Pay for Success Feasibility Assessment Technical Assistance
Request for Proposals

The National Council on Crime and Delinquency (NCCD) will select up to three entities to receive extensive technical assistance to determine the feasibility of using Pay for Success (PFS) to support evidence-based positive youth development programming, with a focus on decreasing racial disparities in child welfare and juvenile justice systems and/or improving life outcomes for system-involved youth.

NCCD is a 100-year-old nonprofit organization with a mission to promote just and equitable social systems for individuals, families, and communities through research, public policy, and practice. Over the past year, we have engaged in PFS feasibility studies in foster care, restorative justice, and young adult corrections. NCCD has chosen to become involved in PFS as a way to scale the development and implementation of data-supported and evidence-based intervention models and to promote communities’ capacity to sustain these interventions to improve social, emotional, physical, and economic outcomes.

Across the nation today, youth of color are at much greater risk than white youth of becoming involved in the child welfare or juvenile justice systems. African American youth are twice as likely to be in foster care and five times as likely to be in juvenile justice out-of-home placement as white youth. Latino youth are 20% more likely to be in foster care and twice as likely to be in juvenile justice placement as white youth. Significant overrepresentation also exists for American Indian/Alaska Native youth.\(^1\)\(^2\) Overrepresentation of youth of color in child welfare and juvenile justice systems varies greatly by state and locality.

However, disparities do not end with a youth’s exit from the child welfare or juvenile justice system. Studies have shown that young adults with a history of child welfare or juvenile justice involvement are far more likely to experience negative life outcomes than those without a history of system involvement. The list of negative life outcomes is long and includes arrest, incarceration, substance abuse issues, public assistance dependence, homelessness, low educational achievement and teen pregnancy. These troubling outcomes greatly increase for those involved in both child welfare and juvenile justice systems, and across these groups, youth of color are significantly more likely to suffer the harshest outcomes. Individuals, families, and communities of color continue to bear the human and fiscal costs of these negative outcomes for years after system involvement ends.

Positive youth development interventions, defined by the Corporation for National and Community Service as interventions that prepare the nation’s youth for success in school, active citizenship, productive work, and healthy and safe lives, emphasize strengths and resilience. Its theory of change is

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that youth can avoid risk behavior, overcome hardships, and successfully transition from adolescence into early adulthood when they are supported through positive relationships with adult family and community members; gain strong interpersonal coping skills and a sense of self-efficacy through skills-based training; have access to quality, structured services appropriate to their developmental age; and are prosocially engaged with their families, friends, and community.

This RFP is an opportunity to apply for technical assistance to complete a PFS feasibility assessment on the use of positive youth development interventions to improve outcomes for children who are overrepresented in the child welfare and juvenile justice systems, including interventions that prevent entry into these systems. Eligibility for this RFP is limited to local, tribal, and state governments and nonprofit organizations in the following states, selected for their high rates of racial and ethnic disparities in juvenile justice and/or child welfare.

- California
- Connecticut
- District of Columbia
- Illinois
- Massachusetts
- Minnesota
- Nebraska
- New Jersey
- New York
- Pennsylvania
- Rhode Island
- Wisconsin

**Provision of Technical Assistance to Support a PFS Feasibility Assessment**

PFS projects bring together government agencies, private investors, service providers, and other stakeholders to finance, implement, and evaluate programs that have proven to be effective in meeting an identified social need. To learn more about PFS, watch NCCD’s webinar (http://www.nccdglobal.org/news/archived-webinar-using-pay-for-success-to-address-racial-disparities-in-child-welfare-and-juven).

Selected applicants will receive extensive technical assistance from NCCD and its award partners: City University of New York Institute for State and Local Governance, Kirkland & Ellis LLP, Potrero Impact Investing, and the Raben Group to support the completion of a PFS feasibility assessment, which may include one or more of the following. A specific work plan will be developed with each selected applicant.

