

Built for Zero

An illustration of a person in a white shirt and blue pants standing on a floating, light-orange staircase. A small child in an orange shirt is walking beside them. The staircase is set against a light blue background with a white moon and a street lamp.

How Communities are Solving Homelessness

Portland Interfaith Alliance on Poverty
June 17, 2022

An illustration of a light blue building with a red roof and a large green tree with a street lamp. The building has a white archway and a small window. The tree is in the foreground, and the street lamp is on a pole next to it.

COMMUNITY
SOLUTIONS

HOMELESSNESS IS **SOLVABLE**

Communities in the Built for Zero movement are proving it.

107

communities are
participating
in Built for Zero

145,000+

individuals housed
by Built for Zero
communities since 2015

14

communities have
functionally ended
homelessness for a
population

65

communities have achieved
quality real-time data

44

communities have achieved
a measurable reduction



[SEE OUR INTERACTIVE MAP >](#)



Street to Home



ACCELERATING HOUSING OUTREACH FOR PEOPLE EXPERIENCING HOMELESSNESS



Distributed Response Ecosystem

Continuum of Care - Agency overseeing and administering compliance for HUD homelessness dollars

HUD T.A. Providers - The industry of firms competing for the nearly \$100 million in technical assistance contracts HUD awards each year

VAMC Homeless Program Manager - Person overseeing ending veteran homelessness for the medical center as well as VA funded programs.

HUD-VASH Program Manager - Person overseeing the HUD-VASH Program for the Medical Center

Hospitals + Street Medicine Teams - People providing regular healthcare to individuals experiencing homelessness

Permanent Supportive Housing Providers - Organizations that operate portfolios of permanent supportive housing units

City and County Leaders - People who can wield the influence of a local government executive's office to generate convening power

VA Case Managers - VA staff working directly w/ vets experiencing homelessness

SSVF/GPD Program Operators - Organizations overseeing the operation and use of VA SSFV and/or GPD resources for veterans experiencing or at risk of experiencing homelessness

Faith Groups - People who run aid or support programs that may or may not be connected to government dollars or formal system efforts

Public Housing Authority - Agency overseeing local VASH + Section 8 Programs

Local HMIS or Data Administrator - Agency with data administrator access and the ability to aggregate client- and system-level reports

Substance Abuse + Behavioral Health Coordinating Entities - Agencies coordinating state + federal Medicaid, SAMHSA and other dollars

Homeless Service Providers - People representing local organizations serving people experiencing homelessness.

Street Outreach Programs - Organizations leading outreach and engagement of people experiencing street homelessness

Re-Entry Programs - People working to ensure housing stability for those exiting prison who have experienced or face a risk of homelessness

Emergency Shelters - Temporary shelter accommodation organizations for people experiencing homelessness outside of transitional programs

Community Foundations - Local funders with flexible capital to support non-profit service delivery, pilot innovation and local advocacy

Legal Aid Groups - Organizations providing legal services to people experiencing homelessness

Veteran Service Organizations - Organizations set up for and by veterans to provide resources, services, supportive networks and an ongoing connection to the veteran community

Shared Aim

*Are all our programs + investments
adding up to thing we really want:
equitable reductions in homelessness over time?*

*And if not, how quickly would we know,
and how quickly could we pivot?*

The Problems



A problem that many touch, but no single agency or organization owns.



A definition of success limited to program outcomes.



Efforts driven by static, aggregate, and nameless data.



A problem solely understood as a problem of resource scarcity.



The Solutions



A command center with shared, community-wide accountability for ending homelessness.



A definition of success of whether the number of people experiencing homelessness is driving zero.



Efforts driven by comprehensive, real-time, individual-level data on everyone experiencing homelessness.



A problem understood as a systems issue that requires data-driven, targeted housing investments.

Create an Accountable Team



No single actor is fully accountable for ending homelessness in a community.

Each local agency or program holds its own piece of the solution, but no one has their eye on how the pieces fit together.



A command center with shared, community-wide accountability for ending homelessness.

Key agencies, like the Continuum of Care, the housing authority, local government, and the VA, work together every week toward a shared definition of zero.

Set a Shared Aim



No single actor is fully accountable for ending homelessness in a community.

Each local agency or program holds its own piece of the solution, but no one has their eye on how the pieces fit together.



A commitment to a measurable end state.

