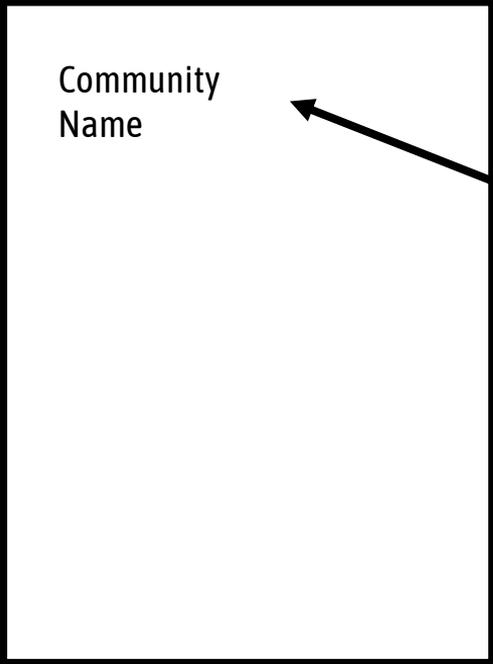


# Welcome!

Community  
Name



**Please find the flipchart page with your community's name on it, and sit at that table. If you're having trouble finding your table, ask a Community Solutions Staff person for help!**

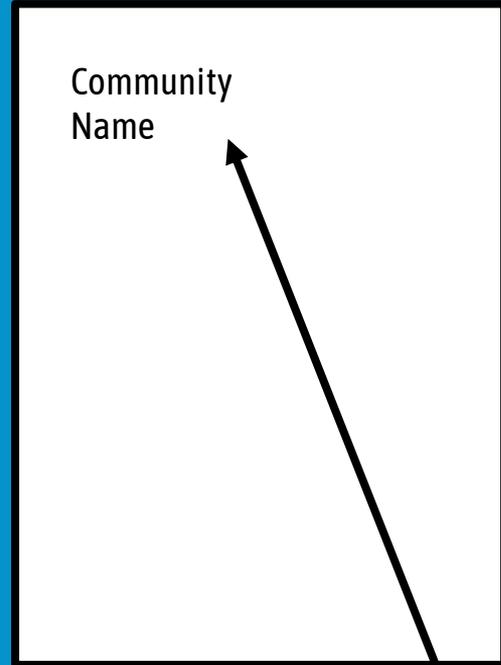
**There are glasses at your table – just you wait!**

# Welcome!

## **If you're one of these teams:**

- Buffalo/Niagara Falls/Erie
- Clackamas County
- Indiana BOS (Bloomington/Monroe County)
- Little Rock/Central Arkansas CoC
- Maine Hub 1: York
- Maine Hub 2: Cumberland
- Maine Hub 6: Somerset & Kennebec
- Maine Hub 7: Penquis
- Maine Hub 9: Aroostook
- Montana Statewide (Missoula)
- Metro Denver
- Pasadena
- Stockton/San Joaquin County
- Wayne Metropolitan Community Action Agency
- West Palm Beach/Palm Beach County CoC

**Look for a table tent**



**If not, please find the flipchart page with your community's name on it, and sit at that table, organized by state**

An illustration of a school building at night. The building is light blue with a red roof and a large archway. A parent and child are standing on a ledge of the building, looking out. The scene is lit by streetlights and a full moon. The background is a dark blue sky.

# Built for Zero Learning Session

May 11-12, 2022

# Your Plenary Facilitators



**Taj Brown**

Portfolio Lead, Catalytic Projects  
Built for Zero  
(he/him/his)



**K.O. Campbell**

Strategy Lead  
Built for Zero  
(she/her/hers)



**Elise Topazian**

System Improvement Advisor  
Built for Zero  
(she/her/hers)

# Community Solutions Staff, raise your hands!



New Built for Zero communities

**Welcome!**

# Family Reunion!



Find some folks that you click with over the next 2 days and use the **#BFZLearning** hashtag to share pictures on social media!

- Name
- Where you're from
- This is your n<sup>th</sup> learning session
- Your first job

Rockford

Lake County

McHenry County

Suburban Cook  
County

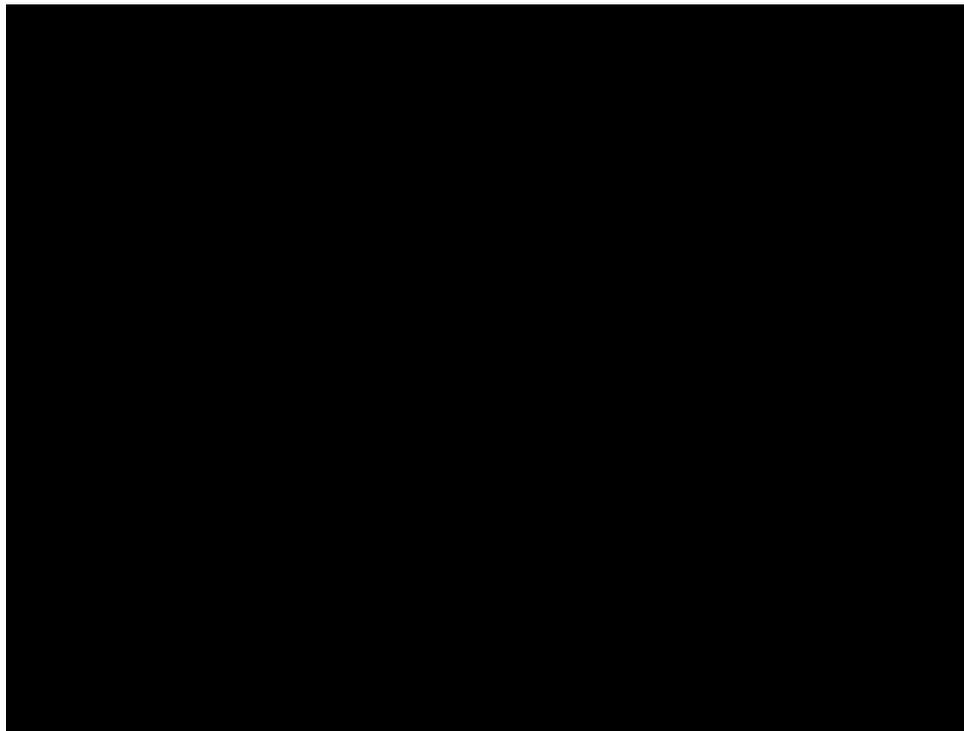


**Illinois!**

# Welcome to our Federal Partners!



# Jeff Olivet Video



# Community Solutions Core Partners

MacArthur  
Foundation

**ROCKET**  
Mortgage  
by Quicken Loans

  
KAISER PERMANENTE®

ballmer  
GROUP

  
FOUNDATION

+ a b l e a u  
FOUNDATION

# Welcome ORS Impact



Built for Zero  
Evaluation Team

**EQUAL**  
MEASURE

FINDING  
PROMISE  
FUELING  
CHANGE



Terri Akey, ORS



Kimberly Braxton, EqM



Scott Campanario, ORS



Kim Glassman, EqM



Charlotte Goff, ORS



Joel Gutierrez, ORS



Justin Piff, EqM



Leonor Robles, ORS



Steph Skinner, EqM



Dan Tsin, EqM

# Rational Objectives

- Reflect on your system, identify barriers and opportunities, and chart a path forward
- Move from theory to action on centering racial equity in your homelessness response system
- Learn from your peers in other communities

# Experiential Objectives

- ★ Feel a sense of connection with each other, and with our movement to end homelessness
- ★ Feel restored. Your cup might be empty, let's get you a refill!
- ★ Feel recognized, celebrated, and excited to dig into our next phase of work together

# Agenda

## Tuesday, May 10

6-9 p.m. **Early Registration & Welcome Reception** (optional)  
*TAPROOM, HYATT REGENCY*

## Wednesday, May 11

8-8:30 a.m. **Registration** | *REGENCY BALLROOM FOYER*

8:30-9:45 **Welcoming Plenary** | *REGENCY BALLROOM*

9:45-10 Break

10-12 p.m. 

- **Reflection Breakouts** | *REGENCY BALLROOM*
- **ISS Onboarding Sessions** | *PRAIRIE B*
- **CS/BFZ Partner Meeting** | *PRAIRIE A*

12-1 Lunch | *REGENCY BALLROOM*

1-2:45 **Race Equity: Leading Change Plenary**  
*REGENCY BALLROOM*

- Moving Race Equity Forward  
*Donald Whitehead, Keynote Speaker*
- People with Lived Expertise Advisors Panel  
*Amber Elliot, Moderator*

2:45-2:55 Break

2:55-3:30 **Race Equity: Leading Change Breakouts**  
Elevating Decision Making Power | *GRANT PARK A/B*  
Using Disaggregated Data | *JACKSON PARK A/B*  
Tackling Racial & Ethnic Disproportionalities | *PRAIRIE B*

3:30-3:45 Break

3:45-5 **New Functional Zero Definitions** | *REGENCY BALLROOM*

6-8:30 **Dinner & Reception** | *REGENCY BALLROOM*

## Thursday, May 12

9-10 a.m. **Plenary: Goals and Theories of Change**  
*REGENCY BALLROOM*

10-10:15 Break

10:15-12 p.m. **Breakouts: Goals and Theories of Change**  
*GRANT PARK A/B, GRANT PARK C/D, JACKSON PARK A/B, PRAIRIE A, PRAIRIE B*

12-1 Lunch | *REGENCY BALLROOM*

1-2 **Milestone Celebrations** | *REGENCY BALLROOM*

2-2:15 Break

2:15-4:30 **Breakouts**

- Zero for All: Communities working on an end to all homelessness (invite only) | *GRANT PARK A/B*
- Engaging your community with data: Take-home tactics and interventions to foster data literacy | *GRANT PARK C/D*
- Large Cities Last Mile: Detroit & D.C. | *PRAIRIE A*
- Large Scale Change: Maine & Colorado breakouts  
*JACKSON PARK A/B*
- Sustaining circle | *HYDE PARK*
- BFZ Data help desk | *JACKSON PARK C/D*
- Special topics open space | *PRAIRIE B*
  - Storyboard sharing
  - Property engagement
  - Get to know our learning partners: ORS Impact and Equal Measure
  - BFZ community investment opportunities
  - The ties that bind: Combining VSP/DV and mainstream data on your BNL
  - Ending veteran homelessness: Strategies to increase access to PSH
  - Community-proposed networking tables

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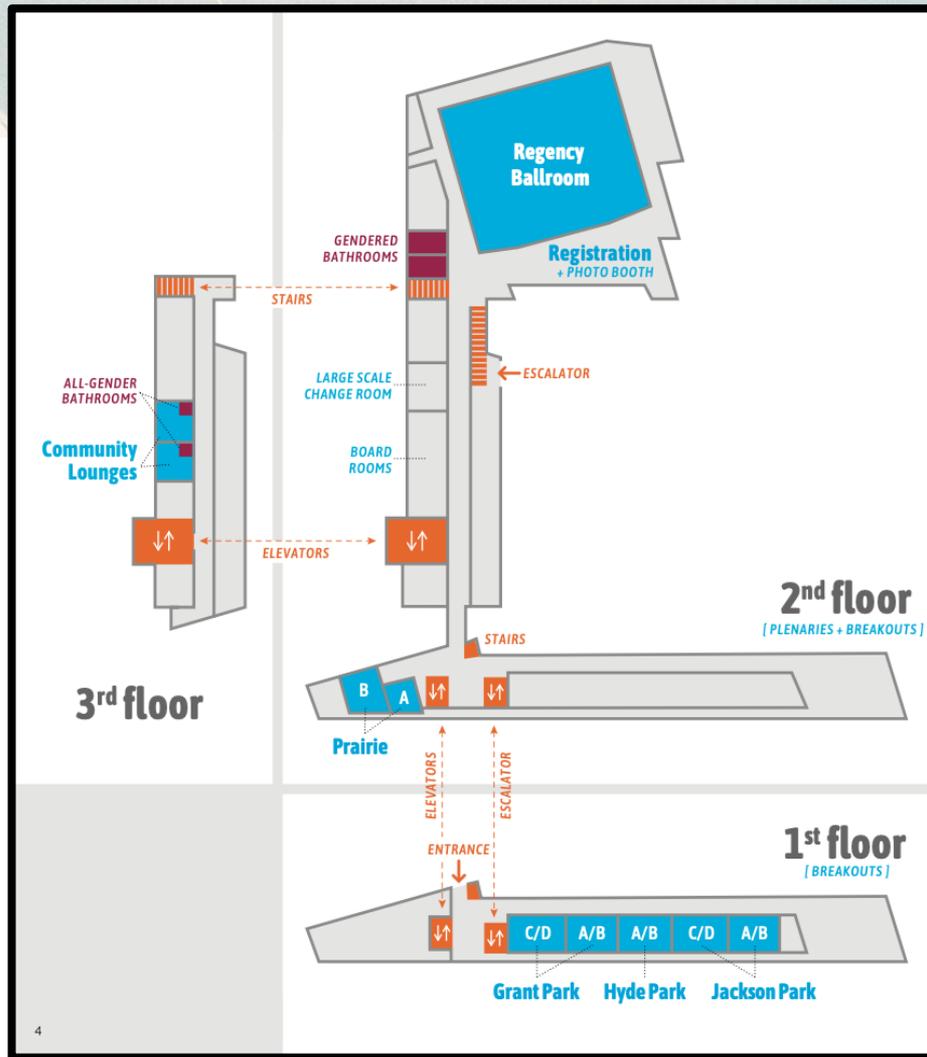
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# The space



# Icebreaker - Bingo!

Find a person...

**B**

**I**

**N**

**G**

**O**

Who works  
in a rural CoC

Who has more  
than 5 pets



Who is in a  
community that  
has completed  
the BNL scorecard

Who prefers  
Chicago style pizza

Who is a parent

Who has the same  
hobby as you



Who loves  
scary movies



Whose community  
had a shift  
this cycle!

Who has the same  
improvement team  
role as you

Who shares  
your favorite  
genre of music

Who speaks  
more than  
2 languages

Who is in a new  
BFZ community

**FREE  
SPACE!**

Who is a  
grandparent

Whose community  
has a FZ goal  
in 2022



**Niñon Lewis**  
*Vice President*  
*Institute for Healthcare Improvement*



**K.O. Campbell**  
*Strategy Lead*  
*Built for Zero*



# Seeing the Ocean We Swim In

Reflecting on Our System Using the 4 Lenses of Curiosity

May 2022 Built for Zero Learning Session: Chicago, IL

**JOB  
DESCRIPTION**



Job #1

Get curious.





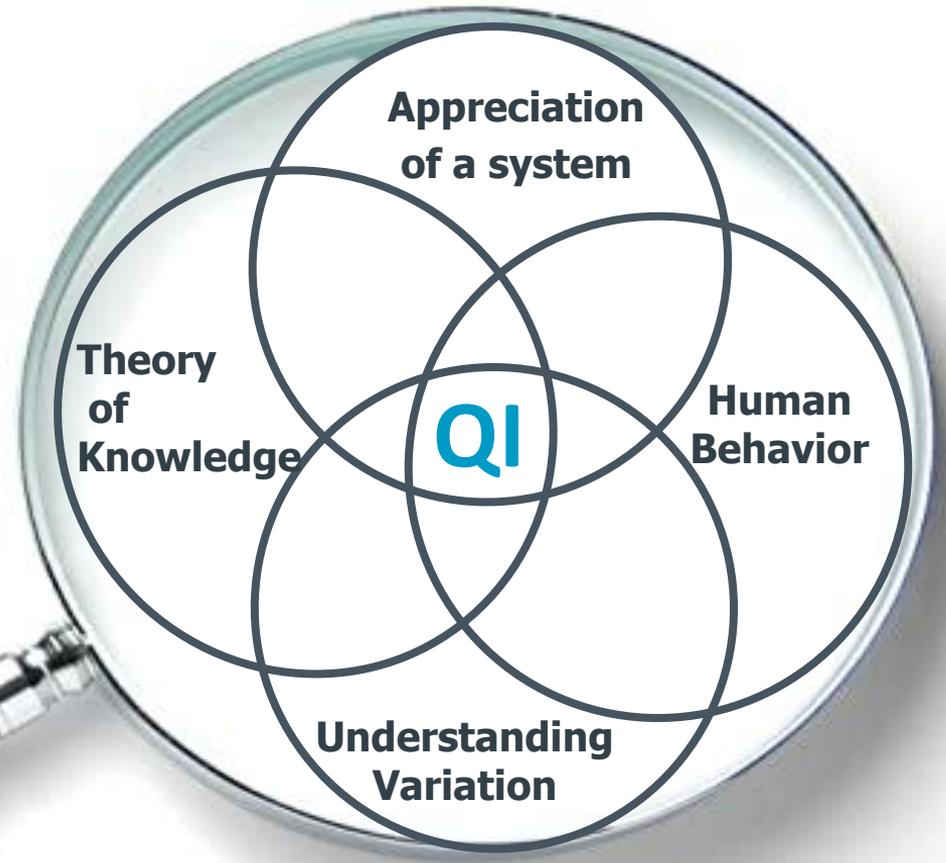
Job #2

Have a bias toward  
(mindful) action.

# A Learning Session Designed for the Improver

1. Get curious.
2. Have a bias toward action.

# 4 Lenses of Curiosity



# Appreciation of a System

How are we understanding the impact of our actions on the community?

