

Welcome!

1. Please change your name to include your community name
 - a. (EX: Megan H, Metro Denver)
2. Have you stretched yet today? Go get some water, unclench that jaw and roll your shoulders, move around!

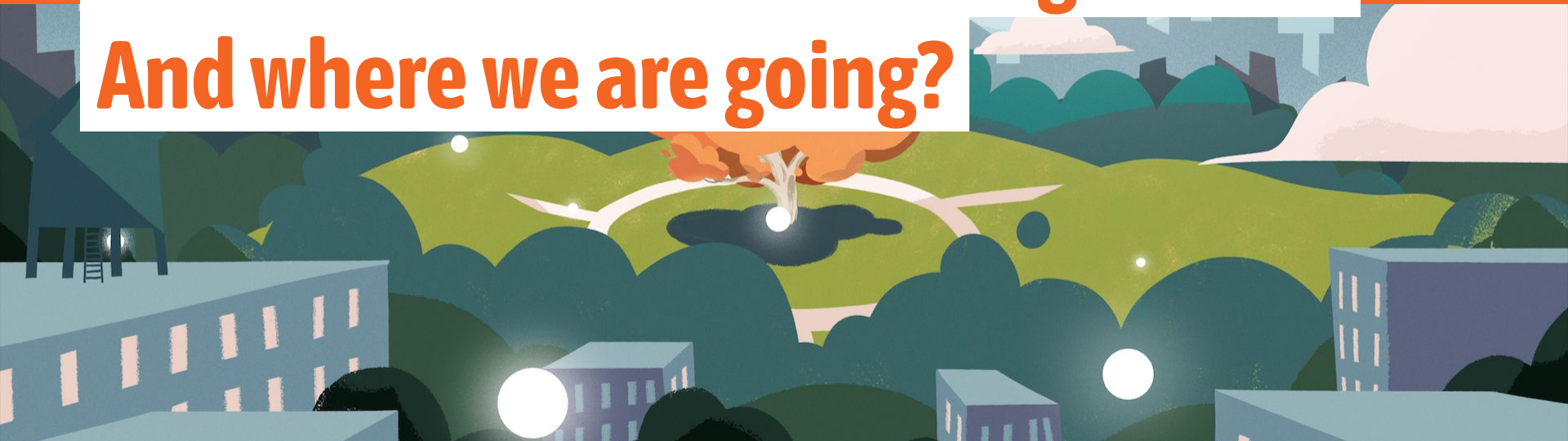
What's a state of the movement call?



We'll spend time today:

- Learning about the history of Built for Zero, and looking forward to the direction we're headed.
- Reviewing quality data standards.
- Hearing from communities about bright spots in their work.
- Networking and exchanging ideas with other communities.

**Where are we? How did we get here?
And where we are going?**



How long have you been working to end homelessness?

- 20+ years
- 10-19 years
- 5-9 years
- 1-4 years
- Under a year!

How long have you been part of Built for Zero?

Waterfall

- Since Take Down Targets
- Since before COVID
- In the last couple of years
- In the last 6 months

The Built for Zero Collaborative

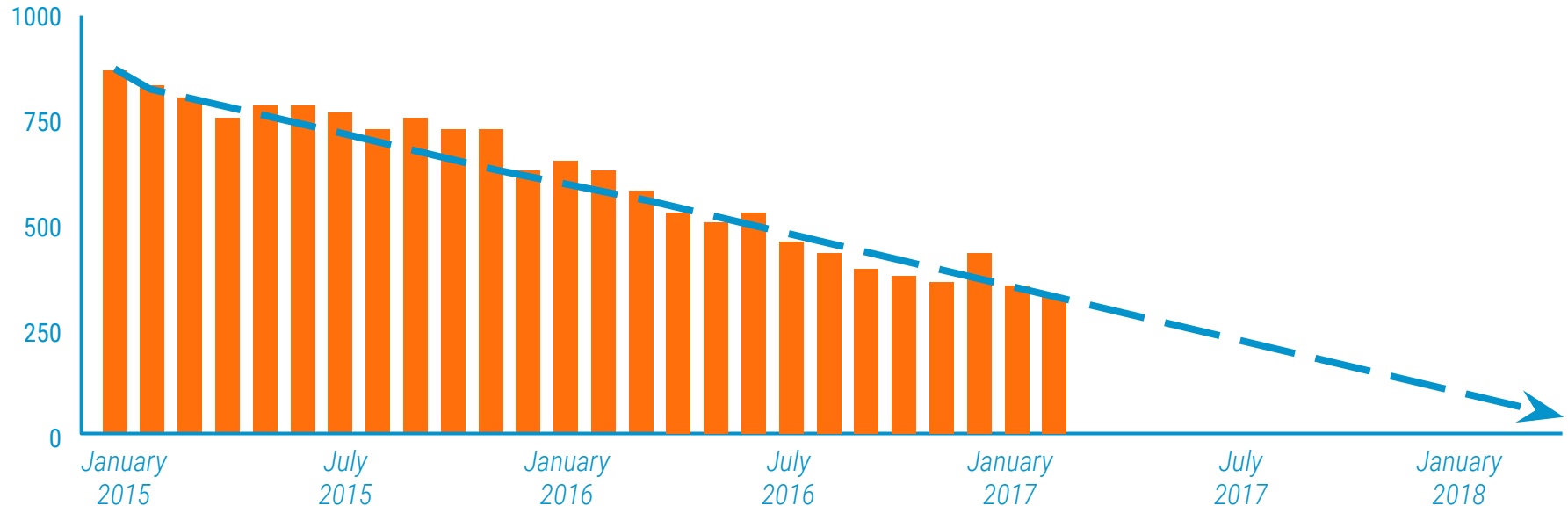
Built for Zero is a movement of 75 US communities
working to **end chronic and veteran homelessness.**

Right before launch



The Challenge of Counting Down

Built for Zero is designed to support communities to **count down to zero** — a more complex challenge that requires a clearly defined end state for communities to shoot for.

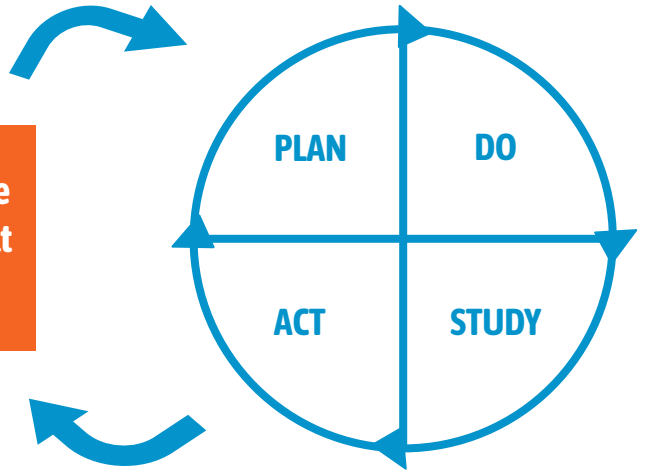


The Shift from Technical Solutions to Iteration

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?



