Strategies For Youth—Implementing the Three Ps: Policies, Protection, and Prevention

Voiceover

00:00

Welcome to *The Beat*—a podcast series from the COPS Office at the Department of Justice. Featuring interviews with experts from a varied field of disciplines, *The Beat* provides law enforcement with the latest developments and trending topics in community policing.

Jennifer Donelan

00:16

Hello, and welcome to *The Beat*. I'm your host, Jennifer Donelan. Our guest today is Shelley Jackson from Strategies for Youth. It's an organization that works to improve interactions between police and young people. Among other things, Strategy for Youth provides training for law enforcement on effective strategies for interacting positively with youth. They promote partnerships between community-based organizations and law enforcement, they teach youth about the legal consequences of their behaviors and how to engage effectively and peacefully with law enforcement officers, and they help build public momentum for policy reforms. Ms. Jackson has spent more than 30 years protecting the civil rights of youth, people with disabilities, and other vulnerable populations. This includes a substantial stint with the Department of Justice Civil Rights Division, where she worked on matters involving the administration of juvenile justice. Ms. Jackson, welcome to *The Beat*.

Shelley Jackson

01:15

Thank you so much, Jennifer. I'm really pleased to be with you.

Donelan

01:18

Not as pleased as we are. I'm really looking forward to this discussion. So, that introduction was sort of a quick-and-dirty way of describing some, just some of the contributions that Strategies for Youth makes to law enforcement, young people, and basically the community at large. We're going to be spending most of our time today discussing their model policies for youth interaction, but don't be fooled, because they offer so much more. So, Ms. Jackson, let's start here. Can you share more about the organization itself and the support that your organization extends to law enforcement and communities?

Jackson

01:54

Yes, I can. Thank you so much. As you noted, Strategies for Youth is a national non-profit organization focused on policy and training, and dedicated to ensuring that youth have the best possible outcomes when they interact with law enforcement officers. And the organization's belief is that every law

enforcement officer should be equipped with training and policies to work with youth in a way that's developmentally appropriate, trauma-informed, and equitable. We also believe that arrest and formal involvement in the legal system is the least desirable outcome for youth, and should be considered only as a last resort.

As you mentioned, for many years, Strategies for Youth has trained individual police officers, or trained law enforcement agencies. We have trained students and young people to better understand their rights in these interactions with law enforcement. And over the past year and a half or so, the work has expanded to develop a series of model policies for law enforcement interactions with youth, and that's where I come in. Along with the organization's Director, Lisa Thurau, I have been working to write the policies, to research them. They were released in November of 2023, and now, I'm involved with helping to disseminate information about the policies and to encourage law enforcement agencies to adopt them. And the policies can be found on the organization's website. The website address is strategiesforyouth.org, and so that would be spelled S-T-R-A-T-E-G-I-E-S-F-O-R-Y-O-U-T-H-dot-O-R-G-forward slash-model, M-O-D-E-L-policies-forward slash [strategiesforyouth.org/model-policies/].

Donelan
04:11
And policies is spelled P-O-L-I-C-I-E-S. Thank you so much for that valuable information. You know, I want to back things up and get down to sort of brass tacks here. What is the problem that you've been trying, and you, along with all of your colleagues, and then all of your work, that you're trying to solve? What's at stake here?

Jackson
04:29
Well, I think the problem is anyone who's ever known a teenager knows that they're impulsive, they're sometimes uninformed, that they can be defiant, argumentative, and exasperating. And they're that way because their brains are still developing, and that's the way that they're sort of wired to be at this point in their lives. However, law enforcement officers are often trained to expect respect, and obedience, and what happens is when you put together the immaturity and impulsivity of youth, and the standard training that law enforcement agencies get, which is about dealing with adults, difficult and sometimes tragic things happen. Young people don't know how—especially in the stress of an interaction with law enforcement—they don't know how to control or modulate their behavior or their reactions. Law enforcement officers view what's happening as defiance. Perhaps they think it's dangerous, and when you put those things together, bad things happen.

