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# 100,000 Homes Campaign, United States of America

## WINNER, WORLD HABITAT AWARD

This report provides information and resources relating to the 100,000 Homes Campaign, with details about the international peer exchange event organised by the Building and Social Housing Foundation (BSHF), to promote the exchange of knowledge and the transfer of good practice.

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### A word from Community Solutions

### A word from the Building and Social Housing Foundation

### A word from Community Solutions

Community Solutions works toward a future without homelessness, where poverty never follows families beyond a single generation. The organization launched out of a highly successful US non-profit housing developer in New York City after realizing that design flaws in the publicly funded housing and human services systems were the primary barriers standing in the way of a successful end to homelessness (and many other social problems). After piloting key systems redesign strategies in the Times Square area of New York City in the early 2000s, the still-incubating Community Solutions team launched the 100,000 Homes Campaign in 2010 to help US communities find permanent homes for 100,000 of the most vulnerable, long-term homeless people living on America's streets. A year later, Community Solutions launched itself as an independent non-profit, counting the Campaign among its flagship initiatives.

The Campaign succeeded by setting an ambitious, measurable goal and an urgent deadline. It gave communities just four years to house 100,000 people without the promise of any new financial resources. The Campaign's strategies centered on helping communities adopt more successful, evidence based housing approaches (like permanent supportive housing and the housing first approach), but also on helping them change the way their systems operated. Campaign staff used design thinking approaches to help communities improve collaboration across disparate agencies and organizations, along with quality improvement and prioritization strategies to help them optimize existing resources. Most importantly, the Campaign asked all communities to track and report their housing placements (those moved from the street into housing each month) transparently on the Campaign's national website each month. Communities were taught to benchmark progress against the numbers it would take to reach success, rather than against arbitrary goals or disconnected funder requirements. In this way, communities were able to say for the first time whether they were on track to end homelessness on a particular deadline at any given time.

In 2015, the Urban Institute released an independent evaluation of the Campaign, finding that Community Solutions' innovative strategies had helped Campaign communities improve their housing performance by nearly 300% and reduce homelessness at rates significantly greater than their non-participating peer communities.



Photo credit: Community Solutions



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A word from Community Solutions

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**A word from the Building and Social Housing Foundation (BSHF)**

The World Habitat Award for innovative and sustainable housing solutions was presented to Community Solutions' 100,000 Homes Campaign at the United Nations Human Settlements Programme's (UN-Habitat) World Urban Forum in Medellín, Colombia on Friday 11 April 2014.

The 100,000 Homes Campaign received the prize in recognition of its inspiring achievements in tackling chronic and veteran homelessness across the United States of America. Founded on the principles of **Housing First**, and motivated by the success of pioneering the **Street to Home Initiative** in New York City, the Campaign launched in July 2010. Over the next four years over 105,000 of the country's most vulnerable homeless individuals and families were successfully housed by participating communities. The methodology endorsed by the Campaign and the results achieved captured attention on a national scale and led to significant increases in the number of chronically homeless housing placements, across multiple communities. The Campaign has inspired similar initiatives in Canada, Australia and Belgium.

The evaluation committee, including members of the World Habitat Awards Advisory Group and international judges at the United Nations Human Settlements Programme (UN-Habitat), were enthusiastic in the endorsement of the 100,000 Homes Campaign as a worthy winner of the World Habitat Award, recognising its significant achievements in supporting organisations and communities to work together to achieve a shared goal. Community Solutions has been hugely successful in combining strong, fixed principles and flexible practice, uniting a shared vision within an environment of innovation. Their use of data has been highlighted as particularly powerful in measuring real impact, and motivating communities to find new ways of working. The Campaign not only succeeded in saving the lives of some of the most vulnerable people in the United States of America by getting them off the street, but also in changing attitudes towards homelessness on a national scale, attracting significant public and private financial support.

In September 2014, the Building and Social Housing Foundation (BSHF) organised a peer exchange to Los Angeles with a group of **international participants** from a range of different contexts, to learn about the work of Community Solutions and understand it in context, share their own experiences and explore opportunities for transfer.

This report contains lots of information about the work of Community Solutions and the activities of the peer exchange, as well as links to additional resources.

BSHF is privileged to have learned about this inspiring work and would like to congratulate Community Solutions and all of the communities involved on their historic and continued achievements in the mission to end homelessness.



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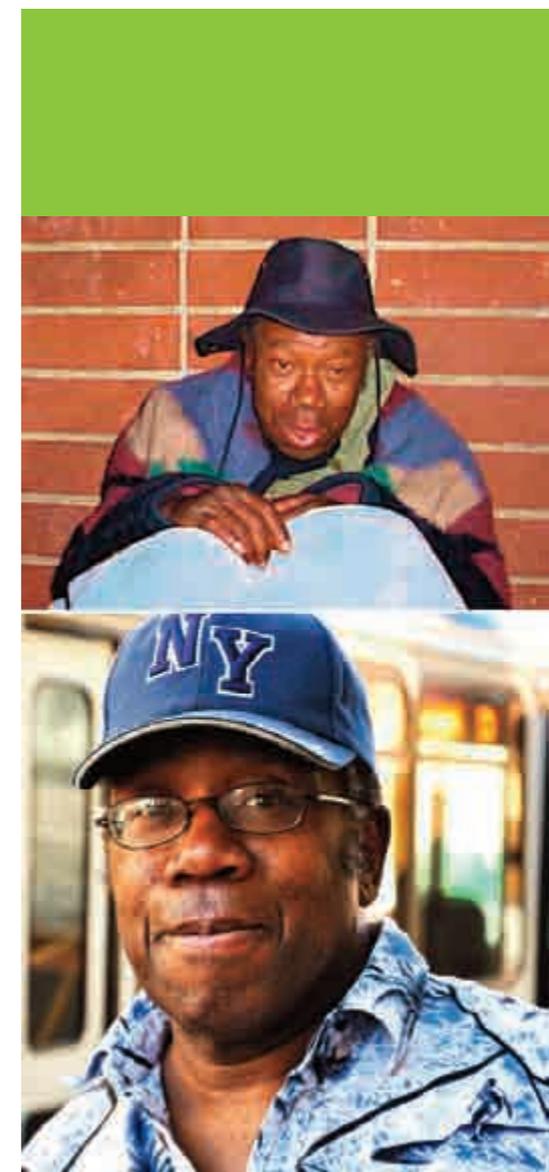
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Overview

For most people who experience homelessness in the United States it is a short term crisis, but for a small subset it becomes a chronic condition. Chronically homeless individuals have extremely complex needs that prolong their homelessness and make them highly dependent on costly government services. Access to housing for homeless people in the United States is typically gained through the Section 8 voucher programme (or Veterans Administration Supportive Housing (VASH) programme for homeless veterans) run by the US Department of Housing and Urban Development. The programmes, once accessed, entitle the applicant to subsidised specialist or private sector housing. However, the process for obtaining the vouchers can be particularly challenging for those suffering from chronic homelessness and many fail to navigate the systems which enable them to access housing. There are numerous organisations in the United States working with homeless families and individuals, often providing outreach support services directly to those living on the streets.

Community Solutions, the organisation which launched the 100,000 Homes Campaign, was originally established as the national and innovations unit of Common Ground, an NGO (Non-Governmental Organisation) based in New York. Common Ground recognised the barriers faced by chronically homeless individuals and set out to address them. Through this initiative they developed the Street to Home method; a pioneering approach to identify, prioritise and urgently house chronically homeless people. The approach centres on the principle of Housing First, which advocates the direct provision of housing to homeless people with no conditions attached, accompanied by appropriate support (for example in the form of mental health or addiction services). Street to Home systematically identified and housed vulnerable homeless individuals living on Times Square streets who had long histories of homelessness, starting with the toughest cases. This transformed the lives and health of these individuals and produced an enduring 90% reduction in overall street homelessness in the area covered. The innovation spread organically to other New York City neighbourhoods and out to other cities. In 2010, Community Solutions launched the 100,000 Homes Campaign - an ambitious effort to spread their approach and transform the country's response to homelessness.

In driving forward this agenda, working to create sustained and meaningful relationships with and between communities, the 100,000 Homes Campaign mobilised hundreds of organisations and individuals across the United States to meet (and exceed) this target within a 4 year period (between 2010 and 2014). The success of the approach led to the recognition of Housing First principles as best practice and a prolonged appetite for resolving chronic homelessness, leading to the follow up initiative, Zero 2016.



Housed by Skid Row Housing Trust



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The Street to Home Methodology

The Street to Home methodology was developed originally in Times Square, New York by the NGO Common Ground. Inspired by the Rough Sleeping Initiative in the UK, in 2003 Common Ground sought to resolve chronic homelessness at a local level. The project initially received \$75,000 funding from JP Morgan Chase and involved Becky Kanis (who later became Director of the 100,000 Homes Campaign) and two **Americorps** members.

