



A CENTURY OF SERVICE

Gang Intervention Team

Back On Track

Strategic Plan and Policy & Procedures

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OVERVIEW

The United States and Las Vegas have multiple problems related to gang participation. The National Youth Gang Center of the Office of Juvenile Justice reported identifying gang activity in all 500 states in 1995 (Maier, 1998). Certainly the phenomenal growth of Southern Nevada over the past five years has affected the proliferation of gangs in Clark County. Larger cities and suburban counties remain the primary locations of gang members, accounting for more than 80 percent nationwide. Gang membership has risen by 26% over the last five years (Las Vegas Metropolitan Police Department, Gang Unit). Gang members can be found in every part of the County, including the communities of Green Valley, Summerlin, Boulder City and The Lakes. Activity that used to be confined to certain pockets in Clark County, North Las Vegas and West Las Vegas, is now seen throughout.

The following pages explore the creation of the program, Back On Track, designed to address the problem of gang activity in Southern Nevada. Outlined is the justification for the program based on research and community values; background history of program development; the strategic plan; and the proposed policies and procedures with the forms that support them.

PROGRAM JUSTIFICATION

Gang participation is the act of being involved with a group of individuals whose purpose is to commit crime. Following a marked decline from the mid 1990s to the early 2000s, a steady resurgence of gang problems has occurred in recent years. As shown in Figure 1, more than one third of the 45 jurisdictions in the National Youth Gang Survey (NYGS) study 40 populations experienced gang problems in 2007, the highest 35 annual estimate since before 2000. Within the four area types surveyed, 86 percent of law enforcement agencies that serve larger cities, 50 percent of agencies that serve suburban counties, 35 percent of agencies that serve smaller cities, and 15 percent of agencies that serve rural counties reported experiencing youth gang problems in 2007. Overall, an estimated 3,550 jurisdictions served by city (population of 2,500 or more) and county law enforcement agencies experienced gang problems in 2007. These survey results also indicate that estimated 788,000-gang members and 27,000 gangs were active in the United States in 2007.

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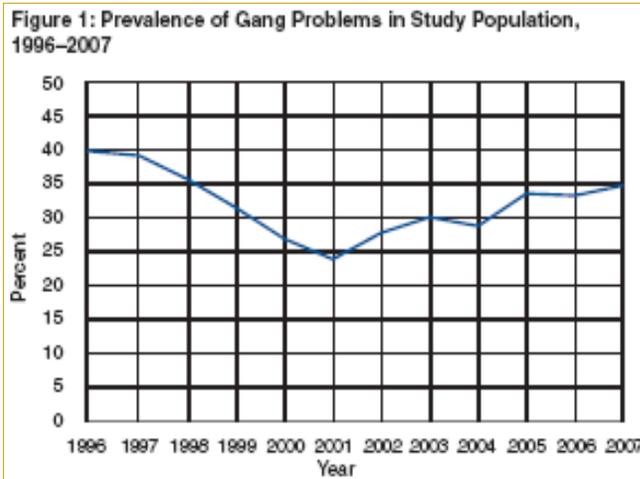


Table 1. Percentage Change in Gang Problem Estimates From 2002 to 2007

	Percentage Change, 2002–2007		
	Gang-Problem Jurisdictions	Gangs	Gang Members
Rural Counties	+24.1	+64.4	+36.2
Smaller Cities	+27.4	+40.9	+34.0
Suburban Counties	+33.2	+17.0	+12.2
Larger Cities	+12.1	+15.3	-0.7
Overall Estimate in Study Population	+25.1	+25.5	+7.7

Table 2. Distribution of Estimated Gangs and Gang Members by Area Type, 2007

	Gangs (%)	Gang Members (%)
Rural Counties	5.9	2.3
Smaller Cities	33.5	16.8
Suburban Counties	19.9	25.0
Larger Cities	40.7	55.9
Total	100%	100%

Table 1 shows the percentage change in gang problem jurisdictions, gangs, and gang members by area type between 2002 and 2007. The data reveals sizable and significant increases across most of these estimates. In rural counties, the number of gang problem jurisdictions increased by nearly one quarter, and the overall number of gangs and gang members increased by 64 percent and 36 percent, respectively, between 2002 and 2007. These increases, although noteworthy, must be considered concurrently with the overall distribution of gangs and gang members throughout the study population. As shown in Table 2, larger cities and suburban counties remain the primary location of gangs and gang members, accounting for more than 60 percent of gangs and 80 percent of gang members, with rural counties accounting for a relatively small percentage of each. To compensate for the commonly known and widespread limitations of officially recorded data on gang crime, law enforcement respondents provided information on general trends regarding gang related violence in their jurisdictions. As in previous survey years, gang violence was most likely to occur in larger cities and suburban counties, with smaller cities and rural counties disproportionately reporting no incidence of gang related homicides, aggravated assaults, robberies, or firearm use in 2007. Moreover, one in five larger cities reported an increase in gang homicides in 2007 compared with 2006, and approximately two in five reported an increase in other violent offenses by gang members.

*Information source - Highlights of the 2007 National Youth Gang Survey
 By Arlen Egley, Jr. and Christina E. O'Donnell
<http://www.ncjrs.gov/pdffiles1/ojjdp/225185.pdf>*

Certainly the quick growth in Nevada, specifically the Las Vegas Area, has led to an increase in urban problems, including youth gangs. The reasons for the increase in problems this area faces may be attributed to the community's inability to provide adequate service to the population. The chart below demonstrates an ongoing need for positive intervention and prevention.

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*These figures represent year end 12/31/2007

Profile	Reported #'s	Activity	Reported #'s
Gangs	355	Felony Arrest	YTD 810
Gang Members	8,098	Misdemeanor Arrest	YTD 656
Gang Related Shootings*	185	Citations	YTD 423
Gang Associates	860	Guns Seized	YTD 273
Gang related Stabbings/Assaults**	40	Money Seized	YTD \$44.9K
Gang Motivated Homicides***	25	Field Interviews	YTD 3204
		Field Interviews Routed To GCB	YTD 5173
		Search Warrants	YTD 149

BACKGROUND & LITERATURE REVIEW

There has been nationwide concern over the gang problem facing this country; therefore, there have been studies conducted to gather research to help ameliorate this problem. The early research that concentrated on the sociological impact of gangs wasn't widely recognized. As concern grew at the national level, financing for national studies and systems that allowed for criminal statistics gathering was made available. Some of the findings of this research are present in the discussion that follows.

