Request for Applications
OJJDP Center for Coordinated Assistance to States
Multi-System Collaboration
Training and Technical Assistance Program:
Building an Infrastructure for Reform
Request for Application Contents

Section 1. Background and Overview................................................................. 1
Section 2. Who Should Apply for Training and Technical Assistance .................. 1
Section 3. About the Multi-System Collaboration Training and Technical Assistance Program .... 2
Section 4. Multi-System Collaboration Training and Technical Assistance Program Expectations... 4
Section 5. About the Center for Coordinated Assistance to States .......................... 4
Section 6. Application Information........................................................................ 5
Section 7. Jurisdiction Selection Process ................................................................ 7
Section 8. Application Checklist and Key Dates...................................................... 7
Section 1. Background and Overview
One of the challenges of serving at-risk youth is determining how to effectively deal with the multiple systems with which they are often engaged, e.g., child welfare, education, law enforcement, behavioral health, and juvenile justice. Typically youth who have these multiple points of contact have a history of maltreatment and trauma; experience significant educational challenges; are more likely to face disparate treatment on the basis of race, gender, and sexual identity; have high levels of exposure to community and family violence; and suffer from untreated mental health needs and substance abuse issues.

Youth involved with multiple systems are a high-need population who require systems and organizations to work together in a collaborative manner to realize improved outcomes. However, changing entrenched practices, policies, and behaviors presents a myriad of challenges. Human service, justice, and other agencies often lack understanding of each other’s functions and organizational relationships that support integration and collaboration.

In support of this work, the Center for Coordinated Assistance to States (CCAS), through funding from the U.S. Department of Justice, Office of Justice Programs, Office of Juvenile Justice and Delinquency Prevention, is offering communities an opportunity to apply for the Multi-System Collaboration Training and Technical Assistance (MSC-TTA) program. This program, offered at no cost to participants, will assist multi-disciplinary teams in developing a stronger infrastructure to improve system processes and outcomes for at-risk youth and youth involved in multiple systems.

States, tribes, territories, local governments, and community agencies and organizations participating in this program will benefit from having:

- Knowledge about the infrastructure required to engage in multi-system reform;
- A better understanding of their multi-system operations;
- Support and clear direction to produce a multi-system strategic plan designed to mitigate the identified issues; and
- A connection to resources and content experts to assist in mobilizing their efforts.

By the end of the program, sites will have developed a focused action plan to address a specific topic related to at-risk or multi-system youth within one of the three areas of practice delineated below in Section 2. Action plans will utilize the resources and tools provided during training and technical assistance sessions to guide jurisdictions in their continuing work following the MSC-TTA program.

Section 2. Who Should Apply for Training and Technical Assistance
States, tribes, territories, local governments, and community agencies and organizations that wish to improve outcomes for youth and families, seek to enhance multi-system processes, and are committed to and/or have a history of cross-system collaboration are encouraged to apply. This includes jurisdictions that are working to further develop objectives for their multi-system work or could benefit from support on clearly defined objectives around the following areas of practice:

1. Enhancing the continuum of prevention efforts related to delinquency through a multi-system lens.
2. Developing a multi-system response to youth who have crossed over or are at risk of crossing over between one or more systems of care (e.g., child welfare to juvenile justice or behavioral health to juvenile justice).
3. Improving multi-system responses to the growing needs of older multi-system youth as they approach adulthood.

As noted above, sites will focus their work and develop an action plan during the MSC-TTA program addressing one or more of these three areas of practice.

The MSC-TTA necessitates a commitment of leadership to support system change that will bring multi-system collaboration to fruition. Having leadership from the family court, child welfare, juvenile justice, law enforcement, behavioral health, and education is paramount to addressing the unique needs of youth entrenched in multiple systems. For purposes of this program, the expected level of collaboration begins with the completion of the MSC-TTA application. Demonstrated commitment from other partners is also strongly encouraged during the application process and may be expected as part of the MSC-TTA efforts, depending on the initiative. The submitted application must reflect the commitment by leadership from the family court and juvenile justice and child welfare agencies, as well as other key leaders needed to oversee the project being proposed by the applicant. Other recommended partners might include, but are not limited to, law enforcement, behavioral health and education. Working jointly to develop the application, identify target area for improvement, and clarify roles and responsibilities will greatly increase the chances of success in this system change process, as well as more effective outcomes for multi-system youth.

