



LEADERSHIP, INTERVENTION & CHANGE

INTERVENTION TEAM MANUAL ■ 2018



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Table of Contents

LINC Multidisciplinary Intervention Team Overview.....	3
LINC Multidisciplinary Intervention Team Goals	5
A Note on Terminology: Gang vs. Group.....	6
LINC Multidisciplinary Intervention Team Member Roles	7
LINC Client Eligibility and Referral Process.....	10
Information Sharing.....	12
LINC Service Delivery	14
▪ Participation in Services	14
▪ LINC Client Intervention Plans.....	14
▪ Multidisciplinary Intervention Team (MDIT) Reporting System & Contact Guidelines	16
LINC Client Service Levels.....	18
▪ Pre-Enrollment	19
▪ Level 1 Assessment.....	21
▪ Level 2 Connection	25
▪ Level 3 Stabilize/Strengthen	28
▪ Level 4 Self Maintenance.....	32
Appendix.....	38
▪ What LINC is NOT.....	38
▪ OJJDP CGM One page overview	39
▪ OJJDP CGM Diagram	41
▪ CGM Implementation in King County Governance Chart.....	42
▪ LINC Team Process – Flow Chart.....	43

Multidisciplinary Intervention Team (MDIT)

Overview

The Office of Juvenile Justice and Delinquency Prevention (OJJDP) Comprehensive Gang Model (CGM) is a set of five strategies (1. Community Mobilization; 2. Opportunities Provision; 3. Social Intervention; 4. Suppression; 5. Organizational Change and Development) designed to prevent and reduce group/gang activity and community violence. A critical component of implementing the CGM is the utilization of multidisciplinary team-based intervention. Multidisciplinary Intervention Teams (MDIT) coordinate to provide services and intervention opportunities to the selected population. These teams implement the Social Intervention and Opportunities Provision strategies of the CGM.

The Center for Children & Youth Justice (CCYJ) convenes and facilitates MDIT on behalf of the Suburban King County Coordinating Council on Gangs (the Project's Steering Committee). These teams, named LINC (Leadership, Intervention and Change,) are comprised of representatives from regional agencies. Participating agencies include social service providers, law enforcement, probation, employment, outreach and other applicable organizations. LINC process, goals and function have fidelity to the OJJDP CGM. As required by the CGM, the Steering Committee governs all policy decisions regarding LINC MDIT function.

LINC team members work together to provide coordinated services and team-based case management to the intervention population, as well as to identify additional prevention and intervention activities needed in the community. LINC teams are convened and facilitated by the CCYJ Project Manager(s). Participation in LINC MDIT increases the effectiveness of service provision, reduces duplication of efforts, increases access to needed services and strengthens cross system collaboration.¹ The team-based approach helps ensure that all agencies working with these clients have a common goal and shared strategies for each client², as well as diversity in expertise and experience.

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.

¹ Arciaga, Michelle. "Multidisciplinary Gang Intervention Teams". OJJDP NYGC Bulletin, no. 3. August 2007. <https://www.nationalgangcenter.gov/Content/Documents/NYGCbulletin3.pdf>

² Ibid

Team Membership

The Steering Committee identifies appropriate agencies involved in serving the identified population and whose staff should participate in LINC. LINC member agencies should 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



LINC Intervention Team Goals

Short Term

Create individualized intervention plans with participation of the gang/group-involved youth and young adults

Engage gang/group-involved youth and young adults in direct services to address their specific needs

Engage at risk gang/group-involved youth and young adults in direct services to address their specific needs

Long Term

Improve coordination and effectiveness of agencies serving gang/group-involved and at-risk clients

Leverage existing resources to better serve gang/group-involved and at-risk clients

Reduce gang/group-related violence in the community

Support implementation of CGM strategies throughout the selected community

Create systemic and community-wide change to reduce overall gang/group involvement and improve outcomes for youth and families

A Note On Terminology: Gang vs. Group

There are many ways to define a 'gang' or a 'gang member' or to determine who may be at risk for 'gang involvement'. For the purposes of LINC Intervention, we typically use the terms 'gang' and 'group' interchangeably. A growing body of research on trends in group violence indicating that it is more impactful to focus on groups of young people and their social networks in order to intervene and prevent community violence. The National Network for Safe Communities (NNSC)³ has conducted a significant amount of research on Group Violence Intervention and published "Group Violence Intervention: An Implementation Guide."⁴ The NNSC provides the an explanation for the use of 'Group' to describe community violence issues that is summarized as follows:

All gangs are groups, but not all groups are gangs. An exclusive focus on gangs, which is often understood to include notions like organization and leadership, will exclude a significant number of groups and/or young people that contribute heavily to, or are at risk of serious violence. The National Network's experience shows that worrying about whether a particular city has gangs, or whether a particular group is a gang, is an unnecessary distraction. The simple fact is that many high-rate offenders associate in groups and that these groups drive serious violence. Many (and often most) such groups will not fit the statutory definition of a gang. Nor will they meet even the common perception of what constitutes a gang. Such groups may or may not have a name, common symbols, signs or tags, an identifiable hierarchy, or other shared identifiers.⁵

For these reasons, LINC teams rely on 'Group' and 'Gang' interchangeably for the purposes of intervention, prevention and coordinated service provision for young people.

³<https://nnscommunities.org>

⁴https://nnscommunities.org/uploads/GVI_Guide_2016.pdf

⁵National Network for Safe Communities. 2016. Group Violence Intervention: An Implementation Guide. Washington, DC: Office of Community Oriented Policing Services. Pg. 2

LINC Team Member Roles

In accordance with the Office of Juvenile Justice & Delinquency Prevention (OJJDP) Comprehensive Gang Model (CGM), the following information serves as a brief overview of LINC MDIT Agency partners and individual team member roles. Center for Children & Youth Justice is the Lead Agency for implementation of the CGM in King County.

AGENCY	LINC TEAM MEMBER	RESPONSIBILITIES
Lead Agency	Team Facilitator	<ul style="list-style-type: none"> ■ Coordinate and facilitate LINC activities. Initiate partnerships and conduct outreach to community organizations/potential partners. Facilitate weekly LINC meetings. ■ Enter LINC referrals in Database; maintain confidentiality/consent records. ■ Work collaboratively with evaluator. ■ Provide regular LINC progress updates to Steering Committee.
Street Outreach Provider	Outreach Supervisor	<ul style="list-style-type: none"> ■ Supervise outreach workers. ■ Work collaboratively with LINC Team Facilitator(s) to address barriers to service, address team process concerns and improvements; ensure proper data collection and documentation in accordance with Agency and LINC procedures.
	Outreach Workers	<ul style="list-style-type: none"> ■ Provide street outreach services to LINC Clients. ■ Follow LINC referral and documentation procedures. ■ Conduct and document client contacts according to the model and best practice standards for outreach service provision. ■ Build relationship/help clients prepare/become motivated to receive/engage in services. ■ Focus primarily on positive behavior change and reduced engagement in unsafe behavior; Support client's achievement of goals and engagement with other LINC service providers as applicable. ■ Attend all LINC meetings. ■ Make referrals to LINC team(s).

Courts	Probation Representative	<ul style="list-style-type: none"> ■ Provide expertise in the area of juvenile probation. ■ Communicate with probation department regarding LINC clients and support LINC clients in achieving their goals in accordance with LINC Intervention Plan. ■ Make referrals to LINC team(s).
Local Service Provider – Mental Health/ Drug & Alcohol	Chemical Dependency/Mental Health Counseling Representative	<ul style="list-style-type: none"> ■ Provide expertise in the area of chemical dependency/mental health assessment and counseling. ■ Provide services to LINC clients as determined by the LINC team. ■ Make referrals to LINC team(s).
Community Based Organization/ Case Management Provider	Case Manager	<ul style="list-style-type: none"> ■ Provide case management for LINC Clients as applicable in accordance with best practices in Case Management and LINC team procedure. ■ Work as a service broker to cultivate services for clients and monitor their progress after engagement and while enrolled in collaboration with the team and other assigned providers. ■ Focus on issues/services directly related to education, employment, housing, social service assistance and legal status. ■ Conduct and document client contacts in accordance to LINC team procedure for assigned clients.
Law Enforcement	Law Enforcement Representative	<ul style="list-style-type: none"> ■ Provide expertise in Law Enforcement. ■ Share information about LINC Clients as applicable. ■ Maintain confidentiality, address safety concerns, work collaboratively with Street Outreach Workers and other LINC team members in conducting prevention and intervention activities.
	School/Law Enforcement Representative	<ul style="list-style-type: none"> ■ Make referrals to LINC team(s).

