LINC

LEADERSHIP, INTERVENTION & CHANGE

Group Violence Prevention & Intervention in King County

MISSION

To ignite systems change to strengthen communities by building safe, healthy, positive pathways for young people through youth empowerment, collaborative community partnerships, and the mobilization of community stakeholders.

VISION

To have thriving, safe and healthy communities where young people exercise self-determination free from the duress of the cycle of violence.

Leadership

Steering Committee

Key Stakeholders

Strategic Partnerships

Intervention

LINC Intervention Teams

Collaborative Community Mobilization

Evaluate Impact

Change

Policy Change and Improvement

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Office of Juvenile Justice and Delinquency Prevention Comprehensive Gang Model

Model Overview

In 1987, the Office of Juvenile Justice and Delinquency Prevention (OJJDP), a division of the U.S. Department of Justice, began designing a comprehensive approach to reduce and prevent youth gang violence. This effort resulted in the development and adoption of the OJJDP Comprehensive Gang Model (CGM). This model is now used as a national best practice for gang/group violence intervention and prevention throughout many communities in the United States. The CGM assumes that many factors contribute to gang/group involvement and violence. These include: poverty, lack of education and opportunity, socio-economic and geographic status, family histories of violence and trauma, and drug and alcohol use. The CGM posits that successful reduction in gang/group violence must be based on a theoretical understanding of gangs, as well as monitored data collection and evaluation of many different types and scales of interventions. The CGM includes five key strategies to address gang/group-involved youth and families. Communities committed to implementing the CGM are encouraged to use a combination of all five strategies in order to achieve a comprehensive, sustainable result. Each strategy is briefly outlined below. In addition to these strategies, the CGM encourages communities use both policy change and coordinated direct service provision to create multidisciplinary partnerships and leverage existing programs and resources to better serve the affected population.

Five Core Strategies

I. Community Mobilization

Community mobilization is the act of mobilizing members of a community around an issue. This CGM strategy requires participation of agencies and organizations that work with young people, grassroots and cultural community groups, community members, parents, and youth. In order to begin this process, the model recommends that participating communities form a steering committee. This group is comprised of key organizational and community leaders representative of the larger population. The steering committee serves as the governing body of the project, and works to define the gang problem, develop a plan to address the problem, and implement the project. The steering committee and project partners should develop and implement a community mobilization strategy specific to the project region.

II. Opportunities Provision

Gang/group-involved youth and families need viable opportunities as a positive alternative to gang/group involvement and associated violence. The CGM encourages communities to establish realistic plans and strategies to provide education, training, and job opportunities. These strategies are to be integrated with existing social service activities such as mental health or substance abuse counseling. Community agencies and grassroots organizations play a key role in providing services such as tutoring, mentoring, apprenticeships, and job development and placement.

III. Social Intervention

The CGM conducts social intervention through implementation of a multidisciplinary intervention team (MDIT). The MDIT works to provide coordinated service delivery to gang/group-involved youth and families. Community agencies, Law enforcement, service providers, school representatives, probation staff and others are active participants in this team approach. The Team works together to leverage existing agency resources and provide or refer clients to services such as such as tutoring and credit retrieval, internships and job placement, drug and alcohol counseling, and extracurricular activities such as arts workshops and sports. The CGM brings many youth-serving organizations together in a regularly-scheduled MDIT meeting. Team members review and enroll new referrals, create coordinated case management plans and ensures that clients benefit from an organized and well-documented network of coordinated services.

Street Outreach staff are key members of the Intervention Team. Outreach workers connect face to face with young people and function as a liaison between clients and team members. The outreach staff's role is to identify a client's needs and goals, provide mentorship, coordinate crisis responses to violence, assist the family in meeting basic needs and addressing conflict, and participate in team based case management provided by the intervention team. The main goal of Street Outreach staff is to advocate for clients and help them progress toward meeting their goals.

IV. SUPPRESSION

In the context of the CGM, suppression closely resembles community policing, and includes formal and informal methods across all project partners. Law enforcement works collaboratively with the MDIT to address safety concerns and collect data on gang related incidents consistently. Local law enforcement is also involved in ongoing gang/group crime data collection and analysis, joint police and community activities and continuing professional development.

V. ORGANIZATIONAL CHANGE AND DEVELOPMENT

Organizational change and development requires that policies and practices of key organizations, especially those represented on the Intervention Team and Steering Committee, conform to the goals and objectives of the CGM. Developing and adapting policies and practices to become more inclusive and community-oriented ensures the optimal use of agency resources. Key organization change and development strategies include legislative change, re-entry policy reform, uniform data collection across agencies and increased collaboration and resource sharing.