IMPACTS OF GANG ACTIVITY

Although a major concern of residents is the more organized and violent gangs, the start-up gangs also instill fear in residents when troublesome behaviors involve intimidation, vandalism, graffiti, and occasional drug sales. Nevertheless, community residents' fear of gangs and of becoming victims of gang crime is very great in the most gang-infested communities. Gang members commit violent crimes at a rate three times that of non-gang delinquents. Youth involved in Gang activity are more frequently victimized by violent crime than the rest of the general population (Jackson, 1999).

There has also been sufficient research to indicate that gang participation has impacted school environments. According to a student risk assessment conducted by the Clark County School District, an average of 40 new members consider joining a gang each week. Statistics gathered by the Clark County School District Police Department show that during the 1999/00 school year, district-wide, the Clark County School District confiscated 47 guns and 122 knives from students and responded to 773 incidents of battery. This is a concern for school officials due to multiple problems facing the Clark County School District such as overcrowding, lack of funding, and lack of proficient teachers.

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Violence only compounds these issues and furthers the budgeting problems facing this school district. More money is being utilized to combat violence and that leaves less and less for education.

PREVENTION AND INTERVENTION

Since the inception of the Back on Track and Late Nite Solutions Program, Clark County Parks and Recreation's Gang Intervention Team has successfully identified needs specific to the population of gang involved youth. To address these service areas, several intervention programs have been introduced to Communities County wide. In addition to a presence on the Southern Nevada Gang Task Force, which is a collaborative of local law enforcement agencies, government, community based organizations, and citizens focused on reducing the illegal activities of gangs in Las Vegas, and delivery of an effective gang prevention/intervention and education program offer a collective approach to addressing gang activity, the department has seen success in overall service profile.

A snapshot of the Back on Track and Late Nite Solutions programs would reveal successful integration of services and resources via the delivery of and intervention/prevention programs. These deliverables directly provide insight to the types of programs that grant opportunities provided for participants. Through established partnerships, these programs are designed to:

- ❑ Evaluate arrest and prosecution criteria during an extensive intake process to determine eligibility.
- ❑ Support the development of a first-time offender program, which requires enrollment in Back on Track in lieu of incarceration.
- ❑ Provide a fully monitored alternative program to assist with those in strict supervision circumstances during our Late Nite Solutions program.
- ❑ Provide a good first step toward documented inventory of our responses, our calls to the police, number of arrest from our case load, social service interventions, counseling outcomes, and follow-up with the Probation Department.

The Late Night Solutions and Back on Track collaborative has been offered for (7) years and has been federally funded for (5) cycles. The impact of these programs on the community has been tremendously far reaching to include more than 20 collaborative partners. One of the major strengths of the programs is the utilization of a proven intervention strategy currently being offered by the Girls and Boys club and modeled from the Comin' up project offered in Fort Worth which has documented a significant decrease in violence.

Last year the Late Nite Solutions program structured activities that kept 310 different gang affiliated young adults off the streets during the hours that gang

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crime often occurs. That equates to 221,520 man-hours that these gang affiliated youth were off the streets a not committing crimes and involved in positive programming aimed at guiding them into mainstreamed programming and job training. Out of the 398 gang affiliated young adults at least 30% have re-enrolled in school, retained employment and are using support services that are offered as a result of the Back on Track intake process.

Back on Track is a case management centered program that will coach gang-involved youth through the process of navigating systems typically viewed from their standpoint as against them. The case management structure has been meticulously researched and designed to meet both the best practices of the field and the unique needs of the participant population. Staff will serve not only as a traditional case manager but as a job coach, mentor, and liaison between the participant and mainstream systems and institutions. The caseload will be limited to allow for the intense involvement necessary to assist this target population. Participants will be funneled through job training programs that best meet their needs and interests so the young adult graduates with a trade that will provide opportunities for employment for years to come. In order for the participant to be successful, ancillary issues and needs such as family and support systems will be addressed in the improvement plan mapped out by the case manager and the participant. In an effort to submerge the young adult in positive mainstream activities, participants will be required to attend Late Night Solutions, as a part of those improvement plans.

The objectives for the Back on Track and Late Nite Solutions Programs:

Back on Track:

- Recruit, train, case-manage, and maintain 75 gang involved males/females ranging in age from 16-24.
- Assist with the identification of the community's most pressing youth problem, i.e. drugs, vandalism, youth-merchant relations, gangs, truancy.
- Identify an appropriate agency or organization to assist with individualized case plans.
- Survey existing local programs and learn what is working and what needs improvement to assist with establishing an effective referral system.
- To function as a catalyst for the reduction of gang violence by combining services to abate truancy, teach conflict resolution, and provide employment.

Late Nite Solutions:

- To expose gang involved young adults to positive alternatives to the sub-culture of gangs and educate them on how to successfully navigate through mainstream systems.
- Provide a source of prolonged discipline, structured group think, and an opportunity to gain immediate success through the involvement of free sports leagues.

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- Coordinate learning opportunities, facilitated by law enforcement professionals, to bridge the communication gap with gangs.
- Coordinate valley wide support program designed to promote ongoing late night participation opportunities.
- Provide approachable in-take systems, which will encourage participation in GED programs, job readiness workshops, and a variety of self-help opportunities.
- Offer easily accessible multi-site recreation alternatives during non-traditional usage hours.

Currently in Las Vegas, there are few programs that target gang prevention specifically. There are several nationally established programs, that operate locally, that focus on the reduction of violence, drug use and vandalism. One such strategy that is still being studied extensively is the mentoring program run by the Boys & Girls clubs of America which has over 1,700 affiliated clubs serving over 2.2 million children nation wide (Bureau of Justice Assistance, 1996). There is also D.A.R.E. program that provides drug and alcohol education. The program is facilitated by uniformed police officers; however, it has been criticized for being ineffective (Cornell, 1999). These prevention programs have focused on limiting the amount of juveniles that actually join gangs, but models that can provide assistance to members looking to leave the gang (intervention) haven't been as focused on.

