

Coordinating Council on Juvenile Justice and Delinquency Prevention Meeting
December 6, 2023
Washington, D.C.
1:00 p.m.–4:00 p.m.

Coordinating Council Meeting Participants

Liz Ryan, Administrator, Office of Juvenile Justice and Delinquency Prevention, and Vice Chair, Coordinating Council on Juvenile Justice and Delinquency Prevention

Julie Herr, Designated Federal Official, Office of Juvenile Justice and Delinquency Prevention, Coordinating Council on Juvenile Justice and Delinquency Prevention

Adam Tierney, Detention & Deportation Officer – National Juvenile Coordinator
U.S. Immigration and Customs Enforcement

Amiyah Davis, Project Coordinator, Center for Juvenile Justice Reform at Georgetown University’s McCourt School of Public Policy

Ana Hageage, Chief of Staff of the Employment and Training Administration, Department of Labor

Andrea Bizzell, Workforce Research Analyst, U.S. Department of Labor

Bonita Williams, National Program Leader, Division of Youth and 4-H, USDA National Institute of Food and Nutrition

Deborah Spitz, Group Leader, Teachers, Leaders, and Special Populations
Office of School Support and Accountability (SSA), U.S. Department of Education

Kellie Blue, Associate Administrator for the Youth Justice System Innovation Division, OJJDP and Co-Chair, Programs and Practice Subcommittee of the Coordinating Council

Jennifer Kemp, Department of Labor, Division of Youth Services

Liz Simons, Chair of the Board, Heising-Simons Foundation and Marshall Project

Lourdes Rosado, President and General Counsel, LatinoJustice

Kristen Kracke, Associate Administrator for the Policy Division, OJJDP and Chair, Policy Subcommittee of the Coordinating Council

Mark Patterson, Administrator, Kawailoa Youth and Family Wellness Center

Maria-Lana Queen, Department of Housing and Urban Development, Office of Public and Indian housing.

Mary “Tib” Campise, Associate Director for Child Youth and Advocacy, Department of Defense

Michael Mendoza, Director of Advocacy, Anti-Recidivism Coalition

Miranda Lynch-Smith, Deputy Assistant Secretary of Human Services Policy, U.S. Department of Health and Human Services

Nataki McMurray, PhD, Office of National Drug Control Policy

Rebecca Zornick, Deputy Director of the National Mental Health and Substance Abuse Policy Laboratory, Substance Abuse and Mental Health Services Administration

The Honorable Renee Rodriguez-Betancourt, Judge, 449th District Court, Hidalgo County, Texas

Shaina Vanek, Senior Policy Analyst, Consumer Financial Protection Bureau

Sonali Nijhawan, Director, AmeriCorps State and National

Welcome and Opening Remarks

Administrator Ryan welcomed participants and reviewed the September 2023 meeting in Houston. She spoke of the wide range of programs and services available to youth at The Opportunity Center, which was once a secure detention facility and is now a hub of support services for youth. Youth can access employment opportunities, training, counseling and case management, and more. No single agency or organization can meet all the needs of every young person, and that is why strategic partnerships are essential. Partnerships can be complicated, and Harris County is a prime example of the successes a community can have when a community when agencies and organizations collaborate. We pull our expertise and resources to serve youth. Administrator Ryan noted that she will continue to look for similar opportunities so that the Council can visit and learn from successful experiences. This allows us to build our knowledge base and will inform Council deliberations and shape our efforts to increase the range of multi-disciplinary services available to the young people we serve.

Administrator Ryan said that when youth receive the needed support and can take advantage of growth opportunities, they are less likely to engage in delinquent behaviors and have a much higher chance for success.

Administrator Ryan mentioned that the Council will hear from two panels of experts with a wealth of experience in the juvenile justice system. They are all experts in juvenile justice. We have asked them to respond to two questions:

- How can Federal agencies enhance the coordination of services for you to help ensure young people never enter the juvenile justice system?
- How can the member agencies coordinate to increase youth access to opportunities and services and decrease barriers so that justice-involved youth have the best chance of success in their home and in their communities?

The Council is posing the same questions to people in the youth justice field. Administrator Ryan encourages participants to tell us what you think. There is [a unique page](#) on the Council's website to share feedback. The responses we receive and the feedback we hear today will inform the Council's report to Congress and the President. Last fall, a panel of justice-involved young people joined us and described very frankly the difficulties they faced in the system and the barriers they encountered and overcame as they re-entered the community and rebuilt their lives. Their wisdom continues to inform us. When young people take the time to share their insights, we must listen.

