

SALT LAKE COUNTY PAY FOR SUCCESS PILOT REPORT Executive Summary

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THE UNIVERSITY OF UTAH

Utah Criminal Justice Center

COLLEGE OF SOCIAL WORK
COLLEGE OF SOCIAL & BEHAVIORAL SCIENCES
UTAH COMMISSION ON CRIMINAL & JUVENILE JUSTICE
S.J. QUINNEY COLLEGE OF LAW



S O R E N S O N I M P A C T

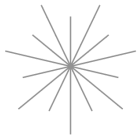


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Executive Summary

○○○ Background

This report summarizes events from both the Homes Not Jails (HNJ) pilot period and the Recovery, Engagement, Assessment, Career Development, and Housing (REACH) pilot period. This Pilot Report documents activities between January 1, 2017 and December 31, 2017, as they relate to project implementation, subsequent evaluation needs, and achieving prerequisites to formally launch the project. This report also outlines changes made to the program operations and evaluation methodology during the pilot period.



Key Findings for HNJ and REACH

Prerequisites to launch: HNJ and The Road Home

Prerequisites to launch the HNJ program dictate that The Road Home (TRH) and the HNJ project meet the following minimum criteria: 1) at least 17 of the randomized clients have been placed in housing; 2) at least 50% of those that have been randomized have been housed within three months of randomization; 3) less than 30% of housing placements of HNJ clients have resulted in a “negative exit,” as defined by HUD, within three months of housing placement; and 4) one behavioral health clinician on staff for a minimum of six months.

Sixty-one people were assigned to treatment between February 2nd 2017 and December 31st 2017. The following outcomes related to prerequisites to launch were verified for the HNJ program:

1. Thirty-one randomized treatment cases were housed (surpassing the requirement of 17).
2. Of the 34 individuals with three months of post-randomization follow-up time, 19 (55.9%) were housed in the subsequent three-month period (surpassing the requirement of 50%).
3. Zero housing placements resulted in a negative exit as defined by HUD.
4. The Road Home hired a behavioral health clinician in February 2017, who has been on staff for 11 months (surpassing the requirement of six months during the pilot period).

TRH has met the requirements necessary for formal launch of the Pay for Success (PFS) homelessness project. The number and percentage of housed cases exceeded



minimum requirements. Furthermore, all metrics necessary for annual evaluation reports are being collected and regularly transferred to UCJC.

Prerequisites to launch: REACH and First Step House

Prerequisites to launch dictate that First Step House (FSH) and the REACH project met the following minimum criteria: 1) At least 18 of the randomized clients have been enrolled in the REACH program; 2) At least 50% of those randomized have been enrolled; 3) At least 30% of enrolled clients have a minimum of 100 treatment hours within the first three months of enrollment.

The following outcomes related to prerequisites to launch were verified for the REACH program:

1. During the pilot period, 29 cases were enrolled into the REACH program.
2. 74% of the individuals randomly assigned to REACH enrolled in the program during the pilot period (29 enrollees out of 39 clients randomly assigned).
3. With respect to treatment hours, data were first limited to cases with at least 90 days since enrollment in order to arrive at the correct denominator. Out of the enrolled cases, 13 had at least 90 observable days post enrollment. Of these, 9 (or 69%) had met the 100-hour goal for treatment hours specifically related to criminogenic needs.¹

FSH has met the requirements necessary for formal launch of the Pay for Success (PFS) homelessness project. The number and percentage of cases enrolled and treated exceeded minimum requirements. Furthermore, all metrics necessary for annual evaluation reports are being collected and regularly transferred to UCJC.



Recommendations

As of December 31, 2017, all launch criteria have been met for each project. Together with UCJC, the Sorenson Impact Center recommends that both the HNJ project and the REACH project move to full implementation on January 1, 2018.

¹ Among these clients, two had 0–9 hours of treatment, one had 1–29 hours, one had 30–99 hours, and nine had more than 100 hours. The median and mean number of treatment hours were 163 and 133, respectively.

