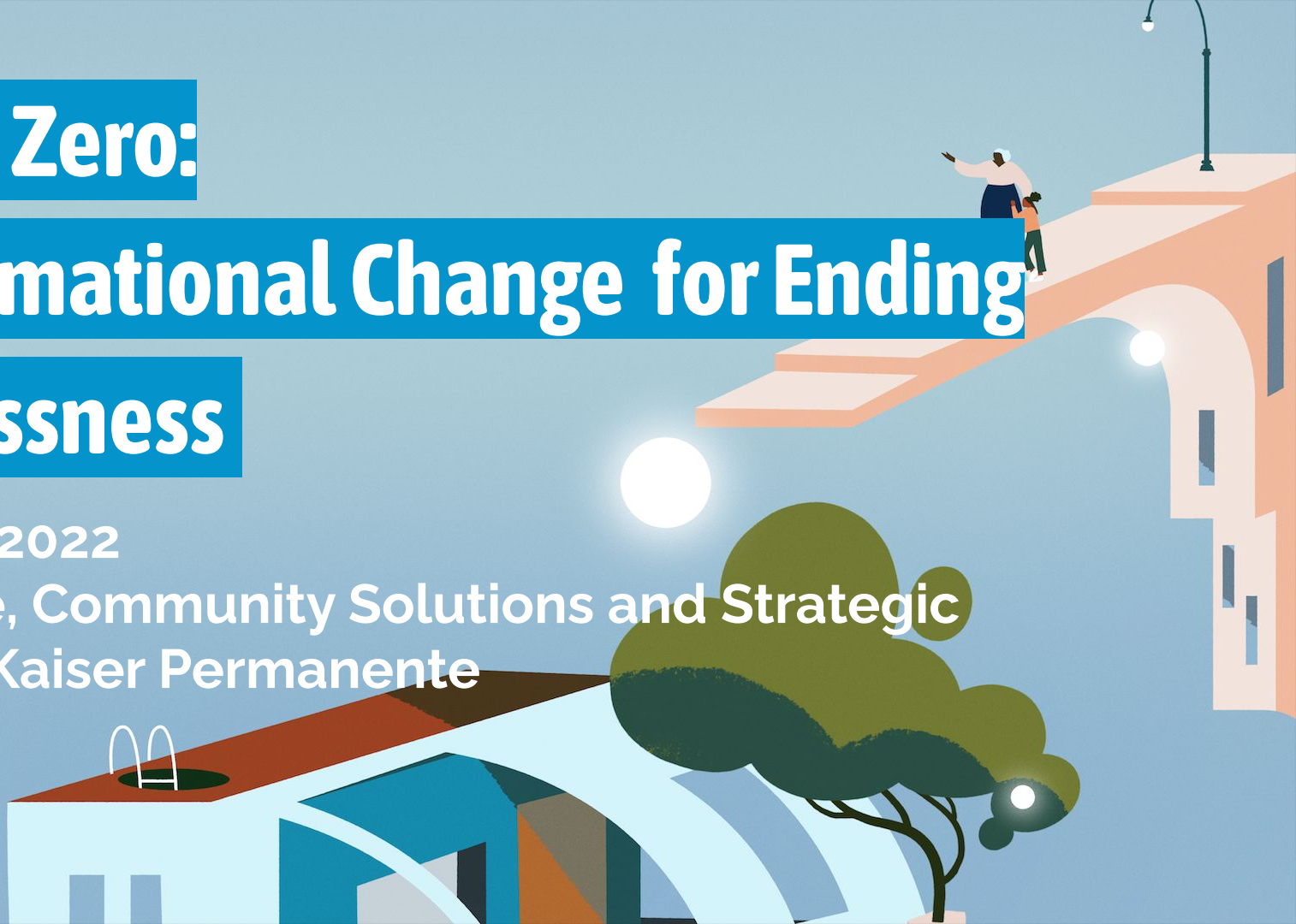


Built For Zero: Transformational Change for Ending Homelessness

November 2022

Leslie Wise, Community Solutions and Strategic
Advisor to Kaiser Permanente



Community Solutions + Built for Zero





Our Mission

We work for
**a lasting end
to homelessness**
that leaves
no one behind.

Our Journey to End Homelessness in the U.S.



