

EXECUTIVE SUMMARY

Background and Overview

In recent decades, the Omaha Tribe has faced significant problems in addressing public safety issues. Numerous factors have contributed to this issue. Juvenile crime and child abuse rates have fluctuated from relatively high to very high and vital resources have not lived up to meeting needs or expectations leaving the tribal juvenile justice system infrastructure with identified gaps to address these issues. The same is true for juvenile delinquency, most-often fueled by soaring substance and mental health risk factors. There are insufficient alternatives to incarceration concerning juvenile offenders and even less resources for positive rehabilitation and reentry for offenders. Additional prevention methods need to be developed, preferably utilizing a community-based approach with inclusion of culture as a remedy.

A major advancement has been the establishment of the Mark of Honor (MOH) Youth Shelter, which provides a safe, temporary placement option for victims of abuse and neglect as well as youth in need of out-of-home placement. While the MOH Youth Shelter represents a significant step forward, it remains in early operations and requires continued development to expand culturally appropriate services, build capacity, and secure sustainable funding. Additionally, The Shonga Ska Program was created in direct response to these realities. By grounding its design in cultural traditions and equine-assisted learning, Shonga Ska addresses both behavioral and emotional needs while promoting resilience and protective factors. This approach reduces reliance on punitive measures and instead offers youth positive alternatives rooted in identity and community connection.

Alternatives to detention and expanded prevention remain critical needs. Community-based approaches that embed Omaha culture: language, values, traditions, and tribal history are essential to address root causes of delinquency and support healing and resilience. Strengthening partnerships with tribal, state, and federal agencies, aligning funding opportunities, and leveraging technology for data tracking and coordination are necessary to close service gaps and improve outcomes.

The Nebraska Crime Commission mandates that the Tribe develop a long term Juvenile Services Plan (Plan) to address public safety issues concerning the tribal juvenile justice system. In preparing the plan, the Omaha Nation Juvenile Justice Planning Team (ONJJPT) has included Tribal program providers and other key community stakeholders in gathering input and sharing of experience and hopes to benefit the youth of the Tribe. In 2018, and again in 2022 , the ONJJPT performed a gap analysis of the juvenile justice system as well as treatment services available to juveniles and their families.

In 2023 the ONJJPT initiated an updated, data-driven gap analysis to reflect recent developments, including the Shonga Ska Project and the MOH Youth Shelter.

Central Themes of the Juvenile Services Plan

The following updated themes reflect recent developments and the Tribe’s continued emphasis on trauma-informed, culturally embedded, and evidence-based approaches:

- Establishing and funding diversion and prevention programs, alternatives to incarceration, and other “Treatment First” options rather than detention should be a major focus.
- The Tribe’s Plan should be implemented in consultation and collaboration with Tribal Leaders and key community stakeholders and should be flexible enough to allow the ONJJPT to develop strategies tailored to their specific public safety needs that include embedding culture (i.e. language, values, traditions, tribal history, etc.).
- Strengthen the Mark of Honor (MOH) Youth Shelter as an operational, developing resource by expanding services, building capacity, and prioritizing culturally appropriate programming, trauma recovery, and life-skills education to support reentry

- Enhance Shonga Ska by expanding enrollment capacity, formalizing referral pathways through schools and courts, and incorporating additional culturally grounded life-skills and family engagement components. Continued investment in staff training, program evaluation, and facility improvements will ensure Shonga Ska grows as a flagship prevention and diversion initiative. By 2025, at least 30 youth per year will be enrolled, with outcomes tracked to measure reductions in truancy and delinquency referrals. Within three years, the program aims to achieve a 15% decrease in school-related referrals.
- The Plan should coordinate tribal, federal, state and local government resources to support operations, programming in tribal justice systems and critical infrastructure issues with tribal juvenile justice and correctional agencies, fully mindful of the sovereign status of the Tribe in these coordination efforts. Implement the Plan in consultation with Tribal Leaders and stakeholders, ensuring Omaha culture, language, values, traditions, and history is embedded throughout juvenile services to promote healing, empowerment, and long-term success.
- There should be greater coordination and cooperation between schools, providers, and programs in all Plan activities.

Tribal Leaders, Practitioners' and Experts' Recommendations for Key Considerations Underlying the Juvenile Services Plan

- Develop a system of alternatives to incarceration. Identify the points in the system where incarceration occurs, examine the reasons why, and explore alternative evidence-based practices to safely monitor the offender in the community.
- Make alternative interventions culturally specific to individual families. Assess and identify the varying cultural strengths and weaknesses of juveniles and their families.

- Include diversion prevention, after-school and summer youth programs for tribal youth as part of crime, violence, delinquency, and substance abuse prevention strategies.
- Develop strategies that include programming for children, youth, and families include trauma-focused and culturally relevant services and activities.
- Include diversion, intervention, and treatment for juveniles. Inventory existing funding and technical assistance resources for tribal youth across federal agencies; and develop training for community coalitions to support tribal diversion and intervention programs for juvenile offenders.
- Support regional partnerships with other tribes, state, and local entities to contract for bed space to improve capacity and sustainability.
- Develop data-driven, comprehensive programming. Use planning data and validated risk assessment tools to assess key trends in the tribal juvenile offender population and define critical programming and partners. Support research to identify effective methods in Tribal Nations.
- Identify and establish partnerships with key State agencies and private organizations to develop working relationships and to broaden capacity with expanded resources.

Action Steps and Recommendations

Six month goals:

- The ONJJPT will cyclically apply for resources from the Coordinated Tribal Assistance Solicitation (CTAS) and other grant opportunities from the Department of Justice (DOJ) including the Drug Courts Programs and Tribal Youth Program to support alternatives to incarceration and family reunification programming.
- Share information with tribal courts about electronic alcohol monitoring bracelets (BIA).

- Offer funding and training and technical assistance for providing for interventions and treatment, alternatives to detention, and multi-purpose justice facility planning, renovation, and construction from DOJ.
- Explore potential resources to promote comprehensive programming (Work Groups).
- The ONJJPT and Tribal Council will support diversion and reentry activities through the Second Chance Act's Demonstration Mentoring, Nebraska Crime Commission, Co-Occurring Substance Abuse, Family Treatment and Mental Health Disorders programs, and the Tribal Juvenile Detention and Reentry Demonstration Program.
- Explore strategies to facilitate and streamline tribal justice hiring, basic competency training, and securing clearance processes (DOI and Work Group).
- Add other critical state and federal partners to support implementation of the Juvenile Services Plan, including agencies representing law enforcement, civil rights, victims, youth issues, family violence and trauma-related programs (Work Group).
- Continue to coordinate across state and federal agencies after the Juvenile Services Plan is completed and is prepared for submission to the Nebraska Crime Commission.

Twelve month goals:

- Pursue sustainable funding for the Mark of Honor (MOH) Youth Shelter (CTAS/DOJ) for staffing, capacity, trauma-informed programming, and life-skills development.
- Develop trauma-informed programs for children entering the juvenile justice and child welfare systems with particular emphasis on programs that offer services to support family involvement, safe and secure reintegration, and reunification of the family.
- Promote attendance to Tribal Probation Academies and explore assistance such as training for probation supervisors and training on planning and managing the Tribal Probation Department (DOJ).
- Expand the availability and connecting of services and activities between current providers, programs, agencies, and schools in the form of a Juvenile Detention Alternatives Initiative (JDAI, Work Group)
- Coordinate funding of new construction to maximize success of these initiatives and projects.

- Create a Peer Advocate and Mentoring Program utilizing the strengths of the community, particularly those individuals in long-term recovery (Elders, Work Group).
- Explore potential resources and develop strategies to assist high risk juvenile offenders or those needing diversion, prevention, intervention, or specialized services.
- Explore resources to address juvenile offender cultural and educational needs and requirements.
- Develop a collaborative strategy to enhance accessibility of federal funding and resources in the areas of prevention, alternatives, detention, and reentry for Tribal Nations.
- Create an online consolidated database on funding opportunities, resources, training, and technical assistance (Work Group).
- Provide inter-tribal, cross-agency training to emphasize the importance of multi-disciplinary strategies to achieve best results from the Juvenile Services Plan.

36 month goals:

- Expand the MOH Youth Shelter's capacity; add transitional services and deepen trauma-informed programming with diversified, sustainable funding.
- Develop and implement trauma-focused programs for youth and families emphasizing safe reintegration and reunification.
- Promote training and certification for Tribal Probation Officers and supervisors (academy attendance; restorative/case-management best practices).
- Establish a Juvenile Detention Alternatives Initiative (JDAI) Work Group to connect providers and support community-based supervision.
- Continue planning for a multi-purpose Juvenile Justice and Wellness Center ("Omaha Nation Justice Center") that integrates mental health, treatment, and family programs.
- Develop a Peer Advocate and Mentoring Program leveraging Elders and long-term recovery community members.
- Create an online database of funding, training, and technical assistance.
- Enhance regional partnerships to expand placement and treatment options; formalize MOUs.
- Conduct cross-agency training on multi-disciplinary, trauma-informed, culturally competent practice.

The Work Group also made recommendations for enhancements if funding and creation of new resources in particular areas is available.

