

Welcome!

Community
Name



Please find the flipchart page with your community's name on it, and sit at that table. If you're having trouble finding your table, ask a Community Solutions Staff person for help!

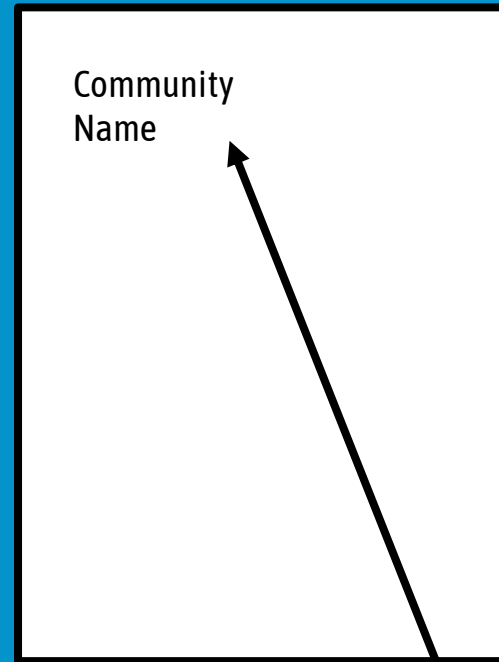
There are glasses at your table – just you wait!

Welcome!

If you're one of these teams:

- Buffalo/Niagara Falls/Erie
- Clackamas County
- Indiana BOS (Bloomington/Monroe County)
- Little Rock/Central Arkansas CoC
- Maine Hub 1: York
- Maine Hub 2: Cumberland
- Maine Hub 6: Somerset & Kennebec
- Maine Hub 7: Penquis
- Maine Hub 9: Aroostook
- Montana Statewide (Missoula)
- Metro Denver
- Pasadena
- Stockton/San Joaquin County
- Wayne Metropolitan Community Action Agency
- West Palm Beach/Palm Beach County CoC

Look for a table tent



**If not, please find the flipchart page
with your community's name on it, and
sit at that table, organized by state**

A stylized illustration of a school building with a large tree and a person walking on a ledge. The building is light blue with a red roof and a large archway. A large green tree is in the foreground. A person in a white shirt and blue pants is walking on a ledge of the building. The background is a light blue sky with a white sun or moon.

Built for Zero Learning Session

May 11-12, 2022

Your Plenary Facilitators



Taj Brown

Portfolio Lead, Catalytic Projects
Built for Zero
(he/him/his)



K.O. Campbell

Strategy Lead
Built for Zero
(she/her/hers)



Elise Topazian

System Improvement Advisor
Built for Zero
(she/her/hers)

Community Solutions Staff, raise your hands!



New Built for Zero communities

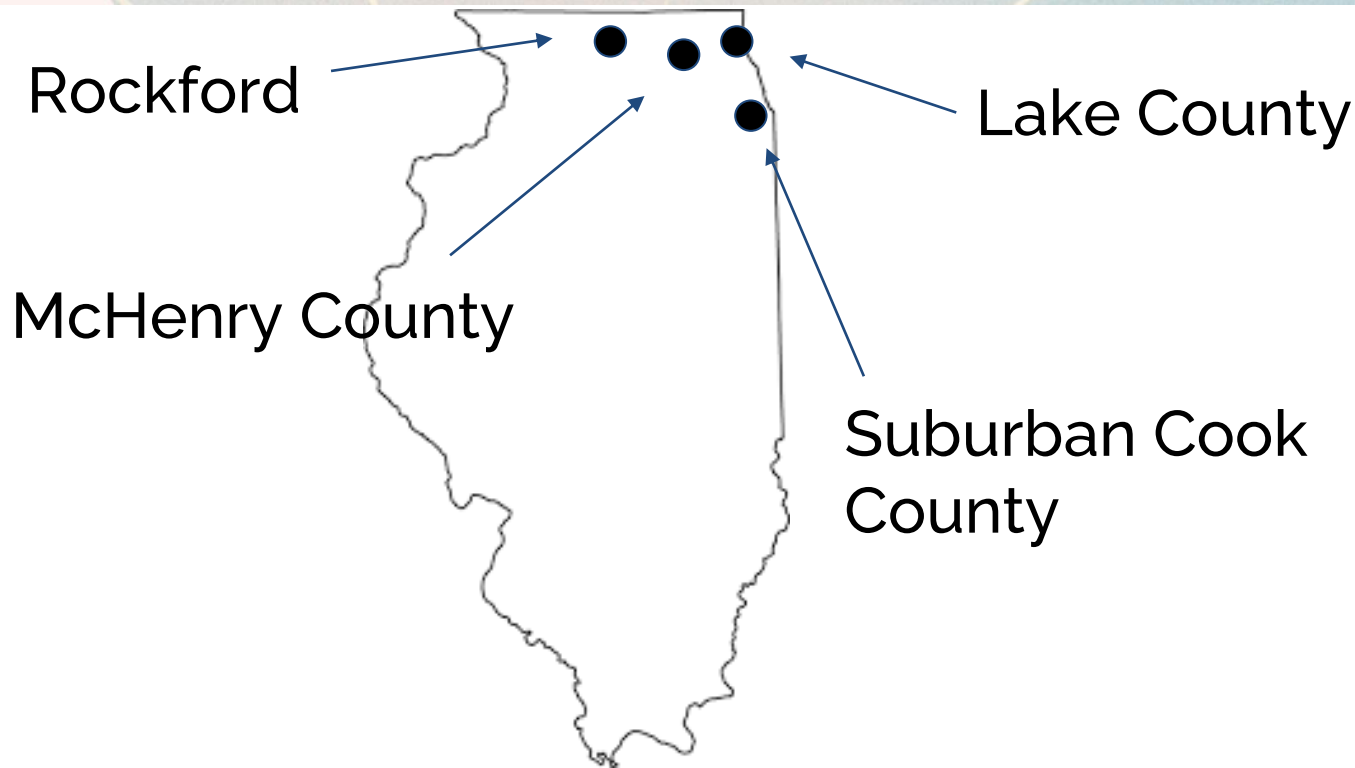
Welcome!

Family Reunion!



Find some folks that you click with over the next 2 days and use the **#BFZLearning** hashtag to share pictures on social media!

- Name
- Where you're from
- This is your n^{th} learning session
- Your first job

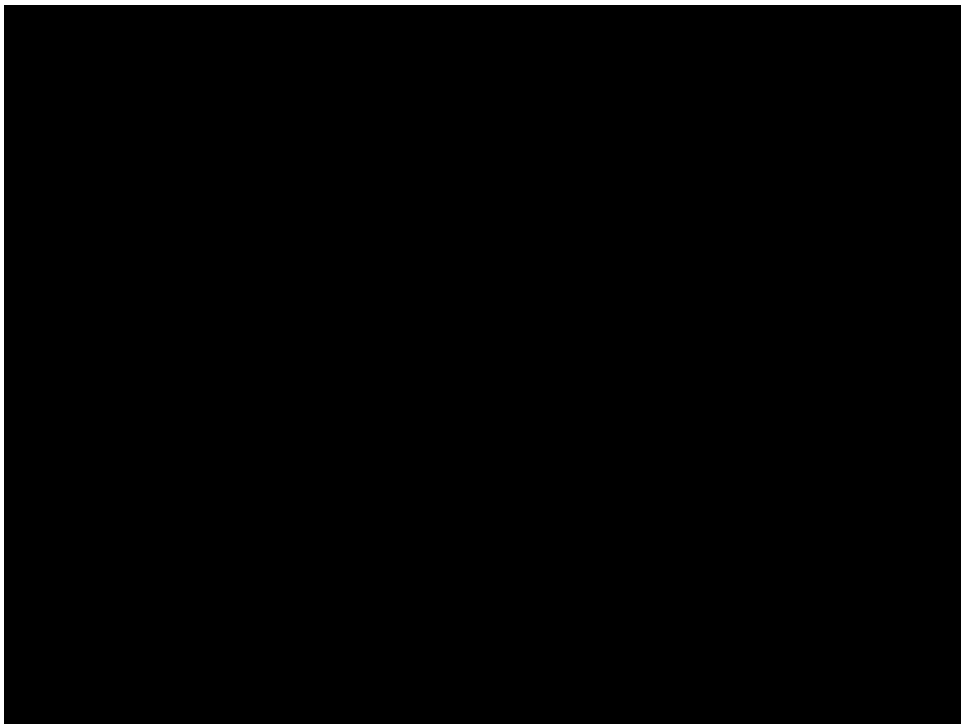


Illinois!

Welcome to our Federal Partners!



Jeff Olivet Video



Community Solutions Core Partners

MacArthur
Foundation

ROCKET
Mortgage
by Quicken Loans


KAISER PERMANENTE®

ballmer
GROUP



+ a b | e a u
FOUNDATION

Welcome ORS Impact



Built for Zero
Evaluation Team

EQUAL
MEASURE

FINDING
PROMISE
FUELING
CHANGE



Terri Akey, ORS



Kimberly Braxton, EqM



Scott Campanario, ORS



Kim Glassman, EqM



Charlotte Goff, ORS



Joel Gutierrez, ORS



Justin Piff, EqM



Leonor Robles, ORS



Steph Skinner, EqM



Dan Tsin, EqM

Rational Objectives

- Reflect on your system, identify barriers and opportunities, and chart a path forward
- Move from theory to action on centering racial equity in your homelessness response system
- Learn from your peers in other communities

Experiential Objectives

- ★ Feel a sense of connection with each other, and with our movement to end homelessness
- ★ Feel restored. Your cup might be empty, let's get you a refill!
- ★ Feel recognized, celebrated, and excited to dig into our next phase of work together

Agenda

Tuesday, May 10

6-9 p.m. **Early Registration & Welcome Reception** (optional)
TAPROOM, HYATT REGENCY

Wednesday, May 11

8-8:30 a.m. **Registration** | REGENCY BALLROOM FOYER

8:30-9:45 **Welcoming Plenary** | REGENCY BALLROOM

9:45-10 Break

10-12 p.m.

- **Reflection Breakouts** | REGENCY BALLROOM
- **ISS Onboarding Sessions** | PRAIRIE B
- **CS/BFZ Partner Meeting** | PRAIRIE A

12-1 Lunch | REGENCY BALLROOM

1-2:45 **Race Equity: Leading Change Plenary**
REGENCY BALLROOM

- Moving Race Equity Forward
Donald Whitehead, Keynote Speaker
- People with Lived Expertise Advisors Panel
Amber Elliot, Moderator

2:45-2:55 Break

2:55-3:30 **Race Equity: Leading Change Breakouts**
Elevating Decision Making Power | GRANT PARK A/B
Using Disaggregated Data | JACKSON PARK A/B
Tackling Racial & Ethnic Disproportionalities | PRAIRIE B

3:30-3:45 Break

3:45-5 **New Functional Zero Definitions** | REGENCY BALLROOM

6-8:30 **Dinner & Reception** | REGENCY BALLROOM

Thursday, May 12

9-10 a.m. **Plenary: Goals and Theories of Change**
REGENCY BALLROOM

10-10:15 Break

10:15-12 p.m. **Breakouts: Goals and Theories of Change**
GRANT PARK A/B, GRANT PARK C/D, JACKSON PARK A/B,
PRAIRIE A, PRAIRIE B

12-1 Lunch | REGENCY BALLROOM

1-2 **Milestone Celebrations** | REGENCY BALLROOM

2-2:15 Break

2:15-4:30 **Breakouts**

- Zero for All: Communities working on an end to all homelessness (invite only) | GRANT PARK A/B
- Engaging your community with data: Take-home tactics and interventions to foster data literacy | GRANT PARK C/D
- Large Cities Last Mile: Detroit & D.C. | PRAIRIE A
- Large Scale Change: Maine & Colorado breakouts
JACKSON PARK A/B
- Sustaining circle | HYDE PARK
- BFZ Data help desk | JACKSON PARK C/D
- Special topics open space | PRAIRIE B
 - Storyboard sharing
 - Property engagement
 - Get to know our learning partners: ORS Impact and Equal Measure
 - BFZ community investment opportunities
 - The ties that bind: Combining VSP/DV and mainstream data on your BNL
 - Ending veteran homelessness: Strategies to increase access to PSH
 - Community-proposed networking tables

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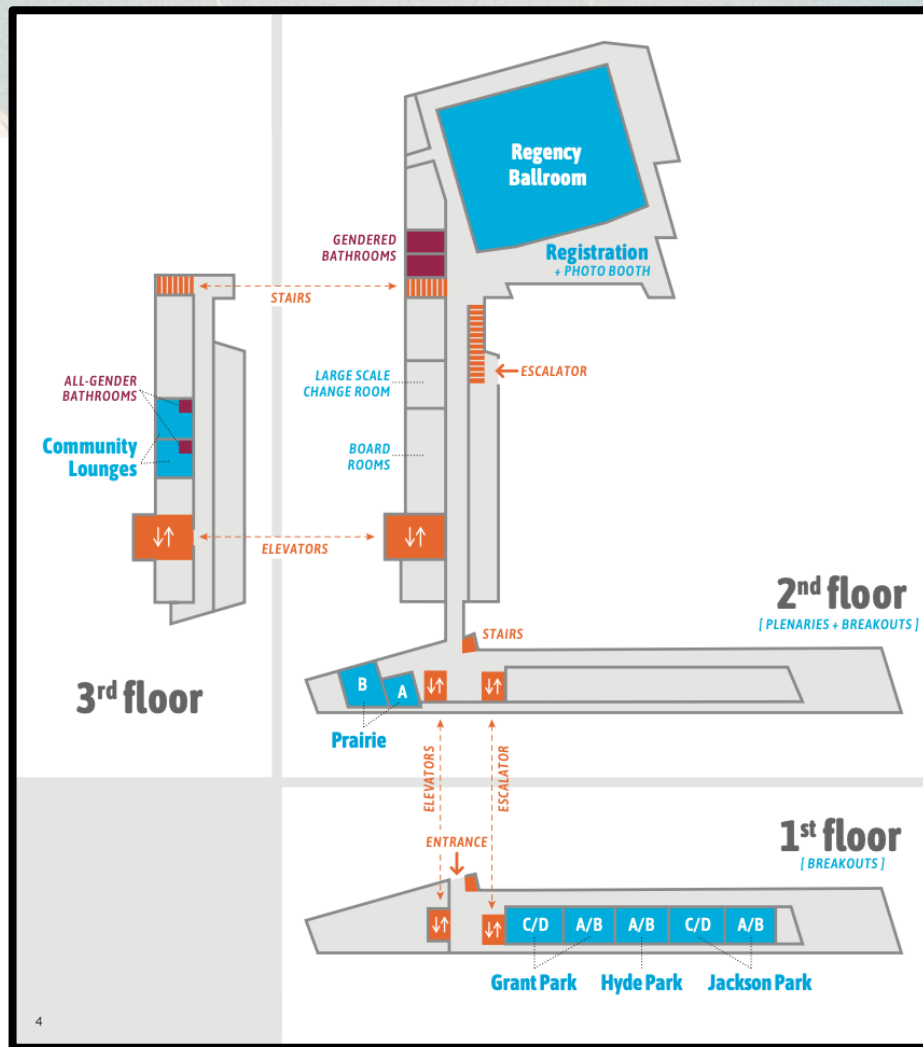
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The space



Icebreaker - Bingo!

Find a person...				
B	I	N	G	O
Who works in a rural CoC	Who has more than 5 pets	 Who is in a community that has completed the BNL scorecard	Who prefers Chicago style pizza	Who is a parent
Who has the same hobby as you	 Who loves scary movies	 Whose community had a shift this cycle!	Who has the same improvement team role as you	Who shares your favorite genre of music
Who speaks more than 2 languages	Who is in a new BFZ community		Who is a grandparent	Whose community has a FZ goal in 2022



Niñon Lewis
Vice President
Institute for Healthcare Improvement



K.O. Campbell
Strategy Lead
Built for Zero

Seeing the Ocean We Swim In

Reflecting on Our System Using the 4 Lenses of Curiosity

May 2022 Built for Zero Learning Session: Chicago, IL



Job #1

Get curious.





