



Dear Friends and Colleagues,

I am excited to announce seven new winners of our national competition for technical assistance supporting performance improvement projects applying Pay for Success principles to core agency services. We will be working with Arizona, Chicago, Florida, Los Angeles, Maryland, New York City, and Seattle on projects supporting children and families, improving outcomes for young adults, and combating recidivism and homelessness. We look forward to working with these jurisdictions to help government leaders provide services more effectively and speed up progress on challenging social problems. These new jurisdictions will join three states—California, Connecticut, and Illinois—awarded technical assistance during an earlier round of the competition where we will work with state agencies on SNAP, child welfare, criminal justice, and higher education projects. This technical assistance is funded by the Corporation for National and Community Service Social Innovation Fund and generous philanthropic donors.

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

The GPL Awards TA to Seven New Jurisdictions

On May 31st, the GPL announced that it selected Arizona, Chicago, Florida, Los Angeles, Maryland, New York City, and Seattle to receive technical assistance supporting performance improvement projects in areas including child and family wellbeing, recidivism, and homelessness.

Arizona: The Arizona Department of Child Safety (DCS) will work with the GPL to improve programs supporting children and families served by DCS. The GPL will assist

DCS in developing a performance-based contracting strategy for delivery of critical services. This effort will help children achieve faster times to permanency and reduced likelihood of recurrent maltreatment.

“In Arizona, we are committed to streamlining how state government works so that it can most effectively protect our most vulnerable citizens and empower children and families,” said Arizona Governor Doug Ducey. “We are honored to be selected to participate in this year’s award and are excited to work with the

Harvard Kennedy School Government Performance Lab to advance our mission and improve the lives of Arizona's children and families."

Chicago: Chicago's Department of Family and Support Services (DFSS), which supports a continuum of coordinated services to some of Chicago's most in-need residents, is transitioning to a more outcome- and data-driven organization in order to better connect city residents and families to resources that build stability, support their well-being, and empower them to thrive. As part of that transition, the GPL will provide assistance across program divisions within DFSS by refining outcome goals and metrics to focus on lasting improvements for Chicago's residents, incorporating these goals into outcomes-based contracts, and piloting data-driven collaboration with service providers to enable real-time troubleshooting and improve outcomes for the residents DFSS serves.

"Ensuring our residents have access to the services they need is one of my top priorities," said Chicago Mayor Rahm Emanuel. "Chicago looks forward to partnering again with the Harvard Kennedy School Government Performance Lab to find new and innovate ways to use our data to deliver the best results for the people of this City."

Florida: Florida's Department of Children and Families (FLDCF) requested the GPL's assistance to help ensure services provided or funded by the agency meet the complex needs of families in the child welfare system and reduce the prevalence of child fatalities in the state. The GPL will provide technical assistance in both the FLDCF Tallahassee office and the SunCoast regional office in Tampa on projects including examining strategies for reducing childhood fatalities,

improving outcomes for families simultaneously receiving care from child welfare service providers and behavioral health service providers, and exploring opportunities to strengthen how DCF's service array meets the needs of Florida's high-risk children and families.

"At the core of DCF's mission is protecting vulnerable children and adults in our communities, and improving the services we provide to families in crisis is a key factor in preventing child fatalities," said Florida Department of Children and Families Secretary Mike Carroll. "DCF is excited to begin working with GPL to improve outcomes for the families we serve, especially those dually served in the child welfare and behavioral health systems."

Los Angeles: The City of Los Angeles is exploring creating a new Strategic Procurement Office to be run by the City's first Chief Procurement Officer. The office will focus on improving the speed, ease, and cost-effectiveness of procurements for services. This will be accomplished by conducting an end-to-end analysis of the RFP process to identify areas for improvement, creating a specialist advisory team to help departments conduct and manage their largest procurement, and centralizing some key procurements with citywide value to produce better results by re-orienting contracts to focus on outcomes. The GPL will provide technical assistance to the Mayor's Office to help design and launch this new Strategic Procurement Office and reinforce a culture that focuses on innovation, performance, and results.

"For years, the City has been interested in improving the way it contracts for services to provide an excellent experience for vendors, a faster turnaround for departments, and better value for taxpayers," said Los Angeles Deputy Chief

of Staff Matt Szabo. “The City is excited to work with the Government Performance Lab to help make this vision a reality.”

