Built for Zero and Texas Balance of State Continuum of Care (TX BoS CoC) Learning Collaborative Application

EXECUTIVE SUMMARY

Texas Homeless Network, as the CoC Lead Agency, is launching a TX BoS CoC Learning Collaborative in conjunction with [Community Solution's Built for Zero collaborative](#). The goal of the Learning Collaborative is to make Veteran and Chronic Homelessness rare, brief, and non-recurring. The Learning Collaborative will accomplish this by facilitating communities to participate in a rigorous national change effort working to help a core group of committed communities end Veteran and Chronic Homelessness led by Community Solutions. The Learning Collaborative does not include any funding or resources. Instead, it is an opportunity to improve a community's Housing Crisis Response System through a yearlong, peer-learning, expert-supported journey.

Up to five communities from the TX BoS CoC may be selected to participate. Teams from participating communities will learn from each other, from peer communities, and from experts in the field, while setting bold but achievable goals for themselves. Communities with all levels of expertise and capacity are encouraged to apply.

The Learning Collaborative will help participating communities adopt proven best practices, deploy existing resources more efficiently, and use real-time data to improve performance. Participating communities, with assistance from their peers and national experts, will establish their own ambitious goals for how to improve their Housing Crisis Response System. Participants will join in conference calls, in-person meetings, peer site visits, hands-on technical assistance (TA), and webinars with experts and other communities in their collaborative.

Availability of the Learning Collaborative is dependent upon acceptance to the Built for Zero collaborative by Community Solutions, funding from THN, and potential cost-share funding from community applicants.

ABOUT COMMUNITY SOLUTIONS

Established in 2011, [Community Solutions](#) is best known for its [100,000 Homes Campaign](#), which sparked a national movement that helped communities find homes for 105,580 homeless Americans in four years, and its campaign to end Veteran homelessness, [Zero: 2016](#).

Their mission is to end homelessness and the conditions that create it by helping communities become better problem solvers, so they can fix the expensive, badly designed systems that our most vulnerable neighbors rely on every day. As teams

learn to work differently and rethink their existing resources, they find that they can help far more people escape homelessness and poverty than they once knew.

ABOUT BUILT FOR ZERO

Formerly known as Zero: 2016, the Built for Zero collaborative is a rigorous national change effort working to help a core group of committed communities end Veteran and Chronic Homelessness. Coordinated by Community Solutions, the national effort supports participants in developing real time data on homelessness, optimizing local housing resources, tracking progress against monthly goals, and accelerating the spread of proven strategies. Through a national campaign-style strategy, the Built for Zero team is:

- Helping communities adopt proven best practices, deploy existing resources more efficiently, and use real-time data to improve performance
- Implementing transparent data and performance management for real-time improvement
- Engaging leadership from the government, private and philanthropic sectors in securing new resources for communities and removing policy roadblocks
- Connecting communities to one another through an online platform for innovation, knowledge capture and group problem solving

