

## Matrix of Policy Recommendations

### Recommended Policy Actions for Federal Policy Makers

1. Development and Support of Strategic Partnerships	2. Sharing of Information, Data and Outcomes	3. Family and Youth Engagement in System design
<p>Amend the Juvenile Justice Delinquency Prevention Act (JJDPA) and the Child Abuse Prevention and Treatment Act (CAPTA) to further require cross-agency collaboration at the federal, state and local levels focused on improving outcomes for crossover youth.</p> <p>Amend the CAPTA and JJDPA to require that state plans address crossover youth issues.</p> <p>Direct current federal interagency structures to support cross-agency/cross-program collaboration to achieve better outcomes for crossover youth.</p> <p>Direct cross-agency action to support state and local targeting of delivery of services to crossover youth including demonstration grants, technical assistance and training grants.</p>	<p>Amend the JJDPA to encourage joint planning and cross-systems collaboration.</p> <p>Enforce the CAPTA requirements to gather statistics on youth who cross over from child welfare to juvenile justice.</p> <p>Mandate data sharing among child welfare juvenile justice and education systems through legislative reauthorization of CAPTA, JJDPA, the Family Educational Rights and Privacy Act (FERPA) and the Individuals with Disabilities Education Act (IDEA).</p> <p>Require review and elimination of federal barriers to data access consistent with privacy policies that protect use, maintenance, redisclosure and, ultimately, expungement of data.</p> <p>Revise Statewide Automated Child welfare Information Systems (SACWIS) requirements to facilitate virtual sharing across technological platforms, with an exemption if the data on crossover youth and youth at risk of crossing over is available through the state's juvenile justice information system.</p> <p>Fund data sharing mandates, including development, training and change management costs.</p> <p>Mandate statistics about crossover youth to be part of states' self-assessment in the CFSR during the reauthorization of the Adoption and Safe Families Act (ASFA).</p>	<p>Require the inclusion of crossover youth and families during the Child and Family Service Review (CFSR) process.</p> <p>Issue Proclamations that promote the value of family and youth involvement in policy and practice issues.</p> <p>Require the creation of an inter-agency Parent and Youth Council focused exclusively on crossover youth issues.</p> <p>Add family and youth representatives to current interagency structures/councils.</p> <p>Require meaningful parent and youth impact assessments and statements for legislative and regulatory proposals.</p> <p>Amend CAPTA and JJDPA to require family and youth participation in service planning and court proceedings at all decisions points along the case continuum.</p> <p>Require a review of funding and grant programs to create a mechanism to financially support youth and family participation at federal, state and local levels.</p>

Recommended Policy Actions for Federal Policy Makers

<p><b>4. Integrated and Coordinated Financing Strategies</b></p> <p>Require the funding of joint federal initiatives, including demonstration projects and training and technical assistance initiatives, to support the crossover population.</p> <p>Expand IV-B funding to create an additional allocation to prevent the cross over of youth from child welfare to juvenile justice.</p> <p>Require the development of financing mechanisms that allow reinvestment of savings from unused residential care days in either child welfare or juvenile justice due to the prevention of placement or reduced lengths of stay.</p> <p>Direct an examination and elimination of federal barriers, including categorical funding restrictions to training administrators, providers and key stakeholders across systems.</p> <p>Extend full, enhanced IV-E training reimbursement for staff providing services targeted at crossover youth, whether private or public employees.</p> <p>Provide fiscal incentives to states to reduce the rate of youth crossing over between the child welfare and juvenile justice systems including the development of national outcomes measures and standards to track state performance.</p> <p>Extend Medicaid eligibility to all crossover youth while in the juvenile justice system.</p> <p>Expand funding through Title V of the JJDPA to support collaborative efforts designed to prevent children and youth from crossing over.</p> <p>Extend NCLB fiscal support to youth who have dropped out of school and are obtaining a GED.</p> <p>Revise and expand current Title IV-E eligibility standards so all children and youth placed in foster care are categorically eligible for federal IV-E funding and extend this categorical eligibility to all youth who cross over to juvenile justice.</p>	<p><b>5. Jointly Developed Practice Models</b></p> <p>Fund cross-agency planning and implementation of a practice model aimed at addressing crossover youth issues.</p> <p>Require that other systems with a responsibility to serve crossover youth participate in the development and implementation of the practice model, including education, behavioral health and substance abuse treatment.</p> <p>Require technical assistance resource centers supported by the Department of Justice and the Department of Health and Human Services to collaborate on providing technical assistance on crossover youth.</p> <p>Require training for the workforce on a youth development model of practice designed to serve crossover youth.</p> <p>Fund national and regional “best practice” convenings.</p> <p>Request GAO studies to identify emerging practices, barriers and opportunities.</p>	<p><b>6. Investment in Research and Evaluation</b></p> <p>Require the development and funding of a research agenda focused on crossover youth and their families.</p> <p>Require that programs serving crossover youth are evaluated and findings are disseminated broadly.</p> <p>Provide funding for this mandate.</p> <p>Mandate the development of cost-benefit analyses by federal agencies of services and programs for crossover youth.</p> <p>Include funding for program evaluation in program grants.</p> <p>Mandate and support longitudinal studies.</p> <p>Require that research results are integrated into federal policy development.</p>
---	---	---

