



21st Century Illinois Transformation Model

ADVANCING TRANSFORMATION COMMITTEE

Recommendation Report

In partnership with:

Justice, Equity &
Opportunity Initiative

Civic Consulting
Alliance

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A MESSAGE FROM LIEUTENANT GOVERNOR STRATTON

Since 2019, my Justice, Equity, and Opportunity Initiative team and I have traveled across the state to understand what needs to change in the juvenile justice system. We have visited schools and police stations. We have gone to juvenile courts, jails, and prisons. And most importantly, we heard directly from children and families impacted by the system—including those who were currently involved in it.

These conversations revealed the myriad ways a juvenile justice system modeled after adult prisons does more harm than good for the young people who enter it. We heard stories of youth who have been cut off from their families and support systems because they were placed in large, prison-like facilities far from home. Black children, who make up the majority of youth in these facilities, are disproportionately harmed due to racial inequities rooted in the juvenile justice system.

By listening to the wisdom shared with us by justice-impacted children and families, we created the vision for a new juvenile justice system. In July 2020, I was proud to stand with Governor J.B. Pritzker and Illinois Department of Juvenile Justice (IDJJ) Director Heidi Mueller to announce the 21st Century Transformation Model, which outlines our plan to close down the large, prison-like buildings and replace them with youth-centered facilities through 2024.

The recommendations in this report lay the groundwork for implementing this model equitably and in a trauma-informed manner, based on the needs of the communities most impacted by the current system. We convened a diverse set of stakeholders, each with their own perspectives and lived experiences, and created the Transformation Committee to learn what needs to change in each stage of a young person's journey through the justice system and how to support them when they return to their communities.

A MESSAGE FROM LIEUTENANT GOVERNOR STRATTON

I am deeply grateful to Committee members, particularly those who have lived experience with the juvenile justice system, for contributing their time and expertise to this process. I send my sincerest thanks to the young people and families who shared their experiences and knowledge with us, because they made this new model a reality.

I would also like to thank Civic Consulting Alliance for providing invaluable support that aided the Committee's efforts and goals. Our work does not end with the conclusion of this Committee. In fact, it is just beginning. We will continue to serve diligently to implement the Committee's recommendations, and I look forward to working with Committee members and IDJJ to continue advancing the work of the Transformation Model and improve outcomes for our state's children.

Respectfully,
Juliana Stratton
Lieutenant Governor of Illinois

EXECUTIVE SUMMARY

The Illinois Department of Juvenile Justice (IDJJ) has made significant improvements in recent years when it comes to youth re-entering the system, but structural problems continue to negatively impact young people who are involved in the state's juvenile facilities. Recidivism (as measured by the percentage of youth returning to IDJJ custody within three years) fell from 59% in FY 2012 to 38% in FY 2017. IDJJ's population has also declined from its peak of 2,174 youth in FY 1999 to 136 youth, as of February 2021. However, IDJJ leadership and the Pritzker-Stratton administration recognized that more changes were needed to create an equitable, effective juvenile justice system. The majority of youth in IDJJ custody are boys of color, reflecting the systemic racism that perpetuates racial disparities within the justice system. Additionally, youth are held in large prison facilities that are frequently located far away from their homes which creates barriers to family support. There are also few resources available for community-based supports and services that can be alternatives to incarceration.

To address these challenges, Governor J.B. Pritzker and Lieutenant Governor Juliana Stratton announced the 21st Century Illinois Transformation Model on July 31, 2020. The Model reimagines the state's juvenile justice system by transitioning young people to small residential centers closer to their homes, investing in community services for justice-involved youth, and increasing funding for victim services in communities most harmed by violence and the War on Drugs.

EXECUTIVE SUMMARY

Developed in partnership with IDJJ and the Lieutenant Governor's Justice, Equity, and Opportunity (JEO) Initiative, the Model builds upon decades of research on youth development and recidivism, as well as successful reform efforts in Missouri, New York City, Virginia, and other jurisdictions around the country.