RESEARCH

METHODOLOGY

This research was a cross-sectional, exploratory study, which employed two facets of methodology. First, secondary data captured at a national level and through local law enforcement agencies was utilized. Second, focus groups were conducted, under the supervision of UNLV Social Work professor Dr. Thom Reilly, in order to explore the community's perception of gang issues.

Focus groups were conducted in the community to gain information on community perception around gangs. The focus groups were held in March 2001. They were conducted at fifteen pre-selected sites in the community with a total of 132 participants. Of the 132 participants, 97 (74%) were African American, 15 (11%) were Caucasian, 18 (14%) were Latino/Hispanic, and 2 (1%) were Asian. There were 79 (60%) female and 53 (40%) male. The population that participated in the focus groups were chosen based on their intimacy with the problem.

The data sources were multiple. Contact was made with the National Youth Gang Center in Tallahassee, FL. They have been tracking national trends and

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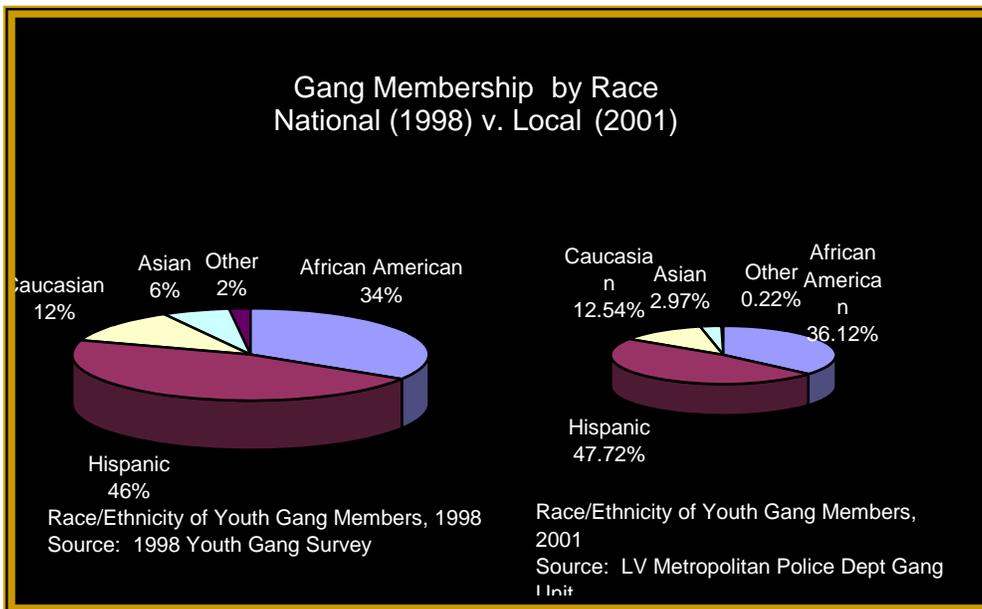
information for the past 5 years. Other data sources include previous research and secondary data received from Clark County Family Youth Services, Las Vegas Metropolitan Police Department, Henderson Police Department, North Las Vegas Police Department, Boulder City Police Department, and the Clark County School District Police Department.

FINDINGS

The first set of figures shows the comparison of the national average of gang membership to Nevada. The second set of figures and tables describes the findings collected from the focus groups

Figures that illustrate the comparison of National Averages to Nevada.

As indicated in Figure 1, the ethnic and racial make up of the Las Vegas gang membership mirrors that of the United States.

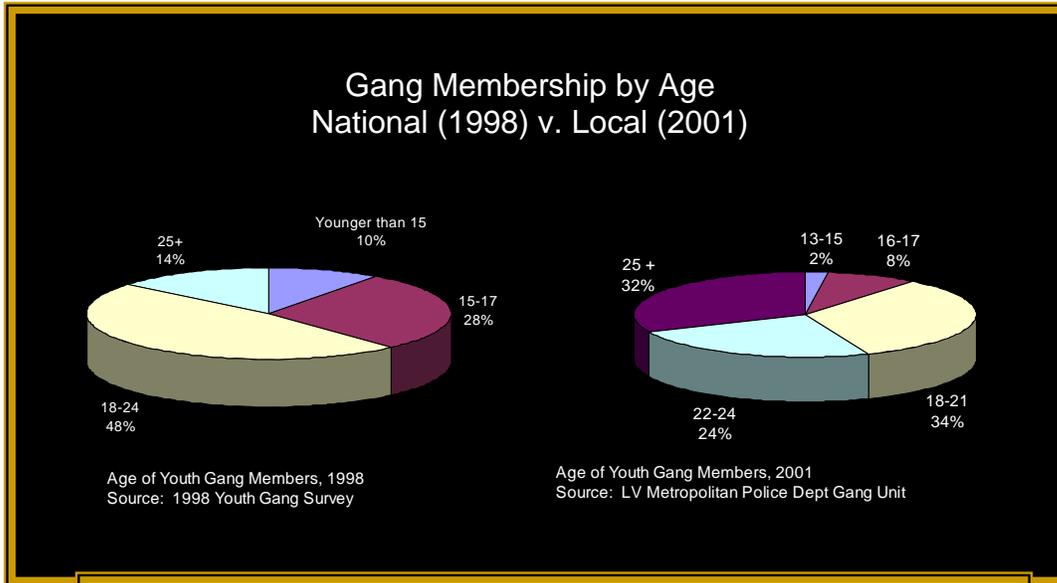


**Gang Membership by Race
(Total Members: 8,646)**

Race/Ethnicity	Members	Percent
Asian	196	2.3
African American	3511	40.6
Caucasian	950	10.9
Hispanic	3966	45.9
Native American	20	.3
Other	3	0

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As indicated in Figure 2, gang members in Las Vegas appear to be older than the national average. Nation wide, 62% of gang members are over the age of 18 while in Las Vegas over 90% of the gang members are over the age of 18



**Gang Membership by Age
(Total Members: 8,646)**

Age Group	Members	Percent
Under 13	1	0
Ages 13-15	36	.4
Ages 16-17	295	3.4
Ages 18-21	2281	26.4
Ages 22-24	2173	25.1

Implications

Data collected and analyzed confirms that Las Vegas is an emerging gang problem city. Las Vegas has a significant rate of gang activity that resembles other emerging gang problem communities across the country. The racial makeup, number of gangs, and characteristics of gang members are fairly similar to that of other urban areas of the same size.