Conclusion

The Omaha Tribe faces significant public safety challenges. The ONJJPT was developed to provide critical opportunities to acquire the tools needed to build effective alternatives to current justice system methods of dealing with juvenile offenders. This includes strategies focusing on: a) Developing programs that are youth-based on reducing risk factors and building upon protective factors, in particular, the use of cultural values, language, and traditions; b) Seeking rehabilitation rather than strictly punitive measures in placing children and youth in detention and other out-of-home situations; c) Utilizing the strengths and positive aspects of Omaha family and Omaha traditional culture as a response to juvenile delinquency, child abuse & neglect, and family violence; d) Identifying and treating unresolved trauma and grief; e) Developing an enhanced juvenile justice model that includes a comprehensive spectrum of services. These strategies should be tribally led and based upon data and planning, with the help of federal and state resources to support these goals. The ONJJPT membership is committed to implementing these Action Steps and Recommendations, and helping Tribal juvenile justice system to improve public safety.

Omaha Nation Juvenile Justice Planning Team (ONJJPT)

Background, Formation, and Purpose

ONJJPT Background & Formation

The Omaha Tribe has been devastated for decades by high rates of child abuse and neglect, youth crime and delinquency, truancy, family violence, and substance abuse. These problems have had a significant impact on community safety and threaten the future of the Nation's youth. Facilities and resources needed to enforce the law and provide meaningful interventions for delinquent youth and youth victims of abuse have been lacking or are non-existent.

In 2007, the Omaha Tribal Council enlisted the Omaha Nation Community Response Team (ONCRT) to study juvenile justice system and identify programs and facilities needed to address these issues. The ONCRT applied for and received a Department of Justice (DOJ), Bureau of Justice Assistance (BJA) *Planning Correctional Facilities on Tribal Lands* grant program to develop a Comprehensive Master Plan for development of juvenile justice facilities and services. The ONCRT contracted with Justice Solutions Group (JSG) to assist with the community assessment and planning process needed to complete the BJA grant. This effort resulted in a project report that was submitted to BJA in 2009. In 2016, the Omaha Tribal Court received a comprehensive Program Assessment through the Bureau of Indian Affairs (BIA). As a result of the assessment, a Report & Recommendations was developed and submitted to the Tribal Council

The 2016 Report is now utilized as a framework in the development of a tribal comprehensive Juvenile Services Plan. However, as this brief indicates in the Priorities Section, the Tribe will utilize OJJDP to update data and information by performing an additional juvenile justice system gap analysis in 2026.

Tribal Court Assessment

On July 13-15, 2016, the Jacobson Law Group of St Paul, Minnesota was contracted by the Bureau of Indian Affairs (BIA) to conduct an Assessment of the Omaha Tribal Court. The Assessment was conducted using a modified model of the Trial Court Performance Standards (TCPS), and was adapted to the needs of the Omaha Tribe and the Omaha Tribal Court. This provided an overview of the Tribe's justice system, recognition of areas that functioned well, and identified areas for improvement.

The Assessment focused on five distinct areas: (1) access to justice; (2) expedition and timeliness; (3) equality, fairness, and integrity; (4) independence and accountability; and (5) specific findings and needs of the Tribal Court. The Assessment included recommendations and a Strategic Plan, which are being utilized to seek funding through OJJDP grant applications. The Omaha Tribal Court is shaped by factors that are relatively unique to the Tribe. The Tribe's resources are extremely limited. Yet, the demand and cost of developing and providing services to about 8,000 individuals residing on a 307-square mile reservation are daunting. The Court is a non-revenue generating program that is operational 5 days per week including 1 day of civil

hearings; 2 and 1/2 days of criminal court; 1/2 day of abuse & neglect proceedings, and 1/2 day of juvenile delinquency proceedings. On average, 35 evidentiary hearings a week are scheduled for civil hearings, bench and jury trials, juvenile delinquency and child abuse & neglect adjudications. To handle this caseload, which averages more than 1,400 new cases annually, the Court has an Administrator, 2 Clerks, a Chief Judge and an Associate Judge. The cases are handled by a Tribal Prosecutor, a Public Defender, and 1 Probation Officer that also handles over 90 adjudicated adult and juvenile cases at one time. In 2017-18, the Court processed 234 juvenile delinquency cases while filing 1,335 criminal complaints. Of these, only 7 juveniles successfully completed probation and a majority (42%) of youth were repeat offender. Juvenile Court 2018 data also includes as many as 37 youth coming from detention facilities and 4 youth from state correctional facilities and treatment programs.

With such a busy caseload, the Court has endured an inadequate budget that has forced it to operate in day-to-day survival mode without the time or funds necessary to develop critical administrative procedures and hire (and retain) key Court personnel. Given these realities, the Court has struggled to prevent and curb case backload, and to dispose of matters in a timely fashion, notwithstanding the dedication and hard work of Court staff.

According to the Assessment, the Court has several urgent needs that, when addressed, will improve its capacity and infrastructure and, most importantly, its responsiveness and effectiveness in serving our reservation communities. Obviously, the primary and most urgent need is adequate staffing to build capacity. High turnover due to demanding working conditions, lack of training, and poor morale has consistently plagued the Court and has further hindered its ability to administer justice. Moreover, there are not clearly identified or defined roles and responsibilities among the Chief Judge and Court staff. *The result of the Court's lack of capacity and infrastructure has been that many criminal complaints never get to trial, which has further exasperated the working relationship with law enforcement and has sent a negative message to the community regarding justice.* This has been most evident when comparing arrest and citation data with Court adjudication data.

Tribal administration made a decision that a more formal approach to meeting justice demands was necessary. This included activities to overcome lack of resources and barriers that have led to inconsistent collaboration and coordination among service providers. In order to create a more comprehensive response, community stakeholder involvement would need to be

established, tribal resources would need to be revamped or developed, and new partnerships would need to be forged. The safety and well-being of our tribal communities and the future of the Nation's youth depend on a successful resolution to these issues. The issues and concerns identified have provided an excellent starting point and framework for the current planning process.

Omaha Nation Juvenile Justice Planning Team (ONJJPT) Formation

The Omaha Nation Juvenile Justice Planning Team (ONJJPT) was formally adopted by the Omaha Tribal Council through Tribal Resolution #18-75 On July 16, 2018. Although various tribal programs have met periodically to strategize on undertaking issues concerning tribal youth, no formal planning team has been established since the ONCRT effort in 2008. In most instances, the nature of programmatic meetings focused on specific violent cases, overt drug abuse and distribution, truancy, or community complaints regarding delinquency rather than looking at responding in a more comprehensive manner. Since no community assessment or gap analysis of youth serving systems or resources on the reservation have been completed in several years, no coordinated effort has been planned. Programs and services have attempted to resolve community issues with limited resources and without collaborative partnerships, putting their staff in jeopardy of being over-burdened and their resources depleted. As a result, much of the subsequent planning and implementation efforts have fallen short of providing long-term solutions to these issues. This has led to the community experiencing unsafe conditions.

The ONJJPT has served as the juvenile services planning team for the Omaha Tribe of Nebraska. The primary purpose of the ONJJPT will be to follow up on previous planning efforts and to provide a forum for open communication among community stakeholders, schools, agencies, and organizations to seek a greater level of public safety and wellness for our youth. The ONJJPT will soon start again to meet monthly at the Family Resource Center in Walthill, NE. The group will include the key stakeholders from the tribal juvenile justice system along with representatives from other youth-serving programs, organizations, and agencies.

ONJJPT Purpose

The 2009 ONCRT Planning Team report and the 2016 BIA Tribal Court Assessment has provided direction and focus for the Tribe's planning efforts. The ONJJPT will continue to respond to the following questions: *Where are we now?*, *Where do we want to be in the future?*, and *What do we need to get there?* The previous assessments have provided a foundation for the strategic planning process and allows the ONJJPT to focus on answering the question, *How do we get from here to there?*

The purpose of the ONJJPT will be to adopt, build upon, and incorporate the work of previous planning activities into the ongoing ONJJPT planning process and subsequent Juvenile Services Plan concerning strategies to support children exposed to violence. This work will include:

- A statement of the issues and problems prompting the initiative;
- Values, vision, and mission statements prepared by the Planning Team for the tribal juvenile justice system;
- An assessment of community risk and protective factors affecting the likelihood of youth involvement in delinquent behavior;
- An analysis of juvenile arrests and crime rates;
- A profile of the risks and needs of juveniles involved with the tribal justice system;
- An assessment of current tribal justice system resources;
- A review and assessment of case processing in the tribal justice system and use of alternatives to incarceration;
- Description of community programs and justice system infrastructure needs; and,
- Strategies for addressing system deficiencies and future needs concerning children exposed to violence.

The more risk factors a young person is exposed to, the more likely he or she is to engage in delinquent or violent behavior or be a victim of child abuse and neglect. Therefore, in order to successfully address the problems of delinquency and abuse faced by Omaha Tribal youth, it is necessary to identify and address the particular risk factors that are prevalent on the Omaha Tribe Reservation.

Research has also found that youth, even if exposed to multiple risk factors, are more resilient to delinquency if they have or are exposed to certain “protective factors.” These are strengths or assets that appear to buffer youth against the effects of exposure to multiple risk factors.

Strengthening protective factors, therefore, is an important element of an overall strategy for delinquency prevention and treatment. For example, establishing strong bonds with positive family members, elders, teachers, mentors and other significant adults and friends has been established as one of the most effective ways to reduce children’s risk for involvement in delinquent behavior. Healthy beliefs and clear standards communicated by parents or other caregivers also have a protective effect. These beliefs and standards may include cultural and spiritual values, high expectations for school success and clearly expressed principles against criminal behavior and sexual activity.