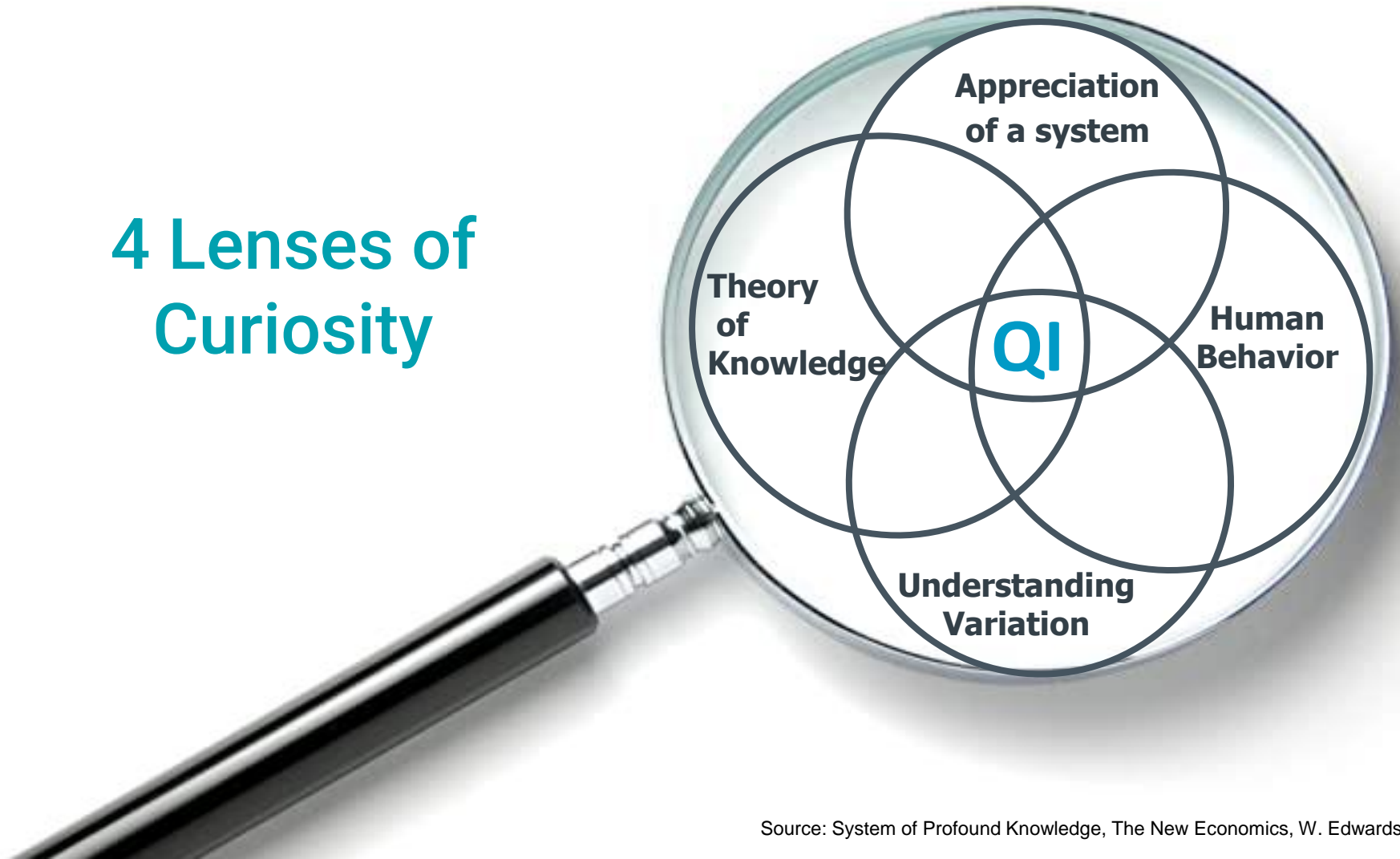
Job #2

Have a bias toward
(mindful) action.

A Learning Session Designed for the Improver

1. Get curious.
2. Have a bias toward action.

4 Lenses of Curiosity



Appreciation of a System

How are we understanding the impact of our actions on the community?

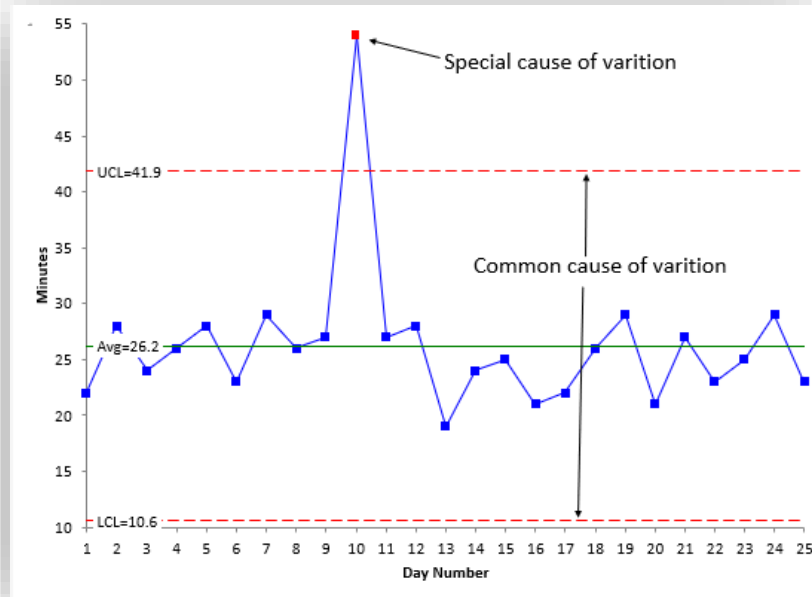
What may be some unintended consequences of our actions?

What parts of our system are dependent upon one another?

If we do _____, will it result in _____?



Understanding Variation



How are we using data to inform our efforts?

What's happening in our data? What is special cause? What is common cause?

How might we be increasing variation with our actions (intended or unintended)?

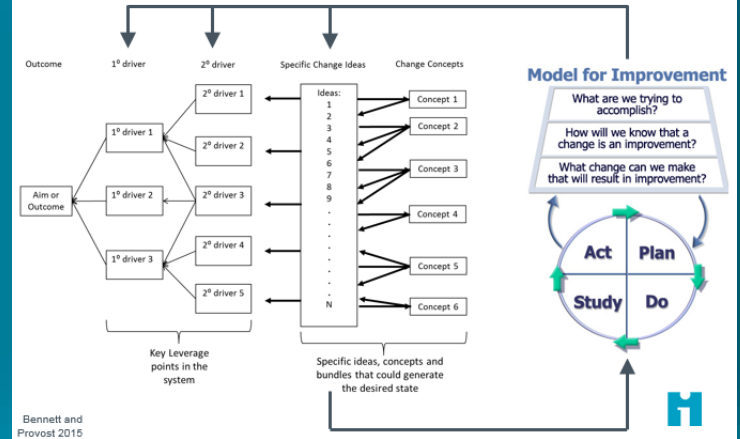
Building Knowledge

How are we learning and adapting?

How do we know what we know to be true?

How do we move from “fixing” and “minimizing” to learning and growth mindsets?

Theory informs testing and in turn testing refines theory



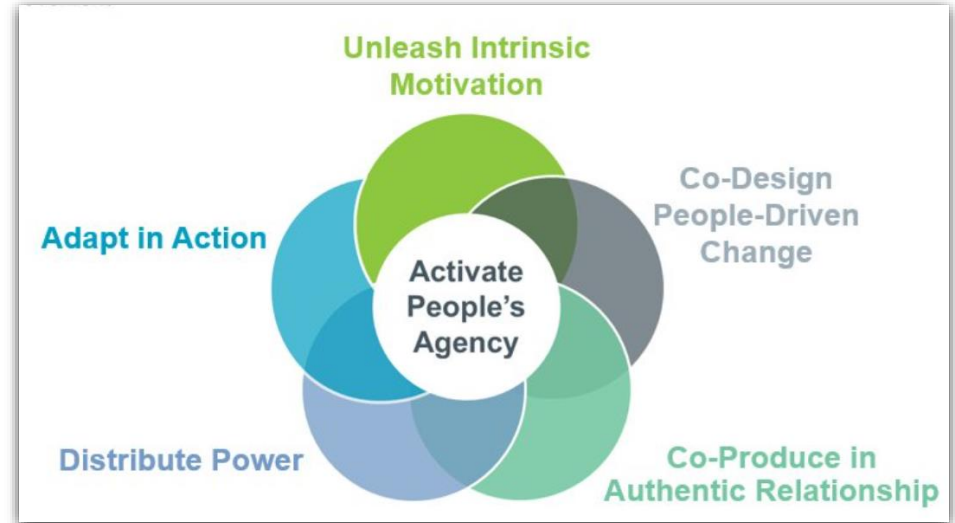
Human Behavior / Human Side of Change

How are we engaging others in our efforts?

What are people's motivations to change? How do we make it easy to change?

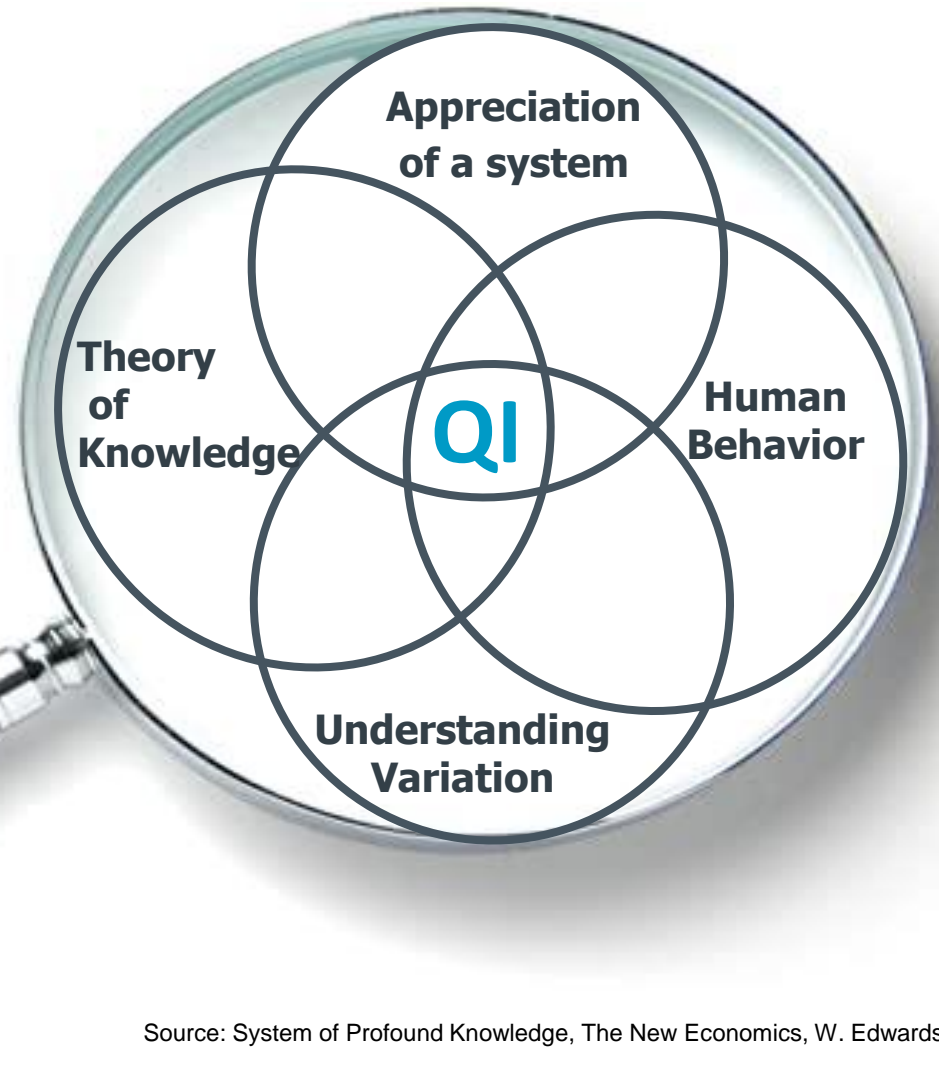
How are we understanding and distributing power across our leaders?

How can we make the way we work together an example of what is possible?



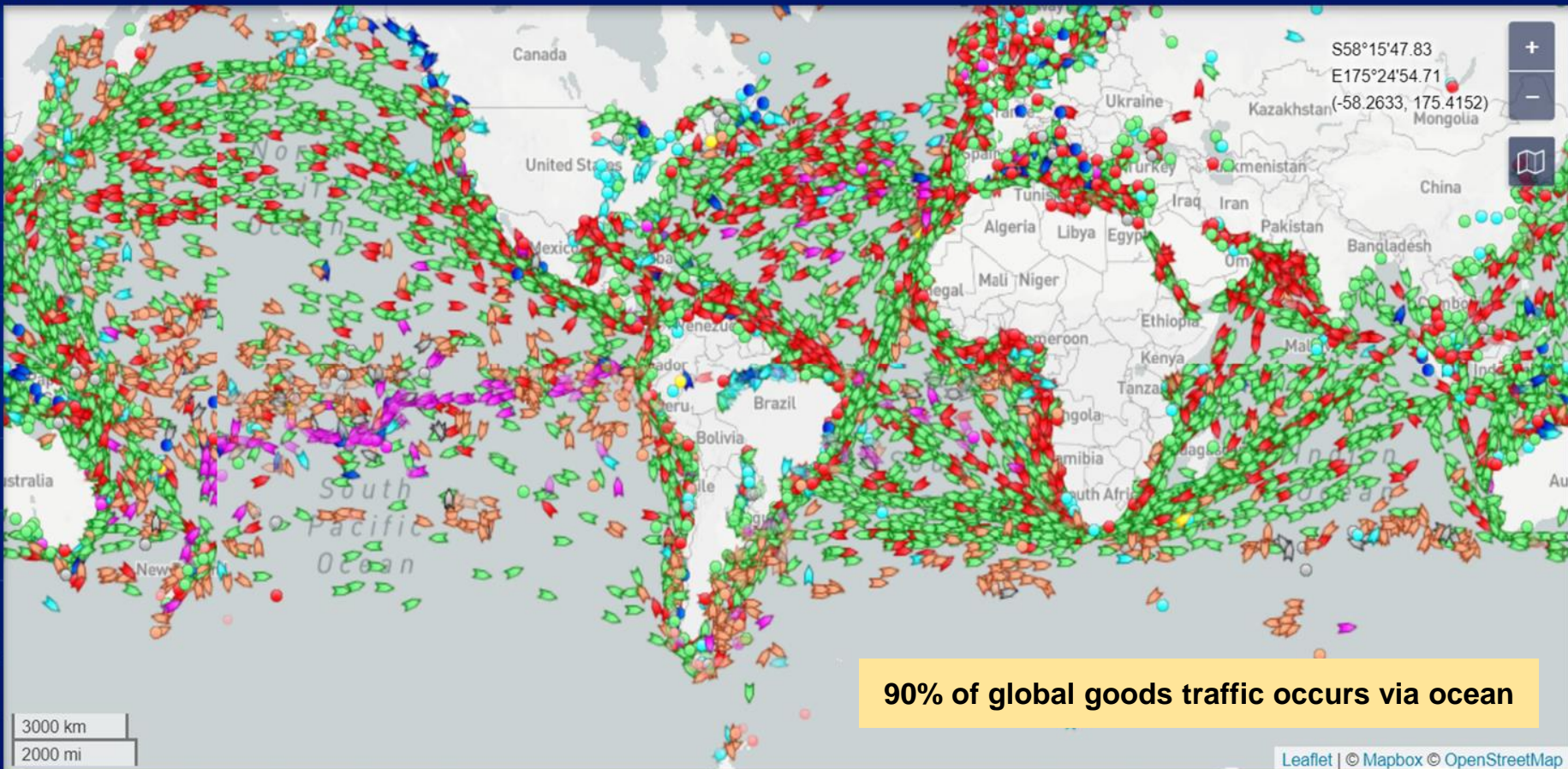
Let's explore
the 4 lenses!

Applied to arguably the
largest system in the
world...