Section 3. About the Multi-System Collaboration Training and Technical Assistance Program

The administration of the Multi-System Collaboration Training and Technical Assistance program will be led primarily by the Georgetown University McCourt School of Public Policy’s Center for Juvenile Justice Reform (CJJR) in conjunction with its CCAS partners. The jurisdictions selected to participate in the MSC-TTA will comprise a cohort of up to six sites that will participate in distance learning TTA that is informative, instructional, and interactive. This cohort of sites will engage in a six-month developmental process that will assist them in better understanding their jurisdictional issues related to serving multi-system youth.

In the beginning of the program, sites will identify a topic related to at-risk or multi-system youth that will be the subject of a focused action plan (to be developed during the program). The ideal topic will involve a specific population at-risk of involvement or involved in multiple systems; have measurable outcomes that can be tracked over time; and have multi-system solutions such as policy changes, improved cross-systems infrastructure, funding agreements, or other codified multi-agency agreements. Examples of topics include, but are not limited to:

- Youth dually involved in the child welfare and juvenile justice systems;
- State-level collaborative undertakings targeting multi-system youth (e.g., “Children’s Cabinets”);
- Out-of-home placement mobility and school/housing instability;
- School-based diversion programs;
• Involvement of youth with behavioral health issues in juvenile justice and/or child welfare systems;
• Community reentry for incarcerated youth; and
• Early identification of trauma and/or behavioral health issues.

Applicants may select a topic from the above list or develop their own topic that is relevant to their jurisdiction. Once a topic of interest has been defined, sites will select one or more of the three areas of practice listed in Section 2 (i.e. prevention, systems crossover, older youth) to focus their efforts. Over the course of the MSC-TTA program, sites will develop their action plan to address their topic of choice as it relates to the confirmed area of practice.

To assist in the development of a jurisdiction’s focused action plan, the MSC-TTA will provide a series of technical assistance activities on a variety of topics; all designed to build on one another. Sites will be expected to incorporate these TTA topics into their action plans. TTA will be provided through topic sessions that consist of webinars, conference calls, and individualized team assistance as needed. All sessions will help jurisdictions incorporate research and best practices into their multi-system collaboration. MSC-TTA topics will include:

1. **Leading Systems Change** - This session will focus on providing an understanding of the need for cross-systems reform based on a review of the outcomes for youth who are involved with multiple systems. It will highlight the need for a core leadership team to embark on this cross-systems reform, focusing on the various types of leadership and how they impact collaboration. It will also provide a framework for assessing strengths and limitations of leadership initiatives and approaches.

2. **Systems Mapping** - This session will provide an overview of how to conduct a mapping of current systems and highlight how using this information in concert with data can lead to a better understanding of how systems work with youth and families. This session will identify the key areas of decision-making and case practice that system partners can target to enhance service delivery.

3. **Essential Steps for Information Sharing Across Partnerships** – This session will help jurisdictions understand what data sources are available, and what kinds of information partners need to better serve youth in multiple systems. The webinar on this topic will include, among other resources, information on the implementation of the Children, Youth, and Family Services Domain of the National Information Exchange Model; adoption of the Global Standards Package for data exchange; and National Juvenile Information Sharing Initiative’s (NJIS) Governance Guidelines.

4. **Empowering and Strengthening Relationships with Youth and Families** - This session will focus on the critical need have families and young people at the core of a strength-based case practice model and engaged in the system change effort. It will explore practical ways that jurisdictions can do this by providing examples of effective collaborations with youth and families.

5. **Utilizing Data to Understand Population Trends** - This session will address how sites can utilize their data to better understand trends in the population of youth being served by multiple agencies. This will include discussion about various data sets and how to migrate data between systems. The Results-Based Accountability framework will be introduced to jurisdictions as a proven method to measure change on the individual case and system level.
6. **Conducting Cross-Systems Assessment and Planning** - This session will address the various types of assessments that youth serving systems utilize and explore mechanisms to better align the assessment process to the benefit of youth and families.

