

Chapter 8: The Role of State DMC Coordinators

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As the statewide Compliance Monitor is responsible for ensuring compliance with how juveniles are detained in secure facilities per sections 223(a)(11), (12), and (13) of the Juvenile Justice and Delinquency Prevention Act of 2002—Deinstitutionalization of Status Offenders, Separation and Adult Jail Removal and Lockup¹—the DMC Coordinator is responsible for providing leadership so States can address the disproportionate number of minority juveniles who come into contact with the juvenile justice system. Devine, Coolbaugh, and Jenkins (1998) underscore this, stating:

A state-level staff person has the perspective to effectively promote [disproportionate minority contact] DMC ideas and strategies at both State and local levels. ... State-level coordinators can assume responsibility for ensuring comprehensive DMC-related data collection, ... reviews of statewide initiatives, and dissemination of ... information ...²

As a result, the State Coordinator will be primarily responsible for facilitating the State Compliance Plans. States and territories have not only determined the extent of DMC but they have also implemented various delinquency prevention activities and systems improvement efforts that have begun to examine such contributing mechanisms or factors as poor school performance, youth living in disorganized neighborhoods, differential processing and/or inappropriate decisionmaking criteria, statistical aberrations, and justice by geography. (See chapter 2 for an indepth explanation of all of the contributing mechanisms.)

State DMC Coordinators should have a basic understanding of the juvenile justice system contact points so they can facilitate the implementation of these activities in their jurisdictions.³ To ensure a measurable and sustainable reduction in racial disparities throughout the juvenile justice system, the duties and responsibilities of DMC Coordinators are divided into administrative and program components. The following duties and responsibilities are not exhaustive; however, they provide benchmarks to assist Coordinators in understanding the role of the State Coordinator in implementing the DMC Compliance Plan. (See appendix A for a sample DMC Coordinator Job Description.)

Administrative Component

This component refers to the role of the Coordinator in providing staff support to the statewide subcommittee and/or the State Advisory Group (SAG) in implementing the DMC Compliance Plan.

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Staff Support to the State Advisory Group and the DMC Subcommittee

The State Coordinator should be responsible for providing primary staff support to the DMC Subcommittee, which may be a standing committee of the SAG or an independent group. The Meeting Checklist (figure 1) can be used as a guide to ensure that logistics for committee meetings are completed. When the first meeting is convened, subcommittee members should receive a schedule of events for the fiscal year at the first meeting so they can place the dates on their calendars. Ideally, the meetings should be at the same time of day and day of the week and/or location because members are more likely to attend if the dates and location do not change.

Figure 1

Meeting Checklist [State], USA			
Date of meeting: _____			
Location Confirmed	<input type="checkbox"/> Yes	<input type="checkbox"/> No	Date Confirmed _____
E-mailed (agenda/directions)	<input type="checkbox"/> Yes	<input type="checkbox"/> No	Date _____
Lunch/Meal	<input type="checkbox"/> Yes	<input type="checkbox"/> No	Date Confirmed _____
Agenda	<input type="checkbox"/> Yes	<input type="checkbox"/> No	
Tape Recorder	<input type="checkbox"/> Yes	<input type="checkbox"/> No	
Batteries	<input type="checkbox"/> Yes	<input type="checkbox"/> No	
Tapes	<input type="checkbox"/> Yes	<input type="checkbox"/> No	
Projector	<input type="checkbox"/> Yes	<input type="checkbox"/> No	
Computer	<input type="checkbox"/> Yes	<input type="checkbox"/> No	
Extension Cord	<input type="checkbox"/> Yes	<input type="checkbox"/> No	
Power Supply Cord	<input type="checkbox"/> Yes	<input type="checkbox"/> No	
Make ____ copies of the following information:			
Agenda	<input type="checkbox"/> Yes	<input type="checkbox"/> No	
Minutes from last meeting	<input type="checkbox"/> Yes	<input type="checkbox"/> No	
_____	<input type="checkbox"/> Yes	<input type="checkbox"/> No	
_____	<input type="checkbox"/> Yes	<input type="checkbox"/> No	
_____	<input type="checkbox"/> Yes	<input type="checkbox"/> No	
_____	<input type="checkbox"/> Yes	<input type="checkbox"/> No	
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_____	<input type="checkbox"/> Yes	<input type="checkbox"/> No	
_____	<input type="checkbox"/> Yes	<input type="checkbox"/> No	
_____	<input type="checkbox"/> Yes	<input type="checkbox"/> No	
_____	<input type="checkbox"/> Yes	<input type="checkbox"/> No	

The Coordinator should also be responsible for coordinating applicable conferences and trainings, which will increase awareness and provide education for members. This can be accomplished through a workgroup structure, which will further engage the DMC Subcommittee and/or SAG.

DMC Staff Support Plan

To track staff duties and responsibilities, the DMC Subcommittee or SAG should assist the Coordinator in implementing a Staff Support Plan (see figure 2). The Plan can be used as a quick reference guide to determine the efficiency and expediency of assigned duties. Some States may not have a DMC Subcommittee, so the Coordinator may be responsible for providing staff support directly to the SAG.

Figure 2

**DMC Coordinator Staff Support Plan
[State], USA**

The DMC Coordinator will provide the following administrative and program staff support to the DMC Subcommittee and/or the State Advisory Group (SAG) from October 1, 2009, through September 30, 2010:

Goal 1: Provide administrative support to the DMC Subcommittee and/or SAG to carry out the DMC Compliance Plan in [State's] juvenile justice system.

Objective 1: *Develop a progress report format by November 1, 2009.*

Strategy 1.1. Provide DMC Subcommittee with a status report to track progress toward objectives.

Output Indicators / Action Steps:

- 1.1.1 Design report.
- 1.1.2 Update report as progress is made and distribute to DMC Subcommittee at meetings.
- 1.1.3 Submit progress report to the SAG for informational purposes.

Objective 2: *Develop and disseminate electronic publications by December 1, 2009.*

Strategy 2.1. Provide information to the DMC Subcommittee that highlights activities, current research, and literature on DMC and the juvenile justice system.

Output Indicators / Action Steps:

- 2.1.1 Design and develop semiannual electronic newsletter.
- 2.1.2 Design DMC Subcommittee Web page as a link to the SAG Web site.
- 2.1.3 List current research and literature on DMC and the juvenile justice system on the Web site.

