

An illustration of a woman in a white shirt and blue pants walking up a set of orange stairs, with a small child in a red shirt and blue pants walking beside her. The background is a light blue sky with a street lamp on the right.

Built For Zero: Overview and Update Multnomah County Board of Commissioners

Community Solutions and the JOHS

April 19, 2022

Mission, Vision, and Impact

An illustration of a person with dark hair, wearing a yellow shirt and dark pants, sitting on a pink blanket on a grassy hill. A white dog with brown spots is sitting next to them. In the background, there is a large tree, rolling green hills, and a stylized cityscape with buildings and a street lamp. The sky is a solid orange color.

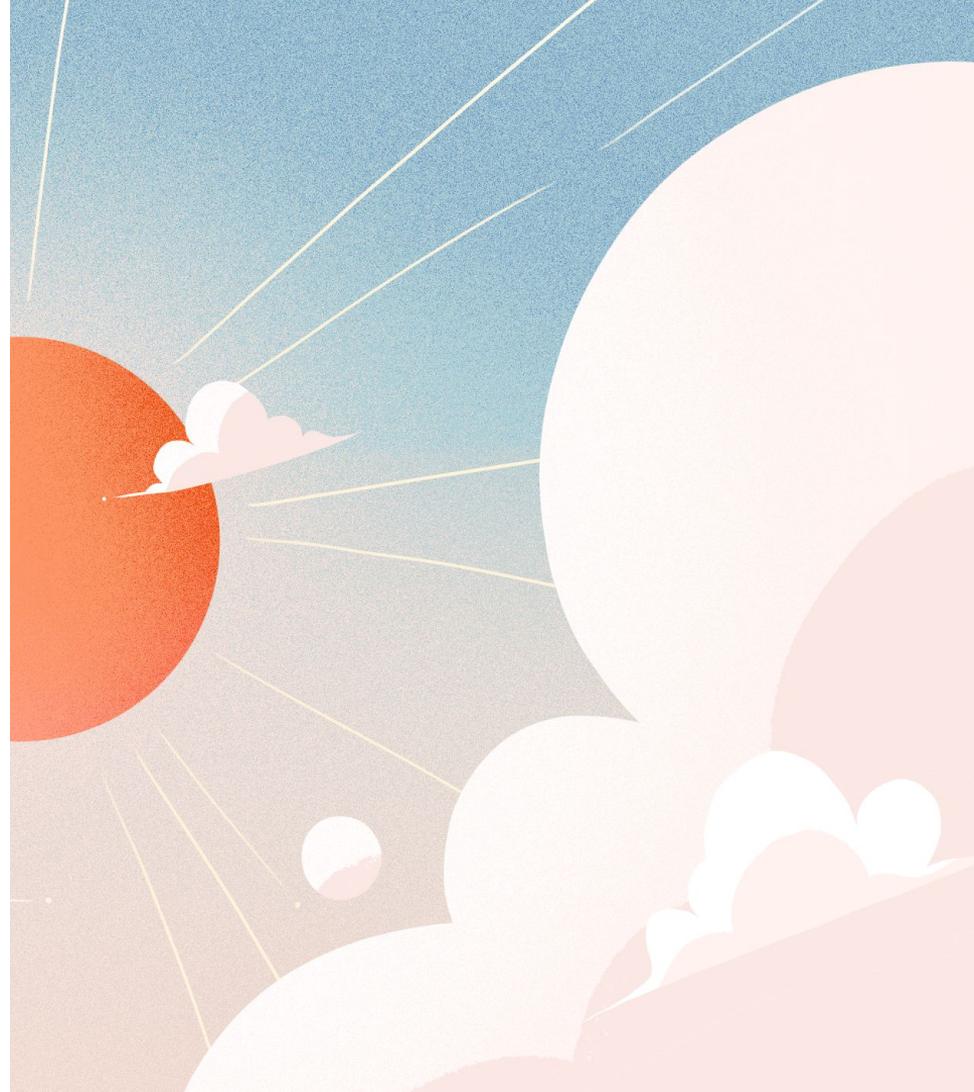


Our Mission

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

Our Vision

We can create a just and equitable future where homelessness is rare, brief when it occurs, and never a way of life.



