomes for Participants	Primary Outcome	Secondary Outcome
<b>Education</b>	▪ School attendance will increase	X	
	▪ School behavioral problems will decrease	X	
	▪ Orientation toward the future will increase	X	
	▪ Engagement in positive after-school activities will increase	X	
<b>Work and Job Readiness</b>	▪ Job readiness will increase	X	
	▪ Employment will increase	X	
<b>Building Positive Relationships</b>	▪ Positive peer relationships will increase	X	
	▪ Positive parental/guardian relationships will increase	X	
	▪ Positive relationships with service providers will increase	X	
<b>Skill-Building</b>	▪ Social development and self-care skills will increase	X	
	▪ Anger management skills will improve	X	
<b>Risk Factors</b>	▪ Involvement with the juvenile justice system will decrease <sup>17</sup>	X	
	▪ Substance use will decrease	X	
	▪ Gang affiliation will decrease	X	

<sup>17</sup> Recidivism analyses were not conducted for this program due to an insufficient number of cases.

## How to Read the Tables Reporting on Program Outcomes

- The PrIDE survey asks participants a range of questions regarding each program outcome. Youth report on whether there has been a change since participating in the program, and whether the change has been negative or positive.
- **Positive change scores** range from **+1 to +3**, and **negative change scores** range from **-1 to -3**. If a participant reports **no change**, the score for that item is **zero**.

The following table summarizes the data for a program outcome:

Indicators of Attendance and School Attachment	Degree to which School Performance and Attitudes have Changed since Attending the Program				Improvement Shown on Average?	Since Attending the Program...
	Worsened	Stayed Same	Improved	On Average		
	(-3 to -1)	(0)	(+1 to +3)			
Number of school days missed during a month (n=23)	9%	55%	36%	+ .4	Yes	Youth missed fewer days during a given month.
	↓	↓	↓	↓	↓	↓
	This is the percentage of respondents who had a <b>negative change</b>	This is the percentage of respondents who reported a <b>zero change</b>	This is the percentage of respondents who had a <b>positive change</b>	This is the <b>average score of all respondents</b>	This box indicates whether the average score indicates <b>improvement overall among respondents</b>	This is a <b>narrative summary</b> of the data

## Education: Primary Outcomes

- Staff identified the following as primary education outcomes for the program:
  - School attendance/attachment will increase
  - School behavioral problems will decrease
  - Orientation toward the future will increase
  - Engagement in positive after-school activities will increase

### School Attendance/Attachment

- Of youth in this program, 60% were enrolled in school or a GED program prior to program participation. Of these, 67% stayed enrolled, and 33% dropped out. Forty percent were *not* enrolled in school or a GED program prior to program participation; we cannot report if these youth became enrolled after program entry since these youth did not answer the survey items on the Follow-up Survey that ask about their enrollment in school/GED program.
- For those youth who were in school at program entry and stayed enrolled, we further investigate changes in school attendance and attachment. Respondents showed improvement on school attendance and grades, but not in their enjoyment of school.

**Exhibit 7–8  
School Attendance/Attachment  
Second Chance Tattoo Removal**

Indicators of Attendance and School Attachment	Degree to which School Performance and Attitudes have Changed since Attending the Program				Improvement Shown on Average?	Since Attending the Program...
	Worsened	Stayed Same	Improved	On Average		
	(-3 to -1)	(0)	(+1 to +3)			
<b>Number of school days missed during a month</b> (n=3)	0%	67%	33%	<b>+3</b>	<b>Yes</b>	Youth <b>missed fewer days</b> during a given month.
<b>Grades</b> (n=1)	0%	0%	100%	<b>+3.0</b>	<b>Yes</b>	Youth got <b>better grades</b> .
<b>Enjoyment of school</b> (n=3)	33%	67%	0%	<b>-.7</b>	<b>No</b>	Youths' enjoyment of school <b>decreased</b> .

Data Source: PRIDE

- The youth who responded to this question said that the program helped them stay in school or get their GED (100%, n=3).
- The respondents said that the program “made me feel more comfortable about my abilities in school/GED program” (100%, n=4).