<p>Employment Provider</p>	<p>Employment/ Job Development Specialist</p>	<ul style="list-style-type: none"> ■ Provide expertise in employment and internship opportunities for LINC Clients. ■ Provide case management for LINC clients as applicable/if needed as determined by LINC Team. ■ Serve as a liaison and connection to other local employment/ education opportunities.
<p>School District</p>	<p>School District Representative/ Liaison</p>	<ul style="list-style-type: none"> ■ Provide expertise in school district programs, attendance records and other information as applicable. ■ Assist with navigation of school enrollment, alternative programming and re-engagement. ■ Assist with discipline related concerns. ■ Make referrals to LINC team(s).
<p>Other Community Agencies</p>	<p>Agency representative/ program ambassador</p>	<ul style="list-style-type: none"> ■ Work in collaboration with LINC team agencies to build awareness of local programs and service opportunities for LINC clients and other community members. ■ Work directly with LINC clients as relevant and applicable based on individual organizational capacity/partnership agreement/contractual obligations. ■ Make referrals to LINC team(s).
<p>May include, but are not limited to:</p> <ul style="list-style-type: none"> ■ Local Library System ■ Boys and Girls Clubs ■ Local recreation programs/Parks Departments ■ Local grassroots programs/groups ■ Faith-based programs/groups ■ Group and individual mentoring programs ■ Arts and Cultural Programs 		

LINC Client Eligibility/Referral Process

Referral Process and Client Criteria

LINC teams provide coordinated service to referred gang/group-involved youth/young adults and families. LINC Intervention Team process, goals and function will adhere to the requirements of the Office of Juvenile Justice & Delinquency Prevention (OJJDP) Comprehensive Gang Model (CGM). SKCCCG will continue to oversee all strategy and policy designs regarding Intervention Team function. In accordance with the CGM, CCYJ conducted a robust Community Assessment in 2013.⁶ Data from this assessment was used to determine the geographic service areas for each Youth LINC team. In 2016, Maik & Associates, LLC and Dr. Andrew Fox conducted an additional assessment⁷ specific to Seattle in order to determine the service area in which to launch Seattle LINC.

LINC Intervention Team Service Location

LINC is currently comprised of three (3) separate intervention teams. These teams serve youth and families in the following geographical areas:

- Youth LINC – Launched January 2015: Highline / Renton / Tukwila School Districts
- Youth LINC – Launched October 2016: Auburn / Federal Way / Kent School Districts
- Seattle LINC – Launched February 2017: South Seattle

Client Referral Process

LINC receives referrals from the following sources:

- LINC team members including:
 - ▶ Street Outreach Workers
 - ▶ School Representatives and Staff
 - ▶ Law Enforcement
 - ▶ Probation/Parole Counselors (Juvenile and Adult)
 - ▶ Case Managers
 - ▶ Other team members as applicable

Youth LINC also receives referrals from external partners and community based agencies such as:

- Social service providers
- School administrators and staff
- Faith-based groups
- Community/grass-roots agencies
- Judges
- Attorneys
- Other court staff

Client enrollment and participation in Youth LINC services is voluntary. Each Youth LINC Client must sign a participant consent form prior to participation in the program. If clients are under 18, parental consent is obtained as applicable.

⁶ Assessment will be available online mid 2017. Contact youthLINC@ccyj.org for a copy of the Community Assessment

⁷ Assessment will be available online mid 2017. Contact seattleLINC@ccyj.org for a copy of the Seattle Community Assessment

LINC Intervention Team Clients

Each LINC team serves:

- Approximately 80 youth and young adults per program year
 - ▶ Youth LINC: Clients ages 14-24
 - ▶ Seattle LINC: Clients 14 – 24; Emphasis on clients age 18-24

- **Primary Client Focus:** Individuals demonstrate risks based on the following criteria:
 - ▶ Self-identify as gang/group involved or self-identify as associating with gang/group involved peers
 - ▶ Identified as/suspected to be gang/group involved - known to associate with gang/group involved peers or family members as determined by LINC Intervention Team members, service providers, outreach workers, Law Enforcement and/or court staff
 - ▶ Engaging in or experiencing community, or peer violence
 - ▶ May have current or past juvenile or criminal justice system involvement

- **Secondary Client Focus:** Individuals who demonstrate a high level of risk for gang/group involvement, violence or victimization as determined by the above criteria, including:
 - ▶ At high risk for gang/group involvement – for example, known to associate with gang/group involved peers or family members as determined by LINC Intervention Team members, service providers, outreach workers, Law Enforcement and/or court staff.

Information Sharing

In order to successfully provide coordinated services to LINC clients, team members routinely share information within the team. The goal of information sharing is to help the client, not to penalize them or increase consequences. LINC Intervention Team meetings, as well as all client information discussed during team meetings, are confidential. For a detailed overview of how information is shared among team members in order to help, not harm LINC clients, please see page ____ in the Appendix.

Information Sharing and Confidentiality Agreements

The Steering Committee for this project has adopted a memorandum of understanding with each agency participating in the LINC Intervention Team. This memorandum of understanding outlines confidentiality and information sharing for the purposes of LINC team function and client service provision.

Individual LINC team members sign an information sharing/confidentiality agreement prior to participating in LINC team meetings. This agreement establishes that client information is confidential and will not be discussed or shared for any purpose other than in furtherance of the client's service plan or for safety purposes. LINC team members are provided training on information sharing, confidentiality and mandatory reporting requirements. No LINC team member is expected to share confidential information provided to their agency by another agency (e.g., a mental health counselor sharing school records). Following is an example of the confidentiality agreement.

Confidential Information

As defined in RCW 42.56, "Confidential Information" means information that is exempt from disclosure to the public or other unauthorized persons under Chapter 42 RCW or other federal laws. Confidential information includes, but is not limited to, protected health information as defined by the federal rules adopted to implement the Health Insurance Portability and Accountability Act of 1996, 42 USC 1320d (HIPAA) and Personal Information.

"Personal Information" means information identifiable to any person, including, but not limited to, information that relates to a person's name, health, finances, education, business, use or receipt of government services or other activities, addresses, telephone numbers, social security numbers, driver's license numbers, other identifying numbers, and any financial identifiers.

Regulatory Requirements and Penalties

State laws (including RCW 74.04.060; RCW 70.02.020, and RCW 71.05.390) and federal regulations (including HIPAA Privacy and Security Rules; 42 CFR, Part 2; 45 CFR Part 431) prohibit unauthorized access, use, or disclosure of Confidential Information. Violation of these laws may result in criminal or civil penalties or fines. An individual may face civil penalties for violating HIPAA Privacy and Security Rules up to \$50,000 per violation and up to \$1,500,000 per calendar year as well as criminal penalties up to \$250,000 and ten years imprisonment.