DMC Report Card

A DMC Report Card tracks the progress of goals and objectives outlined in the State’s DMC-approved Compliance Plan (figure 3). This document should be reviewed at all subcommittee meetings; strikethrough lines indicate completed items. This document enables the Coordinator and the Subcommittee to track the State’s progress and can function as a tool to update or revise items as needed.

Figure 3

DMC Report Card [State], USA	
<p>Program Area: <u>Disproportionate Minority Contact (10)</u></p> <p>Completed by: <u>[State’s] DMC Coordinator</u></p> <p>Below is a progress report of the 2006–2008 DMC Compliance Plan submitted to the Office of Juvenile Justice and Delinquency Prevention (OJJDP). The status column indicates progress toward or completion of the objectives outlined by the output and outcome indicators.</p>	
GOALS & OBJECTIVES	STATUS / OUTCOME
<p>Goal 1: Provide technical assistance and program support to [State’s] DMC efforts in targeted jurisdiction.</p> <p>Objective 1: Assist County A with strategic planning, data collection and analysis, and local coordination, with DMC as a priority, by January 1, 2010.</p> <p>Strategy 1.1 Facilitate administrative infrastructure, strategic planning, and data collection and analysis in County A.</p> <p>Output/Outcome Indicators and Action Steps:</p> <ul style="list-style-type: none"> 1.1.1 Prepare a grant contract. 1.1.2 Improve the strategic planning process between the local DMC subcommittee and the [Big University Facilitation Center]. 1.1.3 Submit a technical assistance request to OJJDP for Community Needs Assessment Training. 1.1.4 Assist the local DMC subcommittee with development of a local infrastructure. 1.1.5 Develop a Status Form to track progress. 	<p>DMC Coordinator prepared contract for County A to implement a diversion program [task completed]</p>

Budget Oversight and Management

Although a budget is submitted with the State's Three-Year Compliance Plan as a section of the Title II Formula Grant application, the DMC Coordinator should also track expenditures in a separate budget by line item (figure 4). All expenditures should be current in case revisions to the Compliance Plan are needed. A Grant Adjustment Notice (GAN) must be submitted to OJJDP if there are any changes to the approved plan.

Figure 4
Sample DMC Budget (Imported Excel Spreadsheet)

[State], USA: 2009 DMC Budget	BUDGET	EXPENDITURES	REMAINING
Programs / Activities			
Kids Are Great Program: County A's DMC Planning Initiative	\$25,000.00	\$12,500.00	\$12,500.00
DMC Systems Improvement: County F's DMC Initiative	\$20,000.00	\$14,000.00	\$6,000.00
DMC Youth Council: County J's DMC Initiative	\$20,000.00	\$15,500.00	\$4,500.00
DMC Assessment: University of [State]	\$20,000.00	\$10,000.00	\$10,000.00
[State's] DMC Conference	\$20,000.00	\$15,000.00	\$5,000.00
Consumable Supplies	\$5,000.00	\$2,000.00	\$3,000.00
DMC Travel & Training (Staff and Subcommittee Members)	\$10,000.00	\$6,000.00	\$4,000.00
Staff Support			
DMC Specialist Salary & Benefits	\$40,000.00	\$25,000.00	\$15,000.00
Total	\$160,000.00	\$100,000.00	\$60,000.00

DMC Compliance Plan Development and Implementation

These duties and responsibilities primarily focus on developing and implementing the DMC Compliance Plan. This includes, but is not limited to, collecting and/or facilitating data collection and inputting the data and information into the Data Collection and Technical Assistance Tool (DCTAT) and the DMC Web-based system, which exports the Relative Rate Indexes into Excel spreadsheets. These data and information are vital because they determine which points of contact with the juvenile justice system show disparate contacts for minority youth. The Coordinator should also ensure that measurement of DMC is integrated into other juvenile justice planning (e.g., compliance monitoring and delinquency prevention programs) because the data and information collected and analyzed will prove the wisdom of doing so.

Program Component

The program component refers to the oversight and supervision of the DMC portion of the Title II Formula Grant and other block grant funds. These duties and responsibilities include the following:

- Grant administration and management.
- Training and technical assistance.
- Dissemination of DMC resource materials.

Grant Administration and Management

States differ in how they allocate their Title II Formula or block grant funding for local DMC initiatives. Some States choose targeted jurisdictions and allocate funding only to those areas, whereas others issue a Notice of Funding Availability (NOFA) and/or a Request for Proposals (RFP). If a State issues a NOFA or RFP for competitive bidding (i.e., it is open to all eligible applicants on the basis of specific criteria), the DMC Coordinator should facilitate this process, which includes writing award letters (along with a binding contract), denying those proposals not accepted for funding, and monitoring all other binding contracts for DMC assessments.

Another important duty of grants management and administration is implementing a DMC Program Site Monitoring Checklist and Plan (PSMCP) for subgrant recipients (figures 5 and 6). This will help Coordinators ensure that subgrant recipients are achieving mandatory output and outcome measures as required in DCTAT. (See chapter 5, on Evaluation, for a more detailed explanation.) Although States and territories may differ in how they implement the PSMCP, one of the key components is preparation for the onsite visit, which includes completing the checklist and properly documenting information once onsite. The PSMCP should also contain a monitoring instrument for tracking program and fiscal management, any special conditions in the grant award, and progress toward stated performance measures.

Figure 5

Program Site Monitoring Checklist

The following should be completed prior to the onsite monitoring visit:

1. Review the approved grant application and/or contract. _____
2. Review the progress reports based on stated performance measures. _____
3. Review the budget summary/narrative. _____
4. Review and process any program or budget modifications. _____
5. Develop an entry and exit meeting agenda (if applicable). _____
6. Prepare a binder or folder containing the approved application and/or contract, progress reports, budget summary/narrative, program and budget modifications, etc. _____
7. Confirm the site monitoring visit with the subgrant recipient at least 10 business days before the scheduled date. _____
8. Conduct a debriefing meeting with the other program monitors (if applicable). _____

Other issues to be addressed:

Figure 6

Program Site Monitoring Plan

County/Township:
Subgrant Recipient Agency Name:

Program Name:
Address:

Telephone:
Agency Representative(s) Present:

Year of Grant Funding:

1____ 2____ 3____ 4+____

Other____ **(Explain):**_____

Monitor(s):
Monitoring Period:
Date of Visit:
Date of Report:

Compliance Indicators	Y	N	NA	Findings Summary (include information source)	Corrective Actions and Recommendations
Program					
1. Progress toward performance measures is clearly documented (including but not limited to data collection).					
2. Number of youth served is in accordance with the approved grant application.					
3. Written policy details redress for grievances.					