7. **Improving Communication between Youth Serving Agencies** - This session will focus on the development of a pro-active multi-system communication strategy related to the planned system reform effort.

The MSC-TTA offers a developmental process which requires the selected sites to engage in a series of activities that focus on identifying existing barriers to partnership development and information sharing, understanding how youth are served in various contexts, acknowledging how agency culture impacts change, challenging the role of leadership and empowering others in the change process, and identifying ways to truly partner with and empower youth and families.

**Section 4. Multi-System Collaboration Training and Technical Assistance Program Expectations**

Once sites are selected for the program, they are required to identify and articulate an issue related to multi-system youth within the three areas of practice noted in Section 2, around which they will then use the MSC-TTA to develop an action plan. The program mandates that sites are actively engaged in the distance learning TTA process that includes completion of various pre-work and follow-up assignments through a routine schedule of:

- Collaborative topical webinars to explore and discuss multi-system issues (topics listed in Section 3);
- Facilitated conference calls that provide an opportunity for sites to discuss their successes, challenges, and barriers; and
- Individualized TTA to address site-specific challenges.

The TTA will typically follow a schedule of one webinar and one conference call each month. Sites are expected to participate in individual team meetings outside of these TTA events in order to develop their projects and focused action plans.

**Section 5. About the Center for Coordinated Assistance to States**

Through funding from the U.S. Department of Justice, Office of Justice Programs, Office of Juvenile Justice and Delinquency Prevention, the American Institutes for Research (AIR), Georgetown University McCourt School of Public Policy’s Center for Juvenile Justice Reform (CJJR), and the Council of Juvenile Correctional Administrators (CJCA) have partnered to form the Center for Coordinated Assistance to States (CCAS). While the CCAS provides a variety of TTA supports to jurisdictions across the country (as enumerated below), in this instance CCAS coordinates the delivery of TTA to states, tribes, territories, local governments, and community agencies and organizations looking to improve outcomes for at-risk youth and youth involved in the juvenile justice, child welfare and related systems of care.

The broader range of TTA areas on which CCAS focuses includes:

- Delinquency Prevention, Intervention, and System Improvement
- Maximizing State Advisory Group Impact
- Evidence-Based Approaches in Detention and Commitment
- Information Sharing, Dually-Involved Youth, and Systems Improvement and
- Emergency Preparedness

CCAS provides TTA using a variety of mechanisms, such as coaching, on-site training, toolkits, issue briefs, webinars, mentoring, establishing communities of practices, and brokering resources.

For more information on CCAS and its partnering organizations, please visit the following websites:

- CCAS: http://www.ojjdpccas.org
- AIR: http://www.air.org
- CJJR: http://cjjr.georgetown.edu
- CJCA: http://cjca.net.

Section 6. Application Information
Applications are to be submitted by 11:59 p.m. (in applicant's local time zone) on Friday, September 11, 2015. The application document must be downloaded and submitted online at:

http://cjjr.georgetown.edu/msc-tta-application-form/

Applicants must provide the required information and answer the application questions in the provided document available at the above web address. Please adhere to the following guidelines while completing this application document:

- Be sure to write your response to each section in the provided space in the application document.
- Do not submit an application in excess of six printed pages, single-spaced, and size 12 font including a cover page noting the jurisdiction name and application point of contact.
- Include page numbers in your application document.
- It is recommended that the electronic document be in PDF form, but Microsoft Word documents are also accepted.

When responding to the following application questions, ensure that your responses reflect a multi-system perspective. Each question will be scored individually and contribute to an overall application score, therefore it is important that each question is answered completely. The overall application score will be considered by members of the CCAS organization and MSC-TTA consultants when selecting the jurisdictions to participate in the MSC-TTA program.

1. Briefly describe the agencies and/or organizations applying for the MSC-TTA (e.g., state, tribe, territory, local government, and community agencies and organizations).

2. Briefly describe the specific site that will be the target of the multi-system work (e.g., state, tribe, county, city, community). Please include information such as the location, population size, and other demographic information that is important to note about the site.