So, the point of this policy project is to try and help agencies avoid difficulties in dealing with youth. What we also know is that very few law enforcement officers are trained about adolescent development, about how teenagers react, about what to expect, and very few state POST offices or Peace Officer Standards and Training agencies require youth-specific training. So Strategies for Youth is trying to bridge the gap here between how youth react, how police react, and to come up with tools that officers can use so that they know how to react in the moment when there's disobedient, surly 15

year old who's not doing what the officer says, so that they understand the role of brain development, that they understand the role of trauma in how youth interact, and they can de-escalate and avoid, whenever possible, difficult and, as I said, often tragic outcomes in those interactions.

Donelan
07:05
Thank you for that. Now, let me ask you, are you talking to both sides? Does Strategies for Youth work with "both sides," you know, the law enforcement piece and the youth?

Jackson
07:14
Yes, certainly.

Donelan
07:16
And tell me what that looks like.

Jackson
07:17
Well, I can tell you about the different projects that the organization has. So, we have basically four different strategies. One is training law enforcement, and as of last year, we had trained officers in 25 states. The training is called Policing the Teen Brain. We also do outreach to youth with a training that's called Juvenile Justice Jeopardy, and that training helps youth to understand and explore a lot of the misconceptions that they may have about their rights and interactions with law enforcement.

The organization does research. So for example, a few years ago, Strategies for Youth released a report called *Catch & Stun*, and that report focused on the use of tasers and other similar devices, and how those devices affect youth, and then finally, we have the Policies Project. That's the focus of our conversation today. So there are a number of ways in which the organization is trying to reach out to everyone involved to, again, have the best possible outcomes when these interactions happen, and to make sure that everybody, when they do happen, goes home safely.

Donelan
08:41
That's amazing, 25 states. I mean, that's half of these beautiful United States, so that's really pervasive. You guys have gotten out there. I love that you're also talking to both sides, because it's a very real issue, that, as you said, these bad things that happen can result in loss of life, they can result in loss of jobs, they can result in just so much negativity and, you know, more division, instead of bringing communities together. A single incident can really tear a community apart, and so I'm sure the hope is, and the goal is that, that you're able to talk to both sides so that as these events occur, they're better equipped, I would imagine, to deal with that. What have been some of your good stories, the payoff?

Jackson

09:24

Well, the policies themselves have only been out since November of 2023, but I would say one good story is that we are being approached by some law enforcement agencies at both the state and the local level, to have conversations about policy implementation. We were contacted by a police chief from a jurisdiction in California, and he wanted to have a conversation about how these policies could be adapted for his department. We put the policies out. There are 12 of them. I should probably, at some point, tell you the range of interactions that the policies represent.

Donelan

10:14

Yeah, let's go for it.

Jackson

10:15

Sure. So, there are 12 policies, and the goal was to try and address every major interaction that a law enforcement officer might have with a youth. So we deal with investigatory stops, we deal with pat downs for weapons, searches, arrests, interrogations, use of force, we deal with issues where a caretaker or parent of a child is being arrested, or the child's residence is being searched, and then we also deal with particularly vulnerable youth, for example, youth of color, LGBTQ youth, youth with disabilities, youths with substance use disorders, and there's a policy about interactions with students. Finally, we have a policy or two policies, I should say, one on data collection, and the other on the need for transparency. So the goal of the policy was really to cover the waterfront, if you will, about every type of interaction that we thought law enforcement might have with youth. And in addition to the 12 policies, 10 of the policies have appendices, and those appendices go into more detail about the social science research behind the policies, or the legal precedent behind the policies.

Donelan

11:56

Okay, thank you for that. Now, I'm looking at these policies. They're 12 Model Law Enforcement Policies for Youth Interaction, and this is from Strategies for Youth. A question for you. So, you know, we are… Because you said something. You said these policies, you had them in place since November of 2023, and what I love about that is that it's a reminder that there really aren't any quick fixes. Time is going to be needed. When you're talking about changing culture, and with law enforcement, you have the sort of organized setting, there's a chief and, you know, chain of command, and they have policies in place, general orders, that sort of thing. When you're dealing with the youth, though, I got to imagine that's a little more difficult, I would imagine, unless are you working with schools? How are you reaching them to have that side of the discussion?