Our Approach



We partner with communities to solve homelessness. We use creative data and problem-solving strategies to help local teams do three things:

- 1.** Get people out of homelessness more quickly
- 2.** Identify and turn off the sources of new inflow
- 3.** Rapidly develop the affordable housing supply communities need to end homelessness.

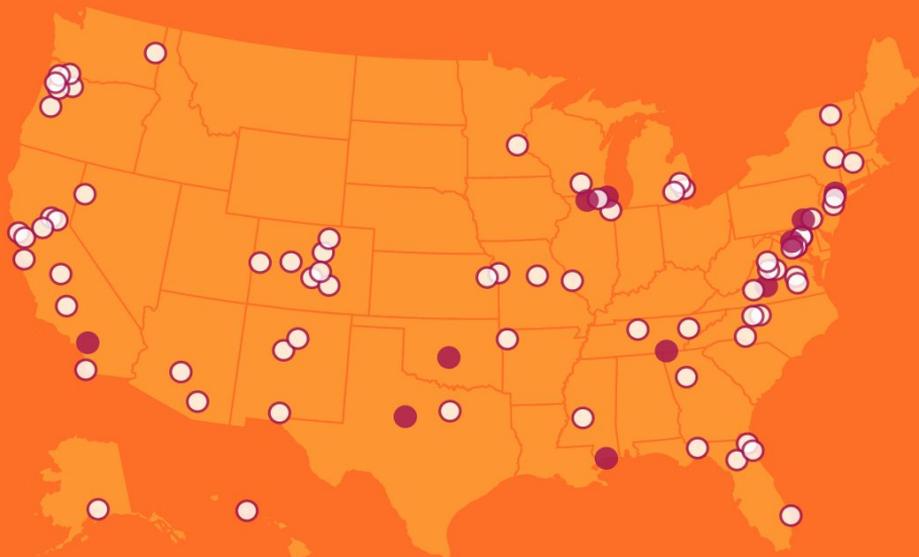
Built for Zero

More than 90 communities in the United States are **redefining what is possible in the movement to end homelessness.**



REAL RESULTS.

A data-driven movement is redefining what is possible in ending homelessness.



84

communities are **participating**
in Built for Zero

[SHOW THE LIST >](#)

13

communities have **ended**
veteran or chronic
homelessness

126,964

individuals housed by Built for
Zero communities since 2015

46

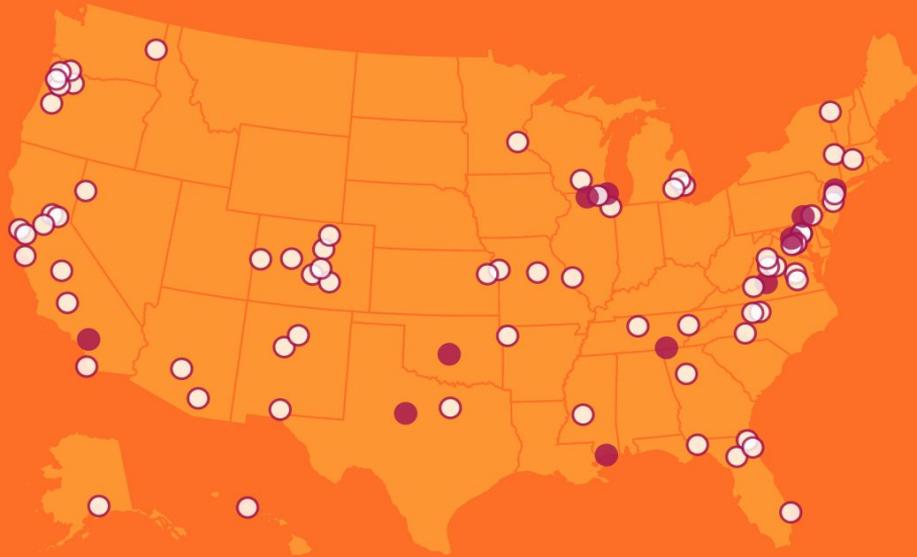
communities have achieved a
measurable reduction

80

communities have achieved
quality real-time data

REAL RESULTS.