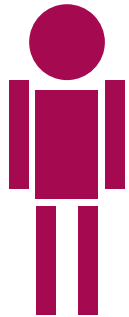
*The Model for Improvement was developed by **Associates in Process Improvement** and taught to us by the **Institute for Healthcare Improvement**. Thank you!*

Defining a Clear End State



Ended Veteran =

actively homeless veterans is less than 6 month housing placement average



Ended Chronic Homelessness =

3 chronic or .01% of total population of homeless individuals

THE METRICS THAT MATTER

The first step in getting to zero on chronic and Veteran homelessness is knowing exactly how many housing placements your community will need to make in the time that remains. You'll also need to know how many people you're housing each month and whether that puts you on pace to reach your goals. Use this tool to track your monthly progress and make the real time adjustments that will keep your community on track for success. cmtysolutions.org/zero2016

COMMUNITY:

TOTAL HOUSING PLACEMENTS TO END VETERAN HOMELESSNESS BY DECEMBER 2015.



MONTHS TO DECEMBER 2015



VETERANS/MONTH

ACTUAL MONTHLY VETERAN HOUSING PERFORMANCE

LAST MONTH

MONTH BEFORE LAST

MONTH BEFORE THAT

ARE WE ON TRACK?

YES

NO

TOTAL HOUSING PLACEMENTS TO END CHRONIC HOMELESSNESS BY DECEMBER 2016.



MONTHS TO DECEMBER 2016



CHRONIC/MONTH

ACTUAL MONTHLY CHRONIC HOUSING PERFORMANCE

LAST MONTH

MONTH BEFORE LAST

MONTH BEFORE THAT

ARE WE ON TRACK?

YES

NO

FIVE-STEP CHECKLIST FOR COORDINATED ASSESSMENT AND HOUSING PLACEMENT

COMMON ASSESSMENT TOOL

TARGET DATE _____ OWNER _____

COORDINATED OUTREACH

TARGET DATE _____ OWNER _____

HOUSING NAVIGATION & CASE CONFERENCING

TARGET DATE _____ OWNER _____

PRIORITIZATION

TARGET DATE _____ OWNER _____

MATCHING W/ CHOICE

TARGET DATE _____ OWNER _____

SHORT-TERM GOALS

WE WILL _____ BY _____
IN ORDER TO _____

WE WILL _____ BY _____
IN ORDER TO _____

WE WILL _____ BY _____
IN ORDER TO _____

WE WILL _____ BY _____
IN ORDER TO _____

NOTES

Zero: 2016

from Community Solutions

COMMUNITY
SOLUTIONS

Mayors & Community Leaders

THE METRICS THAT MATTER

The first step in getting to zero on chronic and Veteran homelessness is knowing exactly how many housing placements your community will need to make in the time that remains. You'll also need to know how many people you're housing each month and whether that puts you on pace to reach your goals. Use this tool to track your monthly progress and make the real time adjustments that will keep your community on track for success. emysolutions.org/zero2016

COMMUNITY: *Tucson/Apache County*

<p>TOTAL HOUSING PLACEMENTS TO END VETERAN HOMELESSNESS BY DECEMBER 2015</p> <p>846</p> <p>÷ 10</p> <p>MONTHS TO DECEMBER 2015</p> <p>= 85</p> <p>VETERAN/MONTH</p>	<p>TOTAL HOUSING PLACEMENTS TO END CHRONIC HOMELESSNESS BY DECEMBER 2016</p> <p>302</p> <p>÷ 22</p> <p>MONTHS TO DECEMBER 2016</p> <p>= 14</p> <p>CHRONIC/MONTH</p>	<p>FIVE-STEP CHECKLIST FOR COORDINATED ASSESSMENT AND HOUSING PLACEMENT</p> <p><input checked="" type="checkbox"/> COMMON ASSESSMENT TOOL TARGET DATE: <i>6/2014</i> OWNER: <i>COE</i></p> <p><input type="checkbox"/> COORDINATED OUTREACH TARGET DATE: _____ OWNER: <i>CLIF</i></p> <p><input type="checkbox"/> HOUSING NAVIGATION & CASE CONFERRING TARGET DATE: <i>10/2015</i> OWNER: <i>RUDY</i></p> <p><input checked="" type="checkbox"/> PRIORITIZATION TARGET DATE: <i>10/2014</i> OWNER: <i>COE</i></p> <p><input type="checkbox"/> MATCHING W/ CHOICE TARGET DATE: <i>4/14</i> OWNER: <i>COE</i></p>	<p>SHORT TERM GOALS</p> <p>WE WILL <i>train Vets staff April 2015</i> IN ORDER TO <i>center VI-SPDAT into #MIS</i></p> <p>WE WILL <i>write policy in April 30, 2015</i> IN ORDER TO <i>refined all COE funded agencies to practice in CAHO</i></p> <p>WE WILL <i>develop training plans by October 2015</i> IN ORDER TO <i>enter and to maintain housing</i></p> <p>WE WILL <i>clarify + describe housing 1st</i> IN ORDER TO <i>clear barriers</i></p>
--	--	--	--

