FYSB Family & Youth Services Bureau

Runaway and Homeless Youth Training & Technical Assistance Center

Connect with Us!

FYSB

(w) acf.hhs.gov/programs/fysb

RHYTTAC

(p) 888.290.7233

(w) rhyttac.net

(e) info@rhyttac.net

(fb) /rhyttac

(tw) @rhyttac

NSPN

(w) nspnetwork.org

(e) info@nspnetwork.org

(fb) /nspnetwork

(tw) @nspntweets

Outcomes Contracting Toolkit for Runaway and Homeless Youth Programs

Runaway and Homeless Youth Training & Technical Assistance Center

Operated by:

National Safe Place Network

Table of Contents

This document was prepared by Third Sector Capital, partners of National Safe Place Network and paid for by the Family and Youth Services Bureau (FYSB) for runaway and homeless youth (RHY) grantees.

About Third Sector

"Social service delivery is serious, complex, and expensive. Governments at all levels are the largest funders of social sector programs, spending trillions of dollars per year on these programs. Philanthropy provides billions of dollars more to catalyze and supplement those programs. And yet, this massive universe of funding is often not allocated based on which programs are the most effective. We see a need to change that by helping entities connect resources to results. By doing so, we can drive systematic improvements in services that advance people's lives.

Third Sector uses public funding and data as levers to impact how governments, providers, and their partners work with and improve the lives of the people they serve. This process leads to quantifiable improvements in people's lives by creating new incentives to inspire sustainable operational changes.

We work alongside communities to help realize a thriving future of educational opportunity, economic mobility, housing stability, and physical and mental health. In order to improve lives at scale, we advise communities on shaping equitable systems. In this process we bring to light systemic biases based on factors such as race, ethnicity, income, and location. We seek out and elevate diverse local perspectives and foster an inclusive environment where these voices are centered in the decision-making process. We acknowledge the responsibility that comes with directing resources. We embrace an equity-centered approach that leverages data and best practices, while involving those closest to the challenge in designing effective solutions.

When our work is complete, organizations entrusted to use public and private funds will have the systems, tools, and data to do more and do better for the people they serve."

INTRODUCTION

Youth and young adults experiencing homelessness face a range of multifaceted needs and compounding barriers to self-sufficiency. Funding from Family and Youth Services Bureau (FYSB) provides critical emergency shelter, basic needs, transitional living, skills training, and other supports. While this funding provides a critical set of resources, it is part of a network of programs that offer a suite of customized services that align with the needs of Runaway and Homeless Youth (RHY). In addition to facing funding shortages, youth and young adults experiencing homelessness and RHY programs are forced to navigate multiple siloed and disjointed social service systems creating additional burden to accessing services or limiting the range of allowable services.

Outcomes contracting is an effective way to break down silos and align public sector resources to programs that make a significant difference in communities. Outcomes contracting allows communities to focus on the more impactful changes that result from a program (outcomes), rather than its resources and activities (inputs and outputs). As a result of this focus, outcomes contracting creates the structure to bring together a diverse set of stakeholders around clear goals and increases accountability through funding mechanisms that incentivize providers to meet or exceed outcomes goals that will measurably improve the lives of people in need.

Leaders at the national level are increasingly focused on the achievement of better outcomes for those populations continuing to experience outcome disparities, like runaway and homeless youth. In 2018, a bipartisan congressional effort resulted in the Social Impact Partnerships to Pay for Results Act (SIPPRA), a new $100 million fund, which allows states and local governments to leverage federal government funding to pay for measurable outcomes. There is an opportunity for RHY programs to begin preparing for upcoming SIPPRA applications that could advance your implementation of outcomes contracting.

This Outcomes Contracting Toolkit provides information, resources, and exercises on how RHY programs can work with government agencies and other stakeholders to develop the elements of an outcomes contract appropriate for supporting RHY programs in your community. This toolkit:

- Builds off existing tools, frameworks, and resources developed to support RHY programs that receive FYSB grants;
- Outlines the essential elements of an outcomes contract and demonstrates how each element ties to a finalized outcomes contract;
- Uses exercises to guide RHY programs through key questions necessary to arrive at a project hypothesis that can be a launching pad for an outcomes contract; and
- Calls out crucial SIPPRA considerations to inform a future application for available federal funding in conjunction with a state or local government.

OVERVIEW OF OUTCOMES CONTRACTING

Social service delivery is serious, complex, and expensive. Though there exist a range of social services with a strong evidence base, effective programs often struggle with a lack of sustainable and reliable funding. In parallel, governments at all levels are the largest funder of the social sector, spending trillions of dollars per year. Yet, despite this massive universe of funding, effective programs are often not funded in a way that adequately covers the cost of high-quality services. There is a need to change that by helping entities connect resources to results. By doing so, there is an opportunity to drive systematic improvements in services that measurably improve people's lives.

Outcomes contracting is an effective way to unlock public sector dollars and drive resources to programs that make a significant difference in communities. This shift towards outcomes, or an outcomes orientation, refers to a focus on the more impactful changes that result from a program (outcomes), rather than its resources and activities (inputs and outputs). Implementing an outcomes contract brings together service providers, government agencies or public-funded entities, and evaluators to align on shared goals and drive public resources toward programs that succeed in measurably improving the lives of people most in need.

Outcomes contracting ensures funding is driven towards effective services to measurably improve life outcomes

Components of an Outcomes Contract

Stakeholder Engagement

All components are developed in close collaboration with a community of agencies, funders, and providers, and service recipients

Goals

Provider and agency partners identify shared goals they collectively want to achieve for a defined population

Metrics

Both the provider and the agencies will measure progress against quantifiable metrics that have been mutually agreed upon

Data sharing & evaluation

The agency and provider plan to collect and share data on those metrics during the contract or grant period (and afterwards) to ensure accountability

Continuous improvement process

Providers are given flexibility to innovate service delivery based on learnings from data and continually improve outcomes, in partnership with agencies

Funding and incentive structures

Providers that meet or exceed outcomes goals & measurably improve lives will be rewarded through both financial & non-financial incentives from agencies

Pay for Success (PFS) is one form of outcomes contracting where an entity (often a government) agrees to pay for outcomes achieved (rather than on a fee for service basis). In PFS projects, third party funding is often used to bridge the timing gap between government payments and the upfront capital needed to implement the program. Government payments can be used to pay for mutually agreed upon outcomes, like improved high school graduation rates among homeless or disconnected young adults ages 18 to 21 in a particular county, for example.

Outcomes contracts can be implemented across issue areas, including education, health, justice, workforce development, and children and families. A case study example is included in Appendix A.

Outcomes contracting allows all parties to benefit by aligning priorities around a shared goal. Service providers can access upfront public funding that enables them to scale (if desired) and focus on adapting proven support services to best meet the needs of underserved populations. In addition to unlocking funding for effective programs, outcomes contracting can help governments and providers collect and share more effective and reliable data to measure program impact and identify what works. Outcomes contracting ultimately builds all stakeholders' collective capacity and data infrastructure to align resources with results that make a difference. As described in the existing RHY resource "Here for Good", "The [Pay for Success] model was developed for organizations serving particularly hard-to-reach populations where success can be hard to achieve." (https://www.rhyttac.net/assets/docs/Resources/Sustainability%20-%20Here%20For%20Good%20-%20WEB.pdf)

THE SOCIAL IMPACT PARTNERSHIPS TO PAY FOR RESULTS ACT (SIPPRA)

The Social Impact Partnerships to Pay for Results Act (SIPPRA) resulted from a bipartisan congressional effort that launched a new $100 million fund available to states and local governments to leverage federal funding to pay for proven outcomes (https://home.treasury.gov/services/social-impact-partnerships/sippra-pay-for-results). SIPPRA will be used to fund three core activities: outcomes payments, feasibility studies, and evaluation and oversight costs. State and local governments are eligible to apply for this funding. The information below is solely informative to contextualize SIPPRA's relevance for RHY programs and is not direct guidance or language from the Department of the Treasury.