Jackson

12:45

Basically, we're doing whatever we can to reach out to anyone we can. The policies are free on our website. They try to explain how their implementation might be advantageous to different groups and people with different perspectives, so we've talked to law enforcement agencies at the local level. We've talked to some state-based agencies. We've done training and outreach to advocates, for example, to public defenders.

We are trying to get the word out wherever we can. We were featured in the March 2024 issue of *The Dispatch*, the COPS Office newsletter. We're going to be featured in a series of articles, and a research publication called *Juvenile Justice Update*. So whatever we can do to get the word out there, that's what we're doing.

Donelan

13:48

That's great. And I would assume too, I mean, these aren't necessarily one-size-fit-all policies, I would imagine, I mean, because, you know, every jurisdiction, every locale, while everyone's sort of facing similar issues, you still have different sets of circumstances in different communities. You have communities where they've got a very strong relationship with their law enforcement, you have some communities or neighborhoods, et cetera, where it's very adversarial. Is it one-size-fit-all, or can someone come in and sort of cherry-pick what they need to best suit their communities?

Jackson

14:18

Definitely not one-size-fits-all. And I believe the wording on the website about the policies is that they are available for adoption and adaption by agencies across the country, because we know law enforcement agencies are in different places sometimes in terms of the strength of their relationship with the community or particular problems that are arising in their community. And then, there's practicalities that certain agencies, depending on where the agency is located, there may be state law that governs how they interact with the community in general, or even, although rarely, how they interact with youth. You could have an agency that has gone through some litigation in the past and has policies that then would need to be reconciled with our policies, if they had a policy that was developed through litigation. So they absolutely are not one-size-fits-all, but what we were trying to do, again, is to hit those major points, to respond to some of the questions that have come up throughout the years, as I said, since 2010, when Strategies for Youth was founded, and some of the questions that law enforcement officers have raised to the staff during those training sessions.

So we try to build on all of that in putting these policies together, and try to answer as many questions as we could, trying to be both comprehensive, but also to make allowances for individual circumstances, and we are also available to agencies, defenders, other stakeholders who would like to talk to us more specifically about how to adapt this policy, or the set of policies for their specific jurisdictions.

Donelan
16:24

You know, I have to hand it to you. You're tackling a hot-button issue. I don't think it matters where you are in the country, where any one of our listeners are in the country. Juvenile justice and matters related to the youth and crime in many places, there seems some really tough numbers that they're trying to address, and it's the hot-button issue. There's a lot of emotion on both sides of this, and you talk to one side, and you can understand where they're coming from. So, for *The Beat*, you know, primarily our audience is law enforcement. So that is who you're primarily talking to right now, and so I'm kind of trying to think from their perspective sort of what would be of most interest to them, and in terms of the actual policies, this isn't—my understanding and I'm asking for you to correct me here or not or expand upon it—this isn't some scholar in a room who came up with these policies, who's not out there, you know, walking the beat. You had law enforcement input on this, correct?

Jackson
17:18

Yes, we did. We worked on the policies in a draft form, and then we circulated them to a diverse group of reviewers. I believe the number was around 50 different individuals. And the reviewers included law enforcement, they included prosecutors, they included youth defenders, civil rights lawyers. We had a lot of input from psychologists and social science researchers, because a lot of the reason teenagers behave the way they do has to do with their brain development, and there's been a lot of research on how the immaturity of the teen brain affects their behavior, but we absolutely did include in our reviewers people who had on-the-ground experience in law enforcement. And we took the input that we got back from the reviewers, and then we made revisions before we finalized and released the policies.

Donelan
18:24

Let me ask you personally, you've been in this for a while now, and, you know, just you as a human being, when you watch certain situations unfold, what makes you just frustrated? "Oh, I wish they had known this." "This could have helped." "This tidbit or this part of the policy, this one policy might have helped here." Like what grabs you in moments like that, where you're like, "Gosh, I wish the whole world knew this, because it would truly help them, maybe could have helped, in that particular situation"? I hope I'm not being too general.

