



Innovative Funding for Supportive Housing

The Way Home: Lane County Reentry Collaborative

October 15, 2018



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- Understand Third Sector's approach to outcomes oriented contracting
 - Learn about the outcomes contracting work happening in Lane County by providing an overview of the permanent supported housing model that will be utilized by *The Way Home*
 - Think of issues areas, government agencies or contract groups in your own jurisdiction that could benefit from a transition to outcomes orientation

AGENDA

- *Introductions*
- Case study: Lane County, OR
- Overview of outcomes contracting
- The Way Home: Lane County Reentry Collaboration
- Applying outcomes contracting across Oregon

The Way Home is bringing together high performing providers to expand Permanent Supportive Housing for Lane County's reentry population

Project partners



Nationally recognized leader in delivery of reentry services

- Operating 20 buildings on 7 sites in Lane County with 200+ units
- 45 year history of providing evidence-based interventions to reduce recidivism and homelessness



Lane County housing authority

- 4600 affordable homes provided to low incomes pop.
- Goal to convert as many units to supportive housing
- Real estate development focus is special needs populations



PAROLE & PROBATION

A division of Lane County Administration

- Serve 2,500 adults annually
- Partnered with Sponsors for over 20 years
- Utilizing evidence based practices



Engaged with providers since January 2017 for project design & implementation

Our approach works with government to design and implement practical solutions that help Americans facing complex life challenges

Jennifer's Story



In 2011, Jennifer was living with a physically abusive partner. The domestic violence escalated and Jennifer fled to escape the dangerous, abusive situation.

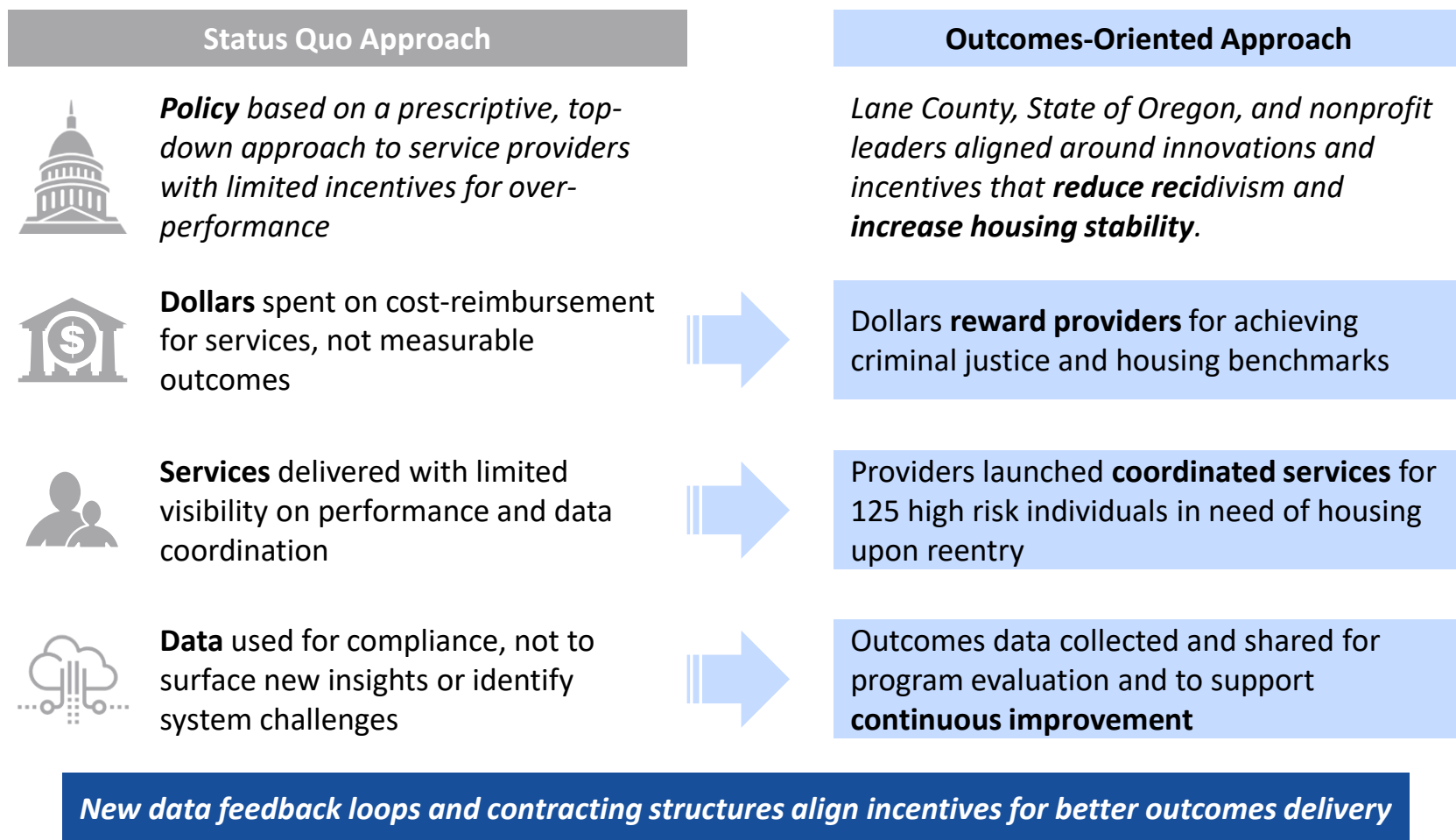
Jennifer became homeless, spending years living on and off with family and friends. While homeless, she started using and selling drugs, eventually spending time in prison for possession of methamphetamine.

