



## ***Performance Management Academy***

### ***Day 3: Finding and Implementing Evidence***

***October 26, 2021***

# Using Evidence In Contracting

*“This content was developed in consultation with the Pew Charitable Trusts’ Results First initiative.”*

# Challenges to traditional contracting practices



Focus on  
compliance  
rather than  
performance



Limited  
collaboration  
and capacity  
building



Lack of collection  
and use of  
meaningful data to  
improve outcomes

# Opportunities to use research evidence to improve outcomes

Growing body of research on program effectiveness

Advances in technology

Emerging best practices

# Steps to incorporate evidence into contracting

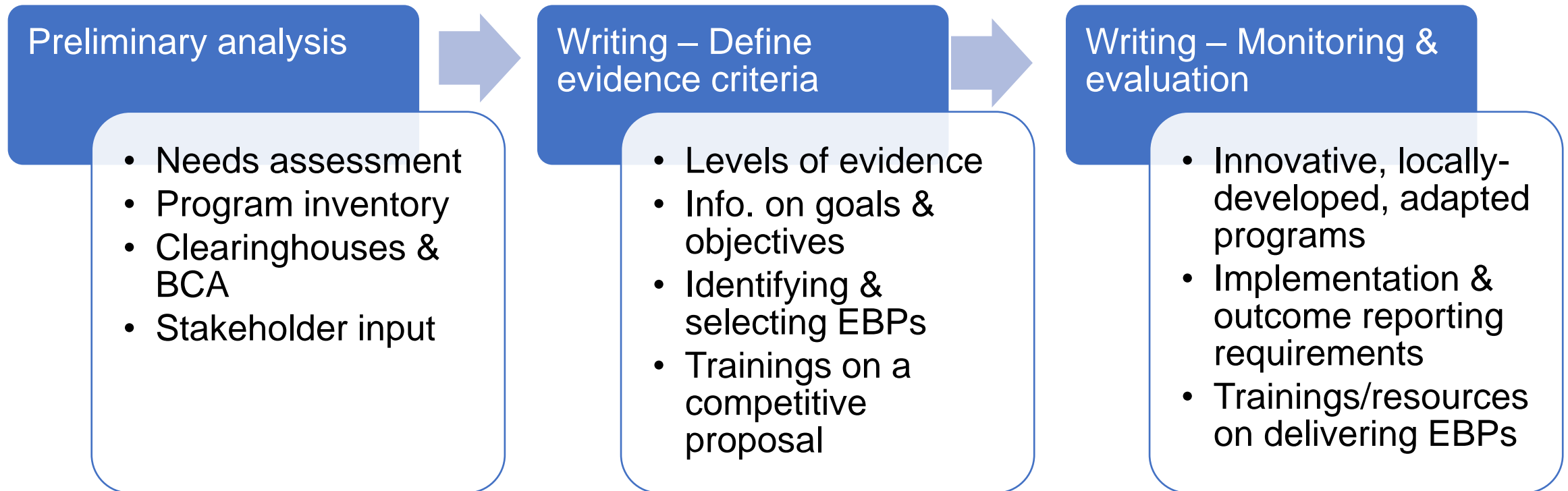


Use data to  
inform contract  
planning &  
development

Engage  
stakeholders to  
build capacity  
for delivering  
EBPs

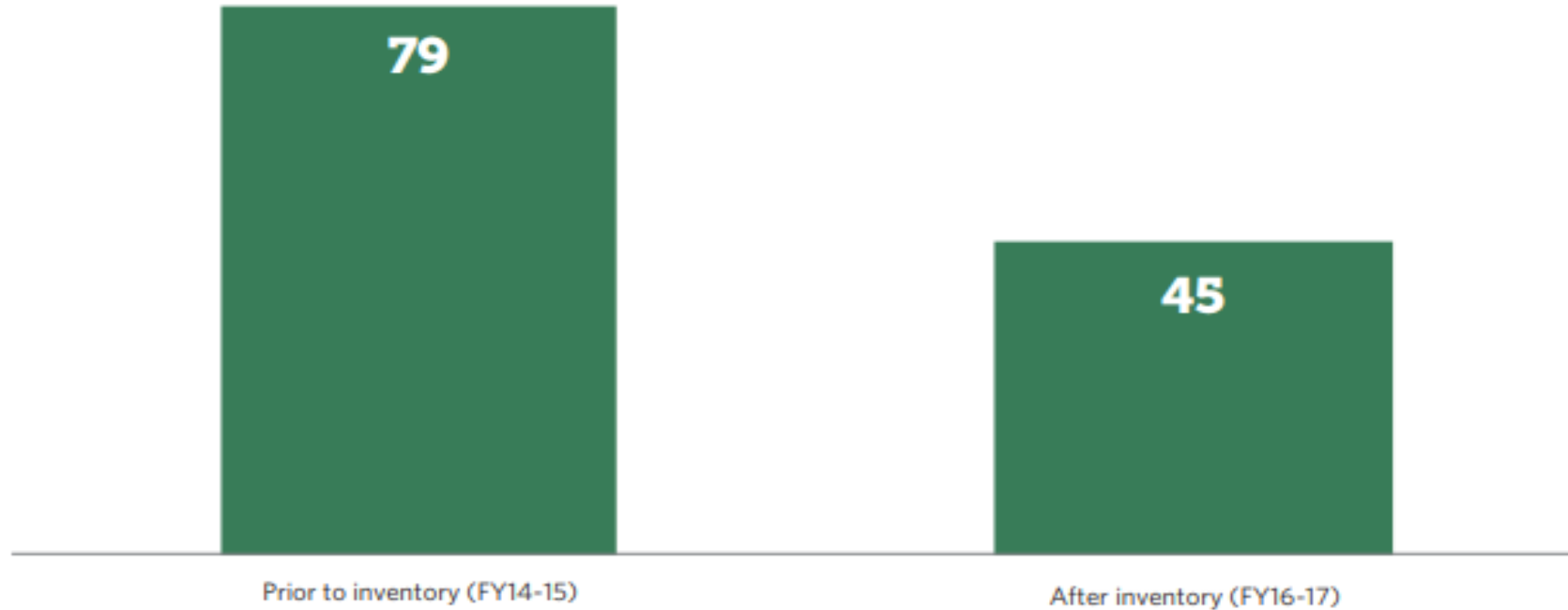
Specify  
evidence  
requirements  
in RFPs

# Use data to inform contract planning & development



## Decrease the Total Number of Unique Programs in Operation

Iowa consolidates correctional programming to focus on better implementation



Note: The department eliminated 42 programs but then added eight, bringing to 45 the number of programs left operating.