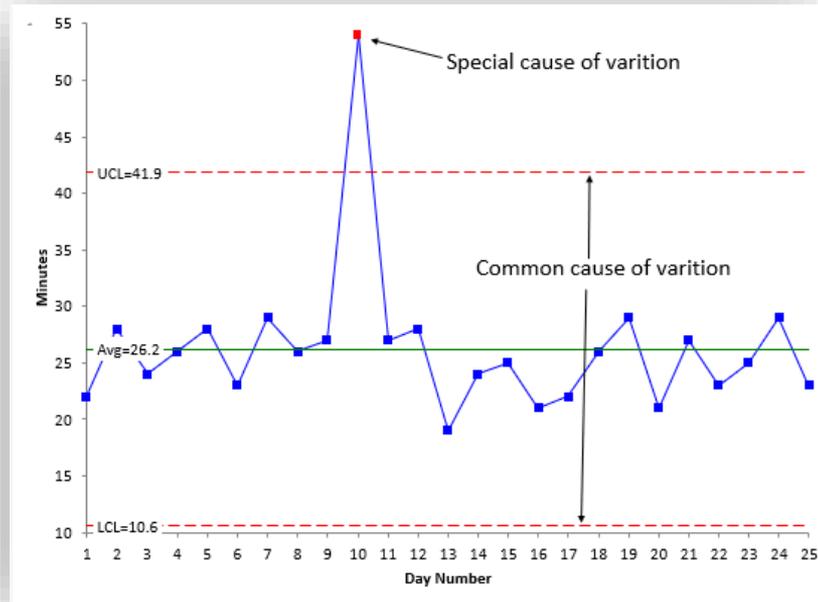
What may be some unintended consequences of our actions?

What parts of our system are dependent upon one another?

If we do \_\_\_\_\_, will it result in \_\_\_\_\_?



# Understanding Variation



How are we using data to inform our efforts?

What's happening in our data? What is special cause? What is common cause?

How might we be increasing variation with our actions (intended or unintended)?



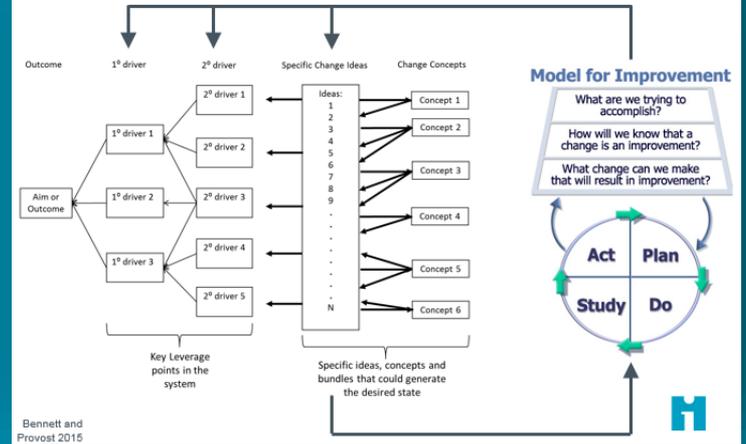
# Building Knowledge

How are we learning and adapting?

How do we know what we know to be true?

How do we move from “fixing” and “minimizing” to learning and growth mindsets?

Theory informs testing and in turn testing refines theory



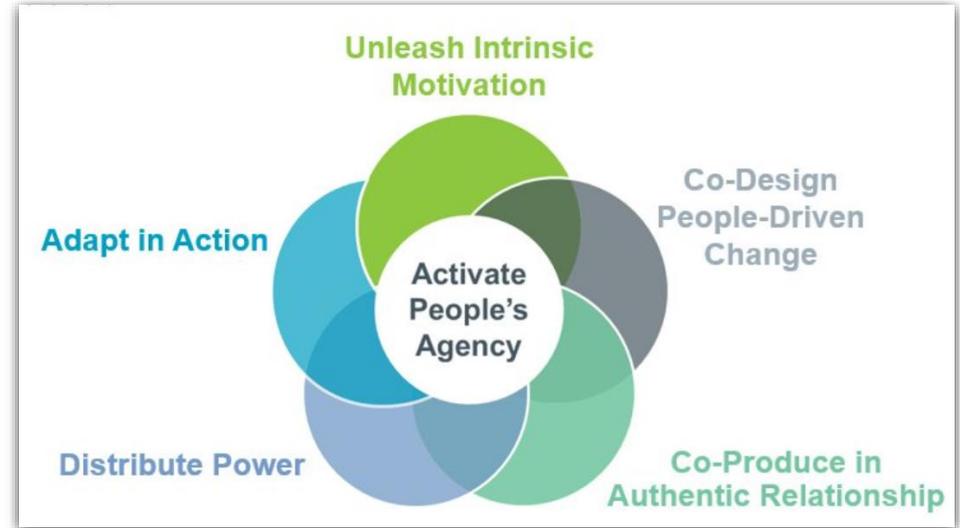
# Human Behavior / Human Side of Change

How are we engaging others in our efforts?

What are people's motivations to change? How do we make it easy to change?

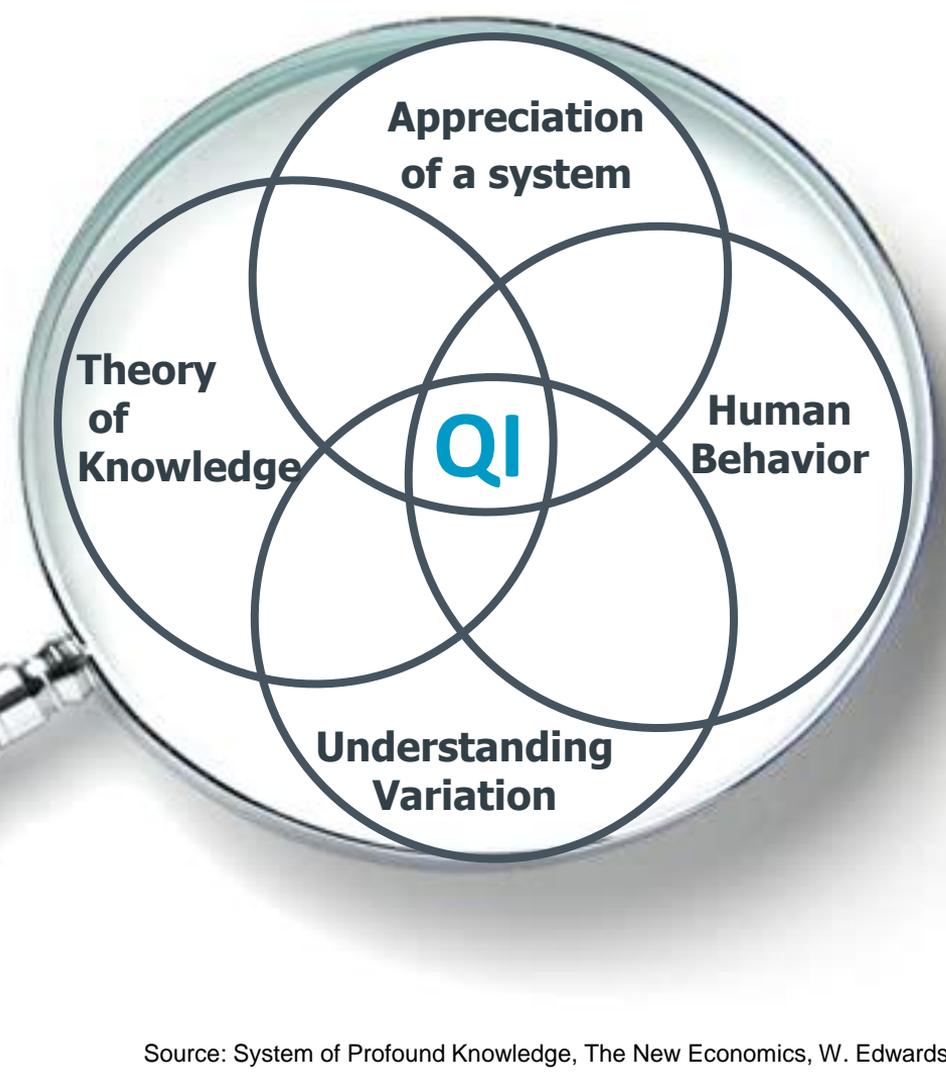
How are we understanding and distributing power across our leaders?

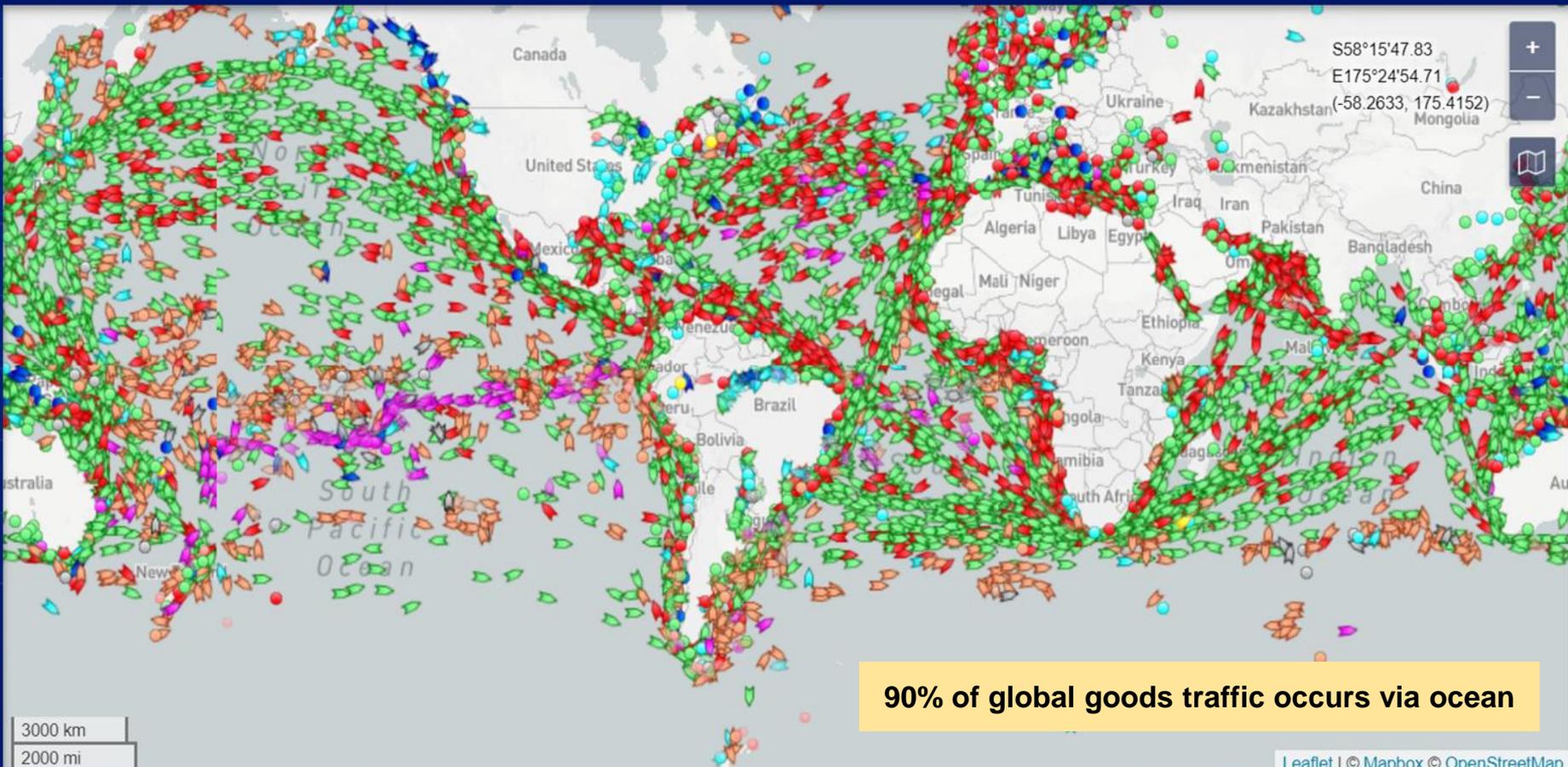
How can we make the way we work together an example of what is possible?



Let's explore  
the 4 lenses!

Applied to arguably the  
largest system in the  
world...





90% of global goods traffic occurs via ocean



PHOTO: SHIPMENTS VISUALS/GETTY IMAGES



-0.26% ▲ S&P 500 +0.25% ▲ NASDAQ +0.98%

FEATURED Fear & Greed Index

LATEST EA Sports will end its video game partnership with FIFA

# The shipping crisis is getting worse. Here's what that means for holiday shopping

## We decoded the global shipping crisis and supply chain backlog that's causing the 'everything shortage'

Kaitlyn Wang Dec 1, 2021, 1:34 PM

# Economists expect shipping problems to linger well into 2022

PUBLISHED MON, OCT 25 2021-3:29 PM EDT | UPDATED MON, OCT 25 2021-7:41 PM EDT

#ABCNews #ABCNewsAustralia

Worldwide shipping costs skyrocketing as system descends into crisis | The World

25,355 views • Oct 5, 2021

275 DISLIKE SHARE SAVE



**Marissa Reddy**  
Director of Quality  
G.S. Haly Company

# Reflection

---



- What's changed about the global shipping system or some of the things that were specifically related to or caused by the pandemic that impacted the system?
- How did this change how you had to work with your partners, brokers, clients, customers, co-workers? How did those relationships change?
- In what ways did you and your team learn to get smart quickly about how things were working? What changes did you make in the way you work based upon that learning?
- What changed about how you had to analyze information?
- What are some of your "If I knew then what I know now, I would have \_\_\_\_\_" learnings?



# Appreciation of a System



- Finite number of containers in the world became much more apparent and also the path of that container became much more apparent, and how everyone is just waiting with their goods for that container.
- The interrelated parts of the system became much more crucial - knowing how a container gets off the ship and onto the port, knowing how it gets to a warehouse.
- Realization that deteriorating Infrastructure only compounded the problem.  
(chassis and cranes and rail yards)

# Understanding Variation



- While the Suez Canal bottleneck crisis of March 2021 was one big special cause in the system, it was actually a compounding series of smaller, shortsighted fixes that has caused intense variation (e.g., zero tolerance COVID labor policies in some countries; sending all available containers to China and the impact on other international ports)
- Price of containers went up from \$3,000 - \$5,000 per 40 ft container to \$15,000 per container. All of that is trickling down through the supply chain (and now hitting consumers)
- There is no central data system for global shipping - the system relies on paper and overnight mail, on calling people at ports and at tea gardens, and piecing together the data.

# Building Knowledge



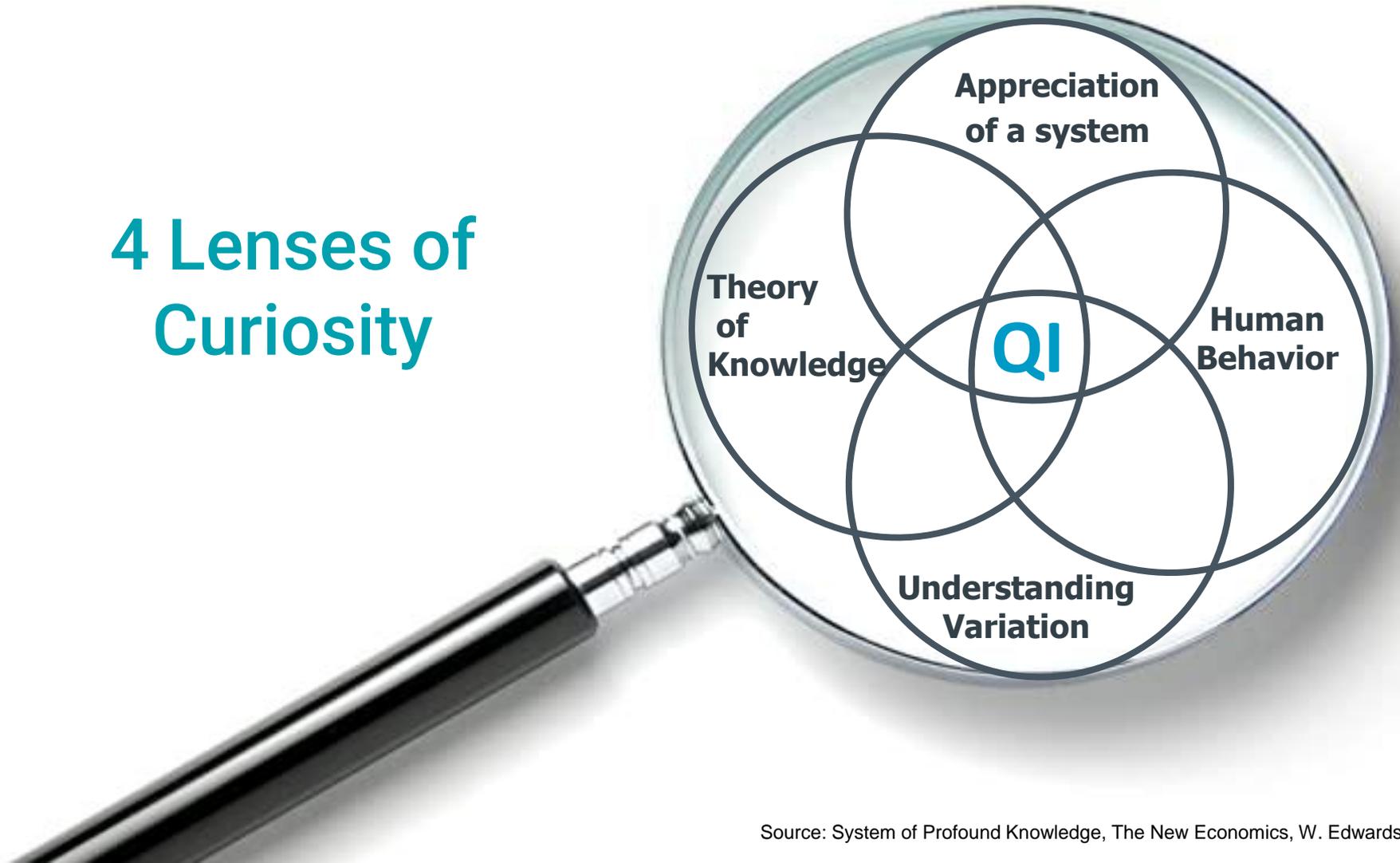
- The tea industry has a “storied history” and thus a story driven way of sharing information and knowledge. Institutional knowledge that has been past down from generations has been rendered null in the face of this unprecedented set of circumstances.
- Leaned on a real-time updating with cross-industry players and pieced together across geographies (“our contact that buys and sells garlic saw this coming before anyone else”) - the entire world came together to share their most up to date information.
- Instituted daily huddles (of sorts) as an internal team to track who would “hear things first”

# Human Behavior



- It is an entire system driven by relationships - by networks, and who knows who, who has leverage to move through their contacts.
- Everyone is burned out and no one has answers.
- The power dynamics are on display - for example, there is a dock workers union in the US but no truckers union in the US, which has brought about a lot of power struggle at the ports.