The Model will be implemented through 2024 and consists of three phases. The first phase calls for a robust community engagement strategy to educate key stakeholders about the Transformation Model and solicit their feedback on its implementation. As part of that strategy, IDJJ leadership has conducted several roundtables with stakeholder groups, including judges, state's attorneys, public defenders, detention centers, probation agencies, and law enforcement agencies. Additionally, IDJJ hosts monthly lunch-and-learn working groups for agency staff to provide input on the Model. The department also facilitates working groups in specific communities that are particularly impacted by the transformation, such as Lincoln, Illinois, (the site of a new residential center) and the west side of Chicago (where a standing IDJJ facility is located).

In Fall 2020, IDJJ engaged Civic Consulting Alliance—a nonprofit consulting organization bringing together collaborative, pro bono investments to accomplish change in the Chicago region—to facilitate the Advancing IDJJ Transformation Committee.

EXECUTIVE SUMMARY

The Committee brought together youth and families with lived experiences, IDJJ staff, system stakeholders, advocates, and service providers to develop recommendations on how IDJJ can better serve the youth in its care. The Committee formed four subcommittees (Families; Youth; Staff; and Communities, Systems & Partners) to examine potential improvements to IDJJ's policies and practices.

This report details the recommendations made by each subcommittee. The 27 recommendations cover the three stages of a youth's experience with IDJJ: entry, stay, and aftercare/discharge.

INTAKE PROCESS

Recommendation 1: Minimize the time it takes for youth to go through Intake to refer them as quickly as possible to programming and services that will provide the information and skills they need to succeed.

1.1 Provide staff with the necessary resources, including access to technology and technical support, to allow them to quickly and consistently capture youths' intake and assessment information, regardless of location (e.g. mobile intake or at a facility)

Recommendation 2: Center the individuality, humanity, and agency of youth in the intake and assessment process to make it more relational and less transactional and limit the trauma of the assessment process.

2.1 Assess the assessments used on youth to ensure there is no bias and that results are being used as intended. Develop a policy to standardize and track assessment usage, measure their impact, and ensure that all staff understands what assessments are used and why. Ensure that the choice of which assessments to use is individualized for each youth. Choose and utilize a trauma-assessment

2.2 Appropriately train staff to screen and identify youths' neuro- and developmental diversity to ensure they receive appropriate support and recognize developmental disorders such as Fetal Alcohol Spectrum Disorders (FASDs) that require additional support.

2.3 Build strength-based case plans by assessing strengths as well as needs and asking about youths' goals, hopes, and dreams. Allow youth to self-evaluate based on what they feel they need or would like to work on.

INTAKE PROCESS

2.4 Empower staff to build relationships of trust with youth through regular individual check-ins every few days (while allowing youth time to breathe) that go beyond interviewing and seek to help youth understand what assessments are being conducted, how results are used, what programming and resources will be available, and feel comfortable with a process that can seem intrusive. These check-ins should continue beyond Intake as some youth may take a while to open up and share.

2.5 Consider youth and families' perception of safety in their community when determining the best treatment option (i.e. if youth should go to a secure facility, residential facility, stay at home, etc.).

2.6 Where possible, invite families to attend assessments to provide emotional support with the express permission of youth. When families are present, assessments should be fully explained to youth beforehand, particularly when gathering information about trauma history, SOGIE identity, and sexual history.

Recommendation 3: In Intake, provide youth with information immediately to help them understand the process and ease anxiety - youth should not have to figure it out for themselves.

3.1 Make youth comfortable through facilities and services tours to help acclimate them to their new surroundings.

3.2 Provide youth with information regarding resources, services, and re-entry, and ensure youth have sufficient time to read and understand informational materials and ask questions.

INTAKE PROCESS

Staff providing materials should ask questions to ensure that youth understand (or are able to understand) the materials provided. Materials should be written by and for youth, provided for a range of cognitive levels and reading abilities with non-written alternatives available (e.g. recording, video, etc.), and revisited with youth regularly. Allow youth to meet directly with service and programming providers in Intake to understand what is available.

