

# Built for Zero

# WHAT IS THE COLLABORATIVE?

## One year. Five goals.

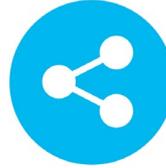
- Activate your local leadership to build cross -agency momentum
- Take control of your data with an A+ by -name list of all single adults
- Drive monthly reductions in homelessness by improving your CES
- Improve your HUD system performance outcomes

End (and sustain an end) to chronic and veteran homelessness

# We help drive a measurable & sustainable end to chronic and veteran homelessness



In-person learning sessions  
& virtual coaching



Learn from other  
communities



Custom data and performance  
management tools



Access to federal agency  
and partner organizations



Quick answers from your  
own improvement advisor

## THE RESULTS TO DATE

# Success in Built for Zero communities\*

**10** COMMUNITIES  
ENDED VETERAN  
HOMELESSNESS

**3** COMMUNITIES  
ENDED CHRONIC  
HOMELESSNESS

**39** COMMUNITIES  
HAVE ACHIEVED A  
MEASURABLE REDUCTION

**65** COMMUNITIES  
HAVE ACHIEVED QUALITY REAL-TIME  
DATA ON HOMELESSNESS

**70%** FUNCTIONAL ZERO  
PROOF POINTS  
SUSTAINING GOAL

**104,853** TOTAL  
PEOPLE  
HOUSED

*\*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.*

# A FEW OF OUR PARTNERS



# 1 | Progress

Communities set and reach sustainable stretch goals around ending chronic and/or veteran homelessness.

## By-Name List

QUALITY, REAL-TIME  
BY-NAME DATA FOR  
ALL SINGLES

+

RELIABLE BNL DATA

## Reduce to Zero

LEADERSHIP + CES

\ |

REDUCE MONTHLY

\ |

LAST MILE

## Zero for All

SUSTAIN ZERO

EXPAND TO NEW  
POPULATIONS

# Milestones

Build and activate a broad local team

**FIRST MILESTONE**  
Achieve a full - coverage, real - time, by - name list

Drive monthly reductions in homelessness

Achieve a measurable zero in your community

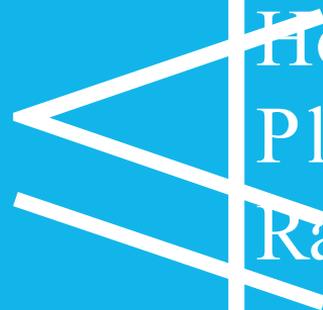
Sustain your gains and expand to new populations

Zero you say?

# Zero: Veterans

Active  
Homeless #

(The number of  
veterans experiencing  
homelessness on the  
last day of the month)



Housing  
Placement  
Rate

(six month average)

Zero: Chronic



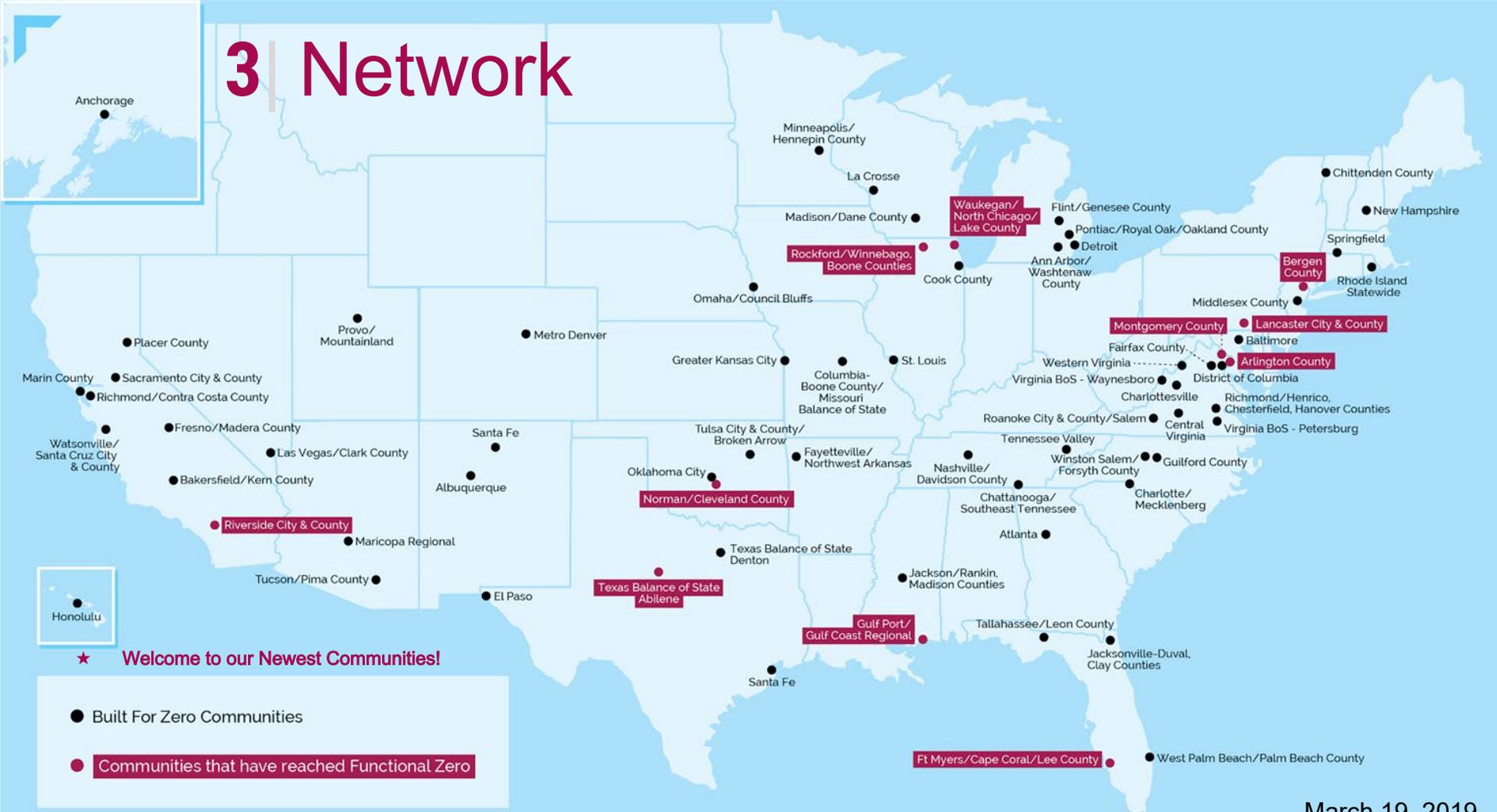
3

## 2 | Experience

- In-Person Peer Learning Sessions
- Targeted Onsites
- Quality Improvement Training
- Rapid Cycle Testing Strategies



# 3 | Network



TOOLS!

