

ACF

Administration
for Children
and Families

U.S. DEPARTMENT OF HEALTH AND HUMAN SERVICES

Administration for Children, Youth and Families

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2. Issuance Date: February 23, 1999

3. Originating Office: Children's Bureau

4. Key Words: State Court Assessment and Implementation of Reforms

PROGRAM INSTRUCTION

TO: Highest State Courts of Appeal

SUBJECT: The Court Improvement Program; Funding For State Courts to Assess and Improve Handling of Proceedings Relating to Foster Care and Adoption; Instructions for Applying for Fiscal Years (FY) 1999, 2000, and 2001 Funds

LEGAL AND RELATED REFERENCES: Titles IV-B and IV-E of the Social Security Act; Subchapter C, Part I of the Omnibus Budget Reconciliation Act of 1993 (OBRA) (P.L. 103-66); Sec. 305 of the Adoption and Safe Families Act of 1997 (P.L. 105-89); 45 CFR Parts 16, 30, 74, 76, 80, 91, 92, 93, 1355, 1356, and 1357; OMB Circular A-133; and [ACYF-PI-94-12](#)

PURPOSE: The purposes of this Program Instruction are to announce the reauthorization of the Court Improvement Program and to describe the application process for fiscal years 1999-2001 funds.

INFORMATION:

Background

The State Court Improvement Program (CIP) was created as part of the Omnibus Budget Reconciliation Act (OBRA) of 1993 which, among other things, provided new Federal funds to State child welfare agencies and tribes for preventive services (family support) and services to families at risk or in crisis (family preservation). In addition to authorizing funds for expanding services, the legislation offered States and tribes an opportunity to assess and make changes in the delivery of child welfare services, broadly defined. The purpose of these changes is to enhance the well-being of vulnerable children and their families.

Congress recognized that this focus on family support and family preservation must be coupled with an enhancement of the State court process in order to improve the handling of proceedings relating to foster care and adoption. The legislation authorized \$5 million in fiscal year 1995 and \$10 million in fiscal years 1996, 1997, and 1998 for grants to State court systems for use in assessing how these systems currently function and to provide funds for making changes. With the first year's Federal funds, States were required to conduct assessments of State foster care and adoption laws and judicial processes, and to develop a plan for system improvement. During the remaining years, the Federal funds were to be used to implement the recommendations included in the State plan.

In June 1994 the Children's Bureau issued a Program Instruction ([ACYF-PI-94-12](#)) introducing the new CIP and specifying application and approval procedures and programmatic and fiscal reporting requirements. To date, 49 States have met the program requirements and received CIP funding.

The Adoption and Safe Families Act of 1997 (Pub. L. 105-89) reauthorized the Court Improvement Program, funded at \$10 million, for each of fiscal years 1999, 2000, and 2001. There were no substantive changes made to the CIP in the reauthorization.

The Adoption and Safe Families Act (ASFA), passed by the Congress with overwhelming bipartisan support, represents an important landmark in Federal child welfare law. Its passage affords an unprecedented opportunity to build on the reforms of the child welfare system that have begun in recent years, in order to make the system more responsive to the multiple, and often complex, needs of children and families. The law is designed to achieve more timely decisions and stronger safety guarantees for abused and neglected children, and includes a number of provisions that affect courts. The ASFA provisions and other recent statutory amendments will be implemented by the Administration for Children and Families (ACF) through the normal regulatory process. Court Improvement Programs should be mindful of the ASFA requirements as they implement their recommendations for system reforms.

INSTRUCTION: Program Instruction [ACYF-PI-94-12](#) (see Attachment A) was issued June 27, 1994 to:

1. Introduce the new State Court Improvement Program and describe its background and purpose (sections A-C);
2. Outline the programmatic and fiscal provisions and reporting requirements of the program (sections D-G);
3. Specify the application submittal, review and approval procedures for the program (sections H-J); and
4. Identify technical resources for use by State courts during the course of the program (section K.).

Program Instruction [ACYF-PI-94-12](#) remains in effect. There are no changes in the programmatic and fiscal provisions and the reporting requirements of the program as outlined in sections D-G, with the exception of the statement in Section E.5 (Matching Requirement) that third party non-Federal share may not be in-kind contributions. Since Program Instruction

[ACYF-PI-94-12](#) was issued, the regulation has been amended to include third party non-Federal share of in-kind contributions of services, equipment, or property (See discussion of the matching requirement on Page 4 below under Availability and Allocation of Funds).