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Where Las Vegas significantly differs is in the age of its gang members. Las Vegas gang members are significantly older than those in other parts of the country. One of the most telling findings of our data trending against the rest of the country was related to the age of local gang members. Over 90% of Las Vegas gang members are over the age of 18. This contrasts significantly to the rest of the country where 38% of gang members are under the age of 18. The researchers speculate that there are two possible reasons for this difference. This has significant implications.

Due to the mature age of Las Vegas gang members, and the fact that over 50% are between the ages of 18-24, specific programming must be developed. Programming, in order to be effective, must be developed for the age of the population and be focused on vocational issues. Community perception is that programming should include recreational and sport opportunities and should allow places for people to congregate.

The Southern Nevada Gang Task Force contributed information regarding current gang programming that was available in Las Vegas. After conducting an assessment, they found that currently there is limited gang targeted prevention programming and no intervention programming. Data does show that there is significant programming being provided that serves as intervention programming; however, it is not gang specific.

Recommendations

The recommendation is that intervention programming be developed for the 18-24 year old gang member. This programming should not be developed in a vacuum, but rather as part of a comprehensive community-wide plan modeled after the demonstration projects granted by the Office of Juvenile Justice and Delinquency Prevention. Since there is no current programming, input from the community can be utilized in the development. Including community members on planning teams would be appropriate.

According to OJJDP, comprehensive strategies also include the following:

- Community mobilization
- Social and economic opportunities; including special school, training and job programs
- Social intervention (outreach work and mainstreaming youth)
- Gang Suppression (formal and informal social control procedures of the justice system and community groups)
- Organizational change and development as needed for all groups

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Background and History

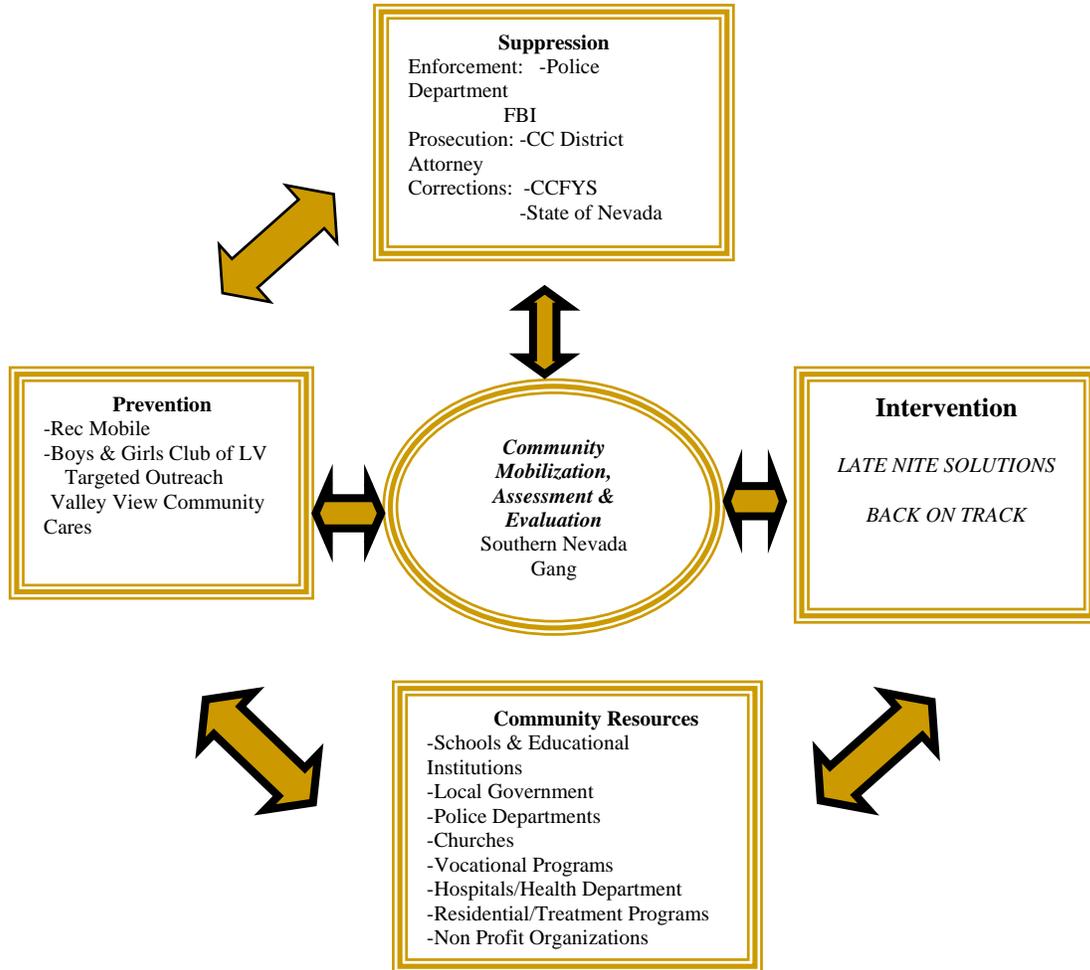
In 1991, Commissioner Jay Bingham helped to assemble the Southern Nevada Gang Task Force. The intent was to get service organizations within government and throughout the County communicating with one another and developing anti-gang programming to answer the specific needs of the residents throughout our community. The Task Force was responsible for creating innovative programming (RecMobile, Late Nite Solutions, intensive supervision probation) as well as key legislation (curfew laws).

In 1995, the task force broadened from concentrating on gangs specifically to targeting all youth...knowing the only way to prevent gang activity in the future is to prevent the youth of today from joining them. This led to changing the name of the task force to the New Directions for Youth Task Force and then eventually became The Gang Intervention Team.

Due to the severity and increase of gang activity, the Southern Nevada Gang Task Force reconvened in the summer of 2001. Understanding the need to focus strictly on gangs in order to make an impact, new direction was determined. Utilizing the demonstration model, *Comprehensive Community-Wide Approach to Gangs* (figure 7), set forth by the Office of Juvenile Justice and Delinquency Prevention, a team was asked to conduct a preliminary assessment, secure start up funding, and devise an implementation plan.