SLCo PFS Launch Convening

January 25, 2018

1. Welcome: Third Sector & Sorenson Impact
2. Review of Pilot Period Report
 - a. HNJ Pilot Period
 - b. REACH Pilot Period
3. PFS Financial Update: Community Foundation of Utah
4. Discussion
5. Next Steps
 - a. New Meeting Schedule
 - i. Monthly Operating Committee
 - ii. Bi-monthly (even months) Executive Committee





SORENSEN IMPACT



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Salt Lake County Pay for Success Pilot Period Briefing

6 February 2018 • Presentation to the Salt Lake County Council

BRIEFING CONTENTS

- I. PFS Projects Overview
- II. Project Timeline
- III. Pilot Period Program Learnings
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PFS Projects Overview

The PFS projects (HNJ and REACH) use \$11.7M in upfront financing over 6 years to serve approximately 540 high-need individuals



Homelessness (HNJ)

At least 315 “persistently homeless” adults who have spent 90 to 364 days in emergency shelters in the past year will receive high intensity Rapid Rehousing program provided by The Road Home.



Criminal Justice (REACH)

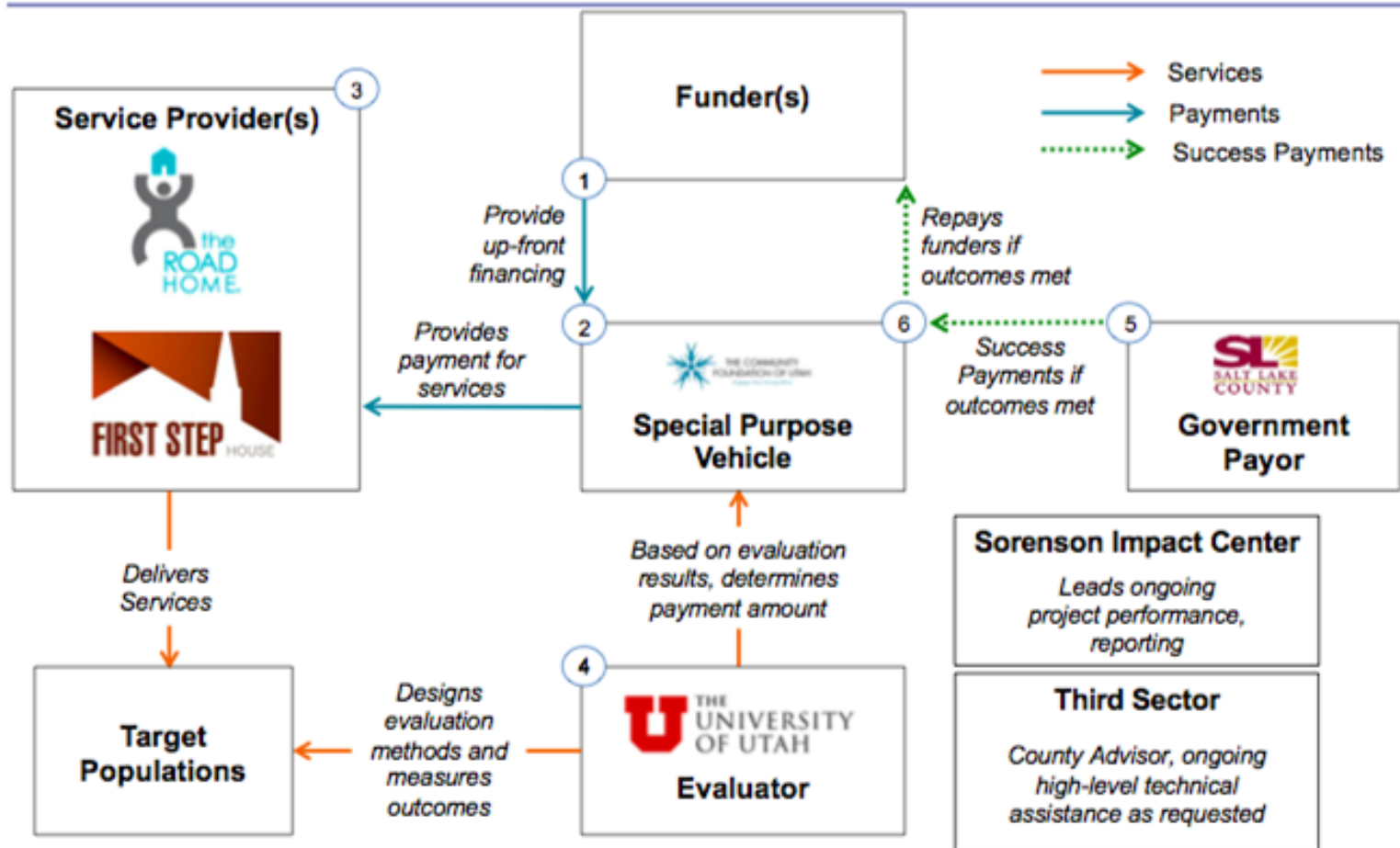
At least 225 adult males at high risk of re-engaging in criminal behavior will receive an intensive suite of services targeted at criminogenic factors provided by First Step House.