The community sets a unified aim of reducing the number of individuals experiencing homelessness as the key measure of their results — all the way down to functional zero.

Use Real-Time, By-Name Data



A once-a-year count of a problem that changes nightly.

You can't solve a problem you can't see. Homelessness is constantly changing, but communities working on solving it rely on annual, anonymized street counts.



Quality, real-time, person-specific data.

Key agencies, like the Continuum of Care, the housing authority, local government, and the VA, work together every week toward a shared definition of zero.

Make targeted investments



Housing supply paralysis.

Expanded housing resources are crucial, but many cities have dramatically expanded housing supply without making a dent in homelessness.



Strategic, data-driven housing investments.

Built for Zero communities use real-time data to secure the housing resources they need and target them for the greatest possible reductions in homelessness.



Built for Zero Methodology

Committing to

a clear end state

Functional Zero for Veterans



**# Actively
Homeless Veterans**



**6-Mth Avg. Housing
Placement Rate**

**Built for Zero communities use the Built for Zero standard for ending veteran homelessness, a single measure that provides a higher, more measurable bar than the federal criteria and benchmarks. We eagerly support communities in meeting the criteria and benchmarks on their way to the BfZ standard.*

Functional Zero for Chronic Homelessness



Actively Homeless

≤

0.1% of all homeless individuals

or

3 people*

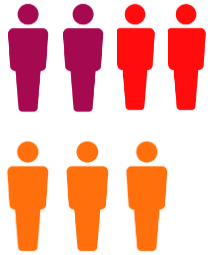
**Whichever is greater*

Shifting to

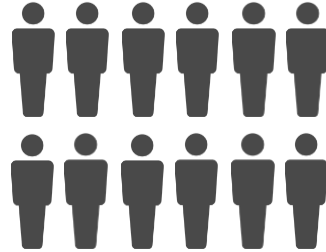
by-name, real-time data

Seven Key Data Points

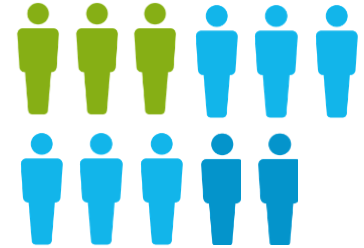
INFLOW



ACTIVELY HOMELESS



OUTFLOW



INFLOW:
Newly
identified



INFLOW:
Returned from
housing



INFLOW:
Returned from
inactive



OUTFLOW:
Housing
placements



OUTFLOW:
Moved to
inactive



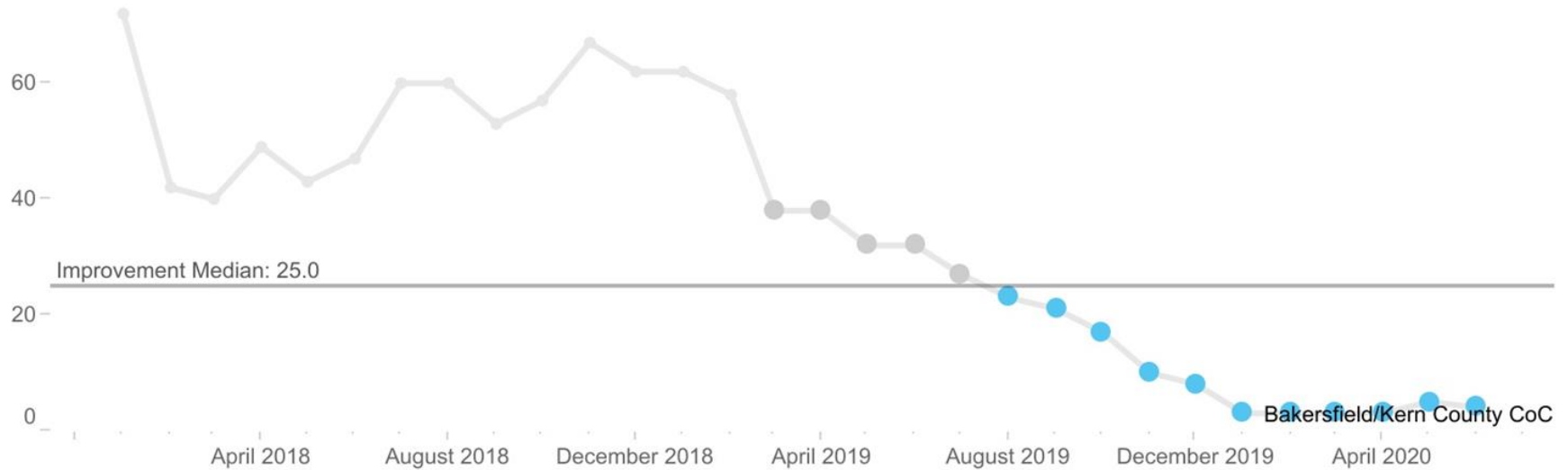
OUTFLOW:
No longer meets
population criteria

