

State of Hawaii Disproportionate Minority Contact (DMC) Plan

OJJDP FY 2019 Title II Category 2

I. Federal Definition compared to Hawaii State Definitions

1. ARREST

OJJDP DEFINITION	JURISDICTIONAL DEFINITION	SOURCE
<p>Youth are considered to be arrested when law enforcement agencies apprehend, stop, or otherwise contact them and suspect them of having committed a delinquent act.</p>	<p>DO DEFINITION DIFFERENCES EXIST? No</p> <p><u>Document jurisdictional differences:</u> Do state-level definitions deviate from the OJJDP definitions? If so, explain the differences. No</p> <p><u>Document local community differences:</u> Do certain community definitions deviate from the OJJDP and/or State definition? If so, explain the differences, including the specific community that deviates. No</p>	<p>Hawaii Administrative Rules §803-5</p> <p>Crime Prevention and Justice Assistance Division</p>

2. DIVERSION (FILING OF CHARGES)

OJJDP DEFINITION	JURISDICTIONAL DEFINITION	SOURCE
<p>Youth referred to juvenile court for delinquent acts are often screened by an intake department (either within or outside the court). The intake department may decide to dismiss the case for lack of legal sufficiency, resolve the matter informally (without the filing of charges), or resolve it formally (with the filing of charges). The diversion population includes all youth referred for legal processing but handled without the filing of formal charges</p>	<p>DO DEFINITION DIFFERENCES EXIST? No</p> <p><u>Document jurisdictional differences:</u> Do state-level definitions deviate from the OJJDP definitions? If so, explain the differences. No</p> <p><u>Document local community differences:</u> Do certain community definitions deviate from the OJJDP and/or State definition? If so, explain the differences, including the specific community that deviates. No</p>	<p>Crime Prevention and Justice Assistance Division</p> <p>State of Hawaii has adopted the Federal definition of Diversion and uses this definition in practice/program development. Currently there are no local laws to reference.</p>

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3. PRE-TRIAL DETENTION (SECURE AND NONSECURE)

OJJDP DEFINITION	JURISDICTIONAL DEFINITION	SOURCE
<p>Detention refers to youth held in secure detention facilities at some point during court processing of delinquency cases (i.e., prior to disposition). The detention population may also include youth held in secure detention to await placement following a court disposition. For the purposes of DMC, detention may also include youth held in jails and lockups.</p>	<p>DO DEFINITION DIFFERENCES EXIST? YES</p> <p><u>Document jurisdictional differences:</u> Do state-level definitions deviate from the OJJDP definitions? If so, explain the differences. OJJDP Definition and Hawaii State definition are similar, exception being Hawaii State law prohibits youth from being held in adult jails</p> <p><u>Document local community differences:</u> Do certain community definitions deviate from the OJJDP and/or State definition? If so, explain the differences, including the specific community that deviates. Local community definition is in line with Hawaii State definition</p>	<p>Hawaii Administrative Rules §571-2 Hawaii Administrative Rules §571-13</p>

4. SECURE CONFINEMENT (SECURE AND NONSECURE)

OJJDP DEFINITION	JURISDICTIONAL DEFINITION	SOURCE
<p>Confined cases are those in which, following a court disposition, youth are placed in secure residential or correctional facilities for delinquent offenses. The confinement population should not include all youth placed in any form of out-of-home placement.</p>	<p>DO DEFINITION DIFFERENCES EXIST? No</p> <p><u>Document jurisdictional differences:</u> Do state-level definitions deviate from the OJJDP definitions? If so, explain the differences. No</p> <p><u>Document local community differences:</u> Do certain community definitions deviate from the OJJDP and/or State definition? If so, explain the differences, including the specific community that deviates. No</p>	<p>Crime Prevention and Justice Assistance Division</p> <p>State of Hawaii has adopted the Federal definition of Secure Confinement and uses this definition in practice/program development. Currently there are no local laws to reference.</p>