The Administrator thanked the members of the Council's Policy subcommittee and the Programs and Practice subcommittee. These subcommittees meet monthly in between the full Council meetings, and they are further evidence of their commitment to our young people. They spend time examining strategies that the Council can leverage as it strives to create just policies and build communities. Subcommittee work is essential to realizing the Council's objectives.

We voted at the April Council meeting in favor of cosponsoring the November 2024 National Conference. The Programs and Practice subcommittee will update the full Council on that event. Council members and practitioners introduced themselves.

The first panel consisted of Vincent Schiraldi, Secretary, Maryland Department of Juvenile Services; Susan H. Badeau, Family Engagement and Trauma Expert, Author, Parent; Angela Chang, Hamilton County Public Defender; Robert Rodemeyer, Cook County State’s Attorney’s Office, Supervisor, Juvenile Justice Bureau, Child Protection Division; Kyla Woods, CEO, Klover Strategies

Community Voices: Improving Access to Supports, Services, and Opportunities for Justice-Involved Youth and Youth At Risk of Justice Involvement – Part One

Vincent Schiraldi

Secretary Schiraldi opened by saying we are at a crossroads in juvenile justice. We are faced with critical decisions about whether we can continue with what is both effective and just, or if we allow political momentum to reverse decades of progress. He mentioned the term “superpredator,” coined in the 1990s, to define a new breed of youth for whom violence was inherent in their nature and suggested that these youth are not worth saving, and in fact it is not possible to save them. The concept of the “superpredator” was entirely false.

The stigma of the superpredator term was felt more severely by youth of color, particularly Black youth, who were incarcerated at higher levels than their White peers.

The “superpredator” concept might be resurfacing as juvenile crime is becoming part of the everyday news cycle.

The Federal government can use its immense resources to send a message across the country that we must move forward. The Federal government has the power to convene stakeholders and hold hearings to start a national conversation about what is really happening regarding youth crime, what we can do about it, and why we must stay on the course of progress in juvenile justice.

The Federal government can put forth a national road map for the country to achieve better outcomes in juvenile justice, which include defending good policy from rollbacks and advancing additional reforms that can make a positive impact on youth crime rates, such as increasing investments in restorative justice and credible messenger programming.

Grants and funding are great, but in addition to money, practitioners and organizations need to know the right way to handle kids when they run into the law.

Secretary Schiraldi offered suggestions for the following agencies:

Department of Education

- Ensure that schools inside of juvenile facilities (both pre- and post-adjudication) are adequately funded and held accountable to providing the educational services to which youth are entitled.
- Support and hold state education agencies accountable for ensuring that local school districts and/or juvenile justice agencies fund, staff, and resource schools on par with community-based schools.
- Hold school districts and juvenile justice agencies accountable for important educational benchmarks such as attendance, credit accumulation, and state-level testing results.
- Ensure that students returning from confinement have access to appropriate, high-quality schools by prohibiting schools and school districts from refusing students from returning to their previous school.

Department of Labor

- Encourage and approve state Workforce Innovation and Opportunity Act (WIOA) waiver requests that incentivize local Workforce Investment Boards (WIBs) to serve justice system-involved youth in their youth programs.
- Provide more explicit guidance to state and local WIBs on how to overcome the barriers to enrolling and serving justice-involved youth under the WIOA youth program.
- Identify and promote best practices on how to collaborate with justice system partners and serve this population more effectively.

Susan Badeau

Ms. Badeau noted that she joined the meeting today to represent the voices, strengths, and needs of the parents and family members of the half a million children who cycle through the juvenile justice system each year. She has traveled the country listening to the voices and life experiences of parents and other family members of justice-involved young people for decades, up to and including the past 6 months when she interviewed family members as part of her consulting role with OJJDP's Youth and Family Partnerships Workgroup. Ms. Badeau became a parent to justice-involved youth 40 years ago and she has raised 75 young people through adoption and foster care.

She noted that she attended a similar meeting 12 years ago and made recommendations; nothing was done. Action needs to happen now.

Ms. Badeau spoke about the following five themes:

1. Families love their children and want them to be safe and thriving in all life domains.
2. Problems that start in one domain (for example, trauma, health concerns, loss of housing, or special educational needs) often are connected to problems in other life domains.
3. Families who seek help often get misdirected or fall through the cracks because they have "come to the wrong place" for the kind of help they need—focusing on housing rather than mental health, or transportation rather than education. They may not know where to turn when they have multiple needs. When families can get the right supports at the right time, justice involvement will significantly decrease.