Fiscal					
1. Fiscal records are accessible to program staff and are kept in a secure location.					
2. Accounting records verify no supplanting (i.e., different funding streams are not being used for the same program/project).					
3. Budget modifications are timely, complete, and accurately processed.					
Personnel	Y	N	NA	Findings Summary (include information source)	Corrective Actions and Recommendations
1. Subgrant recipient maintains a process for hiring employees and volunteers.					
2. Subgrant recipient maintains timesheets or attendance records onsite for those paid from grant funds.					
3. Subgrant recipient maintains personnel files for employees and volunteers that include criminal background checks.					
4. First-aid and CPR training are conducted for all staff annually.					

Office Space & Utilities	Y	N	NA	Findings Summary (include information source)	Corrective Actions and Recommendations
1. Are office space/utilities included in this grant? 2. If so, what is the dollar amount and square footage?					

Review Summary

Program Strengths and Challenges:

Program has been determined to be in:

Full compliance Noncompliance Is a Program Improvement Plan required?
If yes, explain:

If a Program Improvement Plan is required, it must be submitted in writing to the State Designated Agency within thirty (30) days of the following date: ____/____/____

Dissemination of DMC Resource Materials

The State Coordinator may be responsible for disseminating resource materials and DMC information, as required by the addition to the JJDP Act in 1988 and the subsequent amendment in 2002. Examples of such information include current State data on rates of contact for all minority youth, based on OJJDP's Relative Rate Index, and a summary of funded programs and activities. Web sites are also a useful tool for information dissemination; many SAGs have posted relevant DMC information. The State Coordinator, in conjunction with the DMC Subcommittee and/or SAG, can also write press releases for education and community awareness events. In addition, States have conducted assessments and written policy briefs or articles on a wide array of DMC issues.⁴

Training and Technical Assistance

The State Coordinator can provide or facilitate technical assistance to local jurisdictions, State and local agencies, and community-based organizations through implementation of the DMC Compliance Plan. Technical assistance can be onsite or via remote access (e.g., teleconferencing, electronic mail, or videoconferencing). Examples of technical assistance include conducting trainings on DMC (e.g., background and history, local planning, and evidence-based and best practices), assisting subgrant recipients with meeting planning and coordination, and providing relevant empirical research and information. States may submit a technical assistance request to OJJDP through their Juvenile Justice Specialist for additional training, strategic planning, and other services, all of which are provided at no cost to States and local jurisdictions.

Conclusion

The intent of this chapter is to provide a framework for State Coordinators to fulfill their duties and responsibilities, including, but not limited to, learning how to write DMC Compliance Plans, developing and monitoring budgets, managing grants, and providing staff support to the State Advisory Group and/or DMC Subcommittee. It concludes with a glossary of terms and an annotated list of juvenile justice and DMC resources that will facilitate delinquency prevention and systems improvement activities that address DMC. Templates for these activities are also provided to assist Coordinators in carrying out the DMC Compliance Plan and track their progress. Although the work of State DMC Coordinators is challenging, it is also rewarding in that, if it is done well, States can not only address DMC but also can achieve measurable reductions in minority overrepresentation throughout the juvenile justice system.

Endnotes

1. See OJJDP's *Compliance Monitoring Guidance Manual* at <http://ojjdp.ncjrs.org/compliance/index.html>.
2. See *Disproportionate Minority Confinement: Lessons Learned From Five States*. Washington, DC: U.S. Department of Justice, Office of Justice Programs, Office of Juvenile Justice and Delinquency Prevention. NCJ 173420, <http://www.ncjrs.gov/94612.pdf>.
3. See chapter 1 for a general schematic of the juvenile justice system and the contact points, appendix B for a glossary of terms, and appendix C for a brief listing of juvenile justice and DMC resources.
4. For a complete listing of State DMC assessments and publications, see the DMC Web site at <http://ojjdp.ncjrs.gov/dmc/index.html>.

Appendix A: Sample State DMC Coordinator Job Description*

Purpose: Serve as the staff person responsible for coordinating the State's efforts to address disproportionate minority youth involvement in and contact with the juvenile justice system and to ensure compliance with Section 223(a)(22) of the Juvenile Justice and Delinquency Prevention Act as amended in 2002.

Education and Experience: Bachelor's degree in a human services or behavioral sciences-related field with a minimum of 5 years experience working in the juvenile justice system, 3 years in direct services, and 2 years as an administrator or supervisor, or a master's degree with a minimum of 3 years experience working in the juvenile justice system, 2 years in direct services, and 1 year as an administrator or supervisor.

Proficiencies: Basic research knowledge; good writing, organizational, and planning skills; ability to coordinate a diverse group of organizations and individuals; capability of working efficiently and independently with overall guidance and direction from the State Juvenile Justice Specialist and the Disproportionate Minority Contact (DMC) Subcommittee of the State Advisory Group (SAG).

Grant Administration:

- Develops and writes Requests for Proposals (RFPs) for the State's DMC research.
- Monitors contracted research work to ensure useful products for the State.
- Develops and writes RFPs for DMC (and Indian passthrough funds, if applicable).
- Reviews grant applications for RFPs and prepares staff analysis and funding recommendations for the DMC Subcommittee and the SAG.
- Writes letter of award or denial to grant applicants.
- Coordinates the development and implementation of a monitoring and evaluation strategy that measures the performance outcomes of programs aimed at reducing disproportionate trends to ensure the effective and efficient management of the subgrants related to DMC.

State DMC Compliance Plan Development and Implementation:

- Directs/coordinates/conducts the State's data gathering, interpretation, use, and monitoring.
- Works with the DMC Subcommittee in the development of the State's DMC plan. Keeps abreast of the latest juvenile justice data to guide the State's efforts toward addressing the most disproportionate segments of the juvenile justice system and geographical areas of the State.

