



FRAMEWORK*

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* Formerly known as the Site-Based Juvenile Justice Initiative MATRIX of Values, Goals, Outcomes, Practices and Measures

Matrix of Values, Goals, Outcomes, Practices and Measures

Statement of Principles

Fundamental fairness: All system participants—that is, all those who have a right to expect justice, including offenders, their families, their victims, and their communities—deserve fair treatment.

Recognition of juvenile- adult difference: Juveniles are fundamentally and developmentally different from adults. A distinct juvenile justice system must take that difference into account.

Recognition of individual differences: Juveniles also differ from one another in terms of development, culture, gender, needs and strengths. Juvenile justice decision makers must acknowledge and respond to these differences.

Recognition of potential: Youth have strengths and are capable of positive growth. Giving up on them is costly for society. Investing in them makes sense.

Safety: Communities and individuals deserve to be and to feel safe.

Personal responsibility: Youth must be encouraged to accept responsibility for their actions and the consequences of those actions.

Community responsibility: Communities have an obligation to safeguard the welfare of children and youth, to support them when in need, and to help them to grow into adults.

System responsibility: The juvenile justice system is a vital part of society's collective exercise of its responsibility toward youth. It must do its job effectively.

Goal: *The juvenile justice system treats all youth as individuals.*

Characteristics	Practices	Outcomes	Measures
<p>The system does not treat one juvenile like another, treat juveniles like adults, nor treat youth of various racial and ethnic groups differently. It has mechanisms for detecting relevant individual differences, taking them into account in decision-making, and responding to them appropriately. Despite periodic demands to “make punishments fit crimes,” it does not mimic the criminal justice system, or shade into it by degrees. It preserves its distinct borders and its commitment to distinctions within those borders.</p>	<p>Assessment and decision-making practices:</p> <ul style="list-style-type: none"> • Objective and structured screening and assessment at key stages • Structured decision-making criteria and protocols • Professional training in screening and assessment • Developmental training for judges, attorneys, probation officers, etc. • Policies and procedures that favor individualized rather than purely offense-based decision-making <p>Service/program development practices:</p> <ul style="list-style-type: none"> • Ongoing data collection and other mechanisms for assessing aggregate need and developing services and programs for special populations (e.g., drug offenders, sex offenders, girls) <p>Transfer practices:</p> <ul style="list-style-type: none"> • No automatic transfer that disregards individual amenability, culpability, or adjudicative competence • Non-criminal sanctioning options for serious/violent offenders (extended juvenile jurisdiction to 21) • “Fail-safe” corrective mechanisms for redressing individual errors (reverse waiver, juvenile sentencing options in criminal court) 	<ul style="list-style-type: none"> • Decisions informed by knowledge of individual differences • Decisions that respond to individual differences • A continuum of program and service options that provides flexibility to accommodate individual differences • Transfer reserved for those few youth who are such serious and chronic offenders that they cannot benefit from juvenile justice system programs and services, and only after a full hearing before a juvenile court judge 	<ul style="list-style-type: none"> • Use of objective screening and assessment protocols at intake, predisposition, institutional commitment, reentry • Proportion of juveniles at disposition hearing for whom judge receives predisposition report based on structured assessment • No mandatory sentencing guidelines • No mandatory detention/incarceration • Existence of training requirements, total numbers trained, training hours, etc. • Documented availability of selected specialized programs and services • Gross/proportionate expenditures for selected services • Proportion of discretionary transfers granted to total transfer requests • Proportion of mandatory transfer cases that are returned to juvenile system • Proportion of cases filed at the state's option in criminal court that are returned to the juvenile system • Existence of reverse waiver, extended juvenile jurisdiction to 21 statutes • Proportion of cases transferred by offense judge

Goal: *The juvenile justice system recognizes that there are fundamental developmental differences between adolescents and adults.*

Characteristics	Practices	Outcomes	Measures
<p>The system employs practices and provides opportunities that facilitate normative psychosocial development, and not simply deter antisocial behavior.</p>	<ul style="list-style-type: none"> • Educational experiences comparable to those in regular schools • Opportunities to form close relationships with caring and pro-social adults • Opportunities that strengthen parent-child bond • Opportunities to form meaningful and developmentally-appropriate relationships with pro-social peers • Prevention programs targeting exposure to violence and other traumatic experiences 	<ul style="list-style-type: none"> • Development of psychosocial maturity 	<ul style="list-style-type: none"> • Standardized measures of psychological development in adolescence, including measures of self-reliance, resistance to peer pressure, social perspective-taking, future time orientation, and impulse control

Goal: The juvenile justice system is “bias-free,” and treats all youth, victims and families fairly.