ACTUAL MONTHLY VETERAN HOUSING PERFORMANCE

LAST MONTH	17
MONTH BEFORE LAST	25
MONTH BEFORE THAT	24

ARE WE ON TRACK? YES NO

ACTUAL MONTHLY CHRONIC HOUSING PERFORMANCE

LAST MONTH	4
MONTH BEFORE LAST	3
MONTH BEFORE THAT	14

ARE WE ON TRACK? YES NO

NOTES

Zero: 2016
from Community Solutions

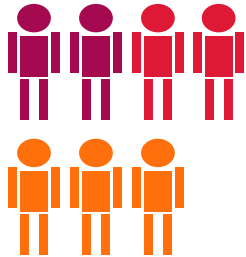
COMMUNITY SOLUTIONS

HUD

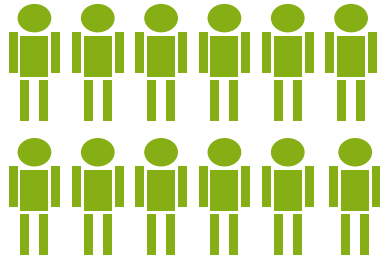


Shift from Static Data to Dynamic Data

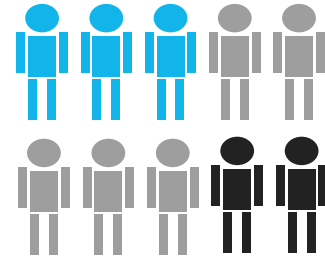
INFLOW



ACTIVELY HOMELESS



OUTFLOW



INFLOW:
NEWLY
IDENTIFIED



INFLOW:
RETURNED
FROM
HOUSING



INFLOW:
RETURNED
FROM
INACTIVE



OUTFLOW:
HOUSING
PLACEMENTS

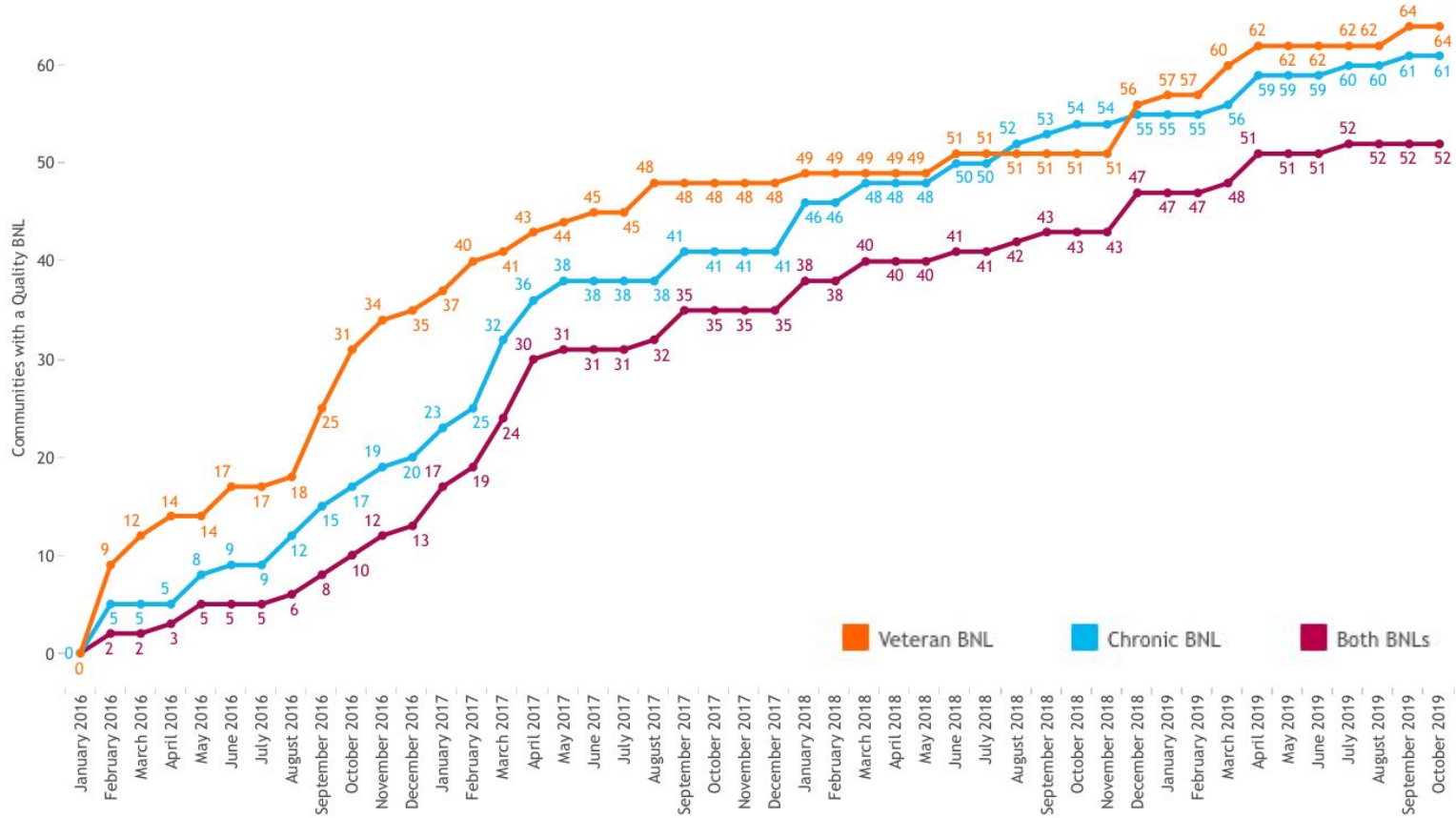


OUTFLOW:
MOVED TO
INACTIVE



OUTFLOW:
NO LONGER
MEETS POP
CRITERIA

Shift from Static to Dynamic Data



Core Components of a CAHP System

Assess

Assist

Assign

Assessment

Prioritization

Housing
Navigation

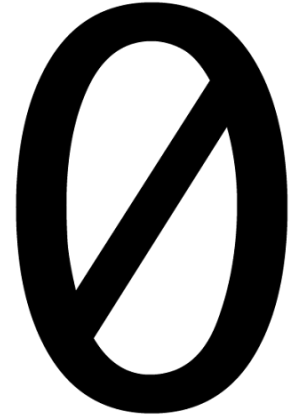
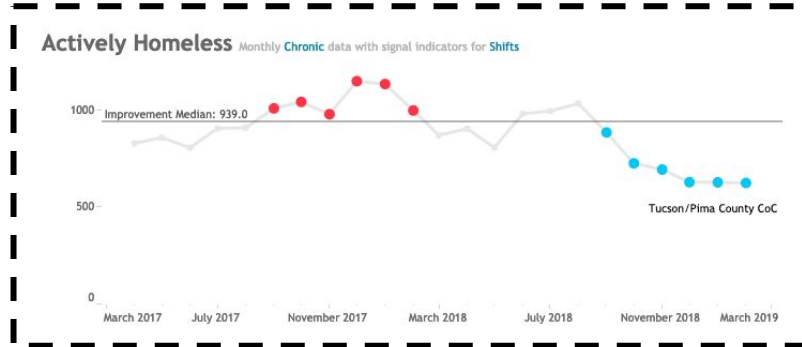
Case
Conferencing

Matching



Communities Leading the Way In Population Change

	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



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.

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



HOMELESSNESS IS **SOLVABLE**

Communities in the Built for Zero movement are proving it.

107

communities are
participating
in Built for Zero

145,000+

individuals housed
by Built for Zero
communities since 2015

14

communities have
functionally ended
homelessness for a
population

65

communities have achieved
quality real-time data

44

communities have achieved
a measurable reduction



[SEE OUR INTERACTIVE MAP >](#)

External Aim

By July 31, 2026, the United States has reached a tipping point in which the conditions are primed for any community to create a lasting end to homelessness, which is recognized as a crucial public health issue. There is a proven roadmap for achieving racially equitable outcomes in that work. Diverse proof points are emerging globally.

OVERWHELMING PROOF THAT HOMELESSNESS IS SOLVABLE.

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

PATH CLEARED.

Key data, and governance, and collaboration/accountability challenges have been solved, creating the conditions for any community to end homelessness.

RACIAL EQUITY.

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

ACCOUNTABILITY WHERE IT COUNTS.

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

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.

Critical Path in 2023

- Integration of **Healthcare** and Homeless response systems
- Developing **state-level intermediaries** to support and sustain the work of ending homelessness
- Reducing **inflow** at a systemic level
- Building the **foundations** necessary for driving systems change -- developing robust data systems

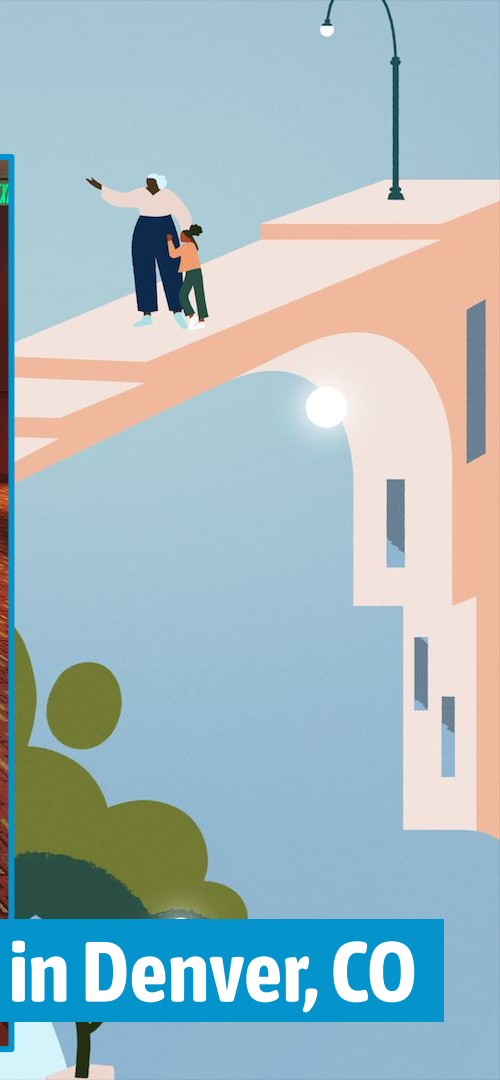
Critical Path in 2023

- Seeing a **new group of teams reach functional zero** for the first time (with systems setup to sustain FZ)
- Seeing **new proof points in ending youth and family homelessness**
- **Addressing inequities** within our homeless response systems
- Supporting **new leaders and a critical workforce**

Built for Zero Team...



