

*Robert Listenbee, Jr.:* -court has headed in a different direction. And by the time this report comes out, there will be a fourth decision. Because that's being argued today before the US Supreme Court on whether juvenile life without parole for any kind of an offense is cruel and unusual punishment. So there will be a fourth decision.

And we'll have a better articulation, an even great articulation of the role of development science in making legal decisions and justice, which is what we're looking at in a broader sense. So somehow that has to be a part of this report. Because it is a major departure from the past. And we have to make some reference to it in terms of how that impacts children exposed to violence. I think. So I'm not sure exactly what direction.

*Greg Boyle:* You mentioned that, you know trying juveniles as adults, which I thought was good.

*Female 1:* And I think it's the state of Georgia who said that like this week they're gonna be issuing their state supreme court is issuing a ruling saying that they will no longer house juveniles with – no, it's a consent decree that's coming out. It's Mississippi? Is coming out with a consent decree saying they'll no longer house juveniles in adult prisons.

*[Cross Talk]*

*Male:* Solitary.

*Female 1:* Oh, it's solitary?

*Robert Listenbee, Jr.:* And it's also a recommended direction for OJJDP in terms of the act when it gets reauthorized. So I mean I think that it is a reference point though. We're talking about developmental science here. We're using references, as Dr. Cooper was talking about earlier. So the question – that is something that ties it all together. But it's not something that's an opinion anymore. It is a constitutional mandate. Which puts it in another category it seems to me. Just a thought.

*Male 1:* I've sort of viewed – as we organize this information and how we present it, there's a lot of different, obviously so much information to bring to bear here. But from my vantage point, I see science and these legal items as being sort of the scaffolding that we build around, you know. You make your presentation in a way that folks can relate to it. You make it in a way that it touches people and all

this. But I really – it seems to make sense to me to try to build around scaffolding like this. And the science and the legal side I think makes sense to go from there.

*Alicia Lieberman:* Is there a place to \_\_\_ \_\_\_ about the access of juveniles to guns?

*Sharon Cooper:* Alicia, we couldn't hear you.

*Alicia Lieberman:* The access of juveniles to guns. I don't know how to talk about this so I defer to you. But it just seems to me that a lot of the examples that we were talking about have to do with kids killing kids. Or kids being killed.

*Female 1:* So there is the idea that in section 2, respond to juvenile offenders as kids first \_\_\_ expand community based antiviolence and delinquency prevention programs. It says at the bottom, this section will address gang violence. The section will address gang violence. Will also address guns, noting research that the most successful interventions focus on preventing violence merely than getting guns off the street. Page 5.

*Alicia Lieberman:* Okay. So I missed that. Thank you.

*Male 2:* Last sentence of 2D.

*Alicia Lieberman:* Okay.

*Female 1:* So it does – and I think this is actually a great segue. And unbeknownst to Dr. Lieberman this is a great segue.

*Alicia Lieberman:* Oh, I knew it.

*Female 1:* And that – and we'll get to your comment in just one second. Is that okay?

*Robert Macy:* No worries.

*Female 1:* That we are going to ask you guys, as soon as we hear from Dr. Macy, we are gonna go back and give you some – a request that you spend some time this evening so that you can give us some specific feedback tomorrow. But before we do that, did you want to have a comment on the outline?

*Robert Macy:* Sure. I really – I loved what you just said, Robert, about the Supreme Court decisions. Cause I was – well, first of all, this is a

daunting task I think for any group of people after 2 ½ hours and spending dinners together and becoming friends and creating trust that you have to come out – and you're sort of brand new and you have to come out with a document on this very complex and compelling phenomenon that we're experiencing. Which for me, I think respect is underscored, but what I'd like to do just for two minutes is give you a view that Robert Macy would never normally give. But I told a couple people last night, I've tried to hold my own feet to the fire around, you know my background's in dance therapy and theater and acting and martial arts and clinical psychology and **traumatology**.

