

## Public Investment Plan (PIP) – Project Charter – Proposed Final Scope Of Work

Name:	Pay for Success – High Quality Pre-K
Convener:	Laura Moore
Contact:	<a href="mailto:Laura.moore@nashville.gov">Laura.moore@nashville.gov</a>

**1. If necessary, please provide an updated or revised plan based on the feedback you received from the Public Investment Panel, and the resources you were awarded. If there are no proposed changes to your plan, please indicate so by marking this field as “NO CHANGE”.**

There have been two changes to this PIP’s plan since initial submission in March 2016:

1. Under the advisement of the PIP panel, our team has adopted a greater focus on leveraging outside funding sources to complete a feasibility study which will evaluate the extent to which Pay for Success and other innovative funding models can maximize public resources to expand high quality Pre-K in Nashville
2. We have moved the “establishment of evaluation methodology” to an out-year following the completion of the feasibility study

**2. Provide a brief outline below of the actions that will be taken to implement the project in FY17, including key milestones, deliverables and project schedule.**

As outlined in our initial submission, our team plans to complete three major actions in FY 17:

- Secure technical assistance partner **(Spring 2016)**
- Begin feasibility study with a technical assistance partner to determine how, and under what conditions, Pay for Success could be implemented in Nashville to expand high-quality Pre-K **(Begin Summer 2016)**
  - Identify a target population
  - Identify and assess potential models for expansion
  - Assess data, legal, and regulatory systems
  - Assess current contracting
  - Engage local funder community
  - Develop “go forward” recommendations
- Identify and engage community stakeholders to expand our team beyond government stakeholders **(Begin Summer 2016)**

Although this project does not official launch until July 25, work has already begun on all three of these actions. In May 2016, the Harvard Government Performance Lab (GPL) selected Nashville to partner with to assess the feasibility of using Pay for Success and other results-driven tools to expand high quality Pre-K. These services, which are being provided at no cost to the city, are valued at up to \$250,000 based on proposals we received from other organizations in advance of our PIP submission. Initial conversations and data collection for the project occurred throughout May and June with an official project launch occurring on July 11. Harvard’s on-the-ground work is being supported by an Education Pioneer who has a background in finance and early childhood education. She began her work on July 5.

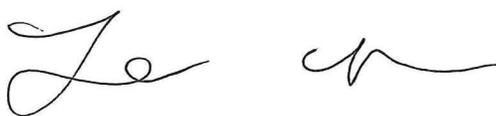
Work has also begun to engage community stakeholders beyond our initial team. In May, our Pay for Success Advisor conducted a series of “Pay for Success 101” sessions with partners from the Finance and Legal departments, as well as the Mayor’s Office. She also conducted a similar session with partners from Metro Nashville Public Schools’ Pre-K Department, the Tennessee Department of Education’s Office of Early Learning, and the Nashville Public Education Foundation. She will also offer similar sessions to the partners participating in the kick-off of the feasibility project with the Harvard GPL on July 11. That kick-off includes partners from MNPS, Metro Action Commission, Childcare Tennessee, the Tennessee Department of Education, Nashville Public Education Foundation, Conexion Americas, the United Way, the Community Foundation, Alignment Nashville, and Vanderbilt. We are also exploring the possibility of doing similar engagement work in the fall with the local funder community in partnership with Local Shares. In addition to education around Pay for Success, those partners will be engaged in an ongoing fashion through work groups that will be established.

**3. Provide clear and measurable criteria for how you propose that the administration and the PIP panel should evaluate the proposal’s success during FY17**

Action	Criteria	Target for Completion
Secure technical assistance partner	A technical assistance partner with expertise to conduct a feasibility study has been identified and secured	May 2016
Begin feasibility study with a technical assistance partner to determine how, and under what conditions, Pay for Success could be implemented in Nashville to expand high-quality Pre-K	The size of the unmet need for remaining Pre-K services has been quantified. The students who could benefit the most from expanded Pre-K services have been identified	October 2016
	A model for Pre-K expansion with a track record of success has been identified	October 2016
	The level of upfront capital needed to expand Pre-K through Pay for Success or other results-driven models has been identified.	November 2016
	Barriers to expanding Pre-K through Pay for Success and other results-driven models have been identified and catalogued	December 2016
	Local and national sources of upfront capital have been identified	February 2017
	An overall recommendation of whether to proceed with Pay Success or other results-driven models has been made	April 2017
Identify and engage community stakeholders to expand our team beyond government stakeholders	Key partners beyond our initial team have been identified and engaged	Ongoing

**4. Provide an estimated level of completion for the project at the end of its first year – June 30, 2017 (i.e. Planning Stage, Implementation Stage, or Completed). Include specific detail for what that level of completion means for your project, in context of the project milestones outlined in question 3.**

By the end of Year 1, our team expects to have a clear sense of what opportunities exist to expand Pre-K through Pay for Success or other results-driven models as well as the extent to which these models maximize public resources to the benefit of Nashville's children. As outlined above, this will include the identification of the remaining need for additional Pre-K services, the funding capacity needed to meet these needs, as well as the ability of Metro government and its partners to expand by using this model. Ultimately, we will gain clear consensus on whether the city should move forward with an expansion through Pay for Success or whether other tools are more viable.