4. Children thrive best when they are securely attached, economically secure, safely housed, well-fed, recipients of the right kinds of health and education, experience a sense of connection and belonging in their family and community, and have crisis supports to cope with grief, loss, and trauma.
5. Children and families thrive best when all these services and supports are provided by people they can relate to and connect with—people representative of their community, culture, and values.

Ms. Badeau offered the following three recommendations for the Council to consider.

- Establish a national family information and peer navigation clearinghouse, with state affiliates.
- Institutionalize leadership roles for families.
- Work together to address individual and collective/historic trauma.

Angela Chang
Re-imagining safety

Ms. Chang talked about how systems fail youth. She had a client who needed therapy and intensive attention in school, and he did not get it. He was pushed out of school for disciplinary issues instead of getting counseling. She said that the system of reactive measures the juvenile legal system takes do not work to prevent contact with the system, and too often they fail to support the success of the youth who do enter the system. She noted that the majority of the youth she represents are Black and Brown even though people of color make up about a third of the county's population. Their neighborhoods are the most policed and do not have safe, affordable, and stable housing.

She spoke about the theme of youth being punished for normative youth behavior. The system is reactive and restrictive. Children need to experiment, explore, and make mistakes. Black, Brown, and Indigenous youth do not have that chance. They are policed wherever they go.

Children must be safe in their communities to thrive and be successful, and Ms. Chang asks for help “to reimagine safety.” True safety is achieved when communities have the necessary resources for children to thrive—places where they can access food, employment, education, transportation, and medical services.

Ms. Chang submitted the following recommendations to member agencies.

- Consider collaborating to create community centers at the neighborhood level in the most system-impacted communities to provide one-stop services to youth and families, and also providing support and incentive to prioritize training and employing local individuals with similar lived experiences as the youth in the community.
- Prioritize funding programs that support interagency collaboration to reduce the stress of children and families who must navigate multiple systems and services.
- Consult the communities being served on how services and resources are delivered to their neighborhoods.

Department of Justice & OJJDP:

- Shift a portion of the funding and resources that are currently funneled to law enforcement, incarceration, and other reactive programming models towards programming models that are community based, hyper-localized, and provide streamlined and rapid response behavioral health services.
- Enforce existing standards set for carceral systems and policing to reduce overuse and misuse of these system, thus freeing up resources for more preventative services.
- Provide more funding to youth defense, the only part of the reactive system that is dedicated to protecting youth and advocating for their rights, to support holistic defense models and strong advocacy.

Department of Education

- Support schools by providing more counselors, social workers, intervention specialists, free meals, extra-curriculars, and after-school activities.
- Support schools in providing quality education to youth in detention centers and enforce educational standards in facilities where youth are incarcerated.
- Incentivize creation of more of the above support services in schools over the use of school policing.
- Incentivize the equal distribution of resources to neighborhood schools in large urban school districts so children can access quality education and needed services where they live, thus reducing transportation barriers to treatment, sports, and recreation.
- Encourage individuals that wish to pursue careers in the above education-related roles through financial support and training.

Department of Health and Human Services:

- Support free and accessible community-based healthcare and behavioral healthcare.
- Support service delivery models that utilize technology or have neighborhood based operations to provide expedited intake processes and quick access to health care and mental health services.
- Incentivize connecting families involved with social services to local support services over sending children away from families to treatment facilities.
- Provide training to enhance social services workers' understanding of how to support youth who are involved in both the social services and juvenile court systems.

Department of Housing and Urban Development:

- Ensure housing is environmentally safe.
- Invite other governmental agencies to create communities with easy access to food, transportation, education, medical services, workforce development, etc.
- Eliminate bans on housing for youth with delinquency charges/adjudications.
- Support civil legal service agencies that can advocate for families in housing crises.

Department of Agriculture:

- Support free school meals.

- Eliminate food deserts by partnering with council member agencies to bring healthy food choices to neighborhoods.

Department of Labor:

- Incentivize employers to pay livable wages, provide insurance, and paid time off.
- Support employing people who have lived experiences in the carceral system.
- Collaborate with member agencies to increase meaningful workforce development opportunities in for youth in their neighborhoods.

Department of the Interior:

- Provide funding for communities to create safe and accessible play and recreation spaces for children.

AmeriCorps:

- Send AmeriCorps members into neighborhoods most impacted by the criminal and juvenile legal systems to talk to families and identify community specific needs, identify any existing community organizations already trusted within the community, and act as liaisons to bring additional services and resources to the community.
- Send AmeriCorps members to establish the neighborhood-level community centers to coordinate services in a one-stop service model, and to train community members for employment at the community centers.

Drug Control Policy and SAMHSA:

- Support community-based addiction services that can be accessed for free and without court involvement.

