

City of Chicago  
Department of Family & Support Services  
Commitment to Outcomes

November, 2018



## OUR MISSION

Working with community partners, we connect Chicago residents and families to resources that **build** stability, **support** their well-being, and **empower** them to thrive

## OUR PRIORITIES

**Deliver** and support high quality, innovative, and comprehensive services that empower clients to thrive

**Collaborate** with community partners, sister agencies, and public officials on programs and policies that improve Chicagoans' lives and advance systemic change

**Inform** the public of resources available to them through DFSS and its community partners

**Steward** DFSS' resources responsibly and effectively

# DFSS invests \$420 million annually serving 300,000 of Chicago's residents\*:

## Children's Services

### What

- Early Head Start
- Head Start
- Child care

### How

- Large, multi-service organizations
- Local daycare sites

## Youth Services

### What

- One Summer Chicago
- Out of School Time
- Justice-involved youth

### How

- Employers
- Mentoring providers

## Domestic Violence Services

### What

- 24/7 DV hotline
- Legal counseling & advocacy

### How

- Counseling providers
- Legal advocates



## Workforce Services

### What

- Job preparation, training, and placement
- Community Re-Entry Support Centers

### How

- Workforce service providers

## Homeless Services

### What

- Prevention
- Housing supports
- System coordination

### How

- Shelters, engagement, & outreach providers
- Call center

## Senior Services

### What

- Meals on Wheels
- Housing assistance
- In-home care

### How

- Senior centers staffed by DFSS employees and service providers

## Community Service Centers

### What

- Case management
- Referrals to services

### How

- Community Service Centers staffed by DFSS employees

\*selection of programs, not an exhaustive list

## Why develop a commitment to outcomes?

- Each year, the Chicago Department of Family and Support Services (DFSS) serves 300,000 Chicagoans
- Social service **funding is generally flat or decreasing**, while **DFSS' constituents, and the need for its services, are increasing**
- It is essential to minimize organizational and leadership silos and expand our ability to prioritize resources
- **To prioritize resources and provide coordinated service delivery**, DFSS must:
  - **Clearly describe the outcomes it aims to achieve** to help set programming, funding, and collaboration priorities
  - **Develop activities to measure, report on, and refresh outcomes** to inform decision-making and communicate results
  - **Adopt effective internal practices** to provide coordinated services across program areas

## By doing this, it is anticipated that DFSS will be able to...

- ✓ Make better decisions based on desired outcomes instead of outputs or program history
- ✓ Examine how the organization makes decisions and thinks about its impact in the social service community
- ✓ Be more proactive
- ✓ Set expectations for stakeholders so they understand what types of funding, programs, and collaborations DFSS will pursue
- ✓ Save time through greater internal collaboration
- ✓ **Achieve better outcomes for Chicagoans**

At its heart,  
DFSS' commitment to  
outcomes is about  
*better results*  
for vulnerable Chicagoans

## We have engaged multiple stakeholders throughout the process to obtain input

DFSS staff



- Interviews and surveys
- Focus group meetings
- Workshops

External stakeholders



- Advisory Committee
- Mayor's Office
- Interviews with grantees and other human service agencies

External support



- [Civic Consulting Alliance](#)
- [Harvard Kennedy School Government Performance Lab](#)

# Timeline

**Phase 1:  
Developing a Strategic  
Framework**

**Phase 2:  
Strategic Contracting**

July 2016 – November 2017

*Setting and operationalizing internal priorities, outcome goals, and decision-making*

November 2017 – April 2019

*Engaging grantees to improve services and outcomes in line with Phase 1 goal development*

**Civic Consulting**  
alliance  
the engine of public-private collaboration  
an affiliate of the Civic Committee of the Commercial Club of Chicago

 **HARVARD Kennedy School**  
Government Performance Lab



# Phase 1: Developing a Strategic Framework

## Operational Model

### 1. Measuring, Reporting On, and Refreshing Priorities and Goals

Internal resources and procedures that enable divisions to track progress and use data to inform portfolios

### 2. Making Decisions

Criteria and activities that align funding and programming decisions with DFSS' priorities and goals