Jackson
18:54

No. I think that... Well, one aspect of it is, you mentioned in your introduction that I had a lot of experience in juvenile justice, but I also have a lot of experience both in and out of the government on disability issues, and so I think one thing that grabs me personally is interactions, and not just law enforcement interactions, but interactions where what was not recognized is that the person or the

young person here specifically had a disability, and that is why they behaved the way they did. That's why they reacted the way they did. And the officer often, it seems to me in the cases that I've read about, wasn't aware.

Either they weren't trained or they didn't have a policy, but they didn't understand in the heat of the moment why the person was doing what they were doing. There's a photo that I will never really forget, and this is not about youth, but about adults, but several years ago, I saw a photo that was taken during Hurricane Katrina, and law enforcement had their guns pointed at some individuals who were face down on the pavement, on a bridge during that very, very scary, difficult situation during Hurricane Katrina. The law enforcement were taking that action because the individuals weren't responding to their direction, but it came to be known that they weren't responding because they were deaf.

Donelan
20:31
Mm-hmm.

Jackson
20:32
They couldn't hear the commands. They couldn't understand what the officers were saying, and so I think for me, those issues of disability and youth personally strike me, you know, as particularly difficult, and a situation where boy, I wish the officers knew or had a better understanding. And so one of our policies does deal specifically with disability mental health crisis, and the impact of drugs or alcohol, to try to educate officers so that they understand what's going on there.

Donelan
21:09
One thing when it comes to juvenile justice, and I'm curious about this with the work that you guys are doing with Strategies for Youth, I cannot imagine, you know, to put myself in the shoes of a law enforcement officer and to deal with a young person who is, not just mouthing off, but, you know, has, "everybody's innocent until proven guilty," but we do have young people committing some violent and very serious crimes. You know, the carjackings, at least I know in the particular area and where I live in, the bulk of the offenders are juveniles. You have juveniles killing juveniles. There's a loss of life here, a real loss of life. And what do you say to those who say, "Listen, policies haven't worked, crime is going up, the violence is getting worse, people are dying, we've got to go back to, you know, locking people up"?

Jackson
22:00
Well, it's interesting, I've had similar conservations with members of my own family, and I think there's a number of different responses. You know, one response is that there are difficult situations involving crime, and we're not saying that law enforcement should ignore or turn a blind eye to those circumstances. But I think what the data tells us, and often, it's difficult to hear that in the heat of the moment, is that most juvenile crime is not violent. Most juveniles, because of where they are in life,

don't go on to be hardened criminals. Most of them grow out of their behavior, and often, the escalation and the heavy law enforcement response is not necessary for the bulk of juveniles to get to, I think, the goal of law enforcement, which is peace and compliance. So I think those are some of the things that I would say.

Donelan
23:08

I think everyone wants the same. Everyone wants to wake up, go outside their homes, and know that their neighborhoods are safe, and that their cars are there, and that when they're driving to work, they're not going to have a gun pointed at them. Like everybody wants a good quality of life. And I don't think there's any law enforcement officer who wakes up in the morning and says, "I'm getting ready to go lock up a bunch of kids." Like it's not anything like that, but at the same time, we've still arrived at a point in our history where it just feels like we've locked into something that is really difficult to get out, which is why a program like Strategies for Youth is so welcoming, right? Because these are actual tools that you're offering. You're bringing to the table and saying, "Take a look at these policies and see if this will work," to try and dig us out of the sort of...

It almost feels like a stalemate. I may be overstating that, but it is certainly a challenge for many jurisdictions. And so if there's a law enforcement agency out there who, you know, one of the other—don't have me do a math here—but one of the non-25 states, what do they do? And if someone's interested in the program, what does that look like when you arrive, Strategies for Youth? Is it they go online, they get the policies, and then they adapt what they want? Is there any formal training? What does that look like for a law enforcement agency when they engage with you?