Robert Rodemeyer

Empowering youth alongside their families and communities

Mr. Rodemeyer began by stating that juvenile justice prevention requires coordinated services implemented well before a youth's initial contact with law enforcement. He said that young people need to be built up and placed in a position to stand up against many negative influences. He noted that our youth require positive stable support, and families and communities should have the resources necessary to guide young people.

We can we empower our youth and place them in a position to succeed.

Effective programming should foster strong positive attachments and promote mentorship. To ensure community buy-in:

- Programs must be authentic and cognizant of historical trauma and distrust.
- Organizations should be locally run by community members whose leadership and staff are reflective of the community.
- Activities should be attractive and of interest to young people while also providing them with lifelong pursuits and a sense of identity.

Mr. Rodemeyer spoke about positive peer groups and programming that focus on social skills. Fostering a sense of community and identity requires wraparound services, which the Council has previously recognized. Programming should work to incorporate families. He pointed out that frequent staff turnover and the use of short-term interns undermines the development of community relationships. He recommended that resources should be used to attract high-quality staff and encourage long-term commitments.

The juvenile justice system should also be trauma responsive. The system must not forget the youth who are involved, but at the same time it must pursue justice on behalf of victims. The juvenile justice system must also recognize that many of these children are involved in multiple systems.

To promote a response that is empathetic to juvenile and their needs, juvenile justice judges, attorneys, probation officers, clinicians, and service providers should receive training around adverse childhood experiences and the impact of trauma on a young person's decision-making. The juvenile justice system would benefit from an understanding of the impact the youth's upbringing had on the decisions they made. Mr. Rodemeyer stated that dual system youth programs and collaboration among agencies can eliminate communication gaps, reduce redundancy, and allow agencies to capitalize on each other's experiences.

*Kyla Woods, CEO, Clover Strategies
Resource-rich, Coordination-poor*

Ms. Woods advocates for a multifaceted approach to respond to the needs of youth and young adults. She is a youth justice advocate with lived experience. Ms. Woods notes that many metropolitan areas are resource-rich, but many are also coordination-poor. This can lead to bureaucratic and duplicative procedures that can be discouraging and confusing.

She notes the siloes that are often present regarding youth justice system.

Ms. Woods said that when considering the long-term success of justice-involved youth, we must not only respond to the vulnerabilities they face, but we must identify and build the capacity-protective factors that exist in their communities. Investing in community-based organizations that build resilience and social connection for youth and families is key to achieving a system that helps youth.

Finally, Ms. Woods believes that Council member agencies can greatly benefit from using *non-punitive community-based organizations, justice-impacted youth, and families* to reimagine prevention. She notes that interventions will vary, but collaboration with youth, families, and communities will have a long-lasting impact on the youth-serving agencies and the individuals who have leveraged their systems knowledge to build resilience.

Questions and Answers for the First Panel

Lourdes asked Secretary Schiraldi to indicate what is the one thing he wants the Council to take away from his testimony. He said that organizations and agencies can raise the issue that youth

crime is not as bad as what we see in the media. Asking for extra money is great, but we need help with messaging.

Liz Simons commented that children need assistance before they get into the system; we need to support families upstream. She asked if panelists could speak to the recommendations on how the Council can do that and how to handle that outside of the system. She asked for strategies the Council needs to think about.

Secretary Schiraldi said that he has 1,500 kids in his case load; some are on probation or in after care. Forty-two have been shot or have shot someone. We sit down with those kids, in what is called the Thrive Academy, and they have a life coach that has formerly been incarcerated. They are able to have a respectful conversation about the ramifications of gun violence, both in terms of harming themselves, harming others, and going to prison. Being respectful is important, but we offer what we call “a suitcase for success,” which includes:

- Money to send kids to college if they want to go to college.
- Money to stipend work, so if they want to become a mechanic, we will pay a mechanic to employ them.
- Money to move them and their families if they are in danger.

Mr. Schiraldi noted that kids in his program carry guns because they think everyone else is carrying. The panel nodded in agreement. The program is not trying to take guns away from them. If they take guns away, the kids will leave the program because they think they will be the only person not carrying a gun.

Maria-Lana, a UDC alum, mentioned to Ms. Woods that she is looking for opportunities to engage young people with lived experiences. She asked Ms. Woods if she has recommendations for the Council for a more coordinated approach to young people with lived experiences.

Ms. Woods noted that fellowships are a wonderful opportunity because fellowships allowed her to increase her systems knowledge. It is difficult to fully grasp the ecosystem if you are not in it. She recommended the agencies on the Council develop a fellowship program.