Whilst exploring the issues around homelessness in Times Square, the team came across the suggestion that chronically homeless people are 'service resistant'. They tested this assumption by asking individuals whether they wanted housing and found that the answer was 'yes', but those in greatest need were prevented from accessing housing resources by obstacles within the existing system. This led to the creation of a highly effective pathway of intensive support, to prioritise chronically homeless people and enable them to move into a permanent home. The Street to Home model was adopted by the New York City Department of Homeless Services as a citywide strategy in 2007. Between 2008 and 2010 Community Solutions began supporting other cities to replicate the methodology. The successful transfer of the approach prompted Community Solutions to launch the 100,000 Homes Campaign, to amplify the impact of the movement.

*Many of the biggest challenges plaguing distressed people and communities are actually design problems*

*Lasting solutions demand smart, inclusive design thinking to knit together fragmented systems and optimize existing resources*

*A focus on outliers - solving the problem for the hardest, costliest and most vulnerable people - will often yield systems capable of working for everyone*

See 'Community Solutions: Knowledge Sharing' in **Additional Resources** section



Housed by OPCC



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## How the 100,000 Homes Campaign evolved

### Registry Week

A core part of the methodology developed by Common Ground is the Registry Week, an intensive approach to collecting and immediately processing data on each individual found sleeping rough, to give a real-time understanding of the extent and nature of the homeless population being surveyed. Registry Weeks involve recruiting and mobilising groups of volunteers to go out over 3 nights in the early morning (between 3 and 6am) to carry out surveys of people found sleeping rough. The data collected by volunteers is uniform, through use of the **VI-SPDAT** (Vulnerability Index and Service Prioritisation Decision Assistance Tool), developed by Community Solutions to make comparison simpler. During Registry Weeks, communities identify each homeless individual by name (with permission), and seek to understand, through a standard set of questions, the extent of each person's mortality risk. Collecting data at this level of detail allows communities to effectively prioritise and directly support the most vulnerable (defined in this context as those people at greatest risk of death if they remain homeless) into housing. Knowing each homeless individual by name became a powerful element of the movement – it humanised the issue, bringing meaning to the statistics, and acted as a tool for motivating and mobilising people and organisations into action.

### The Campaign

In October 2009 Community Solutions convened a meeting to consider what it might be possible to achieve given the success of the approach so far. The success of the Street to Home and Registry Week approaches trialled by pioneering communities suggested a scaled approach might help to create 100,000 housing placements within 4 years. Community Solutions spent around 6 months pre-enrolling communities to join the movement and the Campaign was officially launched at the National Alliance to End Homelessness Conference in July 2010. Joe McCannon (Director of the 100,000 Lives Campaign) became the Campaign advisor.

The intention behind the Campaign approach was to achieve scale not through replication, but through the creation of a movement around a measurable, time-bound goal. Community Solutions sought to build a community of learners not merely connected to each other, but also accountable to each other using a shared sense of **urgency** and **belonging**. The campaign approach also enabled the movement to tell its story, publicly celebrating success and humanising and personalising the issue of homelessness.



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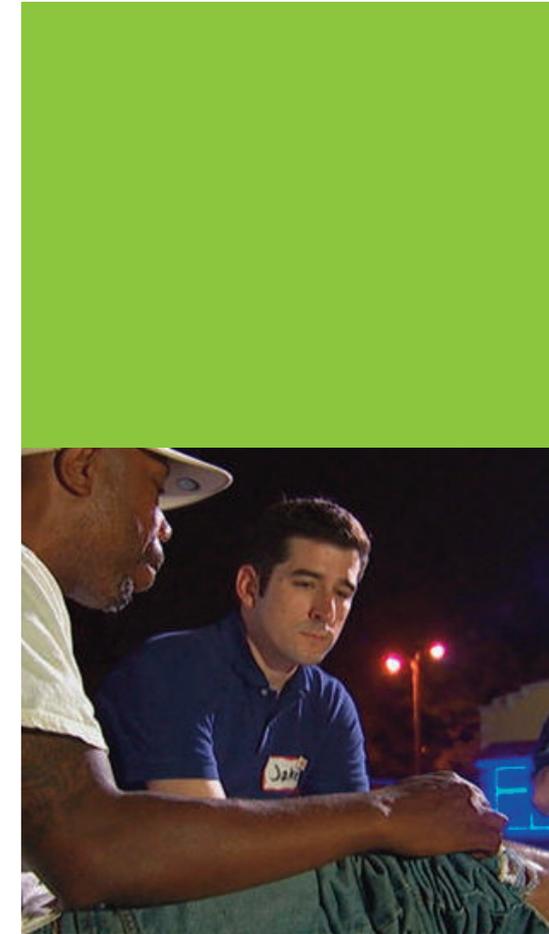
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## The fundamental principles of the Campaign (see Glossary in **Next Steps** section)

In driving the movement to resolve chronic homelessness, Community Solutions fostered and encouraged innovation and flexibility. However, communities were asked to adopt and embrace 4 key components, and those that did, were shown to have the strongest performance:

- 1. Housing First:** The concept of Housing First is based on the premise that housing is a basic need, and failure to meet that need can contribute to the worsening of symptoms often associated with homelessness (for example severe mental health conditions, addiction, antisocial behaviour). The approach advocates unconditional provision of housing to those who are homeless, accompanied by whatever support is necessary to enable them to remain housed, and has been shown to have highly effective retention rates and to deliver marked improvements in the health of those individuals.
- 2. Know everyone by name:** All chronically homeless individuals identified should be known by name. The people found during Registry Weeks who were most likely to die on the streets without help were identified publicly during briefings held the day after the completion of the survey. The approach created high visibility for the Campaign, and increased the sense of urgency among communities. Presenting real people instead of statistics was key, serving to effectively humanise and inject a sense of real urgency into the issue of chronic homelessness.
- 3. Use real time data for improvement:** Community Solutions gathered, published and updated data in real time. Their approach embraced the use of data to achieve real change, using it to make decisions, measure and influence performance, determine successes and test assumptions. The Campaign encouraged communities to submit data regularly after each Registry Week, and reported progress using a Monthly Housing Placement Rate. The use of real time data enabled genuine understanding of the impact of interventions, fostered innovation and competition, and allowed activity to be effectively evaluated. As the movement progressed Community Solutions developed a number of tools which used data to provide additional support to communities.
- 4. Prioritise housing resources:** Community Solutions worked to help communities draw together fragmented services into a single, local and reliable housing system. To support this goal they developed a Housing Placement Boot Camp process to bring organisations together and help them redesign housing placement processes. The assistance of the Rapid Results Institute was obtained to help communities develop new processes and quickly and significantly increase their performance. Organisations were supported to work together, share information and coordinate systems, enabling them to prioritise resources, and quickly house highly vulnerable individuals with appropriate support services.



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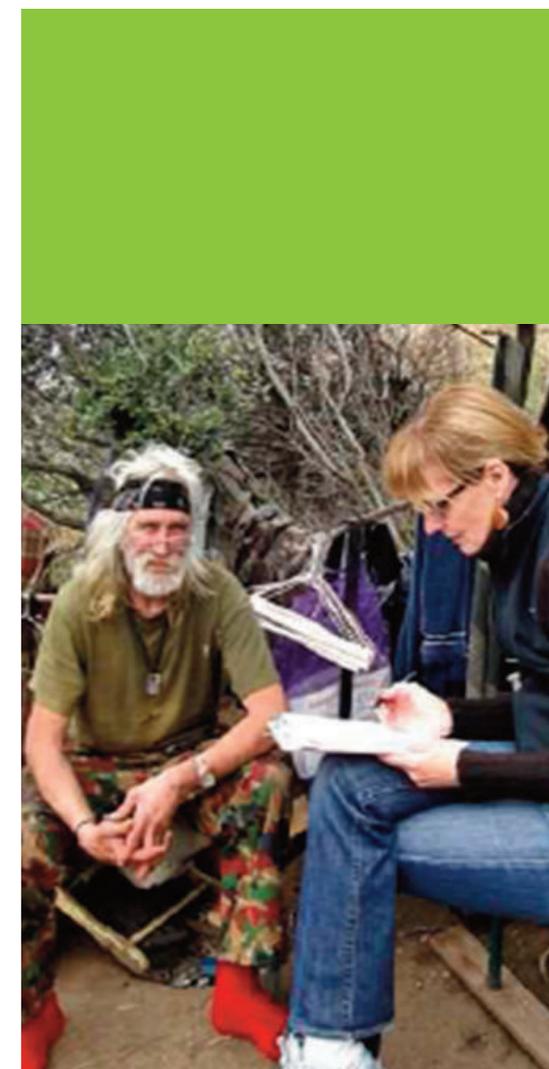
Key characteristics of success

**An ambitious but achievable goal to make people act differently**

After launching the Campaign in 2010, in January 2012 Community Solutions determined that the housing placement rate of communities who had signed up to the Campaign, if left to continue, would result in housing for only 30,000 cases when the deadline arrived. It was calculated that in order to hit the 100,000 target the enrolment rate (bringing new communities on board) needed to increase by 3 communities per month, and each community needed to be housing at least 2.5% of their chronically homeless population each month. Community Solutions provided each community with their own target placement rate and encouraged them to collect and report real time data, which was used to report publicly on progress. This created a sense of competition and fostered innovation as communities were forced to change the way they worked in order to meet their target, creating exponential growth in the numbers of people being housed. Before the 2.5% target was introduced, communities were housing (on average) 1.76% of their chronically homeless population each month. By the end of the campaign they were housing 5.1% per month.

