Appendix E

Annual Web-Based Partnership Survey

Introduction

The U.S. Department of Housing and Urban Development (HUD) has contracted with the Urban Institute, an independent research organization based in Washington, D.C., to conduct this Annual Partnership Survey as part of the Pay for Success Demonstration in <Site Name>. Funded by the U.S. Departments of Justice and Housing and Urban Development, the Pay for Success Demonstration aims to bring together cross-sector partners including private investors to improve outcomes for the re-entry population through supportive housing. In <Site Name>, a range of partners are working together on the Pay for Success Demonstration from feasibility analysis and transaction structuring to project implementation.

You have been selected to participate in this survey based on your role in an organization whose work is related to the <Site Name>'s Pay for Success (PFS) Demonstration. The research team will use this data to look at how partnership strength relates to success in each PFS lifecycle stage along a variety of domains: performance management and evaluation, cross-sector collaboration, focus on outcomes, and innovation in service delivery.

Public reporting burden for this collection of information is estimated to average 15 minutes per response for the Annual Web-Based Partnership Survey. HUD may not conduct or sponsor, and a person is not required to respond to, a collection information unless that collection displays a valid OMB control number 2528-xxxx, expiring xx-xx-xxxx.

If you decide to participate but later on decide you do not want to continue, you may quit the survey at any time. Please answer every question as best you can. Some questions may not be applicable to you or your agency. Please do not skip any of these questions but instead select the "not applicable" response option for the question.

Participation in the survey is voluntary and your responses will be de-identified and publicly reported only in an aggregate manner. Your name will not be used in any report about this survey, and nobody outside the Urban Institute research team will know how you answered a particular question. Findings from the survey will combine all survey responses; individual

responses will never be reported. However, due to the nature of the project, a unique role or response could be potentially identifying.

If you have any questions about the survey or have technical difficulties completing the survey, please contact Project Director, Sarah Gillespie, at the Urban Institute at sgillespie@urban.org.

I.   Background

1. Which best describes your organization? Please choose one of the following options:
    a. Homeless Service Provider
    b. Criminal Justice or Public Safety
    c. Health Provider
    d. Other Social Service Provider
    e. Government
    f. Financial Intermediary/Project Management
    g. Knowledge Intermediary/TA Provider
    h. Local Evaluation or Data Partner
    i. Private Investor
    j. Philanthropic Funder
    k. Other: _____

2. If your organization is a social service provider, what is your organization's primary service focus? Please choose one of the following:
    a. Housing and Homelessness
    b. Re-entry
    c. Health Care, Mental Health, and Substance Abuse
    d. General Social Services and Case Management
    e. Other: _____

3. What is your title or position within your organization?
    a. _____

4. How many months or years have you been in this position?
    a. _____

5. How many months or years have you been participating in the PFS supportive housing project?
    a. _____

6. In the past year, about how many meetings have you attended for the PFS supportive housing project?
    a. 0-4 meetings
    b. 5-10 meetings

    c. 11-20 meetings
    d. More than 20 meetings

7. In which phase would you characterize your community's PFS supportive housing project?
    a. Feasibility assessment
    b. Transaction structuring
    c. Project implementation

8. Please indicate your views of the following statements. If you are not in a position to know what is asked, or if the statement does not apply to you or your organization, please indicate Don't Know or Not Applicable.

	Strongly Agree	Agree	Disagree	Strongly Disagree	Don't Know	N/A
My organization plays an active role in the PFS supportive housing project.	1	2	3	4		
My organization has a stake in increasing supportive housing for the chronically homeless and frequent users of jail and emergency medical services.	1	2	3	4		
Leadership in my organization is aware of the issues surrounding the chronically homeless and frequent users of jail and emergency medical services.	1	2	3	4		
Leaders in my organization are committed to addressing the needs of the chronically homeless and frequent users of jail and emergency medical services.	1	2	3	4		
Staff members in my organization are aware of the issues surrounding the chronically homeless and frequent users of jail	1	2	3	4		

and emergency medical services.

Source: Urban Institute. 2011. Transition from Jail to Community (TJC) Initiative Stakeholder Survey

II.   Collaboration with partners

9. Please indicate your views on the following statements. If you are not in a position to know what is asked, or if the statement does not apply to you or your organization, please indicate Don't Know or Not Applicable.

