

For a lasting end to homelessness
that leaves no one behind.

Dear friends,

Our 2019 Annual Report describes the breakthrough progress made in reducing and ending homelessness by communities across the United States that have adopted our Built for Zero methodology.

As you will read, this public health approach to homelessness resulted in 12 cities or counties reaching functional zero by December 31. Functional zero is a state where homelessness is largely prevented and quickly resolved when it does occur by a strong local housing system.

Like all effective public health practices, Built for Zero is based on the principle of solving a problem at a population level. It relies on the use of data, whole of community collaboration, and training that enables local leaders to adjust their response to the problem in real time. It reflects the shift of intention and efforts from endless reactive measures to preventing the problem from occurring in the first place.

We are releasing this report amidst a global pandemic that uniquely threatens those already experiencing homelessness. Those living on streets or in crowded shelters are unable to isolate themselves. To date, only decisive local action by many communities to lease hotel rooms for isolation and quarantine and the selfless work of front-line staff, many working without adequate protective equipment, has kept rates of illness among those experiencing homelessness from overwhelming local hospitals and curbed the numbers of deaths. Yet we all know this is far from over. The risk of transmission continues, and the economic crisis and spiraling unemployment are poised to increase rates of homelessness exponentially.

The pandemic has also made clear the failures of old rules and entrenched ways of working in every sector. In homelessness, it has surfaced the questions of why leaving vulnerable people to fend for themselves on the street or in mass shelters, the absence of coordination across agencies, poor quality data, racial disparities in housing access, and lack of accountability for solving the problem ever came to be tolerated.

We have long believed what the crisis has made plain: that homelessness is a bellwether for the strength of communities — the symptom of the problem of fragmented and bureaucratic services that operate in place of a trustworthy, equitable, and shared safety net that works for everyone.

The success of Built for Zero communities shows there is a roadmap to a different future. Allowing neighbors to become and remain homeless is a choice we make. As we move into an uncertain future, acutely aware of how our own safety is bound up with each others', we can choose differently. With your support, we will be there for communities making that new choice.



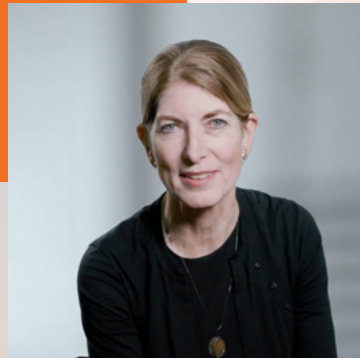
ROSANNE HAGGERTY

President, Community Solutions

Malcolm Gladwell's Solvable Podcast features President Rosanne Haggerty

"It's because no one sees the the picture whole on homelessness that we're allowed to think this is actually a marginal or low-cost problem, or dwell in the myth that these are individuals making a choice to opt out of society or services... [what it takes] is getting to the point where everyone is accounted for and that everyone has a plan."

— Rosanne Haggerty, Community Solutions president, spoke with Malcolm Gladwell on the Solvable podcast.



NPR's Planet Money features Community Solutions

"We needed current information. We needed information that was going to be up-to-date, in real time, in every community in the country."

— Jake Maguire, Co-director of Built for Zero

The Built for Zero movement grows and continues to prove homelessness is solvable.



When we started this work, we thought of homelessness primarily as a supply problem — build more affordable housing and the problem would go away. So we built a lot of it. It worked beautifully — but only for the people lucky enough to make it inside our buildings.

Soon, we had to grapple with the reality that right outside these buildings, people were still sleeping on sidewalks and in shelters. This set us on a journey to shift our thinking from how to house more people to how to drive down the number of people experiencing homelessness. We call this movement Built for Zero.

Today we're supporting more than 80 U.S. communities and another 40 or so around the world with the knowledge, tools, and support they need to end homelessness. Since launching Built for Zero in 2015, 12 communities have reached a milestone known as functional zero for veteran or chronic homelessness, meaning they've measurably ended homelessness for a target population.

Here are some of the achievements of the Built for Zero movement this year.

— *Beth Sandor and Jake Maguire, co-directors of Built for Zero*



Built for Zero one of Fast Company's "10 world-changing solutions" of 2019

"Of the thousands of people and projects we profiled this year in Fast Company's Impact section, a few stories really struck a chord with readers, and so we're collecting them here for you. Perhaps they'll make you feel compelled to do something similar yourself. Perhaps they'll just make you a little more hopeful about the future."



