

A stylized, geometric illustration of a city street scene. The background features various colored buildings in shades of blue, green, and pink, with dark windows and doors. Stylized trees in dark green and blue are scattered throughout. In the foreground, a white document with a blue circular icon is overlaid on the scene. The text is centered on the document.

# ROLES ON YOUR BFZ IMPROVEMENT TEAM

# Improvement Team Lead

Visible leader actively driving the system improvement work to reach big goals. They are responsible for equipping team members and delegating responsibilities.

This person leads improvement and learning as they drive the local effort to end homelessness for target populations.

They recruit stakeholders to participate in the improvement team and communicate to sponsors/senior leaders.

They coordinate with the Data Lead to get necessary data for tracking progress, analyzing the effect of changes, and guiding the next improvement work.

The person in this role should have skills for facilitation, building consensus around shared goals, and motivating a team to execute changes.

# Data Lead

**Builds and maintains a measurement system to drive progress towards goals. They are responsible for maintaining the data infrastructure that produces data to drive and evaluate results.**

They work directly with HMIS or closely with an HMIS Administrator to pull data.

They develop understanding of Built for Zero data-reliability standards and by-name list scorecards.

Crucially, they submit a monthly report, which populates the Performance Management Tracker.

The person in this role should support the improvement team with data collection needed to measure the results of changes and provide report-outs as needed for the team and leadership.

# Senior Leader/Sponsor

Leader(s) accountable for ongoing participation and engagement in Built for Zero. Stays in regular contact with the Team Lead to help set goals, agree on priorities, and line up supports.

A person with formal authority in relationship to local systems touching homelessness.

They should participate in setting population-level Big Hairy Audacious Goals (BHAGs), e.g. “end veteran homelessness by April 2021.”

# Private/Public Funding Lead

Leader responsible for understanding local funding landscape and directing strategies to better leverage funding.

This person should be in a position to influence how public and private funding is directed.

They have a similar role to the Sponsor but direct their participation to leveraging funding opportunities to accomplish the team's strategy.

In some communities it may make sense for the same person to serve in both this and the Sponsor role.

# Emergency Response Lead

Liaison between Built for Zero and local crisis-response or emergency work, e.g. COVID-19 outbreak. Responsible for sharing immediate needs with BFZ and coordinating new resources that BFZ helps arrange.

This role is activated during times of national or local emergency.

The person has strong ties to local CoC leadership, local public health departments, and other key stakeholders that coordinate in a time of crisis.

# Key Improvers

Brings system-specific expertise to system improvement work.  
Often frontline staff, persons with lived experience, staff from major providers

**CoC Leadership** - Person in charge of overseeing federal funding related to ending homelessness

**City or County Leadership** - Person who can wield the influence of a local government office to generate convening power

## Priority!

*These leaders matter most because they control key leverage points*

### People Overseeing Programs Specifically for Veterans

**VA Homeless Coordinator** - Person overseeing homeless-dedicated support for VA Medical Centers (VAMC) within each Veteran Integrated Service Network (VISN).

**HUD-VASH Program Manager** - Person overseeing the HUD-VASH program.

**VA Outreach/Social Workers** - Direct service providers able to help clients navigate the system prior to being matched to a program.

**SSVF Program Managers** - Person overseeing the operation and use of SSFV resources at a community based organization

**GPD Program Operators** - Person overseeing the operation of local Grant and Per Diem (GPD) programs.

### People Overseeing Homeless-Dedicated Programs

**Homeless Service Providers** - Person that represents a local organization serving people experiencing chronic homelessness.

**Street Outreach Program Administrators** - Person that represents an organization leading outreach and engagement of people experiencing homelessness.

**Permanent Housing Providers** - Person that represents an organization that operates either rapid re-housing (RRH), transitional housing (TH) or permanent supportive housing (PSH) programs.