Since its start in January 2015, the Built for Zero collaborative has seen success, with more than 75,000 people housed by participating communities and seven communities having measurably and sustainably ended veteran homelessness. The collaborative has also assisted more than 50 participating communities to have real-time, by-name data on their local homeless populations, and more than 25 participating communities to drive measurable reductions in homelessness, month over month.
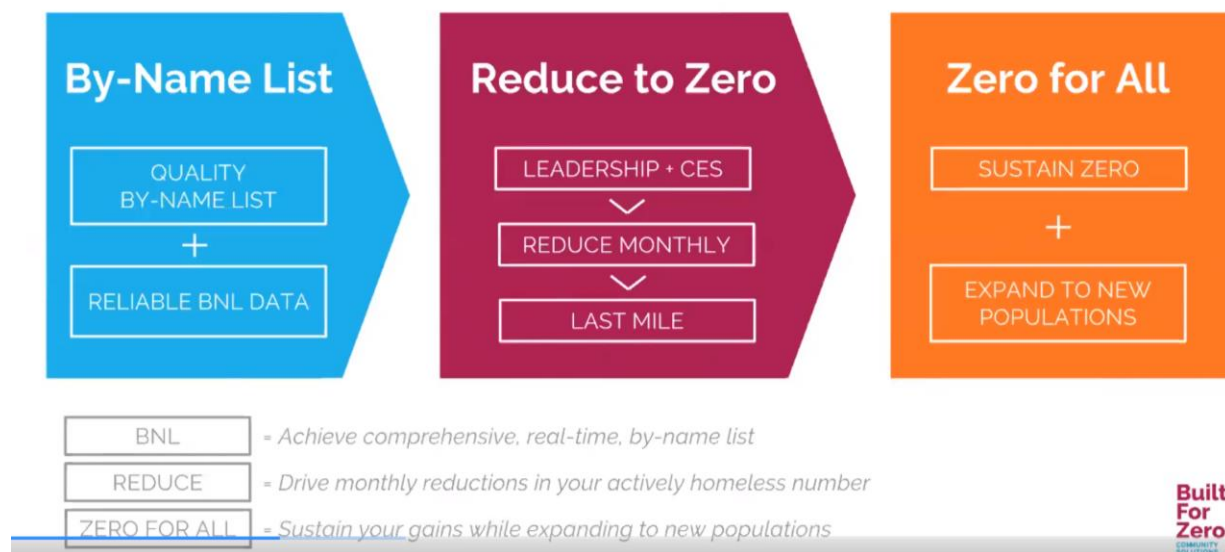
Built for Zero will involve hands-on coaching, implementation of transparent data and performance management, and a shared learning environment. Admission is by application only, and communities should use the application process to take inventory of their local resources and processes and to demonstrate their commitment to the task of getting to zero.

The journey to functional zero involves assembling a team that progressively grows as communities move through 3 cohorts. The first cohort is the By-Name List cohort. The By-Name List cohort's focus is to build a quality by-name list with reliable data, and involves a core team of a By-Name List manager, a community leader from the Local Homeless Coalition, a representative from the Coordinated Entry Planning Entity, and a representative from the VA This team must be willing to travel and attend all in-person Learning Sessions, to the best of their ability.

The second cohort is Reduce to Zero. The goals during this phase are for communities to strengthen their leadership and Coordinated Entry System, to reduce the number of Veterans experiencing homelessness monthly, and to help communities achieve functional zero. The Reduce to Zero team may include additional members (such as representatives from the Public Housing Authority, HUD-VASH, local services etc.) that have the option to travel to a Learning Session if they wish.

The third and final cohort is Zero for All. The aim of this cohort is to sustain a state of functional zero and to expand to different homeless subpopulations, if desired. The hope is for all communities participating in Built for Zero to end their journey in this cohort.

For more information on what the Built for Zero collaborative entails, please watch this video: https://zoom.us/recording/play/M-V1snduNVNV_Nq6COngJATMfjP4zFVrhlBO6rvXoFSX2Zw40txb0N9KyGSjCbe5.

APPLICATION TIMELINE

DATE	
12/13/2017	TX BoS CoC Learning Collaborative Application available
1/9/2018	**TX BoS CoC Learning Collaborative Applications due to THN**
1/12/2018	Community Selection Announcement by THN
End of January	Community Solutions' Announcement of CoCs selected to participate in Built for Zero

EXPECTATIONS OF LEARNING COLLABORATIVE COMMUNITIES

Each community must agree to establish a team consisting of approximately two By-Name List cohort members, depending on the size and capacity of the community, and a larger "local" team to participate as the community moves through cohorts. By-Name List team members should include:

- A designated Community Leader recognized by the Local Homeless Coalition; and
- A by-name list manager.

One person may fulfill more than one role. Each By-Name List team member is expected to actively participate in Learning Collaborative in-person meetings, monthly phone conferences, and online forums. A representative from the TX BoS CoC and the VA will join each community's By-Name List team.

The larger group of "local" team members is not required to attend in-person Learning Sessions, but rather participate on the community level to accomplish the work of action planning, and implementing the action plan. Local team members may include, but are not limited to:

- The By-Name List team members;
- Persons with current or former lived experience of homelessness;
- Coordinated Entry Planning Entity Representatives;
- Representatives from Veterans Services (e.g. HUD-VASH, SSVF, VAMC officers);
- Homeless service providers;
- Street Outreach Program Administrators;
- Permanent Supportive Housing Administrators; and
- Local Homeless Coalition Members.

It's okay for the "local" team to fluctuate and grow over time, but By-Name List team members should plan to attend throughout the full timeline of the Learning Collaborative.