Assurance of Confidentiality Agreement

In consideration for Center for Children & Youth Justice (CCYJ) on behalf of Suburban King County Coordinating Council on Gangs (SKCCCG) granting me access to the Multidisciplinary Intervention Team Reporting System and Confidential Information, I agree that I:

1. Will not disclose any information gained in the course of my work as a partner in the in the Youth LINC Intervention Team, Confidential, Personal or otherwise, with an individual or entity outside of the Youth LINC Intervention Team participants/member agencies.
2. Will not use any information, Confidential, Personal or otherwise, outside of the Youth LINC Intervention Team purposes.
3. Will employ reasonable security measures, including restricting access to Confidential Information by physically securing any computers, documents, or other media containing Confidential Information.
4. Have an authorized business requirement to access and use Youth LINC Project information and view data and Confidential Information if necessary.
5. Will access, use and/or disclose only the "minimum necessary" Confidential Information required to perform my assigned job duties.
6. Will not share Multidisciplinary Intervention Team (MDIT) Reporting System Database passwords with anyone or allow others to use the database logged in with my identifiers.
7. Will not distribute, transfer, or otherwise share any software with anyone.
8. Understand the penalties and sanctions associated with unauthorized access or disclosure of Confidential Information pertaining to the Youth LINC Intervention Team work.
9. Will forward all requests that I may receive to disclose Confidential Information as it pertains to Youth LINC Intervention Team Clients to the CCYJ/LINC Project Manager.
10. Understand that my assurance of confidentiality and these requirements do not cease at the time I terminate my relationship with my employer or the Youth LINC Intervention Team, but continue in perpetuity unless released by supporting agreement or valid court order.

Frequency of Execution and Disposition Instructions

This agreement must be read and signed by each participating member of the Youth LINC Intervention Team who has access to Confidential Information and updated at least annually. Each participating member will be provided a copy of this assurance of Confidentiality Agreement. The original of each signed agreement will be maintained on behalf at CCYJ on behalf of SKCCCG for a minimum of six years, from date of execution.

Signature

Print/Type Name _____

Agency _____

Signature _____ Date _____

Received by _____ on behalf of CCYJ on the _____ day of _____, 201__.

Signature _____

LINC Service Delivery

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 Client Intervention Plans

The LINC team works together to develop individualized, case-specific intervention plans that include goals for each client in several categorical areas. After the client has been screened and accepted for enrollment in services, team members engage with the young person to develop a relationship and identify strengths, needs and goals. Once the team has enough information to identify specific, measureable, client-centered and achievable goals, the team creates a client intervention plan.

Intervention Plan Goal Areas



Intervention Plan Development

Intervention Plan goals are developed during LINC team meetings and include input from all team members. Street Outreach Workers and/or Case Managers are typically relied upon to communicate the client's voice and advocate on the client's behalf in development of intervention plan goals. However, the team should utilize input from any team member who has a relationship with the client to inform plan development. Facilitated by CCYJ, the team develops realistic, attainable goals that relate to a client's need in the above goal categories. The Intervention Plan is entered into the Multidisciplinary Intervention Team Reporting System, and the provider responsible for working on each goal is listed.

Intervention Plan Goal Progress Review

According to the LINC Client service levels (see page X) , the LINC team reviews client goal progress regularly. During intervention plan reviews, the team discusses the type of progress the client has made toward established goals, such as which goals have been completed, which goals need to be revised, and whether additional goals need to be addressed. The team also determines the client's current level of service and schedules the next goal progress review.

LINC Services

In accordance with the Intervention plan goal areas, LINC services may include, but are not limited to:

- Street Outreach Intervention
- Case management
- 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

Multidisciplinary Intervention Team (MDIT) Reporting System

In order to monitor progress of LINC clients, LINC Intervention Team members enter all client contacts into the **Multidisciplinary Intervention Team (MDIT) Reporting System**. Designed specifically for this project by Maiké & Associates, LLC, this database securely houses all client information and is accessible only to LINC Intervention Team Members through individual login information. Data housed in the online database is used solely for the purposes of the LINC project in order to serve clients and monitor individual progress and success as well as evaluate project services. This database is also intended to be used as a team-based case management tool so all providers working with each client can reference client goals and lead providers/agencies who are working with the client to accomplish intervention plan goals. Timely, accurate, and comprehensive data allow for the conduct of a thorough process and outcome evaluation of the team as well client progress.

LINC Client Contact Data

A contact is defined as an exchange between program staff and either the client or another person on behalf of the client. The contact should be directly related to one or more of the Intervention Plan goals. A contact may also be entered if a program staff or Intervention Team member is dealing with an emergency or crisis situation involving the client.⁸

Contact Examples

- An Outreach Worker meets with the Client after school to discuss their interests and possible internship opportunities (Outreach Worker enters this as a contact)
- A School Social Worker meets with Client's parent to discuss current school progress and the Client's recent suspension (School Social Worker enters this as a contact)
- An Outreach Worker meets with Client's parent to discuss Client's school progress and interests (Outreach Worker enters this as a contact)
- Client's Probation Counselor meets with Client to discuss interests and Court requirements (Probation Counselor enters this as a contact)
- Probation Counselor meets with Client's drug and alcohol counselor to discuss client progress (Probation Counselor, and drug and alcohol counselor each enter this as a contact)
- Outreach Worker schedules a meeting with Client, Client's Guardian and an alternative school representative to discuss school placement (Outreach Worker enters this as a contact)

⁸ Multidisciplinary Intervention Team (MDIT) Reporting System Manual, Version 3, Maiké & Associates, LLC. Pg. 36. 2017

- Client's alternative school placement is denied; School Social worker contacts Alternative School administrator on behalf of the Client to discuss other options (School Social Worker enters this as a contact)
- Law Enforcement School Resource Officer talks to Client at School and discusses current school progress (School Resource Officer enters this as a contact)
- Probation Counselor Communicates with Outreach Staff and Parent about Client's recent arrest (crisis), (Probation Counselor enters this as a contact)

Database Procedures

CCYJ provides database trainings to educate partners on use of the MDIT Reporting System, as well as provides an electronic copy of the MDIT Reporting System Manual.

The Multidisciplinary Intervention Team (MDIT) Reporting System can be accessed at www.maikeandassociates.com

Once you have arrived at the website please follow the instructions below:

- Choose "Projects" in the upper left corner
- Choose "Current"
- Choose "Group Violence Prevention and Intervention Project Evaluation"
- Choose one of the Youth LINC or Seattle LINC Tools buttons
 - ▶ Youth LINC 1 Tools – Highline / Renton / Tukwila School Districts
 - ▶ Youth LINC 2 Tools – Auburn / Kent / Federal Way
 - ▶ Seattle LINC Tools – South Seattle
- The site will then prompt you to login
 - ▶ CCYJ will distribute login information to each of you individually. Please contact youthLINC@ccyj.org or SeattleLINC@ccyj.org to obtain login information
- Once you have logged into the database, choose "Referrals" on the bottom right of the screen
- You will then see the list of Youth LINC Referrals
- To enter a contact, chose "Contacts" on the top right of the screen
- You can use the search bar on the right corner to type in a client's name or ID number
- Choose the Client you need to enter a contact for, and click on the Client ID number
- Choose "Create New"
- Use the fields to enter details of the contact
- Please use the comment section to detail what was accomplished or discussed during the contact

You can find more detailed instructions in the Multidisciplinary Intervention Team (MDIT) Reporting System Manual beginning on page 36.*

LINC Client Service Levels – Overview

In accordance with best practices in service delivery of the CGM, clients typically move through five service levels, with these associated with Intervention Plan goal achievement. The development of the LINC Client Service Levels was informed by the OJJDP CGM and through technical assistance provided by the National Gang Center (NGC). Feedback from LINC team member organizations has also been incorporated.

LINC Client Service Levels are designed to:

- Help LINC team members assess young peoples' needs, set goals, and recognize progress and achievements throughout LINC coordinated service provision
- Allow flexibility: using flexible levels for service provision allows the LINC team(s) to be responsive to both gains and setbacks, and tailor service plans accordingly for each individual client. Service levels are not static. As such, a young person may achieve goals and move up in service level thus reducing the levels of services provided, or may experience setbacks, which may require more intensive services.
- Ensure that team members and providers are following best practices for intensity (amount) and duration (frequency) of client contacts as well as appropriate service dosage

How we measure success:

- LINC Team(s) measure success based on individual client achievements in accordance with each individual's intervention plan goals. The team(s) assess(es) the client's progress and make service level determinations at all Intervention Plan Goal Progress Reviews.

