



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 (PbS) 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>.

I. 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.

Purpose	Questions to ask	Resources: References, materials, research and websites:
<p>To see if you can “feel” the agency’s philosophy. For example, is it “passion for youth,” or “creating success.”</p>	<ul style="list-style-type: none"> • 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? 	<p>Many individual youth services organizations’ websites include mission statements, goals and objectives, organizational charts, annual reports and planning documents for comparison.</p> <p>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%).</p> <p>CJCA Annual Yearbook contains mission statements, goals and objectives in the jurisdiction profile section. www.cjca.net</p> <p>National Center for Juvenile Justice (NCJJ) State profiles at www.ncjj.org</p> <p>Seminar for New Directors curriculum / session: <i>System Issues in Juvenile Justice</i> Presented by: Barry Stoodley, associate commissioner for Juvenile Services, Maine 207- 287-4365 Bartlett.h.stoodley@maine.gov</p>

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).

Purpose	Questions to ask	Resources: References, materials, research and websites:
<p>To understand the funding process, related issues, priorities, gaps</p>	<ul style="list-style-type: none"> • When is the budget due? • What are the steps to set the final budget? • What about funding from other sources? Federal Agencies? Grants? 	<p>CJCA Yearbook includes agency budgets, federal funding and grants by jurisdiction for comparison.</p> <p>National Association of State Budget Officers (NASBO) NASBO produces an annual fiscal report of states. www.nasbo.org</p> <p>National Conference of State Legislatures (NCSL) NCSL website has a summary of legislative sessions by state. www.ncsl.org</p> <p>(See Table A in the appendices for the 2010 State Legislative Sessions)</p> <p>National Governors Association (NGA) www.nga.org</p> <p>Office of Juvenile Justice & Delinquency Prevention (OJJDP) http://ojjdp.ncjrs.org/funding/funding.html</p> <p>National Criminal Justice Association (NCJA) www.ncja.org</p> <p>StateScape Policy Tracking and Analysis: www.StateScape.com StateScape provides accurate and comprehensive legislative and regulatory information including budget information for all 50 states.</p> <p>Seminar for New Directors curriculum / session: <i>Operational Issues for Youth Correction Agencies: Handling Budgets</i></p> <p>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</p>

3. POLICIES AND PROCEDURES

- Review policies and procedures.

Purpose	Questions to ask	Resources: References, materials, research and websites:
<p>To understand the process and learn the high risk/ security policies and procedures</p>	<ul style="list-style-type: none"> • 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. 	<p>PbS Learning Institute (PbS Li) - PbS standards and Outcome Measure Practices and Policies available at: www.pbstandards.org.</p> <p><i>PbS Policy Directory</i> is available upon request from the CJCA office. Tel. 781-843-2663 or contact help@pbstandards.org</p> <p>American Bar Association (ABA) - Kids in Criminal Justice http://www.abanet.org/</p> <p>National Juvenile Detention Association (NJDA) http://www.npjs.org/njda.html</p> <p><i>Desktop Guide to Good Juvenile Detention Practice</i> http://www.ncjrs.org/pdffiles/desktop.pdf</p> <p>Juvenile Detention Alternatives Initiative (JDAI) www.aecf.org/MajorInitiatives/JuvenileDetentionAlternativesInitiative.aspx</p> <p>NCJFCJ The Greenbook Initiative http://www.thegreenbook.info/</p> <p>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</p> <p>ACA standards www.aca.org</p>

