

# HUD Cohort 6 100-Day Challenge Summary

## Monterey/San Benito Counties, CA

### 100-Day Challenge Goal

In 100 days we will house 100 youth aged 18-24 from our Coordinated Entry Master List, 70% of whom are pregnant or parenting and 20% are experiencing domestic violence / trafficking / exploitation and /or are system involved, with connections to services.

### 100-DAY CHALLENGE CONTEXT & FOCUS AREAS

#### BACKGROUND: YOUTH HOMELESSNESS IN MONTEREY/SAN BENITO COUNTIES

Youth and young adult (YYA) homelessness is a particular area of focus for Monterey and San Benito Counties, as individuals under the age of 25 make up approximately 28% of people experiencing homelessness in Monterey County and 16% of those experiencing homelessness in San Benito County.<sup>1</sup> Monterey and San Benito Counties have engaged in a number of cooperative efforts to prevent and end YYA homelessness that coincided with their 100-Day Challenge, including the development of a Youth Action Board (YAB) and the completion of a months-long [YYA Homelessness Community Needs Assessment](#). Through these various efforts, the community identified a distinct need for increased YYA housing and service options in both Monterey and San Benito Counties.

The 100-Day Challenge provided an opportunity to bring together key stakeholders from across Monterey and San Benito Counties for the first time to increase coordination of efforts to address YYA homelessness, including new collaborative efforts to reach YYA across the diverse urban, sub-urban and rural areas of the bi-county region and to serve distinct populations of focus in the community.

#### 100-DAY CHALLENGE FOCUS AREAS

System leaders from across Monterey and San Benito Counties came together to help identify the following area of focus for their 100-Day Challenge to prevent and end youth homelessness:

- Providing housing to unaccompanied youth who are victims of domestic violence, sexual trafficking and exploitation; and

<sup>1</sup> [2019 Monterey County Executive Summary Report](#) and [2019 San Benito Executive Summary Report](#), as cited in [Monterey and San Benito Counties Youth and Young Adult Homelessness: Community Needs Assessment](#).

- Preventing homelessness for youth who have been involved with the child welfare and criminal or juvenile justice systems.

System leaders also identified a number of areas in which the Monterey/San Benito 100-Day Challenge Team could focus their work:

- Expanding regional collaboration and partnerships
- Improving identification of youth at-risk of or experiencing homelessness; and
- Addressing cultural competency across programs, systems and services that engage youth.

## 100-DAY CHALLENGE SUCCESSES, ACCOMPLISHMENTS & INNOVATIONS

### SNAPSHOT OF 100-DAY CHALLENGE PROGRESS

**100-Day Challenge Goal:** In 100 days we will house 100 youth aged 18-24 from our Coordinated Entry Master List, 70% of whom are pregnant or parenting and 20% are experiencing domestic violence / trafficking / exploitation and /or are system involved, with connections to services.

#### OUTCOMES AS OF DAY 100: 40 YYAs safely and stably housed

##### Safe and Stable Housing



**40 YYAs safely and stably housed**, including through rapid re-housing, market rate housing, and family reunification

##### Identification & Assessment



**107 YYAs were identified and assessed** for housing placements through outreach efforts during the 100-Day Challenge

##### Populations of Focus



**65% of YYA housed were pregnant or parenting**, including one expecting YYA couple and 12 YYA parents, along with their children

### ACCOMPLISHMENTS IN SYSTEMS CHANGE

#### CROSS-SYSTEMS COLLABORATION

Nineteen local agencies representing diverse youth-serving systems from across the bi-county region participated in the Monterey/San Benito 100-Day Challenge. The 100-Day Challenge provided an opportunity to bring new system partners serving vulnerable populations of YYA experiencing homelessness – including representatives from domestic violence, sexual assault and human/sexual trafficking agencies and Independent Living Programs (ILPs) serving foster youth – into the housing system. Partnerships between homeless and housing service providers and local law enforcement, juvenile probation departments, and child welfare systems also helped the 100-Day Challenge Team identify YYA experiencing homelessness and coordinate housing and services. Additionally, the 100-Day Challenge brought CoC and non-CoC agencies together for the first time to coordinate homeless and housing resources to address the particular needs of YYA experiencing homelessness.

## **REGIONAL APPROACH TO ADDRESSING YYA HOMELESSNESS**

The 100-Day Challenge helped Monterey and San Benito Counties to begin development of a coordinated regional approach to addressing YYA homelessness. Prior to the 100-Day Challenge, there was a lack of cross-county knowledge of resources for YYA experiencing homelessness in Monterey and San Benito Counties. Monterey and San Benito Counties also cover a large geographic region (close in size to the state of Connecticut) that incorporates rural, urban and suburban areas. The 100-Day Challenge helped service providers across the region develop a multi-faceted yet coordinated approach to YYA outreach, engagement, and connections to resources.

The Team set out from the beginning of the Challenge to ensure that there was robust representation from both counties, including having one Team Lead each from Monterey and San Benito Counties. Intentional outreach was conducted to engage representatives from each county's local government, law enforcement, and child welfare systems to ensure that cross-county collaboration would be maintained and sustained at the systems level. Weekly 100-Day Challenge Team meetings were used to improve outreach and identification of YYA experiencing homelessness and help coordinate access to housing and services across the bi-county area, particularly in more rural parts of the region. Monterey and San Benito Counties have continued to host regular Systems Change Meetings with key cross-county stakeholders to further progress on developing and implementing a regional strategy for addressing YYA homelessness.

