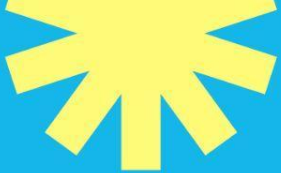
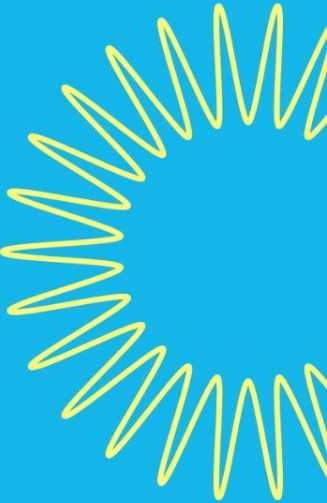




Contracting for Results: Making Performance-Based Contracting Work

BUILT FOR ZERO LEARNING SESSION

Tuesday, Oct. 20, 2026 · 10:20-11:45 a.m.



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What you'll leave with

Speak the language

The terminology and rationale behind performance-based contracting, and why public, philanthropic and other funders are adopting it.

Learn from Denver's pilot

What's working, the mechanics to consider, and how the financing is structured.

Hear the provider view

Why the model benefits providers, first-hand from a provider partner.



Today's flow

- **Welcome, poll, and introductions**
- **Framing and national trends** · 8 min
- **The Denver pilot story** · 15 min
- **The provider perspective** · 15 min
- **Moderated questions** · 15 min
- **Audience Q&A** · 27 min
- **Takeaways and next steps** · 5 min



Who's in the room?

Raise your hand if you...

- Work in government, a nonprofit or provider, philanthropy, or finance
- Could explain performance-based contracting to a colleague
- Fund, manage, or hold a contract tied to outcomes today
- Feel nervous about tying contracts to outcomes



PRESENTERS

Moderated by LoriAnn Girvan, Principal



Shelby Kohn

Managing Director,
Maycomb Capital



Asabea Amaniampong

Senior Data Analyst,
Denver HOST



Dr. Lena Miller

Co-Founder and CEO,
Urban Alchemy





Shelby Kohn

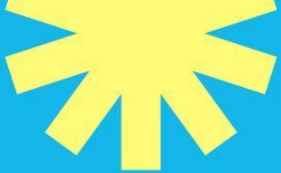
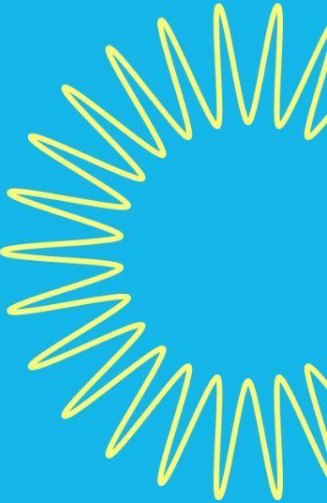
MAYCOMB CAPITAL

Managing Director

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CONTRACTING FOR RESULTS

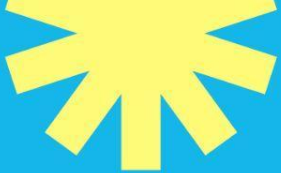
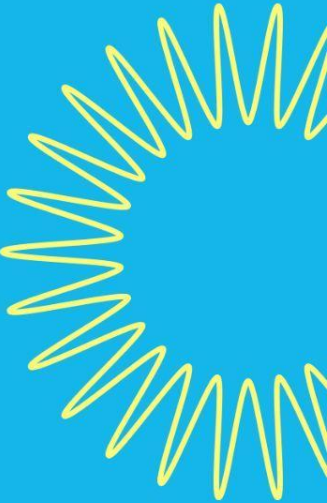


MAKING PERFORMANCE-BASED
CONTRACTING WORK

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CONTRACTING FOR RESULTS



MAKING PERFORMANCE-BASED
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PERFORMANCE-BASED CONTRACTING

What, Why, Where, and How?