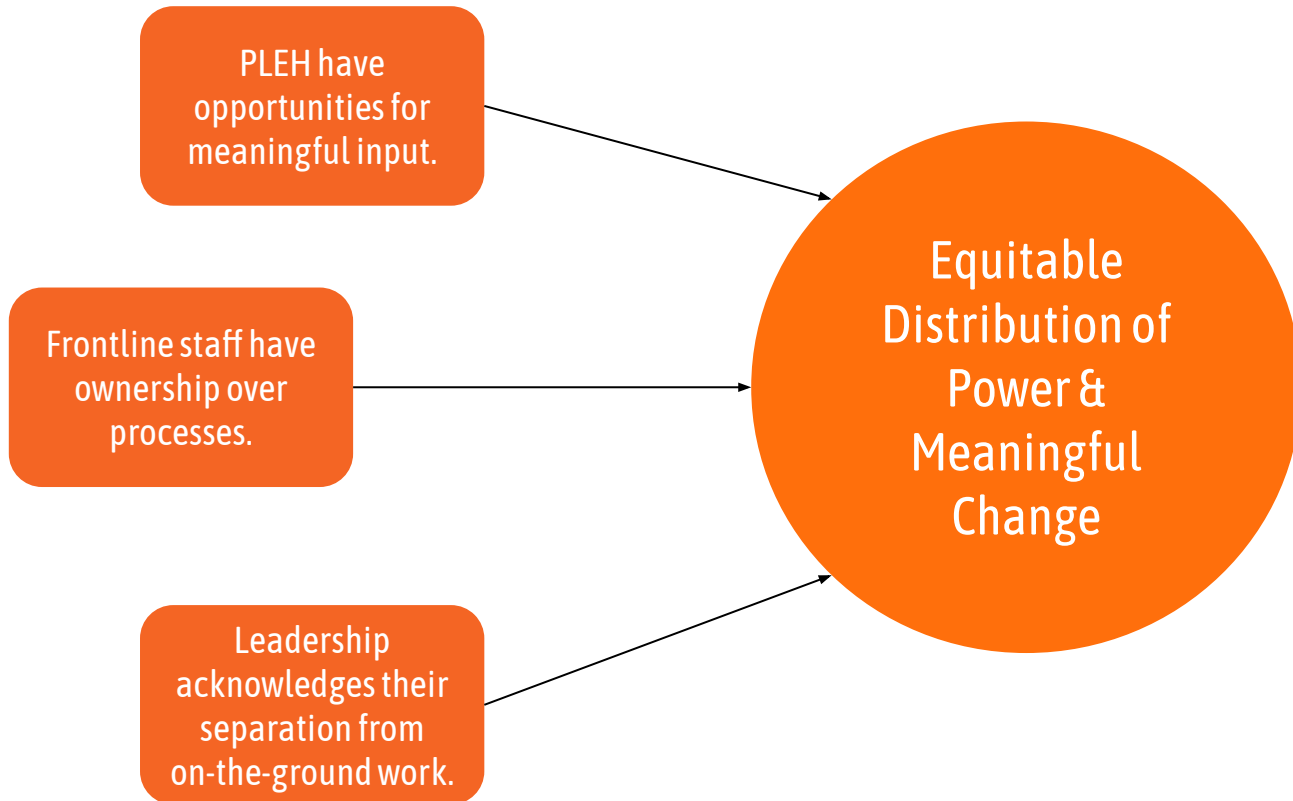
**Housing Authority Representatives** - Person that represents a local public housing authority. Specifically, representatives overseeing housing choice vouchers that prioritize the homeless population, or housing navigators.

# Who does what?

	All-Cohort Calls	Small Group Calls	Guiding Coalition Meetings	Case Conferencing	Data Coaching
Team Lead	X	X	X	-	X
Data Lead	X	-	X		X
Senior Leader	X		X		
Private/Public Funding Lead	X		X		
Emergency Response Lead	X	-	-		
Key Improvers	X	-	-	X	



# Who holds power?



# Build Your Team

Map out your improvement team using this [BFZ squares template!](#)

Use the descriptions of the improvement team roles to identify who will fill each of your BFZ squares.

A few tips:

- Ensure all crucial pieces of your system are represented
- Bring frontline staff and people with lived experience into the inner circle
- Think ahead! Who do you not need now, but might need in 6 months to move the work forward? These are likely great candidates for your outer square.