



Built For Zero.
COMMUNITY SOLUTIONS
A MOVEMENT TO END HOMELESSNESS

Team Planning Session 1

Built for Zero Theory of Change

PRESENTERS



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Welcome to Team Planning: Session 1

Agenda:

- ➡ Welcome & Purpose setting
- ➡ Overview of Team Planning Sessions flow
- ➡ Built for Zero Theory of Change
- ➡ Deep Dive: Four Foundational Capabilities Rubric
- ➡ Review Team Packets and Prep for your next session

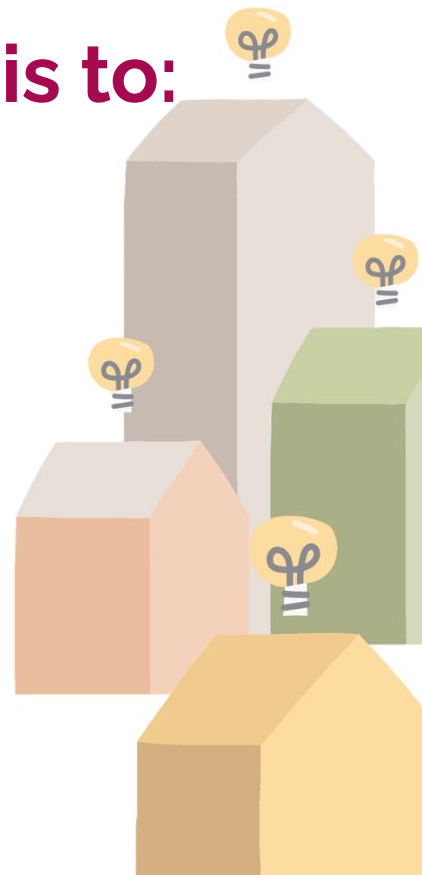


The purpose of these planning times is to:

- Reflect on what we're learning from our data, from our work, and from each other.
- Align on clear aims, meaningful milestones, and targeted strategies.
- Refine those strategies into focused and actionable work plans.
- Ensure each person knows what they are carrying forward and how the team will support continued momentum.



This is not just planning! It's an opportunity to deepen our collective understanding and strengthen the foundation that makes sustainable change possible.



How We'll Use Our Team Planning Time

Each planning session is structured to help us build alignment and momentum through the following session flow:

1 Learning and Reflection

This is a time to ground in the Theory of Change and begin surfacing areas of strength, challenge, or uncertainty that you want to explore more deeply with your team throughout the planning time.

2 Aims, Milestones, and Key Strategies

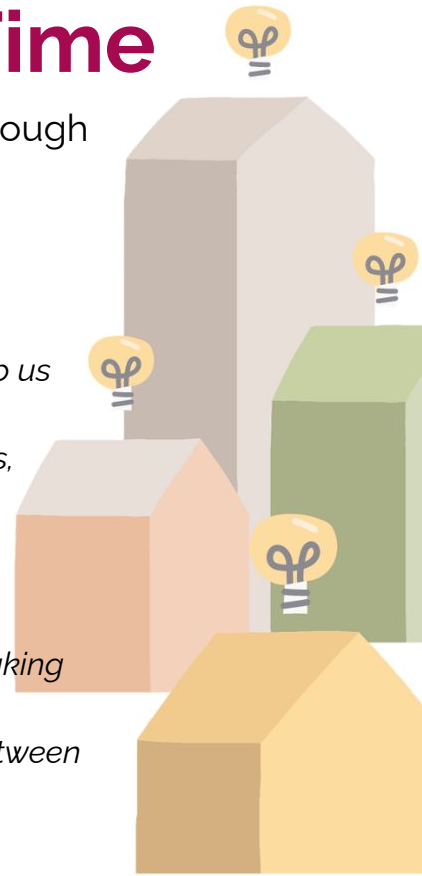
We'll reflect on our current systems to help us understand our needs. Then we'll use that insight to set our direction with clear goals, success measures, and core strategies.

3 Refining the Strategies and Work Planning

Translating big ideas into specific actions — defining roles, timelines, and supports needed to move work forward.

4 Taking the Work Home

Clarifying what each person or team is taking with them, how we'll stay connected to progress, and how we'll keep learning between planning times.



