

California Cohort 1: 100-Day Challenge Summary

Los Angeles County

100-Day Challenge Goal

We will utilize shared housing to house 100 people age 55 or older and who have an acuity score of 0-7 (without precluding people with higher scores). We will leverage the learning to house an additional 300 Project Roomkey clients by the end of Project Roomkey demobilization.

100-DAY CHALLENGE CONTEXT & FOCUS AREAS

HISTORY OF COLLABORATION TO END HOMELESSNESS

Los Angeles County was able to build upon a long history of collaboration around preventing and ending homelessness during their 100-Day Challenge on Project Roomkey. In 2015, the Los Angeles County Board of Supervisors created the Los Angeles County Homeless Initiative with a goal of developing a coordinated set of recommended strategies for addressing homelessness. The Homeless Initiative convened 18 policy summits that brought together County departments, cities and other public agencies, and a wide range of community partners and stakeholders for a collaborative planning process. As a result, the Board of Supervisors approved 47 strategies across six areas that reach across government and community boundaries to forge effective partnerships and get results in responding to homelessness across the County:

1. Prevent Homelessness
2. Subsidize Housing
3. Increase Income
4. Provide Case Management and Services
5. Create a Coordinated System
6. Increase Affordable/Homeless Housing

In 2017, through strong cross-system advocacy and public education efforts, Measure H was approved by voters to implement a one-fourth ($\frac{1}{4}$) percent increase to Los Angeles County's sales tax in order to provide an ongoing revenue stream for services, rental subsidies and housing to achieve the strategies identified by the Homeless Initiative.

This recent work to develop a comprehensive regional approach to homelessness provided Los Angeles County with a framework for mobilizing cross-system partners during the 100-Day Challenge around the communitywide goal of supporting Project Roomkey guests to transition out of homelessness and into permanent housing placements.

100-DAY CHALLENGE FOCUS AREAS

System leaders from across Los Angeles County came together to help identify the following areas of focus for their 100-Day Challenge on Project Roomkey:

- Preventing people sheltered by Project Roomkey from exiting to homelessness;
- Housing seniors age 65+ who are highly vulnerable; and
- Developing a holistic team of funders, service providers, and people with lived experience to provide wrap-around services.

Los Angeles County decided to make the 100-Day Challenge a countywide effort, incorporating all 8 of the local Service Planning Areas (SPAs) into the Challenge. The 100-Day Challenge Team also established a focus on finding permanent housing placements for guests in Project Roomkey sites that are in the process of demobilization.

100-DAY CHALLENGE SUCCESSES, ACCOMPLISHMENTS & INNOVATIONS

SNAPSHOT OF 100-DAY CHALLENGE PROGRESS

100-Day Challenge Goal: *We will utilize shared housing to house 100 people age 55 or older and who have an acuity score of 0-7 (without precluding people with higher scores). We will leverage the learning to house an additional 300 PRK clients by the end of PRK demobilization.*

OUTCOMES AS OF DAY 100:

109 Project Roomkey (PRK) guests aged 55+ exited to Permanent Housing



109 PRK guests aged 55+ exited to Permanent Housing, including: HOPWA Permanent Housing, permanent housing for formerly homeless persons, public housing units, rental units with an ongoing housing subsidy, staying with family or friends, and long-term care facilities and nursing homes.

ACCOMPLISHMENTS IN SYSTEMS CHANGE

AUTHENTIC ENGAGEMENT OF PERSONS WITH LIVED EXPERIENCE

Los Angeles County made it a priority to involve persons with lived experiences of homelessness as equal partners in the 100-Day Challenge. Team members with lived experience were engaged from the start of the 100-Day Challenge, and the Team has worked to ensure that a variety of voices and opinions of persons with lived experience have been incorporated at all levels and in all parts of the 100-Day Challenge work. This has included robust efforts to gain feedback from persons with lived experience regarding their experiences, needs, and housing preferences. Team members with lived experience have also spearheaded the development and delivery of housing fairs across Los Angeles County, which are designed to provide information on housing options to Project Roomkey guests and to support them in navigating from Project Roomkey to permanent housing solutions.

Persons with lived experience remain actively engaged in the County's Project Roomkey rehousing efforts and are utilizing lessons learned about successes, challenges, and roadblocks in the homeless and housing systems from the 100-Day Challenge to inform their homeless advocacy efforts. The Team is working closely with the County

Director of Homeless Initiatives to establish a feedback system to ensure that persons with lived experience are consistently and authentically being engaged as new programs are being developed by the County.

CROSS-SYSTEMS COLLABORATION

Los Angeles County has engaged new and non-traditional partners in their 100-Day Challenge, creating an action-oriented Team that is able to work across sectors and regions to quickly move rehousing efforts forward. New partner agencies include the County Department of Mental Health, which provides access to mental health services and supported housing options; Goodwill, which provides income and employment supports for clients; and the County Department of Public Social Services, which has been able to help Project Roomkey guests access needed documentation for housing, services, and public benefits.

In addition to engaging a wide range of partner organizations, the 100-Day Challenge Team has also strived to involve persons from various levels within organizations in rehousing efforts, including leadership and frontline staff. This has allowed the Team to gain better insights into how each organization operates, what resources they bring to table, and what barriers they face in meeting the needs of the Project Roomkey guests whom they serve. The Los Angeles Homeless Services Authority (LAHSA) and County Director of Homeless Initiatives have also been engaged as System Leaders throughout the 100-Day Challenge. Their involvement has allowed the Team to gain greater insights into the policy decisions that occur at a larger scale in Los Angeles County and has helped push forward County-level policy changes and shifts based on the insights of the 100-Day Challenge Team.