This is, I think, along with all the rest of you, it's deeply important to us. And the more we discuss this together as a team I think the more, as Dr. Marans pointed out, the more immersed we get in it. Therein lies enrichment and also, not necessarily quagmire, but sort of a sense of, my god, where do we start or where do we end?

But I'd like to first say that the phenomenon of child exposure to violence really threatens Americans' liberties. It threatens the freedoms of America. And I would ask that we at least think about that. And I'm gonna try and describe it in a little more detail. But underneath, as a substrata that would be, you know it's threatening respect. But if we think about freedom, and I'm gonna read the Constitution and come up with some language. Because I think the amount of violence and the depth at which it has gone and the depth at which it promotes and secures and propels itself is really potentially not only a public health hazard of the highest order, but potentially a fundamental challenge to our freedom in the next 20, 30 years.

Love the design of the report. I don't know exactly where to put it. I'm not gonna go into minutia. But given I've been struggling with it until Robert gave it to me. Page 3, we talk about the problem. So I don't know if we use this in the problem or we think about putting it in the co-chairs' call to action. But I'd like to have us list very briefly the existing paradigm. Which isn't working. And it's got to be bigger than we can't arrest our way out of it. But, you know it's hopeless, it's helpless, you know there's no way to legislate family. There's no way to stop family violence in \_\_\_\_\_. Just list eight or ten of the things that are currently active which help promote violence. They're not in place on purpose, but they're highly active.

And then what's the new paradigm? A new paradigm could be, well, the Supreme Court has four decisions and it's literally saying, you've got to look at development and brain science in the developing brain. In fact, that's a constitutionally protected right. So that's our new paradigm we're coming from.

Then we can use \_\_ scaffolding idea, which is great. So I think the legislative piece, the science piece. But the third piece, which is what I've never really talked about before, so I'm woefully ignorant. But I think we can bring people in that could help us. If we get legislative and we get science, we got to get capital markets. We have to get economy. We have to get economists saying, and here's my flagrant – I'm not bipolar, but it might sound this way. I think we can use science, some of this called population attributable risk analysis, which basically says, if you don't have this, this is what's gonna happen. If you were to have this, this is what it would look like. So we can link, for instance, a graded correlation between the reduction of children's exposure to violence allows an increase in global positioning for American car manufacturing. Because we allow the social capital to really become a labor force that's independent, competitive and creative. And that would be part of that scaffolding that we build it on.

And I would say that in any climate, but certainly in the climate coming forward with the economic headwinds. Hopefully the administration will continue, but however that works out, we're gonna have to give these folks a hook that allows them to build the meat on the skeleton. And so I don't know how we do it, because we're not out of time yet, but if we have a special listening session with economists, educational economists. I've been looking into it. There's a couple of different –just like anthropology. You know there's a couple different domains of economy that could potentially be helpful to us. Some people from corporate America who have successful corporate giving programs who I think would, you know absolutely be excited to be on this. Not even to get their name out there. Just because they really they believe in it. I've met a couple of them through United Way.

I had one other point of who we talk to. I just forgot it.

*[Inaudible Comment]*

Yeah, that's the cost of not doing. That's part of the population of attributable risk. So we have a director of research for DOJ or OJJDP \_\_ NCCD. But I can provide some other folks. But we

may want to have a listening roundtable around how to look at some of those numbers and crunch them. The data's there. It's all really pretty organized. It just hasn't – it's like a new slice, like one of our witnesses was talking about today.

Finally, I'll end with this. Sorry, Tony. I mentioned this when I first met you all. It was the year 2000 I was summoned to Washington to meet 22 bankers who worked for the World Bank. And the World Bank is an interesting title, because it's an American institution in Washington and they have two platforms that they drive heavily and they're very successful. Capitalism or capital markets, free marketplace and democracy. So they go into all sorts of countries after huge Diaspora and help clean it up. And they put anywhere from 650 to 3, 4 billion dollars in the projects. So they measured the efficacy of those projects from '80 to 2000. Called me and another gentleman in, amongst others. But we were just the two in the room that were the psychosocial guys.

