

**COMMUNITY
SOLUTIONS**

works for a lasting end to homelessness that leaves no one behind.

We envision a more equitable society where homelessness is never inevitable, inescapable, or a way of life. Communities Solutions powers Built for Zero.

Today's Objectives:

- Provide overview of the Built for Zero Model
 - BfZ National Cohort vs. BfZ State Model
 - Technical vs Complex Problems
 - Systems-Level performance & Quality Data
- In Maine context: clarify what Built for Zero is (and isn't)
- Answer your Questions
 - *I will also share this slide deck afterwards*

HOMELESSNESS IS **SOLVABLE**

Communities in the Built for Zero movement are proving it.

105

communities are
participating
in Built for Zero

147,000+

individuals housed
by Built for Zero
communities since 2015

14

communities have
functionally ended
homelessness for a
population

64

communities have achieved
quality real-time data

42

communities have achieved
a measurable reduction



In applying to join the national Built for Zero movement (in May 2022), a team from Hub 7 stepped up to make a bold and challenging commitment to changing the way stakeholders work together to solve homelessness. **THIS IS NOT EASY TO DO.**

“While a solid foundation of collaboration, relationships, and buy-in has been started in the Bangor region, the partners are ready to take it to the next level of working together. Working with Built For Zero will align the diverse perspectives of all the organizations toward one common, measurable goal. The stakeholders will benefit from Built For Zero’s outside facilitation and process to move this work forward.”