What is performance-based contracting?

- Transformative approach that aligns public spending with measurable success in communities
- Contract payments are tied to client progress
- Performance measures and targets are determined in advance by key stakeholders
- Payment amounts for each measure of progress are set based on the budget
- Providers deliver services and track progress, which is then used to determine the payments earned



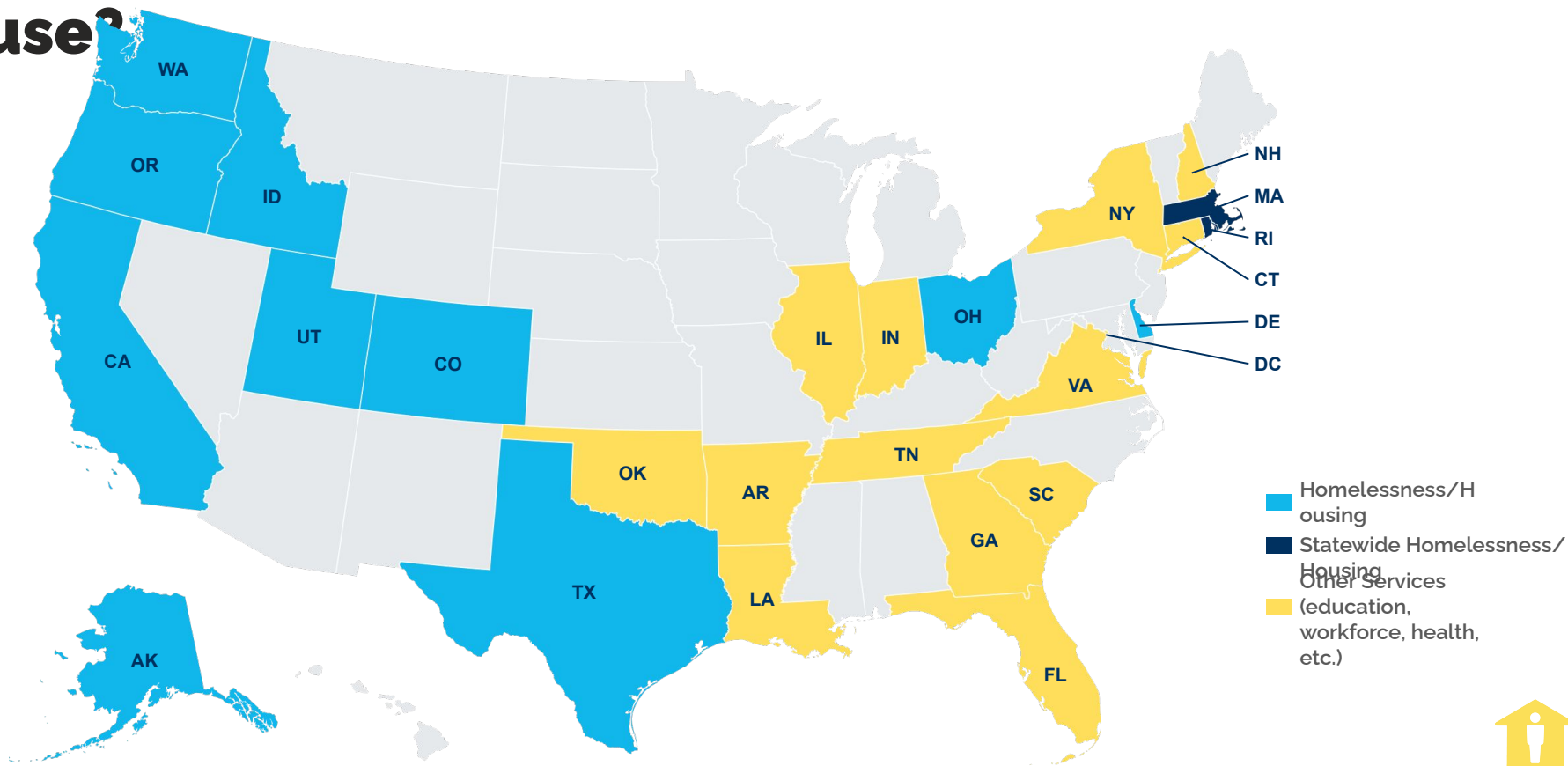
Why performance-based contracting?