1

A Shared Foundation:

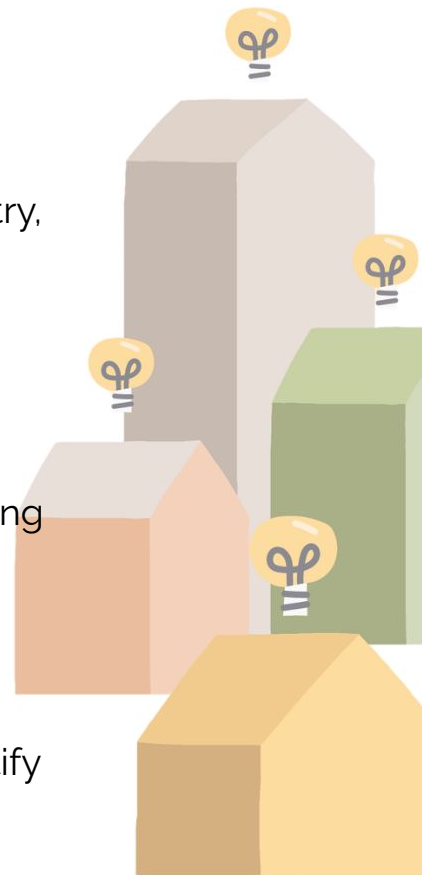
Built for Zero's Theory of Change

Introduction

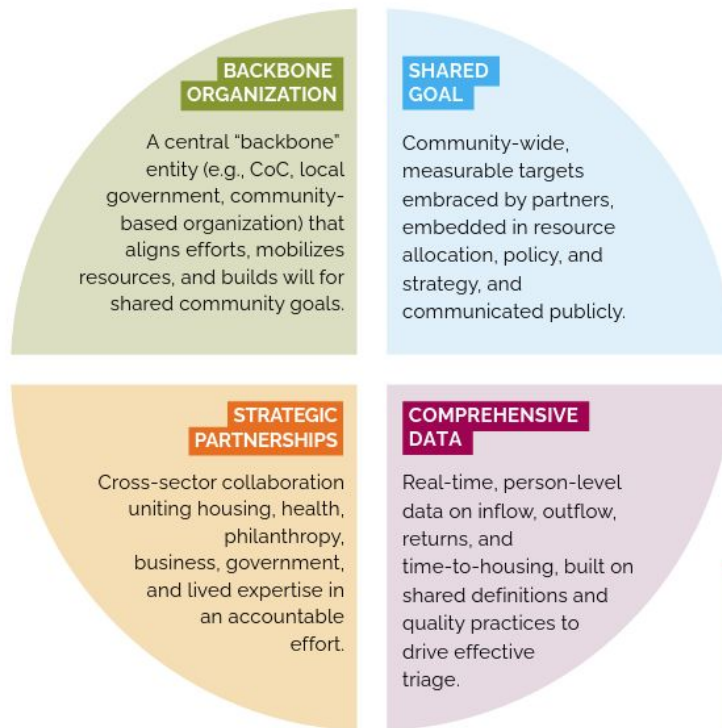
Over the past decade, Community Solutions' Built for Zero initiative has shown that making homelessness rare and brief is achievable. In communities across the country, success has reflected the same powerful pattern:

1. communities achieve sustainable, population-level reductions when their homeless prevention and response system is grounded in four foundational capabilities, and
2. their progress accelerates when the broader environment provides five enabling conditions.