**Effective Communication**

**Outward Communication:** The 100,000 Homes Campaign enabled communities to use highly effective engagement approaches to gain public attention for their activities. Community Solutions ensured that the communities working to house people on the ground received credit and recognition wherever the campaign was covered in the media, generating vast amounts of goodwill. The Campaign invested heavily in communications and telling the story, and ensured that clear messages were delivered about the benefits of and justifications for the approach. Community Solutions developed a comprehensive and humanised evidence base which could be used to interact with policymakers and the media. The approach focused on solutions, not problems. The use of 'before and after' images of the people who were helped gave a simple, powerful message about the campaign. Opponents were recruited to participate in Registry Weeks which helped to win support, and Registry Week briefings became powerful tools for creating impact and momentum.



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Effective Communication

**Inward Communication:** The 100,000 Homes Campaign website provided inspiration to communities which included continued coverage of progress, tallying the number of people housed, showcasing the achievements of communities, mapping new communities as they enrolled, and fostering healthy competition through the publication of 'the 2.5% club' and the 'Fully Committed List' (communities who achieved or exceeded their Housing Placement Rate target of 2.5% for 3 months in a row; and communities consistently reporting their progress each month). Community Solutions set up a Facebook Group where questions or challenges were posted and responses shared. This fostered a huge amount of interaction between communities and added to the momentum of the movement. The virtual infrastructure provided by Community Solutions helped to create a community of learners committed to replicating and evolving the methodology for quickly and effectively housing chronically homeless people.

Nurturing a positive culture

The ethos of the Campaign focused on positive change, creating an environment where individuals and communities felt able to innovate, and which embedded appreciation, improvisation, discipline and fearlessness. The culture fostered by Community Solutions rejected notions of ownership and control, sharing credit for success as widely as possible. The project provided communities with a template but then gave them the freedom to innovate without fear of failure. Community Solutions succeeded in harnessing and amplifying enthusiasm through supporting, facilitating and (above all) celebrating the actions of participating communities.

*As communities in the 100,000 Homes Campaign, we are not interested in who gets credit or who gets blame. We are interested in who gets housed.*

*100,000 Homes Campaign Manifesto*



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Enabling innovation

The Campaign developed several simple tools to assist communities to reach their goals, and made them freely available. The tools included:

**Community Self-Assessment Tool:** A set of questions developed to isolate specific practices associated with the best performing communities, to support improved performance based on clear data and evidence.

**Vulnerability index and Service Prioritisation Decision Assistance Tool (VI-SPDAT):** A uniform method for collecting and processing information, enabling communities to know each chronically homeless person identified by name and to prioritise those individuals at highest risk of premature death. As the data collected is uniform it can provide a comprehensive picture across several communities and organisations within those communities.

**Gap Analysis Tool:** Collates VI-SPDAT (demand) data with information on available resources (supply) to help communities to determine where gaps or surpluses exist within their existing housing provision and how much additional provision is needed.

**Barrier Jumping Toolkits:** Do-It-Yourself Toolkits linked to 18 factors correlated with a high housing placement rate.

**Performance Management and Communications Platform (PMCP):** A cloud based platform developed by Community Solutions in partnership with Palantir that supports streamlined services within communities to support them in getting people from street to home as quickly as possible.

**The Rapid Results Housing Placement Boot Camp:** A process co-designed by Community Solutions and the Rapid Results Institute which brings together multiple public and private agencies and supports them to reform their housing placement systems within 100 days. The intervention was provided in areas where it was considered likely to have the greatest potential impact and successfully helped those communities to halve the number of steps or days to house a vulnerable person, greatly improve the targeting of scarce resources and increase placement rates.

abuse?
If any response is YES in questions 42 through 48, score 1 in the Column.
42. Ever been taken to a hospital against your will for a mental health issue?
43. Gone to the emergency room because you weren't feeling well or because of your nerves?
44. Spoken with a psychiatrist, psychologist or other mental health professional in the last six months because of your mental health – whether that was because someone insisted that you do so?
45. Had a serious brain injury or head trauma?
46. Ever been told you have a learning disability or developmental delay?
47. Do you have any problems concentrating and/or remembering?
<b>OBSERVATION ONLY – DO NOT ASK:</b>
48. Surveyor, do you detect signs or symptoms of severe, persistent, or severely compromised cognitive functioning?
If the Substance Use score is 1 AND the Mental Health score is 1 OR an X, then score 1 additional point for tri-morbidity.
If YES to question 49, score 1.
49. Have you had any medicines prescribed to you by a doctor, pharmacist, or other health professional, that were not used, sold, had stolen, misplaced, or where the prescriptions were not used?
If YES to question 50, score 1.
50. Yes or No – Have you experienced any emotional, physical, or other type of abuse or trauma in your life which you have not disclosed and/or which has caused your homelessness?
<b>PRE-SCREEN WELLNESS SUBTOTAL</b>

**SCORING SUMMARY**

DOMAIN	SUBTOTAL
GENERAL INFORMATION	
A. HISTORY OF HOUSING AND HOMELESSNESS	
B. RISKS	
C. SOCIALIZATION AND DAILY FUNCTIONS	
D. WELLNESS	
<b>PRE-SCREEN TOTAL</b>	



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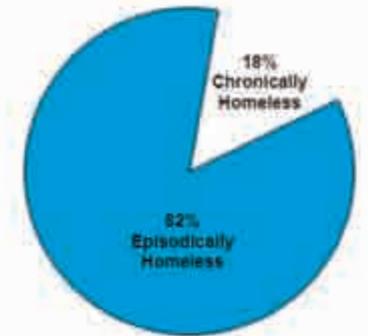
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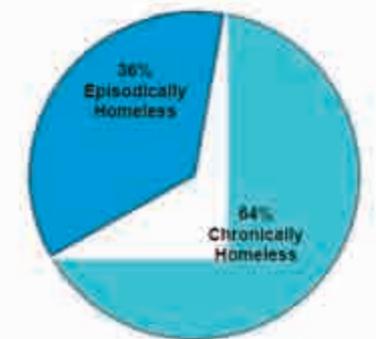
No capital investment was required to launch or operate the Campaign and no cost was charged to communities to participate. Funding to launch and operate the Campaign was secured from foundations, corporations, individual donors and some government funding. In 2013, Community Solutions received more significant funding from the federal government and support from a national veterans' advocacy project, but the majority of costs were financed from philanthropic contributions. Following the conclusion of the Campaign, Community Solutions continue to offer core services to communities on a consultancy basis for a modest fee.

The Campaign encouraged organisations working within communities to work more effectively together to streamline existing support services and make the system work better, succeeding through improved efficiencies as opposed to funding injections.

Aside from the clear benefits of the Campaign in addressing serious societal issues, research has shown that addressing chronic homelessness can have substantial cost savings. In the United States, expenditure on chronically homeless individuals is disproportionate across both the health and criminal justice systems. Research measuring the impact of Housing First has shown reductions in both hospital stays and incarcerations amongst formerly chronically homeless individuals who had been placed through a Housing First system.



Portion of Homeless Population



Portion of Resources Consumed



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The 100,000 Homes Campaign exceeded its target, housing 105,580 chronically homeless individuals and families by 31 July 2014.

Communities participating in the Campaign developed greater capacity and strengthened capability through increased partnership working. The Campaign supported the development of sustainable infrastructure across communities, developing cross-sector participation which produces results and enables interventions that no one organisation would achieve alone. This infrastructure, once developed, can be used to address other issues outside of homelessness and will continue to support communities over the long term.

The Campaign succeeded in redefining chronic homelessness as an urgent public health problem, fundamentally altering the approach of support services to addressing it.

The methods and momentum generated by the Campaign have generated a range of other activity, including the Zero 2016 Campaign to end veteran and chronic homelessness in participating communities across the United States and the 20,000 Homes Campaign in Canada. More information about the activities influenced by the Campaign is available in the **Next Steps and Additional Resources** section.



