



MEANINGFUL CHANGE IN 100 DAYS

2017 100-Day Challenges on Youth Homelessness Summary Report



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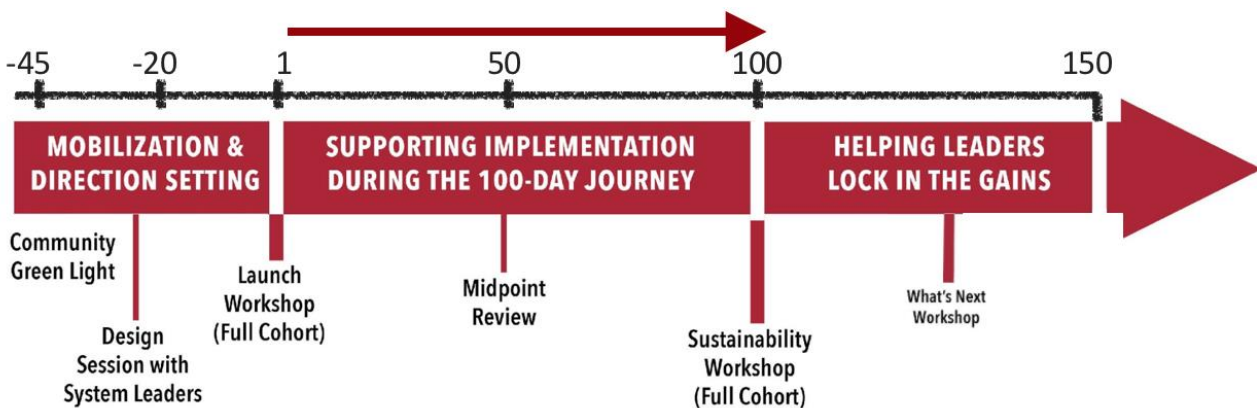
A WAY HOME
AMERICA

100-Day Challenges on Youth Homelessness

In July 2017, five communities – Baltimore (MD), Columbus (OH), Hennepin County (MN), Louisville (KY) and Palm Beach County (FL) – launched 100-Day Challenges to accelerate efforts to prevent and end youth homelessness through intense collaboration, innovation, and execution of ambitious local goals.

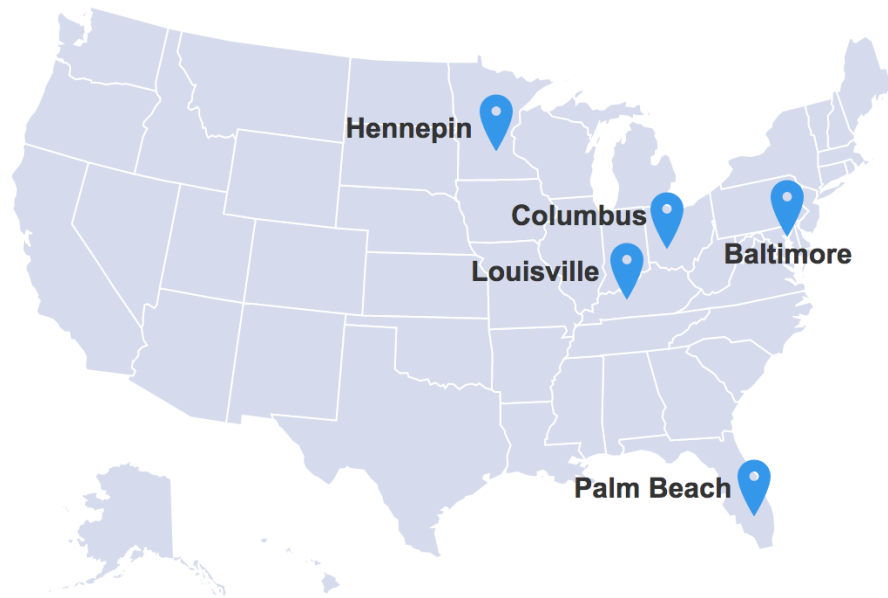
The purpose of the 100-Day Challenge is to help catalyze community action to establish bold, creative, and innovative ways to help youth experiencing homelessness find stable housing. The launch of the 100-Day Challenge provides an opportunity for each community to assess their current local efforts and set ambitious goals to prevent and end youth homelessness. The 100-Day Challenge creates an intentionally short timeframe to generate an urgency to act among communities and cross-system partners, encouraging communities to work differently, change systems, and innovate to make rapid progress toward their goals. Each community's initiative also provides an opportunity to bring key cross-system stakeholders to the table, creating a space for partners to make new connections, share information and best practices, and create a common vision for preventing and ending youth homelessness locally.

