Successful Exits and Permanent Supportive Housing Turnover

National Alliance to End Homelessness
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Jericho Project Background

- Jericho operates seven residences and scatter-site programs in New York City totaling 500 units.
- 75% have histories of chronic substance abuse; 15% chronic mental illness.
- All units are permanent and tenants have leases.
- Supportive services include case management, relapse prevention, employment services, and family reunification.
Graduation is Mission-Driven

• Moving on is key to Jericho’s mission

• 29-year history of successfully graduating people onto more independent living

• Aftercare Program formally established in 1994 with private grants

• Graduation is celebrated and graduates come back often and serve as role models

• Since 1994 fewer than 5% of Jericho graduates have returned to homelessness
Rethinking Permanent Housing

- Advocates fought hard for permanent housing
- Conventional wisdom is that many tenants need life-long support
- Few, if any, resources or incentives for moving people on
- Survey of New York State providers found that 40% of tenants were capable of moving on*
Why Encourage Moving On?

• Goal of supportive housing is to promote the highest level of independence

• Providers can serve new homeless individuals in need of supportive housing services

• Targets scarce resource (supportive housing) to those who need it most when they need it most

• Increases supportive housing capacity without new construction

• You are already doing it!
Features of a Successful Moving On Program

- Voluntary
- Linked to affordable housing
- Follow-up/aftercare services are offered
Who to Target for Moving On

• Not all tenants are candidates, but more are than you may think

• Individuals with stable incomes, preferably employment

• Individuals who have demonstrated the ability to live independently

• Family reunification cases

• Individuals longer in need of on-site services
Jericho Aftercare Program

• Program is voluntary and there are no time limits

• Counselors help participants with budgeting, locating housing, and community resources

• Graduates become part of Jericho’s alumni network and events

• Participants are tracked for two years through home visits, phone calls, and events

• Graduates can access all of Jericho Project’s services for as long as needed, but most don’t!
New York City
Moving On Initiatives

• From 2004 to 2006 CSH-sponsored Moving On Initiative for 100 supportive housing tenants

• Based on this success, New York City Department of Homeless Services created a Moving on Initiative from 2007-2009

• Jericho’s graduation rate declined by 33% after initiatives ended
DHS Moving On Initiative

- Provided Section 8 vouchers to PSH tenants
- Units had to be “backfilled” with chronically homeless individuals
- 36 providers with 56 buildings participated
- $2,000 per placement
DHS MOI Outcomes

• High Demand
  – 1,118 tenants applied

• Acceptance Rate
  – Only 58% accepted
  – Main reasons for rejection were background check, exceeded income limits, and didn’t meet tenancy requirements (one year in housing)

• Low Moving On Rate
  – Only 19% (209 individuals) moved on
MOI Challenges

• 909 non-placements:
  – 189 rejected
  – 216 in process when initiative ended
  – 61 certified but never received voucher
  – 443 received voucher but never moved

• Issues
  – Lack of housing placement resources
  – Landlord reluctance
  – Lack of accessible apartments
  – Tenant opting not to move due – other housing options not as attractive, concern over losing services and community
Trends in Moving On

• Family Reunification

• Transition in Place
More Graduates are Moving In with Family

- **Moved in With Family**
- **Own Apartment**
- **Other**

*Section 8 not available*
Transition in Place

- Supportive services “move on”; tenant stays in apartment
- Typically aimed at scatter-site tenants
- Still works best when paired with rental subsidy
- Jericho has had some success with this model with families and veterans
Marilyn

- 35-year drug addiction
- Raised three sons with family support while maintaining some level of housing until children were grown
- Entered into a treatment program for the first time in 2007
- Resided at Jericho from January 2008 to May 2011
- While housed at Jericho, completed Grace Institute and graduated with honors
- In 2010 Marilyn was hired as a File Clerk at a hospital and was later promoted to Clerical Associate with an annual salary of $18,000.
- Now lives in a new development located in Brooklyn and is engaged to be married
Jerome

- Long history of drug addiction and living on the street and in shelters
- Lived at Jericho from 2003 to 2010
- Disconnected from all family
- Despite lack of work history, secured maintenance job and was promoted several times
- Applied for Moving On voucher but was denied due to criminal background
- Moved out in 2010 able to pay his own rent
- Reunited with his daughter just in time to see her graduate from high school
Nancy

- Diagnosed with major depressive disorder
- Lived at Jericho from February 2005 to May 2008
- Receives SSI but volunteered and worked part-time while at Jericho
- Received Section 8 voucher through the Moving On Initiative II
- Found own apartment in Staten Island near her daughter – living independently but with a built-in support network
Three Most Important Things

• **Have Comprehensive Services!**
  Needed to best prepare and support residents for moving on

• **Have Patience and Persistence!**
  Everyone accomplishes goals at different paces

• **Have Expectations!**
  If you believe residents can move on, they will