They raked us over the coals. And they said, "Dr. Macy, this will become public information soon, but we've had 22 years of research on 4 different projects totaling – I guess it was over 3, 4 billion dollars they spent. To rebuild roads, banks, get the trash going again, all that stuff. And the country still didn't have a capital market. They still didn't have a labor force that worked. They had all the brand new stuff, the infrastructure was built, but there was no one there to run. And they said, "Because we didn't take care of the social capital." I thought that might be kids, but I had never heard that term before. And then of course I'm like sweating and they go, "Dr. Macy, do you know what social capital is?" I said, "Children?" "Yes." They didn't develop the youth – they didn't support the youth development. And a lot of it was the Diaspora – it was ethnic cleansing. It was civil wars. It also, you know natural disasters.

So I know some of the people there. We can certainly get Americans. I know there's an issue around citizenry. But some of those folks could be very helpful to us in having written testimony on here's what you do and here's what happens if you leave out kids and violence. And that's a precedent setting piece that the World Bank has been working on since 2000. I rest my case.

*Steven Marans:*

Just to jump in really quick, cause this idea about learning more about the economics of healthcare, which is what we're talking about, is something that, you know we hadn't talked about earlier. But I was struck by what an intersection there is between, you

know pursuing this more actively, but also pursuing the marketing side. And it's not just marketing. Because you're a very smart guy, Robert, and you've got some ideas about what, you know even the angle that you'd be looking at in terms of the healthcare economic side in terms of thinking ahead to who you're pitching it to. But there are people who actually are even, you know smarter than all of us put together in terms of identifying the audience, the message and the research that you do to back it up.

But I think it makes all the sense in the world. And it's, again, the idea of how do you **gin** up the level of anxiety but also the solutions that are following.

In terms of the current format, I hope we will have time to talk more about it tomorrow. My concern given the nature of the discussion that we've been having, which I find really productive and exciting. I think that it doesn't – the format beyond the opening part doesn't match what we're talking about in terms of the paradigm. So if the message is, we have a problem but we have – this is a great country and we've developed great solutions. Now is the time to put it into action, because, by the way, if we don't, we're in trouble. Right? But by the way, we can fix it. So let's move ahead.

The way it's set up right now, like in terms of, you know statement of the problem. That goes without saying. Science, all that stuff. Legal stuff. But then if we start going in to like, you know juvenile offenders, schools, in the way that it's done now, my concern is is that it's too much following the way we've been operating in terms of policy for way too long. That it's almost like a set up. So you're talking – you stimulated the paradigm shift as being able to actually craft a paradigm that then writes the outline of the report. You with me?

So the idea of coming at it from a different way that can be more crosscutting, where you're talking about if you do points of entry, you get to I thought where you were going earlier with that not just the media stuff. But one could think about what's the expectation in terms of civility. Which is different. And basic humanity, which is different than respect, although hopefully \_\_\_\_\_. You could go across every single one of those, if we wanted to have a consistent value voice, you could go across all those domains and talk about civility, respect, compassion. You could back to the woman who testified last night about a kid who's incarcerated. You know. Anyway.

*Robert Listenbee, Jr.:* Can I just add one thing before you add, Deidre?

*Female 1:* Absolutely.

*Robert Listenbee, Jr.:* I mean one of the things that's most striking to me as – you know I was born and raised 20 miles north of Detroit. And I remember when the violence in Detroit reached such a level that I think there were 500 murders in the city in one year. Right across the river is Windsor, Ontario. And that same year Windsor, Ontario I think had three murders. It was so striking. Because these two places are geographically just a few miles apart, but culturally one society permitted the violence to reach such a level. And across the river it was just – it was a cultural norm of a completely different order that we didn't seem to understand or could explain.