# Data & Performance Management Tools

Help you track and respond to a more dynamic picture of your full system each month!



 INFLOW:  
NEWLY  
IDENTIFIED

 INFLOW:  
RETURNED FROM  
HOUSING

 INFLOW:  
RETURNED FROM  
INACTIVE

 OUTFLOW:  
HOUSING  
PLACEMENTS

 OUTFLOW:  
MOVED TO  
INACTIVE

# The Change Package

The Change Package is [your playbook for breakthroughs](#) — a digital compendium of proven ideas and strategies from communities like yours.

- More than 200 tested change ideas, organized around key milestones
- Real, concrete case studies from communities like yours
- Downloadable resources and user-friendly tools for implementation

Quality By-Name List >
Outreach and Access >

1

Coordinate comprehensive outreach coverage

SCORECARD QUESTION
#4

CHANGE IDEAS

Map outreach efforts in your CoC geography by facilitating a meeting with all organizations doing outreach, including [PATH providers](#) and mental health teams; note gaps and where duplication may occur

■ [Washington, D.C.](#) ■ [Facilitation Guide](#)

Create a CoC-wide schedule to determine when and where outreach coverage happens, and communicate it to all parties

■ [Washington, D.C.](#) ■ [Outreach Matrix](#) ■ [Outreach Job Descriptions](#)

Coordinate outreach teams so that they work collaboratively with coverage and case conferencing

■ [Bergen County, NJ](#)

Train first responders (e.g. EMTs, law enforcement) and community institutions (e.g. libraries) to complete the common assessment, or create streamlined a process by which they can refer individuals to access points

■ [Riverside, CA](#)

In rural communities, secure agreement for non-homelessness-specific partners to make referrals to dedicated outreach staff or access points; make sure to maintain face-to-face contact for the client throughout the process

■ [West Virginia BoS](#)

A photograph of a person sitting on a sidewalk against a wall in a city street. The person is wearing blue jeans and a dark jacket, and is looking towards the right. The background is blurred, showing a busy street with pedestrians, a stroller, and cars. The text "Homelessness: A COMPLEX PROBLEM" is overlaid on the image in a blue banner.

# Homelessness: A COMPLEX PROBLEM

# Technical

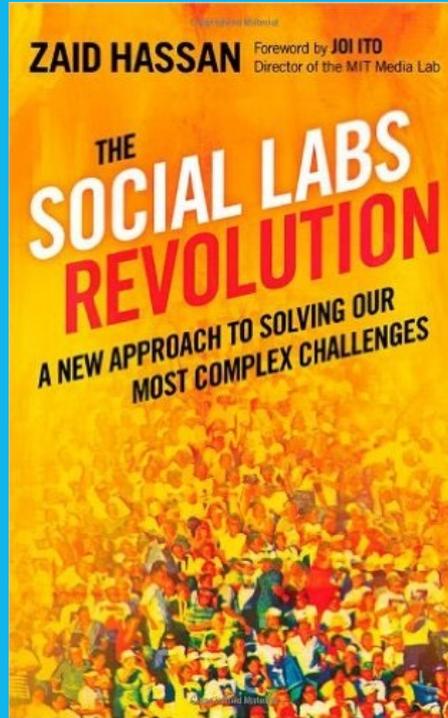


# Complex



# What's a Complex Problem?

# What's a Complex Problem?



# What's a Complex Problem?

1 ■

# What's a Complex Problem?

1



# What's a Complex Problem?

1



# What's a Complex Problem?

1



# What's a Complex Problem?

1



# What's a Complex Problem?

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# What's a Complex Problem?

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# What's a Complex Problem?

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# What's a Complex Problem?

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# What's a Complex Problem?

1



# What's a Complex Problem?

1



# What's a Complex Problem?

# 1



# What's a Complex Problem?

# 1



# What's a Complex Problem?

1



# What's a Complex Problem?

1



?



# What's a Complex Problem?

1

Emergent

# What's a Complex Problem?

1

Emergent

2

# What's a Complex Problem?

1

Emergent

2



# What's a Complex Problem?

1

Emergent

2



# What's a Complex Problem?

1

Emergent

2



# What's a Complex Problem?

1

Emergent

2



# What's a Complex Problem?

1

Emergent

2

Constant flow of information

# What's a Complex Problem?

1

Emergent

2

Constant flow of information

3

# What's a Complex Problem?

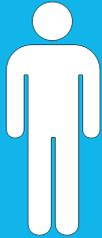
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Emergent

2

Constant flow of information

3



# What's a Complex Problem?

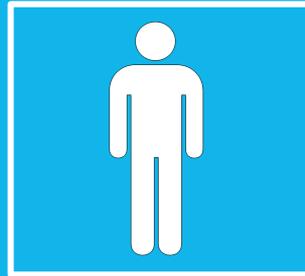
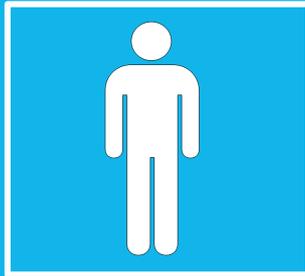
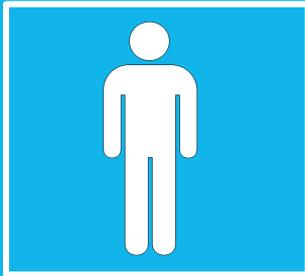
1

Emergent

2

Constant flow of information

3



# What's a Complex Problem?

1

Emergent

2

Constant flow of information

3

Multiple isolated actors

# What's a Complex Problem?

1

Emergent

2

Constant flow of information

3

Multiple isolated actors

Let's build a complex system.

How we show up to solve technical  
problems

1





How we show up to solve technical  
problems

1

Research and Planning

# How we show up to solve technical problems

1

Research and Planning

2

# How we show up to solve technical problems

1

Research and Planning

2



# How we show up to solve technical problems

1

Research and Planning

2

Fidelity

# How we show up to solve technical problems

1

Research and Planning

2

Fidelity

3

# How we show up to solve technical problems

1

Research and Planning

2

Fidelity

3



# How we show up to solve technical problems

1

Research and Planning

2

Fidelity

3

Evaluation for Judgment

1

Research and Planning

2

Fidelity

3

Evaluation for Judgment



Research and Planning

Fidelity

Evaluation for Judgment

1

2

3



But if we're going to end homelessness, we have to flip the script.