LINC Client Service Levels

P	Pre-Enrollment / Locating	1	Assessment
2	Connection	3	Stabilize / Strengthen
4	Self Maintenance	5	Exit

Pre-Enrollment

The following steps occur during pre-enrollment/locating:

- LINC receives client referral
- Referral is added to the Multidisciplinary Intervention Team Reporting System Database and scheduled for screening at a LINC team meeting
- Client is screened at LINC meeting, ideally with participation of person making referral
- Team discusses whether providers are familiar with young person and, if so, share relevant information
- Team determines if client is eligible for services based on LINC eligibility criteria⁹
- Team determines one of the following:
 - ▶ Accept: Client will be accepted, and enrolled in LINC coordinated services
 - ▶ Follow Up: Team would like to gather more information prior to determining if the referred client is appropriate for services. Some examples of instances that may need more information include:
 - Lack of referral information/incomplete form
 - Currently detained/Pending Charges
 - Lack of clarity about risk factors or presence of eligibility criteria

⁹Please refer to page _ for LINC Eligibility Criteria

- ▶ Decline: Client will be declined for services at this time. Team may contact the referring agency and make alternate service suggestions. Some examples of situations in which clients have been declined for services:
 - Long term incarceration
 - Currently enrolled and attending another service program and LINC resources would be duplicative
 - Client does not meet LINC edibility criteria

If the referred client is eligible and accepted for services, the following steps occur:

- If client consent has not been obtained, team determines how/who will engage with the client to obtain consent to participate in services
- Outreach Worker/Case Manager/Probation Staff will engage client and attempt to obtain client consent as determined by team
- After consent is obtained, outreach worker/case manager will engage and build relationship with client to explore risk factors, goals, and identified barriers to services
- Team will gather information on the following:
 - ▶ Current juvenile/criminal justice involvement and/or requirements
 - ▶ Potential behavioral health needs
 - ▶ Other services in which client is currently enrolled
 - ▶ Family needs
 - ▶ Education needs
 - ▶ Employment needs

Once sufficient information is gathered, the team will complete the pre-enrollment process by creating a client-centered, individualized intervention plan. Intervention Plans and goal areas are detailed on page____. The client will be placed on level 1 and begin coordinated service provision.

Level 1 – Assessment

During Level 1, members of the LINC team(s), most commonly Street Outreach staff, work to establish a relationship with each client. Members of the team work toward helping the young person feel comfortable, increase self-knowledge and build positive rapport with providers. During this time the team is assessing the young person's needs and wants in order to create a client-focused, individualized, achievable intervention plan. Once providers (street outreach staff, case manager (as applicable), probation counselor, school counselor, etc.) have identified potential client goals, the team creates a client intervention plan.

Level 1 – Suggested Time Period: 60 - 90 Days from Intervention Plan Creation

Suggested time period for each level is a guideline; throughout the client's time at each level, the team will re-assess client needs and goals. If the client is not achieving success and is not ready to move up to the next level, options during a LINC Goal Progress Review include:

- Repeat level 1 with revised goals/new intervention plan strategy
- Exit program services

Level 1 – Service Provider Contacts per Week: 3 - 5 Contacts per week (Majority Street Outreach)

Level 1 – Frequency of Goal Progress Review: Review every 14 - 30 days

Level 1 – Team Focus by Goal Area

Positive Behavior Change/Peer Relationships and Support

LINC Team providers should work to identify:

- If youth client's attitudes toward anti-social behavior are a barrier to other goal achievement
- Current peer relationships e.g., association with anti-social and/or deviant peers
- If client can safely create distance between themselves and peers
- Other pro-social peer groups client may be willing to engage
- Potential safety risks and related planning for prevention
- Goal related to client's needs in this goal area, as applicable. Example goals may include:
 - ▶ Reduce group/gang involvement by identifying/engaging with alternate peer group as applicable
 - ▶ Identify positive/pro-social role model or adult to engage by next LINC goal progress review
 - ▶ Engage in services and encourage alternate peer relationships by next review

Lead: Street Outreach Staff, Case Manager (as applicable)

Substance Use

LINC Team providers should work to identify:

- Current substance use, as applicable
- Whether current substance use is a barrier to achievement of other goals
- Motivation to seek services and/or change use/attitude toward substance use
- Goal to address client's substance abuse needs as applicable. Example goals may include:
 - ▶ Make referral to _____ agency for Drug and Assessment by next LINC Goal Progress Review
 - ▶ Complete Drug and Alcohol Assessment by next LINC Goal Progress Review
 - ▶ Continue discussing potential substance abuse needs to be re-evaluated at next LINC Goal Progress Review
 - ▶ Reduce substance using behaviors

Lead: Substance Use Professional, Probation/Parole Staff (as applicable)

Support: Street Outreach Staff case manager as applicable

Counseling/Support

LINC Team providers should work to identify:

- Whether client and/or family have behavioral health needs
- Identify family or other adults client sees as supportive
- Other issues that may be contributing to current behavioral health concerns (substance use, chronic stress, etc.)
- Goal related to behavioral health needs. Example goals may include:
 - ▶ Make referral for Behavioral Health Assessment at _____ agency to determine behavioral health needs

Lead: Case Manager (as applicable), Behavioral Health Providers, Probation Staff (as applicable)

Support: Street Outreach Staff, Probation Counselor (as applicable)

Education

LINC Team providers should work to identify:

- Client's current educational level/attainment
- Barriers preventing school attendance or participation (transportation, family responsibilities, difficulty with teachers, etc.)
- Learning differences (Individualized Education Plan, 504 Accommodations)
- School staff who may have a relationship with, or could support this client
- Client's academic interests and strengths
- Best fit education program to meet client's needs as determined by the team
- Goal related to education. Example goals may include:
 - ▶ Make referral to GED program at Kent Learning Center; complete enrollment orientation by next LINC progress review

- ▶ Schedule and complete an IEP meeting with parent, youth and school staff by next LINC progress review
- ▶ Attend school at least 4 days per week until next LINC progress review
- ▶ Determine current credit level to assess best program to pursue by next LINC Goal Progress Review

Lead: School Representatives, Education Providers

Support: Street Outreach Staff, Case Manager (as applicable)

Employment

LINC Providers should work to identify:

- Client's employment interests and goals
- Whether sustaining/obtaining employment is a current priority for this client (are other issues such as substance use, court requirements, school going to get in the way of successful employment?)
- Potential barriers to employment (lack of identification, legal documentation, transportation, etc.)
- Goal related to client's employment aspirations. Example goals include:
 - ▶ Make referral to Case Management; begin job readiness training by next LINC progress review
 - ▶ Explore client interests regarding employment; report back at next LINC progress review
 - ▶ Maintain job at _____ until next LINC progress review

Lead: Employment Providers, Case Managers (as applicable)

Support: Street Outreach Staff, Probation/Parole Staff (as applicable)

Juvenile/Criminal Justice

LINC Team providers should work to identify:

- Client's current involvement in the Juvenile/Criminal Justice System
- Probation/Parole Counselor as applicable
- Current probation/parole requirements
- Ways in which the team can support client in complying with requirements
- Standard communication between team members, client and probation/parole counselor as applicable
- Identify barriers to successfully completing requirements (transportation, peer group influence, etc.)
- Goal related to client's justice system needs, as applicable. Example goals include:
 - ▶ Maintain no negative contact with law enforcement of new court referrals until next LINC progress review
 - ▶ Remain in compliance with conditions of probation until next LINC progress review
 - ▶ Attend Aggression Replacement Training, as required by probation, consistently until next LINC progress review

Lead: Probation/Parole Staff, Law Enforcement

Support: Street Outreach Staff, Case Manager (as applicable), LINC Team

Pro-Social Activities

LINC Team providers should work to identify:

- Client's current pro-social and extra-curricular interests
- Potential barriers to pursuing these interests (costs, lack of equipment, etc.)
- Current programming that client may be interested in
- Goal related to client's pro-social involvement, as applicable. Example goals may include:
 - ▶ Utilize YMCA Membership twice per week until next LINC progress review
 - ▶ Attend and volunteer at _____ agency's summer youth event

Lead: Street Outreach Staff, Case Manager, as applicable

Support: LINC Team

Crisis

LINC Team members should work to identify:

- Potential crisis situations as applicable
- Safety risks/concerns
- Goal related crisis if necessary/applicable

Lead: LINC Team Facilitator

Support: LINC Team

What does Level 1 Success Look Like?