The criminal justice, housing and mental health treatment systems were not coordinated, leaving Jennifer without the resources to overcome the overlapping challenges of finding stable housing in order to begin to address her trauma, treating her substance abuse, and gaining stable employment.

Photo Credit: Photo by Jeffrey Wegrzyn on Unsplash

The Way Home is one of the first projects in Oregon to implement an outcomes oriented contract

Transition to an outcomes orientation



Outcomes contracts connect policy, dollars, services, and data, creating a system that coordinates support for Jennifer

Improvements through Outcomes Contracts

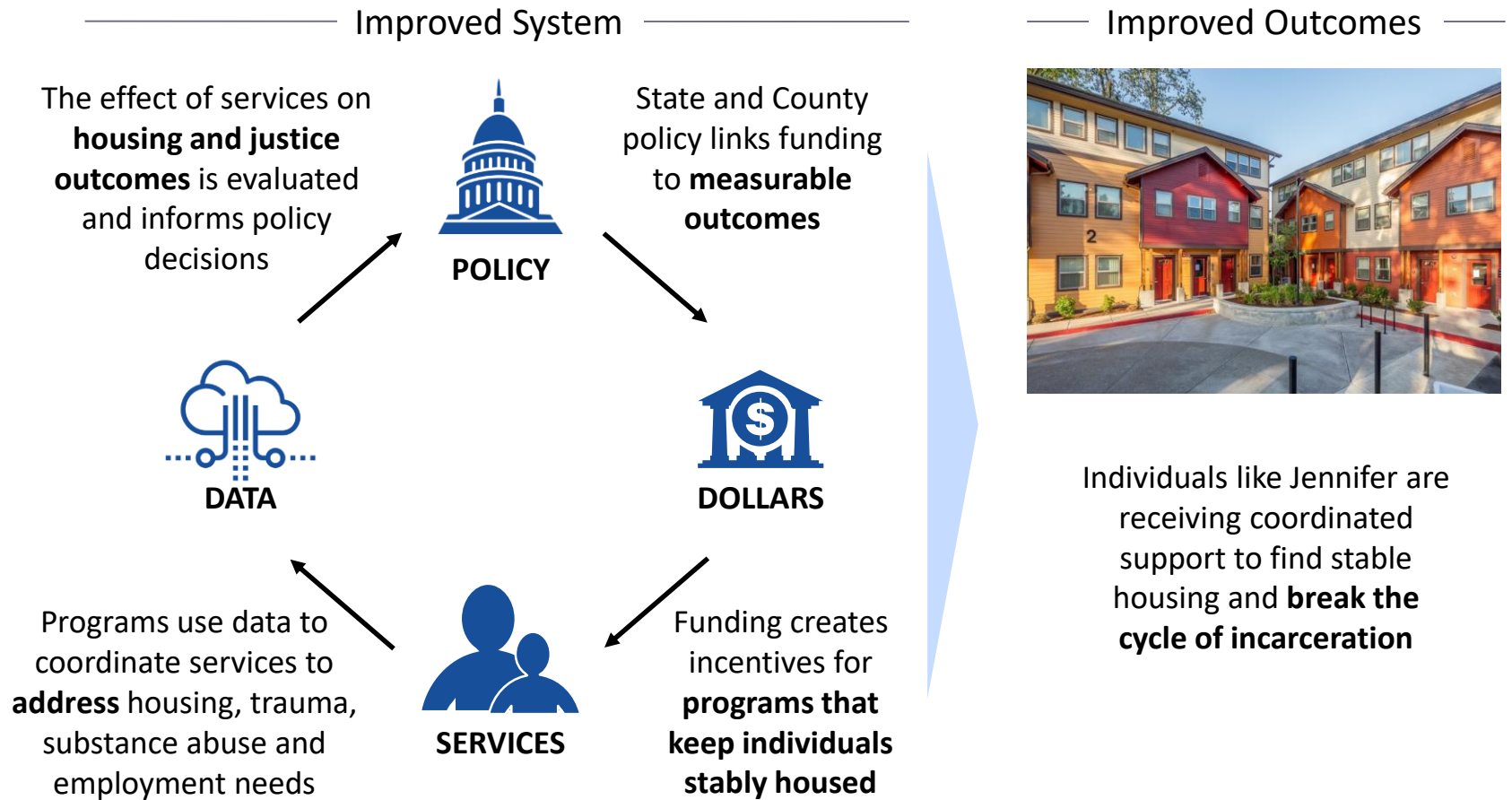
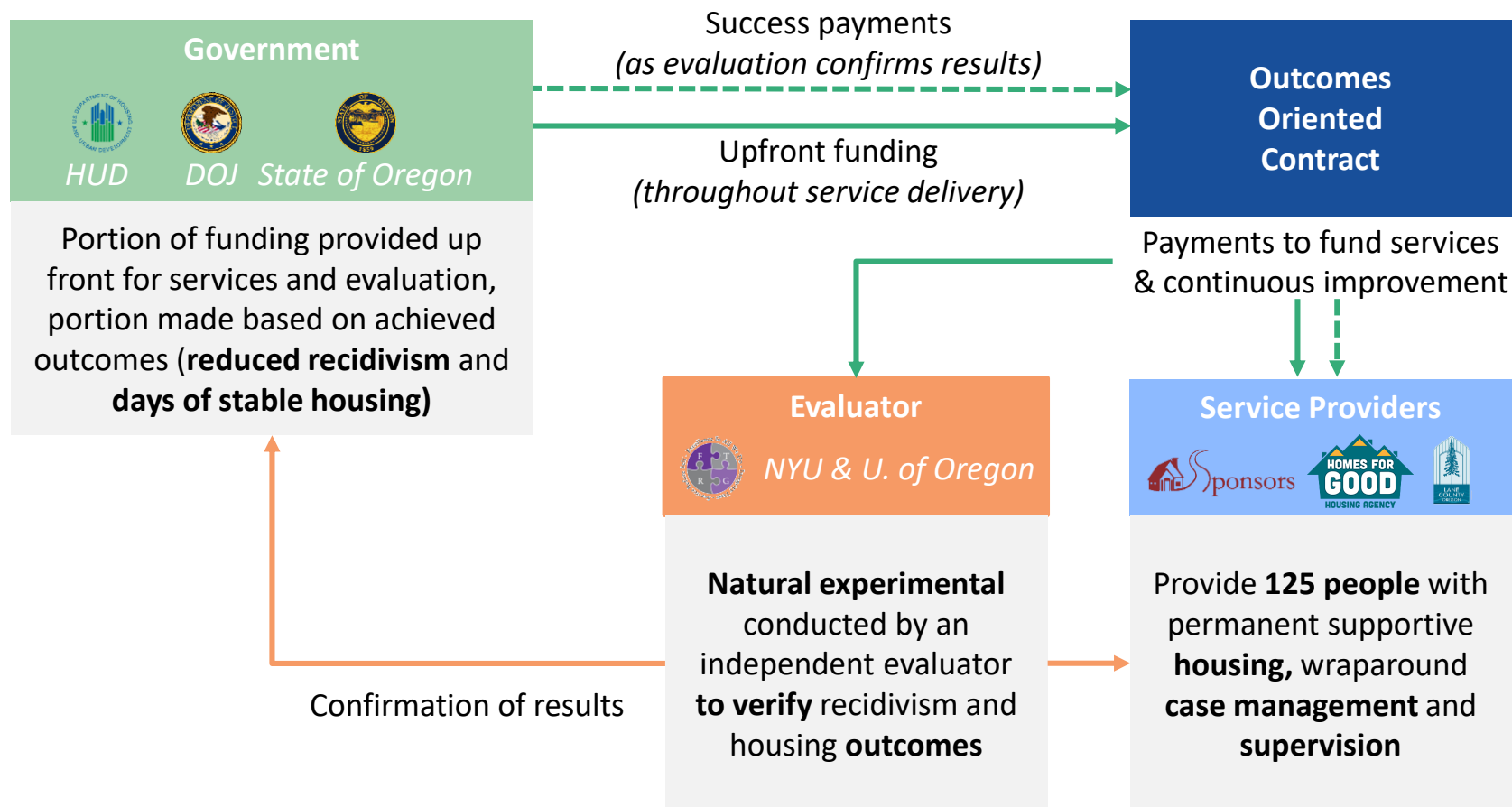