Recommended Policy Actions for State/Tribal Policy Makers

1. Development and Support of Strategic Partnerships	2. Sharing of Information, Data and Outcomes	3. Family and Youth Engagement in System Design
<p>Establish interagency structures to support cross-agency/cross-program collaboration.</p> <p>Require agencies to provide integrated reporting on crossover youth.</p> <p>Require agencies to plan, coordinate and monitor the delivery of integrated services along the full continuum of care.</p> <p>Require that the programs, policies and budgets of the agencies are coordinated to ensure the effective, efficient, and comprehensive delivery of services.</p>	<p>Direct executive agencies to share data about crossover youth and develop shared or integrated information technology (IT) systems.</p> <p>Direct a review and elimination of agency administrative barriers to sharing data, consistent with appropriate privacy policies.</p> <p>Direct a review and elimination of barriers created by state statute and regulation, consistent with appropriate privacy policies.</p> <p>Require the collection, reporting, and monitoring of crossover statistics.</p> <p>Require the production, reporting, and monitoring of measures of repeat maltreatment and rates of adolescent maltreatment.</p> <p>Direct a review of all possible funding options for shared or integrated IT systems, including pooled or blended agency funding.</p> <p>Require that crossover youth be included in the building of state National youth in Transition Database (NYTD) tracking systems.</p> <p>Modify judicial “bench books”, which provide guidance to judges, to include information for judges about the sharing and utilization of child welfare, juvenile justice and education records in developing joint case planning, management and service delivery.</p>	<p>Require the inclusion of crossover youth and families during the Child and Family Service Review process.</p> <p>Issue Proclamations that promote the value of family and youth involvement in policy and practice issues.</p> <p>Require the creation of an inter-agency Parent and Youth Council focused exclusively on crossover youth issues.</p> <p>Add family and youth representatives to current interagency structures/councils.</p> <p>Require meaningful parent and youth impact assessments and statements for legislative and regulatory proposals.</p> <p>Consistent with the recommendation for federal amendments to the Child Abuse Prevention and Treatment Act (CAPTA) and the Juvenile Justice Delinquency Prevention Act (JJDP), require family and youth participation in service planning and court proceedings at all decision points along the case continuum.</p> <p>Require a review of funding and grant programs to create a mechanism to financially support youth and family participation at the state and local levels.</p> <p>Establish or strengthen parent and youth legislative advisory councils, and ensure representation form the crossover population, to provide recommendations and review legislative and budget proposals.</p> <p>Establish or strengthen parent and youth boards, and ensure representation from the crossover population, to advise the Governor at regular intervals on family and youth policy and budget development.</p>