Which brings me to two points. One, I think our report needs to convey a sense of urgency. Because the problems are dire. In my city, there are 300 murders a year and people have gotten, I think because we brought it down from 400 to 300, we've accomplished a lot. And because we only have 15 kids killed, it's better than we had 30 killed. So I think we need to bring a sense of urgency to the discussion. Maybe what we need to add to our perception, because we are immersed within it, is maybe an outside party from another country practically, to come over who's studied these issues. And just, you know give us some sense of how they've dealt or how their culture or something. How we look to them perhaps. I don't know. Or how they deal with the issues to keep them from getting to the point where we are. Maybe that's the outside perspective that we need. I don't know. But just as a \_\_\_\_\_.

But the sense of urgency is really something we definitely need to convey throughout the report. Because what we have is just not acceptable. It's just not acceptable.

*Jim McDonnell:* Urgency and outrage.

*Robert Listenbee, Jr.:* Outrage. Absolutely. Because it's just not acceptable.

*Male 3:* I think I'll just add a couple words about resources. While I certainly support that idea, I just want to throw it out there. Bringing in outside folks, specifically countries, might be cost prohibitive. So you know it's –

*Robert Listenbee, Jr.:* Maybe Windsor, Ontario, which is across the river from Detroit. Which gives –

*[Cross Talk]*

That was all I was thinking.

*Male 3:* One thing I just want to say is, in terms of, again, resources. One, I just want to let folks know that our National Institute of Justice is very involved in this Defending Childhood Initiative. So Dr. Macy spoke about some research assistance. And I think we would certainly be able to reach out to folks in that regard. Also, having a business background as you know, NCCD and I and the DOJ team have discussed and are in the process of looking for a healthcare economist and some folks from the business, from the free markets to come and to make that connection I think private/public partnerships, that's my background. Having worked in the business community that's my background. So we are certainly looking to present that information for you all. So I just wanted to let you all know that those weren't areas that we hadn't explored and that we are certainly looking to bring that information to bear. If not in Detroit, then at least \_\_\_\_ \_\_\_\_ reaching out to some folks to have some opportunities to get some written testimony for you all. I would welcome, Dr. Macy, for you to forward me any folks that you have in mind. But we are certainly looking to bring the business and private sector in to this arena. We do understand that, again, as folks indicated, government alone can't do it. So we're certainly looking at that and having those discussions internally. I just wanted to let folks be aware of that.

*Sharon Cooper:* In answer to, just to respond to the issue about outside international partners. The World Childhood Foundation has an office in New York. And they are from the mother organization, which is in Sweden, which has one of the lowest child abuse rates in the world. And they might be, I'm sure they would be willing to provide us maybe information from that international partner.

*Male 3:* Dr. Cooper, as long as I don't have to write an international –

*Sharon Cooper:* You do not.

*Steven Marans:* I would caution us, we ought to keep in mind who our audience is. I don't want to sound jingoistic. But there is something about – this is America. We're the can-do country. And I'm not sure that

if we're thinking ahead to policymakers and people on the Hill, I don't think we want to set traps for ourselves about what kind of people we were to write this kind of report that includes bringing in foreigners to tell us how we should be living our –

*Sharon Cooper:* Yeah, but if we're broken, we should look at people who are fixed. And we should really do that.

*Steven Marans:* I'm thinking about the political issues as well.

*Sharon Cooper:* I got that.

*Male 1:* But it might be a good candidate for written testimony. That if nothing else.

*Robert Macy:* I think that they're all great ideas. Mine's the greatest. No, I'm just kidding.

*[Laughter]*

- solve all these problems because there's Americans working at the World Bank with international community around psychosocial issues that they haven't been able to address with billions of dollars. So I just think it's a very rich matrix that we may want to call upon. And many of the elected officials that would be reading this at second tier would know first name basis some of the gentlemen and ladies in that organization.