Mindsets

1

# Mindsets

# 1



# Mindsets

# 1



# Mindsets

# 1



# Mindsets

# 1



# Mindsets

# 1



# Mindsets

# 1



# Mindsets

# 1



Mindsets

1

Failing Forward

# Mindsets

1

Failing Forward

2

# Mindsets

1

Failing Forward

2



Life is what happens to you while you're busy making other plans.

# Mindsets

1

Failing Forward

2



Homelessness is what happens while you're busy making a ten year plan to end homelessness.

# Mindsets

1

Failing Forward

2

Bias toward Action

# Mindsets

1

Failing Forward

2

Bias toward Action

3

# Carol Dweck's 4 Question Test

1. Your intelligence is something very basic about you that you can't change very much.
2. You can learn new things, but you can't really change how intelligent you are.
3. No matter how much intelligence you have, you can always change it quite a bit.
4. You can always substantially change how intelligent you are.

# Carol Dweck's 4 Question Test

Fixed  
Mindset

1. Your intelligence is something very basic about you that you can't change very much.
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4. You can always substantially change how intelligent you are.

Growth  
Mindset

# Mindsets

1

Failing Forward

2

Bias toward Action

3

$$\begin{aligned}f'(x) &= \lim_{h \rightarrow 0} \frac{h(4x + 2h - 16)}{h} \\ &= \lim_{h \rightarrow 0} 4x + 2h - 16 \\ &= 4x - 16\end{aligned}$$

# Mindsets

1

Failing Forward

2

Bias toward Action

3

$$f'(x) = \lim_{h \rightarrow 0} \frac{h(4x + 2h - 16)}{h}$$

$$= \lim_{h \rightarrow 0} 4x + 2h - 16$$

$$= 4x - 16$$



# Mindsets

1

Failing Forward

2

Bias toward Action

3

$$f'(x) = \lim_{h \rightarrow 0} \frac{h(4x + 2h - 16)}{h}$$

$$= \lim_{h \rightarrow 0} 4x + 2h - 16$$

$$= 4x - 16$$



# Mindsets

1

Failing Forward

2

Bias toward Action

3

Growth Mindset

The power of yet.

# What's a BNL?

# Background

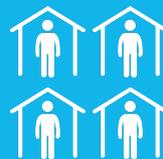
Over more than 25 years, we've shifted from a strategy focused solely on real estate development to one focused on **reinventing the range of systems and resources** communities need to end homelessness.

First  
building



1990

4,500  
people housed



2010

Launch  
of CS  
approach

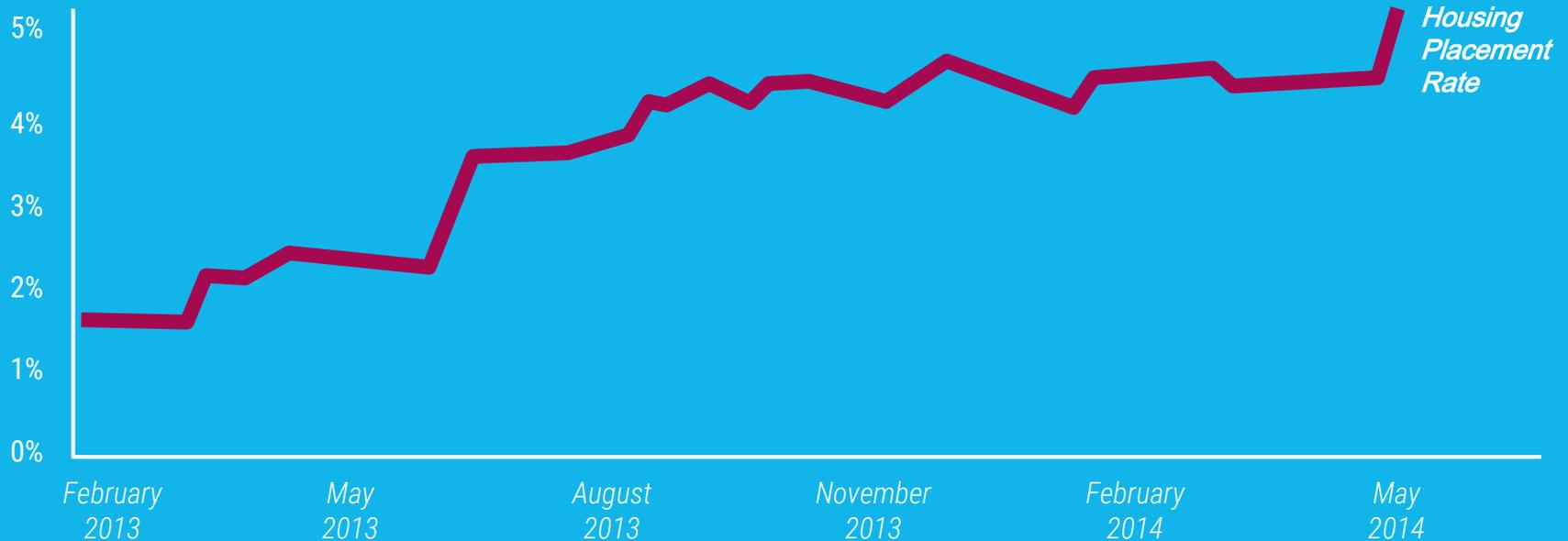
170k  
people housed



2017

# A Movement Built on Counting Up

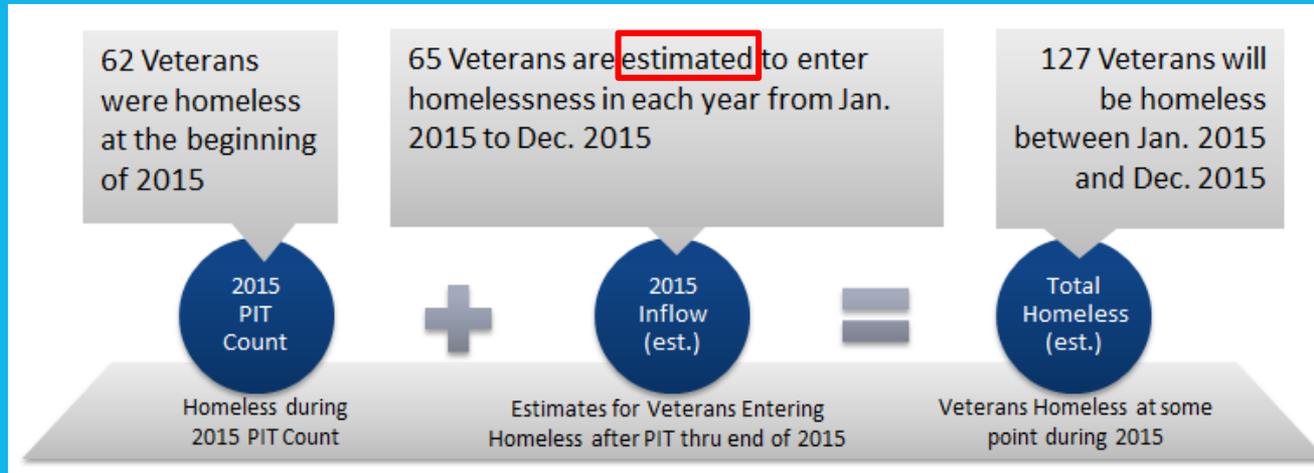
We designed the 100,000 Homes Campaign to help communities reach a large, aggregate housing total together. Only one metric mattered: monthly housing placements.