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.*

Purpose	Questions to ask	Resources: References, materials, research and websites:
<p>To know what serious incidents have been, are likely to be and the process when one occurs</p> <p>To know the status of specific serious incidents</p> <p>To know legal mandates for reporting and investigating</p>	<ul style="list-style-type: none"> • Are serious incidents reported promptly and handled appropriately? • What impact do they have on the operations of the facility? <p>On the agency?</p> <p>On the youths?</p> <p>On the staff?</p>	<p>Research has shown the best way to avoid risk/violence is a good relationship between staff and youths.</p> <p>Brad Snyder and Aaron Kupchik. <u>The Impact of Juvenile Inmates' Perceptions and Facility Characteristics on Victimization in Juvenile Correctional Facilities</u>. (Manuscript #01-02-07).</p> <p>CJCA's Yearbook for different state approaches.</p> <p>CJCA Position Paper on Physical and Mechanical Interventions with Juvenile Offenders</p> <p>Lindsay Hayes. <u>Juvenile Suicide in Confinement: A National Survey</u>. National Center on Institutions and Alternatives: Feb. 2004. Tel: 508-337-8806 LHayesTA@aol.com</p> <p>Suicide Prevention Resource Center www.sprc.org</p> <p>Seminar for New Directors curriculum / sessions: <i>Organizational and Operational Issues for Youth Correction Agencies: Managing Critical Incidents and Handling the Media</i> Presented by : Jason Ziedenberg, Tel. 503-988-4376 Jason.h.ziedenberg@co.multnomah.or.us</p> <p><i>Survival Skills for New Directors</i> Presented by: Joyce Burrell, deputy commissioner of the New York Office of Children and Family Services , Director of Youth Rehabilitative Services</p> <p><i>New Directors Issues and Expectations</i> Presented by: bernie Warner, chief deputy secretary for Juvenile Justice, California Dept. of Corrections and Rehabilitation.</p>

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.

Purpose	Questions to ask	Resources: References, materials, research and websites:
<p>To understand the legal issues and assess the climate for the staff's level of satisfaction, motivation and resistance</p>	<ul style="list-style-type: none"> • What are the pending lawsuits? (by youths, staff, others?) • What are the personnel issues? (grievances, vacancies, workers compensation cases) <p>Conduct a survey of employees and ask:</p> <ul style="list-style-type: none"> • Name • Title • Time in current position • Total time in agency • Past positions held and time in position • Approximate retirement date (you calculate) • What are we doing right? • What are we doing that needs improvement? • If you could change three things, what would you do? How? • What are your career goals? 	<p>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.)</p> <p>National Juvenile Defender Center www.njdc.info</p> <p>Juvenile Law Center www.jlc.org</p> <p>Youth Law Center www.youthlawcenter.com</p> <p>Center for Children's Law and Policy www.cclp.org</p> <p>American Bar Association (ABA) Kids in Criminal Justice http://www.aba.net.org</p> <p>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 .</p> <p>Seminar for New Directors curriculum / session: <i>Focus Group: "Performance-based Standards and CRIPA Investigations"</i> <i>Presented by Ryan Rainey</i></p> <p>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 <i>Expected Practices</i> and <i>Outcome Measures</i>. It concludes that proper implementation of PbS will prevent incidents that lead to CRIPA investigations.</p>

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.

Purpose	Questions to ask	Resources: References, materials, research and websites:
<p>To ensure facilities are safe for staff and youths and provide effective education, rehabilitation and reintegration services.</p>	<ul style="list-style-type: none"> •What are the key safety/ security standards and outcomes? •Do you understand them? •Are they adhered to? 	<p>PbS Learning Institute (PbS Li). The PbS standards are available at www.pbstandards.org</p> <p>PbS Reference Guides:</p> <p>Lindsay Hayes. <u>Juvenile Suicide in Confinement: A National Survey</u>. National Center on Institutions and Alternatives: Feb. 2004.</p> <p>Lee Underwood, Psy.D. and David Berenson. <u>PbS A Resource Guide: Mental Health Programming in Juvenile Correction and Detention Facilities</u>. 2001.</p> <p>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</p> <p>Edward J. Loughran, PbS Learning Institute President 781-843-2663 Ned.Loughran@cjca.net</p> <p>American Correctional Association www.aca.org</p> <p>National Juvenile Justice Network www.njjn.org</p> <p>Annie E. Casey Foundation. <u>2008 Kids Count Essay and Date Book. A Road Map for Juvenile Justice Reform. Page 25.</u>PbS is a promising approach to improving conditions of confinement.</p>

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.

