Dear Friends and Colleagues,

It has been a remarkable year of growth for the USC Price Center for Social Innovation. With so many new projects and programs launched this past year, it seemed only fitting to commemorate the year with the Price Center’s inaugural annual report.

Research is at the core of the Price Center’s mission. This past year, we developed, disseminated, and funded important research that explores new approaches to expanding opportunity, new models to deliver social impact, and new frameworks for evaluating social innovation. The Price Center made important contributions to the field’s understanding of social impact bonds through the new book *Payment by Results and Social Impact Bonds: Outcome-based payment systems in the UK and US*, which I co-authored with five distinguished colleagues and respected leaders in the field. Additionally, housing insecurity in low-income communities remains an important area of research for the Price Center, as evidenced by our work in South Los Angeles, City Heights, and the Coachella Valley.

To further spur innovation within our local communities, the Price Center launched two important long-term initiatives this year: the Neighborhood Data for Social Change platform, which provides civic actors with the neighborhood-level data needed to advocate for change within their communities, and the Homelessness Policy Research Institute, which brings together more than 30 policymakers and researchers to design and coordinate actionable research to help end homelessness in Los Angeles County. The Price Center also launched a new executive education program in social innovation this year. This program, called the Southern California Symposium, brought together a diverse group of local leaders to learn and apply social innovation approaches to the region’s most intractable problems, including housing, transportation, health, and immigration, among others.

Throughout these research and educational activities, the Price Center held a number of events to learn from leading social innovation scholars and practitioners. We hosted a number of thoughtful conversations through the Social Innovation Speaker Series. Additionally, our recent Social Innovation Summit: Innovations in Urban Housing event brought together multi-disciplinary panels of scholars and practitioners to explore innovative models to increase the affordable housing stock, as well as new models to increase workforce housing and housing for individuals experiencing homelessness.

We look forward to building upon this momentum in the coming year. Once again, thank you for your partnership and support of the USC Price Center for Social Innovation.

Sincerely,

Gary Painter
Director
USC Price Center for Social Innovation

“With great thanks to the generosity of our funders and partners, and the hard work and dedication of our staff and leadership, the Price Center is quickly emerging as a leader in the field of social innovation. We look forward to continuing this work with you in the coming year.”

Gary Painter, Director of the USC Price Center for Social Innovation and the Homelessness Policy Research Institute

The Sol Price Center for Social Innovation develops ideas and illuminates strategies to improve the quality of life for people in low-income urban communities.

With great thanks to the generosity of our funders and partners, and the hard work and dedication of our staff and leadership, the Price Center is quickly emerging as a leader in the field of social innovation. We look forward to continuing this work with you in the coming year.

Gary Painter, Director of the USC Price Center for Social Innovation and the Homelessness Policy Research Institute
Price Center Faculty Advance New Models of Equity and Opportunity for People in Low-Income Urban Communities

The USC Price Center for Social Innovation brings an interdisciplinary and cross-sectoral approach to social innovation research. Through relevant, rigorous research, Price Center faculty explore a variety of topics that seek to inform and advance new models of equity and opportunity for low-income children and families.

PATHWAYS TO OPPORTUNITY
The zip code in which one grows up is a primary determinant of life outcomes. Developing successful cradle-to-career pathways for families and children living in low-income communities is a critical component of the Price Center’s mission. The Price Center develops and disseminates research that explores new approaches to increasing opportunity for low-income residents through education, jobs, housing, and transportation.

NEW MODELS TO DELIVER SOCIAL IMPACT
New models to advance social impact include new organizational forms, financing models, public-private collaborations, and technologies. The Price Center seeks to advance the understanding and application of these models, including how technological innovation can be used to improve social outcomes.

EVALUATION FRAMEWORKS
Strong models exist to evaluate innovation in both the public and private sectors. Currently, there are no analogous models to evaluate social innovations that account for risk and allow for successes and failures to be evaluated in trusted frameworks. The Price Center develops and disseminates research to advance new models of evaluating social innovations across a variety of organizational structures.

