

# 100-DAY CHALLENGES ON YOUTH HOMELESSNESS

## Austin | Cleveland | Los Angeles: Results, Learning, Next Steps

### BACKGROUND

**PARTNERSHIP** A Way Home America, in partnership with the Rapid Results Institute, initiated a 100-Day Challenge to jumpstart efforts to prevent and end youth homelessness in three communities: Austin, Cleveland and Los Angeles.

This initiative was supported by the U.S. Department of Health and Human Services' Administration for Children and Families, Melville Charitable Trust, Raikes Foundation and Casey Family Programs.



### COACHING

The Rapid Results Institute (RRI) pioneered the use of 100-Day Challenges to accelerate progress on tough social problems. The coaching support and challenge process – RRI calls this the “choreography” – connects people to the power they possess and motivates action in new ways.

Front-line teams, supported by system leaders, set unreasonably ambitious 100-day goals. They then pursue these goals through relentless collaboration, innovation and execution.

### TIMEFRAME

Teams from Austin, Cleveland and Los Angeles launched their 100-Day Challenges on September 9<sup>th</sup> 2016 and concluded in mid-December.

### COMMUNITY SPONSORS

The successes summarized below are the result of cooperation, trust and vision across the community team members. Special appreciation to the community sponsors:



### GOALS + RESULTS

#### Austin Goal

In 100 Days, we will permanently house 50 youth aged 18-24 years old with at least 50% of those youths having been foster care involved.

#### Austin Results

- ✓ **62 youth housed**, 40% of whom had been involved in foster care
- ✓ **TAY-SPDAT implemented within the coordinated entry system** and increased Housing First Rapid Re-housing (RRH) opportunities for young people

77% of young adults have been housed through Rapid Re-Housing.



■ Rapid Re-Housing (76.56%)  
■ Self-Res/Divrsn/Fam Reun. (20.31%)  
■ Transitional Housing (3.13%)

### Cleveland Goal

In 100 days, we will house 100 literally homeless youth (18-24 years old) with a special focus on those with Department of Children and Family Services involvement.

Furthermore, we will strengthen the systems that we have, so that as of Day 66 and forever more, no youth will age out into homelessness in Cleveland/Cuyahoga County.

### Cleveland Results

- ✓ **110 youth housed**, primarily through family and friends and RRH
- ✓ **Youth aging out of foster care during this period have rock-solid housing plans** to prevent homelessness



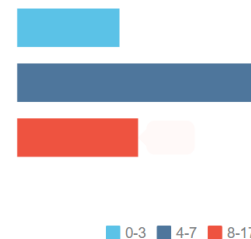
### Los Angeles Goal

In 100 Days, we will stably house 237 young adults ages 16-24(5) years old who are experiencing housing instability or homelessness of whom 58 are high acuity.

### Los Angeles Results

- ✓ **256 youth housed of which 66 were high acuity**
- ✓ **Youth Coordinated System ramped up** in all 8 Service Planning Areas

26% of housed youth have a high acuity score.



## CONCRETE CHANGES ACROSS THE THREE COMMUNITIES

**Consistent process for quickly housing young people experiencing homelessness:** All three communities established an accurate by-name list of youth currently experiencing homelessness, implemented a universal assessment tool, ramped up coordinated entry systems and established community case conferencing meetings to quickly house young people.

**Improved use of data and coordination:** All three communities shared data across system stakeholders, including the use of HMIS. New system-wide mechanisms now track the number of youth who are housed and the long-term success of housing destinations.

**Authentic youth engagement:** All three communities explored different strategies to ensure youth-informed practices and policies, including the creation of and coordination with Youth Advisory Councils.

**Stronger system relationships, efficiencies and improvements:** Housing Programs streamlined intake procedures to meet the rapid pace; "navigator" roles were created to work hand-in-hand with every youth on the by-name list; child welfare agencies enhanced processes to identify at-risk youth and strengthen support.

**Innovative solutions to support safe and stable housing:** Austin expanded its use of shared rental situations to more quickly house youth, strengthening relationships with landlords and using flexible rental assistance. Cleveland and Los Angeles supported housing retention, providing services to youth and property managers. Cleveland and Austin helped strengthen family supports to quickly move young adults into safe and stable housing.

## SHIFTS IN MINDSET AND BEHAVIOR

- ***“We did everything differently.”*** Team members were encouraged by leadership to “tear down the box” and take risks to achieve unreasonably ambitious housing results. Team members commented that they had permission to do things they only previously wished they could. “I was surprised to see how innovative and creative folks can be, when given the chance.”
- ***“We embraced the power of data.”*** By digging into the demographics related to need, available resources and gaps, the communities began to make more informed decisions based on the realities of their current systems. For example:
  - In one community, the majority of placements were reunifications with family and friends. This led the team to be more intentional and standardized in efforts to offer family-based interventions.
  - In another community, the majority of youth experiencing homelessness were not connected to a youth provider, which highlighted the need for community-wide street outreach efforts.
  - All communities are moving toward tracking returns to homelessness, ensuring that each housing exit is safe, stable and sustainable.
- ***“We became a community.”*** A spirit of collaboration developed. It became the community’s “job” to house young people experiencing homelessness (not just agency x). This allows for creativity, transparency and inclusive decisionmaking around barriers and solutions.
- ***“I didn’t do this for 100 days to stop now. This is how we are going to work moving forward.”*** In one community, there is growing conviction among 100-day team members and their sponsors that they will end youth homelessness in 2017. There is no turning back!

## BEYOND 100 DAYS

After the 100-day journey, the teams began a two-month Consolidation Phase in which the team and sponsors work with other system leaders to embed the gains made. In addition to systematizing the changes, the work over the first 100-days also shone light on issues that will need to be tackled in order to complete the job.

Examples of the steps the communities are undertaking on day 101 and beyond include:

- Setting a target for 2017 with monthly placement rates, analyzing inflow and outflow and tracking performance
- Deciding on future 100-day challenge focus areas
- Institutionalizing Youth Advisory Councils so youth engagement is sustained
- Expanding the team to include additional systems such as justice, education, employment and family providers
- Strengthening employment systems for youth to enable the sustainability of rapid re-housing interventions
- Strengthening coordination between youth and adult entry systems
- Strengthening supports to ensure stability for youth re-connecting with family and friends
- Seeking specific resources to address the gaps
- Connecting to policy decisions at the state level

This is *“work in progress.”*

Stay tuned for how Austin, Cleveland and Los Angeles will carry the work forward, share your community’s innovation, and look for insights from additional communities that launch 100-Day Challenges in 2017.