* The DMC Coordinator job description is from the following States: California, Colorado, Iowa, Kentucky, Missouri, Montana, and Pennsylvania.

- Prepares the State’s 3-year DMC plan and annual updates, which include juvenile minority overrepresentation data, the State’s DMC strategies, and funding and program information.
- Oversees, coordinates, and monitors the implementation of each action step in the State’s DMC plan in conjunction with the DMC Subcommittee.
- Pursues the incorporation of DMC activities and goals as integral to all juvenile justice planning and funding to ensure that all juvenile justice initiatives address DMC. Advises on improving access to prevention, intervention, treatment, and aftercare services for minority youth.
- Prepares annual and periodic reports and articles on the implementation of the DMC initiative.

Training and Technical Assistance:

- Identifies the DMC-related training needs of the juvenile justice system and law enforcement personnel.
- Develops ongoing training strategies for juvenile justice system stakeholders and community-based agencies and organizations.
- Provides assistance with meeting, planning, coordination, and staff logistical and administrative support.
- Provides relevant information and research on the national and local levels to ensure that the DMC Subcommittee is aware of the latest trends, proposed plans, and recommendations in juvenile justice and delinquency prevention.

Appendix B: Glossary of Terms^{*}

-A-

Acquittal: Judgment of the court that a person is not guilty of the offense(s) for which he or she has been tried. The judgment is made by a jury or a judicial officer.

Adjudicate: To settle a case by judicial procedure.

Adjudication hearing: Stage in *juvenile court* proceedings in which arguments, testimony, and evidence are presented to determine whether a youth actually committed the alleged offense.

Aftercare: Control, supervision, and care exercised over youth after they leave community-based programs or are released from *juvenile* facilities. Aftercare may include *probation*, counseling, enrollment in a community program, or other forms of treatment. Aftercare services are designed to support youths' return to their families and communities and to lessen the chance that they will get in trouble again.

Alternatives to detention: Alternative services provided to a *juvenile* offender in the community to avoid *placement* in a (secure or nonsecure) *detention facility* (see definition of *detention facility*).

Antisocial behavior: A pervasive pattern of behavior that displays disregard for the violation of rights of others, societal mores, or the law (such as irritability, consistent irresponsibility, lack of remorse, or failure to conform to social norms).

Arrest: When law enforcement agencies apprehend, stop, or otherwise contact a youth suspected of having committed a delinquent act.

-B-

Best practices: Strategies and programs demonstrated through research and evaluation to be effective at preventing or intervening in *juvenile* delinquency. Best practice models include *program* models that have been shown, through rigorous evaluation and replication, to achieve target outcomes.

-C-

Case rate: Number of cases disposed per 1,000 *juveniles* in the population. The population base used to calculate the case rate varies. For example, the population base for the male case rate is the total number of male youth age 10 or older who are under the jurisdiction of *juvenile courts*.

* Terms highlighted in bold and italic are defined elsewhere in this glossary.

Child abuse: Behavior directed toward a child by an adult that harms the child’s physical or emotional health and development. Child abuse includes four major categories: *physical abuse, sexual abuse, emotional abuse, and neglect.*

CHINS or CINS: Commonly used abbreviation for “child in need of supervision” (also referred to as a PINS or “person in need of supervision”).

Classification: Process through which the educational, vocational, treatment, and security needs of a young offender are determined.

Commitment: Action of a judicial officer ordering that a young person who has been alleged or judged to have committed an offense be placed in a particular kind of confinement or community *residential program.*

Community Assessment Center (CAC): An integrated case management system that provides youth with a single 24-hour centralized point of intake and assessment to ensure the provision of appropriate and unduplicated treatment services. The CAC uses a collaborative approach that leads to more integrated and effective cross-system services for juveniles and their families and is designed to divert youth from a path of serious, violent, and chronic delinquency.

Compliance: In order to receive its full fiscal year allocation of *Formula Grants program* funds, a State must first demonstrate compliance with *Deinstitutionalization of Status Offenders (DSO), Jail Removal, Sight and Sound Separation,* and *Disproportionate Minority Contact (DMC)* protections. Compliance with the first three core protections is demonstrated through data provided in the State’s annual *Compliance Monitoring Report.* Compliance with *DMC* is determined by information provided in the State’s Comprehensive Three-Year Plan and subsequent plan updates.

Compliance Monitoring Report: OJJDP’s *Formula Grant* regulations require States to submit information regarding *compliance* with *Deinstitutionalization of Status Offenders (DSO), Jail Removal,* and *Sight and Sound Separation* requirements annually.

Correctional facility: Any public or private residential facility, with construction fixtures or staffing models designed to physically restrict the movements and activities of juveniles or other individuals, that is used for *placement,* after *adjudication* and *disposition,* of any juvenile who has been *adjudicated* as having committed an offense or of any other individual convicted of a criminal offense.

Court referral: A complaint or petition filed with the *juvenile court.*

Cultural competency: The ability of service agencies to understand the worldview of clients of different cultures and adapt practices to ensure their effectiveness.

-D-

Deinstitutionalization of Status Offenders (DSO): A *Juvenile Justice and Delinquency Prevention Act (JJDP)* core protection that prohibits the *detention* or confinement in secure *detention* or secure *correctional facilities* of *juveniles* who have been accused or *adjudicated* for an act that would not be a crime if committed by an adult (status offenders), or juveniles who are not charged with an offense and who are *dependent* or *neglected* children (nonoffenders) or alien juveniles.

Delinquent offense: An act committed by a youth that would be a crime if committed by an adult. Examples include assault, burglary, or possession of illegal drugs.

Dependency case: A case in which *neglect* or *physical, sexual, or emotional abuse* of a young person by a parent or guardian is alleged.

Dependent: A legal term denoting a young person who is alleged to have been *neglected* or *physically, sexually, emotionally abused, or abandoned* by a parent or guardian and has come to the attention of the court.

Detention: Temporary confinement of a youth alleged to be delinquent pending pretrial release, *juvenile court* proceedings, or *disposition*.

Detention facility: A secure *predispositional/postdispositional* public or private facility (local or regional), with construction fixtures or staffing models designed to physically restrict the movements and activities of *juveniles* or other individuals, that is used for the *placement, adjudication, and disposition* of any *juvenile* that has been *adjudicated* as having committed an offense or of any other individual convicted of a criminal offense.