The application submittal, review and approval procedures specified in sections H-J of Program Instruction [ACYF-PI-94-12](#) are still applicable for those States that have not yet established their eligibility for the CIP. The discussion of technical resources for use by State courts in section K remains in effect (Portions of the 1994 attachment are updated in Attachment F).

AVAILABILITY AND ALLOCATION OF FUNDS: Each State receiving CIP funds will be allocated \$85,000 for each of FYs 1999-2001. In addition to this base amount, the remainder of the amount appropriated for all States (\$10 million each year) will be divided according to each State's proportionate share of children under age 21. Attachment B estimates the allocations for fiscal years 1999 through 2001 for each State court, assuming that all States become eligible. If any State courts do not apply for their share of these funds, the unclaimed amount will be reallocated each year to all other State courts with approved applications.

Non-Federal share (or match), at the rate of 25 percent of the total budget, is required for all funded States for each of the three years, whether they are in the assessment or implementation stage. Funds that are eligible to be used as non-Federal share must meet the regulatory requirements of 45 CFR Part 92, which states the rules for cost sharing or matching funds. State courts should consult the regulations directly for a full and accurate understanding of the matching requirements.

State courts will have two years from the date of award to expend each fiscal year's funds. The ACF cannot grant a no-cost extension for any State with unexpended funds at the end of a program expenditure period, and any unexpended funds must be returned to the Treasury. States should take this into account when submitting annual requests for funding.

REQUIREMENTS FOR FUNDING:

1. States Applying for Initial Funding

States applying for initial Court Improvement Program funding should follow the application requirements and submittal directions in sections H and I of Program Instruction [ACYF-PI-94-12](#). The ACF will follow the review and approval procedures specified in section J of that Program Instruction. The closing date for receipt of applications for FY 1999 funds is May 1, 1999. The application deadline is January 1, 2000 for FY 2000 funds and January 1, 2001 for FY 2001 funds.

2. All Other States

A. **FY 1999 Funds:** To receive FY 1999 funds, States currently receiving CIP funding must submit the following to their Regional Office:

1. A letter from the highest State court requesting FY 1999 funding

Time submission of the letter requesting funding to reflect the State's desired beginning date for the two-year program expenditure period. States may submit their requests in accordance with their current funding cycle or may request FY 1999 funding as late as August 1, 1999. Program and fiscal reports must be up-to-date before new funding will be awarded.

2. Standard Form 424, Application for Federal Assistance (see Attachment C)

Submit a completed Standard Form 424-A, describing a budget for the anticipated use of FY 1999 funds and a tentative budget for the remaining two years. Budgets should be prepared on the basis of the estimated allotments in Attachment B.

The State court must include funds in the budget adequate to support travel to Washington, D. C. to attend an annual meeting of all State court improvement projects supported under the CIP. For these meetings, State courts are encouraged to send a team consisting of a key juvenile/family court judge and an administrator who are instrumental in implementing this program. These travel funds may be budgeted as either Federal or non-Federal share.

3. A strategic plan for implementation of reforms during the period FYs 1999-2001, based on the State's assessment

Uniform Project Description
OMB Control #0970-0139
Expiration Date 10/31/2000

Approach

Outline a plan of action which describes the scope and detail of how the proposed work will be accomplished. Account for all functions or activities identified in the application material. Cite factors which might accelerate or decelerate the work and state your reason for taking the proposed approach rather than others. Describe any unusual features of the project's activities such as design or technological innovations, reductions in cost or time, or extraordinary social service agency and community involvement.

Provide quantitative monthly or quarterly projections of the accomplishments to be achieved for each function or activity in such terms as the number of TPRs or adoptions finalized, rules changed, or case review timeframes accelerated; or legislative changes enacted. When accomplishments cannot be quantified by activity or function, list them in chronological order to show the schedule of accomplishments and their target dates.

Identify the kinds of data to be collected, maintained, and/or disseminated. Note that clearance from the U.S. Office of Management and Budget might be needed prior to a

"collection of information" that is "conducted or sponsored" by ACF. List organizations, cooperating entities, consultants, or other key individuals who will work on the project along with a short description of the nature of their effort or contribution.