The following are examples of client/provider activities during level one that indicate a client may be ready to move to Level 2:

- Provider (outreach, case manager, school staff, probation) has built relationship with client
- LINC team has developed an intervention plan with specific, individualized, and measureable goals
- Additional providers (as needed) have been identified and engaged in the client's plan
- LINC team has made referrals to service agencies in accordance with the goals of the client's intervention plan
- Client is keeping most appointments with assigned LINC providers, as applicable (outreach, case management, substance use, probation, etc.).
- Client has engaged with providers about goals and has agreed to work toward completion of goals in accordance with their LINC Intervention Plan
- LINC team has conducted at least one client goal progress review during level 1
- Client has completed or made positive progress toward two or more goals during level 1

Level 2 – Connection

During Level 2, members of the LINC team(s), work to help assigned clients complete or make progress toward their established goals. Level 2 is focused on connecting clients to needed services, establishing consistency and stabilizing them in working toward goals. Level 2 may be the appropriate time to engage a case manager to help the client work through their intervention plan goals. Street Outreach staff may make this introduction as determined by the team. It may be more appropriate to engage a case manager during Level 2 because the client may be ready to meaningfully engage in services.

Level 2 – Suggested Time Period: 90 - 120 Days from Intervention Plan Creation

Suggested time period for each level is a guideline; throughout the client's time at each level, the team will re-assess client needs and goals. If the client is not achieving success and is not ready to move up to the next level, options during a LINC Goal Progress Review include:

- Repeat a lower level
- Stay on current level with goal revision
- Exit program services

Level 2 – Service Provider Contacts per Week: 2 - 3 Contacts per week (Majority Street Outreach)

Level 2 – Frequency of Goal Progress Review: Review every 30 - 60 days

Level 2 – Team Focus by Goal Area

Positive Behavior Change/Peer Relationships and Support

LINC Providers will support client by:

- Providing ongoing feedback/motivational interviewing regarding changing behaviors that are unsafe or not in service to the youth's goals
- Create opportunities for client that are new and may encourage alternate thinking (see a documentary, volunteer at a local event)
- Support client in continuing to make progress toward related goal
- Work to monitor/resolve any safety issues or risks in community
- Support client in exploring different opportunities and strengthening pro-social relationships

Lead: Street Outreach Staff, Case Manager (as applicable)

Substance Use

LINC Providers will support client by:

- Encouraging participation in treatment, as applicable
- Identifying and addressing any practical barriers to participation and/or compliance (transportation, safety issues, etc.)
- Update/revise goal as applicable and necessary

Lead: Substance Use Professional, Probation/Parole Staff (as applicable)

Support: Street Outreach Staff

Counseling/Support

LINC Providers will support client by:

- Ensuring best fit of provider/service (culturally responsive, accessible)
- Helping client make progress toward related goal, as applicable
- Identifying additional client or family supports

Lead: Case Manager, Behavioral Health Providers

Support: Street Outreach Staff, Probation Counselor (as applicable)

Education

LINC Providers will support client by:

- Continuing to identify and resolve barriers to consistent school/program attendance and participation
- Conducting meetings with school staff/LINC team members to discuss client's progress and achievements as necessary and applicable
- Assessing needs for additional academic help (tutoring, etc.)
- Assisting client in working toward completion of related education goal

Lead: School Representatives, Education Providers

Support: Street Outreach Staff, Case Manager (as applicable)

Employment

LINC Providers will support client by:

- Identifying and addressing barriers to employment attainment and retention
- Helping client work toward progress or completion of related employment goal as applicable
- Work with client to develop job readiness skills
- Supporting client in interest development and employment retention

Lead: Employment Providers, Case Managers (as applicable)

Support: Street Outreach Staff, Probation/Parole Staff (as applicable)

Juvenile/Criminal Justice

LINC Team providers will support client by:

- Resolving any barriers to probation/parole compliance
- Supporting client in meeting requirements
- Supporting positive progress or completion of client's related goal

Lead: Probation/Parole Staff

Support: Street Outreach Staff, Case Manager (as applicable), LINC Team

Pro-Social Activities

LINC Team providers will support client by:

- Revising related goal as necessary and applicable
- Supporting client's participation in activities in accordance with the goals of the client's intervention plan
- Identifying and addressing potential barriers to pursuing activities (costs, lack of equipment, etc.)

Lead: Street Outreach Staff, Case Manager, as applicable

Support: LINC Team

Crisis

LINC Team providers will support client by:

- Revising crisis goal as necessary and applicable

Lead: LINC Team Facilitator

Support: LINC Team

What does Level 2 Success Look Like?

The following are examples of client/provider activities during Level two that indicate a client may be ready to move to Level 3:

- Assigned LINC Providers (outreach, case manager, school staff, probation, etc. as applicable) have met client, continued to build relationship and began service provision
- Team has actively addressed barriers to youth success creatively and proactively
- Additional providers (as needed) have been identified and engaged in the client's plan
- Team is assisting client in engaging with their identified pro-social support network
- Client is keeping most appointments with assigned LINC providers, as applicable (outreach, case management, substance use, probation, etc.).
- Client has not had any new referrals to the Juvenile/Criminal Justice System while on Level 2
- Client has completed or made positive progress toward three or more goals during level 2
- LINC team has conducted at least one client goal progress review during level 2

Level 3 – Stabilize/Strengthen

During Level 3, members of the LINC team(s), work to help assigned clients complete or make progress toward their established goals. Level 3 is focused on client progress and encouraging clients to become self-sustaining by utilizing the system of support they have identified. LINC providers will continue to work with clients to achieve goals, revise/create new goals and achieve success. During Level 3, the team will assess which providers need to continue working with the client on a regular basis. The team may decide that the client no longer needs street outreach and that working with a case manager (as applicable) is sufficient or the team may determine that the client still needs some contact with street outreach to continue achieving goals.

Level 3 – Suggested Time Period: 60 - 120 Days

Suggested time period for each level is a guideline; throughout the client's time at each level, the team will re-assess client needs and goals. If the client is not achieving success and is not ready to move up to the next level, options during a LINC Goal Progress Review include:

- Repeat a lower level
- Stay on the same level with goal revision
- Exit program services

Level 3 – Service Provider Contacts per Week: 1 - 2 Contacts per week

Level 3 – Frequency of Goal Progress Review: Review every 60 - 90 days

Level 3 – Team Focus by Goal Area

Positive Behavior Change/Peer Relationships and Support

LINC Team will work to support client by:

- Continuing to identify and address barriers to youth's progress in establishing healthy peer relationships
- Resolving barriers to participation in interest driven activities
- Acknowledging client's growth/change in thinking and behavior
- Working with client to understand root causes of feelings/behavior/actions
- Supporting client in making progress toward/achieving related goal

Lead: Street Outreach Staff, Case Manager (as applicable)

Substance Use

LINC Team providers will work to support client by:

- Continuing to encourage participation in treatment as applicable and in accordance to client's intervention plan
- Identify and address any barriers to participation (transportation, etc.)
- Update/revise goal as applicable and necessary

Lead: Substance Use Professional, Probation/Parole Staff (as applicable)

Support: Street Outreach Staff, Case Manager as applicable

Counseling/Support

LINC Team providers will support client by:

- Ensuring services are culturally responsive and trauma-informed as applicable in accordance with client's intervention plan
- Helping client make positive progress toward, or complete, related intervention plan goal
- Identifying additional family or client specific supports

Lead: Case Manager, Behavioral Health Providers

Support: Street Outreach Staff, Probation Counselor (as applicable)

Education

LINC Team providers will support client by:

- Continuing to identify and resolve barriers to consistent school/program attendance and participation
- Assessing needs for additional academic help (tutoring, etc.)
- Assisting client in working toward completion of related education goal

Lead: School Representatives, Education Providers

Support: Street Outreach Staff, Case Manager (as applicable)

Employment

LINC Providers will support client by:

- Identifying and addressing barriers to employment attainment and retention
- Helping client work toward progress or completion of related employment goal as applicable
- Communicating with current employer or job readiness provider to assess progress
- Supporting client in interest development and employment retention
- Discussing long term career goals

Lead: Employment Providers, Case Managers (as applicable)

Support: Street Outreach Staff, Probation/Parole Staff (as applicable)

Juvenile/Criminal Justice

LINC Team providers will support client by:

- Supporting client in meeting requirements
- Continuing to resolve any new barriers to compliance
- Supporting positive progress or completion of client's related goal

Lead: Probation/Parole Staff

Support: Street Outreach Staff, Case Manager (as applicable), LINC Team

Pro-Social Activities/Engagement

LINC Team providers will support client by:

- Revising related goal as necessary and applicable
- Supporting client's participation in activities in accordance with the goals of the client's intervention plan
- Identifying and addressing potential barriers to pursuing activities (costs, lack of equipment, etc.)