# 4 Lenses of Curiosity



# Take the Session Rapid Feedback Survey

<http://s.alchemer.com/s3/Rapid-Feedback-May-2022>



# Let's take a 15 minute break

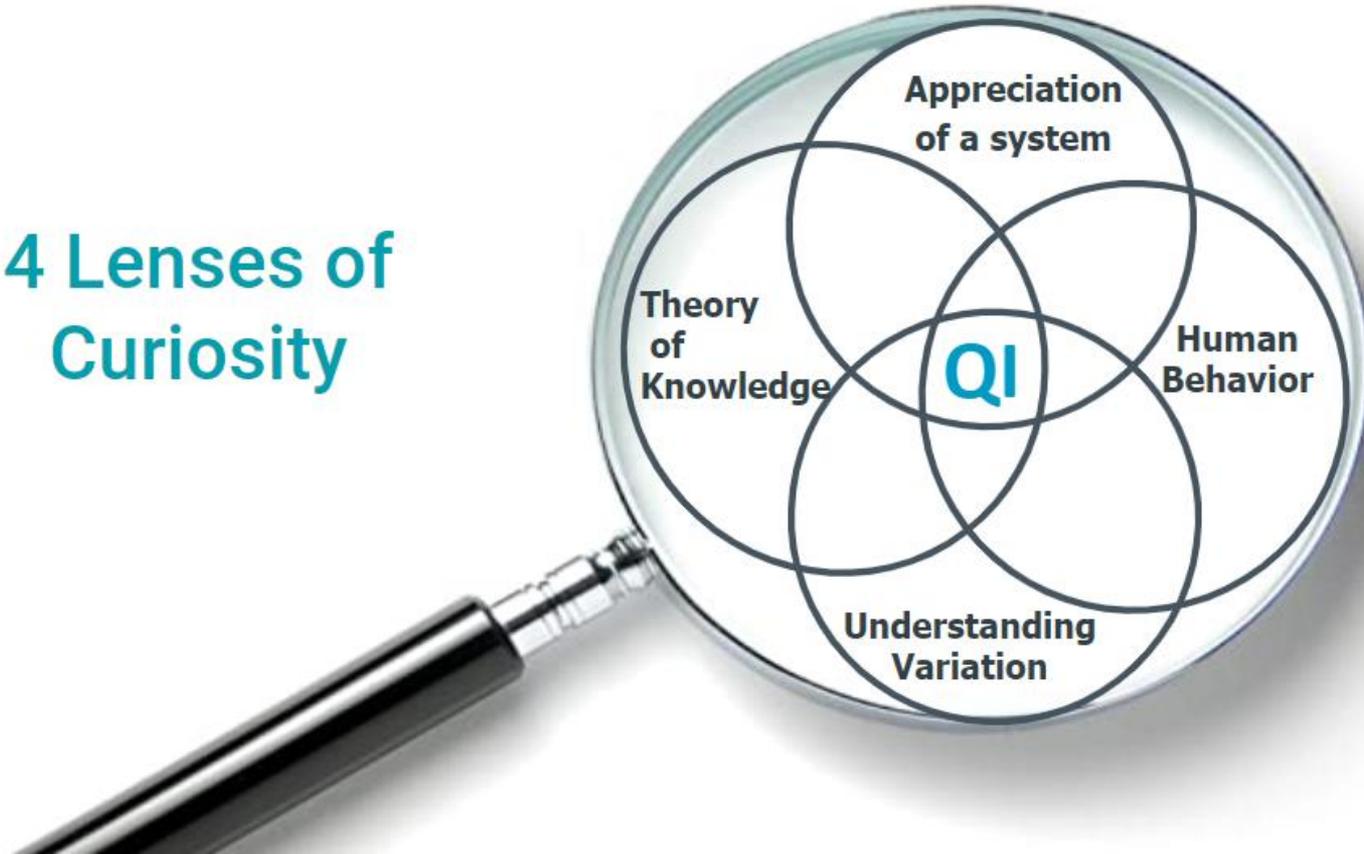


The teams listed below, please make your way to **Prairie B**

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- Clackamas County
- Indiana BOS (Bloomington/Monroe County)
- Little Rock/Central Arkansas CoC
- Maine Hub 1: York
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- Montana Statewide (Missoula)
- Metro Denver
- Pasadena
- Stockton/San Joaquin County
- Wayne Metropolitan Community Action Agency
- West Palm Beach/Palm Beach County CoC

# Reflecting: Looking through the Lenses of Curiosity

## 4 Lenses of Curiosity



# On Your Table...

## May 2022 Learning Session: Reflection Exercise

Wednesday, May 11, 2022

The purpose of this activity is to review your current system for preventing and responding to homelessness through the four Lenses of Curiosity.

### Instructions:

- Select a facilitator for each section; they should wear the glasses corresponding to the section (see below)
- As a team, discuss your system through each of the four lenses, using the questions below as prompts
- Use the flip charts to take notes on each section; you can choose a single notetaker or all participants can put notes on stickies
- Remember to switch facilitators (and glasses!) at each section
- At the end of the breakout, pull **1-2 reflections** from each section over to the corresponding section of your community storyboard.

### Four Lenses of Curiosity

#### APPRECIATION OF A SYSTEM [star glasses]

- 1) What elements of our homelessness prevention & response system feel aligned and work well together toward a shared aim?
- 2) What elements aren't currently well-aligned or supporting progress toward a shared aim?
- 3) What are the interdependencies within our system? How has that changed from last year to this year? Pre-COVID to now?
- 4) What unexpected factors in our community are indirectly complicating our homeless prevention & response efforts?

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## Appreciation of a System

## Human Behavior

## Understanding Variation

## Building Knowledge

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### Appreciation of a System



### Human Behavior

### Understanding Variation



### Building Knowledge

# Guiding Questions

## Four Lenses of Curiosity

### APPRECIATION OF A SYSTEM [star glasses]

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# Rotate Facilitators

## Four Lenses of Curiosity

### APPRECIATION OF A SYSTEM [star glasses]

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# Rotate Facilitators

## HUMAN BEHAVIOR [heart glasses]

- 1) What has changed about our local stakeholder makeup from last year to this year? Pre-COVID to now? Have new stakeholders entered the group?
- 2) Have there been changes to the way stakeholders or team members interact with each other? How have those changes impacted the work?
- 3) Where might we encounter resistance to changing things that we believe need to change in order to improve our system's performance? How can we be curious about that resistance?



**Appreciation of a System**



**Human Behavior**



**Understanding Variation**



**Building Knowledge**



# Capture Your Reflections

## Appreciation of a System



## Human Behavior



## Understanding Variation



## Building Knowledge



# Reminder! Here's how to pull up your data

<https://bfzchangepackage.org/>

## LOGIN

Content on Built For Zero is available to members only.

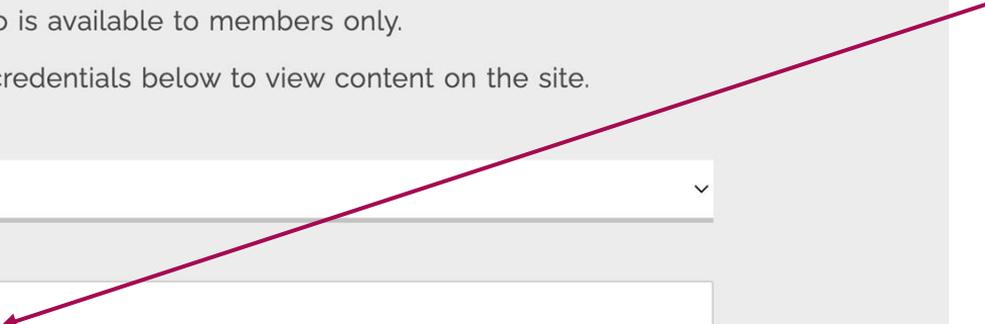
Please enter your login credentials below to view content on the site.

**Username**

**Password**

[Lost your password?](#)

**Password**



# ORS/EqM



Terri Akey, ORS



Kimberly Braxton, EqM



Scott Campanario, ORS



Kim Glassman, EqM



Charlotte Goff, ORS



Joel Gutierrez, ORS



Justin Piff, EqM



Leonor Robles, ORS



Steph Skinner, EqM



Dan Tsin, EqM



**DISTRACTIONS**



**Appreciation of a System**



**Human Behavior**



**Understanding Variation**



**Building Knowledge**



# **Pull Up and Look at your Flip Charts**

**1) What stands out to you?**

# **Pull Up and Look at your Flip Charts**

**1) What stands out to you?**

**1) What feels surprising?**

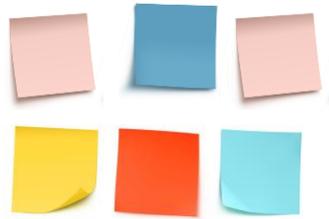
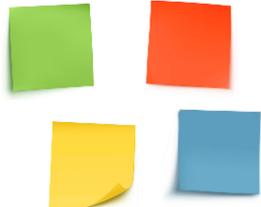
## **Pull Up and Look at your Flip Charts**

**1) What stands out to you?**

**1) What feels surprising?**

**1) What is new knowledge that you didn't have before or a realization about your system?**

# Take a Step Back + Move Ideas to your Storyboard

<b>Appreciation of a System</b> 	<b>Human Behavior</b> 
<b>Understanding Variation</b> 	<b>Building Knowledge</b> 



## AR: Fayetteville

<b>Appreciation of a System</b> 	<b>Human Behavior</b> 	<b>Aim(s)</b>  
<b>Understanding Variation</b> 	<b>Building Knowledge</b> 	<b>Goal(s)</b>  
<p>What would it look like if your local system were racially equitable?</p> <p>What is a strategy that you think your community can commit to today that would make your system more equitable?</p>		

## **Pull Up and Look at your Flip Charts**

**1) What stands out to you?**

**1) What feels surprising?**

**1) What is new knowledge that you didn't have before or a realization about your system?**

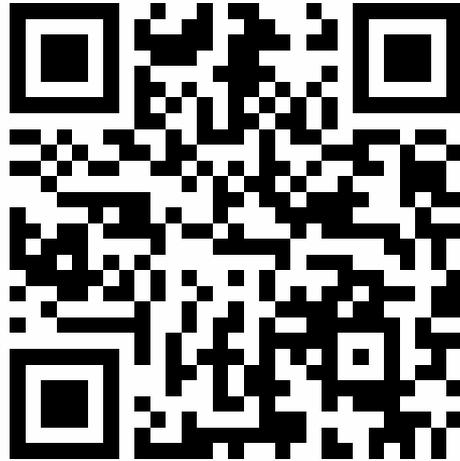
# Capture Your Reflections



If you want your storyboard mailed home with you, write the address you'd like it mailed to on the envelope provided on your table.

# Take the Session Rapid Feedback Survey

<http://s.alchemer.com/s3/Rapid-Feedback-May-2022>



Time for lunch! We'll pick back up at 1:00



# Welcome back! - Mindfulness Moment





**Vanessa White**  
*Portfolio Lead*  
*Community Race Equity*

# Committing to Racial Equity

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.

# Our Keynote Speaker, Donald Whitehead



# Race Equity: Leading Change Breakouts

- 1) Elevating Decision Making Power** - *Grant Park A/B*
- 1) Using Disaggregated Data** - *Jackson Park A/B*
- 1) Tackling Racial & Ethnic Disproportionalities** - *Prairie A/B*

# Take the Session Rapid Feedback Survey

<http://s.alchemer.com/s3/Rapid-Feedback-May-2022>



# Centering Lived Experience Panel

**James Lee**

**John Brady**

**Tyra Thomas**



**Amber Chandler**  
*Systems Improvement Advisor*



**Aly Ainscough**  
*Built for Zero Consultant*

# Centering Lived Experience



# Built For Zero Partnership with PLEH:



...to meet Built For Zero strategic aims AND to reach racial equity milestones, we needed to **gain insight directly from leaders with lived expertise**

- Identified these leaders, and key themes, from the **Governance research**
- **People most impacted** by the system failures **are critical partners** to identifying the problems and developing new solutions that drive outcomes.

# Design of PLEH Advisor Sessions



## Scope of Work:

3 PLEH Advisors will provide guidance to Built for Zero on various elements related to projects to identify opportunities to strengthen **system change ideas to reduce homelessness.**

- **Weekly Hour PLEH Advisor sessions** with CP team & BFZ coaches connected to CP Projects to discuss:
- **Sustain trust and relationships with 3 local consultants** with subject matter expertise (SME)
- **Majority BIPOC Advisor Team** with recent experience of homelessness (within past 5 years)
- Consultancy fee of **\$125 per hour** to reflect value

# Why Including PLEH Matters:

- People With Lived Experience are **Powerful Advocates for Change**
  - Leaders with lived expertise drive advocacy efforts + make policy that addresses the systemic problems
- PLEH **know what is broken** and have the knowledge to solve the issues
  - Ending homelessness is tied to **system leaders seeking regular feedback about what's broken, implementing ideas for solutions** as soon as possible and feasible, and **transparently measuring progress** to stop doing what doesn't work and do more of what works
- Partnering with PLEH is **essential to addressing systemic racial inequities**
  - Insights from Black, Indigenous and People of Color who are disproportionately impacted by homelessness are essential

# Why Including PLEH Matters:

## *Academic research findings*

Partnering with PLEH is essential to adopt and successfully implement the evidence-based policies and practices that address the needs of people who are homeless and to surface and solve the systemic problems.

What happens in Communities when People with Lived Experience are **NOT** supported as strong advocates & partners?

- **Continued inequity**; by not including those most impacted in solutions, Communities, “...may actually perpetuate the homelessness crisis by eliminating input from affected populations and thus tailoring policy solutions to elite preferences aimed at homeless behaviors instead of long term solutions”\* which is demonstrated when:
  - **Politicians value other constituencies**, predominantly **white homeowners**, and subsequently directly influence those tasked with implementation to implement policies that counteract or do not **address homelessness or the issues that impact homelessness**
  - Policies and practices that are **not evidence-based**
  - **Criminalization of homelessness** (which perpetuates homelessness) and removal - **in direct conflict with the needs of people who are homeless**
  - **Solving homelessness** is not prioritized and **solutions** are **not effectively coordinated or implemented**

# Emerging Learnings



# PLEH Partnership Theory of Change

**BUILD AND SUSTAIN PARTNERSHIPS THAT MEANINGFULLY ENGAGE PEOPLE MOST IMPACTED BY THE PROBLEM, TO CREATE REPLICABLE MODELS THAT DRIVE REDUCTIONS AND ADDRESS RACIAL DISPARITIES**

**BUILD VULNERABLE, AUTHENTIC, AND TRUSTING RELATIONSHIPS WITH DISPROPORTIONATELY IMPACTED PLEH**

**FORM & SUSTAIN GROUP OF PLEH ADVISORS CENTERING RACIAL EQUITY**

**FACILITATE HUMAN CENTERED DESIGN SESSIONS TIED TO PROJECTS AND DISSEMINATE FEEDBACK TO BROADER TEAM**

**DEVELOP CAPACITY FOR PILOT COMMUNITIES TO MEANINGFULLY ENGAGE WITH PLEH**

**CENTER AND INCORPORATE TRAUMA INFORMED PRACTICES AND PERSPECTIVES**

# Emerging Learnings: Shifts In Our Work

1. Pilot interventions/approaches with the communities were better informed on how to effectively partner with PLEH to drive improvement work
2. Gained insights regarding our framework and methodology with identified areas to improve
  1. Gained understanding of the importance of “feedback loops” regarding an individual’s experience through the system outside of just improvement of the system for housing placements
  2. Identified the need to engage communities around shelter, communicating to communities that accessing permanent housing through shelter is necessary to expedite housing placement rates
  3. Specifically internally, sparked an initiative to create a more inclusive process for contracting with vendors

# Take the Session Rapid Feedback Survey

<http://s.alchemer.com/s3/Rapid-Feedback-May-2022>



**15 minute break**

[abbyahe@clackamas.us](mailto:abbyahe@clackamas.us)



# Take the Session Rapid Feedback Survey

<http://s.alchemer.com/s3/Rapid-Feedback-May-2022>



Welcome back!