*Anthony Taguba:* Just a thought – I mean report after next, you know it's just not as if we just forget about it. We're spokespeople. You could use that as part of that outreach that says, we continue to advocate for this change because we've heard it, we've drunk from the fire hose and we're still wet. You know. From that aspect. And so, you know after it's published, we just don't say, "That's done." But I think we need to come up with a strategy where all of us go out to segments of the community that we engage with and give them a view of what happened after you all came to Albuquerque or what happened after you came from Baltimore. So we just reappear and just talk to them about this is what we need you to do. So that's a no cost, that's a low cost. You don't have to write any kind of additional funding there, Will.

*Alicia Lieberman:* I'm reminded of the title of from Neurons to Neighborhoods. Remember that?

*Male:* Yeah.

*Alicia Lieberman:* I think if we can find a title that has that resonance, that talks about violence and its impact on children we'd be in good shape. That Neurons to Neighborhoods is still being talked about 12 years later as a seminal way of looking at the science of early development. So I think that we need to find a slogan like that to capture what we are trying to convey.

*Female 1:* And, again, a phenomenal segue. Unbeknownst to you. Of what we would like, how we would like to be able to continue this conversation tomorrow. I think, you know to jump off of Alicia's comment, the outline that you have, while it does represent quite a bit of work on the part of NCCD staff, it is certainly a work in progress. And some of the comments that I heard in the last half an hour have led me to think that there is gonna be a benefit for us asking you to spend a few minutes tonight adding to the volume of work that's already been done. Or tomorrow morning. Although, I'm also gonna ask you to be here early to have coffee with **Charles Ogletree**. So perhaps tonight would be better.

But what we want you to do is two things. Three things. One is to go through and take a look at the way that the way forward is outlined. Look at how the – you know this was how when we went through it, a number of folks went through it, and I do want to at this moment take a moment to recognize that Jennifer Trone is our lead editor. But the work that's here is really representative of the team of NCCD. The entire team of staffers that have been staffing this project. And it will continue to be representative of that. So **Sue Jotha**, Karen, Antoinette, Aaron, a new staff member who's joined us, Evan, Sarah, who's become more involved in the work, were all involved in the drafting of this document.

And when we went through and looked at the information and the questions that you all asked the witnesses and the conversations that you had, these were the themes that resonated with that team through a variety of exercises. It sounds like there may be different ways that folks are thinking that it might resonate better with an audience that needs to grab hold of this and really carry it forward. And so it would be great if tomorrow morning if you could jot down three to five big ideas that you think would be the way that it could be organized or the way that it would resonate. If you think that this is great and this is the way you want to move forward, then you can just say it's great and we want to move forward. But if you think that there is a different way to, different

buckets or turning on its side, something that needs to be significantly different, then really now is the time that we need to hear that. So that we have the time to come back to you within the next couple of weeks to say, this is how we need to organize it. Because we really need to share with you in Detroit a draft chapter, so that you have an idea of what, how we are languageing it so it has a sense of urgency, how we are going to language it so it stays at 30,000 feet but provides enough detail for folks to be able to hold on to it or enough rope for them to grab it.

So if there is a different way that you would think that it should be organized, then I'd ask that you spend a couple of, some time tonight helping us, putting down on paper how that can be. By saying, you know, "These are three to five ideas that I think would be a better set of buckets to hold all of these, you know sort of second tier recommendations in." So that would be item number one.

Simply for an exercise of how we will end the second tier activities, I'd also ask that you take a look at recommendation number two, respond to juvenile offenders as kids first. If we do move forward with a format that has some semblance similar to this, to this report outline, that is the second that NCCD was thinking we would spend significant amount of time in the next four weeks drafting to some level of completeness for your review of tone, of detail, of content in Detroit. And so that's one that we do want to be able to have some more detailed feedback on tomorrow. If at all possible.

*Robert Macy:* Which was that, again?