1990-2010

Build affordable housing.

Rosanne Haggerty founded Common Ground Community,* that created nearly 3,000 affordable homes in New York City. Though these buildings ended homelessness for its tenants, overall homelessness in the city continued to rise.

*Community Solutions is not affiliated with Common Ground, which now operated under the name "Breaking Ground."



2010-2014

Help communities house 100,000 most vulnerable Americans.

Community Solutions leads 100,000 Homes campaign, and participating communities house more than 105,000 Americans. But no community ended homelessness.



2015-2020

Prove communities can drive homelessness down to "functional zero."

Built for Zero initiative launched to learn what it takes to not just house more people, but drive overall homelessness down to "functional zero." 13 communities end veteran and/or chronic homelessness.



2020-2026

Create a tipping point for ending homelessness in the U.S.

Accelerate an end to homelessness in 75 diverse communities, and create the conditions for any community to end it.

HOMELESSNESS IS **SOLVABLE**

Communities in the Built for Zero movement are proving it.

105

communities are
participating
in Built for Zero

147,000+

individuals housed
by Built for Zero
communities since 2015

14

communities have
functionally ended
homelessness for a
population

64

communities have achieved
quality real-time data

42

communities have achieved
a measurable reduction



The Challenges



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.

An illustration of two people, a man and a woman, in a modern office setting. The man, on the left, is wearing a brown sweater and looking out a large window. The woman, on the right, is wearing a light pink top and holding a tablet displaying a line graph. They are both looking out at a cityscape with a large sun or moon in the sky. The text "Built for Zero Methodology" is overlaid in a white box with purple text.

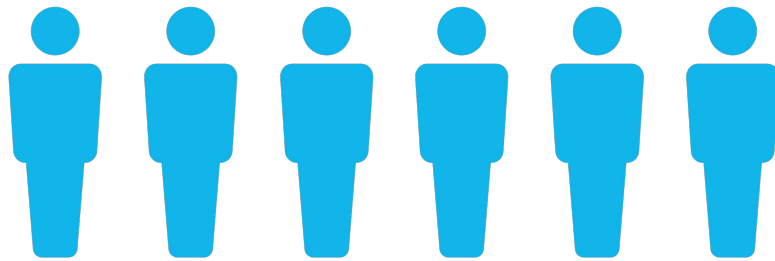
Built for Zero Methodology

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*

Racial Equity Indicators

INDICATORS

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

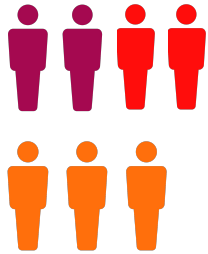
Communities close all racial/ethnic disproportionality in housing placements, returns to homelessness, and the average length of time from identification to housing by improving outcomes for BIPOC who experience homelessness.

