

# **BUILDING A BY-NAME LIST**

## TO END VETERAN HOMELESSNESS

A man in a blue jacket and jeans is sitting on a sidewalk at night, leaning against a wall. He is looking off to the side with a thoughtful expression. The background is a blurred city street with people walking and cars, suggesting a busy urban environment.

One Plan:  
**THREE STRATEGIES**

# Background

Over more than 25 years, we've shifted from a strategy focused solely on real estate development to one focused on **reinventing the range of systems and resources** communities need to end homelessness.

First  
building



1990

4,500  
people housed



2010

Launch  
of CS  
approach

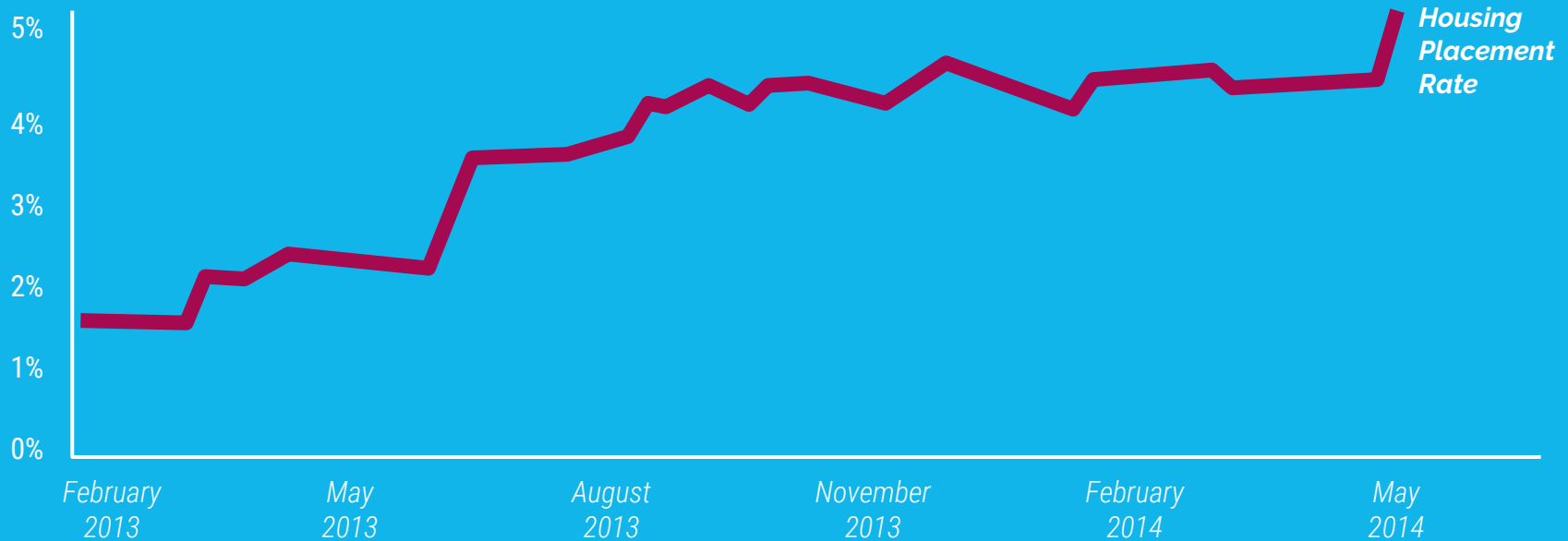
170k  
people housed



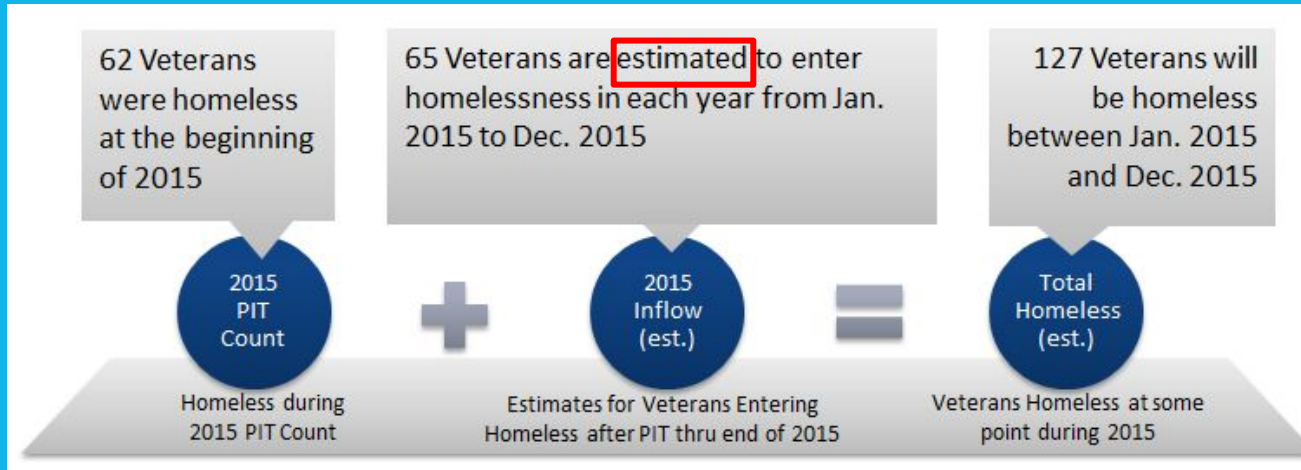
2017

# A Movement Built on Counting Up

We designed the 100,000 Homes Campaign to help communities reach a large, aggregate housing total together. **Only one metric mattered: monthly housing placements.**