The missing link? Inflow.



# Counting Up 2.0: The “Take Down Target”



# The Trouble with Moving Targets



A person is sitting on a sidewalk in a city street, leaning against a wall. They are wearing a blue hoodie and jeans. The background is a blurred city street with people and cars. The text is overlaid on the image in three blue boxes.

A Tool for Solving Complex  
Problems  
**THE BY-NAME LIST**

What is a by-name list?

# What is a by-name list?

1. It's a list.

# What is a by-name list?

## 1. It's a list...

- ...that includes those experiencing homelessness in your community, by name.
- ...that tracks certain key metrics for individuals and in aggregate.
- ...that shows you see the current, real-time, scope of homelessness in your community.
- ...that tracks people entering and exiting homelessness each month.

# What is a by-name list?

1. It's a list.
2. It's a system.

# What is a by-name list?

1. It's a list.

2. It's a system...

- ...that lots of people will touch.
- ...that includes your universe of providers, including comprehensive outreach.
- ...that requires a strong set of policies and procedures, adopted at the system level.
- ...that sits within your coordinated entry system.

# What is a by-name list?

1. It's a list.
2. It's a system.
3. It's a tool.

# What is a by-name list?

1. It's a list.

2. It's a system.

3. It's a tool...

- ...that you can use to set goals.
- ...that can help providers coordinate with one another.
- ...that, when coupled with prioritization and coordinated entry, can map a person's journey from homelessness to housing.

# What is a by-name list?

1. It's a list.
2. It's a system.
3. It's a tool.

It lets you see the continuously changing (complex) nature of homelessness in your community, in real time, and make decisions about where to intervene.

# Elements of a Quality By-Name List

- 1 Documented, coordinated outreach
- 2 Provider participation and common assessment
- 3 Able to list all known single adults
- 4 Inactive policy
- 5 Tracking without full assessment
- 6 Policy for data quality and completeness
- 7 Tracking homeless status
- 8 Unique identifier
- 9 Tracking newly identified people
- 10 Tracking returns to homelessness
- 11 Tracking outflow
- 12 Tracking population based statuses
- 13 Tracking changes after initial entry

*13+ Use your list to generate quality data*

# Elements of a Quality By-Name List

It's a list

It's a system

It's a tool

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*13+ Use your list to generate quality data*

## Elements of By-Name List

It's a list

# Guess what?

It's a tool

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initial entry

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*13+ Use your list to generate quality data*

# Elements of By-Name List

It's a list

- 7 Tracking homeless status
- 8 Unique identifier
- 9 Tracking newly identified people
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- 11 Tracking outflow

 Hoorah! 

ed statuses  
initial entry  
d outreach  
common  
le adults

It's a tool

- 5 Tracking without full assessment
- 6 Policy for data quality and completeness

*13+ Use your list to generate quality data*

# The work of reducing



# The work of reducing



# What teams work on:

Reducing  
inflow



Decreasing length of time



Increasing  
outflow



Infrastructure / System

# Milestones

Build and activate a broad local team



FIF  
M  
E

Drive monthly reductions in homelessness

Achieve a measurable zero in your community

Sustain your gains and expand to new populations

# The Model for Improvement

Solving complex problems starts with a **measurable end state and works backward**. Strategies and activity come last and shift repeatedly in service of the aim.



# Proofpoints

You have to have the will to improve, you have to have ideas about alternatives to the status quo, and then you have to make it real—execution.

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You have to have the *will* to improve, you have to have *ideas* about alternatives to the status quo, and then you have to make it real—*execution*.

*ideas*

*will*

*execution*

*will*

*ideas*

*execution*

# The proofpoints I'm about to talk through:

*will*

...got creative about will building, and made the case for Functional Zero to a broad group of stakeholders.

*ideas*

*execution*

## The proofpoints I'm about to talk through:

### *will*

...got creative about will building, and made the case for Functional Zero to a broad group of stakeholders.

### *ideas*

...got curious about the problems they were trying to solve, and shifted focus based on what they found.

### *execution*

# The proofpoints I'm about to talk through:

## *will*

...got creative about will building, and made the case for Functional Zero to a broad group of stakeholders.

## *ideas*

...got curious about the problems they were trying to solve, and shifted focus based on what they found.

## *execution*

...got serious about follow-through, and created systems to hold each other accountable.

*will*

Broad shared enrollment in the goal of reaching Functional Zero

*ideas*

*execution*

*will*

Broad shared enrollment in the goal of reaching Functional Zero

*ideas*

Precise problem identification

*execution*

*will*

Broad shared enrollment in the goal of reaching Functional Zero

*ideas*

Precise problem identification

*execution*

Strong practices and processes to manage change and improvement

TEXAS BOS- ABILENE

BY-NAME, REAL-TIME DATA

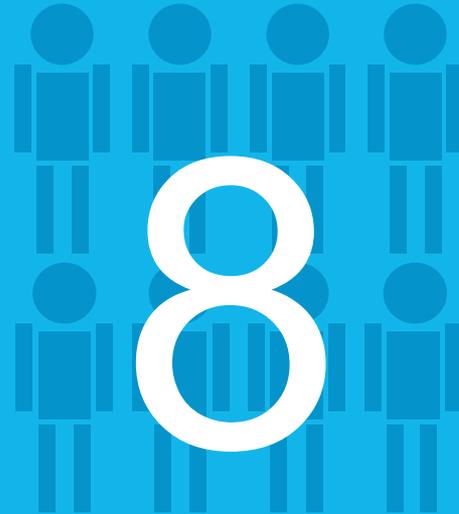


# Functional Zero for Veterans

Texas Balance of State - Abilene has met their functional zero threshold of less than 8!