The first Notice of Funding Availability (NOFA) of approximately $66M is specifically for outcome payments based on evaluated impact and federal financial value generated. Proposals can be for any contracts that tie payments to outcomes, regardless of if upfront funding from third parties is used (https://www.govinfo.gov/content/pkg/FR-2019-02-21/pdf/2019-02852.pdf). The applications for this Round 1 NOFA were due May 22, with four key requirements to access this funding:

- **Outcomes Based Contract:** State or local government leads the proposal, where government is renewing/expanding an existing outcomes-based contract with a service provider(s)
- **Evaluation Plan:** Evaluator is committed to agreed-upon evaluation plan to validate outcomes and federal cost savings, which includes a completed baseline outcomes analysis for the eligible population and signed MOUs or MOAs for integrated data sets to support outcome validation and program referrals
- **Evidence-Based Program:** Implementation plan for documented evidence-based services to achieve 1 of 21 eligible outcomes
- **Federal Value:** SIPPRA outcome payments will only be disbursed for up to the federal cost savings achieved through the program's outcomes, requiring the government and provider agree on the level of impact possible and cost analysis or return on investment of outcomes that tie to federal savings for the specific population

The second Notice of Funding Availability (NOFA) of an estimated $10M will cover up to 50% of feasibility study costs. Feasibility studies enable local or state governments to bring partners together to build an outcomes contract that generates outcomes tied to federal cost savings or value. The application requirements include the same four requirements as round 1 outlined above, as well as a sustainable funding plan. Applications will be released in the summer or fall of 2019. A feasibility study will help providers achieve a shared vision with government partners engaged as active collaborators aligned on the four SIPPRA parameters:

- **Outcomes-Based Contract:** Convene stakeholders from across siloes and determine contracting options
- **Data Sharing and Evaluation:** Build infrastructure necessary to share data and determine an evaluation plan to better inform services and policy making
- **Evidence-Based Program:** Prioritize outcomes tied to program's logic model, evaluate outcome track record, assess population needs, and define referral pathways
- **Federal Value:** Determine the financial value of outcomes and design an economic model to test scenarios for an outcomes contract

SIPPRA is an exciting opportunity to pursue and/or solidify your relationships with your local or state government. Particularly with the available funding to pursue outcomes contracting, this toolkit can help you begin the process to building an outcomes contract that ties to measurable and meaningful outcomes value for the federal government. Through the following toolkit, RHY programs will be well-positioned to partner with their local or state government to apply for SIPPRA Round 2 NOFA funding. Learn more and receive the most up to date information: https://home.treasury.gov/services/social-impact-partnerships/sippra-pay-for-results

Opportunity for RHY Grantees to Utilize Outcomes Contracting

As noted in the "Here for Good" sustainability guide, "RHY grantees offer standard core services, yet they also vary in significant ways depending on the needs of the young people in their communities (https://www.rhyttac.net/assets/docs/Resources/Sustainability%20-%20Here%20For%20Good%20-%20WEB.pdf). Those needs are deep and growing in many places, and FYSB grants rarely cover all of a program's costs. For that reason, successful programs work hard to build other sources of support by cultivating private donors and foundations and by establishing cost-sharing collaborations with other non-profit organizations that can extend the reach of their services." Sustainability is an opportunity to continue doing what works best while shaping programs that the local community and funders will enthusiastically embrace and support.

Runaway and homeless youth are not only experiencing housing instability, but for a number of reasons, lack the family support many other youth are provided. To effectively provide services to runaway and homeless youth, coordination across government partners is necessary. The supports needed range from navigating public assistance housing, food, temporary aid, employment and education training programs, or mental health and substance use supports, to providing highly individualized planning and case management to ensure each youth's unique path is taken into account.

Outcomes contracting is an opportunity to solidify the relationships between these various components that can provide a comprehensive suite of services to set runaway and homeless youth on the path to stability. By increasing coordination across siloed agencies in a formal contracting structure, an outcomes contract can bring together key stakeholders to agree upon outcomes that are most meaningful for the jurisdiction's runaway and homeless youth and programs that work towards these outcomes. More so, traditional contracting is often compliance driven, with strict and complex reporting and fiscal tracking requirements, and centered on service delivery conforming to government requirements. Since RHY grants were always meant to fund startup projects in communities, not to be a primary, ongoing source of support, outcomes contracting allows the stability of a sustainable public funding stream that in parallel enables flexible service delivery.

Federal funding for outcomes contracting is grounded in supporting programs that already have a strong evidence base of what works. Partnering with your local or state government to pilot an outcomes contract and measure outcomes through an agreed-upon evaluation allows you to continue building the evidence that your program works. The opportunity to both acquire new sources of sustainable funding and to inform the national focus on outcomes, pointing leaders to runaway and homeless youth populations and programs, is prime for an outcomes contracting approach.

About the Toolkit

The toolkit will allow RHY programs to build an initial hypothesis structure for an outcomes contract. Using a hypothesis driven approach will allow programs to clarify an outcomes contract vision that can be presented to state or local governments; the hypothesis can also be used to prepare stakeholders for a SIPPRA application.

Though this toolkit can be worked through individually by RHY programs, this toolkit is best completed in partnership with a diverse group of stakeholders. By engaging with partners to complete the toolkit, RHY programs will conduct conversations around what a project looks like and arrive at a hypothesis, or elevator pitch, that is consistent and shared, and has been created in tandem with all partners.

Full Hypothesis

The full hypothesis that will be completed by the end of the toolkit is below.

[RHY program name] is seeking to provide [RHY program services - Basic Center Program/Transitional Living Program/Street Outreach Program] for [RHY program-specific population characteristics and size]. [RHY program] will do so in collaboration with [State/County X]'s Department of [Housing, Education, Labor/Workforce Development, Medicaid, Health and Human Services] and [xyz referral/service delivery/other partners]. [RHY program] will use [engagement methods] to foster collaboration across these entities and elevate the voices of service recipients in design and execution.

These services will improve [XYZ short and long-term outcomes]. Chosen outcomes may map to [XYZ of cost savings or value generated] for the [local, state, and/or federal] government.

Data used to measure project success will utilize [XYZ data sources] including [XYZ data sources] already used by [RHY program name] and [XYZ] administrative data sources. The program will use the data every [week/month/quarter/time period] to adapt and improve the program in [xyz ways].

[XYZ] payment incentive and/or [XYZ] process incentive(s) for outcomes will be potentially used in the contract.

Example Hypothesis

An example hypothesis is outlined below. Please note this example is hypothetical and is not based off a specific RHY program.

Housing for Youth is seeking to provide semi-supervised independent living, education, and life skills training for up to 50 runaway and homeless youth with a history of substance abuse over a five-year period. Housing for Youth will do so in collaboration with the Common County's Department of Children and Family Services and Office of Homelessness. Housing for Youth will use in-person facilitated meetings to foster collaboration across these entities and elevate the voices of service recipients in design and execution.

These services will improve well-being and self-sufficiency outcomes, measured in the short-term by enrollment in an educational course, in the mid-term by improved educational attainment and employment placement, and in the long-term by reduced rate of homelessness and reduced ER utilization or other high cost care. Chosen outcomes will utilize Housing for Youth's existing ROI tools to map cost savings for the state and federal government.

Data used to measure project success will utilize data sharing agreements that enable Department of Housing administrative data to be linked to Department of Labor, Medicaid, and Department of Education data, as well as case management data already collected by Housing for Youth. The program will use the data every month to adapt and improve the program by understanding changes in skills training enrollment and progress month over month and adapt case management services.

The end payer will pay performance contingent bonus payments based on the achievement of short and long-term housing, health, education, and workforce metrics.

Instructions

RHY Program Selection

Please select one RHY grantee program to focus on throughout the toolkit. The toolkit can be repeated for additional programs as needed. We recognize that local context matters and that capacity to engage in this work will vary across RHY programs.

