Arizona:
The Arizona Department of Child Safety (DCS) requested technical assistance in applying PFS principles to a project focused on improving the outcomes and delivery of critical services to the children and families DCS serves. Through improved service delivery and outcome-based contracts, DCS will help children achieve permanency faster and with lower likelihood of recurrent maltreatment.

Blue Forest Conservation:
Blue Forest Conservation requested technical assistance related to the development of a Forest Resilience Bond, a pay-for-success investment vehicle that would leverage private investor capital to fund forest and watershed health across the Western U.S.

California:
The State of California requested technical assistance from the GPL related to a re-design of its SNAP employment and training program, in collaboration with the State’s 58 counties, USDA, and workforce development stakeholders.

California Department of Justice:
The California Department of Justice requested technical assistance in its newly launched Office of Performance Improvement & Innovation. The Department sought assistance in improving the agency’s performance management system; adopting metrics that allow the agency to monitor and continuously improve performance; redesigning the complaints process to make agency enforcement more accessible, responsive, and data-driven; and working with programs and business units to increase business intelligence capabilities.

Chicago Family and Support Services:
In 2016 the City of Chicago’s Department of Family and Support Services (DFSS) introduced a Strategic Framework to prioritize resources and provide coordinated service delivery in the face of decreased funding and increased need. Part of the framework involves evaluating outcome goals and metrics to inform decisions. DFSS requested technical assistance as program divisions refine goals and metrics, beginning to incorporate them into grantee contracts.

Colorado:
The Colorado Lt. Governor’s Office requested technical assistance in applying PFS principles to the Governor’s Performance Management Dashboard and System. Each priority within the dashboard is comprised of 4-6 goals and 8-16 quantifiable outcome measures that in turn are driven by multiple lead measures.
Connecticut:
Connecticut’s Department of Children & Families (DCF) requested technical assistance to improve the performance of its child welfare operations, exploring an integrated quality-assurance process to ensure Connecticut’s capacity to self-monitor and sustain progress in improving agency performance.

District of Columbia
The District of Columbia requested technical assistance on an interagency effort to improve outcomes for its criminal justice reentry system through the development of modern correctional facilities geared towards rehabilitation with education, job training, and mental health services.

Denver Department of Human Services
The City of Denver’s Department of Human Services requested technical assistance on a project updating lobby areas to create a holistic approach for those seeking assistance.

Denver Homelessness
The City of Denver, through its Office of Housing & Opportunities for People Everywhere (HOPE), requested technical assistance on a regional effort to address homelessness that includes a coordinated metro-wide homeless information system and analytical capacity to leverage this information to drive performance and innovation.

Florida
The Florida Department of Children and Families (DCF), with the Florida Department of Health (DOH), requested technical assistance for a project focused on the reduction of preventable childhood deaths.

Illinois
The Illinois Governor’s Office requested technical assistance in applying PFS principles in three policy areas:
1) Prisoner reentry and recidivism—the State wants to reduce its recidivism rate through enhancing the reentry process.
2) Higher education funding—almost no funding today is tied to performance.
3) Permanency placement for foster youth—Illinois is currently last in the country in length of time for a child to achieve permanency, and the State is committed to improving.
**Los Angeles**
With $8.2 billion in procurement spending, the City of Los Angeles requested technical assistance with the goal of optimizing procurement spending, diversifying vendor options, and establishing a pay for success model across agencies and suppliers providing services for the city.

**Marin County**
Marin County requested technical assistance aimed at improving its health care system. Assistance would accelerate current plans to implement a performance improving pay for success model while evaluating its systems according to a data-driven, evidence-based, results-focused approach.

**Maryland**
Following the passage of the Justice Reinvestment Act (JRA), the State of Maryland requested technical assistance to support the implementation of JRA initiatives.

**Maryland Governor’s Office for Children, Prince George’s County**
Prince George’s County, in collaboration with the Maryland Governor’s Office for Children, requested technical assistance in its transition to an outcome-based human services system. Assistance focused on conducting a comprehensive analysis of this option, providing recommendations on gaps in data analytics, service delivery, and transitioning financing structures.

**Miami-Dade County**
In an effort to reduce chronic homelessness, Miami-Dade County requested technical assistance in adopting outcome measurements, improving cross-system data capturing, tracking trend analysis, and organizing a shift from crisis funding to more permanent housing solutions.

**Napa County**
Napa County’s Health and Human Services Agency requested technical assistance to implement the County’s Whole Person Care initiative, a State-funded pilot program designed to connect people experiencing and at risk of homelessness to Medi-Cal funded supportive services to address their housing and health care needs. The County sought GPL assistance with defining performance goals and metrics, implementing incentive payments, and using performance data to inform resource allocation.
New York
The Dormitory Authority of the State of New York requested technical assistance to analyze data to improve the outcomes of procurements and to modernize its technology systems.

New York City
The Mayor’s Office of Operations requested technical assistance on two initiatives: driving better outcomes for children as measured by 26 established metrics, and improving how the newly created Department of Veterans’ Services provides services for the 210,000 veterans of New York City.

Pennsylvania
The Commonwealth of Pennsylvania requested technical assistance to promote more effective collaboration and service delivery among its human services departments and enhance program effectiveness.

Placer County
Placer County requested technical assistance to implement the County’s Whole Person Care initiative. Assistance focused on helping the County identify target populations, share data between systems, coordinate care in real time, and evaluate health progress.

San Francisco
The City of San Francisco requested assistance to set up a procurement office or staffing model focused on aligning key social services contracts and tracking long-term outcomes.

Santa Cruz
The County and City of Santa Cruz requested technical assistance in the implementation of its results-oriented Collective of Results and Evidence-Based (CORE) Investments model, with an interest in both performance improvement and pay for success approaches.

Seattle
The City of Seattle requested GPL assistance in applying PFS principles to the service contracts in youth contracts and other human services areas.

Sonoma County
Sonoma County requested technical assistance in the development of a performance improvement project titled Project 301—the project focused on cross-department coordination of services, interventions, and resources to identify and serve 301 of the most vulnerable individuals and families in Sonoma County.
Individuals outside the GPL who were involved in our application review process:

- Steven Poftak
- Joshua Lee
- Andrew Feldman
- Peter Koziol