Photo Credit: Courtesy of Erik Bishoff Photography

Public funds enabled to expand access to PSH units and case management while creating infrastructure for future outcomes contracting

“Direct with government” outcomes contracting structure



Third Sector helps government agencies use innovative contracts to align policy, dollars, data, and services around improved social outcomes

Components of an Outcomes Contract



Developing outcomes contracts with stakeholders through a collaborative process builds capacity for the community to scale their outcomes orientation

The key components of The Way Home: Lane County Reentry Collaborative outcomes contract



GOALS

Reduce recidivism and increase housing stability for Lane County's prison reentry population by providing 125 individuals with Housing First permanent supportive housing



PERFORMANCE METRICS

- 6 and 12 month housing stability⁽¹⁾
- 1 and 3 year recidivism⁽²⁾
- Appropriate use of healthcare services⁽³⁾



DATA SHARING & EVALUATION

- Criminal justice (CJC), housing (HMIS), and healthcare (Trillium) data integrated with primary data from providers and clients.
- Natural experiment evaluation of metrics and program efficacy conducted by NYU.



CONTINUOUS IMPROVEMENT PROCESS

Evaluation team will give providers flexibility to access and learn from data, innovate, and continually improve outcomes



INCENTIVE STRUCTURES

- Providers eligible to receive up to \$500k in bonus payments from HUD/DOJ for meeting metrics.
- Incentive structure with State still under negotiation

(1) Defined as having an active lease, sub-agreement or occupancy letter

(2) Defined as incarceration as a result of a new felony conviction

(3) Exact metric still under negotiation



Lane County awarded \$1.3mm to scale a Housing First PSH model with rigorous evaluation of recidivism & housing outcomes

Federal grant overview



- Awarded **\$1.3mm HUD / DOJ grant** in 2016
- Funds support **pre-launch efforts** for data infrastructure, intervention design, and outcome payments
- \$500K guaranteed for **outcomes payments**
- Provided necessary funding for Third Sector **technical assistance** and 5-year **project evaluation**

Eugene is well-positioned to set state and national standard for addressing homelessness