246K



90% of global goods traffic occurs via ocean



-0.26% ▲ S&P 500 +0.25% ▲ NASDAQ +0.98%

FEATURED Fear & Greed Index

LATEST EA Sports will end its video game partnership with FIFA

The shipping crisis is getting worse. Here's what that means for holiday shopping

We decoded the global shipping crisis and supply chain backlog that's causing the 'everything shortage'

Kaitlyn Wang Dec 1, 2021, 1:34 PM

Economists expect shipping problems to linger well into 2022

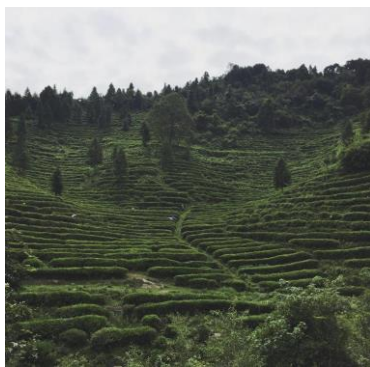
PUBLISHED MON, OCT 25 2021:3:29 PM EDT | UPDATED MON, OCT 25 2021:7:41 PM EDT

[#ABCNews](#) [#ABCNewsAustralia](#)

Worldwide shipping costs skyrocketing as system descends into crisis | The World

25,355 views • Oct 5, 2021

275 DISLIKE SHARE SAVE



Marissa Reddy
Director of Quality
G.S. Haly Company

Reflection



- What's changed about the global shipping system or some of the things that were specifically related to or caused by the pandemic that impacted the system?
- How did this change how you had to work with your partners, brokers, clients, customers, co-workers? How did those relationships change?
- In what ways did you and your team learn to get smart quickly about how things were working? What changes did you make in the way you work based upon that learning?
- What changed about how you had to analyze information?
- What are some of your "If I knew then what I know now, I would have _____" learnings?



Appreciation of a System



- Finite number of containers in the world became much more apparent and also the path of that container became much more apparent, and how everyone is just waiting with their goods for that container.
- The interrelated parts of the system became much more crucial - knowing how a container gets off the ship and onto the port, knowing how it gets to a warehouse.
- Realization that deteriorating Infrastructure only compounded the problem.
(chassis and cranes and rail yards)

Understanding Variation



- While the Suez Canal bottleneck crisis of March 2021 was one big special cause in the system, it was actually a compounding series of smaller, shortsighted fixes that has caused intense variation (e.g., zero tolerance COVID labor policies in some countries; sending all available containers to China and the impact on other international ports)
- Price of containers went up from \$3,000 - \$5,000 per 40 ft container to \$15,000 per container. All of that is trickling down through the supply chain (and now hitting consumers)
- There is no central data system for global shipping - the system relies on paper and overnight mail, on calling people at ports and at tea gardens, and piecing together the data.

Building Knowledge



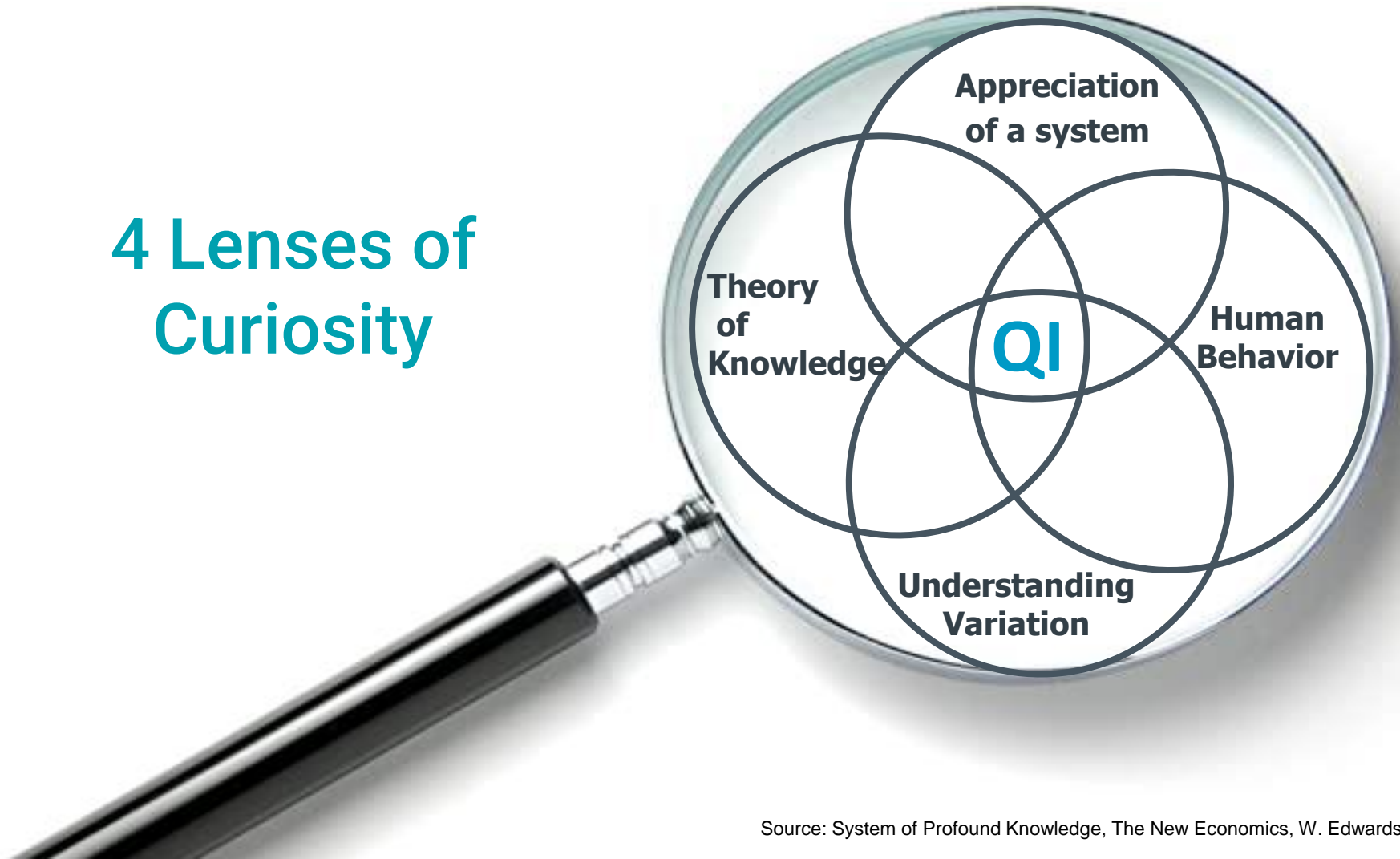
- The tea industry has a “storied history” and thus a story driven way of sharing information and knowledge. Institutional knowledge that has been past down from generations has been rendered null in the face of this unprecedented set of circumstances.
- Leaned on a real-time updating with cross-industry players and pieced together across geographies (“our contact that buys and sells garlic saw this coming before anyone else”) - the entire world came together to share their most up to date information.
- Instituted daily huddles (of sorts) as an internal team to track who would “hear things first”

Human Behavior



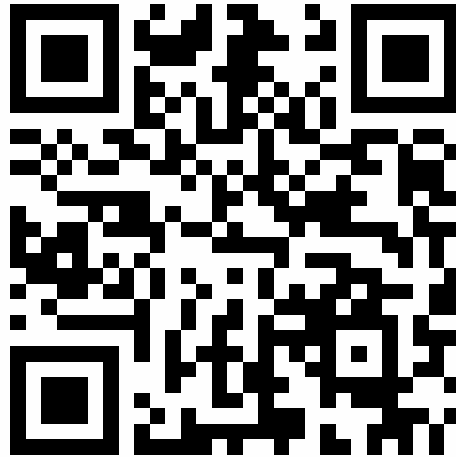
- It is an entire system driven by relationships - by networks, and who knows who, who has leverage to move through their contacts.
- Everyone is burned out and no one has answers.
- The power dynamics are on display - for example, there is a dock workers union in the US but no truckers union in the US, which has brought about a lot of power struggle at the ports.

4 Lenses of Curiosity



Take the Session Rapid Feedback Survey

<http://s.alchemer.com/s3/Rapid-Feedback-May-2022>



Let's take a 15 minute break

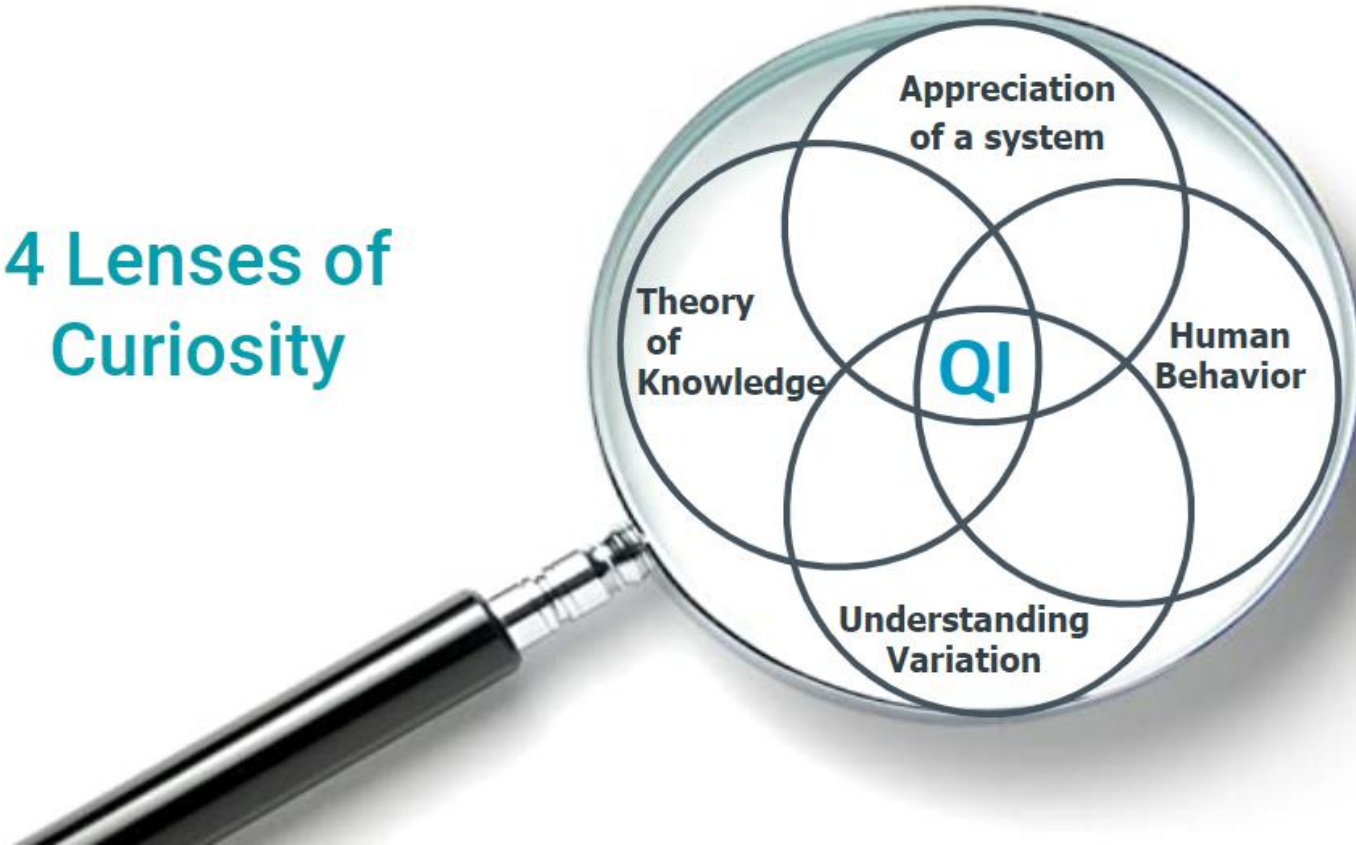
The teams listed below, please make your way to **Prairie B**



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Reflecting: Looking through the Lenses of Curiosity

4 Lenses of Curiosity



On Your Table...

May 2022 Learning Session: Reflection Exercise

Wednesday, May 11, 2022

The purpose of this activity is to review your current system for preventing and responding to homelessness through the four Lenses of Curiosity.

Instructions:

- Select a facilitator for each section; they should wear the glasses corresponding to the section (see below)
- As a team, discuss your system through each of the four lenses, using the questions below as prompts
- Use the flip charts to take notes on each section; you can choose a single notetaker or all participants can put notes on stickies
- Remember to switch facilitators (and glasses!) at each section
- At the end of the breakout, pull **1-2 reflections** from each section over to the corresponding section of your community storyboard.

Four Lenses of Curiosity

APPRECIATION OF A SYSTEM [star glasses]

- 1) What elements of our homelessness prevention & response system feel aligned and work well together toward a shared aim?
- 2) What elements aren't currently well-aligned or supporting progress toward a shared aim?
- 3) What are the interdependencies within our system? How has that changed from last year to this year? Pre-COVID to now?
- 4) What unexpected factors in our community are indirectly complicating our homeless prevention & response efforts?

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Appreciation of a System

Human Behavior

Understanding Variation

Building Knowledge

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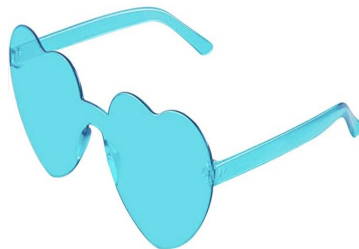
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Appreciation of a System



Human Behavior

Understanding Variation



Building Knowledge

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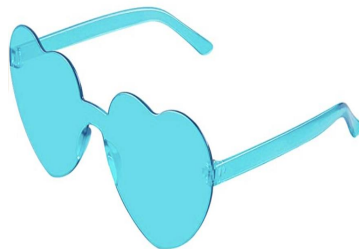
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Appreciation of a System



Human Behavior

Understanding Variation



Building Knowledge

Guiding Questions

Four Lenses of Curiosity

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Rotate Facilitators

Four Lenses of Curiosity

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Rotate Facilitators

HUMAN BEHAVIOR [heart glasses]

- 1) What has changed about our local stakeholder makeup from last year to this year? Pre-COVID to now? Have new stakeholders entered the group?
- 2) Have there been changes to the way stakeholders or team members interact with each other? How have those changes impacted the work?
- 3) Where might we encounter resistance to changing things that we believe need to change in order to improve our system's performance? How can we be curious about that resistance?



Appreciation of a System



Human Behavior



Understanding Variation



Building Knowledge



Capture Your Reflections

Appreciation of a System



Human Behavior



Understanding Variation



Building Knowledge



Reminder! Here's how to pull up your data

<https://bfzchangepackage.org/>

LOGIN

Content on Built For Zero is available to members only.

Please enter your login credentials below to view content on the site.

Username

Password

[Lost your password?](#)

LOG IN

Password

ORS/EqM



Terri Akey, ORS



Kimberly Braxton, EqM



Scott Campanario, ORS



Kim Glassman, EqM



Charlotte Goff, ORS



Joel Gutierrez, ORS



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Leonor Robles, ORS



Steph Skinner, EqM



Dan Tsin, EqM



DISTRACTIONS

Stuck..? Find a Community Solutions Team Member



Appreciation of a System



Human Behavior



Understanding Variation



Building Knowledge



Pull Up and Look at your Flip Charts

1) What stands out to you?

Pull Up and Look at your Flip Charts

1) What stands out to you?

1) What feels surprising?

Pull Up and Look at your Flip Charts

1) What stands out to you?

1) What feels surprising?

1) What is new knowledge that you didn't have before or a realization about your system?

Take a Step Back + Move Ideas to your Storyboard

Appreciation of a System



Human Behavior



Understanding Variation



Building Knowledge



AR: Fayetteville

Appreciation of a System



Human Behavior



Aim(s)

Goal(s)

Understanding Variation



Building Knowledge



What would it look like if your local system were racially equitable?

What is a strategy that you think your community can commit to today that would make your system more equitable?

Pull Up and Look at your Flip Charts

1) What stands out to you?

1) What feels surprising?

1) What is new knowledge that you didn't have before or a realization about your system?

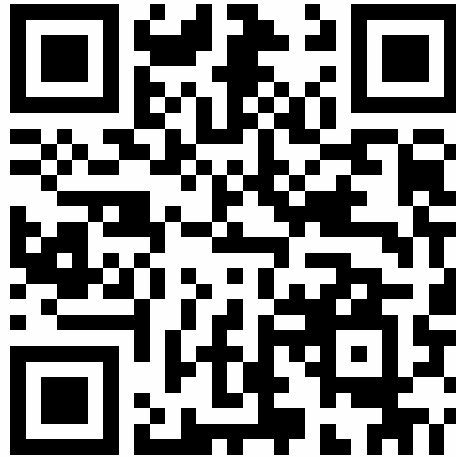
Capture Your Reflections



If you want your storyboard mailed home with you, write the address you'd like it mailed to on the envelope provided on your table.

