

# Performance-Based Contracting

Community Advisory Board  
Policy & Budget Subcommittee



June 15, 2026

# CSAC Strategic Framework

## Funded by the Arnold Foundation

### Strategic Framework:

- Supports counties in their efforts to move toward data-driven and evidence-based practice
- Conducted a series of seminars
- Offers tools that provide a broad, system wide view of how to use evidence in the contracting process
  1. RFP Process: Use data to inform contract planning and development
    - Operationalize and embed evidence into program design and RFP process
    - Connect the evidence to contract development and data-based outcomes
  2. Implementation Process
    - Contracted data outcomes used for monitoring of program fidelity and accountability
    - Can further apply concepts of cost efficiency to program design and assessment



# Challenges to Traditional Contracting Practices



- Focus on compliance rather than performance
- Lack of collection and use of meaningful data to improve outcomes



- Limited collaboration and capacity building



# Why Conduct Performance-Based Contracting?

- Allows for **outcome metrics to be standardized** and thus performance compared across similar programs
- Improves **innovation and increases competition**
- Improves **transparency about the goals** and ultimate results of a procurement
  - A useful feedback loop that fosters support for results-driven contracting and reinforces trust in the County's capacity to govern effectively
- **Educating the community** and raising their expectations of what well-executed contracting can accomplish is critical for the sustainability and broader application of results-driving contracting strategies in the long run
- Signals to contractors that their **focus should be on inputs and impacts rather than compliance**
- Many others...



# How to Use Evidence in the RFP Process

## The RFP Process will:

1. Operationalize and embed evidence into program design and RFP criteria
  - Draw on data and research to identify and document the programmatic needs of the population
  - Define specific criteria for what an “evidence-based” program/practice (EBP) is
    - A nationally recognized clearinghouse where providers can locate information on a wide range of programs that meet a given standard will be referenced in the RFP
  - Formal definitions of evidence will be embedded in the RFP as well as in contracts to help clarify expectations
  - Mechanisms will be built into the RFP that will allow for monitoring of program fidelity and outcomes
  - Well-designed programs that are implemented without fidelity to the EBP model are unlikely to achieve the outcomes expected.



# How to Use Evidence in the RFP Process

## The RFP Process will:

### 2. Connect the evidence to contract development and data-based outcomes

- Respondents will be expected to:
  - **Identify an evidence-based program** that addresses the needs of the population AND has been shown to be effective in achieving the desired outcomes
    - **Any variations in an EBP must be disclosed** and rationalized within the RFP response
  - **Develop a logic model** that clearly shows the process through which the program is expected to achieve its intended objectives
    - **Highlights the data elements that will need to be collected** by the provider/contractor
      - **Used to assess general outcomes as well as fidelity**



# Example Logic Model

## County Intimate Partner Violence (IPV) Pilot Project

Situation: Reduce recidivism among persons convicted of IPV charges.

By using risk-based decision making to determine the dosage of DV treatment, the county is developing more cost-effective solutions that should increase client success, reduce IPV, and show differences in low-risk client outcomes compared to previous dosages, as well as to higher-risk IPV clients.

This approach is designed to be risk-need responsive, in that those deemed low risk receive lower-dosage BIP as well as lower-dosage supervision.