Photo Credit: Community Solutions



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A Community Solutions wall doodle demonstrating a positive internal culture - Credit: Community Solutions



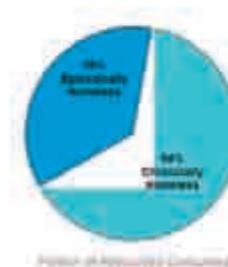
Housed by Skid Row Housing Trust



Communities celebrate their achievements in the campaign - Credit: Community Solutions



How chronic homelessness consumes resources - Credit: Community Solutions



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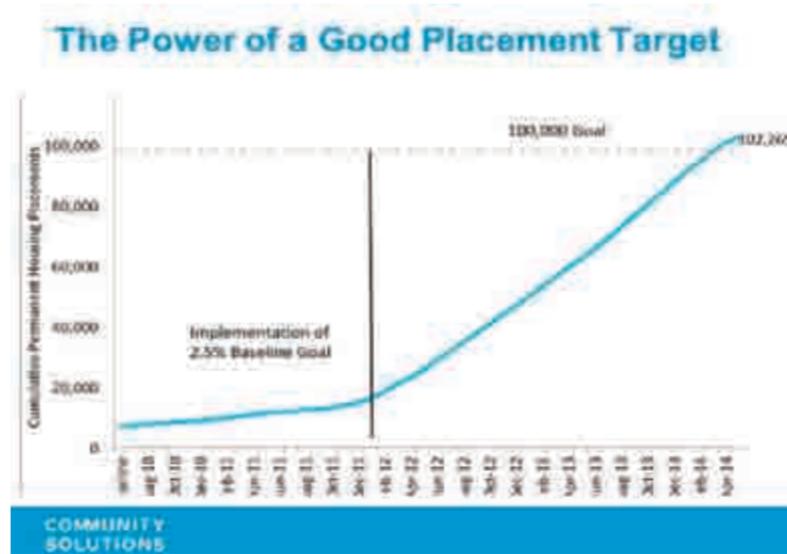
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The 100k Homes Campaign Facebook Hub - Credit: Community Solutions



A graph demonstrating the power of a good placement target - Credit: Community Solutions



The impact of the campaign - the housing placement rate over time and participating communities - Credit: Community Solutions



Community Solutions campaign material - Join the movement - Credit: Community Solutions



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### About the peer exchange

The 2013 World Habitat Award was presented to the 100,000 Homes Campaign, in recognition of the work of Community Solutions and all of the communities involved. The Campaign succeeded in rapidly creating and scaling a movement to solve chronic homelessness through a number of highly effective and innovative methods, inspiring over two hundred communities to take up the 100,000 Homes challenge and fundamentally changing attitudes to homelessness and housing across the United States.

A broad network of passionate and committed organisations and individuals worked to support each other in prioritising their most vulnerable neighbours and finding new ways to get them from the street into secure housing with support. Within a 4 year period the Campaign helped connect communities together and supported them to drive the agenda forward and ultimately to house 105,580 previously chronically homeless people.

In September 2014, BSHF co-ordinated and funded a 4 day peer exchange visit with Community Solutions to Los Angeles, in the United States of America. The visit brought together 14 participants from 10 countries to provide the opportunity to learn more about the 100,000 Homes project, support the international exchange of knowledge and ideas and create a forum for exploring how the approach might transfer to other contexts.

The exchange visit schedule provided a range of activities, including opportunities for participants to share their own perspectives and objectives or hopes for the exchange. A comprehensive overview of the Campaign was given over the course of the visit by Community Solutions and participants were able to gain insights into local activity through presentations from Los Angeles Community Leads. A greater understanding of the context was developed through visits with Los Angeles communities, including to Skid Row, an area known for its shocking levels of chronic homelessness, and a visit to view a Permanent Supportive Housing Site to meet some of the people housed through the Campaign. The exchange provided many opportunities for interaction between participants, enabling both formal and informal knowledge exchange.



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**Schedule**

All available presentations are provided in the **Additional Resources** section.

**DAY 1: Overview of Peer Exchange and Introductions**

Introduction to Community Solutions and the 100,000 Homes Campaign  
About BSHF and the World Habitat Awards  
Presentations from peer exchange participants  
Introduction to Skid Row Housing Trust and tour of Skid Row

**DAY 2: Building and Inspiring a Movement – The Key Ingredients**

History and outcomes of the 100,000 Homes Campaign  
Inspiring and empowering leaders - Building a campaign team; inspiring communities' leaders to act  
Using data to improve performance  
Building and utilising partnerships  
Building a movement: Communication strategies

**DAY 3: Learning from 100,000 Homes Campaign Communities**

Overview of the 100,000 Homes Campaign in Los Angeles  
Panel discussion with Los Angeles 100,000 Homes community leads  
Tour of permanent supportive housing site and meeting people housed through the 100,000 Homes Registry effort  
Meeting with Community Campaign and Case Conferencing Teams

**DAY 4: Building a Housing Placement System**

Building a Coordinated Entry System (CES)  
Panel discussion with Coordinated Assessment and Housing Placement System leaders: How CES is actualised at the ground level  
Knowledge sharing to build similar campaigns (KnoSh)  
The 100,000 Homes Campaign: Biggest decisions and biggest mistakes  
Idea sharing and feedback



Housed by Hollywood 4WRD



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- Extracts from the peer exchange: **Community Solutions**

- Extracts from the peer exchange: Los Angeles community representatives

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### Extracts from the peer exchange - Community Solutions

All presentations and supporting material can be accessed in the **Additional Resources** section.

#### **Why focus on solving chronic homelessness and not all homelessness?**

Chronically homeless individuals and families are the most urgent group – not tackling these outliers literally means these people could die. Successfully establishing Housing First systems for the most extreme cases helps to achieve systemic change. It could be possible to widen the approach depending on the context, through tailoring the response to the needs of those who require help.

#### **Isn't addressing homelessness a state matter?**

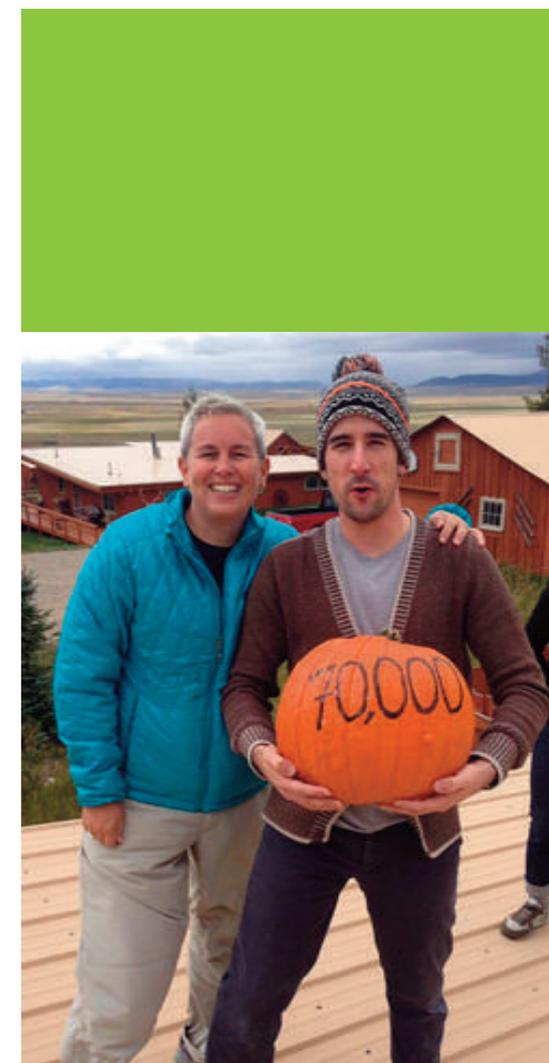
The process doesn't exempt the state from responsibility for addressing homelessness but helps to redesign the systems available to tackle the most severe cases and protect those at greatest risk of death. NGOs are often doing work that should be done by the state – they should be leading and innovating but also need to be forthright, share their knowledge and experience and hold the state responsible.

#### **Building a Movement – Communication Strategies**

Many fundamental principles of the Campaign were derived from the book *“Switch: How to change things when change is hard”*. A central tenet to the success of the campaign strategy was the elephant and rider metaphor – our brains operate on both emotional (elephant) and rational (rider) levels simultaneously. Moving people to take action requires both logic and feeling – the campaign provoked an emotional response to prompt action but was also able to back up the approach with hard facts and data.

Emotional motivation was achieved using footage and photos of real people and how they were being helped. Public registry week briefings galvanised support and attracted substantial funding donations. Media training was provided to enable communities to do their own communications and publicity and Community Solutions created broader momentum by painting and promoting the bigger picture – both in terms of urgency (the scale of the problem) and possibility (the potential for a solution).

Clear communication was fundamental to growing the Campaign. A central editor (a non-expert on the topic of homelessness or related policy) made sure that every major document that went out was 'jargon-proofed', ensuring clarity. The Communications team were fully involved throughout, developing relationships at all levels (at grassroots and with communities as well as within and for the organisation).



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What are the secrets to success?

Fearlessness (the John Cusack Rule... "Keep the set free of fear"): Eliminate blame and criticism. Infuse appreciation in everything you do – appreciation is a huge motivator. Face your worst fears using FMEA (Failure Mode and Effects Analysis).

Discipline: Set up basic discipline – a clear target, regular progress checks. If you are serious about change you have to look at data regularly (weekly or daily) to really know if you are making a difference.

Improvisation (the Miles Davis Rule... "To master your craft requires discipline. Once you have mastered the basics, you can improvise"): Try never to say "No" – instead say "Yes, and..." to encourage improvisation. Match people's skills to their responsibilities.

Freedom: Encourage people to do things they love to do and give them the freedom to make mistakes and adjustments ('Failing Forward': Making mistakes is fine, as long as you keep learning from them).

Determination: Aggressively focus on the goal and don't wait for full consensus – it's not possible to make progress by waiting until everyone is ready. Identify and support 'Change Agents' who can help address fears and change attitudes through action.



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**Making data 'sexy'...**

The Campaign used regularly collected data to effectively prompt action, demonstrating that optimising the use of resources can make a difference. 'Live' data in the form of a monthly feedback loop helped to foster competition, by promoting the work of communities who were fully committed and those hitting their target ("the 2.5% club"). A clear take-down target provided a clear goal and ensured everybody remained focused.