- **Stakeholder engagement, facilitation, and project planning:** Provide onsite and remote-based technical assistance to bring stakeholders together with the purpose of refining and focusing the proposed intervention; developing consensus on feasibility assessment project goals, objectives, and work plan; cultivating stakeholder commitment and buy-in; and developing data-sharing agreements. Stakeholders critical to a successful feasibility assessment and PFS transaction include but are not
limited to government leaders, nonprofit organizations/service providers, potential investors, and leaders from affected communities.

- **Identifying the target population:** Apply extensive subject matter expertise and experience in applied analytics and complex data systems to (1) test assumptions about the target population(s), and 2) estimate potential program impact on this population.

- **Process flow analysis:** Conduct process flow analyses of programmatic components of the PFS project, in order to thoroughly understand how individuals will move through and experience the intervention; identify how the intervention could be improved; establish a quality assurance process to increase likelihood of program fidelity over the course of the PFS timeline, improve reporting processes for data collection purposes, and/or fine tune these processes for the identified target population; and document hiring and training policies and procedures.

- **Articulating anticipated program impact and cost savings:** Develop logic models for each intervention and identify necessary resources, potential limitations and constraints, and proposed strategies to address identified constraints related to programmatic implementation. Facilitate a request-for-information process to identify an appropriate service provider(s). Calculate the anticipated cost-benefit of the proposed intervention by building on target population analysis and factoring in: (1) the financial cost of the intervention compared with the financial costs of current practice, and (2) other potential sources of cashable savings that will be realized through intervention implementation over time.

- **Defining success and mitigating risks:** Clearly define success metrics to set the foundation for future structuring of success payments for demonstrated outcomes; assess potential risks associated with defined success metrics and develop mitigation strategies to prevent unintended harm to the target population resulting from financial incentives for specific outcomes.

- **Developing high-level evaluation design:** Assess the specific circumstances that surround each potential intervention to determine a low-cost and accurate means of measuring levels of impact on intervention performance metrics.

- **Early communication with potential funders:** Share information about the developing social investment opportunities with individuals and foundations that have an interest in impacting investing.
Application Activities and Timeline

All applications must be submitted through ZoomGrants.com, https://zoomgrants/gprop.asp?donorid=2161&limited=670.

- December 8, 2014: Question and response period opens.
- December 12, 2014: Webinar held to explain application and eligibility.
- January 7, 2015: Letters of intent (requested but not required).
- January 30, 2015: Complete applications are due by 5:00 p.m. PST.

Question and Response Period

NCCD staff are available during the question and response period to discuss the application elements, eligibility criteria, and PFS as a funding model. Contact NCCD by email at payforsuccess@nccdglobal.org or call (800) 306-6223.

Webinar

An informational webinar on this RFP will be held on December 12 from 1:00 to 2:00 p.m. EST. Register for this webinar here: https://www1.gotomeeting.com/register/402912457.

Letter of Intent Details

Agencies interested in submitting an application are requested to submit a letter of intent by January 7, 2015. Letters of intent are submitted through ZoomGrants.com.

Letters of intent should include a brief description of the proposed project and a brief description of any experience the lead agency has with PFS or other outcomes-based contracting. NCCD will review all letters of intent and, if requested, provide brief phone consultation on the application details and/or technical assistance that will be made available to the selected applicants.

Eligibility Requirements

1. Each applicant must be a state, local, or tribal government entity or nonprofit agency (including faith-based, community organizations or institutions of higher learning) located in one of the following jurisdictions.
   - California
   - Connecticut
   - District of Columbia
   - Illinois
   - Massachusetts
   - Minnesota
   - Nebraska
   - New Jersey
   - New York
   - Pennsylvania
   - Rhode Island
   - Wisconsin
Collaborative applications are strongly encouraged and must have one lead agency that will be the identified awardee.

2. Applicants must request technical assistance in determining the viability of a PFS transaction that uses a positive youth development intervention, defined as an intervention that strengthens success in school, active citizenship, productive work, and healthy and safe lives for the target population.

3. Applicants must address how they anticipate the proposed project/intervention improve outcomes for children who are overrepresented in the child welfare and juvenile justice systems.