Lake County, Illinois

Three more Built for Zero communities reach functional zero for veterans



Chattanooga, Tennessee



Abilene, Texas

Each of these communities ended veteran homelessness by using their data to more effectively target existing resources.

Built for Zero convenes large city cohort

In 2019, we created the Large City Cohort to provide large, urban communities tailored support to better respond to the more complex nature of their systems. That cohort produced exciting results in 2019, like a 30% reduction in veteran homelessness in Charlotte, North Carolina.

42 COMMUNITIES HAVE
DRIVEN **REDUCTIONS**
IN HOMELESSNESS

39 COMMUNITIES ACROSS AUSTRALIA, CANADA,
AND THE UNITED KINGDOM **PARTICIPATING IN**
THE INTERNATIONAL BUILT FOR ZERO MOVEMENT

119,000+

PEOPLE HOUSED BY
BUILT FOR ZERO COMMUNITIES

SINCE JANUARY 2015

17 NEW BUILT FOR ZERO COMMUNITIES
JOINED IN 2019, OUR BIGGEST NEW CLASS
SINCE THE START OF THE MOVEMENT.

81

Built For Zero communities



- ENDED VETERAN HOMELESSNESS
- ENDED CHRONIC HOMELESSNESS
- REACHED QUALITY, REAL-TIME BY-NAME LIST DATA FOR AT LEAST ONE POPULATION

- Albuquerque CoC
- Anchorage CoC
- ● **Arlington County CoC**
- Atlanta CoC
- Bakersfield/Kern County CoC
- Baltimore CoC
- ● **Bergen County CoC**
- Burlington/Chittenden County CoC
- Central Virginia CoC
- Charlotte-Mecklenburg CoC
- Charlottesville CoC
- ● **Chattanooga/Southeast Tennessee CoC**
- Chester County CoC
- Clackamas County CoC
- Colorado BoS Fremont County
- Colorado BoS Mesa County
- Colorado BoS Roaring Fork
- Columbia-Boone County/Missouri Balance of State CoC
- Cook County CoC
- Detroit CoC
- District of Columbia CoC
- El Paso City and County CoC
- Eugene, Springfield/Lane County CoC
- Fairfax County CoC

- Fayetteville/Northwest Arkansas CoC
- ● **Ft Myers/Cape Coral/Lee County CoC** *(no longer active)*
- Flint/Genesee County CoC
- Fort Worth/Arlington/Tarrant County CoC
- Fresno/Madera County CoC
- Greater Kansas City Coalition to End Homelessness
- Guilford County CoC
- ● **Gulfport/Gulf Coast Regional CoC**
- Honolulu CoC
- Jackson/Rankin, Madison Counties CoC
- Jacksonville-Duval, Clay Counties CoC
- Kansas BoS Douglas County
- ● **Lake County/North Chicago**
- ● **Lancaster City & County CoC**
- Madison/Dane County CoC
- Marin County CoC
- McHenry County CoC
- Metro Denver CoC
- Mid-Willamette Valley Homeless Alliance
- Middlesex County CoC/Coming Home
- Minneapolis/Hennepin County CoC
- ● **Montgomery County CoC**
- Nashville/Davidson County CoC
- Nassau, Suffolk Counties CoC
- Nevada County CoC
- Newark/Essex County
- ● **Norman/Cleveland County CoC**
- North Central Florida
- Phoenix/Mesa/Maricopa County Regional CoC
- Pikes Peak CoC

- Placer County
- Pontiac/Royal Oak/Oakland County CoC
- Provo/Mountainland CoC
- Reno, Sparks/Washoe County CoC
- Richmond/Contra Costa County CoC
- Richmond/Henrico, Chesterfield, Hanover Counties CoC
- ● **Riverside City & County CoC**
- Roanoke City & County/Salem CoC
- ● **Rockford/Winnebago, Boone Counties CoC**
- Sacramento City & County CoC
- Saint Johns County CoC
- Santa Fe City
- Spokane City & County CoC
- Springfield CoC
- St. Louis City/St. Louis County CoCs
- Tallahassee/Leon County CoC
- Tennessee Valley
- ● **Texas Balance of State CoC - Abilene**
- Tucson/Pima County CoC
- Virginia Balance of State - Petersburg
- Virginia Balance of State - Waynesboro
- Washington County CoC
- Washtenaw County
- Watsonville/Santa Cruz City & County CoC
- West Palm Beach/Palm Beach County CoC
- Western Virginia CoC
- Winston-Salem/Forsyth County CoC

Kaiser Permanente and Colorado Division of Housing team up to help end homelessness

Homelessness is an experience that cannot be isolated from other critical parts of a person's life — particularly when it comes to someone's health and well-being. The movement to end homelessness is reflecting this deep connectedness thanks to the support of Kaiser Permanente, which announced its partnership with Community Solutions in March to accelerate the end of homelessness in communities across the country.

