Moving On From Supportive Housing: Creating Successful Exits

Presented by Connie Tempel
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What is Moving On?

Enabling stable tenants of permanent supportive housing who no longer need on-site services to move to a private apartment with rental support and after care.

Backfilling vacated supportive housing units with targeted tenancy.
Why Moving On?

**Tenant**
- Promote highest level of independence and choice
- Consistent with Recovery/Wellness model

**System**
- Targets scarce resources (supportive housing) to those who need it most *when* they need it most
- Increases supportive housing capacity without new construction
- Creates targeting opportunities for new programs
Ten years ago no resources or incentives for moving on
- CSH-NY worked with City and State to create Moving On
  Initiative from 2004-2006
- In 2006, The Network found that 40% of SH tenants capable
  of moving on
- From 2007-2009, City continued Moving On Initiative
Key CSH Program Components Moving Out

- Voluntary
- Stable tenant with no arrears
- Four providers “moving on” agencies to identify tenants and provide aftercare services
- CUCS trained case managers to prepare tenants to move
- CUCS provided apartment locator services
- Small moving on grants to meet moving costs
- Section 8 vouchers and a liaison
- Tenants enrolled in mental health clinics
- Interagency coordination and troubleshooting
Key CSH Program Components Moving In

- Long-term shelter stayers
- Had to meet building program eligibility
- Shelters matched with providers
- Shelter operators oriented to SH with bus tours
- Interagency coordination and troubleshooting
Participant Demographics - Move Outs (CSH)

- 100 tenants moved out; 133 engaged
- 766 days average length of homelessness prior to supportive housing
- 67% in Project-Based Section 8 units
- 22.8% in unsubsidized units
- Mix of NY/NY, formerly homeless, low-income units
Moving Out from Where?

![Bar chart showing the number of people who moved and did not move from different locations.](chart.png)
Where Did They Go?

- More moved to Brooklyn
- 25% moved to a different borough than their supportive housing unit.
- 88.1% moved to a private market apartment.
New York City Continues Moving On

City Initiative
- Section 8
- $2,000 bonus per placement to providers
- Units backfilled with long-term shelter stayers
DHS MOI Outcomes

High Demand
- 1,118 tenants applied

Acceptance Rate 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
- 19% (209 individuals) moved on
MOI DHS Challenges

Supportive Housing Network of New York found

- **909 Tenants Engaged**
  - 189 rejected (20.8%)
  - 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
  - Tenants opt to not move = other housing options not as attractive (location) concern over losing services and community

City government found providers reluctant to move out stable tenant and have unit filled with less stable tenant
Recommendations for new New York Moving On Initiative

Key components
- Rental subsidy!
- Prepare case managers – training on assessment and transition
- Housing locator services
- Appropriate linkages to new community services
- Establish and track outcomes
- Link to new initiatives - exploring
  - Medicaid Redesign accessing Health Homes for after care
  - Backfill with homeless frequent users of health care with MRT rental subsidy
Los Angeles Moving On

Modeled on other Moving On initiatives

- Tenant-based Section 8
- Tenant has changes in services needed or housing preference
- Foundation funds for
  - Move-in assistance $2,000 per person
  - Pre and post transitional supportive services $1,500 pp
  - Strategies to promote financial literacy given extra points
- Backfill units for chronically homeless
- Both single site and scattered PSH providers eligible with project-based vouchers or Shelter Plus care program
35 Tenants Move On

Qualitative and quantitative
- ID barriers and incentives to providers, tenants, Human Service agencies, Housing Authorities, communities
- Tenant characteristics for success
- Supports for success
- System level supports and gaps
- Cost and savings

Sources and Methods
- Administrative data
- Tenant interviews
- Apartment check-list
- Stakeholder interviews
Today’s Presenter

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Today’s Presentation

- Goals of Moving On Pilot
- Partner Roles
- Tenant Eligibility
- Pilot Process
- Lessons Learned
- Next Steps
Goals of Moving On Pilot

- **Tenant choice**
  - Supportive Housing (SH) tenant no longer needs intensive services provided in SH model
  - Desire to move out of site-based SH but cannot afford market rate rent

- **Movement within the waitlist**

- **Target utilization of valuable community resource to vulnerable households**

- **Pilot assessment tool**
Pilot Partner Roles

- **Chicago Housing Authority**
  - Housing Choice Voucher Program
  - Property Rental Assistance (PRA) Program
  - Housing Mobility Counseling Program
    - Orientation to HCV Process
    - Identifies units in “Opportunity Areas” with tours provided
    - Processes Tenant Grant for moving into Opportunity Area

