



Procurement Processes

Empowering Families Learning Community Webinar #4

June 14, 2018

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Third Sector is a national leader in the implementation of outcomes-oriented contracts

About Third Sector

Third Sector is a 501(c)3 nonprofit consulting firm that advises governments, community organizations, and funders on how to unlock public sector innovation to solve pressing challenges such as economic mobility for all and the well-being of our children.

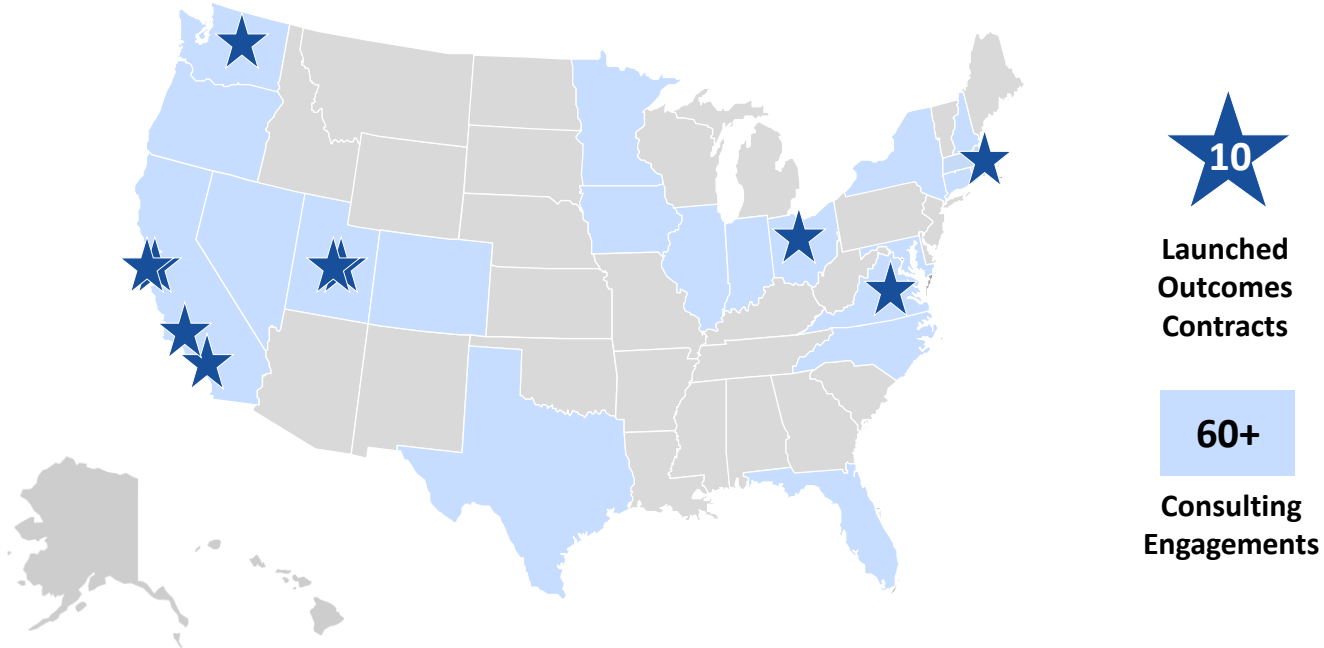
Our proven approach is to collaborate with our clients to define impact, draw actionable insights from data, and implement outcomes-oriented contracting.

In the past six years, we have worked with over 60 communities that embrace the challenge of becoming more effective, efficient, and transparent with taxpayer dollars. Together with our partners, we have transitioned more than \$360 million in public funding to programs that measurably improve lives.



Third Sector's national experience launching outcomes-oriented contracts positions us to help each community achieve their own vision

Third Sector's Engagements



\$360 Million in public funding deployed via outcomes contracts since 2011

The Empowering Families initiative leverages Integrated Data Systems (IDS) and outcomes-oriented contracting to improve results for children and families

Empowering Families Technical Assistance Overview



Goal: Facilitate launch of outcomes-oriented contract(s) that support overall agency goals and create scalable and replicable processes

Goal: Support build-out of governance structures and data-sharing procedures that enable Integrated Data System (IDS) development

Empowering Families Learning Community Sites



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Children's Services Council of Broward County, FL Procurement Process

