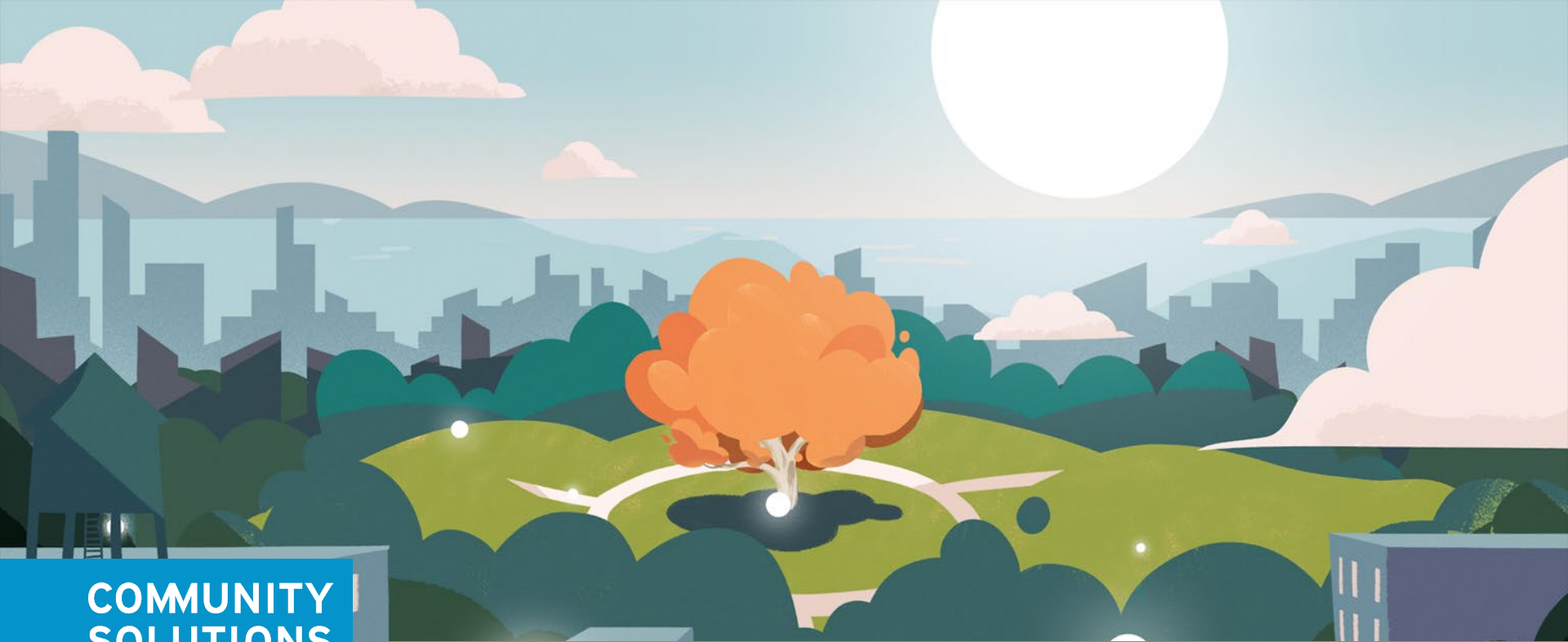




COMMUNITY SOLUTIONS

We work 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 out.

HOMELESSNESS IS **SOLVABLE**

Communities in the Built for Zero movement are proving it.

148

communities are
participating
in Built for Zero

193,000+

individuals housed
by Built for Zero
communities since 2015

15

communities have
functionally ended
homelessness for a
population

81

communities have achieved
quality real-time data

40

communities have achieved
a measurable reduction



The Problem

Fragmentation dominates homelessness response efforts:

- Continuum of Care geographies are non-uniform and often cut across other funding, programmatic, or administrative boundaries (counties, VA catchment areas, etc.)
- Data management is not interoperable across systems, geographies or programs, nor is the data itself of equal comprehensiveness, quality or reliability
- Stakeholders have different definitions of success and ways of measuring progress giving way to competing narratives on how to tackle the issue
- Elected Officials and community leaders are under increasing pressure to deliver results but uncoordinated or duplicative efforts slow progress
- Coordination requires capacity but funding streams have been historically focused at the programmatic level

As a result, regional and local actors suffer from:

- Poor line of sight into homelessness
- Competing incentives across a siloed array of actors
- Constrained ability to respond to evolving conditions
- Inadequate tools for determining whether various efforts, resources and policy decisions are adding up to population-level results
- Lack of system-level capacity and capability to support alignment and problem solving
- Potential for quick wins that can't be sustained in the long-term

Theory of Change

Over the past decade, Community Solutions and Built for Zero have shown that ending homelessness is not only possible; **it is already happening in communities across the country.**

Success has consistently hinged on two core insights:

- 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**.

Built For Zero Theory of Change

Four Foundational Capabilities

Every Community Needs



Backbone
Organization



Strategic
Partnerships



Shared
Goal



Comprehensive
Data

Five Enabling Conditions

That Accelerate Progress



Supportive
Policy



Shared Public
Narrative



Funding &
Resources



Housing
Supply



Political
Will

The Four Foundational Capabilities Every Community Needs

1 Backbone Organization



A central entity (e.g., Continuum of Care, local government, community-based organization) that aligns efforts, mobilizes resources, and builds political will to achieve shared community-level goals.

2 Strategic Partnerships



Cross-sector relationships, formal and informal, bringing together housing, health, justice, philanthropy, business, elected officials, government, and people with lived expertise into a coordinated, accountable change effort.

3 Shared Goal



Community-wide, measurable targets embraced by partners, embedded in resource allocation, policy and strategy, and communicated publicly.

4 Comprehensive Data



Real-time, person-level infrastructure tracking inflow, outflow, actively homeless individuals, returns, and time-to-housing. Data must be grounded in shared definitions and quality assurance practices to triage individuals effectively.

The Five Enabling Conditions

1 Supportive Policy



Local policies that remove barriers, uphold person-centered approaches, and enable coordinated, data-driven responses.

2 Shared Public Narrative



A consistent, widely-held story, reinforced by leaders, media, and institutions, framing homelessness as a systems problem with proven solutions.

3 Funding & Resources



Sufficient, diversified, and flexible capital (public, private, philanthropic), aligned to outcomes and capable of funding emergency responses and system infrastructure.

4 Housing Supply



Adequate, affordable, and appropriate housing units available through zoning reform, production, preservation, incentives, and landlord engagement.

5 Political Will



Committed support and leadership from elected officials and policymakers to prioritize ending homelessness, overcoming barriers, approving policies, allocating funding, and improving cross-agency collaboration.

Resource and Decision Considerations

1) Research shows that:

80% of people experiencing homelessness are primarily homeless because of economic hardship

20% of people experiencing homelessness are facing high-acuity barriers

1) Shelters save lives. Housing ends homelessness.

1) Every system is perfectly designed to get the results that it gets.

1) Homelessness is solvable.