



Built for Zero Learning Session
Atlanta, GA || March, 2019

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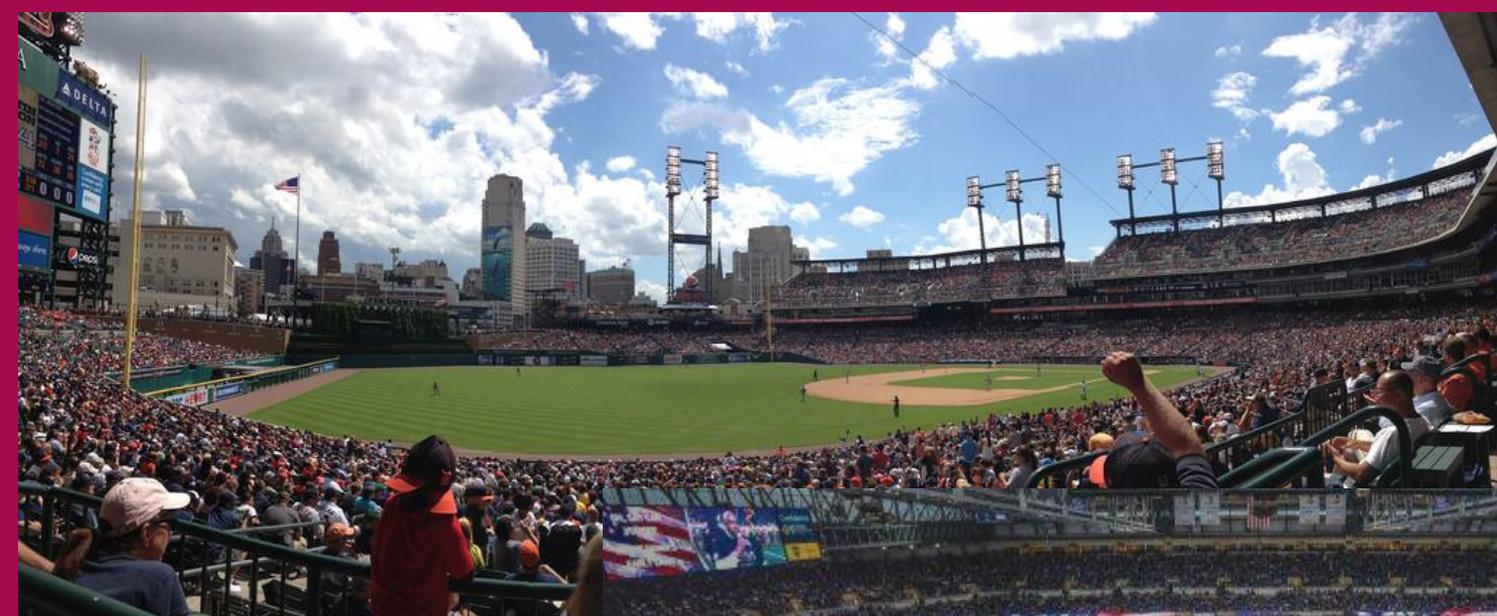
1

Opening Plenary:
Welcome!



The Built for Zero Team





WELCOME to Built for Zero



Anchorage, Alaska

Jackson, Mississippi

Santa Fe, New Mexico



Our Aim:

to end chronic and veteran homelessness.

Our Aim:

to end chronic and veteran homelessness.

And then **all homelessness.**

THE RESULTS TO DATE

Success in Built for Zero communities*

10 COMMUNITIES
ENDED VETERAN
HOMELESSNESS

3 COMMUNITIES
ENDED CHRONIC
HOMELESSNESS

39 COMMUNITIES
HAVE ACHIEVED A
MEASURABLE REDUCTION

65 COMMUNITIES
HAVE ACHIEVED QUALITY REAL-TIME
DATA ON HOMELESSNESS

70% FUNCTIONAL ZERO
PROOF POINTS
SUSTAINING GOAL

104,853 TOTAL
PEOPLE
HOUSED

**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.*





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Built for Zero Co-Directors

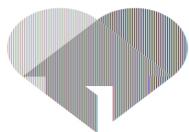
Beth Sandor & Jake Maguire



FEDERAL PARTNERS



BUILT FOR ZERO PARTNERS



A WAY HC
AMERICA



Center for
Social Innovation



Institute *for*
Healthcare
Improvement



**BUILT
FOR
ZERO.**
CANADA



A WAY HOME
WASHINGTON

BUILT FOR ZERO PARTNERS

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Opening Plenary:

Our Mission (and yours)

Garen Nigon

*Facilitation and Content Lead,
BFZ Collaborative*



I'm going to talk about...

A bit of background



Our objectives (plural) for this Learning Session

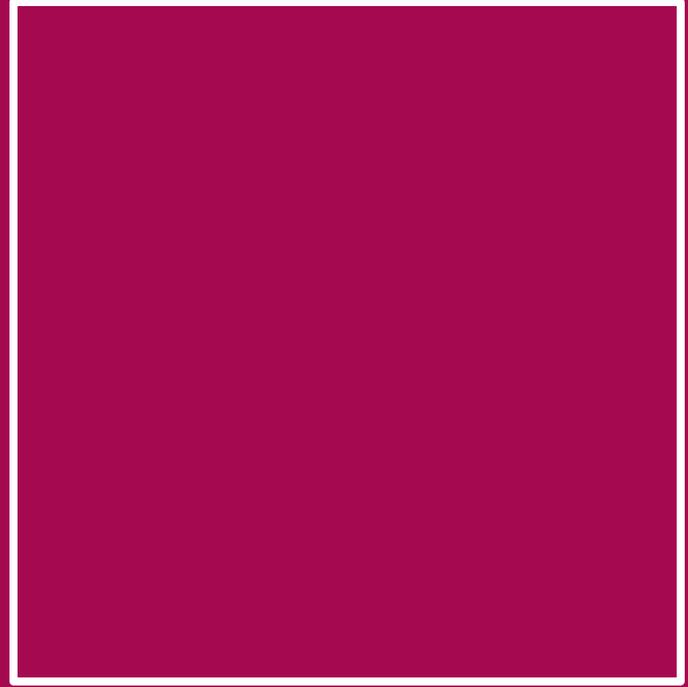
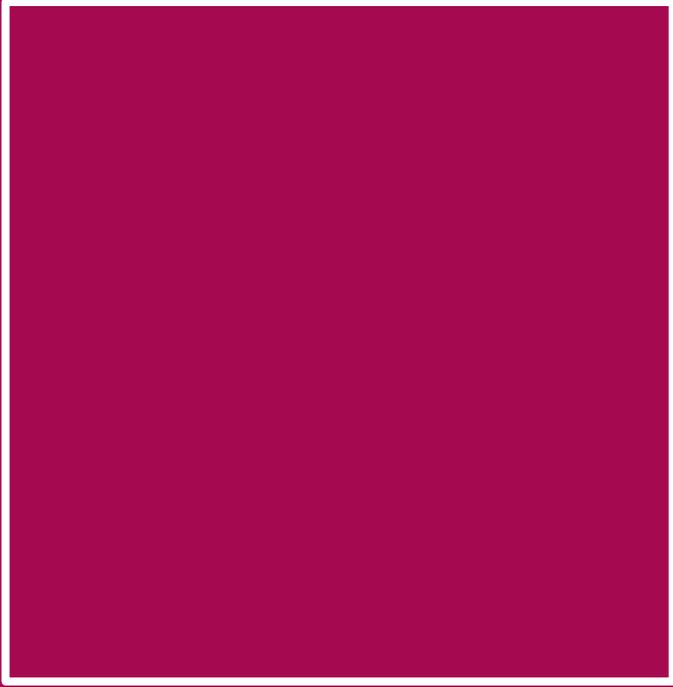