- Better results for communities¹
- Clarity of purpose—government and providers agree on what they are trying to achieve and what success looks like
- More flexibility for providers in the way they do their work
- Streamlined reporting requirements
- Improved data quality that informs decisions across the system
- Recognition for good work

1. [Evaluation of Outcomes Based Contracting Final Report](#) by WestEd, July 2026.



Where is performance-based contracting in use?



How do you adopt performance-based contracting?

1. Determine Metrics

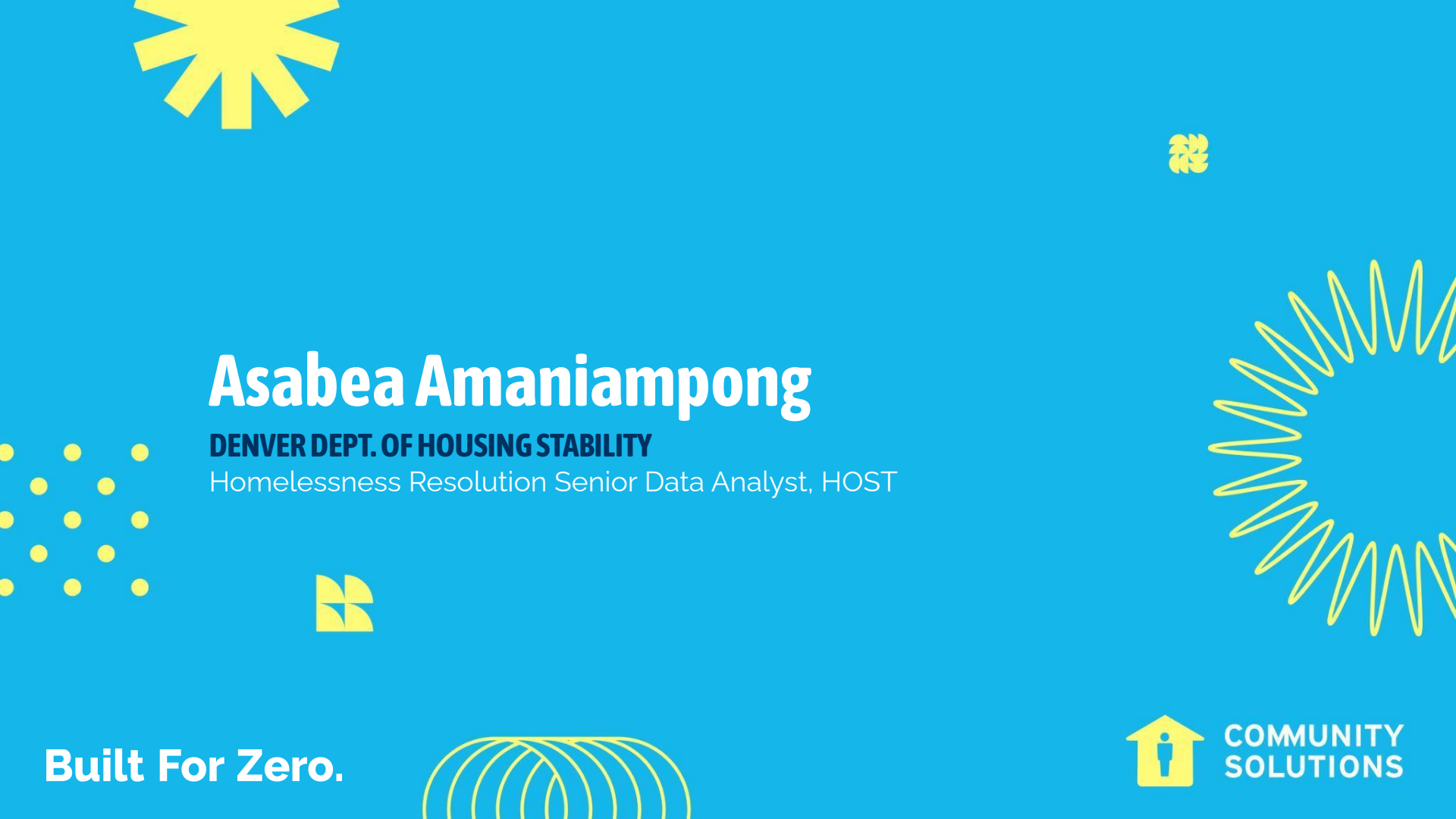
- Define the performance metrics that will trigger payment
- Determine the targets for each metric
- Set the payment amount for the individual achievement of metrics

