



HARVARD Kennedy School

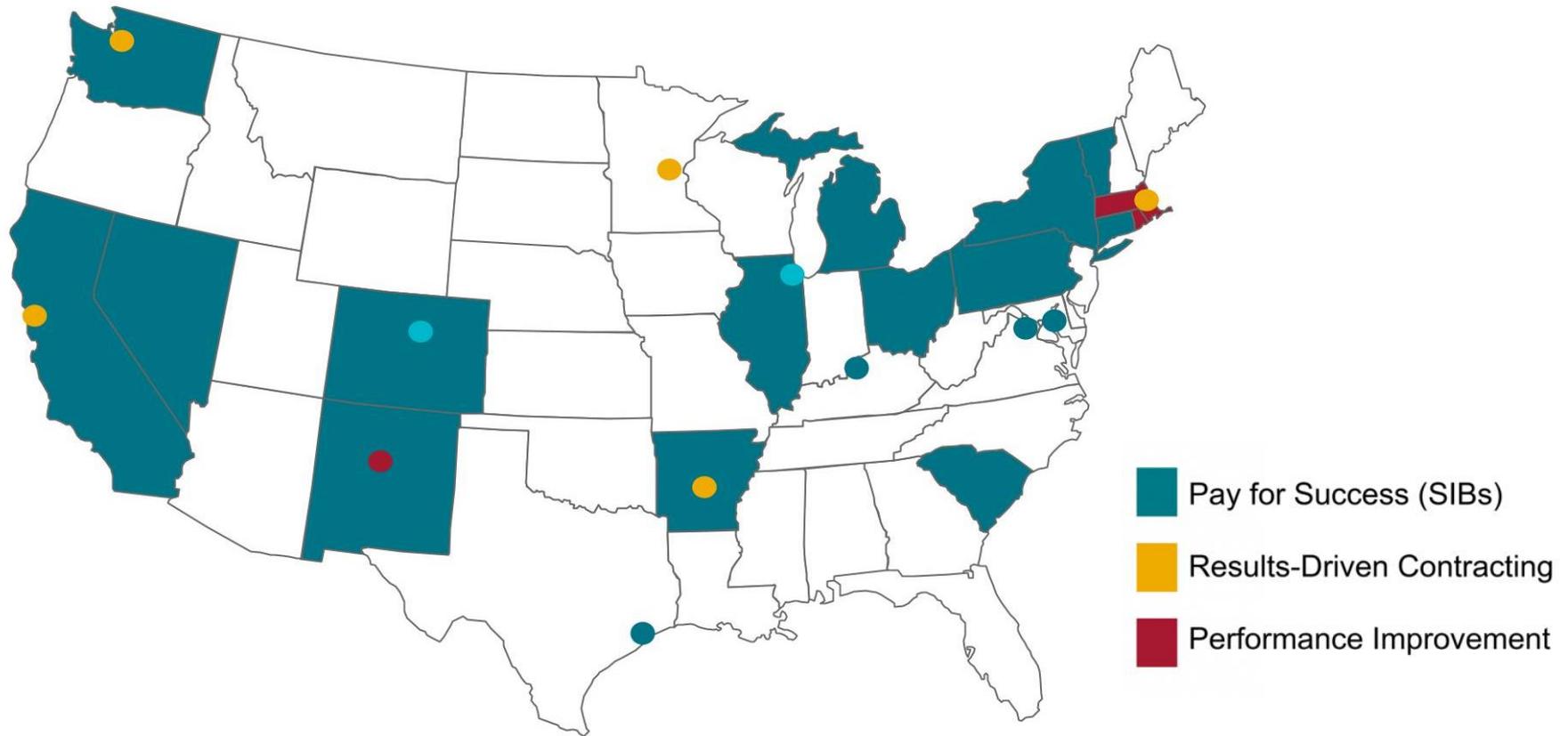
Government Performance Lab

Pay for Success Models & Projects in Other States & Jurisdictions

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The Government Performance Lab has worked with more than 30 jurisdictions



Issue Areas: Behavioral Health | Child Welfare | Criminal Justice | Early Childhood | Homelessness | Juvenile Justice | Pre-K | Workforce

5 skills used across our 3 types of work

Project types	Pay for success	Results-driven contracting	Performance improvement
Skills employed	<ol style="list-style-type: none">1. Use historical outcomes data to better target and match populations to services2. Develop problem-based procurements that solicit innovative and evidence-based solutions3. Use contracts to set clear, meaningful outcome targets, tying a portion of payments to performance when appropriate4. Shift contract management from a compliance-oriented activity to a performance-oriented approach5. Create mechanisms to rigorously evaluate programmatic impact, and use that learning to inform future spending		

Key benefits of the PFS structure

1. Match **the right individuals** with the right services
2. Ensures focus on **performance management** once a contract is signed
3. Creates systems in which **project results can inform budget decisions**

Growth in launches of PFS projects

Year 1 2012	Year 2 2013	Year 3 2014	Year 4 2015	Year 5 2016	Year 6 2017	KEY
New York City <i>Juvenile Justice</i>	Salt Lake City, UT <i>Pre-K</i>	New York State <i>Recidivism Reduction</i>	Cuyahoga County, OH <i>Foster Care and Homelessness</i>	South Carolina <i>Early Childhood Health</i>	Not Announced Yet	 = launched
		Massachusetts <i>Juvenile Justice</i>	Santa Clara County, CA <i>Homelessness</i>	Denver, CO <i>Homelessness</i>	Not Announced Yet	 = anticipated launch
		Chicago, IL <i>Pre-K</i>		Connecticut <i>Child Welfare</i>	Not Announced Yet	 = GPL projects
		Massachusetts <i>Homelessness</i>		Michigan <i>Early Childhood Health</i>	Not Announced Yet	 = No GPL TA
				Not Announced Yet	Not Announced Yet	
				Not Announced Yet	Not Announced Yet	
				Not Announced Yet	Not Announced Yet	
				Not Announced Yet	Not Announced Yet	

Factors to evaluate when exploring a PFS project

- A** **Enthusiasm and commitment** among an Administration's leadership—it should be a high-priority issue
- B** **Potential for a broad, scalable impact**—setting up PFS projects can be time- and labor-intensive, so only projects with sufficient scale should be considered
- C** **Possibility of high net benefits**
- D** **Potential for rigorous evaluation**—measurable outcomes, reliable comparison group or counterfactual
- E** Well-defined **treatment population**
- F** **Potential payer(s)**