**Exhibit 7–9  
Youth Perceptions of How the Program  
Promotes School Attachment  
Second Chance Tattoo Removal**

Indicators of School Attachment	Percent of Respondents
<b>The program helped participants to stay in school or get their GED.</b> (n=3)	100%
<b>The program made participants feel more comfortable about their abilities in school or a GED program.</b> (n=4)	100%

Data Source: PRIDE

**Behavior Problems in School**

- Youth surveys asked about behavior problems in two different ways in year 1 and year 2; for this reason year 1 and year 2 results are presented separately below.
- In year 1, none of youth had been in trouble at school, either getting sent to the counselor’s office, suspended, or expelled before beginning the program. None of the respondents answered this question after their participation in the program.

- In year 2, youth were asked about the change, since participating in the program, in how often they got into trouble at school. Results show that for the one youth who responded to the question that there was no change in how often s/he got in trouble at school since starting the program. Keep in mind that it is hard to extrapolate for certain that this indicates no change, since only one youth responded to the question.

**Exhibit 7–10  
Change in Behavior Problems in School  
Second Chance Tattoo Removal**

School Behavior	Degree to which School Behavior Has Changed since Attending the Program				Improvement Shown on Average?	Since Attending the Program...
	Worsened	Stayed Same	Improved	On Average		
	(-3 to -1)	(0)	(+1 to +3)			
<b>Frequency of Getting in Trouble at School</b> (n=1)	0%	100%	0%	<b>0.0</b>	<b>No</b>	Youth had the <b>same amount</b> of behavior problems in school.

Data Source: PRIDE

**Orientation toward Future Educational Attainment**

- Since beginning the program, the one youth who responded to this question felt the same amount of certainty that s/he would graduate from High School or get their GED (100%, n=1).

**Exhibit 7–11  
Orientation toward Future Educational Attainment  
Second Chance Tattoo Removal**

Attitudes about the Future of Youths' Schooling	Degree to which Attitude about the Future of the Youths' Schooling have Changed since Attending the Program				Improvement Shown on Average?	Since Attending the Program...
	Worsened	Stayed Same	Improved	On Average		
	(-3 to -1)	(0)	(+1 to +3)			
<b>Feelings youth has about whether s/he will graduate from High School or get a GED</b> (n=1)	0%	100%	0%	<b>0.0</b>	<b>No</b>	Youth had the <b>same amount of certainty</b> that they would graduate from High School.

Data Source: PRIDE

**Engagement in Positive After-School Activities**

- Only one youth responded to this question on how the amount of time they spend in extra-curricular activities has changed since attending the program. This youth reported no change in this area.

**Exhibit 7–12  
After-School Activities  
Second Chance Tattoo Removal**

Engagement in After-School Activities	Degree to which Engagement in After-School Activities have Changed since Attending the Program				Improvement Shown on Average?	Since Attending the Program...
	Worsened	Stayed Same	Improved	On Average		
	(-3 to -1)	(0)	(+1 to +3)			
Spending time in extra-curricular activities (n=1)	0%	100%	0%	<b>0.0</b>	<b>No</b>	Youth spent the <b>same amount of time</b> in extra-curricular activities.

Data Source: PRIDE

- Both of the two respondents had joined at least one after-school activity since beginning the program (100%, n=2).

**Exhibit 7–13  
After-School Activities  
Second Chance Tattoo Removal**

Activity	Percent of Youth who Have Joined the Following After-School Activities since Beginning the Program
<b>Joined at least one activity:</b> (n=2)	100%
<b>Going to a neighborhood or community center</b> (n=3)	33%
<b>Working for pay</b> (n=3)	33%

Data Source: PRIDE

- One-fifth of respondents said that they became involved in extra-curricular activities specifically because of their participation in this program (aside from the program itself) (20%, n=5).

**Work and Job Readiness: Primary Outcomes**

- Staff identified the following as primary work and job readiness outcomes for the program:
  - Job readiness will increase
  - Employment will increase

**Job Readiness**

- Two-fifths of respondents reported that the program helped them get an ID card of driver's license and one-third said it helped them develop a resume. Only one-quarter of participants reported that the program helped them get ideas about the kind of job they want, and none said the program helped them to believe that they could get a job.