Recommended Policy Actions for State/Tribal Policy Makers

3. Family and Youth Engagement in System Design (Cont.)	4. Integrated and Coordinated Financing Strategies	5. Jointly Developed Practice Models	6. Investment in Research and Evaluation
<p>Establish or strengthen parent and youth advisory committees to the child-serving agencies, and ensure representation from the crossover population.</p> <p>Require that agencies provide leadership opportunities for parents and youth within agency workgroups and committees that allow them to encourage and direct the development of agency problems and policies.</p> <p>Require that all programs and policies become youth and family centered, focused on the development of supports that meet the needs identified by families and youth.</p> <p>Create an ombudsman function to include a focus on crossover youth issues.</p>	<p>Direct agencies to develop coordinated methods of funding to support services either at the micro level (e.g. a child's service plan) or at the macro level (across agencies).</p> <p>Direct agencies to review and establish funding flexibility across programs, agencies, and categorical funding streams including decategorization, pooling and braiding resources.</p> <p>Direct the alignment of funding to support programs aimed at crossover youth and their families.</p> <p>Mandate the development of joint/shared outcomes and accountability measures related to these funding strategies.</p> <p>Require program planning and development aimed at crossover youth.</p> <p>Provide match money for systems support.</p>	<p>Require that agencies adopt and implement a written practice model that addresses crossover issues.</p> <p>Require that agencies' practice models are developed with key partners at the table, including families and youth.</p> <p>Support and provide training for judges and court personnel, legislators, school officials and agency staff on the agency's practice model.</p> <p>Embed elements of a practice model in Executive Orders.</p> <p>Require from jurisdictions an integrated local planning process and a written plan for crossover youth.</p>	<p>Require the development and funding of a research agenda focused on crossover youth and their families.</p> <p>Require that programs serving crossover youth are evaluated and findings are disseminated broadly. Provide funding for this mandate.</p> <p>Mandate the development of cost-benefit analyses by state agencies of services and programs for crossover youth.</p> <p>Include funding for program evaluation in program grants.</p> <p>Mandate and support longitudinal studies.</p> <p>Require that research results are integrated into state policy development.</p> <p>Require and fund research agendas in partnership with universities and researchers to answer questions related to service delivery to crossover youth and their families.</p> <p>Ensure that research findings are aligned with funding opportunities.</p>

## Recommended Policy Actions for Local Policy Makers

1. Development of Support of Strategic Partnerships	2. Sharing of Information, Data and Outcomes	3. Family and Youth Engagement in System Design
<p>Establish or identify existing organizational, governance, and decision-making structures to support cross-agency/cross-program collaboration and joint assessments of resource and service needs. Examples include joint planning committees and service delivery teams.</p>	<p>Direct agencies and contractors to share information.</p> <p>Provide local match for information technology (IT) systems.</p> <p>Identify all funding options for shared or integrated IT systems including requiring agencies to share or blend funding.</p> <p>Engage law enforcement and school superintendents/boards in information sharing including research and statistics.</p>	<p>Require the inclusion of crossover youth and families during the Child and Family Service Review process.</p> <p>Issue Proclamations that promote the value of family and youth involvement in policy and practice issues.</p> <p>Require the creation of an inter-agency Parent and Youth Council focused exclusively on crossover youth issues.</p> <p>Add family and youth representatives to current interagency structures/councils.</p> <p>Require meaningful parent and youth impact assessments and statements for legislative and regulatory proposals.</p> <p>Consistent with the recommendation for federal amendments to the Child Abuse Prevention and Treatment Act (CAPTA) and the Juvenile Justice Delinquency Prevention Act (JJDP), require family and youth participation in service planning and court proceedings at all decision points along the continuum.</p> <p>Require a review of funding and grant programs to create a mechanism to financially support youth and family participation at the state and local levels.</p> <p>Establish or strengthen parent and youth legislative advisory councils, and ensure representation from the crossover population, to provide recommendations and review legislative and budget proposals.</p> <p>Establish or strengthen parent and youth boards, and ensure representation from the crossover population, to advise local policy makers at regular intervals on family and youth policy and budget development.</p> <p>Establish or strengthen parent and youth advisory committees to the child-serving agencies, and ensure representation from the crossover population.</p>

Recommended Policy Actions for Local Policy Makers

<p>3. Family and Youth Engagement in System Design (cont.)</p>	<p>Require that agencies provide leadership opportunities for parents and youth within agency workgroups and committees that allow them to encourage and direct the development of agency programs and policies.</p> <p>Require that all programs and policies become youth and family centered, focused on the development of supports that meet the needs identified by families and youth.</p> <p>Create an ombudsman function to include a focus on crossover youth issues.</p>	<p>4. Integrated and Coordinated Financing Strategies</p>	<p>5. Jointly Developed Practice Models</p>	<p>6. Investment in Research and Evaluation</p>
<p>Require that agencies provide leadership opportunities for parents and youth within agency workgroups and committees that allow them to encourage and direct the development of agency programs and policies.</p> <p>Require that all programs and policies become youth and family centered, focused on the development of supports that meet the needs identified by families and youth.</p> <p>Create an ombudsman function to include a focus on crossover youth issues.</p>	<p>Direct budgeting across programmatic silos (cross-program budgeting).</p> <p>Define desired local outcomes for crossover population and track these over time as they relate to cross-program budgeting.</p> <p>Require local planning for serving crossover youth to include:</p> <ul style="list-style-type: none"> <li>-Current expenditures to serve crossover youth and their families.</li> <li>-Current expenditures to prevention crossover placements.</li> <li>-Shorten lengths of placements when they occur and promote a successful return to family, education/vocation and community.</li> </ul> <p>-Develop strategies to redirect current expenditures to produce better and more timely outcomes, where appropriate.</p> <p>-Identify strategies to recoup savings and areas for reinvestment.</p>	<p>Require integrated planning regarding crossover youth and their families.</p> <p>Require that agencies track outcomes specified in the integrated plan and broadly disseminate these results.</p> <p>Require local agency efforts to address the issues of crossover youth and their families.</p> <p>Sponsor local colloquia, panels and other forums for discussion regarding crossover youth issues and systems integration.</p>	<p>Require that data is collected and that agencies participate in research.</p> <p>Require the alignment of research findings with funding opportunities and program development.</p>	