**Advice about damage control and negative attention**

Deal with Trolls using data and information – but don't engage more than once if they cannot be convinced. Choose carefully when dealing with controversial topics like undocumented migrants.

To address questions about the morality of prioritising people with addiction issues, Community Solutions were able to respond with a cost argument showing it is more expensive to sustain people in chronic homelessness than it is to provide housing and support – their approach offered a cost-effective solution to an urgent problem without requiring moral justification to implement it.



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**About the movement in Los Angeles**

At the beginning communities had doubts about committing to an impossible task (housing people when housing was perceived as unavailable) but the approach provided clarity and made the challenge more manageable. Initially homeless people were also sceptical and didn't trust the system. However, as things progressed, relationships improved and expectations and demand began to increase.

The Los Angeles movement started with a 'coalition of the willing'. Later more communities joined after seeing the progress being made. By the end of the Campaign participating communities in Los Angeles achieved 8,710 housing placements (a monthly Housing Placement Rate of 2.74%). They succeeded through developing broad partnerships (for example, with private sector landlords) and working to establish trust across communities.

Communities in Los Angeles are currently working together on a countywide strategy to tackle chronic homelessness. With support from the Rapid Results Institute, within 100 days they designed an intervention strategy to increase the monthly housing placement rate. Over the 100 day period 2 day 'Boot Camps' were held each month, bringing together 100 people from 58 communities to work on a shared goal of ending chronic homelessness. Boot Camps started with team building games like the tennis ball exercise to build trust and encourage innovation.



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**Extracts from the peer exchange: Los Angeles community representatives****Key messages**

Training is important to make sure the right message is delivered consistently. Redefining the problem is key in order to shift priority to the most vulnerable (the system is flawed – housing supply exists but the wrong people are at the top of the pile).

The registry week is hugely effective in creating awareness and momentum and can also be used as a tool to recruit and convert reluctant communities or opponents.

Cost savings are a powerful argument to present to sceptics of the Housing First approach.

**About Skid Row**

The Los Angeles spatial development strategy has been to keep the homeless population 'out of sight, out of mind'. Los Angeles citizens are kept away from homeless residents 'downtown' and don't interact with them. Participants on the Peer Exchange were shocked by the extent and severity of the problem in Skid Row, especially within one of the world's richest countries.

**About the Home for Good Campaign**

In 2011, United Way of Greater Los Angeles and the LA Chamber of Commerce created the Business Leaders Task Force and launched Home for Good (HFG), a campaign to end chronic homelessness in LA County. Their action plan outlined the necessary steps to end chronic and veteran homelessness in LA and was signed by a multitude of cross-sector partners. In September 2011, public and private funders came together as part of the Home for Good campaign to create a more coordinated approach to funding permanent supportive housing (PSH) for chronically homeless people through the creation of a Funders Collaborative. Prior to the Collaborative, providers interested in developing or operating PSH generally applied for funds from numerous sources with different funding cycles, priorities and availability, any of which could obstruct the project. The Collaborative was formed to bring public and private partners together to create a single funding application process and align funding priorities and decisions. The Funders Collaborative provided a grant to support the Skid Row Coordinated Entry System Pilot Project (CES). The CES Pilot aims to bring communities together to improve the housing system, with support from Community Solutions. The process benefitted greatly from getting people together and building relationships and the discovery that barriers to progress are almost always internal or just ritual.



Housed by Austin ECHO



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**About building a Coordinated Entry System (Skid Row Coordinated Entry System Pilot Project)**

The objective: 100 people had 100 days to develop and implement a Coordinated Entry System for Los Angeles. The pilot exceeded its target, delivering 137% of the target housing placement rate.

The 100 day target ensured focus and productivity. The project began with a 'coalition of the willing' working in groups (12-15 people were found to be the ideal size). Service Provision Area (SPA) Teams involved people working on the ground who were not generally recognised at policy level. The work reshaped their roles and enabled them to more effectively influence policy. Success factors include:

- A Shared Philosophy (reduced competition through understanding that individual needs will vary).
- A common assessment process (**VI-SPDAT**). Completing this exercise showed 69% of homeless individuals surveyed needed limited term intervention (6-18 months). Knowing all homeless individuals by name keeps all parties focused on the goal.
- A common database containing and sharing all information across agencies. 'Housing navigators' were put in place to provide coordinated updates on new housing opportunities, partners, resources and other opportunities. One person in each Service Provision Area is assigned (at random) as 'Lead Housing Navigator' to provide a reference point.
- Use of common milestones and common metrics: Assess, Assist, Assign (help applicants get the right documents, accompany them to appointments) using a common structure that joins services and resources so that people can access support easily.
- Use resources properly (the MacGyver principle) to prioritise the most vulnerable (e.g. 'Roger' was too sick to queue up for housing so didn't get it even though his need was greatest). Improving collaborative efforts is fundamental to improving processes – for example, the Los Angeles community worked on improving relationships with the Los Angeles Police Department (LAPD). A network of peer leadership has also been established (including ex-homeless individuals providing outreach and support services).
- Allowing for mistakes: Start small, release updates quarterly, progress things incrementally. Always challenge the status quo – what works and how do we increase it? What could be better? Communities engaged in open forum discussions about how to provide support to each other, collaborating to share resources and create direct linkages.
- Embracing the spirit of reciprocity and support and celebrating success in a meaningful way.



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#### *Housing First*

The success of the Housing First approach used by the 100,000 Homes Campaign inspired several participants to push for its adoption in their own context.

#### *Data*

The use of data made a strong impression and could be applied across most contexts. In particular, the way the Campaign used data to create a sense of urgency and proximity to the individuals in need of support. This has potential applications in both developed and developing countries.

#### *Campaigning*

The energy and positivity created by the Campaign was particularly inspiring, as was the culture of the Community Solutions team of embracing dedication and hard work, infusing it with appreciation and celebration of success. The potential of an idea to spread with the right level of dedication and motivation, backed up by hard data and a focus on continual learning and improvement, was clearly demonstrated by the Community Solutions team and the communities involved in the exchange.

The approach of the Campaign, in particular the refusal to wait for consensus, also influenced participants' thinking – the idea of gaining momentum through the initial participation and enthusiasm of early pioneers (a 'coalition of the willing') and change-makers makes getting started seem more achievable.

#### *The power of a target*

Having a shared, ambitious goal clearly succeeded in generating and continually refreshing people's momentum and enthusiasm, as did the Campaign strategy of promoting positive results and highlighting 'bright spots'.



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## Peer exchange participant reflections

### *Working collaboratively*

The power of relationship building was clearly fundamental to the success of the movement. This meant getting people to take a leap of faith, creating trust and believing in the solution. The use of practical tools to establish informal networks (such as the Facebook Hub) was also clearly important to the success of the project. The Community Solutions team emphasised how important it is to let go and allow people to adapt their own solutions, whilst ensuring universal acceptance of core values – the achievement of getting so many communities to sign up to a shared goal is testament to the commitment and focus of the Campaign team.

*“The project is about replication but without strict boundaries – like letting lots of people make their own meatballs. The recipes are all different, but everyone ends up with meatballs...”*

Ninna Hoegh, Peer exchange participant

### *Registry week*

The power of knowing people by name and getting their stories shouldn't be underestimated. In particular, it seemed to reignite the passion of people working on homelessness and create a sense of urgency that cannot be achieved with other approaches to data collection, as well as creating a sense of dignity for the homeless individuals being assessed. The registry also proved to be a useful tool for convincing opponents of the approach to change their minds.

### *Getting the best from people*

The approach the campaign used in ensuring people unleashed their 'inner genius' is something that participants can take home and explore, in particular the focus on allowing people to exploit their strengths. Participants were inspired by the 'just do it' attitude of the Campaign – it encourages people to pursue their goals despite others saying "No" and reinforces the idea that organisations should prioritise serving the homeless as effectively and urgently as they can. The idea of 'failing forward' (it's ok to make mistakes so long as you learn from them) was clearly fundamental in encouraging innovation and experimentation. The Campaign supported the creation of an environment which inspired and supported communities to try new things, in particular by not having everything planned from the outset ("You don't need to see the whole staircase, you just have to take the first step"). The idea that people at all levels were engaged and often the 'change-makers' came from quite junior levels, resonated with participants. The importance of giving credit and sharing success also came across very clearly.



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#### *Forging international relationships*

Participants were able to establish ties with counterparts in different countries and gain an understanding about shared approaches and beliefs around the issue of homelessness.

#### *Transfer opportunities*

##### Europe

Within Europe there are opportunities for coordinated research, investment, services and training. The use of a common goal could also be effective on a regional basis, particularly with improved use of data and the same commitment to improvisation through discipline. However, the EU is a much 'younger' region with far greater diversity (of language, culture, attitudes to homelessness and so on).