Characteristics	Practices	Outcomes	Measures
<p>The system is scrupulous in guarding against the three basic kinds of unfairness to which justice systems are historically prone: decision-making is free of bias; procedures give the accused a fair chance to be heard and understood; and it does not exclude or disregard the views and concerns of victims, family members, and others who have a valid stake in the just resolution of each case. The system regularly assesses data on over-representation and disparate treatment of youth of color and on gender bias, and takes action to address disparities and practices that differentially affect such youth. It ensures effective representation and imposes sanctions appropriate to the needs of youth and the severity of the offense.</p>	<p>Nondiscrimination practices:</p> <ul style="list-style-type: none"> • Objective guidelines that give structure to decision-making • Active tracking of differential impact of decisions on youth of color at each processing stage • Continuum of gender- and developmentally-appropriate, culturally competent interventions • Cultural competency training • Recruitment, hiring, and participation of people of color in planning and policy-making <p>Due process practices:</p> <ul style="list-style-type: none"> • Access to counsel • Continuity of representation through all stages • Realistic caseloads • Prompt trials and timely processing • Specialized professional training <p>Inclusion practices:</p> <ul style="list-style-type: none"> • Open hearing practices • Mechanisms (plain-language notification, courtroom orientation, interpreters, etc.) that encourage broad hearing participation • Scheduling practices that reserve adequate blocks of time for inclusive hearings • Victim notification, accommodation, and advocacy 	<ul style="list-style-type: none"> • Impartial and unbiased decision-making • Reduction in over-representation and disparities affecting youth of color <ul style="list-style-type: none"> • Procedures that provide adequate representation and effective due process protections to youth <ul style="list-style-type: none"> • A process that facilitates the meaningful participation of all system clients 	<ul style="list-style-type: none"> • “Case flow” comparisons of handling of white, African American, Latino, Native American, Asian/Pacific juveniles at each decision point (i.e. ratios among the groups: total referred to JJS vs. total in population; total detained vs. total referred; total formally petitioned vs. total referred; total adjudicated delinquent vs. total petitioned; total placed out of home vs. total adjudicated; etc.) • Comparison at each decision point of handling of racial and ethnic groups by offense charged • Specific efforts to address DMR <ul style="list-style-type: none"> • Proportion at each processing stage of juveniles represented by counsel to total accused juveniles • Proportions of defense attorneys, prosecutors, and judicial officers to total delinquency petitions • Reduction in caseloads of juvenile defenders • Existence of specialized training programs for professionals <ul style="list-style-type: none"> • Court-specific survey of hearing, scheduling, notification practices • Overall availability of victim advocates • Proportion of victims represented by advocates • Victim/community attendance, participation data

Goal: *The juvenile justice system works to help juvenile offenders realize their full potential.*