100-Day Challenge Journey



2017 100-Day Challenge Communities

The five communities that participated in the 2017 100-Day Challenges were selected through a competitive process based on their demonstrated commitment to preventing and ending youth homelessness, their capacity for innovation, and their ability to build a collaborative system to meet the needs of youth at-risk of and experiencing homelessness.



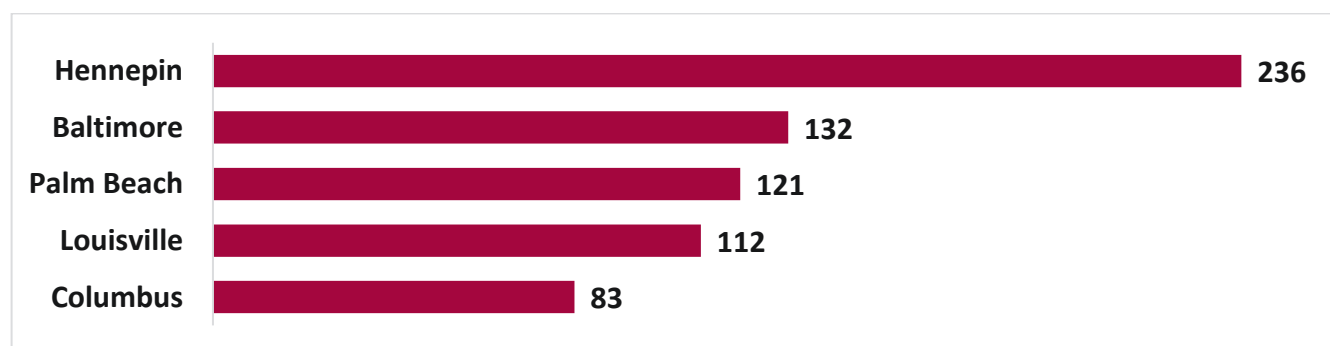
The 2017 100-Day Challenge communities represent diverse geographies, bringing their own unique needs, challenges, and strengths, which are reflected in their 100-Day goals and, ultimately, their successes in this initiative.

100-Day Goals

Each of the five communities established 100-Day goals during a launch workshop in July 2017. These goals were community-driven and developed by teams in response to the identified needs of youth at risk of and experiencing homelessness in their communities.

The 100-Day goals established by the five communities were not only ambitious, but they also represented true cross-system collaboration and goal-setting around a collective local vision for preventing and ending youth homelessness.

As a result of each team's hard work, innovation, and collaboration, **684 youth and young adults were housed across the five communities in 100 days:**



Successes in Collaboration and Innovation

Systems Change and Leadership

As part of the 100-Day Challenge, each community identified system leaders who would be responsible for ensuring the sustainability and scaling of the impact achieved during the initiative. The 100-Day Challenge communities all identified strong system leaders to carry their work forward, provoke systems change, and sustain the enthusiasm and momentum of the 100-Day Challenge as they continue the work of preventing and ending homelessness locally.

Spotlight on Columbus, OH



As a result of the 100-Day Challenge, Columbus and Franklin County are planning a youth system for the first time in the community's history, utilizing the momentum and opportunity to innovate at a systems level, with support from the Columbus Foundation to ensure sustainability. Columbus' system leaders – the City of Columbus, Franklin County, and Community Shelter Board – were engaged throughout the 100-day period, making system-level innovation possible through their strong dedication and collaboration.

Baltimore's system leaders included a diverse group of service providers and stakeholders. The 100-Day Challenge greatly advanced Baltimore's understanding of the strengths and weaknesses of its own system, and improved collaboration among system leaders, helping break down silos within the community's homeless response system.