An overview of the agenda for today and tomorrow



YOUR objective for this Learning Session

Objectives



Objectives

Rational

Experiential

Objectives

What

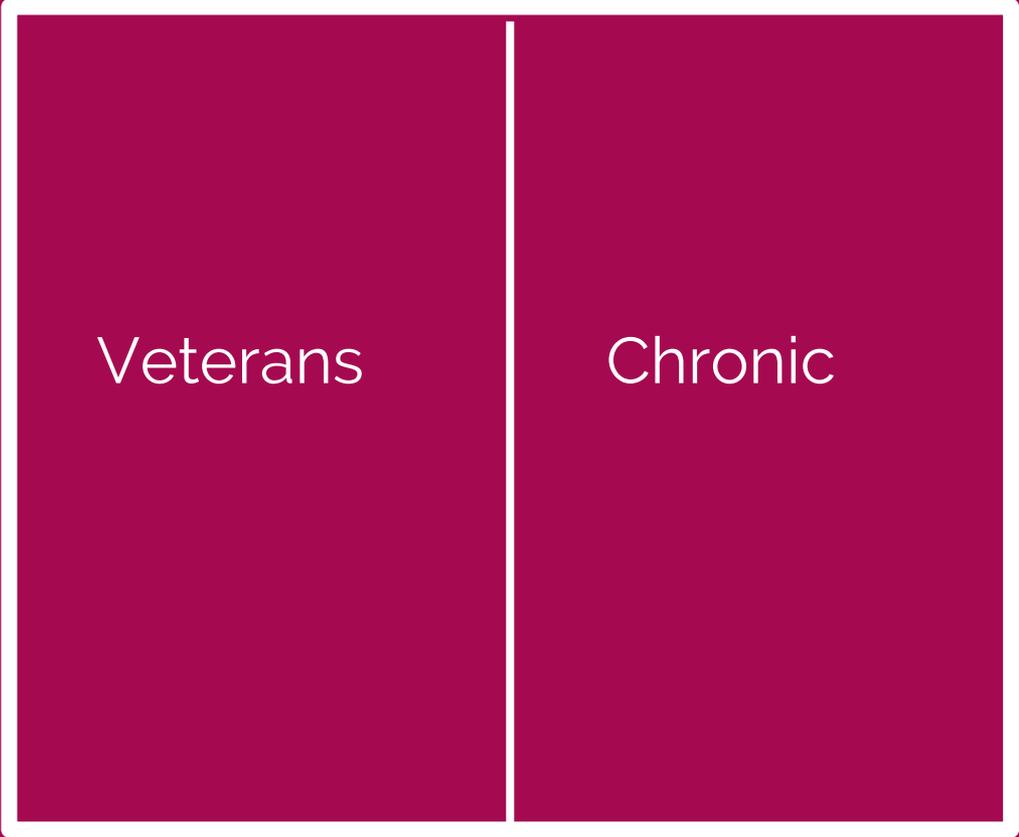
How



By
Name
List

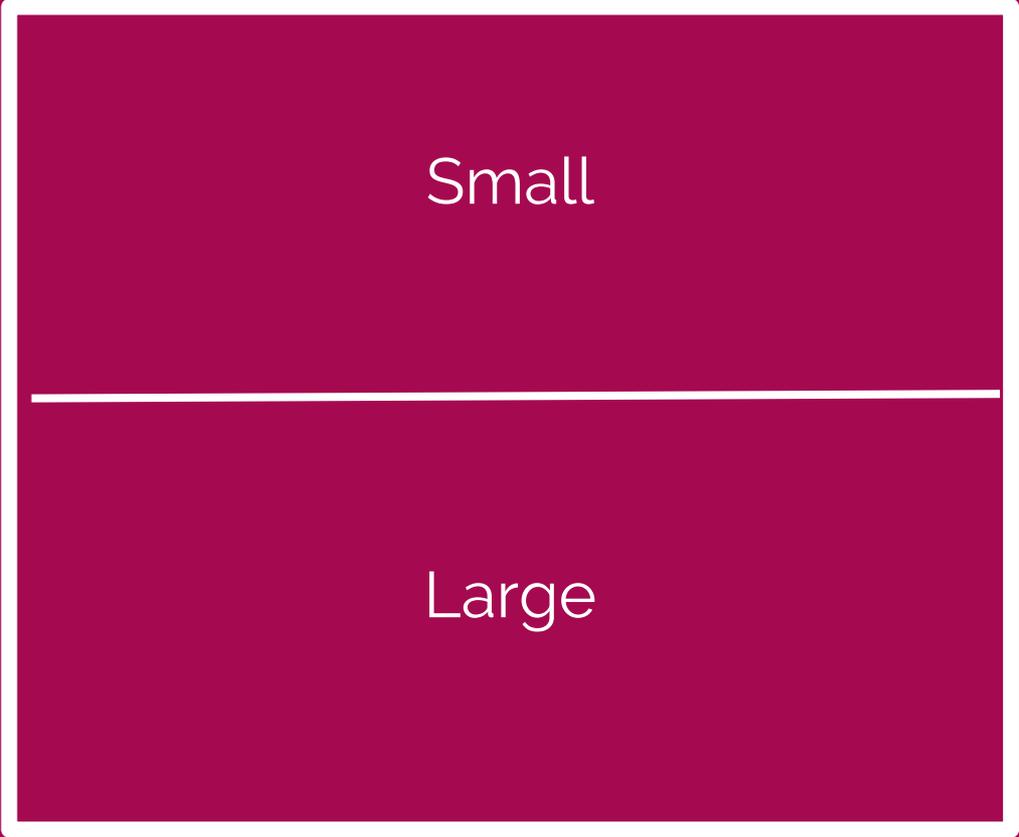
Reduce

Zero
For
All



Veterans

Chronic



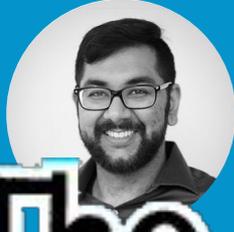
Small

Large

Small Vet BNL	Small CH Reduce	Small Vet ZFA
Large CH BNL	Large Vet Reduce	Large CH ZFA

Etc.





The Coach Bunch





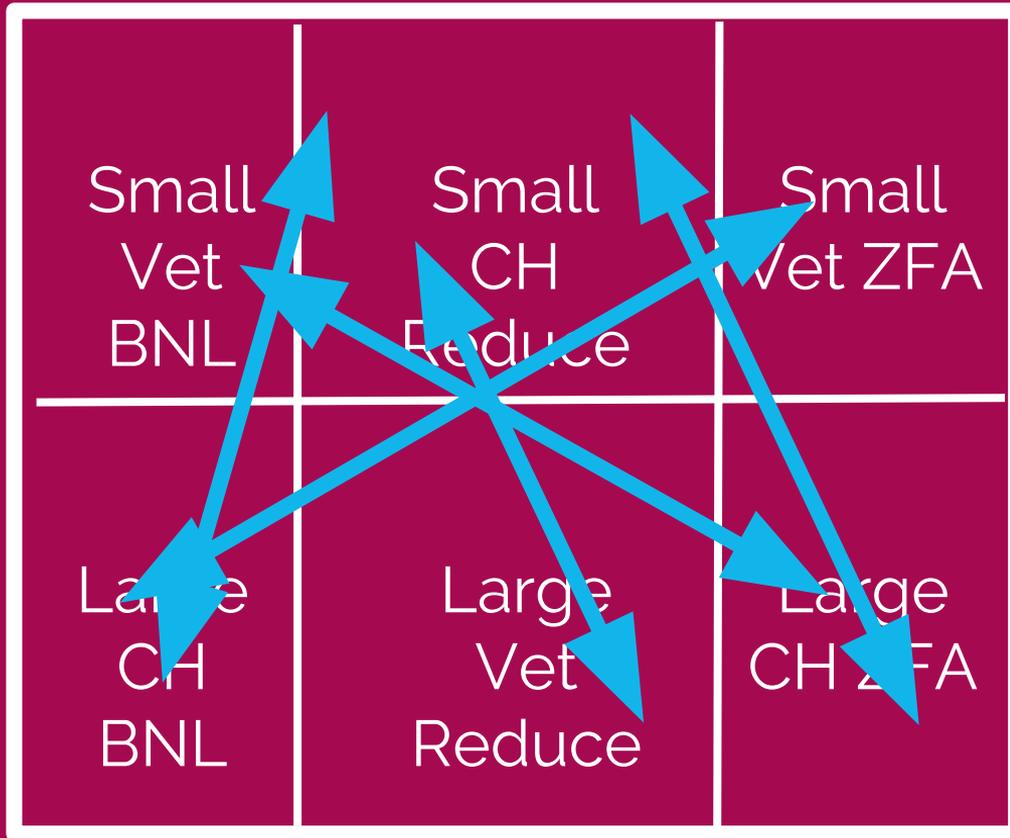


100



Perfect
5-Star Rating!