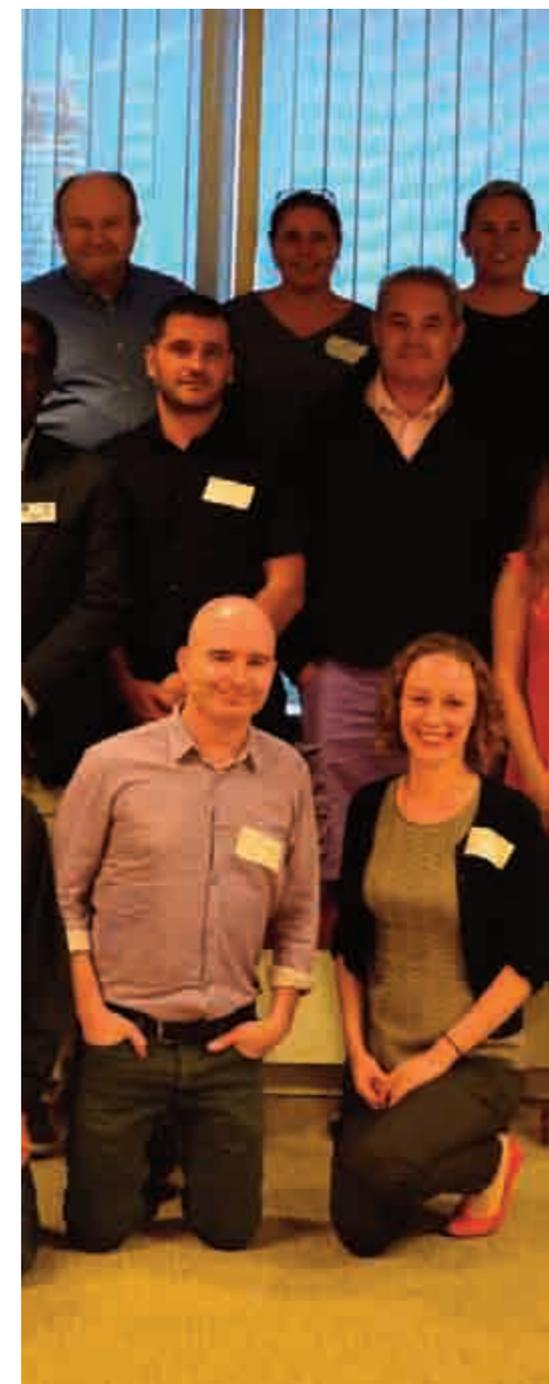
Participants are keen to explore how to transfer the campaign approach to their own contexts but there are some concerns over how the approach would sit within more structured systems for housing provision (for example in Denmark, France or the UK). How to accomplish collaboration is also seen as a challenge where many NGOs compete over the same pot of scarce resources.

##### Denmark

There are opportunities to implement a similar but different version of the campaign in the Danish context.

The Registry Week approach of taking photos and using personal information may be controversial and difficult to transfer. In particular, there may be concern about the approach resulting in over-delegation to the voluntary sector of services that the state should perform. There may also be a cultural resistance to any proposed change in approach.

Funding in the Danish homelessness sector has been shifting towards bigger grants to fewer organisations, which may provide an incentive for small organisations to work together more effectively.



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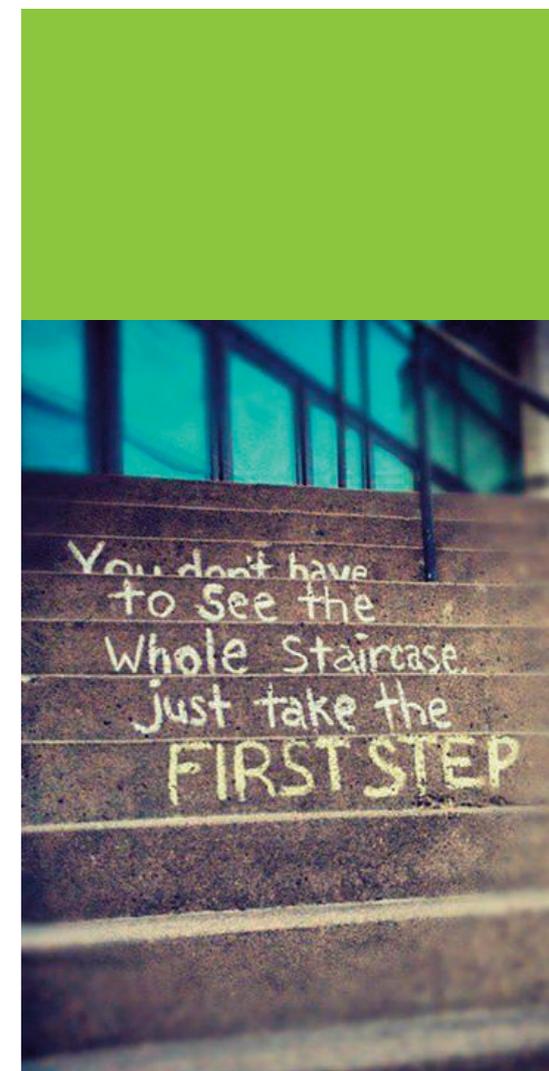
### *Transfer opportunities*

#### *India*

While the context is totally different, the approach of the Campaign in creating pressure to respond to a pressing social issue is transferable to any context. So too is the idea that access to existing services can be improved for the most vulnerable in society through better joining up of provision and improved joint working between NGOs. The use of data to provide 'live' evidence and create a sense of urgency and accountability is also very transferable. The idea of using a Campaign strategy to scale up solutions that are known to be effective at a local level could be applied in a developing country context, relating to many different forms of service provision (for example, universalisation of basic amenities or sanitation).

Challenges to transfer in India relate to the far greater magnitude of the problem of homelessness and slums – there is both a shortage of actual stock (a need to build homes) and a lack of support to enable people to access homes where they are available. Even though this is a key contextual difference, India is a growing economy and much urban development of homes is occurring through the labour of slum-dwellers, which represents a huge potential resource for scaling up solutions. It is feasible to develop an approach which creates a 'can-do' attitude towards slum rehabilitation and addressing homelessness, inspired by the 100,000 Homes Campaign.

Transferring some aspects of the Campaign, such as Registry Week, is difficult considering the sheer scale of the problem in India. A possible alternative to recruiting volunteers could be to create registration opportunities at a community level for people to come forward. It may, over time, be possible to begin bringing neighbourhoods together in addressing homelessness.





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Los Angeles



Peer Exchange Group at Community Solutions



Tennis Ball Game - Team Building Exercise to promote innovation



The fully committed tour - LA communities fully committed to the campaign principles



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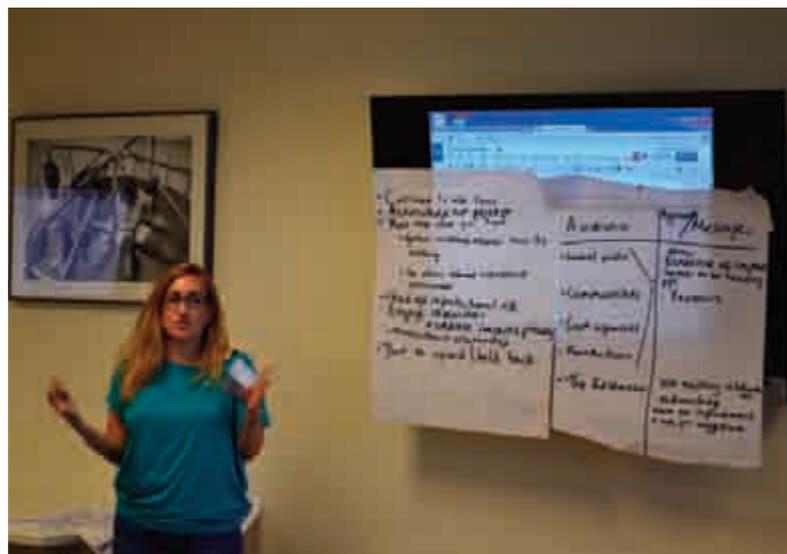
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Peer Exchange Group Work



The queue for the midnight mission shelter in Los Angeles



Map of the reach of LAs Coordinated Entry System on the wall of the San Fernando Valley Homeless Coalition



Advice from United Way - Collaborate Differently (Credit United Way)



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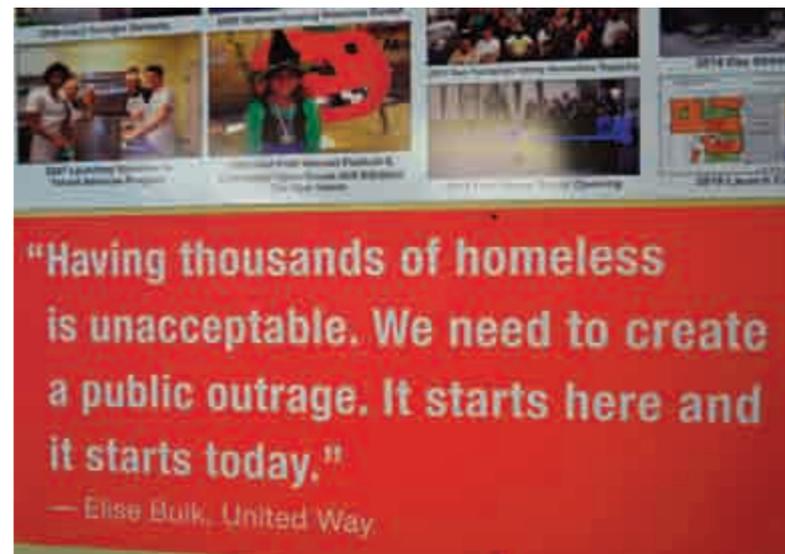
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Peer Exchange visit to United Way



Poster on the wall at United Way



The group visit the Mark Taper Foundation Centre for Housing



Skid Row Los Angeles



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## About Community Solutions

### About Community Solutions

Community Solutions launched and coordinated the 100,000 Homes Campaign. The organisation continues to work to end homelessness and help low income neighbourhoods address the complex challenge of intergenerational poverty, applying the lessons which emerged from the 100,000 Homes journey. Community Solutions evolved from the New York based non-profit housing organisation Common Ground. Common Ground realised that even though more supportive housing was being constructed and there was more funding for shelters and other relief programmes, homelessness continued to increase. This led to a targeted, localised effort to tackle homelessness and the achievement of greatly improved reductions in street homelessness in Times Square, New York, simply through better coordination and prioritisation of housing-related resources. The success of this approach led to the creation of Community Solutions in 2011 with the goal not just of ending homelessness, but of solving the problems that can lead to homelessness.

