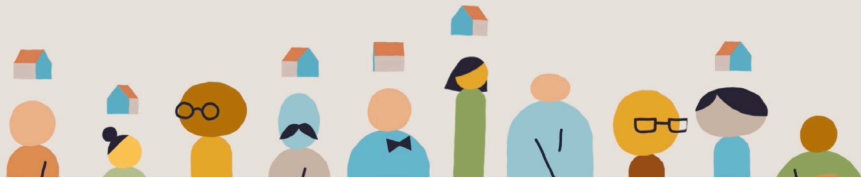


CREATING A TIPPING POINT FOR SOLVING HOMELESSNESS IN THE UNITED STATES

2024 IMPACT AND LEARNING REPORT

● The message of 2024: Homelessness can be rare and brief	3
● Strategy evolution and progress	5
● The lessons of 2024	7
● Toward a national tipping point by 2027	9
● Partners	11
● Financials	12

**THE MESSAGE OF 2024:
HOMELESSNESS CAN BE
RARE AND BRIEF**



The message of 2024: Homelessness can be rare and brief

We don't hope communities can make homelessness rare and brief. We know they can.

Through the Built for Zero initiative, Community Solutions supports 142 U.S. cities, counties, and states in doing just that. These communities, in every region and of every type and size, are taking a practical and methodical approach to reducing homelessness — and preventing it from happening in the first place.

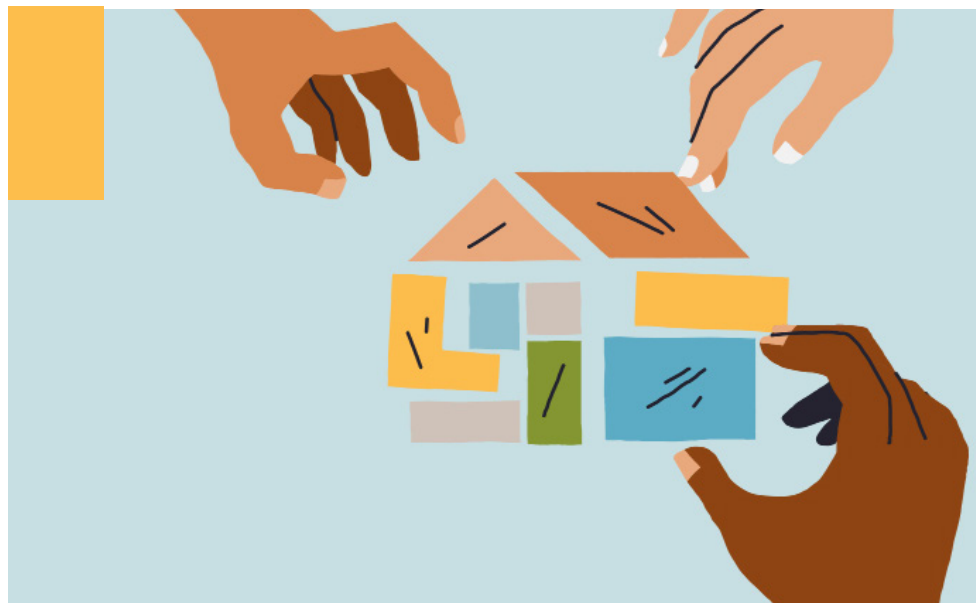
The key is for government, not-for-profit, and business organizations to work as a single, community-wide team to solve a challenge that no single organization or policy can solve alone. Supported by our Built for Zero team of facilitators and coaches, and our framework for collaboration, communities in the Built for Zero network create a comprehensive, real-time picture of those experiencing homelessness in their community. Working together toward the shared, measurable goal of reducing homelessness, they engineer a streamlined system for reconnecting people to a safe place to live.

At the midpoint of our five-year strategic plan, we are celebrating milestones including:

- Abilene, Texas, has used the Built for Zero model to keep homeless numbers close to zero for veterans, families, youths, and the chronically homeless, and is on track to end all homelessness in 2025.

- In metropolitan Denver, when the mayor declared homelessness a state of emergency in 2024, our data-driven system supported what became the Mile High Initiative. Initial results: a 45% decrease in unsheltered homelessness, with 1,673 people moved to temporary or permanent homes.
- Sixteen Built for Zero communities have reached — and sustained — functional zero veteran or chronic homelessness, meaning homelessness is now measurably rare and brief for veterans and those with disabilities. More than 40% of Built for Zero communities have reduced homelessness for specific populations, including families and youth.

These life-changing transformations for individuals and families also mean communities are solving important problems, using resources more efficiently, and taking pride in what they are capable of achieving when working together toward a common purpose.





