



FY 2022 OJJDP Administrator Topic-Specific Listening Session: Serving Young People at Home, in Their Communities, With Their Families

July 6, 2022 | 11 a.m.–1 p.m. ET

Breakout Room Notes

1. What does it mean to you to serve young people at home with their families and in their communities?

a. Do you have specific examples of implementing community-based alternatives and involving families in the treatment of youth?

- I don't know if I have a specific example, however, the first thing that comes to my mind after 30 years working with youth and families, is that juvenile justice agencies need to work with other welfare agencies in their community. I know locally, 70 percent of the justice-involved youth are also receiving services from child welfare organizations, mental health services, or other community placement programs.
- There is a huge crossover population between foster kids and juvenile justice-involved kids.
- I agree, but I would like to add that we should ask families and youth what it is they need. There are often simple solutions we tend to overlook or haven't considered.
- Thank you for your comments. Of course, listening to those involved is crucial for future program development.
- At its core, it's about meeting youth where they are. When we go into a home, we create an opportunity to build trust and rapport, which gives the youth an opportunity to be transparent and to show us who they are in their most comfortable setting. It also allows the youth to truly feel like themselves.

b. Do you have specific examples of implementing community-based alternatives and involving families in the treatment of youth?

- I think the system needs to meet people where they are at. The system tends to focus on the juvenile and doesn't address the totality of their circumstances. I don't disagree with the use of needs assessment tools, but I think they tend to put people in a box and not incorporate harm reduction models. In my opinion, a harm reduction approach tailored to youth, facilitated by people in their community that look like them and have lived experience would be helpful. I do a lot of harm reduction work in my community, and I see that youth need to have someone they can connect with, not an authority figure.
- I would like to follow up to that comment and add programs should overlap with family services. Juvenile justice agencies tend to be siloed; they need to take a more holistic approach.
- We need to address the needs of the youth, the social determinants of health, educational equity in all areas. Agencies need to take a more holistic approach, meeting folks where they are at in these areas, getting feedback from those impacted. Those closest to the problems are the ones closest to the solutions.
- We need to stop reacting to an event and promote family health and welfare starting at the earliest possible point when families are struggling.
- Wraparound services, multisystemic therapy (MST), functional family therapy (FFT), community-based organizations that specialize in culturally specific healing practices. Partnering



government with community-based organizations to make sure that we build sustainable informal support.

- Taking an individualized approach. What works for one kid may not work for another. Including the family in those decisions is also important. Utilizing best practices as incentives is beneficial. Kids have different interests, and incentives may motivate kids to change their behavior and do things differently.
- From a legislative and systemwide point of view, there are states where it is against the law to remove youth from their homes and could be categorized as a misdemeanor. In other states and under certain circumstances, this is the norm. There is not a one size fits all for this approach and it is important to recognize that.
- There is a real emphasis on things like MST, FFT, and evidence-based alternatives to incarceration programs. The only challenge was that sometimes these strategies excluded community-based programming, local expertise, credible messaging programs, and peer mentorship. It would be nice to focus our efforts on strategies for community-based programming. There were some programs that baked these strategies into the MST or FFT model. For example, there was a collective understanding of linear progression of successful completion of the program for youth. Also, staff understand that there will be times when young people may not meet the expectations. Now, we're left wondering how to implement a plan so that success and failure is a dichotomy and young people aren't failing out of the programs and ending up back into detention and incarceration.
- When intervening in a young person's life, we enter an entire new family dynamic which includes parents/guardians, siblings, grandparents, and in-kin. The notion of keeping the child in their communities must start with a deep appreciation for recognizing the child is not a moving piece, and our interactions change that family in some way, and it's something we need to be cognizant of as we care and nurture youth.
- OJJDP could assist the field by expanding its reach and finding more evidence-based practices. A special focus on positive youth development is desired. Community groups also need help with codifying their practice that makes it consumable by government. For example, a lot of the terms such as MST/ FFT may not be digestible, and officials can miss that. OJJDP can assist by publishing digestible content to the field. Webinars and trainings that can help decision makers in the community, schools, and elected-officials level gauge a better understanding of evidence-based community programming.
- Direct file cases and underage arrests are the two drivers for incarceration in the Deep South. When advancements are made on the legislative front, they can lead to a high tick in crime, and officials will use that data to raise the age or other implications to keep youth incarcerated. In direct file states, prosecutors are leveraging their roles to make these decisions. On the spectrum of serving youth at home, in the South, states don't have as many options or robust support. They don't have many juvenile facilities, so youth are pushed into adult prisons. That said, this could be a potential opportunity for OJJDP to utilize community-based solutions and champion that. For example, make more funding available in southern states, build out the resources and having those resources available so the states can use them.
- Current best practices often are not enough because they do not focus on the family.
- Basic needs should be prioritized. Many of these families have food insecurity, lack basic housing, they are in survival mode. They need those needs addressed first. Schools also need to be involved in addressing these needs.