*Female 1:* It's section two. It starts on page 5. It's responding to juvenile offenders as kids first. And there is A, B, C and D. There is some language there that's gonna be important for us to hear feedback on. You know do we strike the right tone of urgency? Do we strike the right tone of concern? Do we strike the right tone of hope in the recommendations there?

And, you know the third thing can really be, is there a slogan, is there a banner, is there a title that you would offer as the one that can go on this? We all agree that there is a need to have something that will have legs for the next dozen years or more. And there are a lot of ideas that we've had about not only what do we do once it's published, but how do we make it more than just a document? How do we make it a portal into all sorts of information, you know

via the web, via other social media activities? And we can share with you those ideas at some point. I don't know that we're ready to do it tomorrow.

*Male 2:* No.

*Female 1:* But we'll share with you some of those ideas. But I think that, you know to have that title, if you have ideas about what could be or the intent that you want that title to have. Is it kid focused? Is it family focused? Is it action focused? Even that will help us in coming up with some ideas. So that in the next four weeks, which is all we have to work with between now and Detroit, we have an opportunity to get some very concrete and lengthy document together for you for review in terms of a draft section. So those are the three homework items that I would ask that you take.

*Male 2:* And the one thing I guess if –

*Female 1:* Yeah, yeah, yeah.

*Male 2:* I think it's just important to keep in mind that time is short for this task force. And so when we ask you tonight to go think about it, it's because we don't have a lot of time. The position that we fear most of all is that two months from now someone will say, "I've got it. This is how we need to organize it, or this is the key recommendation or this is the way it should be framed or this is architecture. It's not about turning it on its side, we have to turn it inside out. That's the key to it all." And it's too late. Right?

*Robert Macy:* So you don't want us to do that two months from now.

*Male 2:* Well, no, no.

*[Cross Talk]*

But now is the time. And look, this is a particular architecture and a framework and a way to sort of carry it forward, right? We have thought long and hard about a number of different alternatives. Some of them we've heard –

*[End of Audio]*

- Male 2:* - suggested here today. Some of them have come up in conversations we've had individually and collectively before. Clearly this is not the finished version, but it is what we gave to you as our starting point and reference point to have this conversation. So think about, when you think about these other versions, what are the implications for the time and resources we have? If you give them, what are we taking away? Right?
- Steven Marans:* One quick question. \_\_\_\_\_ back to what's been discussed about the economic \_\_\_\_\_. I mean I think there's value in \_\_\_\_\_ in a \_\_\_\_\_ a lot more effective than having just the comment ad hoc by a witness. \_\_\_\_\_. But I guess the one question I'm trying to decide \_\_\_\_\_ is I am not sure whether this is like one of those times where I almost prefer somebody who had expertise in working with legislation and expertise in marketing, you know branding, would be taking the various \_\_\_\_\_. Not like there's nobody \_\_\_\_\_ here. But they're able to really have expertise in figuring out what's the message with the biggest punch. What's the language that's gonna appeal across \_\_\_\_\_, across \_\_\_\_\_. So I guess I'm just asking \_\_\_\_\_ if it's not relevant, that's good. \_\_\_\_\_ should roll up our sleeves and try to do it.
- Male 2:* I think it's totally relevant. I think it's highly relevant. And whatever happens around communication, whatever happens in 2013 as a result of this and where we are in the political landscape and what that messaging and what that communications is, that's all going to be built on the ideas that we have here.
- Steven Marans:* No, I was talking about in terms of the actual report. Because you were asking us to think about like, you know what's the theme, etcetera. And I think it's great \_\_\_\_\_ creative bunch of people. But I'm just aware that there are people who this is like what they do and they're really good at it.
- Jennifer Trone:* From my perspective, it's actually more urgent and useful, because this is a huge topic that we're trying to actually wrap our hands around and fit into a form that's really digestible is the word that comes to mind. That's not a good word. That's really resonates with people. So I think more than thinking about slogans and themes, which I think if they come to you, write them down. But more important is really more there are issues and ideas that clearly this group wants to cover and hit in this report. And we want to make sure that we have the best thinking among us of what's the best way to do that.

