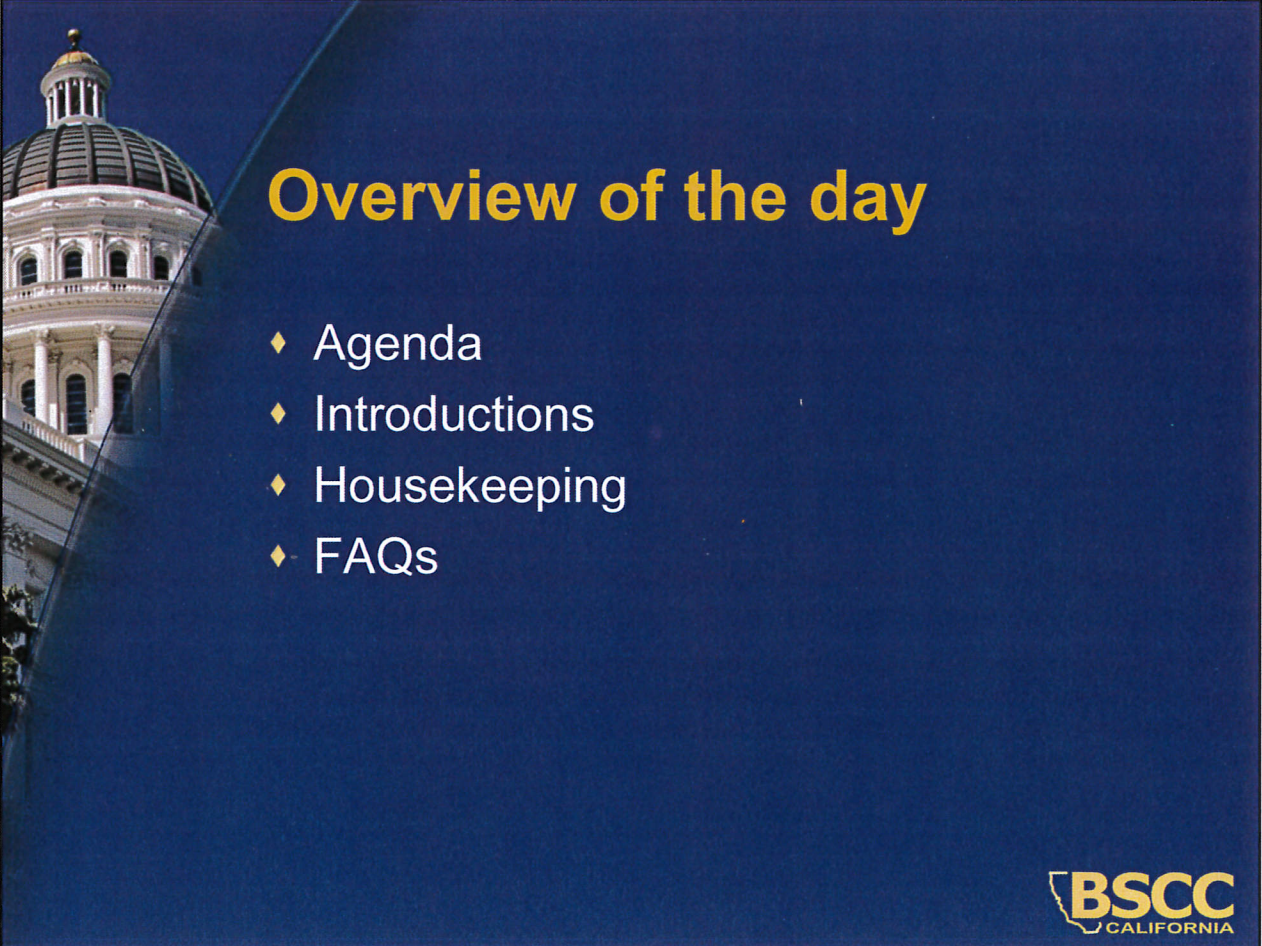


BOARD OF
STATE AND
COMMUNITY
CORRECTIONS  **BSCC**
CALIFORNIA

2015 Bidders' Conference


Pay For Success (PFS) Grant Project

★ LEADERSHIP ★ EXCELLENCE ★ SUPPORT ★



Overview of the day

- ◆ Agenda
- ◆ Introductions
- ◆ Housekeeping
- ◆ FAQs

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CALIFORNIA

**HARVARD GOVERNMENT
PERFORMANCE LAB**
John F. Kennedy School of Government

Ryan Gillette

Assistant Director

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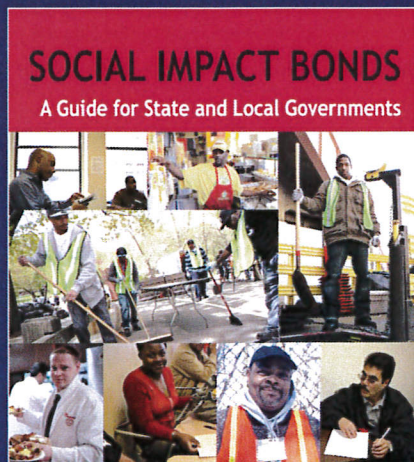
Ashley Zlatinov

California Government Innovation Fellow

Ashley_zlatinov@hks.harvard.edu



The Harvard Government Performance Lab



Available at hks-siblab.org

- Pro-bono, exclusively government-side TA provider
- Embedded Government Innovation Fellows with access to senior Harvard faculty and national network of innovative government leaders
- **Work includes:**
 - Cost benefit, evaluation and financial analysis
 - Programmatic feasibility consultation
 - Procurement assistance
 - Internal capacity-building



