

Jenna's Promise Pilot Program: Phase 1 Evaluation Report

January 2025

Jenna's Promise is a recovery housing organization with three recovery residences and additional support services that is highly integrated into the Johnson, VT community. They provide a range of in-house services beyond recovery housing, including recovery support, employment and health and wellness services.

The Vermont Department of Health, Division of Substance Use Programs (DSU) evaluated Jenna's Promise pilot program activities occurring in SFY23 and 24 (July 1, 2022 – June 30, 2024), which include recovery housing and support, employment and training services. Jenna's Promise offers other services, such as clinical intensive outpatient (IOP) treatment services, but this service is provided through external partners therefore making these services outside of the scope of DSU's evaluation. The following report is a summary of the process evaluation (i.e., Phase 1) results.

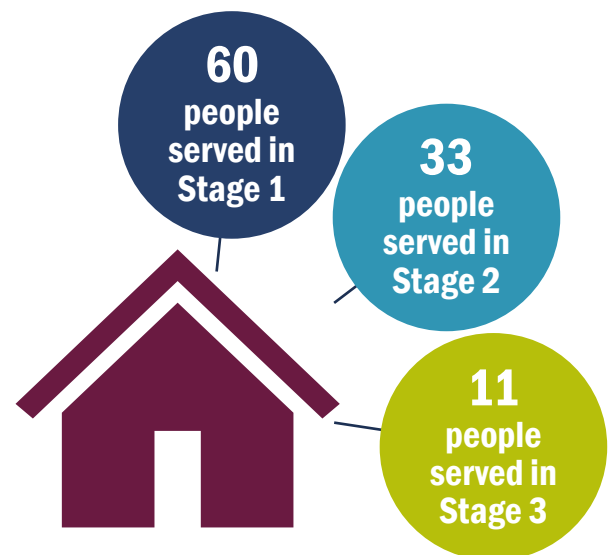
Key takeaways:

- **In FY23 and 24, the Jenna's Promise Recovery Residence provided housing to an average of 31 people per year.**
- **Of the people who exited the housing program, 47% were defined as successful program completions. The most common reason for departure prior to program completion was a return to substance use.**
- **The cost per bed at Jenna's Promise's is two to five times that of other SOV-funded recovery residences. Jenna's Promise's recovery residence model differs from other DSU-funded programs, making direct comparisons challenging.**
- **Community partnerships with Jenna's Promise work well when missions align and relationships are strong, but community partners report challenges with resources, service transparency, staffing, operations and leadership.**

Recovery housing

In FY23 and FY24, Jenna's Promise served 62 unique people across their 3-stage recovery housing program.¹ Progression through the 3-stage recovery housing program is determined through the case management process.

¹Stage 1: in home with regular supervision, Stage 2: in home with less supervision, Stage 3: independent apartment with regular check-ins



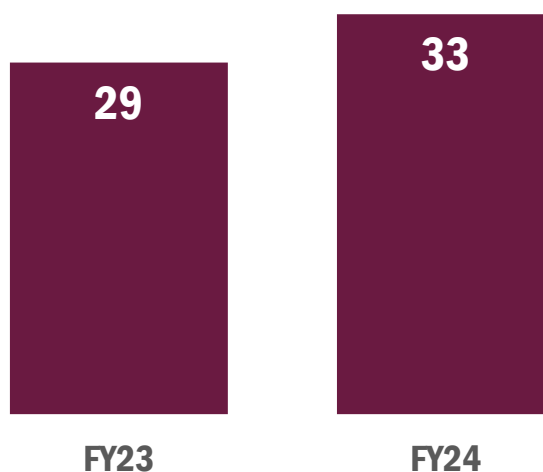
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Recovery housing

Jenna's Promise provided recovery housing to an average of 31 people per year.

The total number of unique people who received recovery housing each year increased 14% from FY23 to FY24.



Jenna's Promise reports that 32 people exited the recovery residence in FY23 and FY24. Of those who departed, 15 people successfully completed the housing program.²

SFY	Number exited the recovery residence	Number of successful program completions	Number exited prior to program completion
FY23	17	8	9
FY24	15	7	8
Total	32	15	17

² Jenna's Promise defines program completion with the term "on-ramp." Jenna's Promise works with residents starting in Stage 1 for on-ramp preparedness. This work includes identifying a "home community" where they would like to return after completing the program, submitting housing voucher applications for that area, connecting with Recovery Support in the home area, finding/interviewing primary care and/or medication for opioid use disorder (MOUD) providers in the home area if necessary, and looking for job opportunities in their home community (including interview prep, interview coaching and job placement connections). Jenna's ensures that by the time a resident "on-ramps" they have a robust launching pad for success in the home community.