Lead: Street Outreach Staff, Case Manager, as applicable

Support: LINC Team

Crisis

LINC Team members will support client by:

- Revising crisis goal as necessary and applicable
- Goal related crisis if necessary and applicable

Lead: LINC Team Facilitator

Support: LINC Team

What does Level 3 Success Look Like?

The following are examples of client/provider activities during Level two that indicate a client may be ready to move to Level 4:

- Assigned LINC Providers (outreach, case manager, school staff, probation, etc. as applicable) continue, or have completed service provision
- Team has actively addressed barriers to youth success creatively and proactively
- Additional providers (as needed) have been identified and engaged in the client's plan
- Team continues client in engaging with their identified pro-social support network
- Client is consistent, and keeps appointments with assigned LINC providers, as applicable (outreach, case management, substance use, probation, etc.).
- Client is actively participating in services and activities
- Client is utilizing an identified system of support of providers and supportive adults to build skills and achieve intervention plan goals
- Client is able to leverage their system of support and identify areas they may need more assistance or support
- Client has not had any new referrals to the Juvenile/Criminal Justice System while on Level 3
- Client has completed or made positive progress toward three or more (as applicable) goals during level 3
- LINC team has conducted at least one client goal progress review during level 3

Level 4 – Self Maintenance

During Level 4, members of the LINC team(s), work to help assigned clients complete or make progress toward their established goals. Level 4 is focused on client progress and support of client's self-maintenance. LINC providers continue to work with clients to achieve goals, revise/create new goals, and achieve success and plan for long term sustainability.

Level 4 – Suggested Time Period: 90 - 120 Days

Suggested time period for each level is a guideline; throughout the client's time at each level, the team will re-assess client needs and goals. If the client is not achieving success and is not ready to move up to the next level, options during a LINC Goal Progress Review include:

- Repeat a lower level
- Stay on the same level with goal revision
- Exit program services

Level 4 – Service Provider Contacts per Week: 2 per month

Level 4 – Frequency of Goal Progress Review: Review 90 days

Level 4 – Team Focus by Goal Area

Positive Behavior Change/Peer Relationships and Support

LINC Team will work to support client by:

- Communicating with assigned LINC providers to discuss progress and transition (program exit)
- Providing guidance in proactively addressing future challenges and setbacks
- Supporting client in making progress toward/achieving related goal in accordance with intervention plan

Lead: Street Outreach Staff, Case Manager (as applicable)

Substance Use

LINC Team providers will work to support client by:

- Communicating with assigned LINC providers to discuss progress and transition (program exit)
- Continuing to encourage participation in treatment as applicable and in accordance to client's intervention plan
- Helping client make progress toward/achieving related goal as applicable

Lead: Substance Use Professional, Probation/Parole Staff (as applicable)

Support: Street Outreach Staff, Case Manager as applicable

Counseling/Support

LINC Team providers will support client by:

- Communicating with assigned LINC providers to discuss progress and transition (program exit)
- Ensuring services are culturally responsive and trauma-informed as applicable in accordance with client's intervention plan
- Helping client make positive progress toward, or complete, related intervention plan goal
- Addressing potential future barriers to accessing the service; creating a plan for client to address these self sufficiently

Lead: Case Manager, Behavioral Health Providers

Support: Street Outreach Staff, Probation Counselor (as applicable)

Education

LINC Team providers will support client by:

- Communicating with assigned LINC providers to discuss progress and transition (program exit)
- Continuing to identify and resolve barriers to consistent school/program attendance and participation
- Helping client make a plan to address potential barriers to school/education that may arise in the future
- Discussing long term academic goals and post-secondary/college attendance
- Assisting client in working toward completion of related education goal

Lead: School Representatives, Education Providers

Support: Street Outreach Staff, Case Manager (as applicable)

Employment

LINC Providers will support client by:

- Identifying and addressing barriers to employment attainment and retention
- Helping client work toward progress or completion of related employment goal as applicable
- Communicating with current employer or job readiness provider to assess progress
- Supporting client in interest development and employment retention
- Discussing long term career goals

Lead: Employment Providers, Case Managers (as applicable)

Support: Street Outreach Staff, Probation/Parole Staff (as applicable)

Juvenile/Criminal Justice

LINC Team providers will support client by:

- Supporting client in meeting/completing requirements
- Continuing to resolve any new barriers to compliance
- Supporting positive progress or completion of client's related goal
- Celebrating client's successful avoidance of further justice system involvement

Lead: Probation/Parole Staff

Support: Street Outreach Staff, Case Manager (as applicable), LINC Team

Pro-Social Activities/Engagement

LINC Team providers will support client by:

- Revising related goal as necessary and applicable
- Supporting client's participation in activities in accordance with the goals of the client's intervention plan
- Identifying and addressing potential barriers to pursuing activities (costs, lack of equipment, etc.)
- Identifying future areas of interest or activities to pursue

Lead: Street Outreach Staff, Case Manager, as applicable

Support: LINC Team

Crisis

LINC Team members will support client by:

- Revising crisis goal as necessary and applicable

Lead: LINC Team Facilitator

Support: LINC Team

What does Level 4 Success Look Like?

The following are examples of client/provider activities during level four that indicate a client may be ready to successfully complete LINC Services:

- Assigned LINC Providers (outreach, case manager, school staff, probation, etc. as applicable) continue, or have completed service provision
- Team has actively addressed barriers to youth success creatively and proactively
- Team continues client in engaging with their identified pro-social support network
- Client is consistent, and keeps appointments with assigned LINC providers, as applicable (outreach, case management, substance use, probation, etc.).
- Client is actively participating in services and activities
- Client has successfully completed probation or other court involvement, as applicable
- Client has not had any new referrals to the Juvenile/Criminal Justice System while on Level 3
- Client has completed or made positive progress toward two or more goals during level 3
- LINC team has conducted at least one client goal progress review during level 3

Client Status

During the course of enrollment in coordinated services through LINC, clients may have various enrollment statuses. The majority of active clients are at one of the levels of service. In addition to the five levels of service, clients may also fall into two additional categories:

- On Hold – a client is placed “On Hold” when providers are not actively able to engage with them to provide services at the recommended dosage. This may be the result of several situations, including:
 - ▶ Short term incarceration
 - ▶ Inpatient treatment
 - ▶ Whereabouts unknown
 - ▶ Provider lack of capacity for new enrollment/staff turnover/transitions
- Inactive – a client is determined “Inactive” when providers are not actively able to engage with them to provide services at the recommended dosage. While “On Hold” references short term uncertainty about ability to provide services or what services to provide, an “Inactive” status indicates a more long-term lack of certainty, such as a client who will be incarcerated for up to one year.