<u>Target Population</u>	<u>Inputs/Resources</u>	<u>Activities</u>	<u>Outputs</u>	<u>Outcomes</u>
<ul style="list-style-type: none"> <li>Those convicted of 1203.098 charges</li> <li>Low static Risk LS-CMI/ ODARA Clients</li> <li>Medium/HR IPV Clients</li> </ul>	<p>---- County----</p> <ul style="list-style-type: none"> <li>Investigating Officers to assess and write reports</li> <li>Probation officer's supervision of offender post-disposition</li> <li>Victim services and engagement by supervising DPOs</li> <li>Funding for provider training on curriculum</li> <li>Probation Staff certification and BIP oversight</li> </ul> <p>---Providers----</p> <ul style="list-style-type: none"> <li>Open Group with trained facilitators</li> <li>Standardized curriculum used</li> </ul>	<ul style="list-style-type: none"> <li># of probationers assessed using LS-CMI (by score) by INV officer</li> <li># of probationers assessed using ODARA (by score)</li> <li># of pre-sentence/pre-plea reports</li> <li># of probationers ordered to 26-week program</li> <li># of victims contacted for feedback via victim survey</li> <li># of program reviews completed with IPV stakeholders</li> <li># of referrals to other programs as determined by criminogenic need</li> <li># of probationers referred to BIP</li> <li># of probationers who complete a post-program evaluation</li> </ul>	<ul style="list-style-type: none"> <li># of probationers attending orientation within 14 days of referral</li> <li># of Probationers attending Intake Assessment [including pre-test &amp; Readiness to Change] with Provider</li> <li># of Probationers successfully completing IPV program in allocated timeframe</li> <li># of victims reporting improvement in sense of peacefulness</li> <li># of program reviews completed with a passing grade for credential</li> <li># of ancillary program completions for criminogenic needs</li> </ul>	<p>-- SAFETY --</p> <ul style="list-style-type: none"> <li>New conviction, any charge AND new IPV charge, at end of BIP program regardless of program outcome</li> <li>New conviction, any charge AND new IPV charge, year from end of BIP program</li> <li>Restraining Order violations per a new Probation violation filed during program</li> <li>Restraining Order violations per a new Probation violation filed within 1 year of program completion</li> </ul> <p>-- HEALTH AND WELLNESS --</p> <ul style="list-style-type: none"> <li>Reduction in criminogenic needs around drug or substance abuse</li> <li>Completion of referred substance abuse program</li> </ul>



# How to Use Evidence in the Implementation Process

When programs operate within systems, program fidelity can be challenging...

1. Contracted data outcomes allow for monitoring of program fidelity and accountability

- *Process maps* are a key element in the transition from program design to implementation
- **Describe the flow of the work** and provide definitions surrounding ownership, responsibilities, process metrics and time standards or statutory requirements

## The Implementation Process



# Process Maps

## Support program implementation by providing:

- A clear sense of program design, theory of change, and operations
- Improved opportunities for dialogue and collaborative program creation
- Development of referral pathways and information exchanges