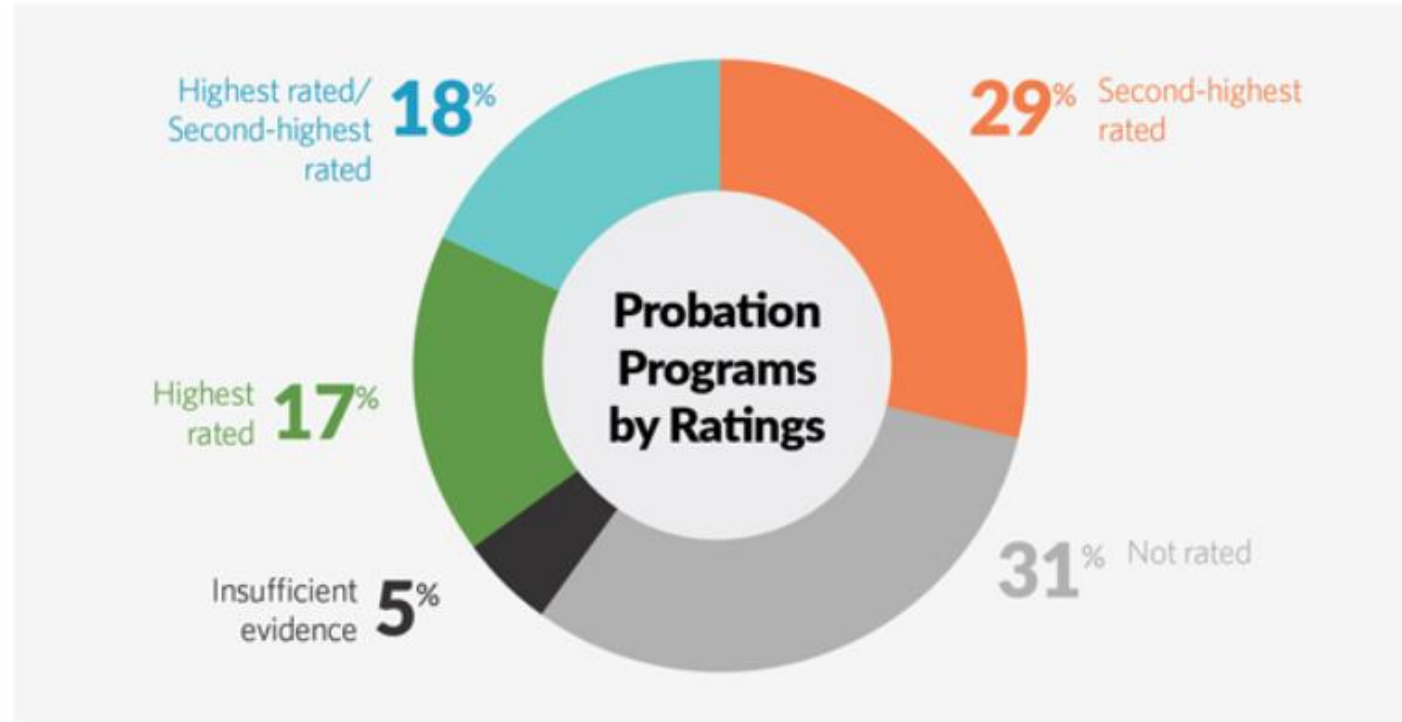
Source: Iowa Department of Corrections

*Iowa's Department of Corrections used a program inventory to consolidate and increase evidence-based programming implemented with fidelity.*

Source: The Pew Charitable Trusts

This content was developed in consultation with The Pew Charitable Trusts.

## Nearly Two-Thirds of Massachusetts Treatment Programs for Persons on Probation Are Evidence-Based and Effective at Reducing Recidivism



Source: The Commonwealth of Massachusetts Trial Court, Office of Community Corrections

*Massachusetts Probation Services specified in RFP Moral Reconciliation Therapy (MRT) and invested in training all center staff in MRT to support contracted providers.*

Source: The Pew Charitable Trusts

This content was developed in consultation with The Pew Charitable Trusts.



Engage stakeholders to build capacity

Educate providers on EBPs

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

Specify evidence requirements in RFPs

Provide key information on requested evidence-based services

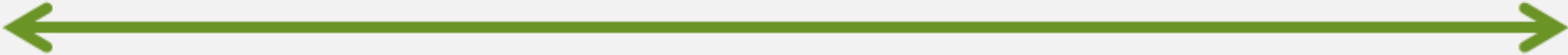
Define evidence criteria and specify requirements

Clarify how programs will be assessed

Specify implementation and outcome  
reporting requirements



# Specify evidence requirements in RFPs

	<div>Flexible</div> <div>Prescriptive</div> 		
Funding Requirements	Give priority to EBPs in scoring proposals	Require some level of evidence	Require EBPs
Program Selection	Providers choose any program that meets evidence requirements	Providers choose among pre-selected menu of programs	Providers must operate a specific model

# Resources

[How to Use Evidence in the Contracting Process](#)

[EBP contracting examples](#)

[Using the Results First Clearinghouse Database Helps Users  
Access Information on Program Effectiveness](#)