- Serve as a **success case for other cities** on the West Coast tackling homelessness and recidivism (e.g., Portland, Seattle, & San Francisco)
- Become national **leader in data & policy integration** to better align government resources with better outcome delivery in justice, homelessness, & healthcare



Homes for Good, Sponsors, and P&P launched a pilot in April 2017, and expanded to 100 Housing First PSH units in September 2018

54 units at The Oaks at 14th opened in 2017



***54 Sponsors units
\$9mm construction & development cost***

Expansion to Housing First Permanent Supportive Housing



54 Sponsors units

+



46 HFG units/vouchers



- Individualized Housing First case management
- Cognitive Behavioral Therapy groups
- Family self sufficiency programming
- Sec. 8 housing liaison services
- Supervision services
- Added support services (emp., edu., etc.)

\$6.8mm for services⁽¹⁾

(1) State and local funding pending final legislative biennium budget approval and contract negotiation with the Criminal Justice Commission (CJC)

A phased funding approach allowed the project to launch early, braid public and private funding, and build evidence along the way

| | Phase 1 September 2018 – June 2019 | Phase 2 July 2019 – June 2023 |
|-------------------------|--|----------------------------------|
| Services budget | \$450K | \$6.5mm |
| Services funding source | Oregon Community Foundation Sponsors, Homes for Good, P&P ⁽¹⁾ | State of Oregon |
| Incentives | \$500K from HUD/DOJ | TBD from State of Oregon |
| Performance metrics | 6 and 12 month housing stability 12 month recidivism | TBD |
| Evaluation | New York University & University of Oregon conducting 5-year study to evaluate recidivism, housing and healthcare outcomes with participant and control groups | |
| Continuous Improvement | NYU/UO share housing, criminal justice and primary data with providers on quarterly basis to support data informed continuous programmatic improvement | |

(1) Project partners provided in-kind support for Phase 1 of the project by dedicating exist staff and organization infrastructure to The Way Home.

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- ***Applying outcomes contracting across Oregon***

An outcomes-oriented approach can improve results across a broad range of issues

Sample Issue Areas



Family Stabilization

Measurably decreasing the number of days kids spend in foster care in Cuyahoga County, OH



Workforce Development

Increasing job placement rate and wage growth for child welfare and justice-involved youth in Suffolk County, MA



Housing & Homelessness

Reducing recidivism and increasing housing stability for homeless individuals returning to Lane County from prison



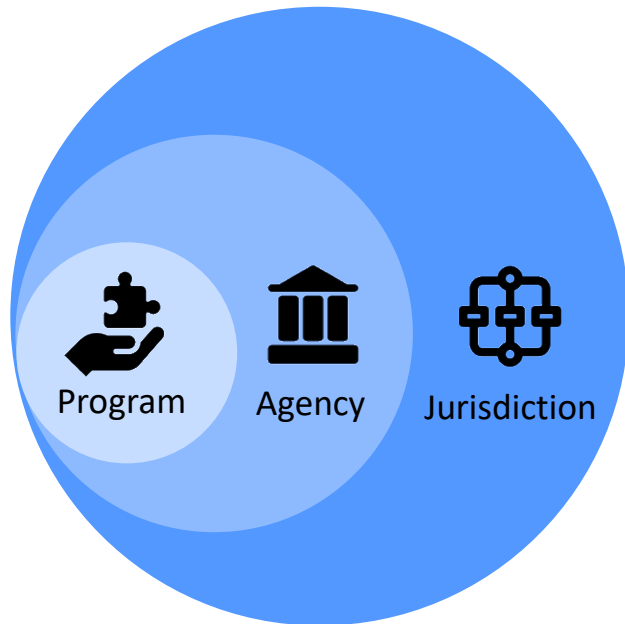
Mental Health

Decreasing response times from two weeks to same day for people experiencing mental health in King County, WA

Photo Credits: Family Stabilization: Courtesy of FrontLine Services, Workforce Development: Courtesy of Roca, Inc.; Mark Morelli, Housing: Courtesy of First Step House, Mental Health: Courtesy of Abode Services