CT Office of Early Childhood Staffed Family Child Care Network RFP

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Outcomes contracts articulate key components that collectively ensure funding and services are driving towards improving life outcomes

Key Components of Outcomes-Oriented Contracts

GOALS

Goals that the agency and the provider collectively want to achieve for a defined population

METRICS

Metrics by which both the agency and the provider will measure progress against those goals

DATA SHARING & EVALUATION

Data sharing and evaluation processes for the agency and provider to collect and share data on those metrics during the contract period, as well as afterwards to ensure accountability

CONTINUOUS IMPROVEMENT PROCESS

Continuous improvement process by which the agency will give providers flexibility to access and learn from data, innovate, and continually improve outcomes

INCENTIVE STRUCTURES

Incentive structures (both financial and non-financial) through which the agency will reward providers that meet or exceed outcomes goals and measurably improve lives

Recent examples from Broward County and Connecticut will illustrate the application of outcomes orientation during the contracting process

I. Scoping



Define program scope, needs, and funding

II. Procurement



RFP development

Provider response period

Agency proposal review and provider selection

Contract development

Contract approval by agency and provider

III. Management



Service delivery

Data sharing, reporting, and monitoring

IV. Reflection



Contract renewal and re-procurement decisions

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CSC Broward is one of nine special tax district-funded agencies in Florida with a mission of improving opportunities for all children in the county



Agency Background

Children's Services Councils Overview

Description: County-level dedicated funding source that is committed to research-based programs. Priorities are determined by community needs.

Goals:

- Assess community needs and align programming accordingly
- Ensure taxpayer dollars are used to serve the greatest number of children
- Coordinate and leverage funding among funders that serve children in the county

Children's Services Council of Broward County, FL

Vision: To ensure that all children of Broward County have the opportunity to realize their full potential, their hopes and their dreams supported by a nurturing family and community.

Funding & Services:

- \$70 M Annual Budget, 150+ programs funded
- Select program areas: Neglect prevention, delinquency prevention & diversion, early care & education, and out-of-school time

Community leadership:

- Backbone organization of Broward County Children's Strategic Plan
- Leader in implementing Results-Based Accountability & using a centralized data system
- Anti-racism trainer for agencies and providers

Source: <http://flchildrenscouncil.org/>

CSC Broward-funded services align with the desired results of the Broward Children's Strategic Plan and are accountable to related performance measures

Children's Strategic Plan Results

- 1 Children live in stable & nurturing families
- 2 Children are mentally & physically healthy
- 3 Children are ready to succeed in school
- 4 Children live in safe & stable communities
- 5 Young people successfully transition to adulthood

CSC Broward Goal

Reduce risk factors associated with teen pregnancy, delinquency, and other risky behaviors

Programs & Performance Measures

Youth FORCE:
Positive youth development programs that engage middle school students attending high-need schools

- % youth improved grades or attendance
- % youth participants did not use alcohol/drugs

LEAP:
Academic, personal enrichment, and character building programs that engage at-risk high school students in Title 1 eligible schools

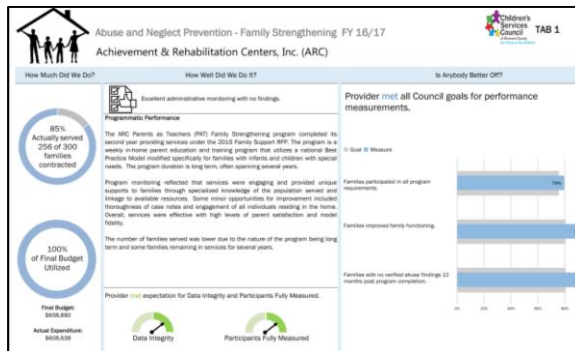
- % youth decreased external suspensions
- % youth improved math grades
- % youth decreased unexcused absences

Source: <http://www.results4browardchildren.org/>

Progress on performance measures and community planning data are considered as part of annual budgeting and goal setting process

