



# THE JOURNEY HOME: FROM SHELTERED TO HOUSED IN 100 DAYS

Summary Report on Cohort 1  
of the California State 100-  
Day Challenges on Project  
Roomkey



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## 100-Day Challenges on Project Roomkey

In December 2019, Governor Gavin Newsom [announced](#) a 100-Day Challenge Initiative to address homelessness across California - due to the impact 100-Day Challenges have made to accelerate efforts to [prevent and end youth homelessness](#), and in [tackling Veteran and chronic homelessness](#) across the country.

In May 2020 – in the midst of the COVID-19 pandemic – four communities came together (virtually) to launch the first set of 100-Day Challenges of this initiative. The communities that participated in this first cohort included Alameda County, Los Angeles County, Riverside County, and Stanislaus County. The focus of these Challenges was to ensure that those who are housed as a result of Project Roomkey exit the program into safe and stable housing.



At the end of their journey, the communities came together virtually once more in September 2020 to share their results. Over the course of the 100 days, the four communities safely and stably housed **292 Project Roomkey clients**. The communities also achieved significant systems changes during the Challenge, including new approaches and successes in cross-systems collaboration; authentic engagement of persons with lived experience; serving populations of focus; simplifying and streamlining documentation processes; landlord outreach and engagement; innovative housing options; data collection, sharing and utilization; and client engagement.

### ***What is Project Roomkey?***

Launched in April 2020, [Project Roomkey](#) is a first-in-the-nation initiative to provide safe temporary housing in hotel and motel rooms for the most vulnerable persons experiencing homelessness in California during the COVID-19 pandemic.

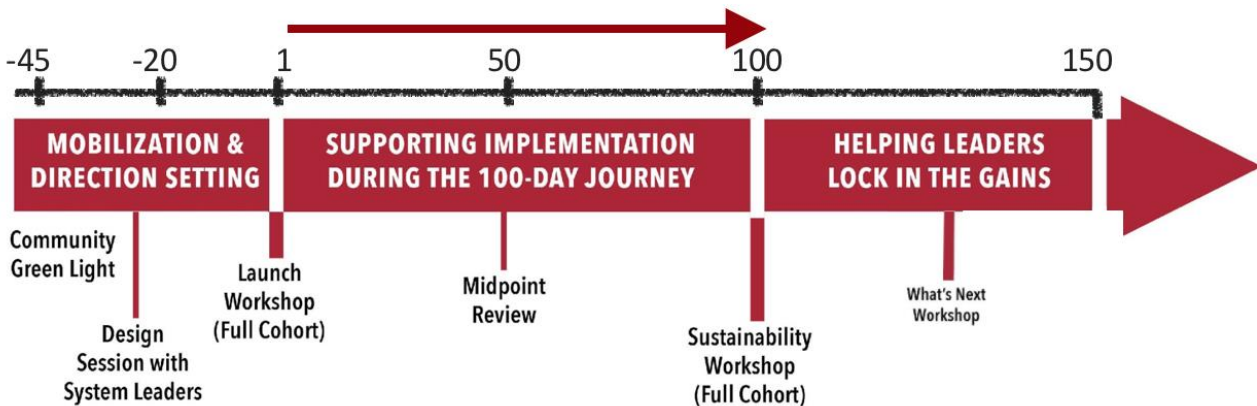
*“Through this effort, the state will provide dedicated support teams to counties, including assistance in identifying hotels, negotiating and executing operating agreements, and providing the local providers technical assistance in keeping the records necessary to receive federal reimbursement.”*

[\*At Newly Converted Motel, Governor Newsom Launches Project Roomkey: A First-in-the-Nation Initiative to Secure Hotel & Motel Rooms to Protect Homeless Individuals from COVID-19\*](#)

## What is the 100-Day Challenge Journey?

[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.

Across the country, communities have demonstrated the impact of 100-Day Challenges to accelerate efforts in [preventing and ending youth homelessness](#), tackling [chronic](#) and [veteran](#) homelessness, and driving lasting changes within their homelessness services systems.