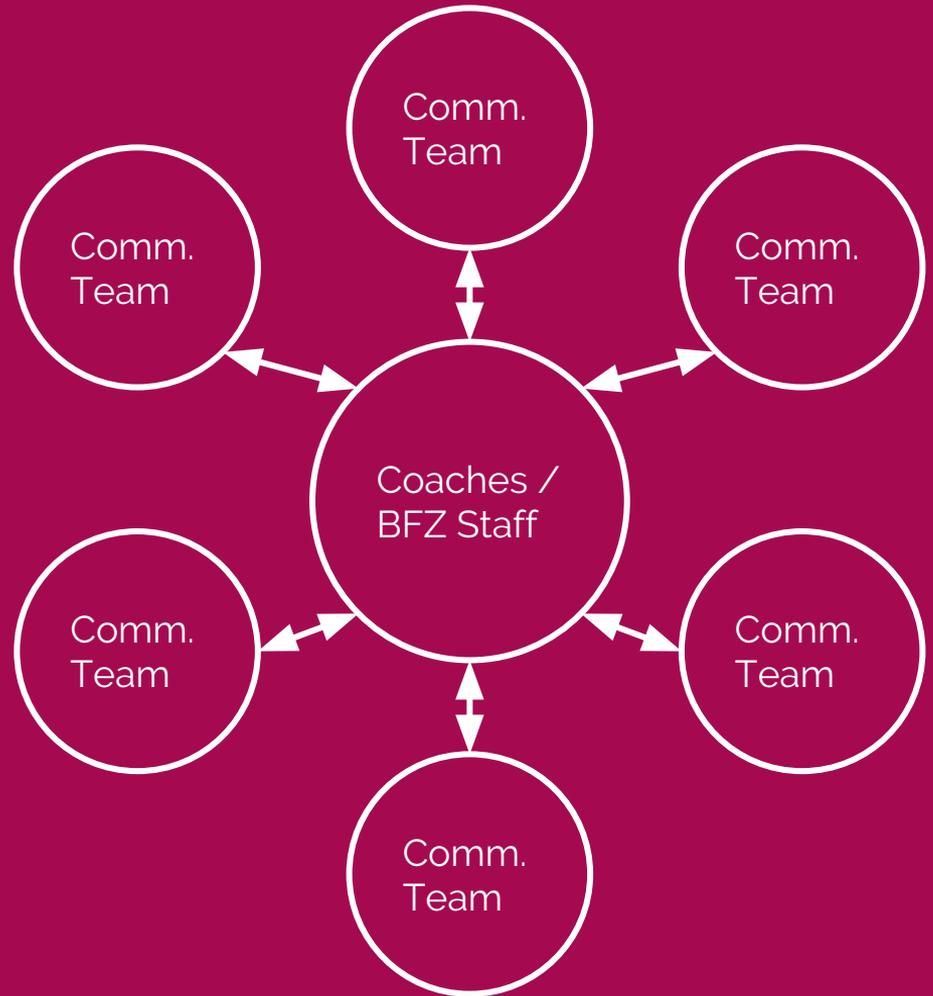




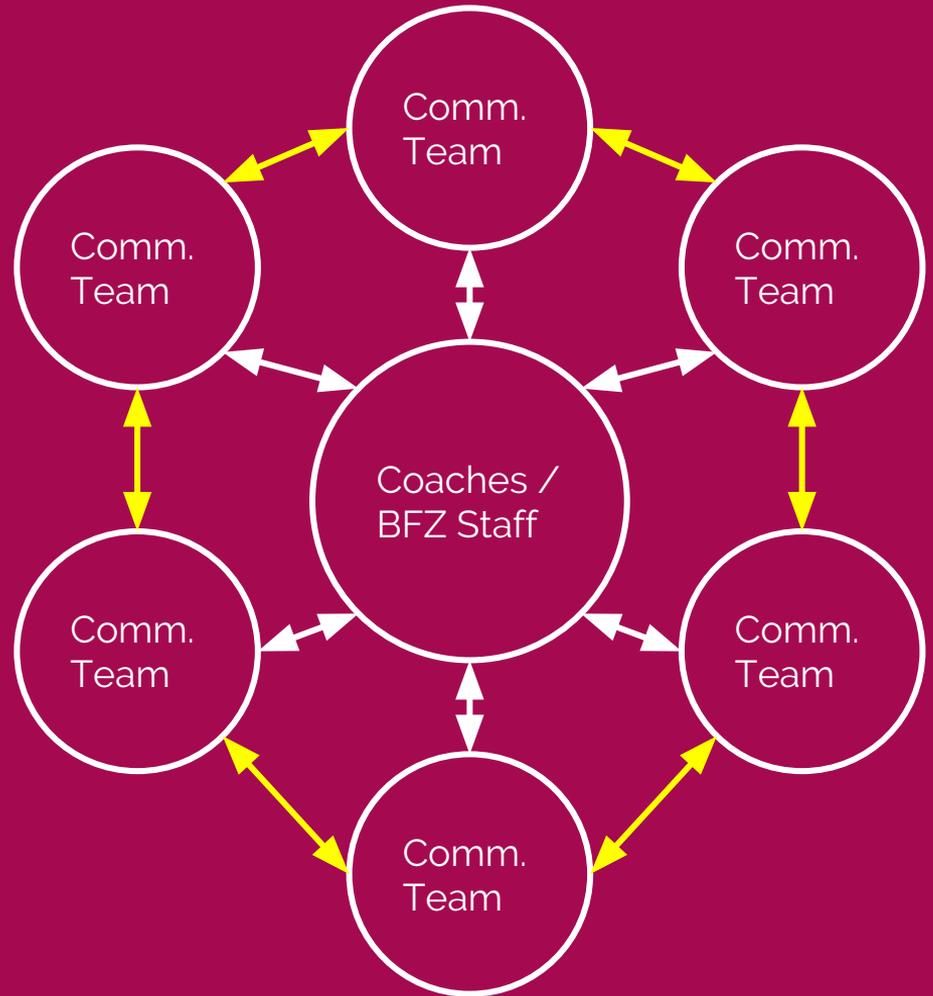
Small Vet BNL	Small CH Reduce	Small Vet ZFA
Large CH BNL	Large Vet Reduce	Large CH ZFA

Small Vet BNL	Small CH Reduce	Small Vet ZFA
Large CH BNL	Large Vet Reduce	Large CH ZFA

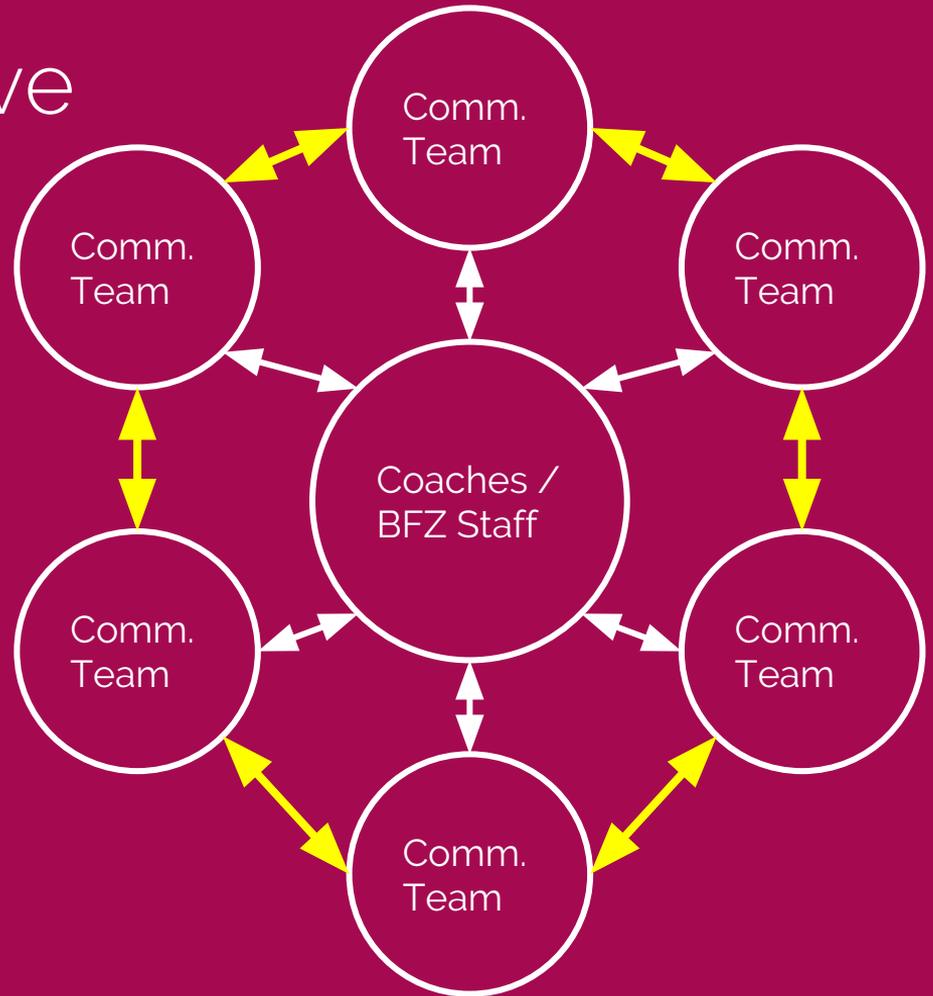
Collaboratives



Collaboratives



Experiential Objective



Objectives

Rational

Experiential

By the end of this Learning Session, every person in this room will have found 2-3 allies **from other communities**, who can help break through barriers, and brainstorm answers to their most burning questions.

Agenda - Day 1

- 8:30-10:30 - Opening Plenary
BREAK
- 10:45-12:30 - Storyboard Networking
LUNCH
- 1:30-3:00 - Group Problem Solving
BREAK
- 3:15-4:15 - Planning Time
BREAK
- 4:30-5:15 - Closing & Celebration

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Objectives

Rational

You have to have the will to improve, you have to have ideas about alternatives to the status quo, and then you have to make it real—execution.

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You have to have the *will* to improve, you have to have *ideas* about alternatives to the status quo, and then you have to make it real—*execution*.

ideas

will

execution

will

ideas

execution

Teams that we saw make gains this Action Cycle...

will

...got creative about will building, and made the case for Functional Zero to a broad group of stakeholders.

ideas

execution

Teams that we saw make gains this Action Cycle...

will

...got creative about will building, and made the case for Functional Zero to a broad group of stakeholders.

ideas

...got curious about the problems they were trying to solve, and shifted focus based on what they found.

execution

Teams that we saw make gains this Action Cycle...

will

...got creative about will building, and made the case for Functional Zero to a broad group of stakeholders.

ideas

...got curious about the problems they were trying to solve, and shifted focus based on what they found.

execution

...got serious about follow-through, and created systems to hold each other accountable.

will

Broad shared enrollment in the goal of reaching Functional Zero

ideas

execution

will

Broad shared enrollment in the goal of reaching Functional Zero

ideas

Precise problem identification

execution

will

Broad shared enrollment in the goal of reaching Functional Zero

ideas

Precise problem identification

execution

Strong practices and processes to manage change and improvement

Objectives

Rational

By the end of this Learning Session, teams will create next steps related to **will, ideas, and execution** in their communities, in order to make gains in the coming Action Cycle.

Experiential

By the end of this Learning Session, every person in this room will have found 2-3 allies **from other communities**, who can help break through barriers, and brainstorm answers to their most burning questions.

Agenda - Day 2

Rational

By the end of this Learning Session, teams will create next steps related to **will, ideas, and execution** in their communities, in order to make gains in the coming Action Cycle.

- 8:00-9:15 - Team lead meeting
- 9:30-10:30 - Opening Plenary
BREAK
- 10:45-12:00 - Breakouts
LUNCH
- 1:00-3:00 - Planning Time
BREAK
- 3:15-4:00 - Closing

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Our Objectives

Rational

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Your mission



Your mission



Your mission



Your mission

- By the end of this Learning Session, we would like to be closer to _____.
 - solving _____.
 - doing _____ well.
 - implementing _____.
- We would like to meet people who _____. E.g.
 - have solved _____.
 - know about _____.
 - are great at _____.

