Guide for New Juvenile Agency Directors:

The Sweat List
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What Made George Sweat

In May 2004, George Sweat, director of the North Carolina Department of Juvenile Justice and Delinquency Prevention, boarded a plane for St. Louis to attend his first CJCA Executive Board meeting. He had been appointed director of the newly-created department in July 2000 following a long career in law enforcement that included 12 years as chief of the Winston-Salem Police Department. One of the topics on the Executive Board agenda was how the organization can better assist new directors when they are appointed to lead state agencies.

George compiled a list of his thoughts and shared them with the board. The list led to the development of this reference guide, fondly called the “Sweat List.” Its purpose is to provide directors with a check list of things they need to learn and address shortly after being appointed, to prioritize critical issues and suggest resources outside the state that are available. The Sweat List covers a multitude of important topic areas including organizational structure, budget, legal issues, youth population, training, career development, research, media engagement, legislation, programming, stakeholders and participation in CJCA’s Performance-based Standards (PhS) program that addresses and improves conditions of confinement.

George crafted purpose statements explaining the significance of each topic, a list of state documents to read and questions to ask. He worked with other directors and CJCA staff to compile resources available in print, on the Internet and individuals to contact with relevant experience and expertise. This is the second edition of the Sweat List and it is by no means exhaustive! CJCA will continually publish updated pages to keep the information as current as possible and additions are welcome.

In addition to the publication of this document, George’s initiative led the CJCA Executive Board to create a new component of the two annual conferences called Leadership Forums, which are informal group discussions led by veteran directors with the goal of welcoming new directors to CJCA and providing an immediate forum to ask questions, make contacts and begin what for many have become long-term friendships.

Leadership development has always been a core component of CJCA’s mission as agency director turnover in nearly one-third of the states per year and the average tenure of a director is about two years. Many come from fields other than juvenile justice. The Sweat List is a tool to help directors quickly assimilate in their new roles, minimize risks inherent to directing a juvenile agency and strengthen leadership abilities.

George is a senior member of the juvenile justice community and was the second longest-serving director with eight years’ service completed when he retired in 2008. He served on CJCA’s Executive Board since 2004, most recently as CJCA President from 2007 – 2008. George is currently enjoying his retirement. We would like to thank him for his extraordinary leadership and dedication. We wish him all the best!
The Organization

CJCA is a national non-profit organization dedicated to the improvement of youth correctional services and practices. Incorporated in July 1994, CJCA has served to unite the nation’s youth correctional chief executive officers to promote and lead advancements in juvenile justice.

CJCA initiates and facilitates the exchange of ideas and philosophies among administrators from all jurisdictions at annual meetings, through regular communications and through collaboration with other national organizations. CJCA’s website and newsletter provide information on best practices, current issues and recent research.

Membership is open to individuals serving as the person directly responsible for the administration of the youth correctional institutions or total juvenile corrections system of a state, or system of a metropolitan jurisdiction with a population greater than 500,000. Associate membership is open to individuals who have held such a position in the past but no longer serve in that capacity.

Mission

CJCA seeks the improvement of juvenile justice and juvenile correctional services and practices through promoting and facilitating the following activities:

- Promoting and facilitating the development of the leadership capabilities of administrators of juvenile justice and juvenile corrections agencies;
- Encouraging the adoption of Performance-based Standards to promote best practices;
- Exchanging of knowledge and philosophies at the top administrative levels of juvenile justice and juvenile corrections planning and policy-making;
- Advancing best practices techniques in the field of juvenile justice and juvenile corrections, including but not limited to the areas of program development, design of physical facilities, staff training and management of juvenile facilities;
- Generating public support for and understanding of juvenile justice and juvenile corrections with emphasis on effective treatment and rehabilitation. Also, to generate interest and support of the broader community to better understand the role and responsibilities of juvenile justice and juvenile corrections by promoting balanced and restorative justice principles;
- Supporting and participating in research related to juvenile justice and juvenile corrections practices to include, but not limited to, anti-social behavior, causes of crime and delinquency;
- Fostering legislative actions and other measures designed to improve juvenile justice and juvenile corrections; and
- Collaborating with organizations and national associations interested in juvenile justice and corrections programs.
CJCA Yearbook

The CJCA Yearbook helps educate state and local leaders and guides decision-making, management and practice.

Recognizing the variation of juvenile justice systems and correctional agencies across the country and the lack of nationwide information on critical youth services and issues, CJCA developed an annual survey to provide a national picture of juvenile justice agencies. The CJCA Yearbook helps educate state and local leaders and guides decision-making, management and practice.

Since 2004, CJCA has produced an annual yearbook of state youth correctional agencies’ leadership, services, funding and youths in care. CJCA collects, aggregates, analyzes and publishes information about each system’s responsibilities, budgets, staff, youths, programs and successful practices reported by juvenile correctional agencies in all 50 states, the District of Columbia and Puerto Rico.