CSC Broward's Reporting Mechanisms

Annual Performance Report

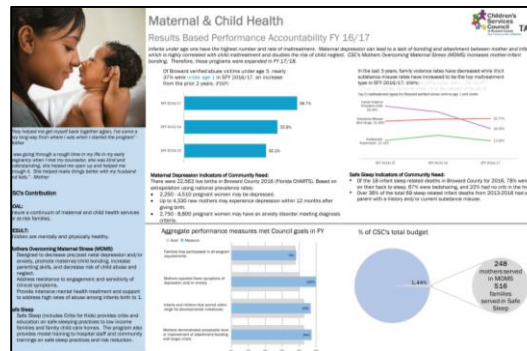


Timing: January

Description:

- Evaluation of program areas on Accountability Outcomes
- Includes in-depth data stories that inform service delivery and funding decisions

Community Planning Data



Timing: January – March

Description:

- Update of community planning data
- Includes shifts, movements, and changes in service system areas

Budget Book with Program Goals



Timing: May

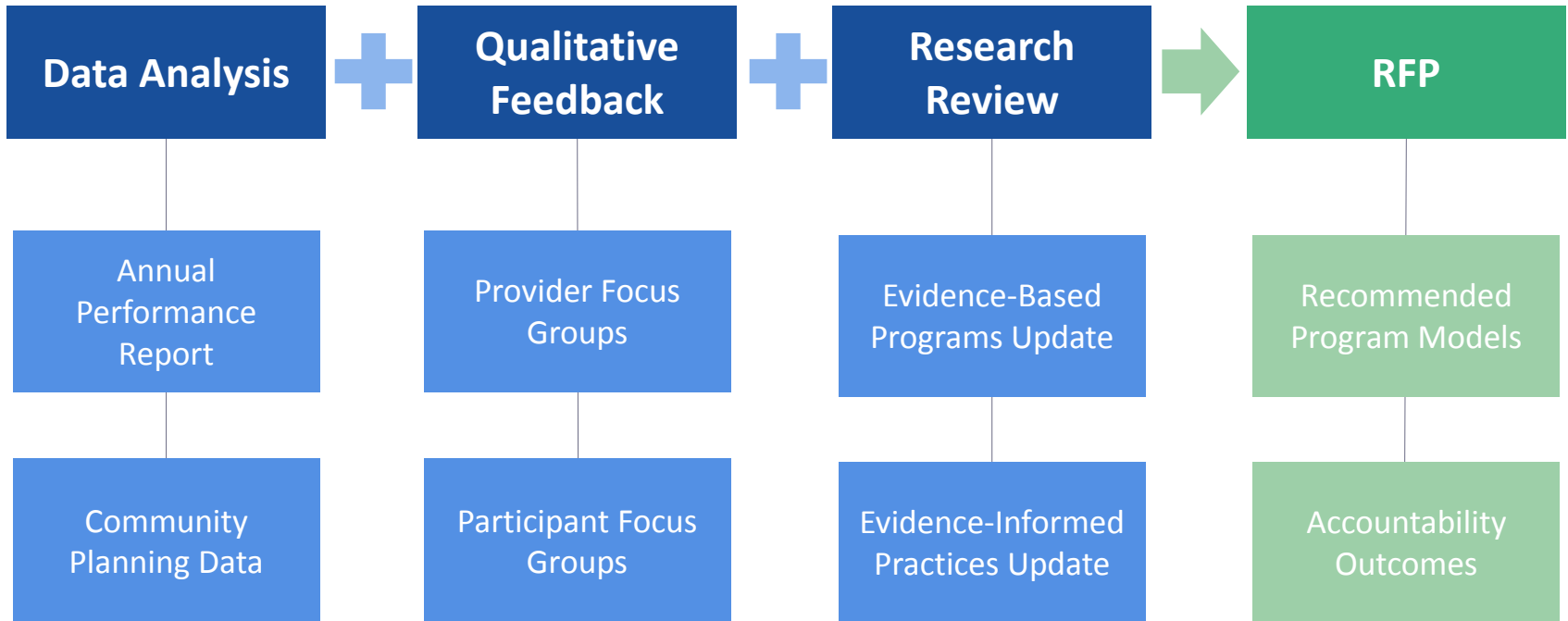
Description:

- Integrates program performance and community planning data to inform funding decisions and contract renewal
- Identifies “wishlist” for new funding opportunities