Take the Session Rapid Feedback Survey

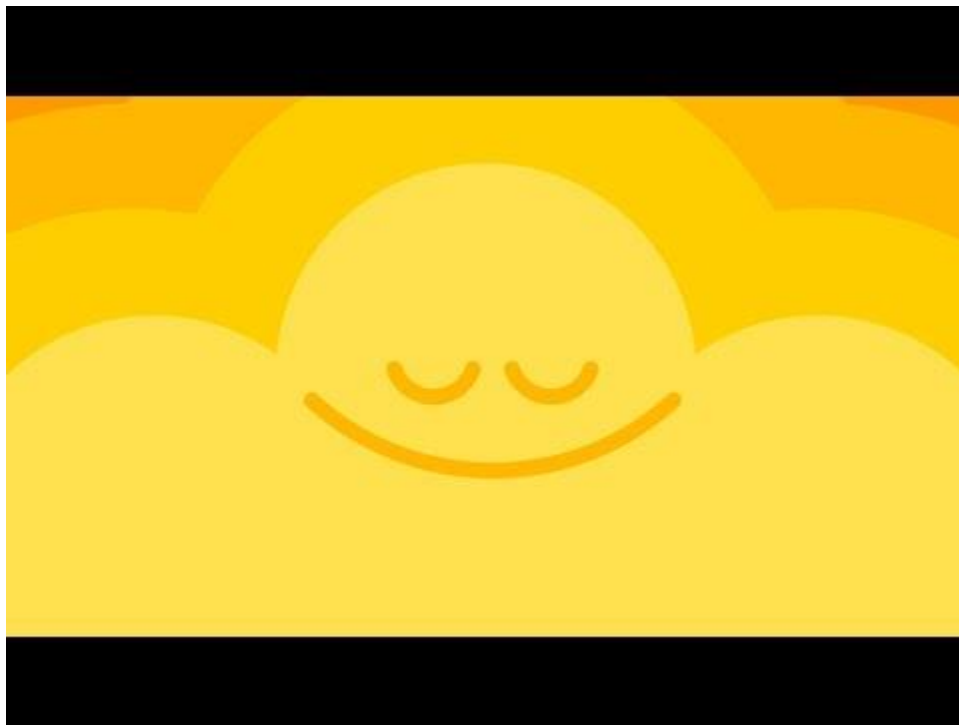
<http://s.alchemer.com/s3/Rapid-Feedback-May-2022>



Time for lunch! We'll pick back up at 1:00



Welcome back! - Mindfulness Moment





Vanessa White
Portfolio Lead
Community Race Equity

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.

Our Keynote Speaker, Donald Whitehead

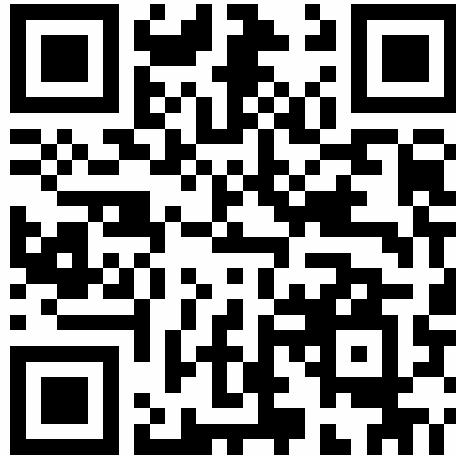


Race Equity: Leading Change Breakouts

- 1) **Elevating Decision Making Power** - *Grant Park A/B*
- 1) **Using Disaggregated Data** - *Jackson Park A/B*
- 1) **Tackling Racial & Ethnic Disproportionalities** - *Prairie A/B*

Take the Session Rapid Feedback Survey

<http://s.alchemer.com/s3/Rapid-Feedback-May-2022>



Centering Lived Experience Panel

James Lee

John Brady

Tyra Thomas



Amber Chandler
Systems Improvement Advisor



Aly Ainscough
Built for Zero Consultant

COMMUNITY
SOLUTIONS

Centering Lived Experience



Built For Zero Partnership with PLEH:



...to meet Built For Zero strategic aims AND to reach racial equity milestones, we needed to **gain insight directly from leaders with lived expertise**

- Identified these leaders, and key themes, from the **Governance research**
- **People most impacted** by the system failures **are critical partners** to identifying the problems and developing new solutions that drive outcomes.

Design of PLEH Advisor Sessions



Scope of Work:

3 PLEH Advisors will provide guidance to Built for Zero on various elements related to projects to identify opportunities to strengthen **system change ideas to reduce homelessness**.

- **Weekly Hour PLEH Advisor sessions** with CP team & BFZ coaches connected to CP Projects to discuss:
- **Sustain trust and relationships with 3 local consultants** with subject matter expertise (SME)
- **Majority BIPOC Advisor Team** with recent experience of homelessness (within past 5 years)
- Consultancy fee of **\$125 per hour** to reflect value

Why Including PLEH Matters:

- People With Lived Experience are **Powerful Advocates for Change**
 - Leaders with lived expertise drive advocacy efforts + make policy that addresses the systemic problems
- PLEH **know what is broken** and have the knowledge to solve the issues
 - Ending homelessness is tied to **system leaders seeking regular feedback about what's broken, implementing ideas for solutions** as soon as possible and feasible, and **transparently measuring progress** to stop doing what doesn't work and do more of what works
- Partnering with PLEH is **essential to addressing systemic racial inequities**
 - Insights from Black, Indigenous and People of Color who are disproportionately impacted by homelessness are essential

Why Including PLEH Matters:

Academic research findings

Partnering with PLEH is essential to adopt and successfully implement the evidence-based policies and practices that address the needs of people who are homeless and to surface and solve the systemic problems.

What happens in Communities when People with Lived Experience are **NOT** supported as strong advocates & partners?

- **Continued inequity**; by not including those most impacted in solutions, Communities, “...may actually **perpetuate the homelessness crisis** by eliminating input from affected populations and thus **tailoring policy solutions to elite preferences** aimed at **homeless behaviors** instead of long term solutions”* which is demonstrated when:
 - **Politicians value other constituencies**, predominantly **white homeowners**, and subsequently directly influence those tasked with implementation to implement policies that counteract or do not **address homelessness or the issues that impact homelessness**
 - Policies and practices that are **not evidence-based**
 - **Criminalization of homelessness** (which perpetuates homelessness) and removal - **in direct conflict with the needs of people who are homeless**
 - **Solving homelessness** is not prioritized and **solutions** are **not effectively coordinated or implemented**

Emerging Learnings



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

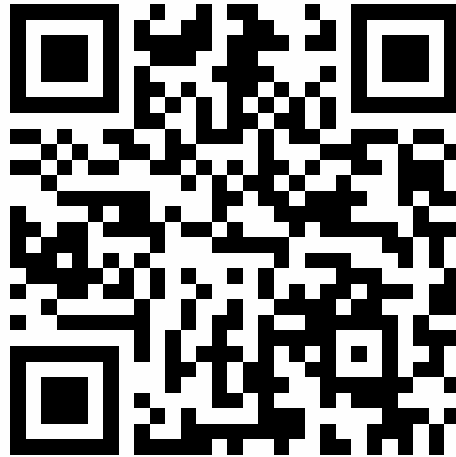
CENTER AND INCORPORATE TRAUMA INFORMED PRACTICES AND PERSPECTIVES

Emerging Learnings: Shifts In Our Work

1. Pilot interventions/approaches with the communities were better informed on how to effectively partner with PLEH to drive improvement work
2. Gained insights regarding our framework and methodology with identified areas to improve
 1. Gained understanding of the importance of “feedback loops” regarding an individual’s experience through the system outside of just improvement of the system for housing placements
 2. Identified the need to engage communities around shelter, communicating to communities that accessing permanent housing through shelter is necessary to expedite housing placement rates
 3. Specifically internally, sparked an initiative to create a more inclusive process for contracting with vendors

Take the Session Rapid Feedback Survey

<http://s.alchemer.com/s3/Rapid-Feedback-May-2022>



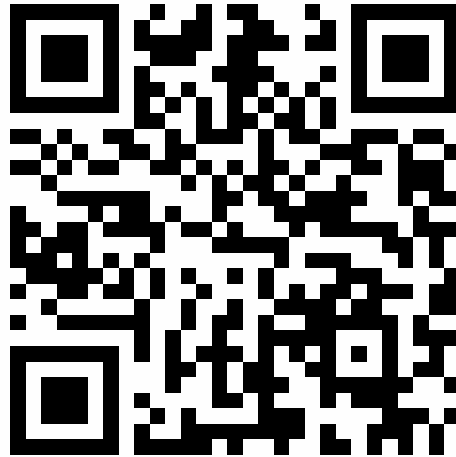
15 minute break

abbyahe@clackamas.us



Take the Session Rapid Feedback Survey

<http://s.alchemer.com/s3/Rapid-Feedback-May-2022>



Welcome back!



“What is common to all human beings...is their ceaseless confrontation by problems, problems, problems. We humans are manifestly good at problem solving and, if we are any good at problem solving, we don't come to utopia, we come to more difficult problems to solve.”

-R. Buckminster Fuller, Guinea Pig B

New Functional Zero Definitions



Zero for All Team



Ramina Davidson
Strategy Lead
Zero for All



Chela Schuster
System Improvement Advisor
Zero for All



Functional Zero Definitions

BFZ Learning Session, May, 2022

First Principles for FZ Definition

- Objective and replicable
- Standardized but dynamic to local conditions
- Simple and usable
- Credible with critical stakeholders, including people with lived experience, practitioners in the field, adjacent system stakeholders, and the general public

Definitions 1.0 - Veterans

- 2015 - Inspired by measures of the unemployment rate – “Functional Zero” coined to differentiate from a “Hard Zero” for Veteran Homelessness
- Homelessness should be “rare, brief, and non-recurring”
- Proxy for stock & flow equilibrium - capacity to house anyone within 30 days – length of time and returns from housing “baked in”



Actively
Homeless #



6-Mth Avg Housing
Placement Rate

Definitions 1.0 - Chronic

- 2016 - started with “Hard Zero” but adjusted to align with concerns around feasibility in large cities



*Whichever is greater, only relevant for communities with total homeless population over 3,000.

Definition Design Process

An iterative approach focused on consultation and testing with community stakeholders:

- *December 2020:*
 - Discussed with 14 diverse BfZ communities what it would take to prove to residents that homelessness had been solved and shared draft measures.
 - Held focus group with 11 people with lived experience of homelessness to ask what it would take to prove to them that homelessness had been solved.
- *January 2021:* Synthesized feedback and refined draft measures.
- *February + March 2021:*
 - Re-consulted with community stakeholders.

Definition Design Process

Co-architects:

- *Gulf Coast*
- *Rockford*
- *Abilene*
- *Arlington*
- *DC*
- *Spokane*
- *Maricopa Regional*
- *Montgomery County*
- *Charlotte*
- *Nassau County*
- *Central VA*
- *Jacksonville*
- *Ft. Worth*
- *San Diego*

Definition Design Process Cont'd

An iterative approach focused on consultation and testing with community stakeholders:

- *May 2021:*
 - First meetings with federal partners about definition alignment.
 - Soft launch definitions in incubator of communities.
- *August 2021:* Begin co-design work with community leads on all populations scorecard to support definitions.
- *September 2021-present:* Begin co-design of implementation process (“Path to Zero” process) in Zero for All communities to accelerate local credibility and cross-sector ownership of definitions.

Definition Design Process Cont'd

An iterative approach focused on consultation and testing with community stakeholders:

- *March 2022-present:* Designing new PMT++ for data collection and visualization to support communities to track progress toward new end state measures.
- *April 2022:*
 - More meetings with federal partners.
 - Refined measures based on soft launch feedback.
- *May 2022:*
 - Publicly launch new definitions at Learning Session.
- *June 2022-beyond:*
 - Continue to learn and fine tune definitions and tools.

Updated FZ Definitions



System Outcomes

For each population:



- *Single Adults:* Unaccompanied individuals 18 years old and over
- *Youth:* Unaccompanied individuals under 25 years old (includes pregnant & parenting youth)
- *Families:* Families with minor children

System Outcomes

For ending all homelessness:

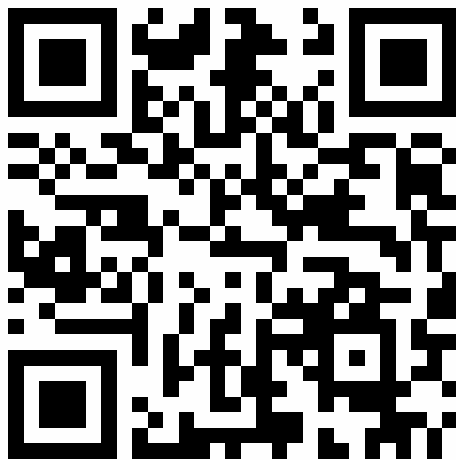
- *For all individuals experiencing homelessness as defined by the All Single Adults, Youth, and Families definitions:*
- The community has met and sustained the Functional Zero definitions above for youth, families, single adults, veterans and chronically homelessness individuals.
- 45 days or less on average length of time from ID to Move-In.
- Of all exits to permanent housing, no more than 5% of positive exits result in a return to the homelessness system within 2 years of exit from the homeless system (e.g. subsidy or services).

Other metrics & key terms defined

- Positive exits
- Unsafely housed individuals and families
- Unstably housed youth and families
- Time-limited housing for youth and families
- Adjacent systems
- Indicators of a Racially Equitable Homeless Response System

Take the Session Rapid Feedback Survey

<http://s.alchemer.com/s3/Rapid-Feedback-May-2022>



Join us back here for dinner at 6:00-8:30!



A stylized illustration of a sunset or sunrise over a city skyline. The sky is a light blue-grey, filled with large, soft, pinkish-white clouds. A bright orange sun is positioned in the upper center, with thin yellow rays emanating from it. In the bottom right corner, the silhouettes of city buildings are visible in shades of blue and grey. The overall style is modern and minimalist.

Thank You

COMMUNITY
SOLUTIONS

End of Day 1

Welcome!

If you're one of these teams:

- Buffalo/Niagara Falls/Erie
- Clackamas County
- Indiana BOS (Bloomington/Monroe County)
- Little Rock/Central Arkansas CoC
- Maine Hub 1: York
- Maine Hub 2: Cumberland
- Maine Hub 6: Somerset & Kennebec
- Maine Hub 7: Penquis
- Maine Hub 9: Aroostook
- Montana Statewide (Missoula)
- Metro Denver
- Pasadena
- Stockton/San Joaquin County
- Wayne Metropolitan Community Action Agency
- West Palm Beach/Palm Beach County CoC

**Sit on the right side of the room facing
the stage**

If not, sit anywhere you want

A stylized illustration of a city street at night. In the foreground, there is a light blue building with a red roof and a white archway. A large, dark green tree stands to the right of the building. In the background, a person in a white shirt and dark pants stands on a high ledge of an orange building, pointing towards the left. A street lamp is visible on the right side of the image. The sky is a light blue color.

Built for Zero Learning Session - Day 2

May 12, 2022

Welcome to Day 2!