Exiting Clients from LINC Services

The LINC team(s) will work with all young people who meet eligibility criteria to ensure they are on the right path toward achieving their goals. There are several types of client exit statuses. These include:

Successfully Completed LINC Services

Typical indications of a client successfully completing program services include:

- Client has successfully engaged and built meaningful relationships with service providers and pro-social supports, as applicable
- Client has completed each necessary level of service as applicable and determined by the team
- Client has completed goals as developed by the team and as part of the client’s intervention plan
- Client has demonstrated positive progress toward positive behavior, attitude and belief change
- Client has not recently engaged in violence or had new referrals to the Juvenile/Criminal Justice System

Client will Not/No Longer Engage in Services

Typical indications that a client will not/no longer engage in services and should be exited include:

- Client has stated they no longer want to receive or engage in services
- Client’s whereabouts have been unknown/providers have been unable to contact them for up to 60 days
- Team has revised goals, attempted different approaches that have been unsuccessful in engaging client
- Team has been unsuccessful in engaging and motivating client to engage in services and goal accomplishment
- Team has tried multiple approaches, goal/program revisions and has been unsuccessful in engaging client

For clients whom the team feels may need to be exited from services, the team will determine a pre-exit strategy to make a final attempt at re-engagement. This may include:

- Engaging a new/different LINC provider (Case Manager, alternate street outreach worker, etc.)
- Having a meaningful conversation with client about engagement in services and the potential of exit
- Revising engagement or programming strategy (ex. Try new school program, etc.)
- Meaningfully discuss barriers to engagement as a team and develop a time sensitive plan to attempt to address them (ex. Will engage in a different way for 30 days and then review and determine status)
- Strategizing for re-engagement for 14 - 45 days, at which point the team will review and determine next steps

Other Client Exit Reasons Include:

- Relocation (for safety purposes)
- Moved out of area
- Client has been enrolled in an alternative service program
- Incarcerated for 2+ years
- Client death
- Other

Appendix

What LINC is NOT:

It is important to acknowledge the sensitivity of sharing confidential information about clients with team partners. Confidentiality agreements are executed in order to protect client information and maintain integrity of the LINC process. Team members, partners and Steering Committee members acknowledge that LINC serves as a mechanism through which to coordinate existing community programs that serve shared clients- in furtherance of restorative interventions to create better outcomes for young people and families. Information sharing and confidentiality agreements are strictly upheld among LINC team members and partner agencies.

LINC Team(s) and the LINC Procedure

- LINC is **not** a resource sharing meeting to discuss current program opportunities for young people in the community; it is a case specific, individualized service coordination team that carries an active caseload and staffs clients according to LINC client service levels
- LINC is **not** an opportunity for Prosecutors to build cases against clients
- LINC is **not** an opportunity for law enforcement to gather information/profile/build cases against clients
- LINC is **not** an opportunity for law enforcement to validate gang/group membership of clients
- LINC is **not** designed to be an opportunity for members to learn only about client whereabouts and current criminal activity
- LINC is **not** a suppression based intervention, relying on the following methods to change client behavior:
 - ▶ Increased Law Enforcement contact/intervention
 - ▶ Arrest/Prosecution
 - ▶ Probation Violations
 - ▶ Increased Drug/Alcohol Testing
 - ▶ Incarceration
- LINC is **not** an opportunity for law enforcement to require team members to share information with them about enrolled clients
- LINC is **not** a partnership in which team members are obligated to share incriminating or sensitive information with law enforcement/probation or court personnel
- LINC is **not** a program in which enrolled participants become informants and are required to provide information to law enforcement

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 gang/group violence among young people. 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 posits that successful reduction in gang/group violence must be based on a theoretical understanding of gang/group violence, 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 young people 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 direct service provision to create multidisciplinary partnerships and leverage existing programs and resources to better serve the affected population.

Five 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 young people. 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.

II. Opportunities Provision

Gang/group involved young people and families need viable opportunities as a positive alternative to gang involvement and associated violence. The CGM encourages communities to establish realistic plans and strategies to provide education, training, and job prospects. 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. This Team works to provide coordinated service delivery to gang/group-involved young people 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 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 Intervention Team 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. Law enforcement works collaboratively with the Intervention Team to address safety concerns and collect data on gang related incidents consistently. Local law enforcement is also involved in ongoing gang crime data collection and analysis, joint police and community activities and continuing professional development.

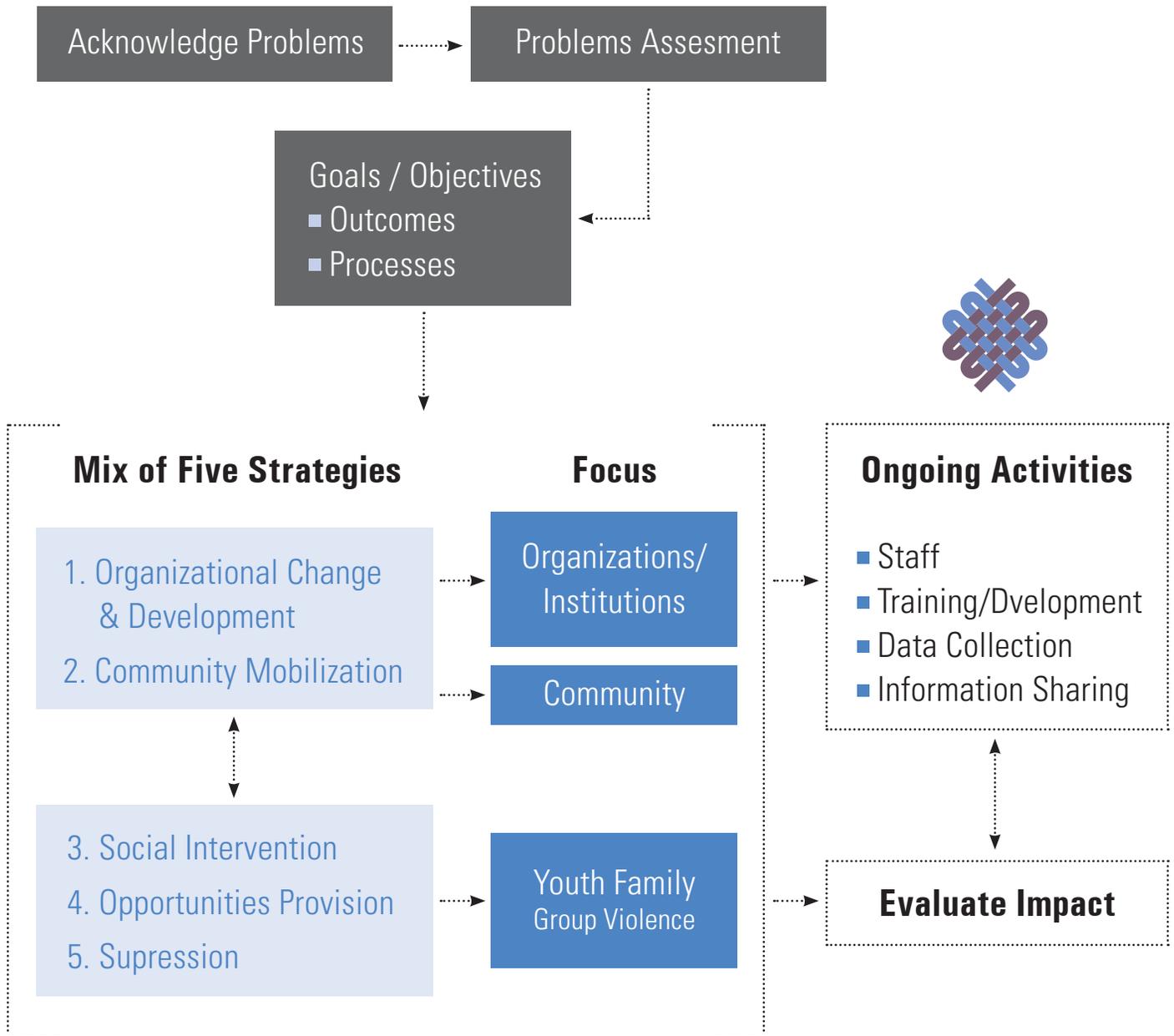
V. Organizational Change and Development