## **YYA OUTREACH AND ENGAGEMENT**

The Monterey/San Benito 100-Day Challenge greatly improved the ability of local outreach teams to identify and engage with YYA experiencing homelessness. The 100-Day Challenge Team conducted outreach to every YYA client on the By-Name List (BNL) at the start of the Challenge to assess their current need for housing and services. Team members recognized the importance of keeping YYA engaged once they are identified and maintaining contact with YYA clients after they are placed on the BNL. As a result, the Team utilized grant funding provided by Axa XL Insurance to purchase cell phones and phone cards to provide to YYA clients, allowing outreach workers to remain connected to conduct assessments, provide case management, and facilitate connections to housing and services even if clients moved throughout different areas of the region. These expanded outreach and engagement efforts supported Monterey and San Benito Counties in "meeting youth where they are" to identify and conduct housing assessments for more than 107 YYA experiencing homelessness during the span of the 100-Day Challenge.

## **COORDINATED ENTRY FOR YOUTH**

A key focus for the Monterey/San Benito 100-Day Challenge was evaluating and making changes to local Coordinated Entry System (CES) processes – including CES staff and assessor trainings, YYA-specific case conferencing, access points and local assessment processes – to better serve YYA experiencing homelessness. The 100-Day Challenge worked with cross-systems partners and YYA with lived experiences of homelessness to identify existing gaps in CES for YYA clients. Team members worked to develop and implement memorandums of understanding (MOUs) with cross-systems partners to allow for data sharing and the development of multi-disciplinary teams to case conference about specific YYA in the CES. The 100-Day Challenge Team also hosted cross-systems trainings on CES for youth-serving agencies, including frontline staff training on conducting a housing assessment with YYA clients. Monterey and San Benito Counties also worked with peer communities to explore different options and structures for CES access, assessment, prioritization, and referrals specific to YYA needs. The Youth Action Board (YAB) for Monterey and San Benito Counties will inform and approve changes to CES for youth to ensure the process is youth-centered and responsive to YYA needs.

## IMPROVED ACCESS TO HOUSING AND SERVICES

The Monterey and San Benito Counties 100-Day Challenge Team was able to leverage new and improved collaborative partnerships to increase access to housing and services across the bi-county region. The CoC was able to expand its partnership with the local Public Housing Authority to secure a dozen housing vouchers set-aside for YYAs experiencing homelessness and strengthen collaboration around the referral process and service provision. Youth service providers were also able to increase their focus on diversion, problem-solving and family reunification during the 100-Day Challenge, with 7 YYA clients exiting homelessness during the 100-Day Challenge through reunification with family or friends. The 100-Day Challenge Team also developed a Supportive Services Resource Booklet to help YYA experiencing homelessness identify and track their goals and service needs in a number of different areas, including education, employment, housing, health and well-being, and budgeting.

## MAINTAINING 100-DAY CHALLENGE MOMENTUM

In order to lock in their gains and maintain the momentum around preventing and ending youth homelessness, the Monterey/San Benito 100-Day Challenge Team plans to focus on the following priorities moving forward.

### ACTION PLAN FOR ONGOING WORK

- Revise and overhaul the Coordinated Entry System to better serve YYA experiencing homelessness.
- Identify a Rapid Re-Housing (RRH) provider for YYA.
- Work towards housing all YYA on the by-name list.
- Continue meeting across systems and counties to make changes to the YYA system.
- Grow and deepen the foundations of the Youth Action Board (YAB).
- Build relationships across counties and continue breaking down silos to work across county systems.

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
<p><b>Maintaining and expanding cross-county and cross-agency collaboration</b></p>	<ul style="list-style-type: none"> <li>• Identify a schedule for regular stakeholder meetings to reach a common goal.</li> <li>• Increase efforts to incorporate San Benito County fully into efforts.</li> <li>• Continue operations of a focused multi-disciplinary team for youth homelessness and systems change.</li> </ul>
<p><b>Increasing housing options and landlord engagement to sustain progress</b></p>	<ul style="list-style-type: none"> <li>• Link Public Housing Authorities (PHAs) to appropriate housing providers to provide housing vouchers for youth.</li> <li>• Continue to leverage flexibilities due to COVID-19 to help provide housing options for youth, and work with system leaders to sustain these flexibilities beyond COVID-19 (ex: proving chronicity).</li> </ul>

	<ul style="list-style-type: none"> <li>• Evaluate program criteria and identify places where requirements can be waived to better serve youth.</li> <li>• Share grant requirements with partners.</li> </ul>
<b>Improve Coordinated Entry System (CES) processes to better serve YYA</b>	<ul style="list-style-type: none"> <li>• Create a Steering Committee for Youth Coordinated Entry.</li> </ul>
<b>Investing in authentic youth engagement to further progress</b>	<ul style="list-style-type: none"> <li>• Identify funding sources for stipends for YAB.</li> <li>• Market YAB and recruit members.</li> <li>• Continue working with partner agencies who have taken leadership in developing and recruiting for the YAB.</li> <li>• Identify strong leaders with lived experience to help set the direction of the YAB.</li> </ul>