3.3 During Intake, youth must-have information on and access to the ombudsman.

3.4 IDJJ should collaborate with the Offices of the Public Defender and other juvenile legal advocacy and civil/social service organizations (e.g. Juvenile Defender Resource Center, Moran Center, CFJC) to ensure that every youth is notified of their rights and legal options as soon as possible, and receives easily understandable legal information – through both verbal and written resources such as access to counselors, websites, hotlines, videos, etc. – to learn, understand, and comprehend their rights, where they are in the process, and their legal options (appeal, reducing the sentence, etc.)

Recommendation 4: Provide youth with the tools and training that they need to tell their own story and support each other (e.g. audio/visual training that enables them to develop a video for other youth in IDJJ and juvenile detention centers, explaining their experience in IDJJ and sharing stories of success and encouragement).

INTAKE PROCESS

4.1 Encourage youth to teach, motivate, and support each other through compensated formal peer mentoring programs and other venues.

Recommendation 5: Ensure youth can communicate with their families/caregivers early and often.

5.1 Youth should be given a PIN number within 24 hours and have sufficient time, at least 20 minutes at a minimum 3 times per week, to call their families.

5.2 Utilize technology to allow youth to connect with their families more easily (e.g. Zoom). Assist families who do not have access to the internet with use of these technologies (e.g. provide internet assistance, allow families to use IDJJ office space, etc.) Ensure youth in facilities have access to dedicated space for conversations and communication.

5.3 Recognize the individual circumstances of each youth and family. If a youth has a parent on parole, that parent should not be automatically prevented from visiting an IDJJ facility if they are a positive factor in their child's life.

Recommendation 6: Family is more than parents; IDJJ should broadly define family to include a youth's chosen family, and in Intake, ask youth to identify all adults and other supporters that they consider a part of their family. These family members/caregivers should be partners in determining a youth's case plan for stay and Aftercare as they know that youth best.

INTAKE PROCESS

6.1 Intake staff should work with parents, caregivers, teachers, and other adults who know the youth to gather information, particularly regarding health or behavioral concerns and how best to support that youth's positive development, and consider outside professional assessments.

6.2 IDJJ staff should collaborate with families/caregivers to identify appropriate services to support the successful re-entry of youth into their communities, particularly when youth have specific or significant needs (e.g. mental health treatment, stable housing, addressing personal safety risks).

6.3 With express permission of youth (particularly with regards to information related to SOGIE identities, history of trauma, and sexual history), share with families both the results of youths' assessments and how those results relate to case planning and services.

Recommendation 7: Orient families/caregivers by providing them with quality navigation support to help them understand and move through the process.

7.1 Provide families with an orientation handbook or other materials to help them understand the process and protocol, commonly used acronyms, the schedule, expectations, and how families can and should be involved throughout. The family handbook previously created by the CJFC as part of the Models for Change Family Engagement work could serve as a starting place.

INTAKE PROCESS

7.2 Match new families with a compensated peer family mentor. Consider creating spaces where families can support each other, such as family support groups.

7.3 Assign a designated family liaison, mediator, or another staff person to provide regular updates to families, serve as a point of contact for the entire process (entry to discharge) to make them feel connected, and empower families to engage and communicate with IDJJ - particularly when there is distrust between families and staff.

7.4 Build an online family portal or similar mechanism that would allow families to see on-demand (not just once a month) what services their child is receiving, what programs they are involved in, when meetings or conferences are approaching, and other critical information. Work with youth to identify information that may be unsafe to share with their family (e.g. SOGIE identities, etc.)

7.5 Provide families with regular (weekly, monthly) reports and updates on youth, to make them aware of a youth's progress within IDJJ (e.g. education, behavior, medical, etc.) and any disciplinary actions taken.

Recommendation 8: Support families/caregivers to help them support the success of youth and ensure that youth have a healthy and strong support structure to return to when released.

8.1 Address the identified needs and specific circumstances of each family individually. Use careful assessment to match families to specific, optional assistance, which may include programming or connecting them with services like housing assistance.

INTAKE PROCESS

During the assessment, seek to determine if families are currently receiving support from other entities (e.g. DCFS, DHS) and connect with those entities to streamline supports.