October 2022 in Denver, CO



Built for Zero Team...



Built for Zero Team...



Built For Zero

A movement to measurably and equitably end homelessness

Built for Zero is a movement, a methodology, and proof of what is possible. Over 100 cities and counties have committed to [measurably ending homelessness](#) for entire populations. Using data, these communities have changed how local homeless response systems work and the impact they can achieve. Together, they are proving that [we can build a future](#) where homelessness is rare overall and brief when it occurs.

Sacramento, CA



Tanesha Travis
PLE Coordinator

How We Began:

Sacramento Steps Forward (SSF) recognized the significant need to involve and center persons with lived experience of homelessness and other intersectional identities through the development of the Racial Equity Action Plan.

We acknowledged that the only way to identify, evaluate, and change existing gaps and disconnects within our Homelessness Response System, specifically as it relates to historically excluded and underserved Black, Indigenous, and Persons of Color communities, was to involve those who had lived experience both in navigating homelessness but also who were members of these underrepresented groups.

SSF surveyed their own connections within the Sacramento CoC and provider network to identify those with lived experience as a place to start building what we now know as the Partners with Lived Expertise (PLE) Cohort. In addition to this, SSF hired a PLE Coordinator with lived expertise to provide staff support for this work along with the Racial Equity Specialist.

Framework for Engagement:

- **Compensation Structure Established**
 - Consideration of AB5, accessibility to banking, and current supports
 - Consideration of individual/personal conflicts in payment structure
 - Process for tracking payment and distribution
- **Regular PLE Cohort Meetings**
 - Relationship building
 - Recruitment: Internal @ SSF, Community Outreach, Peer to Peer
 - Growth from 3 to 10 people over 3 months
- **Identifying areas of work where meaningful engagement could make significant impact.**

Large Areas of Work

1 Core Equity Team

PLE Cohort, HUD Equity Initiative Coaches, Providers & SSF Staff looked at the VI-SPDAT and racialized outcomes

- Crafted new assessment for a small family PSH project
- Catalyst: Used our project experience to re-envision a new assessment tool
- In the process of finalizing and starting pilot process

2 HPS System Rollout

SSF partnered with consultants & PLE Coordinator to offer PLE training to become HPS trainers, and expanded access.

- 42-hour training program established for future HPS trainers
- Ongoing mentoring and education
- PLE HPS Trainers clocked over 96 hours as trainers
- Doubled Problem Solving Access Point Sites

3 SNOFO

HUD's Special Notice of Funding Opportunity was a catalyst for PLE to be authentically involved and essential to a project.

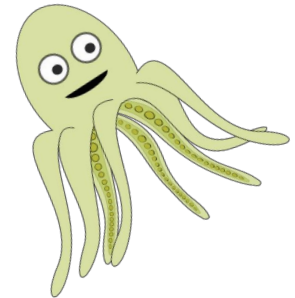
- PLE set priorities and project types
- PLE were consulted at every step of application process
- PLE on review and rank panel (4 of 6 panelist)
- PLE Signed letter of support

Challenges:

- **Creating Truly Equitable and Brave Spaces**
 - Cultural and mindset shift centering equity and re-evaluating our standards of “professionalism”
 - Understanding and avoiding tokenism; elevating compensated and respected colleagues in our work
 - Level setting expectations (ex: avoid being overly academic, plain language)
- **Accessibility**
 - Technical support and solid infrastructure for PLE
 - Providing history, context, and additional education
 - Examining meeting structures and feedback methods
- **Example: SNOFO Review & Rank**

Successes:

- **Partnerships & Support-Changes in HOW we work**
 - SSF Supports
 - Consultant Support
 - Community Support
- **Growth & Development**
 - 10 member PLE Cohort (eyes on 30 members)
 - PLE Cohort has much deeper reach into various buckets of work
- **Systems Level Change**
 - Working on a formalized PLE Policy & Procedure and establishing the PLE Cohort as part of the Sacramento CoC, including adding PLE seats to the Sacramento CoC Board.



The background features a light blue sky with soft, white and pinkish clouds. A bright orange sun with rays is positioned in the upper center. In the bottom right corner, there are stylized blue and white buildings. The overall aesthetic is clean and modern.

Thank You

Tanesha Travis
SSF PLE Coordinator
ttravis@sacstepsforward.org

COMMUNITY
SOLUTIONS

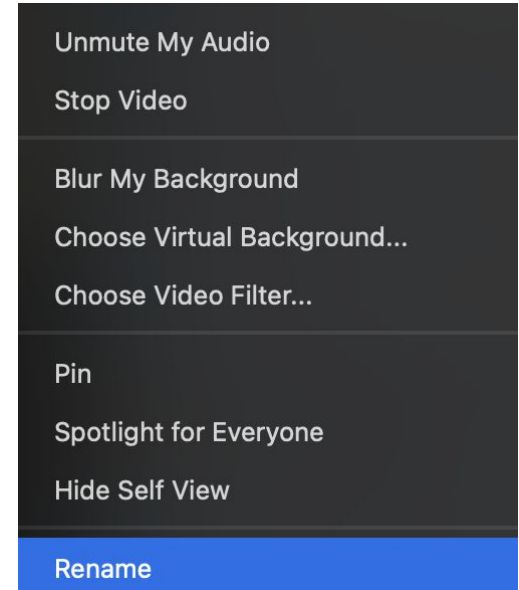
Want to learn more?

Want to learn more from Tanesha & the Sacramento team?

Fill out the feedback form at the end of this call to sign up for a follow-up call on this topic.

One housekeeping reminder:

1. Please change your name to include your community name
 - a. (EX: Megan H, Metro Denver)
 - b. HOW:
 - i. Hover over your photo in the top right corner
 - ii. Click the three dots
 - iii. At the bottom of the list, click “rename”.



Let's reset on Quality Data

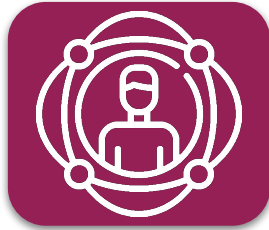


Foundations of Quality Data



Comprehensive Coverage

- By-Name Data sets are inclusive of client data from all agencies/programs and/or adjacent systems serving homeless populations.
- By-Name Data sets are representative of your entire geographic region.



Person-Centric Data

- By-Name Data sets ensure each household has an entry that includes their name, history, health and housing needs.
- Each household and person can be followed through the system.