## 100-Day Challenges in the Context of COVID-19

The first cohort of the California State 100-Day Challenges launched in the midst of the COVID-19 crisis, which had a unique impact on the structure and focus of the Challenges for these four communities. The 100-Day Challenge helped the communities create unprecedented approaches and solutions for transitioning Project Roomkey guests out of homelessness and into safe and stable housing.

The COVID-19 crisis not only shaped the overall focus of the 100-Day Challenges on Project Roomkey, it also shaped the individual goals and strategies developed by the communities to meet the needs of their most vulnerable populations in Project Roomkey. Multiple communities prioritized their 100-Day Challenge efforts around populations that are particularly vulnerable to severe illness from COVID-19, including seniors, persons with underlying medical conditions, Veterans, individuals dealing with severe mental illness and/or substance use disorder, and individuals with disabilities. Communities also leveraged existing COVID-19 homelessness response efforts to bolster cross-systems engagement in the 100-Day Challenge.

Additionally, the four communities adjusted to the socially distanced world of COVID-19 to create a robust virtual 100-Day Challenge experience. Each 100-Day Challenge Team was able to successfully

build momentum, engage diverse partners, and come together to create a peer network to share successes, challenges, and lessons learned along their journey in this virtual setting.

Finally – and most importantly – Alameda County, Los Angeles County, Riverside County and Stanislaus County did not let COVID-19 stop their work to end homelessness. Team members representing diverse agencies and organizations in each community recognized the importance of this initiative and were willing to work through the challenges created by COVID-19 to dedicate time, staff, and resources towards reaching the 100-Day Challenge goals.

## 100-Day Goals

The four 100-Day Challenge communities established Challenge goal over the course of a week and several virtual workshops during May 2020. These goals were community-driven and developed by each team in response to the identified housing and service needs of persons residing in their Project Roomkey sites.

The 100-Day goals established by the four communities were not only ambitious, they represented true cross-system collaboration and goal-setting around a collective local vision for helping persons residing in Project Roomkey sites exit the program into safe and stable housing:

- **Alameda County** - In 100 days, 400 people across Alameda County will exit Project Roomkey into safe and stable housing.
- **Los Angeles County** - In 100 days, we will utilize shared housing to house 100 people age 55 or older and 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.
- **Riverside County** - In 100 Days, 140 seniors, 65 years and older, who are currently participating in Project Roomkey, will be in safe and stable permanent housing.
- **Stanislaus County** - In 100 days, 100 Individuals experiencing homelessness that are 65 and older and/or individuals experiencing homelessness with underlying medical conditions will successfully exit Project Roomkey into safe and stable housing which can include Permanent Supportive Housing and landlord engaged units with a focus on veterans, individuals dealing with severe mental illness and/or substance use disorder, and individuals with disabilities.

## 100-Day Challenge Goal Progress

As a result of each team’s hard work, innovation, and collaboration, **292 Project Roomkey guests were able to secure housing** through the 100-Day Challenge. Key accomplishments in securing housing for Project Roomkey guests are highlighted for each of the four communities below.

County	Snapshot of Community’s 100-Day Challenge Progress
Alameda County	<ul style="list-style-type: none"> <li>• <b>97 Project Roomkey guests</b> exited to permanent housing placements, including Permanent Supportive Housing and other long-term rental subsidies.</li> <li>• Rates of exits into housing increased from 5 persons per month in the two months prior to the Challenge to a <b>high of 30 persons per month</b> during the Challenge.</li> </ul>
Los Angeles County	<ul style="list-style-type: none"> <li>• <b>109 Project Roomkey guests</b> 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.</li> </ul>
Riverside County	<ul style="list-style-type: none"> <li>• <b>58 seniors</b> from Project Roomkey sites permanently housed.</li> <li>• <b>16 seniors</b> in Project Roomkey sites were pending permanent housing placement as of Day 100 of the Challenge.</li> <li>• <b>120 housing vouchers issued</b> for seniors from Project Roomkey sites.</li> </ul>
Stanislaus County	<ul style="list-style-type: none"> <li>• <b>28 seniors</b> exited Project Roomkey into safe and stable housing, including: <ul style="list-style-type: none"> <li>○ <b>16 Project Roomkey guests</b> moved into Permanent Supportive Housing (PSH).</li> <li>○ <b>6 Project Roomkey guests</b> with pending PSH move-in dates as of Day 100 of the Challenge.</li> <li>○ <b>1 Project Roomkey guest</b> with a pending move in date for non-program housing as of Day 100 of the Challenge.</li> <li>○ <b>3 Project Roomkey guests</b> with secured Shelter Plus Care vouchers.</li> <li>○ <b>2 Project Roomkey guests</b> moved in to transitional housing.</li> </ul> </li> </ul>

