# Appendix C

# Partnership Survey

## *Introduction*

The Urban Institute, an independent research organization based in Washington, D.C., is conducting an annual survey as part of the Pay for Success (PFS) initiative in <Site Name>. This survey is part of an evaluation of the U.S. Department of Housing and Urban Development (HUD) and the Department of Justice PFS Initiative.

*What is the purpose of the survey?*
You are being asked to participate in this survey because of your role in an organization that is involved with the <Site Name>'s Pay for Success Initiative.  The survey collects information on:
- how partner organizations in the initiative and the broader community collaborate,
- data utilization and sharing across sectors, and
- innovation in service delivery.

Since this is intended to capture changes in <Site Name> over time, the questions asked in the survey remain the same each year.

*Survey Instructions*
1. Click the blue button at the bottom right of your screen to begin the survey.
2. You may stop at any time, and your answers will be saved, so that you can finish at a later point. You can also navigate back and forth between pages without losing your work.
3. You are asked to answer questions regarding both the PFS project specifically or the community as a whole.
4. Please answer every question as. If you do not know the answer to a question, please use the "don't know" response option, rather than skipping the question.
5. The survey should take no more than 15-20 minutes.

*How will my answers be shared?*
Participation in the survey is voluntary. Only aggregate responses will be publicly reported – never individual responses. 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. However, due to the nature of the project, a unique role or response could be potentially identifying. Responses will be kept private to the extent permitted by law.
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*Questions?*
If you have any questions about the survey or have technical difficulties completing the survey, please contact Nicole DuBois at the Urban Institute at ndubois@urban.org.

1.  What kind of organization do you work for?
    <u>Government Agency</u>
    - o   Housing
    - o   Health and human services
    - o   Criminal justice
    <u>Non-Governmental Organization</u>
    - o   Health or behavioral health provider
    - o   Housing provider
    - o   Other service provider
    - o   Other evaluation or technical assistance organization
    - o   <u>Philanthropy/Foundation</u>
    - o   <u>For-profit investor</u>
    - o   <u>Other</u>: Please describe_____

2.  Which of the following best describes your organization's role in the PFS project? Select all that apply.
    - o   Intermediary
    - o   Evaluator
    - o   Other technical assistance
    - o   Financial partner
    - o   Direct service for target population
    - o   Housing partner for target population
    - o   Criminal justice – referral source for target population
    - o   Other criminal justice partner
    - o   Other role: Please Describe_____

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

    _____

4.  How long have you been in this position?
    _____years

5.  How long have you been involved with this PFS supportive housing project?
    _____months

6.  In the past calendar year, how many meetings have you attended about the PFS supportive housing project?

- o   0 meetings
- o   1-4 meetings
- o   5-10 meetings
- o   11-20 meetings
- o   More than 20 meetings

7.  What is the current phase of this PFS project?
    - o   Feasibility assessment
    - o   Transaction structuring
    - o   Project implementation

**End of Block: Background**

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**Start of Block: Collaboration with Partners**

> **PLEASE NOTE**
> In this survey, **"target population"** refers chronically homeless individuals who are frequent users of jail and emergency medical services. If the PFS project has identified a more specific group, please use that group as the "target population."
>
> **"PFS"** refers to Pay for Success.
>
> **"PSH"** refers to Permanent Supportive Housing.
>
> **If you do not know the answer to any question, please indicate Don't Know, rather than leaving the question blank.**

8. **PFS Project**. To what extent would you agree with the following statements *about your PFS project*?

| | Disagree Completely (0) | (1) | (2) | Agree Completely (3) | Don't Know |
|---|---|---|---|---|---|
| I have a clear understanding of my organization's roles and responsibilities within the PFS project | O | O | O | O | O |
| I have a clear understanding of other organizations' roles and responsibilities within the PFS project | O | O | O | O | O |
| The PFS project is meeting its aims and objectives for its current phase | O | O | O | O | O |
| The PFS project's work is being guided by data | O | O | O | O | O |