**Exhibit 7–14  
Job Readiness  
Second Chance Tattoo Removal**

Job Readiness Indicator	Percent of Respondents Reporting that the Program Helped them in These Areas
<b>California (or other state) ID Card or Driver’s License</b> (n=5)	40%
<b>Resume</b> (n=3)	33%
<b>Ideas about the Kind of Job I Want</b> (n=4)	25%
<b>Social Security Card</b> (n=2)	0%
<b>Belief that I Can Get a Job</b> (n=3)	0%

Data Source: PRIDE

**Employment**

- Four-fifths of respondents held a job at the time they filled out the survey (80%, n=5).
- Three-quarters of those employed reported that they had received help from this program in finding or keeping a job (75%, n=4).

**Building Positive Relationships: Primary Outcomes**

- Staff identified the following as primary outcomes for building positive relationships:
  - Positive peer relationships will increase
  - Positive parental/guardian relationships will increase
  - Positive relationships with service providers will increase

**Positive Peer Relationships**

- Participants reported on the current positive peer relationships in their lives while in the program.

**Exhibit 7–15  
Positive Peer Relationships  
Second Chance Tattoo Removal**

Youth Has a Friend or Relative about His/Her Own Age who...	Percent of Respondents Reporting that They have These Positive Peer Relationships
<b>Really cares about me.</b> (n=4)	75%
<b>I can go to when I have problems.</b> (n=4)	75%
<b>Helps me when I’m having a hard time.</b> (n=4)	75%

Data Source: PRIDE

- Three-quarters say they have a friend who really cares about them, who they can go to when they have problems, and who helps them when they are having a hard time (n=4)

### **Positive Relationships with Parents/Guardians**

- All of the respondents said they have a parent or other adult who believes they will be a success and who listens to them when they have something to say (n=3).

#### **Exhibit 7–16 Positive Relationships with Parents/Guardians Second Chance Tattoo Removal**

<b>Youth Said S/He had a Parent or Other Adult at Home who...</b>	<b>Percent of Respondents Reporting that They have These Positive Adult Relationships</b>
<b>Believes that I will be a success.</b> (n=3)	100%
<b>Listens to me when I have something to say.</b> (n=3)	100%
<b>Is interested in my schoolwork.</b> (n=3)	100%
<b>Talks with me about my problems.</b> (n=3)	67%
<b>Expects me to follow the rules.</b> (n=3)	33%

Data Source: PrIDE

- All respondents (n=4) report that the program helped them get along better with their friends and/or relatives.

### **Positive Relationships with Program Staff**

- Respondents have developed relationships with staff members in the program. Four-fifths (80%, n=5) said that if they were in trouble and needed help they would talk with a staff member about it.

### **Skill-Building: Primary Outcomes**

- Staff identified the following as primary outcomes for skill-building:
  - Social development and self-care skills will increase (e.g. ability to take care of own needs; respect for self)
  - Anger management skills will improve

### **Social Development and Self-Care Skills**

- Respondents showed improvement in all social development and self-care skills. The greatest improvements were in participants' pride in their cultural background, in their ability to respect others' feelings, and in their ability to ask for help when they need it.