Source: <https://www.cscbroward.org>

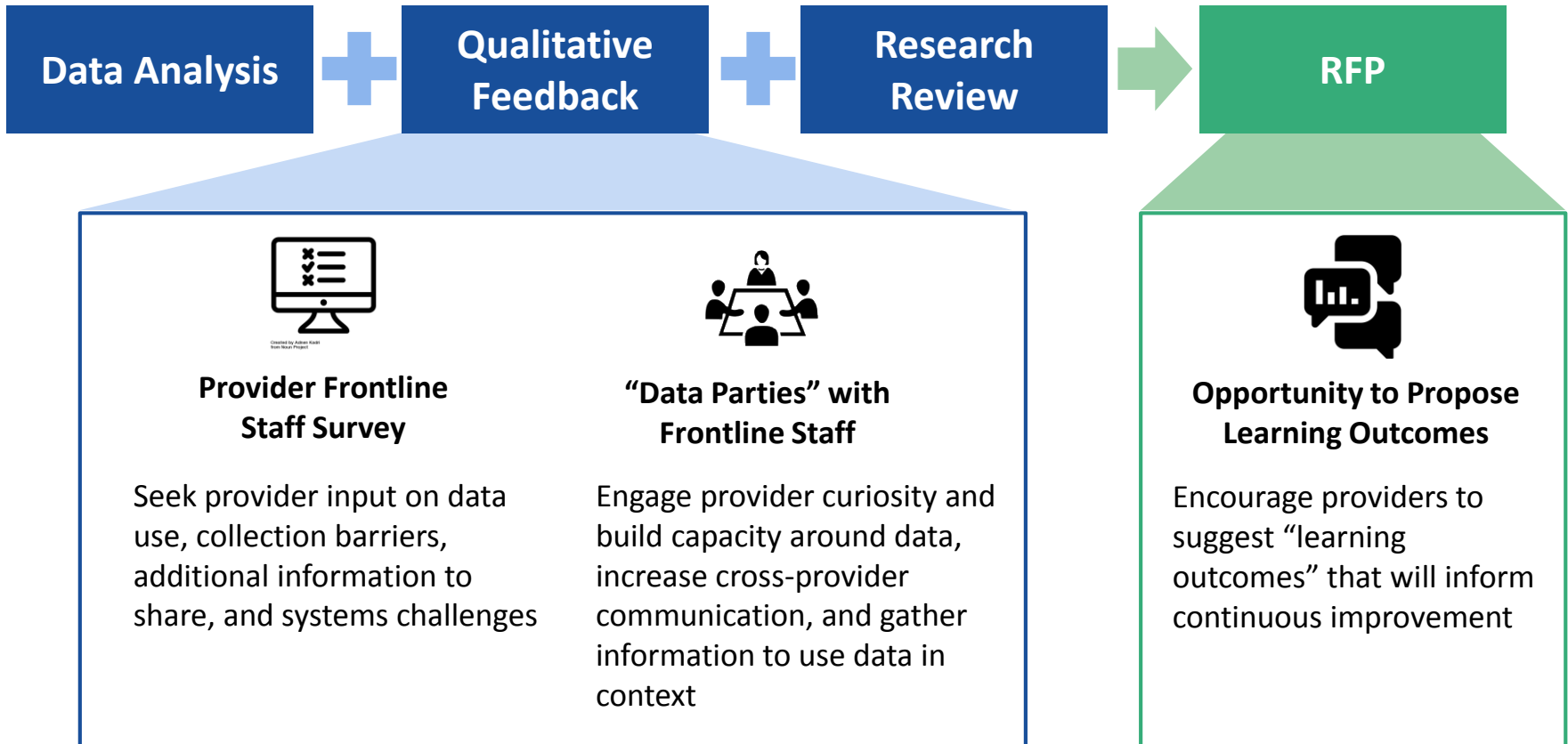
Performance and community data analysis, focus group feedback, and program research inform program models and outcomes included in RFP

Inputs to RFP Development





To further elevate provider frontline staff insight in procurement process and ongoing service delivery, CSC Broward has identified process enhancements

Pilot Process Enhancements



Learning Outcomes are designed to deepen provider engagement in actively managing to outcomes and to identify additional system-level improvements

	Description	Impact
 Accountability Outcomes	<ul style="list-style-type: none">• Evaluate performance• Standardized• Grounded in evidence-based research• Use Results Based Accountability framework	<ul style="list-style-type: none">• Inform contract renewal and budget• Enable comparison across providers• Support responsible and transparent use of taxpayer dollars
 Learning Outcomes	<ul style="list-style-type: none">• Co-constructed with provider management and frontline staff• Customized by provider• May capture systemic barriers or opportunities for improvement	<ul style="list-style-type: none">• Engage providers as co-researchers• Honor provider expertise• Empower providers to actively engage in continuous improvement

CSC Broward is piloting the inclusion of learning outcomes in the FY 18/19 Family Strengthening and MOMS RFP and plans to convene providers more regularly throughout the year to discuss learnings and elevate systems challenges and opportunities.