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5. TRANSFER TO ADULT COURT

OJJDP DEFINITION	JURISDICTIONAL DEFINITION	SOURCE
<p>Waived cases are those in which a youth is transferred to criminal court as a result of a judicial finding in juvenile court. Juveniles may be transferred to criminal court through a variety of other methods, but most of these methods are difficult or impossible to track from within the juvenile justice system, including prosecutor discretion or concurrent jurisdiction, legislative exclusion, and a variety of blended sentencing laws.</p>	<p>DO DEFINITION DIFFERENCES EXIST? Yes</p> <p><u>Document jurisdictional differences:</u> Do state-level definitions deviate from the OJJDP definitions? If so, explain the differences. Yes</p> <p>Hawaii State definition: (a) The court may waive jurisdiction and order a minor or adult held for criminal proceedings after full investigation and hearing where the person during the person's minority, but on or after the person's sixteenth birthday, is alleged to have committed an act that would constitute a felony if committed by an adult, and the court finds that:</p> <ul style="list-style-type: none"> (1) There is no evidence the person is committable to an institution for individuals with intellectual disabilities or the mentally ill; (2) The person is not treatable in any available institution or facility within the State designed for the care and treatment of children; or (3) The safety of the community requires that the person be subject to judicial restraint for a period extending beyond the person's minority. 	<p>Hawaii Administrative Rules §571-22 Waiver of jurisdiction; transfer to other courts</p>

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	<p>(b) The court may waive jurisdiction and order a minor or adult held for criminal proceedings if, after a full investigation and hearing</p> <p><u>Document local community differences:</u> Do certain community definitions deviate from the OJJDP and/or State definition? If so, explain the differences, including the specific community that deviates. Local community definition is in line with Hawaii State definition</p>	
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II. Data Preparation Worksheet (population data) – See below or attached excel spreadsheet

HAWAII STATEWIDE DATA POINTS										
State of Hawaii 2017 Statewide		WHITE	BLACK	HISPANIC	ASIAN	NATIVE HAWN/PACIFIC ISLANDER	NATIVE AMERICAN	MIXED/OTHER	ALL MINORITIES	TOTAL
Population	Population at risk (age 10 through 17)	23,889	3,683	19,308	81,748	16,515	215	38,882	113,583	297,823
	<i>% of the Total Population</i>	8.02%	1.24%	6.48%	27.40%	5.55%	0.07%	13.06%	38.14%	
1. Arrest	Number Arrested	1,792	260	143	1,535	2,696	10	1,172	5,816	13,424
	Percent of all arrest committed, by race	13.30%	1.90%	1.10%	11.40%	20.10%	0.07%	8.73%	43.30%	4.51%
	Percent of total arrests compared in race	7.50%	7.06%	0.74%	1.88%	16.32%	4.65%	3.01%	5.12%	
2. Diversion	Number Diverted	292	52	40	242	1,467	10	356	2,167	4,626
	Percent of all Diversions, by race	6.30%	1.12%	0.90%	5.23%	31.70%	0.22%	7.70%	46.80%	1.55%
	Percent of total diversions compared in race	1.22%	1.41%	0.21%	0.30%	8.98%	4.65%	0.92%	1.91%	
3. Pretrial Detention	Number Detained	16	8	5	32	309	0	48	402	820
	Percent of all Detained, by race	2.00%	1.00%	0.61%	3.90%	37.70%	0.00%	5.90%	49%	0.28%
	Percent of total pretrial detention compared in race	0.07%	0.22%	0.03%	0.04%	1.87%	0.00%	0.12%	0.35%	0.28%
4. Secure Confinement	Number Confined	3	2	0	0	34	0	6	42	87
	Percent of all Confined, by race	3.40%	2.30%	0.00%	0.00%	39.10%	0.00%	6.90%	48.30%	0.03%
	Percent of total secure confinements compared in race	0.01%	0.05%	0.00%	0.00%	0.21%	0.00%	0.02%	0.04%	
5. Transfer to Adult Court	Number Transferred	0	0	0	2	0	0	3	5	10
	Percent of all Transferred, by race	0.00%	0.00%	0.00%	0.20%	0.00%	0.00%	0.30%	0.50%	0.00%
	Percent of total transfers compared in race	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	

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Display Options:

Count
 Row %
 Column %

Selecting:

Year 2017

Age 10, 11, 12, 13, 14, 15, 16, 17

Hawaii: Ethnicity by Race Population Estimates

Count	White	Black	American Indian	Asian	Total
Non Hispanic	23,889	3,683	215	81,748	109,535
Hispanic	7,047	769	212	11,280	19,308
Total	30,936	4,452	427	93,028	128,843

