



# Pay for Success

Update for the  
Collective Impact on Homelessness  
Steering Committee



# The issues

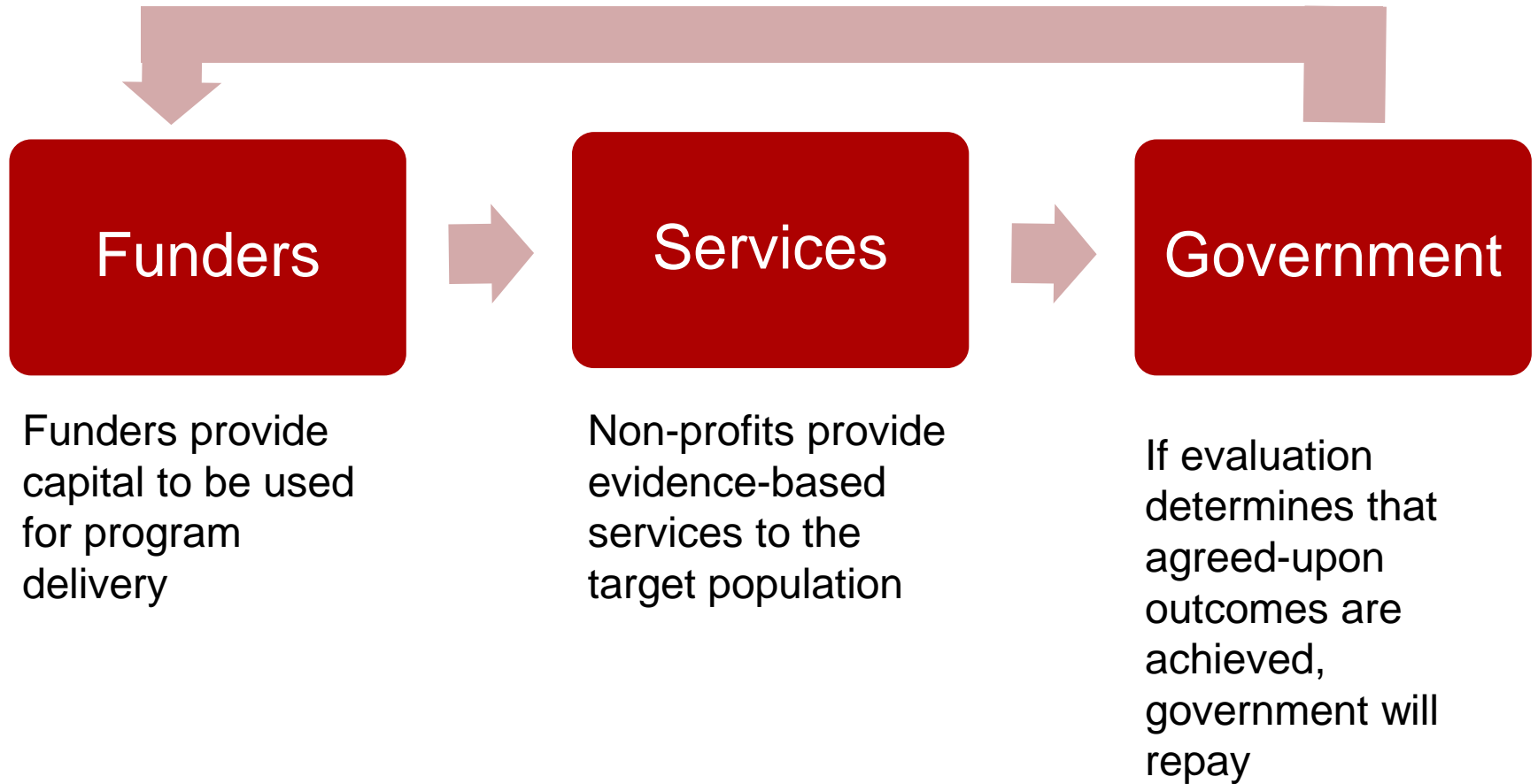
- 74% of high-risk offenders return to the criminal justice system within four years and on average spend over a year incarcerated during that time.
- Despite reducing chronic homelessness by 91%, there are over 1,000 persistently homeless individuals annually in the County
- The homeless population is cycling in and out of jail and their needs exceed the jail's mission
- On average there are 300 people in the jail every day who have no permanent address

We need to **scale preventative programs** to meet the needs of these residents and **rigorously evaluate** their effectiveness to understand what works.