Taj Brown

Portfolio Lead, Catalytic Projects
Built for Zero
(he/him/his)



K.O. Campbell

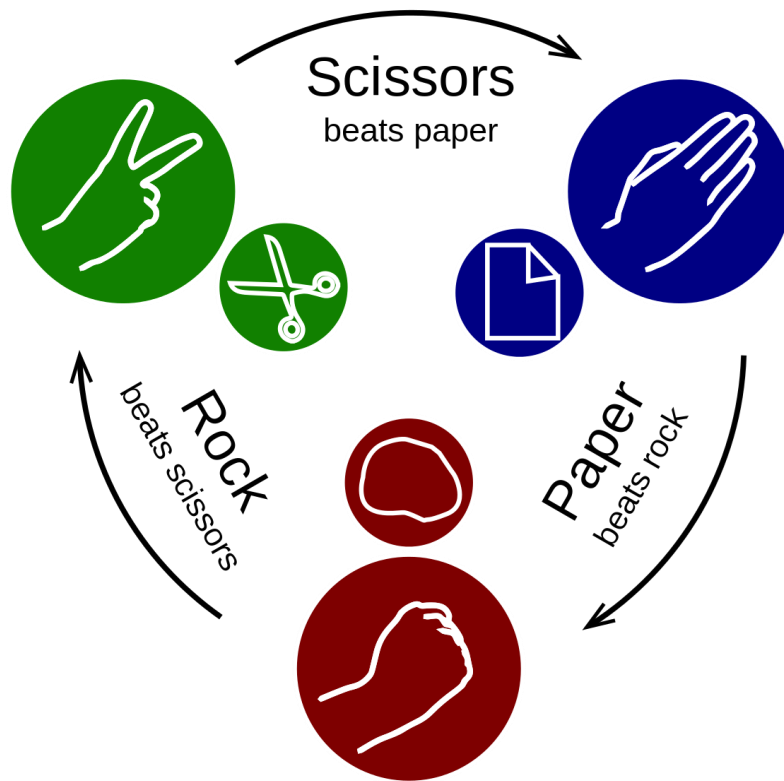
Strategy Lead
Built for Zero
(she/her/hers)



Elise Topazian

System Improvement Advisor
Built for Zero
(she/her/hers)

Rock Paper Scissors Tournament!





Niñon Lewis
Vice President
Institute for Healthcare Improvement



Emma Beers
Strategy Lead
Built for Zero

Setting Aims and Goals

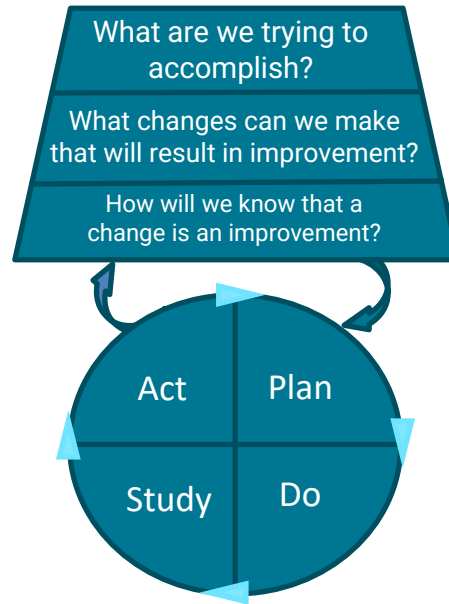
Moving to Action

May 2022 Built for Zero Learning Session: Chicago, IL

A Model for Learning and Change

111

The Model for Improvement

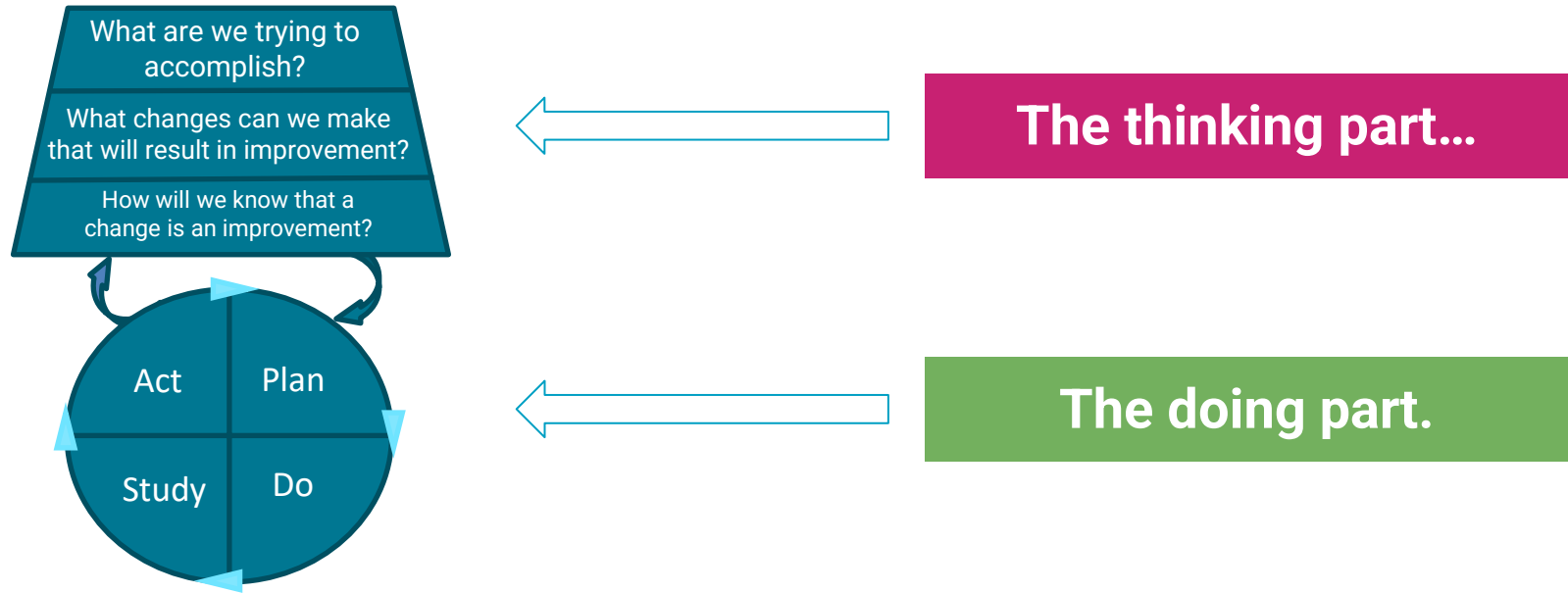


Source: Langley GL, Moen R, Nolan KM, Nolan TW, Norman CL, Provost LP. The Improvement Guide: A Practical Approach to Enhancing Organizational Performance (2nd Edition). San Francisco, California, USA: Jossey-Bass Publishers; 2009.

A Model for Learning and Change

112

The Model for Improvement



Source: Langley GL, Moen R, Nolan KM, Nolan TW, Norman CL, Provost LP. The Improvement Guide: A Practical Approach to Enhancing Organizational Performance (2nd Edition). San Francisco, California, USA: Jossey-Bass Publishers; 2009.

Why this Model for Improvement?

- Is **applicable** to all types of organizations.
- Is applicable to all groups and levels in an organization and community.
- **Facilitates the use of teamwork** to make improvements.
- **Provides a framework** for the application of statistical tools and improvement methods.
- Encourages **planning to be based on theory**.
- Emphasizes and encourages the **iterative learning process**.
- Provides a way to **empower people** in the organization to **take action**.

Why Set an Aim?

- Everyone in the community understands what our community is trying to do
- Different aims require different designs
- The power of writing down goals and telling others
- A strong aim provides clarity, feels challenging, inspires commitment, sparks opportunity for co-design, and reflects the task at hand.

*Hope is not a **plan**.*

*Some is not a **number**.*

*Soon is not a **time**.*

-Don Berwick, MD



What should an aim statement include?

- What is **expected to happen** (the outcome of interest)
- **Timeframe** (by when is improvement desired?)
- The **system to be improved** (local boundaries)
- The **setting** or **sub-population** addressed (for whom)
- Specificity is incredibly helpful in generating focus for the effort being undertaken

Components of a Strong Aim

WE
WILL...

+

**ACTION
VERB**

(e.g. reduce,
increase, solve,
provide, build)

+

**SPECIFIC
PROBLEM**

(e.g. **veteran
homelessness**,
truancy, BNL)

+

NUMBER

(e.g.
percentage or
number)

**SPECIFIC
POPULATION**

(e.g. **residents of
Hartlepool**,
children ages 5-10,
residents of a
neighborhood)

+

DATE

(e.g. **January 1,
2018**)

+

**EXCLAMATIO
N POINT!**



Strong Aim?

Our aim is to improve the lives of 3,000 by 2019 by using three key levers: physical change, systems change and community engagement.

Strong Aim?

We, the leaders of My Town, My State, USA, will reduce the number of Veterans on our By Name List by 25% by January 31st, 2023 and will reduce inflow by at least 2 Veterans per month.

Components of a Strong Aim

WE
WILL...

+

**ACTION
VERB**

(e.g. reduce,
increase, solve,
provide, build)

+

**SPECIFIC
PROBLEM**

(e.g. **veteran
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residents of a
neighborhood)

+

DATE

(e.g. **January 1,
2018**)

+

**EXCLAMATIO
N POINT!**



Building an Aim

Pre-Work

- Protect time to develop an attainable and informed aim
- Consider voices needed to set the aim and build buy-in

Creating the Aim

- Understand the current state in your system, answer a need in your community

Ongoing

- Check progress as you go and refocus aim as needed



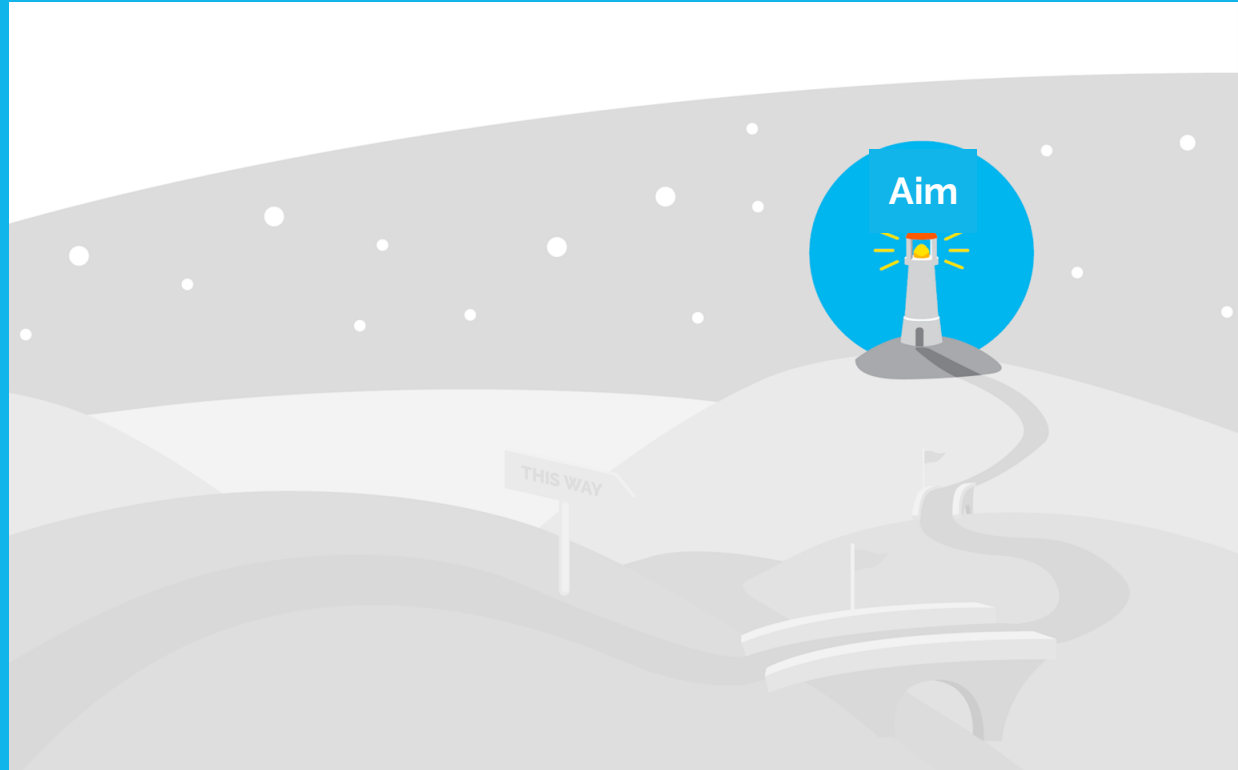
The Path to your Aim

Imagine your work to
achieve your community's
aim as a journey...



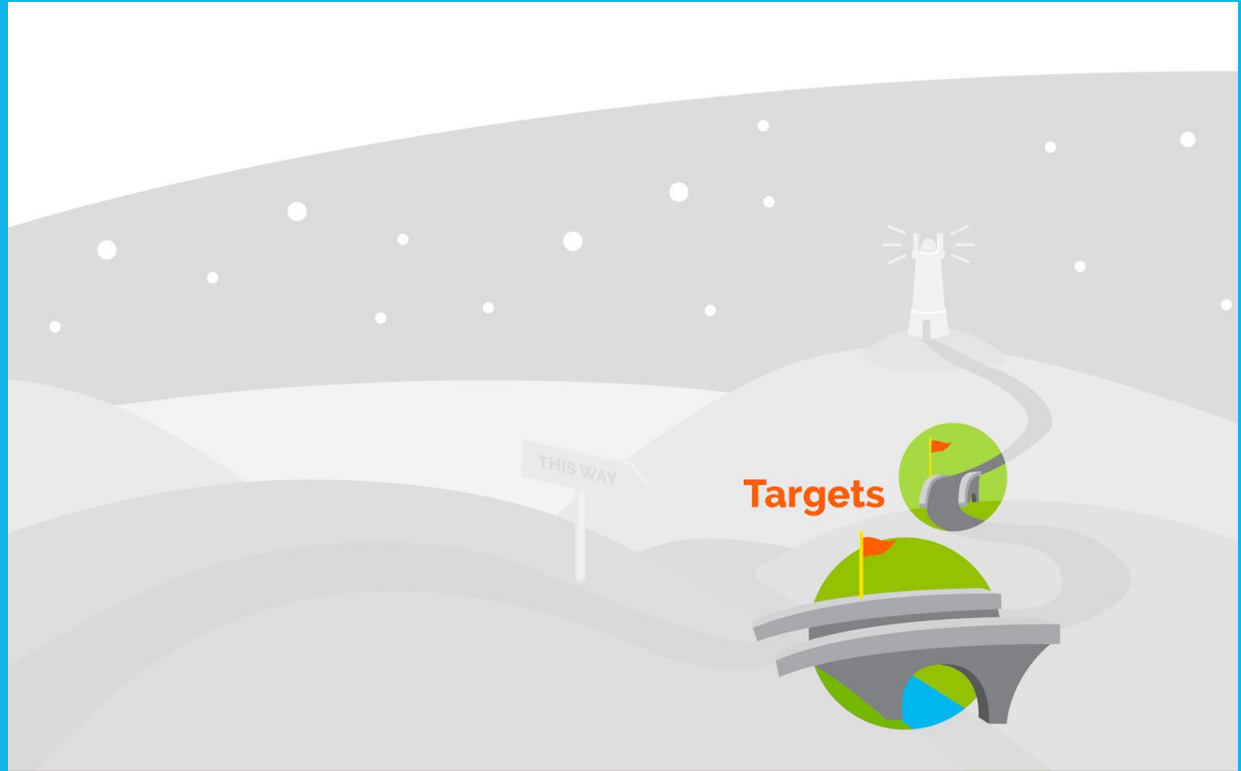
The Journey to your Aim...

The **Aim** can be imagined as a **Lighthouse**. And while you can see the lighthouse from where you are, the path to it is not clear.



The Journey to your Aim...met by Goals along the way.

But the road to your goal is long, so you have flags along the way we call **Goals** so that your next major objective is always within sight.