- Services need to be culturally competent; agencies need to understand what it means to be culturally competent not just use the terms. Policies should include culturally competent language that is understandable to the communities they serve. The system needs to do a better job hiring individuals who are representative of the community.
- We know from communities of care and other systems that focus on early prevention that you need to implement a full system of support to be successful. Federal, state, and local government funding and support need to align to provide clear support for these systems and adequate funding. There needs to be greater support for systems to do well. We know evidence-based programs provided in the right context are effective, we know OJJDP supports and provides funding for evidence-based programs. OJJDP can be a bridge builder or help state and local governments prioritize and fund evidence-based programs.
- Homegrown evidence-informed programs do not have the funds to hire an evaluator or the structure of support to determine a program is evidenced based. Additional funding is needed but also support to develop the appropriate evaluation model. Government agencies aren't keen on hiring people with criminal records. I think if there was an effort to hire more people who have had system involvement, they could provide technical assistance to government agencies and be the connection to the community.
- As a person that has gone through all the programs—and I can say cognitive behavior therapy did help me change my way of thinking and address issues—but I need to develop a trusted relationship with someone before I could fully understand and apply it to my life.
- We have a local community board where youth are referred to at the point of arrest, the board engages them and their families; wraparound services are provided. If the youth does not reoffend within six months, the charges are dismissed. I understand, these programs are typically not seen in lower socioeconomic communities, but have been doing it here, and it's expanding, we are in the process of evaluating the outcomes.
- In my experience, when we think about alternatives, there is often a lack of resources. In my state, we have many youth in rural areas that do not have access to services. Throughout the state, we have several different evidence-based programs but there are parts of the state that do not have any providers. It's difficult for youth to get transportation and they often lack access to technology.
- I would echo that comment. State institutions have been looking to house youth in their communities, but often rural communities do not have appropriate services to keep them in their community. Often program funding is tied to specific outcomes, which are not sustainable for these organizations, or they shift services to meet the needs of the funder not the youth who need services in the community.
- One challenge I see is a lack of experts to address family needs. We have been talking about diversion and keep youth in their communities, but we need to understand permanence, we need to understand family in different ways and other housing options. Lack of family may lead to poor outcomes.
- I think one big issue is the 2-part question regarding race and ethnicity. Some systems track both well, but some systems do not track ethnicity. Not accurately track race and/or ethnicity leads to a lack of provider funding, limits implantation of best practices, and impacts how we determine the need for programs. In addition, we need to provide funding for longer periods of time to have a true impact; most grants are limited to one or two years.
- We need to stop reacting to an event and promote family health and welfare starting at the earliest possible point when families are struggling.



2. What are some challenges the field is currently facing when trying to serve young people at home with their families and in their communities?

- Loss of many clinicians and providers during COVID.
- Following eight years of a progressive-led administration, the state now has a conservative-led administration, so there has been extraordinary change. Finding ways to present the needs of children that speak to the fiscal side of things has been the biggest challenge. Also, fighting the narrative to put school resource officers in every school. The governor has already allocated funds for legislation to add school resource officers in schools. The state department of juvenile justice wanted to roll back the length of stay for youth in juvenile justice facilities that was just put in place two years ago, which limits youth in-home services.
- I would love to hear from others about reducing or removing fees and fines. I haven't heard any discussion about probation. Not all states have raised the age.
- On the technical side, the foundation of this question is how we align resources. Currently, there is a process to link youth to services. For example, you must get a medical diagnosis to get treatment. We need to reimagine how we align resources, considering shifting funding, create a more integrated and accountable system. We need to stop the practice of medicalizing normal behavior or apply adult diagnostic criteria to children, trying to apply categories that do not apply in order to get funding. Policymakers do not give alternative models enough time to be successful; there needs to be more access to blended funding, combining tools and longer periods of grant funding.
- On the challenge question: The greatest challenge I hear is building and retaining the workforce among the community-based organizations and nonprofits to be able address all young persons' and the families' needs. Any worker serving a young person should have access to all the technological tools that business has at its disposal to connect a young person to what they need and when they need.

a. What are your current experiences with providing alternatives to incarceration?