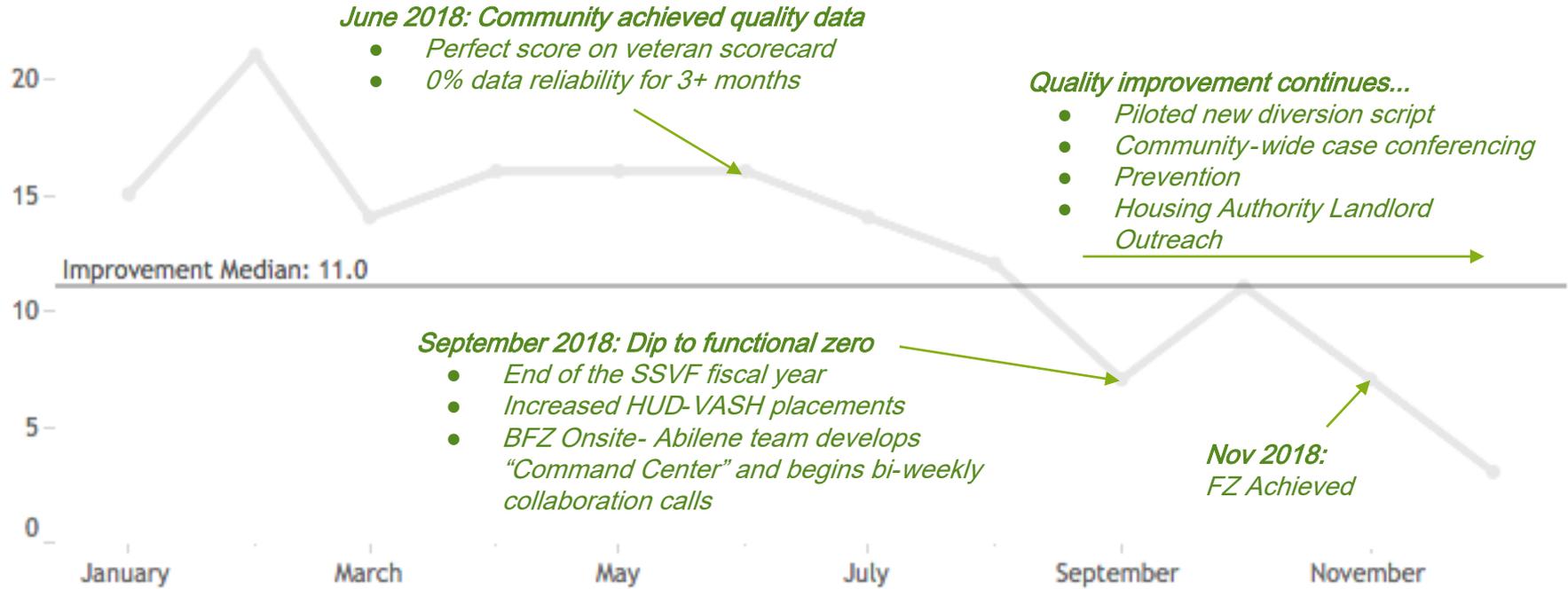


# Actively  
Homeless Veterans

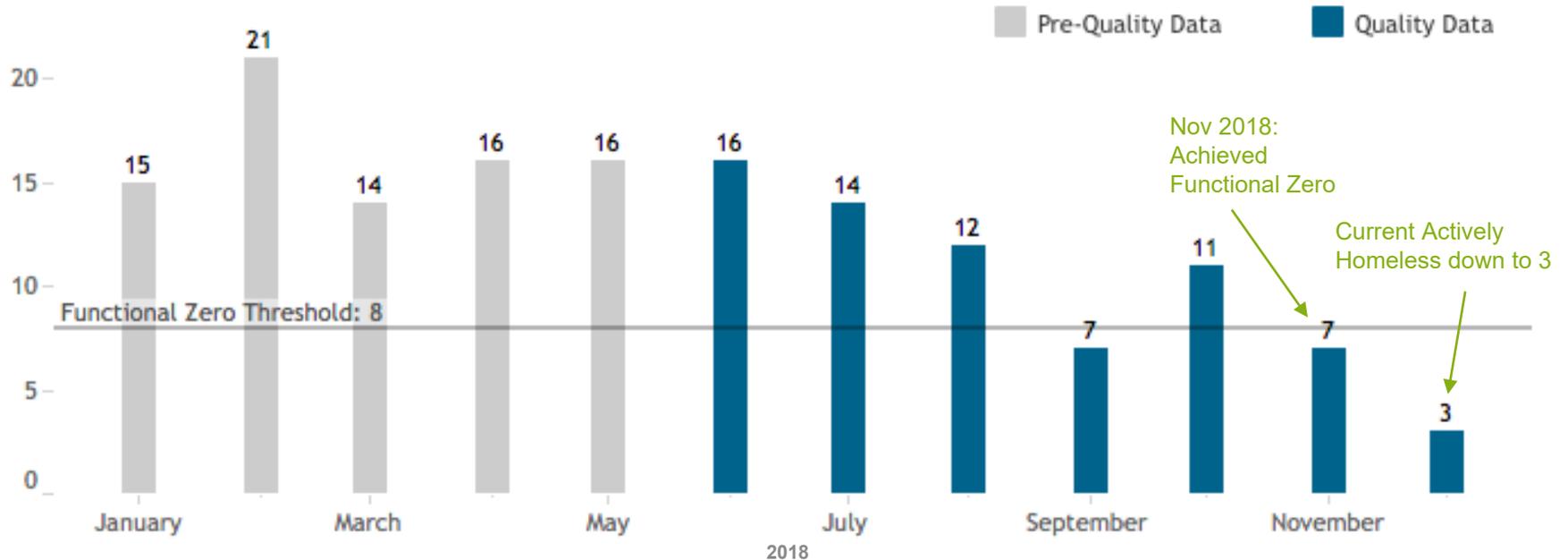


6-Mth Avg.  
Housing Placement Rate

# Actively Homeless - Monthly Veteran Data



# Actively Homeless - Monthly Veteran Count



## Monthly Inflow & Outflow

Red square at bottom indicates Inflow exceeded Outflow



## Upstream Strategies:

- Implemented a new script and process for diversion
- 2-1-1 included as part of Coordinated Entry (CE)
- Improved outreach coverage for the BNL by integrating with CE outreach efforts
- Exploring prevention program
- Analyzing returns from housed

## Downstream Strategies:

- Brought BNL to CE case conferencing meetings
- Landlord outreach/unit coordination with PHA
- PHA implemented a homeless preference
- “Command Center” bi-weekly collaboration calls

## Inflow Total



# Texas BOS- Abilene: Timeline in Brief

2015

- Began keeping a BNL . Changed with the USICH format (1st format released).