Disposition: The decision reached concerning a young person's case. Examples include, but are not limited to, a *juvenile court* judge's decision to dismiss the case or to order a young person to participate in a drug treatment program or perform community service. *Juvenile court* case dispositions fall into the following categories:

- **Dismissal:** An order of the court disposing of a case without conducting a trial of the issues. Dismissal may occur when there is a finding of insufficient evidence to bring the matter to trial, when no more decisions or actions are anticipated, or when the case is already being handled by another court.
- **Placement:** Removing a youth who is found to have committed an offense from the home and placing him or her elsewhere for a specified period of time, such as in a *juvenile* or other facility.
- **Probation:** Placing a youth found to have committed an offense under the supervision of the court. During *probation*, the young person must maintain good behavior, not commit another offense, and meet any other conditions the court may deem appropriate.

- **Probation before judgment:** Placing a youth found to have committed an offense on *probation* before the judge makes a final decision. Successful completion of the *probation* period results in a complete *dismissal* of the charges without any finding of involvement by the young person in the offense.
- **Transfer or waiver to adult criminal court:** Transfer of a young person’s case to a court normally used to try adults for violations of criminal law, such as murder, rape, robbery, burglary, or distribution of illegal drugs. A *juvenile’s* case usually is transferred to adult criminal court because of the serious nature of the alleged offense.
- **Other:** A youth found to have committed an offense may be given a *disposition* other than a *commitment* or *probation*, such as requiring participation in a drug abuse treatment system, payment of fines, or performance of community service.

Disposition hearing: Hearing held after the *adjudication hearing* in which the judge determines the *disposition* of a young person’s case.

Disproportionate Minority Contact (DMC): A core requirement of the *Juvenile Justice and Delinquency Prevention Act (JJDP A)* that directs States to address *juvenile delinquency prevention* and system improvement efforts designed to reduce the disproportionate number of *juvenile* members of minority groups who come into contact with the juvenile justice system without establishing or requiring numerical standards or quotas.

Diversion: Channeling young people into programs as an alternative to processing their cases through the *juvenile court*. For example, a youth might be referred to a community service program to perform volunteer work to “repay” the community.

Drug testing: Examination of a urine sample to determine the presence or absence of certain drugs.

-E-

Emancipation: Independence of a minor from his or her parents before reaching the age of majority (18 years).

Emotional abuse: Verbally mistreating or withholding positive emotional support from a child. Emotional abuse involves an adult speaking to a child in ways that are intended to demean, shame, threaten, blame, intimidate, or unfairly criticize the child.

-F-

Family functioning: Interactions with family members that involve physical, emotional, and psychological activities.

Formal processing: Cases that appear on the official court calendar in response to the filing of a *petition*, complaint, or other legal instrument requesting the court to *adjudicate* a youth as a delinquent, status offender, or *dependent* child or to waive jurisdiction and transfer a youth to criminal court for processing as an adult offender.

Formula grants: The Formula Grants *Program*, funded by the Office of Juvenile Justice and Delinquency Prevention (OJJDP), provides *grant* moneys to States and territories that support State and local delinquency *prevention* and *intervention* efforts and juvenile justice system improvement.

-G-

Gang (youth gang): A youth gang is commonly thought of as a self-formed association of peers having the following characteristics: three or more members, generally ages 12–24; a gang name and some sense of identity, generally indicated by symbols such as clothing style, graffiti, and hand signals; some degree of permanence and organization; and an elevated level of involvement in delinquent and/or criminal activity.

Gender-specific services: Services designed to promote healthy attitudes, behaviors, lifestyles and social competence in girls. Key *program* elements generally address issues in the context of relationships to peers, family, school, and community.

Goals: Broad statements (i.e., statements written in general terms) that convey a *program*'s overall intent to change, reduce, or eliminate a specific problem. They also identify the *program*'s intended short- and long-term results.

Graduated sanctions: A graduated sanctions system is a set of integrated *intervention* strategies designed to operate in unison to enhance accountability, ensure public safety, and reduce *recidivism* by preventing future delinquent behavior. The term implies that the penalties for delinquent activity should move from limited to more restrictive *interventions*.

Grant: An award of financial assistance, the principal purpose of which is to transfer a thing of value from a Federal or State agency to a recipient to carry out a public purpose of support or stimulation authorized by a law of the United States (see 31 U.S.C. 6101(3)).

Group home: A nonsecure *program* in which a group of young people live and receive services at the *program* facility under the supervision of adult staff. Group homes emphasize family-style living in a homelike atmosphere. Although many youth living in group homes are ordered there by the court, group homes may also house abused or *neglected* youth who are placed there by social service agencies.

-H-

Hearing: A court proceeding to decide on a course of action or to determine a young person's involvement or noninvolvement in an offense. Arguments, witnesses, and evidence are heard by a judicial officer or administrative body in coming to a decision.

Holistic or wraparound services: In the wraparound service approach, a team of professionals from different disciplines works with a young person and his or her family to offer services that meet their specific needs. The team also may work with the family in a location that is comfortable for the family, for example, at the family home or at the young person's school.

-I-

Intake: The juvenile justice process often begins with an investigation by a police officer, either because he or she observes a delinquent act being committed or because such an act is reported. The police officer will generally take one of three actions at intake: (1) release the youth to his or her parents with a warning or reprimand, (2) release the youth to the parents under the condition that the youth enroll in a community *diversion* program, or (3) keep the youth in custody and refer the matter to the *juvenile court's intake officer* for further processing.

Intake decision: Recommendation made by the *juvenile court's intake officer* either to handle the case informally or to schedule the case for a *hearing* in *juvenile court*.

Intake hearing: Early stage in *juvenile court* proceedings in which an *intake officer* decides either to handle the case informally or to schedule the case for a *hearing* in *juvenile court*.

Intake officer: An official who receives, reviews, and processes cases in which a young person is alleged to have committed an offense. The intake officer can recommend either handling the case informally or scheduling the case for a *hearing* in *juvenile court*. The intake officer may also provide referrals for *juveniles* and their families to other community agencies.