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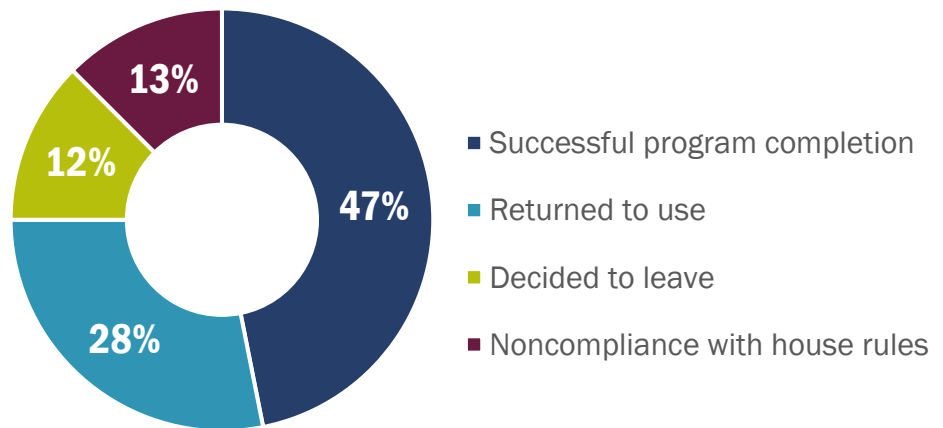
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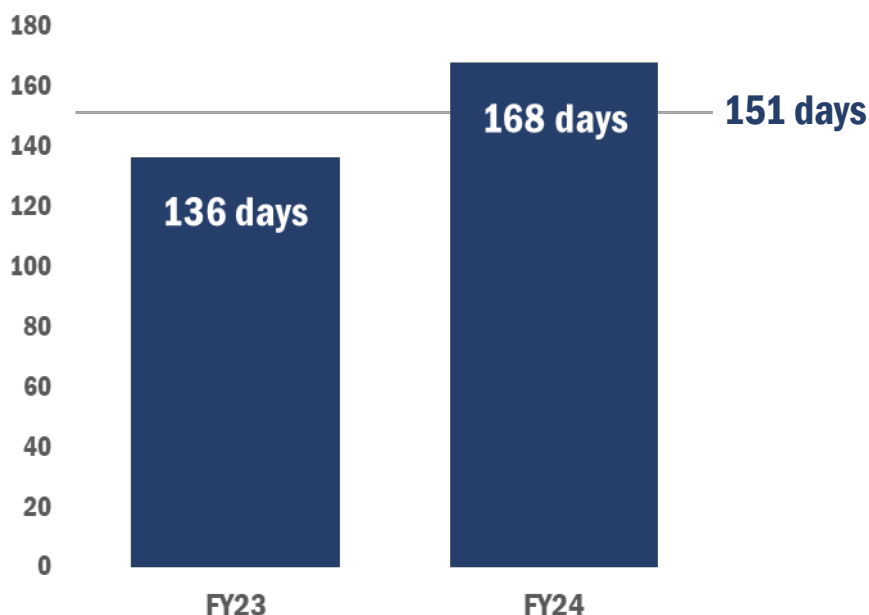
Recovery housing

47% of reported departures were successful program completions

Of people who exited the recovery residence in FY23 and 24, 47% completed the program while 53% exited prior to program completion.



The average length of stay (LOS) reported for all people who exited the Jenna's Promise program for any reason increased from FY23 to FY24.



The average length of stay for people who exited the program is 151 days

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Recovery residence legislative report

DSU completed a [Recovery Residence Legislative Report as part of the 2024 legislative session](#). The report shows, based on self-reported expenses, Jenna's Promise costs approximately three times the state average of recovery residences funded by DSU. It is important to note that Jenna's Promise's recovery residence model differs from other programs by coordinating most additional services and programs in-house rather than externally through partner organizations. Jenna's also provides services to individuals outside of their housing program.

Jenna's Promise's expenses per bed are 73% higher when compared to the average of other DSU-funded residences.

Self-reported Revenue and Expenses for DSU-Funded Recovery Residences.

