

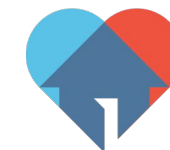
# Walla Walla County ACI

## Actively Homeless and Unsheltered Downward Shifts

June 2022

### Primary Authors:

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Ashley Barnes-Cocke, M Ed, ACI Project Director  
Liz Harding Chao, MPA, Data & Evaluation Director



**A WAY HOME**  
WASHINGTON

This Case Study reviews the major lessons learned by the Walla Walla County ACI Team between April 2021 and April 2022 as they made significant progress toward functionally ending youth and young adult (YYA) homelessness. Highlights include measurably and sustainably reducing the numbers of YYA experiencing active homelessness, including unsheltered.

Here we include:

- ❖ Significant data points
- ❖ Journey to quality, reliable, By-Name-List Data
- ❖ Successful system innovations
- ❖ What's next for Walla Walla?

# Walla Walla County

## ACI Case Study

# What is the Anchor Community Initiative (ACI)?

The Anchor Community Initiative is a project of A Way Home Washington (AWHWA) that supports communities to 1) accurately know all of the unaccompanied youth and young adults aged 12-24 experiencing homelessness and housing instability, and 2) use that data to make systems changes they need to end, not just manage, YJA homelessness by reaching Functional Zero. This includes ensuring just and equitable outcomes for youth of color and LGBTQ young people.

We provide strategic coaching, data infrastructure, subject matter expertise, and state-level advocacy to local teams, who leverage their expertise, political will, and real-time data to transform into communities that can quickly provide every unique young person a pathway forward.

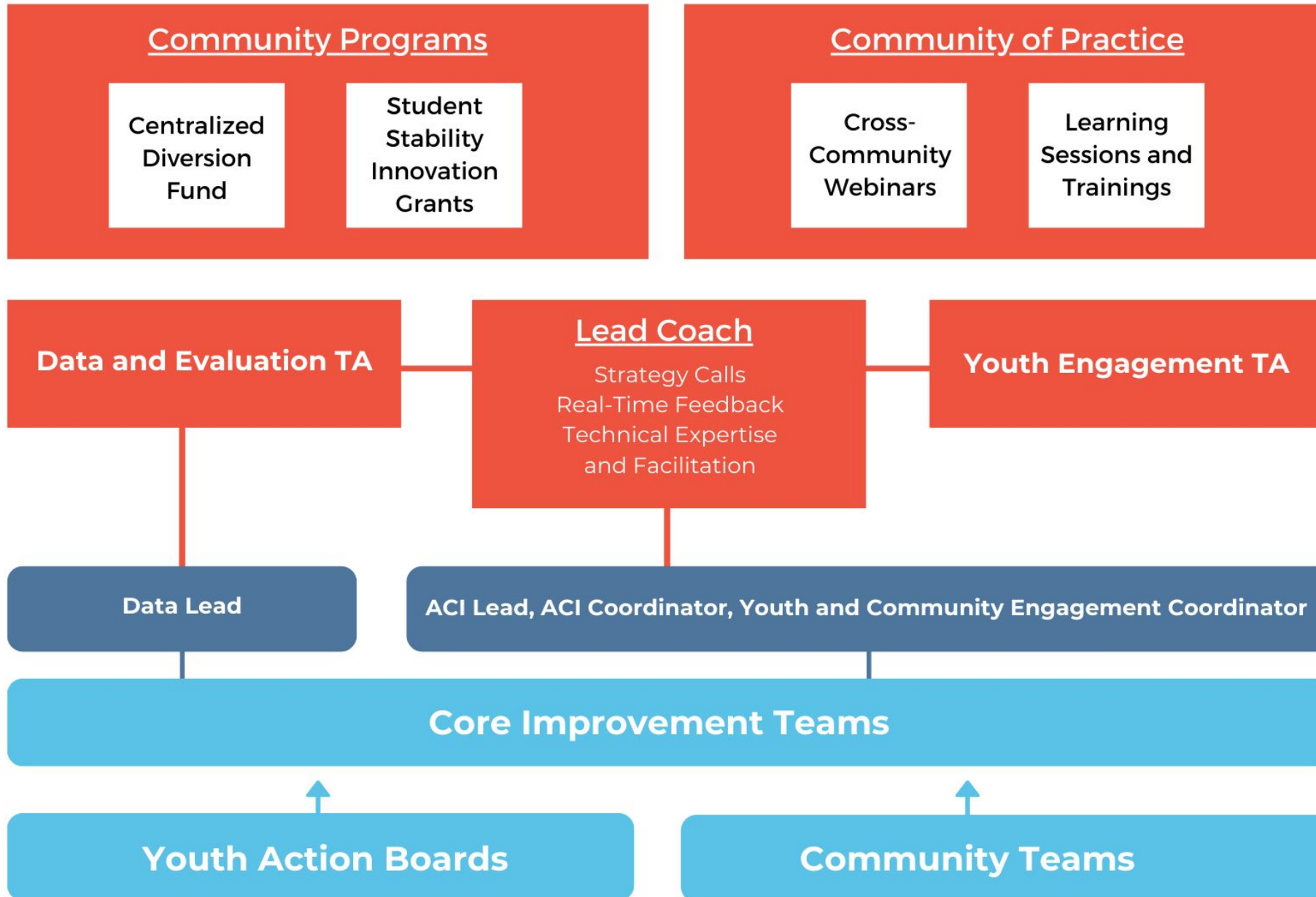
**We call that Yes to Yes.**

**Functional Zero Goal:** We are successful when Anchor Communities:

1. Can **house** all the young people coming into their system in an average of 30 days or less
2. Have 0 unsheltered young people
3. See **equitable outcomes** for youth of color, LGBTQ young people, and trans and gender-nonconforming young people



# ANCHOR COMMUNITY INITIATIVE



# About Walla Walla...



Walla Walla is occupying the indigenous lands of the Palus, Cayuse, Umatilla, Walla Walla, and Confederated Tribes of the Colville Reservation.