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

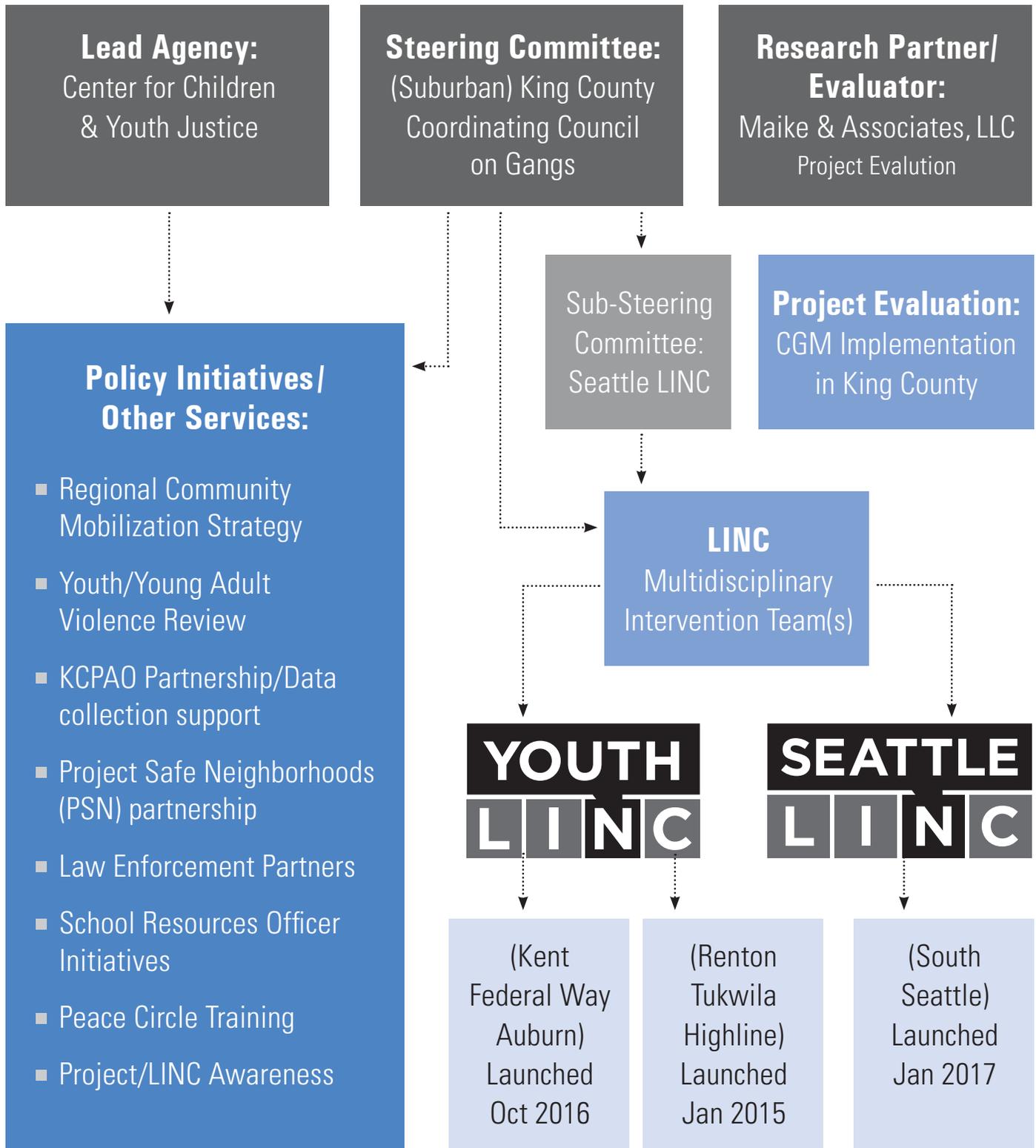
In order to successfully implement the CGM, the community must acknowledge and commit to addressing an existing gang/group violence issue. Next a lead agency is chosen and a Steering Committee comprised of elected officials, policy makers, school superintendents, community leaders, service agency directors 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 www.ccyj.org/initiatives/skcccg.

Office of Juvenile Justice and Delinquency Prevention Comprehensive Gang Model Diagram



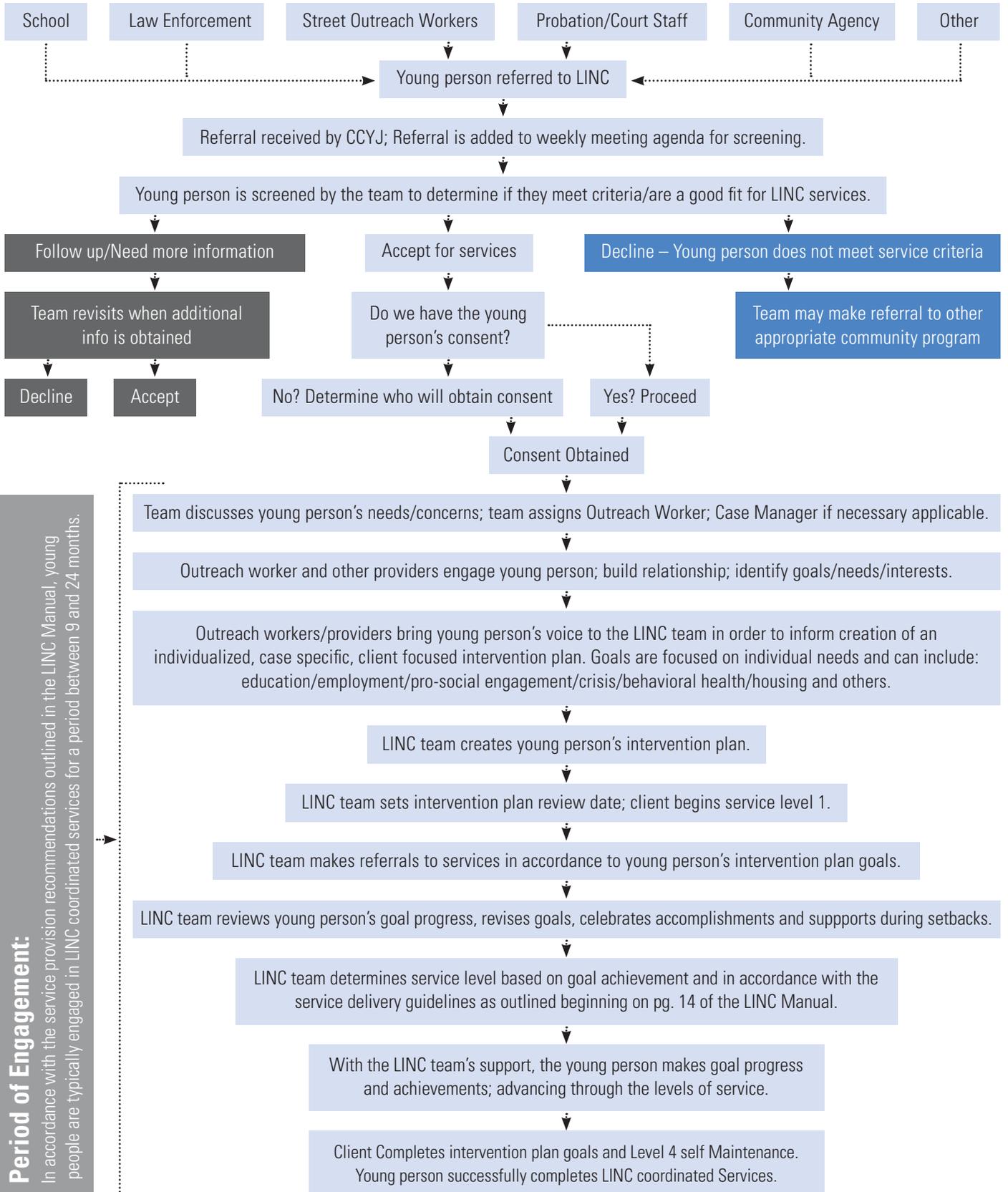
LINC/CGM Implementation in King County

The following chart indicates the governance and structure of this project in King County



LINC Team Process – Flow Chart

Referral Sources:





LEADERSHIP, INTERVENTION & CHANGE

Development of the LINC Team Manual was a collaborative effort led by Anica Stieve, Project Manager, Center for Children & Youth Justice.

Special thanks to additional contributing partners, including:

- CCYJ Project Staff
- Suburban King County Coordinating Council on Gangs & Seattle Steering Committee
- National Gang Center
- YMCA Alive & Free Program
- LINC Team Members/Agencies
- Maike & Associates, LLC

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