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Figure 7
Comprehensive Community-Wide Approach
 As recommended and demonstrated by OJJDP



The Southern Nevada Gang task force focused its efforts on creating intervention programming to address the unmet needs in Clark County. Collaborating agencies including Clark County, UNLV-Academic Advancement and Outreach, Nevada Partners, and The Boys & Girls Clubs of Las Vegas, pooled resources to create the start-up of the developing Back On Track Gang Intervention Program that is geared at assisting gang members who want to make changes in their lives through assisting with access to academic, social, and economic opportunities. It is an intense two-year program that offers multiple opportunities in the above stated areas and provides continuous support to these individuals to help them realize their goals.

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Strategic Plan

Methodology

Strategic planning for the Gang Intervention program occurred on February 20th at the Cambridge Center. Key stakeholders were invited to participate in the strategic plan. The 15 participants consisted of:

- 1 participant was from the Clark County School District
- 1 participant represented UNLV Academic Outreach and Upward Bound
- 1 participant represented Guiding Individuals From Trouble (G.I.F.T.)
- 1 participant represented Parks & Recreation: Cambridge Recreation Center
- 1 participant represented Parks & Recreation: Outreach Programs
- 1 participant represented Parks & Recreation: Cultural Programs
- 1 participant represented Clark County Social Services
- 1 participant represented the Neighborhood Justice Center: Community Mediation
- 1 participant was a Master of Social Work student from UNLV
- 2 participants represented the Neighborhood Justice Center: Peer Mediation Center
- 2 participants represented Youth Outreach Programming: Culture of Peace
- 2 participants represented the Southern Nevada Gang Task Force

The planning process occurred during a three hour and thirty minute session at the Cambridge Center. The key stakeholders assembled to determine the strategic plan. The focus of the meeting was to create goals, objectives, and mission statement for this program, and to ensure the unit's strategic plan was compatible with the agency's philosophy.

Each person was asked to write down responses to the question, "What would you like to see this program do?" The responses were written on a sticky note and then grouped together in four categories: academic, social, economic, and case manager responsibilities. The group was then broken into three groups that represented the above stated categories except case management responsibilities. The subgroups reviewed the sticky notes and created goals based on the statements. After completing goals they created the objectives and action steps necessary to meet each of the goals. Each subgroup presented their goals, objectives, and action steps to the entire group for discussion. The whole group required consensus before a goal was determined to be sufficient.

These goals, objectives, and action steps were then typed up and sent to each stakeholder for review. The stakeholders were asked to either approve of each section or make changes to the sections. The changes were then submitted to

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Shannon West. This continued until consensus was achieved and every item was finalized and finished to the group's satisfaction.

SWOT Analysis

Strengths

Good support from elected and Government officials and the community Non-profits

Experienced professional and Para-professional staff

Pilot Project, new and innovative

Tested model

Participant incentives built in

Multi-site access

Strong connection to job training and job Placement

Strong connection to educational Opportunities

Strong connection to recreational Opportunities

Weaknesses

No solid funding stream

Mult-agency complexity

One staff, limited diversity

Never been done locally

No on-site done locally

Opportunities

Recent community violence created sense Of urgency

Workforce Investment Act funding

New and reforming program deliver Infrastructure related to workforce Development

Increase trust between organizations

Threats

Republican platform

Completion for funding

No political climate to highlight severity of problem

Economics of street hustling V. Lawful employment

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Strategic Plan

Mission

To promote healthy behaviors in at-risk youth

Program Goals

1. To develop and assist participants in the retention of meaningful employment
2. To facilitate access to educational opportunities that support personal, career academic development.
3. To provide positive opportunities and interactions that mainstream participants into the community norms.

Program Objectives

Goal 1: To develop and assist participants in the retention of meaningful employment.

Objective 1: Coordinate successful employability training.

Method: Referral to Nevada Partners, UNLV, CSN, AAA

Measure: 75% of participants access training

Objective 2: Coordinate successful vocational training experience.

Method: Referral to Nevada Partners, UNLV, CSN, AAA

Measure: 75% of participants access training

Objective 3: Coordinate job placement

Method: Referral to Nevada Partners

Measure: 75% of participants secure employment

Objective 4: Provide supportive services

Method: Case management, weekly meetings, job visits

Measure: 50% of participants meet with case manager once per month

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Goal 2: To facilitate access to educational opportunities that support personal, career and academic development.

Objective 1: Stimulate participant interest in his own development.

Method: Needs assessment, interest assessment, self assessment

Measure: 90% of participants will participate in assessment

Objective 2: Coordinate educational development.

Method: Referral to UNLV, - AE&O, CCSD-Alternative ED

Measure: 75% of participants access developmental programming

Objective 3: Involve participant in service learning opportunities.

Method: Referral to Late Nite Solutions, community agencies

Measure: 80% of participants will access Late Nite Solutions program

Goal 3: To provide positive opportunities and interactions that mainstream participants into community norms.

Objective 1: Conduct interest assessment

Method: Case management, assessment tool

Measure: 80% of participants will complete assessment

Objective 2: Engage participant in community agency for program involvement.

Method: Case management, referral to community agency (Late Nite Solutions, faith organizations, Adult Ed, etc.)

Measure: 50% of participants are involved in activities with other community agencies.

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Program Funding

The current funding of the Gang Intervention Team (Back on Track, Late Nite Solutions, Community Service Program) is made possible through Clark County Parks & Recreation and The U.S. Department of Justice Edward Byrne Memorial Justice Assistance Grant.

Program Policies & Procedures

The primary means of achieving the mission and program goals of Back on Track is through case management. Case management is a process whereby an individual (the case manager) provides the necessary support to participants to affect and facilitate changing behaviors and values through access to academic, economic and social opportunities.

The case manager is the key to successful completion of the program by participants. The case manager plays a pivotal role in determining the nature and specific details of each participant's plan through the provision of effective, productive and consistent services. In order to foster full potential of participants, the case manager will manage and maintain appropriate community resource development so that participants can access the referrals and program services they need to achieve desired outcomes.