8.2 Create a database of community services and share access with families to help them understand what exists and what youth might be referred to in Aftercare (DCFS may have an existing database that could be leveraged). Share and walkthrough with families any resource books or other materials that are shared with youth.

8.3 Provide families with transportation assistance to visit youth in facilities; this may include IDJJ partnering with community-based organizations to organize carpools - which would also promote community-building - or gas cards.

Recommendation 9: Staff continuity from Intake until a youth is discharged is critical for both youth and staff. Continuity ensures that staff with knowledge of the youth are involved in Aftercare planning and release decisions, staff feel empowered to support youth's long-term rehabilitation and success, youth build trusting relationships with staff, and staff have visibility into youth's progress after release.

YOUTH TIME COMMITMENT AT IDJJ

Recommendation 10: Through treatment, seek to provide each youth with the services, programs, and supports for their individual needs and goals.

10.1 Ensure that youth with Individualized Education Program (IEP) have appropriate educational support and that all youth are able to transfer applicable credits to their home schools.

10.2 If the programs that a youth needs or wants are not provided at a particular facility or a particular time, staff should seek to identify alternatives to ensure youth have every possible opportunity to access education, vocational, and extracurricular activities.

10.3 Share information about programming and service providers with facilities staff in order to connect youth with community programming as soon as possible after entering IDJJ.

Recommendation 11: Ensure all youth have adequate and reliable access to high-quality basic necessities including but not limited to fresh and healthy food, personal hygiene products, and undergarments. Every youth's body is different and every youth has individual needs.

11.1 Youth should have input into the food and hygiene products that they receive to particularly address the needs they face as developing adults and/or their religious needs, and receive hygiene products made for their skin and hair type without having to earn PBIS points to buy them. Trauma screenings should take into account experiences of hunger and food insecurity and the impacts of trauma when developing policies and practices around food.

YOUTH TIME COMMITMENT AT IDJJ

11.2 Consider creating a gardening program at facilities to teach youth about nutrition and introduce potential career options.

11.3 Work with system partners (e.g. residential treatment facilities) to ensure they adopt similar standards regarding access and quality of basic necessities.

Recommendation 12: Partner with and support community organizations to provide services and programs to youth in their communities.

12.1 Build capacity in communities by supporting quality, evidence-based and outcome-oriented community-based service providers to ensure that youth and families have access to strong trauma-informed services without having to go through IDJJ. Create learning communities where organizations can connect and learn from each other. Work with youth, families, and communities to identify untapped or unofficial community resources (e.g. positive adult supports).

AFTERCARE

Recommendation 13: Standardize policies and practices across all staff, facilities, and programs. All youth and families should be treated equitably and have the same opportunities, regardless of location of intake or treatment.

13.1 Create a protocol to ensure uniform information collection and regular information sharing within IDJJ so that staff has all relevant information about a youth, and that all staff understand the importance of confidentiality and do not inappropriately share or discuss youths' personal information.

13.2 Standardize communication with families (e.g. families should be included in monthly staffing meetings regarding their youth, with consent from youth)

13.3 Promote communication and information sharing by ensuring staff has adequate access to technology, clearly defining information sharing in the roles and responsibilities for appropriate staff, empowering staff to be responsible for sharing updated information throughout the youth's journey in IDJJ, establishing weekly staff meetings, and including staff in monthly staffing meetings.

Recommendation 14: Aftercare and re-entry plans should reflect each youth's individual needs and circumstances. Every youth will come back to a different community after spending a different amount of time incarcerated for a different charge, at a different age, and with a different set of needs. Ensure that all youth released from IDJJ - regardless of their age when released - have access to the support and resources that they need to succeed in the community.

AFTERCARE

14.1 Provide youth with the tools that they need to succeed prior to their release (e.g. State ID) rather than while on Aftercare in the community. Survey recently released youth (or work with the Final 5 Campaign or other community organization) to understand how IDJJ can best prepare youth for release.

14.2 Ensure that dually-involved youth (DCFS & IDJJ involved) who may have aged-out of DCFS services receive support in Aftercare and after discharge.