An original and one copy of the application material must be submitted by the State court to the appropriate ACF Regional Hub Director or Administrator (Attachment E). A copy also should be sent to:

Administration on Children, Youth and Families (ACYF)
330 C Street, S.W
Switzer Building, Room 2068
Washington, D.C. 20447
Attention: Carol W. Williams
Associate Commissioner, Children's Bureau

3. **FY 2000 and FY 2001 Funds:** To receive FY 2000 and FY 2001 funds, States receiving CIP funding must submit only the request for funding letter that is described above in "A." The letter should include a discussion of any changes from the projected budget on the Form 424-A or the strategic plan for implementation of reforms submitted in FY 1999. Program and fiscal reports must be up-to-date before new funding will be awarded.

THE PAPERWORK REDUCTION ACT OF 1995 (Pub. L. 104-13)

Public reporting burden for this collection of information is estimated to average 16 hours per response, including the time for reviewing instructions, gathering and maintaining the data needed and reviewing the collection information. The project description is approved under OMB control number 0970-0139 which expires 10/31/2000. An agency may not conduct or sponsor, and a person is not required to respond to, a collection of information unless it displays a currently valid OMB control number.

INQUIRIES TO: Administration for Children and Families
Regional HUB Directors and Administrators

or

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Patricia Montoya
Commissioner
Administration on Children, Youth and Families

ATTACHMENTS

- [Attachment A:](#) Program Instruction ACYF-PI-94-12
[Attachment B:](#) Estimated State Court Allotments for FYs 1999-2001
[Attachment C:](#) Standard Forms 424 and 424-A
[Attachment D:](#) List of State Child Welfare Administrators
[Attachment E:](#) List of ACF Regional Administrators

Resources:

- [Center on Children and the Law, American Bar Association](#)
[National Center for State Courts, National Council for Juvenile and Family Court Judges](#)
[Permanency Planning for Children Department](#)
[National Center for Juvenile Justice](#)

Attachment B

State Court Improvement Program Total Annual Allotment \$10,000,000

State	FY 1999 Estimated Allotment	FY 2000 Estimated Allotment	FY 2001 Estimated Allotment
ALABAMA	\$176,478	\$173,380	\$173,380
ALASKA	\$100,897	\$100,358	\$100,358
ARIZONA	\$191,075	\$187,482	\$187,482
ARKANSAS	\$138,832	\$137,009	\$137,009
CALIFORNIA	\$827,811	\$802,654	\$802,654
COLORADO	\$170,337	\$167,446	\$167,446
CONNECTICUT	\$150,538	\$148,318	\$148,318
DELAWARE	\$99,885	\$99,381	\$99,381
DISTRICT OF COLUMBIA	\$93,960	\$93,657	\$93,657
FLORIDA	\$373,237	\$363,475	\$363,475
GEORGIA	\$252,133	\$246,472	\$246,472

HAWAII	\$110,652	\$109,783	\$109,783
IDAHO	\$115,059	\$114,041	\$114,041
ILLINOIS	\$349,753	\$340,786	\$340,786
INDIANA	\$211,885	\$207,588	\$207,588
IOWA	\$146,708	\$144,618	\$144,618
KANSAS	\$143,168	\$141,198	\$141,198
KENTUCKY	\$167,519	\$164,724	\$164,724
LOUISIANA	\$186,811	\$183,363	\$183,363
MAINE	\$110,146	\$109,294	\$109,294
MARYLAND	\$190,424	\$186,854	\$186,854
MASSACHUSETTS	\$205,599	\$201,514	\$201,514
MICHIGAN	\$299,100	\$291,849	\$291,849
MINNESOTA	\$189,774	\$186,226	\$186,226
MISSISSIPPI	\$149,310	\$147,132	\$147,132
MISSOURI	\$203,142	\$199,141	\$199,141
MONTANA	\$104,582	\$103,919	\$103,919
NEBRASKA	\$122,646	\$121,371	\$121,371
NEVADA	\$121,418	\$120,185	\$120,185
NEW HAMPSHIRE	\$109,495	\$108,666	\$108,666
NEW JERSEY	\$246,786	\$241,306	\$241,306
NEW MEXICO	\$126,910	\$125,490	\$125,490
NEW YORK	\$465,077	\$452,204	\$452,204
NORTH CAROLINA	\$242,378	\$237,048	\$237,048
NORTH DAKOTA	\$99,163	\$98,683	\$98,683