Your mission

- By the end of this Learning Session, we would like to be closer to _____.
 - solving _____.
 - doing _____ well.
 - implementing _____.
- We would like to meet people who _____. E.g.
 - have solved _____.
 - know about _____.
 - are great at _____.

FOR EXAMPLE:

Will: “By the end of this Learning Session, we would like to be closer to engaging all of our critical stakeholders.”

Ideas: “We would like to meet as many people as possible from communities who have decreased inflow into chronic homelessness.”

Execution: “We would like to leave this Learning Session with three ideas for how to restructure our team to better facilitate improvement.”

A note to big teams (10 people or more)

- Divide and conquer, not just right now, but for the duration of the Learning Session (you can regroup during planning time).
- It will be tough to come to consensus with 10 or more people.
- This is your opportunity to strategize on two topics that you'd like to tackle at this Learning Session.

Write it down

- Document your mission on a flipchart page.
- Pick someone to be the keeper of the flipchart page. You'll refer back to this throughout the day.

You have 15 minutes!

- By the end of this Learning Session, we would like to be closer to _____.
 - solving _____.
 - doing _____ well.
 - implementing _____.
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Opening Plenary:

Co-Producing Improvements

Eddie Turner

Strategy Lead, BFZ Collaborative



WIEUCA CLEANERS AND WASHETERIA

J. E. DILBECK, Manager

LAUNDRY

Corner ROSWELL AND WIEUCA ROADS

DRY CLEANING

Dear Friends:

Wieuca Cleaners are now open and we will appreciate you trying our services in Dry Cleaning, Laundry and also using our Bendix equipped Washeteria.

OUR PRICES ARE AS FOLLOWS:

Dry Cleaning

Mens Suits	80¢
Trousers	30¢
Topcoats or Raincoats	70¢
Ladies Suit, plain	80¢
" Dress, plain	80¢
" Coat, long, plain	70¢
" Skirt, plain	30¢

Pressing

One-half amount of Dry Cleaning prices.

Laundry

Hand finished shirts	16¢
Sheets	08¢
Bath towels	03¢

Washeteria

1 - 9 lb. Bendix	35¢
9 lb. extracted, dried and folded	15¢

Pickup and delivered 10¢ extra

Just leave your clothes and we will wash and dry clean them and have them ready when you return at no extra cost.

We have one-day service on dry cleaning unless it requires extra spotting.

Our hours are from 7:30 AM to 6:30 PM. For your convenience the washeteria will remain open until 9:00 PM Monday and Friday nights.

Just phone Ch. 5880 for pickup and delivery for the above services at an extra charge of 10¢ on your entire bundle.

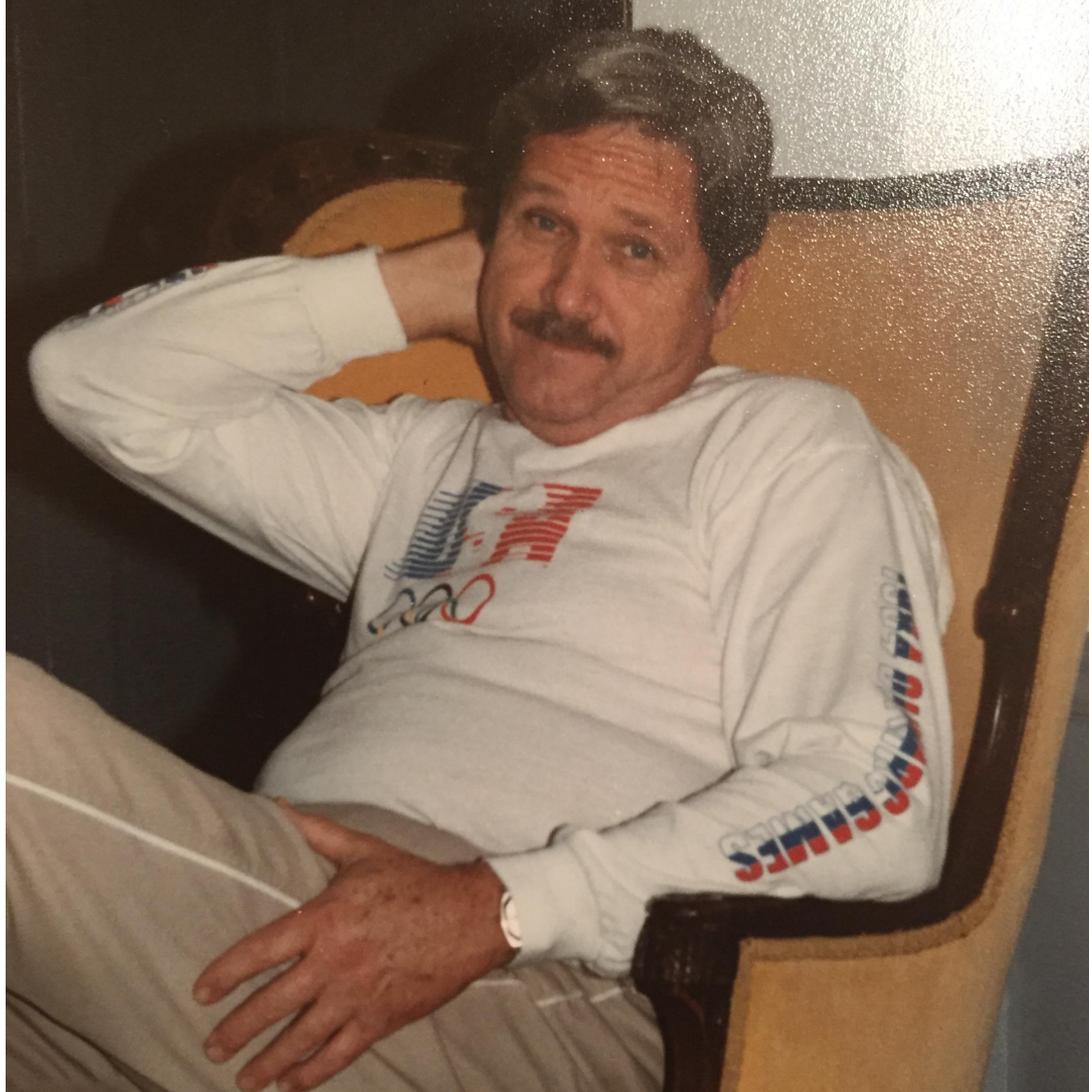
We will appreciate your work and promise to do everything to please you.

Sincerely

Edwin Dilbeck







Co-Producing Improvements

10:13 ↗



Mom >

PS we paid Dad back every \$\$
for the car.

**System
Managers**

```
graph TD; SM[System Managers] --- FS[Frontline Staff]; SM --- PL[People with Lived Experience]; FS --- PL;
```

**Frontline
Staff**

**People with
Lived Experience**

What if co-producing improvements
doesn't require more work?

What if co-producing improvements leads to “simple, effective, efficient solutions that sustain”?

**System
Managers**

```
graph TD; SM[System Managers] --- FS[Frontline Staff]; SM --- PL[People with Lived Experience]; FS --- PL;
```

**Frontline
Staff**

**People with
Lived Experience**

Levels of Co-Producing

Doing to

Doing for

Doing with

Doing to

Your well intentioned, smart idea that someone else has to live with

We experience it most often in the form of technology, policies, regulations, paperwork

We feel like we're being *done to*...

and we also *do to* others

Doing for

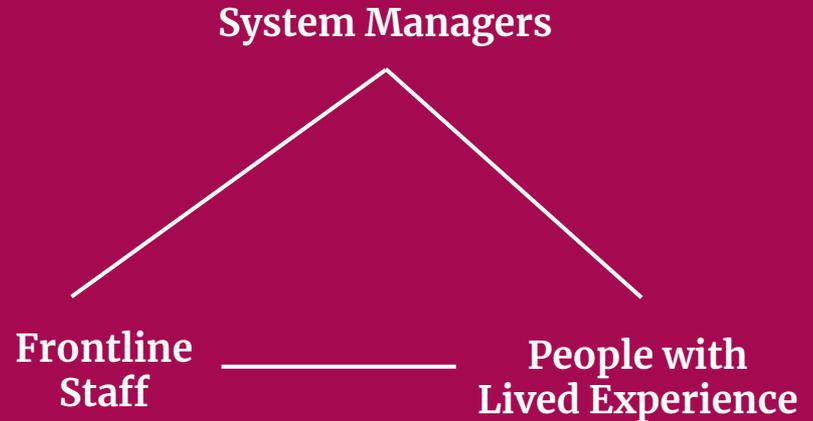
We spend a lot of time here...

and here's where it gets sticky

Doing for flattens relationships

Metrics focus on actions

We lose the richness of relationships



When we don't co-produce, it looks like...

- Doing for
- Improvement in fits and starts
- Reliance on hierarchy
- Data gives glimpses of peoples' experience
- “We know what we're doing—let us do it!”
- Equity work gets conceptual

And if we never get better at co-producing:

- Incremental progress, not ending homelessness
- Trends in priorities and programming come and go

What would it look like to get better
at co-producing improvements?

Getting better at co-producing looks like...

- Move to *doing with*
- System managers, frontline staff, and people with lived experience working together to define problems, design tests, and evaluate progress
- Don't settle for checking boxes
- Start from the assumption that each person is creative, resourceful, and whole

And if we co-produce successfully, then...