- There should be a greater focus on making programs meaningful and fun. We often do sports and music programs. One of our most successful programs was a music program. We need to rethink how we apply theory.
- All of these feelings, sentiments, ideas are powerful and good. What solutions are considered? We heard the use of credible messengers; building the system around lived experiences and cultural, racial, equity lens, etc. If you built the perfect system for a community-focused perspective, what specific solutions would create the best outcomes?
- Co-creation and not top-down creation. Creation with and in community versus creation for community.
- There is a misperception that the juvenile justice system is good and not carceral. OJJDP's data indicates most kids are there for technical or nonviolent offenses. That assumption leads to folks thinking that we cannot bring kids back home because they're already in these facilities.
- If we want to move from incarceration and deprivation of liberty, we need to focus on creating a robust continuum of services for youth. There is already a lack of resources. OJJDP may want to consider looking at other systems of care and realizing that we need to collaborate with the child welfare and education systems and work with them to leverage resources to support young people in the communities. Where is the government investing its money? What is being done? What resources can families leverage? OJJDP leadership may want to consider partnering



with other entities to leverage relationships and find out where federal dollars are being deployed in communities.

b. What are some barriers to providing in-home and community-based programming to youth?

- Basic needs, housing, and childcare. We should promote universal basic income.
- Therapies such as cognitive behavioral therapy and MST have been shown to be effective
- Supporting local community organizations in the practice of accessing government grants or state funding. Administrative and nonprofit capacity building is something that is a challenge; aka, being able to build the backbone for smaller organizations. There are times when organizations are committed to serving young people and have good program models, but struggle with institutional/administrative needs. As a result, the larger organizations end up getting the funding they need versus the smaller organizations.
- This is a field that was driven to its worst by hyperbole and misinformation. Kids do better at home. There are enough resources out there to get people's attention. Right now, OJJDP could establish themselves as a voice by looking at data and best-practices in a way that could be really helpful.
- There is also interest in the southern coalition centers to advocate for more money to go to the states. There's not much TTA taking place in the southern states. Who can we reach out to at OJJDP to advocate for grants every time funding becomes available for community-based solutions? There's a lot of staff-turnover and many folks don't know how to access grants. The conditions of the juvenile detention centers are also horrific, which leads officials to place youth in adult prisons.
- DOJ statements of interest are very persuasive to judges in the south. A federal brief or statement on these cases would be very influential.
- More opportunities to increase federal budget for expenditures and information on how states can advocate for that. Most of the COVID funding in the South is moving towards prison construction. This is very frustrating because states are working to reconstruct prisons, but not working towards updating youth facilities.
- Nonprofits need more technical assistance, like navigators, to get through the federal grantmaking process, across departments. OJJDP can fund technical assistance (or encourage OJP to do so). There is some of that happening in the violence-prevention and intervention space. The equivalent of "a credible organization" or a "credible person" than can help organizations get from A to B and navigate the grant process. Also true for the American Rescue Plan funds, which there is still time to impact locally.
- There is a misconception that communities are unsafe and could be perceived as violent because of the number of youths in juvenile detention centers. We lock up a lot of kids that are nonviolent. We don't respond to the very concerns that people really have. OJJDP could pull together strong arguments about communities that are worried about their neighborhoods.

3. In what ways do you involve families in the treatment of young people in their homes?

- In the child welfare field, there are several team decision-making methods such as the family group conferencing model and others that integrate effective approaches to serving families involved with child welfare systems. These networks are part of the decision-making process of what a youth needs to be successful. These methods have proven useful.