9. **PFS Organization.** Would you agree with the following statements about your organization's role *in the PFS project*?

| | Disagree Completely (0) | (1) | (2) | Agree Completely (3) | Don't Know |
|---|---|---|---|---|---|
| My organization plays an active role in the PFS project | O | O | O | O | O |
| My organization has a stake in increasing supportive housing for the target population | O | O | O | O | O |
| Leaders in my organization are aware of the issues surrounding the target population | O | O | O | O | O |
| Leaders in my organization are committed to addressing the needs of the target population | O | O | O | O | O |
| Staff members in my organization are aware of the issues surrounding the target population | O | O | O | O | O |

10. **PFS Partners.** Would you agree with the following statements *about the PFS project partners*?

| | Disagree Completely (0) | (1) | (2) | Agree Completely (3) | Don't Know |
|---|---|---|---|---|---|
| Partners share a common vision | O | O | O | O | O |
| Partners have a common understanding of PFS, and its role in supporting PSH | O | O | O | O | O |
| Partners have a shared understanding that PSH is important for target population | O | O | O | O | O |
| Partners share understanding that PFS is a promising approach to establish and/or support PSH for target population | O | O | O | O | O |
| Partners are willing to make changes to achieve shared goals | O | O | O | O | O |
| Partners have mutual trust and respect | O | O | O | O | O |
| Partners work well together as a group | O | O | O | O | O |
| Partners make high level decisions through a collaborative process | O | O | O | O | O |

**PAGE BREAK**

11. **Community Support**. Would you agree with the following statements about the community support for *the PFS project*?

| | Disagree Completely (0) | (1) | (2) | Agree Completely (3) | Don't Know |
|---|---|---|---|---|---|
| Housing the target population is a high priority for the community | O | O | O | O | O |
| There are organizations in the community with expertise and experience in providing supportive housing for the target population | O | O | O | O | O |
| The PFS project is bringing local partners together across sectors to improve results for the target population | O | O | O | O | O |

12. **Community infrastructure**. Would you agree with the following statements about *your community*?

| | Disagree Completely (0) | (1) | (2) | Agree Completely (3) | Don't Know |
|---|---|---|---|---|---|
| There is commitment to reducing barriers to housing for the target population, including accepting housing applications for individuals with criminal justice histories | O | O | O | O | O |
| The community has the data infrastructure to identify people who may need services across sectors, including the target population. | O | O | O | O | O |
| There is a process to prioritize new and turnover housing units for the target population | O | O | O | O | O |
| Supportive housing providers have staff dedicated to landlord recruitment and relations | O | O | O | O | O |
| Supportive housing providers are able to bill Medicaid for covered services | O | O | O | O | O |
| Partners are working to educate policymakers and local elected officials about the need for supportive housing for a chronically homeless jail reentry population | O | O | O | O | O |

13. **Collaboration**. Would you agree with the following statements about collaboration among permanent supportive housing providers *in your community* over the past year?

| | Disagree Completely (0) | (1) | (2) | Agree Completely (3) | Don't Know |
|---|---|---|---|---|---|
| Local supportive housing providers were able to collaborate with other agencies to promote housing stability and well-being for the target population | O | O | O | O | O |
| Local supportive housing providers have been working with health and behavioral health providers to facilitate access to benefits and services | O | O | O | O | O |
| Supportive housing providers have acquired new sources of funding for rent, operating subsidies, or supportive services for the target population | O | O | O | O | O |

14. **Collaboration**. Over the past year, how much have the following systems *in your community* collaborated with each other in working with the target population?