Role of the Case Manager

- The case manager will develop an appropriate relationship with the participant based on the participant's needs, interests and goals.
- The case manager will provide intensive assistance and will be available to the client on an "as needed" basis, determined through the participant's adherence to case plan and goals.
- The case manager will conform to particular standards as stated under the Back on Track policies and procedures.

Activities

The case manager will:

- Identify participants through the initial screening process.
- Ensure all participants understand and commit to program requirements and expectations.
- Respect the autonomy and confidentiality of all participants.
- Complete and maintain all required documentation.
- Be knowledgeable about the availability of community resources.
- Assess the progress of all participants on a regular basis.

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- Maintain a system for program evaluation and outcomes

Phases of the Program

Phase One

- Referral/informal recruitment.

Phase Two

- Initial screening of potential participant
 - Exit and refer (when applicable) or continue.

Phase Three

- Explain procedures, expectations and commitment required
 - Exit and refer (when applicable)
- Complete client contract and other forms
- Conduct bio-psycho-social (case management)

Phase Four

- Formulate goal plan by identifying barriers, needs and interests
- Prioritize steps to be taken by participant and agree on plan of action with participant
- Engage participant so they identify personal goals, interests, and how to achieve them, work on motivation and personal accountability
- Specify commitment necessary in terms of acceptable behaviors and explain consequences for negative behavior with an emphasis on providing positive feedback, reinforcement, and symbolic reward when applicable
- Explain assessment process
 - Exit and refer (when applicable)

Phase Five

- Operationalize goal plan
- Provide appropriate referrals and details of services (address, function, roles, etc) for participant
- Ensure all potential barriers are negated (transport, equipment, clothing, etc.) Ensure participation by client. (Input data, maintain records, review and continually assess).
- Include timelines for completion of each goal and necessary documentation as outlined on goal plan

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- Exit and refer (when applicable)

Phase Six

- Begin to assess participant progress
- Progress reports, self-assessment, weekly/monthly reports and numeric counts
- Enter data and maintain documentation
- Case manager to assess participants at regular intervals or as required according to progress assessment
- Meet with participant on a one to one basis and/or in groups
- Provide quarterly reports
 - Exit and refer (when applicable)

Phase Seven

- Maintain contact and review (goals and barriers-progress) with participants
- Provide all assistance necessary for successful completion of program
- Maintain and enhance relations with community providers and program partners
- Assess achievements of participant and maintain evaluation measures and documentation for program
 - Exit and refer (when applicable)

Phase Eight

- Assign final goal target and deadline for completion of program
- Begin closure with participant, assess and implement necessary measures for continued success of participant once exited from program
 - Exit and refer (when applicable)

Phase Nine

- Participant exit interview
- Certification (or other symbolic reward)

Phase Ten

- Follow up
 - Phone call after three months
 - Survey or interview at six months

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Referral to Back on Track

Courts

Local justice courts have the discretion to refer individuals to the program. The court can suggest Back on Track as a voluntary program. Individuals are also referred to the Gang Intervention Team as Community Service participants and will take part in the community service program including but not limited to Graffiti Abatement.

Police

The Gang Intervention Team receives referrals from the local police departments, as well as from individual police officers or desk sergeants.

Faith Organizations & Community Service Agencies

A number of organizations and agencies regularly refer individuals to the Back on Track Program such as Parks & Recreation, Neighborhood justice Center and other service organizations.

Schools

School staff may refer individuals to the program.

Other

Self-referrals are made by citizens aware of the program through promotions, and community fairs and events. The case manager shall generate other referral sources when appropriate.

Back on Track Program requirements for participation are listed as follows:

1. Be drug free and committed to remain that way
2. Agree to random drug testing
3. Agree to background checks, including employment history and police records
4. Be focused and work actively toward attainment of goals
5. Agree to attend programs defined by the program, with minimum excused absences
6. Authorize progress reports from programs in which the individual is participating
7. Agree to contact Case Manager on weekly basis
8. Agree to meet with Case Manager at predetermined times

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9. Agree to keep all appointments with Case Manager, unless excused by the Case Manger
10. Agree to provide Case Manager will all income information during the course of the program
11. Agree to inform Case Manager of changes in address and/or telephone number within 24 hours through the course of the program
12. In order to participate in the Back on Track Program, must agree to the provisions outlined in the "Client Contract" created by the staff, and subsequently approved by the assistant director of Parks & Recreation

Removal From Program

The Case Manager has the authority to recommend that an individual be removed from the program. This will occur when the participant has acquired several written warning and has made no attempt to amend his behavior. The participant will be notified in writing with in a 24-hour period of an infraction on the Written Warning for Failure to Follow Contract form. The form will include the type of infraction, date, and signature of participant and Case Manger. If it is determined that the participant is going to be removed from the program, he will be notified in a timely fashion on the Notice of Release from the Back on Track Program form. The form will include a list of all the infractions, date, and Case Manager's signature.

Staff Policies

Ethnics

Professional behavior and standards for the Back on Track Program are important ingredients of a successful program. The Case Manager will behave in an ethical manner at all times, which requires the individual to perform the duties provided in the job description. The Case Manger will not diagnose participants or attempt to provide counseling that she has not been trained in. The Case Manager will not act in any manner that is not clearly defined in the job description.

Confidentiality of Information

All Back On Track information discussed and obtained from a client is considered confidential. Client information is restricted to purposes directly related to administrative needs of the program(s) the client is requesting or receiving. Purposes directly related to administration of the program(s) include but are not limited to the following:

1. Establishing eligibility
2. Providing services to the client;

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Client consent is required before information contained in a confidential record can be communicated to others. The right to confidentiality is waived when there is clear and immediate danger to some person or to society, and then only to the appropriate family members, professional workers, or public authorities.

Requests by Back on Track for confidential information concerning the client from another agency must be accompanied by the client's written consent. When clients or their representatives possess the appropriate written consent, they have the right to review information concerning their eligibility with Back on Track. No other information will be provided to the client or their representatives, except through legal means. However, nothing in this section is intended to restrict Back on Track's disclosure of confidential information to other governmental agencies for the purpose of determining a service unit's eligibility for benefits and service from the other governmental agencies, provided the client is informed first. Whenever names, addresses or information concerning applicants for and/or recipient of assistance are furnished to another person or agency, such person or agency must maintain the confidentiality of that information.