The Opportunity

STATUS QUO

Governments often know little about effectiveness of social service spending

Community providers endure annual funding uncertainty and underinvestment

Not making rapid enough progress in solving social problems

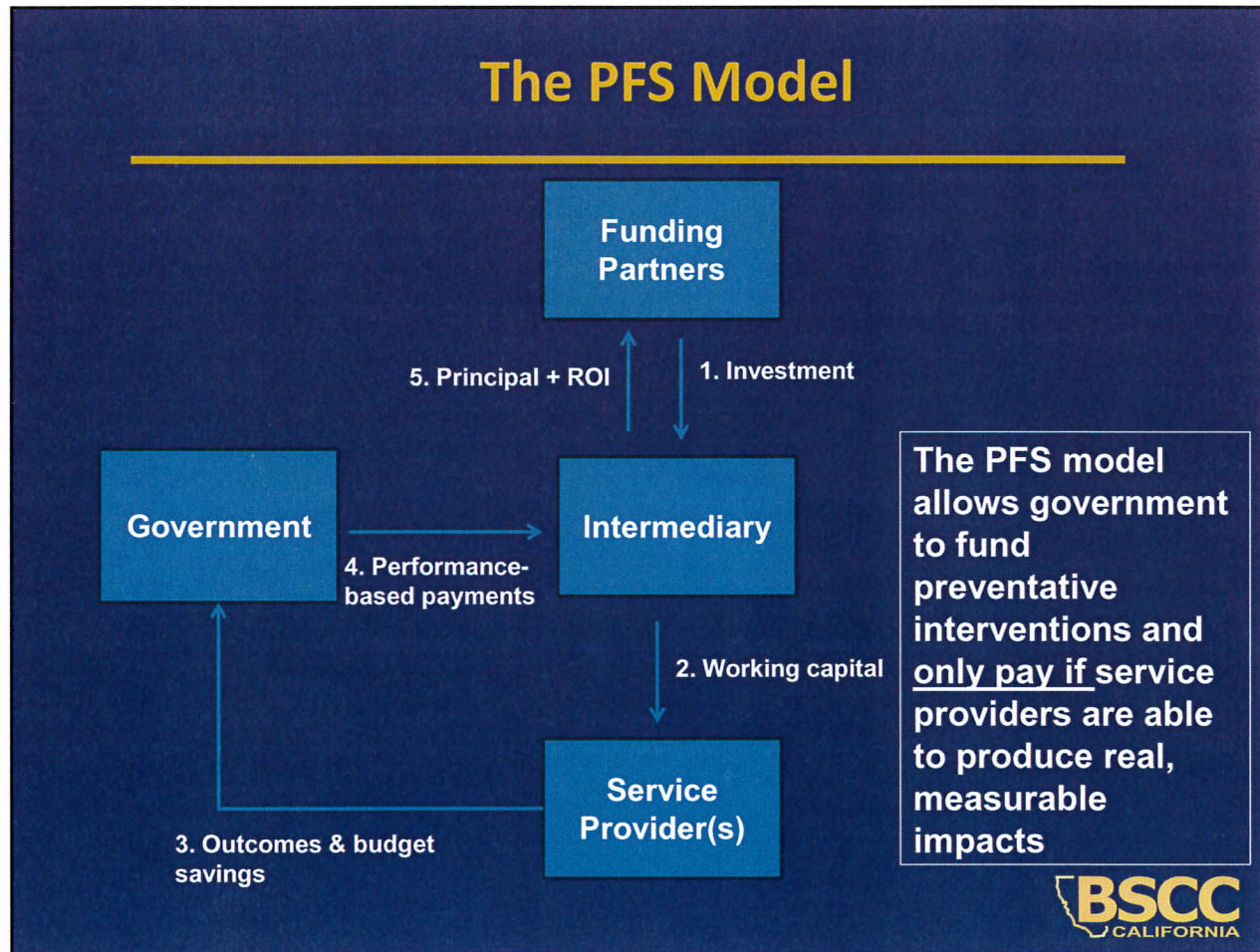
PAY FOR SUCCESS

Provides community providers with upfront working capital to support capacity building and service delivery

Systematically scales successful innovations, focusing on prevention

Produces ongoing learning about what works, allocating government funds only if/when outcomes achieved

The PFS Model





BSCC Grant Process

- ◆ Board Authorization
- ◆ Executive Steering Committee
- ◆ RFP Development
- ◆ Fair and Equitable Process
- ◆ Transparency



Assembly Bill 1837

- ◆ \$5 million
 - ◆ \$250,000 for administrative expenses
 - ◆ \$4.75 million for projects
- ◆ Purpose – reduced recidivism
 - ◆ Three counties funded
 - ◆ \$2 million max, \$500 K min per project
 - ◆ 10% of award retained by county for administrative expenses
 - ◆ 90% of award retained to repay investor
 - ◆ 100% county match requirement



Assembly Bill 1837

Projects should :

- ◆ Address social needs that are unmet, high priority, and large-scale;
- ◆ Address target populations that are well-defined and can be measured with scientific rigor;
- ◆ Result in outcomes that are credible and readily available by cost-effective means;
- ◆ Propose interventions that are highly likely to achieve targeted impact goals;
- ◆ Be carried out by proven service providers that are prepared to scale with quality;
- ◆ Include safeguards to protect the well-being of the populations served; and
- ◆ Be cost-effective programs that can demonstrate financial saving



Assembly Bill 1837

Grants should include:

- ◆ Description of social program
- ◆ Description of organization's experience in providing the proposed social program
- ◆ Identification of each component of the social program to be provided
- ◆ Description of the manner in which the social program will be provided'
- ◆ Description of the selection process for program participants
- ◆ Proposed success measures
- ◆ Itemization of expenses
- ◆ Description of how final payments are structured and calculated
- ◆ Description of all parties to the contract



Assembly Bill 1837

The legislation also states that the county proposals should include:

- A description of the program
- A description of the provider's experience in delivering the program
- The identification of each component of the program
- A description of how the program will be provided
- A description of how program participants will be selected
- How the program will be measured for success
- An itemization of expenses
- A description of how final payments to the investor will be structured and calculated
- And description of all parties to the contract – including the investor, evaluator, program provider and intermediary if one is used



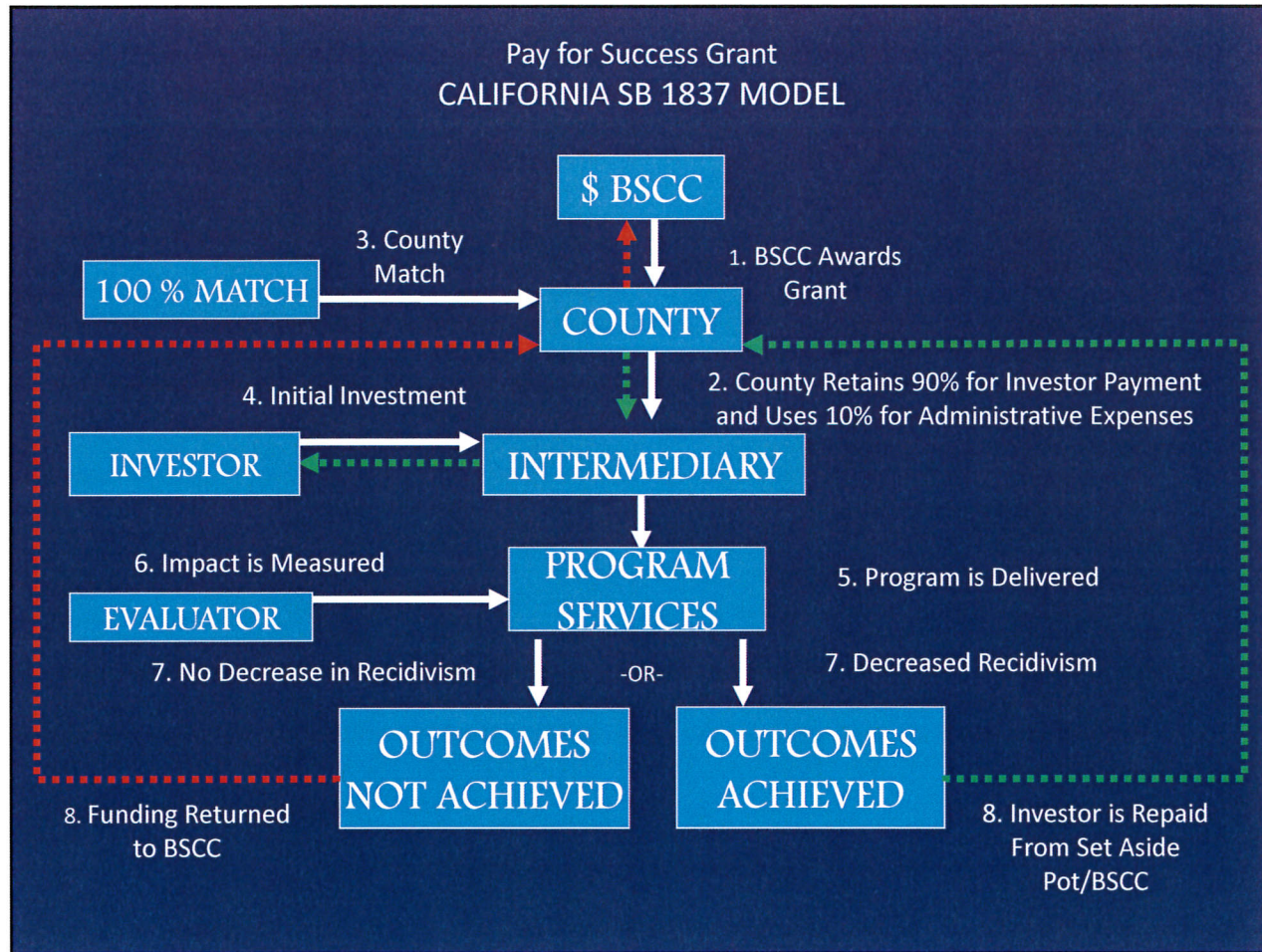
Assembly Bill 1837

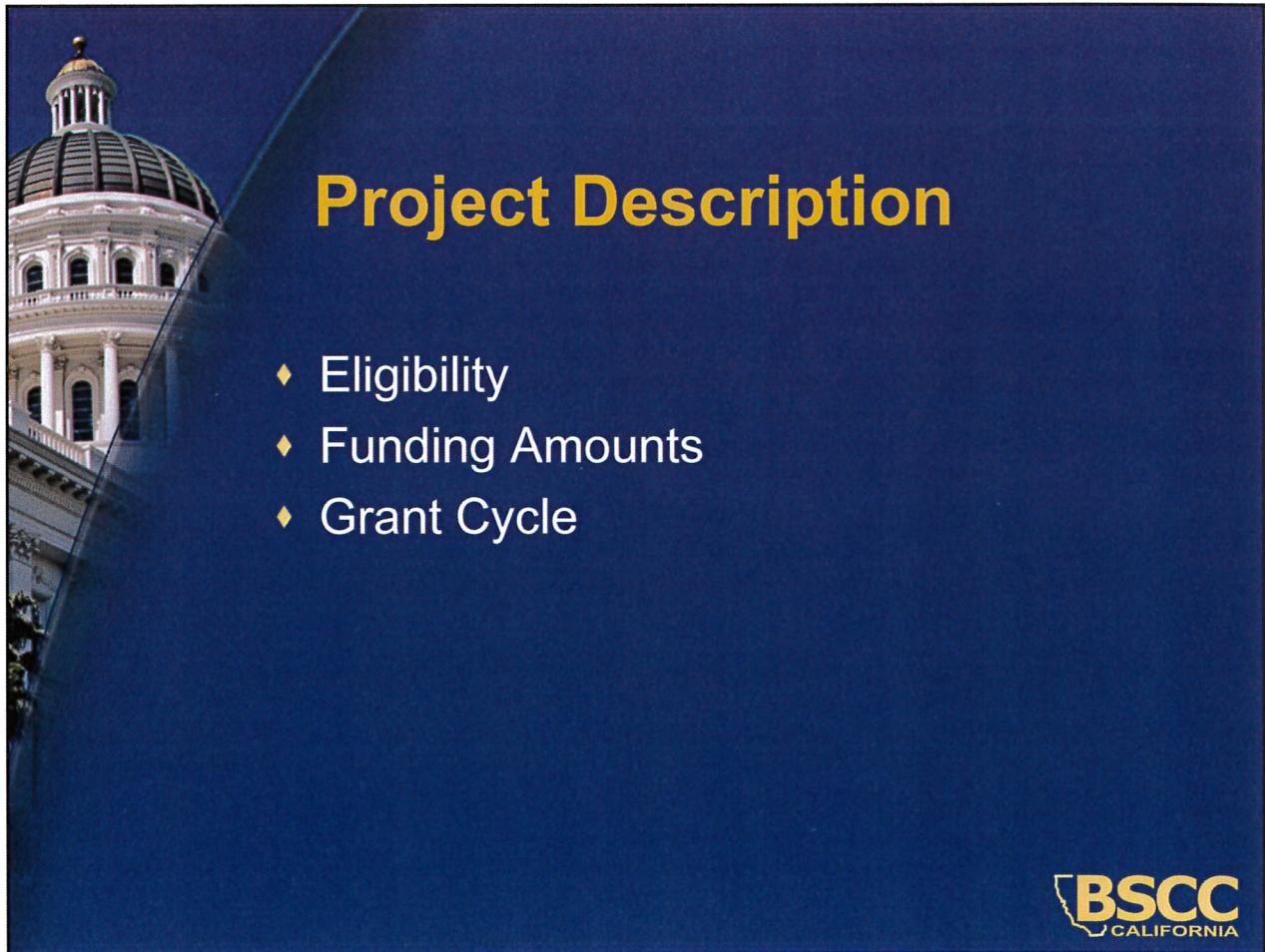
- ◆ County contracts should include:
 - ◆ Requirement that repayment is conditioned on achievement of pre defined outcomes
 - ◆ A process that includes a county selected independent evaluator to monitor and determine whether those outcomes have been achieved.
 - ◆ The amount and timing of payments
 - ◆ A determination that the contract will result in performance improvements and budgetary savings if outcomes are achieved