*“At the State, we are both very focused on making sure that folks are safely in non-congregate shelter – knowing that we are still very much in the midst of this crisis – but also acknowledging that it is critical to start our rehousing efforts back up, because that is the safest place that people can be right now. We are trying to hold space for both of these, and trying to get flow through our Project Roomkey sites has been something we have been focusing on, and you all are on the forefront of that. We will be learning from your lessons to share with other communities.”*

**Ali Sutton, Deputy Secretary for Homelessness**  
**California Homeless Coordinating and Financing Council**

## Accomplishments in Systems Change

### *Cross-Systems Collaboration*

The 100-Day Challenge communities recognized the importance of cross-system partnerships to effectively respond to the comprehensive housing and service needs of Project Roomkey guests. Cross-system partnerships were cultivated early in all four communities and were strengthened, expanded, and formalized through the 100-Day Challenge process. These new and strengthened relationships are key to changing the normal way of doing work in order to achieve rapid results during the 100-Day Challenge.

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#### **Spotlight on Stanislaus County**

Stanislaus County's 100-Day Challenge brought together diverse representation from providers within the homeless system of care, as well as new partners from outside the homeless response system. This included engaging providers from Veterans services, disability advocates, senior citizen agencies, and behavioral health and recovery services in the 100-Day Challenge. The Team drew upon these organizations' expertise and experience with different populations of persons experiencing homelessness to help connect Project Roomkey guests to safe and stable housing, case management, and supportive services. New partners such as the Stanislaus County Department of Aging and Veterans Services helped the 100-Day Challenge Team identify alternate sources of funding to help provide case management for populations of focus.

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**Riverside County** was able to recruit and maintain active involvement from a diverse array of partner agencies for the 100-Day Challenge. The Team incorporated housing agencies, the County Public Housing Authority, service providers, city officials, and representatives from a number of County departments, including Public Social Services, Mental Health, Adult Protective Services, In-Home Supportive Services, Office of Aging, and Veterans Services. Riverside County is working to formalize these relationships by establishing memoranda of understanding (MOUs) and data sharing agreements across partner agencies for the 100-Day Challenge.

**Los Angeles County** engaged new and non-traditional partners in their 100-Day Challenge, creating an action-oriented Team to work across sectors and regions to quickly move rehousing efforts forward. New partners who have been involved in the 100-Day Challenge 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.

**Alameda County's** 100-Day Challenge engaged numerous partners from across the government, non-profit, and private sectors, including multiple county agencies, city staff, direct service providers, and philanthropy. The improved collaboration among these entities supported Alameda County to better leverage each agency's strengths and the experience and expertise each organization brings to the table to better serve Project Roomkey guests.

### ***Authentic Engagement of Persons with Lived Experience***

*"Nothing about us, without us."* Persons with lived experience should be authentically engaged and at the table from the beginning of homeless response efforts as equal partners in the work. Lived experience and expertise at all levels – from frontline staff to leaders in decision-making processes – is crucial for creating meaningful and sustainable changes to the homeless response system and ensuring that persons experiencing homelessness are treated with compassion, dignity, and respect.

#### **Spotlight on Los Angeles County**



The Los Angeles County 100-Day Challenge Team 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 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 attain 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.

**Riverside County** has worked directly with seniors participating in Project Roomkey to better understand what housing and service interventions work for them, which do not, and what supports are needed in order to help them achieve housing stability. One of the Team Leaders from Riverside County also began conducting a series of 'Town Hall' meetings with guests in Project Roomkey sites to ensure that they are engaged and informed about the Project Roomkey program and the process of obtaining permanent housing.