# What is Pay for Success?

- An approach to government contracting that ties payment for service delivery to the achievement of measurable outcomes.
- PFS contracting ensures that services are working for the most vulnerable communities and our toughest problems.





# Why Pay for Success?

## Access New Resources

\$11.5 mm in private funding and continuation of Jail Bond for criminal justice reform

## Expand Use of Data

Use data to more effectively identify and understand the risks and needs of County residents

## Rigorously Evaluate Outcomes

Assess long-term program impact and outcomes using independent, rigorous evaluation

## Deliver Real Impact

Implement performance-based contracting to ensure resources are spent on what works

## Build Capacity

Build capacity of local non-profits to scale high-impact services and deepen partnership with state agencies



# Competitive selection process



Intensive, targeted treatment, housing and case management for high-risk, high-need offenders



Secure housing, provide rental assistance and case management for the persistently homeless



Rigorous evaluation of projects' outcomes using the "gold standard" of impact evaluation



## **First Step House: REACH**

**Our Criminal Justice PFS  
Serving High-Risk and High-Need Offenders**



# High-risk, high-need offenders

## Target Population

At least 225 adult males at high risk of re-engaging in criminal behavior with the greatest need for intensive support/treatment.

## The Challenge

These individuals often receive probation services and referrals to behavioral health services, but face difficulty accessing treatment that comprehensively targets all of their needs.

## Current Reality

Over four years, 74% of this high-risk, high-need population is likely to be re-arrested. They will on average be arrested 2.8 times and spend 336 days incarcerated.





## Intensive Treatment (6-9 months) and Transition (3-6 months)

### Criminogenic Needs Treatment

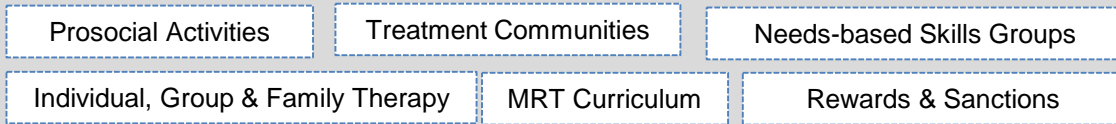
1

Substance Use Disorder Treatment



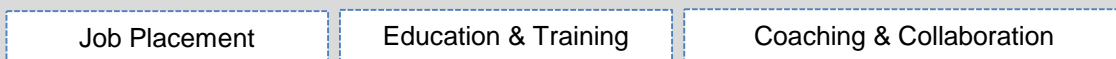
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Antisocial Elements, Family and Leisure



3

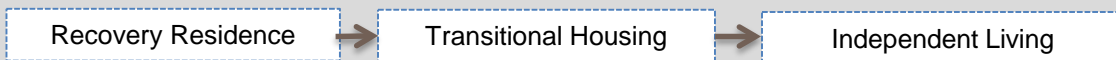
Employment Support



### Noncriminogenic Needs Treatment

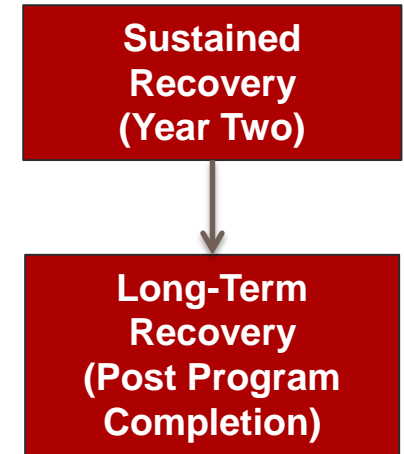
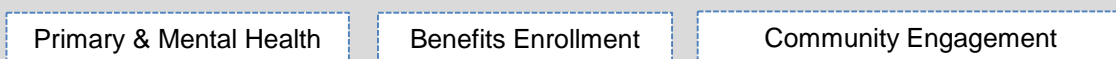
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Housing Support



5

Recovery Support and Case Management





# **The Road Home: Homes Not Jails Program**

**Our Homelessness PFS  
Serving the Persistently Homeless**



# The 'persistently' homeless

## Target Population

At least 315 single adults (male and female) who have spent 90 to 364 days in any emergency shelter in the 365 days.