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“Research is at the core of the Price Center’s mission. The research the Price Center produces provides important insights into new social innovation approaches that can be used to address some of society’s most persistent and pressing social problems across a variety of policy domains.”

Ann Owens, Associate Director of the Price Center for Social Innovation
Price Center Director Gary Painter Co-Authors Book on Payment by Results and Social Impact Bonds

Price Center Director Gary Painter co-authored a new book, *Payment by Results and Social Impact Bonds: Outcome-based payment systems in the UK and US*, in collaboration with Kevin Albertson, Chris Fox, and Chris O’Leary from Manchester Metropolitan University, and Kimberly Bailey and Jessica LaBarbera from the Nonprofit Finance Fund. The book was published by Bristol University Policy Press in the UK and by the University of Chicago Press in the US.

Payment by Results, often referred to as Pay for Success in the US, is an innovative approach to contracting social services that ties payments for service delivery to the achievement of a predetermined, measurable outcome. In a traditional nonprofit financing model, contracts or grants are awarded based upon the volume of services, or "outputs," the nonprofit promises to deliver. In a Payment by Results contract, the payor — typically, but not always the government — agrees to provide funding when certain predetermined "outcomes" are achieved.

*Payment by Results and Social Impact Bonds* analyzes whether this new model is an efficient way to unlock new capital investment, help new providers enter the "market" and foster innovation, or whether the extension of "neoliberal" thinking, complexity, and the effects of managerialism undermine the effective delivery of social outcomes.

Synthesizing lessons from the UK and the US for the first time, the book draws on published work in both countries, along with insights from the authors’ own research and experience, to offer a balanced and bipartisan overview of the emerging field of Payment by Results. The authors concluded that the evidence to date shows that models encouraging social innovation are attractive to governments concerned that public provision of services is resistant to reform and/or inefficient. As for the future direction of outcome-based commissioning, the authors see potential for addressing social challenges that have proven resistant to traditional policy responses.

“This new book goes a long way in helping explain the effectiveness of new approaches to motivate and fund social innovation with the ultimate goal of improving social outcomes. The book is an important and needed contribution to this growing field of social innovation.”

Jack H. Knott, Dean and the C. Erwin and Ione L. Piper Chair and Professor of the Sol Price School of Public Policy at the University of Southern California
Funding Social Innovation Research

Each year, the Price Center awards faculty research grants to fund social innovation research and evaluation across three strategic areas: developing successful pathways to opportunity for children and families in low-income communities; advancing new models of delivering social impact; and developing new evaluation frameworks that account for risk and allow for successes and failures to be evaluated in a social innovation framework.

COMPARATIVE INSTITUTIONAL ANALYSIS OF PAY FOR SUCCESS HOUSING PROGRAMS
Juliet Musso, Matthew M. Young

As Pay for Success programs gain popularity, the need for scholarly research demonstrating the efficiency and effectiveness of such approaches is growing. With funding from the Price Center, Dr. Musso is conducting a comparative institutional analysis of Pay for Success programs related to housing and homelessness. Her work contributes to the understanding of effective strategies for the development of more efficient and equitable social impact bonds.

NATIONAL SOCIAL ENTERPRISE SURVEY DEVELOPMENT
Alexandra Graddy-Reed

While social enterprises and social innovation have risen in popularity, little is known as to how firms incorporate socially innovative practices and how firm structure impacts these efforts. With funding from the Price Center, Dr. Graddy-Reed is launching a national survey of social enterprises and social innovation to assess the growth of hybrid firms, both formal and informal, and their use of social practices in comparison to other firm structures.