SHARED HOUSING & LANDLORD ENGAGEMENT EFFORTS

The Los Angeles County 100-Day Challenge Team has invested in expanding countywide landlord engagement and shared housing efforts to support Project Roomkey guests. The Team has engaged in a shared housing “rebranding” campaign, anchored by the development of a video on shared housing that provides context on the financial constraints and housing availability challenges that make shared housing an important model for the County. The video also helps reimagine how shared housing can be utilized in a way that still provides adequate space and privacy for all tenants, helping to address client concerns regarding privacy and independence in share housing situations. This rebranding campaign has helped to shift mindsets and create more positive opinions around shared housing community-wide, and has specifically open up conversations with local housing providers and persons with lived experience about increasing utilization of shared housing as a permanent housing destination for Project Roomkey guests.

Los Angeles County has also increased efforts to engage landlords in partnerships to serve Project Roomkey guests. The 100-Day Challenge Team created videos and flyers to distribute to landlords with a goal of providing “a face and a story” to people experiencing homelessness to encourage landlord participation in rehousing efforts. The Team also set a goal of identifying 25 new housing opportunities per week in order to build a new inventory of housing opportunities for Project Roomkey guests. Key strategies for identifying these housing opportunities include increased landlord engagement efforts and outreach to homeowners to encourage renting rooms and available properties to persons exiting homelessness in order to earn supplemental income. These outreach and engagement strategies will not only support rehousing efforts for Project Roomkey guests, but can also help prevent homeowners from losing their housing due to financial instability caused by the COVID-19 crisis.

CLIENT ENGAGEMENT EFFORTS

The Los Angeles County 100-Day Challenge Team recognized the importance of robust client engagement and relationship-building in order to support Project Roomkey guests in transitioning out of homelessness and into

permanent housing placements. The Team has worked intentionally and creatively to gain buy-in from Project Roomkey guests for their personalized housing plans, including working with case managers to assess clients' housing preferences and providing clients with a copy of their "housing roadmap" to allow them to document their own progress toward their housing goal. The Team is using weekly team meetings to disseminate consistent information regarding the 100-Day Challenge, Project Roomkey demobilization and rehousing efforts to all partner agencies. This effort is designed to ensure that Project Roomkey guests are getting consistent and accurate information in a transparent manner from all providers and staff. The Team is also hosting housing fairs across the County in order to share information directly with guests about the process of navigating from Project Roomkey into permanent housing and to provide a safe and open forum for guests to provide feedback and ask questions regarding the rehousing process.

MAINTAINING 100-DAY CHALLENGE MOMENTUM

Three Month Community Performance Goal

Over the next 3 months, we would like to see the following outcomes as people exit Project Roomkey sites:

- 50% of participants will be housed;
- 30% of participants will be pending RRH/subsidy; and
- 20% will move on to alternative shelter (with parameters related to services provided).

Additionally, we want to house 300 people from pilot encampments per the Judge Carter initiative.

In order to lock in their gains and maintain the momentum around connecting Project Roomkey (PRK) guest to safe and stable housing, the Los Angeles County 100-Day Challenge team plans to focus on the following priorities moving forward:

1. Continuing to consult people with lived experience throughout PRK rehousing and demobilization efforts;
2. Conducting intentional follow-up with older seniors that are COVID-19 vulnerable; and
3. Focusing on housing stability and retention for PRK clients who have secured permanent housing.

Additionally, the team has established the following priority system shifts needed to sustain performance and proposed actions to make those system shifts a reality.

Priority System Shifts	Action Areas for System Shifts & Sustainability
Policies and guidelines needed to facilitate sustained progress	<ul style="list-style-type: none"> • Examine Los Angeles Homeless Services Authority (LAHSA) referral policies regarding racial equity • Prioritize seniors for mainstream vouchers • Limit caseloads for LAHSA Navigators to 1:20 • Explore service and funding options to support non-documented clients experiencing homelessness

<p>Actions needed to maintain housing placements</p>	<ul style="list-style-type: none"> • Conduct case conferencing for clients placed in housing • Provide navigator for stability case management • Continue housing fairs to ensure people have housing opportunities and can learn about shared housing • Develop new landlord recruitment plan • Craft new messaging for Project Roomkey participants regarding housing opportunities
<p>Trainings and supports necessary to sustain progress</p>	<ul style="list-style-type: none"> • Motivational interviewing training for staff • Housing skills training for clients to support housing retention (i.e. budgeting, tenant rights, life skills) • Meet clients where they are and understand why they may turn down housing opportunities • Incorporate expertise of persons with lived experience • Peer to peer support
<p>Ways to promote equity and client engagement</p>	<ul style="list-style-type: none"> • Increase intentionality around engaging clients in their housing plans • Solicit feedback from people with lived experience to share with providers • Facilitate peer-to-peer conversations about housing and services • Work to recruit Project Roomkey guests to apply for Navigator positions with LAHSA
<p>Landlord engagement efforts that enable progress</p>	<ul style="list-style-type: none"> • Develop standards for landlord engagement across providers and housing authorities • Make a community-wide push to get landlords on the side of providers • Engage landlords in marketing efforts to show working with providers has worked for them • Develop “case study” videos of people in need of housing to share their stories with potential landlords • Gain feedback from persons with lived experience on new strategy before developing a plan