- Changes stick
- Solve the unsolvable problems
- Each participant in the system gains power to improve the system

Let's talk to some people who are
co-producing improvements

**System
Managers**

```
graph TD; SM[System Managers] --- FS[Frontline Staff]; SM --- PL[People with Lived Experience]; FS --- PL;
```

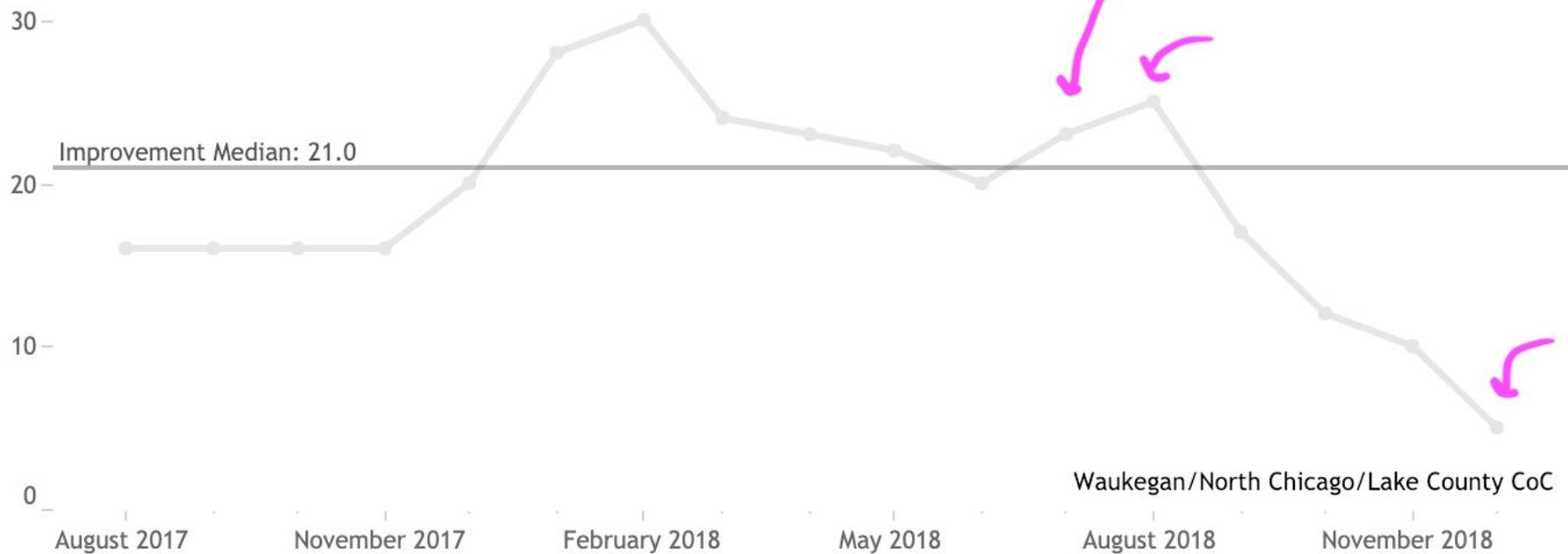
**Frontline
Staff**

**People with
Lived Experience**

Lake Co., Illinois

Actively Homeless

Monthly Veteran data with signal indicators for Shifts



Discuss at your table

1. Where's the opportunity for us to do this at home?
2. Considering system managers and frontline staff, what should we learn, decide, or figure out this week in order to better co-produce improvements?
We've got 2 days to figure out a small test of change.

**System
Managers**

```
graph TD; SM[System Managers] --- FS[Frontline Staff]; SM --- PL[People with Lived Experience]; FS --- PL;
```

**Frontline
Staff**

**People with
Lived Experience**

Maurice Lattimore

Discuss at your table

1. Co-producing with people with lived experience:
Why is it important to do?
2. In what ways will it benefit the work?
3. What's in it for me or my role in the work?

“Nothing about us without us”

Tips to get started now

- Use visual tools & methods to support a variety of learning styles
- Flatten structure to share power as much as possible
- Build “slow down” moments into execution
- De-jargon language and define all terms so that people feel less intimidated coming to the table
- Share generously & transparently

Feedback: “Co-Producing Improvements”



Survey Link:

<http://bit.ly/bfzsurvey>

Let's take a break!

15 minutes

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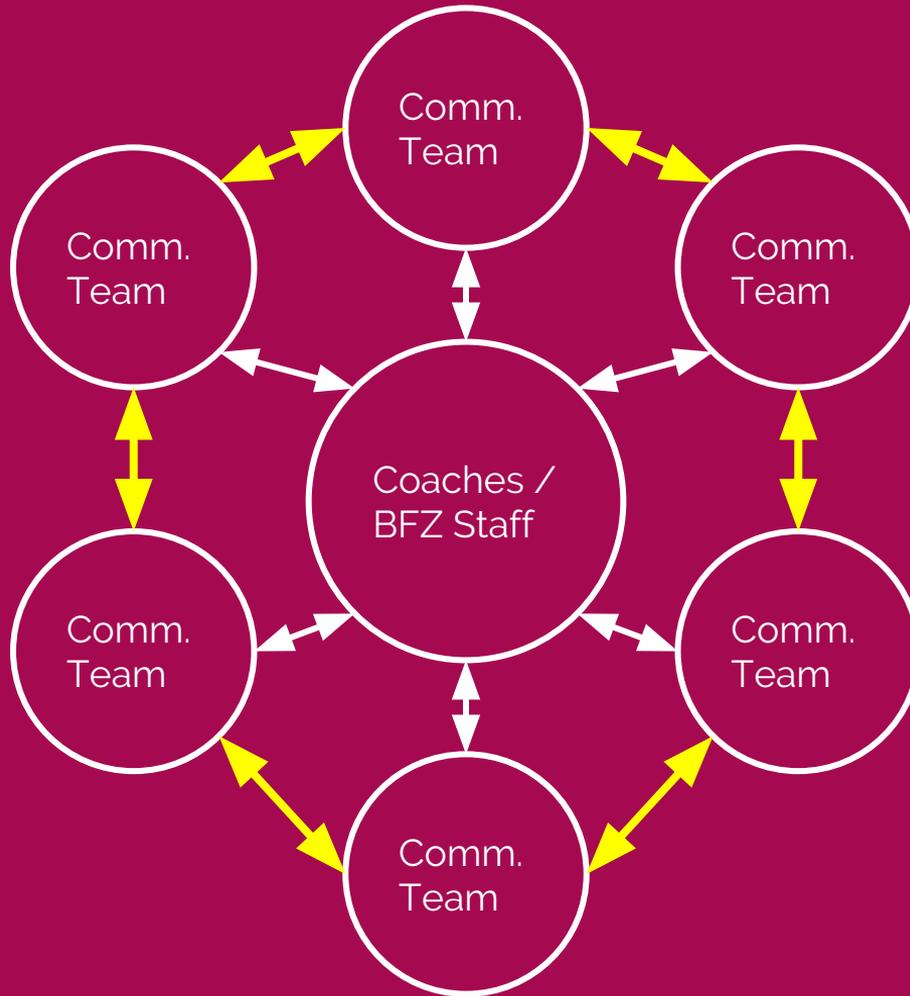
5

Networking!



This is
co-producing

If we're doing
this right...