Jackson
24:20

It really depends on what they need and what they want. We do have a training component, and the policies are, we think, a complement to that, can work hand in hand with that, but you don't have to get training from us to use these policies. Anyone can use them, so if folks want to get in touch with us, and then talk to us about their particular needs. So let's say, for example, you have an agency and they feel that their use of force policy is fine and is adequate in terms of their dealing with youth, but they really could use help about what they do when they interact with students, whether they're school resource officers, they're called to the school, then I think we really... The goal is to pick and choose, and for us to try to work with them, and meet them where they are in terms of what their needs are, and what their strengths are, and how to move forward.

One of the things that the organization has found in its work is, and you alluded to this, I think before, trust between law enforcement and the community is a variable thing from place to place, but what we have learned is that when a community loses trust in law enforcement, it's very difficult to regain that, and that's one of the goals of these policies, to allow law enforcement leaders to be proactive. Nobody wants to be dealing with a difficult situation after the fact and saying, you know, "We should have done

that. This is where we messed up. This is what we should have done differently." So the idea is to have an opportunity to get out ahead of issues, to think about issues that might arise ahead of time, and thereby, you can reduce the potential for litigation.

You can reduce agency and officer exposure to liability, to give officers those tools, as you've said, that they need in difficult situations, and to help agencies establish and maintain trust, because folks know these are the standards, this is what law enforcement is going to be held to, and here's the information so that everyone has information about what to expect from law enforcement, which can be kind of a mystery to the community. Sometimes law enforcement is not very forthcoming or transparent about what the rules are. In doing the research for these policies, I found some departments where their policies were easily accessible, and I couldn't review them and understand them, but there are other jurisdictions where you just cannot find what the rules are.

Donelan
27:14
Right. And without those rules, that's a void to be filled with fill in the blank.

Jackson
27:18
Right.

Donelan
27:19
It's unneeded exposure that you don't need. You know, I love *The Beat* for namely, chiefly among which, is we have all of these great minds coming to the table, talking about all these different tools, that we're hoping to give to listeners, and that they can walk away and take a piece of this, or all of your policies, and take it back and have growth and success. The onus does very much though feel like it's on law enforcement to do, and I want to talk to you about that piece, because I know that you've mentioned the 50 different people you had at the table when you're developing these policies, so it was a wealth. You ran the gamut. You had community in there, you had law enforcement in there, prosecutors, public defenders, et cetera. How much of this, in your opinion, has to be on law enforcement to do, because, I mean, in one hand, they're the ones you can reach, right?

They're the ones who are all gathered in one building and you know how to contact them, and can gather them together, but so much of this does feel like, we have to get that community buy-in, which is going to take time. So do you have people who are saying, you know, "I need a fix now. What can I do now?" Or is this a long game, and we just sort of need to buckle up and prepare ourselves and wrap ourselves around that?

Jackson
28:27
I think it is a bit of a long game, but I also feel that you need to start somewhere. You need to start where you can start. And one of the things that I neglected to say in terms of the input is in addition to

getting input from folks who were involved directly in law enforcement, one of the other things that we did is that we did an extensive search to find, as much as we could, policies that were already in practice, because we presumed that one of the best ways to convince a law enforcement agency, that this is a good policy, this is a realistic idea, this is an adequate approach for dealing with youth is to say, "Look, this law enforcement agency over here did it." And so, as much as we could, we try to include, for example, we relied extensively on policies from the Baltimore Police Department. Those policies were adopted, of course, after a Department of Justice investigation and as part of a consent decree, but the policies that the department has adopted say many of the same things that we say and that advocates say.

Research has shown that most kids, especially if they're involved in lower level offenses, have better life outcomes, they're less likely to commit future offenses when they're given a level of intervention that promotes pro-social behavior, and that you should be diverted, and when youth are diverted from the formal processing, they can still be held accountable. That's the Baltimore Police Department policy. That's not just something that a bunch of idealistic advocates came up with. None of this takes place overnight, but it's a worthy endeavor, because I think we see what happens when officers aren't trained and when they don't have policies to guide them. We see what happens when people act in the spur of the moment, not understanding, you know, why this young person is behaving the way they do.