While the toolkit is applicable across all FYSB-funded RHY programs, we recommend using the TLP or MGH programs as FYSB funding and services are provided over the longest period of time.

- The Basic Center Program (BCP) funds grants to community-based public and private agencies for the provision of outreach, crisis intervention, emergency shelter, counseling, family reunification and aftercare services to runaway and homeless youth and their families.
- The Transitional Living Program (TLP)/Maternity Group Home (MGH) Program provides grants to public and private organizations for community-based, adult-supervised group homes, host family homes, and scattered site apartments for youth ages 16 to under 22 years who cannot safely live with their own families. These services are designed to help youth that are homeless develop the skills necessary to make a successful transition to self-sufficient living. The TLP also funds maternity group homes, which are specifically designed to meet the needs of pregnant and parenting youth.
- The Street Outreach Program (SOP) funds grants to public and private organizations for street-based services to runaway, homeless, and street youth, who have been subjected to, or are at risk of being subjected to, sexual abuse, human trafficking, or sexual exploitation.

Before you start: If you operate multiple RHY programs, select one to use throughout this toolkit. Please circle the program name below:

Basic Center Program **Transitional Living Program** **Street Outreach Program**

This toolkit is best used in partnership with stakeholders identified below in Section One. Depending on time available, the toolkit can be used to varying amounts of depth and with varying levels of stakeholder engagement. A few options to consider:

- Complete alone within your RHY program: 5-7 hours - Bringing together staff within your program and building off your existing tools, frameworks, and documents can be the first step to creating a shared outcomes contracting vision, before workshopping with external stakeholders.
- Convene a group to work through toolkit in one day: 6-8 hours - Work through each section in a collaborative manner, using written instructions as prompts for conversation.
- Bring stakeholders together over multiple gatherings to make key decisions on each section of the toolkit: 3-4 hours per section, totaling 15-20 hours.

The first three sections will require the most time, as decisions made in the first three sections are built upon in the final sections. The final sections are also decisions that depend most on engaging a diverse group of stakeholders.

SECTION ONE: STAKEHOLDER ENGAGEMENT

Stakeholder Engagement
All components are developed in close collaboration with a community of agencies, funders, providers, and service recipients

Outcomes contracts formally and contractually work across stakeholders, especially siloed government agencies who may work with or serve these youth, to improve service coordination and continuous quality improvement. Outcomes contracts differ from traditional contracts in that stakeholders are brought together upfront to collaboratively develop the vision and design the optimal contract and program structure for the community. The process of co-creation shifts the dynamic between stakeholders from transaction based to trusted thought partners with common goals. This trust and collaboration allow for service flexibility and a move from a compliance mindset to a continuous improvement mindset.

Successful outcomes contracts require a coalition of key leaders engaged as active collaborators. Building this engaged coalition provides an opportunity to:

- Include the voices and life histories of youth served in your community in developing the vision for an outcomes contract;
- Elevate providers and service recipients as co-creators of programs and build authentic two-way relationships between providers and government agencies;
- Engage the philanthropic and business community as thought partners, issue-area experts, and connectors within the community; and
- Create forums, structures, and tools to bring together different levels of government (state, local, federal).

Exercise: Identifying Stakeholders and Understanding Current Practices

It is important to start by thinking about your current practices as outcomes contracts are meant to build off your existing practices and partnerships. Service delivery for youth and young adults experiencing homelessness is grounded in your relationships with your partners. Pausing to reflect on existing and potential new stakeholders will allow a stronger collective outcomes contracting vision.

What stakeholders do you currently engage with? Who are the stakeholders that you wish to bring to the table? Example stakeholders include: local/state/federal government departments or agencies, referral partners, service delivery providers, current or former clients, advocacy groups, evaluation experts, philanthropy, supportive political leaders, etc. Be as specific as possible in filling out the table below.

Current Stakeholders	Potential New Stakeholders to Engage

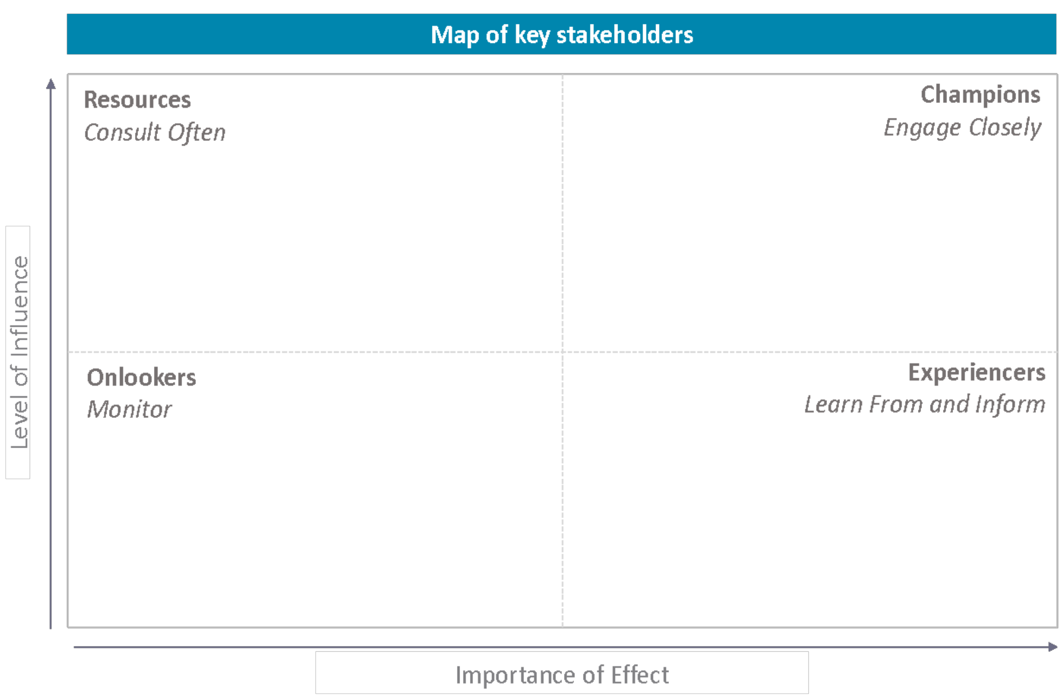
How do you currently engage stakeholders (surveys, quarterly meetings, etc.)?

Stakeholders	Current Method of Engagement	Frequency

Exercise: Mapping Key Stakeholders

Mapping key stakeholders and their motivations will help identify additional stakeholders that should be engaged in the design and implementation of an outcomes contract. Using the chart below and considering the key questions and motivations, **identify and/or map key organizations and people who influence or are affected by program implementation, denoting whether they are currently engaged or not**. Key questions to consider as you complete the stakeholder map:

- Who do you currently partner and coordinate with when delivering services?
- What other stakeholders are relevant to the program's success?
- Who has formal or informal veto power on the program? For the funding sources?
- What stakeholders are affected but commonly voiceless/not at the table? How will you include the voices and life histories of youth served by your program?
- What levels of organizations or subgroups of people would provide valuable input (e.g. agency commissioners, program manager at local agencies, etc.)?



Question: What are the risks of not engaging stakeholders on this map? What might you learn from stakeholders that have been mapped on the chart and what are the risks of not engaging them?

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Exercise: Building an Engaged Coalition

The proper channel through which to engage stakeholders depends on the topic, stakeholder, and format of the conversation. The next steps are to determine appropriate methods for stakeholder engagement, including the format, frequency, and who to include. The appropriateness of each method is dependent on the objectives of the collaboration, local context, existing relationships, timeline, and availability.

