

Using Performance-Based Contracting and Active Performance Management to Deploy Recovery Funding Effectively and Efficiently

CWDA CONFERENCE

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Ryan Gillette – Social Finance

Kristina Meza – California Department of Social Services

CaSonya Thomas – San Bernardino County

Shanna Gardner – Napa County



▶ SOCIAL FINANCE & COUNTY-LEVEL ENGAGEMENT

Social Finance delivered training sessions and toolkits on PBC & performance management principles and is providing technical assistance to select counties



► CURRENT STATE

There are several challenges associated with the way we currently fund social programs

Uncertainty	<i>Genuine uncertainty about which programs will achieve policy goals</i>
Accountability	<i>A lack of clear, pre-defined goals for program performance and how performance will be evaluated</i>
Reactivity	<i>Near-term successes are rewarded and a focus is placed solely on addressing present crises</i>
Diffusion	<i>Systems of government are diverse and lack mechanisms of collaboration</i>

▶ DESIRED STATE

These challenges also suggest opportunities for improving service delivery and increasing impact

Two Simple Truths

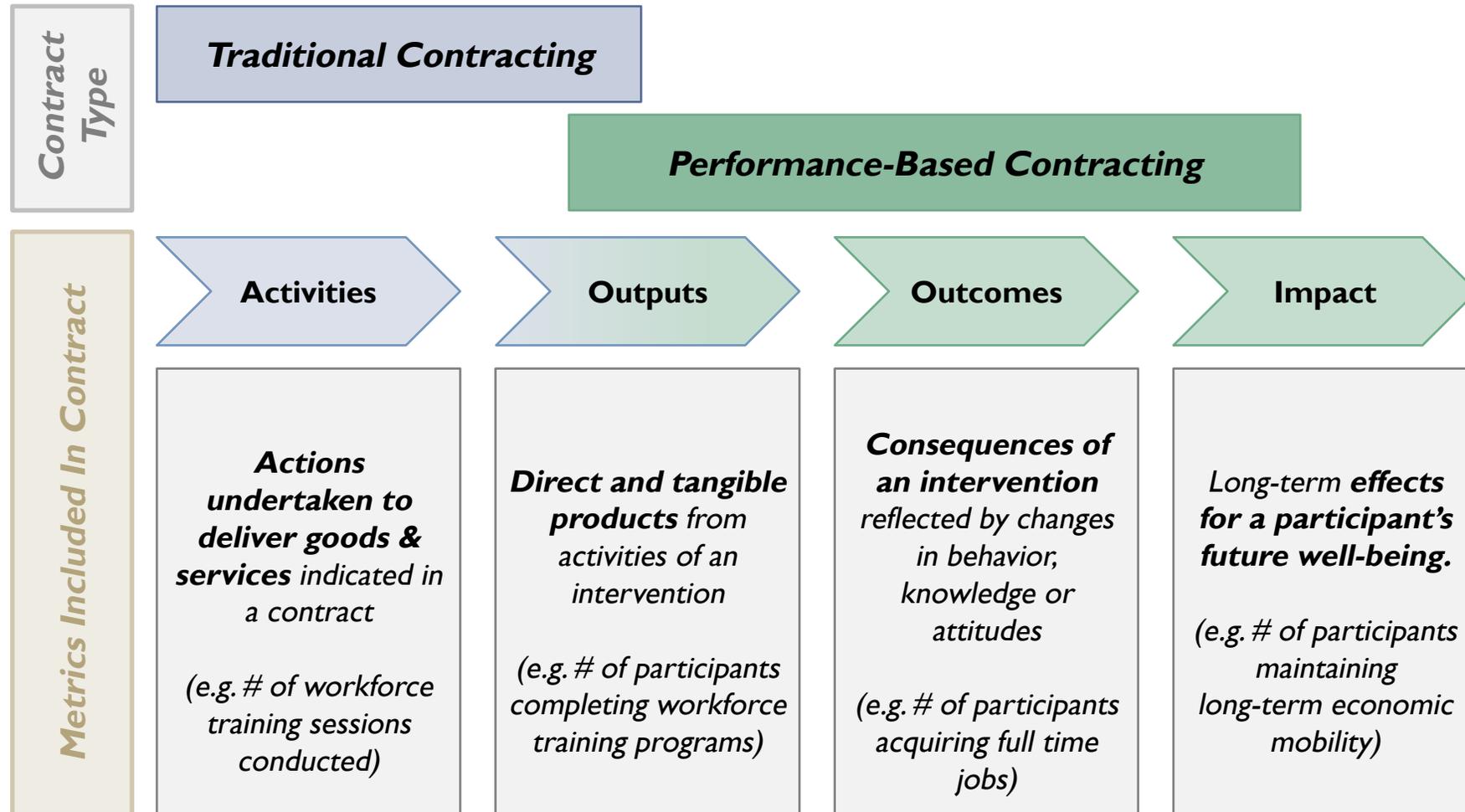
1 **Some programs create better results than others.** Not all social programs work equally well; and some turn out to be more (or less) effective than we initially expect.