Real-Time Accuracy

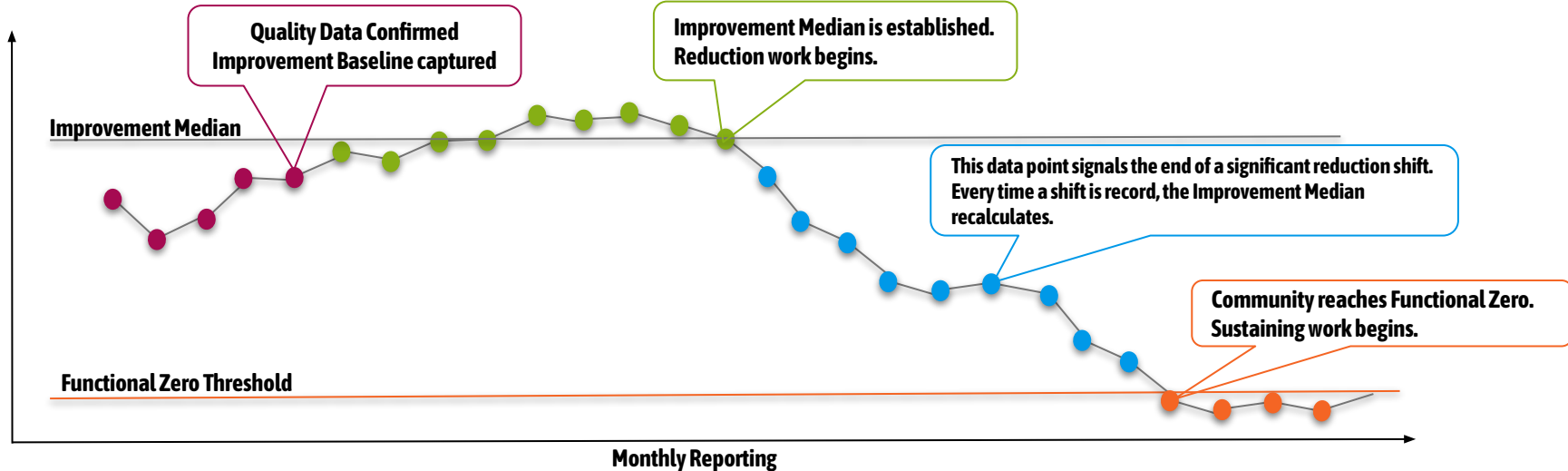
- By-Name Data sets are updated monthly, at a minimum (goal of real-time).
- As household's housing and population status changes, so do their list entries.



Reliable

- By-Name Datasets balance month over month, just like your checkbook.
- Changes in actively homeless numbers are accounted for in inflow + outflow.

BFZ Data Milestones



Phase 1 Achieving Quality Data

Test & build data infrastructure to increase confidence in data

Phase 2 Set Improvement Medians

Understand system norms & Identifying continual improvement work

Phase 3 Reduce

Plan PDSA Cycles & See reductions!

Phase 4 Achieve Functional Zero

Reach thresholds & Begin sustaining

By-Name Data System Assessment

Built For Zero By-Name Data: Quality Data Measurement Framework

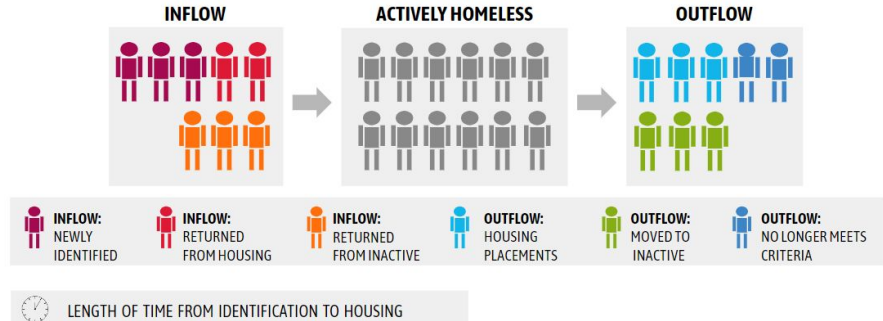
Qualitative Analysis: Scorecard

ALL SINGLE ADULTS	
Mar 2022	Jul 2022
27	29
1A	
1B	
1C	
1D	
2A	
2B	
2A	
3B	
3C	
3D	
4A	
4B	
4C	
5	
6	
7	
8	
9	
10	
11A	
11B	
11C	
12A	
12B	
12C	
12D	
12E	
13A	
13B	

Quantitative Analysis: Improvement Metrics

Monthly Reporting: Data Points to Track

FOR EACH POPULATION:



Achieving Quality Data

Two components:



**Perfect Score on All
Singles BNL Scorecard**

All items on the scorecard have a “Yes”
response



Reliable Data

3-month* data reliability within
+/- 15% margin

*This requires a minimum of 4 months of reported
data to calculate.

Quality By Name Data sets are confirmed at the subpopulation level.

To qualify for an All Single Adult Quality By-Name List, a community must demonstrate that their Veteran and Chronic subpopulation data meets the Quality BNL confirmation criterion.

Sustaining Quality Data

BFZ Quality Data Standards: Assessing Continuous Improvement

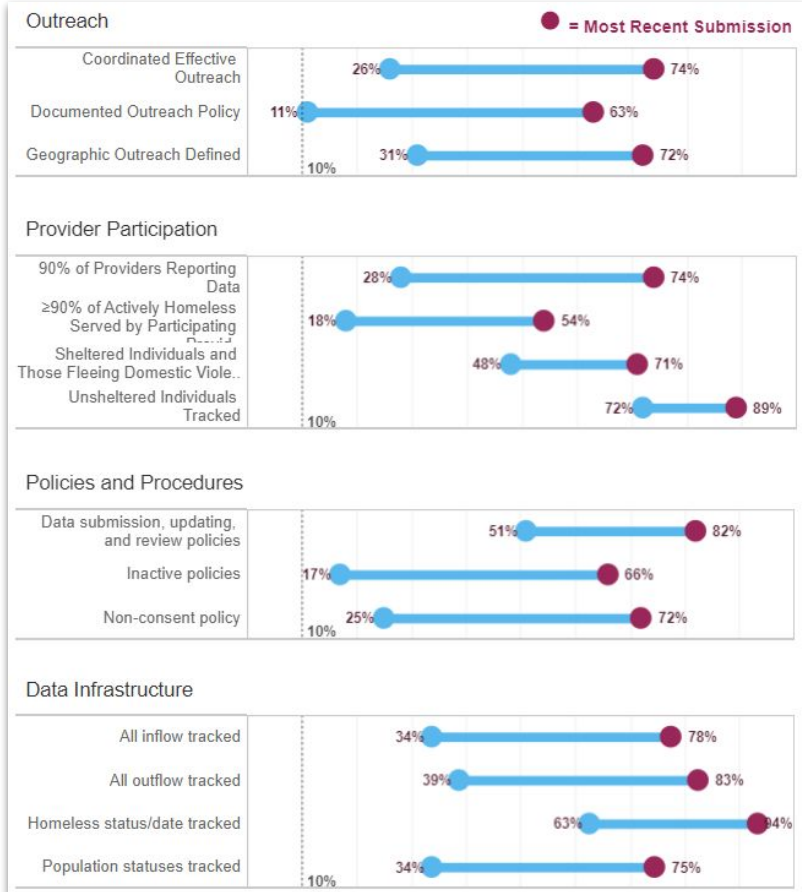
Quality data is not an end state, we want to continue improving and strengthening our data systems!

Once a community achieves Quality Data for a subpopulation:

- Your Improvement Median begins to set and your focus switches to sustaining your Quality By-Name data sets.
 - Sustaining your quality By-Name Data set means:
 - Your community's BFZ Monthly Data submissions are up to date.
- AND**
- Your community's 3 Month Data Reliability percentage is below the 15% threshold.

The BFZ Functional Zero confirmation process requires that a community demonstrate a minimum of 6 months of perfectly balanced data prior to confirmation.

What we've learned and why it's important



There's a lot of quality improvement work embedded in building Quality By-Name list data sets!