Sample methods for engagement:

	Conversation Format → EXPLORATORY		STRUCTURED
Description of Approach	• Purposeful inquiry on a bounded topic area with minimal assumptions	• Present terms, ideas, or process that is mostly determined for specific feedback	• Present terms, ideas, or process for widespread education
Objectives	• Begin an open and generative dialogue • Emphasize value of stakeholders' expertise and perspective • Set and model culture of two-way feedback • Build trust and buy-in with a focused group of representatives	• Set expectations on the discussion parameters • Emphasize efficiency and respect for participants' time • Mark areas of inflexibility vs opportunity for change • Scale engagement across a broader group of stakeholders	• Drive action and support • Emphasize actions resulting from information shared • Summarize a set of key decisions that have been made • Present factors that affected key decisions • Share information with all potential stakeholders
Methods	• Working groups, focus groups or site visits, forums or coalitions, interviews	• Advisory committee, participatory webinars, provider meetings, surveys	• Social media, press release, brochure or report

What methods of stakeholder engagement have you used? Have they been effective or ineffective at engaging certain stakeholders or achieving certain goals? What forums in the community create space for the intended stakeholders you would like to engage? Would that be an appropriate place to explore outcomes contracting?

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What methods can help reach, engage, or elevate voices of those affected but not at the table and/or those who may be hard-to-reach?

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Exercise: Path Forward and Completing the Project Hypothesis

Identify three goals for engaging stakeholders to complete the remaining sections in this toolkit. To best utilize this toolkit, refer back to this table at the beginning of each remaining exercise to ensure the correct stakeholders are a part of the conversation.

Objectives *Goals for engagement*	**Method** *Refer back to the last exercise*	**Stakeholders** *Refer to stakeholders identified*	**Frequency** *Anticipate frequency of communication*	**Next Steps** *Outline next steps for stakeholder engagement*
(1)				
(2)				
(3)				

What additional support or resources are necessary to engage stakeholders?

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Throughout the rest of this toolkit, stakeholders who need to be at the table for each set of exercises will be identified. The following abbreviations will be used to denote each type of stakeholder:

- Government: G
    - Local: G(L)
    - State: G(S)
    - Federal: G(F)
- Service Partner: SP
- Philanthropy: P
- Evaluator: E
- Families or past clients: F

Note that for each exercise, the above list of stakeholders may not fully represent the applicable stakeholders in your community, and other stakeholders can be brought into the process as you see fit.

Project Hypothesis

Below is the section of the project hypothesis that pertains to stakeholder engagement. This section will serve as the basis for the collaborative creation of the rest of the hypothesis, which will be filled in during following sections.

[RHY program name] will do so in collaboration with [State/County X]'s Department of [Housing, Education, Labor/Workforce Development, Medicaid, Health and Human Services] and [xyz referral/service delivery/other partners]. [RHY program name] will use [engagement methods] to foster collaboration across these entities and elevate the voices of service recipients in design and execution.

SECTION TWO: MEASURABLE GOALS

Goals

Provider and agency partners identify **shared goals they collectively want to achieve** for a **defined population** with a **specific services**

Recommended Stakeholder Participants: SP, G(L) or G(S)

Outcomes contracts start by building momentum and aligning stakeholders around shared goals they collectively want to achieve for a defined population with specific services. This first step helps you communicate about your RHY program, articulate the unique value proposition of your services within the local community, and build an engaged coalition (see Section One).

As local visions are defined, it is important to consider the diversity in lived experiences of runaway and homeless youth across the country and how local services are adapted to reflect the diversity among youth and young adults experiencing homelessness. It is also important to consider how services are grounded in local community context, from the landscape of other social services available to community priorities to the ways youth in your community most successfully. To determine the vision, population, and services best suited for your community, it is important to consider:

- What is the collective goal that you are trying to achieve?
- In whose lived experience are you interested in creating a change?
- How do we get to that change?
- How do the vision and services fit into the larger community landscape?

This section will walk you through how to articulate your vision, dig deeper into the lived experiences of youth and young adults experiencing homelessness in your community, and identify program components that best meet the needs of this population.

SIPPRA Consideration

SIPPRA applications require a partnership agreement between the applicant and all project partners. The partnership agreement must either be signed or, if submitted in draft form, must be accompanied by signed letters of intent to enter into such an agreement should the application be successful. To complete the partnership agreement for the SIPPRA application, partners must be not only identified but aligned and committed to the outcomes contracting vision and goals. These exercises will allow you to work towards a partnership agreement to apply for SIPPRA funding. https://home.treasury.gov/services/social-impact-partnerships/sippra-pay-for-results.

Exercise: Articulating a Collective Vision

Future Vision: Close your eyes. Imagine you have fallen asleep and wake up in five years. You see in the news powerful stories of all the individuals you had worked with through RHY. These individuals are thriving. In what ways are the individuals thriving? How do you know they are thriving?

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Goal Statement: Using the example goals below, write down the initial one-sentence goal statement for the impact you wish to have on youth and young adults experiencing homelessness in your community. This vision will guide you through the following exercises. This vision statement is a working document and can be refined as you complete additional exercises.

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Example Goals*:*

The Basic Center Program	Transitional Living Program	Street Outreach Program
Example: Meet the immediate needs of runaway and homeless youth under 18 years old who need help navigating their way back to a safe and secure home	Example: Give older homeless youth, age 16-21, the support they need to be successful adults	Example: Help homeless, runaway and street youth find stable housing and services and prevent the sexual exploitation and abuse of youth on the street

Exercise: Defining the Lived Experiences of Runaway and Homeless Youth

Since RHY programs span geographic locations across the nation, it is important to recognize the diversity among youth and young adults experiencing homelessness, including demographics, life experiences, presenting issues, and service needs. Program models and services should be responsive to the needs. Priority outcomes and the definition of achievement should be tied to the goals of the individuals served and the core components of the program model. Defining the population characteristics early will help you refine your vision, refine services, prioritize relevant outcomes, and identify what stakeholders should be engaged.

To prioritize, circle the top three challenges and needs listed below impacting youth or young adults experiencing homelessness.

- Neither in school nor working
- History of involvement in the Foster Care system
- History of abuse or neglect
- History of involvement in the Justice System
- Young parent or expecting parent
- Substance abuse addiction
- Mental health needs
- Racial or ethnic minority
- Lesbian, Gay, Bisexual, Transgender, or Questioning (LGBTQ)
- Other:____

What are the profiles of three high-need populations you currently serve or wish to serve within your community? Consider the questions below when completing the population profiles. Are there populations that experience negative outcomes at an elevated rate and/or level of severity/acuity? How are services offered to youth and young adults currently addressing equity disparities?

Population Profile	Population Characteristics	Population Size	Unmet Need	Services
What youth and young adults experiencing homelessness in your community have the highest degree of need?	What are some defining characteristics of this population? What are the nature of these barriers	What is the size of this population (either in the community or within your program)	What are the goals of this population?	What core services does this population require?

Exercise: Aligning Services with Community Needs

All three runaway and homeless youth programs are powerful models for how to best provide comprehensive services for a specific population. Each grantee caters and prioritizes services based on the local community needs and the work that is most relevant and impactful in a community. This outcomes contract is an opportunity to pause and think through the components of your program model that are best suited for the populations you identified above, and ensure your program is addressing all it could be in a culturally and community appropriate way.

What are the core strengths of your program? What do you do best? Refer to Section 1 of the "Here for Good" resource for additional guidance:

https://www.rhyttac.net/assets/docs/Resources/Sustainability%20-%20Here%20For%20Good%20-%20WEB.pdf

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How do the core strengths of your program tie to the populations profiled above? What additional supports would you want to bring in house or partner with to best support the population you have identified?

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Exercise: Defining your Goals Statement

Now that you have gone through deepening your focus on a specific population and identifying how your program's core strengths relate to the specific population, what elements of your service model are most impactful for the specific needs of the youth and young adults in your community? Use this answer to complete the project hypothesis section below.

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Project Hypothesis

[RHY program name] is seeking to provide and scale [RHY program services - Basic Center Program/Transitional Living Program/Street Outreach Program] for [RHY program-specific population characteristics and size].