| | No Collaboration (0) | (1) | (2) | Extensive Collaboration (3) | Don't Know |
|---|---|---|---|---|---|
| Law enforcement with the homeless assistance system | O | O | O | O | O |
| Courts with the homeless assistance system | O | O | O | O | O |
| Jail(s) with the homeless assistance system | O | O | O | O | O |
| Law enforcement with health / behavioral health service providers | O | O | O | O | O |
| Courts with health / behavioral health service providers | O | O | O | O | O |
| Law enforcement with health / behavioral health service providers | O | O | O | O | O |
| Homeless assistance with health / behavioral health service providers | O | O | O | O | O |

15. **Collaboration**. Over the past year, has collaboration increased or decreased among organizations *in your community* that work with the target population?

| | Decreased | Stayed the Same | Increased | Don't Know |
|---|---|---|---|---|
| Data sharing between organizations serving the target population | O | O | O | O |
| Number of formal agreements or memoranda of understanding between organizations serving the target population | O | O | O | O |
| Frequency of meetings about effectively working with the target population | O | O | O | O |
| Diversity of organizations represented on the local criminal justice coordinating committee | O | O | O | O |
| Diversity of organizations represented on the local homelessness governing board | O | O | O | O |

16. **Collaboration**. Over the past year, did any of the following pose a serious challenge to collaboration among partners in *the PFS project*?

| | Not a Problem (0) | (1) | (2) | Serious Problem (3) | Don't Know |
|---|---|---|---|---|---|
| Competition for resources or 'turf issues' | O | O | O | O | O |
| Conflicting priorities and visions | O | O | O | O | O |
| Lack of trust among agencies | O | O | O | O | O |
| Absence of established working relationships | O | O | O | O | O |
| Skepticism or disagreement about the Housing First approach | O | O | O | O | O |

17. **Collaboration**. Over the past year, how often has your organization engaged in the following activities with other organizations serving as partners *in the PFS project*?

| | Never (0) | (1) | (2) | Frequently (3) | Don't Know |
|---|---|---|---|---|---|
| We collaborated with PFS partners to leverage resources (e.g., write grants together) | O | O | O | O | O |
| We collaborated with PFS partners to provide training or educational opportunities | O | O | O | O | O |
| We shared resources, such as materials or equipment, with PFS partners | O | O | O | O | O |
| We provided information about our programs or services to PFS partners | O | O | O | O | O |
| We met with PFS partners to share information about services, resources, or clients | O | O | O | O | O |
| We collaborated with PFS partners to provide direct services to individuals | O | O | O | O | O |

**End of Block: Collaboration with Partners**

**Start of Block: Data Sharing and Focus on Outcomes**

18. **Data utilization**. Would you agree with the following statements about the use of data *within the PFS project*, over the past year?

| | Disagree Completely (0) | (1) | (2) | Agree Completely (3) | Don't Know |
|---|---|---|---|---|---|
| PFS partners used data to identify the target population | O | O | O | O | O |
| PFS partners have used data to understand the level of housing and services needed by the target population | O | O | O | O | O |

19. **Performance data**. Would you agree with the following statements about the use of evidence to manage supportive housing providers *in your community* over the past year?

| | Disagree Completely (0) | (1) | (2) | Agree Completely (3) | Don't Know |
|---|---|---|---|---|---|
| Supportive housing providers have used performance data to identify activities needing improvement | O | O | O | O | O |
| Supportive housing providers have followed evidence-based models of service delivery (e.g., housing first, harm reduction, motivational interviewing) | O | O | O | O | O |
| Government agencies have used performance data to assess whether supportive housing programs are improving client outcomes | O | O | O | O | O |
| Government agencies have used financing to improve outcomes directly, through mechanisms such as performance-based contracting | O | O | O | O | O |

SKIP PATTERN:

20. Does your organization directly serve the target population?  _____Y/N

If no, skip to Q  24:

21. **Data sharing**. Over the past year, how often has your organization shared or received information about individuals in the target population?

| | Never (0) | (1) | (2) | Frequently (3) | Don't Know |
|---|---|---|---|---|---|
| We have shared information about individuals in the target population with other organizations that work with them | O | O | O | O | O |
| We have received information about individuals in the target population from other organizations that work with them | O | O | O | O | O |