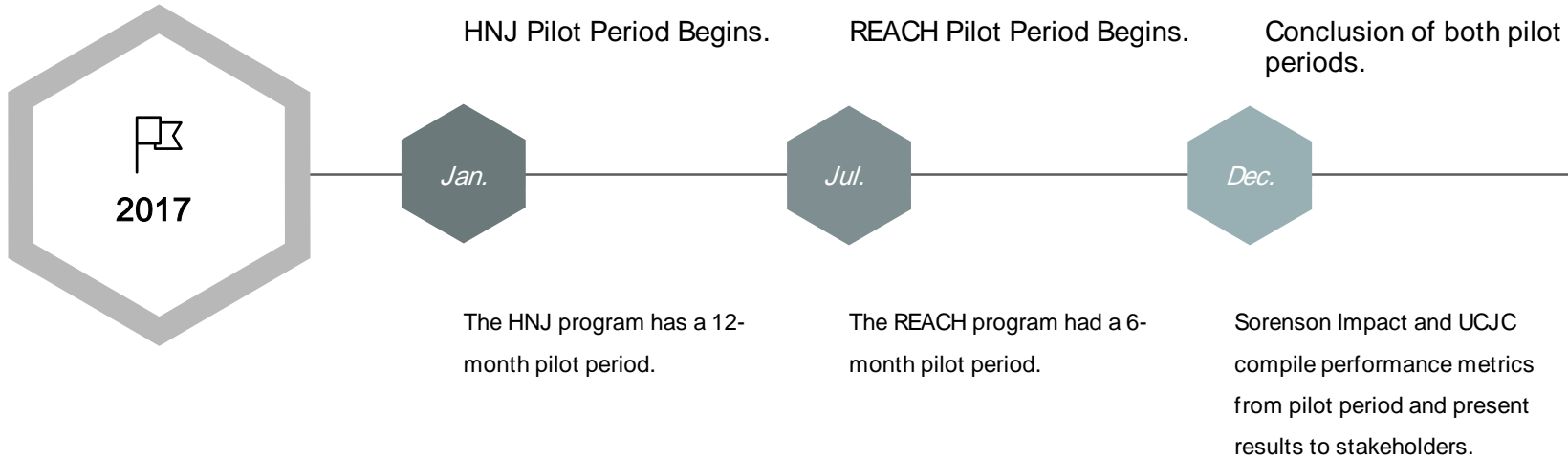
PFS Financing

Private funders will fund the project upfront, with the County making up to \$11.5m in success payments only if a rigorous evaluation shows results.

Salt Lake County PFS Project Structure



HNJ and REACH pilot timeline.



HNJ and REACH implementation timeline.

HNJ & REACH begin full implementation.

*Jan.
2018*

Stakeholders review results of HNJ and REACH pilot periods and both projects move into full implementation.

Ongoing service delivery.

2018 -

HNJ & REACH performance is managed by Sorenson Impact and UCJC publishes annual evaluation reports.

PFS projects conclude.

*Jun.
2023*

Project will end 6 years (24 quarters) after project launch, culminating with final reports produced by UCJC.
Repayments made, contingent upon evaluation reports, in 2021 and 2022.



PFS PILOT PERIOD DATA AND LEARNINGS

- I. Pilot period program data were collected and reviewed by UCJC and Sorenson Impact
 - January - December 2017 for HNJ
 - July - December 2017 for REACH
- II. Program data were used to determine whether each project met agreed-upon criteria to move from pilot into full implementation
 - **Data used for operational purposes, not for outcome repayment**
- III. Additional qualitative learnings from pilot period discussed during PFS Committee Meetings
 - Program operations were refined and improved during the pilot period in order to best meet the needs of the service populations

HNJ Pilot Period Data (January - December 2017)

1. At least 17 of the randomized clients have been placed in housing.

✓ **Thirty-one randomized clients were housed.**

1. At least 50% of those that have been randomized have been housed within three months of randomization.

✓ **Of the 34 individuals with three months of post-randomization follow-up time, 19 (55.9%) were housed in the subsequent three-month period.**

1. Less than 30% of housing placements of HNJ clients have resulted in a “negative exit,” as defined by HUD, within three months of housing placement.