[Where to Search for Evidence of Effective Programs](#)

# Discussion

# Active Contract Management

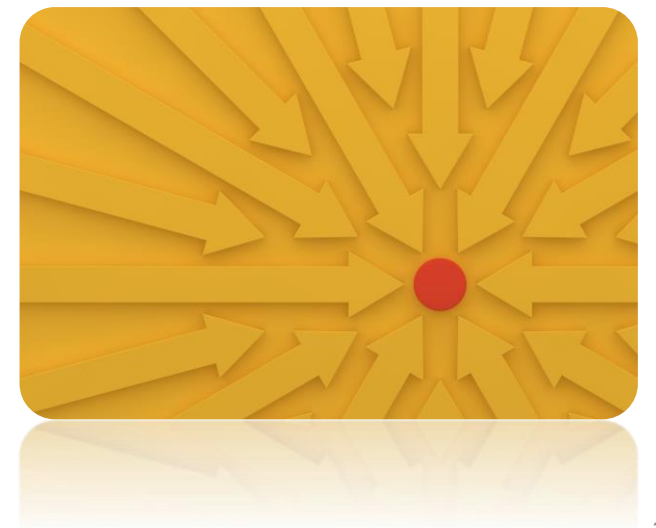
# Steps to incorporate evidence into contracting





**Active Contract Management (ACM) is comprised of three main components:**

1. High-frequency reviews of real time performance data.
2. Regular, collaborative meetings between service providers and agencies.
3. Forward looking performance management roadmaps.