The **Hennepin County** 100-Day Challenge team's unique focus on employment pushed the community to think about the flow of youth through the homeless response system and into sustainable situations. System leaders came together to align two very separate systems – housing and employment – in completely new ways, with employment being integrated into the housing process from day one of a young adult entering the homeless response system. New policies, procedures, and tools are in place, suggesting these system level changes will be sustained. Additionally, as a result of the 100-Day Challenge, the City of Minneapolis prioritized employment vacancies for youth experiencing homelessness through December 2017.

Cross-System Partnerships

The 100-Day Challenge communities recognized the importance of cross-system partnerships in effectively identifying, engaging, and responding to the needs of youth at risk of and experiencing homelessness. Cross-system partnerships were cultivated as early as the 100-Day Challenge launch in many communities and were strengthened, expanded, and formalized through the 100-Day Challenge process.

The partnerships created across diverse systems by the 100-Day Challenge communities have helped each community build and sustain a collaborative system to meet the needs of youth experiencing homelessness utilizing the community's existing resources.

Accomplishments: Cross-System Partnerships								
	CoC/ Housing Providers	Youth Providers	Juvenile Justice	Education/ School District	Child Welfare	Employment	Law Enforcement	Youth with Lived Experience
Baltimore	X	X	X	X				X
Columbus	X	X	X		X			X
Hennepin	X	X	X	X	X	X		X
Louisville	X	X		X	X	X	X	X
Palm Beach	X	X	X	X	X			X

Spotlight on Louisville, KY



Through the 100-Day Challenge, Louisville built a stronger, more cohesive network of partners and agencies from diverse systems to support youth experiencing homelessness. The 100-Day Challenge facilitated a strong new cross-system partnership with the Louisville Metro Police Department (LMPD). The Louisville 100-Day Challenge team developed relationships and procedures for collaborating with LMPD, building trust between the homeless response system and local law enforcement and incorporating police officers into local outreach efforts for youth. As a result of these relationship-building efforts, “coffee with a cop” - an existing event between police and community providers to share information and resources - developed a focus on youth and became part of Louisville’s efforts to prevent and end youth homelessness. Louisville provided HMIS access to new cross-system partners such as Jefferson County Public Schools and LMPD to more effectively track youth experiencing homelessness and therefore more quickly find and help them. Additionally, a partnership with the Jamon Brown Foundation helped to raise funds and garner publicity for the cause.

Palm Beach’s 100-Day Challenge garnered strong representation and collaboration across diverse systems – including child welfare, juvenile justice, education – housing providers, services providers, and young adults with lived experience. Throughout the 100-Day Challenge, the Palm Beach team fostered new relationships – including with the business community – and strengthened cross-system communication. A lasting relationship was built with Compass, a local LGBTQ Center, which helped the community with the goal of housing youth who self-identified as people of color and/or LGBTQ+. By bringing together organizations and agencies that have not typically worked together, Palm Beach found that collaboration and healthy relationships were possible when working toward the collective goal to end youth homelessness.

Prior to **Baltimore's** 100-Day Challenge, many team members within the community had not met or collaborated around preventing and ending youth homelessness. The 100-Day Challenge promoted strong collaboration among the diverse stakeholders involved in the process, including the Continuum of Care (CoC), juvenile justice system, homeless service providers, funders, advocates, and the school district. In particular, the 100-Day Challenge kick-started collaboration between homeless service providers, the Department of Social Services, and the Department of Juvenile Services in Baltimore, which has begun at the system leader and front-line staff levels.

New Housing Innovations and Interventions

Increasing access to housing options and identifying new housing opportunities and resources was vital for the 100-Day Challenge communities to reach their ambitious goals of safely and stably housing youth experiencing homelessness. The 100-Day Challenge communities worked hard to innovatively bring new housing resources into the homeless response system and better leverage existing housing opportunities and resources, including utilizing new approaches such as a shared housing model for youth and young adults.



Spotlight on Palm Beach, FL

Based on the desire to end youth homelessness in their community, system leaders in Palm Beach County Community Services utilized half of the County's FY 2017-18 HOME funds set aside for Tenant-Based Rental Assistance to provide rapid re-housing for youth experiencing homelessness. Palm Beach also worked with a Housing Navigator to increase utilization of shared housing for youth. To support the shared housing model, the Palm Beach 100-Day Challenge team facilitated an Open House for youth and landlords to connect and implemented "Meet and Greets" that worked to match roommates together. As a result of the community's dedication to identifying new housing opportunities and better leveraging existing resources, Palm Beach believes that they are at **functional zero for youth homelessness**.