Recommendation 15: Aftercare is not just providing services and tangible items (e.g. state ID), it should also be a holistic approach to prepare all youth for success by helping them mature, and providing them with the experiences and life skills that they need to be successful (e.g. financial literacy, healthy conflict resolution, coping skills).

15.1 Provide funding directly to youth to cover re-entry expenses as they re-acclimate, including assistance for rent/housing, groceries, transportation, and healthcare coverage. Youth might also receive pay for completing Aftercare activities.

15.2 Aftercare programming should include restorative justice programs – ideally peer-led – that allow youth to support each other, address the harm they may have caused the community, take accountability for their actions, and understand how to avoid recidivating.

15.3 Work with community service providers and others to ensure that all youth have access to safe and supportive housing upon release where they can receive continued care, such as transitional living programs.

AFTERCARE

15.4 Collaborate with The Final 5 Campaign to leverage their re-entry toolkit and to match youth leaving IYC facilities with peer navigators with experience who can support returning youth through the re-entry process. IDJJ should pay peer navigators for this work. If necessary, policies should be revised to allow returning youth to support each other without triggering parole violations.

Recommendation 16: Provide youth with rewards (e.g. money / gift card) and create a formal celebration or recognition process to incentivize youth participation in Aftercare activities and to allow staff, youth, and families to celebrate accomplishments (e.g. when a youth is released from IDJJ facilities, high school graduation, etc.)

Recommendation 17: The role of Aftercare Specialists should be to shepherd youth through their transition back into the communities, serving as guides to and advocates for the youth and partners with community experts to provide the support needed for youth to resume their education and access healthcare and other necessities during their reentry journey.

17.1 Assign Aftercare Specialists to identify, connect to, and build relationships with, service providers and community programs in order to provide all youth with skill-building programming (e.g. trade school, public speaking) which supports long-term success.

17.2 IDJJ should seek to hire Aftercare Specialists with a clinical or social work background.

AFTERCARE

17.3 Aftercare staff should continue to monitor and connect with youth who violate Aftercare conditions or commit a new crime, and provide appropriate supports and alternatives to revocation according to individual circumstances.

Recommendation 18: Continuously evolve and adapt the Aftercare process to best serve youth and their communities. Ask youth how they would define success in Aftercare, and develop metrics to measure IDJJ's consistency and quality in supporting youth to be successful in Aftercare.

ADDITIONAL RECOMMENDATIONS

Recommendation 19: Support and invest in staff to equip them to support youth.

19.1 Hire and retain an adequate number of staff to support each youth.

19.2 Assign individualized and balanced staff caseloads, recognizing that each youth is unique and requires a different amount of support.

19.3 Job descriptions and professional development should explicitly focus on and support the role of staff in supporting youth and communities rather than staff as security. Incentivize staff to work with youth in a positive, restorative, individualized, and compassionate way.

19.4 Align performance evaluations and role expectations to build a culture of continuous improvement that acknowledges that staff can and will make mistakes when IDJJ is evolving, and is intentional about teachable moments.

19.5 Ensure staff have adequate mental health and trauma support and wellness programs. This includes offering opportunities to use restorative justice practices, designating a state-wide mental health provider to provide immediate or emergent support for staff after the crisis, and providing trauma-informed and reflective supervision through regular check-ins.

19.6 As professional positions, training and professional development opportunities must be provided throughout the year to support success, rather than solely as annual opportunities. Provide all staff with training on trauma-informed care, diversity, equity, and inclusion (DEI), developmental and neurodiversity, and adolescent development to help them recognize and support youths' individual needs.

ADDITIONAL RECOMMENDATIONS

Recommendation 20: Foster an environment where staff feel that their contributions are sought, valued, and considered through cultural change driven by organizational leaders and implemented by managers across the Department, and by creating opportunities for meaningfully seeking and acting upon staff input. Use training and other existing conversation spaces to understand staff morale and gather further suggestions for improvement.

20.1 Acknowledge and reward staff: explicitly share how staff's contributions and suggestions are reflected in practice to ensure staff feel heard, trusted, and involved, and explain the "why" of policies and practice to staff.