Characteristics	Practices	Outcomes	Measures
<p>Juvenile offenders come to the juvenile justice system with a host of challenges, but they are capable of positive growth and can learn the skills they need to overcome these challenges—a developmental fact that largely explains why we have a juvenile justice system at all. Accordingly, the system must be geared to practical rehabilitation. It cannot merely sanction juveniles—it must provide them with the structure and tangible help they need to become law-abiding and productive.</p>	<p>Assessment practices:</p> <ul style="list-style-type: none"> • Structured assessments that identify youth and family’s strengths, needs, and developmental, gender and racial/cultural issues as basis for written case/supervision plan <p>Intervention practices:</p> <ul style="list-style-type: none"> • Case/supervision plans that assist offenders in overcoming problems, building on strengths, acquiring living/learning/working skills • Specialized treatment for mental health, substance abuse and other problems and for victims of abuse and neglect • Training/employment/job readiness and other skills programs/services • Programs/services that address school failure and foster school success • Re-entry programs/services that help post-incarcerated youth adjust and succeed • Programs that address special barriers such as limited English proficiency <p>Measurement practices:</p> <ul style="list-style-type: none"> • Documentation of outcomes (services provided, progress achieved, restitution paid, community service performed, etc.) at case-closing • Ongoing program monitoring and evaluation • Funding and other mechanisms for assessing aggregate needs and developing programs to accommodate them 	<ul style="list-style-type: none"> • Assessment that identifies needs and strengths of youth and family. • Intervention that responds to identified needs/strengths. • Offenders acquire pro-social development skills • Juveniles who exit the system more capable and productive than when they entered it. 	<ul style="list-style-type: none"> • Consistent use of case/supervision planning assessment protocols • Proportion of juveniles subject to case/supervision plan that include active/skill-building conditions based on needs assessment • Documented availability and use of programs/services for selected needs (basic living, social, academic, vocational) • Documented availability and use of treatment for selected needs (MH, substance abuse, sex offender) • Proportion of cases closed without a new offense • Proportion of cases in which juvenile successfully fulfills all requirements of the case/supervision plan • Proportion of juveniles at case closing who are in school, employed or have GED

Goal: *The juvenile justice system holds juvenile offenders accountable for their action in developmentally-appropriate ways.*

Characteristics	Practices	Outcomes	Measures
<p>The system must insist that juvenile offenders accept responsibility for the offenses they have committed and for any harm they may have done to others and to their communities. Learning to do so is vital to their futures. Youth learn best by doing: by taking active measures to repair the harm done and restore the connections broken with their victims and the community.</p>	<ul style="list-style-type: none"> • A flexible and graduated continuum of post-dispositional consequences (sanctions/incentives) • Meaningful community service programs • Victim restitution programs • Developmentally-appropriate accountability program components give youth insight into the consequences of their actions (e.g., victim awareness/impact classes) 	<ul style="list-style-type: none"> • Offenders' fulfillment of obligations created by wrongdoing • Offenders' demonstration of remorse for their acts and empathy for their victim(s) 	<ul style="list-style-type: none"> • Proportion of all cases in which community service or restitution is ordered • Total restitution paid and proportion of restitution ordered that is paid • Total hours of community service performed and proportion of community service ordered that is performed • Documented availability of graduated sanctions/incentives for juveniles under court supervision • Inventory of programs designed to hold offenders accountable

Goal: *The juvenile justice system protects the community from offenders and from themselves and others.*

Characteristics	Practices	Outcomes	Measures
<p>The system protects juveniles and the public in a variety of indirect ways—for example, by rehabilitating offenders. It also does so directly by continuously assessing the safety risks that juveniles under its supervision pose to the public and to themselves, and taking steps to manage those risks effectively.</p>	<p>Community safety practices:</p> <ul style="list-style-type: none"> • Assessment of risks presented by juvenile offenders to determine appropriate level of supervision • Management of short-term risks to safety through appropriate level of supervision and structure • Police/probation collaboration <p>Institutional safety practices:</p> <ul style="list-style-type: none"> • Suicide screening at facility intake • Gated screening protocols • Policies and procedures that maximize the health, safety, and well-being of juveniles in confinement • Guaranteed community and family access to juveniles in confinement • Safety-related staff training • Monitor grievances made by juveniles in facilities 	<ul style="list-style-type: none"> • Reduced juvenile offending while under court supervision • Reduced recidivism following case-closing <ul style="list-style-type: none"> • Reduced incidents of injuries, etc., among juveniles in residential care • Reduced attempts of suicide • Reduced escapes • Reduced incidents of use of restraints/ isolation 	<ul style="list-style-type: none"> • Number/seriousness of new offenses committed by juveniles from initial contact with juvenile justice system through post-release • Index measure of availability of community supervision options (intensive supervision, electronic monitoring, day treatment, after-school/evening reporting, curfew, etc.) <ul style="list-style-type: none"> • Reported client-on-client, client-on-staff, staff-on-client assaults in juvenile facilities • Facility compliance with health and safety-related licensing and other regulations and national performance-based safety standards • Reported attempts of suicide • Reported number of escapes and attempted escapes • Reported use of restraint and isolation