Louisville identified and explored a number of new resources to house youth at-risk of and experiencing homelessness, including: Olmstead vouchers, Job Corps, CSBG and Neighborhood Place Rapid Re-Housing, Freedom House, Youth Build, Kristy Love Foundation, and Pink Door Properties. The team also formed new partnerships with Family Scholar House, public housing providers, and landlords who can create additional housing opportunities for youth in the future. Louisville also leveraged the opportunity of the 100-Day challenge to raise flexible funding (including for deposits, furniture, and moving expenses) to address barriers that often prevent young adults from getting housed quickly.



Hennepin County undertook an innovative process to streamline and integrate housing and employment services to increase youth access to both resources, including piloting the co-location of employment specialists at housing provider locations.

Coordinated Entry

Many communities utilized the momentum of the 100-Day Challenges to assess the effectiveness of their coordinated entry process for youth, including identify gaps and piloting solutions for ensuring that access, assessment, prioritization and referrals are appropriate and inclusive of all youth. With systems leaders at the table, the 100-Day communities were able to tackle challenges related to coordinated entry for youth and build a stronger, more effective system.



Spotlight on Hennepin, MN

The Hennepin 100-Day Challenge team began building methods for capturing system-wide data and use of by-name lists (BNLs). Hennepin County harnessed the momentum of the 100-Day Challenge to begin case conferencing for youth and to incorporate diversion, prevention, and employment into coordinated entry through a “step 1” tool. Hennepin has converted its 100-Day Challenge team to a case conferencing team, allowing employment and housing staff to continue to work together. To support these changes within the coordinated entry system, Hennepin created a data-tracking tool to record the number of youth who exit homelessness into safe and stable housing, and the number of those youth who were employed, across all the youth-serving agencies in the community.

Columbus, Louisville, and Palm Beach all utilized the 100-Day Challenge as an opportunity to develop BNLs for youth and young adults:

- In **Columbus**, development of a TAY by-name list occurred within the first two months of the 100-Day Challenge and continues to be a work in progress. The BNL will be formalized (including combining manually collected data on the TAY BNL with HMIS data to create a comprehensive youth BNL/active list), staffed, and will be utilized as the primary tool for future case conferencing meetings focused on the most vulnerable youth.
- **Palm Beach** developed an "Acuity List" (by-name list) for youth and young adults and implemented a case conferencing process with all organizations and agencies that provide housing. The Palm Beach 100-Day Challenge team began meeting weekly to assign youth and young adults on the Acuity List directly to organizations that house youth and young adults for housing placement.
- **Louisville** created a single-BNL and began using data in new ways for bi-weekly case conferencing.

Additionally, **Louisville** adopted the TAY VI-SPDAT as part of its common assessment process, developed a transition plan to utilize the TA VI-SPDAT for all youth, and created a single point of contact for newly homeless young adults accessing services through the YMCA hotline.

Authentic Youth Engagement

With insight and support from the ***National Youth Forum on Homelessness*** at the major events of the 100-Day Challenge, communities explored what authentic partnership with youth actually looks like. Some teams organized early focus groups to share what the team was working on, get feedback, and figure out how to more intentionally and authentically work with youth in the process.



Spotlight on Baltimore, MD

At the 100-Day Challenge sustainability workshop, the Baltimore team included members who had exited homelessness during the 100-day period. Youth with lived experience helped Baltimore work through strategies and recommendations to successfully move the work forward. Youth with lived experience also helped formalize youth involvement in the 100-Day Challenge efforts and ensure that youth are authentically engaged in all community efforts to prevent and end youth homelessness.

Louisville learned and adopted new strategies for authentically engaging youth through the 100-Day Challenge, consulting young adults in every stage of the process and creating solutions that better meet their needs. Louisville's Youth Advisory Council, comprised solely of persons 24 years or under and presently led by 8 representatives self-nominated or identified by service agencies targeting vulnerable sub-populations including parenting, LGBTQ, minority, trafficked and minor youth, served as leaders in the 100-Day Challenge efforts. The council created a resource guide for homeless youth and advised on a new resource phone app, attended national conferences to represent Louisville efforts, raised funding for a Host Home program and spoke to funders about the strength of the design, and hosted an ice cream social at a local library to connect youth to housing and supportive services and creating a local resource map for youth. Youth advocates solicited items for youth experiencing homelessness and created the first booth for youth at Louisville's Stand Down event.