Aims & Goals



Aim (Functional Zero or a Reduction Aim)

The overall objective or aim of a program, project, initiative, campaign or movement

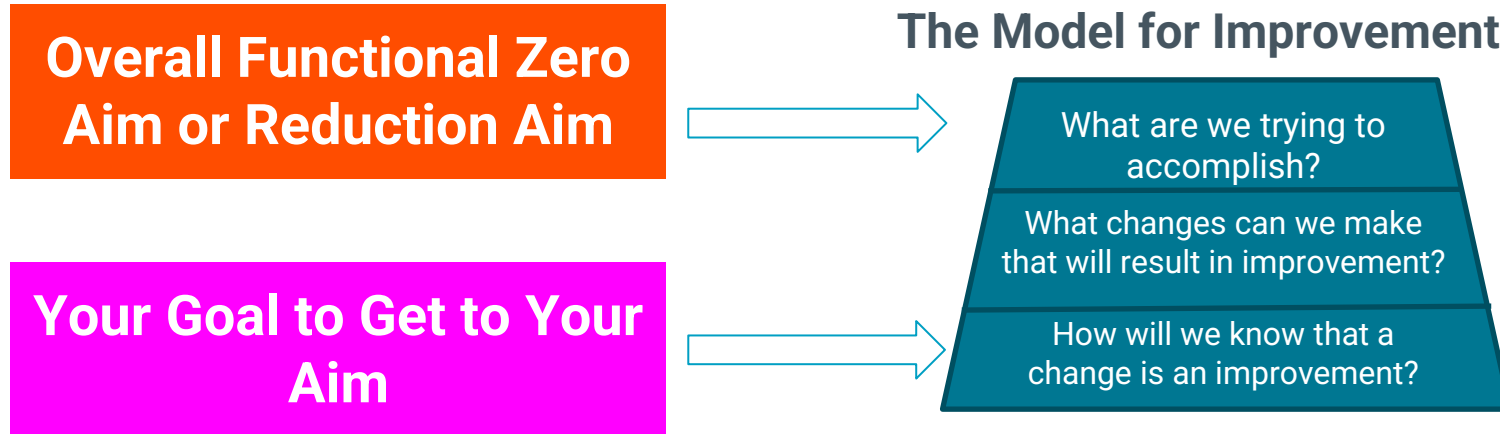


Goals (usually 90-100 Days, or the length of an Action Cycle)

Interim objectives that help determine if you are on track to meet your goal

Aims and Goals

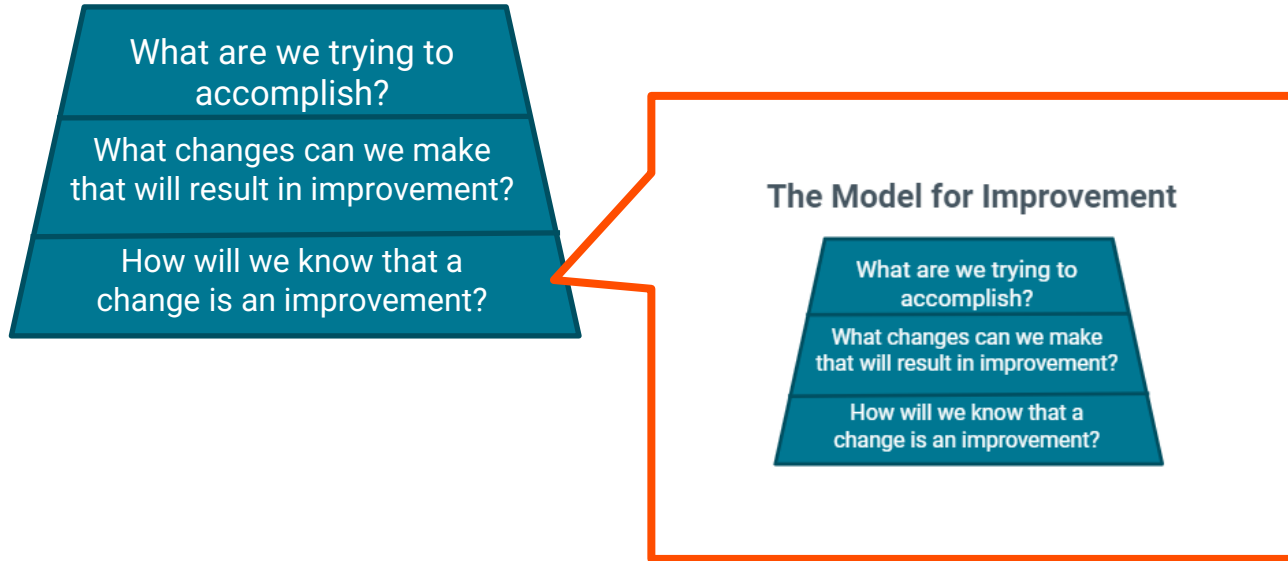
126



The cool thing...

127

The Model for Improvement



When you think about shorter term Goals...

All the same parts apply:

- What is **expected to happen** (the outcome of interest)
- **Timeframe** (by when is improvement desired?)
- The **system to be improved** (local boundaries)

Let's Get to Work!

STEP 1: DISCUSS YOUR AIM (whether or not your
ready to set an aim).

STEP 2: DRAFT A GOAL.



First spend time discussing your aim.

A. If you have already spent time drafting an aim in your community, spend your time discussing:

- What is your plan is for locking down/locking in that aim with your community stakeholders.
- What are your next steps?



First spend time discussing your aim.

B. If you have never spent time drafting your aim:

- What is your plan for convening stakeholders and setting your aim?
- What are your next steps?



Next, you'll spend time DRAFTING a goal.

Think about:

- What you reflected on yesterday in the 4 Lenses of Curiosity exercise
- What you learned and perhaps committed to in your racial equity breakout sessions
- What may be up on your storyboard.



Next, you'll spend time DRAFTING a goal.

Think about:

- What you reflected on yesterday in the 4 Lenses of Curiosity exercise
- What you learned and perhaps committed to in your racial equity breakout sessions
- What may be up on your storyboard.



Setting a Goal: How to Construct

134

- **Involve team:**
 - Engage team (no lone rangers)
 - Include those with experience in the system
- **Goal clear?** Could 5 members of the team describe what you were trying to achieve?
- **Focus on issues that are important or strategic to your community**
- **Understand the current state:**
 - Current performance
 - Problem to solve



Remember:

135

- You'll have table time to BOTH discuss aims and draft a goal.
- Keep your goal to something that can be accomplished between now and the end of 2022.
- Be sure to finish up this table exercise WITH a goal.
- Need help, grab a BFZ staffer - both today and after the LS!







MAKIN JAM SINCE 1975 MAPLE SYRUP 1956

Berkshire Berries
Becket Massachusetts

ONION JAM

MAPLE SYRUP

TOMATO-JAM

HORSE RADISH
JELLY

WILD BLUE BERRY JAM

Etc.

AMBIGUITY IS THE ENEMY



**AMBIGUITY IS THE ENEMY
CLARITY DISSOLVES
RESISTANCE**

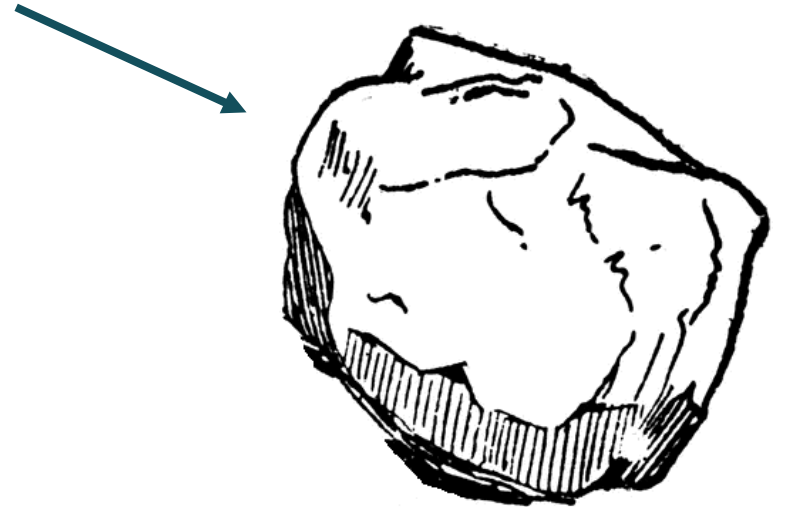


Let's build a path to your goal by pulling out **Big Rocks** to work on, **Levers** to use, **Dependencies** to consider and **Indicators** that we're moving in the right direction

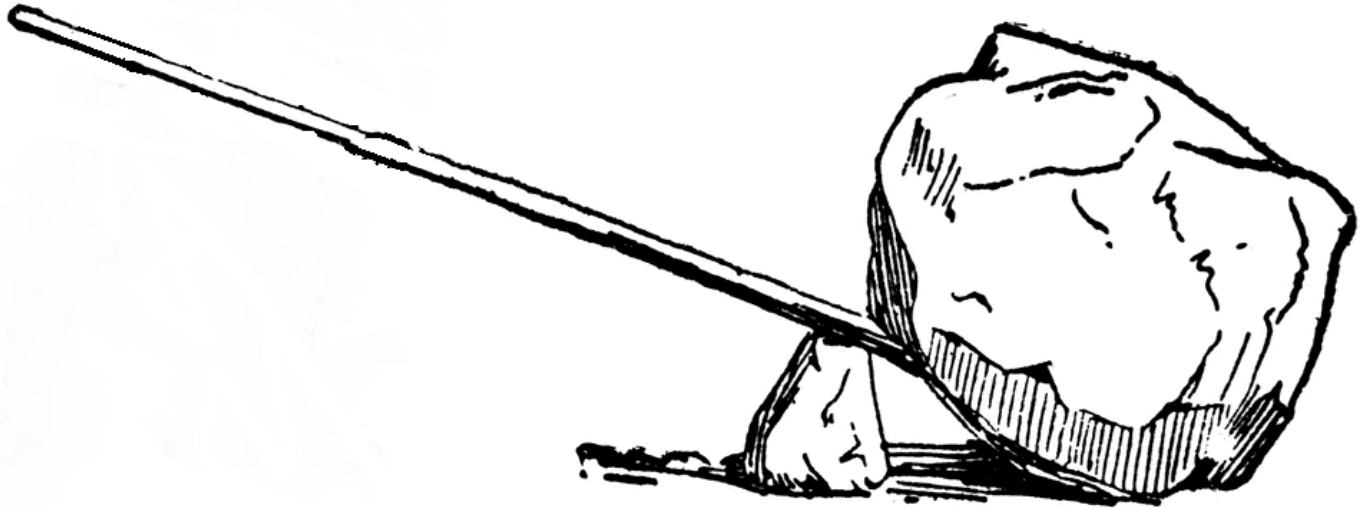
A **big rock** can be any obstacle
stopping you from reaching your goal
or any opportunity to reach your goal



Big Rock: Not enough
affordable housing!



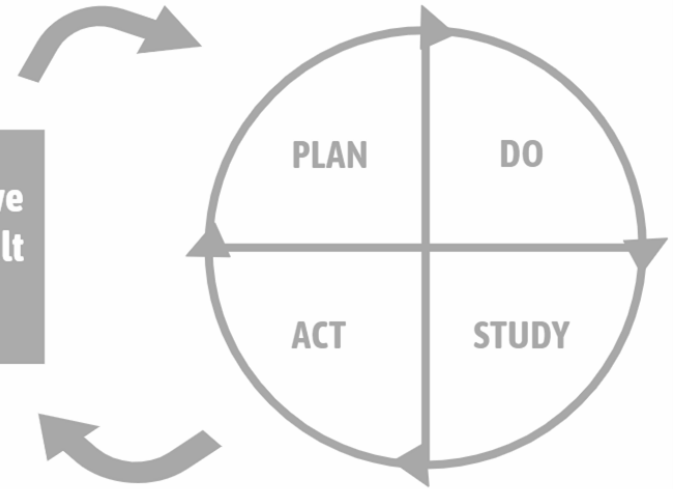
A **lever** is something you can use to
move the big rock



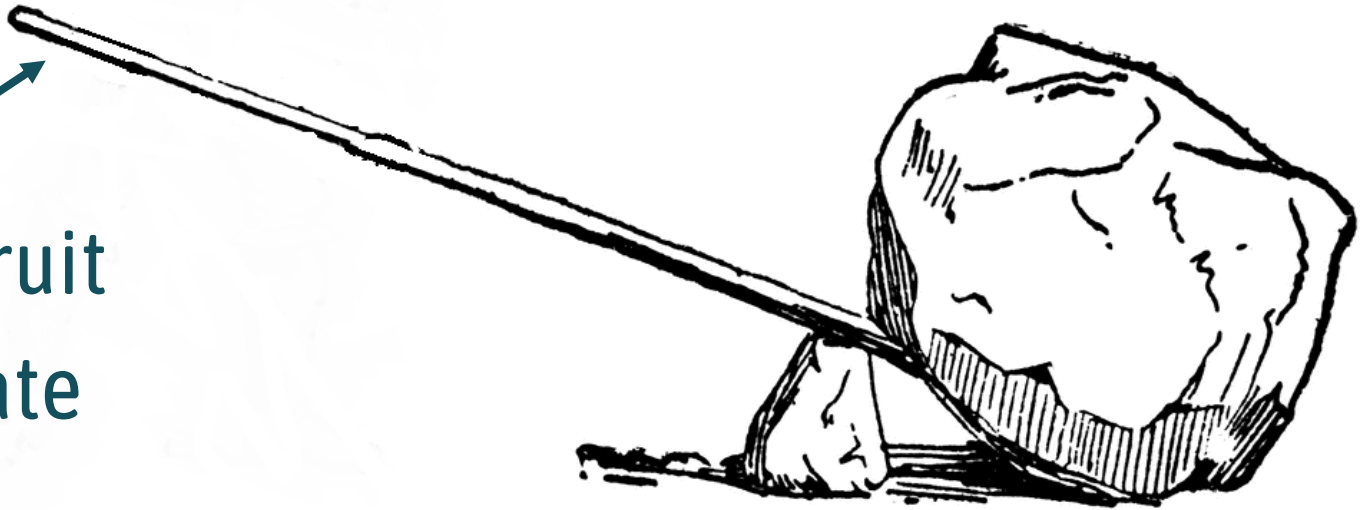
**What are we
trying to
accomplish?**

**How will we know a
change is an
improvement?**

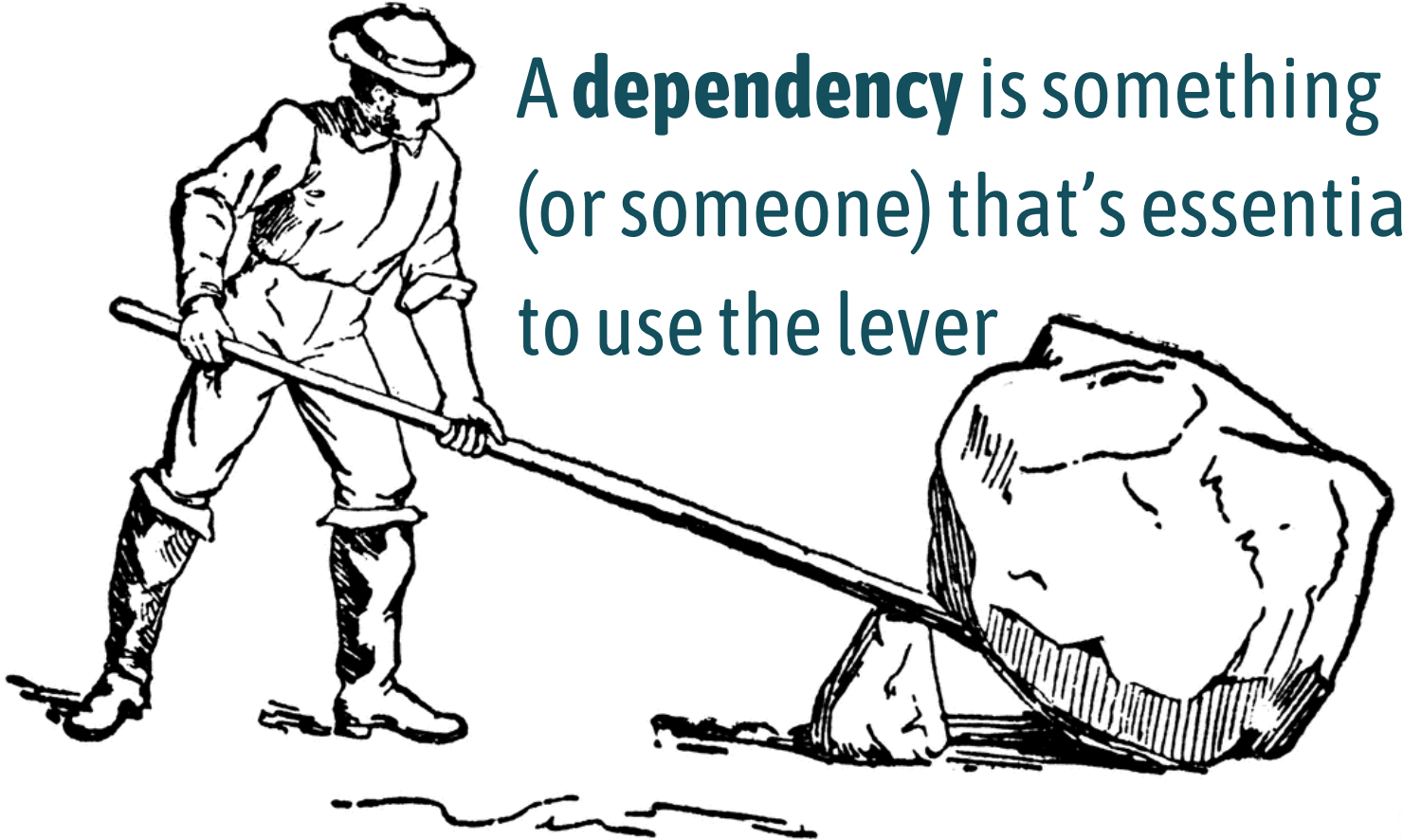
**What change can we
make that will result
in improvement?**