Ms. Badeau agreed that internships and fellowships are valuable. She also brought up the idea of an information clearinghouse. She said that families seek help, whether it be medical, school needs, mental health, housing, etc. Families often do not know where to turn; they just know they need help. If families have a child in crisis, they might not know what they need or where to start.

Ms. Chang added that if these services are in the communities where they are needed the most, and we load the funding and resources to build up the trusted community members, then we could impact the entire stream.

Ms. Woods noted protective factors. If a child has anger issues, that child can get into a boxing class for anger management. They get rid of anger but also learn to be in a community and build

resilience. Programs can be free or low cost. If they know there is a cost they will not want more information.

Lourdes noted that when the Council was in Houston, members spoke about a lack of transportation being a huge barrier and caused kids to violate probation.

Ms. Chang agreed that it is an issue; giving bus cards does not meet the needs of communities. She asked the Council to think about how many things can go wrong just trying to catch a bus across town. Further, it might take a 90-minute bus ride for a 15-minute appointment.

Miranda asked about collaborative challenges between juvenile justice and child welfare, and juvenile justice and behavioral health. She asked panelists to highlight some opportunities for agencies and organizations to think about in terms of how they could close collaboration gaps so that justice-involved youth needs are met and they can get back to their communities.

Mr. Rodemeyer noted that in Chicago, there is a group that meets once a month to address challenges in serving the population. These meetings address redundancies as well as information gaps and to break down silos. He notes that the meetings have been effective and that trauma checkpoints could prove helpful. A foster parent might not have information concerning the youth in their homes. They do not know how to meet the youth's needs. He mentioned that having trauma checkpoints throughout the juvenile justice system where entities can capitalize on clinical staffing and involving youth. Sharing information but taking into consideration privacy issues can help multiple systems operate with the same information for affected youth. This would also help to eliminate communication gaps. The case worker would have access to the youth's file and keep track of what is happening throughout the process.

Nataki noted that one of the challenges is the siloed approach. She asked how can we collaborate and integrate services in a way that helps us show that it is better to work together without losing the money, that we can show multiple outcomes from programs that are more integrated in a way that allows us to continue our funding. There is better justification for continuing to work in an integrated way rather than in siloes.

Ms. Woods suggested that one way is to fund that organization and have it tied to their dollars. Have it be a goal or a coordinated plan that must be delivered.

Ms. Badeau said that programs and systems do not heal trauma, people and relationships do. It comes down to supporting the people who do the work. She noted that foster parents do not feel like a parent, they feel more like a traffic cop with case managers. She suggested having a single case manager—and not the parent—deal with multiple systems.

Mr. Rodemeyer added that requiring the prosecutor and the judge and the legal system to have a rotation within the child protection system before going into juvenile justice would enable them to develop that sense of empathy and to understand social welfare issues. Requiring trauma-responsive training for judicial officers who are hearing these kinds of cases because a lot of times judges in the juvenile justice arena come from a criminal mindset.

Judge Betancourt asked for recommendations on working with agencies to prevent youth from entering dual or multiple systems. She asked what kinds of early childhood services will help teach parents the effects of what happens when a child endures some type of traumatic situation. She asked for guidance and recommendations to working with other Federal agencies.

Mr. Rodemeyer noted that he benefited from the Erikson Institute in Chicago. They have an extensive fellowship program that brings in judges, prosecutors, judicial officers, and lawmakers to examine the benefits of early childhood education and the zero-to-three time period. <https://www.zerotothree.org/> has done a lot of research on these programs and has worked with families and implemented the programs.

The second panel consisted of Steve Anjewierden, Chief of Police Services (retired), Training Director, iCHAMPS Crime Prevention Center; Laura Broyles, Director of the Office of Standards for Prevention and System Improvement, Oklahoma Office of Juvenile Affairs; Ernestine Steward Gray, Retired Juvenile Court Judge, Orleans Parish Juvenile Court; and Kari Rumbaugh, Deputy Administrator, Juvenile Probation Services Division, Nebraska Administrative Office of the Courts and Probation

Community Voices: Improving Access to Supports, Services, and Opportunities for Justice-Involved Youth and Youth At Risk of Justice Involvement – Part Two

Steve Anjewierden

Mr. Anjewierden noted the importance of the role of law enforcement in preventing youth from entering the juvenile justice system. Police officers come into contact with youth every day, and they can have a significant impact on the lives of young people. Interactions can be positive or negative. Officers encountering youth in non-criminal situations should be maximized to create positive relationships between law enforcement and youth. Officers seek outcomes that foster behavior change, not punitive action.

He noted there are three areas of focus:

1. Law Enforcement Training
2. Law Enforcement Partnerships
3. Law Enforcement Internal Policies

His written testimony provides greater detail.