To order a copy of CJCA’s latest Yearbook, please contact our office or visit the CJCA store at www.cjca.net

CJCA Initiatives

Performance-based Standards (PbS) and PbS Learning Institute (PbS Li)

Performance-based Standards (PbS) for Youth Correction and Detention Facilities is a national program launched in 1995 to improve the safety, programming and conditions of confinement in juvenile facilities for youths and staff. Under a cooperative agreement with the Office of Juvenile Justice and Delinquency Prevention (OJJDP), Office of Justice Programs, US Department of Justice, CJCA developed and currently directs the implementation of national standards and performance outcome measures in more than 200 facilities across 30 states and the District of Columbia.

CJCA’s PbS program is a winner of the 2004 Innovations in American Government Award for effectively and uniquely addressing the problems of confinement facilities. The Innovations award is presented by the Ash Institute for Democratic Governance and Innovation and the John F. Kennedy School of Government at Harvard University in conjunction with the Council for Excellence in Government.

PbS is a three-part cycle of activities to improve practices and services in facilities:
- **Data Collection**—Twice a year participants collect information about youths, staff, unusual incidents and the services offered at a facility. The information is entered into the PbS website.
- **Performance Reports and Outcome Measure Analysis**—At the end of each data collection period the information is calculated and reported back in the form of about 100 outcome measures that indicate how well the facilities are meeting the standards. Facilities are given tools to identify what works and what needs improvement.
- **Facility Improvement Plans**—Reviewing the data, facilities work with a PbS coach to develop a Facility Improvement Plan (FIP), which is entered into the website and
monitored for effectiveness by facility staff, agency leaders and the PbS coach.

In 2004, CJCA established the PbS Learning Institute, Inc. (PbS Li), a subsidiary non-profit 501 (c) (3) organization, to sustain the performance-based standards beyond federal funding. Its mission is to promote, support, assess and monitor the processes of continuous learning and sustainable improvement at juvenile justice facilities that lead to safe conditions and increased services for youth. PbS Li serves as the forum for enhancing integration and understanding of the PbS self-improvement process at correction and detention facilities. All new sites joining PbS do so through a one-year Candidacy program. Beginning 2007, all PbS participants are required to pay a subscription fee to the Learning Institute.

More information, a copy of the standards, a documentary film on PbS and applications to join are available on the PbS website: www.pbstandards.org.

New Directors Seminar

Each year CJCA offers a two-day seminar for directors recently named as the chief executive officer of a state youth correction agency. The seminar consists of peer-led sessions on topics critical to successful leadership and is conducted by veteran directors who provide case study examples and one-on-one mentoring. Topics include: Emerging Issues and Trends, Managing Crises, Organization and Budget Issues and Leadership Strategies.

The John D. and Catherine T. MacArthur Foundation Models for Change (MfC) National Reform Initiative.

In 1996, the John D. and Catherine T. MacArthur Foundation began making grants to improve juvenile justice systems. The foundation entered the field with the ultimate goal of promoting a juvenile justice system which was rational, fair, effective and linked to other agencies and organizations. The system would hold young offenders accountable for their actions, provide for rehabilitation, protect them from harm, increase their life chances, and manage the risk they pose to themselves and to public safety.

Up to $10 million in grants will be awarded over a five-year period to support juvenile justice reform in each of four Models for Change states: Pennsylvania, Illinois, Louisiana, and Washington. The competitive process that selected these states took into account political and fiscal commitment to change, support for change both inside and outside the juvenile justice system, and the likelihood that reforms would influence change in other locations. States were chosen from different regions—with diverse traditions, political cultures, organizational structures, needs and challenges—to demonstrate system change from a range of starting points and under a variety of conditions. Work in each state is coordinated by a 'lead entity,' an organization who helps establish the reform agenda in collaboration with local sites and partners, and manages and monitors its implementation.

An additional 12 states are involved in Models for Change through participation in action networks. See www.modelsforchange.net

The MfC initiative provides grants to national organizations which together constitute a national resource bank – a treasury of knowledge and tools, training and technical assistance, advocacy and public education strategies – which those working on juvenile justice system reform at the state and local levels can draw upon.
Models for Change National Resource Bank

The Models for Change initiative makes grants to national organizations that together constitute a national resource bank – a treasury of knowledge and tools, training and technical assistance, advocacy and public education strategies – that those working on juvenile justice system reform at the state and local levels can draw upon. CJCA is a member of the current initiative grantees, who include some of the leading experts and practitioners in the field, listed below:

- Center for Children’s Law and Policy
- Child Welfare League of America
- Council of Juvenile Correctional Administrators
- Justice Policy Institute
- Juvenile Law Center
- National Center for Juvenile Justice
- National Center for Mental Health and Juvenile Justice
- National Council of La Raza
- National Juvenile Defender Center
- National Mental Health Association
- National Youth Screening Assistance Project

For more information on the Research Network on Adolescent Development and Juvenile Justice see www.adjj.org.