Lever: Recruit
more private
landlords

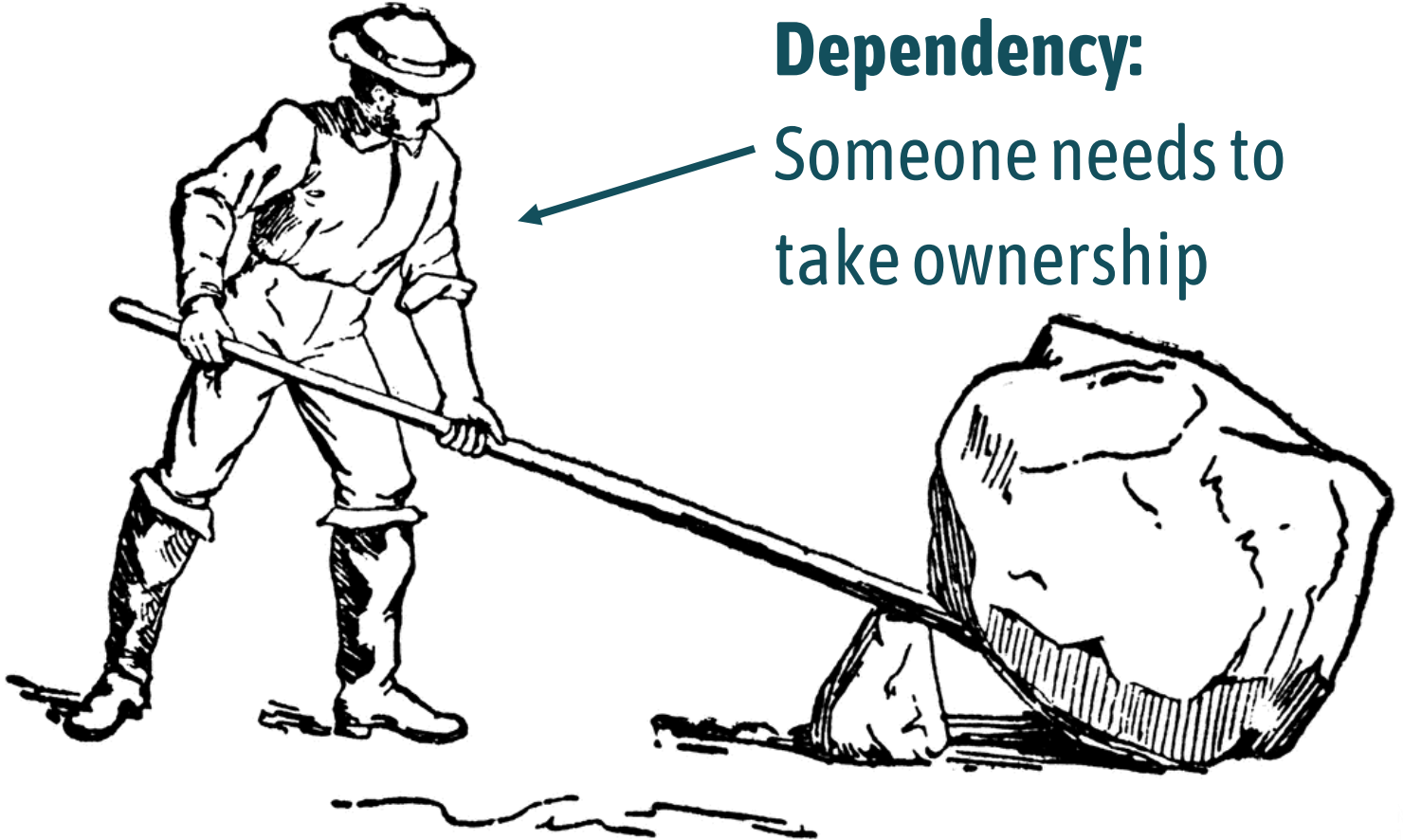


A **dependency** is something
(or someone) that's essential
to use the lever



Dependency:

Someone needs to
take ownership



Ask Yourself: Why isn't this already happening?

- People
- Paper (Money)
- Permission
- Policy



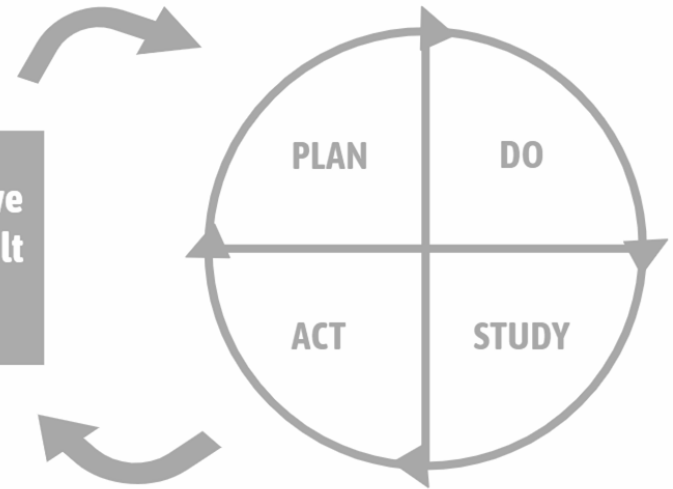
An **indicator** shows you
that your lever worked



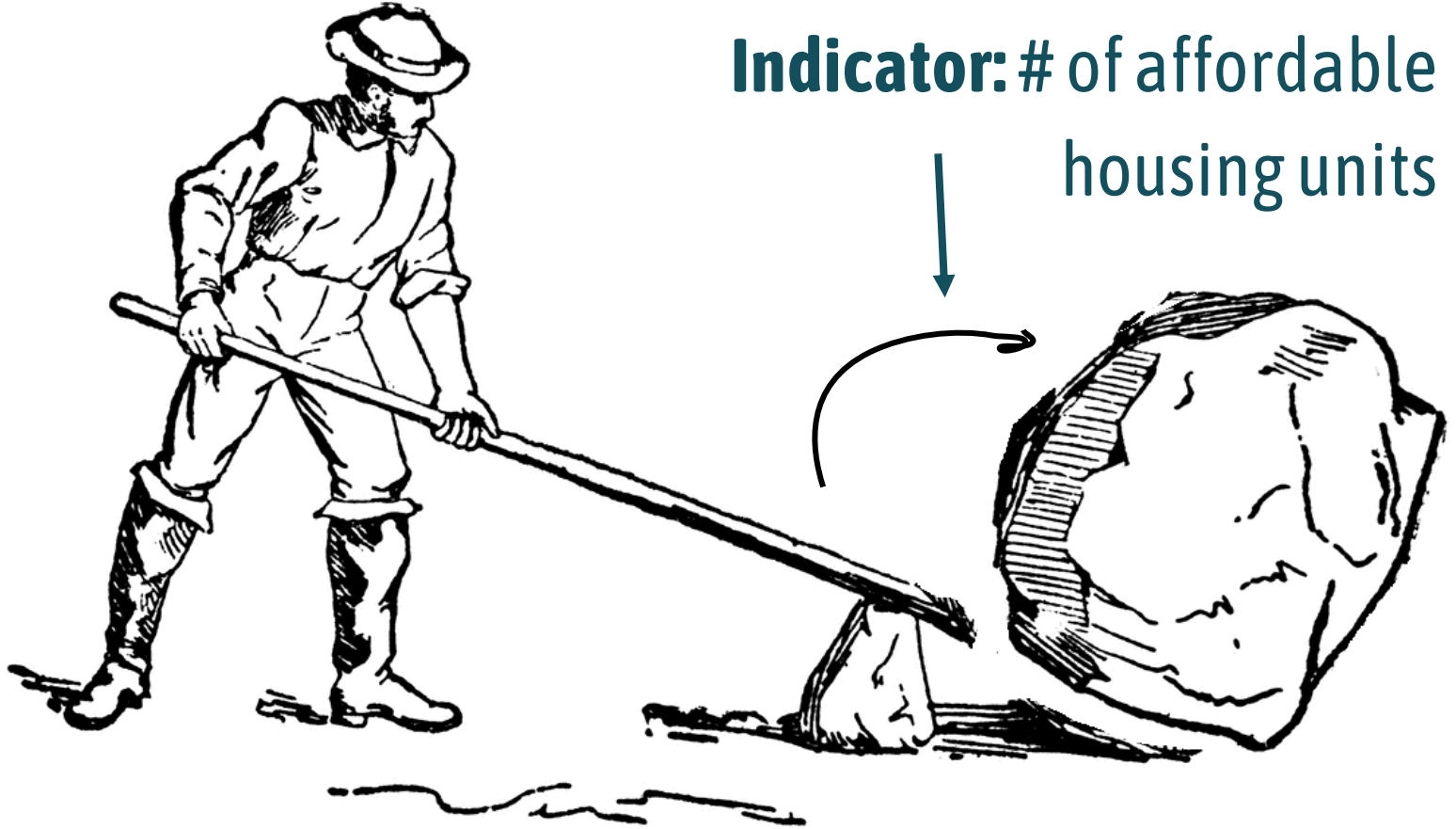
**What are we
trying to
accomplish?**

**How will we know a
change is an
improvement?**

**What change can we
make that will result
in improvement?**



Indicator: # of affordable
housing units



CA: Placer Co

Appreciation of a System

Human Behavior

Aim(s)

Goal(s)

Understanding Variation

Building Knowledge

What would it look like if your local system were racially equitable?

What is a strategy that you think your community can commit to today that would make your system more equitable?

CA: Placer Co

Appreciation of a System	Human Behavior	Aim(s)
Variation	Building Knowledge	Goal(s)
<p>What would it look like if your local system were racially equitable?</p> <p>What is a strategy that you think your community can commit to today that would make your system more equitable?</p>		

We'll be
working
here!



**No units for
previously
incarcerated**

Prioritize
units to
maximize
resources

Need to
share
inventory

of days to
move prev.
inc. into
housing

**Not enough
affordable housing**

Recruit more
private
landlords

Someone
needs to take
ownership

of
affordable
housing units

Develop more
homeless-
dedicated
units

Local gov't
needs to be
on board

of
homeless-
dedicated
units

**LOT to complete
PSH intake too
long**

Maximize
efficiency of
intake
process

PSH
programs
need to lead
process

of days to
complete
intake



Big Rock



Lever



Dependency



Indicator

We'll be able to reach our aim if we

**Generate more
affordable housing**

But we might be able to get unstuck if we

Recruit more
private
landlords

In order to move forward

Someone
needs to take
ownership

If we're successful, we'll see an increase in the

of
affordable
housing units



You're not buying jam today.

You're deciding what jams to display.

Let's take a 15 minute break

Jackson Park

- Buffalo/Niagara Falls/Erie
- Clackamas County
- Indiana BOS (Bloomington/Monroe County)
- Little Rock/Central Arkansas CoC
- Maine Hub 1: York
- Maine Hub 2: Cumberland
- Maine Hub 6: Somerset & Kennebec
- Maine Hub 7: Penquis
- Maine Hub 9: Aroostook
- Montana Statewide (Missoula)
- Metro Denver
- Pasadena
- Stockton/San Joaquin County
- Wayne Metropolitan Community Action Agency
- West Palm Beach/Palm Beach County CoC

Prairie A

- Detroit
- District of Columbia

**No units for
previously
incarcerated**

**Not enough
affordable housing**

**LOT to complete
PSH intake too
long**



Big Rock

*Task: Document your 3 **Big Rocks** on your Storyboard.*

25:00

Times & Happy Times



**No units for
previously
incarcerated**

Prioritize
units to
maximize
resources

**Not enough
affordable housing**

Recruit more
private
landlords

Develop more
homeless-
dedicated
units

**LOT to complete
PSH intake too
long**

Maximize
efficiency of
intake
process



Lever

*Task: Document 1 **Lever** per **Big Rock** (3 total) on your Storyboard.*

25:00

Times & Happy Times



**No units for
previously
incarcerated**

Prioritize
units to
maximize
resources

Need to
share
inventory

of days to
move prev.
inc. into
housing

**Not enough
affordable housing**

Recruit more
private
landlords

Someone
needs to take
ownership

of
affordable
housing units

Develop more
homeless-
dedicated
units

Local gov't
needs to be
on board

of
homeless-
dedicated
units

**LOT to complete
PSH intake too
long**

Maximize
efficiency of
intake
process

PSH
programs
need to lead
process

of days to
complete
intake



Dependencies



Indicators

*Task: Document at least 1 **Indicator** per **Lever** on your Storyboard. Add **Dependencies** as needed.*

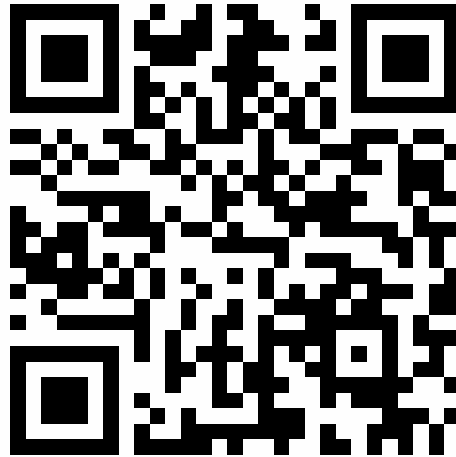
25:00

Times & Happy Times



Take the Session Rapid Feedback Survey

<http://s.alchemer.com/s3/Rapid-Feedback-May-2022>



Lunch

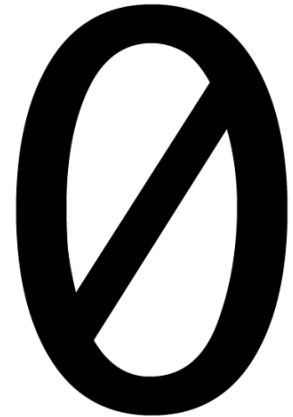
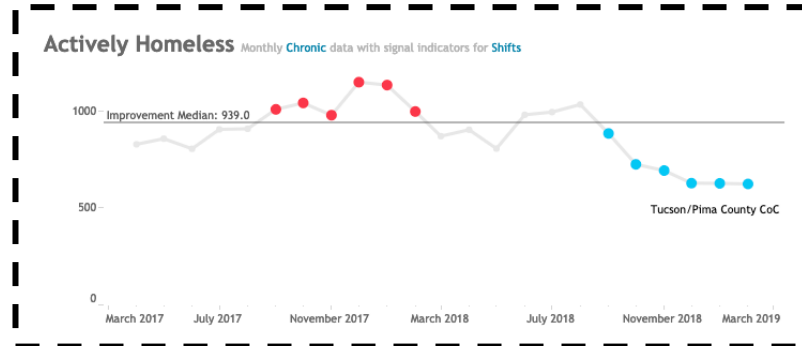


Milestone Celebrations!