OHIO	\$324,318	\$316,213	\$316,213
OKLAHOMA	\$159,353	\$156,835	\$156,835
OREGON	\$153,428	\$151,111	\$151,111
PENNSYLVANIA	\$325,547	\$317,400	\$317,400
PUERTO RICO	N/A	\$194,742	\$194,742
RHODE ISLAND	\$104,582	\$103,919	\$103,919
SOUTH DAKOTA	\$101,908	\$101,336	\$101,336
TENNESSEE	\$197,144	\$193,346	\$193,346
TEXAS	\$552,364	\$536,536	\$536,536
UTAH	\$144,252	\$142,245	\$142,245
VERMONT	\$97,212	\$96,798	\$96,798
VIRGINIA	\$224,169	\$219,455	\$219,455
WASHINGTON	\$207,260	\$203,120	\$203,120
WEST VIRGINIA	\$120,840	\$119,626	\$119,626
WISCONSIN	\$198,590	\$194,742	\$194,742
WYOMING	\$96,345	\$95,960	\$95,960
Total	\$10,000,000	\$10,000,000	\$10,000,000

Allotments based on the statutory formula using census estimates as of 7/1/97

Attachment D

State Public Child Welfare Administrators

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Attachment E

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Administration For Children And Families**

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Center on Children and the Law, The American Bar Association

The American Bar Association (ABA) is the largest professional association in the United States, including more than 400,000 attorneys, judges, court administrators and other allied professionals. Since its inception more than one hundred years ago, the ABA has taken an active interest in the improvement of the administration of justice and the judicial process. In recent years, it has focused intensively on the handling of child maltreatment cases by the courts.

The ABA Center on Children and the Law, located in Washington, D.C., provides technical assistance, education, training, and policy analysis regarding the performance of the legal system in the lives of children. A principal mission of the Center is the improvement of court proceedings affecting child abuse and neglect and children in foster care. The Center originated the concept of grants to state courts to improve foster care litigation and played a leading role in the development of the legislation that created the grants.

The ABA Center on Children and the Law can provide assistance in the implementation of the new grants to state courts in a number of ways. It can assist state courts to develop new policies and rules, draft legislation, implement the Federal Adoption and Safe Families Act of 1997, provide training, and serve as liaison with bar organizations. It can also provide a wide range of technical advice, such as helping to evaluate the progress of court improvement, determining caseload and workload needs, analyzing court staffing requirements, and developing and refining state-specific outcome measures for courts.

The Center can assist child welfare agencies, state advocacy organizations, citizen reviewers, legislators, and others in their court improvement efforts. It can help them to: (a) identify and articulate court performance issues, (b) document the financial impact of court practices, (c) identify and provide data to assist with court self-evaluations, (d) provide constructive suggestions for court self-improvement plans, and (e) support the courts' efforts at self-improvement including through legislation. In addition, the Center can help states consider the impact of court performance on children themselves.

The Center has led the effort toward court reform in child abuse and neglect and foster care cases. Members of the Center staff have visited every state and are familiar with the variations of state law and practice throughout the country. In addition to numerous legal projects on a wide range of issues related to foster care, the Center conducted nationwide studies of judicial involvement in foster care cases in 1983-1984 and 1985-1986; prepared a series of monographs and articles on the topic from 1983 through 1994; prepared a book of sample court rules in 1985; conducted the first in-depth state and local studies of court performance in child abuse and neglect cases in 1988, 1992, 1994; and published a book on court-agency relations in 1993. Since then it has helped plan national and regional court improvement conferences, provided extensive

technical assistance throughout the United States, and published numerous papers, manuals, and guides on court improvement.

For further information, contact:

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Mimi Laver (Technical Assistance)
(202) 662-1736

Eva J. Klain (Non-Government Organizations)
(202) 662-1681

**National Center for State Courts
National Council for Juvenile and Family Court Judges**

The National Center for State Courts (NCSC) is a nonprofit organization serving the needs of justice in the nation's state and local courts. NCSC was founded in 1971 by U.S. Chief Justice Warren E. Burger and other judicial leaders who saw the need for a central resource for the nation's state, local, and territorial courts. Today, NCSC meets that need in five ways:

1. direct technical assistance and consulting services;
2. research and technology;
3. information and education;
4. government relations and association management; and
5. international exchange and cooperation.