## Active Contract Management: Benefits & Risks

### Benefits

- Reactive troubleshooting
- Incremental improvements
- Systems reengineering

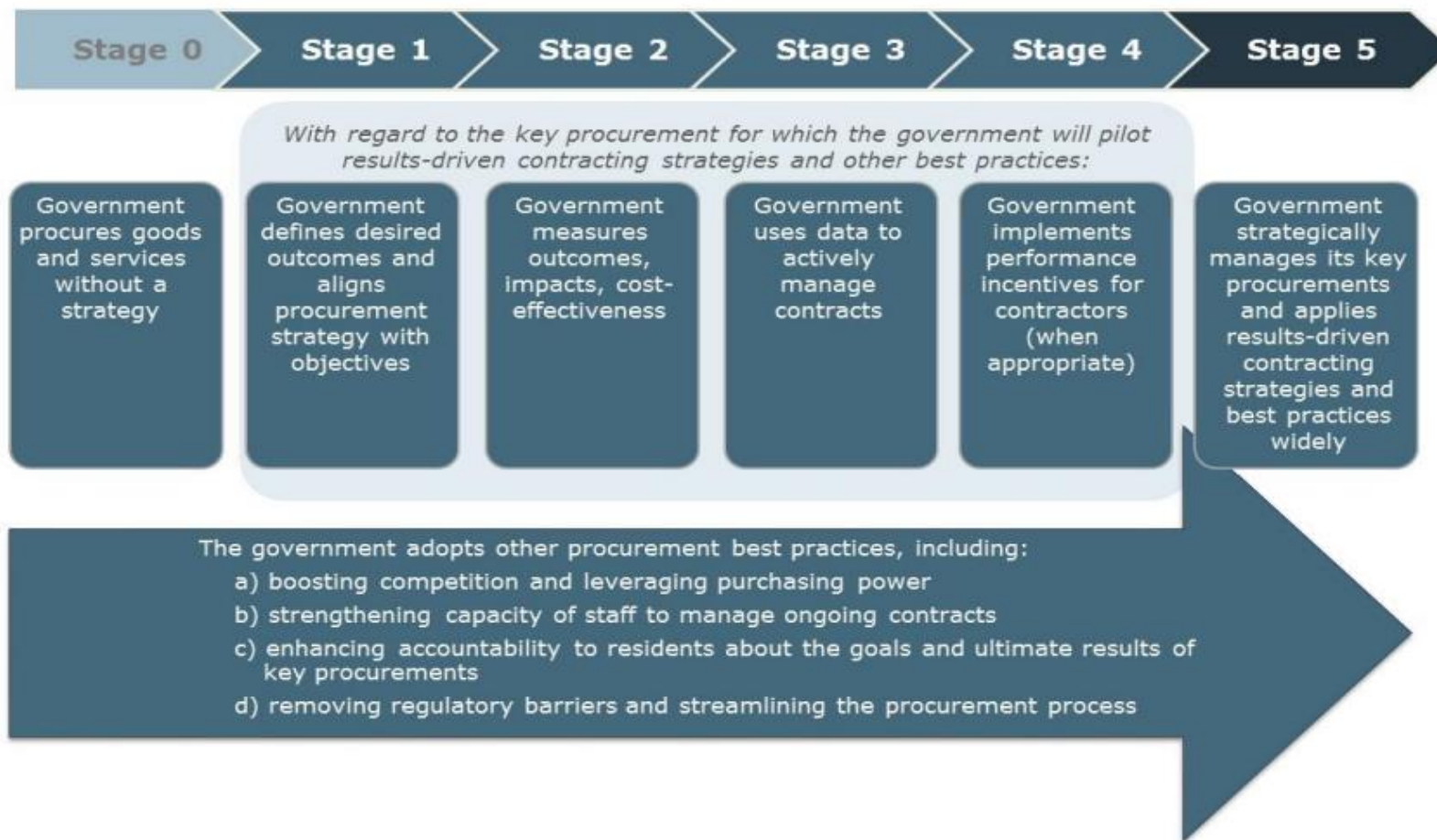
### Challenges

- Requires robust financial, personnel, and technical resources
- Data intensive
- Choosing outcomes



# Using Evidence in Contracting: A Continuum

**Figure 1. Continuum of Results-Driven Contracting Strategies and Other Procurement Best Practices**





## Resources

- [Active Contract Management Brief](#) (Harvard Kennedy School)
  - *Discusses the principles of active contract management, and provides examples of how other states have incorporated the model into their work.*
- [Incentivizing Results: Contracting for Outcomes in Social Service Delivery](#) (Urban Institute)
  - *Provides an overview of outcome-based contracting, challenges and benefits, and how to create a payment strategy.*
- [The Hexagon Tool](#) (National Implementation Research Network)
  - *The Hexagon Discussion and Analysis Tool helps organizations evaluate the fit and feasibility of implementing programs or practices in a given context.*



## Citations

- Active Contract Management: How Governments Can Collaborate More Effectively with Social Service Providers to Achieve Better Results, Harvard Kennedy School, [https://govlab.hks.harvard.edu/files/govlabs/files/active\\_contract\\_management\\_brief.pdf](https://govlab.hks.harvard.edu/files/govlabs/files/active_contract_management_brief.pdf)
- “Results Driven Contracting: An Overview”. Harvard Kennedy School, 2016. [https://hwpi.harvard.edu/files/govlabs/files/results\\_driven\\_contracting\\_overview.pdf](https://hwpi.harvard.edu/files/govlabs/files/results_driven_contracting_overview.pdf)

# NC DOT SPOT Program

# Spot Safety Program

## Mission Statement

**To systematically and objectively administer the allocation of limited Spot Safety funds to those candidate safety projects across the State that provide the most benefit to the traveling public in terms of reducing fatalities, injuries, and motor vehicle crashes.**

- **Maximum Program commitment per project \$400,000**
- **Program Funding \$12,100,000 per year**

# Spot Safety Program Decision Support

Spot Safety Index Tool - prioritizing different projects across the state

Highway Safety Improvement Program — Identifying locations with needs

Comprehensive Safety Evaluations — Making sure what was implemented worked and feedback for future prioritization

Standardized Forms and Processes — Same starting point and process to keep from manipulating the process

## Key Resources

Program Manager — Cindy Millikin monitors controls and documents to prevent chaos

Skilled Staff — Regional Traffic Engineers review and seal projects

# Data and Information Driven

Network Screening tool using performance measures are used to identify potentially hazardous location.