Finally, research suggests that simply focusing on the offender, whether to reduce risk factors or build protective factors is still insufficient as a *comprehensive strategy* for treating and rehabilitating juvenile delinquents. There is a growing professional consensus that the most effective method of addressing youth crime is through a continuum of services that range from prevention services and community-based programs to residential facilities and aftercare services that help youth to successfully reintegrate into the community.

It is important to note that several protective factors do exist in the targeted area that can serve as a foundation for building a successful prevention and intervention system to address juvenile justice issues on the Reservation. For example, previous NRPFS data, although several years old, showed that compared to the rest of Nebraska, the Omaha Reservation community particularly values family attachment, opportunities for pro-social involvement at school, and belief in a moral order. Although not directly assessed, Omaha culture has been indicated in various surveys and feedback forms to be a potential and particularly powerful protective factor. We now believe that all parental substance abuse and child welfare strategies should be developed with our Omaha culture in mind.

Trauma and Juvenile Justice-Involved Youth

This Omaha Tribe’s comprehensive Juvenile Services Plan will further the ONJJPT’s mission by supporting the Team’s assessment and research, partnerships and expansions of our tribal child-serving systems, and implementation of present and future strategies that include:

- Developmental pathways of Omaha youth from violence exposure and trauma to juvenile justice involvement;
- Implications of the Tribal juvenile justice involvement on possible re-traumatization;
- Development of culturally appropriate, evidence-based, and trauma-informed agencies, practices, programs and services.

In order to develop specific strategies that focus on trauma-informed care, the Omaha Tribe has established the Omaha Nation Family Resource Center (FRC). The FRC will provide a focus on establishing trauma-informed services for children, youth, and families with an emphasis on culture. The FRC and ONJJPT will follow guidelines established by the National Child Traumatic Stress Network (NCTSN). NCTSN enumerates the elements of a trauma-informed, child-serving system in which programs, agencies, and service providers:

- Routinely screen for trauma exposure and related symptoms;
- Use culturally appropriate, evidence-based assessment and treatment for traumatic stress and associated mental health symptoms;
- Make resources available to children, families, and providers on trauma exposure, its impact, and treatment;
- Engage in efforts to strengthen the resilience and protective factors of children and families impacted by and vulnerable to trauma;
- Address parent and caregiver trauma and its impact on the family system;
- Emphasize continuity of care and collaboration across youth-serving programs and agencies;
- Maintain an environment of care for staff that addresses, minimizes, and treats secondary traumatic stress and that increases staff resilience.⁷

The FRC and ONJJPT will strive to increase what is understood of our justice-involved youth's experiences and needs to advance effective delinquency prevention and juvenile justice reform efforts. ONJJPT, in their planning efforts, has been particularly interested in subgroups of youth whose justice involvement may be understudied. Developed strategies within the Plan will support the ONJJPT's original assessment and system gap analysis, design expansions to current programs for juvenile offenders and victims of abuse and neglect, and continued analysis of

existing data to help ONJJDP increase what is understood of trauma, re-traumatization, and the development of trauma-informed practices and services. For purposes of this Plan, “justice-involvement” shall include arrests, referrals to court, diversion, charges filed, placement in secure juvenile detention facilities, adult jails and lockups, foster care and other out-of-home placements, findings of delinquency and abuse, probation, diversion, and transfers to other out-of-home placements.

Trauma-Related Goal, Objectives, and Deliverables

It is a goal of both the FRC and ONJJPT to make the Omaha Tribe’s juvenile justice system more trauma-informed. The Juvenile Services Plan includes strategies that will delineate the tribal juvenile justice staff’s knowledge of children’s exposure to violence and/or abuse and associated risk factors, trauma histories, delinquent behavior, juvenile and/or criminal justice system involvement, service delivery, and treatment outcomes. Knowledge developed from these strategies will further help the ONJJPT to understand how to better achieve a trauma-informed justice system that meets the needs of all justice-involved tribal youth. Such knowledge will be reflected in future strategies to be developed and are added to the Plan as the ONJJPT planning process continues.

Among the ONJJPT’s concentrations is the development of several key strategies designed to improve the juvenile justice system by paying closer attention to identifying and addressing risk factors, including trauma. The Plan will address this focus with the following objectives designed to develop a more trauma-informed juvenile justice system by continuing to:

- Document the prevalence of trauma and/or re-traumatization among our justice-involved youth.
- Study the impact and cumulative effect of multiple forms of trauma (e.g., child abuse, domestic violence, family rejection, community violence, historical trauma).⁸
- Explore developmental pathways from trauma exposure to justice involvement with a focus on the implications of timing of trauma exposure and cumulative exposure across adolescent development to identify key points for intervention in the juvenile justice system.

- Study trauma screening and assessment and/or evidence-based trauma treatments for justice settings, including the external validity and generalizability of our findings.
- Investigate how conditions of justice involvement (e.g., handcuffing, shackling, searches, out-of-home placement) may exacerbate trauma.
- Investigate the multigenerational trauma of parents and caregivers of justice-involved youth and implications for family engagement.
- Research and develop trauma screening tools that can be incorporated into an expanded intake process of youth entering the juvenile justice system.
- Develop FRC programs and services focusing on utilizing trauma-focused and culturally relevant resources.

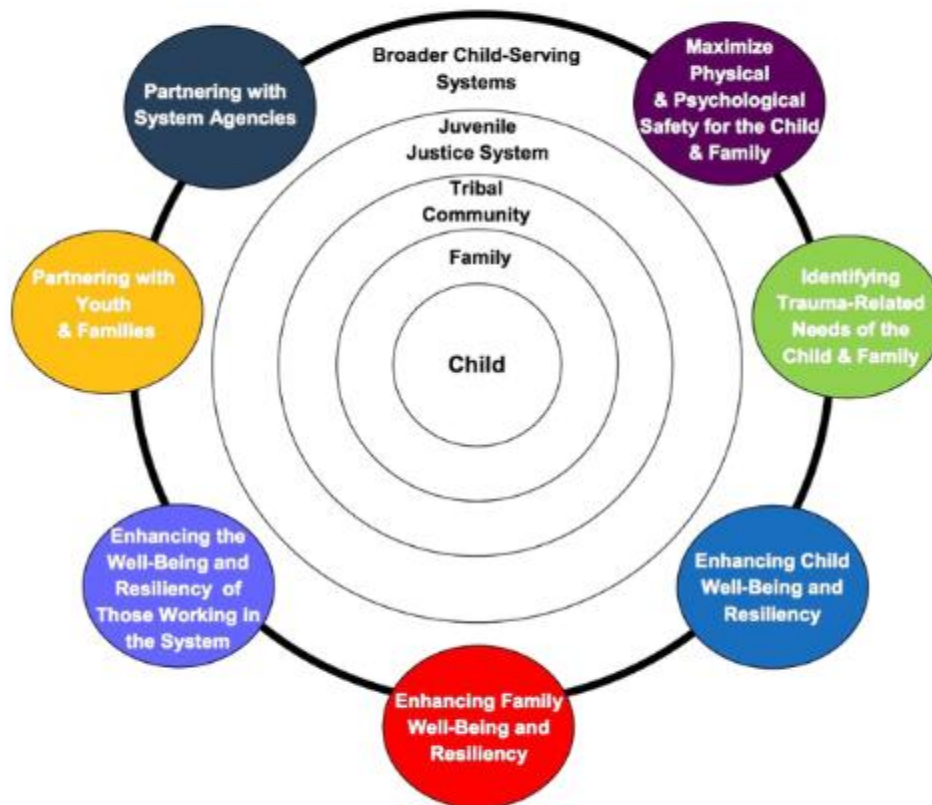
Deliverables or Outcomes.

Activities connected to strategies contained in the Plan have been developed and will be further developed to directly impact the juvenile justice system. We expect the strategies will produce the following:

- Omaha culture embedded into juvenile-based services related to trauma (language, values, traditions, ceremonies, etc.);
- Practitioner-friendly services and activities related to the Plan's goals and objectives is produced;
- Screening and assessment tools created that provide relevant information in development of case planning and management;
- An enhanced juvenile justice system spectrum of services by creating services specifically devoted to treating unresolved trauma and grief;
- A detailed annual progress report to the Tribal Council describing the status of strategy development, methodological and implementation issues, progress towards achieving planning goals, and any other issues that are relevant to the Plan's further development.

Omaha Tribe Juvenile Justice System Model

Essential Elements of a Juvenile Justice System



SECTION I

I. PROBLEM ASSESSMENT AND ANALYSIS

In 2018, the Omaha Nation Juvenile Justice Planning Team (ONJJPT) conducted a gap analysis assessment of the Tribal juvenile services case flow procedure using a focus group process. This process was utilized due to the lack of local participation in a Community Capacity Inventory (CCI) that was distributed to the community. The group also believed that this process was sufficient in identifying the gaps and strengths that would lead to developing key priorities and

strategies. The ONJJPT also assessed the results from previous youth surveys and stakeholder gap analysis to identify community problems and issues.

In 2022, the ONJJDP revisited the developed Juvenile Services Plan and available case data in order to update the Plan. The Revised Juvenile Services Plan was completed in February, 2023.