Driving

measurable reductions

Shifting from Program to System

Actively Homeless Monthly Chronic data with signal indicators for Shifts



From Program Outputs to System Aim

SYSTEM DECISION-MAKING POWER

Black, Indigenous, and People of Color (BIPOC) at all levels of the homeless response system have decision-making power to influence the design of the system.

LIVED EXPERIENCE

BIPOC receiving services from the homeless response system have experiences that preserve their dignity and have their needs met in a timely manner.

QUALITY DATA

All people experiencing homelessness have access to the system and are known by name in real-time. Communities accurately collect data around race and ethnicity.

SYSTEM OUTCOMES

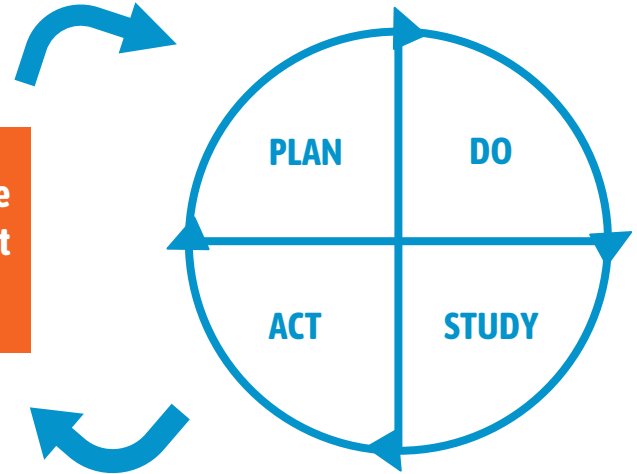
Communities close all racial/ethnic disproportionality in housing placements, returns to homelessness, and the average length of time from identification to housing by improving outcomes for BIPOC who experience homelessness.

The Shift from Technical Solutions to Iteration

What are we
trying to
accomplish?

How will we know a
change is an
improvement?

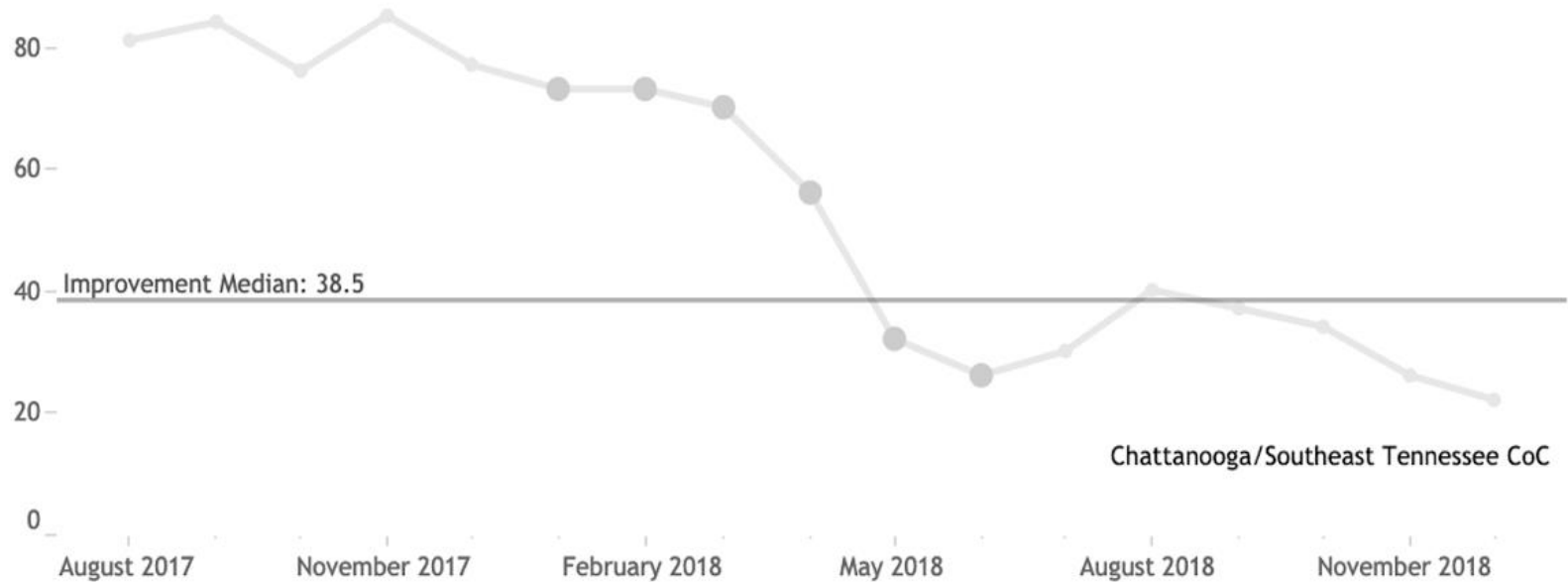
What change can we
make that will result
in improvement?