*“What is common to all human beings...is their ceaseless confrontation by problems, problems, problems. We humans are manifestly good at problem solving and, if we are any good at problem solving, we don't come to utopia, we come to more difficult problems to solve.”*

-R. Buckminster Fuller, *Guinea Pig B*

# New Functional Zero Definitions



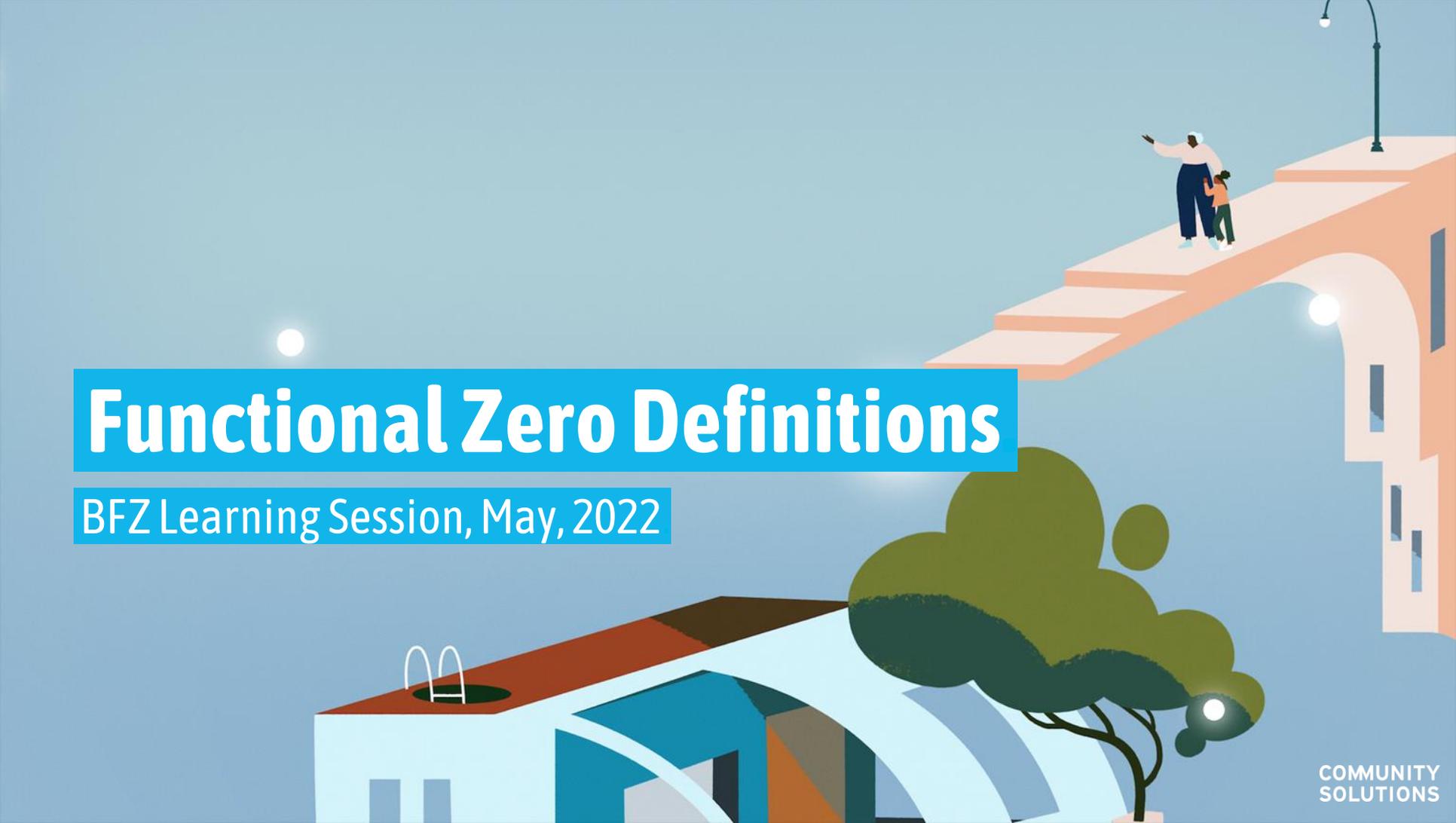
# Zero for All Team



**Ramina Davidson**  
*Strategy Lead*  
*Zero for All*



**Chela Schuster**  
*System Improvement Advisor*  
*Zero for All*



# Functional Zero Definitions

BFZ Learning Session, May, 2022

# First Principles for FZ Definition

- Objective and replicable
- Standardized but dynamic to local conditions
- Simple and usable
- Credible with critical stakeholders, including people with lived experience, practitioners in the field, adjacent system stakeholders, and the general public

# Definitions 1.0 - Veterans

- 2015 - Inspired by measures of the unemployment rate – “Functional Zero” coined to differentiate from a “Hard Zero” for Veteran Homelessness
- Homelessness should be “rare, brief, and non-recurring”
- Proxy for stock & flow equilibrium - capacity to house anyone within 30 days – length of time and returns from housing “baked in”



Actively  
Homeless #



6-Mth Avg Housing  
Placement Rate

# Definitions 1.0 - Chronic

- 2016 - started with “Hard Zero” but adjusted to align with concerns around feasibility in large cities



\*Whichever is greater, only relevant for communities with total homeless population over 3,000.

# Definition Design Process

## **An iterative approach focused on consultation and testing with community stakeholders:**

- *December 2020:*
  - Discussed with 14 diverse BfZ communities what it would take to prove to residents that homelessness had been solved and shared draft measures.
  - Held focus group with 11 people with lived experience of homelessness to ask what it would take to prove to them that homelessness had been solved.
- *January 2021:* Synthesized feedback and refined draft measures.
- *February + March 2021:*
  - Re-consulted with community stakeholders.

# Definition Design Process

## Co-architects:

- *Gulf Coast*
- *Rockford*
- *Abilene*
- *Arlington*
- *DC*
- *Spokane*
- *Maricopa Regional*
- *Montgomery County*
- *Charlotte*
- *Nassau County*
- *Central VA*
- *Jacksonville*
- *Ft. Worth*
- *San Diego*

# Definition Design Process Cont'd

## **An iterative approach focused on consultation and testing with community stakeholders:**

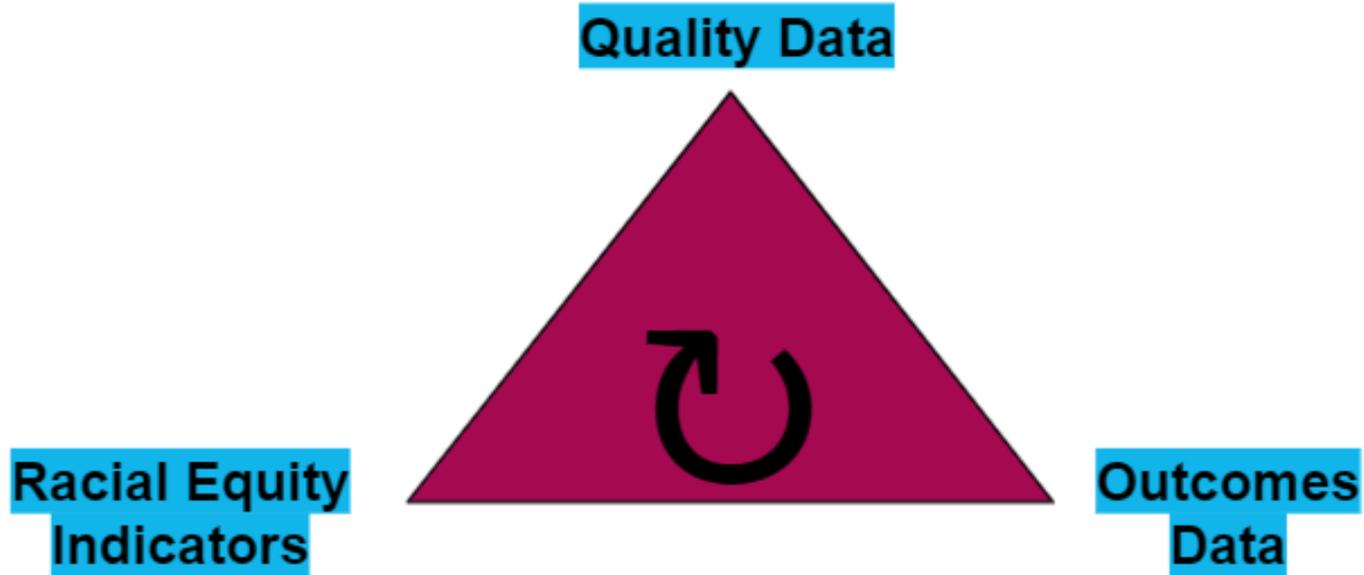
- *May 2021:*
  - First meetings with federal partners about definition alignment.
  - Soft launch definitions in incubator of communities.
- *August 2021:* Begin co-design work with community leads on all populations scorecard to support definitions.
- *September 2021-present:* Begin co-design of implementation process (“Path to Zero” process) in Zero for All communities to accelerate local credibility and cross-sector ownership of definitions.

# Definition Design Process Cont'd

## **An iterative approach focused on consultation and testing with community stakeholders:**

- *March 2022-present:* Designing new PMT++ for data collection and visualization to support communities to track progress toward new end state measures.
- *April 2022:*
  - More meetings with federal partners.
  - Refined measures based on soft launch feedback.
- *May 2022:*
  - Publicly launch new definitions at Learning Session.
- *June 2022-beyond:*
  - Continue to learn and fine tune definitions and tools.

# Updated FZ Definitions



# System Outcomes

**For each population:**



- **Single Adults:** Unaccompanied individuals 18 years old and over
- **Youth:** Unaccompanied individuals under 25 years old (includes pregnant & parenting youth)
- **Families:** Families with minor children

# System Outcomes

## For ending all homelessness:

- *For all individuals experiencing homelessness as defined by the All Single Adults, Youth, and Families definitions:*
- The community has met and sustained the Functional Zero definitions above for youth, families, single adults, veterans and chronically homelessness individuals.
- 45 days or less on average length of time from ID to Move-In.
- Of all exits to permanent housing, no more than 5% of positive exits result in a return to the homelessness system within 2 years of exit from the homeless system (e.g. subsidy or services).

# Other metrics & key terms defined

- Positive exits
- Unsafely housed individuals and families
- Unstably housed youth and families
- Time-limited housing for youth and families
- Adjacent systems
- Indicators of a Racially Equitable Homeless Response System

# Take the Session Rapid Feedback Survey

<http://s.alchemer.com/s3/Rapid-Feedback-May-2022>



Join us back here for dinner at 6:00-8:30!





**Thank You**

**COMMUNITY  
SOLUTIONS**

End of Day 1

# Welcome!

## **If you're one of these teams:**

- Buffalo/Niagara Falls/Erie
- Clackamas County
- Indiana BOS (Bloomington/Monroe County)
- Little Rock/Central Arkansas CoC
- Maine Hub 1: York
- Maine Hub 2: Cumberland
- Maine Hub 6: Somerset & Kennebec
- Maine Hub 7: Penquis
- Maine Hub 9: Aroostook
- Montana Statewide (Missoula)
- Metro Denver
- Pasadena
- Stockton/San Joaquin County
- Wayne Metropolitan Community Action Agency
- West Palm Beach/Palm Beach County CoC

**Sit on the right side of the room facing the stage**

**If not, sit anywhere you want**

The background is a stylized illustration of a school building. On the right, a person in a white shirt and blue pants stands on a ledge with a small child. A street lamp is visible above them. In the foreground, there is a large green tree and a light blue building with a red roof and a white archway. The sky is a light blue gradient with a white sun or moon.

# Built for Zero Learning Session - Day 2

May 12, 2022

# Welcome to Day 2!



**Taj Brown**

Portfolio Lead, Catalytic Projects  
Built for Zero  
(he/him/his)



**K.O. Campbell**

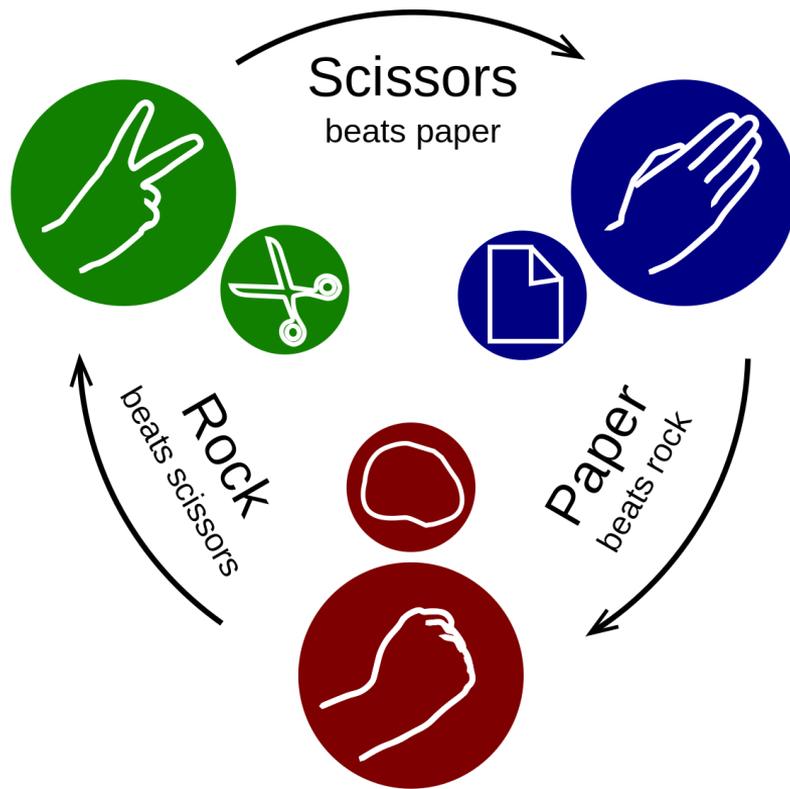
Strategy Lead  
Built for Zero  
(she/her/hers)



**Elise Topazian**

System Improvement Advisor  
Built for Zero  
(she/her/hers)

# Rock Paper Scissors Tournament!





**Niñon Lewis**  
*Vice President*  
*Institute for Healthcare Improvement*



**Emma Beers**  
*Strategy Lead*  
*Built for Zero*

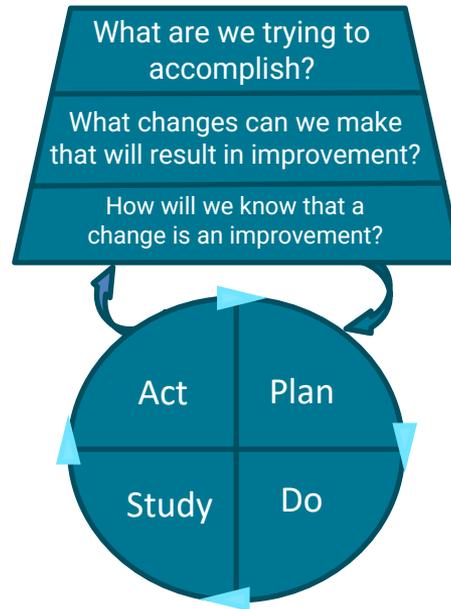
# Setting Aims and Goals

## Moving to Action

May 2022 Built for Zero Learning Session: Chicago, IL

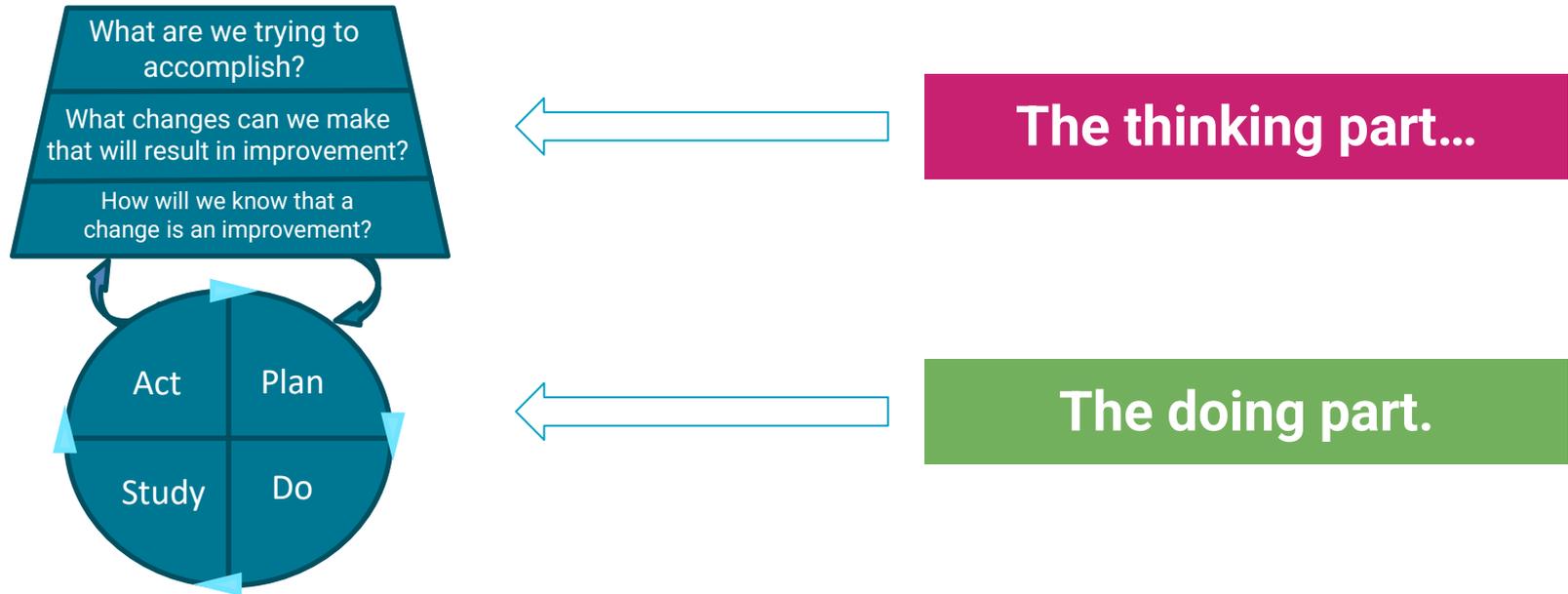
# A Model for Learning and Change

## The Model for Improvement



# A Model for Learning and Change

## The Model for Improvement



# Why this Model for Improvement?

- Is **applicable** to all types of organizations.
- Is applicable to all groups and levels in an organization and community.
- **Facilitates the use of teamwork** to make improvements.
- **Provides a framework** for the application of statistical tools and improvement methods.
- Encourages **planning to be based on theory**.
- Emphasizes and encourages the **iterative learning process**.
- Provides a way to **empower people** in the organization to **take action**.