An outcomes orientation can be adopted at any level – from an individual program to an entire jurisdiction

Engagement Levels



Program Level:

Third Sector leads engagements that apply an outcomes orientation to a single, specific program

The
Way
Home



Agency Level:

Third Sector helps an agency develop an outcomes orientation that shifts incentives for multiple programs



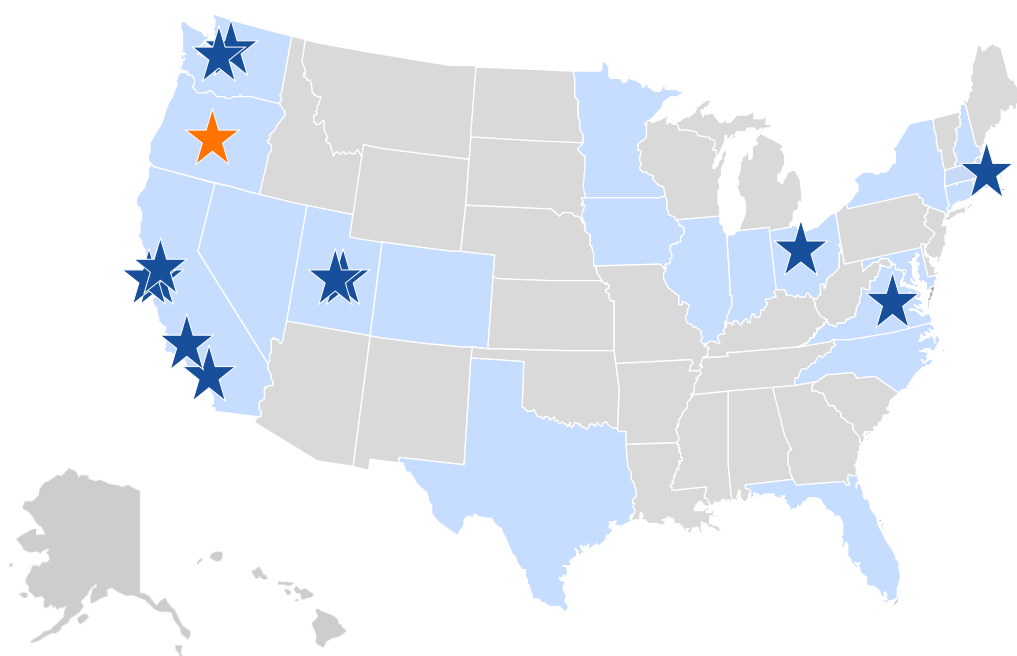
Jurisdiction Level:

Third Sector helps multiple agencies adopt an outcomes orientation across an entire City, County or State



Third Sector is on a mission to accelerate America's transition to a performance-driven social sector

Third Sector's Engagements



13

Launched
Projects in
Partnership
with State and
Local Agencies

60+

Consulting
Engagements

Third Sector has deployed \$365 Million in public funding via outcomes contracts, creating performance incentives for services supporting 25,000 people.

How can your agency's goals inform the development of an outcomes orientation for a new program or contract?

Key questions to answer



GOALS

What pressing challenge in your community are you trying to solve? Who are you intending to impact and what impact can you make? Are there stakeholders that care about this goal?



PERFORMANCE METRICS

Is this an performance metric that aligns with the priority goals for the program?

Are there stakeholders that care about this metric?



DATA SHARING & EVALUATION

What administrative data would need to be accessed or integrated to report on the selected outcome metrics?



CONTINUOUS IMPROVEMENT PROCESS

What stakeholders should be involved in the design and implementation process?

What is the best way to meaningfully engage them?



INCENTIVE STRUCTURES

What payment or process incentives would motivate providers to manage to outcomes?

What funding source or structures could be available for incentives that align with project goals?