Suicide Prevention Resource Center

In collaboration with the Educational Development Center, Inc., CJCA has worked with the Suicide Prevention Resource Center (SPRC) to develop a suicide prevention training curriculum for agency directors and one for direct care staff. For more information visit www.SPRC.org or http://main.edc.org.
## GENERAL ORGANIZATION

- Obtain a complete organizational chart.
- Review the agency’s Mission, Goals and Objectives.
- Review, if available, agency’s short and long-range plans.
- Review the agency’s last three annual reports.

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| To see if you can “feel” the agency’s philosophy. For example, is it “passion for youth,” or “creating success.” | • What are the functions of the agency?  
• What does the agency wish to accomplish?  
• How can the agency meet these objectives?  
• How are other agencies meeting their objectives? | Many individual youth services organizations’ websites include mission statements, goals and objectives, organizational charts, annual reports and planning documents for comparison.  
CJCA Yearbook reports annually on agencies across the country which falls into one of four main organization types: free-standing agencies within the executive branch (33%); distinct agencies under a human service umbrella (19%); division of youth services within a child welfare/human services agency (31%) or division within the adult department of corrections (17%).  
CJCA Annual Yearbook contains mission statements, goals and objectives in the jurisdiction profile section. www.cjca.net  
National Center for Juvenile Justice (NCJJ) State profiles at www.ncjj.org  
Seminar for New Directors curriculum / session:  
*System Issues in Juvenile Justice*  
Presented by: Barry Stoodley, associate commissioner for Juvenile Services, Maine 207-287-4365 Bartlett.h.stoodley@maine.gov |
2. BUDGET/FUNDING SOURCES

- Review the current budget and map out the budget process.
- Obtain an audit.
- Be aware of other funding sources available (i.e. grants).

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| To understand the funding process, related issues, priorities, gaps | • When is the budget due?  
• What are the steps to set the final budget?  
• What about funding from other sources? Federal Agencies? Grants? | CJCA Yearbook includes agency budgets, federal funding and grants by jurisdiction for comparison.  
National Association of State Budget Officers (NASBO)  
NASBO produces an annual fiscal report of states.  
www.nasbo.org  
National Conference of State Legislatures (NCSL)  
NCSL website has a summary of legislative sessions by state.  
www.ncsl.org  
(See Table A in the appendices for the 2010 State Legislative Sessions)  
National Governors Association (NGA)  
www.nga.org  
Office of Juvenile Justice & Delinquency Prevention (OJJDP)  
http://ojjdp.ncjrs.org/funding/funding.html  
National Criminal Justice Association (NCJA)  
www.ncja.org  
StateScape Policy Tracking and Analysis:  
www.StateScape.com  
StateScape provides accurate and comprehensive legislative and regulatory information including budget information for all 50 states.  
Seminar for New Directors curriculum / session:  
Operational Issues for Youth Correction Agencies: Handling Budgets  
Presented by: Jane Tewksbury, Commissioner  
Department of Youth Services  
27-43 Wormwood St.; Suite 400  
Boston, MA 02210  
Tel: (617)960-3304  
E-mail: jane.e.tewksbury@state.ma.us |
### 3. POLICIES AND PROCEDURES

- Review policies and procedures.

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| To understand the process and learn the high risk/security policies and procedures | • Who develops policy?  
• How is it developed?  
• Are policies current?  
• Has staff been kept up-to-date on policies and procedures?  
• What policies and procedures do other agencies have in place?  
• How well do they work or not work?  
• How can we amend what doesn’t work?  
• Check for completeness and current version; comprehensiveness  
• Ensure there is a review process in place. | PbS Learning Institute (PbS Li) - PbS standards and Outcome Measure Practices and Policies available at: [www.pbstandards.org](http://www.pbstandards.org).  

*PbS Policy Directory is available upon request from the CJCA office. Tel. 781-843-2663 or contact help@pbstandards.org*  

American Bar Association (ABA) - Kids in Criminal Justice  

National Juvenile Detention Association (NJDA)  
[http://www.npjs.org/njda.html](http://www.npjs.org/njda.html)  

Desktop Guide to Good Juvenile Detention Practice  

Juvenile Detention Alternatives Initiative (JDAI)  
[www.aecf.org/MajorInitiatives/JuvenileDetentionAlternativesInitiative.aspx](http://www.aecf.org/MajorInitiatives/JuvenileDetentionAlternativesInitiative.aspx)  

NCJFCJ The Greenbook Initiative  
[http://www.thegreenbook.info/](http://www.thegreenbook.info/)  

Provides recommendations designed to help dependency courts and child welfare and domestic violence agencies better serve families experiencing violence and to help them achieve safety. The initiative has spawned activities in states and localities across the country, as well as federal initiatives spearheaded by the US Department of Health and Human Services and the US Department of Justice  

ACA standards  
[www.aca.org](http://www.aca.org)
4. **SERIOUS INCIDENTS/RISK MANAGEMENT**

- Serious incidents include: Use of force/restraints; abuse/neglect; assaults; suicide; isolation; escapes/runs; facility safety issues; medical emergencies; fire alarm systems; youth safety concerns; and staff safety concerns.