Recommended Policy Actions for Court and Agency Policy Makers

1. Development and Support of Strategic Partnerships	2. Sharing of Information, Data and Outcomes	3. Family and Youth Engagement in System Design
<p>Co-locate staff and programs.</p> <p>Cross train across all allied agencies, including staff, managers, and judges.</p> <p>Establish or identify existing structures to support cross-program collaboration for identification of crossover youth, service delivery (e.g. multi-disciplinary service teams) and case planning (e.g., court-program collaboration).</p> <p>Coordinated cross-agency development and use of joint youth and family assessments.</p> <p>Court order joint recommendations from child welfare and juvenile justice.</p> <p>Develop hiring guidelines that require youth development expertise for staff positions working with adolescents.</p> <p>Collaborative with university partners to embed youth development theory, policy and practice in graduate and undergraduate curricula.</p> <p>Develop memoranda of understanding (MOU's) between agencies to eliminate barriers and foster closer working relationships.</p>	<p>Develop system indicators of prior child welfare or juvenile justice involvement for youth entering either system starting at the point of referral, arrest or detention.</p> <p>Develop protocols and MOU's governing how data are shared, stored, re-disclosed and expunged.</p> <p>Use court orders when necessary to mandate records sharing.</p> <p>Develop and track outcome measures and support ongoing information quality assessment programs.</p> <p>Track the incidence and prevalence of maltreatment, by age and over time (risk population for crossing over).</p>	<p>Encourage families, broadly defined, to become involved in system design and implementation.</p> <p>Develop and cultivate a meaningful family representation on Advisory Boards that review policies, procedures and proposals.</p> <p>Provide training for family members on court proceedings, educational procedures, case planning and placement decisions. This training should include advocacy skills and appeals processes.</p> <p>Ensure that all case plans are family and youth driven, including an educational/vocational plan grounded in a strengths-based, current assessment.</p> <p>Ensure that youth are adequately represented by counsel.</p> <p>Ensure that families and youth are adequately represented in educational proceedings.</p> <p>Require that, as appropriate, all crossover youth and their families attend all court hearings and are meaningfully involved in that process.</p> <p>Require customer satisfaction measures across all programs.</p>

Recommended Policy Actions for Court and Agency Policy Makers

4. Integrated and Coordinated Financing Strategies	5. Jointly Developed Practice Models	6. Investment in Research and Evaluation
<p>Develop a joint reinvestment strategy with all stakeholders, including families and youth.</p> <p>Co-locate staff, equipment, etc. to strengthen cross-program support of work with crossover youth and their families.</p> <p>Quantify the downstream costs of crossover youth and potential savings.</p> <p>Fund and create opportunities for joint training.</p>	<p>Require the specification of a discrete practice agenda for crossover youth in the agency's practice model.</p> <p>Align hiring practices and staff development efforts with the model of practice.</p> <p>Communicate the practice model to all staff, stakeholders, youth and families served.</p> <p>Collaborate with university partners to embed elements of the practice model in graduate and undergraduate curricula.</p> <p>Coordinate state plans across child welfare and juvenile justice and other allied agencies.</p> <p>Support interdisciplinary training of elements of the practice model across allied agencies.</p> <p>Develop and track outcome measures.</p>	<p>Identify a research agenda for crossover youth and families.</p> <p>Create an infrastructure to support research or collaborate on research on crossover youth.</p> <p>Actively engage in and sponsor research and evaluations to better understand strategies and programs that are effective with crossover youth.</p> <p>Create research protocols and Institutional Review Board processes to facilitate and streamline approvals for research.</p> <p>Capture results of program effects and work proactively to contribute to emerging practices with crossover youth and their families.</p> <p>Modify practice models based on research results.</p> <p>Remove confidentiality barriers to sharing court and school records.</p>