- In order to set and make meaningful progress towards population reduction goals, we have to have a clear understanding of the system operates.
- Establishing Quality Data is what helps communities understand their system norms and where to target further improvements.

Scorecard results are improving !!

What we've learned and why it's important

Consistent & timely reporting of the BfZ Metrics is critical!

- In order to build confidence in the improvements communities are making, you need to be able to measure that in real time.
- The BFZ Monthly Reporting Metrics help communities build that confidence in achieving goals.
- The BFZ System Infrastructure team is committed to supporting the ease of reporting and making sure you the ability to confidently report your BNL data.
 - There might even be a T-shirt involved one day!!!

As we head into the next action cycle, catch up on your data submissions!!

Fairfax, VA



Abby Dunner


Fairfax Dept of Housing & Community
Development, Office to Prevent & End
Homelessness

Sandra McLean

Shelter House



Diversion – A Story about Data, Practice, and Ongoing Improvement



Abby Dunner

Fairfax County Dept. of Housing and Community Development, Office to Prevent and End Homelessness

Sandra McLean

Shelter House



Origin Story: Context and Development

- We had an exciting opportunity to make a quick decision about a catalytic investment that we wanted to test in our community.
- Understanding that inflow continues to be a challenge in making sustainable progress, we looked to our data and noticed that people were entering shelter from nonhomeless locations far more often than we wanted to see.
- While nonhomeless does not mean stably housed, it **does** mean there may be an opportunity to **divert that person from the experience of literal homelessness.**



Origin Story: Testing

- The Diversion Program was a “build the plane while flying” opportunity for our team, **which we fully embraced.**
- After the launch of the program, we added to the project’s scope to include our largest inflow point, our Hypothermia Prevention Program, and later, focused diversion interventions on our veteran population.



Origin Story: What we are *learning and leaning into*

- Inflow can be a hard thing to evaluate because there are so many factors that play into it. This can make it difficult to isolate if diversion specifically is *the thing* that is making a difference. However, we know that diversion has significantly contributed to some of the improvement we are seeing.
- We went into this process not knowing if what we wanted to do was going to work. We continue to lean into that unknown through testing and practice. **This is not about pass or fail for us – it is about learning what works and what it is going to take.**
- The Diversion Team has become experts in the work and has trained staff across the system – diversion has to happen at **every entry point all the time** in order to be successful.



Diversion in Practice: What *Surprised Us*

- Shelter diversion is relatively easy and inexpensive to implement when looking at the average dollar amount spent compared to Rapid Rehousing programs.
- Effective mediation helps people remain housed or reunify with family members and other natural supports.



Diversion in Practice: What is *working*

- When we remove the long list of questions and created a more flexible eligibility criteria, we successfully supported more individuals.
- We focused on actions steps to a person's housing stability rather than on extensive amounts of documentation, which allowed individuals to be diverted faster and spend less time connected to a homeless services program.



Diversion in Practice: *Challenges*

- Problem-solving conversations may need to happen more than one time.
- People in need of services hear about diversion services and may confuse it with other financial relief programs.
- Community partners are often times unaware of the differences between shelter diversion and homelessness prevention services.
- **Getting the message right.** Explaining what diversion is and what it is not.



Diversion in Practice: *Lessons Learned*

- **Diversion is a continuous practice.**
- Some individuals will not have safe alternatives to shelter regardless of their participation in the Diversion Program.
- ***Flexible*** financial assistance can often help individuals resolve their immediate housing crisis.





Thank you!

Abby Dunner

abby.dunner@fairfaxcounty.gov

Sandra McLean

sandra.mclean@shelterhouse.org

Want to learn more?

Want to learn more from Abby, Sandra & the Fairfax team?

Fill out the feedback form at the end of this call to sign up for a follow-up call on this topic.

Community Solution's Policy Work

A stylized illustration of a city at night. The background is a solid orange color. In the foreground, there are several blue and purple buildings with glowing windows. A large, central tree with orange and yellow foliage stands on a green hill. The scene is illuminated by several bright white circular lights, suggesting streetlights or building lights. The overall style is modern and graphic.

Policy & Advocacy Team



Shannon Young
Principal



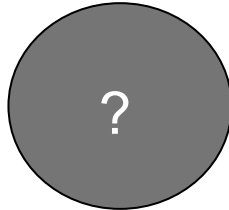
Rachelle A. Matthews
Executive Assistant



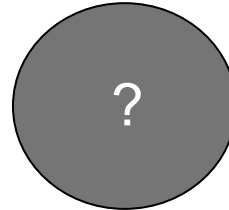
Caitlin LaCroix
Director, State and Local Policy



Zayba Abdulla
Manager, State and Local Policy



TBD
Manager, Federal Policy



TBD
Analyst, State and Local Policy

Theory of Change

By July 31, 2026, the United States will have reached a tipping point in which the conditions are primed for any community to create a lasting end to homelessness.

The federal government requires real-time, quality, by-name data to be used to prevent and end homelessness

CoCs' have the staffing, data, and tech infrastructure they need for reducing homelessness

Policies and programs reflect the input and needs of a diverse set of stakeholders

Targeted, evidence-based, and fully funded prevention programs keep people in their homes

Affordable housing units are expanded and barriers are reduced for people who have experienced homelessness to access available housing units

Targeted states and municipalities have a formal role and are active participants in ending and preventing homelessness

Existing federal grants and contracts as well as any new financing mechanisms support the system level outcome of ending homelessness

HMIS Data Standards

Asks:

- **Align systems architecture with the need for comprehensive, person-centric data**
- **Ensure HMIS software systems provide CoCs with the ability to query the reports they need to support day to day system operations without incurring additional fees**


NATIONAL COALITION FOR THE HOMELESS
WWW.NATIONALHOMELESS.ORG

The Honorable Marcia L. Fudge, Secretary
U.S. Department of Housing and Urban Development
451 7th Street SW
Washington, D.C. 20410

Dear Secretary Fudge:

We want to thank you for the meaningful steps the fed address our homelessness crisis through the House Act, and the American Rescue Plan. As you consider reducing homelessness in the United States, we urge comprehensive, person-centric, quality data and the for communities to proactively prevent homelessness, program effectiveness, ensure racially equitable home ultimately, reduce homelessness.

Communities have found that person-centric, compr for equitably reducing homelessness, but access to the need remains a challenge and an aberration, rather the Homeless Management Information System (HMIS) is compliance-focused, which forces us to engage in old data we need. It fails to tell us how many people in our experiencing homelessness on a monthly, or even qua number of people experiencing homelessness is incre over month; and what proportion of people exiting hou housing remain housed. While we believe grant comp data system that also allows us to understand both in population-level outcomes rather than solely program person-centric approach would allow us to use HMIS homelessness prevention tool by giving us data at the needed to make evidence-based decisions and levera resources to end homelessness.

Comprehensive, up-to-date, quality data and the ability to query our data and create internal reports that are responsive to the needs of those experiencing homelessness are two critical tools that we need to reduce and prevent homelessness. The federal government can support our efforts to reduce homelessness by:

- Working with Continuum of Care (CoCs) and HMIS software vendors to better align system architecture and incorporate comprehensive, person-centric data via the HMIS Data Standards and CoC Program NOFO processes;
- Ensuring HMIS software systems provide CoCs with the ability to query the reports they need to support day to day system operations without incurring additional fees; and
- Requesting additional HMIS investments in next year's budget to:
 - Support CoCs in obtaining sufficient HMIS software licenses to allow wider access to and use of HMIS data by CoC staff;
 - Increase human and technical capacity for collecting and using comprehensive, person-centric data; and
 - Create dynamic reports necessary for understanding who is experiencing homelessness, why these individuals are unhoused, and what supports these individuals need to move into stable, permanent housing.