A. Justice System Planning Gap Analysis.

Members of the ONJJPT (Social Services, Law Enforcement, Juvenile Probation, Tribal Court, Behavioral Health, and Child Welfare) working as a sub-committee completed several gap analysis sessions concerning needs of children and youth engaged in juvenile services and/or child welfare cases. Information and data was collected and analyzed. The group decided that a focus on juvenile services was a priority and that child welfare strategies would be included in strategic planning sessions.

Juvenile Services

The group performed an assessment of each of the key decision-points in the processing of juvenile services cases from the point of initial contact to final discharge. The ONJJPT sub-committee assessed the functioning of the tribal juvenile services case flow process by reviewing the responses and practices available at decision points from arrest or citation through the stages of court to release. Overall, it was determined that the juvenile services system was functioning fairly efficiently given the workload and lack of important resources (treatment/rehabilitation and reentry services, placement options, and, most emphatically, embedding Omaha culture as a means of rehabilitation). The following issues/concerns did emerge from the planning sessions:

Key Decision Point – Initial Point of Contact

- Decision to detain or not is often based on availability of detention. Juveniles are arrested and detained, cited with a court appearance to follow, or often released. Citations and release occur when detention beds are not available.
- Lack of key diversion and/or intervention services.
- Cost of detention is a factor
- Distance and transporting youth is a factor.

- Substance abuse is a common cause of contact leading to arrests, citations, and removals.
- Lack of family involvement.
- Detention offers only a punitive measure.
- No diversion programs available.

Key Decision Point – Initial Detention

- No centralized intake at this time that would provide for information gathering leading to an appropriate early assessment of need, evaluation and further determination of need for rehabilitation or level of care and a focused team case management approach.
- No temporary holding facilities for juveniles are locally available. There is considerable downtime involved for officers who must supervise youth taken into custody during initial intake processing and until arrangements are made for release to parents or transport to placement.
- No secure detention facilities for juveniles are locally available. The Tribe utilizes detention facilities that have contracted with the Bureau of Indian Affairs (BIA). The facility in Sioux City, IA was utilized until the beds no longer became available to the Tribe. The majority of the remaining facilities are hundreds of miles away making cost, transportation, and family involvement real issues. These facilities do not offer treatment services and bed space availability is not guaranteed and the facility will house pre-adjudicated youth only. Although not a problem to this point, jurisdictional issues may arise where youth are detained in a different state.
- Once youth are placed in detention, there is no further contact until release. There are no case management services or arrangements for re-entry back into the community.
- There is no contact with family or with Tribal services.
- There are gaps in detention alternatives such as home detention, electronic monitoring, or other enhanced community supervision. These resources are limited and would reduce the need for secure placement of youth who could be effectively supervised in the community with appropriate supports.

Key Decision Point – Charging the Juvenile

- Lack of adequate staffing and resources for formalized diversion programming. The ONJJPT specifically identified the need for “Trackers” and Family Support Workers to assist youth and families in successfully completed case management activities.
- Formal mediation as a diversion option is not currently available. There is a lack of family focus across the system in dealing with youth. Attention and resources are being placed on placing youth, many times before appropriate assessments or evaluations can be performed, causing needs not being met to ensure resiliency or impede recidivism. Prevention resources are not being utilized for system support.
- Family involvement in developing case plans is lacking, causing little buy-in or parental involvement.
- Omaha culture does not currently play a role in the development and delivery of services.
- Need for age-appropriate Transitional Living and Independent Living Skills services and support when parents are unable or unwilling to be involved (need for possible group home).
- Judges and prosecutors have limited information regarding needs of youth and services available prior to decision-making.

Key Decision Point – Whether juvenile should be charged as juvenile or adult.

- The cost of incarcerating youth who are convicted in adult court in juvenile detention facilities is significant. Ways to effectively hold youth accountable that do NOT involve jail sentences are needed.
- Need alternative responses other than incarceration to address substance abuse and trauma issues. Temporary holding and detoxification as well as appropriate assessments and evaluations are necessary and needed.

Key Decision Point – Detention Hearing

- Assessments often occur later in the process (if at all) rather than at the front of case management. Youth are often placed and resources utilized before appropriate assessments occur which can lead to further trauma and waste of valuable resources.

- No “Team” case management concept is in place where intake information can be centralized and assessments or evaluations can be included as a part of decision-making process.
- Costs of transportation and housing of juveniles to off-reservation facilities are significant issues. Placements are not always available when needed. Transporting youth takes Police Officers away from patrolling in the community, effecting public safety.
- Other less restrictive options for managing the juveniles in the community at this stage of processing also need to be developed.
- Screening, assessment, and evaluation do not occur in a timely fashion. System fails to provide staff assistance to youth/families in ensuring that assessments are completed, causing delays.

Key Decision Point – Disposition

- Need to expand Juvenile Probation Services to help effectively manage youth on probation and held them accountable for behavior are limited. A range of community services including electronic monitoring, tracker services, day reporting services, and less restrictive placements are needed to support youth on probation. Treatment is a huge concern. There are no current local treatment options for youth and no dedicated Court positions to provide for appropriate interventions. BIA and IHS options are hundreds of miles away. No opportunity for family treatment, only minimal involvement if the family can attend.

B. Child Welfare System Planning.

Members of an ONJJPT sub-committee included in their gap analysis sessions identification of key gaps concerning needs of children and youth engaged in child welfare cases. Important observational information and case data was collected and analyzed. The group then developed some child welfare strategies during subsequent strategic planning sessions.

Juvenile Services

An ONJJPT sub-committee assessed and discussed the functioning of the tribal child welfare services case flow process by reviewing responses and practices available at decision points from

removal or safety planning through the stages of court to permanency. Relevant law enforcement and Tribal Court data was also reviewed to support statements. Once again, the ONJJPT determined that the system was functioning fairly efficiently given the high caseload and lack of important resources (treatment/rehabilitation, placement options, and, most emphatically, embedding Omaha culture as a means of reunification efforts). The following issues/concerns did emerge from the planning sessions with several concerns being similar to juvenile services:

- Screening, assessment, and evaluation do not occur in a timely fashion. System fails to provide staff assistance to children, youth, and families in ensuring that assessments are completed, causing delays.
- Cost of foster care are factors
- Lack of family involvement, particularly in stages of reunification efforts.
- Family participation in developing case plans is lacking, causing little buy-in or parental involvement.
- Omaha culture does not currently play a role in the development and delivery of services.
- Case Managers and providers have limited information regarding needs of youth and services available.
- Assessments often occur later in the process (if at all) rather than at the front of case management. Youth are often placed and resources utilized before appropriate assessments occur which can lead to further trauma and waste of valuable resources.
- No “Team” case management concept is in place where intake information can be centralized and assessments or evaluations can be included as a part of decision-making process.

JUVENILE SERVICES SYSTEM

Pre-Arrest (Prevention)	Arrest (Arrest/Intake/Pre-Trial Detention)	Adjudication		Disposition	Post- Disposition
		(Case filing/ Supervision)	(Trial/ Disposition)		
EXISTING PROGRAMS AND SERVICES					
<div><input type="checkbox"/> Valentine Parker Prevention Center</div> <div><input type="checkbox"/> Alcohol Program</div> <div><input type="checkbox"/> Wellness Center</div> <div><input type="checkbox"/> Juvenile Probation</div> <div><input type="checkbox"/> Guidance & Development</div> <div><input type="checkbox"/> Carl T. Curtis Health Education Center</div> <div><input type="checkbox"/> Healthy Start</div> <div><input type="checkbox"/> Public Schools</div> <div><input type="checkbox"/> Family Resource Center</div> <div><input type="checkbox"/> Shonga Ska (Horse Program)</div>	<div><input type="checkbox"/> Cite & Release (99%) (Majority of youth should be held)</div> <div><input type="checkbox"/> Chief of Police/ Detention Supervision -1% - detention supervision/ Probation makes decision to hold.</div> <div><input type="checkbox"/> Temp hold in adult jail</div> <div><input type="checkbox"/> Prevention</div>	<div><input type="checkbox"/> Prosecutor makes charging decision</div> <div><input type="checkbox"/> Accessible detention</div> <div><input type="checkbox"/> Release to parents</div> <div><input type="checkbox"/> Diversion</div> <div><input type="checkbox"/> Initial appearance/ detention hearing</div> <div><input type="checkbox"/> Court-ordered detention</div> <div><input type="checkbox"/> Transported to BIA Detention facilities</div> <div><input type="checkbox"/> Mark of Honor Youth Shelter</div>	<div><input type="checkbox"/> Transported back for trial</div>	<div><input type="checkbox"/> Available confinement</div> <div><input type="checkbox"/> Juvenile Probation</div> <div><input type="checkbox"/> Community Service</div> <div><input type="checkbox"/> Parental Responsibility</div> <div><input type="checkbox"/> Assessment/Counseling</div> <div><input type="checkbox"/> Treatment</div> <div><input type="checkbox"/> Other placement options</div>	<div>(NOTE: Repeat all Pre-Arrest Programs in this column.</div> <div>In effect, this should reflect an improved spectrum of services to include prevention, intervention, treatment, aftercare)</div>