Training for law enforcement officers can significantly reduce youth arrest and prevent youth from entering the juvenile justice system. Training officers on the teen brain will help officers understand how youth think and can keep officers from criminalizing regular youth behavior. He noted that community service providers should be included in the trainings so that law enforcement officers become familiar with the services provided, build relationships with community members, and better navigate the referral process.

Law enforcement should partner with institutions and community-based organizations to increase the options for youth while also increasing protective factors. Partnerships can be used

to prevent youth from entering the juvenile justice system, but they can also be used with youth who are already involved in the justice system.

Finally, Mr. Anjewierden said that law enforcement agencies can implement internal policies to improve the quality of professionalism among officers, improve the relationship with the community, and uphold the safety and well-being of both community and law enforcement officers.

Laura Broyles

Removing Barriers and Creating Pathways to Success for Youth, Families, and Communities

Her written testimony provides greater detail.

Ms. Broyles presented recommendations for improving coordination of services that were developed from personal experience and conversations with partners, colleagues, staff, and the youth and families she and her agency serves.

Her recommendation focus on education and training, cutting red tape and removing barriers, obtaining vital documents, and hiring youth engagement coordinators.

Education and Training

Ms. Broyles recommends that pathways for collaboration across systems at the local, state, and national levels be created and supported, with guidance provided specifically to state administrators, teaching them how to embed the Juvenile JDP into every aspect of the juvenile justice system.

Cutting Red Tape and Removing Barriers

Barriers can often be created unintentionally from policies, rules, and legislation. Ms. Broyles recommends cross-agency collaboration and listening sessions be conducted to review policies and rescind or amend those that prevent access to resources, beginning with review of the Department of Labor Training and Employment Guidance Letter No. 23-14.

Obtaining Vital Documents

Ms. Broyles noted that as youth transition to adulthood, youth must have access to their vital records to obtain employment and a driver's license, for example. To do this, they need an original birth certificate and Social Security card. Ms. Broyles recommends examining the barriers to obtaining interstate and state vital documents. She also recommends providing a pathway for states to obtain vital documents through interstate collaboration and supporting states to develop the infrastructure needed to implement statewide and interstate data systems designed to streamline resources for youth and families.

Hiring Youth Engagement Coordinators

Ms. Broyles recommends providing assistance to juvenile justice systems that will assist them with identifying a pathway to hire a permanent youth engagement coordinator to support, engage, and strengthen youth voice in the review, development, and implementation of policy, practice, and programs within the juvenile justice systems.

Ernestine Steward Gray, Retired Juvenile Court Judge, Orleans Parish Juvenile Court, Collaborating for Positive Messages and Better Outcomes

Judge Gray's written testimony provides greater detail.

Judge Gray said that juvenile judges across the Nation make important decisions every day that change—even transform—the lives of children, youth, and families. Furthermore, children learn what they live. She emphasized that it is our obligation and responsibility to ensure that the messages we send are messages of hope and promise.

Government agencies, organizations, and courts must adapt and evolve. Judge Gray noted that we cannot rely on outdated and ineffective practices that perpetuate racial inequalities, stigmatize youth, and fail to address the root causes of delinquency. She said that agencies and organizations must implement and continue to develop evidence-based practices and protocols that promote anti-racism and anti-classism.

She suggested eradicating the “at-risk” label. It is stigmatizing and has negative implications because of its deficit-based approach. It creates an expectation of failure.

In order for the nation's juvenile judges to be the most effective, Judge Gray suggests they need the following:

- Practices that promote racial equity.
- Access to research findings.
- Consensus around probation reform.
- Redirection of expenditures towards effective solutions at the front end of the system.
- Understanding of adolescent development.

Judge Gray also noted that a major problem is siloed budget funding. She said there should be greater flexibility in funding and that incentives should be provided to member agencies for shared problem solving and collaboration. Judge Gray offered the following suggestions to foster a positive environment for children:

- Focus on strengths and potential.
- Use empowering language.
- Involve the children in the process.
- Educate and train caregivers and educators.
- Create supportive and inclusive environments.
- Collaborate with communities and families.

Judge Gray concluded that we must send messages of hope and promise to our children, not messages of negativity and condemnation.

Kari Rumbaugh, Deputy Administrator, Juvenile Probation Services Division, Nebraska Administrative Office of the Courts and Probation

Ms. Rumbaugh's written testimony provides greater detail.

In 2013, Ms. Rumbaugh noted, Nebraska launched juvenile justice reform by passing significant legislation that focused on two essential elements: reducing the number of youths in out-of-home placement and reducing the number of youth made wards of the state for the sole purpose of receiving funding for services.