## The Challenge

Limited funds, support and resources available. These individual do not qualify for or need expensive permanent supportive housing.

## Current Reality

In 2012, 1,048 individuals spent 85 to 364 days in emergency shelters. Within two years, 43% became chronically homeless. 44% were involved in the criminal justice system.



|                            | <b>Phase I: Engagement<br/>(up to 14 days)</b>   | <b>Phase II: Housing Search<br/>(up to 30 days)</b>  | <b>Phase III: Post-Placement<br/>(3-9 months)</b>   |
|----------------------------|--|--|---|
| <b>Housing Services</b>    | <ul style="list-style-type: none"> <li>• Individual assigned to Housing Locator</li> <li>• Housing Locator works with client to:               <ul style="list-style-type: none"> <li>○ Assess housing readiness</li> <li>○ Discuss housing preferences/needs</li> </ul> </li> </ul> | <ul style="list-style-type: none"> <li>• Identify, prep and connect individuals with eligible housing and shared living</li> <li>• Launch packages:               <ul style="list-style-type: none"> <li>○ Debt payoffs and deposit assistance</li> <li>○ First/last months rent</li> <li>○ Move-in support</li> </ul> </li> </ul> | <ul style="list-style-type: none"> <li>• Rental assistance</li> <li>• Landlord relationship management</li> </ul>   |
| <b>Wraparound Services</b> | <ul style="list-style-type: none"> <li>• Case manager locates, engages and educates individual</li> <li>• VOA Behavioral Health Clinician provides mobile behavioral health assessments</li> </ul>   | <ul style="list-style-type: none"> <li>• Case management plan addressing:               <ul style="list-style-type: none"> <li>○ Primary health</li> <li>○ Benefits</li> <li>○ Income</li> </ul> </li> <li>• Interim behavioral health services</li> </ul>   | <ul style="list-style-type: none"> <li>• Weekly case management visits</li> <li>• Behavioral health treatment</li> <li>• Employment assessment and referrals</li> </ul> |

**Placement**

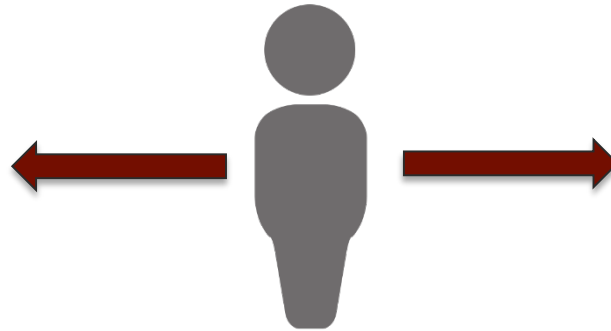


# Random Control Trial

**What would have happened in the absence of this program?**

## TREATMENT GROUP

- Receives services
- Completes treatment
- Does not recidivate, stabilizes in housing



## CONTROL GROUP

- Does not receive services
- Do they remain homeless?
- Do they re-offends?

## The evaluations will:

1. Determine whether agreed-upon levels of success were achieved in order to trigger success payments
2. Provide policy insights for Salt Lake County and communities across the nation on the effectiveness of these interventions for high-need populations

By randomizing individuals into services or “treatment as usual” we will isolate the true impact of services.



# Outcomes

- 1,500 more months in stable housing: **125 years**
- 26,800 fewer days in jail or prison: **73 years**
- 225 fewer arrests
- 252 single adults in permanent, stable homes
- Increased wages



# National significance

- Homelessness
  - Salt Lake County national leader - *again* – through Collective Impact.
  - Project is being watched carefully for insights into how best to serve those who are not yet chronically homeless.
  - First rigorous study of Rapid Rehousing among single adults.
- Criminal Justice Reform
  - Salt Lake County national leader in use of data and diversion.
  - REACH is groundbreaking in both its comprehensive approach and the Random Control Trial.
- Pay for Success
  - Salt Lake County national leader in this new tool.
  - Broad bipartisan support in Congress. Sen. Hatch and Jim Sorenson testified on behalf of recently passed legislation.
  - The Sorenson Impact Center has a \$2.6m Social Innovation Fund grant to provide PFS technical assistance in Western U.S.



Questions?