

OCC
Performance Based
Contracting (PBC)
Stakeholder Engagement
Methods Workshop

June 29, 2021



Agenda

Today's Objectives:

- Confirm Stakeholder Engagement Methods
- Share Individual Hopes & Concerns
- Identify Stakeholder Group Representatives
- Share Next Steps

Description	Time Allotted
Agenda & Introductions <i>Please Enter your Name & Organization in our Chat</i>	10 min
Context & Background	20 min
Engagement Methods	20 min
Hopes & Concerns	20 min
Stakeholder Representatives - (Group Breakouts)	40 min
Next Steps	10 min

Collaboration Ground Rules



GPS recommends these ground rules to promote effective collaboration:

- One person speaks at a time
- Stay on mute unless engaging
- Say what you mean, ask questions to promote understanding
- Tough on problems, easy on people
- Use the past only to describe a better future
- *Others?*

Impetus

- Colorado's current OCC funding model pays Counties a straight per diem rate for community correction services. The Office wants to move to a future in which we pay a base-level per diem with additional payments for higher performance based on measures to be determined by this project (Performance Based Contracting).
- A recent report by the Urban Institute makes some recommendations about what the measures should be (e.g. not using the whole score of audits or highlighting certain metrics).
- The primary goal objective of the project is to be prepared to answer the Request for Information from the JBC and be prepared to move forward with the implementation of PBC into our contracts.
- So far, the engaged stakeholders are showing general support, but incentive details could create some resistance. We anticipate a combination of measures with both direct and partial control by the provider.
- For example, how they perform in the core security Audit and PACE evidence-based measures are in their control. Conversely, risk informed outcomes comprise the other measures, such as client success rates after leaving CC. The Urban institute makes some recommendations about what those should be (e.g. not using whole score of audits or highlighting certain metrics).

Objectives

- Establish & Develop Consensus Metrics - performance-based measures & relevant cutoff levels
- Develop Consensus Funding Models - recommended funding approaches
- Timeline after RFI - through first payout and the reassessment cycle.
- Extensive stakeholder engagement ensuring successful RFI, additional providers etc.

Project Roadmap



- Outline the process and timeline
- Orient leaders & stakeholders to the process
- Plan communications and release message(s)
- Identify interviews, workshop participants and arrange logistics

- Design interview guide -
- Present to May Governor's CCA Council
- Research evidence-based practices, where warranted
- Interview stakeholders
- Facilitate 2 - 2-hour workshops to map current operations (contracts and audits)
- Document current state

- 1 - 2 hour workshops to develop consensus on Stakeholder engagement method (hopes/concerns, representatives)
- 3 - 2 hour workshops to cover 3 PBC measures & related project scope limits. Discuss & elicit feedback on each topic to share information & prepare for final workshops
 - Risk Informed Outcomes (RIO)
 - Core Security Audit (Core)
 - Program Assessment for Correctional Excellence (PACE)
- 3 - 2 hour workshops to synthesize feedback on potential options
 - Metric Details, including cutoff levels
 - Payment models
 - Timeline
- Integrate data & draft plan

- Preview the plan with stakeholders (adjust based on feedback)
- Assist with concepts and elements and business requirements to be considered in the RFI.
- Develop RFI creation plan with ownership
- Draft RFI by 12/31