BY-NAME LIST TEAM MEMBER COMMITMENTS

By-Name List Team cohort members must agree to participate in the following learning activities over the period of February 2018 to March 2019:

- Attend all in-person Learning Sessions;

DATE	
2/6-7/2018	Learning Session 1 (In-Person in Phoenix, AZ)
June 2018	Conference + Learning Session 2 (location TBD)
October 2018	Learning Session 3 (location TBD)
March 2019	Learning Session 4 and Learning Collaborative completed (location TBD)

- Complete pre-work and prepare clear goals before Learning Sessions;

- Meet between two and four times a month with your local team to share successes, identify challenges, and discuss next steps for practice and system improvements;
- Communicate with other teams and the Learning Collaborative facilitator and/or Improvement Advisor;
- Participate in conference calls once per month;
- Participate and share learning on the online forum;
- Use data collected for progress reports to measure progress; and
- Share results on a regular basis with the Collaborative.

RESOURCES AND SUPPORTS PROVIDED BY LEARNING COLLABORATIVE EXPERTS

Texas Homeless Network is a resource for TX BoS CoC communities participating in the Built for Zero Collaborative, and will provide coordination between TX BoS CoC communities and data support. Community Solutions will provide materials, expertise, and forums for communities to accomplish the goals they set out for themselves as a part of the Built for Zero Collaborative. However, communities must be prepared to provide their team with the time, flexibility, support, and resources to accomplish these goals. More specifically, Community Solutions will:

- Organize, plan, and implement Learning Sessions, conference calls, and online forum;
- Provide access to homeless services experts, such as OrgCode and the Center for Social Innovation;
- Provide communities with the tools and instruction to use a custom performance management infrastructure to design and articulate community strategy, run tests of change, and drive measurable process to functional zero using a by-name list;
- Train participants on Quality Improvement and rapid cycle testing strategies; and
- Assist communities to build an Action Plan focused on testing specific change ideas throughout the Action Cycles.

WHICH COMMUNITIES CAN JOIN THE LEARNING COLLABORATIVE?

- Must have an active, recognized Local Homeless Coalition
- Must designate personnel to manage a By-Name List
- Must designate personnel to serve as a community leader
- Must be able to cover own travel costs
    - The By-Name List Team must commit to cover the expense of travel, lodging, food, transportation, and incidentals for each team member for all 4 Learning Sessions. The TX BoS CoC estimates the total cost of attending all 4 Learning Sessions at approximately $5,000 per participant.
- Must demonstrate community commitment to working together to end Chronic and Veteran homelessness

SELECTION PROCESS

Up to five communities may be selected to participate in the Learning Collaborative. Texas Homeless Network seeks to be inclusive of all eligible communities interested in participating. However, selection will be based, in part, on the capacity and ability of the community to participate, funding availability, and evidence of commitment to working together to end homelessness.

The Texas Balance of State CoC must also be selected by Community Solutions to provide the Learning Collaborative to communities.

SUBMITTING THE APPLICATION

Applications must be received electronically by Texas Homeless Network by 5:00 PM on January 12, 2018. Applications submitted after the deadline will be considered only if space is available. Applicants will be notified in writing of decisions by January 15, 2018. **Submit applications to: caitlin@thn.org.** If you have any questions, contact:

Caitlin Bayer
Balance of State Programs Coordinator
caitlin@thn.org
512-861-2192.

Built for Zero and TX BoS CoC Learning Collaborative Application Questions

COMMUNITY BACKGROUND

1. Community Name:

2. Community Coverage Area (please list counties):

3. Local Homeless Coalition Name:

4. Principal Agencies Involved in Homeless Services within the Community:

NARRATIVE RESPONSE

Please answer the questions below in **three to five sentences**:

5. Describe what your community hopes to gain from the Learning Collaborative.

6. Describe what your community will bring to the Learning Collaborative that will benefit the collaborative and your community.

7. Describe how your community participates with the Texas Balance of State Continuum of Care planning.

COMMUNITY CAPACITY

Assessment of the Local Homeless Coalition. Local Homeless Coalitions are groups of organizations, individuals, and leaders interested in ending homelessness that meet face-to-face locally within TX Balance of State communities. Local Homeless Coalitions make plans to address homelessness in their communities, pursue CoC goals, and lead local initiatives. To see coverage of recognized Local Homeless Coalitions in the TX BoS CoC, click here.