- Potential best practices to support families are parent coaches who have lived experience in the juvenile justice system. We in juvenile justice should also embrace programs like systems of care from Substance Abuse and Mental Services Administration and family and kinship navigators from Health and Human Services.
- Including paying them a living wage for the work.
- Youth should receive a stipend to attend school; it is their job to become educated. This could be an income-based entitlement. This should begin in middle school. Half in their pocket and half in a college or career fund.
- We must shift resources. If placements away from youth's family and community are an option, they will be used.
- The beauty of the credible messenger program is it is self-perpetuating. The recipients of credible messenger services become credible messengers. Here, they meet weekly providing support and being supported.
- If children and youth have hope, they will become what they came here to be.
- Educational systems should not be creating memorandums of understanding with law enforcement to have school resource officers.
- No school resource officers; I second that.
- Programs that have been successful in the communities I've worked in have not been evidence-based programs, so we have to reanalyze what programs are evidence-based programs versus non-evidence-based programs.
- Expansion of pre-arrest diversion and post-arrest diversion to include more types of behaviors. Develop a network of community-based programs to work with youth whenever they need support, not just when in contact with the justice system. Employ a practice that ensures that diverted youth cannot "fail" and will not be handled in the formal youth justice system. Employing youth, family, and impacted people's voices into the development of the network, including hiring and paying a living wage.
- This is a huge issue related to how evidence is translated into practical, culturally and racially relevant ways.
- Yes. Pre-arrest diversion. Hugely underutilized. There are some good models in California.
- I also see more police diversion in more affluent neighborhoods.
- Unstable housing for families. Resources for families to help their kids be successful, like transportation, school clothes, etc.
- [Neighborhood Opportunity and Accountability Board](#).
- The system doesn't address the basic needs of families.
- Often law enforcement and probation argue that it is a public safety issue. I have seen people often put the cart before the horse. We will hear that people do not want the services, but they haven't developed those services with input from the community or built trust within the community.
- I have seen an increase in students on home arrest, which seems less punitive, but often the consequences for a violation can be more severe. We often see the system leveraging these approaches against the youth. For example, there is a big difference between the restorative justice programs facilitated by law enforcement and the community restorative justice programs. We need to be mindful about how law enforcement will adapt to changes.
- Increasing home-based treatment for complex trauma associated with being involved in the juvenile justice system, connecting youth with credible messengers is the only way to be successful.



- Here is the link to the report that the white house released, about a month ago. OJJDP could echo major themes in the context of resourcing community-based organizations.
<https://www.whitehouse.gov/wp-content/uploads/2022/05/ADVANCING-EQUITY-THROUGH-THE-AMERICAN-RESCUE-PLAN.pdf>.

4. What are the arguments for and against serving children at home and in their communities?

- In some cases, there is a notion that serving youth in their homes with their families may not be the best solution because of potential conflicts.
- The one consistent finding that the field has not focused on is that approaches such as MST and FFT focus heavily on family engagement. Good community-based services should mind the evidence that research indicates family engagement is effective and should be the center of this work.
- In the past, DOJ utilized interagency collaboration practices and integrated those policies into grants and federal funding opportunities. It is important to collaborate with other federal agencies so that states can determine how to best meet their needs. The previous OJJDP secretaries really leaned into this method of interagency collaboration.
- The JJ system is not intended to address issues of the child welfare system. However, child welfare in many states is a backend and entry way to juvenile justice systems and facilitates and this is something to consider when collaborating.
- Law enforcement partners advocate for youth to be in custody and not at home. There is a stigma that pervades against the families of the youth that somehow the youth will not be held accountable if they are sent home for rehabilitation programming/school attendance, etc.
- Yes, and we must help law enforcement agency partners understand what accountability means. It does not have to be punitive, but it should be restorative.
- I have heard so many times that if the youth are incarcerated, they will be attending school and getting mental health programming and if they are not in custody, they will not be in school. Totally backwards due to the fact that incarceration is so harmful.
- I think that investments in blended assessment, intervention, and response teams are required. Changing the culture of them (law enforcement, probation) versus treatment and positive development interventions remains a critical priority. So, putting OJJDP dollars into blended juvenile justice, criminal justice, behavioral health, and local neighborhood teams in innovative ways (inclusive of evaluation funding to see how and/or if things work). We do a lot of state level work, and the culture of punishment is important to change to make significant progress.
- I will say that forced treatment, school, counseling, and anything else, was not effective for me. Incarceration, so harmful, ineffective, and highly expensive. Invest in the people and their ability to thrive and not the industrial incarceration machine
- Lack of political will. Our leaders prefer to apply punitive approaches rather than work with community programs that can help children. We continue to place profits over people
- Neighborhood accountability boards are one of many restorative justice practices that work. Some of the most common programs typically associated with restorative justice are mediation and conflict-resolution programs, family group conferences, victim-impact panels, victim-offender mediation, circle sentencing, and community reparative boards like the neighborhood accountability board. All of these practices are very effective, but as others have pointed out, there needs to be an integrated approach to the delivery of these services.



- We also have to stop safety confinements for girls and gender-expansive youth—counties often say they do not have alternatives to incarceration for complex populations.
- We also do not have good data on any of the positive youth development outcomes to make the case for keeping kids in the community. We only track things like recidivism, so the picture is only a negative picture.
- Barrier: Getting people who have the power to care about the young people and the families we are working with.