SECTION THREE: OUTCOMES AND METRICS

Metrics

Both the provider and the agencies will measure progress against quantifiable metrics that have been mutually agreed upon

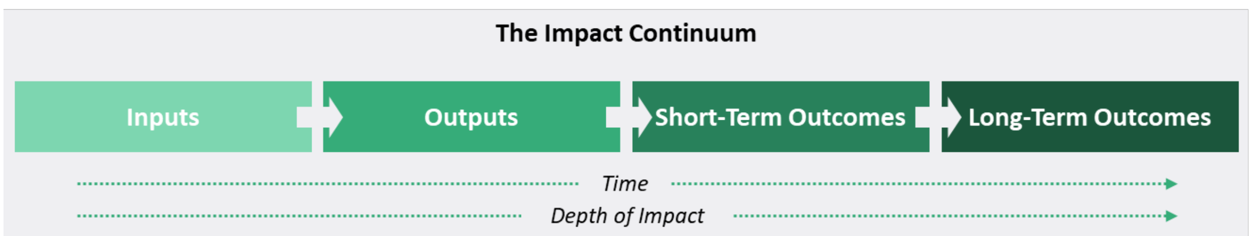
Recommended Stakeholder Participants: SP, G(L) or G(S), F

Core to an outcomes contract are the outcomes measured and the metrics selected to quantify impact. Outcomes metrics are the gauges by which stakeholders assess progress along the vision and goals outlined earlier in the toolkit.

Articulating priority outcomes allow partners to break apart the high level vision into specific and meaningful metrics that can be used to measure progress against this vision. With the identified stakeholders at the table, outcome metrics are agreed upon upfront and allow a collective focus on providing services, data, funding, and support.

Metrics can take four different forms - inputs, outputs, short-term outcomes, and long-term outcomes. The different types of metrics relate to the time of measurement and how close the metrics ties to the ultimate long-term vision. Outcomes contracts are an opportunity to shift the focus from prescriptive inputs to focus on priority outputs and outcomes for the individuals served and community.

Choosing metrics must consider the population served and the service model of care, which determines the appropriateness of utilizing certain outcomes over others. Building off your vision, this section focuses on collaboratively selecting outcomes.



Definitions

Intake	*In program/at program exit*	*Short term post program exit*	*Long term post program exit*
The resources used to deliver a program	The measures of the key activities resulting from a program	The near-term changes that result from a program	The secondary or persistent changes that result from a program, often realized after the programs' services end

Similar to creating a vision statement, when selecting outcome metrics, it is important to consider (i) a metric's relevance to the lived experiences of local runaway and homeless youth, (ii) your program's core services and competencies, (iii) the priorities of the key stakeholders identified above, and (iv) the measurability of outcomes.

Key factors when selecting an outcomes metric include:

- **Population and Program Alignment:**
  - Is this an outcome measure that aligns with the goals?
  - How does this outcome align with the lived experiences and goals of runaway and homeless youth?
- **Impact:**
  - Is there evidence that the intervention impacts the selected outcomes?
  - How does this align with your service model/programmatic goals?
  - Is it likely that the planned model of care will move the outcome in a measurable way?
  - What is the current/historical performance on this metric?
- **Stakeholder and Outcome-Payer Alignment:**
  - Is this outcome relevant and impactful to the community?
  - Which stakeholders value this outcome (financially and/or socially)?
- **Measurability:**
  - How is this metric currently measured?
  - Is the data source accessible currently or in the near-term?

Exercise: Selecting Outcomes

What impact metrics will you use to define success based on the goals and service model articulated in Section Two? Referring to your own model of care and the program elements prioritized for your specific population, identify three priority outcome metrics. Where possible, begin by thinking about what short- and long-term metrics are aligned with your goals and measurable impact to date, whether there are metrics you currently use to measure success or new metrics relevant for this population. Outline how each outcome metric is tied directly to program components and how the metric allows you to better understand your goals.

For reference, Appendix B includes a bank of potential outcome metrics from existing RHY resources to consider across key outcomes categories including: housing, education, employment, permanent connections, and self-sufficiency and well-being.

Outcome Metric *How do I know my program is successful?*	**Program Components** *What elements of my model of care influence this outcome?*	**Goal** *How does this outcome allow me to understand progress on my goal?*

Exercise: Outcome Time Frames

As an outcomes contract drives a focus on and accountability towards meaningful outcomes, it is crucial to pause and consider the time frame of when outcomes are measured and in what period of time you hope to understand success for the youth and young adults experiencing homelessness that you work with.

Question: Over what time frame do you hope to measure outcomes to comprehensively understand success for the runaway and homeless youth in your community? For the three outcomes you have selected, consider the necessary inputs and outline the outputs and short and long-term time frames. After filling in the below exercise, circle the time frame and specific metric for each outcome for which you would be interested in collecting data.

Inputs	Outputs	Short Term Outcomes	Long Term Outcomes
The resources used to deliver a program	The measures of the key activities resulting from a program	The near-term changes that result from a program	The secondary or persistent changes that result from a program
Example: # of housing placements available	*Example: % youth moving to stable housing at program exit*	*Example: % of residents maintaining stable housing three months after program exit*	*Example: % of residents maintaining stable housing two years after program exit*
Metric One:			
Metric Two:			
Metric Three:			

Exercise: Alignment to Stakeholder Goal

In addition to time frame, outcomes must be meaningful to all stakeholders. Stakeholders will want to participate in an outcomes contract centered on metrics that are relevant and appropriate for them. Stakeholders, with different priorities and responsibilities, may bring a number of factors to determining whether outcomes are meaningful, including:

- Programs will choose to prioritize program components based on outcomes relevant to the program historically
- Outcomes selected must be meaningful enough to warrant government and potential funders tying financial payments and other non-financial incentives to specific outcomes
- Outcomes must be able to be measured with integrity and accuracy

Question: For the three metrics selected above, consider the key questions around evidence of impact, historical and target impact thresholds, and stakeholder alignment.

Outcome Metric *Same outcomes as selected above*	**Evidence of Impact** *Is it likely that the planned model of care will move the outcome in a measurable way?*	**Historical Impact** *What is the current/historical performance on this metric?*	**Target Impact** *What is the target performance on this metric that stakeholders can agree on?*	**Stakeholder Alignment** *How does this align with each of the stakeholders at the table?*

SIPPRA Consideration

SIPPRA applications require "the project to be designed to produce one or more measurable, clearly defined outcomes that result in social benefit and federal, State, or local government savings" from a list of 21 pre-defined outcomes. Outcomes, as defined in the SIPPRA Round 1 Notice of Funding Availability, that may be relevant to RHY programs include but are not limited to:

- Increasing work and earnings by individuals in the United States who are unemployed for more than 6 consecutive months
- Increasing employment and earnings of individuals who have attained 16 years of age but not 25 years of age
- Increasing employment among individuals receiving federal disability benefits
- Reducing the dependence of low income families on federal means-tested benefits
- Improving rates of high school graduation
- Reducing the rate of homelessness among our most vulnerable populations

Please visit the Treasury's SIPPRA website for the full list of all 21 SIPPRA-eligible outcomes. https://home.treasury.gov/services/social-impact-partnerships/sippra-pay-for-results.

Exercise: Return on Investment

Quantifying the social and financial benefit generated by achieving impact on specific outcomes is an important part of developing an outcomes contract and outlining value for different stakeholders. Return on investment (ROI) is a program's financial value based on successful outcomes. Understanding ROI allows you to tie impact generated from services delivered to a financial and quantitative value proposition for local, state, and federal governments. Some RHY programs may have completed an ROI analysis for their program(s). If you have completed an ROI analysis, we encourage you to compare that analysis with the outcomes selected in this section and incorporate the ROI value as part of your hypothesis.

