



JUST IN REACH & PAY FOR SUCCESS

Launched by Los Angeles County, **Just in Reach (JIR)** is a health-based housing program that aims to reduce jail recidivism and make significant progress in permanently ending chronic homelessness among people experiencing repeat jail stays. This innovative public-private partnership is the first to be funded in Los Angeles County through a **Pay for Success (PFS) financial model—tying payment for social services delivery to the achievement of agreed upon success measures.**

The program represents an exciting opportunity to maximize the effectiveness of public resources and improve the lives of vulnerable individuals. Considering that Los Angeles County has the largest jail system in the country, programs like JIR and strategies like PFS are critical to shift the focus away from “band-aid” solutions and create long-term, positive outcomes for individuals and communities.

BREAKING CYCLES OF HOMELESSNESS AND REINCARCERATION

People struggling with homelessness and mental illness often find themselves going in and out of the criminal justice and emergency health care systems. Sometimes, individuals may be at risk of entering the criminal justice system simply because they are homeless. Those leaving county jails with no safe place to go frequently end up on the streets. And many with medical and mental health conditions over-rely on emergency rooms and overnight shelters for basic care and survival. This vicious cycle, which is costly and can lead to poor health outcomes and continued occurrences of recidivism and homelessness, highlights the need for more permanent solutions of housing and supportive services.

Over four years, JIR will provide permanent supportive housing solutions to 300 homeless individuals who are currently in custody within the Los Angeles County jail.

This number includes individuals who have a mental health or substance use disorder, or are living with disabilities. All program participants will receive:

- PERMANENT SUPPORTIVE HOUSING
- CONNECTIONS TO MENTAL HEALTH, SUBSTANCE USE TREATMENT AND PHYSICAL HEALTH SERVICES
- INTENSIVE CASE MANAGEMENT BEFORE, DURING AND AFTER SECURING HOUSING TO HELP THEM REMAIN HOUSED AND TO REDUCE THEIR LIKELIHOOD OF RETURNING TO JAIL

INNOVATIVE FINANCIAL MODEL

The PFS funding structure is unique, as the private sector provides up-front financing that is repaid by the government only if agreed-upon successes are achieved—consistent with overarching program goals of increased housing stability and decreased returns to jail. If the program is not successful, the private funders will assume the loss of their investment. This removes risk from the government sources, and enables Los Angeles County to access state and federal resources not otherwise available. In addition to the \$10 million in private investment, the County also leveraged \$2.4 million in public funding to be used toward other costs, such as success payments.

INVESTMENTS AND LEVERAGE

\$1.3 MILLION

U.S. Department of Housing and Urban Development, Department of Justice

\$2 MILLION

California Board of State and Community Corrections

\$3 MILLION

The Conrad N. Hilton Foundation

\$7 MILLION

UnitedHealthcare

PROGRAM DESIGN

Once an individual is deemed eligible and agrees to enroll in JIR, services begin immediately while the individual is still incarcerated.

STEP 1: Discharges from jail are coordinated with program staff waiting to pick up the participant upon release.

STEP 2: The participant receives placement in interim housing upon release, while the program team and the participant work to finalize permanent supportive housing placement.

STEP 3: Brilliant Corners—a DHS-contracted permanent supportive housing provider—assigns the participant to the most appropriate housing unit in its portfolio, from private landlord-owned units to large apartment complexes owned by nonprofit developers.

STEP 4: Brilliant Corners administers a move-in assistance fund, which provides each participant with a security deposit paid directly to the landlord, basic furniture and household goods.

CONTRIBUTING TO A HEALTH-CENTERED APPROACH

The JIR program model builds on the success of two Department of Health Services initiatives:

- 1. The Office of Diversion and Reentry,** which serves to divert individuals with mental health and/or substance use disorders away from the justice system and into community-based treatment.
- 2. The Housing for Health program,** which has provided supportive housing to more than 3,500 individuals, 96 percent of whom have remained in housing for 12 months or more.

SUCCESS MEASURES

Investors receive success payments based on each participant's achievement of housing stability and jail avoidance. Full repayment will occur if a projected high percentage of participants achieve the desired outcomes. All outcome calculations will be verified by RAND Corporation, an independent third party outcome evaluator.

Success payments are allocated in two ways:

1. 60% of the total success payment is based on Housing Stability Rate

This is the client's retention rate after moving into permanent supportive housing at the six and twelve month mark. Success is a housing retention rate of 92% at six months and 90% at 12 months.

2. 40% of total success payment based on Jail Avoidance Rate

Success is based on the number of rearrests during the two year period following each individual's placement into supportive housing. Of the participating population, it is projected that at least 43% of the clients would have zero rearrests.



KEY PARTNERS

Conrad N. Hilton Foundation
Corporation for Supportive Housing (CSH)
Los Angeles County Chief Executive Office (CEO)
Los Angeles County Department of Health Services (DHS)
Los Angeles County Sheriff's Department (LASD)
National Council on Crime & Delinquency (NCCD)
RAND Corporation
UnitedHealthcare