**Alameda County** and **Stanislaus County** worked with frontline staff from housing and service providers to share the experiences and voices of Project Roomkey guests throughout the 100-Day Challenge. Stanislaus County is working beyond the 100-Day Challenge to improve authentic engagement of persons with lived experience by increasing peer support in direct service provision and representation of lived expertise on local committees. Alameda County has established Integrating and prioritizing client voice in planning and decision-making processes as a system-level priority for the months following the 100-Day Challenge.

## *Serving Populations of Focus*

Many of the participants in Project Roomkey represent populations that are at increased risk of severe illness due to COVID-19, as well as other negative health outcomes as a result of prolonged experiences of unsheltered homelessness. The 100-Day Challenge communities worked to ensure that populations of focus such as seniors and persons with underlying medical conditions were prioritized for connections to housing and services through Project Roomkey. In the process, Teams learned more about the distinct vulnerabilities and needs of populations of focus and were able to improve programs, processes, systems and collaborative relationships to better serve these clients.

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### **Spotlight on Riverside County**

Riverside County dedicated the work of the 100-Day Challenge to connecting seniors age 65 and over participating in Project Roomkey to permanent housing options. The County chose to leverage the unique collaborative opportunity of the 100-Day Challenge to increase both provider and system level capacity to serve seniors experiencing homelessness, including those with disabilities and/or complex medical conditions. The 100-Day Challenge Team mobilized frontline workers from across providers and systems of care to help seniors participating in Project Roomkey obtain documentation and make connections to available housing and services. Throughout the 100-Day Challenge, Riverside County was able to secure permanent housing for 58 seniors (with an additional 16 seniors pending housing placement as of Day 100) and issue 120 housing vouchers for seniors participating in Project Roomkey.

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**Stanislaus County's** 100-Day Challenge Team had a clear vision to focus their Challenge on particularly vulnerable and at-risk populations of persons experiencing homelessness during COVID-19. This commitment is reflected in their goal, which identified individuals experiencing homelessness who are 65 and older and/or with underlying medical conditions as the target population for the Challenge. Within this group, Veterans, individuals with severe mental illness and/or substance use disorder, and individuals with disabilities were established as priority populations as well. The community engaged aging/elder services, Veterans services, and health care providers in the 100-Day Challenge to help meet the specialized housing and service needs of these populations of focus.

**Alameda County** utilized cross-systems data to better target housing and service interventions for populations of focus. The Team established new data sharing capabilities with Veterans Affairs (VA), which allowed the community to better identify and connect Veterans in Project Roomkey to available resources such as HUD-VA Supportive Housing (HUD-VASH) Program, Supportive Services for Veteran Families (SSVF) Program, and VA Health Care Services. The community also utilized the Johns Hopkins Adjusted Clinical Group® (ACG®) system to assess Project Roomkey guests who were most at risk for medical vulnerabilities. Partner agencies with expertise in home health then worked with these guests to get medical assessments completed, wraparound medical supports in place, and to facilitate transitions into licensed board and care settings as needed.



**Los Angeles County** has established a focus on conducting intentional follow-up with older seniors that are COVID-19 vulnerable as part of their 100-Day Challenge sustainability efforts. The 100-Day Challenge Team found that a significant number of Project Roomkey guests who have exited to unknown destinations were aged 75 or older. The Team is dedicated to providing targeted and intentional follow-up and engagement with high-risk seniors who have exited Project Roomkey to ensure that they are safe and connected to permanent housing resources.

### *Simplifying & Streamlining Documentation Processes*

A primary housing pathway for clients exiting Project Roomkey is subsidized housing, which often requires documentation such as social security number and verification of income. Persons experiencing homelessness often experience barriers to accessing this documentation that slow down the housing process; limitations on in-person documentation and identification services during the COVID-19 pandemic have exacerbated this challenge. The 100-Day Challenge communities have made significant progress towards simplifying and streamlining documentation processes in order to facilitating timely housing placements for Project Roomkey guests.



#### **Spotlight on Alameda County**

Alameda County leveraged the knowledge of the 100- Day Challenge Team and other experts in the community to identify ways that less restrictive documentation requirements could be implemented that would continue to meet the requirements of various subsidized housing programs – including those funded by the U.S.