SIPPRA Consideration

SIPPRA applications must include the financial and social value generated for the federal government impact. "To qualify for an outcome payment, a project must meet one or more positive outcomes that will result in value to the federal government… The outcome valuation is the public benefit resulting from achieving the outcome target(s), including public sector savings (defined as reduction in outlay costs) and changes in federal tax receipts." Utilizing or solidifying your ROI tools can ensure you are prepared to apply for SIPPRA funding.

For the complete guidance on calculating federal government value generated, which may differ from your existing ROI tools, please consult the "5. Outcomes" section of the NOFA and learn more on the Treasury SIPPRA website. https://home.treasury.gov/services/social-impact-partnerships/sippra-pay-for-results.

Project Hypothesis

These services will improve [XYZ short and long-term outcomes] measured by [XYZ specific metrics]. Chosen outcomes may map to [XYZ of cost savings or value generated] for the [local, state, and/or federal] government.

SECTION FOUR: DATA

Data sharing & evaluation

The agency and provider plan to collect and share data on those metrics during the contract or grant period (and afterwards) to ensure accountability

Recommended Stakeholder Participants: SP, G(L) or G(S), G(F), E

Data is a core component for any outcomes contract. Data will be used not only to determine and implement a baseline, but also to measure outcomes against the baseline and to manage continuous feedback loops that drive improved services. Data is utilized at all stages of a program, from understanding the individuals referred and enrolled in your programs, to the youth outcomes at program exit and beyond. An outcomes contract may include formalized access to previously siloed outcomes data across agencies and data owners as part of the contract agreement.

Since access to data can take time it is important to begin identifying sources and initiating the pathways to secure data. At this stage in the development of an outcomes contract, stakeholders should prioritize the initial conversations about gaining access to relevant data sources in order to measure the outcomes identified earlier. Outcomes contracts prioritize the use of existing government administrative data rather than requiring providers to collect data themselves. Existing provider collected data can be a valuable complement to government administrative data, however it can be costlier.

Key data considerations include:

- **Ownership and access:**
    - Data is publicly available
    - Data is owned by a stakeholder in the contract, or
    - Data owner is willing to negotiate a data-sharing agreement
- **Timing:**
    - Process of accessing data is relatively efficient
    - Data owner can/will provide regular updates throughout the contract (data is updated regularly)
- **Accuracy:**
    - Data is relatively clean and complete
    - Data is consistently and reliably collected

Exercise: Data Source Identification

Using the outcomes you selected in Section Three, identify current and potential data sources you could use to measure each of these metrics. Consider the key considerations listed above. Be specific in listing who owns the data. Existing data sources frequently used by RHY programs are: Homeless Management Information System (HMIS), Runaway and Homeless Youth - Homeless Management Information System (RHY-HMIS), and the Kids Count Data Center.

Outcome	Data Source	Ownership and access	Timing	Accuracy

For data sources where access may not currently exist or where a specific data source is not known, use the space below to identify opportunities for outreach that could initiate access to data for a project. This is another opportunity to engage with stakeholders to understand what data sources they might have that could be beneficial to your project. University or other local research partners may also be sources of data (especially if they already have access or data sharing agreements in place). Provide a specific example of how access to data will benefit the community, providers, and other project stakeholders.

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SIPPRA Consideration

Part of the "Partnership Agreement" component of a SIPPRA application includes "A plan for sharing data among the partners, including but not limited to a Memorandum of Understanding or Memorandum of Agreement, which may be conditioned on award of a grant, that appropriately safeguards the privacy of individuals in the targeted population in accordance with applicable laws". The identification of data sources is also required by the Evaluation Design Plan and the Evaluation Methods. Learn more on the Treasury SIPPRA website. https://home.treasury.gov/services/social-impact-partnerships/sippra-pay-for-results.

Project Hypothesis

Data used to measure project success will utilize [XYZ data sources] including [XYZ data sources] already used by [RHY program name] and [XYZ] administrative data sources.

SECTION FIVE: CONTINUOUS IMPROVEMENT

Continuous improvement process

Providers are given flexibility to innovate service delivery based on learnings from data and continually improve outcomes, in partnership with agencies

Recommended Stakeholder Participants: SP, G(L) or G(S)

Outcomes contracts formally embed continuous improvement processes and structures in the contract and aim to shift how contracts are managed and how data is used. This includes strengthening agency-provider collaboration, empowering providers with the flexibility to unlock creativity and programmatic innovations, as well as informing agency decisions on performance improvement and resource allocation. Ultimately, continuous improvement allows stakeholders to move beyond a compliance and monitoring structure towards a meaningful and active use of data.

Key pillars of continuous improvement include:

- **Clear ownership and shared accountability:**
    - Clearly identified owners of the continuous improvement process exist, with government owning the process and other stakeholders providing valuable input and supporting implementation.
    - Dedicated government staff oversee data collection/monitoring/ evaluation, own and uphold the continuous improvement governance structure, and ensure data insights translate into actionable improvement over time.
    - There is an established link between the "implementors" and the "supervisors."
    - Multiple stakeholders (e.g. data partners, service providers, relevant agencies, etc.) are actively engaged throughout the above processes. Stakeholders know how to provide input, where to go to collect data/feedback, how to interpret data/feedback, and who to go to for decision-making.
- **Transparent and Inclusive Processes:**
    - There are regular meetings attended by multiple stakeholders and decision makers to discuss the continuous improvement strategy, assess progress, and implement action steps.
    - Data and outcomes are reviewed frequently and in a timely manner to ensure outcomes data is continually used to inform program decisions with regular communication.
    - Data insights are viewed as opportunities for discovery, ideation, and iteration rather than deficits. Attempts are celebrated and stakeholders feel permission to fail in service of finding innovative solutions.
    - There is a specified process and collaborative decision-making structure for collecting, analyzing, responding to, and implementing data and feedback.

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Relationship	**Top-Down:** Providers not engaged in continuous improvement, have limited agency over program or process changes	**Collaborative:** Providers are viewed and treated by agencies and funders as collaborative partners
Frequency	**Infrequent Data Sharing:** Data is only reported semi-annually	**Regular Data Sharing:** Data is shared on a monthly basis
Context	**Data In a Vacuum:** Data is analyzed without conversations with providers or provider frontline staff	**Community Context:** Provider staff and program participants are engaged regularly to ensure data is contextualized
Goal	**Compliance:** Data is reported for compliance and only seen by funders/agencies	**Ongoing Learning:** Data is used for ongoing learning & improvement, analysis is developed and shared with providers and provider staff

This begins with having the partners at the table and creating a specified process and collaborative decision making structure for collecting, analyzing, responding to, and implementing data and feedback. A governance structure ensures that stakeholders have the problem-solving and decision-making processes in place to review feedback from qualitative and quantitative data and can implement changes accordingly. In outcomes contracts, a governance structure often includes an Operating Committee that focuses on using program data to operationalize program improvements and an Oversight Committee that focuses on contract or broader implications of data received. Determining a governance structure is critical to understand who, when, and where outcomes data will be used to inform continuous improvement.

An example of a project governance structure using the Cuyahoga case study example from Appendix A.

Operating Committee

- **Attendees:** Cuyahoga County Dept. of Children & Family Services, Frontline Service, Case Western (evaluator), Enterprise (project manager), Third Sector (advisor), and members of other agencies as needed
- **Timing:** Monthly
- **Purpose:** Review program-level data from provider (treatment group); receive provider updates; discuss recommendations for program improvement
- **Decisions:** Identify strategies to operationalize data into reasonable solutions to be proposed to the Governance Committee to ensure program improvement

Oversight Committee

- **Attendees:** Cuyahoga County Dept. of Children & Family Services, Frontline Service, Case Western (evaluator), Enterprise (project manager), Third Sector (advisor), funders, and members of other agencies as needed
- **Timing:** Quarterly
- **Purpose:** Review administrative data from DCFS (control group); receive provider updates; examine service improvements; discuss project economics; vote on decisions that affect contract governance
- **Decisions:** Seek consensus for changes to the program that require amendments to the contract

Exercise: Understanding Current Performance Management Processes

Think about your current performance management process as a RHY program. What is the current process and when is it conducted or executed? Who is included? What data are you currently reviewing and for what purpose?