<input type="checkbox"/> Juvenile Healing to Wellness Court					
DESIRED PROGRAMS AND SERVICES					
<input type="checkbox"/> Omaha Culture embedded into all youth services <input type="checkbox"/> Diversion <input type="checkbox"/> Community-based Prevention <input type="checkbox"/> Intensive Family Intervention <input type="checkbox"/> Court-ordered Intensive Family Intervention <input type="checkbox"/> Court-ordered treatment and aftercare <input type="checkbox"/> Improved job/educational	<input type="checkbox"/> Formal assessment (Red Flag; Formal & informal screening) <input type="checkbox"/> Temporary holding <input type="checkbox"/> Detox <input type="checkbox"/> Crisis Intervention (brief intervention – Counseling; parenting) <input type="checkbox"/> Team Case Management (Probation &	<input type="checkbox"/> Reimbursement for services <input type="checkbox"/> Emergency foster care/ non-secure placement) <input type="checkbox"/> System CPS/ State not completing process for reimbursement for shelter placement <input type="checkbox"/> Restorative Justice <input type="checkbox"/> Youth Special Projects	<input type="checkbox"/> Pre-disposition screening, assessments, evaluations & recommendations	<input type="checkbox"/> Available staff secured confinement <input type="checkbox"/> Parental involvement based on pre-dispositional report/ assessment <input type="checkbox"/> Home monitoring <input type="checkbox"/> Probation – systematic drug testing	<input type="checkbox"/> Increased community support <input type="checkbox"/> Recovery services

opportunities during recovery	Partnering agencies, programs, schools) <input type="checkbox"/> Curriculum	<input type="checkbox"/> Omaha Culture Education (Language, values, traditions) <input type="checkbox"/> Vocational Ed. <input type="checkbox"/> Independent Living Skills <input type="checkbox"/> Education Services (School) <input type="checkbox"/> Family Group Conferencing <input type="checkbox"/> Mediation <input type="checkbox"/> Spirituality (Healing Ceremonies)			
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CHILD WELFARE SYSTEM

Pre-Removal (Prevention)	Removal (Out-of-home placement of victims)	Adjudication		Disposition	Post- Disposition
		(Case filing/ Supervision)	(Trial/ Disposition)		
EXISTING PROGRAMS AND SERVICES					
<div><input type="checkbox"/> Valentine Parker Prevention Center</div> <div><input type="checkbox"/> Alcohol Program</div> <div><input type="checkbox"/> Wellness Center</div> <div><input type="checkbox"/> Child & Family Services</div> <div><input type="checkbox"/> Family Resource Center</div> <div><input type="checkbox"/> Guidance & Development</div> <div><input type="checkbox"/> Carl T. Curtis Health Education Center</div> <div><input type="checkbox"/> Healthy Start</div> <div><input type="checkbox"/> Public Schools</div>	<div><input type="checkbox"/> Foster care or Relative placement</div> <div><input type="checkbox"/> Off-reservation shelter care or other placement</div> <div><input type="checkbox"/> Safety Plan developed and implemented</div> <div><input type="checkbox"/> Mark of Honor Youth Shelter</div>	<div><input type="checkbox"/> Prosecutor makes charging decision</div> <div><input type="checkbox"/> Accessible treatment services</div> <div><input type="checkbox"/> Release to parents</div> <div><input type="checkbox"/> Reunification Plan developed</div> <div><input type="checkbox"/> Initial appearance</div> <div><input type="checkbox"/> Court-ordered placement</div> <div><input type="checkbox"/> Shonga Ska (Horse Program)</div>	<div><input type="checkbox"/> Court Report from Case Manager as to case progress</div>	<div><input type="checkbox"/> Available confinement of perpetrators</div> <div><input type="checkbox"/> Parental Responsibility</div> <div><input type="checkbox"/> Assessment/Counseling</div> <div><input type="checkbox"/> Treatment</div> <div><input type="checkbox"/> Other placement options</div>	<div>(NOTE: Repeat all Pre-Arrest Programs in this column.</div> <div>In effect, this should reflect an improved spectrum of services to include prevention, intervention,</div>

					treatment, and support).
DESIRED PROGRAMS AND SERVICES					
<input type="checkbox"/> Omaha Culture embedded into all services <input type="checkbox"/> Diversion programs <input type="checkbox"/> Alternatives to detention <input type="checkbox"/> Community-based Prevention <input type="checkbox"/> Truancy preventions <input type="checkbox"/> Intensive Family Intervention <input type="checkbox"/> Court-ordered Intensive Family Intervention <input type="checkbox"/> Court-ordered treatment and aftercare	<input type="checkbox"/> Formal assessment <input type="checkbox"/> Formal & informal screening <input type="checkbox"/> Temporary placement options <input type="checkbox"/> Crisis Intervention (brief intervention – Counseling; parenting) <input type="checkbox"/> Team Case Management (Probation & Partnering agencies,	<input type="checkbox"/> Reimbursement for services <input type="checkbox"/> Emergency foster care/ non-secure placement) <input type="checkbox"/> Shelter Care <input type="checkbox"/> System CPS/ State not completing process for reimbursement for shelter placement <input type="checkbox"/> Restorative Justice <input type="checkbox"/> Youth Special Projects <input type="checkbox"/> Omaha Culture Education	<input type="checkbox"/> Pre-disposition screening, assessments, evaluations & recommendations <input type="checkbox"/> Long-term planning	<input type="checkbox"/> Available staff secured placement <input type="checkbox"/> Adoption or long-term guardianship <input type="checkbox"/> Parental involvement based on pre-dispositional report/ assessment <input type="checkbox"/> Home-based monitoring and family support services <input type="checkbox"/> Systematic drug testing	<input type="checkbox"/> Increased community support <input type="checkbox"/> Recovery services

<input type="checkbox"/> Improved job/educational opportunities during recovery	programs, schools))	(Language, values, traditions) <input type="checkbox"/> Vocational Ed. <input type="checkbox"/> Independent Living Skills <input type="checkbox"/> Education Services (School) <input type="checkbox"/> Family Group Conferencing <input type="checkbox"/> Mediation <input type="checkbox"/> Spirituality (Healing Ceremonies)			
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C. Youth Surveys and Stakeholder Concerns.**Risk and protective factors and youth problem behavior, specifically around drug and alcohol abuse and anti-social behaviors.**

The Omaha Tribe has not participated in any school-based or community risk assessments or surveys that could effectively identify problems and issues among tribal youth in the community that it deemed most urgent to address. The Tribe currently has not participated in any planning process nor have they developed a community strategic plan other than the Juvenile services Plan.

The Umo^{ho} Nation and Walthill Public Schools do not utilize any formal survey system to gather important data and information concerning students. Each of the school systems has previously participated in State-sponsored surveys including the Nebraska Risk and Protective Factor Student Survey (NRPFS) in 2003 and 2010. Each of these surveys provided significant data and information that assisted in developing prevention and intervention services regarding health, suicide, substance abuse, and community identity. Although outdated, the data and information gathered from the NRPFS remains somewhat useful.

In 2003, the Nebraska Risk and Protective Factor Student Survey was administered to students at randomly selected schools throughout the State of Nebraska by the Nebraska Health and Human Services System and the Nebraska Department of Education for Nebraska Partners in Prevention. Although the data is several years old, what was important to the ONJJPT was that this survey evolved from the investigation into the link between risk and protective factors and youth problem behavior, specifically around drug and alcohol abuse and anti-social behaviors. Many of these factors still exist in the community and also affect youth involved in the Juvenile Justice System. The results of the 2003 survey reflect clearly unacceptable rates of risk and low protective factors for the youth in both the Umo^{ho} Nation Public School system. This had stimulated much dialogue and a commitment to target the areas of high risk (early initiation of drug use, early initiation of antisocial behavior, parental attitudes favoring drug use, perceived low risk of using drugs, perceived easy access to drugs and alcohol – especially from older family members) as well as a desire to target the areas of low protective factor occurrence (perceived low pro-social opportunities in the community, perceived high community disorganization, low family bonding, low sense of social skills, moral order.)

Overview of the 2003 Risk and Protective Factor Student Survey

2003 RISK/PROTECTIVE FACTOR SURVEY RESULTS	
OMAHA RESERVATION	REGION IV OF NORTHEAST NE
UMOⁿHOⁿ NATION PUBLIC SCHOOLS (UNPS) RESULTS	COMPARISON TO SURROUNDING REGIONAL COUNTIES' RESULTS
<u>6th graders at UNPS</u>	<u>6th graders in school within Region IV</u>
55% had early initiation to drug use	36% had early initiation to drug use
63% had attitudes favorable to drug use	14% perceived parent attitudes favoring drug use
68% perceived poor family management	69% perceived family attachment
60% perceived community disorganization in surroundings	38% perceived community disorganization in surroundings
39% perceived community had opportunities for pro-social involvement	74% perceived opportunities for community pro-social involvement
38% had belief in a moral social order	65% had belief in moral social order
48% perceived having adequate social skills	77% perceived had adequate social skills
<u>10th graders at UNPS</u>	<u>10th graders within Region IV</u>
66% had early initiation of drug use	21% had used marijuana, 3% had used hallucinogens, methamphetamine
68% had attitudes favorable to antisocial behavior	40% had attitudes favorable to antisocial Behavior
81% perceived community disorganization in surroundings	46% perceived community organization in Surroundings
56% perceived poor family management	34% perceived poor family management
60% had low commitment to school	10% had been suspended from school
0% perceived opportunities for community pro-social involvement	72% perceived opportunities for community pro-social involvement
25% perceived having adequate social skills	62% perceived had adequate social skills

43% had belief in moral social order	68% had belief in the moral order
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The NRPFS was re-conducted in 2010. The State of Nebraska released a report summarizing the findings from the 2010 Nebraska Risk and Protective Factor Student Survey (NRPFS). The 2010 survey represented the fourth implementation of the NRPFS. However, this is the first implementation of the survey under the Nebraska Student Health and Risk Prevention (SHARP) Surveillance System. SHARP consisted of the coordinated administration of three school-based student health surveys in Nebraska, including the NRPFS, the Youth Risk Behavior Survey (YRBS), and the Youth Tobacco Survey (YTS).