Purpose	Questions to ask	Resources: References, materials, research and websites:
<p>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</p>	<ul style="list-style-type: none"> • 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? 	<p>CJCA Yearbook 2009 reports total number of youths under an agency’s responsibility and demographic information.</p> <p>CJCA position paper on Waiver and Transfer of Youths to Adult Systems</p> <p>OJJDP Statistical Briefing book provides national data on youths. http://www.ojjdp.ncjrs.gov/ojstatbb/default.asp</p> <p>Census of Juveniles in Residential Placement (CJRP) Databook gives age, sex, race/ethnicity, offense, type of facility and placement status of juvenile offenders in residential placement facilities for 1997, 1999, 2001 and 2003. http://ojjdp.ncjrs.org/ojstatbb/cjrp/</p> <p>National Center for Juvenile Justice (NCJJ) www.ncjj.org Statistical Links:</p> <ul style="list-style-type: none"> • 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? <p>Patricia M. Torbet, Interim Director - National Center for Juvenile Justice 3700 S. Water St., Suite 200 Pittsburgh, PA 15203 Tel: 412-227-6950</p> <p>CJCA position paper on Juvenile Female Offenders</p> <p>OJJDP <i>Guiding Principles for Promising Female Programming: An Inventory of Best Practices</i> 1998</p> <p>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</p> <p><i>Pbs A Resource Guide: Sex Offender Programming in Juvenile Correction and Detention Facilities</i> 2001 David Berenson and Lee Underwood, Psy.D.</p>

8. REVIEW TRAINING / CAREER DEVELOPMENT

Purpose	Questions to ask	Resources: References, materials, research and websites:
<p>To understand the training provided to staff and its impact on staff performance, facility safety, youths' success</p>	<ul style="list-style-type: none"> • Is the training provided basic or entry level? • Is in-service training provided? • Is the training relevant? • Is it current? 	<p>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 .</p> <p>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 .</p> <p>Juvenile Justice Trainer's Association www.jjta.org</p> <p>National Institute of Corrections www.nicic.org</p> <p>OJJDP National Training and Technical Assistance Center www.nttac.org</p> <p>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</p> <p>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</p>

9. RESEARCH AND EVIDENCE-BASED PROGRAMMING

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

Purpose	Questions to ask	Resources: References, materials, research and websites:
<p>To be current on what research has learned and know what is considered good, bad and best practices.</p>	<ul style="list-style-type: none"> • What research is available and how vigorous was the evaluation done 	<p>The John D. and Catherine T. MacArthur Foundation Research Network on Adolescent Development and Juvenile Justice www.adjj.org Network Chair: Laurence Steinberg, Ph.D., Director Temple University Philadelphia, PA (215) 204-7485 lds@temple.edu</p> <p>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</p> <p>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</p> <p>Substance Abuse & Mental Health Services Administration (SAMHSA) Web Guide for evidence-based practices (EBPs) with comprehensive reviews of research findings. www.samhsa.gov/ebpWebguide/index.asp</p> <p>Peter Greenwood Association for the Advancement of Evidence-based Programs 505 Belle Hall Parkway, Ste 202 Mount Pleasant, SC 29464 www.aebp.org</p> <p>Faye S. Taxman, Ph.D. , Director University of Maryland Bureau of Governmental Research College Park, MD 20742 Tel. 301-403-4403</p> <p>Steve Aos Telephone: (360) 586-2677 Washington State Institute for Public Policy http://www.wsipp.wa.gov/</p>

10. COMMUNICATIONS / PUBLIC INFORMATION OFFICER

Purpose	Questions to ask	Resources: References, materials, research and websites:
To be prepared and connected to Public Information Officer in case of an emergency	<ul style="list-style-type: none"> • How much information does the public have the right to know? • When should the public be informed of a situation? • Will the information reported by the media have an impact on any pending/open investigations? 	<p><i>Media, Advocacy and Engagement</i> 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</p> <p>Campaign for Youth Justice Liz Ryan, chief executive officer lryan@campaign4youthjustice.org</p> <p>Seminar for New Directors 2009 Curriculum / session: <i>Media Advocacy and Engagement</i> Presented by: Jason Ziedenberg. Power point available at www.cjca.net</p>