5. If you had a magic wand, and there were zero barriers in the way, what would you say OJJDP's goal for serving young people at home, in their communities, with their families should be?

- Increase funding opportunities that align with this priority and require those receiving funding to address how they will address this goal.
- OJJDP can be the voice of the community, OJJDP staff occupies spaces that system impacted people do not have access to. OJJDP can be the voice of the voiceless at the federal level, speak up against policies that negatively impact communities, like militarizing the police or increasing the number of school resource officers.
- OJJDP can find a way to bend the arch of funding. In this state, if you move to a different county, you may lose Medicaid funding and access to resources. This should not happen; it is the responsibility of the community to provide support and keep youth and families connected to services. There needs to be more flexible, blended strategies and include evaluation and return on investment. It starts with making resources more local and integrated.
- Incentivize our government systems to provide real help to real-world problems. Stop the silo approach to the safety net.
- Money and more capacity-building opportunities for communities to take on critical issues.
- Rethinking how suburban and inner-city communities look and investing in the inner cities, which can over time help the families and youth. Without helping the families establish financial stability and other resources, it will be difficult for them to accomplish anything.
- Closing all youth prisons so that incarceration no longer is an alternative. Take the money that states spend on incarceration and use that toward community-based alternatives. The New York City program *Close to Home* is a great example of this.
- Consider how much money is floating around in the states. The White House has taken some steps to spend that money on good stuff. OJJDP could echo this in some way as it relates to community-based programs, solutions to safety, and alternatives to incarceration. There is still time to do this before final decisions are made around funding.
- Keep in mind that you can't change individuals, particularly youth. It takes an effort from families and the community. OJJDP can collaborate with other federal agencies and provide a vision for what that would look like. Then, it is up to the communities to serve their folks so that youth can thrive. In summary, this would mean developing a new infrastructure and revamping the continuum of services.
- COVID changed a lot of issues to alternatives to incarceration and led to a lot of de-incarceration. If there is a way for OJJDP to do a survey with statistical analysis or methodology to track these metrics, it would be very useful to the field. This research would be timely, and if there were creative solutions, that kind of information could be useful for policy advocacy and moving the needle.
- [Neighborhood Opportunity and Accountability Board](#).



6. What can OJJDP do to advance this key priority through the kinds of strategies and activities it undertakes? (For example, communications, webinars and training, publications, policy guidelines, and pilot programs.)

- Put information into the hands of folks in a useable format. There's already a lot of literature reviews and research out there.
 - OJJDP may consider developing a supportive convening force. For example, a working group with diverse representations (families, government, community members, youth, etc.) that come together and commit to providing recommendations and an action plan for implementing changes. This could be in the form of a conference and/or convening to discuss what was found and what steps states could be taken to make meaningful change in their communities.
 - Peer-to-peer technical assistance approach. If you focus on states that are ripe and have a team to prepare a plan, get some help, get some peers, and follow up with TTA folks to track the folks and come back together.
 - There are a lot of good research and good practice models out there. If OJJDP could pull them together thematically, that would be great. Briefs on positive youth development, on models for engaging communities/youth/families in co-designing community approaches; repurposing closed facilities; realigning resources from youth prisons to communities; how sister systems (education, child welfare, etc.) could play a role in keeping kids home. Research on such subjects, and I'm sure more, could be published as papers by OJJDP and turned into webinars or conferences. The field would really pay attention to that coming from OJJDP.
- a. What policies, guidance, or communications would be helpful for OJJDP to develop to support the priority of serving young people at home with their families and in their communities?**
- I think OJJDP can do more to help nonprofits develop methodologies to demonstrate their programs are evidenced-based. They need funding and support for this as well as grant writing.
 - Grants always require an external evaluator. The system wants evidence-based programs and to show a return on investment. We know what works in our community, but we can't secure funding for these programs because we don't have the means to demonstrate they are successful. We need more technical assistance, not just a webinar. We need dedicated staff to come to our programs, walk us through the steps and help us implement an evaluation plan.
 - OJJDP can lead by example by providing more funding for programs that utilize more holistic and interdisciplinary approaches, assisting jurisdictions that do it well and use them as an example for other jurisdictions.
 - State and local governments need to hear directly from people involved. They often make too many assumptions. OJJDP can be the facilitator to bring the voices of family and youth to state and local government.
 - We involve families in the treatment of youth at home with (1) parent partners, (2) behavioral health case managers, (3) incentives for the family that include small ways for the families to enjoy family time, like movie tickets, dinner out, (4) wraparound teams or MST are fully engaged with families and family team meetings.
 - We also need to measure the fidelity of each to the interventions to make sure that evidence-based programs are being rolled out properly so that families will not be blamed if the program does not work. Many times, jurisdictions are using evidence-based programs in a piecemeal fashion.