The sites prioritized and investigated

Based upon specific patterns of crashes, and the actual locations, countermeasures are considered. Once selected, the project is developed and submitted for funding.

Funding decision is supported with the Spot Safety Index that is a combination of data (70%) and Subjective Ranking of local informed engineers (30%)



# Spot Safety Program Decision Support Tools

$$\text{Safety Index} = \mathbf{S} + \mathbf{Dg} + \mathbf{Cd} + \mathbf{Rs}$$

**S** = Project Benefit Cost Ratio based on expected benefits divided by safety funds invested the projects as scaled 1-50 points, and the lowest receiving 1 point, B:C > 65 receive all 50 points, as the B:C lowers the points go down.

**Dg** = Does the project cover more than one department goal? (Scored 1-10 with 10 being the highest)

**Cd** = Projects that take longer to deliver get a lower score, quicker deliver higher score (Scored 1-10 with 10 being the quickest projects i.e. no ROW, Utilities, basic design)

**Rs** = Division and Regional Priority. The higher the priority the higher the score. Division and region may have different priorities for the list. There are not ties Top project for each gets 15 points, the next gets 14 etc. If there are more than 15 projects 16 and up receive 1 point each.

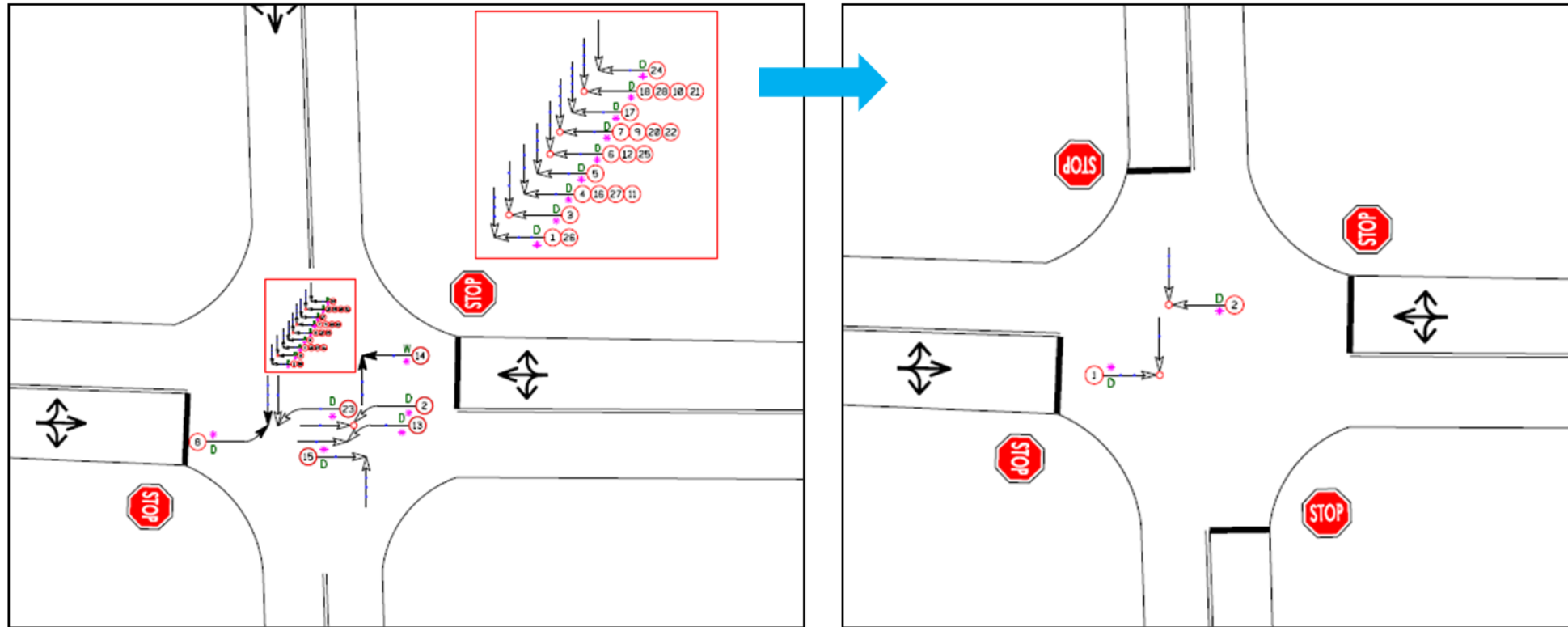
# Example of a set of Spot Safety Projects

