“The Colorado Call for Innovation is an ambitious statewide effort to catalyze collaboration to move the needle on measurable outcomes for children and their families.” - Gov. John Hickenlooper
What is Pay for Success?

- What is this Pay for Success project? What is your Focus?
- What is the Call for Innovation?
- Questions?
Standard Government Financing of Services

Government → Provides Funds → Service Provider → Provides Services → Target Population

Overview of Pay For Success Model

Government (county, state, school district, etc.) repays funders, per contract, based on outcomes achieved

Provides working capital upfront, funding services

A contract outlines key outcomes for which government will pay

Independent evaluator assesses impact of services on key outcomes

Evidence-informed prevention or intervention for underserved group
Example: Denver Project, Launched Last Year

- Denver will make Success payments over next 5 years based on those 2 key outcomes
- 8 Funders: $8.7 Million
- Service Providers: Colorado Coalition for Homeless, Mental Health Center for Denver
- Other Parties: Corporation for Supportive Housing, Social Impact Solutions, Etc.
- Government: City and County of Denver
- Supportive Housing and Wrap-Around Case Management
- Evaluator: Urban Institute
- Target Population: 250 Persistently Homeless Denver Residents
- Evaluation looks at 2 key outcomes: Individuals who stay in housing, and reduction in Jail Bed Days

Denver Foundation
Piton Foundation
Walton Family Foundation
Laura and John Arnold Foundation
Living Cities Blended Catalyst Fund LLC
Nonprofit Finance Fund
Colorado Health Foundation
Northern Trust Company

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Pay For Success Activity Across the U.S.
Illustration of How Pay for Success Could Work in Colorado for this Project

- State Government (CDHS/OSPB/Other state entity?)
- Local Government (County/Judicial District/School District, etc.)
- Providers of Services (Evidence-based & Promising)
- Improved Alignments of Service (Continuum of care)
- Child Welfare Involved Youth
- Juvenile Justice Involved Youth

Possible PFS Finance

Rigorous Evaluation
What is Pay for Success?

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Questions?
Target Populations and Outcomes

**Target Population 1:**
Colorado Child Welfare-involved, Out of Home Placed Youth, Grades 7-12

3758 Youth Statewide (On Average)

**Outcomes:**
- On Time High School Graduation
- Juvenile Justice Involvement
- Post-Secondary Education/Employment
- Placement Stability/Permanency
- Intermediate Education/Behavioral Measures

**Target Population 2:**
Colorado Youth in Secure Detention, Following Secure Detention

4,012 Youth Statewide (Last Fiscal Year)

**Outcomes:**
- Decrease Future Detention/Commitment
- Decrease Arrests/Justice System Involvement
- Improve Educational Outcomes
- Intermediate Behavioral Measures
Good Work Already Happening Across Colorado to Serve System-Involved Youth

- County and Judicial District Innovation
- Collaborative Management Program (CMP)/1451 Groups (42 Counties)
- Crossover Youth Practice Model (in use in CO)
- System of Care/Wrap Around Pilot
- SB-94 Services (Alternatives to Detention)
- Services offered through Schools
- Title IV-E Waiver Programs (Emphasizing Preventative Child Welfare Approaches)
- Evidence-Based Services Offered to Youth on Probation
Target Population 1: Out-of-Home Placed, Child Welfare Involved High/Middle School Students

Based on CDE-CDHS Data, Colorado Foster Youth Have Very Low Graduation Rates

Source: UNC Reports and Data Analysis (2016)
School Changes for Out of Home Placed Child Welfare Youth Grades 7 to 12

Source: UNC Report (2016), Based on CDE-CDHS Data Sharing
Additional School Changes For Foster Youth Drop Graduation Rates Dramatically

Source: UNC Report (2016), Based on CDE-CDHS Data Sharing
Based on Limited Colorado Data, We See High Overlap with DYC/Justice System

- **28%** of detention center placements 2007-2012 were students who had also experienced a previous out-of-home placement (UNC Report, 2014 and DYC Analysis).