SIPPRA Funding Opportunity:

+\$100mm for governments willing & able to establish an outcomes orientation

The 2018 Social Impact Partnerships to Pay for Results Act (SIPPRA) overview⁽¹⁾



**\$70-80mm
for Outcome Payments**

50% must directly
benefit children



**\$10mm
for Feasibility Studies**

Cover up to 50% of
total study costs



**\$15mm
for Evaluation**

To determine if
outcomes are achieved

State/local governments & partners may apply in early 2019⁽²⁾

(1) Funding guidance and application being released by federal inter-agency council (OMB, Treasury, HHS, DOL, HUD, etc)

(2) Contact Third Sector for information relating to the application process

Source: US Congress <https://www.congress.gov/115/bills/hr1892/BILLS-115hr1892enr.xml#toc-H643778D2022F4F9A9CD33B7B43224BD7>

Where do we go from here?



Assess if and how you can incorporate an outcomes orientation into existing government funding/services/partnerships

Slide 17 is a useful guide to start with



Spread the word to State and local government partners and your community about applying to SIPpra

Slides 18 & the Appendix are great reference resources



Determine if an outcomes-payment application or feasibility study is an appropriate path forward for SIPpra

The Way Home and Third Sector can be thought partners

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SIPPRA funding requires governments to design contracts that will incentivize achievement of one or more of the 21 outcome categories

Examples of outcome categories



Source: US Congress <https://www.congress.gov/115/bills/hr1892/BILLS-115hr1892enr.xml#toc-H643778D2022F4F9A9CD33B7B43224BD7>

All residents will receive housing in addition to Sponsors, P&P, and Homes for Good programming

Services available based on individualized needs assessment

| Sponsors Programming (Sponsors Staff) | Supervision Programming (P&P Probation Officer) | Services Through Outside Providers (Community Partners) |
|---|--|---|
| <ul style="list-style-type: none"> • Cognitive Behavioral Therapy groups: <ul style="list-style-type: none"> ○ Cognitive Behavioral Interventions – A Comprehensive Curriculum ○ Moral Reconnection Therapy ○ Motivational Enhancement Therapy ○ Living in Balance ○ Moving On ○ Parenting Inside-Out • Individualized Case Management <ul style="list-style-type: none"> ○ Transitions Coaching through 1-on-1 sessions ○ Housing Search Assistance ○ Motivational Interviewing ○ Referral for services through outside providers • Drug & alcohol screening • Added support services <ul style="list-style-type: none"> ○ Mental Health Counseling ○ Employment and Education Services ○ Mentoring Program ○ Basic Needs Provision (food, hygiene items, etc.) | <ul style="list-style-type: none"> • Supervision Services <ul style="list-style-type: none"> ○ Case planning (joint-system focused) ○ Assessment and re-assessment for level of service ○ Dosage and benchmark tracking ○ Swift and strategic sanctions for anti-social behavior ○ 8:1 affirmation to negative reinforcement ratio ○ Drug/alcohol testing ○ Office, field or home skill building visits: <ul style="list-style-type: none"> 5 min Check-in 5 min Homework check 30 min Skill building session 5 min Assigning homework ○ Referral for services through outside providers • Drug & alcohol screening <div data-bbox="681 1011 1246 1089"> Homes for Good Programming (Homes for Good staff) </div> <ul style="list-style-type: none"> • Family Self Sufficiency program • Section 8 housing liaison services • Access to additional rent assistance programs | <ul style="list-style-type: none"> • Mental health treatment <i>Lane County Behavioral Health</i> • Domestic violence treatment <i>Bridges 2 Safety</i> • IPV services <i>Victim Services, Womenspace</i> • Sex offender treatment <i>McKenzie Counseling, Choices</i> • Substance abuse treatment <i>Emergence, Chrysalis</i> • Job placement, orientation, and certifications <i>Lane Workforce Partnership</i> • Banking assistance & financial literacy <i>Wells Fargo</i> • Tenants' rights education <i>Rent Well</i> • Legal clinic <i>UO Pro bono Clinic, Legal Aid</i> • Family-marital services • Gender-responsive anger management • Education services • Relief nursery services • Food purchasing & preparation <i>Food for Lane County</i> • Homeownership training • Numerous other services provided by non-contract treatment providers |