The Model for Improvement was developed by **Associates in Process Improvement** and taught to us by the **Institute for Healthcare Improvement**. Thank you!

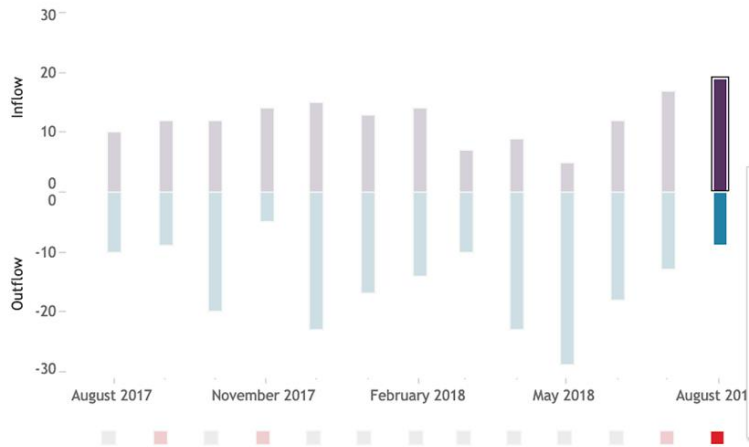
Chattanooga, TN

Actively Homeless Monthly Veteran data with signal indicators for Shifts



Chattanooga, TN

Monthly Inflow & Outflow Red square at bottom indicates Inflow exceeded Outflow



INSTRUCTIONS

Select your community from the drop-down menu below and use filters to adjust the data. You'll be able to see additional information by hovering over the charts.

NOTE: Numbers reflect self-reported community data (submitted using the form below).

Got questions? Email us at [support@...](#)

Chattanooga/Southeast Tennessee CoC | August 2018

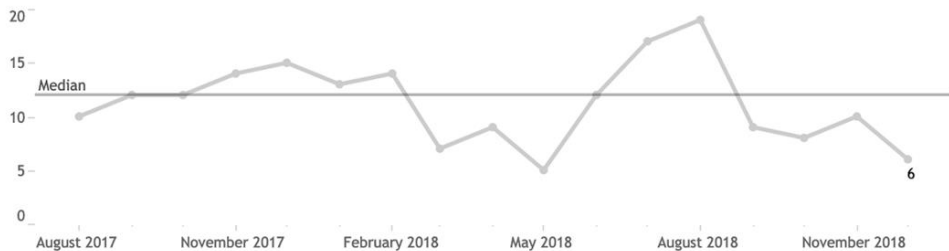
Inflow: **19**
Outflow: **9**

Breakdown of Inflow

- % Returned to Active from Housing: 26.3%
- % Returned to Active from Inactive ..: 0.0%
- % of Total Newly Identified: 73.7%

Inflow exceeded Outflow

Inflow Total Use drop-down at right to adjust metric displayed



Select Time Range



Select Metric to Display

Inflow Total

Understanding Shift Signal

A pink dot will appear when 6 or more consecutive points are above or below the median. Use this signal to identify shifts.

Five Things Every Community Needs



Shared, Measurable Aim



**Nimble,
integrated team**



**Real-time,
by-name
feedback loop**



**Flexible arsenal of
resources**



**Testable menu
of technical strategies**

Continuous improvement approach



Thank You

**COMMUNITY
SOLUTIONS**