The **Hennepin County** 100-Day Challenge team hosted their meetings at the local community college where youth team members were taking classes to increase ease of attendance and utilized text messaging for communication with youth team members. A Hennepin County CoC Youth Action Board was created that includes youth from various organizations to support county-level decisions and various other programs and services.

Palm Beach fostered authentic youth engagement by: (1) making all 100-Day Challenge meetings open to youth with lived experience; (2) providing transparency around the 100-Day Challenge

process; and (3) working to maximize opportunities for youth with lived experience to continue to provide direct feedback on the community's work.

The **Columbus** 100-Day Challenge team went beyond its weekly meeting structure to reach youth in shelters and drop-in centers who could provide insight on process and strategies. The team emphasized involvement of LGBTQ youth through partnership with a local LGBTQ youth provider. System leaders and local providers reported that the 100-Day Challenge was the first time youth providers and youth with lived experience had been included and considered experts in local efforts to prevent and end youth homelessness.

Beyond the 100 Days: Sustaining Momentum and Carrying the Work Forward

The 100-Day Challenge begins with an intentionally short timeframe and limited scope of work in order to spur action, focus, progress, and innovation. The work in each community is not over when the 100 days are completed, as communities leave with new momentum and buy-in from cross-system partners to keep pushing forward toward the goal of preventing and ending youth homelessness.

Each 100-Day team identifies priorities and recommendations unique to their community and to their progress for their work beyond the 100 days. Teams are encouraged to adopt a monthly or quarterly meeting structure, ideally with monthly or quarterly targets, in order to sustain their momentum, lock in gains, and continue making system improvements.

100-Day Team Priorities for Sustainability

Baltimore

- Hold cross-trainings between youth providers and DJS/DSS systems to increase cross-sector understanding and collaboration.
- Explore new housing options -- specifically shared housing for youth.
- Bridge gaps between the housing and employment/education systems.

Columbus

- Maximize current adult shelter resources for TAY by implementing TAY-specific services in shelter, including carving out TAY-specific spaces within one pilot shelter site.
- Incorporate TAY components within the local Coordinated Entry System.
- Fund and hire a Youth System Manager to lead development and implementation of a comprehensive youth system.
- Formalize the By-Name List in HMIS.
- Implement TAY case conferencing.

Louisville

- Build a flex fund to help homeless youth, driven by the CoC.
- Secure justice system involvement in the ongoing work to support and house youth experiencing homelessness.
- Develop a plan to secure emergency shelter for youth in response to the removal of YMCA shelter funds.
- Create a Host Home program.

Hennepin

- Continue/ build on Case Conferencing.
- Increase community involvement with housing and employment.
- Continue integration of housing and employment.
- Expand use and functionality of the Youth Services Network (YSN) App.
- Continue data tracking.
- The following recommended priorities were established for system leaders:
 - Expand the definition of homelessness and revise Coordinated Entry to fit that definition, thus allowing the system to begin assessing couch-hopping youth in addition to those youth who are literally homeless.
 - Redefine the family definition for access to family shelter within the CoC.
 - Strengthen youth involvement at all levels of decision-making.

Palm Beach

- Strengthen the Youth Connect meeting which brings youth from the Acuity List together to discuss possible housing options.
- Connect with the existing Youth Advisory Board about being actively involved in continuing the work of the 100-Day Challenge.
- Connect with organizations and agencies who are not currently represented on the team to bring them into the fold.

- Additionally, the 100-Day Challenge team sought new priorities after reaching functional zero for youth homelessness, including:
 - ☐ Continue the youth "Meet and Greet" established during the 100-Day Challenge.
 - ☐ Develop and maintain a Youth Advisory Board for the 100-Day Challenge and beyond.
 - ☐ Create a new team to lead case conferencing, utilizing the new case conferencing process.
 - ☐ Create a funders effort.
 - ☐ Encourage and promote Palm Beach County's Coordinated Entry System.
 - ☐ Increase access to mental health services for youth and young adults.