# Why Set an Aim?

- Everyone in the community understands what our community is trying to do
- Different aims require different designs
- The power of writing down goals and telling others
- A strong aim provides clarity, feels challenging, inspires commitment, sparks opportunity for co-design, and reflects the task at hand.

*Hope is not a **plan**.*

*Some is not a **number**.*

*Soon is not a **time**.*

*-Don Berwick, MD*



# What should an aim statement include?

- What is **expected to happen** (the outcome of interest)
- **Timeframe** (by when is improvement desired?)
- The **system to be improved** (local boundaries)
- The **setting** or **sub-population** addressed (for whom)
- Specificity is incredibly helpful in generating focus for the effort being undertaken

# Components of a Strong Aim

WE  
WILL...

+

**ACTION  
VERB**

(e.g. reduce,  
increase, solve,  
provide, build)

+

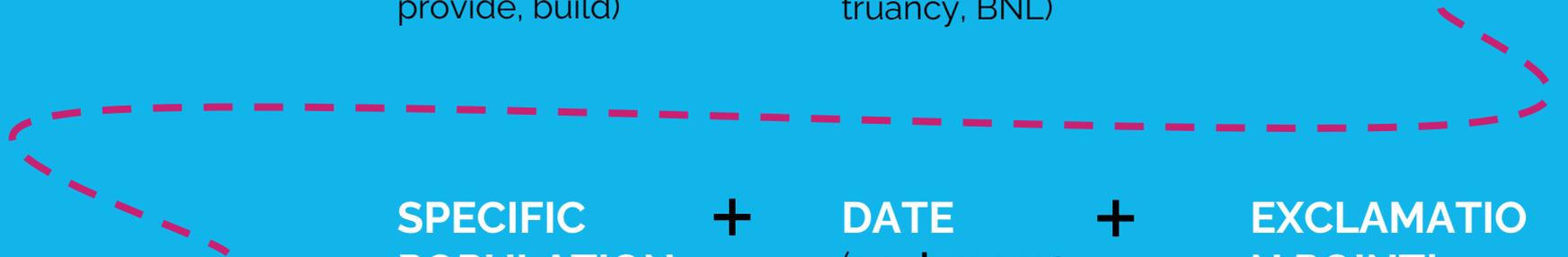
**SPECIFIC  
PROBLEM**

(e.g. **veteran  
homelessness**,  
truancy, BNL)

+

**NUMBER**

(e.g.  
percentage or  
number)



+

**SPECIFIC  
POPULATION**

(e.g. **residents of  
Hartlepool**,  
children ages 5-10,  
residents of a  
neighborhood)

**DATE**

(e.g. **January 1,  
2018**)

+

**EXCLAMATIO  
N POINT!**



# Strong Aim?

Our aim is to improve the lives of 3,000 by 2019 by using three key levers: physical change, systems change and community engagement.

# Strong Aim?

We, the leaders of My Town, My State, USA, will reduce the number of Veterans on our By Name List by 25% by January 31st, 2023 and will reduce inflow by at least 2 Veterans per month.

# Components of a Strong Aim

WE  
WILL...

+

**ACTION  
VERB**

(e.g. reduce,  
increase, solve,  
provide, build)

+

**SPECIFIC  
PROBLEM**

(e.g. **veteran  
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+

**NUMBER**

(e.g.  
percentage or  
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+

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children ages 5-10,  
residents of a  
neighborhood)

**DATE**

(e.g. **January 1,  
2018**)

+

**EXCLAMATIO  
N POINT!**



# Building an Aim

---

## *Pre-Work*

- Protect time to develop an attainable and informed aim
- Consider voices needed to set the aim and build buy-in

## *Creating the Aim*

- Understand the current state in your system, answer a need in your community

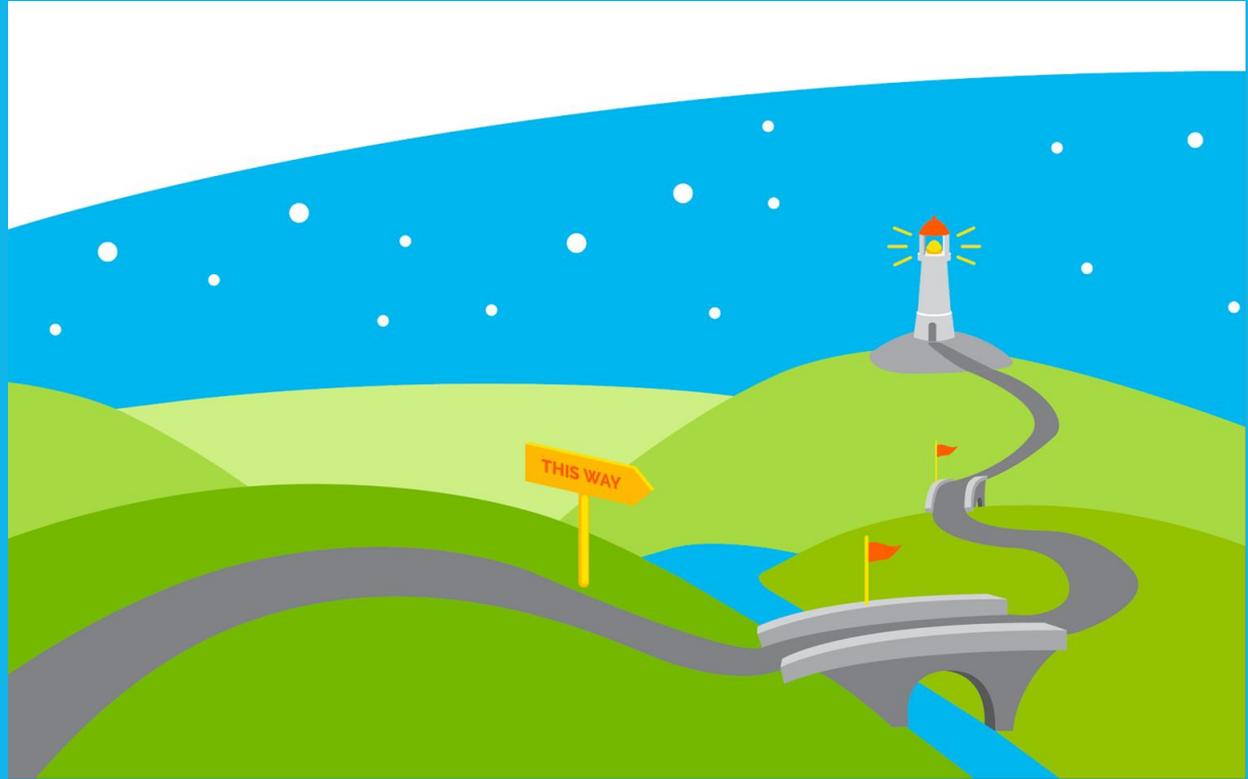
## *Ongoing*

- Check progress as you go and refocus aim as needed



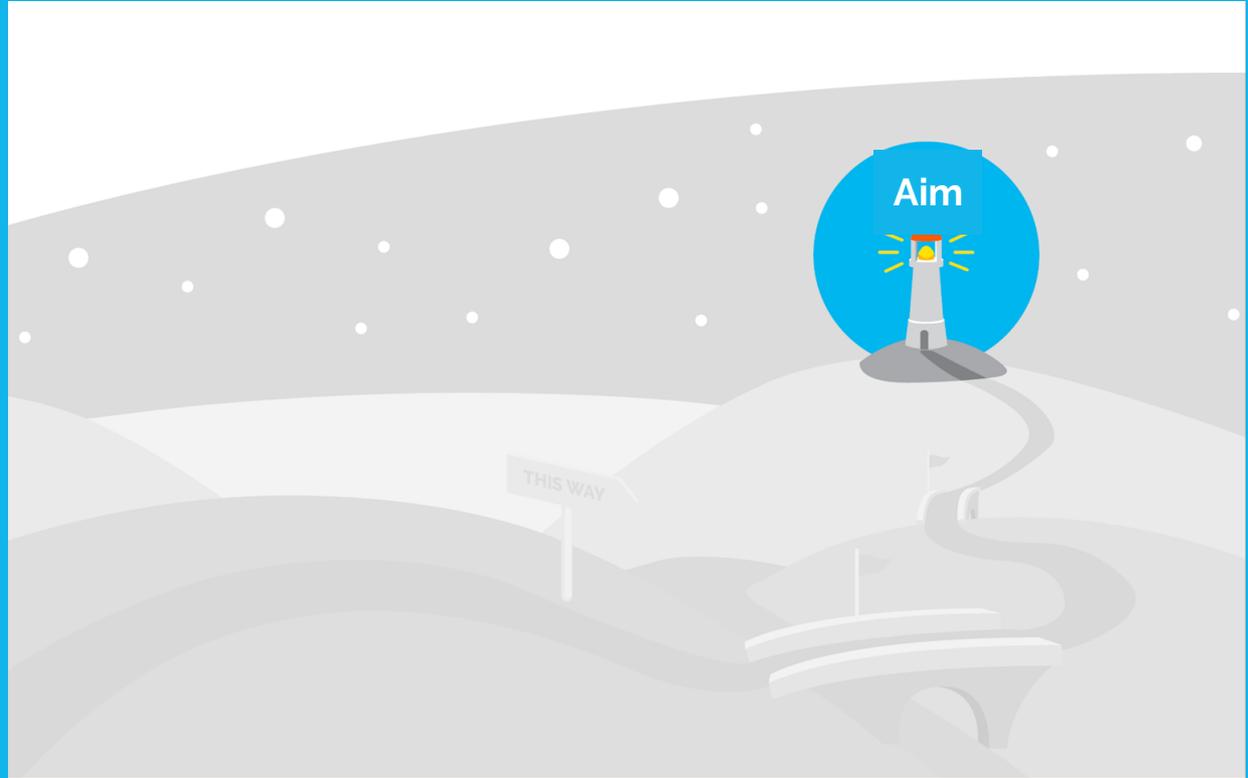
# The Path to your Aim

Imagine your work to  
achieve your community's  
aim as a journey...



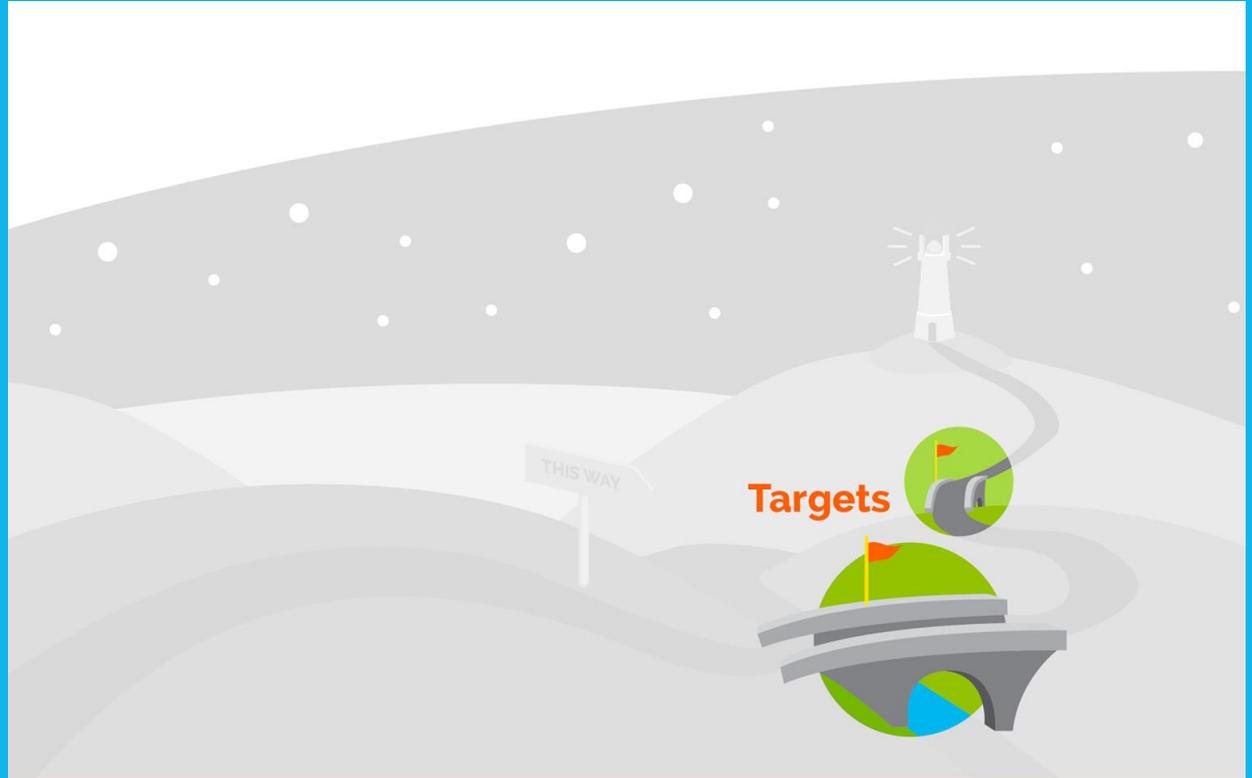
# The Journey to your Aim...

The **Aim** can be imagined as a **Lighthouse**. And while you can see the lighthouse from where you are, the path to it is not clear.



# The Journey to your Aim...met by Goals along the way.

But the road to your goal is long, so you have flags along the way we call **Goals** so that your next major objective is always within sight.



# Aims & Goals



## **Aim (Functional Zero or a Reduction Aim)**

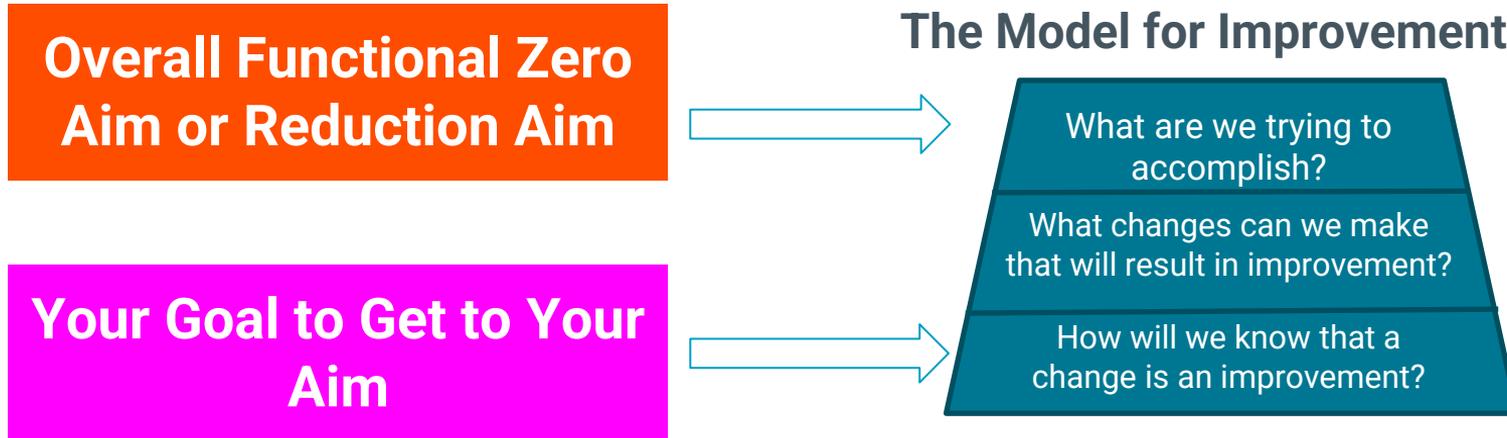
The overall objective or aim of a program, project, initiative, campaign or movement



## **Goals (usually 90-100 Days, or the length of an Action Cycle)**

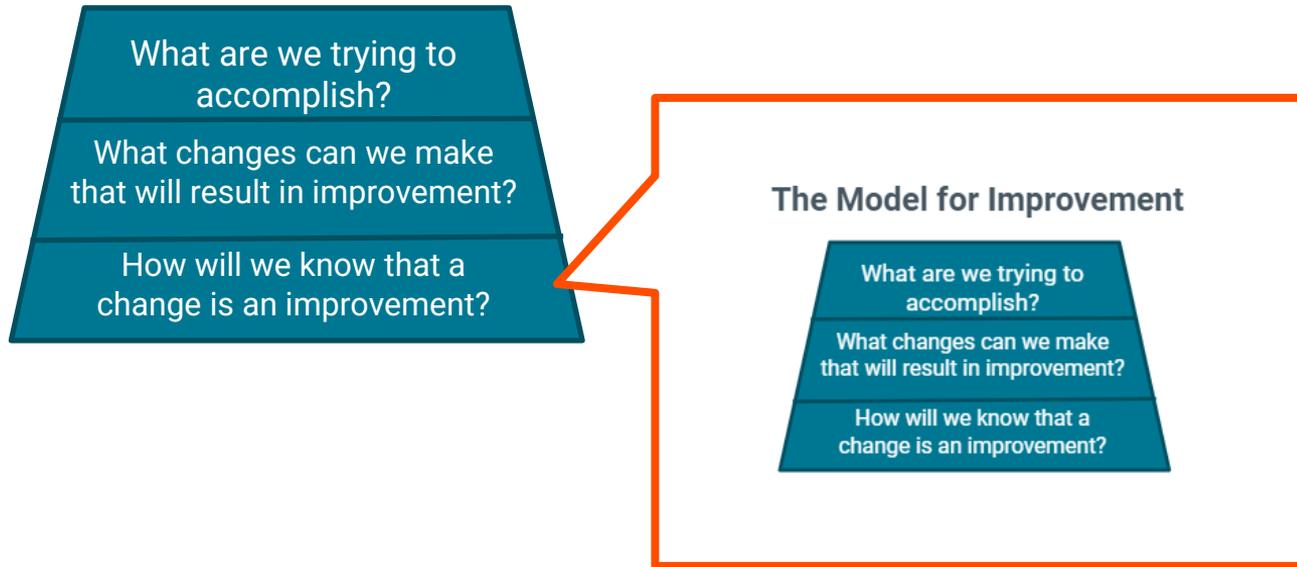
Interim objectives that help determine if you are on track to meet your goal

# Aims and Goals



# The cool thing...

## The Model for Improvement



# When you think about shorter term Goals...

All the same parts apply:

- What is **expected to happen** (the outcome of interest)
- **Timeframe** (by when is improvement desired?)
- The **system to be improved** (local boundaries)

# Let's Get to Work!

---

**STEP 1:** DISCUSS YOUR AIM (whether or not your  
\*ready\* to set an aim).

**STEP 2:** DRAFT A GOAL.



## First spend time discussing your aim.

A. If you have already spent time drafting an aim in your community, spend your time discussing:

- What is your plan is for locking down/locking in that aim with your community stakeholders.
- What are your next steps?