A data-driven movement is redefining what is possible in ending homelessness.



84

communities are participating
in Built for Zero

[HIDE THE LIST >](#)

★ *Communities that have ended chronic and/or veteran homelessness*

- Albuquerque, NM
- Anchorage, AK
- Arlington County, VA ★**
- Atlanta, GA
- Bakersfield/Kern County, CA
- Baltimore City, MD
- Baltimore County, MD
- Bergen County, NJ ★**
- Burlington/Chittenden County, VT
- Central Virginia, VA ★**
- Charlotte-Mecklenburg, NC
- Charlottesville, VA
- Chattanooga/Southeast Tennessee, TN ★**
- Chester County, PA
- Clackamas County, OR
- Clark County, WA
- Colorado BoS Fremont County, CO
- Colorado BoS Mesa County, CO
- Colorado BoS Pueblo, CO
- Colorado BoS Roaring Fork, CO
- Columbia-Boone County/Missouri Balance of State, MO
- Cook County, IL
- Detroit, MI
- District of Columbia, DC
- El Paso City and County, TX
- Eugene, Springfield/Lane County, OR
- Fairfax County, VA
- Fayetteville/Northwest Arkansas, AR
- Fort Worth/Arlington/Tarrant County, TX
- Fresno/Madera County, CA
- Greater Kansas City Coalition to End Homelessness, MO
- Guilford County, NC
- Gulfport/Gulf Coast, MS ★**
- Honolulu, HI
- Jackson/Rankin, Madison Counties, MS
- Jacksonville-Duval, Clay Counties, FL
- Kansas BoS Douglas County, KS
- Lake County/North Chicago, IL ★**
- Lancaster City & County, PA ★**
- Madison/Dane County, WI
- Marin County, CA
- McHenry County, IL
- Metro Denver, CO
- Mid-Willamette Valley Homeless Alliance, OR
- Middlesex County/Coming Home, NJ
- Minneapolis/Hennepin County, MN
- Montgomery County, MD ★**
- Nashville/Davidson County, TN
- Nassau, Suffolk Counties, NY
- Nevada County, CA
- Newark/Essex County, NJ
- Norman/Cleveland County, OK ★**
- North Central Florida, FL
- Northern Colorado, CO
- Phoenix/Mesa/Maricopa County, AZ
- Pikes Peak, CO
- Placer County, CA
- Pontiac/Royal Oak/Oakland County, MI
- Richmond/Contra Costa County, CA
- Richmond/Henrico, Chesterfield, Hanover Counties, VA
- Riverside City & County, CA ★**
- Roanoke City & County/Salem, VA
- Rockford/Winnebago, Boone Counties, IL ★**
- Sacramento City & County, CA
- Saint Johns County, FL
- San Diego City & County, CA
- Santa Fe City, NM
- Spokane City and County, WA
- Springfield, MA
- St. Louis City/St. Louis County, MO
- Tallahassee/Leon County, FL
- Tennessee Valley, TN
- Texas Balance of State - Abilene, TX ★**
- Tucson/Pima County, AZ
- Virginia Balance of State - Petersburg, VA
- Virginia Balance of State - Valley Homeless Connection, VA
- Washington County, OR
- Washoe County, NV
- Washtenaw County, MI
- Watsonville/Santa Cruz City & County, CA
- West Palm Beach/Palm Beach County, FL
- Western Virginia, VA
- Winston-Salem/Forsyth County, NC
- Yamhill County, OR

The Path to 2024

AIM:

By 2024, we aim to propel the movement to end homelessness up and over a tipping point where homelessness is widely understood and responded to as solvable.

1. OVERWHELMING PROOF THAT HOMELESSNESS IS SOLVABLE.

A critical mass of diverse community has credibly ended homelessness for some or all populations and is sustaining through change.