✓ **Zero housing placements resulted in a negative exit as defined by HUD.**

1. One behavioral health clinician on staff for a minimum of six months.

✓ **The Road Home hired a behavioral health clinician for the HNJ program in February 2017.**



REACH Pilot Period Data (July - December 2017)

- 1. At least 18 of the randomized clients enrolled in the REACH program.
 - ✓ **Twenty-nine clients were enrolled in the REACH program during the pilot period.**
- 1. At least 50% of those randomized enrolled in the REACH program.
 - ✓ **74% of the individuals randomized into the REACH program enrolled during the pilot period.**
- 1. At least 30% of enrolled clients have a minimum of 100 treatment hours within the first three months of enrollment.
 - ✓ **69% of enrolled clients met the goal for treatment hours.**



Financial Update: PFS Pilot Period

- The Community Foundation of Utah administers the PFS Special Purpose Vehicle (SPV)
- PFS pilot period for both projects was philanthropically funded
 - All reporting obligations to philanthropic donors were met during the pilot period
- \$250K was borrowed from County Escrow account at the start of PFS Pilot Period to address project funding timing gap
 - Full amount borrowed from County escrow account repaid by SPV in January 2018
- Initial disbursements of Impact Loans for full project implementation occurred in January 2018
 - Impact Loans are used to fund PFS project providers to provide agreed-upon services for populations
 - Impact Loans are expected to be repaid by County, contingent upon evaluation reports, in 2021 and 2022



PFS PILOT PERIOD SUMMARY

I. Both programs achieved agreed-upon pilot period performance goals

- Both projects demonstrated that engagement and staffing levels were adequate for full implementation

II. Pilot period was instrumental in order to:

- Refine service delivery models
- Ensure smooth referral pathway
- Address unanticipated issues

III. All financial obligations were met by SPV, including repayment of \$250K to county escrow account

NEXT STEPS

I. First annual evaluation reports will be produced by UCJC May 2018 (HNJ) and November 2018 (REACH)

II. Annual Evaluation Reports: Key Outcomes and Impact Targets

○ HNJ

- Improvement on months without jail or shelter
- Successful graduation to permanent location
- Improvement in substance abuse treatment enrollments
- Improvement in mental health treatment enrollments

○ REACH

- Reduction in days incarcerated
- Reduction in statewide arrests
- Improvement in quarters of employment
- Successful program engagement

NEXT STEPS (cont.)

III. Ongoing project performance management

- Operating Committee meets monthly

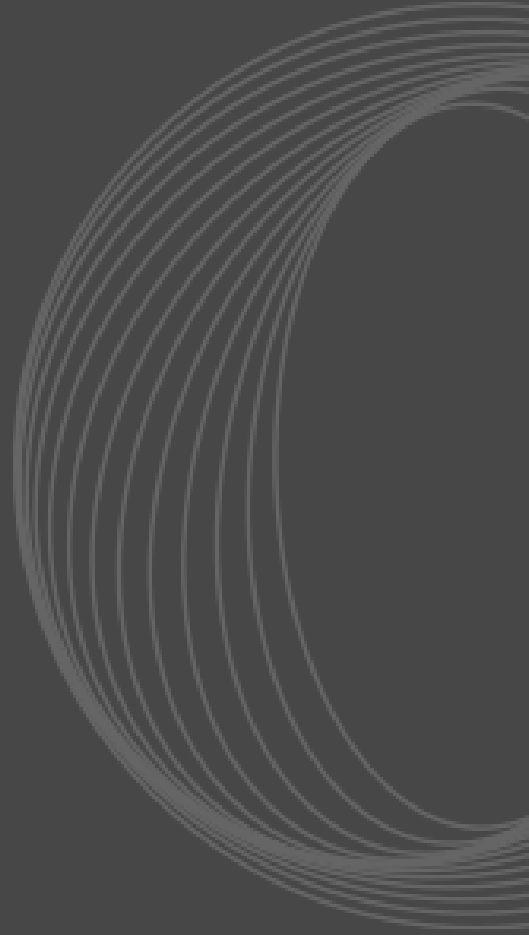
➤ David Delquadro and Jason Rose serve as Council reps

- Executive Committee meets every-other month

➤ Darrin Casper and Karen Crompton serve as Mayor's reps

- Project Management Reports produced monthly by Sorenson Impact

- Financial Reports produced quarterly by SPV



Key Contacts

Caroline Ross, Project Manager: caroline.ross@sorensonimpact.com

Council Representatives: David Delquadro and Jason Rose

Mayor Representatives: Darrin Casper and Karen Crompton



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