- Steven Marans:* That's really helpful. Cause it's about \_\_\_\_\_.
- Male 3:* Just also just a note. I don't want you to think that NCCD is operating totally void of the marketing piece. They have resources and have been wonderful in reaching out to entities that they work with. So they have had discussions about marketing as we've been – as we have been developing and forming this. So I think the points is about how we came up with the protect, heal, thrive, we have those similar resources in place. So I don't want you to feel like you're gonna kind of be out there with no marketing resources. Now are we gonna do an Apple, IBM type huge marketing roll out push? No. But do we have resources to be able to assist the task force to be able to think about the marketing concepts? Yes. And NCCD I think has incorporated that up until this point and will continue to do that as we move forward.
- D. Tilton Durfee:* Just information. You want buckets and looking at section two and thinking of slogans by tomorrow.
- Joe Torre:* Instead of two months from now.
- D. Tilton Durfee:* Not two months from now. But what was the two weeks from now that seems a little more?
- Robert Macy:* Detroit and the draft of the chapter.
- Female 1:* So in order for NCCD to be able to draft a well researched 12 to 15 page section on a recommendation that this – we need to do that on a recommendation that this task force agrees will be in the final report. We need to spend the resources in the next month drafting a 12 to 15 page well researched section that we know is useful as a draft for our final section in the report. So we don't want to say, "Okay, well, you guys can have a couple of weeks to figure out what the buckets are. In the meantime, we'll go ahead and draft up juvenile offenders as kids first. And then we can just throw that out and start fresh with whatever set of recommendations you guys want us to do."
- So what we need tonight – what we'd like you to do tonight is take a look, so that we can walk away tomorrow with an agreement among this team of what the chapter is based both on the recommendations that there's an agreement on, and the resources that we know and the expertise we know we can deploy in the next month to achieve that goal.

- D. Tilton Durfee:* Okay. I think everybody will try to do that. I'm not sure how productive my brain is gonna be between now and tomorrow noon when I leave. So I guess when I was saying two weeks, is there possibility that there would be at least a week for people to get back to their –
- Jennifer Trone:* I mean – I think we have –
- D. Tilton Durfee:* - tonight's gonna be tough.
- Jennifer Trone:* We have time together tomorrow. And let's try. And let's see what we come up with. Let's talk tomorrow together.
- D. Tilton Durfee:* But only in the afternoon?
- Female 1:* Yes.
- Thea James:* So when you say buckets, are you talking about organization or are you talking about content?
- Jennifer Trone:* I'm talking about how you organize content.
- Thea James:* How you organize the content. Okay.
- Jennifer Trone:* But just to be clear, I mean I hope you don't all feel like you're being asked to start from scratch. What I was hearing in the conversation is there have been some ideas about alternate structures. And I think it would be, if you personally have those or you heard someone say it, talk with them. Because we did actually explore some alternate structures. I think it will be useful if you have those ideas to spend a half an hour thinking about how would you actually make that happen in a physical report. Do you know? I mean if you want to take a developmental approach – I'm just – I'm not trying to target you, Dr. Lieberman. But if you wanted to do that, what would that really look like? And try and hit all the issues that we want to hit. Some of the points of intervention, what would –
- Alicia Lieberman:* I'm just trying to imagine all these very articulate group trying to give you feedback in an orderly fashion. And it seems so – can we target you individually or should we give you stuff in writing?
- Female 1:* In writing is actually great.

*Alicia Lieberman:* Cause working –

[Cross Talk]

*Male 3:* Let me chime in and make an executive call. Writing would be fantastic. Even if you – if it's handwritten. If you just want to type some email notes. Written input would be very, very helpful I think to Ms. Trone.