2. PATH CLEARED.

Key data, governance, and collaboration/accountability challenges have been solved.

3. RACIAL EQUITY.

A sound and scalable framework for an equitable homelessness response system has been proven achievable.

4. ACCOUNTABILITY WHERE IT COUNTS.

Mechanisms are in place to hold leaders accountable for population-level reductions.

5. TOOLS FOR IMPROVING HOUSING SYSTEMS AND SUPPLY.

Real-time housing system analysis support enables community-specific housing solutions in response to by name list data on homelessness.

Testimonials



Rockford, IL

- Reached functional zero (veteran & chronic)
- Sustaining functional zero for veterans since December 2015.
- 88% reduction in chronic actively homeless #

"We only conducted outreach when it was the point in time count or if someone called. Everything changed when we started coordinated entry and the Built for Zero initiative. Now we do continual ongoing outreach." – Angie Walker, Rockford, IL



"Collaboration is critical, absolutely critical."

– Mary Simons, Gulf Coast Region, MS

Gulf Coast, MS

- Sustaining functional zero for veterans since September 2015
- 40% reduction in chronic actively homeless #



"The numbers speak for themselves."

– Amanda Harris, Montgomery County, MD

Montgomery County, MD

- Reached functional zero in December 2015
- 95% reduction in chronic actively homeless #

"We believe we can end homelessness, no matter how hard it gets. We still believe."

– Jennifer Jaeger, Rockford, IL



The Problems



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.