**Exhibit 7-17**  
**Social Development and Self-Care Skills**  
**Second Chance Tattoo Removal**

Social Development and Self-Care Skills	Degree to which Social Development and Self-Care Skills have Changed since Attending the Program				Improvement Shown on Average?	Since Attending the Program...
	Worsened	Stayed Same	Improved	On Average		
	(-3 to -1)	(0)	(+1 to +3)			
<b>Ability to name places to get help if s/he feels unsafe</b> (n=4)	0%	50%	50%	<b>+.8</b>	<b>Yes</b>	Youth knew <b>more</b> about places to go to get help.
<b>Ability to ask for help when s/he needs it</b> (n=4)	25%	0%	75%	<b>+1.0</b>	<b>Yes</b>	Youth were <b>better</b> at asking for help.
<b>Ability to take criticism without feeling defensive</b> (n=4)	25%	25%	50%	<b>+.8</b>	<b>Yes</b>	Youth were <b>better</b> at taking criticism.
<b>Ability to take pride in cultural background</b> (n=4)	0%	25%	75%	<b>+1.8</b>	<b>Yes</b>	Youth showed an <b>increase</b> in their cultural pride.
<b>Ability to respect feelings of others</b> (n=4)	0%	50%	50%	<b>+1.5</b>	<b>Yes</b>	Youth were <b>better able</b> to respect others' feelings.
<b>Ability to think about how his/her choices affect his/her future</b> (n=4)	25%	25%	50%	<b>+.8</b>	<b>Yes</b>	Youth <b>thought more</b> about the impact of their choices on their future.

Data Source: PRIDE

**Anger Management**

- Based on their responses to a set of questions about their tendency to get angry and deal with their anger in different ways, respondents appear to have gained anger management skills as a result of program participation.
- According to their responses to these survey items, participants showed the greatest improvement in believing it is okay to physically fight to get what you want and in acting out or yelling at people when they are angry or upset.



**Exhibit 7–18  
Anger Management  
Second Chance Tattoo Removal**

Anger Management Skills	Degree to which Anger Management Skills have Changed since Attending the Program				Improvement Shown on Average?	Since Attending the Program...
	Worsened	Stayed Same	Improved	On Average		
	(-3 to -1)	(0)	(+1 to +3)			
<b>Getting mad easily</b> (n=4)	25%	25%	50%	<b>+1.3</b>	<b>Yes</b>	Youth <b>get mad less often.</b>
<b>Doing whatever s/he feels like doing when angry or upset</b> (n=4)	0%	0%	100%	<b>+2.0</b>	<b>Yes</b>	Youth <b>act out less often</b> when angry or upset.
<b>Believing it is okay to physically fight to get what you want</b> (n=4)	0%	0%	100%	<b>+2.3</b>	<b>Yes</b>	Youth believe it is okay to physically fight to get something <b>less often.</b>
<b>Yelling at people when angry</b> (n=4)	0%	0%	100%	<b>+2.0</b>	<b>Yes</b>	Youth yell at people when they are angry <b>less often.</b>
<b>Breaking things on purpose</b> (n=4)	25%	0%	75%	<b>+1.5</b>	<b>Yes</b>	Youth break things on purpose <b>less often.</b>
<b>Hitting people on purpose</b> (n=4)	0%	25%	75%	<b>+1.8</b>	<b>Yes</b>	Youth hit people on purpose <b>less often.</b>

Data Source: PRIDE

### Risk Behavior: Primary Outcomes<sup>18</sup>

- Staff identified the following as primary outcomes for risk behavior:
  - Substance use will decrease
  - Gang affiliation will decrease

### Substance Use

- Some of the respondents had never tried cigarettes, alcohol, or drugs. Half of respondents had never smoked cigarettes and this same percentage had never tried street drugs (50%, n=2). All three respondents had drunk alcohol and smoked marijuana (100%, n=3).
- For those who *had* tried cigarettes, alcohol, or drugs, we report changes in substance use.

<sup>18</sup> This program also selected “involvement with the juvenile justice system will decrease” as a primary outcome, but as noted in the footnote in Exhibit 7-7, recidivism analyses were not conducted for this program due to an insufficient number of cases.

- According to their responses to these survey items, participants showed improvement on using street drugs, drinking alcohol, and smoking marijuana. They reported no change in how often they smoke cigarettes.