- **CSH**
  - Pilot facilitator

- **Supportive Housing Tenant**
Pilot Partner Roles

- **PRA Supportive Housing Provider**
  - Assess tenant for pilot eligibility
  - Provide assistance in completing HCV paperwork
  - Support transition to unit, including linkage to community based services
  - Conduct follow-up calls with tenant at 3, 6, 12 and 18 months post housing placement
  - Pulls applicant from 100,000 Homes Campaign
  - Completes on-line report
Pilot Rounds

- **Round I**
  - 10 PSH tenants from 3 Agencies
  - Status: Tenants housed

- **Round II**
  - 40 SH Tenants from CHA Supportive Housing Property Rental Assistance Program
  - Tenant converts project based subsidy to tenant based subsidy
  - PRA Property maintains the subsidy in the vacated unit
  - Status: 27 Tenants referred to CHA to begin voucher process
Tenant Eligibility

- No prior: CHA evictions, arson, manufacturing of methamphetamine in public housing, lifetime sex offense convictions
- Able get utilities in own name or negotiate with landlord to include in rent
- Round II: Have been a PRA resident for at least two years
- Completion of Moving On Assessment
  - 42 of 63 points needed, ideal score of 52+
    - Housing
    - Income
    - Health
    - Supportive Services and Mainstream Resources
### Moving On Assessment Tool

<table>
<thead>
<tr>
<th>Category</th>
<th>Criteria</th>
</tr>
</thead>
<tbody>
<tr>
<td>Housing</td>
<td>Leaseholder for 3+ years; Without utility or rental arrears</td>
</tr>
<tr>
<td>Income</td>
<td>Has benefits or employment income for 6+ months</td>
</tr>
<tr>
<td>Health</td>
<td>Self-reports regularly taking prescribed medications with minimally missed doses OR has no prescribed medications</td>
</tr>
<tr>
<td>Supportive Services &amp; Mainstream Resources</td>
<td>Tenant has not required clinical crisis intervention in the past 12 months</td>
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</tbody>
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Moving On Pilot Process

PRA SH Provider Recruits Tenants for Pilot

Tenant completes application with Case Manager and Property Manager

PRA SH Provider sends completed pilot application to CSH

CSH compiles applications and sends them CHA PRA

CHA PRA reviews application and sends to HCV

HCV Contacts Tenant and Invited to Eligibility Interview

Tenant passes Eligibility Interview and attends Voucher Briefing

Tenant referred to Housing Mobility Program and moves into unit; SH Provider receives referrals to fill vacancy

SH Provider follows-up at with Tenant; Reports outcomes to CSH
Lessons Learned

- Agency with Medicaid-billing ability continued to provide limited services
- 30% of first round applicants decided not to move forward with process
- Communication between Support Services and Property Management key in housing vulnerable populations
- Married couple living in separate units able to move into one unit together
Next Steps

- Round II – 40 Tenants
- Continue to follow progress with Round I Tenants
- Learning from assessment tool
PSH: Creating Successful Exits

National Alliance to End Homelessness
July 23, 2013
Doreen Straka, Senior Director
JERICHO PROJECT BACKGROUND

- Jericho operates in five arenas: PSH, Family Programs, Workforce Opportunities, Veterans Initiative, and Homelessness Prevention & Housing Placement

- 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

• On With Life on is key to Jericho’s mission

• 30-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*

• Clients concerned over “permanent”

*Supportive Housing Network of New York 2006 Survey
Why Encourage On With Life?

- 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!
Who to Target for On With Life

• 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
Features of a Successful On With Life Program

• Voluntary

• Staff see it as part of our mission

• Linked to affordable housing

• Follow-up/aftercare services are offered
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!
On With Life Challenges

• Lack of housing placement resources
• Landlord reluctance
• Lack of affordable apartments
• Tenant opting not to move – 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
Modessa

- Diagnosed with substance abuse disorder; long history of crack use and chronic homelessness
- Lived at Jericho from December 2008 to June 2012
- Started working as House Manager in a substance abuse treatment program in 2011
- Currently enrolled in training to become a CASAC
- Re-engaged with her two adult daughters who are a source of support for her
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