22. **Data sharing**. Over the past year, has your organization shared any of the following criminal justice information with other organizations serving the target population *in your community*?

| | Never (0) | (1) | (2) | Frequently (3) | Don't Know |
|---|---|---|---|---|---|
| Criminal history | O | O | O | O | O |
| Recent jail history | O | O | O | O | O |
| Recent released from state or federal prison | O | O | O | O | O |
| Community supervision status (e.g. probation, parole) | O | O | O | O | O |

23. **Data sharing**. Over the past year, has your organization shared client information with other organizations serving the target population *in the community*?

| | Never (0) | (1) | (2) | Frequently (3) | Don't Know |
|---|---|---|---|---|---|
| Referrals | O | O | O | O | O |
| History of service by other organizations | O | O | O | O | O |
| Assessments conducted by your organization or another organization | O | O | O | O | O |
| Individual outcomes (e.g., days in housing, connection to health services, etc.) | O | O | O | O | O |

**End of Block: Data Sharing and Focus on Outcomes**

**Start of Block: Barriers to Service Provision for the Target Population**

\*\*\*\* <<<< END SKIP
BLOCK=================================================

24. **Service challenges**. Over the past year, has *your community* experienced any of the following as serious problems for providing services to the target population?

| | Not a problem (0) | (1) | (2) | Serious Problem (3) | Don't Know |
|---|---|---|---|---|---|
| Access to people in jail | O | O | O | O | O |
| Coordination of entry for homeless services | O | O | O | O | O |
| Organizational policies about data sharing | O | O | O | O | O |
| Obtaining releases to share information across organizations | O | O | O | O | O |
| Accessing reliable assessment information | O | O | O | O | O |
| Accessing other relevant data | O | O | O | O | O |
| Data systems compatibility | O | O | O | O | O |
| Other technological limitations | O | O | O | O | O |
| Limited time and resources | O | O | O | O | O |

25. **Service challenges**. Over the past year, has *your community* experienced any of the following as serious problems for providing services to the target population??

| | Not a problem (0) | (1) | (2) | Serious problem (3) | Don't Know |
|---|---|---|---|---|---|
| Waiting lists for services for the target population (e.g., housing, substance abuse treatment, mental health programs) | O | O | O | O | O |
| Lack of access to housing for the target population | O | O | O | O | O |
| Lack of access to substance abuse treatment for the target population | O | O | O | O | O |
| Lack of access to mental health programs for the target population | O | O | O | O | O |
| Rigid eligibility requirements for housing for the target population | O | O | O | O | O |
| Policies excluding certain kinds of offenders from housing or services | O | O | O | O | O |

**PAGE BREAK**

**End of Block: Barriers to Service Provision for the Target Population**

**Start of Block: Implementation/Sustainability**

SKIP PATTERN:

26. Is your PFS project in the implementation phase?  _____Y/N

If no, skip to Thank you:

27. **Sustainability**. To what extent would you agree with the following statements about the sustainability of the activities currently funded by the PFS project *in your community*?

| | Disagree Completely (0) | (1) | (2) | Agree Completely (3) | Don't Know |
|---|---|---|---|---|---|
| Activities currently funded by the PFS project have strong champions with the ability to garner resources. | O | O | O | O | O |
| Diverse community organizations are invested in the success of the PFS project's program model. | O | O | O | O | O |
| The activities currently funded by the PFS project are well integrated into the operations of partner organizations. | O | O | O | O | O |
| The PFS project provides strong evidence to funders, key stakeholders, and the public that the program works. | O | O | O | O | O |
| The PFS project partners estimate future resource needs and have a long-term financial plan. | O | O | O | O | O |

**End of Block: Implementation/Sustainability**

**Start of Block: Feedback**

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

**END OF SURVEY**