The 2010 risk and protective scores for Umo^{ho} Nation Public School was presented by grade with the overall state scores to serve as comparisons. The scores for the risk factors indicated the proportion of students that are at risk in this area. Conversely, the protective factor scores represented the proportion of students that have this protective buffer in their lives.

2010 Risk and Protective Factor Scores (Among Four Domains)

Community		6 th Grade		8 th Grade		10 th Grade	
12 th Grade	State						
Risk Factors							
Poor Family Management	50%	19%	42%	36%	31%		
Parental Attitudes Favorable Toward Drug Use	4%	24%	37%	36%	28%		
Protective Factors							
Attachment	54%	62%	53%	27%	60%		
Opportunities for Pro-social Involvement	71%	52%	63%	45%	66%		
Family		6 th Grade		8 th Grade		10 th Grade	
12 th Grade	State						
Risk Factors							
Poor Family Management	50%	19%	42%	36%	31%		
Parental Attitudes Favorable Toward Drug Use	4%	24%	37%	36%	28%		

Protective Factors	54%	62%	53%	27%	60%
Attachment	71%	52%	63%	45%	66%
Opportunities for Pro-social Involvement					
School 6th Grade 8th Grade 10th Grade 12th Grade State					
Risk Factors					
Poor Family Management	50%	19%	42%	36%	31%
Parental Attitudes Favorable Toward Drug Use	4%	24%	37%	36%	28%
Protective Factors	54%	62%	53%	27%	60%
Attachment	71%	52%	63%	45%	66%
Opportunities for Pro-social Involvement					
Peer/Individual 6th Grade 8th Grade 10th Grade 12th Grade State					
Risk Factors					
Early Initiation of Drug Use	NA	59%	68%	82%	18%
Early Initiation of Anti-social Behavior	NA	48%	63%	64%	19%
Favorable Attitudes Toward Anti-social Behavior	54%	27%	47%	36%	33%
Favorable Attitudes Toward Drug Use	21%	27%	63%	27%	27%
Perceived Risks of Drug Use	63%	50%	47%	36%	38%
Gang Involvement	21%	5%	11%	9%	5%
Protective Factors	54%	64%	53%	45%	70%
Belief in the Moral Order	63%	57%	58%	64%	70%
Pro-social Involvement					

1The 8th, 10th, 12th grade version inadvertently excluded the following indicators from this factor:

“If a kid [drank some beer, wine, or hard liquor (for example, vodka, whiskey, or gin)] [smoked

marijuana] [carried a handgun] [smoked a cigarette] in your neighborhood, would he or she be caught by the police?” As a result, this factor is not presented within this report.

2The 6th grade version intentionally does not measure this factor. As a result, this factor is not presented within this report.

Increased prevention programs and data capture/tracking that address juvenile delinquency, truancy, and juvenile crime.

Juvenile crime rates on the Omaha Reservation continue to corroborate the results of the NRPFSS surveys. For example status offenses, which include MIP and curfew violations, continues to make up the greatest number of cases filed. As a result of extremely high juvenile crime rates, the Tribe is seeking to add two (2) Probation Officers in 2026. These changes should directly affect the number of youth cases filed in the Court. Still, the number of cases filed remains high compared to incidences of juvenile offenses.

The issues identified by the ONJJPT as being major or moderate problems were identified and, based on baseline data from the 2010 NRPFSS and a juvenile justice system gap analysis performed in 2018 (and updated in 2022), were developed in broader terms within the same four domains of the NRPFSS survey. The ONJJPT identified:

<p style="text-align: center;"><u>Community</u></p> <ul style="list-style-type: none"> • Availability of alcohol, drugs, and tobacco • Lack of coordination and collaboration of resources • Cultural relevance within services • Housing and employment opportunities • Economic deprivation 	<p style="text-align: center;"><u>School</u></p> <ul style="list-style-type: none"> • Truancy and drop out • Bullying • School disciplinary problems • Policies not followed • Substance abuse on school grounds • Teachers unfamiliar with Omaha culture and community
<p style="text-align: center;"><u>Family</u></p> <ul style="list-style-type: none"> • Family substance abuse • Child abuse and neglect 	<p style="text-align: center;"><u>Youth</u></p> <ul style="list-style-type: none"> • Substance abuse • Truancy

<ul style="list-style-type: none"> • Domestic violence • Single parent households • Parental involvement in or understanding of youth problem behavior • Poor parental supervision 	<ul style="list-style-type: none"> • Vandalism and graffiti • Teen pregnancy • Delinquent behavior • Fighting/bullying • Curfew violations • Disregard for law/rules • Negative peer influence
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Section II

II. SYSTEM PRIORITY AREAS

Based upon its assessment of juvenile justice system and community issues/concerns, the ONJJPT established the following priorities for the current (2025-27) planning cycle:

ORGANIZATIONAL PRIORITY AREAS

Priority # 1: *Our communities needs to distribute responsibility for youth and children across the entire reservation.*

General Description:

Responsibility for youth entering the Tribe's Juvenile Justice System is not the sole responsibility of either Law Enforcement, Child & Family services, or the Tribal Court. In order to be successful with keeping youth and children from entering or re-entering the system, responsibility must be distributed across the entire reservation and include the many available systems that can provide a variety of services. Once recognizing that each stakeholder has a responsibility, then collaboration, communication and commitment are the necessary ingredients to creating a strong juvenile justice system.

Relevant Data:

- Juvenile arrest records of Law Enforcement
- High number of juvenile delinquency cases with Court involvement
- Number of youth in detention and other out-of-home placements
- Number of youth referred from the public schools for truancy issues
- Number of youth involved with Juvenile Probation

- Number of children, youth, and parents engaged with Child Protective Services
- Number of children and youth placed in out-of-home situations
- Number of cases where children have not been removed but the family is engaged with safety planning

Contributing Factors:

- Substance abuse (increased methamphetamine usage and opioid abuse)
- Lack of consistent parental supervision and involvement
- “Silo Effect” among youth-serving programs and agencies creating a lack of coordination in providing services and resources
- Loss of spiritual and cultural values
- Loss of use of Umoⁿhoⁿ language and traditions

Priority # 2: *Our reservation communities need a higher level of community-based organization and leadership.*

General Description:

Building capacity and the infrastructure of the Juvenile Justice System is imperative. Working together in unison while sharing a common vision and mission provides for necessary structure. Developing a comprehensive Juvenile Services Plan is an important step in developing a higher level of community organization and leadership. The planning process provides for sharing ideas, determining strengths and weaknesses, and creating a balance among system providers. The developed Plan then becomes a roadmap for the participating programs and agencies to follow and to evaluate progress.

Relevant Data:

- Behavioral health (Mental Health and Alcohol Program) data
- Success of prevention in the community
- School data
- Juvenile justice data

Contributing Factors:

- Truancy
- School behaviors of youth
- Pro-social and pro-cultural protective factors effectiveness

- Successful families
- Healthy working relationships
- Number of working MOA's among providers

MOBILIZATION PRIORITY AREA

Priority # 3: *Our reservation faces a current, pressing need to develop better coordinated and more comprehensive juvenile justice services.*

General Description:

The desire to meet the needs of our tribal youth must be a shared responsibility and met with coordination and collaboration of services and responses. Developing strategies to increase the opportunities for youth to succeed takes an entire community effort. Our communities possesses numerous strengths and resources to build upon. However, like any other community, analysis of the juvenile justice system reveals the need to develop, extend, and expand in order to effectively mobilize and efficiently respond to change and growth and create a more comprehensive spectrum of services with a focus on establishing and maintaining a "Healing Approach".