Community Solutions draw on successful tools and strategies from unexpected sectors such as healthcare, manufacturing and design to help communities become more effective problem solvers. The adaptation of these strategies to civic and human services supports the natural wisdom and capacity of community members to develop and implement their own solutions. The organisation is currently working on a range of social problems which contribute to homelessness – from concentrated poverty to urban public health.

Community Solutions' collaborative process aims to produce more effective local services, more connected and resilient communities, reduced taxpayer costs and better lives for struggling people.

Community Solutions carries out a range of activities and offers specialist support and knowledge to assist with improved systems across human services. These activities include:

- Providing expertise and support in developing effective data strategies
- Supporting collective and collaborative approaches to address fragmentation of services across deprived communities
- Expertise in physical transformation and development, providing support to participative planning and design processes to help revitalise neighbourhoods.



**COMMUNITY SOLUTIONS**  
cmtysolutions.org



Rider Moves: Know Your St

**FOX BUSINESS**  
THE POWER TO PROSPER

How Housing for the Chronically Homeless May Save Taxpayers Money



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Scaling up and transfer

The impact of the 100,000 Homes Campaign resonated widely across the United States and beyond. Many of the communities who embraced the Campaign are continuing to work ever more effectively together. The lessons and momentum which emerged through the process are being actively transferred across several different threads of activity.

Zero:2016 Campaign

Carrying on the momentum of the 100,000 Homes Campaign, Community Solutions launched the **Zero:2016** Campaign in January 2015. The Zero:2016 Campaign has recruited 71 communities committed to ending veteran homelessness by the end of 2015 and to ending chronic homelessness one year later. Successfully achieving these goals will create a 'tipping point' to demonstrate to other communities that the goal is achievable, creating pressure for others to adopt the same stance.

20,000 Homes Campaign, Canada

The 20,000 Homes Campaign is a national movement being led by the Canadian Alliance to End Homelessness, inspired by the 100,000 Homes Campaign. The campaign will run from June 2015 with July 1 2018 as the deadline for reaching the Campaign's target.



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### Institute of Global Homelessness (IGH)

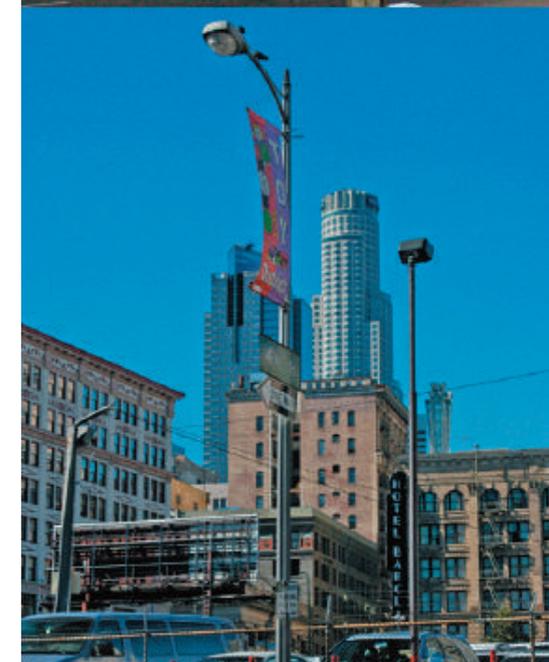
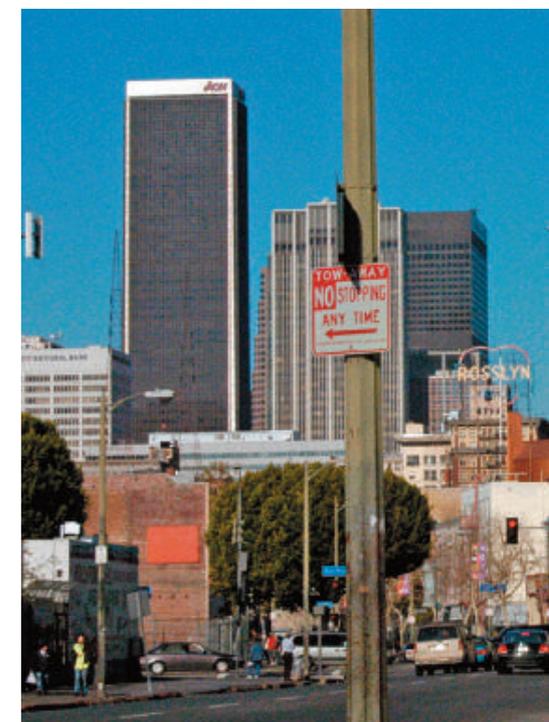
Kat Johnson (previously Project Manager for the 100,000 Homes Campaign) is now in position as Director of the newly formed Institute of Global Homelessness (IGH). The Institute will focus on 3 areas of work:

- 1) Action Research to understand the scope of global homelessness, collaborating with partners and creating a global hub for research
- 2) Providing leadership training
- 3) Matching expertise to need on the ground and connecting peers

### European Street Homelessness Campaign

As a result of the peer exchange, a number of the European participants started to discuss whether a similar campaign could be developed across European countries. In November 2014 BSHF brought together a number of those participants to discuss how elements of the 100,000 Homes campaign could be transferred to a European context. In addition, the group explored how such a campaign might be organised, promoted and resourced.

As a result, BSHF has started working with representatives from a small number of European cities, in alliance with the European Federation of National Organisations Working with the Homeless (FEANTSA). The cities will apply some of the methods developed within the 100,000 Homes campaign, as they attempt to end street homelessness in their city. For more information, contact Tom Archer, Programme Manager at BSHF [tom.archer@bshf.org](mailto:tom.archer@bshf.org)



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#### KnoSh (Knowledge Sharing)

KnoSh is the consulting arm of Community Solutions, established so that the organisation can continue to apply the methods known to be effective in bringing about social change, as well as to work collaboratively to develop new strategies and tools. Their goal is to measurably improve the lives of 250,000 vulnerable people by 2017.

Further details about some of the activities KnoSh are currently involved in are available in the presentation *Knowledge Sharing* in the **Additional Resources** section.

#### Partnerships to revitalise deprived neighbourhoods

Community Solutions is applying the methods of engagement and motivation developed through the 100,000 Homes Campaign to their existing partnerships in **Brownsville, Brooklyn** (New York) and **Northeast Hartford, Connecticut**.

#### Transfer to other sectors

The Community Solutions team have carried out work in Australia and Ireland exploring opportunities for the adaptation and transfer of the 100,000 Homes Campaign approach. As the approach was adapted from the 100,000 Lives Campaign, so Community Solutions believes the approach can be adapted within housing and across other sectors. To offer one example, in Brisbane, Australia, after receiving technical assistance on the Vulnerability Index and the Registry Week, the team applied those techniques to triage flood victims and rehoused them with unprecedented speed. Local leaders in Brisbane credited their experience with the 100,000 Homes Campaign for informing their response to the natural disaster.



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[100k Homes Campaign website](#)

100,000 Homes Campaign on the [World Habitat Awards website](#)

[Evaluation of the 100,000 Homes Campaign, Assessing the Campaign's Effectiveness in Housing the Chronically and Vulnerable Homeless](#), Urban Institute Research Report (February 2015)

[Switch: How to change things when change is hard](#), (2011), Chip and Dan Heath, Recommended reading material from Community Solutions

Videos

[100,000 Homes: Housing the Homeless Saves Money?](#), 60 minutes

[Anderson Cooper: How I see homeless people now](#), 60 minutes overtime

[Becky Kanis Margiotta addresses the National Conference on Ending Homelessness](#) on completion of her time as Director of the 100,000 Homes Campaign.



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**20,000 Homes Campaign:** The 20,000 Homes Campaign (Canada) was inspired by the 100,000 Homes Campaign. It is a national movement of communities working together to permanently house 20,000 of Canada's most vulnerable homeless people by July 1 2018.

**100,000 Lives Campaign:** The inspiration for the 100,000 Homes Campaign, the 100,000 Lives Campaign was launched by the Institute for Improved Healthcare in 2005 with the goal of reducing morbidity and mortality in American health care through the large scale transfer and implementation of best practices.