CYBERSHELTERS: CO-DESIGNING FREE/AFFORDABLE WI-FI ACCESS ON SKID ROW
Hernan Galperin, François Bar, Ellen Helsper

For people living on the street, free Wi-Fi access is critical to access nearby resources and services. While many have access to a smartphone, few can afford a data plan to keep that phone connected to the internet. Individuals experiencing homelessness can find free Wi-Fi around the city’s cafes or libraries, but seldom in convenient proximity to the places where they spend their days and nights. Internet access provides opportunities for individuals experiencing homelessness to search for jobs, sign up for benefits, look for housing, and stay connected to society by interacting with friends and family. With funding from the Price Center, Dr. Galperin is working with Skid Row residents to discover the technology configuration, service governance, and social practices that can make Wi-Fi service effective and sustainable on Skid Row.

For up-to-date information, please visit: socialinnovation.usc.edu/research/

RESEARCH

New Research Explores Impact of Rent Burden Among Households

The Los Angeles region faces a deep and worsening housing affordability crisis. To address this, the Price Center launched new research to explore the impact of rent burden among local households.

Households in Los Angeles, focusing on the two Promise Zones in Central and South Los Angeles. Funded by the John Randolph Haynes and Dora Haynes Foundation, this study provides critical insight into the vulnerabilities produced by rent burden, detailing the household and network-level coping strategies that residents employ.

This research draws on existing partnerships with community-based organizations actively working to mitigate housing unaffordability, to offer clear pathways for policy intervention. Further, this research is part of a broad series of research projects focused on housing affordability, with additional rent burden work actively underway in City Heights and the Coachella Valley.
Price Center Supports Collective Impact in the Coachella Valley

The Price Center serves as the research partner for Lift To Rise, a collective impact initiative working to improve the quality of life for residents in the Coachella Valley, where nearly half of residents live below 200 percent of the federal poverty line.

As the research partner for Lift To Rise, the Price Center helps assess community needs, develops and tests community interventions, and evaluates the overarching impact and effectiveness of the collaborative’s work. This research provides valuable, nuanced insight into the multiplicity of vulnerabilities, barriers, and challenges that residents face in the Coachella Valley.

To inform this work, the Price Center is supporting Lift To Rise in the development of the Neighborhood Data for Social Change (NDSC) platform for the Coachella Valley. NDSC is a free, publicly available online resource that will provide Coachella Valley residents, practitioners, and policymakers with high-quality and policy-relevant neighborhood-level data. The platform will help tell the stories of the Coachella Valley through maps, charts, data analysis, and storytelling — helping community stakeholders track measurable change, improve local policies and programs, and ultimately advocate for a better quality of life within their communities.

Through this work in the Coachella Valley, the Price Center and Lift To Rise are developing and testing a new social innovation framework built on an iterative process of concurrent design, implementation, and evaluation of pilot programs and other test strategies. This flexible, responsive approach to community impact work offers a valuable alternative to traditional models of sequential program design and evaluation, which are often insufficient in the context of a dynamic policy environment.

“...The Price Center has been with us since the very inception of this work. Price staff have worked alongside us for the past three years as we’ve journeyed together to build a partnership capable of realizing a future where all Coachella Valley families are healthy, stable, and thriving. The work has not always been easy, but the Price Center waded through the tough and messy times, leading with us to build common ground and collective action."

Heather Vaikona, Director, Lift To Rise

Sunrise over the Coachella Valley. Photo by Noé Montes for Lift To Rise.
In 2018, the Price Center launched a new executive education program — the Southern California Symposium — that challenges local leaders to think deeply and collaboratively about the region’s future and to develop long-term solutions using the concepts and tools of social innovation. The inaugural cohort was composed of 25 visionary leaders, selected from public service, politics, business, the arts, philanthropy, and NGOs and representing a variety of interests, geographies, talents, and experiences.

The Symposium met for four weekend sessions from February to May. Each session featured dynamic USC faculty instructors and guest faculty from local and national organizations including Color of Change, the National Domestic Workers Alliance, New America, among others. Over the course of the program, students learned about new social innovation approaches that can be used to address the region’s challenges in housing, healthcare, transportation, economic development, education, and immigration.

Using social innovation tools, student teams produced final projects, each of which conceptualized a novel, long-term and sustainable social innovation addressing some of the region’s most intractable social problems.

The Southern California Symposium was generously supported with funds from the California Community Foundation and The California Endowment.