STRATEGY EVOLUTION AND PROGRESS

Strategy evolution and progress

Built for Zero continues to make progress toward its strategic goals and expand the measurement of success. In 2024,

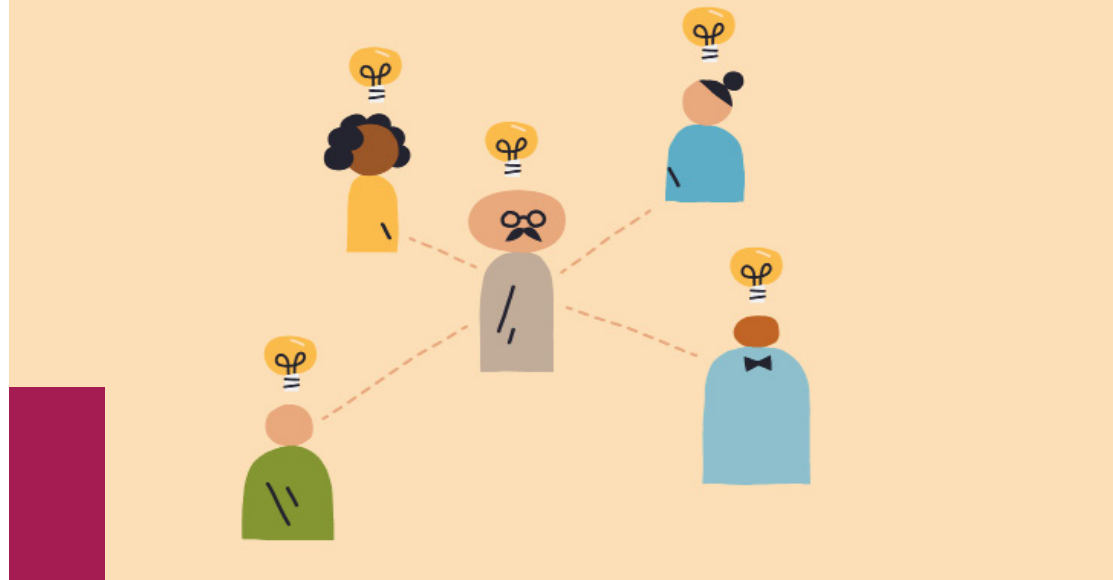
- 8 communities achieved quality data for at least one population
- 4 communities established quality data for all singles
- 2 communities reached and sustained the functional zero milestone
- 29 communities reduced homelessness for at least one population

Built for Zero successfully shifted focus to all populations of homelessness from single subpopulations.

- Assisted communities in implementing more comprehensive approaches to reach all experiencing homelessness
- Expanded focus to widen local networks and increase local housing supply

Refined the Built for Zero community-level theory of change to provide a unifying framework and replicable roadmap for reducing homelessness in any community.

- Clarified and simplified the Built for Zero model and theory of change with the support of a third-party evaluator, ORS Impact
- Developed refined measurement practices and community coaching strategies through extensive community input



Expanded support to communities.

- Strengthened real-time data infrastructure products and analytic support
- Increased coaching in systemwide collaboration with a focus on reducing unsheltered homelessness
- Provided 32 systems and capacity funding support to 27 communities

Added dedicated housing units.

- 305 units were acquired, bringing the total to 1,384 units in 14 properties in Built for Zero communities
- 482 individuals were housed from homelessness as units naturally turned over



THE LESSONS OF 2024

The lessons of 2024

Since 2015, Built for Zero has helped communities build the capacity to make homelessness rare and brief. When communities join the Built for Zero network, they adopt a model for collaborative action aimed at achieving month-over-month reductions in homelessness toward the ultimate goal of "functional zero." This is a measure of a community's capacity to prevent most homelessness and quickly resolve housing crises before they become extended homelessness.

Building this "system" enables communities to move beyond endless emergency responses to homelessness toward a durable solution — a new set of working relationships and tools for continually staying ahead of housing crises that can lead to extended homelessness.

In 2024, communities faced new challenges in reducing homelessness.

Unsheltered homelessness increased in many parts of the country, often in direct relationship to historically high housing costs and cost-of-living increases.

The Supreme Court decision in *Johnson v. Grants Pass*, which permits communities to enforce camping bans — including through arrests — when no alternative shelter exists, brought new urgency to the need for a new housing supply and intensified the focus on creating solutions-focused alternatives for the unsheltered.



As our communities' needs changed, Community Solutions responded:

- We created new teams and partnerships to help communities accelerate the process of connecting unsheltered individuals, particularly those living in large encampments, to safe accommodations.
- We increased our support to large communities where unsheltered homelessness is particularly concentrated.
- We expanded our work with regions and states to develop comprehensive solutions that lead to housing, rather than simply relocating people.
- We identified a major gap in national communications about homelessness, that proven solutions are not understood, and began laying the foundation for the organizing and education work needed to counter perceptions that homelessness cannot be solved.



TOWARD A NATIONAL TIPPING POINT BY 2027

Toward a national tipping point by 2027

Community Solutions and our network of communities aim to reach a national "tipping point" by 2027. We define the tipping point as:

- Homelessness is widely understood to be solvable;
- local, state, and federal governments are increasingly adopting solutions-focused policies;
- a proven road map for any community to follow has been demonstrated by reductions in homelessness in communities of every type within our Built for Zero network.