Measure	Vermont Foundations for Recovery	Springfield Supported Housing	Jenna's Promise	Second Wind Foundation	Vermont
Fiscal Year of Report	7/1/22-6/30/23	7/1/22-6/30/23	1/1/22-12/31/22	7/1/22-6/30/23	N/A
Total Reported Revenues	\$1,021,383	\$191,949	\$1,711,989	\$171,244	\$3,096,565
Total DSU Grant Funding	\$376,634	\$173,778	\$335,291	\$129,119	\$1,014,822
Total Resident Fees	\$345,871	\$18,171	\$0	\$12,000	\$376,042
Other Funding	\$298,878	\$0	\$1,376,698	\$30,125	\$1,705,701
% Resident Fee Supported	34%	9%	0%	7%	12%
% VDH/DSU	37%	91%	20%	75%	33%
Total Revenue per Bed	\$18,239	\$31,992	\$114,133	\$17,124	\$35,593
Total Reported Expenses	\$612,048	\$164,508	\$1,024,417	\$164,953	\$1,965,926
Total Expenses per Bed	\$10,929	\$27,418	\$68,294	\$16,495	\$22,597
Reported Net Income	\$307,660	\$27,441	\$687,572	\$6,291	\$1,028,964
Net Income per Bed	\$5,494	\$4,574	\$45,838	\$629	\$11,827

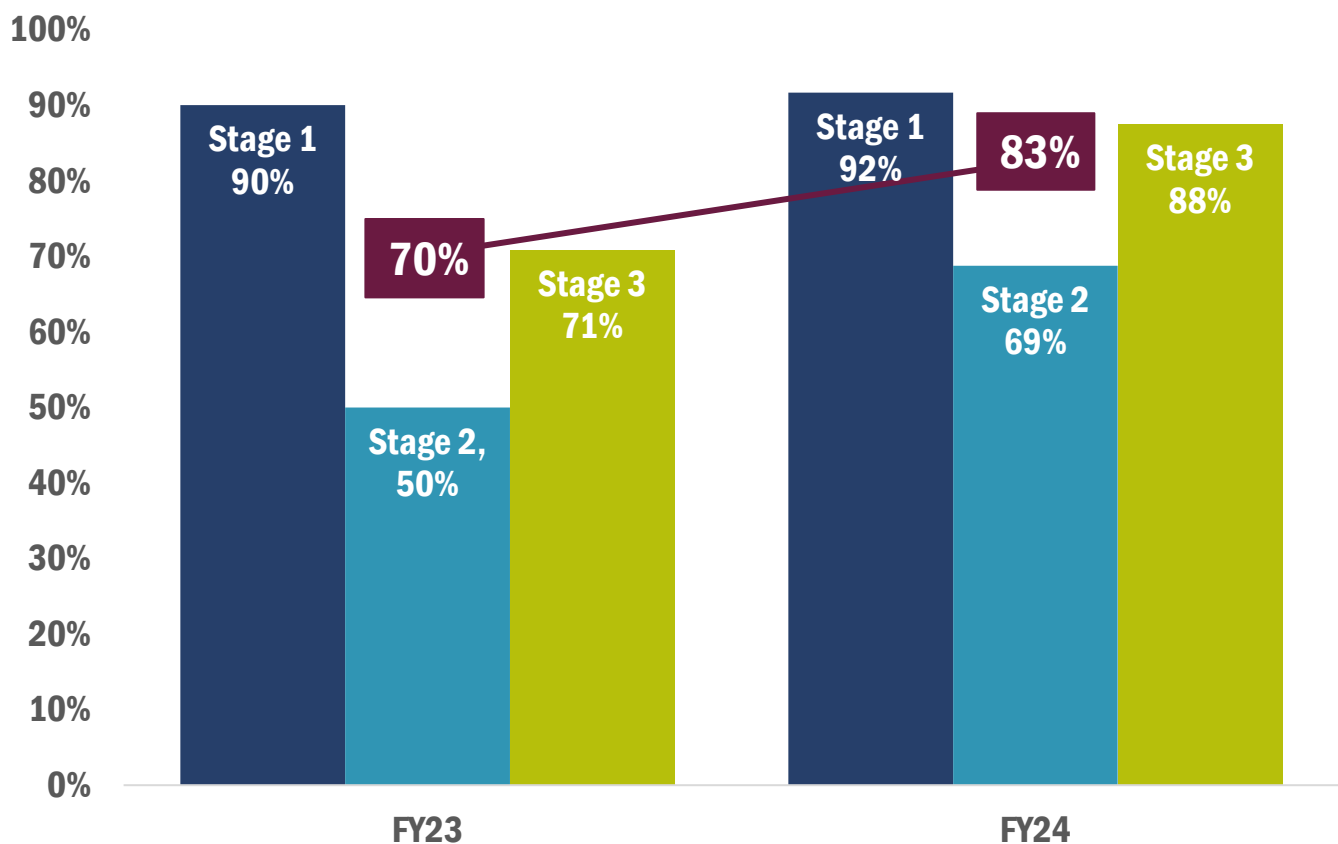
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Occupancy

Jenna's Promise's **monthly occupancy rate** increased from 70% in FY23 to 83% in FY24. Across each housing stage, the average monthly occupancy rate also increased from FY23 to FY24.