Recommendation 21: Improve information sharing between IDJJ and other government agencies so that youth and families do not have to go through the same or similar assessments multiple times (although poor quality or incomplete assessments may need to be re-done), and staff receive sufficiently detailed information about youth in a timely manner to accurately and strategically assess strengths and needs.

21.1 Identify an IDJJ liaison to serve as a central point of information sharing with the Offices of the Public Defender and other attorneys representing youth.

21.2 Establish memoranda of understanding with other government agencies and departments (e.g. detention centers, Probations, DCFS, IDHS, DOC, etc.) to break down information siloes.

ADDITIONAL RECOMMENDATIONS

21.3 Resolve discrepancies and areas of disconnect between the Administrative Office of the Illinois Courts (AOIC) and IDJJ related to differing risk assessments that result in some released youth having to navigate two case plans that may not align.

Recommendation 22: Collaborate with other agencies and organizations to leverage their services and programming and ensure that youth are connected with every available resource to support success.

22.1 Partner with agencies including but are not limited to: Illinois Department of Human Services (particularly Comprehensive Community Based Youth Services, CCBYS), school districts and the Illinois State Board of Education (youth with IEPs may be eligible for job assistance through schools), and community mental health centers (to understand and refer qualifying youth and families to resources in their communities).

22.2 Collaborate with the Illinois Community College Board and community colleges to ensure youth have every possible opportunity to successfully receive a higher education following discharge. Ensure youth have the financial support necessary to complete their degrees even if they have been discharged from IDJJ, e.g. create scholarship programs to encourage youth to complete higher education, whether in IDJJ custody or back in their communities.

22.3 Work with other government agencies and community organizations to develop regional centers to connect all youth and families (regardless of system involvement) to existing resources and services such as education, housing, health, job assistance, etc.

ADDITIONAL RECOMMENDATIONS

Recommendation 23: Gather more robust feedback on the Transformation.

23.1 Seek to learn from community members and others traditionally left out of the decision-making process. Engage youth and families with lived experience by conducting focus groups, surveys, or leveraging work done by The Final 5 Campaign or other organizations and researching best practices from reform of adult re-entry models.

23.2 Using a staff transformation task force that meets on a regular basis to ensure that staff are included in the process is important to the success of IDJJ, youth, and staff.

Recommendation 24: Throughout the Transformation, IDJJ should educate judges and other system stakeholders about the benefits of the Transformation and of taking a rehabilitative, trauma-informed, and individualized approach for youth, to help ensure that they refer youth to IDJJ rather than transfer them to adult court.

Recommendation 25: Work with system partners and legislators to end transfers of youth cases to adult court (automatic or discretionary), enable IDJJ to provide all youth with Aftercare services and support rather than requiring transfer to IDOC for Mandatory Supervisory Release, and to advocate for legislation supporting the needs of neurodivergent youth.

Recommendation 26: Take advantage of federal funding opportunities to support the transformation of the juvenile justice system in Illinois, including bringing IDJJ into alignment with the community corrections continuum of service.

ADDITIONAL RECOMMENDATIONS

Recommendation 27: Eliminate the use of room confinement as punishment and foster a caring, trauma-informed environment for youth and staff.

GUIDING PRINCIPLES OF THE ADVANCING IDJJ TRANSFORMATION COMMITTEE

- Youth are developmentally different from adults; accommodate young people and meet them where they are (*Subcommittee on families*)
- A timely and flexible continuum of services - that reserves institutional placement for youth who pose a significant risk to public safety (“the last resort”) - is critical when supporting families and youth; A timely and flexible continuum of services and programs is critical to supporting youth and families, regardless of the circumstances (e.g. system failures, COVID-19 pandemic) (Subcommittees on Families; Communities, Systems, and Partners)
- Families are supported, and frequent and transparent communication between staff and families, and between families and youth ensures that families understand what is happening and how they can best support their youth (Subcommittees on Families; Communities, Systems, and Partners)
- Actions, attitudes, beliefs, and services must be culturally responsive and trauma-informed; value diversity and reflect an awareness of and sensitivity to cultural differences (culture including but not limited to race, ethnicity, gender, sexual orientation, religion, and national origin); realize the impact of trauma, understand potential paths for recovery, and fully integrate knowledge about trauma into training, policies, procedures, and practices; recognize trauma in youth and staff from the secure custody environment and seek to avoid re-traumatization (Subcommittees on Families; Youth; Staff)