## Provide definitions for:

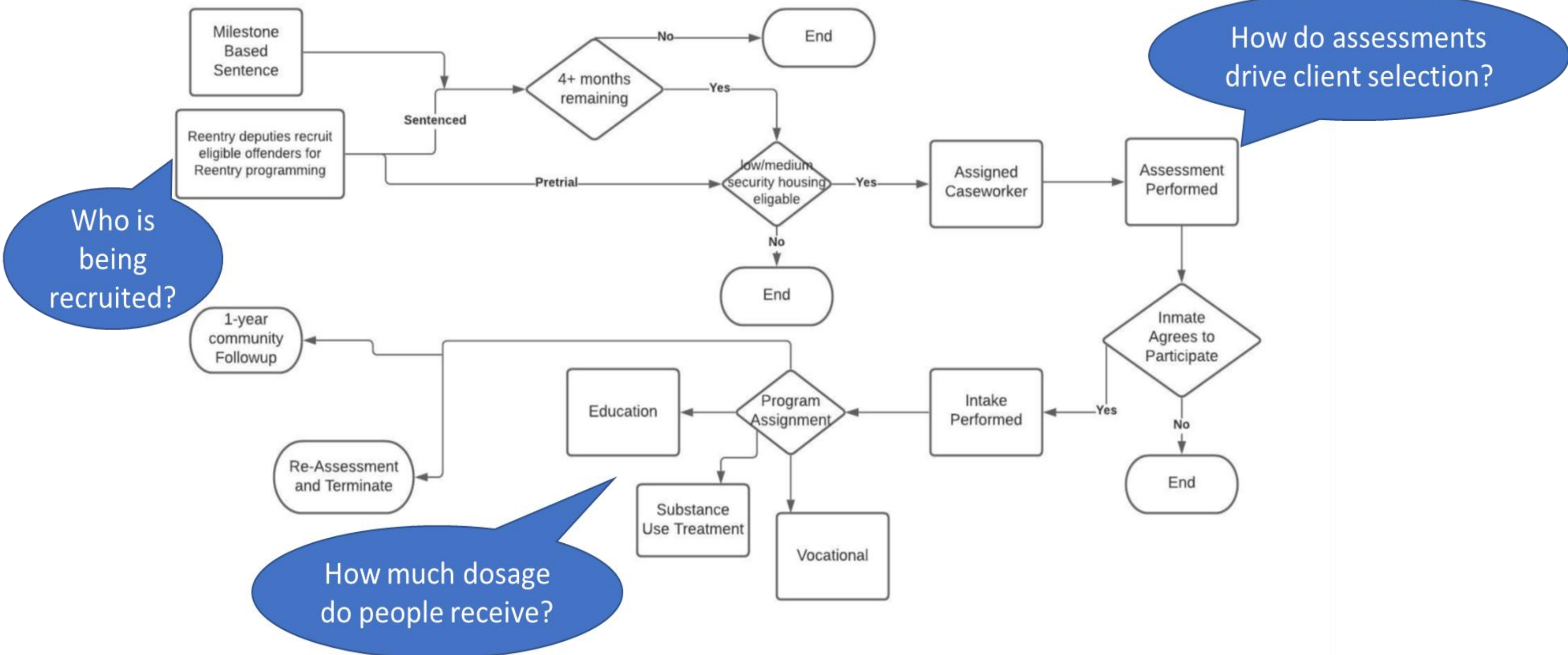
- Ownership
- Responsibilities
- Process metrics
- Time standards or statutory requirement

## Allow the County to:

- Brainstorm ideas for process improvement
- Improve communication
- Identify bottlenecks, repetition and delays



# Example Process Map, Jail Reentry Program



# How to Ensure Contracts and Processes Follow Design

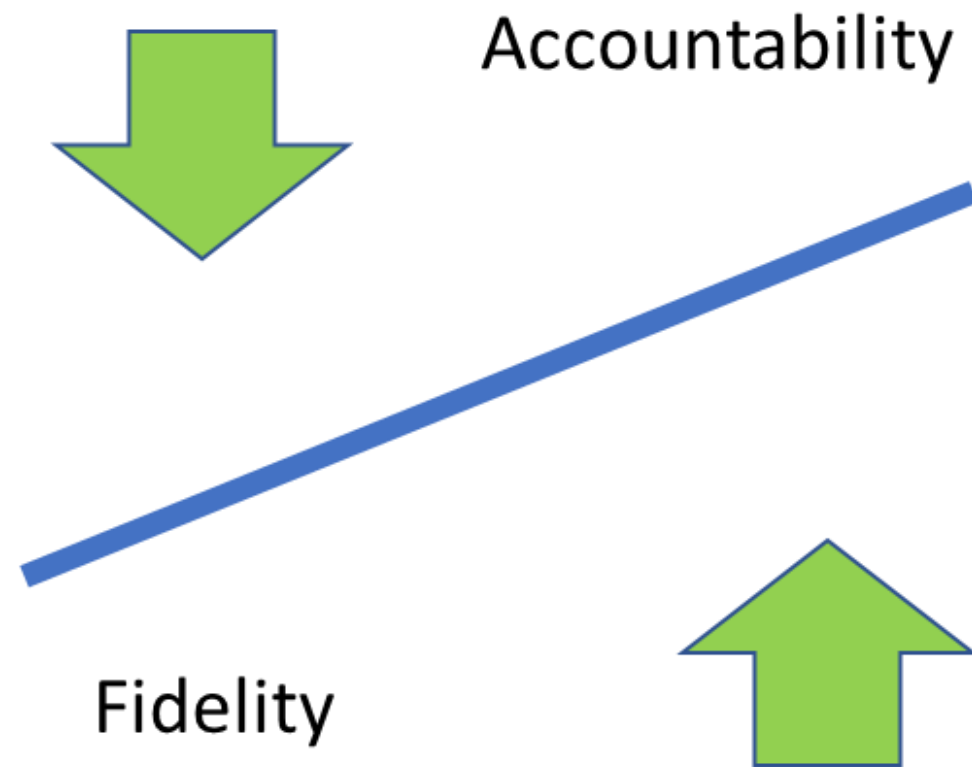
## **Contracting is a partnership with providers:**