# Counting Up 2.0: The “Take Down Target”

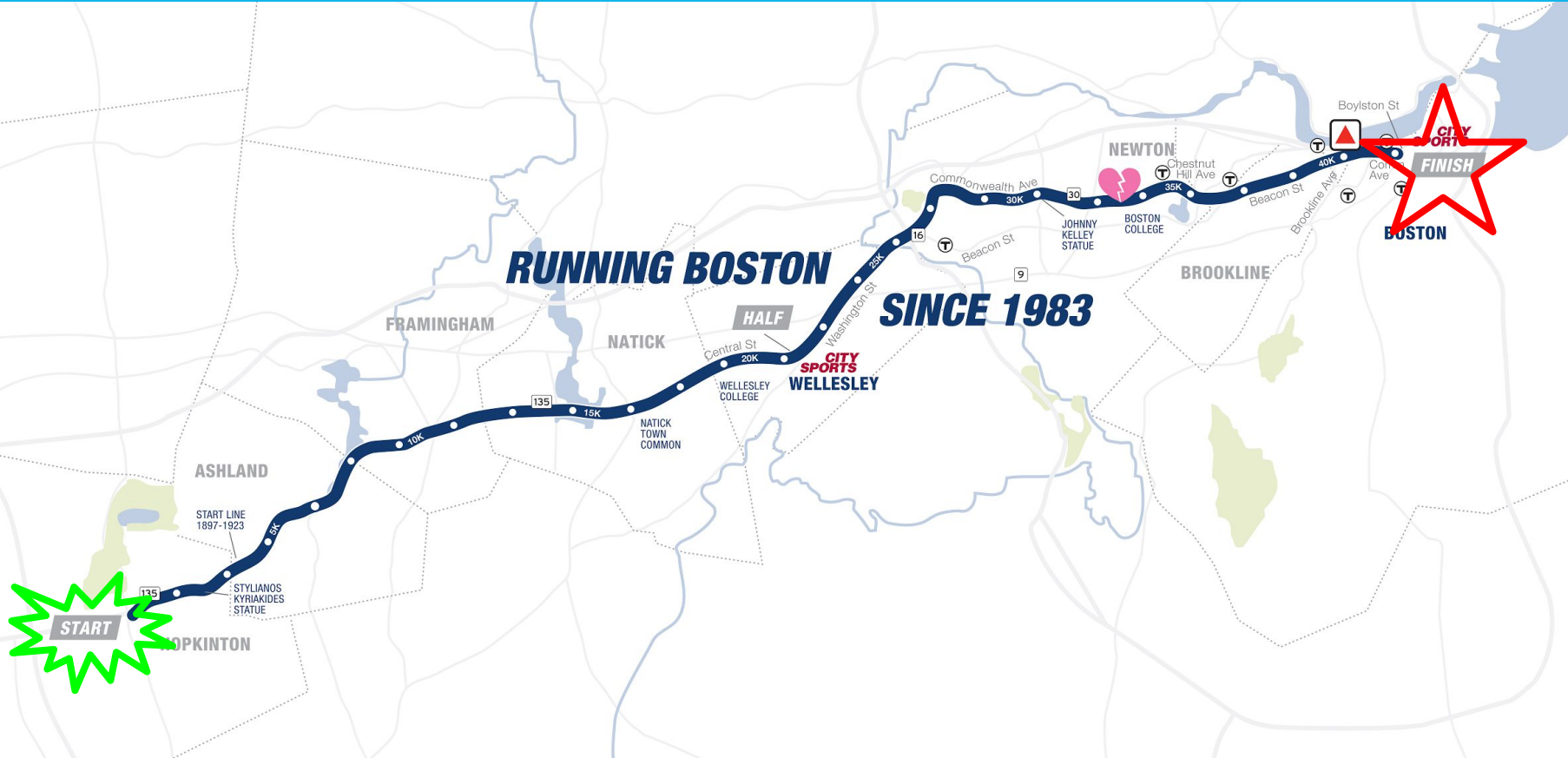


Goal setting was based on housing placement targets

This was our best attempt to **project** the number of people who would need to be housed for a community to end homelessness