FUNDAMENTAL MISMATCH,

WHY LARGE SCALE CHANGE EFFORTS FAIL



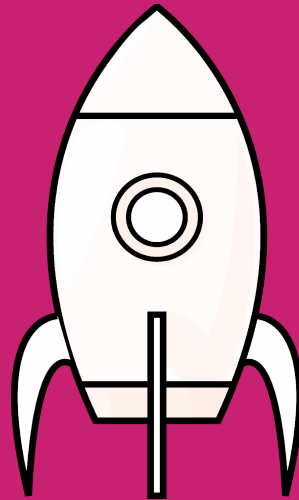
Technical vs. Complex Problems

The fundamental mismatch

Technical



Complicated



Complex

Achievement gap

Climate change

Global pandemics

Homelessness

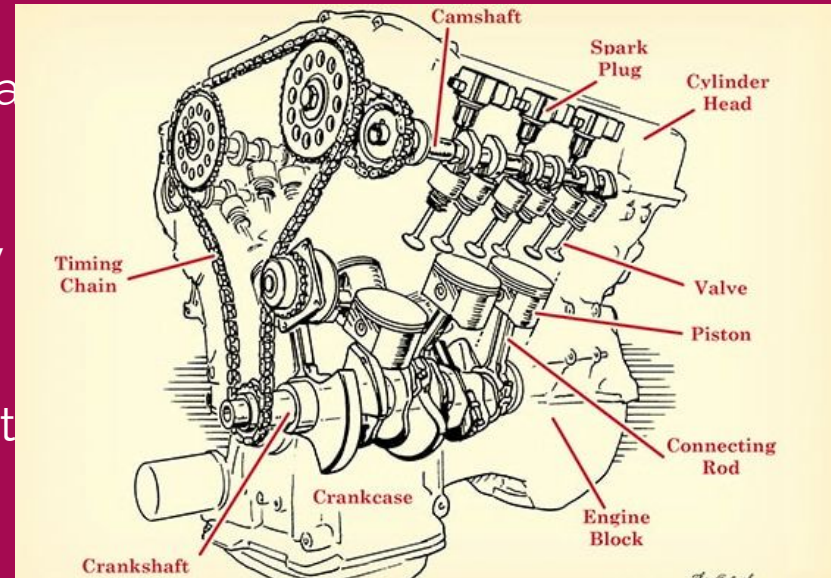
Forced migration

Technical Approaches to Complex Problems

- Long-range planning or 10-year plan
- Standard operating procedures

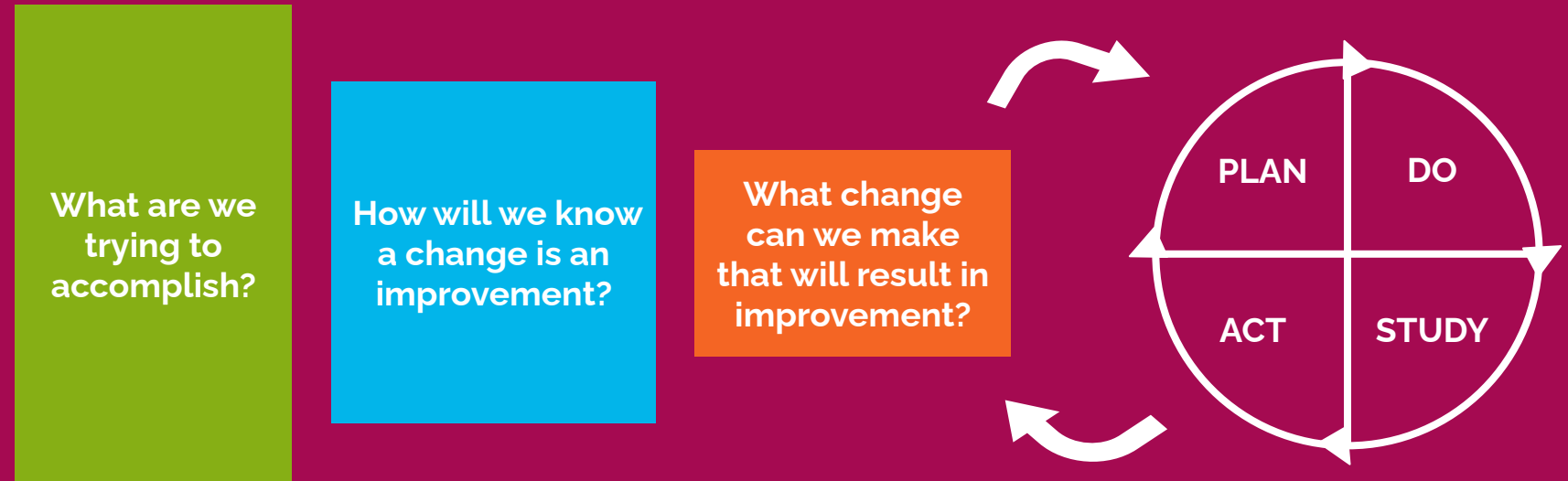
The Challenge

Imagine building an engine...



The Model for Improvement

Complex problem-solving efforts work backward from a measurable end state. They permit no sacred cows; strategies and activity shift repeatedly in service of the aim.



Local BfZ Teams (including 5 Hubs in Maine):
Building an Operating System for Ending Homelessness

Continuous improvement approach

**Shared,
Measurable
Aim**



**Nimble command
center team**



**Rapid,
by-name
feedback loop**



**Menu of proven
technical strategies**

**Flexible housing +
service resources**

BfZ approach is not a short term symptomatic response - it is long term and foundational

A Shared Aim: Functional Zero



Actively Homeless



6-Mth Avg. Housing Placement Rate

(Most groups)



Actively Homeless



0.1% of all homeless individuals

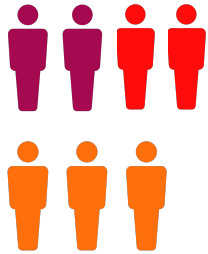
or

3 people*

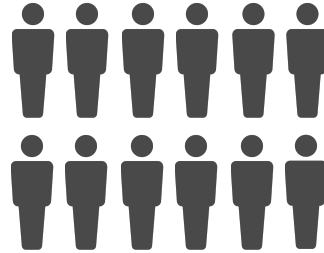
(Chronic homelessness)