Suggested Citation: Puzzanchera, C., Sladky, A. and Kang, W. (2018). "Easy Access to Juvenile Populations: 1990-2017." Online. Available: <https://www.ojjdp.gov/ojstatbb/ezapop/>

Easy Access to the Census of Juveniles in Residential Placement: 1997-2015

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Offense Profile by Race/Ethnicity for United States, 2015

Most serious offense	Total	White	Black	Hispanic	American Indian	Asian	Other
Total	48,043	15,024	20,136	10,545	839	402	1,097
Delinquency	45,715	13,917	19,418	10,224	767	388	1,001
Person	18,119	5,205	8,138	3,885	264	173	454
Violent Crime Index*	12,827	3,376	6,060	2,824	159	121	287
Other Person	5,292	1,829	2,078	1,061	105	52	167
Property	10,412	3,051	4,723	2,127	195	79	237
Property Crime Index**	8,705	2,467	4,066	1,742	161	68	201
Other Property	1,707	584	657	385	34	11	36
Drug	2,607	1,090	704	689	53	27	44
Public order	6,020	1,847	2,612	1,303	101	46	111
Technical violation	8,557	2,724	3,241	2,220	154	63	155
Status offense	2,328	1,107	718	321	72	14	96

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III. DMC Action Plan Worksheet

Hawaii Statewide

Identification & Assessment

Contact Point	Percentage of Population	Problem Statement
1. ARREST	<p>% of Hawaii Youth Population comprised of this race:</p> <p>White 8.02% Black 1.24% Hispanic 6.48% Asian 27.40% Native American 0.07% Native Hawn/Pacific Islander 5.55% Mixed/Other 13.06%</p> <p>% of Total Arrest were comprised of these races:</p> <p>White 13% Black 1.9% Hispanic 1% Asian 11.4% Native American .07% Native Hawn/Pacific Islander 20.1% Mixed/Other 8.73%</p>	<p>The population of youth in the State of Hawaii totaled 297,823 in 2017. Of the total population, the ethnicities were broken down to 81,748 Asian, 38,882 Mixed/Other, 23,889 White, 19,308 Hispanic, 16,515 Native Hawaiian/ Pacific Islander, 3,683 Black, and 215 Native American. This means that in 2017 Hawaii Youth was 27.40% Asian, 13.6% Mixed, 8.02% White, 6.48% Hispanic, 5.55% Native Hawaiian/Pacific Islander, 1.24% Black, and 0.07% Native American</p> <p>In 2017 there were a total of 13,424 youth arrested, of the total population of 297,823, youth arrests represent 4.51%. Native Hawaiian/Pacific Islander represent 5.55% of the population. A closer look at the 4.51% of youth arrested, Native Hawaiian/Pacific Islander youth who have been arrested sits at 20.1%. Youth who are of White ancestry represent 8.02% of the population, they make up 13% of youth arrested in Hawaii.</p> <p>In the state of Hawaii, youth with Asian ancestry is comprised of the largest population amongst the various races. Hawaiian/Pacific Islander youth are being arrested at a higher percentage compared to the Asian population and other races, followed those who's race is White.</p> <p>The data clearly shows racial and ethnic disparities however more information is needed to further examine why it exists. An in-depth look at geographic areas, economic status, access to resources, and data collection amongst community partners are essential components to addressing these disparities. Community needs assessments, examination of relevant data, collaboration, and on-going training for those who provide direct service will support efforts in lowering these disparities.</p>