4. Successful applicants will be required to enter into a Memorandum of Understanding with NCCD that details the terms and conditions required to receive the requested technical assistance, including but not limited to:
   - Entering into data sharing agreements and providing case-level data as needed to complete feasibility assessment activities;
   - Recognizing affiliation with the Social Innovation Fund; and
   - Participating in knowledge-sharing activities regarding processes, tools, and products developed as part of the feasibility assessment process.

**Application Details**

Each applicant will need to submit a complete application via [ZoomGrants.com](http://www.ZoomGrants.com).

The application includes the following fields and questions.

- Application title/project name.
- Lead organization and primary contact person.
- CEO/executive director of lead organization.
- Additional contacts for application (emails only).

**Questions**

1. **Project leadership** (20 points possible; no more than two pages/6,000 characters): Describe the leadership capacity of the lead agency to spearhead a PFS feasibility assessment; experience the lead organization has with successfully developing and implementing projects that require strong leadership and collaboration; and any knowledge or experience the lead organization has with the PFS funding model. List all agencies engaged in the application and agencies or system stakeholders that have been identified as needing to participate in the feasibility assessment activities. Describe any current or previous collaborative projects undertaken by agencies included in this application, including the impact of those activities.
• All applications are strongly encouraged to have a child welfare or juvenile justice agency as a lead agency; or a letter of commitment from an agency director that commits the agency to full participation in the feasibility assessment.

• Applications that have a juvenile justice or child welfare government agency as the lead agency will be given preferential consideration.

• Letters of commitment from stakeholder agencies are encourage but not required.

2. **Credible data** (15 points possible; no more than two pages/6,000 characters): Describe relevant case-level data that will be available for analysis as part of the feasibility assessment and the agency’s or agencies’ current use of data to inform management decisions. Include a description of any data-sharing agreements among stakeholder agencies, analysis of shared data, and current measurement of intervention or system success.

3. **Significant need** (15 points possible; no more than two pages/6,000 characters): Describe the target population within the child welfare or juvenile justice system, or those at high risk of becoming system involved. Describe highly impacted communities and/or population subsets. Describe any previous or current activities undertaken by the lead agency or collaborators to improve outcomes for youth in the juvenile justice or child welfare systems, specifically interventions intended to reduce system involvement by youth in highly impacted communities and/or population subsets.

4. **Intervention and service providers** (30 points possible; no more than three pages/9,000 characters): Describe how positive youth development services would improve outcomes for youth involved with or at risk for involvement with child welfare or juvenile justice services. This should include a description of the specific high quality intervention the agency has identified; whether that intervention is currently provided within the jurisdiction; and how the intervention will increase in scale or be implemented by service providers in the jurisdiction. Describe other services currently provided to youth in juvenile justice or child welfare systems and how the proposed intervention will integrate with or supplant other services, support, and/or supervision of youth involved in one or both of these systems.

5. **Readiness and commitment of resources** (20 points possible; no more than two pages/6,000 characters): Describe the agency’s readiness to develop a PFS transaction by describing any work accomplished to date toward developing a PFS project. This may include determining the favorability of legal/regulatory conditions; reviewing, drafting, and passing legislation that allows for PFS contracts and commitments; exploring the interest of local service providers in outcomes-based contracting, etc. Describe the agency’s commitment to fully participate in the project by identifying the percentage of time a project lead will be available to support the feasibility assessment work that must be completed by the agency. This must include a description of time commitment from high level decision makers, project support...
staff, and any commitment made by key partners to participate in the feasibility assessment.

**Review and Award Process**

NCCD and its award partners will complete a review of all complete and eligible applications. A small number of top applicants will be offered an interview to discuss their application and respond to any specific questions or concerns. After the interview, award decisions will be made and announced.

It is anticipated that top applicants will be offered an interview scheduled for the week of February 23, 2015, and that awards will be announced no later than March 20, 2015.

*NCCD is a proud grantee of the Social Innovation Fund Pay for Success Program.*