Department of Housing and Urban Development (HUD) – while reducing barriers for households experiencing homelessness to access these programs. Team members also leveraged an existing partnership with the Alameda County Social Services Agency (SSA) to develop a template letter that can be provided to housing providers in lieu of a social security card and to provide verification of social security number and income from public benefits, such as Supplemental Security Income (SSI), Social Security Disability Insurance (SSDI), and CalWORKs. Alameda County has had great success in working with PHAs and rental subsidy administrators to accept the SSA letter to verify program eligibility.

**Los Angeles County** worked with the Department of Motor Vehicles (DMV) to bring staff to Project Roomkey sites in order to assist guests with obtaining identification documents. The County Department of Public Social Services has also been able to help Project Roomkey guests access needed documentation for housing, services, and public benefits.

**Riverside County** was able to strengthen an existing partnership with the County Department of Public Social Services, Self-Sufficiency Division through the 100-Day Challenge to help document income levels for seniors participating in Project Roomkey. The community is also working with

contacts from different agencies to help map out a path to expedite the process of obtaining key documents for clients and to create a “one-stop shop” for document readiness.

The **Stanislaus County** 100-Day Challenge Team has worked with Project Roomkey guests to help them get document ready as soon as possible in order to facilitate quick transitions into permanent housing from Project Roomkey. The Team is also working to build connections with the DMV and Social Security Administration Office to develop new and streamlined processes to assist clients in obtaining documentation.

## ***Landlord Outreach & Engagement***

All four communities worked to expand landlord outreach and engagement efforts as part of the 100-Day Challenge. Working with private landlords is an invaluable strategy for helping to increase local housing stock available to help persons experiencing homelessness access safe and stable housing, including guests transitioning out of Project Roomkey sites.

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### **Spotlight on Stanislaus County**



Stanislaus County engaged in robust landlord outreach and engagement efforts during the 100-Day Challenge. The Team hosted a virtual landlord engagement event near the mid-point of the 100-Day Challenge to help engage new landlords in the initiative and increase the number of housing units available for Project Roomkey guests. The Team was able to outreach to over 150 local landlords that have units available in Stanislaus County to invite them to the event, which was recorded and made available online to use as a tool in landlord outreach and engagement efforts moving forward. The live event was attended by a number of landlords who were interested in working with Project Roomkey guests.

Stanislaus County is also working to establish a Virtual Landlord Center (VLC), which will provide a place for landlords to access resources on serving persons at-risk of or experiencing homelessness. The VLC will serve as an “one-stop” shop for landlords, including providing information on Housing Choice Vouchers, tenants’ rights, landlord rights, HUD policies and requirements, and other materials to support new landlords in providing housing to persons transitioning out of homelessness.

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**Alameda County** established a Landlord Hotline managed by the County for prospective landlords to learn more about opportunities to rent their units to clients enrolled in a variety of housing support programs. The 100-Day Challenge Team developed a [flyer, advertisement](#), and social media campaign in order to widely share information about the establishment of the Landlord Hotline and to provide information to landlords on the benefits of working in partnership with service providers to house persons transitioning out of homelessness. Landlords who are interested in working with persons transitioning out of homelessness can call the Landlord Hotline and have their information entered into a spreadsheet. The goal is for this spreadsheet to become a collaborative community resource

for providers to match Project Roomkey guests to housing opportunities and to organize communitywide communication with landlords.

The **Riverside County** 100-Day Challenge Team launched a comprehensive landlord engagement campaign, including a press release and landlord recruitment flyer that was shared through email and across various social media platforms (#ProjectRoomKeyRivCo) as part of a “Landlord Call to Action”. The Team also partnered with a local agency, Path of Life Ministries, to offer landlord incentives of \$500 for every unit committed to housing seniors participating in Project Roomkey. Throughout the 100-Day Challenge, Riverside County was able to secure over 40 units through private landlords to be used for Section 8 applications for seniors exiting Project Roomkey into permanent housing.

**Los Angeles County’s** 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.

### ***Innovative Housing Options***

Identifying new housing opportunities and increasing access to innovative housing options was vital for the 100-Day Challenge communities to help Project Roomkey guests successfully transition out of homelessness. The four communities worked hard to thinking innovatively about how to bring new housing resources into the homeless response system and how to better leverage existing housing opportunities and resources for Project Roomkey guests, including expanding shared housing as a permanent housing destination.