Interstate Compact on Juveniles: An accord signed in 1955 between all State governments that regulates how States handle youth who have committed a *status offense* or *delinquent offense* and are picked up by police outside their home State.

Intervention: Programs or services that are intended to disrupt the delinquency process and prevent a youth from penetrating further into the juvenile justice system.

-J-

Jail Removal: A *Juvenile Justice and Delinquency Prevention Act (JJDP)* core requirement that prohibits *juveniles* from being detained or confined in any jail or lockup for adults.

Juvenile: A young person at or below the upper age of *juvenile court* authority, as defined in the local jurisdiction. In most States, young people age 18 or younger fall under the jurisdiction of the *juvenile court*.

Juvenile court: A court with authority over cases involving individuals under a specified age, usually 18 years.

Juvenile Justice and Delinquency Prevention Act (JJDP): Congress enacted the Juvenile Justice and Delinquency Prevention Act (JJDP; Public Law 93–415, 42 U.S.C. 5601 et seq.) in 1974 and reauthorized the majority of its provisions in 2002. The JJDP mandates that States comply with the four core requirements to participate in the JJDP’s *Formula Grant Program*. This legislation established the Office of Juvenile Justice and Delinquency Prevention (OJJDP) to support State and local efforts to prevent delinquency and improve the juvenile justice system.

-M-

Mandatory release: Release from an institution, required by law when an individual has been confined for a period equal to his or her full sentence minus time for good behavior, if any.

Mediation: An alternative to a court proceeding in which a neutral person assists two or more people to resolve a conflict and reach a solution acceptable to all sides.

Medicaid: A federal program that provides funds for medical services for people with low incomes.

Memorandum of Understanding (MOU): An interagency agreement whose purpose is to enable all parties to facilitate the conduct of certain efforts of mutual interest.

Mental health disorder: Any clinically significant psychological syndrome characterized by the presence of distressing symptoms, impairment of functioning, or significantly increased risk of suffering death, pain, disability, or loss of freedom. The concept does not include deviant behavior, disturbances that are essentially conflicts between the individual and society, or expected and culturally sanctioned responses to particular events.

Mentoring: A process in which the mentor serves as a role model, trusted counselor, or teacher who provides opportunities for development, growth, and support to less experienced individuals.

-N-

Needs assessment: A systematic process to acquire an accurate and thorough picture of a youth’s strengths and areas of vulnerability. The process is used to identify and prioritize

treatment *goals*, develop a treatment plan, determine the appropriate level of supervision, and allocate funds and resources for services.

Neglect: Acts that include abandonment, expulsion from the home; failure to seek remedial health care or delay in seeking care; inadequate supervision; disregard for hazards in the home; or inadequate food, clothing, or shelter.

Nonpetitioned (informally handled) case: A case decided by *juvenile court intake officers* rather than through a *hearing* in *juvenile court*.

Nonresidential program: *Program* that provides services to youth who live at home and report to the *program* on a daily basis or as scheduled. Young people in such a *program* require more attention than that provided by *probation* and *aftercare* services. Often the *program* operates its own education *program* through the local school district.

-O-

Objectives: Well-defined, specific, and quantifiable statements of the *program's* desired results, which should include the target level of accomplishment, thereby further defining *goals* and providing the means to measure program performance.

-P-

Parole: A conditional release from imprisonment that entitles the person to serve the remainder of the sentence outside the correctional institution as long as the terms of the release are not violated.

Performance measures/performance indicators: Particular values used to measure *program* outputs or outcomes. They represent the data/information that will be collected at the *program* level to measure specific outputs and outcomes that a program is designed to achieve. Therefore, measures/indicators must be developed for each *program objective*. There are two types of performance indicators:

- **Output indicators:** Measure the products of a *program's* implementation or activities. They are generally measured in terms of volume of work accomplished, such as amount of services delivered, number of staff hired, number of systems developed, number of sessions conducted, amount of materials developed, and number of policies, procedures, and/or legislation created. Examples include number of juveniles served, number of hours of service provided to participants, number of staff trained, number of detention beds added, number of materials distributed, number of reports written, and number of site visits conducted (also referred to as *process measures*).
- **Outcome indicators:** Measures the benefits or changes for individuals, the juvenile justice system, or the community as a result of the *program*. Outcomes may be related to behavior, attitudes, skills, knowledge, values, conditions, or other attributes. Examples are changes in the academic performance of program

participants, changes in the *recidivism* rate of *program* participants, changes in client satisfaction level, changes in the conditions of confinement in *detention*, and changes in the county level of juvenile crime.

Permanency plan: A proposal by the juvenile justice system and other youth serving agencies to establish a permanent *placement* for youth in foster care. The goal of the permanency plan is to expeditiously secure a safe, permanent place for every maltreated child, either by making it possible for children to return to their own families or by finding safe adoptive homes.

Petition: The formal charging document filed in *juvenile court* alleging that a youth has committed a *status offense* or *delinquent offense* or is a *dependent*. A petition asks that the court hear the young person's case or, in certain delinquency cases, that the court transfer the case to adult criminal court so that the young person can be prosecuted as an adult.

Petitioned (formally handled) case: A case handled through a *hearing* in *juvenile court* or transferred to adult criminal court.

Physical abuse: Physical punishment of a child by an adult that is unreasonable in light of the age, condition, and disposition of the child and other surrounding circumstances.

Placement: Removing a youth found to have committed an offense from the home and placing him or her elsewhere for a period, such as in a *juvenile* facility or *group home*.

Postdisposition: The period following the imposition of a sanction ordered or a treatment plan decided on or initiated in a particular case by a *juvenile court*.

Premature termination: Any *program* participant who fails to successfully complete the *program's* requirements. Reasons may include dropping out, relocation, administrative discharge, or failure to comply with *program* rules.

Pre-disposition: The period after the filing of a charge and prior to a sanction ordered or a treatment plan decided on or initiated in a particular case by a *juvenile court*.

Pre-disposition investigation: Investigation into the background and character of a young person who has been determined to have committed a *delinquent offense*. The investigation collects information that will assist the court in determining the most appropriate *disposition*.

Prevention: Those efforts that support youth who are “at risk” of becoming involved in delinquent behavior and that help prevent a juvenile from entering the juvenile justice system as a delinquent. Prevention includes arbitration, diversionary or *mediation programs*, and community service work or other treatment available subsequent to a child committing a delinquent act.