Shifting to

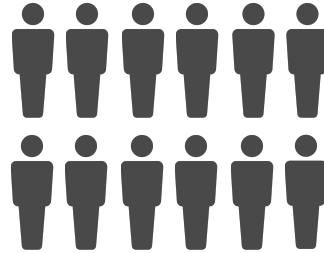
by-name, real-time data

Seven Key Data Points

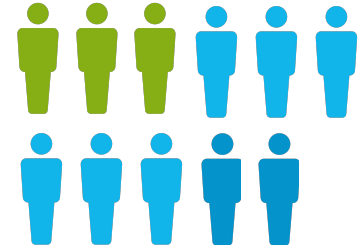
INFLOW



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

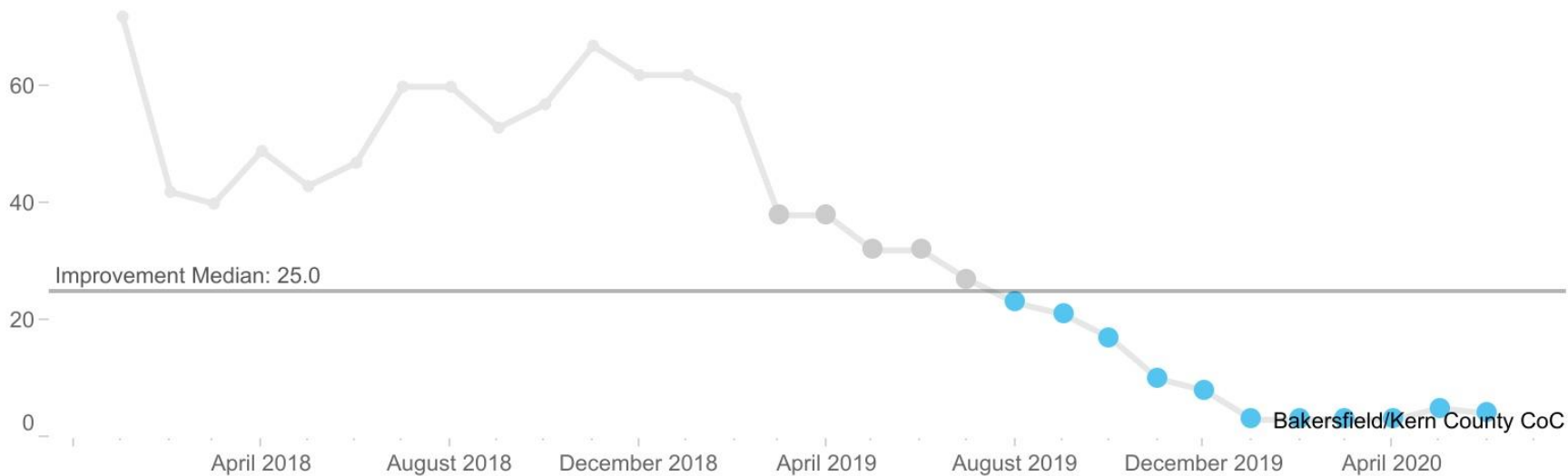
Driving

measurable reductions

Shifting from Program to System

Actively Homeless

Monthly Chronic data with signal indicators for Shifts



Partners for HOME Ending Veteran Homelessness- Atlanta

Jasmine Cunningham, Senior Project Manager Special Pop

Annie Hyrila, Director of Housing



Atlanta CoC Overview

- Promotes community-wide commitment to ending homelessness
- Mission is coordinate a comprehensive response system to make homelessness in the City of Atlanta rare, brief and nonrecurring
- Provides funding to rehouse people impacted by homelessness
- 150+ member stakeholders
- Nonprofits, government, business, and community

Access to Coordinated Entry

- The Atlanta Continuum of Care's coordinated entry (CE) access point serves individuals and families experiencing homelessness in the City of Atlanta. Those entering the Atlanta CE system are prioritized for assessed for services and/or housing based on their vulnerability and severity of needs
- Veterans are assessed for eligibility through the VA System
 - VA Medical Center
 - Community Resource and Referral Center