Applications for the 2019 cohort will open in the fall of 2018.

Southern California Symposium Team Projects Included:

- **Tackling the Foster Youth System:** The team developed a proposal that laid a foundation to change the narrative surrounding foster youth, reimagine a foster youth system that places children at the center, and create a technology-enabled innovation to connect foster youth to high wage careers in emerging industries.

- **Advancing Economic Development:** The team developed a funding mechanism and created a portfolio of options to radically improve the quality of life for residents in Huntington Park.

- **Combating Education Inequality:** The team proposed a novel Quality of Learning Opportunity Index, to be implemented by a coalition of local community leaders, educators, community development financial institutions and Wall Street financiers.

- **Expanding Housing Opportunity:** The team proposed a new model for developing Accessory Dwelling Units (ADU) as quick, low-cost options for permanent housing. The group created a county-wide strategy to incentivize and reward the construction of ADUs, to help alleviate the region’s housing crisis.

- **Envisioning Equitable Homeownership for All:** The team proposed a mission-driven “Community Real Estate Fund,” which uses public and private investments to acquire real estate and help employees, unions, and lower-income workers become property owners/shareholders, thereby increasing equity in homeownership throughout Los Angeles County.

“Even the most innovative social actors normally operate within silos and make plans for the short-term. The Symposium was designed to break through both those limitations. We deliberately brought together unlikely combinations of committed individuals and afforded them the luxury of thinking across the temporal horizon to contemplate long-term solutions to long-term challenges.”

Roberto Suro, Director of the Southern California Symposium
Price Students Undertake Labs on Social Innovation

Bogotá Lab
A team of Price School Master of Public Policy students traveled to Bogotá, Colombia to measure the social impact of EmprendeVerde — a program working to support student entrepreneurs at UNIMINUTO, the country’s largest university system, to develop green businesses and lower the high unemployment rate of low-income youth in Colombia.

Prior to the students’ trip to Colombia, Price Center Director Gary Painter traveled to Bogotá in order to better understand the unique learning model at UNIMINUTO, which requires students to develop a project that aims to address a social problem in the community.

The Colombia lab culminated in a report, titled Measuring the Social Impact of EmprendeVerde: Promising models and best practices for effectively facilitating micro entrepreneurship. In the report, the team of USC Price students identified key challenges in the EmprendeVerde model that hindered its ability to measure social impact, and made recommendations that would allow the program to establish a process and a set of indicators to measure its associated impact on student entrepreneurs and their families.

City Heights Lab
USC Price students worked with Price Philanthropies to help create affordable homeownership opportunities in the San Diego neighborhood of City Heights, home of Price Philanthropies. Low-income residents in City Heights are at risk of displacement as households with higher incomes are moving in and driving up housing costs.

The team analyzed shared equity homeownership models as a potential strategy to help Price Philanthropies achieve its primary goal of creating affordable housing and minimizing displacement of low-income City Heights residents. The team suggested creating a community land trust in City Heights to subsidize homeownership for residents who had been priced out of the market, and to provide support and stability for the community over the long term, helping to minimize displacement.

The diversity of USC Price students, paired with their interest and expertise in innovation, sets the foundation for a dynamic educational experience both inside and outside the classroom. In collaboration with the USC Price School of Public Policy, the Price Center supports Master of Public Policy students in tackling real-world issues through its Policy Analysis Practicum.
Neighborhood Data for Social Change

In October 2017, the Price Center launched the Neighborhood Data for Social Change (NDSC) platform — a free, publicly available online resource for civic actors to learn about their neighborhoods. NDSC illuminates the trends, challenges, and opportunities facing Los Angeles County neighborhoods. The platform helps tell the stories of LA neighborhoods through maps, charts, data analysis, and storytelling; helping community stakeholders track measurable change, improve local policies and programs, and ultimately advocate for a better quality of life within their communities.