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| To know what serious incidents have been, are likely to be and the process when one occurs | • Are serious incidents reported promptly and handled appropriately?  
• What impact do they have on the operations of the facility?  
On the agency?  
On the youths?  
On the staff? | Research has shown the best way to avoid risk/violence is a good relationship between staff and youths.  
Brad Snyder and Aaron Kupchik. The Impact of Juvenile Inmates’ Perceptions and Facility Characteristics on Victimization in Juvenile Correctional Facilities. (Manuscript #01-02-07).  
CJCA’s Yearbook for different state approaches.  
CJCA Position Paper on Physical and Mechanical Interventions with Juvenile Offenders  
Tel: 508-337-8806  
LHayesTA@aol.com  
Suicide Prevention Resource Center  
www.sprc.org |
| To know the status of specific serious incidents | | |
| To know legal mandates for reporting and investigating | | |
5. **LEGAL ISSUES**
   - Review legal issues; sit with staff attorney.
   - Obtain and review report showing the number of personnel, position, facility, years of service, etc.

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| To understand the legal issues and assess the climate for the staff's level of satisfaction, motivation and resistance | • What are the pending lawsuits? (by youths, staff, others?)  
• What are the personnel issues? (grievances, vacancies, workers compensation cases) | U.S. Department of Justice, Office of Civil Rights, posts investigations and legal action on its website:  
http://www.usdoj.gov/crt/split/index.html  
(See Tables B and C in the appendices for a summary of current and historical CRIPA cases, respectively.)  
National Juvenile Defender Center  
www.njdc.info  
Juvenile Law Center  
www.jlc.org  
Youth Law Center  
www.youthlawcenter.com  
Center for Children’s Law and Policy  
www.cclp.org  
American Bar Association (ABA) Kids in Criminal Justice  
http://www.abanet.org  
Each data collection period, PbS participants conduct Staff Climate Surveys to obtain staff’s opinions about basic safety and security issues and about the extent to which programs are implemented and policies are followed. For a copy of the survey instrument visit: www.pbstandards.org .  
Seminar for New Directors curriculum / session:  
*Focus Group: “Performance-based Standards and CRIPA Investigations” Presented by Ryan Rainey*  
Ryan Rainey Legal Brief (Report available from CJCA).  
In order to strengthen the connection between PbS and the Department of Justice’s (“DOJ”) basis for a Civil Rights Investigation pursuant to CRIPA, CJCA sought a legal analysis of how PbS might map to a civil rights’ juvenile facilities investigation. The report also shows how a successful conclusion of a civil rights’ case might map to PbS Expected Practices and Outcome Measures. It concludes that proper implementation of PbS will prevent incidents that lead to CRIPA investigations. |
6. PERFORMANCE-BASED STANDARDS

- Find out if any of your facilities are involved with PbS and/or any accreditation or outside monitoring process.
- Use to assess the operations of each facility individually as well as all facilities within your state.
- Align with quality assurance program.

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| To ensure facilities are safe for staff and youths and provide effective education, rehabilitation and reintegration services. | • What are the key safety/security standards and outcomes?  
• Do you understand them?  
• Are they adhered to? | PbS Learning Institute (PbS Li). The PbS standards are available at [www.pbstandards.org](http://www.pbstandards.org).  
PbS Reference Guides:  
The South Dakota Department of Juvenile Corrections participates in the PbS project. The data collected is included in an annual report to the governor and legislature. This report provides a summary of each program and their performance as it relates to the outcome measures. It also shows the graph reports of each program performance and how it compares to the other facility sites that participate in the project. For a copy of the report see: [http://www.state.sd.us/CORRECTIONS/PbSProject.htm](http://www.state.sd.us/CORRECTIONS/PbSProject.htm).  
Edward J. Loughran, PbS Learning Institute President  
781-843-2663  
Ned.Loughran@cjca.net  
American Correctional Association  
[www.aca.org](http://www.aca.org)  
National Juvenile Justice Network  
[www.njjn.org](http://www.njjn.org)  
...PbS is a promising approach to improving conditions of confinement.
7. **YOUTH POPULATION**
   - Know the kids, stay in touch with the kids.
   - Know the numbers, status, trends.
   - Know the bed capacities of facilities by type of case.