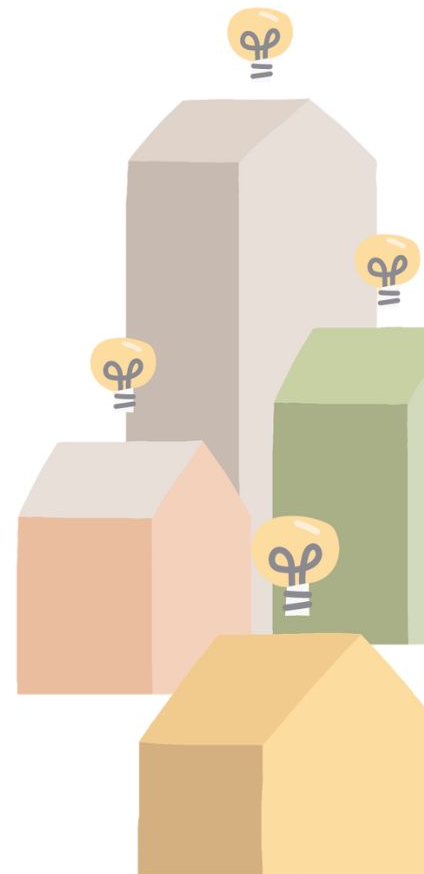
This Theory of Change is a synthesis of our learnings from work with over 150 communities, bolstered by findings from an independent evaluator, ORS Impact. It provides a practical tool — a shared reference point to enable communities to identify gaps in their system, target strategies, and strengthen collective practices and impact.



FOUR FOUNDATIONAL CAPABILITIES EVERY COMMUNITY NEEDS



Explore Built for Zero Framework



FIVE ENABLING CONDITIONS THAT ACCELERATE PROGRESS

SUPPORTIVE POLICY



Local policies that remove barriers, center people, and enable coordinated, data-driven, timely responses.

SHARED PUBLIC NARRATIVE



A consistent message, reinforced by leaders and media, framing homelessness as solvable with local accountability.

FUNDING AND RESOURCES



Diversified, flexible funding — public, private, and philanthropic — to support emergency response and system infrastructure.

HOUSING SUPPLY

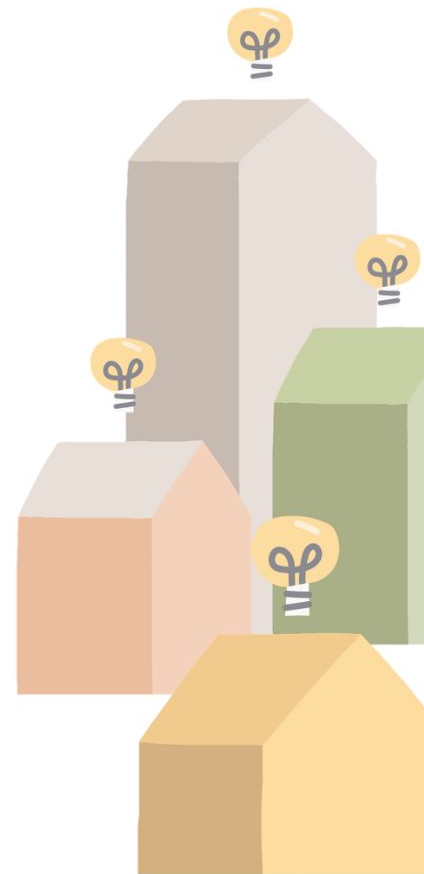


Adequate and appropriate housing units available that meet basic needs and range of household budgets.

POLITICAL WILL



Strong political leadership to prioritize homelessness solutions, overcome barriers, fund responses, and drive collaboration.



2

Four Foundation Capabilities:

Understanding Implementation Levels

Why This Work Matters

Ending homelessness requires strong systemwide capacity, not just great programs.

The Four Foundational Capabilities describe what must be built for a community to reach measurable, population-level reductions.

The Foundations Rubric helps us:

- See where our system stands today
- Focus on the most strategic “level-up” moves
- Track progress and guide coaching



Foundational Capability: Shared Goal

The Community has established a clear, measurable, and institutionalized commitment to reducing homelessness that is embraced by partners, elected officials, and community leaders, with shared accountability for achieving results.



Foundational Capability: Shared Goal

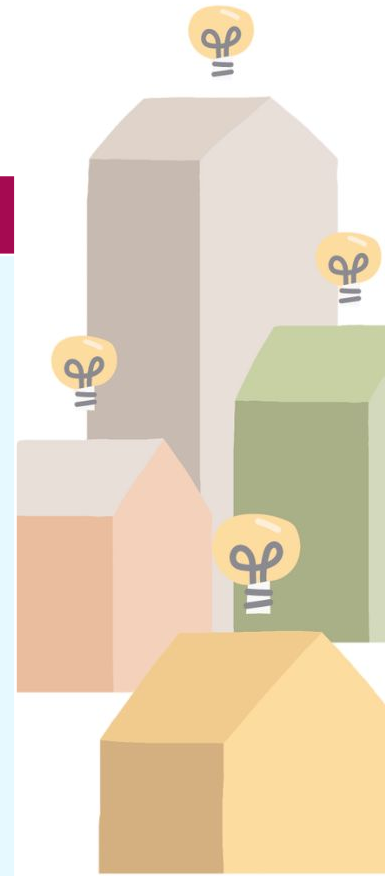
How direction and momentum show up:

- One measurable, public goal (covering all populations) anchors the work, with partners sharing responsibility for results, not just individual program metrics.
- System maps guide choices: the community regularly visualizes how the system actually works—what's strong, where the bottlenecks are—and prioritizes fixes accordingly.
- Short-cycle targets and rapid course-corrections: teams set near-term aims and pivot quickly (“goal disruption”) when data shows a different path will work better.



Shared Goal Implementation Levels

1 (Minimal)	2 (Early Development)	3 (Established)	4 (Fully Integrated)
The community lacks shared goals and coordination. Organizations operate independently with separate priorities, minimal leadership support and public awareness, and focus on individual program outcomes rather than systematic community-wide solutions.	The community agrees on reducing homelessness but lacks specific, measurable goals and comprehensive coverage. Political support is inconsistent with competing priorities. Limited shared accountability and a mix of both collaborative and separate initiatives exist.	The community has clear, measurable goals that encompass all populations. Most partners are committed and actively participate in collective governance structures, with resources aligned to support shared goals. Elected officials voice public support and there is broad community awareness with some shared accountability for the goal.	The community has systemwide goals institutionalized through formal agreements, policies, and funding decisions. All key partners show sustained commitment through resource allocation/practice changes. Elected officials actively champion goals through policy, funding, and public statements. There is regular public progress reporting with shared responsibility for system outcomes.



Discussion Questions: Shared Goal

- What does a shared, measurable goal look like in your community today?
- Who is truly aligned around this goal and who might still be missing in action?
- What are some signs that show your community's goal is “shared” across partners? What are the signs of shared accountability in action?



Foundational Capability: Backbone Organization

A well-resourced, trusted central entity that coordinates system-wide efforts, mobilizes resources, influences policies at multiple levels, and builds the infrastructure needed to achieve shared community-level goals for ending homelessness.



Foundational Capability: Backbone Organization

What this looks like day to day

- A named coordinating hub keeps the whole effort aligned: facilitates standing cross-partner huddles, tracks decisions and roles in the open, and supports partners to move quickly without losing autonomy.
- Policies feel coherent across providers: partners work from compatible policy formats, making referrals and placements faster and less confusing.
- Continuity is built in: cross-training and simple succession plans mean progress doesn't stall when staff change.
- Clear and consistent practices (shared agendas, decision logs, and follow-through) create urgency and accountability across organizations—so commitments turn into action.