2. Revise Processes

- Amend RFP to include performance metrics
- Establish invoice processes
- Amend contracts to include performance metrics, targets, and payment amounts
- Ensure system of record (often HMIS) can capture performance metrics

3. Manage Performance

- Ensure performance data is available and accessible to key stakeholders in a timely manner
- Establish processes to routinely review performance metrics against targets
- Offer ongoing trainings to providers on relevant topics (e.g., data entry, client engagement techniques, rapid resolution, referrals, etc.)



Asabea Amaniampong

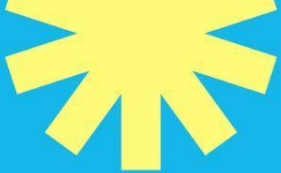
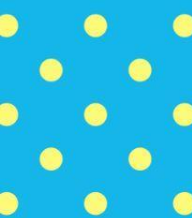
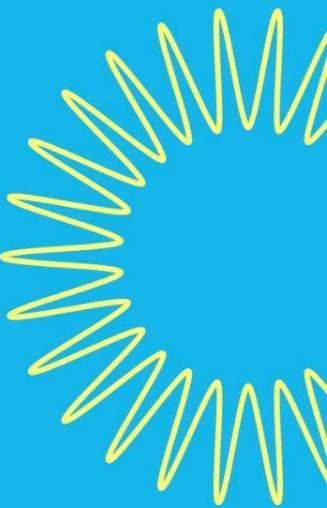
DENVER DEPT. OF HOUSING STABILITY

Homelessness Resolution Senior Data Analyst, HOST

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Performance Based Contracting: Denver's Story



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Why Performance Based Contracting?

The Challenge: Inconsistent Execution

- Case management lacked structure and intentionality
- Families and individuals often entered shelter without a coordinated entry assessment, a key step toward permanent housing
- No clear accountability for whether services were moving people toward housing
- Effort without utilizing a defined pathway out of shelter

After Implementation: Intentional Practice, Clear Pathways

- High-impact practices with clear pathways toward housing exits
- Intentional, structured case management focused on activities that achieve housed outcomes
- Creative, individualized solutions to help families and individuals move out of shelter
- Deeper understanding of each family's and individual's needs to inform the right interventions

Provider Buy-in

Make it Easy for Providers

- Launched with a full-day conference in December + regular follow-ups
- Program Officer participation is vital
- Bi-weekly office hours for questions and troubleshooting
- Ongoing feedback collection to continuously improve the process
- Additional training deployed when patterns or common issues emerge
- Provide a website with up-to-date information on data procedures and definitions

Positive Provider Feedback

- **Stronger teamwork:** better cohesiveness among case management teams
- **Greater accountability:** Helps keep the team accountable for its performance and results
- **More creative engagement:** Led to more creativity in how staff engaged clients
- **More time for services:** Provide better structure and reduced time spent on invoices