Amount Requested	Organization Receiving/Purpose	Service Description
\$10,700	Ed Pioneers	Contracted Service
	\$3500-Contract Fee	
	\$7200--Dedicated Intern	
\$10,000	Funder & Community	Contract Service
\$10,300	Contingency Fund	Matching Funds
<b>\$31,000</b>		

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## Public Investment Plan Project Charter Agreement

I, **Laura Moore**, convener of the **Pay for Success—High Quality Pre-K** Public Investment Plan (PIP) hereby agree to abide by the terms and responsibilities contained in this Project Charter Agreement for the implementation, measurement, and evaluation of the approved Public Investment Plan.

### I. Funding

Funding consisting of **\$31,000** and **0** FTEs was allocated to this PIP and will be kept in **an account to be determined by Finance**, for tracking and evaluation purposes. I acknowledge that the allocated funding is considered non-recurring for Fiscal Year 2017-18, and that continuation funding will be contingent upon satisfactory completion of the terms outlined in this agreement. All parties acknowledge that funding and resources allocated to this PIP were awarded for the sole purpose of fulfilling the objectives outlined in the original plan as submitted to the Public Investment Panel, the Final Scope of Work and Project Charter and therefore, **will not be used for other purposes**.

### II. Evaluation

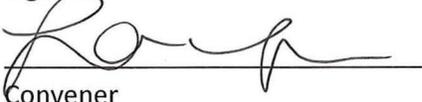
All parties agree to abide by the Project Charter and Project Schedule attached to this agreement. Satisfactory completion of the criteria - to be determined jointly by the Finance Director and Project Convener - will be required in order for the Public Investment Plan to be considered for continuation or additional funding in subsequent fiscal years.

### III. Reporting

It is the responsibility of the Convener to ensure that reporting deadlines are met, and the agreed upon materials are provided at the dates specified in the FY17 Project Charter Schedule. The Convener shall report both the specified financial & performance metrics using the templates provided, and a brief narrative that details how the project is meeting the criteria. This information will be used to inform the Mayor, the Public Investment Panel, and the citizens of Davidson County of the project's success.

The project charter scope of work, evaluation criteria, and evaluation and reporting timeline have been formulated and agreed upon by both parties. Both parties understand that this agreement can be adjusted as required throughout the fiscal year.

Signed:

  
Convener

  
Finance Director

**Public Investment Plan – FY2017 Project Charter Schedule**

By signing this document I, as the Convener of this Public Investment Plan (PIP), agree to abide by the schedule outlined below. This schedule has been developed in concert with the Finance Director, and reflects our collective understanding of the Public Investment Plan’s Project Schedule.

**1. Project Charter Finalized– 7/22/16**

- Proposed project charter due to Dennise Meyers & OMB Analyst by 07/11/16
- Meet with Finance Director to finalize Project Charter: between July 13 and July 15<sup>th</sup> (time to be determined)
- Final Project Charter, including evaluation criteria completed and signed by 07/22/16

**2. Project Launch – 07/25/16**

**3. As Convener, I agree to provide the following reports to the Finance Director according to the listed schedule:**

**Required Reporting Components** (*format to be determined*):

- Narrative of current progress
- Performance Metrics
- Financial Tracking Form
- Other information that may be required for reporting to key stakeholders including the Metro Council and citizens. This may include written materials or in-person presentations to these groups.

**Reporting deliverable templates will be provided by 8/1/16**

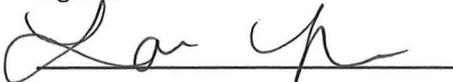
**Schedule:**

- **1<sup>st</sup> Quarter Report Due – 10/17/16**
- **2<sup>nd</sup> Quarter Report Due – 01/17/17**
- **3<sup>rd</sup> Quarter Report Due – 04/17/17**
- **Year-End Report Due – 07/15/17**

As Convener, I agree to meet with the Finance Director to discuss status of the PIP at any given time during the fiscal year.

I understand that complying with the terms of the Project Charter Schedule will be considered during upcoming budget processes to determine whether funding will be provided on a recurring basis for this initiative.

Signed:



Laura Moore

Education Liaison (Convener)



Talia Lomax-O'dneal

Finance Director