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Exercise: Vision for a Governance Structure

What critical stakeholders (e.g. evaluators, providers, families or individuals served, data partners, program participants or beneficiaries, community organizations, etc.) need to be engaged for continuous improvement to be meaningful, inclusive, and equitable?

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Who will the members of your Oversight Committee be? Note: An Oversight Committee traditionally consists of key decision makers who have the power to navigate project challenges across all parts of the project. The Oversight Committee has a broad range of potential implementation responsibilities, in both integration of data insights into programming and contract execution, as relates to continuous improvement.

- Program Staff: ____
- Government: ____
- Others (fiscal agent, project manager, advisor/intermediary):

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Exercise: Creating a Continuous Improvement Agenda

During Oversight and Operations Committee meetings focused on continuous improvement, it is necessary to bring attendees together using a shared agenda of critical components of understanding what processes work and what processes need improvement.

Below is a sample agenda, with key questions and considerations that would be covered in each agenda category.

Sample Oversight Committee Meeting Agenda
1. **Operations:** Have there been program changes since the last meeting? What operational barriers currently exist in the process of enrolling and serving individuals effectively? 2. **Outcomes Data:** Are there data gaps or delays? What is outcome data revealing? How will the data insights be used by stakeholders to drive improvement of services? How will partners know if services have been improved? 3. **Partnerships and Communications:** How can partners better work together? Have there been any communications difficulties or barriers to effective partnerships?

Sample Oversight Committee Meeting Agenda

SIPPRA Consideration

While continuous improvement is not explicitly a requirement in the Round 1 NOFA for SIPPRA applications, elements of continuous improvement are embedded throughout the application requirements. We encourage you to review the Partnership Agreement and Evaluation Plan requirements and embed continuous improvement mechanisms to strengthen partnerships and the process to use data from the evaluation. One of the SIPPRA scoring criteria and factors is also “Capacity and Commitment to Sustain the Intervention” in terms of the capacity and commitment of the State or local government to sustain the intervention, if appropriate and timely and if the intervention is successful, beyond the period of the social impact partnership.

https://home.treasury.gov/services/social-impact-partnerships/sippra-pay-for-results

Project Hypothesis

The program will use the data every [time period] to adapt and improve the program in [xyz ways].

Section Six: Funding and Incentives

Funding and incentive structures

Providers that meet or exceed outcomes goals & measurably improve lives will be rewarded through both financial & non-financial incentives from agencies

The shift towards paying for outcomes and performance rather than paying for services upfront ties financial incentives to outcomes to bring accountability to the metrics you have selected. There are a variety of ways in which incentives could be deployed in an outcomes contract. At this stage in the development of an outcomes contract it is important to initiate the conversation about what incentives structures are most appealing and which are most feasible given the potential source of funding. The work completed so far in this toolkit is essential in informing what incentives (and the outcomes associated with those incentives) are most appropriate and feasible.

Incentive structures are the mechanisms by which contracts and the contracting process motivate and reinforce a focus on (and reward for) improved outcomes, either through payment (e.g. giving a provider a bonus for a previously homeless youth reaching 6 months of stable housing) or process-related (e.g. integration of data on housing, healthcare and employment). These structures are ultimately benefits resulting from participating in/executing on an outcomes contract. While not the only component, it is hard to envision an outcomes contract without some form of clearly-defined value proposition/benefit (either payment or process-related) for participation in the contract that reinforces improving outcomes.

Why do incentives matter?

- Strengthen existing accountability mechanisms/processes
- Encourage service delivery innovations and improvements over time

What incentive structures are NOT:

- They are NOT just financial penalties / bonuses (though that can be one type of incentive)
- They are NOT the only component of outcomes contracts – having bonus payments or a data feedback loop does not in and of itself imply an outcomes contract has been completed

Incentives can be structured in two primary ways:

1. Payment incentives: Financial terms & payments within contract(s) tied to meeting performance targets (example: All, or portion of cost of services earned after provider meets or exceeds performance targets)
2. Process incentives: Motivating factors created as a result of undertaking/ participating in the outcomes contracting process (example: Access to previously siloed outcomes data across sectors to demonstrate a track record of success and for continuous improvement)

Developing appropriate incentive structures is a journey and is often the culmination of months of collaboration between key stakeholders and grounded in specific parameters of the funding source or environment. The goal of this toolkit is to begin familiarizing and socializing RHY programs and their communities on the types of incentives that could be used in an outcomes contracts. It is not expected that this toolkit would be used to finalize an incentive structure.

Exercise: Exploring Payment Incentives

Review the list of potential payment incentives below and select ONE payment incentive that could be implemented for your program. Some questions to consider for payment incentives:

- Which outcomes should be used for payment incentives? When would they be measured and how? Who will measure or report? What data will be used and is it accessible?
- Are there any regulatory/policy/legal barriers to any of the payment incentive options? How do these vary across stakeholders?
- What funding is available for cost of services and/or bonus payments? Are there new funding sources that could be considered or pursued?
- What other stakeholders need to be at the table when considering payment incentives?

Payment Incentives		
Dollars	**Contingent bonus payments**	Payments in excess of cost of services after meeting or exceeding performance targets
	Contingent cost coverage	All or portion of cost of services earned after meeting or exceeding performance targets
	Contract renewal/expansion	Additional or larger contracts after meeting or exceeding performance targets
	Payment terms	Price per outcomes and total size of payment pool; More favorable payment terms tied to meeting or exceeding performance targets
	Contract size / term	Building a payment disbursement structure based on performance metrics can facilitate longer and/or larger contracts

Which payment incentives are most attractive? Why? Are certain payment incentives more attractive to certain stakeholders? Why?

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Exercise: Exploring Process Incentives

Review the list of potential process incentives below and select ONE or TWO process incentive(s) that could be implemented for your program.

Process Incentives		
Data	Outcomes data access	Access to previously siloed outcomes data across sectors to demonstrate track record of success and for continuous improvement
	Performance feedback loop	Replacing compliance requirements with performance feedback loops via streamlined administrative, service, and outcomes data
Services	Flexible program delivery	Providers are encouraged to innovate on program delivery to achieve outcomes; reporting aligned with outcomes not compliance
	Population focus	Consistent identification and referral of previously marginalized and/or hard to serve populations; use of data to determine community need
Policy	Preferred vendor list	Service provider able to join pre-qualified list of vendors, either as result of entering into contract or contingent on performance targets
	Technical assistance / training	Access to sector, population or intervention-specific training and technical assistance, required or at-cost depending on performance
Stakeholder Engagement	Brand recognition	Service provider and government jurisdiction have potential to receive recognition, publicity, and/or publication of their efforts and results
	Collaboration	Increased collaboration and relationship building with partner agencies, organizations, and explicit stakeholder engagement

Which process incentive(s) are most attractive? Why? Are certain payment incentives more attractive to certain stakeholders? Why?

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Project Hypothesis

[XYZ] payment incentive and/or [XYZ] process incentive(s) for outcomes will be potentially used in the contract.

FINAL PROJECT HYPOTHESIS

Use this page to combine your hypothesis components into a complete project statement.

APPENDIX A: CASE STUDY

Partnering for Family Success in Cuyahoga County, Ohio

The Cuyahoga County Division of Children and Family Services, encompassing the greater Cleveland area, is implementing the nation's first county-level Pay for Success (PFS) project in partnership with FrontLine Service (FrontLine), a comprehensive continuum of care service provider for homeless persons in Ohio. The Partnering for Family Success Program, the first PFS project in the combined areas of homelessness and child welfare, launched in January 2015 and delivers intensive 12-15 month treatment to 135 families over four years to reduce the length of stay in out-of-home foster care placement for children whose families are homeless and housing insecure.