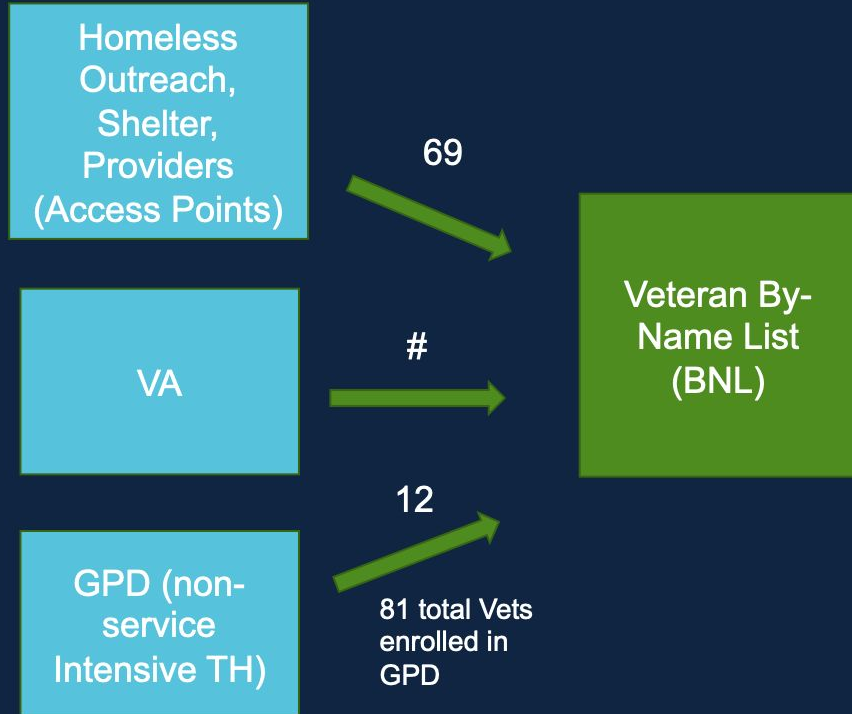
Veteran Strategic Planning Updates

➤ System Goal

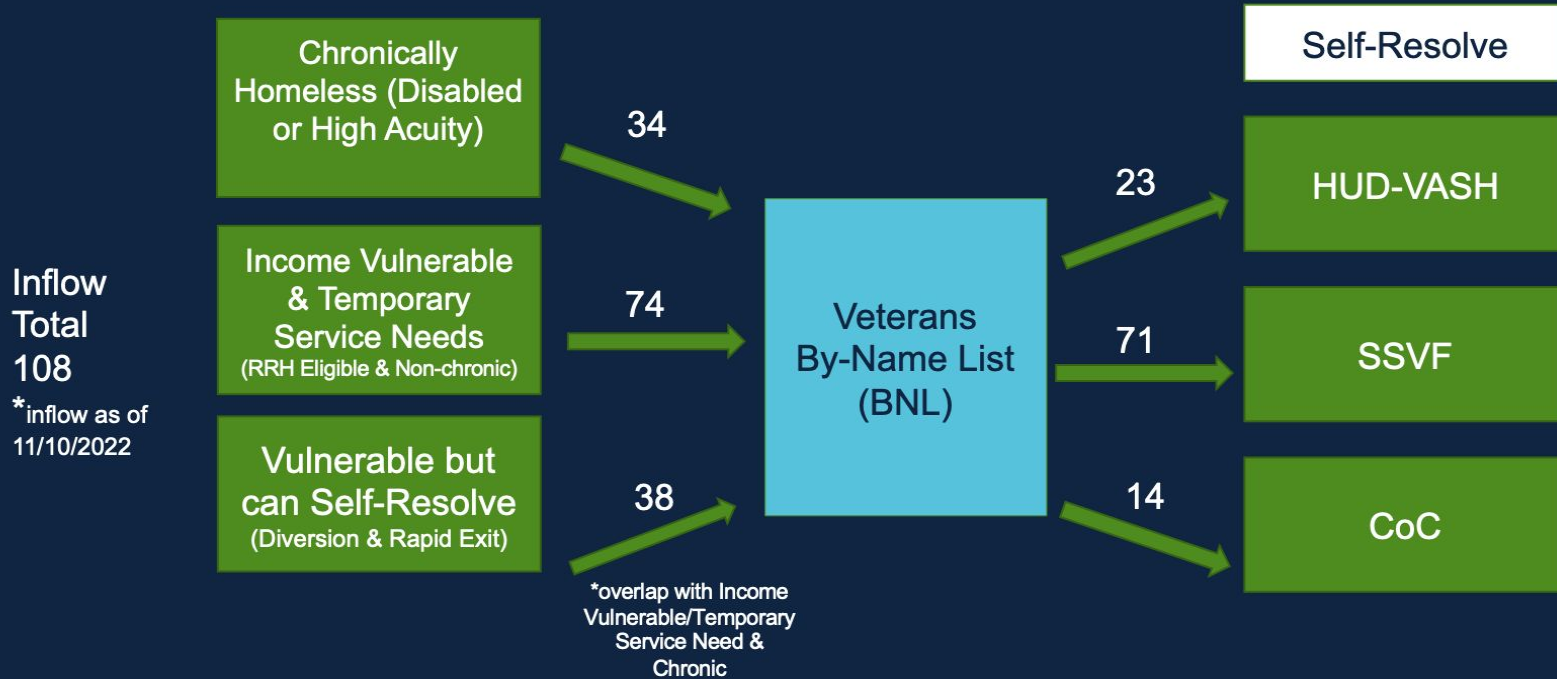
- Ending Veteran homelessness by achieving equilibrium again
- Identify every homeless veteran accessing services resulting in creating a By-Name List
- House Veterans that enter the system and need housing within 90-days or less