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Contact Point	Percentage of Population	Problem Statement
2. DIVERSION	<p>% of Hawaii Youth Population comprised of this race:</p> <p>White 8.02% Black 1.24% Hispanic 6.48% Asian 27.40% Native American 0.07% Native Hawn/Pacific Islander 5.55% Mixed/Other 13.06%</p> <p>% of Total Diversion were comprised of these races:</p> <p>White 6.30% Black 1.12% Hispanic 0.90% Asian 5.23% Native American 0.22% Native Hawn/Pacific Islander 31.70% Mixed/Other 7.70%</p>	<p>The total population of youth in the State of Hawaii totaled 297,823 in 2017. Of the total population, the ethnicities were broken down to 81,748 Asian, 38,882 Mixed/Other, 23,889 White, 19,308 Hispanic, 16,515 Native Hawaiian/Pacific Islander, 3,683 Black, and 215 Native American. This means that in 2017 Hawaii Youth was 27.40% Asian, 13.6% Mixed, 8.02% White, 6.48% Hispanic, 5.55% Native Hawaiian/Pacific Islander, 1.24% Black, and 0.07% Native American</p> <p>In 2017 there were a total of 4,626 youth diverted, of the total population of 297,823, youth diverted represent 1.55%. A closer look at the 1.55% of youth show that Native Hawaiian/Pacific Islander youth who have been diverted sits at 31.70%. Youth who are White represent 8.02% of the population, they make up 6.30% of youth diverted in Hawaii.</p> <p>In the state of Hawaii, youth are being diverted at a higher percentage compared to all other races, followed by youth who are White.</p> <p>Ho’opono Mamo is a diversion program in Hawaii that allows youth in contact with police to participate in a process that involves an Assessment Center, healing and forgiveness, program referrals, and community engagement. A major significance of the diversion program is that status offenders will no longer have an arrest record and will be treated as such. This contract which was initially implemented by the City and County of Honolulu, Department of Community Services is now being executed by Child and Family Services, a private-nonprofit agency. The targeted population remains in the Police District 5 (Kahili to Moanaolua area) on the island of O’ahu.</p> <p>Expanding diversion programs to other geographic areas including neighbor islands is a priority as the Hawai’i communities have seen success in programs like Ho’opono Mamo.</p>

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Contact Point	Percentage of Population	Problem Statement
3. PRETRIAL DETENTION	<p>% of Hawaii Youth Population comprised of this race:</p> <p>White 8.02% Black 1.24% Hispanic 6.48% Asian 27.40% Native American 0.07% Native Hawn/Pacific Islander 5.55% Mixed/Other 13.06%</p> <p>% of Total Pretrial Detention were comprised of these races:</p> <p>White 2% Black 1% Hispanic 0.61% Asian 3.90 % Native American 0.0% Native Hawn/Pacific Islander 37.70% Mixed/Other 5.90%</p>	<p>The total population of youth in the State of Hawaii totaled 297,823 in 2017. Of the total population, the ethnicities were broken down to 81,748 Asian, 38,882 Mixed/Other, 23,889 White, 19,308 Hispanic, 16,515 Native Hawaiian/Pacific Islander, 3,683 Black, and 215 Native American. This means that in 2017 Hawaii Youth was 27.40% Asian, 13.6% Mixed, 8.02% White, 6.48% Hispanic, 5.55% Native Hawaiian/Pacific Islander, 1.24% Black, and 0.07% Native American</p> <p>In 2017 there were a total of 820 youth who were placed in pre-trial detention, of the total population of 297,823, youth placed in pre-trial detention represent 0.28%. Native Hawaiian/Pacific Islander represent 5.55% of the population. A closer look at the 0.28% of youth show that Native Hawaiian/Pacific Islander youth who have been placed in pre-trial detention amounts to 37.70%. Compared to other races, Native Hawaiian/Pacific Islander youth show a towering racial and ethnic disparity when being placed in detention.</p>

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Contact Point	Percentage of Population	Problem Statement
4. DISPOSITION COMMITMENTS	<p>% of Hawaii Youth Population comprised of this race:</p> <p>White 8.02% Black 1.24% Hispanic 6.48% Asian 27.40% Native American 0.07% Native Hawn/Pacific Islander 5.55% Mixed/Other 13.06%</p> <p>% of Total Disposition Commitments were comprised of these races:</p> <p>White 3.40% Black 2.30% Hispanic 0.00% Asian 0.00% Native American 0.00% Native Hawn/Pacific Islander 39.10% Mixed/Other 6.90%</p>	<p>The total population of youth in the State of Hawaii totaled 297,823 in 2017. Of the total population, the ethnicities were broken down to 81,748 Asian, 38,882 Mixed/Other, 23,889 White, 19,308 Hispanic, 16,515 Native Hawaiian/Pacific Islander, 3,683 Black, and 215 Native American. This means that in 2017 Hawaii Youth was 27.40% Asian, 13.6% Mixed, 8.02% White, 6.48% Hispanic, 5.55% Native Hawaiian/Pacific Islander, 1.24% Black, and 0.07% Native American</p> <p>There was a total of 87 youth who were placed in secure confinement following a court disposition. Of the total population of 297,823, youth placed in secure confinement represent 0.03%. Native Hawaiian/Pacific Islander represent 5.55% of the population. Zooming in on the 0.03% of youth in secure confinement, similarly to other contact points, data shows that Native Hawaiian/Pacific Islander youth total 39.10%. Compared to other races, Native Hawaiian/Pacific Islander youth show a substantial jump in racial and ethnic disparity when being placed in secure confinement.</p>