3. Briefly describe the site’s family court, and child welfare and juvenile justice agencies, including type of organization, size, client population, county/state/tribal administered. For
example, the juvenile justice system may be state-administered and the child welfare system may be county-administered.

4. Briefly describe the site’s education, behavioral health, and law enforcement agencies, including their structure and the population they serve.

5. Indicate why the site is interested in participating in this program by describing the multi-system issue related to juvenile justice on which it wishes to receive TTA. Explain why the site considers this issue to be important, what it hopes to achieve, and note any special challenges faced by the partner agencies and organizations in addressing the identified issue. When describing the multi-system issue on which the site is interested in working, specify which of the three areas of practice mentioned in Section 2 (i.e., prevention; systems crossover; and/or older youth) this issue touches.

6. Indicate which of the following stakeholder groups in the site will participate in this collaboration:
   - Behavioral Health (Mental Health and Substance Abuse)
   - Child Welfare
   - Community Providers and Advocates (e.g., Youth and Family Advocates)
   - Court Appointed Special Advocates (CASAs)
   - Education
   - Family Court
   - Guardians Ad Litem
   - Juvenile Justice
   - Law Enforcement
   - Attorneys (Dependency and Delinquency)
   - Other (Please describe)

7. Describe any child-, youth- and family-focused multi-system collaboration in which the site has engaged and the outcomes achieved as a result. Include any TA that the site is presently receiving or due to receive that is related to the problem you want to address.

8. Describe the site’s ability to gather and analyze data from multiple agencies, including the use of any existing multi-system databases.

9. Describe the site’s strengths with respect to collaboration and identify particular areas on which the site would like to improve.

10. Please provide additional information not covered above regarding your site that is relevant to the review of your application as a participant in the MSC-TTA.
Additional Information to Be Submitted with the Application

Provide the following information (this information is excluded from the page limit):

- Names, titles, organizations (using full names, rather than acronyms), telephone numbers, and email addresses of the primary authors of the application;
- Names and email addresses for the lead family court judge, and child welfare and juvenile justice agency directors; and
- Name, title, email address, and phone number for the primary point of contact during the application process.

Section 7. Jurisdiction Selection Process

1. Informational Call

CJJR will host an informational call about the MSC-TTA for those sites interested in applying on August 10, 2015 at 2:30 pm EDT. The call-in number is 1-866-910-4857 passcode: 863624#. Applicants are encouraged but not required to participate on the call.

2. Application Submission


A panel consisting of CCAS organizations and MSC-TTA consultants will review the applications. The criteria for selecting jurisdictions will include:

- A demonstrated commitment by the site to addressing issues through multi-system collaboration, including any past collaborative efforts;
- Evidence of the commitment of leadership from the site’s family court and juvenile justice and child welfare agencies, as well as other key leaders needed to oversee the project being proposed by the applicant (the strongest applications will include evidence of participation by all stakeholder groups listed in Section 6 - Question 6); and
- Clarity and completeness of responses to the application questions.

3. Notice of Acceptance

On September 18, 2015 up to six sites will be notified of their acceptance to the MSC-TTA program. Those notices will be sent via email to the identified parties on the application by 5 pm EDT. All selected sites must be available to participate in the first webinar scheduled for September 29, 2015 at 2:30 pm EDT.

Section 8. Application Checklist and Key Dates

- Participate in informational call on August 10, 2015 at 2:30 pm EDT
  - Call-in number: 1-866-910-4857; passcode: 863624#
Applicants are encouraged but not required to participate

- Submit completed application by September 11, 2015 at http://cjjr.georgetown.edu/msc-tta-application-form/
- Receive notice of selection decision on September 18, 2015 by 5 pm EDT
- Participation by site’s leadership team in initial webinar for selected jurisdictions on September 29, 2015 at 2:30 pm EDT

All inquiries regarding the MSC-TTA should be directed to Sam Abbott via email at sca40@georgetown.edu or via phone at 202-687-7765 or Macon Stewart via email at macon.stewart@georgetown.edu or via phone at 336-323-7332.

To learn more about the Center for Juvenile Justice Reform’s role in the Center for Coordinated Assistance to States, please visit our website at http://cjjr.georgetown.edu/our-work/center-for-coordinated-assistance-to-states/