Jenna's Promise had a 76% monthly occupancy rate across FY23 and 24.

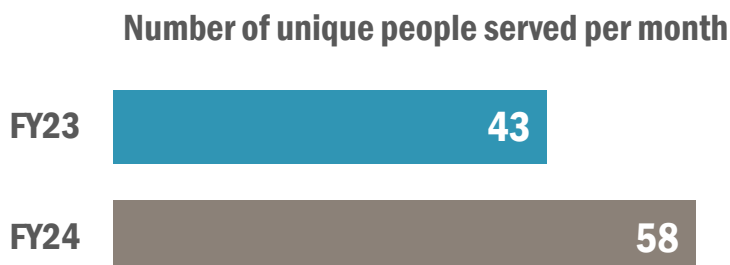
While Stage 2 has the lowest average monthly occupancy rate in both FY23 and 24, this housing stage also has the greatest number of beds, with 8 beds compared to 5 beds in Stage 1 and 2 beds in Stage 3.

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Other pilot program services

The average number of unique people served per month increased 34% from FY23 to FY24.



Jenna's Promise defines unique people served per month as the sum of the number of residents served, the number of people who receive system navigation services, and the number of people who attend meditation classes. The number served is not limited to those in the recovery housing program. Due to record loss in the July 2024 flooding, Jenna's was unable to report an annual number of unique people served.

Jenna's Promise supported 30 job placements in FY23 and 24.

SFY	Number of unduplicated job placements	Internal placements	External placements
FY23	19	19	3*
FY24	11	6	9*

Jenna's Promise provided 14 recovery-friendly workforce trainings to local employers in FY23-24, including 6 unique organizations.

*Client transitioned from internal (employment at Jenna's Promise enterprise) to external placement

Staff retention

For FY23, Jenna's Promise reported a staff retention rate of

23%

23% of staff hired in FY23 (July 2022 – June 2023) remained employed one year after their initial hire date, while 77% did not.

In July 2023, the Johnson community, including Jenna's Promise, was impacted by heavy flooding. Therefore, this event may have influenced staff retention during the reporting period.

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Community partner survey

As part of DSU's evaluation, a community partner survey was disseminated to 18 people representing 15 unique organizations. The organizations and direct contacts were identified by the State (DSU evaluators, prevention consultant to Lamoille County, Morrisville Health District Director) along with Jenna's Promise.

- **10 responses** were received from **9 unique organizations**.
 - **56%** overall response rate
 - **60%** organization response rate
- **All respondents** report being partners of Jenna's Promise for **More than 2 years**.
- Quantitative and qualitative survey data are summarized below.

Quantitative Summary

- **60% of partners express satisfaction in their partnership with Jenna's Promise.**
- **70% of partners express above-average communication with Jenna's Promise.**
- **70% of partners agree that Jenna's Promise is an asset to the local community.**
- **100% of partners express that Jenna's Promise is supportive in collaboration with their organization.**
- **When applicable, 100% of partners reported that Jenna's Promise was responsive to issues that arose during partnership.**

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Community partner survey

Qualitative thematic summary

Partnership dissatisfaction

For the 30% of respondents who reported they were dissatisfied (10%) or somewhat dissatisfied (20%) in their partnership with Jenna's Promise, a follow-up question was asked to allow for further elaboration. The following themes were identified in their responses:

Staffing Challenges	Operational Challenges	Management & Leadership Issues
"High staff turnover" "Lack of competence in some areas"	"Lack of operating procedures"	"Confusion within the [hierarchical] structure/chain of command"

All survey respondents were asked to comment on partnership facilitators and challenges.

Common partnership facilitators :

Mission Alignment	Strength of Relationship with Jenna's Promise
"The biggest factor that has facilitated our partnership is our common goal of helping [people]"	"A great relationship with their founders and director" "Ease of communication"

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Community partner survey

Qualitative thematic summary, continued

Common partnership challenges were:

Resource & Sustainability Concerns	Service Transparency	Staff Culture & Turnover
"The biggest barrier I see is keeping them sustainable...they are highly dependent on grants and philanthropy to achieve their mission"	"Lack of transparency around their services"	"Turnover at Jenna's Promise seems inordinately high. This leads us to having to rebuild/reconnect over and over again to offer support."



Evaluation next steps

- Phase 2 of DSU's evaluation will focus primarily on program replicability, sustainability and person-level outcomes.
- [DSU is partnering with the Fletcher Group](#) for work related to [Act 163](#). This work will support the Phase 2 evaluation of the Jenna's Promise pilot program.
- DSU implemented a [new data collection tool](#) in SFY25 to capture person-level outcome data.

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