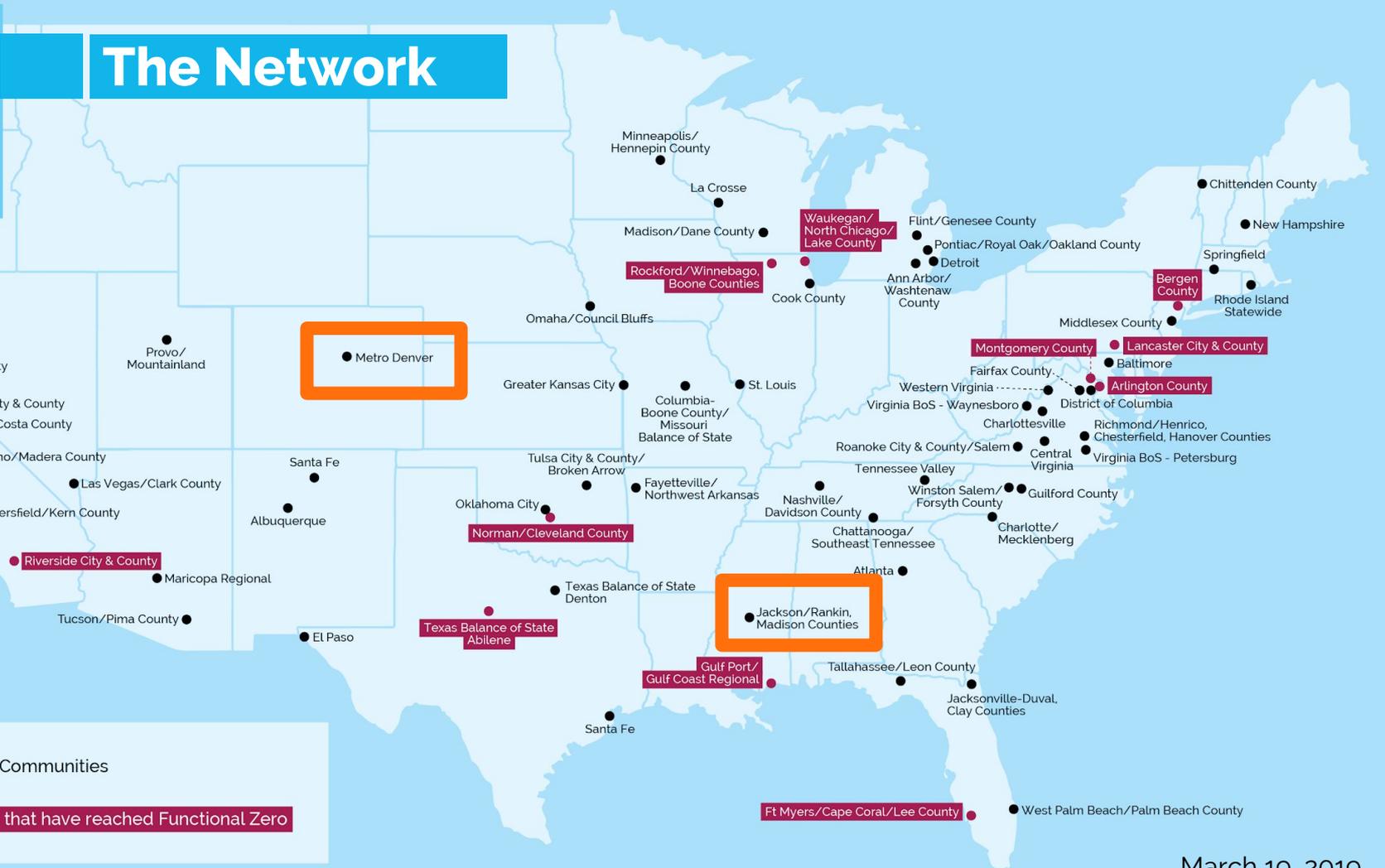


The Network



- Built For Zero Communities
- Communities that have reached Functional Zero

The Network



- Built For Zero Communities
- Communities that have reached Functional Zero

Networking

What you get out of it

Networking

What you get out of it is what you put in.

1. Be curious.

1a. Ask about something you're having trouble with, or a barrier you're experiencing in your community. (Hint: this might be related to the "mission" your team identified earlier).

1b. Ask about something that seems interesting or intriguing on someone else's storyboard.

1c. Ask about someone's personal experience. What led them to their current line of work? What do they bring to their work from other aspects of their life?

2. Be generous.

2a. Share something related to someone else's barrier, or which helps someone else accomplish their mission. (Hint: look at the strengths and accomplishments you've noted on your storyboard.)

2b. Share an anecdote or a piece of wisdom related to something on someone else's storyboard. Find something that feels familiar. What makes you say "oh boy, I've been there!"

2c. Share something from your personal experience. What are your interests or hobbies? What's something about you that seems like it has nothing to do with ending homelessness. *(SPOILER ALERT: it might actually trigger a breakthrough for someone!)*

3. Find your people. (And collect their business cards)

3a. Find three people who you think can help you push through your barrier, or accomplish your mission. **Get their business cards, and put a follow-up conversation on your calendars.**

3b. Find three people whose barriers or missions you can help with. **Make sure to schedule a time to follow up, and/or grab their business cards.**

3c. Find three people who "get you" (and you get them). There are people in this room who can be your allies, your thought partners, your brainstorming buddies. Go find them! Now's your chance! **(Also get their business cards)**

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Staff picks



WILL

Marin County: “Shifted from a finger-pointing mentality to a we-share-the-problem philosophy.”

El Paso: “We are really great at engaging partners from other service fields. (e.g. the University of Texas)”

Fayetteville: “The local Housing Authority is newly present at all case conferencing meetings.”

Pontiac/Oakland County: “Incorporated new partners to represent higher level of expertise in DV and human trafficking issues.”

IDEAS

Cook County: “Launched a VA diversion pilot and are launching one for non-vets.”

Phoenix: “Consider CoC preference for non VA eligible Veterans.”

Central Virginia: “Working with the largest PSH provider to provide move-on strategies for current PSH clients.”

West Palm Beach: “Streamlined our approach towards Street Outreach to be more inclusive of service providers and more client centric.”

EXECUTION

Jacksonville: “We have increased coordination between SSVF and local VA by implementing better data sharing practices.”

Lake County, MI: “We are really great at rapid testing of change ideas, failing forward, and learning from our tests and pivoting to the next idea.”

Chittenden County: “Our systems are human-centered.”

Charlottesville: “We’ve reformatted our case conferencing meetings to specifically target Chronic and Veterans (improvement project).”



Take one minute

Pick someone from your team who will stand by your poster to start.

Make a plan to switch off, so that everyone gets time to circulate.

Ready, Set, Go!

Regroup with your team

10 minutes

What did you learn?

Who did you talk to?

What are your next steps?

Brag about your peers!

Who wants to share:

- Something they learned from another team?
- Something they're excited to implement?
- A great conversation they had?
- An interesting person they met?

Afternoon Breakouts!

- Small Group Problem Solving
 - Continue the conversations your having with two other communities!
- Community Planning Time
 - Regroup with your team!

Where are you going?

Where am I going?	Small Group Problem Solving Wednesday: 1:30-3:00	Community Planning Time Wednesday: 3:15-4:15	Community Planning Time Thursday: 1:00-3:00
Ann Arbor/Washtenaw County	<i>Grand Salon D/E</i>	<i>Grand Salon B</i>	
Anchorage	<i>Athens</i>	<i>Grand Salon A</i>	
Albuquerque, NM	<i>Grand Salon B</i>	<i>Grand Salon A</i>	
Arlington County	<i>Grand Salon D/E</i>		
Atlanta	<i>Grand Salon A</i>	<i>Grand Salon D/E</i>	
Bakersfield/Kern County	<i>Grand Salon D/E</i>	<i>Grand Salon B</i>	
Baltimore	<i>Grand Salon A</i>	<i>Grand Salon D/E</i>	
Bergen County	<i>Athens</i>	<i>Grand Salon D/E</i>	
Central Virginia	<i>Grand Salon A</i>	<i>Grand Salon D/E</i>	

Feedback: “Networking”



Survey Link:

<http://bit.ly/bfzsurvey>

Lunch!
(12:30-1:30)

15 Minute Warning!

Where am I going?	Small Group Problem Solving Wednesday: 1:30-3:00	Community Planning Time Wednesday: 3:15-4:15	Community Planning Time Thursday: 1:00-3:00
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Anchorage	<i>Athens</i>	<i>Grand Salon A</i>	
Albuquerque, NM	<i>Grand Salon B</i>	<i>Grand Salon A</i>	
Arlington County	<i>Grand Salon D/E</i>		
Atlanta	<i>Grand Salon A</i>	<i>Grand Salon D/E</i>	
Bakersfield/Kern County	<i>Grand Salon D/E</i>	<i>Grand Salon B</i>	
Baltimore	<i>Grand Salon A</i>	<i>Grand Salon D/E</i>	
Bergen County	<i>Athens</i>	<i>Grand Salon D/E</i>	
Central Virginia	<i>Grand Salon A</i>	<i>Grand Salon D/E</i>	

Built for Zero Learning Session,

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Closing Plenary: Celebrations

Reflections - Day 1

Experiential Objective

By the end of this Learning Session, every person in this room will have found 2-3 allies **from other communities**, who can help break through barriers, and brainstorm answers to their most burning questions.

Reflections - Day 1

Who is your new ally?

+

What barrier are they helping you break through?

What burning question are they helping you answer?

New By-Name Lists!

Baltimore

Burlington/Chittenden
County

Central Virginia

Charlotte-Mecklenberg

Charlottesville

Tallahassee/Leon County

Tennessee Valley

Texas Balance of State -
Abilene

West Palm Beach/Palm
Beach County

CITIZENS,
REJOICE!

Quality
By-Name
List!

Functional
Zero!

Sustaining!

Quality
By-Name
List!

process
measures,
improvement
projects, PDSA's
etc.

Functional
Zero!

Sustaining!

Quality
By-Name
List!



Functional
Zero!

Sustaining!

Introducing... the shift.

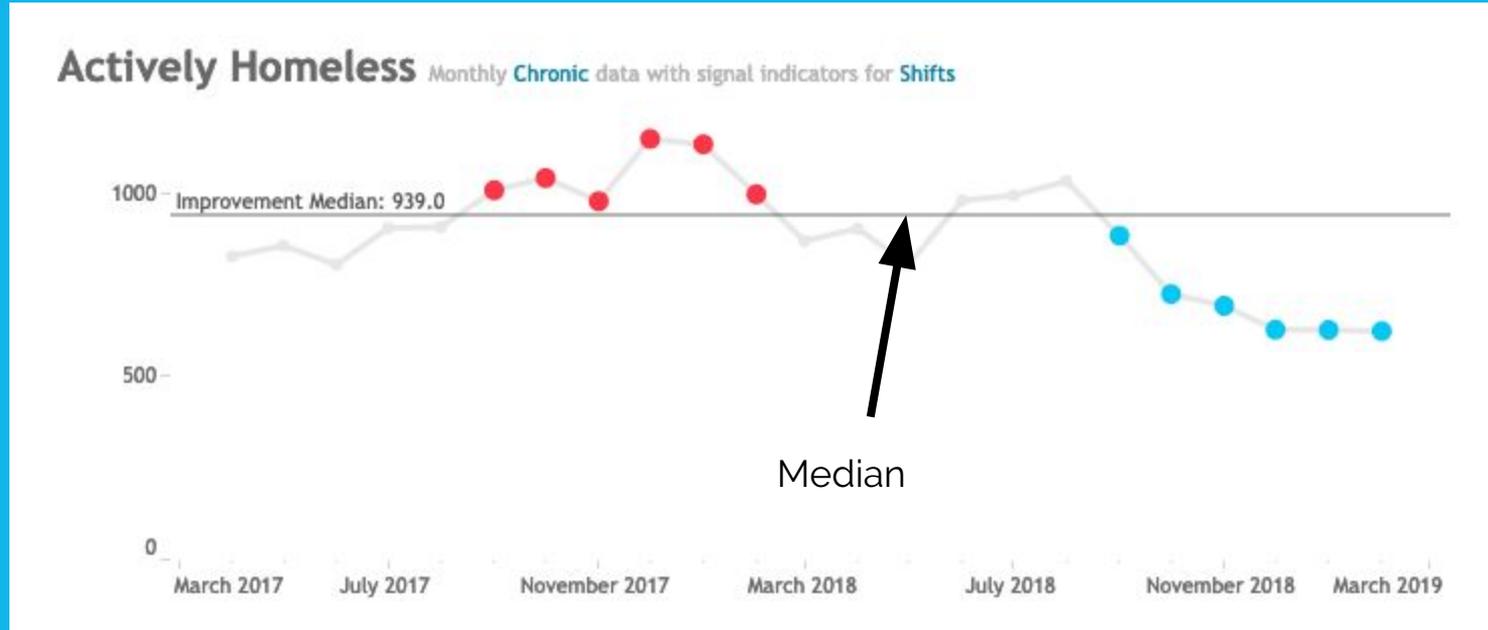
Quality
By-Name
List!