In November 2019, Kaiser Permanente Colorado, Community Solutions, and the Colorado Department of Local Affairs' Division of Housing announced a partnership to help six Built for Zero communities in Colorado end homelessness.

This is an exciting effort supporting local communities to create a continuum of housing-focused solutions all geared to make homelessness rare, brief and a one-time occurrence.

— Alison George, Director of the Division of Housing within the Colorado Department of Local Affairs

In addition, in Denver we're scaling an innovative real estate model to bring new housing units for veterans experiencing homelessness. In 2018, we purchased and renovated an existing apartment building in Metro Denver using social impact investment, which allowed us to secure the property much more quickly than a traditionally financed project. Abrigo Apartments closed in just 90 days and the first veterans moved in less than 100 days from the signing of the purchase contract. Now we're working to create more housing for veterans in Denver using the same model.



The link between housing and health is well-documented. With nearly 11,000 Coloradans experiencing homelessness each day, we know more must be done to improve the health of our communities. But we can't do this alone. We are honored to partner with these local institutions and communities as we work collectively to end chronic homelessness.

— Mike Ramseier, president of Kaiser Permanente Colorado

Helping Rockford, Illinois, close the housing gap

Community Solutions is pioneering models that can help communities close the housing gaps that stand in the way of ending homelessness. Rockford, Illinois, was the first community in the country to end both veteran and chronic homelessness and poised to end all homelessness in 2020.

In 2019, we supported the community's efforts to achieve this incredibly ambitious goal by helping the community establish a Community Housing Development Organization — a community nonprofit organization that would leverage federal funds to create affordable housing.



Access to affordable housing and building pathways to home ownership are necessary to minimize or reduce the number of cost burdened or severely cost burdened residents in the City of Rockford.

31% of renter households earn an income less than \$15,000. For those families, only 8.5% of rental units are affordable — resulting in an affordable housing shortage of 5,700 units.



Showcasing efforts to bringing more veterans home in Detroit

Taz experienced homelessness after her service in the U.S. Army.

"Homelessness feels like you're in the pit of despair. So I hid it and I tried to act as normal as I could," she said.

Luckily, she talked to someone at the VA in Detroit who connected her to shelter and eventually a home. Today she works with other veterans who are experiencing homelessness through her job with the Detroit United Way's 211 program and has helped connect 120 veterans into housing over the past two years.

Taz's story is one of four profiles of veterans who exited homelessness, created by our partners at Rocket Mortgage by Quicken Loans as part of a national campaign to raise awareness about veteran homelessness.

Detroit-based Rocket Mortgage and Community Solutions have intensified efforts in Detroit, partnering with several local nonprofits, agencies and organizations to achieve a 50% reduction in the number of veterans experiencing homelessness. The partnership is working through the Continuum of Care to secure up to 125 additional housing units for veterans.



Taz

1,270,284+
VIDEO VIEWS ON SOCIAL MEDIA



John

"We were counted out and down, but now we're on the upswing. We're living our best life."

- As a director of homeless outreach services, John is dedicated to helping people experiencing homelessness. He understands not only the challenges they face as individuals, but the power of a community to bring them home. That's what the community did for him.
- John is one of over 117,000 people who now have a place to call home thanks to the 85 cities and counties in Built for Zero. Now, he is a part of the team that is working to end veteran homelessness in Winston-Salem, North Carolina.

Watch their stories at

<https://ahomeforeveryvet.org>



Bobby

"If it wasn't for them, I wouldn't be where I am right now," Bobby said. "Whether it be my apartment, or my job."

- Bobby experienced homelessness after his service in the Navy. He lives in Bergen County, the first community in the country to end chronic homelessness and the first in New Jersey to end veteran homelessness.



Ronnie

"I was too ashamed to talk to my mother, mention it to my daughter. It felt like the norm for me just to sleep in your car."

- Ronnie has always strived for a life of service. But after his career in the Marines, he fell on hard times and ended up without a home.
- Luckily, he got help from the Phoenix/Mesa/Maricopa Regional community. Now he's helping other people out of homelessness, through his job with St. Vincent DePaul. He's also giving back by coaching his youth football team.