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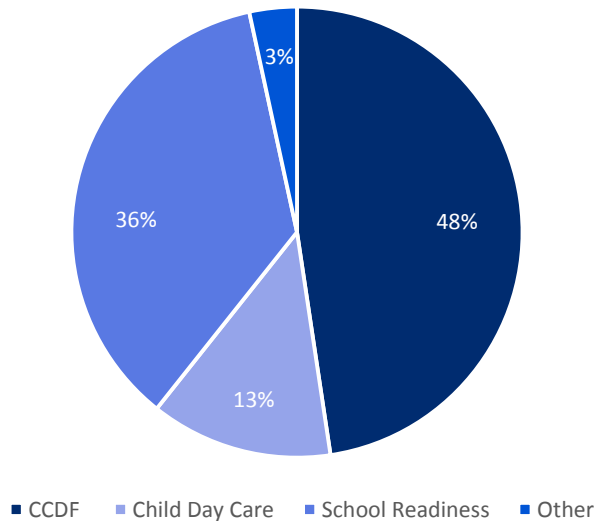
The Office of Early Childhood is committed to strengthening the early care and education field and delivering great results for Connecticut's children and families

Connecticut Office of Early Childhood

Mission: To support all young children in their development by ensuring that early childhood policy, funding, and services strengthen the critical role families, providers, educators, and communities play in a child's life

Early Care and Education Division

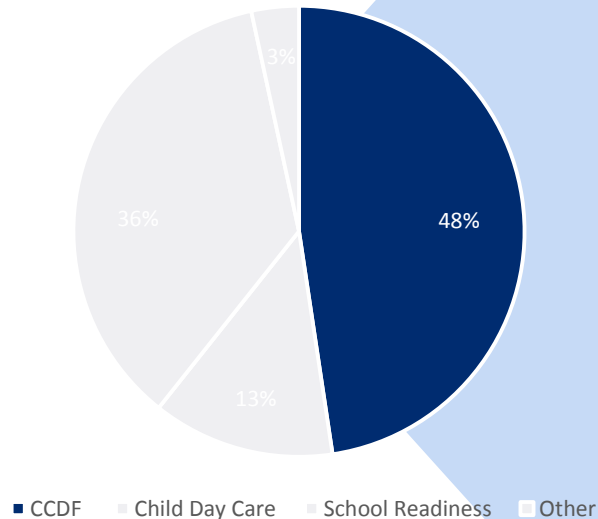
Resource Allocation Breakdown



Programs and Funding:

- \$295 million annual budget, with 2/3 of funding being overseen and monitored by the Early Care and Education (ECE) Division
- Program areas and core functions of ECE include state and federal early childhood grants, contracts, and subsidies

Child Care and Development Fund (CCDF) provides opportunities to leverage grants and contracts



Focus Area: Supply and Quality of Infant and Toddler Care

Strategy:

- Leveraged technical assistance from National Center on Early Childhood Quality Assurance, as well as research from the Erikson Institute around family child care networks and shared service alliances
- Created a workgroup with a clear objective and time horizon
- Brought together diverse set of stakeholders (e.g., McKinney Vento liaisons, unions, philanthropy, etc.)
- Surveyed family child care providers and family resource centers
- Interviewed family child care networks in comparable states
- Worked with Opportunities Exchange on the incorporation of shared service alliances in family child care

Results:

- Created the CT staffed family child care framework
- Decided to move forward with the Staffed Family Child Care Network RFP, using United Way (Child Care Resource & Referral agency in CT) as the fiscal agent

Note: Information about the National Center on Early Childhood Quality Assurance can be found at <https://childcareta.acf.hhs.gov/centers/national-center-early-childhood-quality-assurance> and research by the Erikson Institute can be found at http://www.erikson.edu/wp-content/uploads/fccnetwork_execsummary1.pdf

Through the Staffed Family Child Care Network RFP, ECE hopes to address gaps in both access and quality, as well as gain insights to inform program improvement

Unmet Need

1 Shortage of Infant and Toddler Slots

The projected shortage of infant and toddler slots is 51,000. This is a contributing factor to the use of unmonitored, unlicensed care. Families requiring nontraditional hours of care or other additional services are often hit hardest by the shortage.