Rapid By-Name Feedback Loop

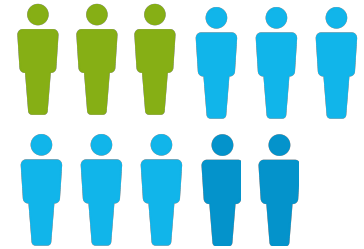
INFLOW



ACTIVELY HOMELESS



OUTFLOW



INFLOW:
Newly identified



INFLOW:
Returned from housing



INFLOW:
Returned from inactive



OUTFLOW:
Housing placements



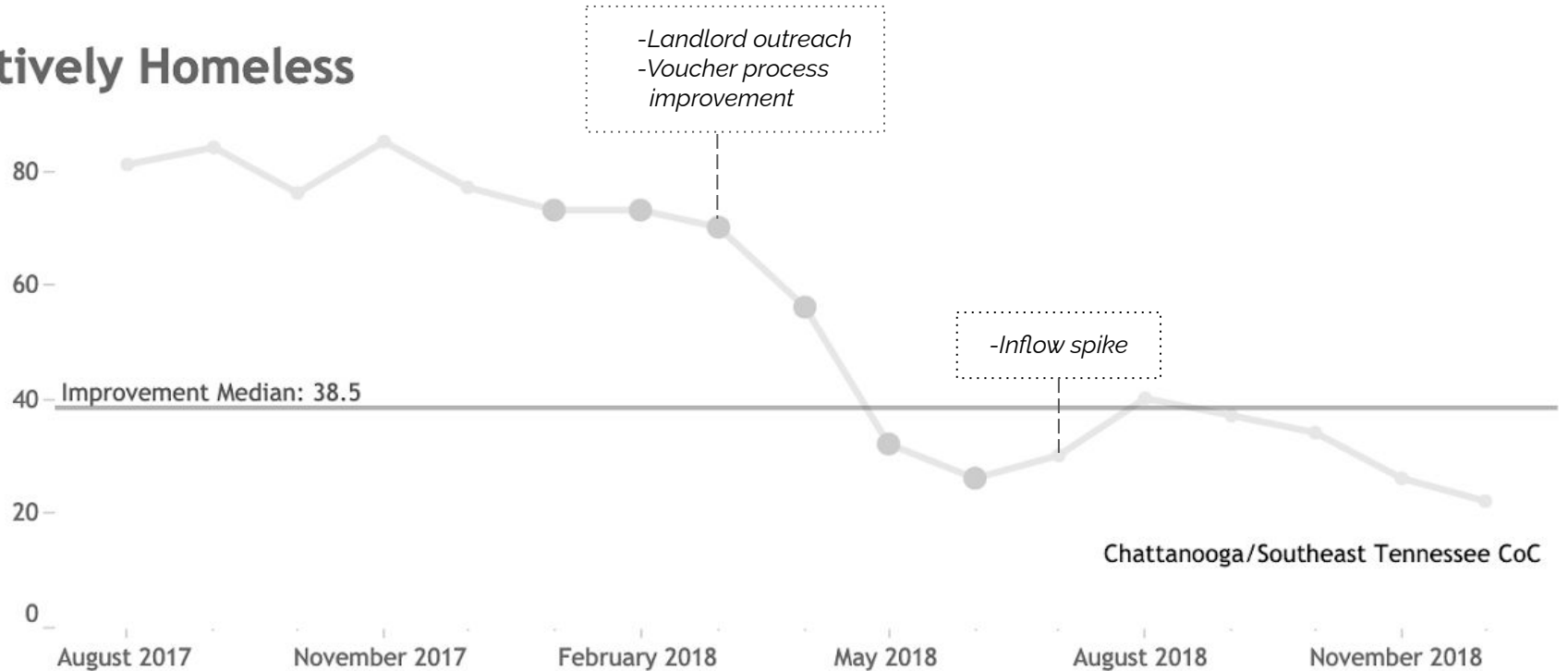
OUTFLOW:
Moved to inactive



OUTFLOW:
No longer meets population criteria

System-Level Problem Solving

Actively Homeless



The Fundamental Question

*Are all our programs + investments
adding up to we really want:
equitable reductions in homelessness over time?*

*And if not, how quickly would we know,
and how quickly could we pivot?*

How do we Assess 'Quality Data'?

Two components:



Qualitative Measure
(Perfect Score on BNL Scorecard)

All items on the scorecard
have a "Yes" response (29/29)



Quantitative Measure
(Reliable/Balanced Data)

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

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

Elements of the By-Name Data Scorecard

Data Contributions

Hub Level Work
Data IN

- 1 Documented, coordinated outreach
- 2 Provider participation and common assessment
- 3 Able to account for all known single adults
- 4 Inactive policy
- 5 Tracking without full assessment

Data Infrastructure

State-level HMIS Work
Data OUT

- 6 Policy for data quality and completeness
- 7 Tracking homeless status
- 8 Unique identifier
- 9 Tracking newly identified people
- 10 Tracking returns to homelessness
- 11 Tracking outflow
- 12 Tracking population based status changes over time