**AmeriCorps:** AmeriCorps NCCC (National Civilian Community Corps) is a full-time, team-based residential national service program for young adults who want to give back to communities in need at different locations across the country.

**Coalition of the willing:** A group of individuals or organisations willing to try something different in the way they tackle an issue – these were the pioneers who started implementing the Community Solutions' approach across different cities.

**Common Ground:** A non-governmental organisation based in New York, committed to resolving homelessness and providing supportive housing for chronically homeless New Yorkers. Common Ground pioneered the Street to Home Methodology. Community Solutions was originally established as the national and innovations unit of Common Ground.

**Communities:** In the context of the 100,000 Homes Campaign, the term 'communities' refers to a wide range of organisations working to tackle homelessness together within a geographic area. In addition to the groups that traditionally address homelessness, most campaign teams include the Public Housing Authority, leadership from the city and county elected officials, the faith community, the business community, the emergency responders (police, EMT, fire), student groups, the Veterans Administration, private landlords, the public hospital, and the community health clinics.



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**Community self-assessment tool:** A set of questions developed by Community Solutions, to be completed by communities, which assesses the presence of 23 factors believed to be correlated to higher housing placements. The 23 factors fall within 5 broad categories.

- 1) Building a unified system
- 2) Targeting and prioritisation
- 3) Housing First
- 4) Using data
- 5) Utilising mainstream resources

**Community Solutions:** The organisation behind the 100,000 Homes Campaign, dedicated to solving complex social problems through innovation and action.

**Coordinated Entry System:** An approach which speeds up the housing process by effectively matching demand with supply and coordinating housing support systems.

**FMEA (Failure Mode and Effects Analysis):** A tool for identifying and mitigating worst case scenarios - List the worst things that could possibly happen or could go wrong: How likely are they to happen? (1-10); How catastrophic would it be? (1-10); Take the highest scores and think of mitigation strategies (Action Plan)

**Homelessness (United States):** The **4 official criteria** used by the US Department of Housing & Urban Development to qualify those who are homeless and eligible for assistance are:

- 1) literally homeless;
- 2) imminent risk of homelessness;
- 3) homeless under other Federal statutes; and
- 4) fleeing or attempting to flee domestic violence.

**Housing First:** The argument that providing housing with no conditions attached and combining it with support services is far more effective in tackling homelessness than conditional housing (for example requiring individuals to address substance abuse before allowing them access to a home). More information about the Housing First model is available from **Pathways to Housing**, the organisation founded by Dr. Sam Tsemberis, who is largely credited as the originator of the concept. More information and resources are available from the HUD exchange in this briefing paper, **Housing First in Permanent Supportive Housing**.

Vulnerability Index & Service Prioritization  
Prescreen for S

<b>OBSERVATION ONLY – DO NOT ASK:</b> 41. Surveyor, do you observe signs or symptoms or problematic alcohol abuse? <i>If any response is YES in questions 42 through 48, score 1 in the Merit Column.</i>
42. Ever been taken to a hospital against your will for a mental health issue?
43. Gone to the emergency room because you weren't feeling 100% or because of your nerves?
44. Spoken with a psychiatrist, psychologist or other mental health professional in the last six months because of your mental health – whether that was voluntary or because someone insisted that you do so?
45. Had a serious brain injury or head trauma?
46. Ever been told you have a learning disability or developmental delay?
47. Do you have any problems concentrating and/or remembering things?
<b>OBSERVATION ONLY – DO NOT ASK:</b> 48. Surveyor, do you detect signs or symptoms of severe, persistent, and/or severely compromised cognitive functioning? <i>If the Substance Use score is 1 AND the Mental Health score is 1 AND the Wellness score is 1, OR an X, then score 1 additional point for tri-morbidity.</i>
<i>If YES to question 49, score 1.</i>
49. Have you had any medicines prescribed to you by a doctor that you have not taken, sold, had stolen, misplaced, or where the prescriptions were never filled?
<i>If YES to question 50, score 1.</i>
50. Yes or No – Have you experienced any emotional, physical, psychological, or other type of abuse or trauma in your life which you have not sought help for and/or which has caused your homelessness?
<b>PRE-SCREEN WELLNESS SUBTOTAL</b>

**SCORING SUMMARY**

DOMAIN	SUBTOTAL
GENERAL INFORMATION	
A. HISTORY OF HOUSING AND HOMELESSNESS	
B. RISKS	
C. SOCIALIZATION AND DAILY FUNCTIONS	
D. WELLNESS	
<b>PRE-SCREEN TOTAL</b>	



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## Glossary of terms

**Monthly Housing Placement Rate:** The proportion of chronically homeless people housed each month, used during the 100,000 Homes Campaign to assess whether or not a community is on track to meet their target.

**NGO (Non-Governmental Organisation):** Any non-profit, voluntary citizens' group which is organised on a local, national or international level.

**Performance Management and Communications Platform (PMCP):** A cloud based platform developed by Community Solutions in partnership with Palantir that supports streamlined services within communities to help them to get people from street to home as quickly as possible.

**Permanent Supportive Housing:** Housing provided with support as and when necessary for tenants that need it, available with subsidy to vulnerable individuals with mental health and other disorders and those on low incomes.

**Rapid Results Institute:** A not-for-profit organisation which works with communities and organisations to create effective and immediate impact by developing and delivering immediate results within a short period (100 days) and continuing to improve on the impacts achieved until a sustainable model is developed.

**Registry Week:** An ongoing process developed by Community Solutions during which communities and volunteers seek out and survey homeless people in order to identify the most vulnerable individuals by name and collect real time data on the number of homeless people in the area.

**Skid Row:** An area in greater downtown Los Angeles comprised of roughly 0.4 square miles, which contains very high numbers of homeless individuals and families. Of the estimated 91,000 homeless people living in Los Angeles County, it is estimated that 2,521 homeless persons can be found within the 0.4 square miles of the Skid Row area. Those numbers equate to roughly 3% of the county's entire homeless population residing within an area that comprises only .0001% of the county's total land area. (Community Redevelopment Agency of the City of Los Angeles).



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**Skid Row Coordinated Entry System Pilot Project:** An initiative between communities in Los Angeles that succeeded in streamlining housing support systems and speeding up the housing process within 100 days.

**Skid Row Housing Trust:** A property developer providing Permanent Supportive Housing (PSH), committed to preventing and ending homelessness in Greater Los Angeles.

**Street to Home:** An intensive pathway of support developed by Common Ground, which provides outreach and continuous engagement with chronically homeless individuals in order to get them out of homelessness. Common Ground provide a detailed overview of the [Journey from Street to Home](#) on their website.

**Take-down target:** The number of homeless people (or sub-population) who would need permanent housing to end homelessness (or homelessness among a sub-population) by a target date. The take-down target enables monthly housing placement rates to be calculated to assess whether communities are on target to meet their Campaign goal.

**Tennis ball exercise:** Teams are given a tennis ball (or tennis balls) and have to compete to develop a way for all team members to touch the balls as quickly as possible. The tennis ball exercise is hailed as particularly effective in encouraging communication, teamwork and getting people to think differently and creatively.

**VI-SPDAT - Vulnerability Index and Service Prioritisation Decision Assistance Tool:** A uniform method for collecting and processing information about chronically homeless individuals, developed by Community Solutions, which enables communities to prioritise housing for those at highest risk of premature death.

**Vulnerability index:** A scale which assesses health and behavioural conditions known to be associated with a high mortality risk.

**If it weren't for the last minute, nothing would ever get done.**

*- rita mae brown*



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## About the World Habitat Awards and BSHF

### About the World Habitat Awards

The World Habitat Awards is an annual international competition that recognises innovative and sustainable solutions to key housing challenges achieved by projects across the globe, in both Northern and Southern contexts.

The Awards were established in 1985 by the Building and Social Housing Foundation as part of its contribution to the United Nations International Year of Shelter for the Homeless. From the very beginning, the focus has been not only on the identification of good housing practices but also in the sharing of knowledge and experience to others who can transfer them to their own situations. The first visit to a World Habitat Award project winner was in 1987 and the visits have continued ever since.

Each year, an award of £10,000 is presented to each of the two winners. The award ceremony takes place at the World Urban Forum in even years; and at the UN-Habitat Governing Council in odd years.

Each year the World Habitat Award website publishes details about the two winning projects and the finalist projects selected by the judging panel. We also retain all submissions on our internal database and often encourage resubmissions over time as projects progress. Further information about the awards and international peer exchange visits to winning projects is available at [www.worldhabitatawards.org](http://www.worldhabitatawards.org).



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### About BSHF

The Building and Social Housing Foundation (BSHF) was established in 1976 as an independent research organisation to promote sustainable development and innovation in housing through collaborative research and knowledge transfer.

BSHF believes that everyone should have access to decent housing, and is committed to promoting housing policy and practice that is people centred and environmentally responsible.

We do this through the World Habitat Awards; International Peer Exchanges; cross-sector consultations on specific housing-related topics; partnership activities with a range of organisations; and producing or commissioning research publications where a specific need or interest is identified.

More information about BSHF is available on our website [www.bshf.org](http://www.bshf.org).