Backbone Organization Implementation Levels

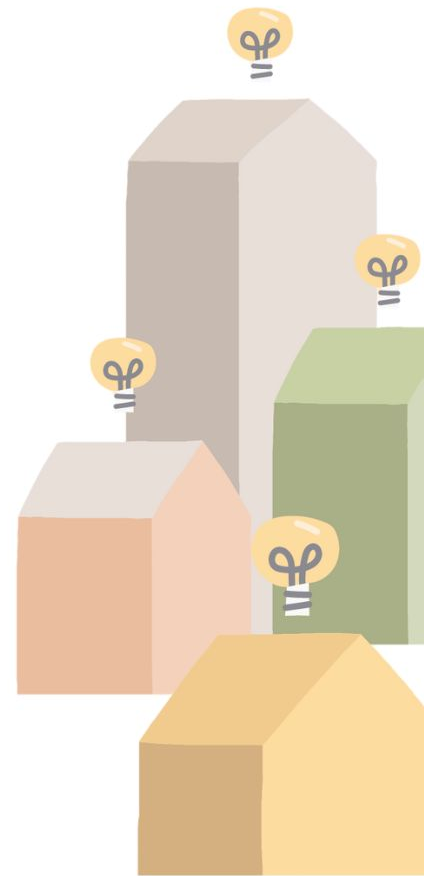


1 (Minimal)	2 (Early Development)	3 (Established)	4 (Fully Integrated)
No formal coalition lead entity tasked with backbone role. Collaboration depends on informal relationships between organizations. Potential backbone lacks authorization and resources. Minimal coordination among traditional service agencies.	Lead organization formally identified but serves primarily as pass-through for resources. Has established trusted relationships with traditional interest holders. Coordinates basic convening functions, though significant gaps remain in credibility, role clarity, system influence, and cross-sector engagement.	Backbone organization has formal designation, broad recognition, and comprehensive coordination across activities and populations. Maintains significant system influence, trusted cross-sector relationships, sustainable funding with core staff, though capacity gaps remain. Balances leadership with partner autonomy.	Backbone organization universally recognized with significant ecosystem influence, sustainable diverse funding, and full staffing. Seamlessly coordinates across all populations, drives system-wide policy change, maintains trusted cross-sector relationships, leads equity work, and provides supportive leadership while ensuring accountability.



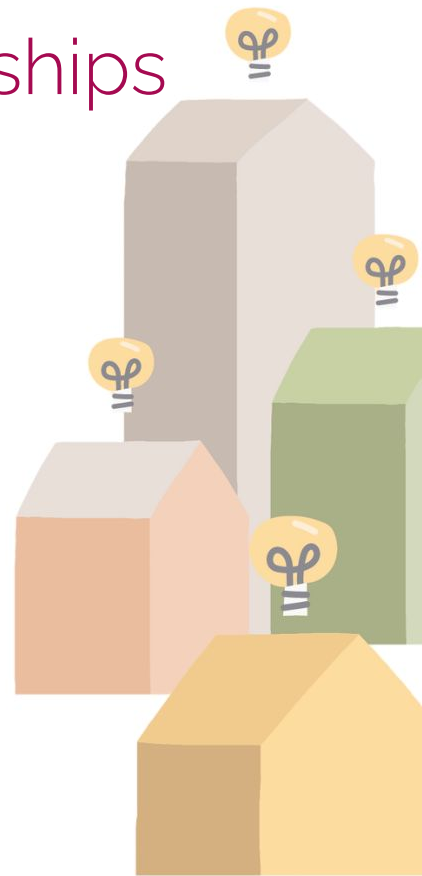
Discussion Questions: Backbone Organization

- What helps your current coordinating hub play their role effectively?
- What limits their ability in this role?
- If your system doesn't have a clear coordinating hub, what happens with alignment, communication, and follow-through across partners?



Foundational Capability: Strategic Partnerships

A broad, inclusive network of partners from the homeless response system, cross-sector, and ecosystem levels working together at different levels of engagement - from direct service coordination to system change to policy influence.



Foundational Capability: Strategic Partnerships

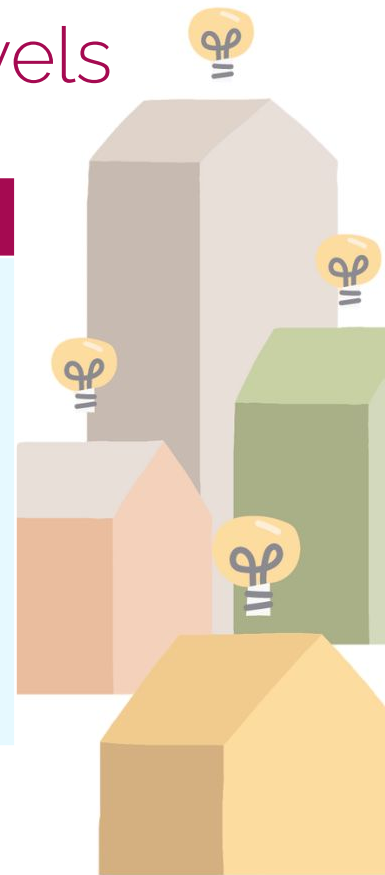
How the community works together:

- Open, well-facilitated convenings bring service providers, businesses, culturally specific groups, health systems, and people with lived experience into shared problem-solving—not just updates.
- Resources are braided, not siloed: partners blend and repurpose funding, space, and staffing to fill gaps in the response.
- Common communication habits (plain-language updates, simple escalation routes) reduce confusion and speed up decisions.
- Adjacent systems are at the table: barriers with healthcare, justice, child welfare, and others are surfaced and resolved together.