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#### **Spotlight on Los Angeles County**



Los Angeles County utilized the 100-Day Challenge to help build shared housing opportunities for guests transitioning out of Project Roomkey. The Los Angeles 100-Day Challenge 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 communitywide, and has specifically opened 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.

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**Stanislaus County** worked to identify housing options for Project Roomkey guest beyond Permanent Supportive Housing available in the community, including transitional housing options, Board and Care units, and new units attracted through landlord engagement efforts. The Team also utilized problem-solving approaches to help connect clients to non-program housing, including stable housing through reunification with family members. Additionally, the community has been working to develop a housing inventory list that is inclusive of all housing partners. The goal is to create a “master list” of resources and assets to help serve persons experiencing homelessness, including housing options that are operated or utilized by housing partners as well as housing resources leveraged by partner agencies outside the homeless response system.

The **Riverside County** 100-Day Challenge Team worked closely with seniors in Project Roomkey to learn more about their housing preferences and what they consider a safe and stable home environment, including considerations for health needs and experiences of trauma. The community is exploring a range of innovative housing options – including shared housing, back-yard houses, casitas, skilled nursing facilities, and board-and care facilities – and is working to identify those options that best meet the needs and preferences of seniors. Through the 100-Day Challenge, Riverside County was also able to secure 120 housing vouchers for seniors aged 65 and older participating in Project Roomkey through a partnership with the County Public Housing Authority.

**Alameda County** completed a housing stock and funding analysis to assess which pathways to safe and stable housing would be most viable from Project Roomkey guests in Alameda County. The Team identified a need for permanent housing options for 150-175 persons, bridge housing for 200-250 persons, and problem-solving for 15-45 persons residing in Project Roomkey. Alameda County is exploring unit acquisition through Project Homekey and landlord engagement as possible opportunities to expand the County’s permanent housing stock.

### ***Data Collection, Sharing and Utilization***

The 100-Day Challenge communities were all able to leverage data to inform their decision-making processes, identify gaps in their systems, and develop more targeted interventions to support Project Roomkey guests. The four communities demonstrated innovative thinking around how data is collected to understand the needs and experiences of Project Roomkey guests; how data is shared to support cross-system partnerships; and how data is utilized to shape housing and service delivery for persons participating in Project Roomkey.

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### Spotlight on Alameda County



The Alameda County 100-Day Challenge Team worked closely with on-site staff at each of the Project Roomkey sites to identify the types of information about guests that would be most beneficial to help staff understand and respond to guests' needs.

On-site staff indicated a need for data from across service systems to better understand the comprehensive needs of guests, which led to outreach efforts and improved data sharing between the homeless response system, Homestretch, and Veterans Affairs (VA).

The Team was able to bring together data from various sources – including Homestretch, the VA, HMIS, Medi-Cal Managed Care programs, local hospitals, and county-run mental health and substance use providers – into one data workbook that could be separated by each Project Roomkey site and shared with housing navigators and on-site staff. This tool enabled on-site staff to have access to quick, reliable, and immediately useful data on guest demographics and service histories, allowing staff to better target housing and service resources to meet their guests' needs.

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**Stanislaus County** quickly mobilized at the beginning of the 100-Day Challenge to ensure that information for all Project Roomkey guests was entered into HMIS, allowing the Team to effectively and quickly coordinate connections to housing and supportive services when available. The 100-Day Challenge Team coordinated with public health nurses help complete HMIS assessments for Project Roomkey guests who had not yet been assessed (approximately 40% of guests). The Team also worked to collect, compile and analyze data from early in the 100-Day Challenge to understand the demographics of Project Roomkey guests and develop partnerships and targeted interventions in response to their identified needs.

The **Riverside County** 100-Day Challenge Team consistently shared data on individuals housed, guests approved for permanent housing placements or vouchers, units available, and other information regarding client progress during weekly Team meetings to support rehousing coordination efforts. Additionally, the Team utilized quantitative and qualitative data from the 100-Day Challenge to support local system mapping efforts and the development of a Housing Service Roadmap for ending senior homelessness in the County of Riverside.