IMPLEMENTATION

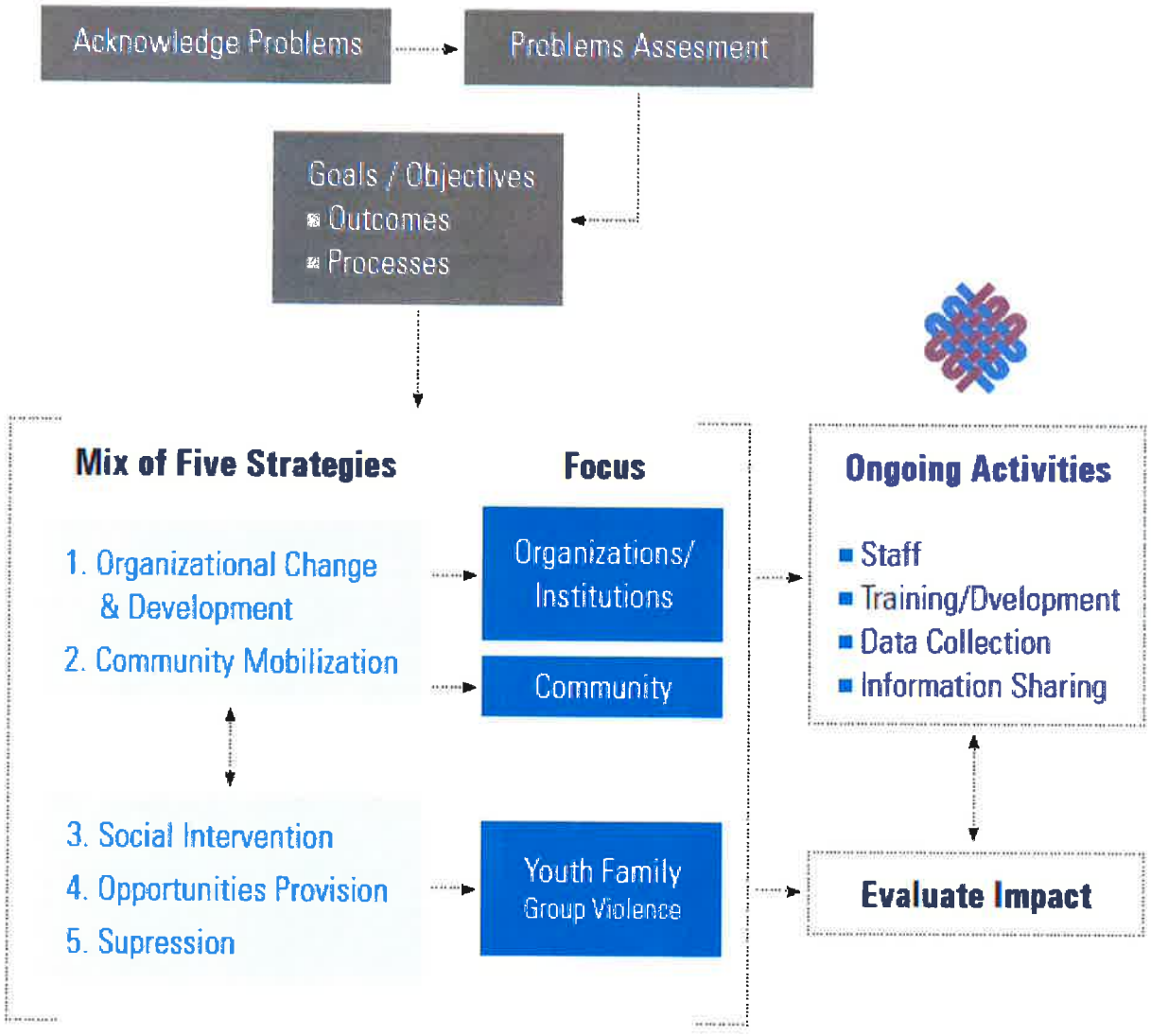
In order to successfully implement the CGM, the community must acknowledge and commit to addressing an existing gang issue. Next a lead agency is chosen and a Steering Committee comprised of elected officials, policy makers, school superintendents, community leaders, service agency directors and Law Enforcement leaders is convened. The Steering Committee serves as the governing body for the project and guides all project activities and policy decisions. In the initial stage of implementation the lead agency or research partner will conduct a thorough assessment to understand the nature and scope of the current issues faced by the community. Based on the key findings of the community assessment, the Steering Committee and other representatives will develop a comprehensive plan that incorporates all five strategies of the model to address the problem. The Intervention Team is a key component of this comprehensive plan, and supplements the policy initiatives of the model with the provision of targeted direct service to gang-involved youth and families. In order to evaluate success and inform future project efforts, the community must conduct ongoing evaluation of model implementation and outcome data. For further information please visit http://ccyj.org/initiatives/council-on-gangs/, or contact Anica Stieve, Lead Project Manager at astieve@ccyj.org.