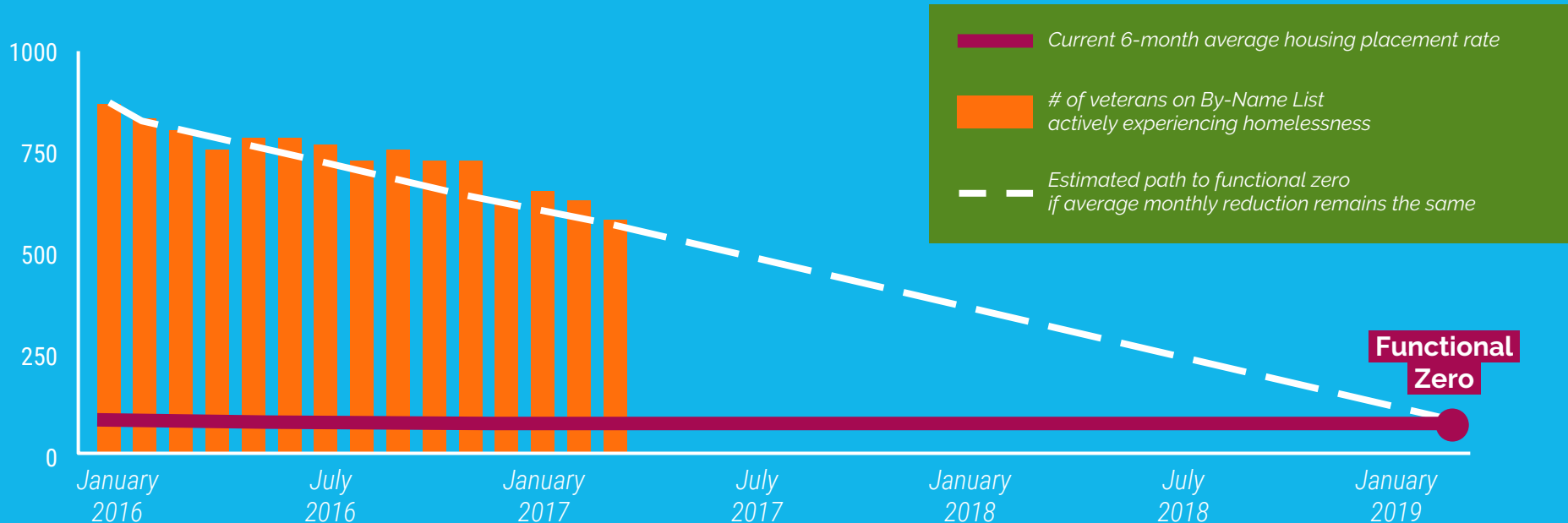


# The Trouble with Moving Targets



# The Shift to Counting Down

Built for Zero is designed to help communities **count down to zero** — a much more complex challenge. To end homelessness, communities must measure many variables, not just one.