Preventing inflow into homelessness

To ensure a lasting end to homelessness, we must understand how to disrupt the inflow of people into homelessness to prevent them from becoming homeless in the first place.

By the time someone experiences homelessness, they are likely to have touched numerous other systems, which may include healthcare, housing systems, foster care, or the criminal legal system. Our Built for Zero team is working to understand how systems like these can work together at the local level to stop people from becoming homeless in the first place.

Studying inflow into homelessness: Veteran and Chronic Inflow Studies

Eight communities in Built for Zero participated in research to understand the pathways of both veterans and people experiencing long-term homelessness as they move from stable housing to homelessness. We interviewed nearly 200 people who experience homelessness, so that our work is grounded in and informed by the experiences of people who had to navigate this world themselves.





Going upstream in Hartford, Connecticut

We are applying our data-driven approach to end inflow into homeless within two zip codes in North Hartford. We launched the project in 2019 by conducting qualitative interviews with people who experienced homelessness in the area and studied local HMIS data to gain a better understanding of what has been contributing to homelessness there.

Our team is currently working with a diverse and robust coalition of local partners, including stakeholders in the criminal justice system, those connected to the eviction process, and partners in the local behavioral health system. Our Hartford Zero Inflow team has convened these stakeholders to build theories of change for reducing inflow into homelessness from each of these sectors. Their experience, expertise, and knowledge is critical to this process.



“The Hartford Zero Inflow Project seeks to stop the inflow of homelessness and ensure that residents have access to opportunities. We’re working to make North Hartford a healthy, vibrant, and resilient place to work, play, and live.

— Amber Elliott, Community Based Improvement Advisor for Catalytic Projects

Preserving and creating affordable housing in North Hartford

We’re working to form the North Hartford Community Land Trust, which would improve local housing and focus on keeping the neighborhood affordable for current residents.



RAISE AND INVEST
SOCIAL IMPACT
CAPITAL TO ACQUIRE
AND REHABILITATE
100 HOUSING UNITS



PLACE ALL UNITS INTO
A NEWLY FORMED
NORTH HARTFORD
COMMUNITY LAND
TRUST (NHCLT)



HOLD AND LEASE
ALL UNITS AT 50%
AMI RENTS



EMPLOY LOCAL
RESIDENTS IN THE
REHABILITATION AND
MANAGEMENT/
UPKEEP OF THE UNITS

Swift Factory readies for 2020 launch

Once a hub for Hartford industry, the M. Swift and Sons gold leafing factory has stood vacant since 2005. Community Solutions is partnering with the community to revitalize the building, spurring job growth, economic development and community health in North Hartford.

“We’re doing this in a neighborhood whose history is disinvestment, lack of access to resources,” said John Thomas, Assistant Project Manager for Community Solutions. “We see that this is an opportunity to recreate the economic engine that the factories of Hartford once served as in the neighborhoods.

— Hartford Courant: “Northeast Hartford getting its first look at the Swift Factory’s future as a food business, health hub”

- In 2019, Community Solutions completed core and shell construction on the Swift Factory, as part of the \$33 million rehabilitation.
- As of December, 34% of the construction has been completed by Hartford residents and 67% has been led by female and minority workers.
- Anchor tenants will create more than 150 long-term jobs, targeted to local residents.
- Expected to open in June 2020, the seven-building, 82,000-square-foot campus will feature a kitchen incubator for budding food businesses, office space, a charter school, and flexible space for community gatherings.



Creating and protecting affordable housing

In Brownsville, New York, we're working on projects designed to address residents' needs

Community Solutions is working with partners to create more than 500 units of affordable housing, a supermarket, cafe, commissary kitchen, rooftop greenhouse, and a ground-level recreation facility on long vacant sites along Livonia Avenue in Brownsville. In 2019, our program partners at SCO Family of Services were also awarded funding from the New York City Human Resources Administration to provide supportive services at Livonia 4, Site C2. These services are intended to help residents maintain stability in supportive housing. The design of Livonia 4 remains in progress and will continue through 2020.



Brownsville Neighborhood Empowerment Network

The Brownsville Neighborhood Empowerment Network is implementing a community-led vision for the equitable development of Brownsville through the creation of a new Community Land Trust. Once formalized in 2020, the land trust will develop and preserve permanently affordable housing and vibrant public spaces, and assure that residents have power to shape the future of their neighborhood.