Consulting and Technical Assistance

The Courts Services Division, located in Denver, Colorado, coordinates NCSC's direct consulting and technical assistance services. Staff from the Courts Services Division provide assistance in such areas as court administration, caseload management, process reengineering, court technology, architecture, finance and budgeting, family law, human resources, and other court operations. Project teams are assembled to provide courts with expert on-site consulting. When appropriate, the Court Services Division complements its own teams with staff from other

NCSC divisions, staff from state and local courts, and private consultants. Contact: Laura Klaversma (800) 466-3063

Information and Education

NCSC's Institute for Court Management (ICM) provides information and education services for court leaders. The Information Service tracks trends and operates a clearinghouse for information on state courts. National educational programs provide training and continuing education in judicial administration for judges and court administrators. The Court Executive Development Program offers an intensive, four-part curriculum on leadership, management, and judicial administration. ICM also conducts training and consultative services to individual states and international clients. The NCSC Library houses the world's largest collection pertaining to judicial administration with more than 30,000 catalogued items. Contact: Brenda Jones (800) 616-6164

Research and Technology

The Research Division enhance court performance by providing leaders with the knowledge necessary to administer justice fairly, equitable, and efficiently and by anticipating societal changes that will affect courts and the communities they serve. Specifically, it's goals are to:

- Provide the court community with relevant, innovative, applied research;
- Promote, through research, the leadership and policies of the state court community;
- Exchange research information with the court community using a variety of communication methods;
- Maintain and improve a nationally recognized staff with expertise in court administration, court technology, and research methodology.

To meet these goals, the Research Division is organized into three research teams conducting projects on court performance standards, court resources and statistics, jury innovations and evaluation of tort litigation, sentencing reform, community-focused courts, domestic violence, ethnic and linguistic diversity, and court technology research, standards, and applications.

Contact: Pam Petrakis (800) 616 6109

Association Services and Publications

The Association Services Division actively supports the leadership, education, publication, and networking agendas of nine organizations of state court officials, including the Conference of Chief Justices (CCJ), the Conference of State Court Administrators (COSCA), the American Judges Association (AJA), and the National Association for Court Management (NACM). The division's Office of Government Relations, located in Washington, D.C., assists the leaders of the judiciaries in advancing and protecting the interest of state courts at the national level.

The publications program provides the information and knowledge needed by state judicial officials to strengthen the effectiveness of courts. NCSC publishes *Center Court*, a quarterly

newsletter devoted to the work of the National Center and other news of interests to state courts; the *Justice System Journal*, a scholarly journal devoted to the improvement of court administration; and numerous books, monographs, and reference works on court organization and operations issues. In addition, the program edits and publishes the journals and newsletters of the associations, including *The Court Manager* and *Court Review*, the quarterly journals of NACM and AJA.

Contact: Kay Farley (800) 532-0204

International Programs

The International Programs Office brings together NCSC's many international activities and acts as a catalyst to improve the administration of justice and the rule of law worldwide. International activities include technical assistance, consulting, educational programs, and an international visitors program.

National Center for State Courts
300 Newport Avenue
Williamsburg, VA 23185
(P.O. Box 8798, Williamsburg, VA 23187-8798)
(800) 877-1233; FAX (757) 220-0449

National Council of Juvenile and Family Court Judges

Permanency Planning for Children Department

The *National Council of Juvenile and Family Court Judges* (NCJFCJ) commitment to excellence began in 1937 when a group of leading judges sought to focus attention on the increasingly effective concept of a separate tribunal for children and their families. Separate courts for juveniles had been in existence since Chicago's Cook County had established the nation's first juvenile court in 1899. NCJFCJ leaders sought to bring together the nation's jurists to provide meaningful assistance to judges, court administrators, and related professionals in whose care the concerns of children and their families had been entrusted. Through its biannual National College of Juvenile and Family Law, its educational division, and the National Center for Juvenile Justice, its juvenile crime and delinquency research division in Pittsburgh, Pa., the NCJFCJ today continues as a national leader in continuing judicial education. Louis W. McHardy serves as Executive Director of the NCJFCJ and Dean of the National College of Juvenile and Family Law.

The NCJFCJ is headquartered in the Midby-Byron National Center for Continuing Judicial Education on the University of Nevada campus in Reno, Nevada. It offers continuing education programs for judges, referees, probation officers, social workers, law enforcement personnel and other juvenile justice professionals. The NCJFCJ also takes a leadership role in development of improved court policies and practices in rapidly evolving areas of jurisprudence such as child

abuse and neglect, foster care and adoption, family violence, child custody, school violence, alcohol and substance abuse, juvenile crime, and other juvenile and family court issues.

