



Dear Friends and Colleagues,

In our last newsletter, I announced the ten winners of our 2017 national competition for technical assistance - Arizona, California, Chicago, Connecticut, Florida, Illinois, Los Angeles, Maryland, New York City, and Seattle. To advance these projects and others across the country, the GPL has launched 20 new Innovation Fellows who are working on site with these governments – and with others where we have on-going work. Our results-driven contracting work as part of Bloomberg Philanthropies’ What Works Cities (WWC) initiative also continues to advance. We just began engagements with Glendale, AZ on contracting for youth recreation services, Mesa, AZ on blight remediation, and Sioux Falls, SD on procuring for professional services – bringing our WWC total to 22 cities.

Most importantly, our partner governments continue to advance innovative projects. In June, Massachusetts launched its third PFS project, which is providing vocational English language and employment services. Seattle recently released a \$30m RFP for homeless services, developed with support from the GPL, and has expanded results-driven contracting strategies to all of their homelessness services contracts. In August, Denver opened 160 new units of housing for individuals experiencing homelessness, in conjunction with the city’s Pay for Success Project launched in 2016. We look forward to building on these accomplishments with our new Innovation Fellows in jurisdictions across the country.

Sincerely,

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

Massachusetts Launches Third PFS Project

On June 15th, Governor Charlie Baker announced the launch of the Massachusetts [Pathways to Economic](#)

[Advancement](#) Pay for Success project. The project will provide vocational English language services and employment assistance to approximately 2,000 adult English language learners in Greater Boston with the goal of assisting successful

transitions to employment, higher wage jobs, and higher education. This marks the 11th PFS project launched by a GPL government partner, out of 17 launched PFS projects in the U.S. [Read more.](#)

The GPL Launches 20 New Fellows in State and Local Governments

In mid-June, the entire GPL team convened for training and strategic planning. As part of the convening, the GPL launched 20 new Innovation fellows who will be working with governments across the country.

The new fellows will primarily be working on our recently announced projects in Arizona, California, Chicago, Connecticut, Florida, Illinois, Los Angeles, Maryland, New York City, and Seattle. These projects are focused on supporting children and families, improving outcomes for young adults, and combating recidivism and homelessness.

Five California Jurisdictions Awarded GPL TA

On July 24th, the GPL announced the award of technical assistance to five new counties joining a cohort of California state and local government agencies to improve the way they contract for and deliver social services.

The five recipients are the Los Angeles Homeless Services Authority, the Napa County Health and Human Services Agency, the Placer County Department of Health and Human Services, the Santa Cruz County Human Services Department, and the Sonoma County Department of Health Services. These governments join four other governments in California already receiving technical assistance from the GPL: Alameda County, the California Department of Social Services, the City of Los Angeles, and the City and County of San Francisco. [Read more.](#)

Seattle Releases \$30 Million RFP for Homeless Services

On June 28th, Mayor Ed Murray and the Seattle Human Services Department (HSD) announced a request for proposals (RFP) for \$30 million of funding for homelessness services, the first time the City of Seattle has conducted a comprehensive competitive procurement for homeless services in more than a decade. The results-driven contracting model identified in the RFP, including the incorporation of past performance and the expansion of active contract management practices, was developed through the City's WWC collaboration with the GPL. These strategies will allow HSD to compare performance across similar programs, flag trends in the homeless population, and assess the impact of the entire homeless service delivery system. [Read more.](#)

Denver Opens Two New Housing Options for the City's Homeless

On August 24th, Denver announced the opening of 160 new housing units for individuals experiencing homelessness. The Denver PFS project is the first to include the construction of new housing units, and demonstrates how a PFS structure can allow for a community to come together in a relatively short period of time to house a vulnerable population. Read more [here](#) and [here](#).

Publication on Using Data to Make More Rapid Progress in Addressing Difficult U.S. Social Problems

In a new piece forthcoming in the *The Annals of the American Academy of Political and Social Science*, Professor Liebman describes how high frequency use of data can move agencies from static evaluation of programs to real time

improvement in outcomes and to solutions to challenging social problems. [Read more.](#)

What Works Cities Milestones

Many of our What Works Cities projects, which use results-driven contracting strategies to improve outcomes of contracted services, have reached exciting milestones:

Boston is expanding its bike share program by more than 50% without spending additional public dollars in part due to the GPL's recommended revenue share structure, which encouraged the operator to raise private sector funds for the expansion.

Louisville has implemented a strategic procurement management system, piloted in collaboration with the GPL. The city's Strategic Procurement Committee (SPC) will meet quarterly to review contracts coming up for expiration, identify those that are high-priority, and select working group staff members to analyze contract challenges and recommend improvements. The SPC will also develop and implement policies for system-wide improvements, such as incorporating a vendor report card into facilities management projects.

Wichita has applied the results-driven contracting approach to 11 recently executed grounds maintenance contracts. The City has introduced a 5% performance bonus payment for each of these contracts and is also piloting a 100% outcomes-based payment structure for one mowing company. The City's vendor base has increased by 38%, and citizen complaints to the City Manager's Office have declined significantly.

Tempe has incorporated key outcome metrics and data reporting requirements into the city's employee wellness services

RFP and invited potential vendors to provide program design suggestions as part of their RFP proposals. As a result of these efforts, the RFP, which was released in June, received 17 responses—a record for Tempe's procurements.

San Francisco's Office of Economic and Workforce Development (OEWD) is designing procurement incentives to focus American Job Center providers on helping high barrier individuals find and retain high quality employment. Providers can receive a bonus for each high barrier individual, who is placed into a job that pays significantly more than minimum wage. An additional bonus is paid to providers if individuals retain employment for at least two quarters.

The Government Performance Lab at the Harvard Kennedy School conducts research on how governments can improve the results they achieve for their citizens. An important part of this research model involves providing pro bono technical assistance to state and local governments. Through this hands-on involvement, the Government Performance Lab gains insights into the barriers that governments face and the solutions that can overcome these barriers. For more information about the Government Performance Lab, please visit our website: www.govlab.hks.harvard.edu. The Government Performance Lab is located in the Taubman Center for State and Local Government.

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