**Los Angeles County** worked to continuously reevaluate and improve data collection efforts for Project Roomkey guests throughout the 100-Day Challenge. Team members with lived experience provided feedback on data tracking methods utilized by providers to help reduce the number of Project Roomkey guests who were exiting to unknown destinations from the program. The Team is also beginning to utilize data to evaluate racial disparities and inequities in Project Roomkey housing referrals as compared to the demographics of persons experiencing homelessness in the community.

## Client Engagement

The four 100-Day Challenge communities 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 unique opportunity of Project Roomkey allowed the 100-Day Challenge Teams to connect with previously unsheltered clients in a safe and stable setting to provide consistent engagement and support throughout their housing journey.

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### Spotlight on Riverside County

The Riverside County 100-Day Challenge Team recognized the importance of working closely with clients to invest in and engage in their own journey from Project Roomkey into permanent housing options. Housing and services providers worked with Project Roomkey guests to create small weekly goals designed to help them sustain momentum and achieve progress towards achieving their overall goal of attaining permanent housing. Riverside County began to incorporate town halls and meetings at Project Roomkey sites in order to improve communication directly with guests and provide clear information on the housing process and the anticipated journey for guests to transition from Project Roomkey into safe and stable housing. The team also created a Project Roomkey case management manual and protocol to support the consistent and coordinated engagement with clients across service providers.

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The **Los Angeles County** 100-Day Challenge 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 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.

**Alameda County** has leveraged the unique opportunities of Project Roomkey and the 100-Day Challenge to coordinate and engage clients in on-site service provision. Service providers were able to come on-site to Project Roomkey locations and provide guests with connections to an array of services while they were still engaged in the housing search process, including health, mental health, and case management resources. One partner agency was able to bring nursing staff on-site and visit guests door-to-door in order to provide information on available resources, conduct health assessments, and make immediate connections to health services as needed and appropriate.

**Stanislaus County** worked closely with shelter staff to ensure that Project Roomkey guests were engaged in housing supports and wraparound services to facilitate a more successful transition into permanent housing. On-site Project Roomkey staff supported guests in making connections with homeless service providers who were able to provide regular case management and check-ins, assist

them in accessing necessary supportive services, and help them track their progress through the housing process in the local coordinated entry system.

## **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. The four communities in California’s first cohort of 100-Day Challenges leave the first 100 days of their effort with new momentum and buy-in from cross-system partners to keep pushing toward their goal to connect participants in Project Roomkey to safe and stable housing.

Each 100-Day Team has identified priorities and recommendations unique to their community to guide their work beyond the 100-Day Challenge. 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***

#### **Alameda County**

**Goal: In the next three months, 200 people will move into a permanent housing opportunity, and 200 people will have a confirmed housing opportunity.**

This will be accomplished by:

- Maintaining the Landlord Hotline and unit coordination meetings;
- Collecting and analyzing HMIS Project Roomkey client data and Homestretch and Veterans Affairs (VA) information and providing this information to on-site staff;
- Continuing weekly service coordination meetings;
- Utilizing the centralized location of Project Roomkey sites to increase access to medical staff and behavioral health providers before housing matches are completed; and
- Working to get 100% of Project Roomkey clients document ready, especially through alternative identity and social security number (SSN) verification.

## Los Angeles County

**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.**

This will be accomplished by:

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

## Riverside County

**Goal: In the next 3 months, we will house between 15 and 45 seniors currently participating in Project Roomkey.**

This will be accomplished by:

- Continuing with regular team meetings, case conferencing, and housing navigation meetings;
- Convening a regular steering group meeting involving and extended sponsor group and team representatives;
- Using WhatsApp for regular communication on unit availability; and
- Continuing to regularly share updates on housing placements.

## Stanislaus County

**Goal: In the next 3 months, we will house 15 Project Roomkey guest into safe and stable housing.**

This will be accomplished by:

- Continuing weekly case conferencing and weekly meetings;
- Continuing landlord engagement/recruitment plan (i.e. create mitigation fund, online HUB); and
- Maintaining partnerships that were formed during the 100-Day Challenge.