Race Equity

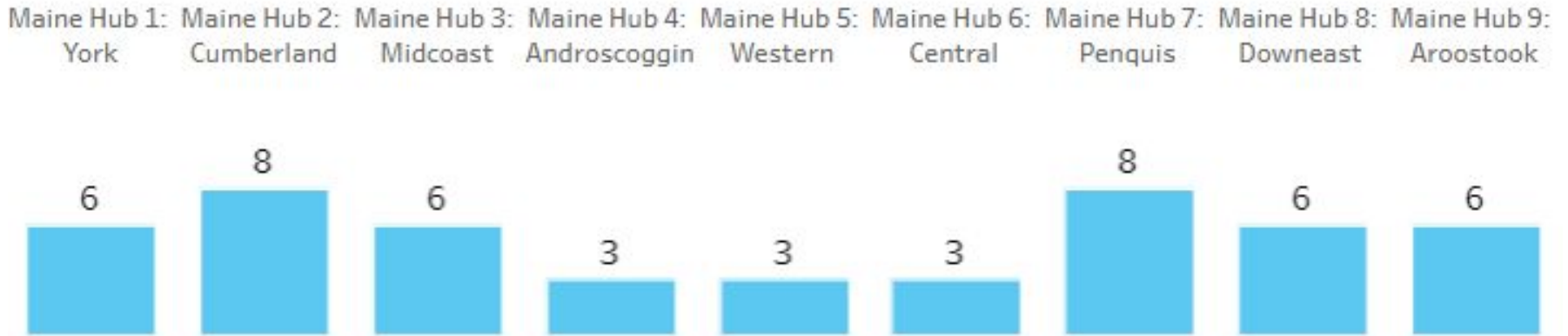
- 13 Use your list to assess equity in system outcomes

Current Hub Level Challenges to Quality Data

Data Contributions

1. Documented, coordinated outreach
2. Provider participation and common assessment
3. Able to account for all known single adults
4. Inactive policy
5. Tracking without full assessment

Requires working
as a team across
multiple agencies



NOTE: 15 more points will be added to each Hub's score
once the HMIS infrastructure improvements are complete (SST sub goal 1A)

BFZ State Model

Clearing the path to functional zero

- Convene communities around a **shared aim and build collective will** (*i.e., homelessness is solvable*)
- Resource and empower those communities to build local, multi-agency homelessness reduction systems, **rooted in shared, real-time, population-level data**
- Work collaboratively to **clear away barriers** in direct response to local, data-identified needs
- Engage **anchor institutions and partners** from other sectors, including health care, to align behind shared aims
- Embed framework improvement methodologies into state practices to support **scale and long-term sustainability** of quality data and functional zero

BfZ Maine: State Strategy Design Team

Lauren Bustard	Senior Director of Homeless Initiatives	MaineHousing
Awa Conteh	CoC Tri-Chair	Maine Continuum of Care
Virginia (Ginny) Dill	Housing Program Manager	DHHS - Office of Behavioral Health
Kate Easter	Statewide Coordinator	Maine Coalition to End Domestic Violence
Aaron Geyer	Social Services Director	City of Portland
Beth Hamm	Deputy Commissioner	Maine Dept. of Health and Human Services
Tara Hembree	CoC Project Coordinator	MaineHousing
William Higgins	Executive Director	Homeless Advocacy for All
Sharon Jordan	Director of Clinical Services	Wabanaki Public Health and Wellness
Amelia Lyons	McKinney-Vento Homeless Education State Coordinator	Maine Department of Education
Amy Morin	Clinical Social Worker	Veterans Administration
Greg Payne	Senior Housing Advisor	Governor's Office of Policy Innovation and the Future (GOPIF)
Heather L Pelletier	Delivery System Reform Unit - Program Coordinator	Office of MaineCare Services (OMS)
Suzanne Piacentini	Acting State Director for Maine	US Department of Housing & Urban Development
Vickey Rand	CoC Tri-Chair	Maine Continuum of Care
Cullen Ryan	Executive Director/Chair	Community Housing of Maine/Maine CoC
Sara Wade	Contract Administrator	Maine Dept. of Health and Human Services
Kelly Watson	Homeless Initiatives Operations Manager	MaineHousing
Katie Spencer White	Chief Executive Officer	Mid-Maine Homeless Shelter & Services
Shawn Yardley (pending)	Chair, Statewide Homeless Council	Rep TBD, Maine Veterans Bureau

BFZ State Model Theory of Change

Long Term Aim

[Statewide impact on homelessness in Maine]

CONVENE STATEWIDE STAKEHOLDERS AROUND SHARED AIM & BUILD COLLECTIVE WILL

- Launch statewide community engagement strategy
- Develop communications strategy for influence & accountability
- Build strategic partnerships to align behind what's working
- Leverage state cohort to increase & sustain commitment to zero