2017

- New CoC Program -funded RRH grant in operation, increased focus on housing in the community
- Oct- Began planning for 100 -Day Challenge to implement Coordinated Entry

2018

- Jan-May- Abilene held a 100 -Day challenge to house 50 of their most vulnerable neighbors
  - Implemented Coordinated Entry
- Feb- Texas Balance of State CoC - Abilene joined Built for Zero, Set baseline score for veteran scorecard, implemented Inactive policy
- April - Reached perfect score on scorecard!
- June - Reached 3-month data reliability!
- July - Built for Zero - Last mile conference call - leadership team began targeting FZ
- Aug- Reached functional zero threshold for the first time!
- Sept- Built for Zero Onsite meeting to build will and prioritize projects.
- Oct 23 - Launch 100-day Mayor's Challenge to reach Functional Zero by 1/31/19
- Nov- Confirmed as reaching functional zero, applied for USICH recognition

Looking  
Forward

- Shift to chronic
- Focus on sustaining FZ for veterans, prevention and diversion.

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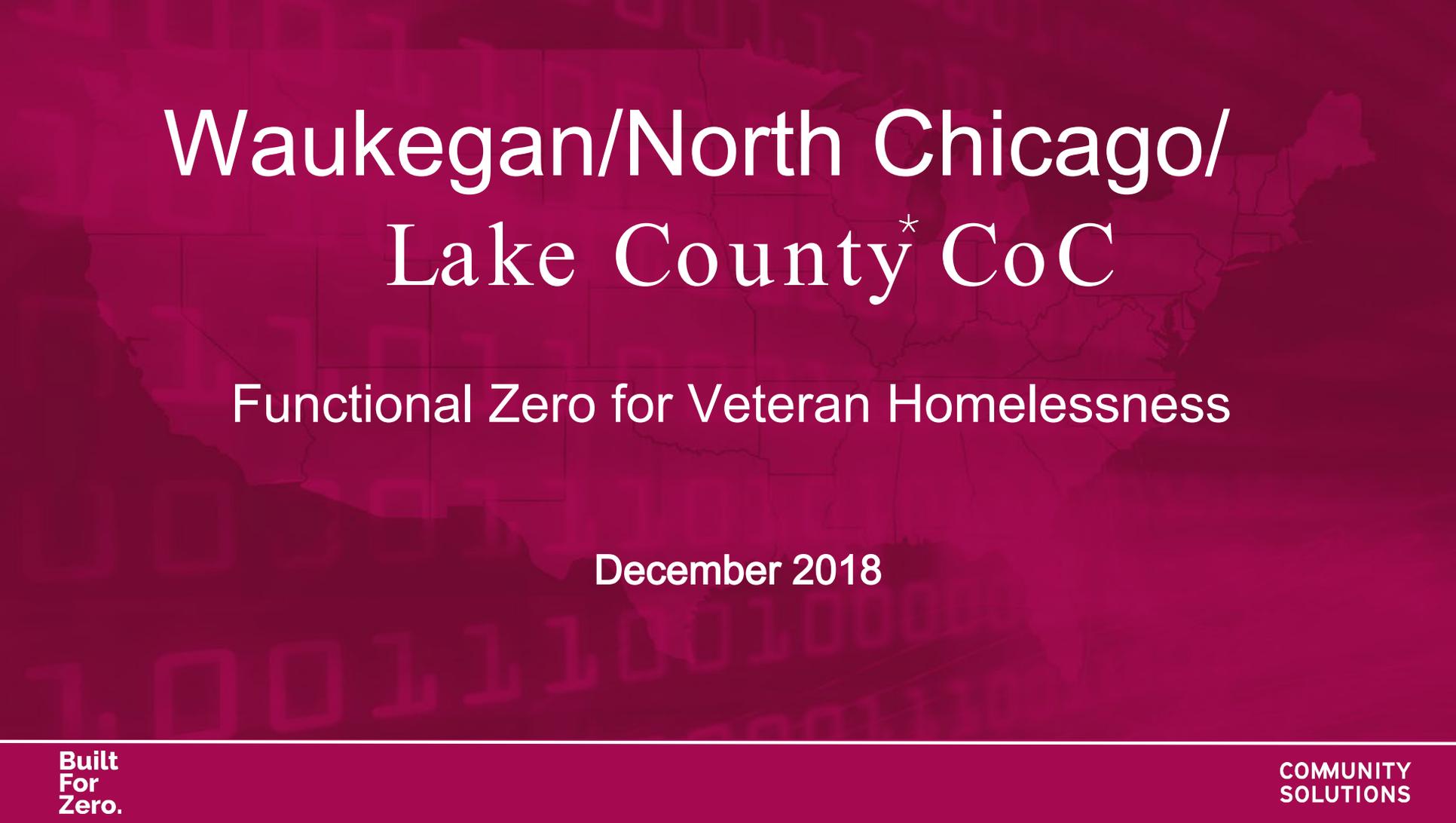
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Looking  
Forward

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# Waukegan/North Chicago/ Lake County\* CoC

Functional Zero for Veteran Homelessness

December 2018

# Functional Zero for Veterans

Waukegan/North Chicago has met their functional zero threshold of less than or equal to 5!