II. LEGISLATIVE LIAISON/ LOBBY PROCESS / LAW

Purpose	Questions to ask	Resources: References, materials, research and websites:
<p>To know what legislative issues are at hand and possible impacts and side effects on the way your agency does business.</p>	<ul style="list-style-type: none"> •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? 	<p>Campaign for Youth Justice http://www.campaign4youthjustice.org/</p> <p>Child Welfare League of America www.cwla.org</p> <p>National Council of La Raza www.nclr.org</p> <p>Council of State Governments www.csg.org</p> <p>National Conference of State Legislatures www.ncsl.org</p> <p>Coalition for Juvenile Justice http://www.juvjustice.org</p> <p>Children’s Defense Fund http://www.childrensdefense.org</p> <p>Fight Crime Invest in Kids www.fightcrime.org</p> <p>Act 4 Juvenile Justice www.act4jj.org</p> <p>National Juvenile Justice Network (NJJN) www.njln.org</p> <p>U.S. Senate www.senate.gov</p> <p>U.S. House of Representatives www.house.gov</p> <p>GovTrack – Tracking the 110th Congress www.govtrack.us</p> <p>State governments have online bill tracking for legislation in their state assemblies.</p> <p>Liz Ryan, Chief Executive Officer Campaign for Youth Justice 202-558-3580 lryan@campaign4youthjustice.org</p> <p>Kim Godfrey, Deputy Director CJCA 781-843-2663 Kim.godfrey@cjca.net</p>

12. PROGRAMMING

Purpose	Questions to ask	Resources: References, materials, research and websites:
<p>To provide youths with the treatment and services they need to become productive, law abiding citizens.</p> <p>To increase the use of evidence-based treatment modalities and programming.</p>	<ul style="list-style-type: none"> • How does each program measure success? • What are the recidivism rates? 	<p><i>Education:</i> Correctional Education Association www.ceanational.org Education Commission of the States www.ecs.org Learning Disabilities Association of America www.ldanatl.org National Center on Education, Disability and Juvenile Justice www.edjj.org National Institute for Literacy www.nifl.gov U.S. Department of Education www.ed.gov</p> <p><i>Mental Health Treatment and Services:</i> Lee Underwood, Psy.D. and David Berenson. <u>PbS A Resource Guide: Mental Health Programming in Juvenile Correction and Detention Facilities</u>. 2001. Substance Abuse and Mental Health Administration www.samhsa.gov</p> <p><i>Substance Abuse Treatment:</i> CJCA position paper on Alcohol and Drug Abuse Treatment Programs for Juveniles National Association of State Alcohol and Drug Abuse Directors www.nasadad.org National Institute on Drug Abuse www.nida.nih.gov Substance Abuse and Mental Health Administration www.samhsa.gov</p> <p><i>Workforce Development:</i> National Youth Employment Coalition www.nyec.org YouthBuild USA www.youthbuild.org Job Corp http://jobcorps.doleta.gov</p> <p>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 www.jeffreybutts.net</p> <p>David E. Brown <i>Former executive director of the National Youth Employment Coalition</i> Tel. 202-576-8175 E-mail: Davide.brown@dc.gov</p>

13. ADVOCATES AND STAKEHOLDERS

Purpose	Questions to ask	Resources: References, materials, research and websites:
To know who are your advocates and who are your detractors	<ul style="list-style-type: none"> Who is affected directly or indirectly by the work of the agency? 	<p>American Probation and Parole Association http://www.appa-net.org/eweb/</p> <p>Bazelon Center for Mental Health Law www.bazelon.org</p> <p>Campaign for Youth Justice http://www.campaign4youthjustice.org/</p> <p>Center for Children’s Law and Policy www.cclp.org</p> <p>Center for Juvenile Justice Reform and Systems Integration, Georgetown University cjjr.georgetown.edu</p> <p>Children’s Defense Fund www.ChildrensDefense.org</p> <p>Child Welfare League of America www.cwla.org</p> <p>Coalition for Juvenile Justice www.juvjustice.org</p> <p>Correctional Education Association http://www.ceanational.org/</p> <p>Justice Policy Institute www.justicepolicy.org</p> <p>Juvenile Law Center www.jlc.org</p> <p>National Association of Police Chiefs www.aphf.org/nacop.html</p> <p>National Council of Juvenile and Family Court Judges www.ncjfcj.org</p> <p>National Council of La Raza www.nclr.org</p> <p>National Governors Association www.nga.org</p> <p>National Juvenile Detention Association http://www.npjs.org/njda.html</p> <p>National Juvenile Justice Network www.njjn.org</p> <p>National Network for Youth www.nn4youth.org</p> <p>Southern Poverty Law Center www.splcenter.org</p> <p>W. Haywood Burns Institute www.burnsinstitute.org</p>