- **Two-thirds (63% to 67%)** of DYC commitments were previously involved in an out-of-home placement (Based on DYC analysis from 2007 to 2013).

- **43%** of males with child welfare and public mental health involvement become DYC-involved.

Target Population 2: Youth in Secure (Short-Term) Detention, Post-Release  
(Note: This is NOT Commitment)

**Trends in Detention Average Daily Population (ADP)**

- Source: DYC Data

**Trends in Detention Length of Stay (LOS)**

- Source: DYC Data

**Trends in Detention New Admissions**

- Source: DYC Data

**7,024 Secure Detention Admissions**  
(FY 14-15)

**4,012 Unique Youth in Secure Detention**  
(FY 14-15)

Colorado Youth In Secure Detention: Reentry Rates?

All Youth in Secure Detention, Single Year
Percentage Who Return, In Single Fiscal Year
FY 2014-2015, Colorado Youth Statewide

Return
41%
Average Trips: 2.85

Don’t Return
59%

Colorado Youth In Secure Detention: Reentry Rates back to Detention?

Youth Ages 10-14 in Secure Detention
Percent Who Return, FY 2010-2011 & 2011-2012 to Present (1910 youth total)
Colorado Youth Statewide

Don’t Return 31%
Return 69%

Youth Ages 15-16 in Secure Detention
Percent Who Return, FY ‘10/’11 & ‘11/12 to Present (3920 youth total)
Colorado Youth Statewide

Don’t Return 40%
Return 60%

Source: Division of Youth Corrections Analysis, 2017. Please note this is preliminary analysis by DYC. Further research and confirmation of this numbers is needed. These figures may also include some youth who are transferred between facilities during a single episode of detention.
Colorado Youth In Secure Detention: Rates of Entry to Commitment?

Youth Ages 10-14 in Secure Detention

- Later in Commitment: 30.4%
- Not Committed: 69.6%

Youth Ages 15-16 in Secure Detention

- Later in Commitment: 22.4%
- Not Committed: 77.6%

Source: Division of Youth Corrections Analysis, 2017.
Colorado Youth In Secure Detention: Total Reentry? (Detention OR Commitment)

**Youth Ages 10-14 in Secure Detention**
Youth in Secure Detention FY 2010-2011 & 2011-2012, Later either return to Secure Detention OR Committed, to Present

- **Reenter**: 69.9%
- **Don’t Reenter**: 30.1%

**Youth Ages 15-16 in Secure Detention**
Youth in Secure Detention FY 2010-2011 & 2011-2012, Later either return to Secure Detention OR Committed, to Present

- **Reenter**: 63.8%
- **Don’t Reenter**: 36.2%

**Source**: Division of Youth Corrections Analysis, 2017. Please note this is preliminary analysis by DYC. Further confirmation of these numbers is needed. These figures may also include some youth who are transferred between facilities during a single episode of detention.
Of 4,419 all Colorado Youth of any age, who return to Detention or are Committed, of Original FY 2010-2011 and 2011-2012 Cohorts (total of 57.1% of original cohort)

Source: Division of Youth Corrections Analysis, 2017. Please note this is preliminary analysis by DYC. Further confirmation of these numbers is needed. These figures may also include some youth who are transferred between facilities during a single episode of detention.
Youth Returning to Secure Detention Often Account for High Number of Trips

Youth All Ages Who Return to Secure Detention After Release
By Number of Youth, of 4419 who Returned

- Return more than 3 times: 1260 Youth 28.5%
- Return 1, 2 or 3 Times: 3159 Youth 71.5%

Youth All Ages Who Return to Secure Detention After Release
By Total Trips through Secure Detention

- Number of Trips through System of those who Return 3+ Times: 7837 59.3%
- Number of Trips for those Returning 3 or less times: 5368 40.7%

Source: Division of Youth Corrections Analysis, 2017. Please note this is preliminary analysis by DYC. Further confirmation of these numbers is needed. These figures may also include some youth who are transferred between facilities during a single episode of detention.
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What is the Call for Innovation?