### 3. Driving Collaboration

Cultivate more opportunities for collaboration and increase efficiency

# Phase 1: Developing a Strategic Framework

**Refreshed DFSS’ overall mission and priorities with stakeholder input**

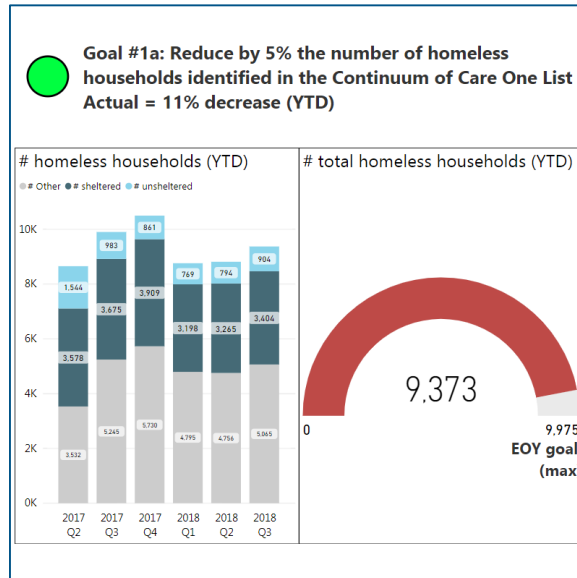
**Set division-level outcome goals in line with DFSS priorities**

**Started to “live into” framework internally**



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- 1** Measuring, reporting on, and refreshing priorities and goals
- 2** Making decisions
- 3** Driving collaboration

## Phase 2: Strategic Contracting

### Operational Model

#### Strategic Planning for RFPs

Define division and population needs, what success looks like for each contract, and ready the grantee community for new expectations

#### Results-Driven Contracting

Develop results-focused RFPs and use contracts to orient providers towards clear outcome metrics

#### Active Contract Management

Review real-time performance data with grantees to monitor progress, swiftly detect issues, and make course corrections as needed

Supportive department-level processes and strategic portfolio management

## Phase 2: Strategic Contracting

***Refreshed RFPs  
focus on shared  
outcome goals rather  
than activities***



***Selection criteria  
updated to reflect our  
focus on results and  
best practices***

- 1** Strength of proposed program
- 2** Program performance, outcomes, and quality
- 3** Organizational capacity
- 4** Reasonable costs, budget justification, and leverage of funds

***New application  
questions to help  
DFSS make more  
informed decisions***

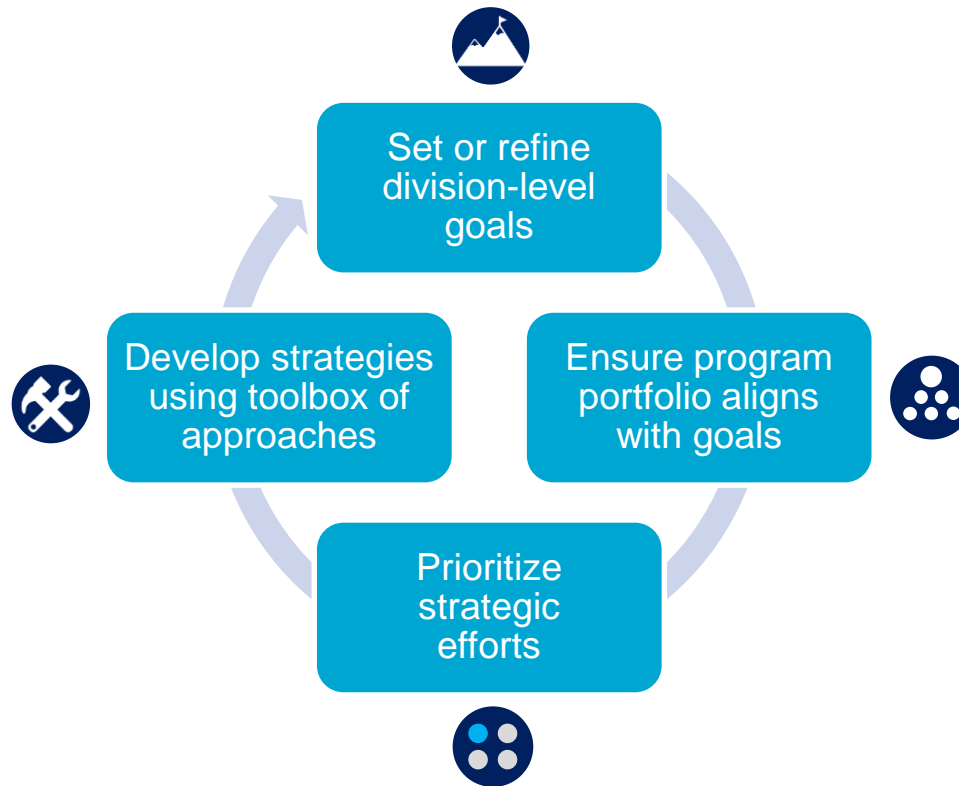
### **Example questions**

*“What are the challenges and critical needs facing your intended client population?”*

*“Describe the evidence base and/or best practices that support the proposed program.”*

*“Please tell us about 1-2 times your agency made a programmatic or organizational change based on data collected.”*

## Phase 2: Strategic Contracting



Strengthen links in our process to help prioritize, resource,  
and drive action and improvement