A man in a blue jacket and jeans is sitting on a sidewalk at night, leaning against a wall. He is looking off to the side with a thoughtful expression. The background is a blurred city street with people walking and cars, suggesting a busy urban environment.

One Plan:  
**THREE STRATEGIES**



# Scorecard questions for improvement

## VETERAN BNL

- 1 All known Veterans listed
- 2 Inactive policy
- 3 Tracking homeless status
- 4 Documented, coordinated outreach
- 5 Common assessment tool adoption
- 6 Unique identifier
- 7 Tracking inflow
- 8 Tracking without full assessment
- 9 Veterans experiencing chronic homelessness
- 10 Tracking returns to list



## QUALITY IMPROVEMENT

*Testing and evaluating each  
idea with data*



**ONE PLAN,**  
THREE STRATEGIES

1

**STRATEGY ONE:**

Know Who Is On Your List

# Ensuring all veterans experiencing homelessness are on your BNL

Outreach

Provider participation

## Scorecard Questions

1 → List all known veterans

4 → Document + coordinate outreach

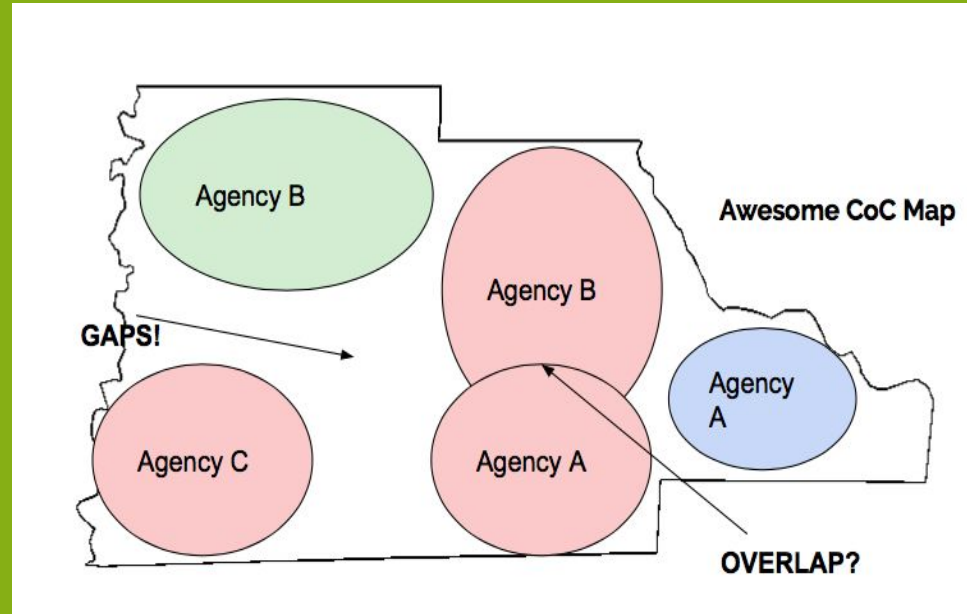
5 → Providers report data to BNL

6 → Use unique identifier

# All veterans on list: Coordinated and Documented Outreach

## Common Outreach Barriers:

- Coordination in regards to mapping and scheduling
- Lack of staff
- Most difficult to serve not being added



# All veterans on list: Provider Participation

## Common Provider Barriers:

- Data sharing across agencies
- Process for cross-referencing VAMC data with BNL data





**ONE PLAN,  
THREE STRATEGIES**

2

**STRATEGY TWO:**

Establish a Common Language

# Make sure everyone working on the problem is speaking the same language

Common Assessment Tool

Shared understanding of terms and workflow

## Scorecard Questions

2 → Implement inactive policy

3 → Track homeless status

5 → Adopt Common Assessment Tool

9 → Track chronic status

# Common Assessment Tool

## Common CAT Barriers:

- Selection and implementation of a tool
- Determining when someone should be assessed