GUIDING PRINCIPLES OF THE ADVANCING IDJJ TRANSFORMATION COMMITTEE

- Respect: understand lived experiences and validate and affirm experiences by creating safe spaces for mutual growth for youth and staff (*Subcommittees on Youth; Staff*)
- Programming and services must be tailored to youth and promote a culture of caring, mutual understanding, and respect; strong relationships are crucial to creating a safe environment (*Subcommittee on Youth*)
- Respect and understand the humanity linking all of us, and create spaces that foster that connection (*Subcommittee on Youth*)
- Be aware of, and work to address, structural racism that causes disproportionate treatment of youth of color, particularly in decision-making (e.g. placement decisions). Recognize the disproportionate burden on the staff of color working in a system built around structures of racism (*Subcommittees on Communities, Systems, and Partners; Staff*)
- Embrace the strengths and inherent potential of every member of the IDJJ “family” including both youth and staff; identify and build on staff strengths to retain high-quality candidates (*Subcommittee on Staff*)
- All those impacted by IDJJ – youth and staff – must be involved in a continuous improvement process that solicits, respects, and implements ideas and needs (*Subcommittee on Staff*)

TRANSFORMATION COMMITTEE FAQs

What is the 21st Century Transformation Model?

The 21st Century Transformation Model is a four-year process to transform the Department of Juvenile Justice (IDJJ) and the state's juvenile justice system by transitioning youth to small, regional residential centers to reduce the harm of incarceration, investing significantly in wraparound support and intervention services, and increasing financial support for victim services.

Why was the Committee created?

The Subcommittee was created to engage youth and families with lived experience, community members, advocates, and other system stakeholders in the transformation process.

Who was involved in planning for the Committee?

The Committee was executed by IDJJ and the Lieutenant Governor's Justice, Equity and Opportunity Initiative, in partnership with pro bono consulting firm Civic Consulting Alliance.

How many people participated in the Committee?

The Committee consisted of nearly 50 members.

How was the Committee structured?

The Committee was divided into four Subcommittees that made recommendations about how IDJJ could better serve a group impacted by the Transformation: Youth, Families, Communities, Systems & Partners, and Staff. Each Subcommittee consisted of a diverse set of participants, including two co-chairs who facilitated group conversation. One of the co-chairs of each committee was a youth or family member who has lived experience with IDJJ.

How many times did the Subcommittees meet?

Each Subcommittee met four times, in addition to kickoff and wrap-up meetings attended by the entire Committee.

TRANSFORMATION COMMITTEE FAQs

What sort of recommendations did the Committee make?

Each Subcommittee made recommendations about the three stages of a young person's time with IDJJ: entry, stay, and re-entry. Common themes of the Subcommittees' recommendations include:

- Center the individuality, humanity, and agency of youth at every point
- Provide youth and families with tools, resources, and opportunities to support each other
- Establish policies and processes to promote frequent communication
- Collaborate and coordinate with nonprofits and other government agencies
- Utilize a holistic approach to service provision within IDJJ
- Foster an environment where staff feel their contributions are sought and valued in a culture of continuous improvement

Who is responsible for ensuring that the Committee's recommendations are implemented?

IDJJ will lead the implementation of feasible recommendations made by the Committee.

How will IDJJ update the Committee on the implementation of the Committee's recommendations?

IDJJ will provide quarterly written reports to Committee members that contain updates about the implementation of Committee recommendations and will meet with Committee members quarterly to answer questions and problem solve as a group. IDJJ will also engage with individuals who are interested in a high level of engagement as ambassadors to advocate for the Transformation, share ideas, and facilitate further discussion.

ADVANCING IDJJ TRANSFORMATION COMMITTEE MEMBERS

(in alphabetical order)

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The Advancing IDJJ Transformation Committee was supported by **Civic Consulting Alliance**.