

Promoting Crime Prevention and Youth Development



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September 17, 2014

US House of Representatives

Washington, DC

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A Blueprint for more Effective Governance

1. Have government buy outcomes not outputs
2. Fix how governments share information
3. Change who gets JJ services
4. Scale effective practice
5. Measure, implement w/fidelity, change
6. Use innovative finance

Governments Know What they Spend, not what they buy.

- To understand juvenile justice, must first understand procurement.
- Policy is about how \$ are distributed across programs.
- Programs are about who is qualified to deliver services
- Services are what we actually do;
- Governments contract with programs and buy outputs not outcomes.

Governments Know What they Spend, not what they buy, Part II

- Governments choose what kinds of services they want to deliver based on ???;
- Importantly, most procurement prevents private sector and non-profits from bringing good ideas to government, so government must initiate;
- Pre-qualify programs;
- Programs then deliver services, of unknown quality, because quality is not the standard used to evaluate: their initial proposal capacity is;
- Reconcile expected spending with actual spending;
- Do not reconcile actual versus expected quality.

Governments Don't Share Information

- Youth w/greatest needs touch multiple sectors:
 - Juvenile justice;
 - Special education;
 - Child welfare;
- Systems aren't allowed to communicate;
- Goal is to protect privacy;
- Result is that the neediest kids, families and schools do not have coordinated care;
- Also, because juvenile and adult systems generally can't share information we know too little about the transition to adult offending.

Even gangbangers look both ways before they cross the street – David Kennedy

- So, who is getting a placement?
- Popular narrative is kids who can't function in society
- The idea of the lawless, soulless hardened criminal who is not afraid to die is... bunk.
- Few convicted felons in solitary? Why? Most can function effectively in a community.
 - Can solve normal daily challenges (what channel should the TV be on?)
 - Can respond to incentives and social norms if (more in a minute);
- So, where are the super-predators?

Secure Commitment Should be a Last Resort, not a Default – Akiva Liberman

- What should we do with juveniles adjudicated delinquent?
- Triage and risk assessment;
- Begin with the least invasive treatment;
- Understand that once you are in the system it is difficult to get out

We don't have an a la carte menu of effective treatments – Jon Baron

- What works in treating criminally involved juveniles?
- We know NFP is effective and family-based therapies have a strong evidence-base.
- What else?
 - Blueprints for Violence Prevention;
 - Campbell Collaborative;
 - WSIPP
 - CrimeSolutions.Gov
 - National Reentry Resource Center

The overarching goal should be to create an evidence-based culture

- What is the ultimate objective?
- The problem is, we aren't scaling these initiatives.
- What percentage of justice system involved youth w/appropriate risks levels get these services? A trivial percentage.
- What else works?
- Not only need more but need to integrate implementation into grant awards.

What is Pay for Success?

- New financial instrument to support discretionary social programming
 - Brings evidence-based programs to the necessary scale
- Brings together non-profits, for profits, government
 - Financial intermediary solicits private capital
 - Knowledge intermediary identifies programs, performance targets, and price
 - Private funds are invested to support the program
 - Independent evaluator determines if targets are met
 - Government reimburses investors plus profit if targets are met
 - Investment is lost if the project fails

What Problem does PFS Solve?

Problem: Lack of infrastructure:

- Social services,
- Digital infrastructure,
- Human capital.

Solution:

Use private capital to finance these projects

PFS investors will demand answers to these questions.

Thus, preparing for PFS will itself be an important reform.