The Price Center provides monthly community training workshops, where community members learn how to access the data for specific neighborhoods and cities within Los Angeles County. Additionally, NDSC produces ongoing data stories that provide insight into a wide range of policy matters within LA County neighborhoods. Pairing precise data with rich narrative, photos, and interactive maps and visualizations, data stories provide nuanced insights into Los Angeles communities, giving readers an opportunity to learn more about the issues confronting our region. KCETLink, the official media partner for NDSC, publishes NDSC data stories under City Rising, a TV and web-based program that examines the cause and effect of social issues affecting communities across California.

The following are highlights from the past year’s NDSC Data Stories:

**CHILDHOOD HEALTH AND FOOD ACCESS IN SOUTH LOS ANGELES**

The data story revealed 2.4 percent of 5th grade students tested in the high-risk/needs improvement category of the Healthy Fitness Zone, which measures aerobic capacity, strength, body composition, and flexibility. The numbers were far higher for children in low-income communities, where the persistent lack of access to local, healthy, and affordable food leads to high rates of obesity and chronic illness among both children and adults.

**ACCESS TO PARKS AND GREEN SPACE**

Parks are a tangible reflection of the quality of life in a community, bringing economic value to a community by raising local property values. NDSC explored access to park space across neighborhoods in Los Angeles County, finding that Los Angeles has a median of 3.3 acres of park space per 1,000 people, well below the median of 8.6 acres per 1,000 people in other high-density U.S. cities. The data story exposed important differences in health outcomes of individuals living in low-income, park-deficient neighborhoods, and highlighted several organizations currently working to address the lack of parks and green space in Los Angeles.

**BOYLE HEIGHTS RESIDENTS FACE SIGNIFICANT OBSTACLES TO HOMEOWNERSHIP**

Homeownership has long been recognized as a pathway to financial inclusion and economic stability, but for many neighborhoods in Los Angeles County, the barriers to homeownership are seemingly insurmountable. This data story explored the challenges and opportunities surrounding homeownership in Boyle Heights, which has consistently reported a homeownership rate of only 23 percent, which is significantly lower than neighboring communities of El Sereno, Monterey Park, and East Los Angeles.

The Price Center is the Los Angeles partner of the National Neighborhood Indicators Partnership (NNIP), a national consortium of local data intermediaries organized by the Urban Institute. The Neighborhood Data for Social Change platform is generously supported by the following organizations:

**JPMorgan Chase & Co.**

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@NDSC_LA
Homelessness Policy Research Institute

Los Angeles County’s growing population of individuals experiencing homelessness requires Los Angeles to leverage all of its resources to inform and implement workable solutions to this challenge. To respond to this need, the Price Center and the United Way of Greater Los Angeles Home for Good Initiative joined forces to create the Homelessness Policy Research Institute (HPRI). Established with a planning grant from the Conrad N. Hilton Foundation and support from the Home for Good Funders Collaborative, HPRI convenes policymakers and local and national researchers to help design and coordinate timely, relevant, and actionable research to end homelessness in Los Angeles County.

HPRI is dedicated to collaborative research that has a positive impact on homelessness in Los Angeles. HPRI partners include highly regarded researchers from a variety of public and private institutions, including USC, UCLA, Corporation for Supportive Housing, RAND Corporation, the Los Angeles Homeless Services Authority (LAHSA), Abt Associates, Economic Roundtable, Enterprise Community Partners, Harder & Company, University of Pennsylvania, Urban Institute, the County of Los Angeles, the City of Los Angeles, and others.

Earlier this year, HPRI worked with LAHSA to develop a request for proposals to evaluate Solid Ground Van Nuys, a new family homelessness prevention program funded by Los Angeles County Supervisor Sheila Kuehl’s office. HPRI also established a committee on racial equity issues related to homelessness, which works closely with LAHSA’s Ad Hoc Committee on Black People Experiencing Homelessness.

In 2018, the Conrad N. Hilton Foundation awarded a $1 million grant to expand HPRI activities. With this additional support, HPRI will host quarterly seminars connecting researchers and policymakers, conduct data analysis and research translation for actionable use, and dispense research findings to community partners.