We are here

5/21 : : Logistics arranged

: Current State summarized

___: Future State defined

___: Plan submitted



Resources

Executive Sponsors: Joe Thome, Debbie Oldenettel

Project Leader: Katie Ruske

Steering Committee: Katie Ruske, Chrystal Owin, Carrie Barton, Nicole Banks

Mindy Miklos, Valarie Schamper, Cynthia Lockwood

Liz Craig, Scott Kirton, Jeff Jorden, Tamara Russ, Shane Fowler,

Working Group: Arlene Duran, Lydia Popovski, Cara Wagner, Tahnee Santambrogio,

Wendy Bacchi, Shawna Nichols

+ 20 Stakeholder Group Representatives

Extended Team Stan Hilkey, Jana Locke, Joel Malecka (Leg Liaison), Terri Anderle

Members: (Budget Director, Liaison to OSPB/JBC), CCAC

Champion/Mentor: Brian Pool

Strategic Engagement Approach

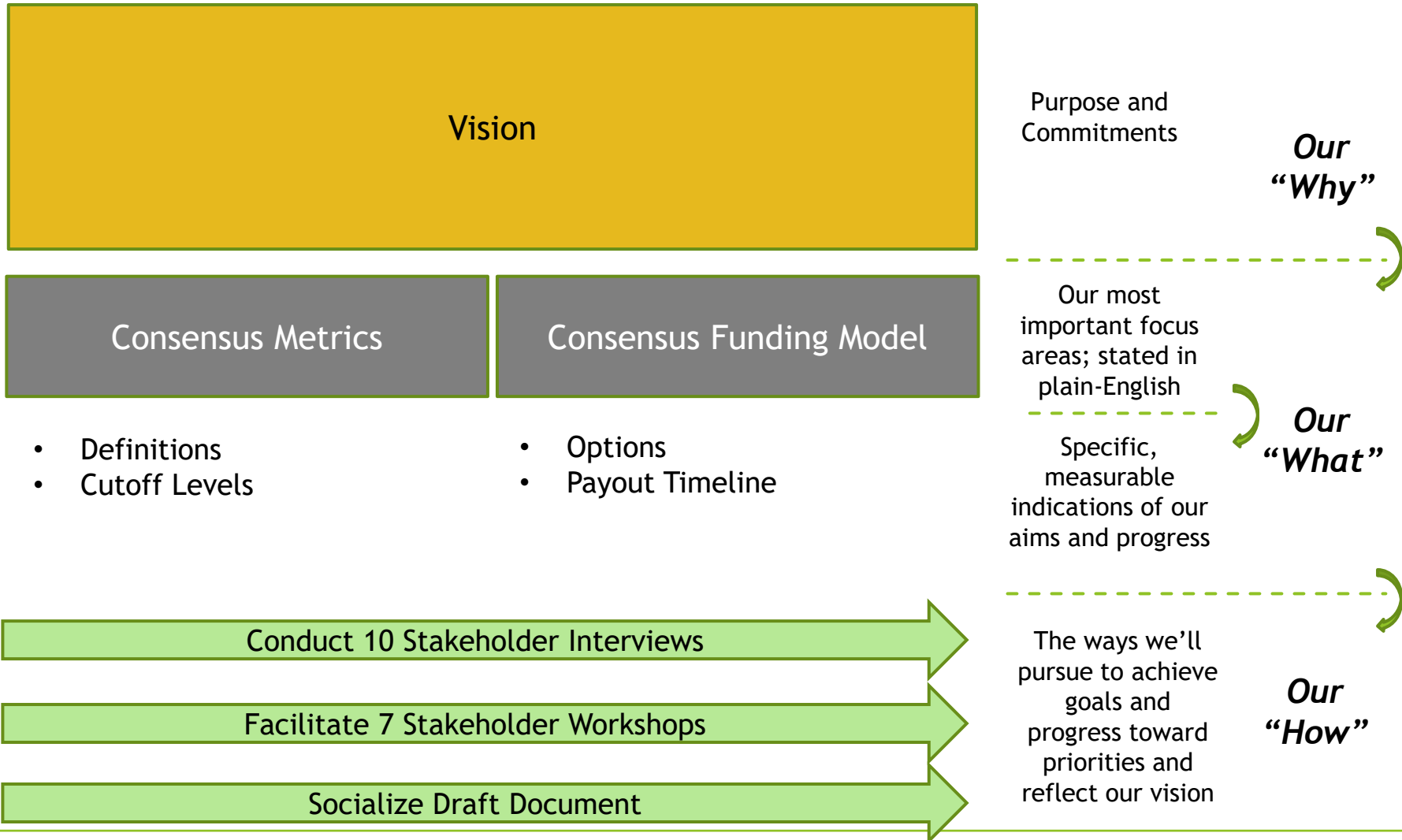
- Invite stakeholders to provide input, and use their input to help design a strategic approach based on building trust
 - Call out the ideas you're not going to pursue, and explain why
 - Focus on what you're great at doing, the critical few, and reduce or eliminate the rest
 - Some elements of your old organization must be left behind as the organization moves on
 - Have an effective plan for harvesting the best of your past, but eliminate the rest
- Tell a good story by avoiding dry, technocratic language to explain the change and its rationale
- Translate the strategic plan into vivid, everyday language to help people understand:
 - How they contribute to the broader success of the clients, and
 - Why each part of the change, including theirs, matter
- Foster a culture of accountability that encourages autonomy, open communication, and rewards those demonstrating accountable behaviors



Strategic Engagement Methods

- Offer multiple venues & opportunities to share feedback
 - 7 Facilitated Workshops
 - 1 “Always-On” electronic Noteapp Board to collect feedback / ideas
 - 1 Shared email inbox
 - 3 Newsletters
 -

Strategy Map



Our Shared Vision

What is our objective?