Probation: Placing a youth found to have committed an offense under the supervision of the court. During probation, the young person must maintain good behavior, not commit another offense, and meet any other conditions the court may deem appropriate to impose.

Probation before judgment: Placing a youth found to have committed an offense on *probation* before the judge makes a final decision. Successful completion of the probation period results in a complete *dismissal* of the charges without any finding of involvement by the young person in the offense.

Program: A specific activity or project funded at the subgrant recipient or State level with *Formula Grant* funds.

-R-

Recidivism: Repetition of criminal behavior.

Relative Rate Index (RRI): The RRI measures the level of *Disproportionate Minority Contact (DMC)* in a system by comparing the percentage of minority youth at each stage of the juvenile justice system with the percentage of minorities at the previous stage.

Residential program: *Program* in which youth live onsite in *program* housing. Residential programs do not have the security fences and security hardware typically associated with *correctional* or *detention facilities*. A residential program, for example, could be located in a converted apartment building or a single-family home.

Runaway or emergency shelter: A center that provides services to address the immediate needs of runaway youth for food, clothing, and shelter.

-S-

Sexual abuse: Includes incest, sexual molestation, rape, sodomy, exhibitionism, and other acts of sexual exploitation carried out toward a child. Such abuse may be nonphysical (e.g., obscene phone calls or indecent exposure) or physical (e.g., fondling or intercourse).

Shelter care: Any nonsecure public or private facility that provides either (1) temporary *placement* for alleged or *adjudicated status offenders* before the issuance of a *disposition* order or (2) longer term care under a *juvenile court disposition* order.

Sight and Sound Separation: A JJDP Act requirement that says juveniles alleged to be or found to be delinquent, as well as status offenders and nonoffenders, will not be detained or confined in any institution in which they have adult contact with inmates.

Status offenses: Behavior that is considered an offense only if carried out by a young person. Status offenses are handled only by the *juvenile court* and include the following:

- **Curfew violation:** Breaking a regulation requiring young people to leave the streets or be at home at a prescribed hour.
- **Running away:** Leaving the home of parents, guardians, or custodians for an extended period without permission.
- **Status liquor law violations:** Violating laws restricting the possession, purchase, or consumption of liquor by minors.
- **Truancy:** Failing to attend school.

-T-

Training schools, camps, and ranches: Nonsecure *residential programs* that provide services to youth. Training schools also are known as youth development centers, youth villages, youth treatment centers, youth service centers, or schools or homes for boys or girls. Camps and ranches generally are located in relatively remote or rural areas. Camps have structured programs that emphasize outdoor work, including conservation and related activities. On ranches, youth usually participate in a structured *program* of education, recreation, and facility maintenance, including responsibility for the physical plant, its equipment, and livestock.

Transfer or waiver to adult criminal court: Transfer of a young person's case to a court normally used to try adults for violations of criminal law, such as murder, rape, robbery, burglary, or distribution of illegal drugs. A *juvenile's* case is usually transferred to adult criminal court because of the serious nature of the alleged offense.

-V-

Valid court order: Order of a *juvenile court* judge. A *juvenile court hearing*, for example, might result in a young person receiving a valid court order to receive counseling.

Violation of a valid court order: Failure of a status offender to comply with an order of the court, such as to receive counseling. In such cases, the court may place the child in custody.

Appendix C: Juvenile Justice and DMC Resources

American Bar Association’s Juvenile Justice Committee: Develops Continuing Legal Education (CLE) programs for juvenile justice practitioners, develops policies to further national juvenile justice reform, and coordinates selection of the Livingston Hall Juvenile Justice Award.

Web site: <http://www.abanet.org/dch/committee.cfm?com=CR200000>

Bureau of Justice Assistance (BJA): Provides funding, training, technical assistance, and information to State and community criminal justice programs by emphasizing the coordination of Federal, State, and local efforts.

Web site: <http://www.ojp.usdoj.gov/BJA/>

Bureau of Justice Statistics (BJS): Collects, processes, analyzes, and disseminates timely information on crime and the administration of justice; and assists States and localities in improving criminal justice recordkeeping.

Web site: <http://www.ojp.usdoj.gov/bjs/welcome.html>

Center for Children’s Law and Policy: A public interest law and policy organization that focuses on reform of juvenile justice and other systems that affect troubled and at-risk children and on protecting the rights of children in those systems. The Center’s work covers a range of activities, including research, writing, public education, media advocacy, training, technical assistance, administrative and legislative advocacy, and litigation.

Web site: http://www.cclp.org/simple.php/about_us

Coalition of Juvenile Justice (CJJ): The Coalition for Juvenile Justice is a national nonprofit association that represents Governor-appointed advisory groups on juvenile justice from the U.S. States, territories, and the District of Columbia. CJJ’s principal mission is to build safe communities, one child at a time, by ensuring that all children and families are treated fairly and given the resources and support to be positive and productive contributors to society through training, advocacy, and community capacity building.

Web site: <http://www.juvjustice.org/>

Child Welfare League of America’s Juvenile Justice Policy Network: Serves the overall mission of the Child Welfare League of America on behalf of children and families involved in the juvenile justice and child welfare systems by providing national leadership in promoting juvenile justice and child welfare systems coordination and integration; collecting, analyzing, and disseminating information on child welfare and juvenile justice practices and policies that promote positive youth development;

advocating for implementation of sound legislation, policies, and procedures that contribute to juvenile justice system reform and improvement and to the development of effective delinquency prevention and intervention programs and practices; and promoting the development and implementation of effective community-based intervention and treatment alternatives to reduce the reliance on incarceration.

Web site: <http://www.cwla.org/programs/juvenilejustice/jjabout.htm>

Development Services Group, Inc. (DSG): A research and management firm that serves Federal, State, local, and international government agencies as well as nonprofit and private industry organizations. DSG currently provides training and technical assistance to States and territories for the Formula Grants Program and Title V Delinquency Prevention Grants that include developing the *Model Programs Guide* and publishing OJJDP's Performance Measures.