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| To understand and be able to describe the youths in your system, both in a “typical” youth picture as well as the extremes, such as mental health diagnoses, learning disabilities, ages | • Where are most of the youths coming from?  
• What youths require most resources?  
• What about special populations, i.e. female offenders, sex offenders, younger offenders, youthful offenders? | CJCA Yearbook 2009 reports total number of youths under an agency’s responsibility and demographic information.  
CJCA position paper on Waiver and Transfer of Youths to Adult Systems  
OJJDP Statistical Briefing book provides national data on youths.  
http://www.ojjdp.ncjrs.gov/ojstatbb/default.asp  
http://ojjdp.ncjrs.org/ojstatbb/cjrp/  
National Center for Juvenile Justice (NCJJ) www.ncjj.org  
Statistical Links:  
• What is the juvenile population in each state and county?  
• How can I obtain juvenile arrest rates for each state?  
• Where can I find juvenile court statistics?  
• Where to find state-level statistics on youths in custody?  
• Where can I find the number of juvenile delinquency and status offense cases by state and by county?  
• How do I access data about homicide victims and offenders by state?  
Patricia M. Torbet, Interim Director - National Center for Juvenile Justice 3700 S. Water St., Suite 200 Pittsburgh, PA 15203Tel: 412-227-6950  
CJCA position paper on Juvenile Female Offenders  
OJJDP Guiding Principles for Promising Female Programming: An Inventory of Best Practices 1998  
The Office of Juvenile Justice and Delinquency Prevention awarded the Girls Study Group project to RTI International to further the field’s understanding of female juvenile offending and also to identify effective strategies for preventing and reducing female juvenile involvement in delinquency and violence.  
girlsstudygroup.rti.org  
## 8. REVIEW TRAINING / CAREER DEVELOPMENT

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| To understand the training provided to staff and its impact on staff performance, facility safety, youths’ success | • Is the training provided basic or entry level?  
• Is in-service training provided?  
• Is the training relevant?  
• Is it current? | CJCA Yearbook contains a summary and tables related to staff training/education including required hours of pre-service and annual training, components of the trainings and minimum education requirements for direct-care/line-staff.  
Each data collection period, PbS participants conduct Staff Climate Surveys to obtain staff’s opinions about basic safety and security issues and about the extent to which programs are implemented and policies are followed. For a copy of the survey instrument visit: [www.pbstandards.org](http://www.pbstandards.org).  
Juvenile Justice Trainer’s Association [www.jjta.org](http://www.jjta.org)  
National Institute of Corrections [www.nicic.org](http://www.nicic.org)  
OJJDP National Training and Technical Assistance Center [www.nttac.org](http://www.nttac.org)  
Suicide Prevention Resource Center (SPRC)  
SPRC is a project within the Educational Development Center (EDC) Health & Human Development Programs (HHD)  
55 Chapel Street  
Newton, MA 02458  
Tel. 877-GET-SPRC (438-7772), [www.sprc.org](http://www.sprc.org)  
Georgetown Public Policy Institute Center for Juvenile Justice Reform and Systems Integration  
Shay Bilchik, Research Professor / Center Director  
Georgetown University  
3300 Whitehaven St. NW  
Washington, DC 20057  
Tel. 202-687-7656  
E-mail: Scb45@georgetown.edu |
9. **RESEARCH AND EVIDENCE-BASED PROGRAMMING**

- Review available data on: monitoring, evaluation and auditing.

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| To be current on what research has learned and know what is considered good, bad and best practices. | • What research is available and how vigorous was the evaluation done | The John D. and Catherine T. MacArthur Foundation Research Network on Adolescent Development and Juvenile Justice  
[www.adjj.org](http://www.adjj.org)  
Network Chair: Laurence Steinberg, Ph.D., Director  
Temple University  
Philadelphia, PA  
(215) 204-7485  
[lds@temple.edu](mailto:lds@temple.edu) |
| | | Blueprints for Violence Prevention  
Center for the Study and Prevention of Violence  
Institute of Behavioral Science  
University of Colorado at Boulder  
1877 Broadway, Suite 601  
Boulder, CO 80302 Tel. (303) 492-1032  
[www.colorado.edu/cspv/blueprint](http://www.colorado.edu/cspv/blueprint) |
| | | The Office of Juvenile Justice and Delinquency Prevention’s Model Programs Guide (MPG) is designed to assist practitioners and communities in implementing evidence-based prevention and intervention programs that can make a difference in the lives of children and communities. The MPG database of evidence-based programs covers the entire continuum of youth services from prevention through sanctions to reentry.  
[www.dsgonline.com](http://www.dsgonline.com) |
| | | Substance Abuse & Mental Health Services Administration (SAMHSA) Web Guide for evidence-based practices (EBPs) with comprehensive reviews of research findings.  
| | | Peter Greenwood  
Association for the Advancement of Evidence-based Programs  
505 Belle Hall Parkway, Ste 202  
Mount Pleasant, SC 29464  
[www.aaebp.org](http://www.aaebp.org) |
| | | Faye S. Taxman, Ph.D. , Director  
University of Maryland  
Bureau of Governmental Research  
College Park, MD 20742  
Tel. 301-403-4403 |
| | | Steve Aos  
Telephone: (360) 586-2677  
Washington State Institute for Public Policy  
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| To be prepared and connected to Public Information Officer in case of an emergency | • How much information does the public have the right to know?                | Media, Advocacy and Engagement  
Justice Policy Institute (JPI)  
1003 K Street, NW Suite 500  
Washington, DC 20001  
Sheila A. Bedi, Executive Director  
202-558-7974 ext. 311  
E-mail: sbedi@justicepolicy.org  
www.justicepolicy.org |
|                                                                        | • When should the public be informed of a situation?                          | Campaign for Youth Justice  
Liz Ryan, chief executive officer  
lryan@campaign4youthjustice.org |
|                                                                        | • Will the information reported by the media have an impact on any pending/open investigations? | Seminar for New Directors 2009 Curriculum / session:  
Media Advocacy and Engagement  
Presented by: Jason Ziedenberg.  
Power point available at www.cjca.net |
### 11. LEGISLATIVE LIAISON/ LOBBY PROCESS / LAW