Donelan

30:42

You know, I've had a discussion many times over, about law enforcement and, for instance, social media, and that everybody's got a cell phone. And there have been several instances that I've witnessed in my life where you see a law enforcement officer out there doing their job, and you have a member of the public engage with that officer, and they really just push every single button, or at least they try to push every single button. And they dial up, dial up, dial up, dial up, and the guidance to the police officer is, "You've got to keep your cool. It may not be fair, but you've got to keep your cool because that person, we understand, is pressing, pressing, pressing, but you've got to remain professional. You have to remain level-headed. You've got to follow the book. We've got to give you the tools that we can provide you to help you through that." Because police officers are human beings too. They put their pants on just like you and I do. They're mothers and fathers. They're sons and daughters. They're all the things, but they do tend to be a target, and the onus is on them to do right and the do right zone, perhaps more so than anyone else, because they are so heavily scrutinized, let's just say at least that, and the expectations for them are higher. The expectations society has for law enforcement is, you know, you do your jobs, you do your jobs well, you're professional, you keep your cool, you do all the things.

The reality of life and seeing all the things that they see on a day-to-day basis, that is very real, those are very big challenges, and there are a lot of other programs, you know, and thank goodness, that are really becoming sort of standard industry practice to help support these officers when they're out there on the streets because they are so under attack, and they're doing everything in front of everyone, and the least bit of a slip up, that could change their lives, quite frankly. And so the fact that you're giving

them these policies, and the fact that others have been successful in using parts of these policies, I think you're dead on on that, right? It's not just, "Tell me what to do," it's, "Show me that it worked," and you're able to do that because you've got these other law enforcement agencies that are currently engaged in these practices. In terms of the sort of mental support, is there a component of that recognition of the need for supporting both the officers as human beings and, just as much as we're saying, "Look at this. This is a child, quite frankly, whose brain has not developed," are we taking into account sort of the human condition all around?

Jackson

32:57

There's some aspects of that. It's not the predominant purpose of the policies, but I know, in particular, we have a policy that's about the impact on youth when their caretakers are arrested or there's a residential search warrant, and at the end of that policy, we talked somewhat about care for the officers who are involved because that kind of incident can often be very traumatic for officers. So we do recognize it, but it's not a primary focus of the policy collective, but I know that there are resources out there. I believe there are some Department of Justice resources that are available for law enforcement in that situation.

Donelan

33:48

Yes, and we've talked at length here on *The Beat* about that in recognizing the need to better support law enforcement out there and who they are is just people, and the fact that these incidents can be just as traumatizing for them, sometimes more. So that's great. And this serves a purpose, which is trying to address, quite frankly, I don't know. Would you call it a crisis when it comes to juvenile justice, or are you seeing improvements? What's your take on the sort of state of things right now?

Jackson

34:16

I would not say that I have a comprehensive view of everything that's going on, but to the extent that one of the things that Strategies for Youth does is we do try to monitor situations and publicly available reports, and sadly, I cannot say that based on that, that things are getting better, that we continue to see situations where law enforcement didn't de-escalate, law enforcement didn't understand what was going on, so crisis to me implies a flash point that then goes away. So maybe the term that I would use is that I think it's an enduring problem, unfortunately.

Donelan

34:58

You're absolutely right. That is a better way to describe it. You know, Ms. Jackson, when I look at these policies, and, you know, we're talking about 12 policies, basically for law enforcement and the community, and the youth, is the bulk of the onus on law enforcement, or is that not what you're communicating?

Jackson

35:12

Well, I think the onus, I don't know if I'd use that word, but the obligation is on law enforcement, because we're talking about their job. They are the part of our society that we have decided deals with these types of issues and often, for young people, law enforcement is the very first contact with the criminal justice system or the juvenile system, even if it doesn't progress to an arrest or a search, a law enforcement officer stopping a youth on the street, "Did you see X, Y, and Z?" "Why aren't you in school?" Those kinds of things. So that's the focus of these policies, but I think what I would like to add is that as we discussed when we started, Strategies for Youth does more than policy development. And so in the Juvenile Justice Jeopardy training that we do for youth, we get at some of these issues, exploring what youth think about what their rights are, what they can and can't do, what they should and shouldn't say. So our organization writ large does try also to reach out to youth and to educate them so that they are going into those interactions as informed as they can be at the same time that law enforcement hopefully is equipped through our policies or training, to be as equipped as they can in that interaction.