# Shared Understanding of Terms and Flow

## Common Terms/Flow Barriers:

- Timely updates to homeless status
- How and when to move to Inactive
- How and when to determine chronicity





**ONE PLAN,**  
THREE STRATEGIES

3

**STRATEGY THREE:**

System Flow + Data Quality

# BY-NAME LIST

JANE JILL JOE JACK JOY JIM  
JUDY JOHN

JANE



JILL



JOE



JUDY



JACK



JOY



JIM



JOHN



# Understanding System Flow

## Tracking Outflow

- Moved to inactive
- Housing placements

## Tracking Inflow

- Newly identified
- Return from housing
- Return from Inactive

## Scorecard Questions

2 → Implement inactive policy

7 → Track newly identified

8 → Track without full assessment

10 → Track returns to BNL

# Tracking Outflow

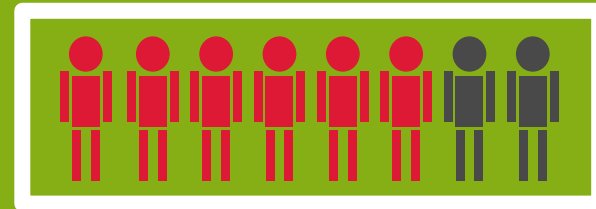
## Common Outflow Barriers:

- Timely updates to homeless status
- How and when to move to Inactive

Actively Homeless:



Outflow:



Placements



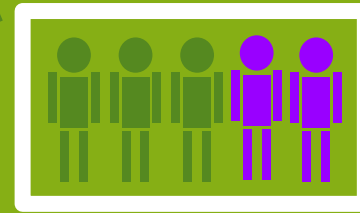
Designated as "Inactive"

# Tracking Inflow

New to System



Inflow:



Returned to Active List



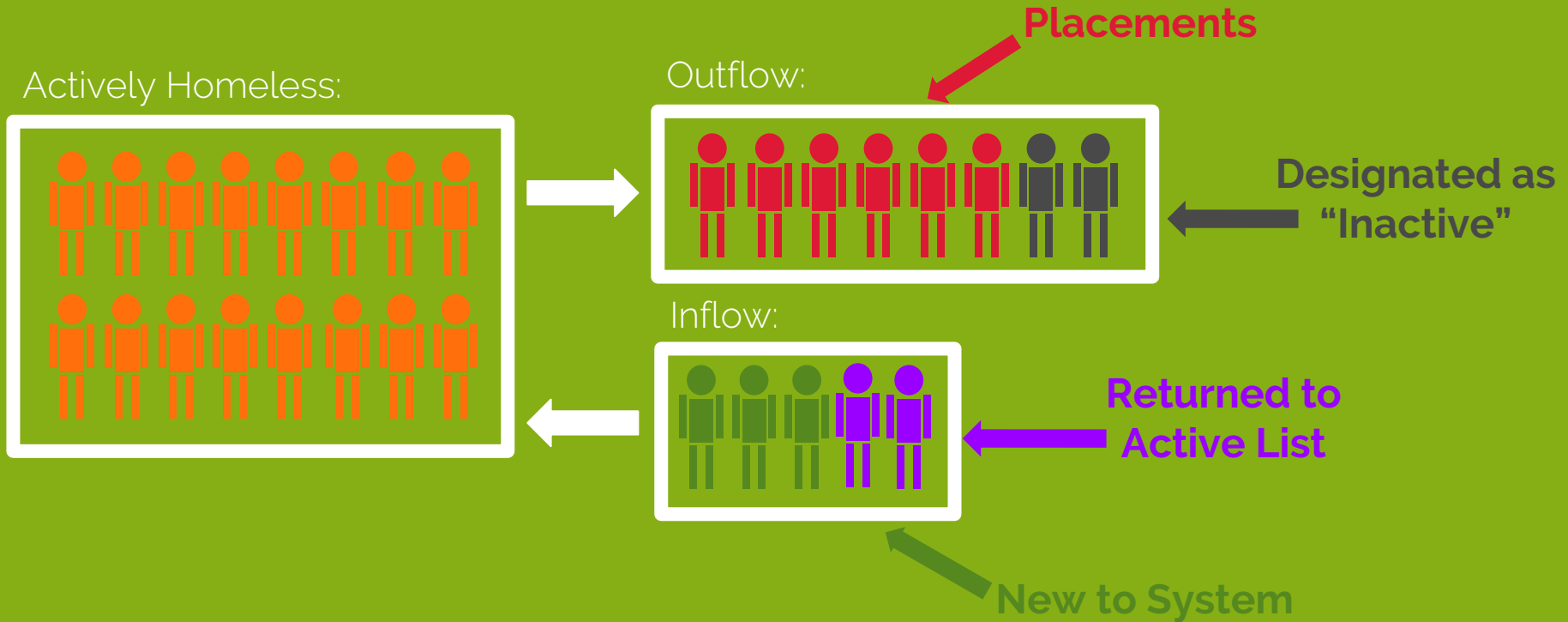
Actively Homeless:



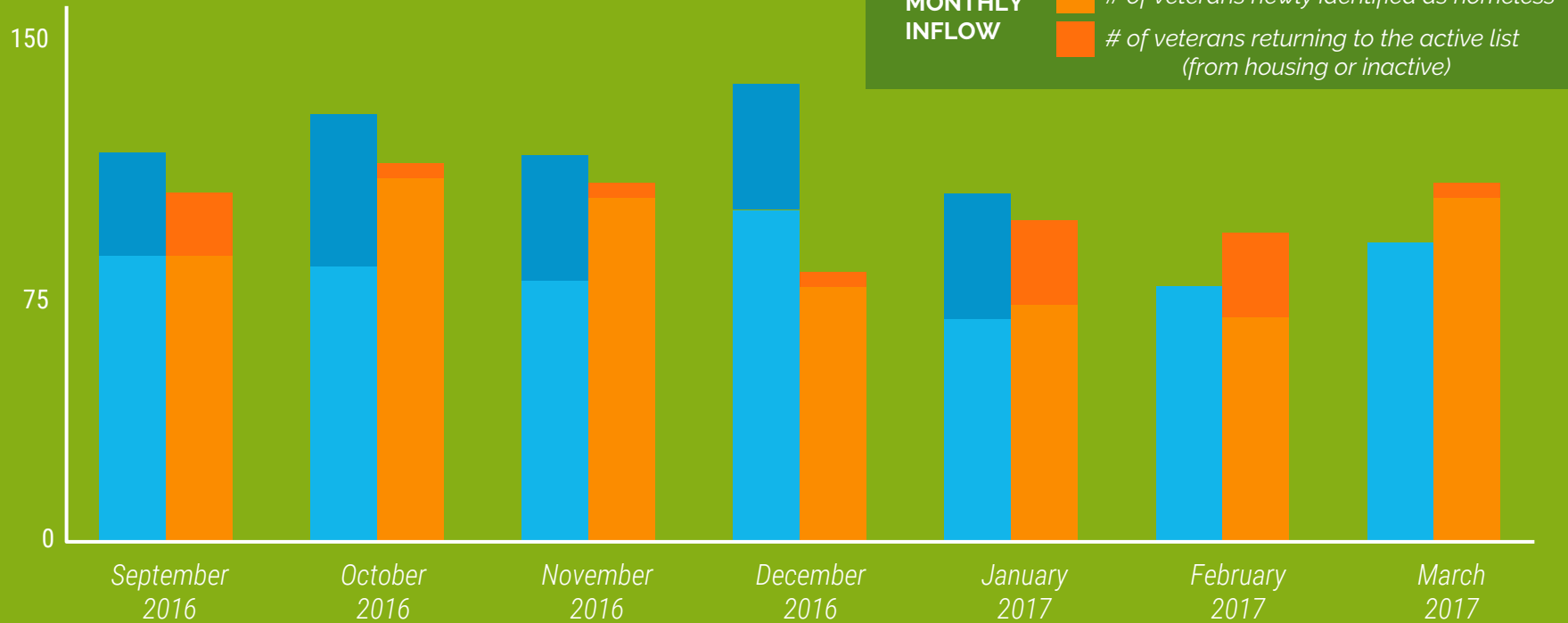
## Common Inflow Barriers:

- Training staff to track date of intake
- Lack of date field in BNL
- Inability to sort and filter list
- Adding those who can't/won't complete an assessment

# Tracking the Whole System using a By-Name List



# System Dynamics





# Data Quality - Balance Check

	ACTIVELY HOMELESS	PLACEMENTS	MOVED TO INACTIVE	INFLOW	RETURNED TO ACTIVE	NET MONTHLY CHANGE	BALANCE CHECK
January 2016	200	35	5	30	4	-6	Yes
December 2015	206	30	1	32	1	2	Yes

$$206 - 35 - 5 + 30 + 4 = 200$$

  
MONTHLY  
OUTFLOW

  
MONTHLY  
INFLOW



**ONE PLAN,**  
THREE STRATEGIES

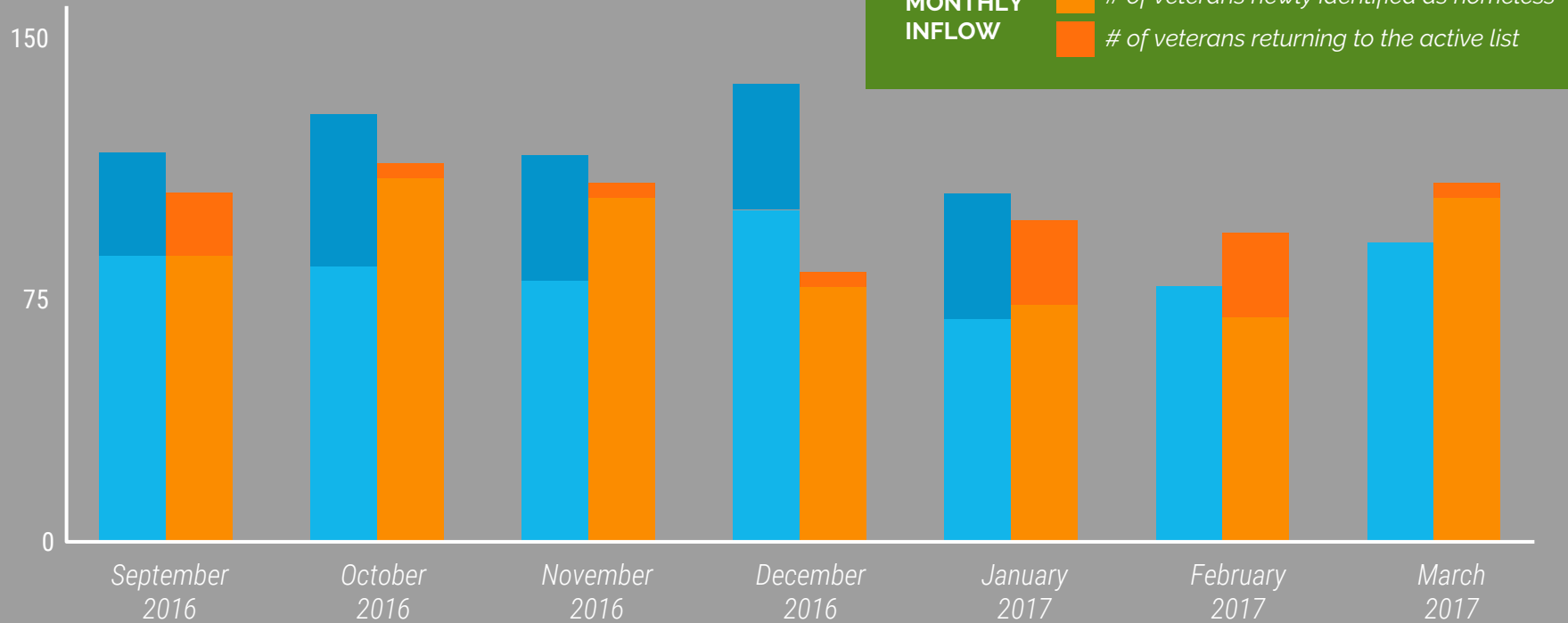
What is it good for?