# First spend time discussing your aim.

---

B. If you have never spent time drafting your aim:

- What is your plan for convening stakeholders and setting your aim?
- What are your next steps?

Next, you'll spend time **DRAFTING** a goal.

Think about:

- What you reflected on yesterday in the 4 Lenses of Curiosity exercise
- What you learned and perhaps committed to in your racial equity breakout sessions
- What may be up on your storyboard.



Next, you'll spend time **DRAFTING** a goal.

Think about:

- What you reflected on yesterday in the 4 Lenses of Curiosity exercise
- What you learned and perhaps committed to in your racial equity breakout sessions
- What may be up on your storyboard.



# Setting a Goal: How to Construct

134

- **Involve team:**
  - Engage team (no lone rangers)
  - Include those with experience in the system
- **Goal clear?** Could 5 members of the team describe what you were trying to achieve?
- **Focus on issues that are important or strategic to your community**
- **Understand the current state:**
  - Current performance
  - Problem to solve



# Remember:

- You'll have table time to BOTH discuss aims and draft a goal.
- Keep your goal to something that can be accomplished between now and the end of 2022.
- Be sure to finish up this table exercise WITH a goal.
- Need help, grab a BFZ staffer - both today and after the LS!





- Drive of
- Drive
- Moz
- Drive



MAKIN JAM SINCE 1975 MAPLE SYRUP 1956

Berkshire Berries  
Becket Massachusetts

HORSERADISH  
JELLY

ONION JAM

MAPLE SYRUP

WILD BLUE BERRY JAM  
Etc.

TOMATO JAM

**AMBIGUITY IS THE ENEMY**



**AMBIGUITY IS THE ENEMY**  
**CLARITY DISSOLVES**  
**RESISTANCE**

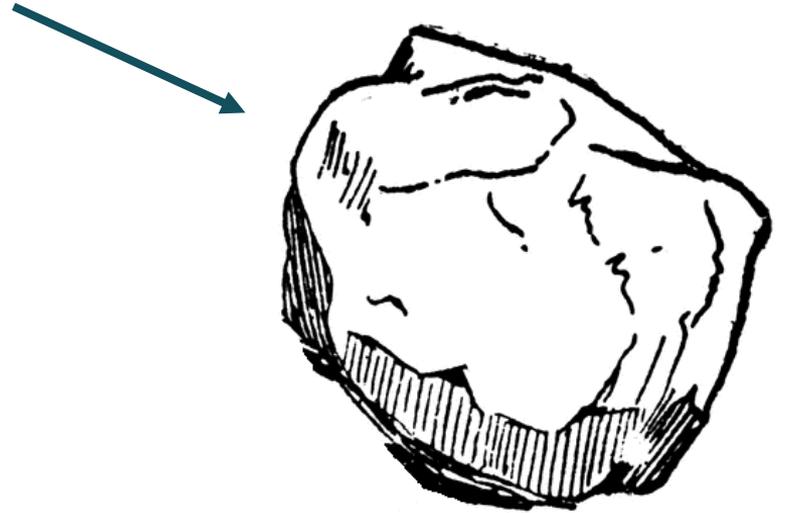


Let's build a path to your goal by pulling out **Big Rocks** to work on, **Levers** to use, **Dependencies** to consider and **Indicators** that we're moving in the right direction

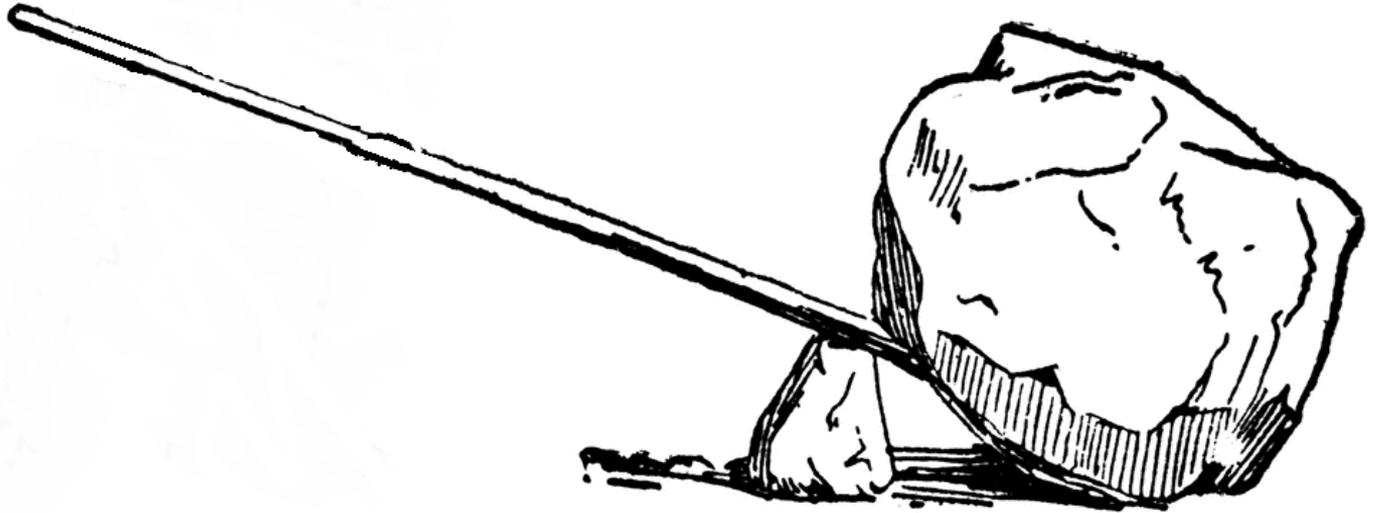
A **big rock** can be any obstacle  
stopping you from reaching your goal  
or any opportunity to reach your goal



**Big Rock:** Not enough  
affordable housing!



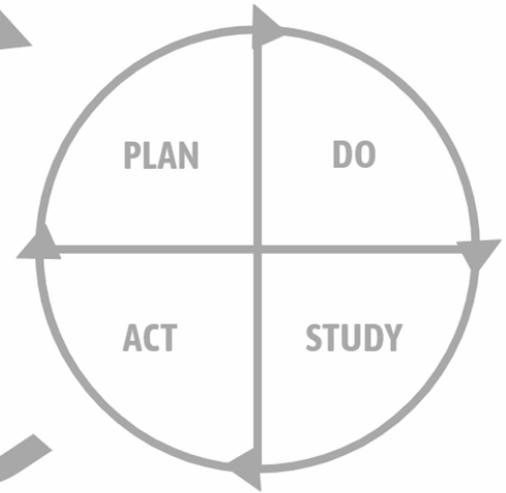
A **lever** is something you can use to move the big rock



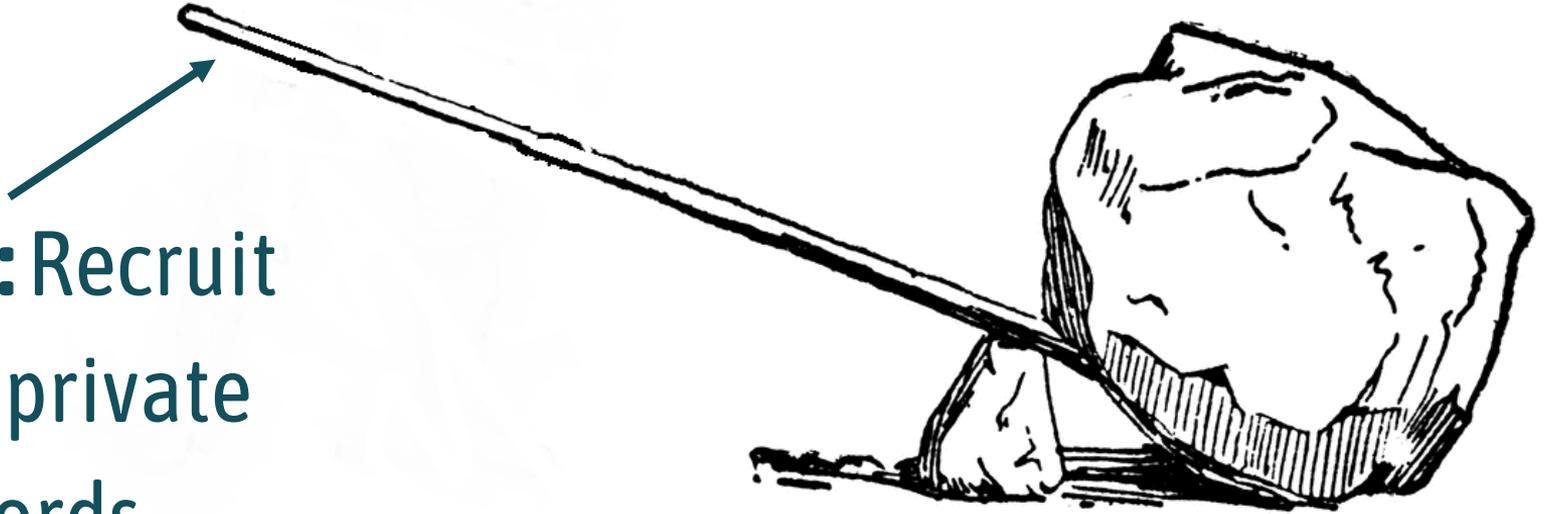
**What are we  
trying to  
accomplish?**

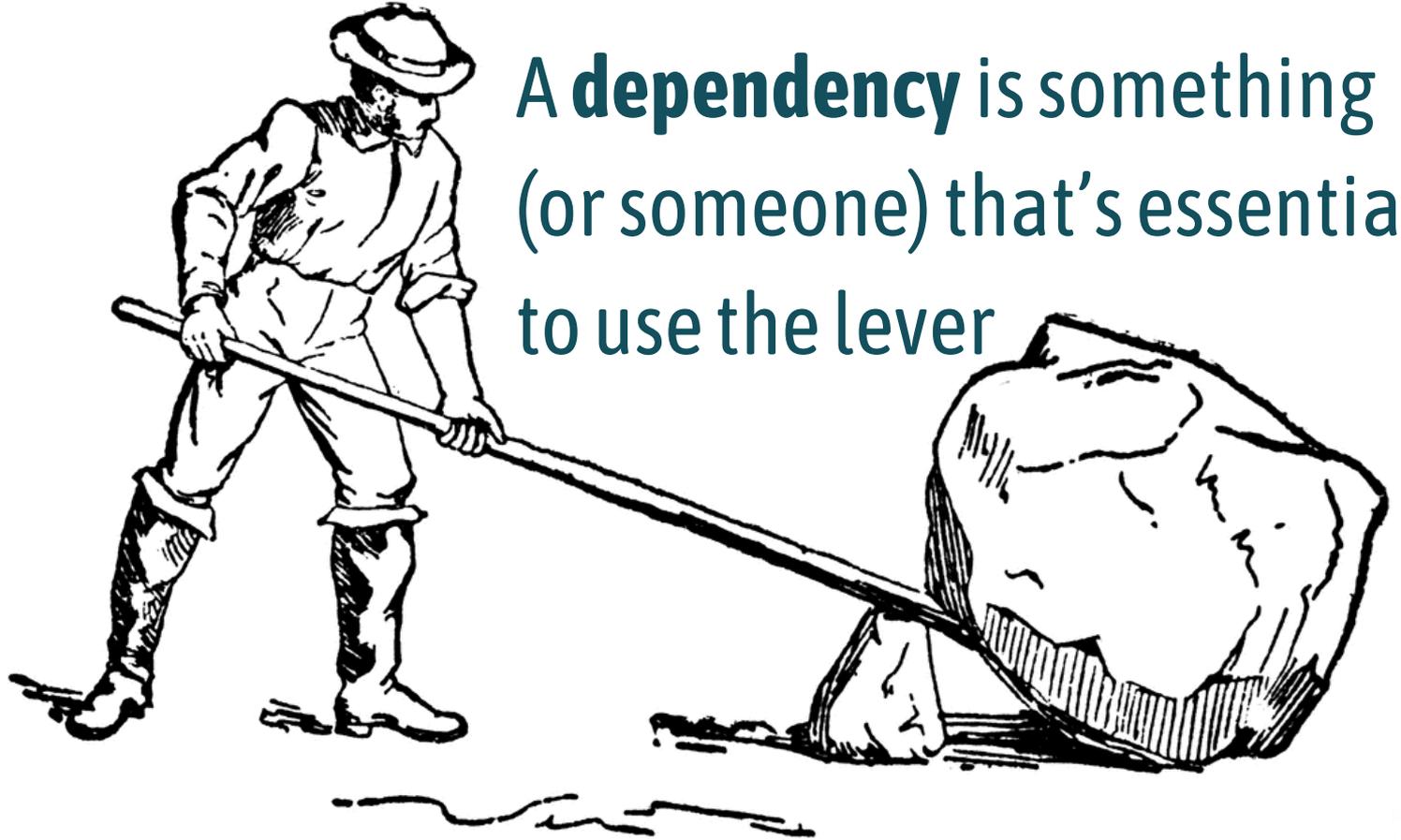
**How will we know a  
change is an  
improvement?**