Maryland: In May 2016, Maryland Governor Larry Hogan signed the Justice Reinvestment Act (JRA) into law. This criminal justice reform legislation aims to enhance public safety by reducing Maryland’s prison population and increasing investment in programs to reduce recidivism rates, treat substance abuse, and enhance community supervision practices. The Government Performance Lab will provide technical assistance to the Governor's Office for Children and the Governor’s Office of Crime Control and Prevention to support the implementation of JRA initiatives. This includes designing and negotiating outcome-based contracts with organizations providing services that are alternatives to incarceration, integrating performance improvement strategies into law enforcement grants and other JRA programs, and assisting with performance metric development and data integration.

“Breaking the cycle of crime and recidivism requires an all-hands-on-deck approach,” said Maryland Governor Larry Hogan. “Maryland’s partnership with the Government Performance Lab, which uses innovative strategies and evidence-based solutions, will help achieve our administration’s goal of enhancing public safety and well-being for our citizens. We thank the Social Innovation Fund and Harvard Kennedy School for their role in making this partnership possible.”

New York City: The GPL will place staff in the NYC Mayor’s Office of Operations to focus initially on two performance management projects: developing a results-based Citywide Children’s Budget, and establishing priority performance metrics for the new Department of Veterans’

Services (DVS). Working in collaboration with the Mayor’s Office for Economic Opportunity (NYC Opportunity), the GPL will provide technical assistance to develop a results-based Children’s Budget. The project, a priority of the City’s Children’s Cabinet, will help policy leaders better understand and drive outcomes for children as measured by 26 indicators of child well-being. The GPL will help the City analyze city-wide spending on services for children, identify gaps in services, and enhance the impact of spending through performance improvement. The GPL will also help the City’s new Department of Veterans’ Services set up a performance tracking system that can enable real-time monitoring of trends amongst the veterans population. This information will enable DVS to prioritize and match resources based on need and track its progress against its goals related to veterans’ housing; health; and education, employment, and entrepreneurship.

“In New York City, we have bold goals, and we also hold ourselves accountable,” said New York City Mayor Bill de Blasio. “Working with the Government Performance Lab will allow us to deepen our work in critical areas – making sure our investments in supporting New York City’s children and veterans are targeted and effective. We look forward to working with the Lab to deliver real results for New Yorkers.”

Seattle: The City of Seattle requested GPL assistance to support the Youth and Family Empowerment division of the Department of Human Services with the development of a services strategy to achieve better outcomes for criminal justice-involved youth aged 18-24 through an upcoming Community Safety RFP in coordination with broader City efforts to reduce youth violence in Seattle’s highest risk

neighborhoods and support youth and young adults in the transition to adulthood.

“Seattle is experiencing an unprecedented economic boom, yet too many youth of color are being left behind,” said Seattle Mayor Ed Murray. “We must eliminate institutional barriers that prevent vulnerable young people from getting an opportunity—we can achieve that by understanding which programs deliver the best long-term results. With the help of the Harvard Kennedy School Government Performance Lab, we can ensure our resources produce the opportunities young people need. Ultimately, their health is essential to the health and future of our city.” [Read more here.](#)

Professor Liebman Presents on State of the WWC Initiative

In March, GPL Director Jeffrey Liebman presented at the 2017 What Works Cities Summit to an audience of 350 leaders from 91 cities across the country. Professor Liebman reflected on the state of the initiative and discussed the potential for results-driven contracting to improve outcomes nationwide. As of May 2017, the GPL has worked with 19 mid-size cities to improve the results they achieve with their contracted dollars through results-driven contracting strategies. Read about our project with Seattle, and how the city is implementing results-driven contracting practices to improve outcomes for people experiencing homelessness [here](#).

Article on How Business as Usual Can Be the Riskiest Procurement Approach

On April 13th, GPL Director Jeffrey Liebman published an article for Route Fifty discussing the top insights about procurement and contracting from the 2017 What Works Cities Summit, including how

leaders are leveraging procurements to advance their city’s priorities. [Read more.](#)

Gov Innovator Interview on Results-Driven Contracting

On April 20th, the Gov Innovator podcast featured GPL Director Jeffrey Liebman speaking on transforming the culture of procurement in state and local government through results-driven contracting. [Listen here.](#)

Video on Tackling Homelessness in Seattle

In late March, What Works Cities released a video describing the GPL’s project improving homelessness outcomes through results-driven contracting in Seattle. By restructuring its contracts, setting up a system to track performance, and actively managing its contracts with service providers, Seattle is making progress in connecting individuals experiencing homelessness to permanent housing. [Watch the video.](#)

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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