Questions?
RFIs and RFPs vs. “Call For Innovation”

**Traditional RFI/RFP**
- Relatively little emphasis on collaboration, engagement and feedback
- Part of a more traditional procurement process
- RFIs tend to general and preliminary; RFPs tend to require detailed budgets, specifics and programs ready for immediate launch
- Rare for local governments to submit an application

**Call For Innovation**
- Starts a conversation between state and key stakeholders
- Could lead to useful matching between providers and local govts
- Emphasizes creative and innovative approaches
- Leads to a list of possible viable interventions, with a range of possible options for funding, but final funding mechanism not set
Call For Innovation (CFI) Core Goals

**High Engagement:**
CFI that’s user friendly; feedback from across Colorado, including local officials, providers, stakeholders

**Identify Key Needs:**
Learn about gaps within systems serving youth – where should we focus?

**Drive Innovation:**
Unleash new ideas and creative energies, focus attention on outcomes, evaluations and data.

**Get High Quality Options:**
Identify concrete options for interventions/improved service alignments.

**Groundwork for Action:**
Actionable list of projects/partnerships to pursue, through PFS project, or regular budget cycle.
Call For Innovation (CFI) Intended Timeline:
Goal of Actionable Plans by Summer 2017

- **CFI Released**
  - January 2017

- **CFI Convening Kickoff/Q&A**
  - (February 14, 10 AM, 2017)

- **CFI Statewide Call**
  - (February 21, 2017)

- **Submit CFI Statement of Intent to Apply (Optional)**
  - (February 21, 2017)

- **Submit CFI Responses**
  - (March 21, 6 PM)

- **State Review of CFI Responses**
  - (March/April/May 2017)

- **Release Viable Candidate Proposals for Funding**
  - (Target May/June ‘17)

- **Concurrent Feasibility Analysis, and Engagement with Interested Stakeholders**
  - (Ongoing)

- **Match CFI Finalists with PFS Feasibility Analysis**
  - (March to July, 2017)

- **Proceed Funding Viable Proposal(s)**
  - (If Strong Options)
  - (Summer and Fall 2017)

*Note that dates could change. Check back at OSPB CFI page for any updates to dates.*
Call For Innovation Application: 3 Basic Questions

1) **Gaps in Service:**
   - Most urgent current gap for identified target population?
   - Data to substantiate?

2) **Intervention and/or Restructuring of Service Delivery:**
   - Summarize, tie to outcomes, relevant experience?
   - Where best, support needed, environmental factors?
   - Cost estimate, plan to operationalize.
   - Matching funds?
   - Informed by youth feedback?
   - How is this innovative?

3) **Extent to which proposal is evidence-based (optional, recommended).**
Call For Innovation Application: 9 Key Criteria for Evaluation

1. Addresses Core Target Populations and Outcomes.
2. Demonstrated Need (including local government support).
3. Data and Research Driven?
4. Operational Feasibility.
5. Evidence-Informed/Plausible Evaluation.
6. Return on Investment.
7. Engages Effectively with Youth (including Youth Positive Development Principles).
8. Geographic Flexibility.
Deadline for Call for Innovation: 6 PM, March 21.

(Optional/encouraged): Submit brief notice of intent to apply by February 21.

Statewide Call: 10 AM February 14, 720-279-0026, Pass Code 815437

Please email final submissions to Gov_ospb@state.co.us, please cc roger.low@state.co.us, use subject line “CFI Final Submission”

My Contact Information: Roger Low, OSPB Pay for Success Project Manager, Roger.Low@state.co.us - feel free to reach out!

CFI Website with Application and all materials is here: https://goo.gl/5Mus0f
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