Web site: <http://www.dsgonline.com/index.html>

Additional links: http://www.dsgonline.com/projects_titlev.html
http://www.dsgonline.com/projects_formulagrants.html
http://www.dsgonline.com/performance_measures.htm
http://www.dsgonline.com/mpg_non_flash/mpg_index_flash.htm

Federal Advisory Committee on Juvenile Justice (FACJJ): A consultative body established by Section 223 of the Juvenile Justice and Delinquency Prevention Act and supported by the Office of Juvenile Justice and Delinquency Prevention. Composed of appointed representatives of the Nation's State Advisory Groups, the committee advises the President and Congress on matters related to juvenile justice, evaluates the progress and accomplishments of juvenile justice activities and projects, and advises the OJJDP Administrator on the work of OJJDP.

Web site: <http://www.facjj.org/>

Federal Bureau of Investigation's Uniform Crime Report (UCR): The UCR collects, publishes, and archives comprehensive crime statistics from data provided by nearly 17,000 law enforcement agencies across the United States.

Web site: <http://www.fbi.gov/ucr/ucr.htm>

Juvenile Detention Alternatives Initiative (JDAI): Focuses on the juvenile detention component of the juvenile justice system by promoting changes to policies, practices, and programs to reduce reliance on secure confinement, improve public safety, reduce racial disparities and bias, save taxpayer dollars, and stimulate overall juvenile justice reforms.

Web site:
<http://www.aecf.org/MajorInitiatives/JuvenileDetentionAlternativesInitiative.aspx>

Juvenile Information Network (JIN): Encourages communications among juvenile justice professionals to foster the development of new reform programs in juvenile justice systems at the State and local levels.

Web site: <http://www.juvenilenet.org/index.shtml>

John D. and Catherine T. MacArthur Foundation's Models for Change: The national juvenile justice systems reform initiative was launched to harness and direct local reform work into a larger, coordinated effort to share replicable models of reform and catalyze change across the Nation.

Web site: <http://www.modelsforchange.net/about/Background-and-principles.html>

National Center for Juvenile Justice (NCJJ): A resource for independent and original research on topics related directly and indirectly to the field of juvenile justice.

Web site: <http://ncjj.servehttp.com/NCJJWebsite/main.html>

National Criminal Justice Reference Service (NCJRS): A federally funded resource offering justice and substance abuse information to support research, policy, and program development worldwide. NCJRS services and resources are available to anyone interested in crime, victim assistance, and public safety, including policymakers, practitioners, researchers, educators, community leaders, and the general public.

Web site: <http://www.ncjrs.gov/index.html>

National Council of Juvenile and Family Court Judges (NCJFCJ): Assists the Nation's juveniles by improving the standards, practices, and effectiveness of the Nation's juvenile and family courts; providing training for judges and others who serve in these courts; supporting judges through continuing education, research, publications, and technical assistance; providing technical support to court systems regarding their structure, management, and procedures; contributing to the development of national policy, standards, and procedures regarding children and families; acknowledging and upholding the rights of victims, the safety of all family members, and the safety of the community; and informing the Nation of the work of the juvenile and family courts.

Web site: <http://www.ncjfcj.org/>

National Council on Crime and Delinquency (NCCD): Promotes effective, humane, fair, and economically sound solutions to family, community, and justice problems. NCCD conducts research; promotes reform initiatives; and seeks to work with individuals, public and private organizations, and the media to prevent and reduce crime and delinquency.

Web site: <http://www.nccd-crc.org/index.html>

National Institute of Justice (NIJ): NIJ is the research, development, and evaluation agency of the U.S. Department of Justice and is dedicated to researching crime control and justice issues. NIJ provides objective, independent, evidence-based knowledge and tools to meet the challenges of crime and justice, particularly at the State and local levels.

Web site: <http://www.ojp.usdoj.gov/nij/>

National Juvenile Detention Association (NJDA): Exists exclusively to advance the science, processes, and art of juvenile detention services through the overall improvement of the juvenile justice profession.

Web site: <http://www.njda.com/>

National Training and Technical Assistance Center (NTTAC): Delivers, brokers, and promotes the highest quality training and technical assistance to the juvenile justice field and related criminal justice initiatives using an array of training and technical assistance resources funded through the Office of Juvenile Justice and Delinquency Prevention (OJJDP) and its partners.

Web site: <http://www.nttac.org>

Office of Juvenile Justice and Delinquency Prevention (OJJDP): The Office of Juvenile Justice and Delinquency Prevention (OJJDP) provides national leadership, coordination, and resources to prevent and respond to juvenile delinquency and victimization. OJJDP supports States and communities in their efforts to develop and implement effective and coordinated prevention and intervention programs and to improve the juvenile justice system so that it protects public safety, holds offenders accountable, and provides treatment and rehabilitation services tailored to the needs of juveniles and their families. Under the authority of the Juvenile Justice and Delinquency Prevention Act (JJDP), OJJDP is responsible for administering various grant-funded programs to States, U.S. territories, and tribal nations.

Web site: <http://ojjdp.ncjrs.org/index.html>

Additional links:

DMC	http://ojjdp.ncjrs.org/dmc/
Compliance monitoring	http://ojjdp.ncjrs.org/compliance/index.html
JABG	http://ojjdp.ncjrs.org/jabg/index.html
Title V	http://ojjdp.ncjrs.org/titlev/

Statistical Briefing Book (SBB)-The OJJDP Statistical Briefing Book (SBB) enables users to access information on its Web site to learn more about juvenile crime and victimization and about youth involved in the juvenile justice system. Developed for OJJDP by the National Center for Juvenile Justice, SBB provides reliable statistical answers to the most frequently asked questions from policymakers, the media, and the general public. In addition, the data analysis and dissemination tools available through

SBB give users quick and easy access to detailed statistics on a variety of juvenile justice topics.

Web site: <http://ojjdp.ncjrs.gov/ojstatbb/>

W. Haywood Burns Institute (BI): Works intensively with local jurisdictions to reduce the overrepresentation of youth of color in their juvenile justice systems. The BI model requires the active commitment and participation of the key traditional and nontraditional stakeholders in the juvenile justice system in each site, including judges, prosecutors, public defenders, police, probation officers, school officials, political leaders, service providers, and community groups. BI leads these stakeholders through a data-driven, consensus-based process that focuses specifically and intentionally on reducing disproportionate minority confinement.

Web site: <http://www.burnsinstitute.org/>