**Exhibit 7–19  
Substance Use  
Second Chance Tattoo Removal**

Substance Use	Degree to which Substance Use has Changed since Attending the Program				Improvement Shown on Average?	Since Attending the Program...
	More Frequent	Stayed Same	Less Frequent	On Average		
	(-3 to -1)	(0)	(+1 to +3)			
<b>Smoking Cigarettes</b> (n=2)	50%	0%	50%	<b>0.0</b>	<b>No</b>	Youth smoked cigarettes the <b>same amount</b> .
<b>Drinking Alcohol</b> (n=3)	0%	33%	67%	<b>+2.0</b>	<b>Yes</b>	Youth drank alcohol <b>less often</b> .
<b>Smoking Marijuana</b> (n=3)	33%	0%	67%	<b>+1.7</b>	<b>Yes</b>	Youth smoked marijuana <b>less often</b> .
<b>Using street drugs (e.g. speed or ecstasy)</b> (n=1)	0%	0%	100%	<b>+3.0</b>	<b>Yes</b>	Youth used street drugs <b>less often</b> .

Data Source: PRIDE

**Gang Affiliation**

- Of the six respondents, one youth acknowledges that s/he hung out with gang members before joining the program. This particular youth did not answer the question about hanging out with gang members after participating in the program .

**Service Satisfaction**

**How satisfied are youth with the services they received?**

- Half of the respondents said they were satisfied or very satisfied with all aspects, from types of services offered to respect shown for participants ethnic and cultural background, from staff to the program overall.

**Exhibit 7-20  
Participant Satisfaction  
Second Chance Tattoo Removal**

Percent of participants who were satisfied with...	Very Dissatisfied or Dissatisfied	Very Satisfied or Satisfied	No Opinion
The types of services offered (n=6)	0%	50%	50%
The staff (n=6)	0%	50%	50%
Respect shown for participant's ethnic and cultural background (n=6)	0%	50%	50%
The program overall (n=6)	0%	50%	50%

Data Source: PRIDE

**To what extent did youth feel connected to the program, staff and other students?**

- Respondents do feel connected to the program. All of the respondents **felt safe** attending the program, said they would **recommend it to their friends**, and said they were interested in **staying in touch and helping out** with the program.

**Exhibit 7-21  
Program Attachment  
Second Chance Tattoo Removal**

After program involvement, % of respondents who said "Yes" to:	% of Respondents
I feel safe attending this program (n=5)	100%
I would recommend this program to my friends (n=6)	100%
I am interested in staying in touch and helping out with the program (n=5)	100%
If I were in trouble and needed to talk, I would talk to a <b>staff member</b> at this program (n=5)	80%
If I were in trouble and needed to talk, I would talk to another <b>youth</b> at this program (n=6)	0%

Data Source: PRIDE

**How do YOUTH think THEY'VE changed as a result of participating in the program?**

- Half of the respondents saying they received help from the program in the areas of finding and keeping a job, and dealing with drug or alcohol use. One-third of respondents said they received help from the program in getting away from gangs (50%; 33%, n=6). No participants

said they received help from the program in doing their homework, dealing with emotional problems, or managing their anger (n=6).

**Exhibit 7-22  
Program Benefits  
Second Chance Tattoo Removal**

After program involvement, % of respondents who said they "got help from the program with..."	% of Respondents
Finding a job (n=6)	50%
Keeping a job (n=6)	50%
Drug or alcohol use (n=2)	50%
Getting away from gangs (n=6)	33%
Safer sex education (n=6)	17%
Homework/school/GED studies (n=6)	0%
Emotional problems (n=6)	0%
Managing anger (n=4)	0%

Data Source: PRIDE

**Are youth successfully completing the program?**

- Close to one-third of youth for whom there are exit forms successfully completed the program (29%, n=7) and this same percentage partially completed the program. The most common reasons youth did not complete the program were failure to appear at the program and dropping out of the program, with 43% of youth "exiting" the program this way. Close to one-third of youth move out of the area before completing the program.

**Exhibit 7-23**  
**Exit Reason**  
**Second Chance Tattoo Removal**

Reason for program exit* (n=7)	% of Respondents
Failure to appear at program/ Youth dropped out of program/ Absent from program without permission/ AWOL	43%
Completed the program	29%
Partial completion of program	29%
Youth moved out of the area	29%
New arrest/law violation	14%
Committed to juvenile hall	14%
Other	29%

\*Percentages may add to more than 100% because staff could provide more than one response.  
Data Source: PRIDE