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Contact Point	Percentage of Population	Problem Statement
5. ADULT TRANSFER	<p>% of Hawaii Youth Population comprised of this race:</p> <p>White 8.02% Black 1.24% Hispanic 6.48% Asian 27.40% Native American 0.07% Native Hawaiian/Pacific Islander 5.55% Mixed/Other 13.06%</p> <p>% of Total Adult Transfer were comprised of these races:</p> <p>White 0.00% Black 0.00% Hispanic 0.00% Asian 0.20% Native American Native 0.00% Hawaiian/Pacific Islander 0.00% Mixed/Other 0.30%</p>	<p>The total population of youth in the State of Hawaii totaled 297,823 in 2017. Of the total population, the ethnicities were broken down to 81,748 Asian, 38,882 Mixed/Other, 23,889 White, 19,308 Hispanic, 16,515 Native Hawaiian/ Pacific Islander, 3,683 Black, and 215 Native American. This means that in 2017 Hawaii Youth was 27.40% Asian, 13.6% Mixed, 8.02% White, 6.48% Hispanic, 5.55% Native Hawaiian/Pacific Islander, 1.24% Black, and 0.07% Native American</p> <p>Hawaii youth who display a significant danger to themselves or the community may need to be incarcerated, however as the data shows a small percentage of youth are prosecuted in adult criminal courts. This contact point shows no disparity, the goal is always to be at 0% with regards to Adult transfers.</p>

IV. DMC Action Plan Questions

- 1. What do your DMC numbers tell you about your jurisdiction?** There is significant over-representation of minority youth in the juvenile justice system. Given the over-representation of Hawaiian youth in the juvenile justice system, specifically at the point of arrest and detention, it is imperative to re-direct or re-invest funds to implement research driven systems and outcome based strategies designed to reduce the high incidence of these youth entering the system.

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2. **What would success in DMC reduction look like for your state?** Despite the efforts in Hawaii to reduce DMC there has been little progress in identifying the root cause of these disparities. Past research and studies on DMC all point to over-representation of youth are Hawaiian/Pacific Islander. Adopting achievable and measurable outcomes would be a starting point in the success of reducing DMC in Hawaii. In addition, a statewide system which collects accurate data would contribute to the success of DMC reduction. Law enforcement especially at the Arrest point rely on self-identification and or a visual assessment of a youth's ethnicity which could contribute to an influx or undercount of data presented.
3. **How much do you want to reduce DMC next year?** Any reduction of disparity at any contact point would be a significant achievement and positive shift in the right direction for the State of Hawaii.
4. **Is that reasonable? If yes, why?** Yes, it's reasonable and can be achieved by reducing unnecessary entry and penetration into the juvenile justice system. More efforts and training can be made at the school level and points of contact in addressing youth who display undesired behaviors and redirect those behaviors to produce better, positive, more productive outcomes
5. **What do you need from OJJDP to be successful with your plan?**
 - DMC/RED Training for Federal Grants Manager, DMC Coordinators, and other critical Program Staff who encounter DMC/RED. Training would be beneficial and useful in transitioning from RRI data to OJJDP's new requirements of data collection and reporting.
 - Additional funding from OJJDP would allow the State of Hawaii the flexibility to develop needed programs and expand programs and services statewide. The drop in funding from previous years has made an impact in filling gaps for Hawai'i youth
 - Recommendations on effective strategies and programs to reduce the impact of racial and ethnic disparities
 - Better define "three-pronged" as stated in the Compliance Data Submission and DMS Plan part of the solicitation
6. **What safeguards will you put in place to ensure that as you work to reduce DMC, you are still protecting the public, holding youth accountable, and equipping youth to live crime-free, productive lives?**
 - Community/Statewide Needs assessment/RED study

