LESSONS FROM COMMUNITIES THAT HAVE ENDDED CHRONIC AND VETERAN HOMELESSNESS
Who We Are

COMMUNITY SOLUTIONS works toward a lasting end to homelessness that leaves no one behind.
REAL RESULTS.
A data-driven movement is redefining what is possible in ending homelessness.

84 communities are participating in Built for Zero

11 communities have ended veteran or chronic homelessness

112,724 individuals housed by Built For Zero communities since 2015

42 communities have achieved a measurable reduction

69 communities have achieved quality real-time data
Street to Home
ACCELERATING HOUSING SOLUTION FOR PEOPLE EXPERIENCING HOMELESSNESS

PARKING
- Get a job
- Move into temporary housing

DASHBOARD
- LEASE/CONTRACT
- LEAVES/CONTRACT
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100,000 HOMES

For 100,000 homeless individuals and families
The Key Lesson of 100k homes

The 100,000 Homes Campaign proved that communities could increase their housing placement rates, but this did not automatically reduce homelessness.

![Housing Placement Rate Graph](image_url)
The Challenge of Counting Down

Built for Zero is designed to help communities count down to zero — a more complex challenge that requires a clearly defined end state for communities to shoot for.
Technical
Complicated
Built For Zero.

Community Solutions
Toolkit for Solving Complex Problems

DATA ANALYTICS

Zoom in on the heart of the problem

Chicago: Reductions in Number of Homeless Veterans

- **Veterans**
- **Median**

![Graph showing reductions in the number of homeless veterans in Chicago from January 2016 to July 2017.](image-url)
Toolkit for Solving Complex Problems

HUMAN-CENTERED DESIGN

Engage people experiencing the problem to surface and test ideas
Toolkit for Solving Complex Problems

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.

**Aim:** 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?**

---

**QUALITY IMPROVEMENT**

Test and evaluate each idea with objective data to measure progress toward a clear aim.
Toolkit for Solving Complex Problems

The Backbone Organization:

- Guides Vision and Strategy
- Supports Aligned Activities
- Establishes Shared Measurement Practices
- Builds Public Will
- Advances Policy
- Mobilizes Funding

Create the conditions for groups to innovate collaboratively
DEFINING A CLEAR END STATE
BY-NAME,
REAL-TIME DATA
DRIVING MEASURABLE REDUCTIONS
CREATE NEW HOUSING OPTIONS IN RESPONSE TO DATA
Defining a Quality By-Name List

**FULL COVERAGE**
- All agencies and programs are represented
- List includes people sleeping in shelters and on the streets

**PERSON-LEVEL DATA**
- Each person has an entry that includes their name, history, health and housing needs
- Each person can be followed through the system

**RELIABILITY**
- Data balances month over month, just like your checkbook

**REGULAR UPDATES**
- List is updated monthly, at a minimum
- As people’s housing status changes, so do their list entries
**System Dynamics**

**INFLOW:**
- Newly Identified
- Returned from Housing
- Returned from Inactive

**ACTIVELY HOMELESS**

**OUTFLOW:**
- Housing Placements
- Moved to Inactive
Actively Homeless Monthly Veteran data with signal indicators for Shifts

Improvement Median: 74.5

Jacksonville-Duval, Clay Counties CoC

Actively Homeless Population Monthly count for Veteran subpopulation(s)

Quality Data

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 bfzdatasupport@community.solutions

DASHBOARD FILTERS
Select Community

Jacksonville-Duval, Clay Counties CoC

Select Subpopulation

Veteran

Data to Display

Quality Data

Select Time Range

November 2016 February 2019

Understanding Shift Signal
A grey dot will appear when 6 or more consecutive points are below a previous median. Use this signal to identify historical shifts.
Flexible Housing Options
<table>
<thead>
<tr>
<th>Characteristic</th>
<th>Failing</th>
<th>Failing Forward</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Motto</strong></td>
<td>Get it Right the First Time</td>
<td>Experiment, fail (quickly) and improve</td>
</tr>
<tr>
<td><strong>World View</strong></td>
<td>Solving problems is like baking bread</td>
<td>Solving problems is like raising a child</td>
</tr>
<tr>
<td><strong>Request to Funder</strong></td>
<td>Fund our &quot;solution&quot;</td>
<td>Fund us to figure out a solution over time</td>
</tr>
<tr>
<td><strong>Beginning Premise</strong></td>
<td>If we plan enough, we can get it right</td>
<td>We can figure it out over time by testing our idea, tracking our progress and putting in place a process for improvement</td>
</tr>
<tr>
<td><strong>Implementation Protocol</strong></td>
<td>Follow the long-range strategic plan or work plan</td>
<td>Long-term goals but short-term planning. Test the idea, iterate/improve as needed, and chart new course if called for</td>
</tr>
<tr>
<td><strong>Use of Data</strong></td>
<td>Data is used for judgment - to report on past activities</td>
<td>Data is used for learning - to test ideas, guide activities and inform decisions</td>
</tr>
<tr>
<td><strong>When things go wrong...</strong></td>
<td>Hide mistakes and/or blame others</td>
<td>Share mistakes, celebrate them as a lesson learned, refine initial ideas or develop new ideas</td>
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<tr>
<td><strong>Follow-up from mistakes</strong></td>
<td>Increase intensity, continue doing the exact same thing or stop doing it</td>
<td>Next step is dependent on lessons learned</td>
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</tbody>
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