# Using the BNL to drive down actively homeless numbers



- Prioritization Policy
- Case Conferencing

# Reduce Inflow



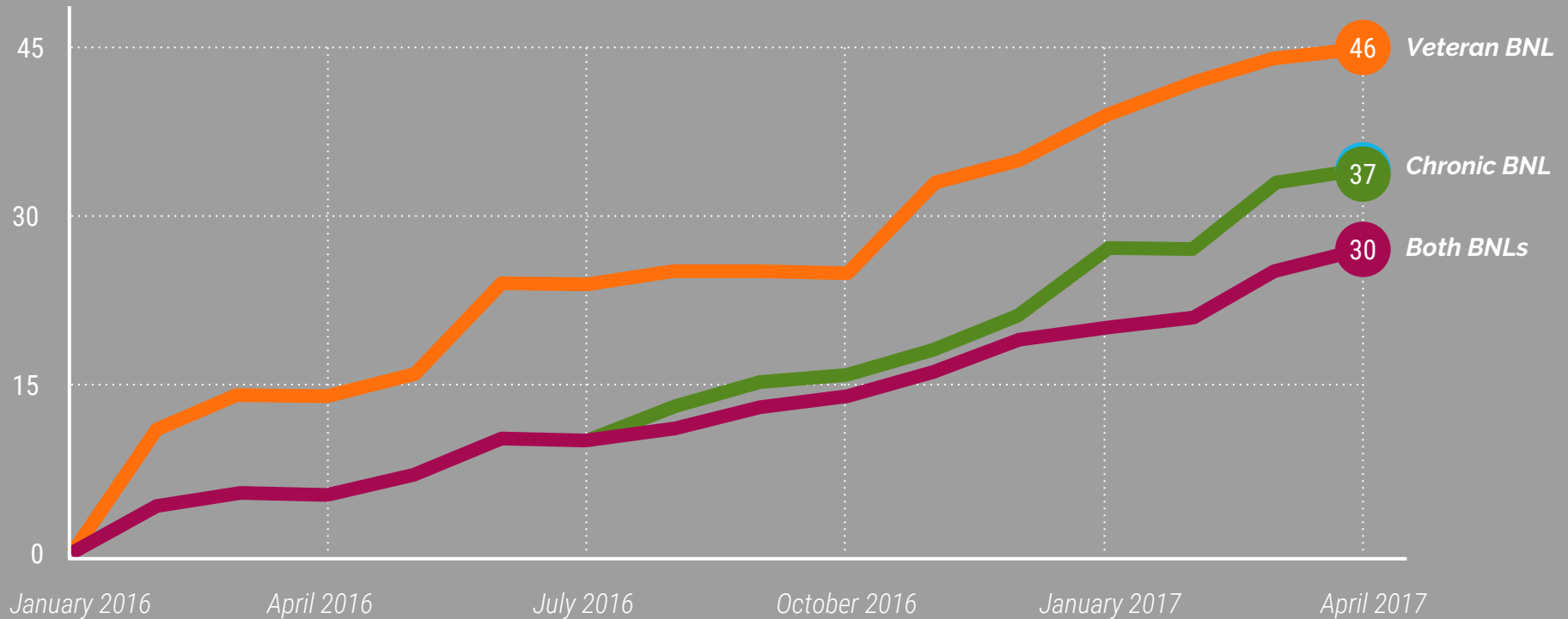
# Reduce Inflow

- **Qualitative and quantitative research**, leveraging local data to target upstream system failures
- Goal: **make inflow an outcome measure** for mainstream systems (criminal justice, foster care, etc.)
- **Small tests of change**, scale as we learn
- Widespread adoption of **new mindsets around shelter diversion**

**ONE PLAN,**  
THREE STRATEGIES.

Operationalizing the Goal

# The By-Name List Revolution



# Planning and Driving Large-Scale Change







One Plan:

# THREE STRATEGIES

1 Know Who Is On Your List

2 Establish a Common Language

3 System Flow + Data Quality

# Resources

- <https://www.community.solutions/what-we-do/built-for-zero>
- <https://www.community.solutions/what-we-do/built-for-zero/resources/additional-resources>
- <https://www.youtube.com/user/100khomesCampaign>
- <https://www.facebook.com/groups/100khomes/>

Thank You!