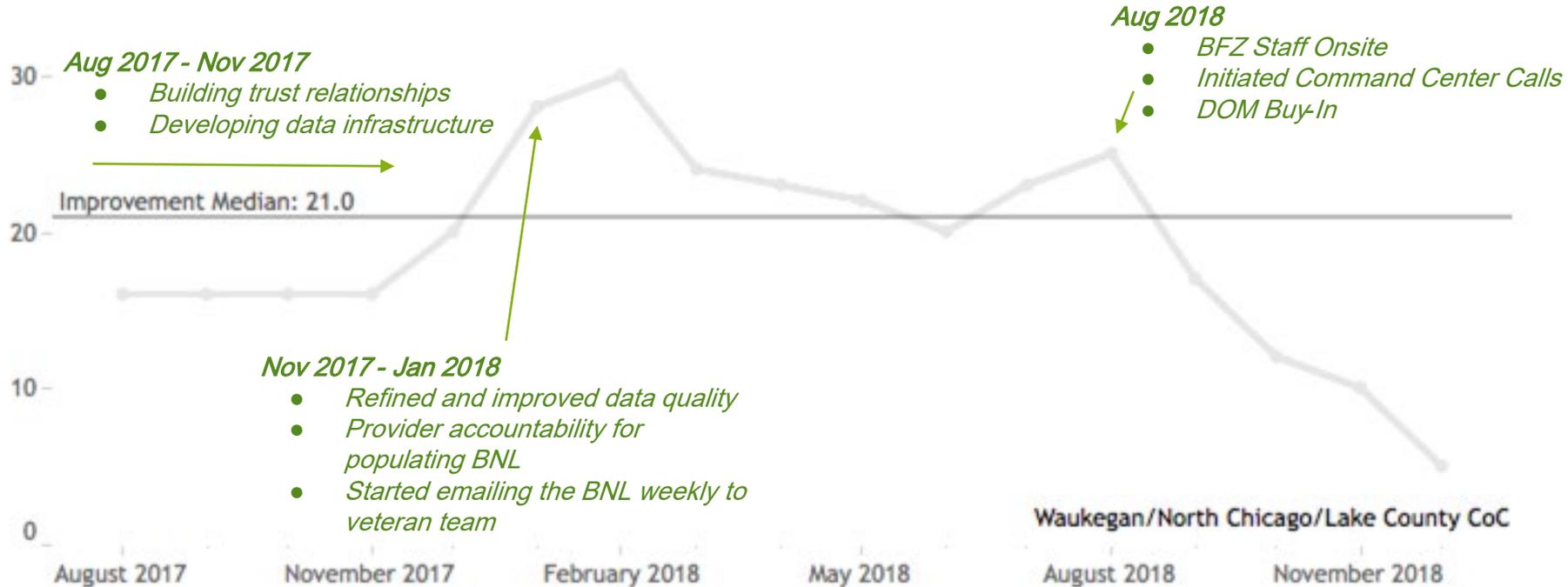
# Actively  
Homeless Veterans

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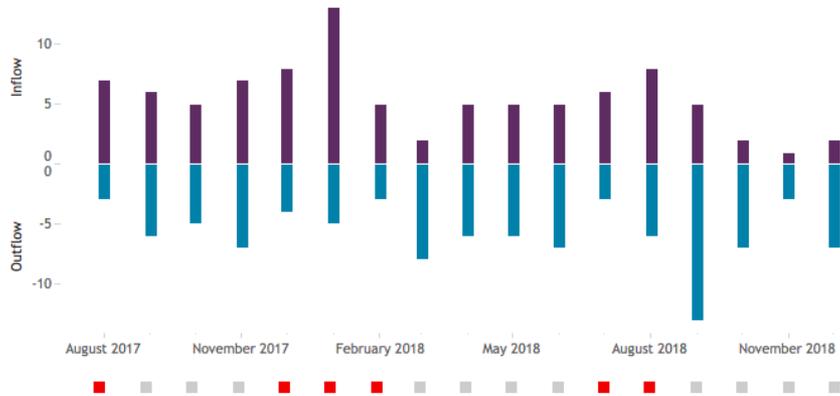
6-Mth Avg.  
Housing Placement Rate

# Actively Homeless - Monthly Veteran Data



## Monthly Inflow & Outflow

Red square at bottom indicates **Inflow** exceeded **Outflow**



## Upstream Strategies:

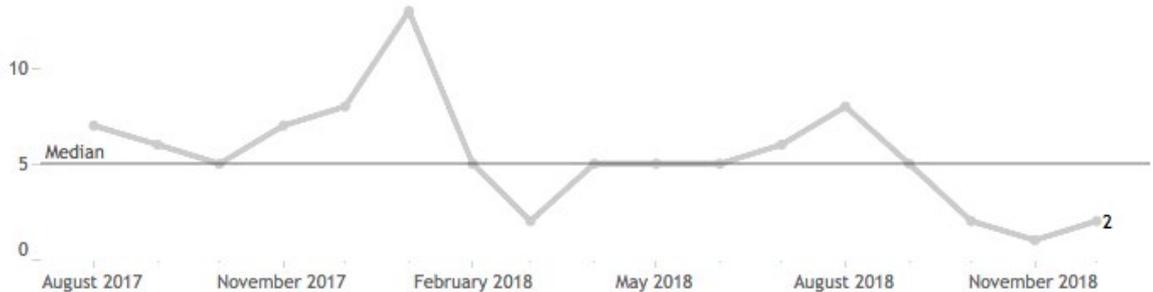
- Diversion at the VA-DOM

## Downstream Strategies:

- VA-DOM average length of stay decreased
- “Command Center” calls
- Targeting of long-term stayers
- Email countdown
- VASH process improvement
- Emphasis on creating housing plans

## Inflow Total

Use drop-down at right to adjust metric displayed



# Reductions in Actively Homeless - Successful Improvement Projects

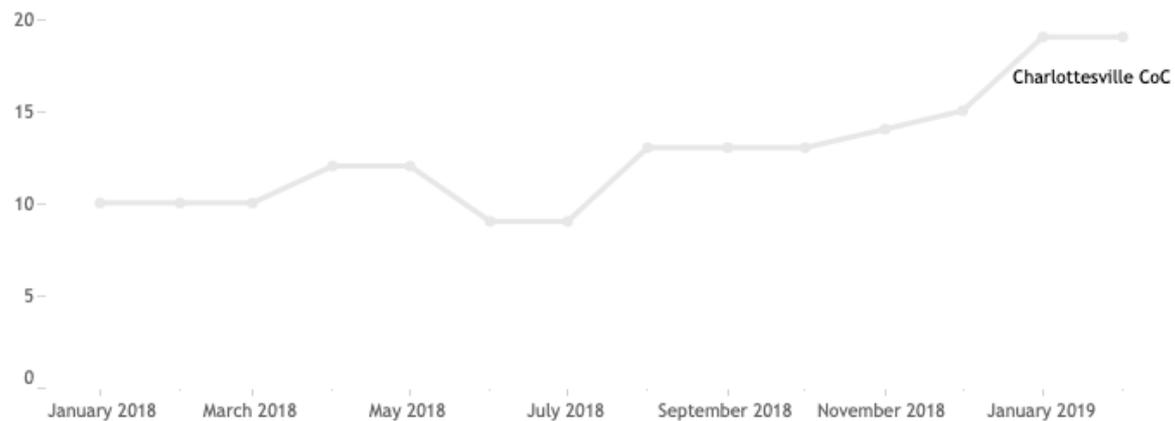
- 1. Nov '17: Improving data quality. Predicted Impact: Reduction in Outflow - "no longer meets population criteria" and reduction in Inflow.*
  - a. Flowchart tool developed and implemented at VA DOM to help data entry staff enter veterans with accuracy*
- 2. Aug '18: Reduce length of stay in VA DOM. Predicted Impact: Increase in Outflow "Housed". Decreased length of time from assessment to housing placement.*
  - a. Inserted housing-focused services directly into VA DOM facility*
  - b. Provided transportation for housing search to veterans at the VA DOM*
  - c. Supported VA DOM-generated diversion change ideas*
  - d. Addressed programmatic barriers, e.g. access to dental care without VA DOM residency and access to HUD-VASH vouchers while in VA DOM.*
- 3. Sep '18: Increase collaboration and momentum. Predicted Impact: Increase in Outflow - "Housed"*
  - a. Initiated 20-min, weekly "Command Center" calls with Improvement Advisor*
  - b. Morale-boosting communications during final push to functional zero*
  - c. Use of commonly understood data points in communications.*