Assembly Bill 1837

- ◆ Unused funding reverts to the state
- ◆ Annual county reporting requirement
- ◆ BSCC compiles annual reports and prepares annual report to the Governor and Legislature
- ◆ Program sunsets January 1, 2020
- ◆ Projects likely to be awarded for a 2.5 to 3 year period








Project Description

- ◆ Eligibility
- ◆ Funding Amounts
- ◆ Grant Cycle





Technical Assistance

- ♦ Available through a fellowship with the Harvard Kennedy School Government Performance Lab
- ♦ Contact Joyce Carroll
Joyce.carroll@bscc.ca.gov





Project Goal and Design

- ◆ Recidivism Reduction
- ◆ Key Players
- ◆ Ramp-up Period
- ◆ Target Population
- ◆ Evidence-Based Practices





What Do We Mean By Evidence-based?

There are different forms of evidence:

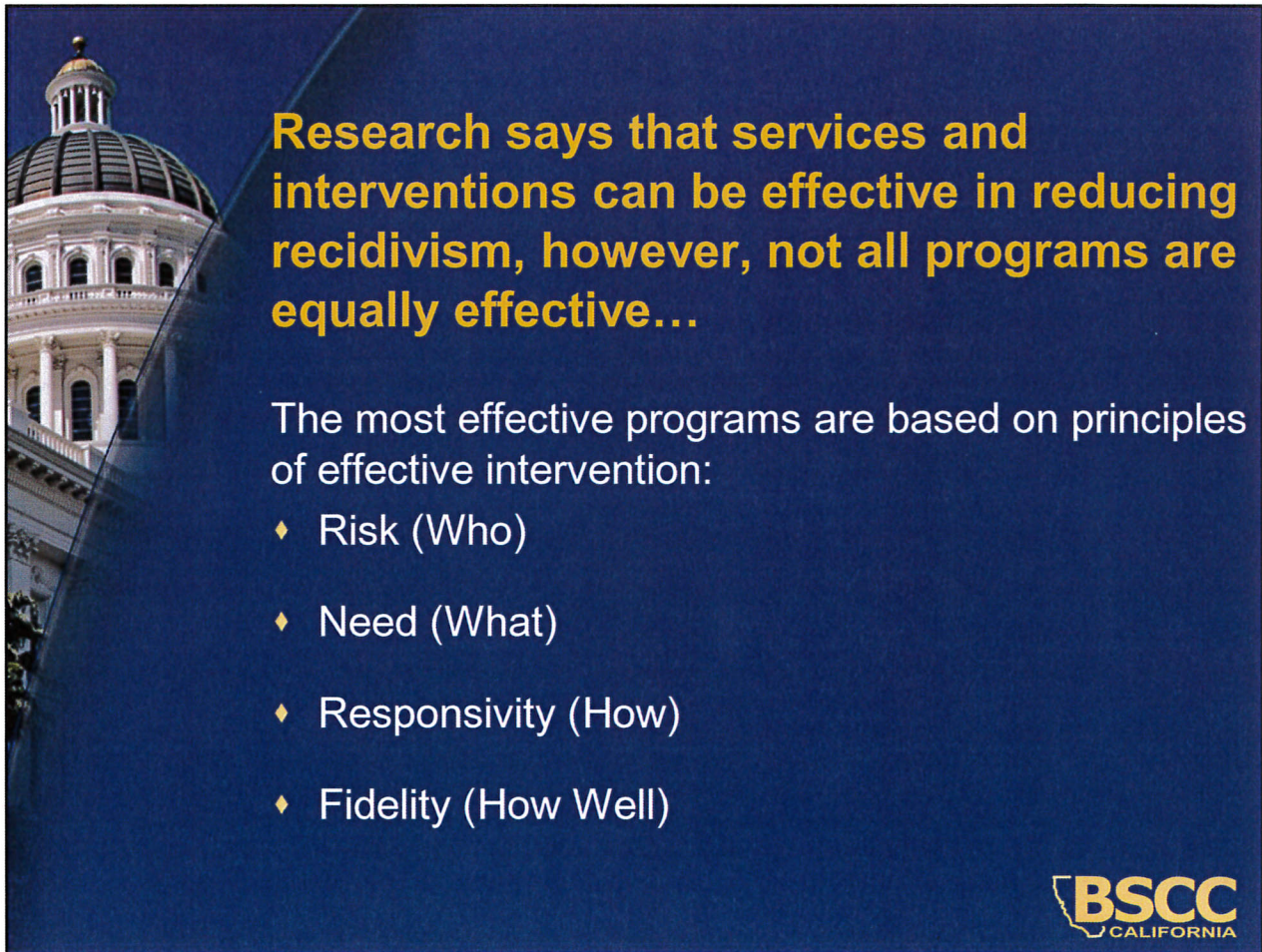
- The lowest form is anecdotal evidence; stories, opinions, testimonials, case studies, etc. – No concrete data but it often makes us feel good
- The highest form is empirical evidence – research, data, results from controlled studies, etc. - but sometimes it doesn't make us feel good