Donelan

36:50

In terms of the policies, just going back to this, I'm going to beat the horse, [laughs] in terms of the policies, returning back to that, they could go to your website, they can find them there, they can call you, they don't have to call you. They can read the policies, they can pull policy number four out and say, "We're going to focus on this one." Basically, these are resources that are available to people, correct?

Jackson

37:12

That is correct.

Donelan

37:13

If they would like someone to come in for training, they can reach out and get additional training. So it's sort of whatever level of service you want. Am I correct in that?

Jackson

37:21

That is correct.

Donelan

37:23

Excellent. Listen, I wish you the best of luck. We got a lot of people talking about these challenges. There's a lot of emotion on all sides, but at the end of the day, we need information, knowledge, resources, experiences to help us travel through these challenges, and Strategies for Youth seems like one of those critical tools.

Jackson

37:45

Well, thank you so much.

Donelan

37:47

If people want to reach you directly, can they do that, and if so, how?

Jackson

37:51

Yes, they can, and the best way to do that is by email, and so they would reach out to me at SJ@strategiesforyouth.org. So again, S-J-at-S-T-R-A-T-E-G-I-E-S-F-O-R-Y-O-U-T-H-dot-org.

Donelan

38:17

Excellent. And can we have the website address one more time, and if you could provide that to us? And then also, are the policies right there? Do they need to go looking for them?

Jackson

38:27

Yes. I can give you all of that information. So, the website is strategiesforyouth.org, S-T-R-A-T-E-G-I-E-S-F-O-R-Y-O-U-T-H-dot-org. When you go on our website, if you look across the top, you will see a dropdown for a policy reform, and then that takes you to model policies. So that's one way of getting to them. The other way, though, is that there is a direct shortcut from our website to the policies, and so that would be strategiesforyouth.org/model-policies/. S-T-R-A-T-E-G-I-E-S-F-O-R-Y-O-U-T-H-dot-O-R-G-forward slash-M-O-D-E-L, then a dash, P-O-L-I-C-I-E-S-forward slash.

Donelan

39:46

Excellent. I've failed to ask you a question that I ask every guest, which is, "What attracted you to this line of work?"

Jackson

39:54

Boy, that's a good question. I was always interested in issues involving children and youth, and that's taken me in a number of different ways and a different places throughout my career. I worked in non-

profit legal advocacy before I entered federal public service. I was able to work on some cases involving youth, and then when I joined the Federal Government, I also worked on civil rights matters, involving youth before I retired from the Department of Justice Civil Rights Division in 2020. In 2020, I was able to connect somewhat through a change of circumstances with Lisa Thurau, the executive director of Strategies for Youth, and just about the time that we encountered each other, she was looking for someone to work on the policies project.

So it was maybe fate, but this was another way for me to continue to work on issues that involved youth, here, looking specifically at a law enforcement focus. So somewhat of a long and winding road, but that's how I got here.

Donelan
41:17
Oh, no, that is wonderful. Thank you. And you retired, but your passion called you back. So this is a calling.

Jackson
41:22
Apparently so.

Donelan
41:23
Or you're a glutton for punishment.

Jackson
41:25
[Laughs]

Donelan
41:25
[Laughs] She nervously laughs. Well, listen, I cannot thank you enough for joining us, and I know that our listeners have taken information from you, news they can use, and will be checking out your model policies. Thank you so much.

Jackson
41:41
Thank you very much. I really appreciate it. Very nice to have met you.

Donelan
41:45
You too, and good luck with the program. And to our listeners, thank you for joining us here on *The Beat*.

Voiceover: *The Beat* Exit

41:53

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Voiceover: Disclaimer

42:51

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