HMIS has become central to community homeless service delivery efforts through funding, data standards, and information collection. While its potential for driving an end to homelessness is currently unrealized, we believe HUD can play an instrumental role in securing the data and technology improvements we need to reduce and prevent homelessness in our communities. We ask that you consider incorporating these important changes as you look to update the HMIS Data Standards Manual and CoC Program NOFO in the coming months.

Sincerely,


















The Honorable Marcia L. Fudge
Secretary
U.S. Department of Housing and Urban Development
451 7th Street SW
Washington, D.C. 20410
December 14, 2022

Dear Secretary Fudge:









People at risk of and experiencing homelessness communities. As mayors we feel a responsibility homelessness leaders our ability to effectively in homelessness crisis.

Despite significant federal spending to support H most of our communities do not have the data w proactively prevent homelessness, allocate reso programs and policies, and ultimately, reduce ho programmatic compliance, but our communities connect people with housing and equitably red us how many people are experiencing homelessn the number of people experiencing homelessness what proportion of people exiting homelessness information prevents cities and towns across the decisions on the allocation of federal, state, and towards the goal of reducing homelessness.

Comprehensive, up-to-date, person-centric data agencies in both local and state government are t reduce and prevent homelessness and to address BIPOC individuals. The federal government can homelessness by:

- Working with Continuums of Care (CoC) architecture and incorporate comprehensio Standards and CoC Program NOFO pro
- Ensuring HMIS software systems provid need to support day to day system operat
- Requesting additional HMIS investment
 - Support CoCs in obtaining suffic access to and use of HMIS data

With gratitude for your partnership,

<https://www.hud.gov/oc/2022/01/11/mayors-and-hc>

2023 Priorities

The federal government requires real-time, quality, by-name data to be used to prevent and end homelessness

- Support HUD to create a standard report of all currently actively homeless individuals with specific data elements, regardless of project enrollment.
- Support HUD to make it easier for CoCs to collect data on unsheltered populations.

2023 Priorities

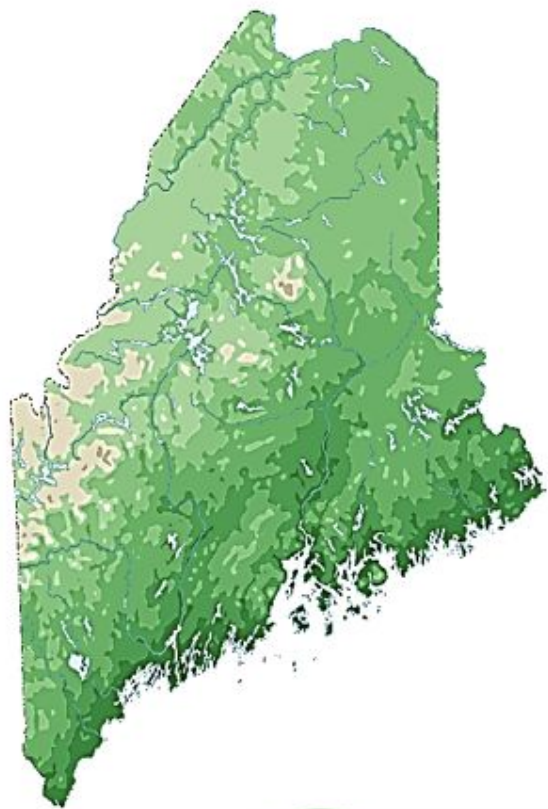
Targeted states and municipalities have a formal role and are active participants in ending and preventing homelessness

- Create a toolkit to share best practices and highlight practical, replicable models for how states can leverage their resources and capacity to play a formal role in ending and preventing homelessness.
- In targeted states, incorporate BFZ methodology around strengthening system-wide foundations into administrative regulations and operational policies.

Maine Statewide



Dan Brennan
Director, MaineHousing



Maine's Homeless Response System Redesign



MaineHousing
MAINE STATE HOUSING AUTHORITY

Homeless Response System - 2020

- **Loose network:**

- ✓ *of independently operated shelter providers*

- ✓ *inconsistent collaboration between shelter providers and systems in different regions of the state*

- **Service center municipalities:**

- ✓ *primarily Portland (largest city with 68,000 people) and Bangor (third largest with 32,000 people)*

- ✓ *the default destinations for people experiencing homelessness from areas with no/limited shelter services*



Homeless Response System - 2020



- **COVID hit – *the need for a regionalized system of coordination of services was evident***

- **Statewide Homeless Council and MaineHousing partnered with consultants from CSH to redesign the homeless response system**



Key Components of the 2020 System Redesign Initiative

- **Data Driven and Accountable**
- **Person Centered Design**
- **Grounded in Housing First**
- **Balances statewide standards with a tailored, localized response**
- **Addresses Race Equity**



Three Levels of the System Design

• Statewide Homeless Council and COC

- **Systems-level policy recommendations**
- **Membership: Voting Members, EDs, State Agency Leadership, People With Lived Experience**

• Regional Homeless Councils

- **Program, advocacy and policy-level work**
- **Membership: Regional Reps and Senior/Executive Leadership, People With Lived Experience**

• Local Service Hubs

- **Access, Assessment, Prioritization and Coordination for homeless response system; community level dashboards**
- **Membership: Housing Navigators and Direct Service Staff**



A New Approach Regionalized System of 9 Homeless Service Hubs

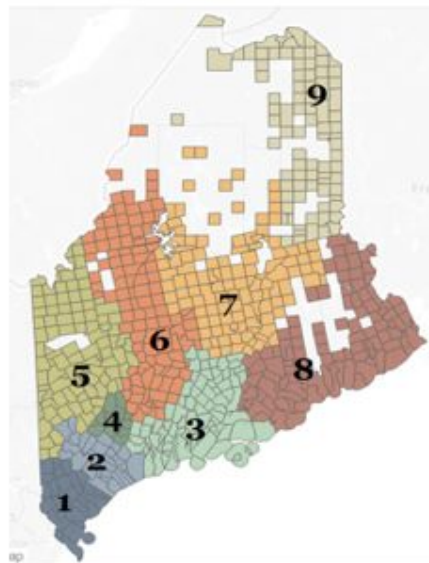
Benefits:

- **Greater cooperation and coordination among providers**
- **More equitable distribution of resources**
- **Ability to serve people where they are**
- **Provides local structure to engage other systems such as justice and healthcare**
- **Provides a base for the new Coordinated Entry System**
- **Provides the opportunity to improve data collection/ quality**



Implementing Maine's Hub Response System

**Nine Full Time Hub Coordinators Hired
to Manage Hub-Level System
Performance & Continuous Improvement**



Hub 1: York

Hub 2: Cumberland

Hub 3: Midcoast:

**Sagadahoc, Knox, Lincoln, Waldo & Towns of
Brunswick & Harpswell**

Hub 4: Androscoggin

**Hub 5: Western: Oxford, Franklin and
Towns of Livermore and Livermore Falls**

Hub 6: Central: Somerset and Kennebec

Hub 7: Penquis: Penobscot and Piscataquis

Hub 8: Downeast: Washington and Hancock

Hub 9: Aroostook

State-level line of sight into:

- System performance
- Evolving conditions
- Data quality
- Solutions
- Resource needs



Who should be at the table in each HUB?