Shift!

Functional
Zero!

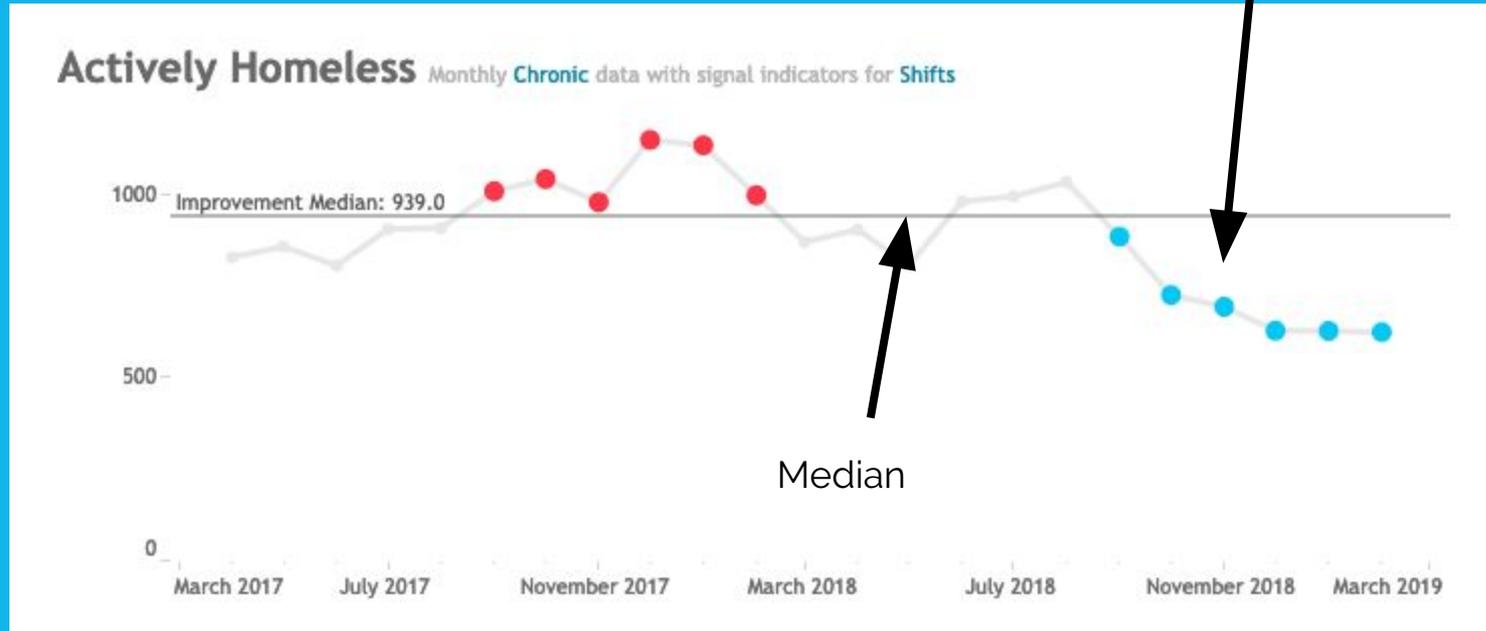
Sustaining!

Introducing... the shift.



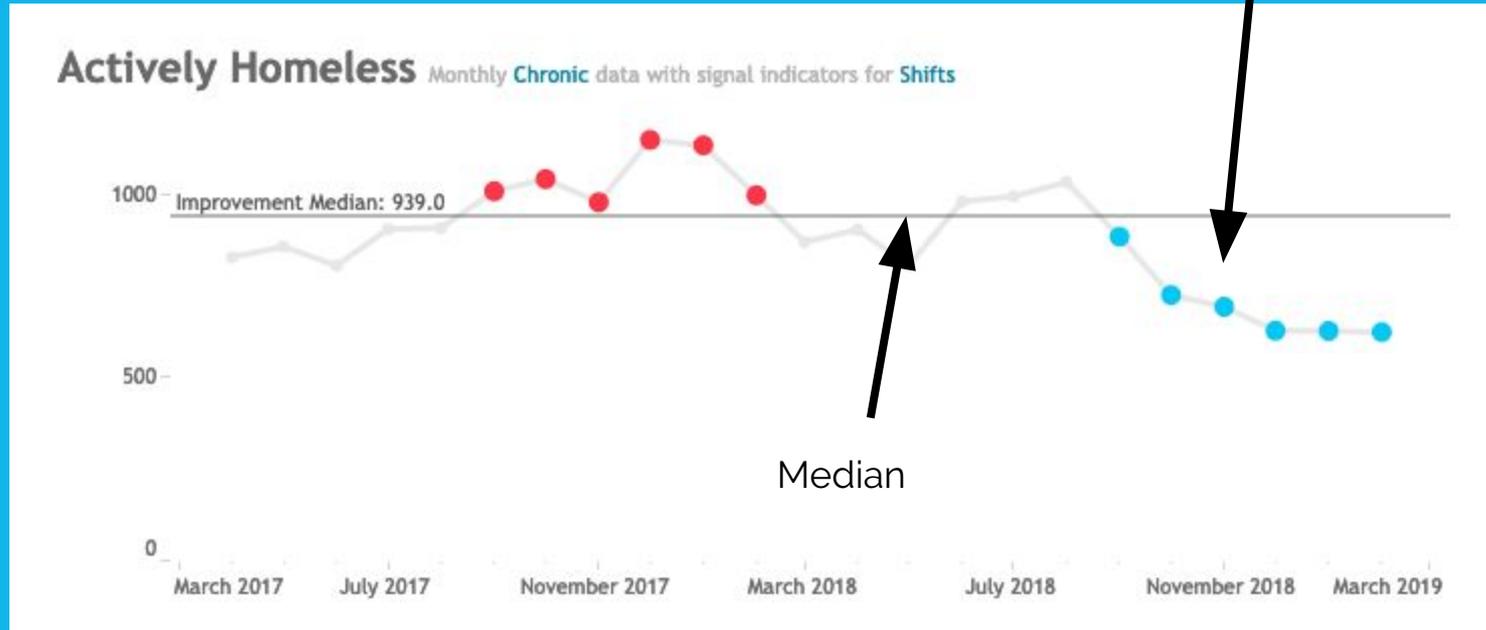
Introducing... the shift.

6 months in a row
below the median!



Introducing... the shift.

The median has **shifted!**



**SHIFTS JUST
GOT REAL**



They make **shifts** happen

Albuquerque

Ann Arbor

Chattanooga

Cook County

Detroit

District of Columbia

Fresno/Madera

Guilford County

Gulfport

Jacksonville

Lake County (Waukegan)

Madison/Dane County

Montgomery County

Norman

Oklahoma City

Phoenix

Tucson

Winston Salem

New Proofpoints!

Abilene

Lake County

Torch Relay!



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Closing Plenary: Announcements

Working Breakfast: Improvement Team Leaders

8:00 - 9:15 am
Grand Salon A

Day 2 Opening Plenary: Will Ideas and Execution

(Breakfast starts at 8:00am)

9:30 am

Grand Salon D/E

Happy Hour and Lip Sync Battle Tonight!