Rank	File Number	B/C	Reg Priority	Div Priority	SI	Div	County	Description of Location	Project Improvement Description	PE Cost	ROW, Utils Cost	Con Cost	Amount Requested	Companion Funding Amount	Total Cost Estimate	Severity Index
1	04-20-61390	600.26	1	1	100	04	Johnston/Wayne	US 70 at (1) SR 2556 (Dr. Donnie H. Jones, Jr. Blvd)/SR 2315 (New Barbour Road); (2) SR 2316 (Old Rock Quarry Road/Barden Street); (3) SR 2371 (Old Cornwallis Road); and (4) SR 1229 (Luby Smith Road).	Convert existing full-movement median crossovers to reduced conflict intersections by constructing 2' islands 1' off the travel lane in each crossover, with 2' pavement widening in the median. Install flexible delineators on top of each island.	\$8,000		\$292,000	\$292,000		\$300,000.00	11.72
2	06-20-61716	347.72	1	1	100	06	Robeson	SR 1318 (McQueen Road/ Mary C Road) at SR 1752 (Rennert Road).	Convert to All-Way Stop.	\$1,000		\$25,000	\$25,000		\$26,000.00	18.29
3	09-20-1073	602.60	1	1	100	09	Davidson	SR 1772 (Hasty School Road) at SR 1777 (Hasty Hill Road) in Thomasville.	Implement all way stop (AWS) traffic control. Construct channelization island in northeast quadrant radius (store [parking lot] to contain right shoulder-mounted stop sign.	\$5,000	\$5,000	\$17,000	\$22,000		\$27,000.00	13.02
4	14-20-210	81.58	1	1	100	14	Jackson	US 23-74, 0.6 mile west of SR 1576, near Balsam.	Remove crossover.	\$10,000	\$1,000	\$100,000	\$101,000		\$111,000.00	38.90
5	02-20-61248	370.83	1	2	99	02	Pitt	SR 1700 (Old Tar Road) at SR 1713 (Laurie Ellis Road).	Install an all-way stop.	\$1,000		\$10,000	\$10,000		\$11,000.00	9.23
6	10-19-218	785.12	1	2	99	10	Cabarrus	NC 200 and SR 1006 (Mount Pleasant Road) near Mount Pleasant.	Install an All-Way stop condition with upgraded flashers.	\$3,000	\$10,000	\$30,000	\$40,000		26 \$43,000.00	13.81

# All Way Stop

SR 2178 (Hardin Road) at Westview Street/Westwood Drive

- Before to After





#### Crash Reductions (Using 5.67 Year Before and After Periods)

Total Crashes:	70.2% Reduction	(From 57 crashes to 17 crashes)
Target Crashes*:	81.8% Reduction	(From 55 crashes to 10 crashes)
Target Injury Crashes:	81.1% Reduction	(From 37 crashes to 7 crashes)
Target PDO Crashes:	83.3% Reduction	(From 18 crashes to 3 crashes)
AADT:	16.4% Increase	(From 5500 vehicles to 6400 vehicles)

\* Target Crashes include all Frontal Impact Crashes.

The Frontal Impact Crash types considered are as follows: Left Turn-Same Roadway; Left Turn-Different Roadways; Right Turn-Same Roadway; Right Turn-Different Roadways; Head On; and Angle.