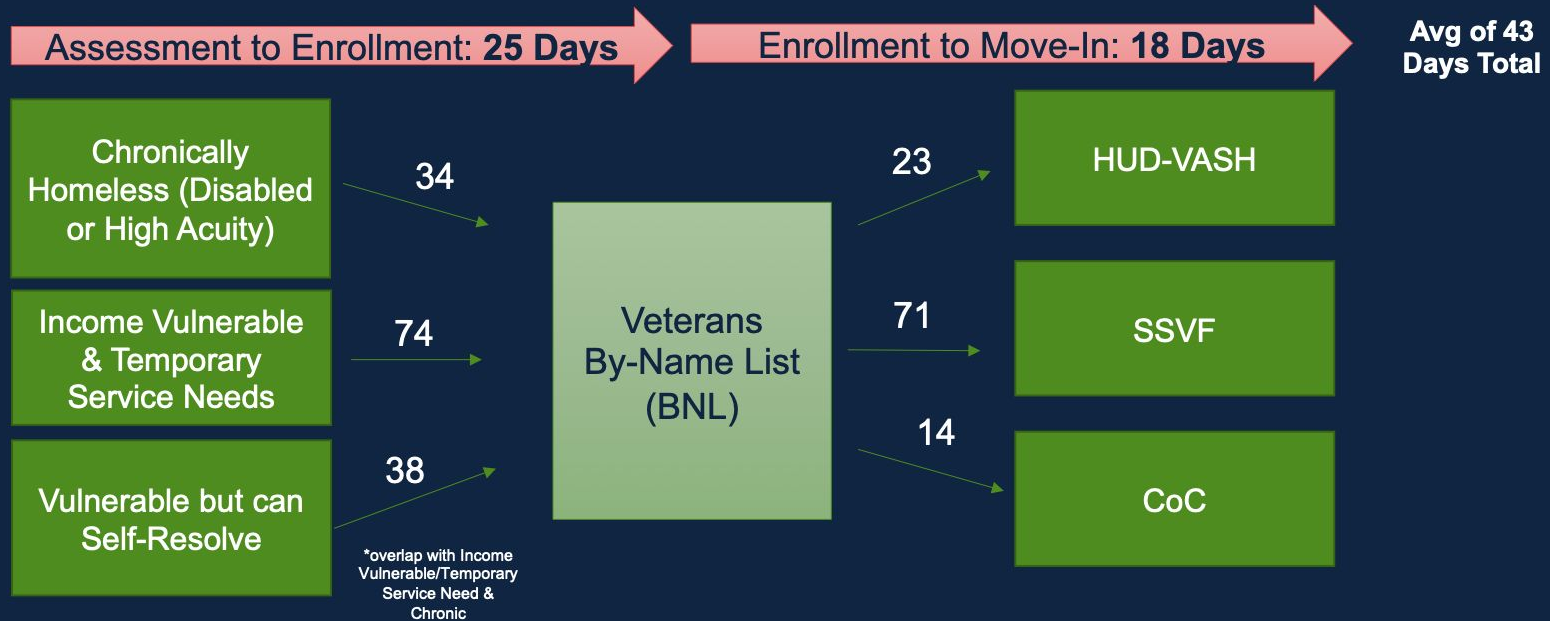
Knowing all Veterans Experiencing Homelessness



Achieving Equilibrium (Inflow+Outflow of the CE System)



Housing in 90 Days



Number of Veterans Housed During Last Quarter (7/1/2022 - 9/30/2022)

218
**Veterans Housed
with VASH Housed**
*Atlanta Housing Authority

14
**Veterans Housed
with CoC Resource
(PSH/RRH)**
*Atlanta Housing Authority

260
Veterans Housed with SSVF
*HMIS



Veteran Strategic Planning Updates

➤ Next Steps

- Identifying all Veterans experiencing homelessness (Quality By-name List)
 - In Partnership with: VA, SSVF, VEO, GPD
- Develop and implement a strategy to ensure all those in GPD are offered housing solution
- Develop data sharing process so that all identifying veterans referred to VASH are added to BNL
- Develop and implement plan to actively manage BNL to track progress to functional zero
- Track and report VASH move-in data to incorporate into system outflow data
- Reduce "referral" to "move-in" time