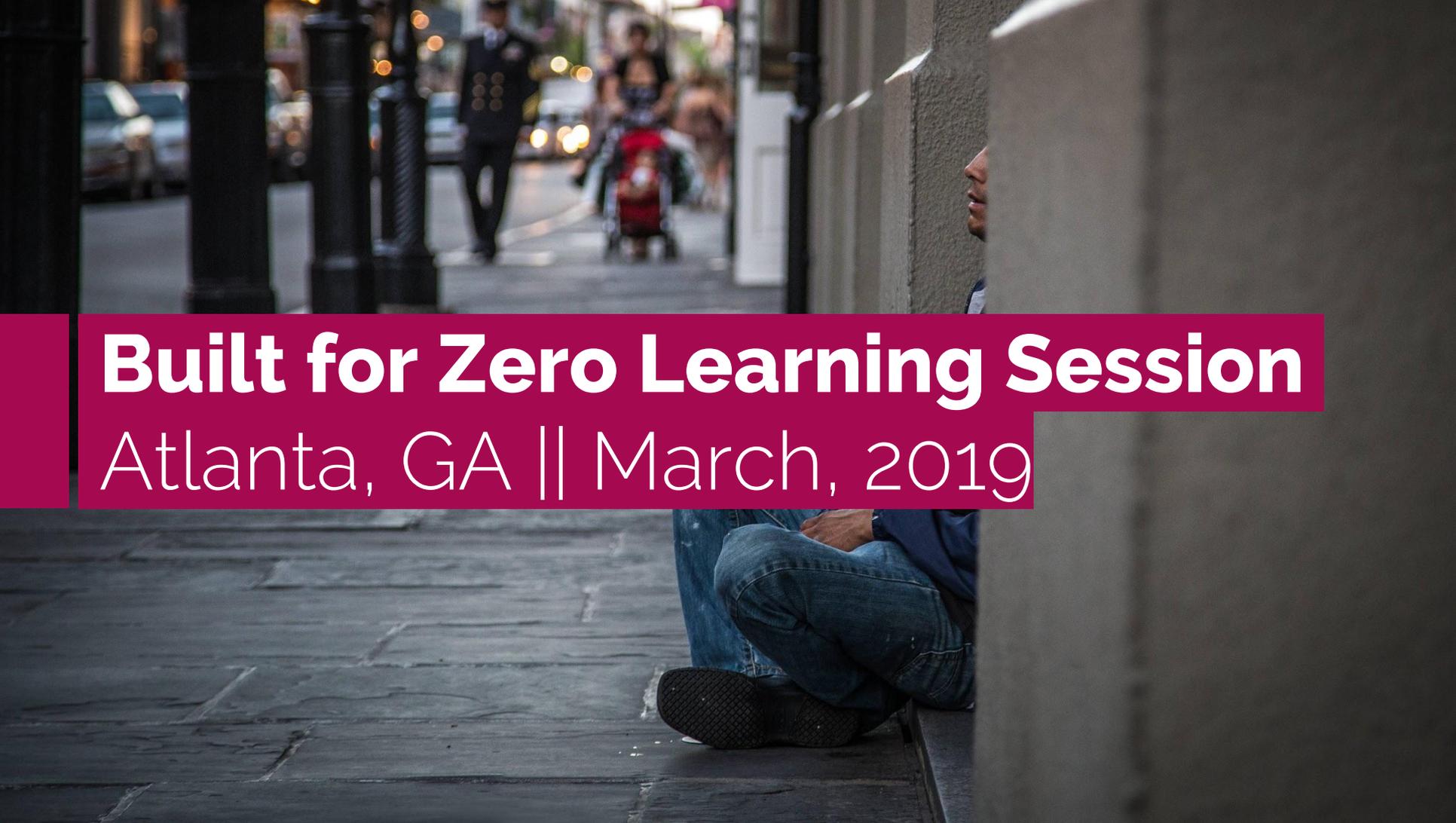
Where: Here! (the Sheraton) in the Garden Courtyard

When: 5:30-7:30 PM

What: Refreshments, cash bar, good times!

Hosted by Angie from Rockford!

Happy
HOUR



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Opening Plenary Day 2:

Welcome Back!

Some words from our partners!



Karen M. Deblasio

U.S. Department of Housing and Urban Development



Shawn Liu

U.S. Department of Veterans Affairs



Joe Savage

U.S. Interagency Council on Homelessness

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Opening Plenary Day 2:

Will, Ideas, Execution

Garen Nigon

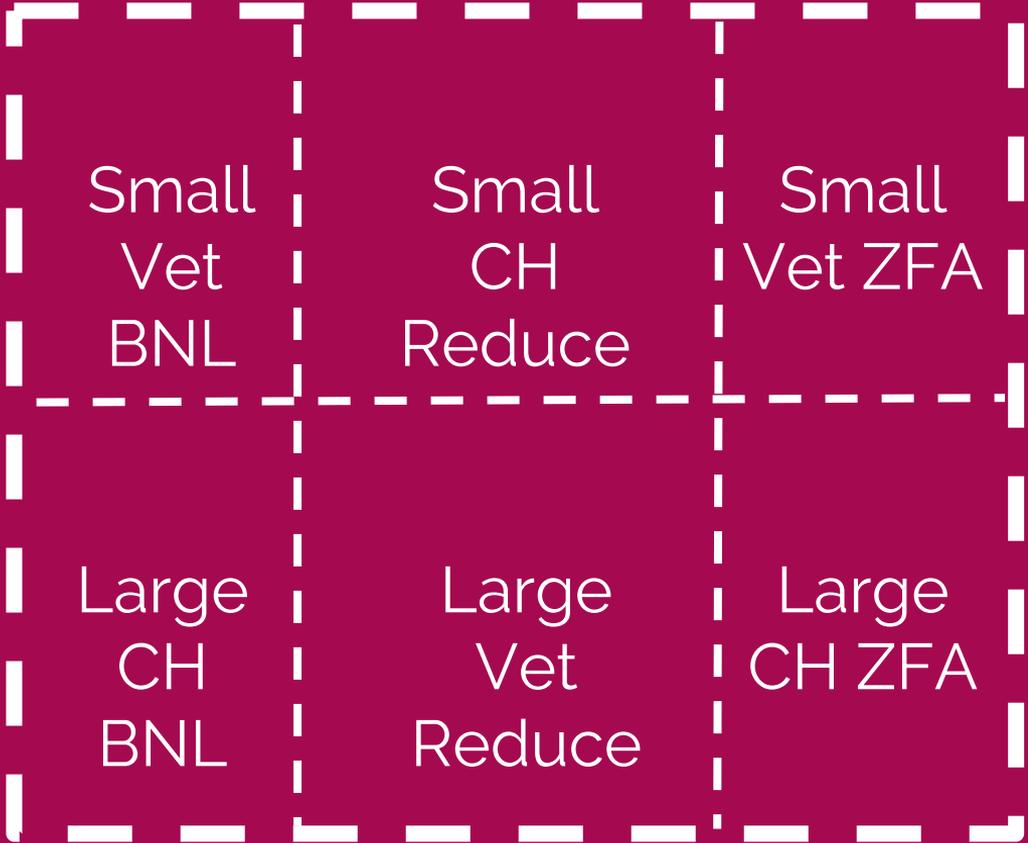
*Facilitation and Content Lead,
BFZ Collaborative*



Colin Groth, StriveTogether

Small Vet BNL	Small CH Reduce	Small Vet ZFA
Large CH BNL	Large Vet Reduce	Large CH ZFA

Small Vet BNL	Small CH Reduce	Small Vet ZFA
Large CH BNL	Large Vet Reduce	Large CH ZFA



Q&A

Morning Breakouts

Building the Will: Use a few frameworks to take a critical look at your stakeholders. Who do you have? Who do you need? What do you need them to do?

Solve the Biggest Problem First: Use data to prioritize problems, identify potential improvements, and move to testing.

Using Case Conferencing to Drive Improvement: Case conferencing can be a powerful tool in driving down your active homeless number, and managing ongoing improvements.

Team Huddle

Take a look at your mission.

What remains to be accomplished?

How will you use these breakouts to get closer to your mission?

Feedback: “Day 2 Plenary: Will, Ideas, Execution”



Survey Link:

<http://bit.ly/bfzsurvey>

**Should take 2 minutes or less!

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Closing Plenary:

Reflections and Appreciations

(Please sit with the leaders from your **own** communities)

Colin Groth, StriveTogether

Rational

By the end of this Learning Session, teams will create next steps related to **will, ideas, and execution** in their communities, in order to make gains in the coming Action Cycle.

Broad shared enrollment in the goal of reaching Functional Zero.

Precise problem identification

Strong practices and processes to manage change and improvement

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Closing Plenary:

Embedding Racial Equity in BFZ

13%

26%

40%

Poverty rates alone do not explain
the over-representation of Black
people in the homelessness
system.

Racial equity is essential to any strategy for ending homelessness

For the next year, Community Solutions will focus on equipping ourselves to learn with and support you in creating more racially equitable systems.

AIM: By February 2020, BFZ will be ready to operationalize a racial equity strategy to build and improve more equitable homeless response systems with participating BFZ communities

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CLARIFY THE END STATE

Conceptual framework for racially equitable homeless system co-designed with partners, communities, + users of the system

AIM: By February 2020, BFZ will be ready to operationalize a racial equity strategy to build and improve more equitable homeless response systems with participating BFZ communities

CLARIFY THE END STATE

Conceptual framework for racially equitable homeless system co-designed with partners, communities, + users of the system

BUILD THE WILL

BFZ communities + partners accept the moral + functional case for race equity as an essential part of any strategy to end homelessness

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BUILD THE WILL

BFZ communities + partners accept the moral + functional case for race equity as an essential part of any strategy to end homelessness

DEVELOP A FEEDBACK LOOP

Communities are tracking and reporting real-time, reliable data on racial equity

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CLARIFY THE END STATE

Conceptual framework for racially equitable homeless system co-designed with partners, communities, + users of the system

BUILD THE WILL

BFZ communities + partners accept the moral + functional case for race equity as an essential part of any strategy to end homelessness

DEVELOP A FEEDBACK LOOP

Communities are tracking and reporting real-time, reliable data on racial equity

EQUIP TO CLOSE THE GAP

BFZ team and community leaders have increased capability to implement racial equity work

“Silent gratitude isn't very much use
to anyone”

- Gertrude Stein

Take a moment to appreciate someone from your community for a unique talent or perspective they bring to your effort to reduce and end homelessness.

Our Objectives

Rational

By the end of this Learning Session, teams will create next steps related to **will, ideas, and execution** in their communities, in order to make gains in the coming Action Cycle.

Experiential

By the end of this Learning Session, every person in this room will have found 2-3 allies **from other communities**, who can help break through barriers, and brainstorm answers to their most burning questions.

Feedback: Overall Learning Session



Survey Link:

<http://bit.ly/bfzmarch>

**Should only take 5-10 minutes

Thank you!