Ms. Rumbaugh encourages the Council to consider the following, especially through the lens of young people on probation:

- Support local communities to identify their own needs, as well as provide them training and technical assistance to create services and programs that can prevent youth from entering the juvenile justice system.
- Cultivate highly skilled probation officers who receive specialized training, especially focused on youth and family.
- Prioritize evidence-based and best practice resources to enhance supervision and service access.
- Create opportunities for positive youth development by promoting a youth's individual strengths.
- Promote local and national evaluations and technical assistance focused on best practices, as well as implementation.
- Provide clear measures for how to represent data and reporting, which demonstrates evidence of fidelity.

Questions and Answers for the Second Panel

Lourdes noted the tension between making sure that we are using evidence-based practices to serve youth and their families, but not thwarting innovation that rises up from the community. In the past, we subjected kids to things that were proven to be harmful, like military style boot camp and "scared straight" programs. Data show that those tactics actually increase recidivism. She noted that it is important not to do more harm. Innovation comes from community. She asked the panelists if they have ideas for balancing that.

Judge Gray mentioned grassroots initiatives are valuable for individual connections with kids. We cannot expect community members to volunteer their time without support.

Administrator Ryan asked the panel what kinds of incentives would be helpful to ensure that funding gets to the community and that communities are involved. Panelists spoke about community involvement and the involvement of young people.

Mr. Anjewierden said that a challenge with law enforcement is for them to hear what the community has to say. Some community members do not have faith or trust in law enforcement, but law enforcement has to keep trying and building relationships until there is common ground. The Denver police department has a program called the Correlates of Crime, which is a program to try to understand that there are often reasons underlying the challenges that people have that

can lead to crime. Young officers find out quickly that the challenges are often too big to fix by themselves, and that is where community involvement comes into play.

Ms. Rumbaugh provides insight from a probation perspective. She said that incentives should be individualized. Nebraska has a tangible incentive program for youth and another program within that program was started after hearing from probation officers that youth need individual and specific things. For example, someone moving into independent living might need a microwave, or someone might need transportation to get to work, and a bike would be helpful.

Ms. Broyles said that listening to what the community needs and then support the community at the government level—funding, for example. That support helps communities build their infrastructure.

Judge Gray said that in this work, we have to bring police and the community together. Many communities do not trust the police, and there is reason for that. Experiences between community members and the police have not been great, but Judge Gray noted that that does not mean that great relationships cannot be built. Rebuilding trust is important.

She continued, noting that the only way we can address the needs of families that are facing issues is to coordinate and collaborate.

Shaina asked what are the ways that would help the Federal government to articulate better when we hear policy recommendations and ideas from youth and family that we serve. She asked how to help the community see that they created that change. She asked how to promote that.

Ms. Broyles said to make community members the subject matter experts. It is powerful when they make a recommendation on a specific policy and they can see that change or they see a program being developed from the recommendation. It makes a difference when they see that the government is responding to community's needs.

Ms. Rumbaugh added that feedback loops are important because they let communities know that they are being heard. Promoting them as the expert who helped implementation is beneficial.

Ms. Broyles mentioned the subject of compensation, like an allowance.

Council Reflections: Input and Key Takeaways to Inform Council Action

Administrator Ryan asked Council members to reflect on what was heard today, during the meeting in Houston, and during the meeting at Department of Labor earlier this year. We also heard from young people with lived experience talking about their recommendations in the October 2022 meeting.

Maria-Lana loved the idea of local law enforcement agencies, schools, and case managers working together for vulnerable youth. All agencies in school systems learn to work better with youth who have been in the justice system.

She supports the idea of removing the “at-risk” terminology. It does make a huge difference. As Federal agencies, we have the ability to do that. We can deliver the message to say that we are moving in this direction, and hopefully others will follow.

Judge Betancourt noted the language about requiring police departments to do some kind of trauma-informed training when they are applying for funding. The police agency will implement the training and the training is required to receive funding.

Michael mentioned that we are hearing the “superpredator” term all over again but in different ways. We hear the term “psychopaths,” and that kind of terminology impacts the work that has been done. It would be great to acknowledge the wins while keeping communities safe and encouraging elected officials and policy makers to continue on the right path. Michael commented that having a national roadmap would be helpful. It feels like every State is trying to figure things out on their own.

Maria-Lana said that trauma trainings are great, but we need to look at how these systems are trauma informed. We have been doing a lot of work around that and we will continue to talk about family engagement and family networks. At the Federal level, we focus on youth and adults, but we are missing that family voice. She thinks this Council could do a great job focusing on the family voice in addition to the child’s and adult’s voices.