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| To know what legislative issues are at hand and possible impacts and side effects on the way your agency does business. | • What legislation is on the horizon?  
• How will it impact my agency/services provided to youths?  
• How can I become involved in passing or blocking it from passing? | Campaign for Youth Justice  
[http://www.campaign4youthjustice.org/](http://www.campaign4youthjustice.org/)  
Child Welfare League of America  
[www.cwla.org](http://www.cwla.org)  
National Council of La Raza  
[www.nclr.org](http://www.nclr.org)  
Council of State Governments  
[www.csg.org](http://www.csg.org)  
National Conference of State Legislatures  
[www.ncsl.org](http://www.ncsl.org)  
Coalition for Juvenile Justice  
[http://www.juvjustice.org](http://www.juvjustice.org)  
Children’s Defense Fund  
[http://www.childrensdefense.org](http://www.childrensdefense.org)  
Fight Crime Invest in Kids  
[www.fightcrime.org](http://www.fightcrime.org)  
Act 4 Juvenile Justice  
[www.act4ij.org](http://www.act4ij.org)  
National Juvenile Justice Network (NJIN)  
[www.njjn.org](http://www.njjn.org)  
U.S. Senate  
[www.senate.gov](http://www.senate.gov)  
U.S. House of Representatives  
[www.house.gov](http://www.house.gov)  
GovTrack – Tracking the 110th Congress  
[www.govtrack.us](http://www.govtrack.us)  
State governments have online bill tracking for legislation in their state assemblies.  
Liz Ryan, Chief Executive Officer  
Campaign for Youth Justice  
202-558-3580  
lryan@campaign4youthjustice.org  
Kim Godfrey, Deputy Director  
CJCA  781-843-2663  
Kim.godfrey@cjca.net |
<table>
<thead>
<tr>
<th>Purpose</th>
<th>Questions to ask</th>
<th>Resources: References, materials, research and websites:</th>
</tr>
</thead>
</table>
| To provide youths with the treatment and services they need to become productive, law abiding citizens. | • How does each program measure success?  
• What are the recidivism rates? | Education:  
Correctional Education Association  [www.ceanational.org](http://www.ceanational.org)  
Education Commission of the States  [www.ecs.org](http://www.ecs.org)  
Learning Disabilities Association of America  [www.ldanatl.org](http://www.ldanatl.org)  
National Center on Education, Disability and Juvenile Justice  [www.edjj.org](http://www.edjj.org)  
National Institute for Literacy  [www.nifl.gov](http://www.nifl.gov)  
| To increase the use of evidence-based treatment modalities and programming. | Mental Health Treatment and Services:  
Substance Abuse and Mental Health Administration  [www.samhsa.gov](http://www.samhsa.gov) |
| | Substance Abuse Treatment:  
CJCA position paper on Alcohol and Drug Abuse Treatment Programs for Juveniles  
National Association of State Alcohol and Drug Abuse Directors  [www.nasadad.org](http://www.nasadad.org)  
Substance Abuse and Mental Health Administration  [www.samhsa.gov](http://www.samhsa.gov) |
| | Workforce Development:  
National Youth Employment Coalition  [www.nyec.org](http://www.nyec.org)  
YouthBuild USA  [www.youthbuild.org](http://www.youthbuild.org)  
Job Corp  [http://jobcorps.doleta.gov](http://jobcorps.doleta.gov) |
| | Jeffrey A. Butts, Ph.D.  
Executive Vice President for Research  
Public/Private Ventures  
2000 Market Street, Suite 600  
Philadelphia, PA 19103  
Tel. (215) 557-4487  
jbutts@ppv.org  | [www.ppv.org](http://www.ppv.org)  www.jeffreybutts.net  
David E. Brown  Former executive director of the  
National Youth Employment Coalition  
Tel. 202-576-8175  E-mail: Davide.brown@dc.gov |
### Purpose
To know who are your advocates and who are your detractors