Relevant Data:

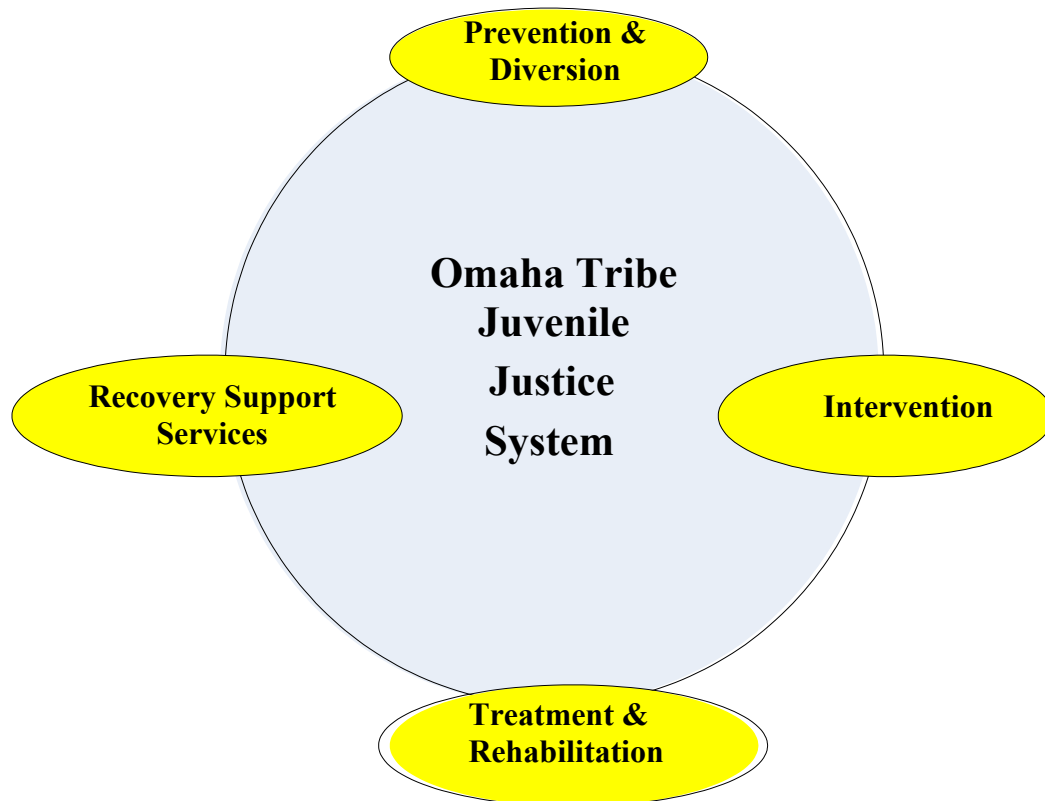
- Juvenile Justice data and information
- School data and information
- Behavioral Health data and information
- Child & Family Services data and information

Contributing Factors:

- Umoⁿhoⁿ culture
- Trauma-informed systems and trauma-focused services
- Based on system assessments and gap analysis
- Repeat offenders and increased crime rate
- Link the consequence to the behavior
- Provide logical consequences that utilize natural supports in the family and community wherever possible
- Integrating juvenile justice into the other systems that includes family, peers, school, and community
- Provide consequences that are proportionate to the misbehavior

- Increasing or decreasing in restrictiveness or intensity based upon youth's subsequent behavior
- Being timely with interventions
- Being time-limited with consequences
- Setting clear expectations of behavior

Spectrum of Services
"Creating a Healing Process"



SECTION III

III. SYSTEM STRATEGIES

The following strategies are in development to impact the identified priorities:

Priority Area #1: <i>Our communities need to distribute responsibility for youth across the entire reservation.</i>					
Strategies	Action Steps	Responsible Party	Timeline	Resources Needed	Expected Results
(1) Re-establish a Planning Team of stakeholders responsible for developing a plan and monitoring progress on priorities and corresponding strategies and ensuring action on both.	a) Omaha Tribal Council officially re-establishes and sanctions the Omaha Nation Juvenile Justice Planning Team (ONJJPT).	Omaha Tribal Council	a) by Nov, 2025	a) CTO to assist with facilitation.	a) Omaha Nation Juvenile Justice Planning Team (ONJJPT) re-established.
	b) Omaha Tribal Council to appoint a Project Coordinator.	Omaha Tribal Council	b) by Nov, 2025	b) Meeting places.	b) Chance Clinchers appointed as Project Coordinator.
	c) Identify and recruit representatives of youth-serving organizations and programs.	Chance Clinchers	c) by Dec, 2025	c) List of youth-serving organizations and programs from	c) A broader cross-section of community will have input into and have ownership of the Tribe's

	d) Develop MOU's with partnering programs and participants	Chance Clinchers Partnering Programs	d) by Jan, 2026	previous Youth Summit. d) In-kind participation of representatives.	Comprehensive Juvenile Services Plan. d) MOA's signed and in place.
(2) Establish a facilitator to assist in the planning process and to write the Plan.	a) Chance Clinchers agrees to facilitate and rewrite the Plan. b) Chance Clinchers to develop a timeline for the planning process.	Chance Clinchers Chance Clinchers	a) by Sept, 2025 b) by Oct, 2025	a) In-kind participation of ONJJPT members.	a) Chance Clinchers established as facilitator and writer of the Plan. b) Projected project timeline is completed.

(3) Increase the community's response towards youth, thereby broadening the distribution of responsibility better across the community.	a) Establish necessary commitment from a broad range of community stakeholders and partnering programs, agencies, and schools.	Chance Clinchers; ONJJPT	a) by Dec, 2025	a) Resources needed to increase community awareness and involvement.	a) Agreements in place showing commitment of stakeholders
	b) Schedule and hold monthly planning sessions.	Chance Clinchers; ONJJPT	b) by Jan, 2026	b) Printing and copy costs.	b) Improved awareness of youth issues and ONJJPT planning efforts increased to meet a shared responsibility for youth
	c) Hold quarterly community forums.	Chance Clinchers; ONJJPT	c) by April, 2026	c) Meeting space and supplies.	c) A Juvenile Services Plan will be reworked to serve as a “roadmap” for future services and activities.
	d) Solicit comments and ideas through social media.	Chance Clinchers; ONJJPT	d) ongoing	d) Contact/Contract with State of Nebraska DHHS.	
	e) Link to the annual Tribal Health Fair activity.	Chance Clinchers; ONJJPT	e) ongoing		d) Data will be available concerning youth risk factors
	f) ONJJPT to re-assume responsibilities to complete				

(4) Re-establish the Nebraska Risk & Protective Factor Survey across the Reservation schools.	a planning process to construct a youth juvenile justice facility.	Chance Clinchers; ONJJPT	f) ongoing		
	g) ONJJPT to work with the public school superintendents to re-establish the with the State of Nebraska	UNPS/WPS Superintendent	g) by 2026- 2027		

Priority Area #2: *Our reservation communities need a higher level of community-based organization and leadership.*

Strategies	Action Steps	Responsible Party	Timeline	Resources Needed	Expected Results
(1) Review previous gap analysis and case data of the juvenile justice and related	a) Send out a memo to programs being assessed informing them of dates and purpose of the analysis.	Chance Clinchers Chance Clinchers	a) by Sept, 2025	Contact information of all participants	a) Directors prepared for new gap analysis. b) Juvenile justice system gap analysis completed.

youth-serving systems.	<p>b) Send out forms of data and information being requested.</p> <p>c) Directors to prepare cases for case studies.</p> <p>d) Review previous system gap analysis and case data.</p> <p>e) Gather additional data and information for analysis.</p> <p>f) Analyze data and write a report of findings.</p> <p>g) Send copies of Report to ONJJPT members for approval.</p>	<p>ONJJPT members</p> <p>Chance C.; Court Administrator</p> <p>Chance Clinchers</p> <p>Chance C.; Court Administrator</p> <p>Chance Clinchers</p>	<p>b) by Sept, 2025</p> <p>c) by Oct, 2025</p> <p>d) by Oct, 2025</p> <p>e) by Oct, 2025</p> <p>f) by Nov, 2025</p> <p>g) by Dec, 2025</p>		<p>c) Tribal Council and ONJJPT receive copies of Report.</p> <p>d) Planning sessions held.</p> <p>e) Key strategies are developed.</p> <p>f) Data analyzed and Report written.</p> <p>g) Copies of Report sent out.</p> <p>h) Discussions held.</p>
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	<p>h) Initiate discussions of Report findings with ONJJPT.</p> <p>i) Develop key strategies based on planning sessions.</p>	<p>Chance C.; ONJJPT ONJJPT</p>	<p>h) by Jan, 2026</p> <p>i) by Jan, 2026</p>		i) Key Strategies updated.
(2) Develop a Spectrum of Services Model to be incorporated into the current juvenile justice system.	<p>a) Re-define the spectrum of services and how it differs from the current approach.</p> <p>b) Review trauma-informed care concept that will assist providers in planning to infuse trauma-focused practices into treatment and Team Case Management services for youth and families.</p>	<p>ONJJPT</p> <p>Chance C.; Behavioral health staff; Social services staff; CFS staff</p> <p>Selected additional</p>	<p>a) by Oct, 2025</p> <p>b) by Oct, 2025</p> <p>c) by Mar, 2026</p>	<p>a) Directory of youth services, staff, resources, purpose, etc.</p> <p>b) Youth data from various agencies, schools, and programs.</p> <p>c) Assessment tools; training</p>	<p>a) Omaha Juvenile Justice Spectrum of services framework model developed.</p> <p>b) A better understanding of the role and use of detention, rehabilitation, and reentry within the system of care and support for needed detention reform.</p>

	<p>c) Identify Omaha cultural values, traditions, language, etc. concepts to be embedded into services.</p> <p>d) Identify and determine trauma-focused practices and training needs to be used in the system of care approach.</p> <p>e) Update resource plan to identify funding for training and operational needs to implement trauma services.</p> <p>f) Hold training on a spectrum of services</p>	<p>tribal elders and community members</p> <p>Chance C.; Behavioral health staff</p> <p>Chance C.; ONJJPT</p> <p>Chance C.</p>	<p>d) by Oct, 2025</p> <p>e) by Nov, 2025</p> <p>f) by Dec, 2025</p>	<p>curricula; team case management models; examples of exemplary programs from other tribal jurisdictions; resources.</p> <p>d) Meeting space and supplies.</p> <p>e) Funding for training and programs.</p> <p>f) Facility and printed material</p>	<p>c) Increase of positive outcomes for our youth (i.e. schools success; reduction in the use of alcohol and drugs; healthier family relationships; etc.).</p> <p>d) Changes in policy and practice needed to bring about system improvements are made.</p> <p>e) Existing strengths within the system are better utilized and enhanced.</p>
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	dynamics into a community-based approach.	ONJJPT	g) by Jan, 2026		f) Informed professionals ready to identify and perform services for trauma.
	g) Hold session on developing a resources development plan.				g) A resource development plan is established to expand services.