[Legislatures & Elections](#) » [Organization, Procedure & Facilities](#) » 2011 Legislative Session Calendar

Go 21346

2011 Legislative Sessions Calendar

as of January 24, 2011

State	Regular Session Convened	Regular Session Adjourned	Comments	Special Session Convened	Special Session Adjourned	Comments
Alabama	March 1	mid June				
Alaska	January 18	April 17				
Arizona	January 10	late April		Jan 19		Medicaid waiver
Arkansas	January 10	March 10	Session can be extended by a 2/3 vote			
California	December 6, 2010	September 9	Organizational session is Dec. 6, 2010			
Colorado	January 12	May 11				
Connecticut	January 5	June 8				
Delaware	January 11	June 30				
Florida	March 8	May 6	Organizational session is Nov. 16, 2010			
Georgia	January 10	mid April				
Hawaii	January 19	mid May				
Idaho	January 10	late March	Organizational session is Dec. 2, 2010			
Illinois	January 12	*				
Indiana	January 5**	April 29	Organizational session is Nov. 16, 2010			
Iowa	January 10	late April				
Kansas	January 10	late May	Organizational session is Dec. 6, 2010 (House only).			
Kentucky	January 4	March 22				
Louisiana	April 25	June 23		March 20		Redistricting
Maine	December 1, 2010	June 15	Organizational session is Dec. 1, 2010			
Maryland	January 12	early April				

Massachusetts	January 5	*	Joint rules prohibit formal sessions after the third Wednesday of November. Informal sessions are permitted throughout the year			
Michigan	January 12	*				
Minnesota	January 4	May 23				
Mississippi	January 4	early April				
Missouri	January 5	May 30				
Montana	January 3	late April				
Nebraska	January 5	early June				
Nevada	February 7	June 6				
New Hampshire	January 5	July 1	Organizational session is Dec. 1, 2010			
New Jersey	January 12	*				
New Mexico	January 18	March 19				
New York	January 5	*				
North Carolina	January 26	early June				
North Dakota	January 4	late April	Organizational session is Dec. 6, 2010			
Ohio	January 3	*				
Oklahoma	February 7	May 27	Organizational session is Jan. 4, 2011			
Oregon	February 1	June 30	Organizational session is Jan. 10, 2011			
Pennsylvania	January 4	*				
Rhode Island	January 4	late June				
South Carolina	January 11	June 2	Session can be extended by 2/3 vote			
South Dakota	January 11	mid March				
Tennessee	January 11	mid May				
Texas	January 11	May 30				
Utah	January 24	March 10				
Vermont	January 5	mid May				
Virginia	January 12	February 26				
Washington	January 10	April 24				
West Virginia	January 12	mid March				
Wisconsin	January 11	*		Jan 4		Economic Development
Wyoming	January 11	early March				

American Samoa	January 10					
District of Columbia	January 3	*				
Guam	January 10	*				
Northern Mariana Islands	January 10					
Puerto Rico	January 10	June 30	Second part runs from Sept. 15 to Nov. 15.			
U.S. Virgin Islands	January 10	*				

Key

* = Legislature meets throughout the year.

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

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Table B

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

[http://www.usdoj.gov/crt/split/cripa.htm /crt/split/cripa.htm](http://www.usdoj.gov/crt/split/cripa.htm/crt/split/cripa.htm)

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 Oklahoma (12/15/2006)
- United States v. State of Indiana (02/08/2006)
- United States v. Hawai'i (02/07/2006)
- United States v. State of Maryland (6/30/2005)
- United States v. State of Arizona (09/15/2004)
- United States v. State of Mississippi (12/18/2003)
- 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 New York (Juvenile Facilities) (Settlement Agreement) (7/14/2010)
- 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)