### Questions to ask
- Who is affected directly or indirectly by the work of the agency?

### Resources: References, materials, research and websites:

<table>
<thead>
<tr>
<th>Agency</th>
<th>Website/Link</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bazelon Center for Mental Health Law</td>
<td><a href="http://www.bazelon.org">www.bazelon.org</a></td>
</tr>
<tr>
<td>Campaign for Youth Justice</td>
<td><a href="http://www.campaign4youthjustice.org/">http://www.campaign4youthjustice.org/</a></td>
</tr>
<tr>
<td>Center for Children’s Law and Policy</td>
<td><a href="http://www.cclp.org">www.cclp.org</a></td>
</tr>
<tr>
<td>Center for Juvenile Justice Reform and Systems Integration, Georgetown University</td>
<td><a href="http://cjir.georgetown.edu">cjir.georgetown.edu</a></td>
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<tr>
<td>Child Welfare League of America</td>
<td><a href="http://www.cwla.org">www.cwla.org</a></td>
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<tr>
<td>Coalition for Juvenile Justice</td>
<td><a href="http://www.juvjustice.org">www.juvjustice.org</a></td>
</tr>
<tr>
<td>Correctional Education Association</td>
<td><a href="http://www.ceanational.org/">http://www.ceanational.org/</a></td>
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<tr>
<td>Justice Policy Institute</td>
<td><a href="http://www.justicepolicy.org">www.justicepolicy.org</a></td>
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<tr>
<td>Juvenile Law Center</td>
<td><a href="http://www.jlc.org">www.jlc.org</a></td>
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<tr>
<td>National Association of Police Chiefs</td>
<td><a href="http://www.aphf.org/nacop.html">www.aphf.org/nacop.html</a></td>
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<tr>
<td>National Council of Juvenile and Family Court Judges</td>
<td><a href="http://www.ncjfcj.org">www.ncjfcj.org</a></td>
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<tr>
<td>National Council of La Raza</td>
<td><a href="http://www.nclr.org">www.nclr.org</a></td>
</tr>
<tr>
<td>National Governors Association</td>
<td><a href="http://www.nga.org">www.nga.org</a></td>
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<tr>
<td>National Juvenile Detention Association</td>
<td><a href="http://www.npjs.org/njda.html">http://www.npjs.org/njda.html</a></td>
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<tr>
<td>National Juvenile Justice Network</td>
<td><a href="http://www.njjn.org">www.njjn.org</a></td>
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<tr>
<td>National Network for Youth</td>
<td><a href="http://www.nn4youth.org">www.nn4youth.org</a></td>
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<tr>
<td>Southern Poverty Law Center</td>
<td><a href="http://www.splcenter.org">www.splcenter.org</a></td>
</tr>
<tr>
<td>W. Haywood Burns Institute</td>
<td><a href="http://www.burnsinstitute.org">www.burnsinstitute.org</a></td>
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</table>
### 2011 Legislative Sessions Calendar

As of January 24, 2011

<table>
<thead>
<tr>
<th>State</th>
<th>Regular Session Convened</th>
<th>Regular Session Adjourned</th>
<th>Comments</th>
<th>Special Session Convened</th>
<th>Special Session Adjourned</th>
<th>Comments</th>
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<td>Alabama</td>
<td>March 1</td>
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<tr>
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<td>April 17</td>
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<td>Arizona</td>
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<td>Jan 19</td>
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<td>Special Session</td>
<td>Medicaid waiver</td>
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<td>Organizational session is Dec. 6, 2010</td>
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<td>Colorado</td>
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<tr>
<td>Florida</td>
<td>March 8</td>
<td>May 6</td>
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<td>Georgia</td>
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<td>mid April</td>
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<td>Organizational session is Dec. 2, 2010</td>
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<td>Organizational session is Nov. 16, 2010</td>
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<td>March 22</td>
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<td>Massachusetts</td>
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<td>Joint rules prohibit formal sessions after the third Wednesday of November. Informal sessions are permitted throughout the year.</td>
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<tr>
<td>Nebraska</td>
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<td>June 6</td>
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<td>March 10</td>
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<td>Vermont</td>
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<td>Washington</td>
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<td>Jan 4</td>
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<td>American Samoa</td>
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<td>District of Columbia</td>
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<td>Guam</td>
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<td>U.S. Virgin Islands</td>
<td>January 10</td>
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</tbody>
</table>

**Key**

* = Legislature meets throughout the year.

** = Constitutional opening date; may be changed during the organizational session.

For more information, contact:
Legislative Management Program
NCSL--Denver
303-364-7700
Table B