Goal: *The juvenile justice system encourages and facilitates “community ownership” of delinquency problems.*

Characteristics	Practices	Outcomes	Measures
<p>The system does not seek to turn juvenile offenders around by “taking over” for their families and local communities, but by partnering with them. It takes every opportunity to promote and broaden this partnership. It looks for ways to connect youth with their families and communities, and takes steps that sever these vital connections only as a last resort.</p>	<p>Informal handling practices:</p> <ul style="list-style-type: none"> • Policies and decision-making criteria that favor appropriate diversion at arrest, intake, and adjudication stages • Least restrictive/nearest to home alternatives systematically preferred in all decision-making • A continuum of local alternatives to formal processing, detention, and incarceration • Mechanisms for assessing continuum and identifying gaps in services/interventions • Funding formulas/mechanisms that support development/use of local continuum and reduce state commitments • Streamlined referral process for diverted juveniles • Mechanisms for tracking progress following diversion <p>Community outreach practices:</p> <ul style="list-style-type: none"> • Active JJS efforts (through forums, speeches, newsletters, etc.) to forge community consensus regarding positive youth development • Inclusion of community members and organizations in local program planning and development, diversion policy-setting, and creation of community service opportunities • Recruitment of community members to teach, mentor, monitor, and informally resolve disputes among youth 	<ul style="list-style-type: none"> • A system of graduated responses to juvenile offending that, consistent with public safety and offender accountability goals, are as informal, unrestrictive and as close to home as possible and reflect promising, evidence-based approaches • Full partnership with the local community in meeting the needs of local juvenile offenders 	<ul style="list-style-type: none"> • Proportion of juveniles diverted from formal processing at arrest, intake, adjudication • Proportion of arrested juveniles who are detained • Proportion of adjudicated juveniles who are state-committed • Documented availability of local alternatives to detention, formal processing, and incarceration • Proportion of total juvenile justice funding devoted to local alternatives • Number of adult volunteers working with court-involved and diverted juveniles • Number of community-based organizations involved in juvenile justice planning and policy-making • Number of community-based organizations providing services to court-involved and diverted juveniles • Number of juveniles served, dollar amount of services provided by community-based organizations

Goal: The juvenile justice system works collaboratively with youth-serving systems (e.g., child welfare, mental health, substance abuse, education) to provide more efficient service delivery and effective program development and implementation to produce positive outcomes for youth and families.

Characteristics	Practices	Outcomes	Measures
<p>The juvenile justice system recognizes that it is one among many systems that serve troubled youth and families, and that youth often have multiple needs that require multiple services, regardless of the system that is the point of entry. Each system has a broad view that takes into account these other systems and actively cooperates with them in areas in which their concerns overlap. The juvenile justice system helps ensure that boundaries and barriers between systems do not prevent multiple youth-serving systems from being effectively served.</p>	<ul style="list-style-type: none"> • Interagency agreements addressing mutual concerns and identifying separate responsibilities • Multi-system information-sharing • Cross-training • Single case manager from lead agency • Expedited process/access to services for common clients • Pooled resources to enable common clients to receive seamless, wraparound services • De-categorized/melded funding streams that follow the child, not the service • Mechanisms for screening and diverting juveniles into the appropriate youth-serving systems (e.g., child welfare, behavioral health, or other appropriate systems) • Mechanisms for mediating/resolving “stuck” cases that involve more than one agency • Collaborative strategies for engaging political leadership with regard to children and youth issues 	<p>Effective collaboration among juvenile justice, child welfare, behavioral health, educational and other agencies that ensures:</p> <ul style="list-style-type: none"> • that youth needs dictate the manner in which multi-system youth are served • that services are delivered and programs developed and implemented through a collaborative and coordinated effort that engages multiple youth-serving systems; and • that unidentified youth do not “fall through the cracks” between systems. 	<ul style="list-style-type: none"> • Existence of memoranda of understanding among pertinent agencies • Information systems capable of sharing pertinent information across agencies • Existence of joint task forces • Joint training for staff of multiple agencies • Proportion/dollar amount of funding that is de-categorized/pooled • Proportion of juvenile justice referrals that come from other public systems (e.g., schools, child welfare) • Waiting time to receive services