- What are we trying to achieve for our clients?
- Community-based organizations are part of an ecosystem
- The formal system needs to have clear operational ties to providers
- Contracting can bring new services and connections not possible through the formal system

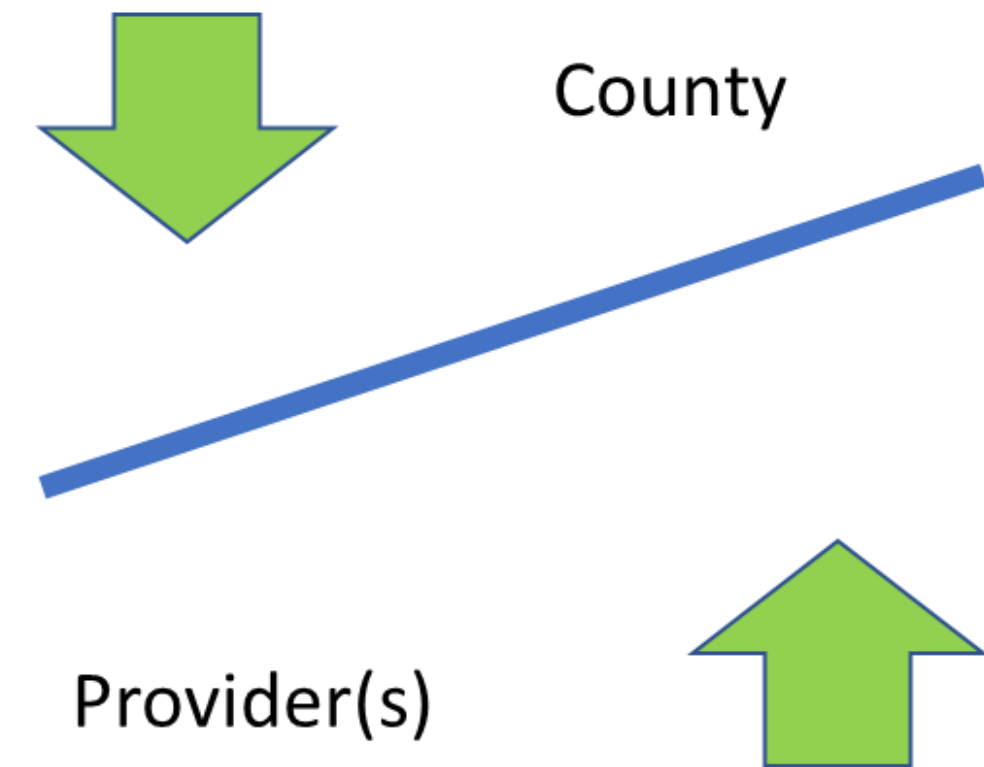


# The Balancing Act

## Accountability vs. Fidelity



## County vs. Providers



# Contract Accountability vs. Program Fidelity

## Contract Accountability – What is being done?

- Program staff - Training, certifications, vacancies
- Orientation, assessment, and case planning
- Treatment Approach/Intervention
- Discharge planning & Program Exits
- Data tracking/reporting

## Program Fidelity – How well is it being done?

- Frequency of Program Exposure
- Quality of delivery
- Participant responsiveness
- Program differentiation
- Reach and scope
  - (%) rate of participant involvement and representation
  - (%) rate of program retention & completion
  - (%) rate of participants' needs met.