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www.facebook.com/HomelessnessPolicyResearchInstitute/

“This collaboration between policymakers and the research community will ensure that policies and programs aimed at ending homelessness benefit from leveraging Los Angeles’ research resources. In order to make effective policy and program decisions that positively impact our homeless neighbors, we must ensure that they are informed by research on what works in ending homelessness.”

Bill Pitkin, Director of Domestic Programs at the Conrad N. Hilton Foundation

HPRI works to end homelessness in Los Angeles County through four primary activities:

- Foster collaboration and coordination among researchers focused on homelessness in the Los Angeles region
- Share current and upcoming research with policymakers and community partners to inform on-the-ground work
- Conduct rapid-response policy research to inform policy and program design
- Provide assistance in developing and coordinating requests for proposals for homelessness research relevant to Los Angeles County
More than a quarter-century old, TRPI has gone through several incarnations, reflecting the needs and opportunities of different eras. Today, the field of social innovation offers great potential to address the challenges arising from demographic change, especially for the Latino population. This new partnership gives the Institute an opportunity to grow in exciting new directions.

Roberto Suro, Director of the Tomás Rivera Policy Institute

SAFETY AND JUSTICE: LATINOS AND IMMIGRANTS

Overincarcerationbegins with the misuse and overuse of local jails, and the impact is particularly acute on Latinos and immigrants. In June 2018, TRPI launched a project that addresses this aspect of criminal justice reform with research and policy advocacy. A web-based report (TRPI-Justice.org) explores the disparities experienced by Latinos in the pre-trial phase of law enforcement and the ways that noncitizens are exposed to immigration enforcement in the adjudication of minor crimes. The report also presents a full agenda of proven, evidence-based policy solutions. Topics explored include pre-arrest diversion, expanding the use of citations, reducing fines and fees, and bail reform. The website presents concrete examples from across the country and links to nearly 200 research reports, policy papers, and other resources. The report was created with support from the John D. and Catherine T. MacArthur Foundation as part of its Safety and Justice Challenge, which seeks to reduce overincarceration by changing the way America thinks about and uses jails. TRPI brought its jail initiative to the National Association of Latino Elected and Appointed Officials’ 38th Annual Conference in Phoenix, Arizona. A major presentation on June 22, 2018 featured experts and public officials discussing best practices that provide alternatives to arrest and reduce pretrial detention. In addition to a panel discussion, TRPI Director Roberto Suro and staff members presented on policies that create alternatives to arrest at a conference-wide Policy Expo.

BUILDING TRUST BETWEEN MEDIA AND IMMIGRANT COMMUNITIES

Seeing themselves accurately reflected in the news media and finding a voice for their own concerns in public forums have been challenges for immigrant communities throughout American history. In a region as diverse and dynamic as Southern California, meeting these challenges is a civic necessity. In 2018, TRPI undertook a multi-faceted effort to promote more constructive engagement between immigrant communities and news organizations with the goals of producing improved news coverage and of helping those communities express their interests. With support from the California Community Foundation, the Institute convened several events that brought together journalists, public officials, and community representatives, and it promoted specific projects aimed at building stronger relationships. At a day-long convening on March 30, media outlets discussed how they currently engage immigrant communities and generated ideas for how TRPI can help foster stronger relationships and collaboration. On July 9, a roundtable discussion examined issues related to how to achieve a full count of immigrant communities in the 2020 Census.

TRPI convenes a working group on the implications of the 2020 Census for Los Angeles

TRPI hosts a forum on building trust between journalists and immigrant communities

The Tomás Rivera Policy Institute (TRPI) works to address the challenges and opportunities of demographic diversity in the 21st century global city. It is an interdisciplinary research center more than a quarter-century old which is now housed within the Price Center for Social Innovation. TRPI produces original research, student activities, and policy solutions. In recent years major topics have included: Latinos and the criminal justice system, civic engagement and capacity building among immigrant-serving organizations, news media coverage of immigration, and demographic change in major metropolitan regions of the United States.
Social Innovation Speaker Series

One of the ways the Price Center fulfills its mission is through a variety of events and convenings that provide the USC community with opportunities to learn from leading scholars in the field of social innovation.