United for Brownsville celebrates one year anniversary

United for Brownsville (UB), a partnership between SCO Family of Services and Community Solutions, convenes a team of Brownsville residents, and not for profit, government, academic, and human services leaders to bring equity to the early childhood system and measurably improve social-emotional learning and language development for neighborhood 0-3 year olds.

UB's priorities and projects begin with the Family Advisory Board, a group 21 parents and grandparents who reflect the diversity of lived experiences in Brownsville, including homeowners, public housing residents, households involved in foster care, and families with children in special education.

Making early intervention work better for Brownsville families

Through a partnership with the NYC Bureau of Early Intervention, United for Brownsville accessed data demonstrating clear disparities in the ways black and Hispanic children in Brownsville access Early Intervention services. We're now working on improvements to make sure local children benefit from these essential services to address early childhood developmental delays.

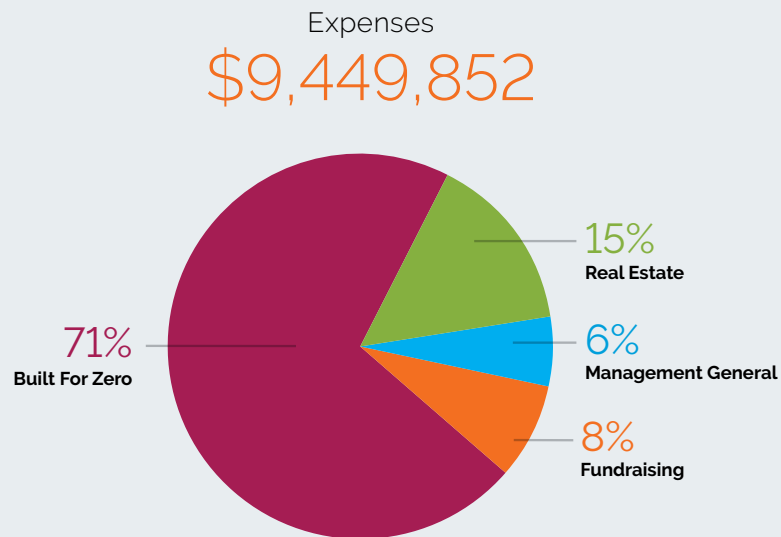
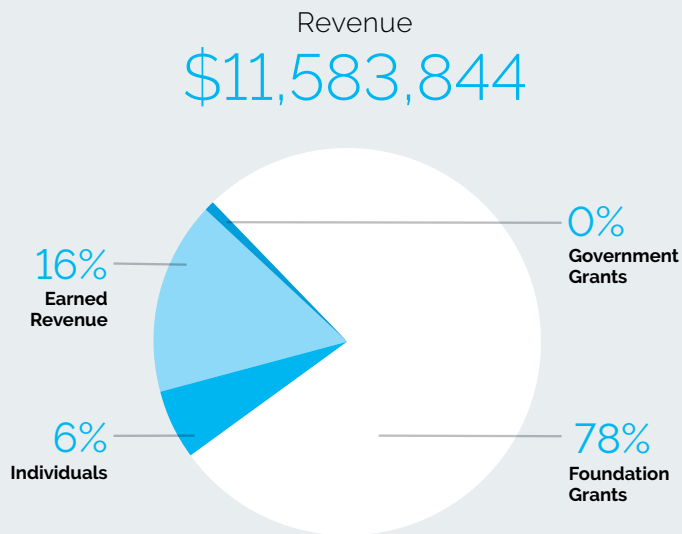


Books for Brownsville taps into the knowledge of parents and caregivers

United for Brownsville is changing the paradigm for literacy education by creating workshops for social service professionals and public awareness campaigns for families that start by highlighting all the ways residents promote reading and language development with their children already. Through mini libraries, tip sheets, and regular meetings, Books for Brownsville is changing local practices, transforming waiting rooms, and realigning relationships between families and professionals.

2019 Financials

* Pre Audited



Core Partners





Thanks to our partners!

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- Boehringer Ingelheim Cares Foundation
- Doris Duke Charitable Foundation
- Ensworth Charitable Foundation
- John H. & Ethel G. Noble Charitable Trust
- JPMorgan Chase Foundation
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- Melville Charitable Trust
- New York City Council
- Oak Foundation
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- Select Equity Group, Inc.
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that leaves no one behind.

**COMMUNITY
SOLUTIONS**

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