Built for Zero Methodology



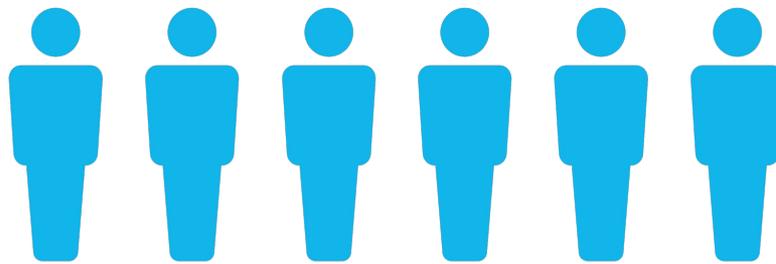
Committing to

a clear end state

Functional Zero for Veterans



**# Actively
Homeless Veterans**



**6-Mth Avg. Housing
Placement Rate**
(MINIMUM 3)

**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*

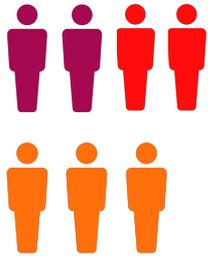
**Whichever is greater*

Shifting to

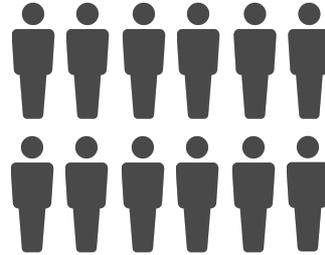
by-name, real-time data

Seven Key Data Points

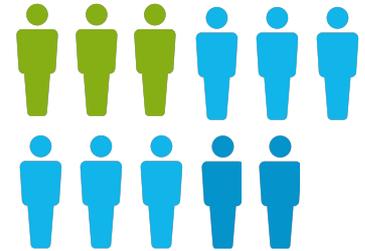
INFLOW



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

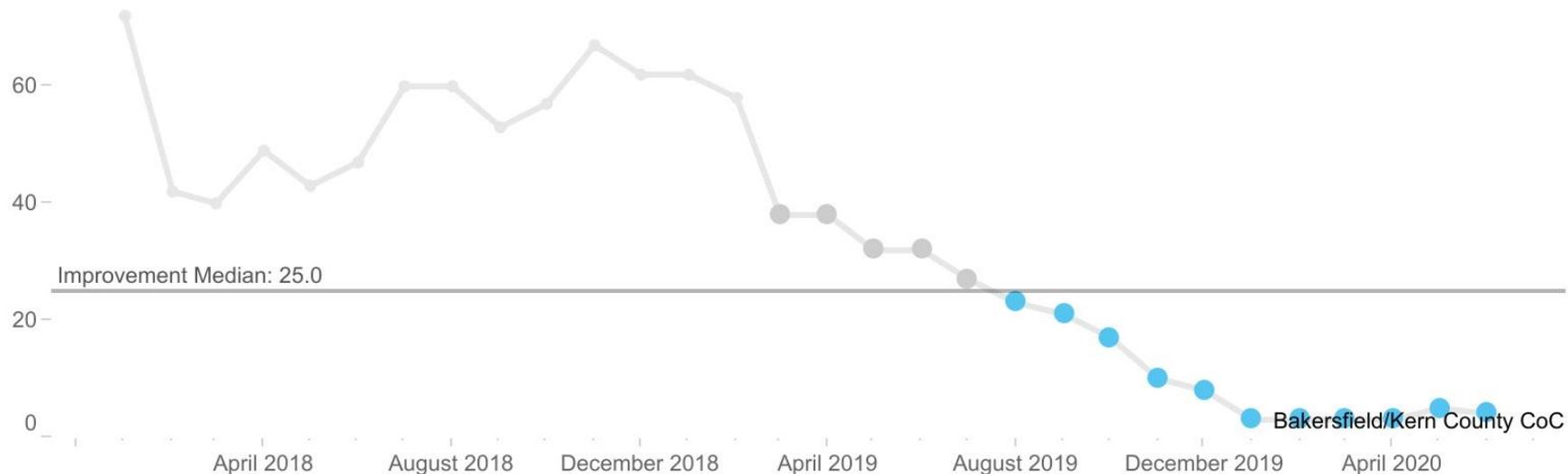
Driving

measurable reductions

Shifting from Program to System

Actively Homeless

Monthly Chronic data with signal indicators for Shifts

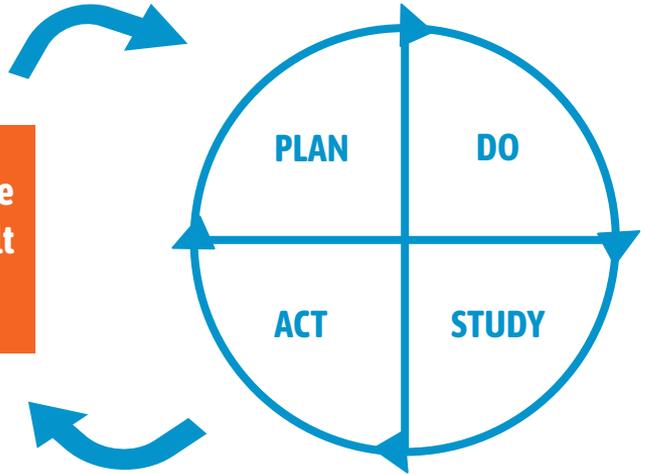


The Shift from Technical Solutions to Iteration

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?



The Model for Improvement was developed by **Associates in Process Improvement** and taught to us by the **Institute for Healthcare Improvement**. Thank you!

Five Things Every Community Needs



Shared, Measurable Aim



**Nimble,
integrated team**



**Real-time,
by-name
feedback loop**



**Flexible arsenal of
resources**



**Testable menu
of technical strategies**

Continuous improvement approach

Who You Need at the Table

CoC Representative / Key Leader: Person overseeing federal funding related to ending veteran and chronic homelessness

City or County Leader: Person who can wield the influence of a local government executive's office to generate convening power

Local measurement lead responsible for collecting and sharing data: Person with data administrator access and the ability to aggregate and report monthly system performance data

Priority!

These leaders matter most because they control key leverage points

People Overseeing Programs Specifically for Veterans

This may be (but isn't limited to):

VAMC Homeless Program Managers Person overseeing ending veteran homelessness for the medical center as well as VA funded programs.

HUD-VASH Program Manager Person overseeing the HUD-VASH Program for the Medical Center

VA Outreach/Social Workers First responders working directly w homeless vets

SSVF/GPD Program Operators Person overseeing the operation and use of SSFV and or GPD resources at a community based organization

Veteran Service Provider Representatives - Person critical to efforts to end homelessness because of the role they play in the community or the position they hold at a community based organization focused on ending veteran homelessness.