For children in Cuyahoga County placed in out-of-home foster care to be reunited with their families, their caregivers must be able to provide a safe and stable home environment. Unfortunately, many such caregivers are homeless or housing insecure and struggle with domestic violence, substance abuse and mental illness and are in need of critical services to address these issues in order to safely care for their children. The agencies serving these families were not previously integrated or coordinated in a way that allowed for the identification of families who are experiencing homelessness and involvement in the child welfare system. As a result, children from these families—nearly two-thirds of whom are under the age of six—spend significantly longer periods in out-of-home foster care and are left profoundly impacted by the loss of consistent caregivers. This extended time in the child welfare system results in poor outcomes for the county's most vulnerable families.

FrontLine's services are designed to reduce the time children spend in out-of-home foster care by stabilizing the family's situation and increasing family reunification success. In partnership with their housing partners, FrontLine will link each caregiver to housing and deliver a Critical Time Intervention (CTI), an evidence-based homelessness transition therapy. CTI helps vulnerable families that are experiencing homelessness to slowly reconnect to community support networks and settle successfully in newly attained housing. In addition, CTI will be paired with age-appropriate, evidence-based trauma services that will strengthen healthy and secure caregiver-child relationships.

Both private funders and philanthropic organizations will provide a total of $4 million in upfront funding for the PFS contract. Cuyahoga County will repay these funders if, and only if, FrontLine's services are proven to shorten the length of stay in out-of-home foster care.

Cuyahoga County and Frontline Services sought to improve reunification outcomes for housing insecure families with children in foster care

Components of Cuyahoga Partnering for Family Success PFS Contract

Stakeholder Engagement

FrontLine Services, Cuyahoga County, philanthropic funders/investors, housing providers, referral partners, and Third Sector Capital Partners and Enterprise Community Partners (intermediaries) were engaged

Goals

Reunite and stabilize housing insecure families with children in foster care for 135 families in Cuyahoga County through the use of an evidence-based case management model called Critical Time Intervention

Metrics

Contracted outcomes: Out-of-Home placement days

Other Priority outcomes: Housing stability, reduced trauma symptoms, safe reunification of families

Data sharing & evaluation

Method: Independent Randomized Control Trial (RCT) Evaluation; IDS housed at Case Western

Evaluator: Case Western Reserve University

Continuous improvement process

Improvements:

- Weekly case management meetings focused on outcomes
- Outcomes orientation added to Department of Health & Human Services strategic plan

Funding and incentive structures

Funding: Five private funders provided $4M upfront funding

Incentives: Success payments are made by Cuyahoga County to funders if treatment group has better outcomes than control group

Additional Examples

Please find additional examples on Third Sector's website (www.thirdsectorcap.org), the Nonprofit Finance Fund's Pay for Success website (www.payforsuccess.org), and the Nonprofit Finance Fund's report on the first 25 Pay for Success projects launched (https://nff.org/report/pay-success-first-25).

Appendix B: Outcomes Bank

This bank of outcomes includes key outcomes outlined in the RHY program resources, "The West Coast Convening Framework" (http://www.westcoastconvening.com/wcc-outcomes/) and "Measuring Up: Youth-level Outcomes and Measures for System Responses to Youth Homelessness" (https://www.chapinhall.org/wp-content/uploads/Measuring-Up-Youth-Outcomes-Project-Youth-Collaboratory-Chapin-Hall-Final-v8.pdf). Created by the West Coast Convening Workgroup, "The West Coast Convening Framework" list of potential priority outcomes "sought to recognize, align, and build on existing research-informed frameworks of outcomes measurement" for RHY programs. The "Measuring Up: Youth-level Outcomes and Measures for System Responses to Youth Homelessness" document similarly "outlines a set of outcomes and measures associated with the core outcome areas for youth experiencing homelessness elevated by the U.S. Interagency Council on Homelessness Framework to End Youth Homelessness." As specified in the resources, this list below may not be comprehensive and serves as a resource "for the creation and refinement of an outcomes measurement strategy that is aligned to programmatic goals and service populations" and can be used to establish benchmarks and drive outcomes management.

Housing Outcomes

Outcome	Potential Metric(s)
Stable Housing	• % youth that obtain stable housing at program exit • % youth that maintain stable housing 3/6/12 months after program exit • % youth that experienced homelessness or housing instability over the last 30 days (after program exit)
Safe Housing	• % youth that obtain safe housing at program exit • % youth that maintain safe housing 3/6/12 months after program exit

Education Outcomes

Outcome	Potential Metric(s)
Educational Enrollment	• % youth that complete academic pre-enrollment portfolio of legal documents to enroll in school during program and at program exit • % youth enrolled in educational program or academic institution (secondary, postsecondary, or credential program) during program and at program exit • % youth that maintain educational attendance during program and after program exit • % youth that maintain educational enrollment 3/6/12 months after program exit
Educational Progress	• % youth that advance academically during and at program exit

Educational Benchmark	• % youth who:
	  ○ Complete high school
	  ○ Attain postsecondary credentials or degree

Educational Motivation	• % youth who demonstrate self-motivation related to attainment of educational goals

Employment Outcomes

Outcome	Potential Metric(s)
Job Readiness	• % youth who demonstrate the ability to obtain employment through development of an employment portfolio during program and at program exit • % youth who demonstrate job search and interview skills necessary to obtain employment in program and at program exit
Employment	• % youth employed at living wage in program and at program exit • % youth who have maintained employment for six months during program and by program exit • % youth not in education, employment, or training (disconnectedness/social exclusion)
Sustainable Employment	• % youth who maintain employment at living wage 3/6/12 months after program exit • % youth previously employed without living wage who secure employment at living wage 3/6/12 months after program exit

Permanent Connections Outcomes

Outcome	Potential Metric(s)

Social Connections	• % youth with: presence of a supportive person, quality social supports, social connectedness, social networks
	  ○ Permanent positive adult connections
	  ○ Permanent positive peer connections
	  ○ Permanent positive community connections

Well-Being and Self-Sufficiency Outcomes

Outcome	Potential Metric(s)
Financial Management	• % youth who are able to manage a budget in program and at program exit
Financial Literacy	• % youth who demonstrate financial literacy in program and at program exit
Daily Living Self-Sufficiency and Resilience	• % youth who demonstrate ability to perform daily activities needed to manage a household in program and at program exit
Personal Safety	• % youth who demonstrate ability to maintain a sense of personal safety in program and at program exit
Community Knowledge	• % youth who demonstrate knowledge of community and ability to navigate resources
Physical Health	• % youth who are able to manage their physical health needs in program and at program exit • % youth who practice preventative health care in program and at program exit
Behavioral Health	• % youth who are able to manage their behavioral health needs in program and at program exit
Social Connection and Health	• % youth who are socially connected in program and at program exit

APPENDIX C: RESOURCES

- "Here for Good: Sustaining Your RHY Program with Local Support" (https://www.rhyttac.net/assets/docs/Resources/Sustainability%20-%20Here%20For%20Good%20-%20WEB.pdf)
- "Measuring Up: Youth-level Outcomes and Measures for System Responses to Youth Homelessness" (https://www.chapinhall.org/wp-content/uploads/Measuring-Up-Youth-Outcomes-Project-Youth-Collaboratory-Chapin-Hall-Final-v8.pdf)
- Nonprofit Finance Fund Pay for Success website (www.payforsuccess.org)
- Nonprofit Finance Fund "Pay for Success First 25" (https://nff.org/report/pay-success-first-25)
- US Department of the Treasury - Social Impact Partnerships to Pay for Results Act (SIPPRA) (https://home.treasury.gov/services/social-impact-partnerships/sippra-pay-for-results)
- US Department of the Treasury - Notice of Funding Availability (NOFA) (https://www.govinfo.gov/content/pkg/FR-2019-02-21/pdf/2019-02852.pdf)
- "The West Coast Convening Framework" (http://www.westcoastconvening.com/wcc-outcomes/)
- Third Sector website (www.thirdsectorcap.org)