# Contract Accountability vs. Program Fidelity

## Contract Accountability – Why It's Important?

- Measuring accountability ensures contract requirements are followed.
- Ensures that the most relevant and important information is collected and connects how it will be used by providers.
- Evaluating compliance helps to identify areas in need of improvement, observe trends over time, and utilize corrective action plans to resolve persistent challenges more efficiently.

## Program Fidelity – Why It's Important?

- Measuring fidelity helps to link outcomes to the intervention.
- Can help determine whether outcomes are attributed to the program being delivered as intended.
- Once fidelity is measured, programs can be adapted to improve validity and reliability.



# Contract Planning and Development

## Informed by data!

- Use needs assessments and other existing data sources to identify service priorities
- Use program inventory data to identify service needs and areas of excess capacity
- Use research clearinghouses to find effective programming
- Use benefit-cost analyses to understand program return on investment

## Specify evidence requirements in RFPs

- Provide key information on requested evidence-based services
- Define evidence criteria and specify requirements through a logic model
- Clarify how programs will be assessed and monitored
- Specify implementation and outcome reporting requirements



# Contract Planning and Development

## Engage stakeholders to build long term capacity

- Builds community capacity and knowledge
- Allows for further development of collaborations

## Engagement includes:

- Educate providers on evidence-based programs
- Solicit provider input on RFP development
- Provide training on creating a competitive proposal
- Provide technical assistance on identifying and selecting EBPs
- Identify training needs for delivering EBPs



# Summary of Inputs to Performance Measures

**Logic model outputs**  
(based on specific EBP)

- RFP process
- Clearinghouse identified EBP



**Process map metrics**  
(likely system wide)

- May include evidence-based principles (i.e., risk principle)
- May be negotiated with contractor



**Inform contract performance measures**

- Contract development and management processes



# Additional Considerations

## Active contract management



- Program officer regularly reviews key outcome and process data to monitor progress
- Discuss improving systems, detect issues in real-time, and swiftly implement course corrections

## Incentivize more cost-effective performance



- A portion of payment is conditioned on outcomes
- Connecting past performance to future contracting decisions, establishing a mechanism for allocating limited resources to the most effective contractors