Subdivision

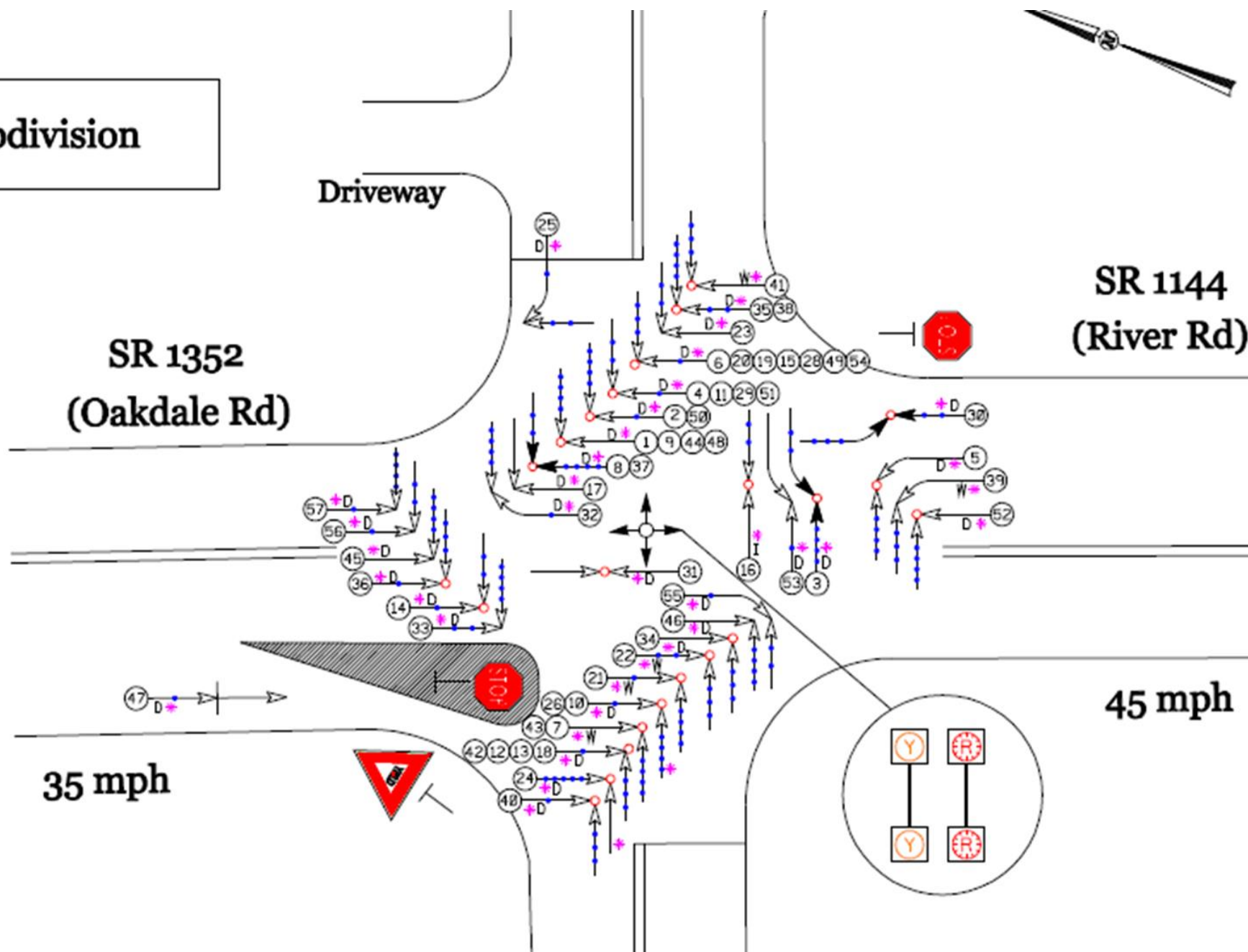
Driveway

SR 1352  
(Oakdale Rd)

SR 1144  
(River Rd)

35 mph

45 mph





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