The NCJFCJ's *Permanency Planning for Children Department* (PPCD) provides training, technical assistance, research and jurisdiction-specific consultation to improve court practice in child abuse and neglect cases. Mary V. Mentaberry, a 25-year employee of the NCJFCJ, has served as director of the PPCD since 1996. All PPCD activities are designed to ensure permanence in the lives of children and their families by improving court and systems practice in child abuse and neglect cases. Court improvement efforts will result in the prevention of unnecessary out-of-home placements, reunification of children and families whenever safely possible, and timely, permanent adoptive placements for children unable to return home.

With passage in late 1997 of the Adoption and Safe Families Act, and continuing government efforts to comply with the 1980 Adoption Assistance and Child Welfare Act, the PPCD has assumed national prominence as a judicial and interdisciplinary resource for educational programs and technical assistance. As court improvement efforts have continued throughout all 50 states, the PPCD has garnered national recognition for its publications, training programs, and achievements in 17 "Model Courts" throughout the nation where Lead Judges are spearheading interdisciplinary efforts benefit victims of child abuse and neglect. Using the nationally-recognized PPCD publication, *RESOURCE GUIDELINES: Improving Court Practice in Child Abuse & Neglect Cases*, Model Courts are examining all stages of the dependency process and improving policies and practices to benefit child abuse and neglect victims.

Additional information about PPCD training programs, Model Court achievements, technical assistance, research and publications is available from the: *National Council of Juvenile and Family Court Judges, Permanency Planning for Children Department*, P.O. Box 8970, Reno, NV 89507, (775) 327-5300, FAX (775) 327-5306, e-mail: ppp@pppncjfcj.org.

National Center for Juvenile Justice

The **NATIONAL CENTER FOR JUVENILE JUSTICE (NCJJ)**, headquartered in Pittsburgh, Pennsylvania, is the research division of the NATIONAL COUNCIL OF JUVENILE AND FAMILY COURT JUDGES (NCJFCJ), based in Reno, NV. Since opening in 1973, NCJJ has established itself as a nationally-recognized research center that is responsive on a practical level to the concerns of the juvenile justice system. NCJJ can provide judges, juvenile court personnel, and child protective agencies with information and consultation services to remedy problems, or aid in the administration and effectiveness, of juvenile court processing of cases involving both delinquency and abuse/neglect. Specialty areas include:

- **Information Systems:** NCJJ has developed significant expertise in assisting courts with information system design specifications; sharing information about successful systems; and improving existing systems. NCJJ has also developed specifications for a state-of-the-art automated management information system for dependency proceedings, and has

developed sample reports that such a system should generate to assist the court in monitoring of neglect and abuse case processing.

- **Statistics:** NCJJ can provide statistics relating to decision points in the juvenile justice system. These figures can be used to compare your court to other courts. National statistics can be utilized for comparison or as base-line information in speeches, newsletters, and funding proposals.
- **Data Utilization:** NCJJ can assist in the design of statistical reports which capture court processing data necessary for program planning and evaluation. We can also provide examples of operational and annual reports. We are currently evaluating pilot efforts in other states to compare the juvenile court's handling of neglect and abuse cases.
- **Legal Research:** NCJJ has developed an invaluable tool for conducting statutes analyses--the Automated Juvenile Law Archive. The Law Archive has been used to update existing analyses and to generate new analyses. The word search capacity is ideal for collecting sample statutes and analyzing them across the fifty states.
- **Court Administration and Program Development:** NCJJ is also a resource for questions concerning the effectiveness and efficiency of juvenile court processing, administrative and policy issues, and appropriate responses to difficult court populations. We have assisted courts in addressing their calendaring, case flow management, and other procedural issues as these relate to both delinquency and to neglect and abuse case processing.
- **Consultation Services:** NCJJ is a resource for program evaluation and planning in the larger juvenile justice community. These services are usually provided in response to a request for proposal and are frequently long-term.
- **Probation:** NCJJ has developed a Desktop Guide to Good Juvenile Probation Practice and a training curriculum for new juvenile probation officers. NCJJ routinely responds to requests from probation officers for information about specialized probation functions, case classification, and program descriptions.

For more information, please contact:

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