## Partner to Manage Services



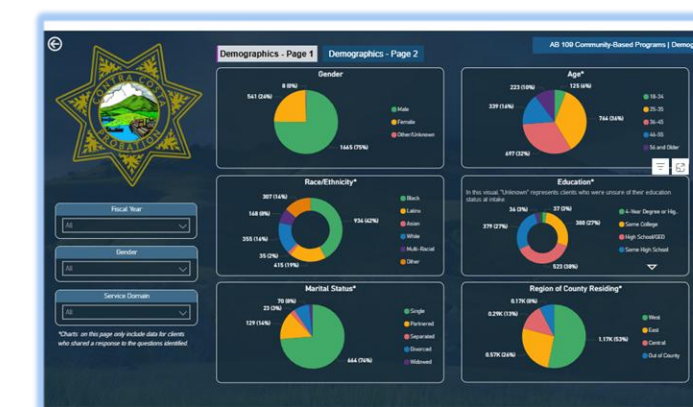
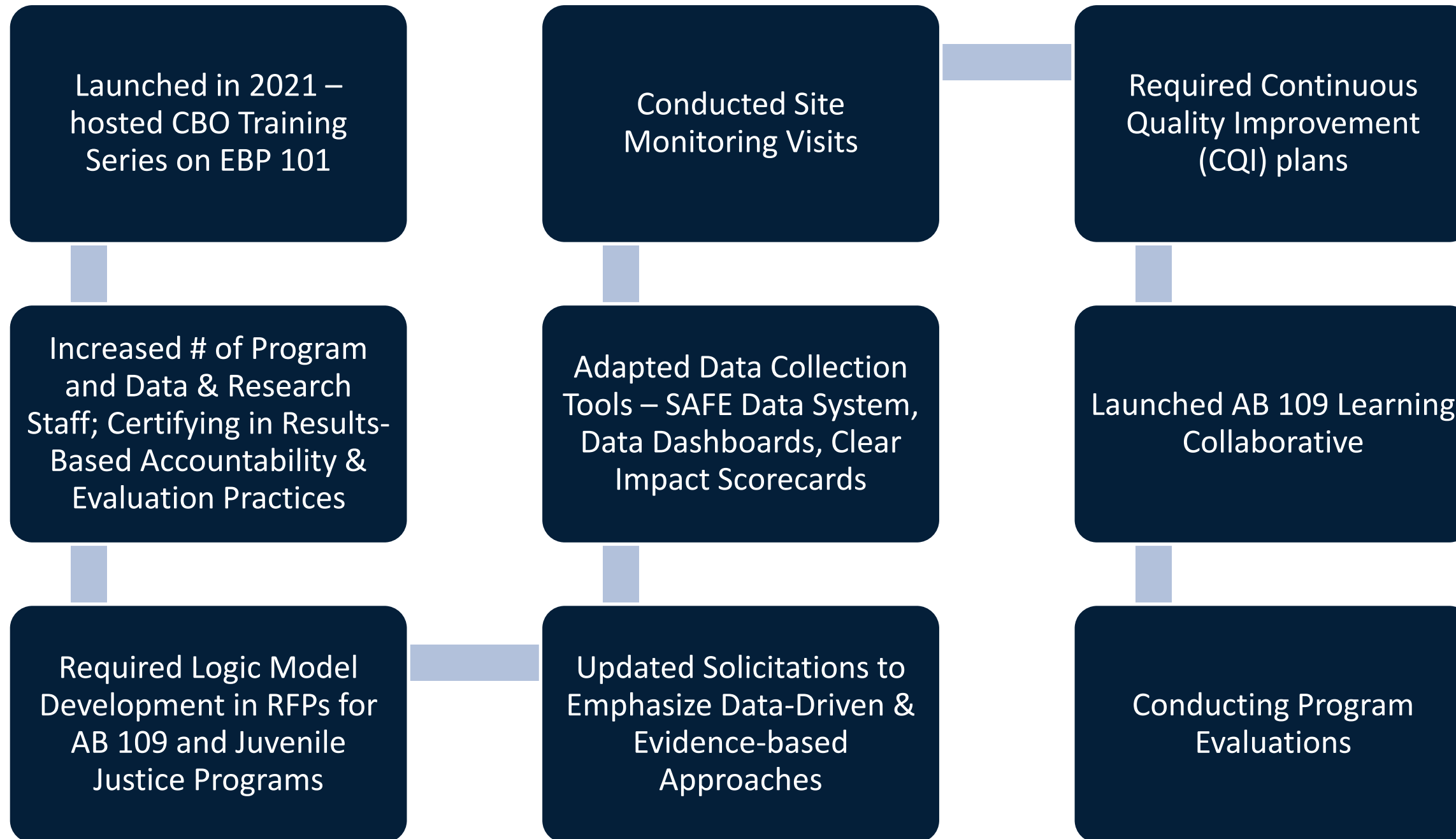
- Administrative structures should include the contract officer, program officer, and the contractor to better manage ongoing contracts and support performance incentives.



# Lessons Learned from Implementation



# Probation's Performance-Based Contracting Initiative: Work to Date



# Lessons Learned

- Selection from Clearinghouses and EBP model application can be restrictive during implementation.
- Payment incentives may conflict with cost-reimbursement contracts.
- Strong data collection protocols and user-friendly technology with automation are key.
- Continuous performance data reviews and quality assurance enhance overall service delivery.
- Ongoing capacity-building and technical assistance ensure continuity of program fidelity.
- Training contract officers on performance monitoring enhances partnerships and enables more timely identification of support.



# Q & A



**Contact Us at**  
[admin@orj.cccounty.us](mailto:admin@orj.cccounty.us)

**Performance-Based Contracting Initiative**

[Probation's ORJ Weblink – Click here](#)

**Past & Current Contracting Opportunities**

[Probation's Contracting Weblink – Click here](#)

**Program Data Dashboards**

[Probation's Dashboards Weblink – Click here](#)