PBC is an innovative, transparent & fiscally responsible strategy ensuring local, safe & accountable providers deliver services & support to community corrections clients.

Why?

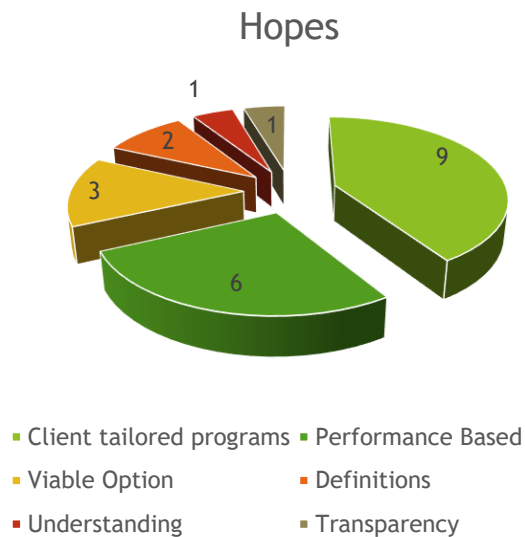
The criminal justice system and communities benefit from researched, rehabilitative sentencing options. Local boards and providers serve the diverse clientele with additional OCC support, training and technical assistance resulting in lower recidivism rates.

How will we get there?

This program offers the opportunity to listen and collaborate with community correction stakeholders, apply established research and provide clear, concise guidance to increase the quality and quantity of help & supportive programs to our communities.

Hopes & Concerns

- Click on the [link](#) to the NoteApp Board and share your hopes & concerns for this project



Working Group Breakouts

- **Referrers (4)**
 - DOC staff
 - Judicial staff
 - Court staff
 - Parole
- **Room 2 - Local CC Boards (4)**
 - Rural
 - Urban
- **Room 1 - Providers (6)**
 - Rural
 - Urban
- **Advocacy (4)**
 - Public
 - Communities
 - Victims
 - Clients
(diversion & transition)
 - Client Families
- **Other (2)**
 - DCJ
 - Counties
 - Legislature

Working Group - Breakout Assignment

Identify representatives who can combine :

- **Collaboration** - interested in listening, learning and a heart to work collaboratively (be a part of the answer, not the answer)
- **Ability** - have the time to attend 6 - 2 hour workshops over the next 4-5 months.
- **Focus** - stay focused on our scope related to PBC and not conflate other challenges we face in CC

→ GPS proposal: Identify representatives who can include the interests/perspectives of most or all of the stakeholders in their group.

Working Group Decision-making protocol

There are at least two common discussion-making models:

- **Consensus** : All team members debate topics, tweaking language and eventually arriving at a recommendation most everyone can accept (even if they don't strongly support it)
- **Majority Rule** : Teams debate topics and declare their support and opposition for recommendations; the majority position is documented

→ GPS proposal: Pursue consensus where possible and document minority opinions where strong feelings remain

Stakeholder Group Questions - For Representatives

Questions:

1. Tell us a bit about you and your role.
2. As you consider PBC to be part of the future for the OCC, what do you envision?
3. What would you personally like to see come out of this effort?
4. Aside from this effort, what other major changes are underway in OCC that should factor into our strategy?
5. How do you measure the success or failure of OCC and PBC in particular?
6. What are the strengths and weaknesses of OCC, its stakeholder groups and PBC in this setting?
7. What achievements within your organization can be leveraged to make the most positive impact on Colorado?
8. What factors are inhibiting your organization's ability to be successful?
9. What trends (in technology, regulation, funding etc.) are challenging your organization (and potentially PBC at OCC)?
10. Is there anything else you'd like to share or for us to know to help us be successful?

Next steps

1. Schedule 6 stakeholder engagement workshops to define the details of the future state performance-based contracting
2. Prepare to share your perspective with the broader group for discussion



Thank you



Government Performance Solutions, Inc. (GPS)

Brian Pool	brian@governmentperformance.us	303.884.8646
------------	--	--------------