Priority Area #3: *Our reservation faces a current, pressing need to develop better coordinated and more comprehensive juvenile justice services.*

Strategies	Action Steps	Responsible Party	Timeline	Resources Needed	Expected Results
(1) Increase the number of diversion and prevention programs and alternatives to incarceration for youth offenders.	a) Research and review alternative programs and approaches proven successful with other Indian jurisdictions.	Chance C.; ONJJPT	a) by Oct, 2025	a) Meeting space and supplies.	a) Alternatives to detention developed for implementation.
	b) Develop plan for alternatives to detention (i.e. risk assessment, behavior management	John Penn; ONJJPT	b) by Dec, 2025	b) Access to existing screening tools.	b) Rewards and enhances Plan developed for youth as a reinforcement for positive behavior.

	services; screening services; high level interventions; etc.).	Keisha Bailey; Calvin Harlan; Chance Clinchers	c) by Dec, 2025	c) Program location and resources	c) Shonga Ska outline developed with scope of services and needs analyzed.
	c) Secure new funding for Shonga Ska horse program, a diversion, prevention and alternative program.		d) by Dec, 2025	d) DOJ Resources	d) Diversion and alternative program in place.
	d) Improve Juvenile Healing to Wellness Court Program	Chance Clinchers; ONJJPT	e) Ongoing	e) Allowable list of resources.	e) Needs assessment tools and implementation plan developed for prevention and alternatives to incarceration.
	e) Develop incentives and enhancements for youth that are designed to reinforce positive behaviors.	Chance C.; Tribal Elders; ONJJPT	f) Ongoing	f) Tribal Elders and knowledgeable community stakeholders	f) Omaha cultural values and traditions embedded into services
	f) Incorporate Omaha culture into designs of prevention and alternative programming.				

(2) Reduce prevalence of off-reservation placements among youth entering the tribal juvenile justice system.	a) Provide for a participatory strategic planning process.	Chance C.; ONJJPT.	a) Ongoing	a) Additional resources.	a) Strategic Planning initiated.
	b) Develop strategies to increase parental involvement into family-focused Team Case Management (TCM).	ONJJPT	b) Ongoing	b) Meeting space and supplies.	b) Strategies developed for parental involvement for family-focused TCM.
	c) Develop strategies for new family-focused prevention and intervention components to be installed into the juvenile justice system (i.e. Shonga Ska).	ONJJPT	c) by Dec, 2025	c) In-kind from Tribal Court staff (Judge; Attorneys).	c) Prevention and intervention programs joined in partnership.
	d) Develop core assessment tools and processes to identify needs	ONJJPT	d) by Dec, 2025	d) Access to juvenile data and information.	d) Key assessment tools identified.

	<p>of juveniles being processed as an offender.</p> <p>e). Increase availability of local family-focused treatment strategies concerning substance abuse and mental health (Trauma, co-occurring disorders).</p> <p>f) Develop Tribal Codes again</p> <p>g) Increase staff to include “Trackers” into Juvenile Probation.</p>	<p>Tribal Attorney General</p> <p>Tribal Court Administrator</p>	<p>e) by Jan, 2026</p> <p>f) by Sept, 2025</p> <p>g) by Sept, 2025</p>	<p>e) Access to behavioral health data and information.</p> <p>f) Tribal Council approval.</p> <p>g) Grants/Contracts</p>	<p>e) Increased availability of family-focused treatment.</p> <p>f) Tribal codes modified to meet the system of care changes.</p> <p>g) Increased staffing to meet unmet needs.</p>
(3) Establish youth development as a focus across	<p>a) Develop intervention and treatment strategies framework model to be included as part of</p>	<p>Providers; ONJJPT</p>	<p>a) by Dec, 2025</p>	<p>a) Inventory of all youth-serving providers.</p>	<p>a) Intervention and treatment strategies developed for the detention center.</p>

the spectrum of services (infused as a strand of services rather than woven as single programs).	improved spectrum of services.	OHJJPT; Providers			
	b) Meeting to bring intervention and treatment providers together to define youth development (i.e. life skills; pro-cultural and pro-social learning; etc.).	ONJJPT; Providers	b) by Dec, 2025	b) Meeting space and supplies.	b) Promoting positive youth development will reduce problem behaviors among youth.
	c) Review successful youth development practices and services implemented on other reservations.	ONJJPT	c) by Jan, 2026	c) Resources for curriculum development.	c) A common core “curriculum” is developed so all programs are using consistent approaches, terms, performance indicators, etc.;
	d) Develop “bridge” to expand intervention model into juvenile justice spectrum of services.	ONJJPT	d) by Feb, 2026	d) Training resources. e) Materials, supplies.	d) Examples of “what works” from other jurisdictions with case management and training curricula are presented.

	<p>e) Develop necessary curricula for activities or services (i.e. Shonga Ska & Huthuga).</p> <p>f) Create staff training & development plans including cross-training to improve knowledge base for improved case management skills.</p> <p>g) Incorporate positive youth development approaches into justice system (Shonga Ska & Huthuga).</p>	<p>ONJJPT; Trainers</p> <p>ONJJPT</p>	<p>e) by Aug, 2026</p> <p>f) by Sept, 2025</p> <p>g) by Jan, 2025</p>	<p>f) Staff development plans from partners.</p> <p>g) MOA's</p>	<p>e) Indicators and a means to collect data on these indicators across the system are developed.</p> <p>f) Staff are trained and have improved knowledge base.</p> <p>g) Definition of “positive youth development and agreement on what problem behaviors need to be reduced is established.</p>
(4) Develop a single point of entry framework model to include centralized	<p>a) Meet with Tribal Council to secure re-commitment</p>	<p>Chance C</p> <p>Chance C.</p>	<p>a) by Sept, 2025</p>	<p>a) Site maps.</p> <p>b) Funding commitment from</p>	<p>a) Site established for construction project.</p> <p>b) Builders selected and contracted with.</p>

intake, an assessment center, and temporary holding for juveniles.	b) Contact builders to plan design and get initial costs for a design to meet State and Federal standards of building.	ONJJPT	b) by Oct, 2025	the Bureau of Indian Affairs for future operational costs.	c) Sub-committees selected.
	c) Develop sub-committees to work on specific elements of program design, function, and operational costs.	Chance Clinchers	c) by Dec, 2025	c) Participant time and other resources.	
	d) Work to develop design of facility for centralized intake, assessment center, and holding facility.	ONJJPT	d) by April, 2026	d) Travel to Wayne, NE.	d) Functional & design completed and Master Plan for construction completed.
	e) Develop a “Team” Case Management approach to include improved follow-up in implementing case	Chance Clinchers, Family	e) by Sept, 2025	e) Participant time and materials.	e) Team Case Management approach developed.

	management services to relieve current gaps. f) Develop specific intervention programs for youth (i.e. Juvenile Wellness Court; Shonga Ska Project) in facility	resource Center staff		f) Ongoing	f) Trauma-focused intervention programs for juveniles developed.
(5) Develop a centralized intake, assessment, and temporary holding program plan for juvenile offenders.	a) Review and update needs assessment and case data of relevant services. b) Develop meaningful partnerships among local service providers. c) Develop framework policies, procedures, and protocols.	ONJJPT. ONJJPT Chance Clinchers	a) by Oct, 2025 b) Ongoing c) by Aug, 2026	a) Data and information from previous assessments b) Meeting space and time c) Copies of current policies of program partners	a) Correct population targeted for services. b) Strong commitment for Team Case Management approach. c) Structure and capacity developed. d) Appropriate use of space and resources

	<p>d) Develop staffing needs and position descriptions.</p> <p>e) Develop cross-training schedule.</p> <p>f) Develop start-up operational costs and necessary resources.</p> <p>g) Work with Construction Manager to complete site and construction plans of the facility.</p> <p>h) Seek funding from the Department of Justice.</p>	<p>Chance C.; ONJJPT</p> <p>Chance C.; ONJJPT</p> <p>Chance C.</p> <p>Chance C.</p> <p>Chance C.; ONJJPT</p>	<p>d) by Aug, 2026</p> <p>e) by Sept, 2026</p> <p>f) by July, 2026</p> <p>g) by April, 2026</p> <p>h) TBD</p>	<p>d) Access to programs and community</p> <p>e) N/A</p> <p>f) FF/E developed</p>	<p>e) Staff coordination and program flexibility</p> <p>f) Community and leadership support</p> <p>g) Plans updated</p> <p>h) Grant Applications submitted.</p>
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7 Dierkhising, C.B., Ko, S., and Halladay Goldman, J. 2013. *Trauma-Informed Juvenile Justice Roundtable: Current Issues and Directions in Creating Trauma-Informed Juvenile Justice Systems*. Los Angeles, CA, and Durham, NC: National Center for Child Traumatic Stress.

8 Historical trauma, also termed intergenerational trauma, refers to cumulative emotional and psychological harm, extending over an individual lifespan and across generations caused by traumatic experiences such as exposure to violence.