Dear Friends and Colleagues,

In our last newsletter, I noted the GPL's expansion to 40 employees working in 38 jurisdictions across 22 states and described our work in three areas—pay for success, results-driven contracting, and performance improvement. As you will see below, we recently closed a competition funded by the Corporation for National and Community Service Social Innovation Fund for jurisdictions interested in applying pay for success principles to core agency services. As part of that competition, we announced technical assistance awards to California, Connecticut, and Illinois where we'll be working with state agencies on SNAP, child welfare, criminal justice, and higher education projects. A second round of awards will be announced this spring.   We have been piloting this type of work in Rhode Island, Albuquerque, and Massachusetts and are excited to begin helping the innovative leaders in these new jurisdictions develop tools to improve the results they achieve in their social service programs.

Sincerely,

Jeffrey B. Liebman

Jeffrey Liebman

Malcolm Wiener Professor of Public Policy
Harvard Kennedy School
Director, Government Performance Lab
Director, Taubman Center for State and Local Government

GPL News

The GPL Awards TA to California, Connecticut, and Illinois

On February 23rd, the GPL announced that it selected California, Connecticut, and Illinois to receive technical assistance developing performance improvement projects that apply Pay for Success principles to core agency services in areas including poverty alleviation, family stability, and higher education. Read more.

Policy Brief on SIBs 101

As of February 2017, 15 Pay for Success projects have been launched in the U.S. In combination, these projects are scheduled to deliver approximately $130 million in services and serve more than 20,000 individuals. This new GPL policy brief discusses the reasons that governments around the country are testing the Pay for Success approach. It also explains the PFS model, describes PFS projects in the US to date, and presents some of the lessons learned from the initial US PFS projects. Read more.

Illinois Launches PFS Project Pilot

On November 18th 2016, Illinois Governor Bruce Rauner announced the launch of the Illinois Dually-Involved Youth Pay for Success Initiative pilot. The project will

expand therapeutic and wraparound services to over 800 youth across the state who are simultaneously involved in the child welfare and juvenile justice systems, with the goal of reducing their high recidivism and institutionalization rates as well as increasing wellbeing and transitions to adulthood. Five other Harvard Kennedy School Government Performance Lab partner government launched PFS projects in 2016. [Read more](#).

Rhode Island Pilots Performance Improvement Work in Seven Agencies

Rhode Island is the first jurisdiction into which we placed a large team of fellows for a multi-agency performance improvement project. As of March 2017, we have a team of seven individuals assisting 11 state agencies and offices—including the Department of Children Youth and Families, the Department of Corrections, the Department of Labor and Training, the Department of Behavioral Health, Developmental Disabilities, and Hospitals, the Department of Human Services, the Department of Education, and the Executive Office of Health and Human Services-Medicaid. The performance improvement projects include restructuring and reprocuring a portfolio of contracts, implementing active contract management, developing an evaluation methodology and performance management toolkit, training state employees on performance improvement strategies, and working on a rapid intervention team to address departmental operational deficiencies.

South Carolina PFS Project Reaches Enrollment Milestone

The South Carolina Nurse Family Partnership PFS Project completed its first year of enrollment in February 2017. The project has now enrolled almost 1,000 mothers in home visiting services.

Outcome and Process Metrics Developed for Seattle's Homeless Services Contracts

As part of Bloomberg Philanthropies' What Works Cities initiative, the GPL helped Seattle's Human Services Department develop outcome and process metrics for their homeless services to help focus improvement efforts on more meaningful measures of success. In January 2017, the GPL published a list of recommended metrics with the goal of helping other governments adopt a data-driven approach to managing their homeless services contracts. [Read more.](#)

Policy Brief on Using Results-Driven Contracting to Improve Metro-Boston's Bike Share Procurement

In January 2017, the GPL published a policy brief describing metro-Boston's use of results-driven contracting in its procurement for an operator of its bike share system, Hubway. Boston and the other three participating municipalities that host the system leveraged this procurement to improve the user experience and expand their station network. The GPL provided pro bono technical assistance to Boston and its partners on this procurement through Bloomberg Philanthropies' What Works Cities initiative. [Read more.](#)

South Carolina Releases Request for Information on Adapting PFS for Medicaid Services

On December 9th 2016, the South Carolina Department of Health and Human Services released a request for information (RFI) on adapting PFS methods to managed care incentives in order to improve health and social outcomes for Medicaid beneficiaries. [Read more](#).

Blog Post on Seven Strategies for Engaging Vendors to Improve Contracting Results

In December 2016, GPL Fellow Jennifer North and Senior Advisor Greg Wass wrote about strategies to engage vendors, increase competition, and improve outcomes on the What Works Cities blog. [Read more](#).

DC Water Project Receives Non-Traditional Financing Deal of the Year Award

In November 2016, the DC Water project - the nation's first Environmental Impact Bond - received Bondbuyer magazine's non-traditional financing deal of the year award. [Read more](#).

Rhode Island Releases Pay for Success RFP for Reentry Services

On November 3rd 2016, GPL Performance Improvement technical assistance helped Rhode Island issue a request for proposals (RFP) for reentry services for individuals recently released from prison or jail. This Pay for Success RFP targets proposals that aim to improve employment outcomes and decrease recidivism. [Read more](#).

Bernalillo County Issues RFP for Behavioral Health Services

On October 28th 2016, Bernalillo County, NM issued a [request for proposals (RFP)](#) for behavioral health services as part of the county's Behavioral Health Initiative. This problem-based RFP targeted proposals that treat and prevent adverse childhood experiences (ACEs), including abuse, neglect, and other household challenges. [Read more](#).

Blog Post on the Top Ten Procurement Challenges Facing Cities

In October 2016, GPL Director Jeff Liebman and Assistant Director Hanna

Azemati wrote about the top ten most significant procurement challenges cities are facing on the What Works Cities blog. [Read more](#).