Key Steps

Define Performance Metrics

Example: Performance metric is defined as “Households Sheltered Each Night”

Set Rate for Each Performance Metric

Example: Contract sets the payment rate for a Household Sheltered Each Night at \$50 per household per night

Track Performance Metrics throughout Service Delivery Period

Example: Service Provider tracks # of Households Sheltered Each Night at their site over the course of a month

Disburse Funding Based on Performance Metric Achievement

Example: Over the month, the Service Provider provides 20 households with shelter for 30 nights each, resulting in \$30,000 paid to the provider.

$$20 \text{ Households} \times 30 \text{ Nights} \times \$50 \text{ Per Night} = \$30,000$$

What are we measuring?

Metrics

Metric	Definition	Goal
Metric 1	A performance payment is awarded for each household sheltered each night	90%
Metric 2	A performance payment is awarded for each unique household engaging in a rapid resolution conversation	90%
Metric 3	A performance payment is awarded for each housing focused case management session per household, up to 4 per household per month	80%
Metric 4	A performance payment is awarded for each active household with a coordinated entry assessment less than 12 months old on the Community Queue	90%



Metric 4: Active in the Community Queue

This will be refreshed on the 7th of every month and then locked down for Invoicing. No more data will be considered for the month.

Site

Waterford Green



Last Refresh

6/26/2026 5:57:36 AM

Site: **Waterford Green**

Community Queue Overview

Community Queue Details

Metric 4: A performance payment is awarded for each active household with a Coordinated Entry Assessment less than 12 months old in the Community Queue. **Goal: 90%**

Households with an Assessment Less
Than 12 Months Old and on the
Community Queue

280 (95%)

Households with an Assessment Less
Than 12 Months Old but NOT on the
Community Queue

15 (5%)

Households with an Assessment
Greater Than 12 Months Old and on
the Community Queue

31 (10%)

Households Enrolled WITHOUT an
Assessment

1 (0%)

Households Enrolled and in the Community Queue

Site	Month/Year	Distinct Households Enrolled	Distinct Households with an Assessment	Distinct Households with a Current* Completed Assessment	Distinct Households with a Current* Completed Assessment and on the Community Queue	Percent with current assesment and on the queue
Waterford Green	June 2026	296	295	295	280	95%
Waterford Green	May 2026	295	291	291	272	92%
Waterford Green	April 2026	274	265	265	239	87%
Waterford Green	March 2026	270	252	252	227	84%
Waterford Green	February 2026	265	247	247	217	82%
Waterford Green	January 2026	261	236	236	202	77%

Metric 1: Occupancy

Metric 2: Rapid Resolution

Metric 3: Case
Management

Metric 4: Community
Queue

Definitions

Results

Results

Q2 2025 → Q2 2026

Occupancy Rate

84% → **93%**
Q2 2025 Q2 2026

**+9 percentage
points**

Rapid Resolution

97%
Q2 2026

The 2026 pilot created
a clear standard,
consistent tracking and
a **97% adoption rate**.

Case Management

51% → **83%**
Q2 2025 Q2 2026

**+32 percentage
points**

Coordinated Entry

35% → **86%**
Q2 2025 Q2 2026

**+51 percentage
points**

Results

Q2 2025 → Q2 2026

911 Calls

215 → **168**
Q2 2025 Q2 2026

Down 22%

Incident Reports

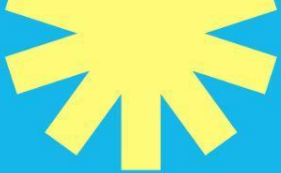
10 → **5**
Q2 2025 Q2 2026

Down 50 %

Guest Satisfaction

72%
Q2 2026

National average is about
70%



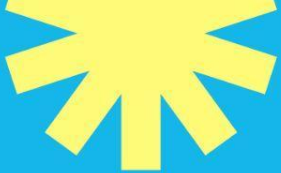
Dr. Lena Miller

URBAN ALCHEMY

Co-Founder and Chief Executive Officer

Built For Zero.