Release of Information

1. General Release of Information

A release of information form ensures that written consent to allow the release of information from third parties about the client(s) has been obtained. The Case Manager must sign and Authorization to Release Confidential Information and/or a Certificate and Release of information form at each application authorizing the release of information. The authorization to release information should be explained to the client during the initial interview. The Authorization to Release Confidential Information and/or a Certificate and Release of Information form should be completed in its entirety and additional information must not be added after the client's signs the authorization form. The applicant when appropriate will also sign a separate release for specific information to other agencies. The Authorization to Release Confidential information can be sent to a provider of information in the form of a photocopy of the original.

2. Release of General Information to the program partners

Each program partner or his/her representative has the right to review and obtain copies of general information in the member's file regarding his/her eligibility with Back on Track. Examples of specific information which would not be provided upon request by the program partner or his/her representative would be the nature or status of pending criminal prosecution; names of persons who, pursuant to a confidential arrangement, have disclosed information about the program partner; and

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Information received pursuant to an agreement, which prevents the disclosure of that information to the program partner.

Neutrality

Imperative to the process of helping individuals achieve their goals is the ability of Back on Track staff to maintain neutral behavior in all relationships with participant from initial contact through exiting the program. Neutral behavior includes not taking sides or aligning oneself with or against the participant, (maintaining impartiality and objectivity).

Legal Advice

Staff members shall not provide legal advice to any clients. It is difficult to know what the client's legal rights are in reference to their situation and would be a disservice to them to try to counsel.

Violence/Weapons

It is the policy of the Back on Track Program not to allow violence or weapons. The staff is n to encourage to disarm an individual unless bodily harm to one's self or another is imminent.

Firearms/Violence

Appropriate law enforcement agency will be notified immediately and the Case Manager notified as soon as possible, if firearms are identified or violence erupts.

Other Weapons/Imminent Harm

If other potential weapons (i.e. pocket knives, chains, etc.) are identified, and the case manager or other staff perceives that serious, imminent harm may occur, the appropriate law enforcement agency shall be notified immediately and the Case Manager notified as soon as possible. A written report will be submitted to the Supervisor within 24 hours of an incident.

Reporting

Evaluation is important t the overall success of the program. In addition to on-going management reporting, each month, the Back on Track Program shall prepare a report of program activities. The report will be submitted to the assistant director of Parks & Recreation and then distributed to the appropriate agencies.

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Attendance & Punctuality Policy

This policy sets forth guidelines regarding acceptable attendance and punctuality practices. Employees must be sensitive to the importance of their job responsibilities and understand the affect absences may have on their co-workers and overall customer service. Managers and Supervisors will provide immediate feedback to employees when an employee's absence and/or punctuality is becoming patterned or unacceptable.

Purpose

To have healthy employees, present at work on time each workday, contributing to the overall provision of quality customer service to our internal and external customers. It is the goal of this policy to promote and encourage acceptable attendance and punctuality and to provide consistency throughout the Agency.

Punctuality

Punctuality is defined as being at your desk promptly at the start of your designated work shift and fully prepared to perform your assigned duties. The same standards apply to the employee's return from lunch and scheduled breaks. In accordance with the Clark County/NSEU Agreement, leave without pay will be charged if the employee is tardy 15 minutes or more. Tardiness of 14 or fewer minutes will be noted as an occurrence, but will not be charged as LWOP.

The Gang Intervention Team abides by the same policy and procedures on Time and Attendance as Clark County Parks & Recreation and is in accordance with these policies.

*See inserted policy and procedure guidelines provide by Clark County Parks & Recreation

- Time And Attendance Policy
- Work Schedules and Leave Usage
- Dress Code
- Accident & Incident Reporting

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Job Description: Case Manager

Job Summary:

Responsible for general programmatic duties associated with program start-up and maintenance. Maintains case notes, completes monthly and quarterly reports, case plans and discharge summaries. Assists clients with meeting case objectives and plans.

Examples of duties:

- Assists with gathering research and information necessary to formulate policies and procedures.
- Responsible for scheduling, organizing and facilitating groups, meetings, and workshops
- Responsible for intake paperwork, case plans, weekly case notes, monthly/quarterly progress reviews and program reports, and discharge summaries. All paperwork to be completed in a timely manner.
- Responsible for attending weekly supervision meetings and scheduled unit meetings.
- Provides crisis intervention as needed.
- Communicates both verbally and in writing with others involved in client's progress i.e. family, probation officer, school official, employer, etc.
- Coordinates activities for clients.
- Provides transportation to appointments, when needed.
- Attends court hearings when necessary.
- Attends training and professional development
- Other duties assigned.

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Attachments:
Client Forms

Back On Track

Name: _____

Date: _____

Program Categories	Goals & Objectives	Time Frame	Necessary Documents:
Educational Goals			
Educational Interests			
Employment Goals			
Employment Interests			
Social Goals			
Social Interests			
Family Goals			
Family Interests			
Mandatory Program Goals			
Mandatory Program Interests			
Other Goals			
Other Interests			

Participant Signature & Date

Case Manager Signature & Date

Back On Track

Written Warning For Failure to Follow Contract

Back On Track

Date: _____

Dear: _____

The letter is to inform you that you have failed to participate in the below stated Program:

Program: _____ **Date:** _____

This is a reminder that if you continue to miss or not participate in the required programs you can be removed from the program. If you are having problems please contact me in advance.