	Strongly Agree	Agree	Disagree	Strongly Disagree	Don't Know	N/A
PFS partners share a common vision.	1	2	3	4		
PFS partners understand and agree to the purpose of the project and accept it as important.	1	2	3	4		
PFS partners as a whole agree on the aims and objectives of the project.	1	2	3	4		
The PFS project effectively meets its aims and objectives.	1	2	3	4		
The PFS project reviews its aims and objectives in light of any changes/challenges to the outcomes.	1	2	3	4		
PFS partners are willing to make changes to achieve shared goals.	1	2	3	4		
There is a clear understanding of your organization's role and responsibilities within the PFS project.	1	2	3	4		
There is a clear understanding of other organizations' roles and responsibilities within the PFS project.	1	2	3	4		
There is mutual trust and respect among PFS partners.	1	2	3	4		

The PFS partners as a group work well together.	1	2	3	4
High level decisions are made through a collaborative decision-making process.	1	2	3	4

Questions were adapted from the following source:
http://www.strengtheningnonprofits.org/resources/guidebooks/Partnerships.pdf

10. Please indicate how well the following statements describe the community of organizations in the PFS project: Mostly or completely, moderately, somewhat, little, or not at all.

	Mostly or completely	Mode-rately	Some-what	Little	Not at all	Don't Know	N/A
The PFS projects brings together cross-sector partners to get better results for the chronically homeless, jail re-entry population	1	2	3	4	5		
Housing a chronically homeless jail re-entry population is a high priority for the community	1	2	3	4	5		
The community has organizations with expertise and experience providing supportive housing for a chronically homeless jail re-entry population	1	2	3	4	5		
The community has acquired new sources of funding for rent, operating subsidies, or supportive services for a chronically homeless, jail re-entry population	1	2	3	4	5		
Supportive housing providers for a chronically homeless, jail re-entry population work with health and behavioral health	1	2	3	4	5		

providers, as well as other local agencies and services providers, to facilitate access to benefits and services					
Supportive housing providers for a chronically homeless, jail re-entry population are able to establish collaborative relationships with other agencies involved with this population to promote housing stability and well-being	*1*	*2*	*3*	*4*	*5*

Source: Leopold and Burt. 2016. "A Tool to Assess Supportive Housing Capacity." Presented at National Alliance to End Homelessness Annual Conference.

11. How much collaboration occurs in your community among the following groups who commonly interact with the PFS project's target population? *Please indicate the level of collaboration on a scale from no collaboration (1) to extensive collaboration (4). If you are not in a position to know what is asked, or if the statement does not apply to your PFS project or community, please indicate Don't Know or Not Applicable.*

	No Collaboration			Extensive Collaboration	Don't Know	Not Applicable
Among service providers working with current and former jail inmates.	1	2	3	4		
Between law enforcement and supportive housing service providers	1	2	3	4		
Between courts and supportive housing service providers	1	2	3	4		
Between the jail and supportive housing service providers.	1	2	3	4		
Between local government and supportive housing service providers	1	2	3	4		
Between the housing authority and supportive housing service providers	1	2	3	4		
Between health departments and supportive housing service providers	1	2	3	4		

Source: Urban Institute. 2011. Transition from Jail to Community (TJC) Initiative Stakeholder Survey

12. Below is a set of items that may reflect how organizations serving the PFS project's target population work together in your community. Please indicate if the following items have increased, stayed the same, or decreased over the past year. If you are not in a position to know what is asked, or if the statement does not apply to your PFS project or community, please indicate Don't Know or Not Applicable.

	Increased	Stayed the Same	Decreased	Don't Know	N/A
Level of data sharing between organizations serving the PFS project's target population	*1*	*2*	*3*		
Number of formal agreements or memoranda of understanding between organizations serving the PFS project's target population	*1*	*2*	*3*		
Frequency of meetings pertaining to the local criminal justice system and the PFS project's target population	*1*	*2*	*3*		
Number of PFS partner organizations represented on the local criminal justice coordinating committee					

Source: Urban Institute. 2011. Transition from Jail to Community (TJC) Initiative Stakeholder Survey

13. Below is a list of factors that may affect how organizations serving the PFS project's target population work together in your community (i.e., communicate, collaborate, exchange data, share resources). Please rate the following factors on a scale of 1-4, where 1 is not a problem and 4 is a serious problem. If you are not in a position to know what is asked, or if the statement does not apply to your PFS project or community, please indicate Don't Know or Not Applicable.