SONAL SHAH
Sonal Shah, Executive Director of the Beeck Center for Social Impact + Innovation at Georgetown University, joined Director Gary Painter for a conversation about why social innovation is more important today than it was eight years ago, when she founded the White House Office of Social Innovation and Civic Participation. Shah reflected on some of the challenges of establishing the $50 million Social Innovation Fund, highlighting the lack of data and research about social innovation as a significant barrier to overcome, and emphasizing the importance of working across traditional silos to achieve desired outcomes.

KAT TAYLOR
Kat Taylor joined the Price Center to discuss how banking — a powerful, publicly endowed system — can support positive social outcomes. Each year between 5 and 10 percent of Beneficial State Bank’s profits are recycled back into the communities the bank serves through a locally based sponsorship program. Beneficial State Bank’s lending practice commits at least 75 percent of loan dollars to support non-profits and businesses that align with the bank’s social and environmental mission, and the remainder cannot work against that mission.

Beneficial State Bank, which controls nearly $1 billion in assets and employs 260 people, works to serve customers, employees, communities, the planet and shareholders in equal measure. Taylor noted that Beneficial State Bank is in the process of creating a playbook for how other banks can prosper economically while catalyzing positive change.

“Beneficial State Bank is innovative by design and mission, so we can change the banking system for good. If you don’t know where your money is sleeping at night, it is most likely working against your most treasured values.”

Kat Taylor, Co-Founder and Co-CEO, Beneficial State Bank

The Price Center hosted a discussion on the region’s first Pay for Success program, Just in Reach, which aims to reduce jail recidivism and homelessness. Pay for Success is an innovative approach to contracting social services that ties payments for service delivery to the achievement of a predetermined, measurable outcome. In a traditional nonprofit financing model, contracts or grants are awarded based upon the volume of services, or “output,” the nonprofit promises to deliver. In a Pay for Success contract, the payor — typically, but not always the government — agrees to provide funding when certain predetermined “outcomes” are achieved.

The seminar featured introductory remarks from Los Angeles County Supervisor Mark Ridley-Thomas and a conversation with two key architects of Just in Reach: Corrin Buchanan, Deputy Director of the Office of Diversion and Reentry at the LA County Department of Health Services; and Andrea Iloulian, Senior Program Officer for Domestic Programs at the Conrad N. Hilton Foundation.

PAY FOR SUCCESS

One of the ways the Price Center fulfills its mission is through a variety of events and convenings that provide the USC community with opportunities to learn from leading scholars in the field of social innovation.

The Price Center was proud to host the following individuals as part of our 2017-18 Social Innovation Speaker Series:

David Morse
Senior Visiting Fellow at the USC Price Center for Social Innovation

Neil Barsky
Chairman and Founder of the Marshall Project

Tanya Tull
Founder of Para Los Ninos, A Community of Friends, Beyond Shelter, and Partnering for Change, and Co-Founder of LA Family Housing

Stephen McConnell, Ph.D.
President of the Civic Participation Action Fund

Kimberly Bailey
Pay for Success Senior Associate at the Nonprofit Finance Fund

Gary Painter
Director of the Price Center for Social Innovation and the Homelessness Policy Research Institute

Cynthia Strathmann
Executive Director at Strategic Actions for a Just Economy

Anne-Claire Pache
Chaired Professor in Philanthropy at ESSEC Business School in Paris, France
between the number of low-income employees working in the Los Angeles area and the number of affordable housing units available, and identified strategies and solutions to help bridge the divide.

“We have a lot of social needs in our society, but we cannot try to solve all of them through housing. Let’s go back to the basics. Housing is its own independent social problem. Housing is a basic human right. Let’s solve that first,” said Moe Mohanna, President of Highridge Costa Development Company.