# Reductions in Actively Homeless - Successful Improvement Projects

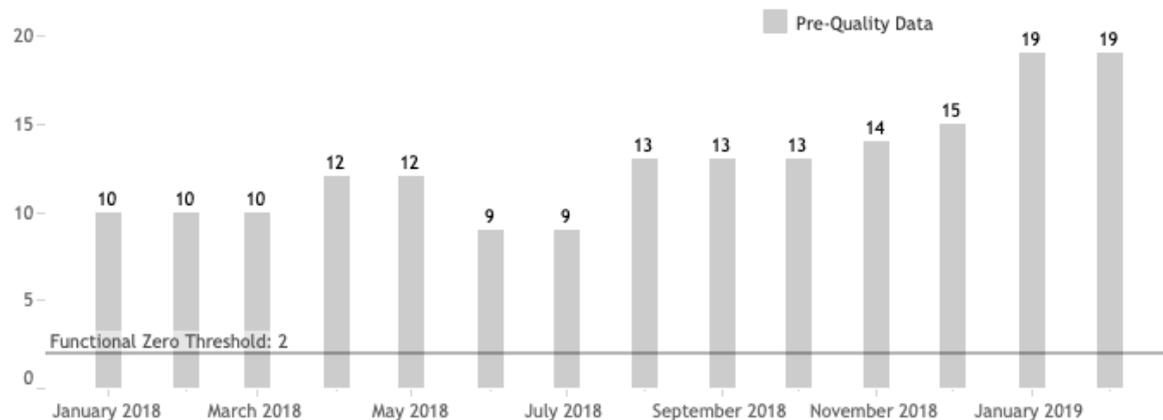
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  - a. *Flowchart tool developed and implemented at VA DOM to help data entry staff enter veterans with accuracy*
2. *Aug '18: Reduce length of stay in VA DOM. Predicted Impact: Increase in Outflow "Housed". Decreased length of time from assessment to housing placement. (IDEAS, AND LOTS OF'EM)*
  - a. *Inserted housing-focused services directly into VA DOM facility*
  - b. *Provided transportation for housing search to veterans at the VA DOM*
  - c. *Supported VA DOM-generated diversion change ideas*
  - d. *Addressed programmatic barriers, e.g. access to dental care without VA DOM residency and access to HUD-VASH vouchers while in VA DOM.*
3. *Sep '18: Increase collaboration and momentum. Predicted Impact: Increase in Outflow - "Housed"*
  - a. *Initiated 20-min, weekly "Command Center" calls with Improvement Advisor (EXECUTION)*
  - b. *Morale-boosting communications during final push to functional zero (WILL)*
  - c. *Use of commonly understood data points in communications. (WILL)*

# Charlottesville: the next proofpoint?

## Actively Homeless Monthly Veteran data with signal indicators for Shifts



## Actively Homeless Population Monthly count for Veteran subpopulation(s)



# Actively Homeless

Monthly **Veteran** data with signal indicators for **Shifts**



# Actively Homeless

Monthly **Veteran** data with signal indicators for **Shifts**

Don't  
freak  
out.



## Actively Homeless

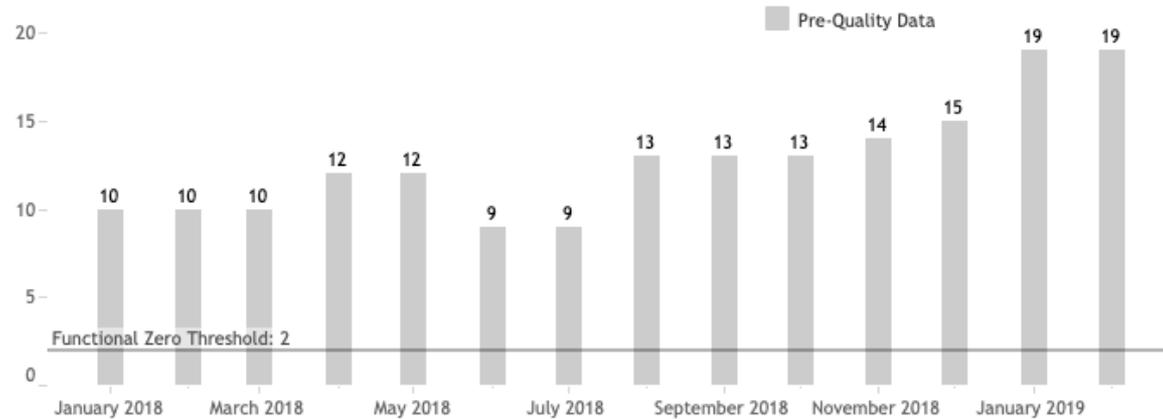
Monthly **Veteran** data with signal indicators for **Shifts**



Better data, that's a good thing.

## Actively Homeless Population

Monthly count for **Veteran** subpopulation(s)



**DANGER**



**HOT  
TAKES**



**AUTHORIZED  
PERSONNEL ONLY**

*will*

Charlottesville's Built for Zero story so far, is a story of will -building. The will is here! There is momentum! There is energy!

*ideas*

*execution*

*will*

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*execution*

Charlottesville does regular case conferencing, and is using case conferencing, more and more, to drive improvement.

*will*

Charlottesville's Built for Zero story so far, is a story of will -building. The will is here! There is momentum! There is energy!

*ideas*

What is the right problem to solve?

*execution*

Charlottesville does regular case conferencing, and is using case conferencing, more and more, to drive improvement.

It's not a matter of whether we'll  
get to zero in Charlottesville, it's a  
matter of when.

Questions?

Thank you!

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