Over the past year, how much of a problem for organizations serving the PFS project's target population was…	*Not a Problem*			*Serious Problem*	Don't Know	N/A
Competition for resources or "turf issues"	*1*	*2*	*3*	*4*		
Conflicting priorities and visions	*1*	*2*	*3*	*4*		
Lack of trust among agencies	*1*	*2*	*3*	*4*		
Absence of established working relationships	*1*	*2*	*3*	*4*		
Limited time and resources	*1*	*2*	*3*	*4*		
Agency regulations and policies about sharing client information	*1*	*2*	*3*	*4*		
Technological limitations with computers or communications systems	*1*	*2*	*3*	*4*		
Incompatible data systems	*1*	*2*	*3*	*4*		
Lack of relevant data	*1*	*2*	*3*	*4*		
Policies regarding	*1*	*2*	*3*	*4*		

**access to clients in
the jail**

**Coordination of entry
for homeless services**

**Attitudes about
Housing First**

Source: Urban Institute. 2011. Transition from Jail to Community (TJC) Initiative Stakeholder

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14. Below is a set of factors that may describe how your organization engages with other organizations serving the PFS project's target population in your community. Please read each statement and indicate whether the statement occurred Never, Rarely, Occasionally, Frequently. If you are not in a position to know what is asked, or if the statement does not apply to your agency or PFS project, please indicate Don't Know or Not Applicable.

Over the past year, how often did your organization…	Never	Rarely	Occasionally	Frequently	Don't Know	N/A
Partner with another organization serving the PFS project's target population to leverage resources (write grants together, share the cost of a new resource, etc.)	1	2	3	4		
Partner with another organization serving the PFS project's target population to provide training or educational opportunities	1	2	3	4		
Share resources, such as materials or equipment, with another organization serving the PFS project's target population	1	2	3	4		
Provide other organizations serving the PFS project's target population with information about programs or services your organizations offers	1	2	3	4		

Send staff to meetings with other organizations serving the PFS project's target population to share information about services, resources, or clients	*1*	*2*	*3*	*4*
Partner with another organization serving the PFS project's target population to provide direct services to individuals	*1*	*2*	*3*	*4*

Source: Urban Institute. 2011. Transition from Jail to Community (TJC) Initiative Stakeholder Survey

III.   Data Sharing and Focus on Outcomes

15. Please indicate how well the following statements describe the practice of data sharing among organizations serving the PFS project's target population in your community: Mostly or completely, moderately, somewhat, little, or not at all.

	Mostly or completely	Moderately	Somewhat	Little	Not at all	Don't Know	N/A
Organizations serving the PFS project's target population are able to use data to identify chronically homeless individuals who have frequent involvement with the criminal justice system	*1*	*2*	*3*	*4*	*5*		
Organizations serving the PFS project's target population are able to use data to understand the level of housing and services needed for a chronically homeless jail re-entry population	*1*	*2*	*3*	*4*	*5*		

16. Please indicate how well the following statements describe the use of evidence for development and management of supportive housing programs among organizations serving the PFS project's target population in your community: Mostly or completely, moderately, somewhat, little, or not at all.

	Mostly or completely	Mode-rately	Some-what	Little	Not at all	Don't Know	N/A
Supportive housing providers use performance data to assess which of its activities might need improvement	*1*	*2*	*3*	*4*	*5*		
Supportive housing providers follow one or more evidence-based models of service delivery (housing first, harm reduction, motivational interviewing, etc.)	*1*	*2*	*3*	*4*	*5*		
Government agencies use performance data to assess whether its services are achieving outcomes	*1*	*2*	*3*	*4*	*5*		

17. ***If your organization directly serves the target population***, does your organization share or receive information about clients you serve within the target population? If you are not in a position to know what is asked, or if the statement does not apply to you or your agency, please indicate Don't Know/NA.

Over the past year, how often did your organization…	Never	Rarely	Occasionally	Frequently	Don't Know	N/A
Share information with other organizations about a client in the target population?	*1*	*2*	*3*	*4*		

Receive information from other organizations about a client in the target population?	*1*	*2*	*3*	*4*

Source: Urban Institute. 2011. Transition from Jail to Community (TJC) Initiative Stakeholder Survey

18. *If your organization directly serves the target population*, does your organization share the following types of client data with other organizations serving the target population? If you are not in a position to know what is asked, or if the statement does not apply to you or your organization, please indicate Don't Know or Not Applicable.