**What change can we  
make that will result  
in improvement?**

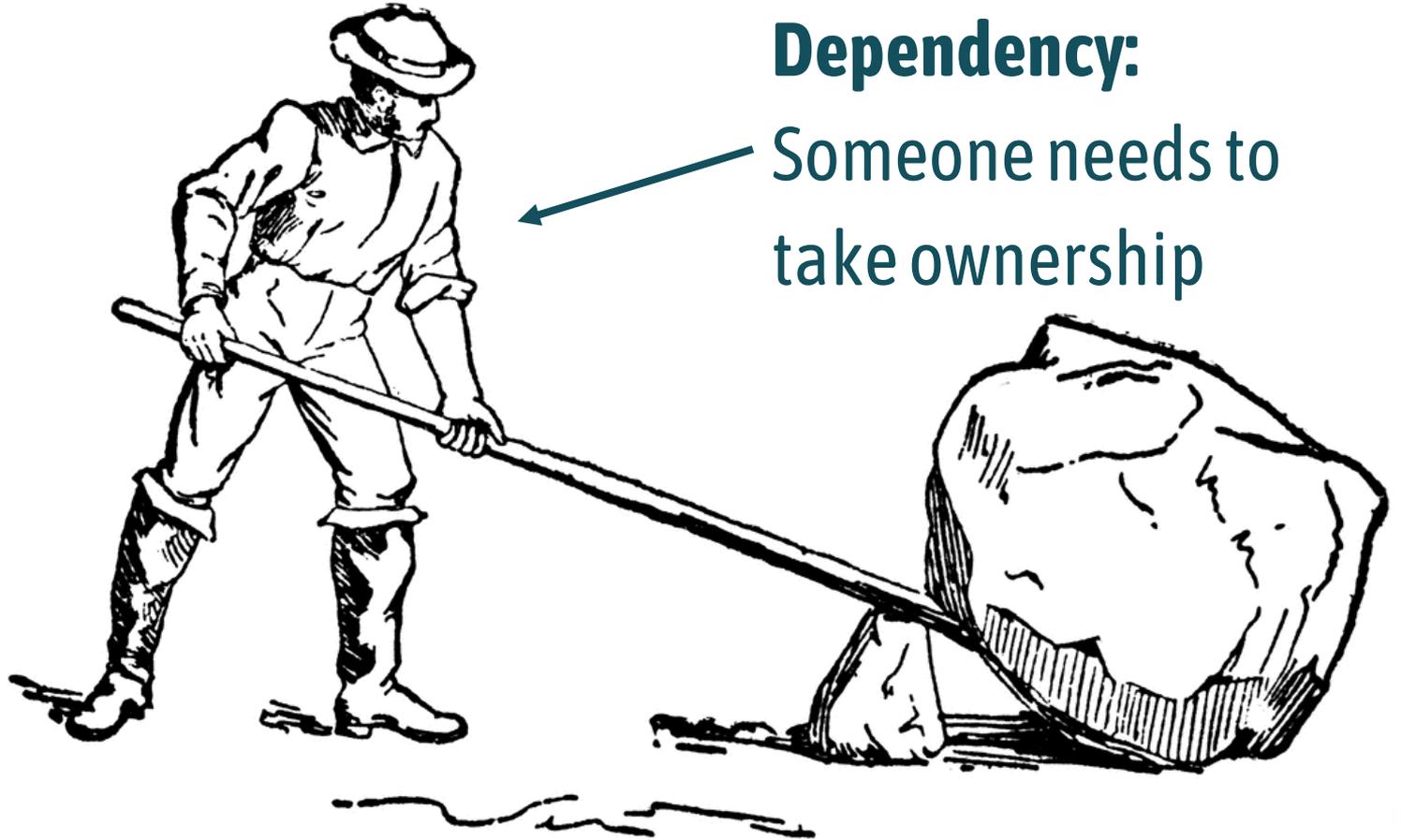


**Lever:** Recruit  
more private  
landlords





A **dependency** is something  
(or someone) that's essential  
to use the lever



## Dependency:

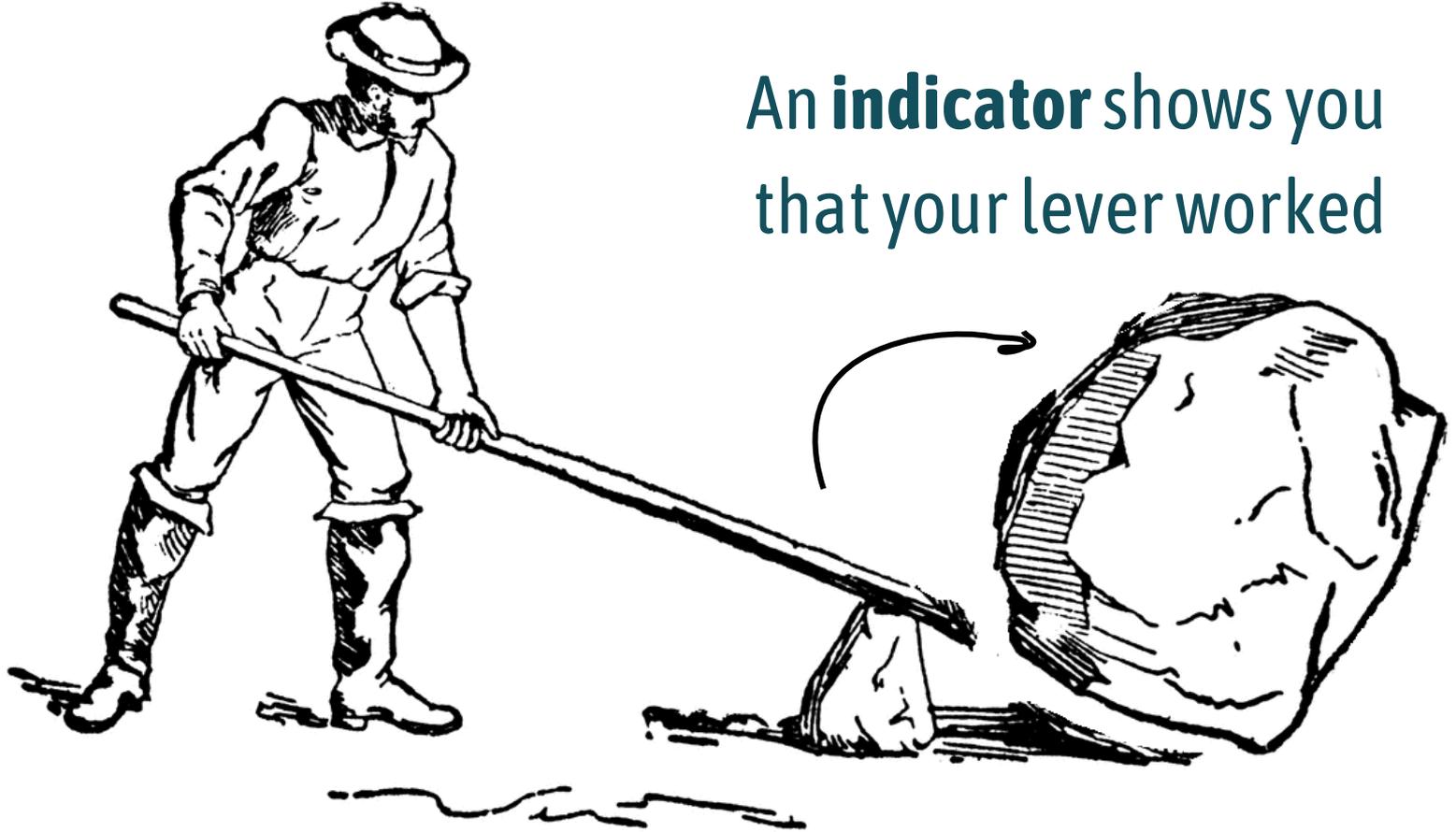
Someone needs to  
take ownership



# Ask Yourself: Why isn't this already happening?

- People
- Paper (Money)
- Permission
- Policy



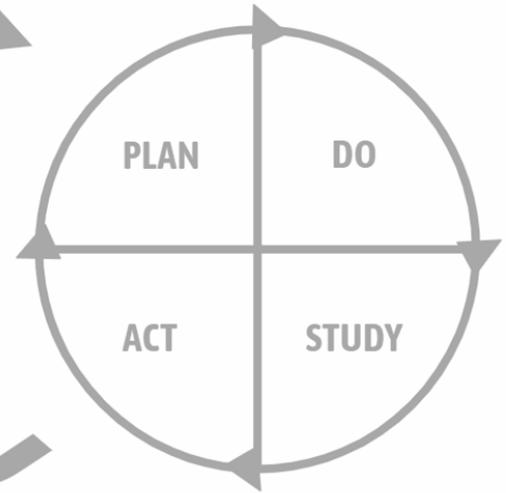


An **indicator** shows you  
that your lever worked

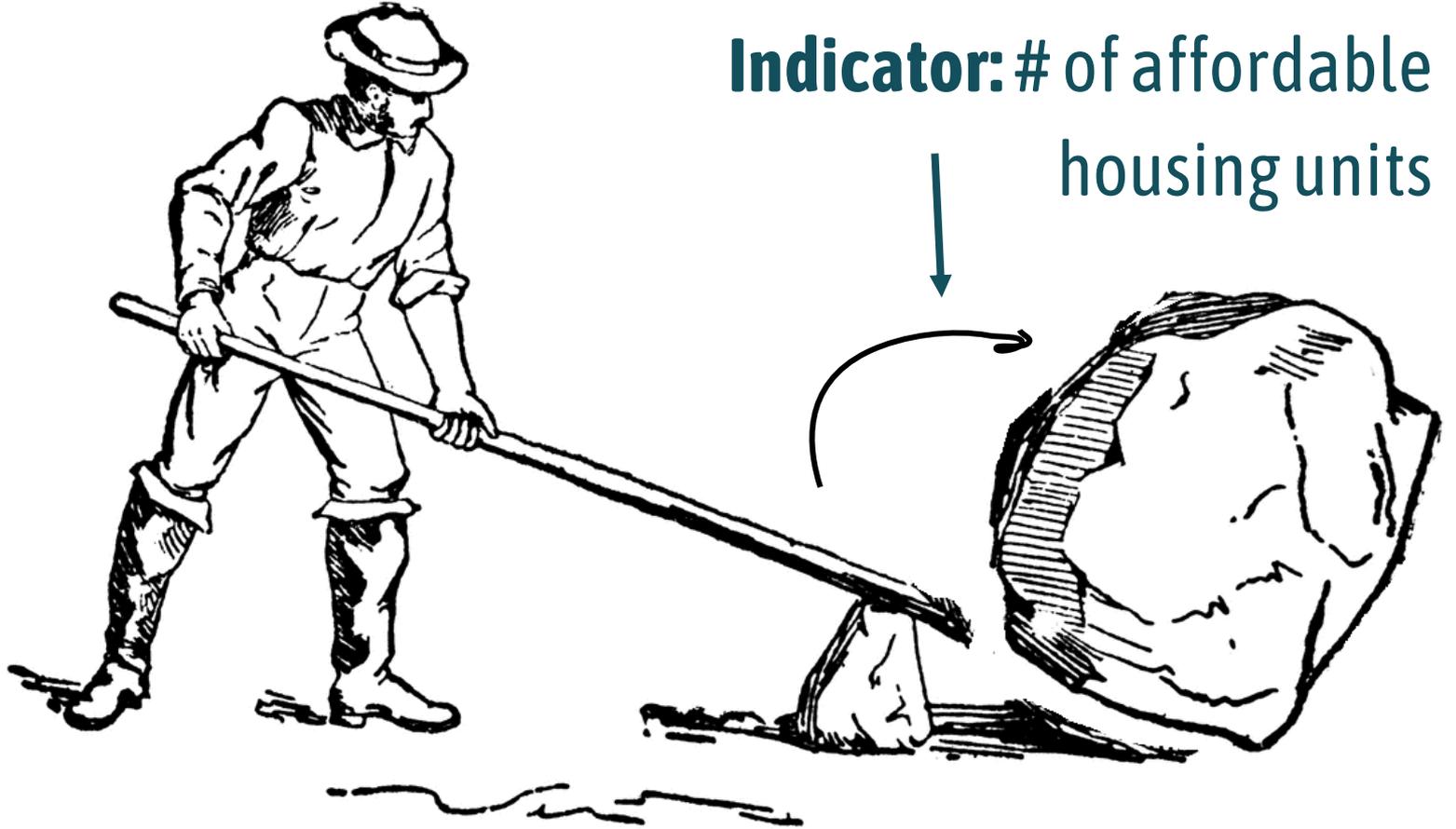
What are we trying to accomplish?

How will we know a change is an improvement?

What change can we make that will result in improvement?



**Indicator:** # of affordable housing units



# CA: Placer Co

<b>Appreciation of a System</b>	<b>Human Behavior</b>	<b>Aim(s)</b>
<b>Understanding Variation</b>	<b>Building Knowledge</b>	<b>Goal(s)</b>
<p>What would it look like if your local system were racially equitable?</p>  <p>What is a strategy that you think your community can commit to today that would make your system more equitable?</p>		

# CA: Placer Co

<b>Appreciation of a System</b>	<b>Human Behavior</b>	<b>Aim(s)</b>
<b>Variation</b>	<b>Building Knowledge</b>	<b>Goal(s)</b>
<p>What would it look like if your local system were racially equitable?</p> <p>What is a strategy that you think your community can commit to today that would make your system more equitable?</p>		

We'll be working here!



**No units for  
previously  
incarcerated**

Prioritize  
units to  
maximize  
resources

Need to  
share  
inventory

# of days to  
move prev.  
inc. into  
housing

**Not enough  
affordable housing**

Recruit more  
private  
landlords

Someone  
needs to take  
ownership

# of  
affordable  
housing units

Develop more  
homeless-  
dedicated  
units

Local gov't  
needs to be  
on board

# of  
homeless-  
dedicated  
units

**LOT to complete  
PSH intake too  
long**

Maximize  
efficiency of  
intake  
process

PSH  
programs  
need to lead  
process

# of days to  
complete  
intake



**Big Rock**



**Lever**



**Dependency**



**Indicator**

We'll be able to reach our aim if we

Generate more  
affordable housing

But we might be able to get unstuck if we

Recruit more  
private  
landlords

In order to move forward

Someone  
needs to take  
ownership

If we're successful, we'll see an increase in the

# of  
affordable  
housing units

**You're not buying jam today.**

**You're deciding what jams to display.**

# Let's take a 15 minute break

## Jackson Park

- Buffalo/Niagara Falls/Erie
- Clackamas County
- Indiana BOS (Bloomington/Monroe County)
- Little Rock/Central Arkansas CoC
- Maine Hub 1: York
- Maine Hub 2: Cumberland
- Maine Hub 6: Somerset & Kennebec
- Maine Hub 7: Penquis
- Maine Hub 9: Aroostook
- Montana Statewide (Missoula)
- Metro Denver
- Pasadena
- Stockton/San Joaquin County
- Wayne Metropolitan Community Action Agency
- West Palm Beach/Palm Beach County CoC

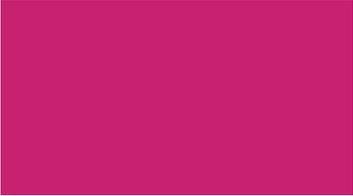
## Prairie A

- Detroit
- District of Columbia

**No units for  
previously  
incarcerated**

**Not enough  
affordable housing**

**LOT to complete  
PSH intake too  
long**



## Big Rock

*Task: Document your 3 **Big Rocks** on your Storyboard.*

25:00

Times & Happy Times



**No units for  
previously  
incarcerated**

Prioritize  
units to  
maximize  
resources

**Not enough  
affordable housing**

Recruit more  
private  
landlords

Develop more  
homeless-  
dedicated  
units

**LOT to complete  
PSH intake too  
long**

Maximize  
efficiency of  
intake  
process



## Lever

*Task: Document 1 **Lever** per **Big Rock** (3 total) on your Storyboard.*

25:00

Times & Happy Times



**No units for  
previously  
incarcerated**

Prioritize  
units to  
maximize  
resources

Need to  
share  
inventory

# of days to  
move prev.  
inc. into  
housing

**Not enough  
affordable housing**

Recruit more  
private  
landlords

Someone  
needs to take  
ownership

# of  
affordable  
housing units

Develop more  
homeless-  
dedicated  
units

Local gov't  
needs to be  
on board

# of  
homeless-  
dedicated  
units

**LOT to complete  
PSH intake too  
long**

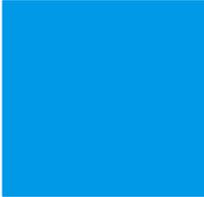
Maximize  
efficiency of  
intake  
process

PSH  
programs  
need to lead  
process

# of days to  
complete  
intake



**Dependencies**



**Indicators**

*Task: Document at least 1 **Indicator** per **Lever** on your Storyboard. Add **Dependencies** as needed.*

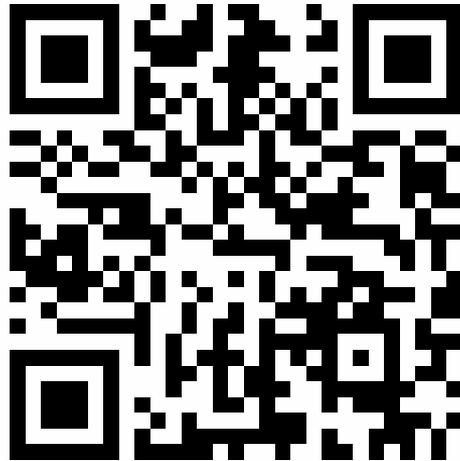
25:00

Times & Happy Times



# Take the Session Rapid Feedback Survey

<http://s.alchemer.com/s3/Rapid-Feedback-May-2022>



# Lunch

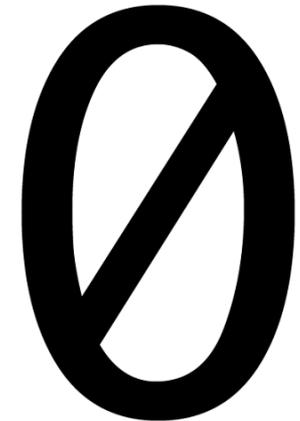
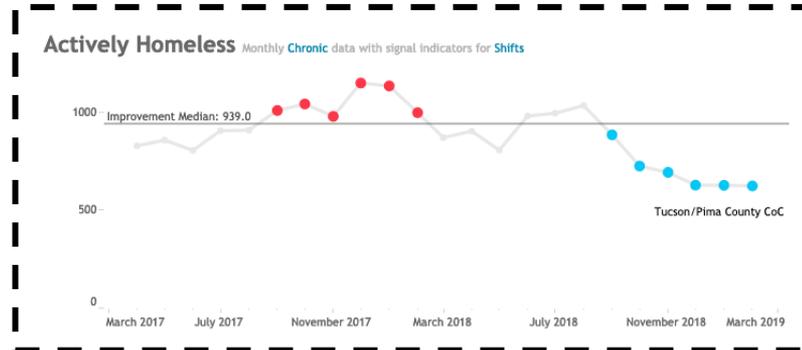


# Milestone Celebrations!

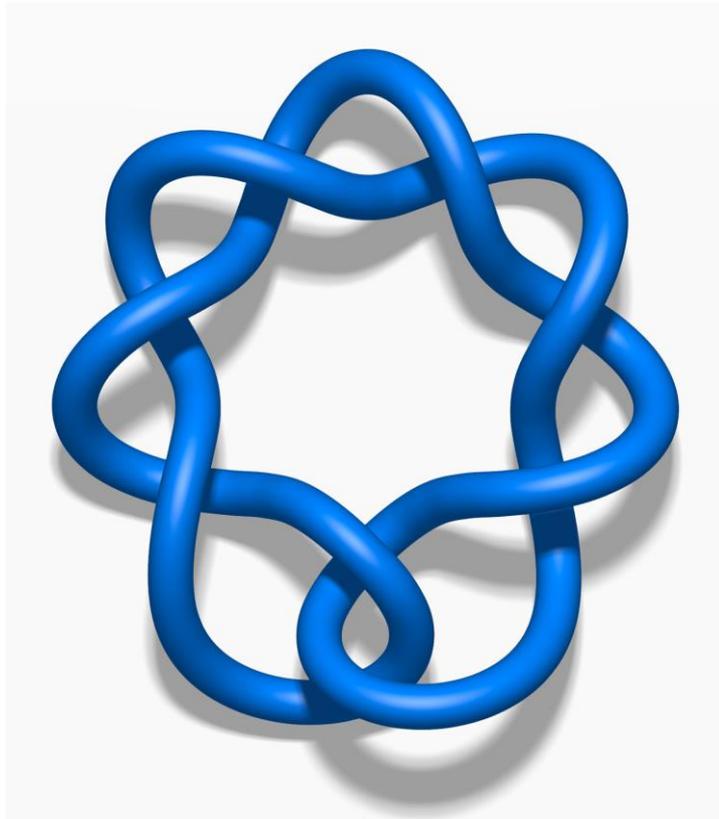


# We will celebrate our regular milestones as usual

	Oct 2018	Nov 2018	Jun 2019	Oct 2019
	6	16	17	28
1A	Red	Red	Red	Blue
1B	Red	Red	Blue	Blue
1C	Red	Red	Red	Blue
2A	Blue	Red	Blue	Blue
2B	Red	Red	Red	Blue
2C	Blue	Blue	Blue	Blue
3A	Blue	Blue	Blue	Blue
3B	Blue	Blue	Blue	Blue
3C	Red	Red	Blue	Blue
3D	Red	Red	Blue	Blue
3E	Blue	Blue	Blue	Blue
4	Red	Blue	Red	Blue
5	Red	Red	Red	Blue
6	Red	Blue	Red	Blue
7	Red	Blue	Blue	Blue



**And we've also added in some twists**



# Case Conferencing Transformer Cohort

In Spring 2021 these teams participated in a cohort aimed at reducing their BNLs through targeted work in case conferencing, and successfully achieved their goals!