Strategic Partnerships Implementation Levels

1 (Minimal)	2 (Early Development)	3 (Established)	4 (Fully Integrated)
Coalition engages a small subset of traditional homeless service agencies with limited coordination. People with lived experience and cross-sector partners acknowledged but not meaningfully involved. Focus on individual programs' system impact.	Most homeless service agencies engaged with initial cross-sector outreach. People with lived experience and culturally-specific organizations beginning to participate. Partners focus on direct service coordination with limited system change capacity.	Nearly all homeless service agencies plus multiple active cross-sector partners engaged. People with lived experience meaningfully involved in governance. Partners work on service coordination, system change, and beginning policy influence.	Comprehensive network across all partner types with strong cross-sector and ecosystem representation. People with lived experience are integral to leadership. Partners collaborate across all engagement levels with shared accountability.



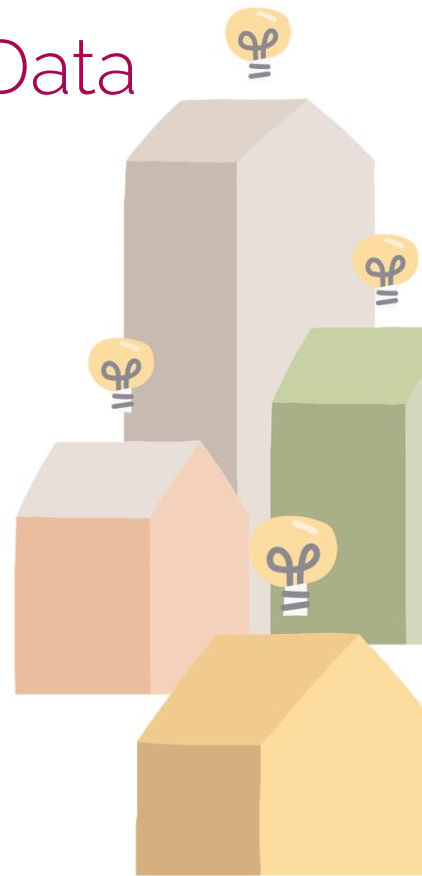
Discussion Questions: Strategic Partnerships

- Which partnerships are helping your community make progress and where do you see gaps/missing voices?
- What new partnerships would unlock your next level of progress? How can you get them on board?
 - Does anyone at your table already have this partnership unlocked? Ask how they did it.



Foundational Capability: Comprehensive Data

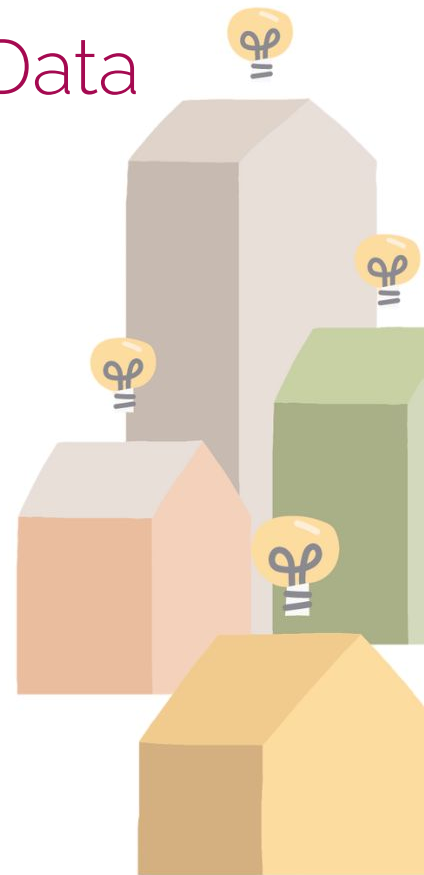
Real time, high-quality, person-level data for all populations, integrated systems across partners, robust reporting capabilities, Data is used for decision-making and continuous improvement.