Doing “what works”.

This means evidence exists that the program or intervention is effective in reducing recidivism.


Effectiveness is demonstrated through empirical research – not stories, anecdotes, common sense, or personal beliefs about effectiveness.



Research says that services and interventions can be effective in reducing recidivism, however, not all programs are equally effective...

The most effective programs are based on principles of effective intervention:

- ♦ Risk (Who)
- ♦ Need (What)
- ♦ Responsivity (How)
- ♦ Fidelity (How Well)

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EBP and the PFS Grant Project

The use of EBP is woven into the rating criteria.

Applicants should be able to adequately describe the evidence that demonstrates the proposed intervention will work.

Describe why it is suited to the need and objectives described in the application for funding.

How the principles of effective intervention are addressed in the project

Grant Requirements

- ♦ Contract Development
 - ♦ Investors
 - ♦ Philanthropic Foundations
 - ♦ Evaluators
 - ♦ Service providers
 - ♦ Intermediaries
- ♦ Non Binding Letters of Intent
- ♦ Letters of Agreement
- ♦ Board Resolution



Grant Requirements Cont.

- ◆ Independent Evaluator and Program Evaluation
 - ◆ Identify performance objectives that demonstrate recidivism reduction is due to project's methodologies
 - ◆ Identify process for determining whether performance targets have been met
 - ◆ Identify research design
 - ◆ Contribute to progress reports and Annual Reports

Grant Requirements Cont.

- ◆ Reporting Requirements
 - ◆ Readiness to Proceed Progress Report (due at month 4)
 - ◆ Six-Month Progress Reports (to include program and financial information)
 - ◆ Annual Reports
 - ◆ Final Annual Report - Project Evaluation



Grant Requirements Cont.

- ♦ Monitoring and Project Assessments
 - ♦ Periodic monitorings by BSCC for program compliance and fiscal review
 - ♦ Program Assessment to determine the extent to which effective correctional practices aligned with recidivism reduction are being used by project
 - ♦ Technical assistance and training