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- Enhance existing programs while simultaneously working on innovate ways to address Hawaii's DMC problem and holding youth accountable through various consequences (positive/negative).
- Diversion and Alternative to Detention (ATD) programs, improving contracts and monitoring systems.
- Make efforts to Improve communication with service providers, law enforcement, youth and families.
- Provide a holistic approach/model in planning and evaluating education and outreach programs ensuring youth and family needs are being addressed amongst various geographic areas
- Provide outreach and guest-speakers through partnering with Hawaii Department of Education and those who have been through the criminal justice system.
- Provide vocational-educational programs to occupy the time of youth developing self-esteem and useful skill to prepare youth in becoming productive members of the community.
- Address generational gaps, cultural differences, values, trauma, mental health, etc.
- Take a holistic approach to planning and evaluating education and outreach programs in different communities
- Update and reconsider policies that lead youth into a rooted juvenile justice system

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V. DMC Action Plan Goals & Strategies

GOAL 1: Address systemic problems and advance system improvements regarding disparities

OBJECTIVES/TASKS	TIMEFRAME		PARTNERS	ACTIVITIES, SUPPORT & RESOURCES	OUTCOME MEASURES/ OUTCOME BASED EVALUATION
<p>JJSAC Prevention Committee, review systems, change purpose of existing programs, evaluate progress, and determine next steps</p> <p>JJSAC Compliance Committee members and other stakeholders, ensure accurate data is collected to measure disparities in Hawai'i</p>	January 1, 2018	Ongoing	<p>Juvenile Justice State Advisory Committee (JJSAC)</p> <p>Sub-committees</p> <p>Office of Youth Services</p> <p>Contract Providers Judiciary</p> <p>Police & Sheriff Department</p> <p>JJIS</p>	<p>a. Review and discuss programs/providers history, purpose and details to determine current disposition</p> <p>b. Develop advocacy agenda and plan with support of the full JJSAC</p> <p>c. Talk to policy makers and other stakeholders about disparities</p> <p>a. Present/distribute information to target groups clearly indicating the problem as well as the solutions to be advanced by the JJSAC; gather and document feedback</p> <p>b. Identify and address data collection issues</p> <p>c. Identify and address data sharing issues</p>	<p>Definition of status for existing programs as a policy of the State of Hawai'i</p> <p>Clear next steps</p> <p>Accurate, trustworthy, widely accepted data on disparities</p>

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GOAL 2: Educate stakeholders of the problem of disparities

OBJECTIVES/TASKS	TIMEFRAME		PARTNERS	ACTIVITIES, SUPPORT & RESOURCES	OUTCOME MEASURES/ OUTCOME BASED EVALUATION
Present current state of disparities to variety of stakeholders	January 1, 2018	Ongoing	Police & Sheriff Department Contract providers Judiciary Prosecutors & Public Defenders Office Hawaii Office of Youth Services	a. Develop current presentation/communication on disparities in the system, potential causes, and solutions b. Develop list of target audiences, which may include policy makers, government agencies, judges, law enforcement, community groups, youth groups, educators, etc. c. Conduct outreach and set up calendar for presentations	Number of presentations Numbers of people presented to Number and types of stakeholder groups reached

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GOAL 3: Expand access and opportunities to groups facing disparities

OBJECTIVES/TASKS	TIMEFRAME		PARTNERS	ACTIVITIES, SUPPORT & RESOURCES	OUTCOME MEASURES/ OUTCOME BASED EVALUATION
<p>JJSAC Prevention Committee, review best/promising practices/priorities and identify those that have the potential to specifically address disparities</p> <p>Support the development and improvement of best/promising practices that specifically address disparities</p>	January 1, 2018	Ongoing	<p>Juvenile Justice State Advisory Committee (JJSAC)</p> <p>Sub-committees</p> <p>Office of Youth Services</p> <p>Contract Providers</p>	<p>a. Meet regularly with Prevention Committee to discuss priorities and strategies</p> <p>b. Learn from community through visits and presentations</p> <p>c. Consult regularly with Youth Committee</p> <p>a. Provide funding for efforts that will test or advance a best/promising practice to address disparities</p> <p>b. Gather adequate data and monitor funded projects for progress and challenges</p> <p>c. Evaluate projects and document lessons learned</p>	<p>Clear program priorities that do not directly overlap with other JJSAC activities</p> <p>Identification of successful programs that have scalable aspects</p> <p>Document results—successes and lessons learned</p>