Liz Smith echoed the emphasis on language, including the word “delinquency” in “OJJDP.” She wants the Council to remain focused on evidence based research and data. All too often, promising practices are left out because community organizations do not have the money to pay for the research. She wants the Council to think about better ways to bring in these programs. Funding breeds funding.

Miranda mentioned the idea of getting to a place where we all are working toward shared goals of our youth. Can we work toward shared well-being outcomes and what do they look like? We want to demonstrate that we are contributing to healthy development of youth.

She continued by speaking to the conversations about programming silos. There are funding silos and system silos. She said that the Council can put spotlights on the communities that are breaking through and are succeeding at providing community-based services that serve people’s needs. We can develop a toolkit to show people how it can be done.

Sonali appreciated the reference to spotlights. There are many spotlights and the spotlight also needs to be on practitioners, so they can see how people have navigated the work. This is a critical way to get information outside of this Council. She wants to figure out ways to prioritize collaboration and cultivate trust between stakeholders.

Lourdes recalled the themes of “reduce, improve, reinvest” from the Council meeting in Houston. Reduce the number of kids who come into contact with the system; reduce the number of kids put on probation; reduce the number of kids who are detained; reduce the number of probation conditions that kids have to go through. To do that, public safety should be reimaged as well as the public’s conception of what drives public safety.

Deborah spoke about keeping kids in their communities and in their homes. She noted that several people mentioned records management and data sharing. We serve kids in and out of school systems and in and out of different systems. It is difficult to track how kids are doing because we cannot track them and we do not want labels to follow them. We want to balance privacy with the need to share data and records.

Nataki mentioned the various best practices, the various technical assistance and training centers, and resource centers that all of our agencies have access to and that we promote for our interests. A lot is happening, but not many practitioners, providers, and committee members know they exist or can access the resources. How can we better share across agencies? Workforce development and investment could help. People who do the work are the most connected to youth. Raise the profile of those who do on-the-ground work. Incentivize the work. We can learn from each other's lived experiences. How can we learn from others?

Mark noted the need to put out a positive message. We might not have the time and resources to promote the good work. The media and political perception is that imprisonment reduces crime. The biggest threat to reform is the political and the media's perception that prison equals a safe environment that lowers crime, but we ignore the socioeconomic issues.

Judge Betancourt said that when it comes to juvenile justice system, there is so much more we can do. We want to do everything we can for our kids and we want to help other States. She noted, "we can sit here and talk fancy words all day and say everything we want to say, but what are we doing and how are we getting it done?"

Council Business: Subcommittee Reports and Recommendations

Programs and Practice Subcommittee

The Coordinating Council on Juvenile Justice and Delinquency Prevention's Programs and Practice Subcommittee has met two times—October 25 and November 20—since the last full Coordinating Council meeting on September 19, 2023. The subcommittee gained new participants and now includes a total of twenty-seven members, representing eleven federal offices, one independent organization, and six practitioners from the field.

Discussions over the course of the subcommittee's two most recent meetings have focused on planning for the 2024 OJJDP National Conference on November 19–21 and developing its goals and objectives. The subcommittee has identified nine potential tracks and a track focused on the Coordinating Council for the National Conference. The subcommittee seeks the Council's approval of these tracks. Council voice vote: unanimous approval.

Policy Subcommittee

The Coordinating Council on Juvenile Justice and Delinquency Prevention's Policy Subcommittee has met two times since the last full Coordinating Council meeting on September

19, 2023. Monthly meetings were held on October 19 and November 16. The committee includes a total of fifteen members representing six Federal agencies and five practitioners from the field.

During the last two meetings, members examined statutory language that focuses on the goals of the Coordinating Council and prioritized its five objectives. The subcommittee identified objective 1—Examining legislation/regulation/organizational policy—as its first priority. As a result, subcommittee members agreed to collect and build a strong repository for legislative and regulatory information.

Sarah Meehan joined the subcommittee as a Presidential Management Fellow. She wants to find the colliding factors between juvenile justice and the agencies and organizations represented on the subcommittee. She is identifying and analyzing the gaps within core legislation and agencies as well as the gaps within some of the agencies' plans. Sarah has been examining how different agencies define the wording around juveniles, dual-system youth, and system-involved youth, which will help subcommittee members when reviewing legislation and future policies. It will help members understand what agencies are referencing when discussing topics related to juveniles.

The report from the subcommittee was approved unanimously by the Council.

Wrap Up and Adjournment

The meeting adjourned at approximately 3:30 p.m.