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LINC Multidisciplinary Intervention Teams (MDIT) Overview

The LINC Intervention Teams are a core component of the Office of Juvenile Justice and Delinquency Prevention (OJJDP) Comprehensive Gang Model (CGM). Facilitated by Center for Children & Youth Justice (CCYJ) on behalf of LINC: Leadership, Intervention & Change Steering Committee, the LINC Intervention Teams are composed of representatives from partner agencies including service providers, law enforcement, probation, employment, outreach and others as applicable.

LINC increases effective and efficient use of resources, reduces duplication of services, increases access to needed services and strengthens cross system collaboration. LINC process, goals and function adhere to the requirements of the Office of Juvenile Justice & Delinquency Prevention (OJJDP) Comprehensive Gang Model (CGM). The project's Steering Committee oversees LINC process and function.

***LINC** creates a mechanism through which to coordinate existing community programs that serve shared clients; to this end, the team works together to provide coordinated services and team based case management to young people, as well as identify additional prevention and intervention activities needed in the community.*

LINC Goals: Short Term

- Create individualized, case specific intervention plans with goals for each young person
- Engage gang/group-involved youth and young adults in direct services to address their specific needs and achieve their goals
- Work together to dismantle or surmount barriers to service access and success

LINC Goals: Long Term

- Improve coordination and effectiveness of agencies serving gang/group-involved and at-risk clients
- Leverage existing resources to better serve gang/group/violence-involved and at-risk clients
- Reduce gang/group-related activity and violence in the community
- Support implementation of a combination of CGM strategies throughout the community
- Create systemic and community-wide change to reduce overall gang/group involvement and improve outcomes for youth and families

Team Membership

The Steering Committee identifies appropriate agencies involved in serving the target population and whose staff should participate in LINC. LINC member agencies include, but are not limited to:

- Education/Schools
- Law Enforcement
- Faith Groups
- Probation/Parole
- Social Service Agencies
- Community Based Organizations
- Street Outreach Staff
- Employment Programs

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LINC Intervention Team Clients

The LINC Intervention Team provides coordinated services to:

- Clients ages 14-24
- Clients who self-identify as gang/group-involved
- Clients who are identified as gang/group-involved by LINC team members, including Street Outreach
- Clients at high risk for violence, Juvenile/Criminal Justice and/or gang/group involvement

LINC Teams

LINC is comprised of three intervention teams serving three specific areas across King County. LINC includes:

- ***Youth LINC***
  - Serving young people and families in the ***Highline, Renton and Tukwila*** School Districts
- ***Youth LINC***
  - Serving young people and families in the ***Auburn, Federal Way and Kent*** School Districts
- ***Seattle LINC***
  - Serving young people and families in ***South Seattle***

Referral Process

LINC accepts referrals from the following sources:

- LINC Team members and member agencies
- Juvenile Probation/Court staff
- Street Outreach Workers
- Law Enforcement
- School Staff
- Other Community Agencies

New LINC referrals be submitted to YouthLINC@ccyj.org or Please contact us at this address to make a referral/receive a referral form or additional information.

Participation in Services

LINC is a completely voluntary program. Each LINC Client must sign a participant consent form and release of information prior to enrollment in services. Outreach workers bring each young person's voice to the process; service plans are individualized and informed by relationships built with young people upon LINC enrollment.

LINC Procedure

Teams meet weekly with consistent attendance from 15-20 providers representing cross-sector agencies
Facilitated by CCYJ, weekly meetings are used to:

- Review and accept referrals
- Establish initial Intervention Plans through consensus decision making
- Review client intervention plan goals and client progress
- Collect data and track client outcomes
- Provide regular progress updates to project Steering Committee

LINC Services

Depending on need, LINC services may include, but are not limited to:

- Case management
- Street Outreach Intervention
- Substance Abuse Treatment/Support
- Pro-Social Activities/supports
- Educational Services
  - GED
  - Credit Retrieval
  - High School Completion support
- Employment Services
  - Job Readiness Training
  - Internships/Apprenticeship Programs
  - Job Placement
- Legal Services/Advocacy
- Multi Systemic Therapy (MST)
- Functional Family Therapy (FFT)
- Behavioral Health Services
- Family Support/Housing Resources
- Safety Planning

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