- System accountability is crucial. We hold families accountable but very rarely hold systems accountable.
- b. What ideas do you have for pilot programs OJJDP could implement that align with this priority?**
- The typical model for closing a youth prison and reallocating a youth prison is to do so in a government-centric way. We really need to be more mindful about engaging communities to share resources that are on the table and ensure the smaller organizations are receiving the funds they need to support youth in their communities versus more money for probation officers. We need to focus on providing resources that will support families and allow youth to thrive.
 - More support for smaller and rural communities. It's important to be mindful of these communities and the support they need to be creative. What lessons are learned and how can they benefit from other communities that have done this successfully?
 - Families need the opportunity to say what they need.
 - Yes, fidelity measurement however is one of the MOST difficult things to do in community-based settings because workforce skills and other capacities are not well developed and supported. So yes, to fidelity assessment, but we also need to support systems that encourage and allow that to be done well.
 - Trauma informed practice tells us to serve youth at home.
 - Barriers to doing that are everything from the punitive nature of the juvenile justice system, housing, and family instability.
 - Many of the root causes to why youth end up in systems are chronic. Everyone throws up their hands and settles for a period of incarceration rather than tackling the root causes.
 - Philosophically, managing the juvenile justice and criminal justice systems like true recovery systems (in substance abuse) allows for ongoing support and wraparound, longer-term interventions—so that when folks "slip up" or reoffend, positive responses are preferred over punitive, carceral ones.
 - Even home-based services are set up for the system's convenience rather than the families'.
 - True prevention-focused, integrated systems of care built on real, lived experiences and evidence-supported best practices all blended with full implementation support systems
 - Shrink the formal youth justice system by investing in diversion and requiring communities to develop ways for community advocates, impacted people, youth, and family voices to be heard in an equal and valued way.
 - It is important to create alternatives grounded in normalizing experiences in the community. We sometimes create new programs just focusing on juvenile justice youth leading to further disconnection from school and community. We should look at building alternatives within existent venues and programs (YMCA, Boys & Girls Clubs, and community-based organizations). Using and adapting existent community programs allows for long-term relationships.
 - End school resource officers in all schools
- c. What types of training or webinars would it be helpful for OJJDP to develop on the topic of young people at home with their families and in their communities?**
- Provide free resources for nonprofits to be evidence based



- Set up listening sessions for the relevant federal, state, county government entities where they can hear directly from youth and families what works for them. That is a communication strategy that works. I think it helps when people can see and hear from real people rather than just read what the studies say. We make a lot of assumptions about the people we serve that may or may not be accurate.
- There is good literature on developing and supporting innovation implementation and systems sciences have taught us a ton, but we don't apply that evidence in how we create and fund technical assistance tools and streams. We need to do better at applying the science in ways that fit the cultural, racial, ethnic, and lived experience perspectives discussed today.
- Science should not be the end all be all, and that is also a problem that needs to be worked through.

d. What publications or products could OJJDP consider developing to support the priority of serving young people at home with their families and in their communities?

This question was addressed in some of the responses above.

7. How can OJJDP support better cross-system collaboration to lead to improved family-based and community-involved treatment of youth?

- Need to be explicit about the deep-end kids and those charged with serious offenses.
- Making sure the pilot programs are community-based.
- Doing research to ensure programs are effective
- In the states where lower hanging fruit has been addressed, what are we doing to be strategic? What's going to get you the greatest impact in the shortest amount of time?
- Funding innovative, evidence-informed, and evidence-based programs provides more funding and technical assistance for program evaluation.
- Funding family assistance programs that provide basic support, food, housing, increased kinship like those supported by the Substance Abuse and Mental Health Services Administration.
- Network of support, investment, families help each other that have been impacted.
- We can also build and support OJJDP staff in learning how to design effective systems using implementation best practices.
- Effective science attends to equity, disparities, disadvantages, etc. I'm not selling science. I'm advocating for using science in service to the other things we are talking about.

8. What additional ideas or recommendations do you think OJJDP should consider for the upcoming fiscal year?

- We need to have the representation of everyone. Have community-based organizations be part of the funding decisions or someone that's systems impacted.
- For sure, community participation council to write the proposals.
- Executive steering committees, etc.
- Incorporate Indigenous-based practices and philosophies that are holistic in nature.