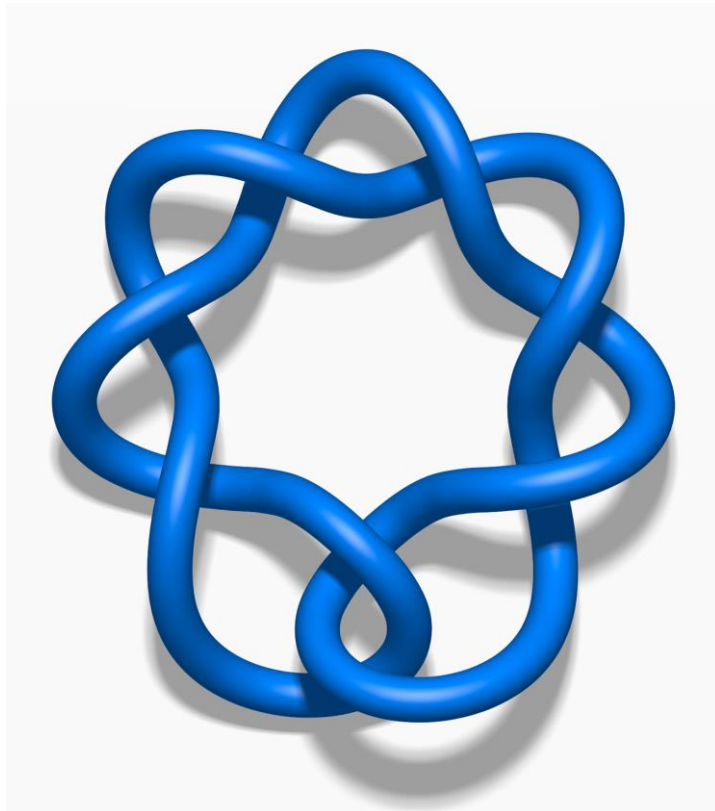


We will celebrate our regular milestones as usual

	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	Blue	Blue	Blue
6	Blue	Blue	Blue	Blue
7	Red	Blue	Blue	Blue



And we've also added in some twists



Case Conferencing Transformer Cohort

In Spring 2021 these teams participated in a cohort aimed at reducing their BNLs through targeted work in case conferencing, and successfully achieved their goals!

Bakersfield/Kern County

Charlotte-Mecklenburg County

Fayetteville/Northwest Arkansas

Honolulu

Tucson/Pima County

Middlesex County

Crater Region

North Central Florida

Richmond, Virginia

Sacramento

Virginia BOS -

By-Name List & Quality Data

These communities have achieved a QBNL and Quality Data since we were last celebrating together in November!

Clark County

Marin County

Western Virginia

San Diego

Nevada County

Colorado BOS - Pueblo

Buttons!



Reductions

These communities have reduced their active homeless number by 20% or more in the past six months!

Colorado BOS - Mesa County - Veteran

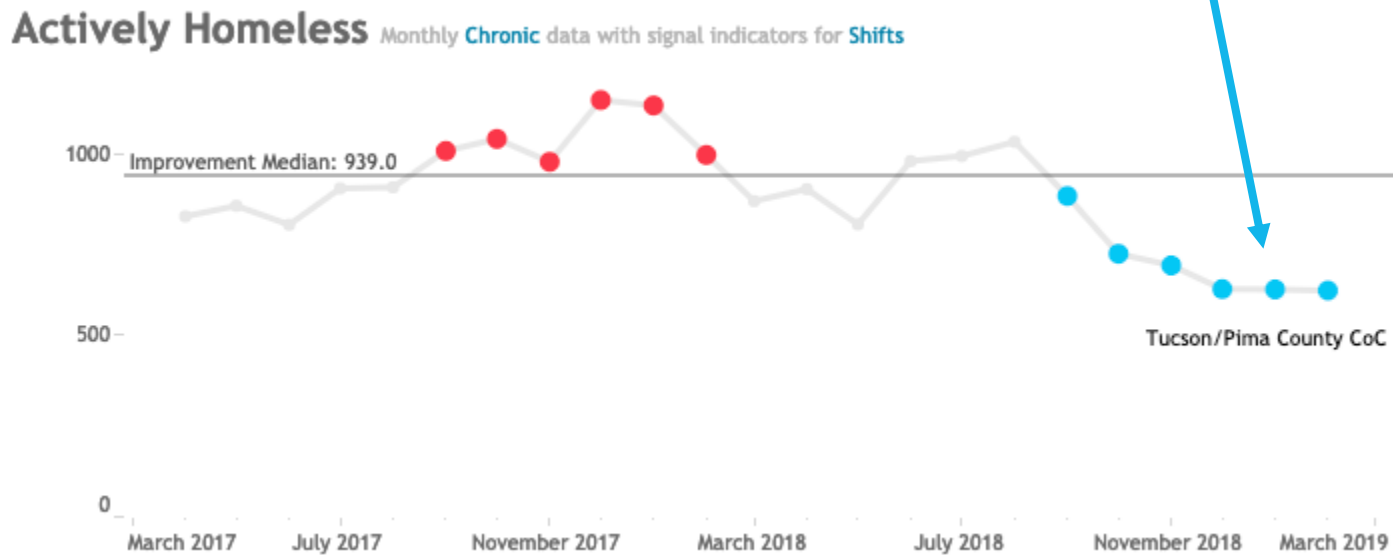
Minneapolis/Hennepin County - Chronic

Tennessee Valley - Veteran

Yamhill County - Veteran

Next up, Shifts!

Reminder: a shift is six points below your improvement median



Shifts

These communities have made shifts happen in the last six months!

Charlotte-Mecklenburg - Veteran

Charlotte-Mecklenburg - Chronic

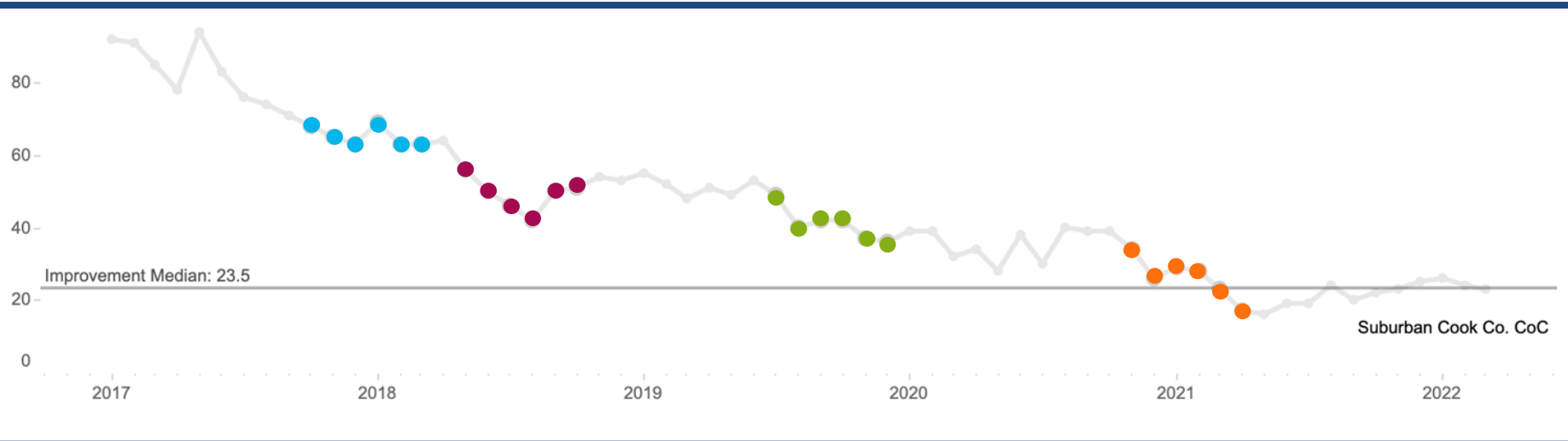
Colorado BOS - Fremont County - Chronic

Columbia-Boone County/Missouri BOS - Chronic

Honolulu - Veteran

A hometown bright spot to celebrate!

Suburban Cook County!



Buttons!



**DON'T START
NO SHIFT,

WON'T BE
NO SHIFT.**

Our Proofpoints

These communities have achieved Functional Zero for Veterans, Chronic, or both!

Arlington County - Veteran

Bakersfield/Kern County - Chronic

Bergen County - Veteran and Chronic

Central Virginia - Veteran

Chattanooga/Southeast Tennessee - Veteran

Colorado BOS-Fremont County - Veteran

Fort Myers - Veteran

Gulfport/Gulf Coast - Veteran and Chronic

Lake County/North Chicago - Veteran

Lancaster City and County - Chronic

Montgomery County - Veteran

Norman/Cleveland County - Veteran

Riverside - Veteran

Rockford/Winnebago/Boone County - Veteran
and Chronic

Texas BOS - Abilene - Veteran and Chronic

Fort Myers - Veteran

Virginia BOS - Crater Region - Veteran and
Chronic

Our Proofpoints

These communities have been sustaining zero for 2+ years!

Arlington County - Veteran

Bergen County - Veteran and Chronic

Gulfport/Gulf Coast - Veteran

Lake County/North Chicago - Veteran

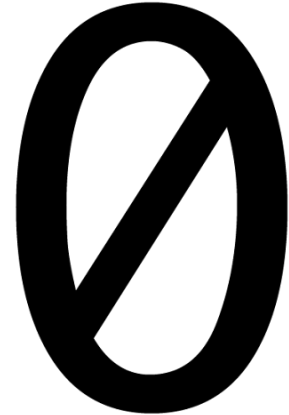
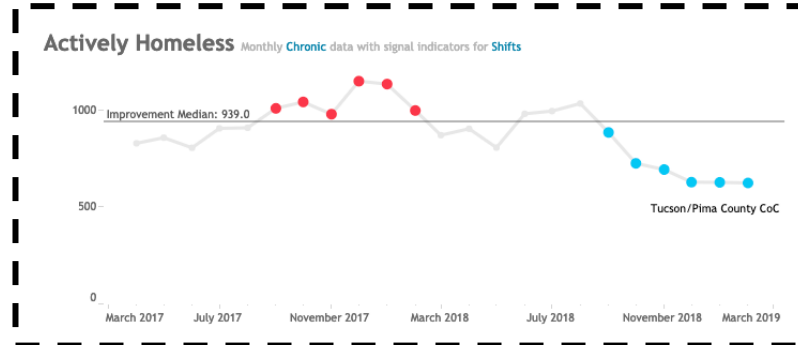
Rockford/Winnebago/Boone County - Veteran and Chronic

Texas BOS - Abilene - Veteran and Chronic

But first let's dance



	Oct 2018	Nov 2018	Jun 2019	Oct 2019
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1A	Red	Red	Red	Blue
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3E	Blue	Red	Red	Blue
4	Red	Red	Red	Blue
5	Red	Red	Red	Blue
6	Blue	Red	Red	Blue
7	Red	Red	Red	Blue



DANCE!

Now let's look forward...



Nevada County



Nevada County



District of Columbia

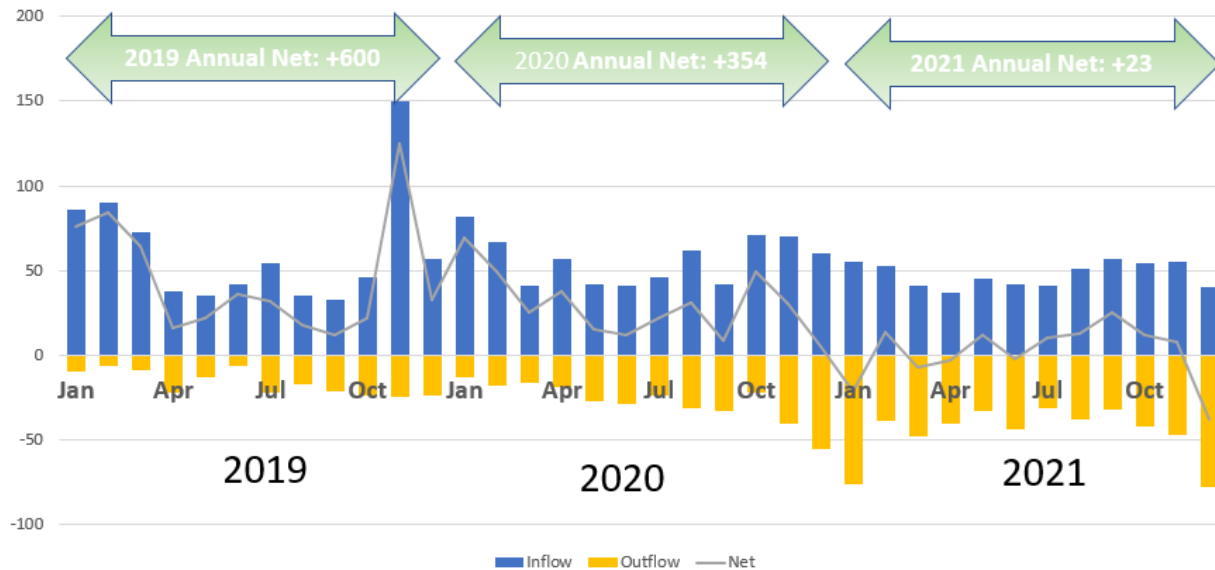


Montgomery County



Montgomery County

Effectiveness of Coordinated Entry: Inflow/Outflow for Adult Only Households





Functional Zero



What aims and goals are you setting?

- Achieving Continuous Quality Data
- Reducing Inflow
- Increasing Successful Exits
- Achieving Reductions
- Achieving Functional Zero
- Sustaining Functional Zero
- Making progress on Racial Equity Indicators

**What assets exist?
How do we leverage them?
What resources do you
need?**



BFZ Community Investments:

Funding provided by BFZ to communities that support focused efforts to drive toward critical community milestones.

Taking action with the 'home team'

Eligible
for Funding!

Ensure you are current on monthly data submissions to
Built for Zero

Establish shared aim and build commitment from key
stakeholders

Confirm improvement team members for the next Action
Cycle [July - Dec '22]

Take steps to commit and engage in Racial Equity work in
your community

Complete the most updated version of the Single Adults
By-Name List Scorecard

Ready
for New BFZ
Supports in July!

SUPPORT ON DATA



Use a number to indicate that you'd like assistance in one of the following areas between now and the start of the next Action Cycle in July:

- Support on achieving a Quality By-Name List
- Support training a new team member on data reporting
- Support catching up on data reporting

SUPPORT ON AIMS



Use a symbol to indicate that you'd like assistance in one of the following areas between now and the start of the next Action Cycle in July:

- Support on setting your aim
- Support on getting buy-in for your aim

SUPPORT ON TEAM BUILDING



Use a letter to indicate that you'd like assistance in one of the following areas between now and the start of the next Action Cycle in July:

- Establishing your improvement team
- Building greater buy-in

Whoosh!

This afternoon's breakouts

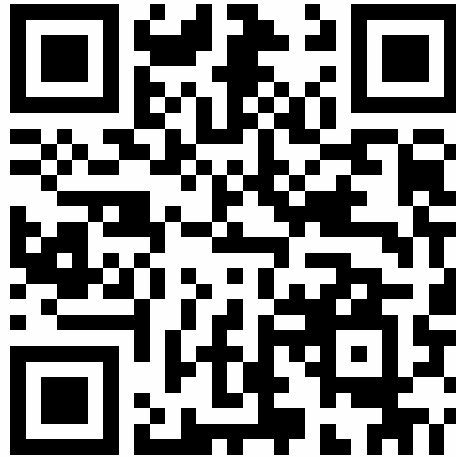
See page 7 in your booklets for more information about this afternoon's breakouts. Some of our sessions for specific targeted communities (you know who you are):

- | | |
|---------------------------------|------------------------------|
| ● Zero for All | Grant Park A/B |
| ● Large City Last Mile | Prairie A |
| ● Colorado Statewide Meeting | Jackson Park A/B (2:15-3:15) |
| ● Maine Statewide Meeting | Jackson Park A/B (3:20-4:20) |
| ● Sustaining Circle (2:15-3:15) | Hyde Park |

All other breakouts are open to anyone who is interested!

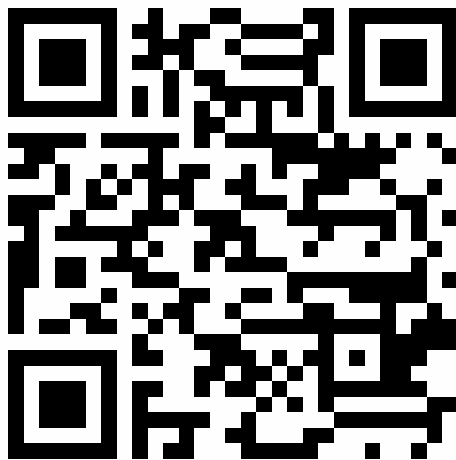
Take the Session Rapid Feedback Survey

<http://s.alchemer.com/s3/Rapid-Feedback-May-2022>



Post-Learning Session Survey

<http://s.alchemer.com/s3/ea6e0d300739>



End of Day 2