Foundational Capability: Comprehensive Data

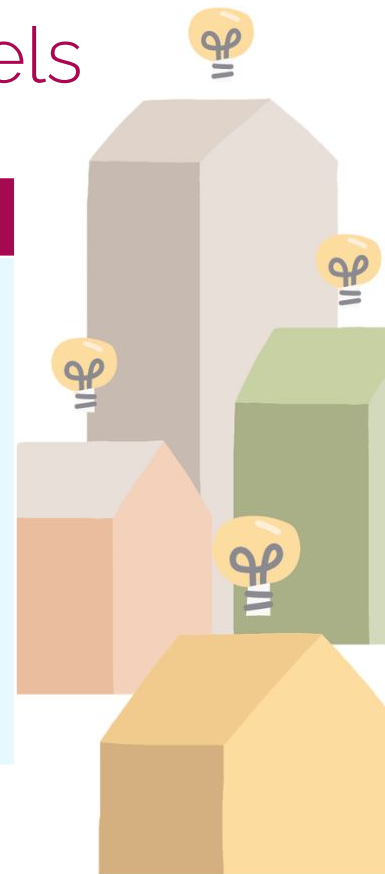
How information drives action:

- Real-time, person-level data across populations is routinely available to partners and used to prioritize services, improve equity, and plan at the system level.
- Regular data reviews (paired with plain-language guidance) make it clear what the numbers mean and what should change next.
- Forward-looking analysis helps the community anticipate shifts (like seasonal inflow) and prepare before problems grow.
- Transparent progress reporting keeps front line staff and leaders informed about what's improving and where more work is needed.



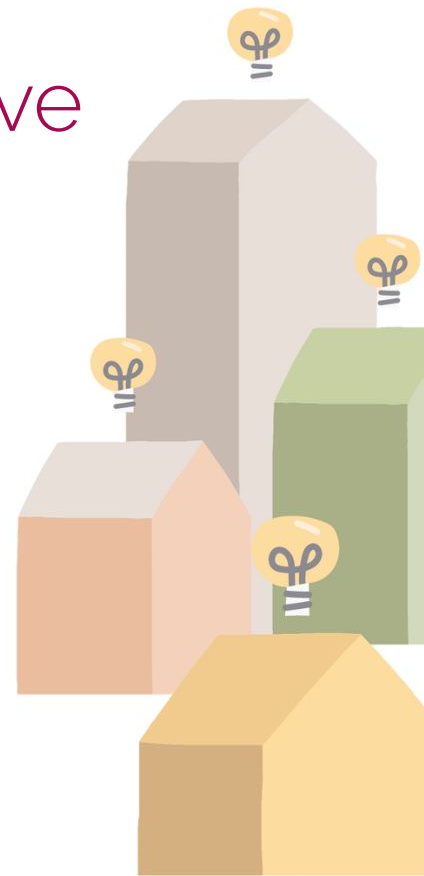
Comprehensive Data Implementation Levels

1 (Minimal)	2 (Early Development)	3 (Established)	4 (Fully Integrated)
No quality data assessment completed, focuses on 1 population with insufficient provider participation. HUD compliance only, isolated systems, inconsistent quality. Limited data use for decision-making and improvement.	Assessment completed but below quality standards, covers 1 population with several partners participating. Minimum HMIS staffing, basic analysis capability, partial integration. Some data used for improvement but inconsistent and reactive.	Quality standards achieved for multiple populations with 90%+ participation. Advanced HMIS skills, most systems integrated, automated reporting. Partners regularly review data for service improvements, prioritization, and equity analysis.	Comprehensive high-quality infrastructure across all populations with full participation and real-time access. Advanced analytical capabilities, fully integrated systems. Partners consistently use data for continuous improvement, strategic planning, and accountability.



Discussion Questions: Comprehensive Data

- How does data show up in community meetings? Does your community feel confident that the data shared reflects reality?
- What staffing support do you have for data work in your community? In a world where you had more budget for data work, what kind of staffing support would you add?