Contracting for Results

A Provider's View from Denver

Dr. Lena Miller | Co-Founder & CEO of Urban Alchemy

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Denver: From Receipts to Results

BEFORE

Paid for Receipts

- **Line-Item Reimbursement:**
Even small expenses could take hours to process and resolve
- The city saw providers' *spending*, but not actual progress toward housing

SINCE JANUARY '26

Paid for Results

- **Budget Paid on 4 Metrics:**
 1. Sheltered Nights 45%
 2. Case Management 40%
 3. Housing Queue 10%
 4. Rapid Resolution 5%

Getting buy-in: City Council, Controller, City Attorney and Providers all had to agree.

□ Metrics were built around what providers can control, and the city started with 7 contracts to prove the concept before scaling



Urban Alchemy at The Aspen

289-room former hotel, assumed operations in January 2026

By Q2 we met or beat every paid target in serving 347 households – the most in the pilot.

91% **Housing-Focused Case Management**
up from 15% in Q2 2025 (target 80%)

90% **Active in the Housing Queue**
up from 51% (target 90%)

93% **Occupancy**
up from 83% (target 90%)

99% **Rapid Resolution at Intake**
Previously unmeasured (target 90%)



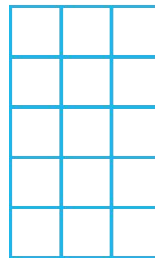
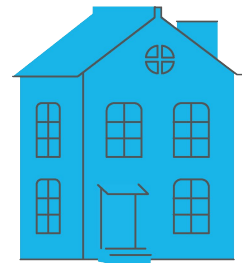
From the Provider's POV

What Works

- Flexibility to spend on what guests actually need; not on line items
- Clear, shared targets the whole team can rally around
- Data becomes a management tool, not extra paperwork
- Payment tied to delivery steadies provider cash flow for operations

What to Get Right

- Shelter metrics can't fix a housing shortage, so ensure resources are funded and provided
- Define metrics carefully: an exit to family is not the same as a return to the street
- Build buffers into rate cards so over-delivery is paid (Denver: 10%)
- Fund the real cost of trained, well-paid staff



House People Every Day



Shaping Our Work Beyond Denver

1

Denver is Scaling

Five additional shelters join in 2027, including 48th Avenue and Crossroads sites run by Urban Alchemy. Metrics being refined to focus even more on housing outcomes.

2

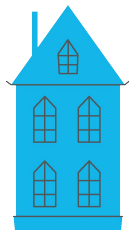
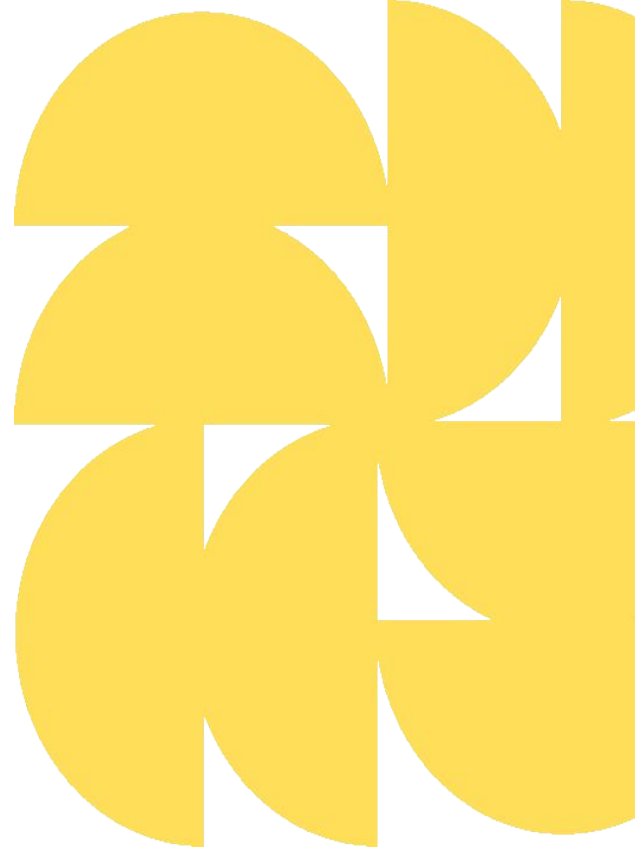
San Francisco is Next