Richard Green, USC Price Professor and Director of the USC Lusk Center for Real Estate, moderated the Innovations to Increase the Affordable Housing Stock panel. The panel featured Tony Salazar, President of West Coast Operations for McCormack, Baron, Salazar; Jonathan Lawless, Vice President of Product Development and Affordable Housing at Fannie Mae; and Ben Winter, Director of Housing & Community Development Policy at the Office of Los Angeles Mayor Eric Garcetti. The panel explored how new policies, technologies, and building techniques can help to end the housing crisis that has befallen the Golden State.

“The hundreds of thousands of units that need to be built are not going to be built with marginal improvements to the things that we’re currently doing. It’s going to take radical transformation in how we’re doing business today,” said Jonathan Lawless, Vice President of Product Development and Affordable Housing at Fannie Mae and the Homelessness Policy Research Institute.

Moderated by Dr. Gary Painter, Director of the USC Price Center for Social Innovation and the Homelessness Policy Research Institute, the Innovations to House the Homeless panel featured Andrea Iloulian, Senior Program Officer for Domestic Programs at the Conrad N. Hilton Foundation’s domestic grant making program; Dora Gallo, CEO of A Community of Friends; Senator Kevin Murray, President and CEO of the Weingart Center; and Chris Ko, Director of Homeless Initiatives for the United Way of Greater Los Angeles. Because people enter homelessness for multiple reasons, it will take a holistic approach to solve the problem. This panel discussed longstanding challenges and new opportunities to housing the homeless, and considered multiple approaches to ending the region’s homelessness challenge.

The Price Center’s 2018 Social Innovation Summit: Innovations in Urban Housing convened multi-disciplinary panels of scholars and practitioners to explore innovative models to increase the affordable housing stock, as well as new models to increase workforce housing and housing for individuals experiencing homelessness. In addition to panel discussions, the Social Innovation Summit featured live audience polling and hands-on activities designed to help spur the development of creative solutions to challenges in urban housing.

Moderated by Dr. Stephen Oliner, Co-Director of the American Enterprise Institute’s Center on Housing Markets and Finance, the Housing the Workforce panel featured Robin Hughes, President and CEO of Abode Communities; Moe Mohanna, President of Highridge Costa Development Company; and Mary Leslie, President of the Los Angeles Business Council. The panel discussed the significant gap between the number of low-income employees working in the Los Angeles area and the number of affordable housing units available, and identified strategies and solutions to help bridge the divide.

“We have a lot of social needs in our society, but we cannot try to solve all of them through housing. Let’s go back to the basics. Housing is its own independent social problem. Housing is a basic human right. Let’s solve that first,” said Moe Mohanna, President of Highridge Costa Development Company.

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“The hundreds of thousands of units that need to be built are not going to be built with marginal improvements to the things that we’re currently doing. It’s going to take radical transformation in how we’re doing business today,” said Jonathan Lawless, Vice President of Product Development and Affordable Housing at Fannie Mae and the Homelessness Policy Research Institute.

Moderated by Dr. Gary Painter, Director of the USC Price Center for Social Innovation and the Homelessness Policy Research Institute, the Innovations to House the Homeless panel featured Andrea Iloulian, Senior Program Officer for Domestic Programs at the Conrad N. Hilton Foundation’s domestic grant making program; Dora Gallo, CEO of A Community of Friends; Senator Kevin Murray, President and CEO of the Weingart Center; and Chris Ko, Director of Homeless Initiatives for the United Way of Greater Los Angeles. Because people enter homelessness for multiple reasons, it will take a holistic approach to solve the problem. This panel discussed longstanding challenges and new opportunities to housing the homeless, and considered multiple approaches to ending the region’s homelessness challenge.

“Whether you’re talking about workforce housing, affordable housing, or housing the homeless, it’s hard to talk about one without talking about the others. That’s really the genesis of today, that you can’t talk about just doing one thing for one part of the population because it is all connected, all interwoven.”

Gary Painter, Director of the Homelessness Policy Research Institute and the USC Price Center for Social Innovation
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