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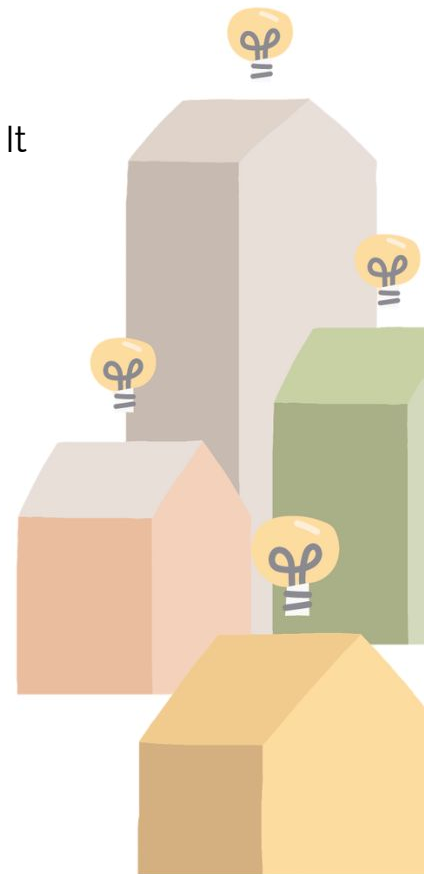
What's next?

Preparing for your next Team Planning Session

Team Planning Packets

The Team Planning Packet is the through-line for all LS 2025 team-planning blocks. It packages the Built for Zero 4x5 framework into simple, fillable tools your team will use to self-assess capabilities, align aims, refine strategies, and carry work forward..

Each community team will receive **one** hard copy. A digital copy is available in the Whova app so participants can follow along on a phone or laptop.



How we'll use it during our Team Planning blocks:

- **Block 1 – Orientation & grounding (pp. 1–3):**

- Four Foundational Capabilities overview with the graphic (Backbone Organization, Strategic Partnerships, Shared Goal, Comprehensive Data).
- Five Enabling Conditions (Supportive Policy, Shared Public Narrative, Funding & Resources, Housing Supply, Political Will).
- Ways of Working (Person-specific, Collaborative, Continuous Improvement, Proactive).

- **Block 2 – Assess & sharpen strategies (pp. 4–9)**

- Implementation Levels (Rubric) for each capability (Level 1: Minimal → Level 4: Fully Integrated). (See full rubric detail in the standalone 4FC Rubric as well.)
- Community Capabilities Journey Map prompts to note evidence and “next-level” moves.
- Strategy Review Form to work your top 2–3 strategies (columns: current progress ranking; where we've seen success; what's in the way; what needs to change/how to think differently)



How we'll use it during our Team Planning blocks:

- **Block 3 –Turn strategies into goals & phases (pp. 10–12)**
 - Worked example linking capability gaps to outcomes and system fixes.
 - 6-Month Goal (SMART) template with phases, timeframes, owners, and a 4FC feasibility lens column (supports, barriers, adjustments).
- **Block 4 –Align people, governance & communications; finalize work plan (pp. 13–21)**
 - Stakeholder Mapping: who's in/out, blocking/boosting—and quick outreach prompts.
 - Governance Structure check (with sample shared governance diagram, p. 15) and STOP/START/CONTINUE prompts for Executive/Leadership, Improvement, Case Conferencing, and other groups.
 - Communications tools: Message House and Message + Messenger pairing.
 - Project Management Work Plan to assign owners and deadlines across the above.
 - Buddy System setup for peer accountability and follow-up.
 - Source: packet pp. 13–21.



What to Bring Into the Next Session

During your next team planning session, your community team will use this packet to identify where your current system falls within each of the Four Foundation Capabilities and then use the Journey Map prompts to note what would move you to the next level.

To make the next session productive, please come with:

- A working self-assessment of your capability levels using the rubric.
- A few key takeaways or questions from today's reflections that point to priority areas for change.
- Initial thinking about observable evidence or current practices that connect to the Four Foundational Capabilities.



Cohort Breakouts: Team Planning Time #2

Location	Session Name
Red Rock 8	Team Planning Time - Group 1
Red Rock 9	Team Planning Time - Group 2
Red Rock 6	Team Planning Time - Group 3
Red Rock 7	Team Planning Time - Group 4
Red Rock 2-3	Team Planning Time - Group 5
Red Rock 4-5	Team Planning Time - Group 6



Thank You!





Welcome + Purpose Setting

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