**Bakersfield/Kern County**

**Charlotte-Mecklenburg County**

**Fayetteville/Northwest Arkansas**

**Honolulu**

**Tucson/Pima County**

**Middlesex County**

**Crater Region**

**North Central Florida**

**Richmond, Virginia**

**Sacramento**

**Virginia BOS -**

# By-Name List & Quality Data

These communities have achieved a QBNL and Quality Data since we were last celebrating together in November!

**Clark County**

**Marin County**

**Western Virginia**

**San Diego**

**Nevada County**

**Colorado BOS - Pueblo**

# Buttons!



# Reductions

These communities have reduced their active homeless number by 20% or more in the past six months!

**Colorado BOS - Mesa County** - Veteran

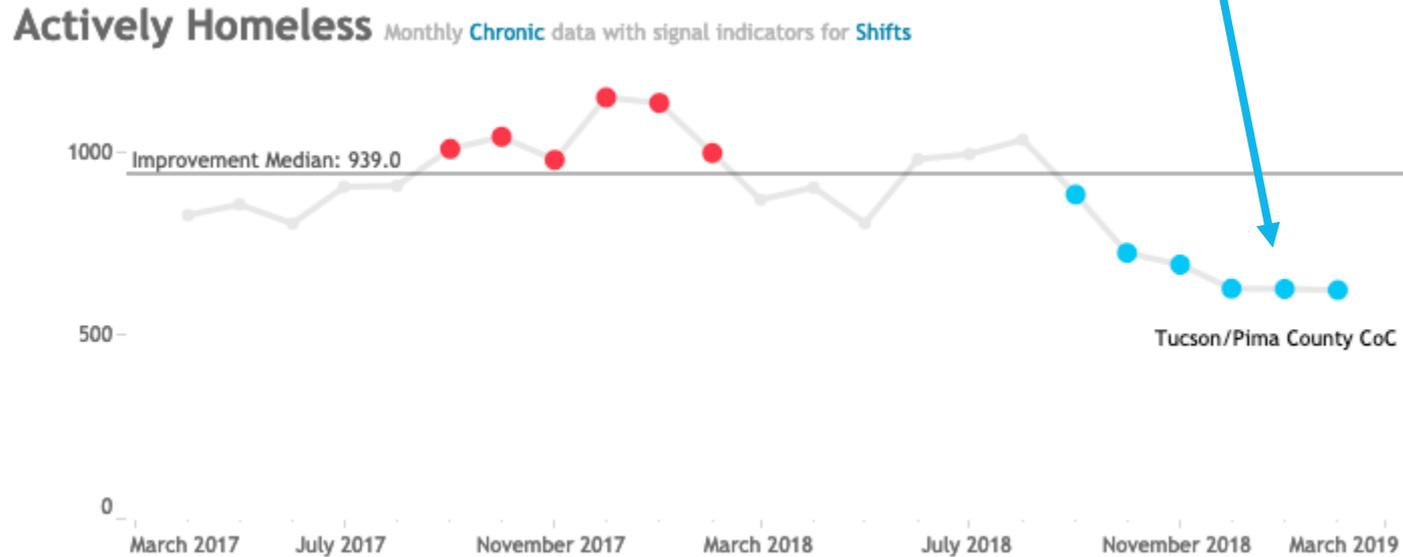
**Minneapolis/Hennepin County** - Chronic

**Tennessee Valley** - Veteran

**Yamhill County** - Veteran

# Next up, Shifts!

Reminder: a shift is six points below your improvement median



# Shifts

These communities have made shifts happen in the last six months!

**Charlotte-Mecklenburg** - Veteran

**Charlotte-Mecklenburg** - Chronic

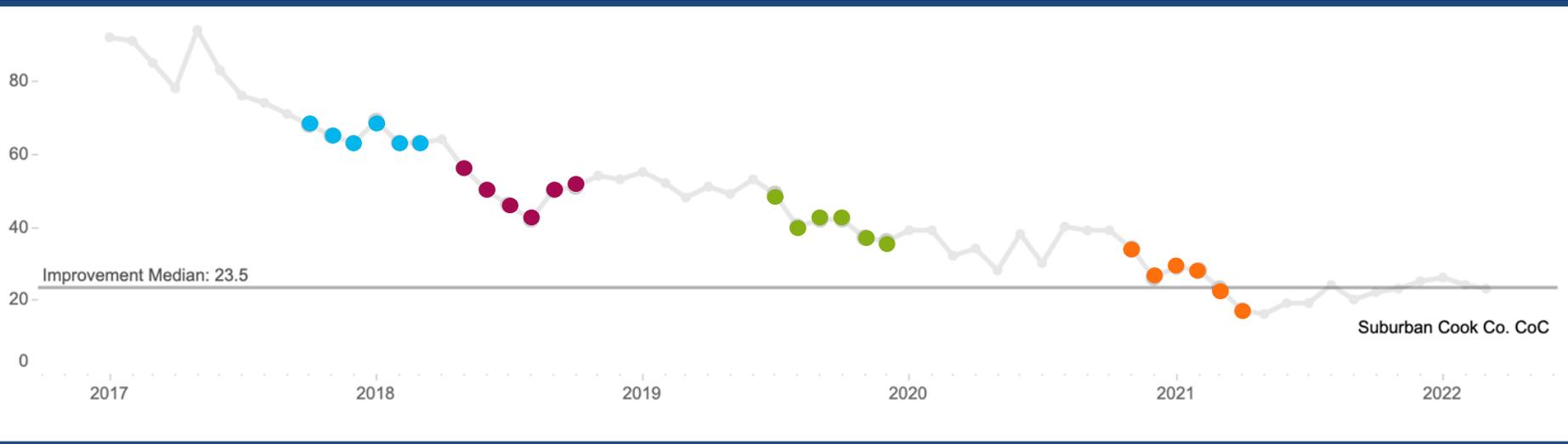
**Colorado BOS - Fremont County** - Chronic

**Columbia-Boone County/Missouri BOS** - Chronic

**Honolulu** - Veteran

# A hometown bright spot to celebrate!

## Suburban Cook County!



# Buttons!

**DON'T START  
NO SHIFT,  
                      
WON'T BE  
NO SHIFT.**

# Our Proofpoints

These communities have achieved Functional Zero for Veterans, Chronic, or both!

**Arlington County** - Veteran

**Bakersfield/Kern County** - Chronic

**Bergen County** - Veteran and Chronic

**Central Virginia** - Veteran

**Chattanooga/Southeast Tennessee** - Veteran

**Colorado BOS-Fremont County** - Veteran

**Fort Myers** - Veteran

**Gulfport/Gulf Coast** - Veteran and Chronic

**Lake County/North Chicago** - Veteran

**Lancaster City and County** - Chronic

**Montgomery County** - Veteran

**Norman/Cleveland County** - Veteran

**Riverside** - Veteran

**Rockford/Winnebago/Boone County** - Veteran and Chronic

**Texas BOS - Abilene** - Veteran and Chronic

**Fort Myers** - Veteran

**Virginia BOS - Crater Region** - Veteran and Chronic

# Our Proofpoints

These communities have been sustaining zero for 2+ years!

**Arlington County** - Veteran

**Bergen County** - Veteran and Chronic

**Gulfport/Gulf Coast** - Veteran

**Lake County/North Chicago** - Veteran

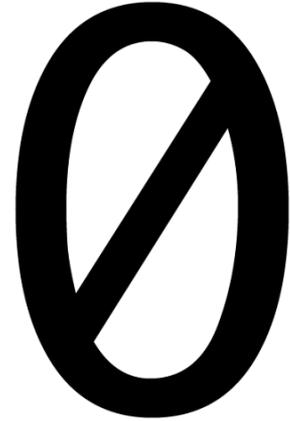
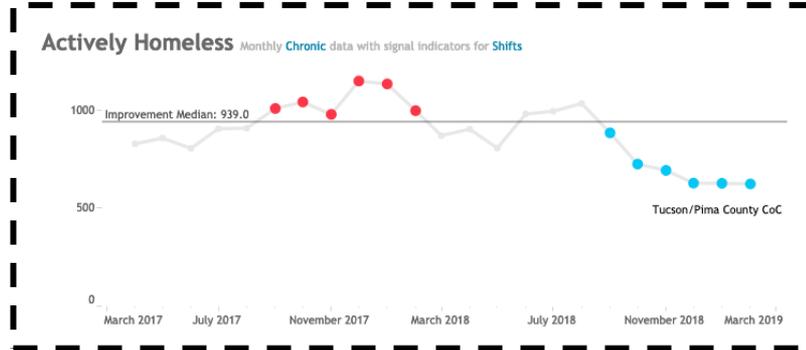
**Rockford/Winnebago/Boone County** - Veteran and Chronic

**Texas BOS - Abilene** - Veteran and Chronic

# But first let's dance



	Oct 2018	Nov 2018	Jun 2019	Oct 2019
	6	16	17	28
1A	Red	Red	Red	Blue
1B	Red	Red	Blue	Blue
1C	Red	Red	Red	Blue
2A	Blue	Red	Blue	Blue
2B	Red	Red	Red	Blue
2C	Blue	Blue	Blue	Blue
3A	Blue	Blue	Blue	Blue
3B	Blue	Blue	Blue	Blue
3C	Red	Red	Blue	Blue
3D	Red	Red	Blue	Blue
3E	Blue	Blue	Blue	Blue
4	Red	Blue	Red	Blue
5	Red	Blue	Blue	Blue
6	Blue	Blue	Blue	Blue
7	Red	Blue	Blue	Blue



**DANCE!**

**Now let's look forward...**



# Nevada County



# Nevada County



# District of Columbia

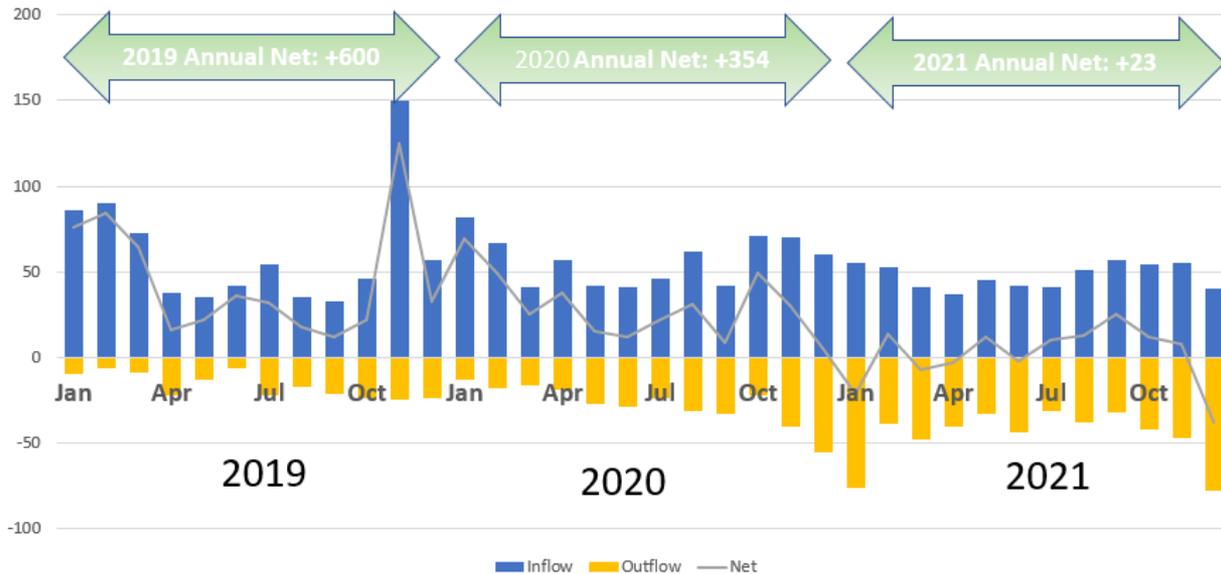


# Montgomery County



# Montgomery County

## Effectiveness of Coordinated Entry: Inflow/Outflow for Adult Only Households



**Functional Zero**



# What aims and goals are you setting?

- Achieving Continuous Quality Data
- Reducing Inflow
- Increasing Successful Exits
- Achieving Reductions
- Achieving Functional Zero
- Sustaining Functional Zero
- Making progress on Racial Equity Indicators

**What assets exist?  
How do we leverage them?  
What resources do you  
need?**



## **BFZ Community Investments:**

Funding provided by BFZ to communities that support focused efforts to drive toward critical community milestones.

# Taking action with the 'home team'

Eligible  
for Funding!

Ensure you are current on monthly data submissions to Built for Zero

Establish shared aim and build commitment from key stakeholders

Confirm improvement team members for the next Action Cycle [July - Dec '22]

Take steps to commit and engage in Racial Equity work in your community

Complete the most updated version of the Single Adults By-Name List Scorecard

Ready  
for New BFZ  
Supports in July!

## SUPPORT ON DATA



Use a number to indicate that you'd like assistance in one of the following areas between now and the start of the next Action Cycle in July:

- Support on achieving a Quality By-Name List
- Support training a new team member on data reporting
- Support catching up on data reporting

## SUPPORT ON AIMS



Use a symbol to indicate that you'd like assistance in one of the following areas between now and the start of the next Action Cycle in July:

- Support on setting your aim
- Support on getting buy-in for your aim

## SUPPORT ON TEAM BUILDING



Use a letter to indicate that you'd like assistance in one of the following areas between now and the start of the next Action Cycle in July:

- Establishing your improvement team
- Building greater buy-in

**Whoosh!**

# This afternoon's breakouts

See page 7 in your booklets for more information about this afternoon's breakouts. Some of our sessions for specific targeted communities (you know who you are):

- Zero for All
  - Large City Last Mile
  - Colorado Statewide Meeting
  - Maine Statewide Meeting
  - Sustaining Circle (2:15-3:15)
- Grant Park A/B  
Prairie A  
Jackson Park A/B (2:15-3:15)  
Jackson Park A/B (3:20-4:20)  
Hyde Park

All other breakouts are open to anyone who is interested!

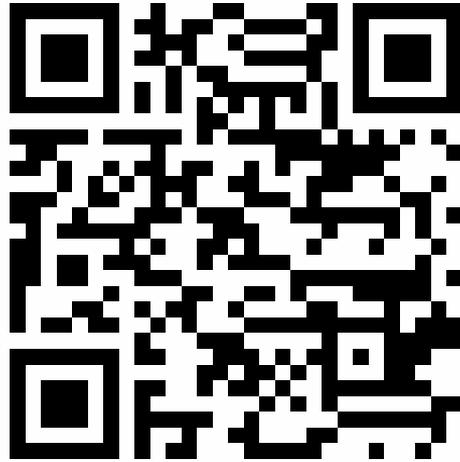
# Take the Session Rapid Feedback Survey

<http://s.alchemer.com/s3/Rapid-Feedback-May-2022>



# Post-Learning Session Survey

<http://s.alchemer.com/s3/ea6e0d300739>



End of Day 2