Housing Authority Representatives - Person that oversees the VASH Program from the local Housing Authority.

People Overseeing Programs Specifically for high-need/chronically homeless individuals

This may be (but isn't limited to):

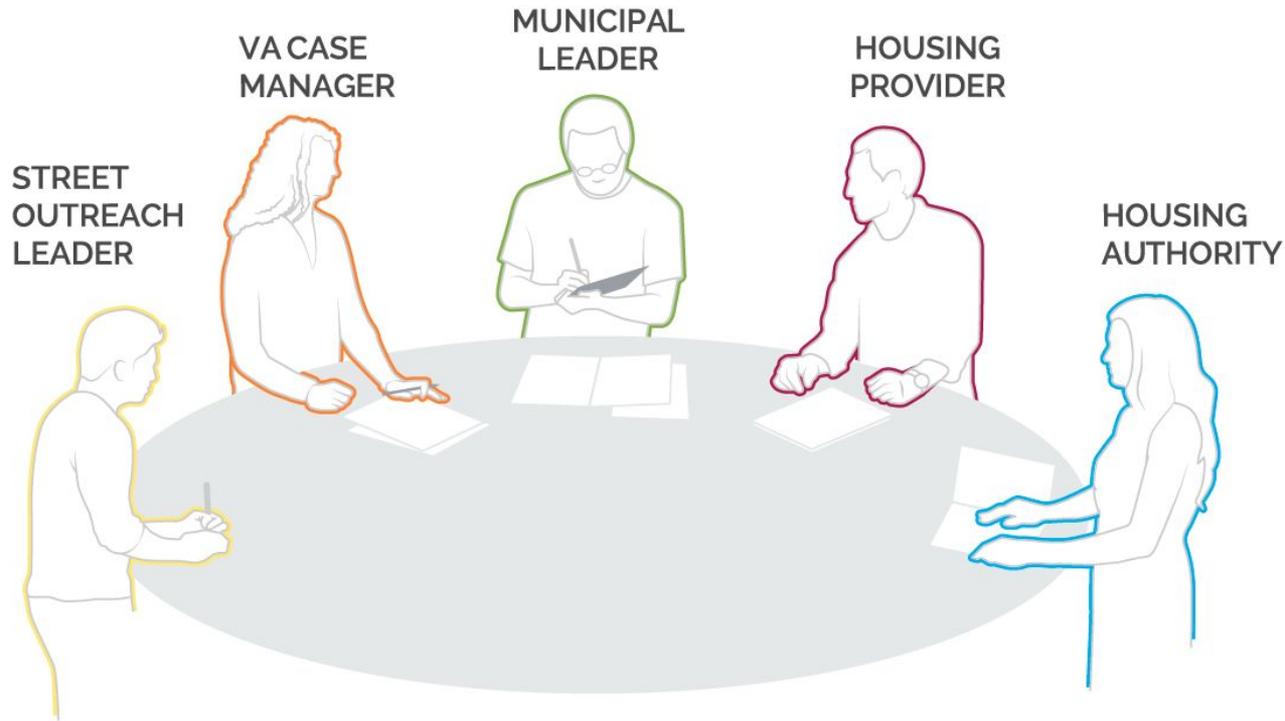
Homeless Service Providers - Person that represents a local organization serving people experiencing chronic homelessness.

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

Permanent Supportive Housing Providers - Person that represents an organization that operates a portfolio of permanent supportive housing units.

Housing Authority Representatives - Person that represents a local housing authority's voucher program that is preferred or specific to people experiencing homelessness.

Who You Need at the Table



Multnomah County Progress: Built for Zero

Status as of April 2022

Building a quality by-name list

A by-name list is a dynamic and comprehensive list of people experiencing homelessness in your community that is updated at least monthly but as often as possible.