2 Limited Supports for Family Child Care Providers

Family child care providers are often isolated and find it difficult to access training and technical assistance necessary to create a sustainable business.

Staffed Family Child Care Network RFP

Purpose

Through this RFP, the ECE seeks to award funds for organizations that currently support family child care providers who are interested in expanding technical assistance and shared service alliance functions, or interested in launching a new shared service alliance for family child care providers

Key Components

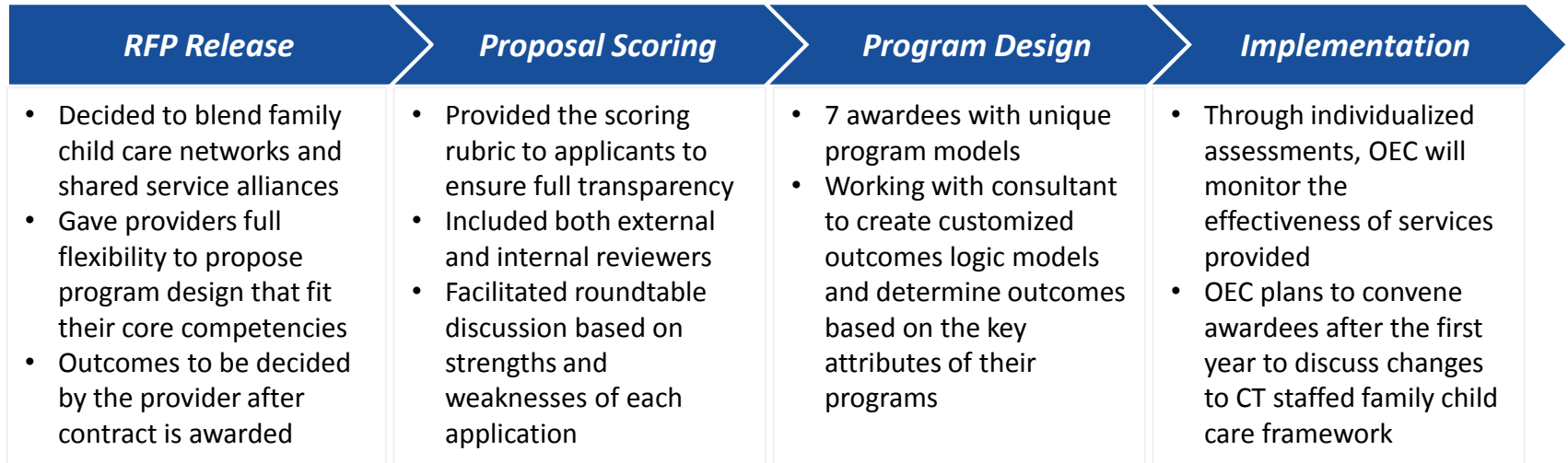
- Technical assistance to OEC as planner and awardees for implementation funded through the CT Early Childhood Funder Collaborative
- Support from external consultant and evaluator in design of outcomes logic model and reporting tools

High-Level Statewide Outcomes

- Increased number of family child care providers affiliated with shared service alliances
- Increased viability of these family child care providers
- Increased quality of care that are reasonably expected to lead to improved child outcomes

Note: RFP for Hub Selection for a CT Family Child Care Business Alliance can be found under Alliance Design & Business Planning at <http://opportunities-exchange.org/shared-services-central/>

RFP process allowed for collaboration among stakeholders, especially around program design and service outcomes



Outcomes-Oriented Takeaways



Flexible, nonprescriptive program design addresses the fact that all providers are implementing different services that cater towards disparate community needs



Performance is measured based on progress made on **provider-determined outcomes** that best track effectiveness of their services



Provider learnings from opportunities and barriers faced during the implementation of their unique program models will inform the **renewal and expansion of future awards**

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Reach out to continue the conversation



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