ACHIEVE STATEWIDE QUALITY DATA

- Activate state partners to build comprehensive data
- Develop state-level performance management infrastructure
- Adopt statewide measurement standards & mechanisms for cross-CoC coordination

CLEAR THE PATH

- Set a shared, measurable, time bound goal
- Build a state-level, cross-agency team
- Develop a robust state/local feedback loop
- Align resources & incentives to drive population-level outcomes
- Align state policies & administrative practices to clear the path
- Solve for local challenges to accelerate outcomes

DEVELOP INFRASTRUCTURE TO SCALE & SUSTAIN SOLUTIONS STATEWIDE

- Commit dedicated staffing capacity responsible for population-level outcomes at state & local levels
- Lead deployment & adoption of standards, tools & model using QI framework with community teams
- Reinforce data infrastructure to scale & sustain quality data over time
- Scale up evidence-based best practices (program & system)

CENTER RACIAL EQUITY AND LIVED EXPERTISE AS KEY DRIVERS IN ENDING HOMELESSNESS

- Establish a measurable racial equity framework, for all local teams/regions
- Center racial equity goals in communications, performance management & peer learning
- Develop models of engagement in system design, leadership, and improvement, for people with lived expertise

BFZ Maine: Long Term Aims

1. **By June 30, 2026 (4 yrs):**
 - **Reach Functional Zero statewide for Chronic homelessness**
 - **Reduce homelessness for All Single Adults by 25%**
 - i. Must include significant reduction in Greater Portland (add %)

 2. **By June 30, 2025 (3 yrs):**
 - **Reach Functional Zero statewide for Veterans**
- Note:** We will get to these goals by setting milestones on a Hub level (e.g. in 3 Hubs by X; in Hub 2 by X date)
3. **By June 30, 2024 (2 yrs):**
 - Reach quality data statewide for youth and families (building path to FZ)

NOTE: Need statewide quality data for all singles (includes chronic & veterans) to track/confirm reductions and proof points

Clarity of Roles in Maine *(not intended to be exhaustive lists of responsibilities)*

MaineHousing	Maine Continuum of Care	Local Hub Coordinators <i>(Systems Change)</i>	Built for Zero <i>(Systems Change)</i>	HUD - Technical Assistance	Statewide Homeless Council
<ul style="list-style-type: none"> ● HMIS Operations ● Ongoing HUB Operations ● HUD Collaborative Applicant ● Housing development ● Manage other CoC resources (EHV, etc) 	<ul style="list-style-type: none"> ● Design and implementation of Coordinated Entry ● CoC Policies ● HUD Compliance ● Annual HUD application 	<ul style="list-style-type: none"> ● Convene providers as a cross-agency team ● Team lead for participation in BfZ national cohort work ● Advance quality data work ● Manage CE referrals (if/when applicable) ● Report monthly BfZ data 	<p>For Local BfZ Teams <i>(national cohort)</i></p> <ul style="list-style-type: none"> ● Direct Coaching on implementing the BfZ model (Data, quality improvement, team facilitation, system change) ● Performance management dashboards <p>State BfZ Model:</p> <ul style="list-style-type: none"> ● Facilitate a cross sector state level team, with mission to clear the path for local teams ● Help team set short and long term goals ● Six month action cycles; revise strategy as needed 	<ul style="list-style-type: none"> ● TA on Coordinated Entry ● TA for disaster response in Bangor ● Significant support across many topics/needs 	<ul style="list-style-type: none"> ● Legislative and Policy Advocacy

Who is responsible for:

- **Implementing Coordinated Entry** (in Hub 7 and statewide)?
The Maine CoC & local Hubs Teams
- **Achieving Quality Data in Hub 7?** *Collective effort:* Local providers, Hub 7 Team, Maine Housing (HMIS), BfZ Maine State Team (e.g., more outreach capacity), with BfZ data coaching support/tools
- **Establishing the Hub Team/“Command Center” approach?**
Collective effort: Local providers, Hub 7 Team, Hub Coordinator, with BfZ and MaineHousing coaching support

All about human relationships & working together differently, as a coordinated Team

A stylized illustration of a sun rising over a city skyline. The sun is a bright orange circle with rays, positioned in the upper center. The sky is a light teal color, filled with large, soft, white and light pink clouds. In the foreground, the silhouettes of buildings in shades of blue and grey are visible, suggesting a cityscape. The overall style is clean and modern.

More info & resources at
www.community.solutions

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