“Initial Action Cycle” : The Key First Steps



- **Create an Improvement Team**
- **Establish Data Fidelity: Mapping HMIS to Built for Zero**
- **Measure readiness for a Quality By Name List (the Scorecard)**
- **Work towards a Perfect Score/Address gaps**

HMIS Data & Built for Zero

Goal: Use HMIS data to regularly report the 7 Key Data Points.



HMIS Data & Built for Zero

Progress

1: ID all CH people in single-adult households.



2: ID those that are “active”.



3: Compare to prior periods for inflow/outflow.

HMIS Data & Built for Zero

Next Steps

Continue improving data quality.

Down the Road

Overlay racial & ethnic analysis.

Building Quality By Name List -The Built for Zero Scorecard



- Includes 28 data points
- We have achieved 16
- Goal is to achieve 24 by June

Next steps to reach a perfect score on scorecard by June 2022

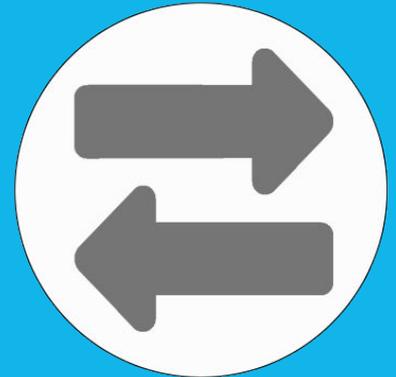
- Updating and socializing policies
- Clear mapping of outreach coverage
- Process for collecting data during outreach

Updating Policies

Policies that need updating:



- Outreach coordination
- When to move someone from 'active' to 'inactive' list



Key Considerations When Updating Policies

- **Equity Lens:** Rushing the process can increase harm
- **Involving partner providers and people experiencing homelessness:** Policy changes must be responsive to those doing outreach, building trust
- **Care:** How to coordinate coverage geographically, equitably

Example: Moving someone from 'active' to 'inactive':



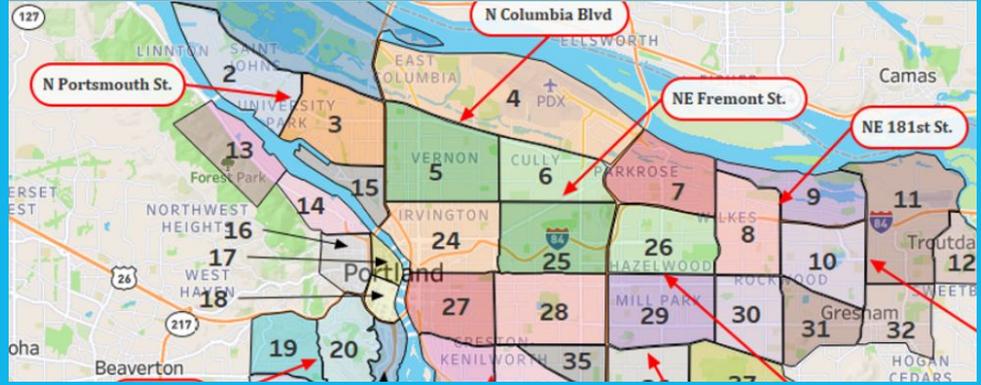
May get us to a by-name list faster...



... But will affect that person's ability to access services

Outreach Coverage

- Currently, we have a mapping system - but there are gaps, and not all providers use regularly



- New hire: JOHS Outreach coordinator - will work with partner providers to coordinate coverage

Collecting Data During Outreach

- Currently, outreach workers gather data on Individuals that qualify as chronically homeless when they access certain services or when they are assessed for Coordinated Access
- We need to collect data on people who aren't accessing services - without creating trauma or furthering distrust



Where to find out more:
<https://www.multco.us/bfz>

The background features a stylized illustration of a sky with soft, white and pinkish clouds. A bright orange sun with rays is positioned in the upper center. In the lower right, there are simplified, geometric shapes representing buildings in shades of blue and grey.

Thank You!
Any questions?

**COMMUNITY
SOLUTIONS**

The logo consists of a stylized orange and white shape resembling a house or a person's head.

Joint Office of
Homeless Services