Participant Signature & Date

Case Manager Signature & Date

Back On Track

Notice Of Release From The Back On Track Program

Date: _____

Dear: _____

The letter is to inform you that you that you have been released from the Back On Track Program because you did not comply with your contract. The list below provides the reasons for your removal from the program:

Reason	Date
1. _____	_____
2. _____	_____
3. _____	_____
4. _____	_____

If you have any further questions, please contact:

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Consent for Release of Confidential Information

I, _____ hereby authorize *the*
Client Name

Gang Intervention Team to disclose the following information:

The purpose of the disclosure authorized herein is to:

I understand that my records are protected under federal regulations (?) governing client confidentiality and cannot be disclosed without my written consent, (unless otherwise provided for stated in regulations). I also understand that I may revoke this consent at any time except to the extent that action has been taken in reliance of it, and that in any event, this consent expires automatically as follows:

(Specification of date, event or condition upon which consent expires)

Participant Signature

Date

Staff Signature

Date

Back On Track

Confidentiality of Client Records and Information

Federal law and regulations protect the confidentiality of client records and information maintained by this program. Generally, the program may not say to a person outside the program that a client attends the program, or disclose any information identifying a client as a participant UNLESS:

1. The client consents in writing
2. The disclosure is allowed by a court order, or
3. The disclosure is made to medical personnel in a medical emergency, or to qualified personnel for research, audit, or program evaluation.

Violation of Federal law and regulations by a program is a crime. Suspected violations may be reported to appropriate authorities in accordance with Federal regulations.

Federal law and regulations do not protect any information about a crime committed by a client either at the program or against any person who works for the program or about any threat to commit such a crime.

Federal laws and regulations do not protect any information about suspected child abuse or neglect from being reported under State law to appropriate State or local authorities.

(See 42 U.S.C. 290ee-3 for Federal laws and 42 CFR part 2 for Federal Regulations.)

Participant Name (Please Print)

Signature to acknowledge receipt of document

Date

Staff Signature

Date

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Emergency Medical Release

I, _____ hereby give my permission for the Back On Track case manager to seek emergency medical services that may be needed for the preservation of my health and welfare during the course of my participation on the program. I further agree to hold Back On Track free and harmless of any claims, demands, or suits for damages from any injury or complications whatsoever, which may result from care, examination, or treatment.

Participant Signature

Date

Staff Signature

Date

Back On Track

Accomplishments

As you begin and progress through this program it may be useful for you to keep track of your accomplishments. This will help you keep sight of your goals and remind you of all you have accomplished.

Strengths

As you progress towards reaching your goals you will learn more about whom you are, your abilities, and your assets. As you identify these strengths write them down and match them up with your skills to remind yourself of how effective you are at managing your life. They will help you reach whatever goal you choose.

1. _____
2. _____
3. _____
4. _____
5. _____
6. _____
7. _____
8. _____
9. _____
10. _____

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Attachments:
Evaluation Forms

Back On Track

Weekly Participation Report

Date: _____

Date	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Weekly Total	Service Agency Total
Education:									
GED									
Tutoring									
Computers									
Work									
NV Partners									
Resume									
Job Apps									
Life Skills									
Communication									
Parenting									
Cooking									
Gender									
Anger Management									
Leisure									
Night Ball									
Sports									
Music									
Other									
One on One									
Group									
Assessment									
Current Events									
Guest Speakers									
Community Work									

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Self-Assessment

The purpose of the self-assessment is for you to assess how you are doing. This is not a test, so please answer each section honestly. Your Case Manager will use the information to assist you in gaining further help in the areas that you don't feel skilled in. Please provide the following information and return it to your Case Manager at the predetermined time.

List the areas you were trained in and rate your level of skill. If a section does not apply skip it and move on to the next section.

Job Training	Below Average	Average	Above Average
1.			
2.			
3.			
4.			

Education Training	Below Average	Average	Above Average
1.			
2.			
3.			
4.			

Life Skills Training	Below Average	Average	Above Average
1.			
2.			
3.			
4.			

Social Skills Training	Below Average	Average	Above Average
1.			
2.			
3.			
4.			

Other Training	Below Average	Average	Above Average
1.			
2.			
3.			
4.			

Signature & Date

Case Manager Signature & Date

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GANG ASSESSEMENT TOOL

For Community Assessment

- () Do you have any graffiti on or near your neighborhood or campus? (5)**
- () Do you have crossed out graffiti on or near your neighborhood or campus? (10)**
- () Do your youth in your community wear colors, jewelry, clothing, flash hand signals or display other behavior which may be gang related? (10)**
- () Are drugs available in or near your community or campus? (5)**
- () Has there been a significant presence of weapons in the number of physical confrontations/stare downs within the past 12 months in or near your community or school? (5)**
- () Is there been an increasing presence of weapons in your community? (10)**
- () Are beepers, pagers or cellular phones used by the youth in community? (10)**
- () Have you had a drive-by shooting in or around your neighborhood? (15)**
- () Have you had a “show-by” display of weapons in or around your neighborhood? (10)**
- () Is the truancy rate in your community increasing? (5)**
- () Is there a history of gangs in your community? (10)**
- () Is there an increasing presence of “Informal Social Groups” with unusual name like the “ Woodland Heights Posse; Rip Off a Rule; Kappa Phi Nasty; 18th street Crew; or Females Simply Chillin?” (15)**

A SCORE OF 50 OR MORE INDICATES A NEED TO DEVOLOP A GANG PREVENTION AND INTERVETION PROGRAM.

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Satisfaction Survey

The purpose of this survey is to help us understand your experience with the program and provide insight into areas that may need improvement. Please answer all of the questions honestly. There is no right or wrong response. We appreciate your time.

The first set of question is about the case management. Please circle only one answer.

- 1. How would you rate the quality of case management you received? Very Poor Poor Fair Good Excellent
- 2. How would you rate Your first meeting with the case manager? Very Poor Poor Fair Good Excellent
- 3. Were you able to reach the case manager when it was necessary? Very Poor Poor Fair Good Excellent
- 4. Do you feel the case manager was helpful? Very Poor Poor Fair Good Excellent
- 5. Did the case manager meet your expectations? Very Poor Poor Fair Good Excellent
- 6. Did the case manager provide referrals to you when necessary? Very Poor Poor Fair Good Excellent
- 7. How would you rate your overall Experience with the case manager? Very Poor Poor Fair Good Excellent

The next set of questions is about the services provided. Please circle only one answer.

- 8. How would you rate the program? Very Poor Poor Fair Good Excellent
- 9. Do you feel there were enough services Provided by this program? No Undecided Yes
- 10. Would you recommend this program to others? Never Possibly Definitely
- 11. Do you feel this program has helped you reach your goals? Strongly disagree Disagree Agree Strongly Agree
- 12. How would you rate your overall experience with the program? Very Poor Poor Fair Good Excellent