U.S. Department of Justice, Office of Civil Rights, CRIPA Cases

Juvenile Correctional Facilities Investigations

- Terrebonne Parish Juvenile Detention Center in Houma, Louisiana (1/18/11)
- Indianapolis Juvenile Correctional Facility, in Indianapolis, Indiana (01/29/2010)
- Lansing Residential Center, Louis Gossett, Jr. Residential Center, Tryon Residential Center, and Tryon Girls Center (New York) (08/24/2009)
- Los Angeles Probation Camps (L.A. Camps) (10/31/2008)
  - See also, First Amendment to the Memorandum of Agreement between the United States and the County of Los Angeles (03/29/10)
- Marion County Juvenile Detention Center in Indianapolis, Indiana (8/06/07)
- Marion Juvenile Correctional Facility in Marion, Ohio (5/09/07)
- Scioto Juvenile Correctional Facility in Delaware, Ohio (5/09/07)
- Evins Regional Juvenile Center in Edinburg, Texas (3/15/07)
- Baltimore City Juvenile Justice Center in Baltimore, Maryland (08/07/06)
- Logansport Juvenile Intake/Diagnostic Facility, Indiana (09-09-05)
- Plainfield Juvenile Correctional Facility, Indiana (09-09-05)
- South Bend Juvenile Correctional Facility, Indiana (09-09-05)
- Hawaii Youth Correctional Facility in Kailua, Hawaii (08/04/2005)
- L. E. Rader Center in Sand Springs, Oklahoma (06/15/2005)
- W.J. Maxey Training School in Whitmore Lake, Michigan (05/19/04)
- Cheltenham Youth Facility in Cheltenham, Maryland, and the Charles H. Hickey, Jr., School in Baltimore, Maryland (04/09/04)
- Three Arizona Juvenile Justice Facilities (1/23/04)
- Oakley and Columbia Training Schools in Raymond and Columbia, Mississippi (06/19/03)
- Los Angeles County Juvenile Halls (L.A. Halls) (California) (04/09/03)
- Custer Youth Correctional Center in Custer, South Dakota (12/19/02) (Closed 2/05/04)
- Nevada Youth Training Center in Elko, Nevada (11/12/02)
- Alexander Youth Services Center (Arkansas) (11/08/02)
- Georgia Juvenile Facilities (02/13/98)
- Louisiana Juvenile Facilities (Final) (06/18/97)
- Louisiana Juvenile Facilities (Second Emergency Letter) (10/03/96)
- Louisiana Juvenile Facilities (Emergency Letter) (07/15/96)
- Puerto Rico Juvenile Facilities (09/14/94)

Juvenile Correctional Facilities Complaints

- United States v. State of Indiana (02/08/2006)
- United States v. Hawai‘i (02/07/2006)
- United States v. Louisiana
  - Amended Complaint (3/30/2000)
  - Complaint (11/05/1998)
- United States v. Georgia (03/18/1998)
Juvenile Correctional Facilities Briefs

- United States v. State of Louisiana
  - Memorandum in Support of the United States' Motion for a Preliminary Injunction, and Proposed Order (3/30/2000)
  - Response of the United States to the Court's Order (2/23/2000)

Juvenile Correctional Facilities Settlements and Court Decisions

- United States v. State of Texas, Evins Regional Juvenile Center (Compliance Report) (11/05/2008)
- Los Angeles Probation Camps (L.A. Camps) (10/31/2008)
- United States v. State of Oklahoma, L.A. Rader Center (09/09/08)
- United States v. State of Maryland (Second Amended Settlement Agreement Regarding Conditions at Three Juvenile Justice Facilities) (06/23/08)
- United States v. State of Ohio (Ohio Juveniles) (06/24/08)
- Settlement Agreement between the United States Department of Justice and the Marion Superior Court Concerning the Marion Superior Court Juvenile Detention Center (4/09/08) See also, Complaint (4/09/08)
- United States v. State of Texas, Evins Regional Juvenile Center (Order) See also, U.S. v. State of Texas (Evins Complaint) (2/01/08)
- First Amendment to Memorandum of Agreement between the United States of America and the County of Los Angeles, and Los Angeles County Office of Education (L.A. Halls) (8/01/07)
- United States v. The State of Maryland, the Baltimore City Juvenile Justice Center and U.S. v. The State of Maryland (Complaint) (5/22/07)
- United States v. State of Indiana, the Logansport Intake/Diagnostic Facility and the South Bend Juvenile Correctional Facility (02/08/06)
- United States v. State of Hawai‘i, the Hawai‘i Youth Correctional Facility (Memorandum of Agreement) (02/07/06)
- United States v. State of Maryland (Rule 41 Settlement Agreement concerning the Cheltenham and Hickey Youth Facilities) (06/29/05)
- United States v. Mississippi (Consent Decree concerning the Oakley and Columbia Training Schools) (05/04/2005)
- United States v. Mississippi (Rule 41 Settlement Agreement concerning the Oakley and Columbia Training Schools) (05/04/2005)
- Memorandum of Understanding between the State of Michigan (W.J. Maxey Training School) and the United States Department of Justice (01/05/2005)
- Memorandum of Agreement Between the United States Department of Justice and the State of Arizona Concerning Adobe Mountain School, Black Canyon School, and Catalina Mountain School (09/15/2004)
- Agreement Between the United States, Los Angeles County and The Los Angeles County Office of Education (L.A. Halls) (08/24/2004)
- Memorandum of Understanding by and between the United States and the State of Nevada (02/23/04)
- United States v. Louisiana (2004 Agreement) (12/31/03)
- United States v. State of Arkansas, the Arkansas Division of Youth Services, and the Arkansas Department of Human Services and U.S. v. Arkansas (Complaint)
- United States v. Louisiana (2003 Agreement) (01/17/03)
- United States v. Louisiana (Jena Agreement) (04/13/00) (Closed 02/12/01)
- United States v. Georgia (03/18/98)