8. Does the community have an active Local Homeless Coalition recognized by Texas Homeless Network? A coalition is considered "active" if it meets at least quarterly. (check one)

   - Yes
   - No
   - Not yet, but we are in the process of developing one

Local Homeless Coalition Membership. To get the most out of the Built for Zero collaborative, it is imperative that organizational decision-makers are at the table to approve and support the implementation of change ideas.

9. Does your Local Homeless Coalition have people in authority and decision-making roles within their respective organizations in regular attendance? (check one)

   - Yes (Please list organization(s)) _____
   - People in authority/decision-making roles attend, but do not do so regularly (Please list organization(s))_____
   - No, people in authority/decision-making roles do not attend meetings.

Cooperative Activity Experience. Participating in the Built for Zero Collaborative will require community organizations to work together, share goals, and alter internal and external processes.

10. Which of these types of cooperative initiatives has your Local Homeless Coalition participated in previously, regardless of level of success with that initiative? (check all that apply)

   - Coordinated Entry
   - Ending Veteran Homelessness
   - Coalition Fundraising
   - Point-in-Time (PIT) Count
   - Community-Wide Case Conferencing
   - The Coalition has not attempted a cooperative activity before.
   - Other (please explain: _____)

Community Commitment.

11. Please indicate if the following statement is true or false for the majority of the Local Homeless Coalition:

We are excited to contribute actively to the Built for Zero collaborative, and we will bring enthusiasm and resourcefulness to this national effort and demonstrate that it is possible to end Veteran and Chronic Homelessness
(check one)

   - True
   - False

   If you answered "false", please explain in one to two sentences:

Outcomes and Data Collection. We document or plan to document outcomes in the following six areas:

12. The number of individuals and families newly identified as homeless. (check one)

    _ Yes
    _ No

13. The number of individuals and families who have returned to homelessness from housing. (check one)

    _ Yes
    _ No

14. The number of individuals and families actively experiencing homelessness. (check one)

    _ Yes
    _ No

15. The number of individuals and families who have reappeared as homeless after going missing. (check one)

    _ Yes
    _ No

16. The number of individuals and families the community assists to obtain housing. (check one)
    _ Yes
    _ No

17. The number of individuals and families that are moved to "inactive status" on the By-Name List. (check one)
    _ Yes
    _ No

COMMUNITY LEADERSHIP COMMITMENT

Identify the community member who will serve as the Community Leader for your community's team.

18. Community Leader Contact Name:

19. Community Leader Title/Organization:

20. Community Leader Phone Number:

21. Community Leader E-Mail Address:

22. Please have your Community Leader and the Local Homeless Coalition Chair verify the statements below. (Note: this may be the same person, depending on your community's size and structure):

    As the Community Leader, I commit to:
    - Lead my community's team in ensuring that the team conversation is genuine and that all voices, including those of consumers, are heard;
    - Lead the team in making improvements;
    - Serve as the primary team liaison to Texas Homeless Network and Community Solutions;
    - Coordinate data collection as needed;
    - Submit monthly progress reports in a timely manner;
    - Ensure that monthly progress reports and lessons learned are shared with team members and the community;
    - Have influence and authority to make systemic changes and spread these throughout the community to the best of my ability;
    - Provide the team with the resources, including time, materials and equipment, access to local experts, and support necessary to implement the selected changes;
    - Participate in conference calls on a regular (monthly) basis;
    - Connect the Learning Collaborative goals to strategic initiatives of the community and the CoC;
    - Hold team members accountable for initiating, maintaining, and evaluating the goals and tasks set out for themselves as a part of the collaborative;
    - Facilitate the implementation of successful changes throughout the organization; and
    - Provide continuing opportunities to disseminate what has been learned and to continue change processes within the community.

    _ I agree (check here)

    _____
    Name of Community Leader

    _____
    Date

- As the Local Homeless Coalition chair, I unequivocally support and endorse the efforts of the Coalition and team in this Learning Collaborative and will provide them with the time, flexibility, support, and resources of the Coalition to accomplish these goals, to the best of my ability.

_ I agree (check here)

 _____
Name of Local Homeless Coalition Chair

_____
Date