The city is re-bidding its entire homelessness portfolio (~\$1B a year) on outcomes, through May 2029.

3

What We're Advocating For

- Cities publish outcome data
- Independent study of performance to know what works
- Allow providers a chance to improve before losing contracts
- Fund standardized training and fair pay



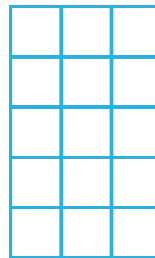
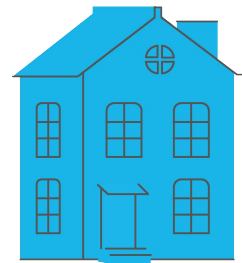
Moderated discussion

PANEL QUESTIONS · 15 MINUTES



What we'll dig into

- The benefit that makes the pitch
- Drafting and approving the contract
- Choosing measures and setting baselines
- Reporting and billing
- What you'd do differently
- Where it fits, and where it doesn't



House People Every Day



Your questions

AUDIENCE Q&A · 27 MINUTES

- Which of your contracts could test an outcome measure?
- What would your providers need to say yes?
- What data do you already track?





One first step for your contracts

ROUND ROBIN

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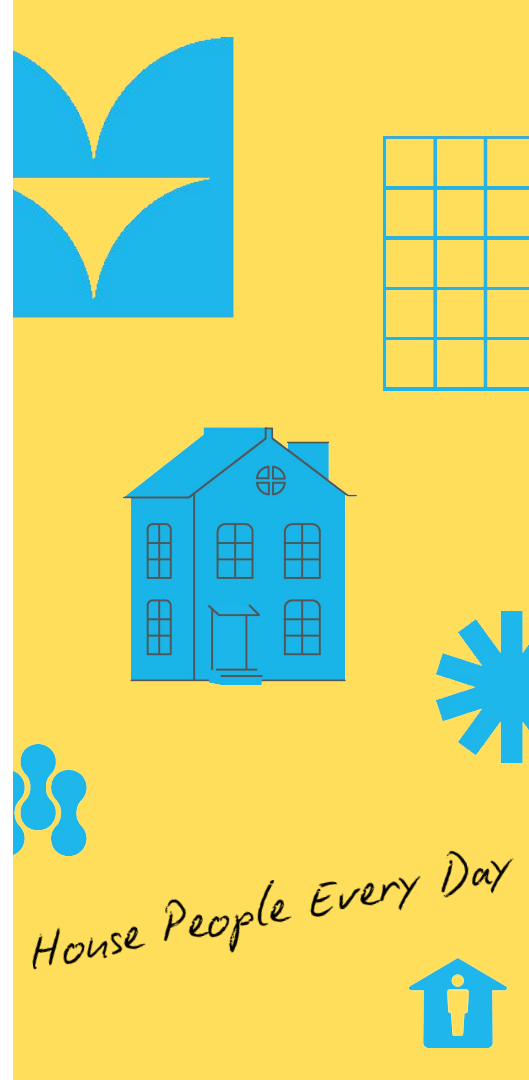


Session Feedback

Please scan the QR code to complete the feedback survey.



<https://survey.alchemer.com/s3/9042138/2026-BFZ-Learning-Session-Workshop-Session-Feedback>



House People Every Day

Thank you