Despite strong headwinds and an uncertain political landscape, the moment is ripe for achieving this solution-focused vision. Housing and homelessness are priority issues everywhere. A strong network of trained Built for Zero teams continues to make progress, defying the dominant national pessimism. New, non-partisan alliances are forming in many communities to advance pragmatic, solution-focused policies. There is a hunger for solutions that work, and for a new story about how homelessness is being solved and can become rare and brief — everywhere.

Supporting this momentum will be our focus in the year ahead.



Thank you to our partners!

CORE PARTNERS



STRATEGIC PARTNERS



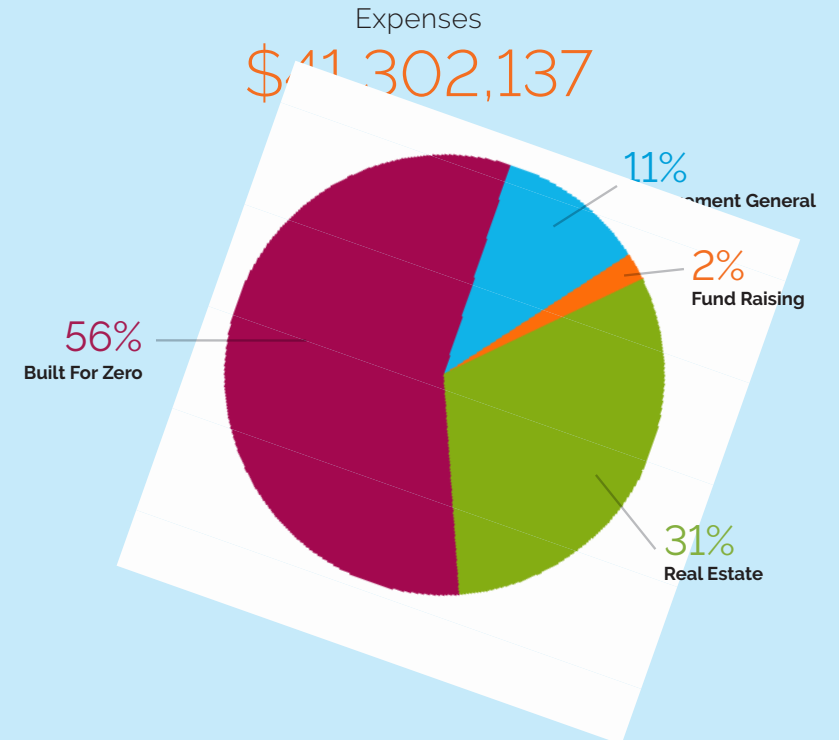
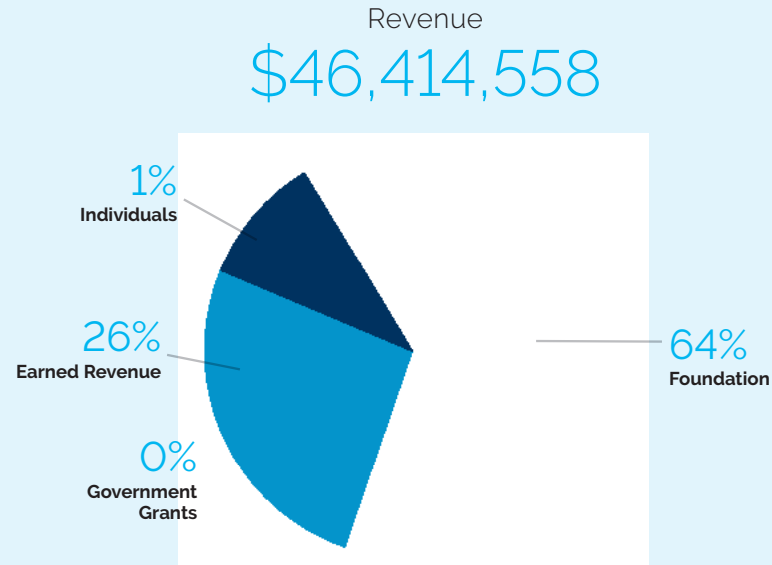
MISSION PARTNERS

- Anne J. Caudal Foundation
- SoFi

2024 Financials

AUDITED

FINANCIALS ARE REFLECTIVE OF 2024 ACTIVITY INCLUDING FUNDS WITHOUT AND/OR RELEASED FROM DONOR RESTRICTIONS. IN ADDITION, COMMUNITY SOLUTIONS RAISED \$8 MILLION FROM FOUNDATIONS TO SUPPORT PROGRAMMATIC WORK WITH RESTRICTIONS NOT YET LAPSED AND RELEASED \$29 MILLION IN NET ASSETS FROM MULTI-YEAR GRANTS AWARDED IN PREVIOUS YEARS.



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