*Alicia Lieberman:* It'd be easier to digest for you.

*Male 3:* Excuse me?

*Alicia Lieberman:* It'd be easier to digest.

*Male 3:* Exactly. I also think the NCCD is being very tactful, and I certainly appreciate that. The reality is there has been much discussion about different ways that the report can flow. Based on where we have come to this point, they have used their professional discretion to give us the best in their view and in consultation with us, the most logical way to proceed forward from their perspective. I think what we're really looking for is, yeah, no, maybe, kinda sorta, from you all. And if it's kinda sorta, if you could give us some explanation as to why it's kinda sorta. Simply so that we in NCCD would be able to then give you all the best framework so we can move forward. I think it's extremely important that we remember our timeframes as Alex pointed out. This is a very short window. I think Tony indicated earlier and Katherine. They sat on some very long task forces. Took a long time. We are not operating under those constraints right now. So.

*D. Tilton Durfee:* When is the release of the report?

*Sharon Cooper:* October to November.

*Female 1:* The report has to be written and final by the end of August. So that we can give it to a production house so that it can be formatted in terms of graphics and all of the other. So in terms of writing the text of the report.

*Sharon Cooper:* Is now.

*Female 1:* Is now.

*Male 2:* We would like final submission in September. So, again, we're working with a finite period of time. So we, again, have done all, as much – we've put as much due diligence as we possibly can into this strategy and moving forward. We certainly just want to take this opportunity to hear from you all and make sure that we have got a good stated course. And to make sure that NCCD and ultimately you as a task force will be able to meet your charge within the finite period of time.

*Anthony Taguba:* Could you give us a timeline tomorrow? By when are all these things are due for us.

*Female 1:* Sure.

*Anthony Taguba:* And also put a timeline of the good idea cut off date.

[Laughter]

*Jennifer Trone:* We can do that.

*Male 3:* We can do that.

*Anthony Taguba:* We've got all kinds of good ideas. We call it \_\_\_\_ in the military. It's GICOD, good idea cut off date. Just no more good ideas or we'll just get paralyzed with all of them.

*Male 3:* Excellent suggestion, sir. We will certainly incorporate that.

[Cross Talk]

*Robert Listenbee, Jr.:* Robert, I think they were talking to you. No more GICODs.

*Female 1:* So at this point the agenda from your staffer is done. And the announcement that – I have two announcements to make. One is that **Charles Ogletree** is gonna – his flight came in later tonight than he anticipated. He was hoping to be able to join those who were interested in dinner tonight, but he's not gonna make it to the hotel until about 9:00. So we are asking that the task force members arrive tomorrow between 7:45 and 8:00. We'll have coffee. I'll get muffins and bagels at the store. So we'll have that in the conference room. But Professor Ogletree would like an opportunity to at least say hello to everybody before the roundtable starts tomorrow morning. So cars will be leaving, should be leaving the hotel by 7:15.

*Robert Macy:* Is that Eastern Standard Time?

*Female 1:* That is Eastern Standard Time. Oh, Eastern Daylight Time. And as we speak of cabs, so tomorrow morning there will be cars and cabs. And I'll talk again with the hotel tonight when we get back about making sure that there are a series of cabs there for those that need it. The first cab is here for anybody who needs a cab back to the hotel. So I don't mean to end the meeting, but I'll look to the co-chairs to decide what to do.

*Anthony Taguba:* And we can coordinate with those with cars to kind of carpool to the airport. For the flights in the afternoon.

*Robert Listenbee, Jr.:* I guess we're all bringing our luggage and things over here in the morning as well? Correct?

*Female 1:* The conference room will be ours, and it'll be shut. The door will be shut for the day.

*Robert Listenbee, Jr.:* All right. Very good.

*Joe Torre:* *[Inaudible Comment]*

*Robert Listenbee, Jr.:* All right. The meeting is hereby adjourned. Thank you.

*[End of Audio]*