2 **Better information can create better results.** Faster feedback loops and greater inclusion help organizations fulfill their missions.

By changing how we fund programs—to **buy more effective programs and strengthen service delivery**—we can create greater impact.

▶ WHY PERFORMANCE-BASED CONTRACTS

While traditional contracts often concentrate on activities & outputs, performance-based contracts shift the focus towards beneficiary outcomes



▶ TRAINING CONTENT AND MODULES

Metric Selection



How to use logic models to build and refine a list of outputs, outcomes, and impact measures that will provide insight into the operations and efficacy of a program model

Incentives



How to incentivize performance through funding, contract renewals, public recognition, and other tactics to change behavior

Performance Management



Strategies to manage the performance of active contracts and programs using data and collaborative problem solving



Community Employment Pathways PROGRAM



CaSonya Thomas

Assistant Executive Officer
Community Revitalization

the PROGRAM



In support of the countywide Vision2Succeed initiative to strengthen the local workforce and to support and attract business within the county, the County of San Bernardino contracted with First Step Staffing, Inc. (FSS) to administer the Community Employment Pathways (CEP) program.



The goal of this innovative program is to assist homeless, unemployed, underemployed and/or justice-system involved individuals by providing job placement and linkage to supportive services.





NON-PROFIT CORPORATION



DIRECT EMPLOYMENT



JOB DEVELOPMENT

FSS is a non-profit corporation that uses a social enterprise alternative staffing model to provide direct employment opportunities to individuals experiencing homelessness since 2007. As part of their mission, FSS focuses on employment for system involved participants and conducts job development for second chance friendly sites.



54%



of First Step's California employers hire justice system involved individuals





HOURLY WAGES

\$15 – 18.50



POSITIONS

- Cherry Picker Drivers (Certified)
- Clamp Drivers
- Forklift Drivers
- General labor
- Lumper (Person who unloads cargo)
- Mail Sorter
- Order Picker
- Order Processor
- Package Handlers
- Packers
- Reworkers
- Warehouse Associates



LOCATIONS

- Bloomington
- Chino
- Fontana
- Rancho Cucamonga



CEP

Provides job placement that promotes:



Implementation **timeline**



REFERRALS



JOB OFFERS



JOB PLACEMENTS

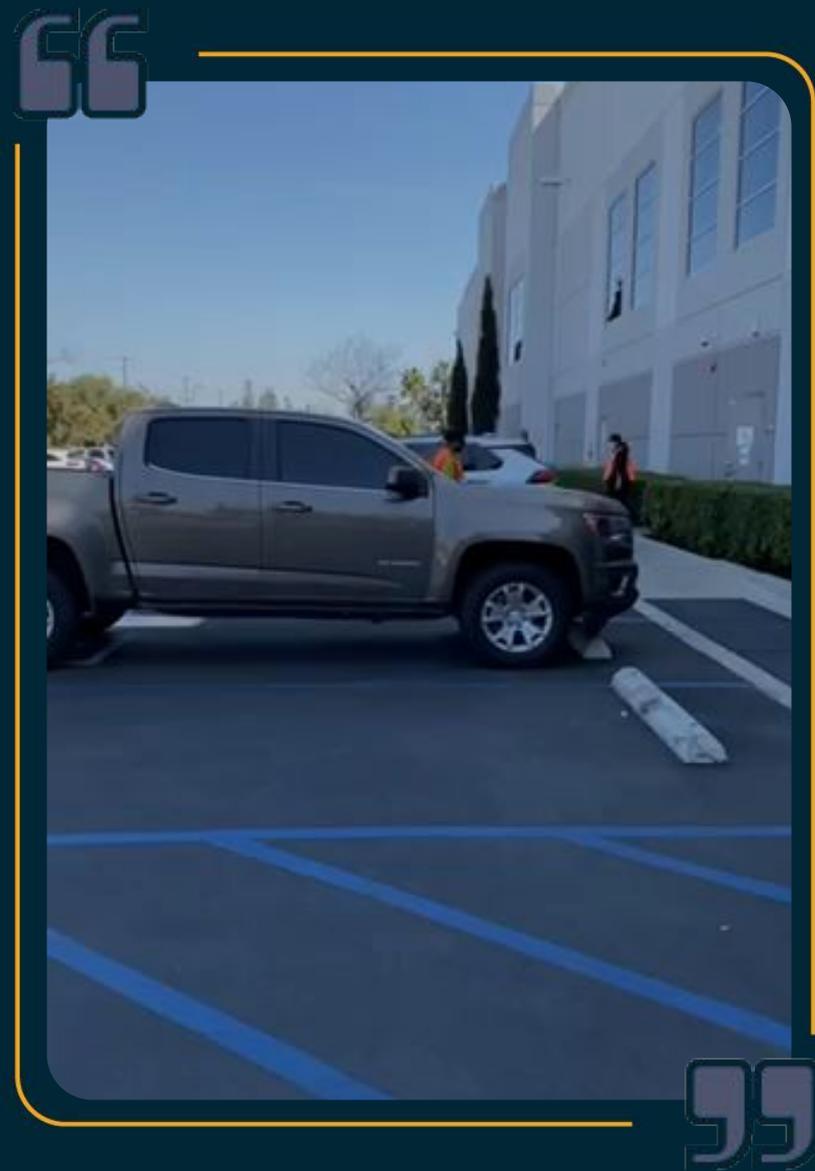


TOTALS

IMPACT

Success Story:

Freddie Bernard



CONTACT US

Rafael Villa

CEP Program Manager

(909) 386-8318

Rafael.Villa@hss.sbcounty.gov

Jennifer Benvenisti

CEP Service Specialist

(909) 522-4252

Jennifer.Benvenisti@hss.sbcounty.gov



SSI APPLICATION ASSISTANCE

October 15, 2021



NAPA COUNTY
Health & Human
Services Agency



CURRENT NEED

- Welfare-to-Work (WTW) participants with long term exemption
 - Alignment with CW 2.0
 - Improve income for the family
 - Improving Work Participation Rate
- Housing and Disability Advocacy Program (HDAP)



NAPA COUNTY
Health & Human
Services Agency



ALIGNMENT TO SOAR

- Aligning application assistance with the SSI/SSDI Outreach, Access, and Recovery (SOAR) model.
- SOAR is a national program designed to increase access to disability income benefit programs by SSA for eligible adults and children who are experiencing or at risk of homelessness and have a serious mental illness, medical impairment, and/or a co-occurring substance use disorder.
- WTW participants & chronically homeless individuals benefit from extra support received in applying.



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PERFORMANCE INCENTIVES

- Limited providers
- Need to ensure providers have enough funding to support needed service.
- Incentives
 - Initial Application submitted within 45 days and benefits approved = 100% bonus payment
 - Initial application submitted over 45 days and benefits approved = 50% bonus payment
 - Re-consideration submitted within 45 days and benefits approved = 20% bonus payment
 - Re-consideration submitted over 45 days and benefits approved = 10% bonus payment



WHY PERFORMANCE BASED CONTRACT?

- Ensure all referrals, regardless of difficulty, were prioritized.
 - Avoid long waitlist for service to be provided
- Incentivize provider to submit best possible application for faster approval.
 - Sooner connection to customer
 - More thorough review of application



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Services Agency

