

City of Long Beach

In May 2021, the City of Long Beach joined California's third **100-Day Challenge™** cohort to significantly advance local efforts to ensure people who are currently experiencing homelessness are safely and stably housed. The 100-Day Challenge initiative catalyzes community action by bringing together stakeholders from across systems to make new connections, share information and best practices, and take innovative approaches to address homelessness.

The City of Long Beach sought to **significantly increase the rate of housing** for guests in Project Roomkey (PRK), Homekey, and other crisis hotel sites during the 100-Day Challenge. The City of Long Beach 100-Day Challenge Team also explored local data and identified ways to serve those experiencing homelessness equitably.

The City of Long Beach experienced significant gains during the 100-Day Challenge. They increased local partnerships and collaboration to address homelessness, authentically engaged clients in program design and feedback processes, and developed a collaborative allocation process for housing choice vouchers awarded to the community through the new Emergency Housing Voucher (EHV) program available through the American Rescue Plan Act (ARPA).

100-Day Challenge Successes, Accomplishments and Innovations:

Cross-System Collaboration

The City of Long Beach 100-Day Challenge Team expanded collaboration through the following strategies:

Including stakeholder representation from across all major components of the homelessness response system.

Building relationships and sharing best practices and lessons learned among service providers operating across different PRK, Homekey, and other crisis hotel sites.

Establishing weekly case conferencing meetings among providers to identify existing service connections, discuss client progress towards housing, and brainstorm solutions for clients with complex needs.

Who: The 100-Day Challenge Team developed a lived experience focus group of current and former guests from City and County PRK, Homekey, and crisis hotel sites representing diverse ages, genders, household compositions, and lived expertise and experiences of homelessness.

Why: To hear directly from current and former guests about housing successes, barriers, experiences with the homelessness response system and housing process, and ideas for supporting long-term housing stability.

How: The focus group was held at a Homekey site, and each participant was compensated with a \$50 Visa gift card, gas reimbursement, and lunch using [AXA XL](#) grant funds.

What Was Learned: Focus group participants identified the need for consistent staffing, increased case management, and greater wraparound supports focused on independent living skills to help clients achieve success in housing.

What Next: This information was shared with City of Long Beach system leaders to support system-level changes and inform the 100-Day Challenge work. The City of Long Beach plans to continue this work to engage persons with lived expertise in decision-making processes beyond the 100-Day Challenge.

EHV Allocation Process

The Team leveraged the 100-Day Challenge to develop a process for quickly and equitably allocating the 582 housing choice vouchers received by the City of Long Beach Housing Authority through the new U.S. Department of Housing and Urban Development (HUD) Emergency Housing Voucher (EHV) Program by:



Developing a streamlined application process for determining EHV eligibility for clients.



Working with the Continuum of Care (CoC) in coordination with the housing authority to set aside housing choice vouchers for PRK, Homekey, and crisis hotel program guests.



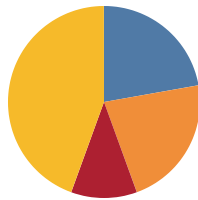
Providing intensive case management services for all EHV recipients.

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California's 100-Day Challenge communities were encouraged to set ambitious goals designed to spur intense collaboration and rapid innovation. This ambitious goal-setting process aims to reach beyond the community's baseline efforts to produce systems-level change and improve how homelessness is addressed.

The City of Long Beach's 100-Day Challenge Goal: In 100 Days, we will connect 50 guests from Project Roomkey (PRK), Homekey, and crisis hotels to safe and stable housing with supportive services, with 50% identifying as Black, Indigenous, and People of Color (BIPOC).

100-Day Challenge Outcomes: Over the course of 100 Days, Long Beach connected **nine people residing in PRK, Homekey, or other crisis hotels to safe and stable housing, of whom 78% identified as BIPOC.**



- Permanent housing with family or friends
- Permanent housing for formerly homeless persons
- Rental by client with RRH or equivalent subsidy
- Rental by client with housing choice voucher through the EHV program

Staffing constraints and housing stock limitations due to the COVID-19 pandemic resulted in initial challenges connecting clients to safe and stable housing. However, the system shifts achieved during the 100-Day Challenge - including establishing an Emergency Housing Voucher (EHV) Program process as detailed below - resulted in **19 housing placements** in the first month since the completion of the 100-Day Challenge.

Emergency Housing Voucher (EHV) Program Highlights: During the 100-Day Challenge, the City of Long Beach was able to utilize its newly developed EHV allocation process to achieve the following outcomes:

- **136 clients** were identified as eligible for a housing choice voucher through the EHV Program.
- **50 clients** began the housing search process after being determined eligible for a housing choice voucher.
- **44 clients** were matched to and issued a housing choice voucher by the City of Long Beach Housing Authority through the EHV Program during the 100-Day Challenge.

Clients served by the new EHV program were able to begin the process of identifying and securing housing during the 100-Day Challenge. Once housing is identified, they can use their housing choice voucher to maintain permanent housing at an affordable rent.

"Collaboration was absolutely the most critical part of our 100-Day Challenge. Creating intentional collaboration spaces with people at the table from all parts of the homelessness response system allowed us to recognize how we have been operating in silos and do things differently. We bring consistency and accountability with each other. We bring our entire selves to the process now."

- City of Long Beach 100-Day Challenge Team

Sustainability: To lock in their gains and maintain the momentum around preventing and ending homelessness, the City of Long Beach 100-Day Challenge Team will focus on the following priorities moving forward:

- **Collaboration:** Maintain and strengthen a culture of open communication and trust between the City and providers through:
 - Person-centered case conferencing
 - Increased two-way communication flow between the City and providers around the PRK, Homekey, and EHV processes.
- **Lived Expertise:** Support focus groups and a Lived Experience Advisory Board to better integrate clients' voices into decision-making processes.
- **Equity:** Expand and strengthen equitable housing placements by establishing racial equity performance targets.

In December 2019, Governor Gavin Newsom [announced](#) a 100-Day Challenge Initiative to address homelessness across California. [Rapid Results Institute's \(RRI\)](#) 100-Day Challenges are designed to inspire and empower frontline teams to set ambitious goals and harness the intense levels of innovation, collaboration, and execution required to achieve them in 100 Days. As of November 2021, three cohorts of California's 100-Day Challenges have been completed, and a fourth cohort is about to launch.