Over the past year, did your organization share…	Yes, Regularly	Yes, Rarely	No	Don't Know	N/A
Client referrals	*1*	*2*	*3*		
A client's criminal history	*1*	*2*	*3*		
Whether a client was recently released from jail	*1*	*2*	*3*		
Whether a client was recently released from state or federal prison	*1*	*2*	*3*		
Whether a client is under community supervision (probation, parole, etc.)	*1*	*2*	*3*		
Whether a client is being served by other organizations in the community	*1*	*2*	*3*		
What services a client is receiving from other organizations in the community	*1*	*2*	*3*		
Client assessments conducted by your organization or another organizations	*1*	*2*	*3*		
Client outcomes (days in housing, connection to health services, etc.)	*1*	*2*	*3*		

Source: Urban Institute. 2011. Transition from Jail to Community (TJC) Initiative Stakeholder Survey

19. Over the past year, would you say that outcome-based procurement as a financing mechanism for social services in your community (outside the PFS project) has:
    a. Increased
    b. Stayed the same
    c. Decreased over the past year
    d. Don't Know
    e. N/A

IV. Barriers to Service Provision for the Target Population

20. This set of items lists potential organizational-level barriers to service provision for the PFS project's target population. Please indicate if the following were a major problem, a small problem, or not a problem in your community over the past year. If you are not in a position to know what is asked, or if the statement does not apply to you or your agency, please indicate Don't Know/Not Applicable.

Over the past year, were the following:	A Major Problem	A Small Problem	Not a Problem	Don't Know	N/A
Organizational regulations and policies about data sharing	1	2	3		
Difficulties obtaining client releases to share information across organizations	1	2	3		
Technological limitations	1	2	3		
Incompatible data systems	1	2	3		
Lack of relevant data	1	2	3		
Lack of reliable assessment information	1	2	3		
Limited time and resources	1	2	3		

Source: Urban Institute. 2011. Transition from Jail to Community (TJC) Initiative Stakeholder Survey

21. This set of items lists potential population-level barriers to service provision for the PFS project's target population. Please indicate if the following were a major problem, a small problem, or not a problem in your community over the past year. If you are not in a position to know what is asked, or if the statement does not apply to your PFS project or community, please indicate Don't Know or Not Applicable.

Over the past year, were the following:	A Major Problem	A Small Problem	Not a Problem	Don't Know	N/A
Waiting lists for services for the target population (housing, substance abuse treatment, mental health programs, etc.)	*1*	*2*	*3*		
Lack of access to housing for the target population	*1*	*2*	*3*		
Lack of access to substance abuse treatment for the target population	*1*	*2*	*3*		
Lack of access to mental health programs for the target population	*1*	*2*	*3*		
Rigid eligibility requirements for housing for the target population	*1*	*2*	*3*		
Policies excluding certain kinds of offenders from housing or services	*1*	*2*	*3*		

22. Please indicate how well the following statements describe your community's capacity to identify and remove system-level barriers to supportive housing for the chronically homeless, jail re-entry population: Mostly or completely, moderately, somewhat, little, or not at all.

	Mostly or completely	Mode-rately	Some-what	Little	Not at all	Don't Know	N/A
The community is committed to reducing barriers to housing for a chronically homeless, jail re-entry population, including accepting housing applications for individuals with criminal justice histories	*1*	*2*	*3*	*4*			

The community has a process to prioritize new and turnover housing units for a chronically homeless jail re-entry population	*1*	*2*	*3*	*4*
Supportive housing providers have staff dedicated to landlord recruitment and relations	*1*	*2*	*3*	*4*
Supportive housing providers are able to bill Medicaid for covered services	*1*	*2*	*3*	*4*
Organizations serving the target population work to educate policymakers and local elected officials about the need for supportive housing for a chronically homeless jail re-entry population	*1*	*2*	*3*	*4*

Source: Leopold and Burt. 2016. "A Tool to Assess Supportive Housing Capacity." Presented at National Alliance to End Homelessness Annual Conference.

Thank you for participating in this survey! We appreciate your help in this evaluation.