- Shelters
- Outreach/PATH
- Supportive Housing Providers
- CAP Agencies
- General Assistance
- Child and Family Services
- Public Housing Authorities
- Hospital/Healthcare Community Care Teams
- County Jail and Prison Discharge Planners
- Mental Health Service Providers
- Cultural Broker Organizations



Hub Coordinators' Role



- **Convening and facilitating collaboration among providers in hub service area to identify resource needs and strategize solutions**
- **Collaborating with providers to achieve quality data**
- **Implementing and managing Coordinated Entry process**
- **Leading a continuous improvement process for hub activities**



Implementing The System Redesign



**February 2022 – Launch BfZ Maine State Team –
Clearing the Path for Local Teams**



BfZ Maine State Team's Vision *(February 2022)*

Maine's Homeless Response System:

- **is collaborative, inclusive, focused on solutions, easy to access, and informed by those with lived experience; and**
- **treats unhoused individuals with dignity and respect**

And leads to a future where:

- **homelessness is prevented from happening, no one is unhoused; and**
- **accountability for ending homelessness is shared by state and local leaders, across multiple sectors**



Five BfZ Maine Hub Teams enrolled in BfZ *(May 2022)*



Some Key Team Takeaways

- We have the power to make change
- We are not in this alone
- We have a plan, we are a team, we have support
- It will take time and that's okay!
- Quality Data is key
- Need accurate and complete data to be successful
- Demand better of my system
- It's time to implement coordinated entry!
- Race and equity need to be more front and center in our conversations



Maine's Statewide Long Term Targets

(June 2022)

By June 30, 2023 (1 yr)

✓ *Reach quality data statewide for single adults*

By June 30, 2024 (2 yrs)

✓ *Reach quality data statewide for youth and families (building path to FZ)*

By June 30, 2025 (3 yrs)

✓ **Reach Functional Zero statewide for Veterans**

By June 30, 2026 (4 yrs)

✓ **Reach Functional Zero statewide for Chronic homelessness**

✓ **Reduce homelessness for All Single Adults by 25%**



Progress to Date

- All Hubs are staffed and functioning
- Focus on achieving Quality Data

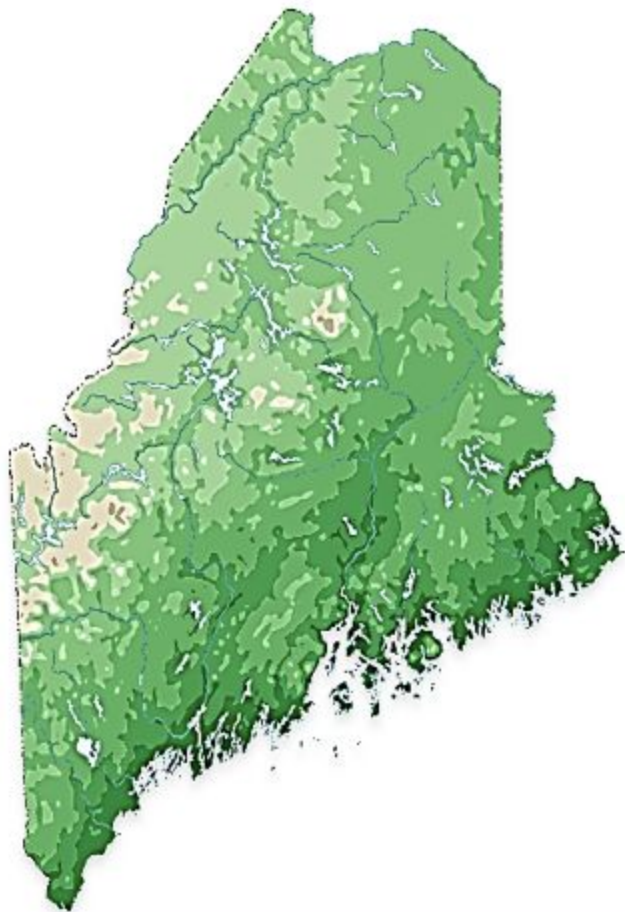
✓ Identifying and convening homeless outreach service providers

✓ Working on developing *By-Name Lists*

✓ Piloting new *Coordinated Entry System*

✓ Piloted an improved strategy for the *2023 Point in Time Count*



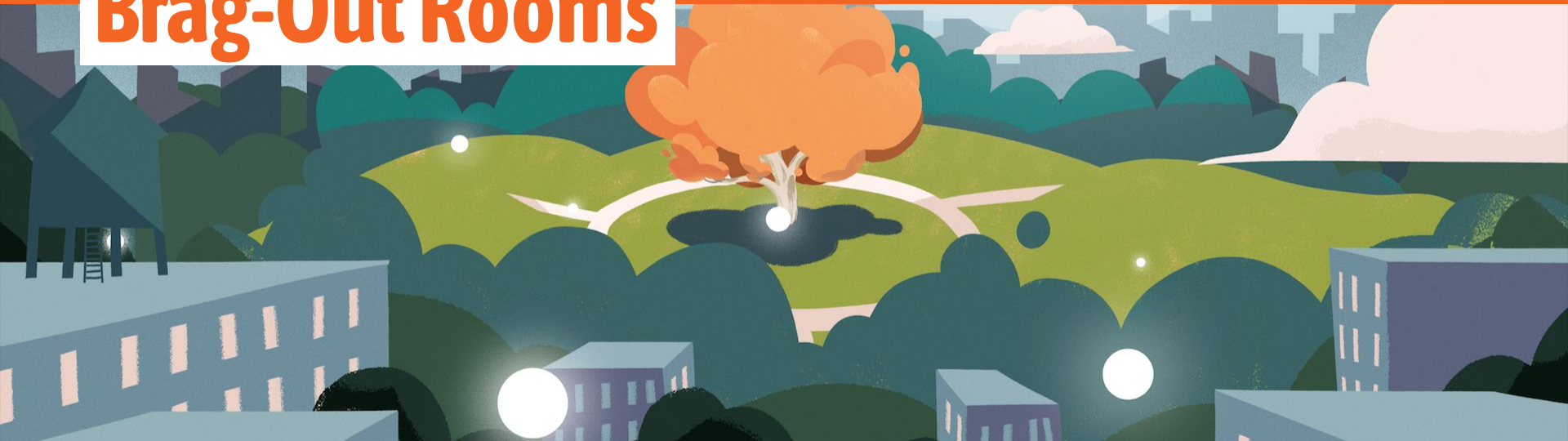


THANKS!!

**For more information
regarding Maine's Homeless
Response System please
contact Lauren Bustard,
Senior Director of Homeless
Initiatives, at
lbustard@mainehousing.org**



Brag-Out Rooms



Breakout Room Agenda:

- **5 minutes: Introduce yourself & share:**
 - Name & Community
- **5 minutes: Use mural board to brainstorm** areas of work that you are most proud of that your team has accomplished in this past year.
- **10 minutes: Share-out with your group.**
 - No one leaves breakout rooms without bragging about their team **at least once!**

**DO NOT ENTER
THE BREAKOUT
ROOM
WITHOUT
OPENING THE
MURAL LINK IN
THE CHAT!**



Are you going to NAEH in Oakland?



We are hosting a Built for Zero lunch before NAEH on March 1 !

We hope you can join us for networking & free lunch. Fill out the feedback form for this call to provide your email so that we can send you an RSVP.

Give us feedback!

<http://s.alchemer.com/s3/State-of-the-Movement-Feb-2023>