Walla Walla is described as being a small, quaint town known for being the pinnacle of wine-touring in Washington State. It houses 3 colleges and a penitentiary.

Within Walla Walla's beautiful landscape, there exists a significant wealth disparity among residents. Once the ACI began in Walla Walla, it became clear to the community just how many young people were experiencing homelessness.

- **Rural county:** Two main cities are Walla Walla & College Place but also includes many smaller, outlying areas
- **Population size:** 62,000 for the whole county
- **Population Demographics:**  
71% White, 21% Hispanic/Latinx, 2% Black, 1.5% Indigenous, 1.5% Asian, 0.5% Native Hawaiian and Pacific Islander, 3% Two or more races

# Walla Walla 2021/2022 Team

**ACI Coordinator:** Sam Jackle

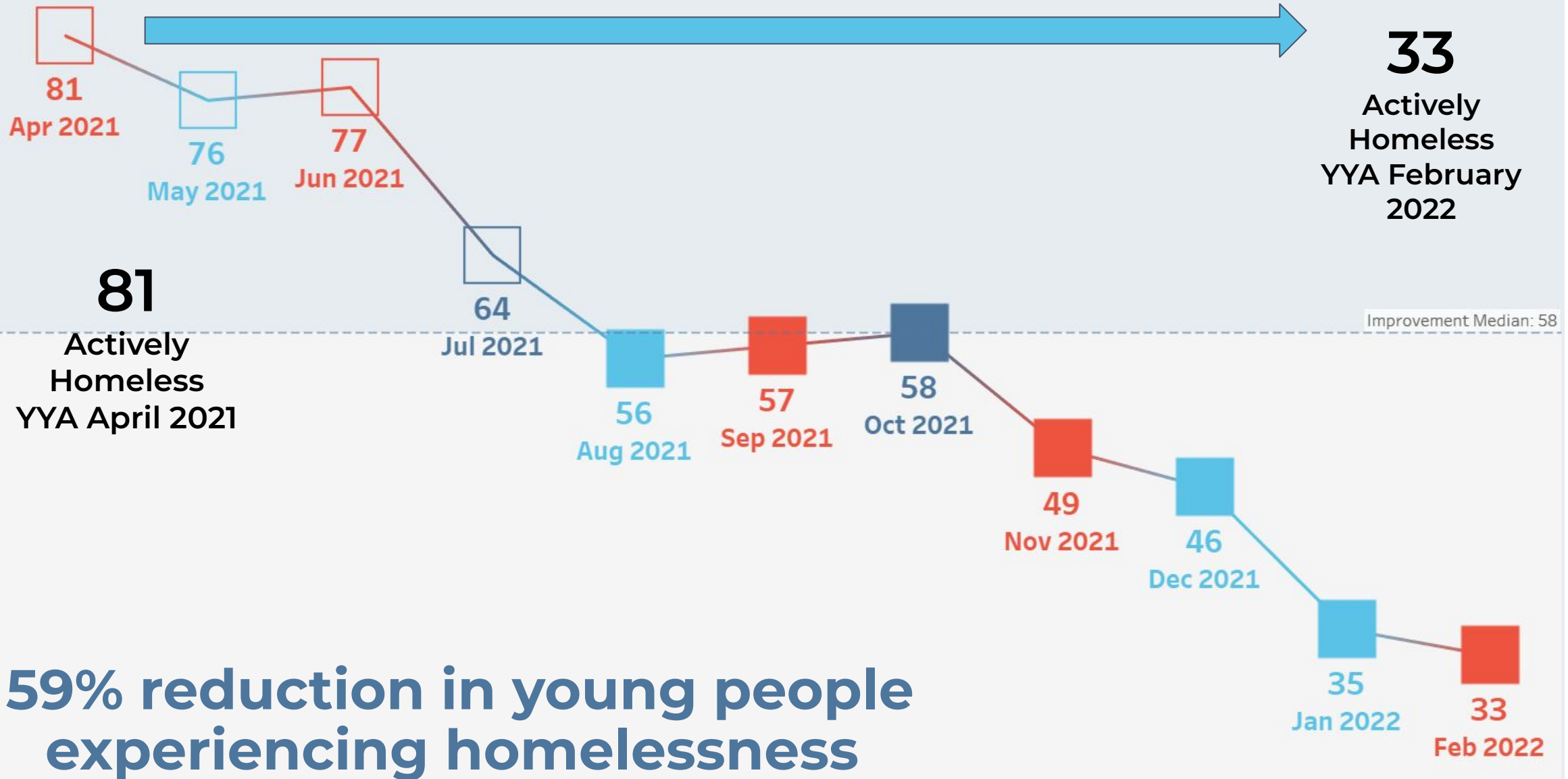
**ACI Lead:** Tim Meliah

**Lead ACI Coach:** Cecily Ferguson,  
Isaac Sanders

**Data Coach:** Vishesh Jain

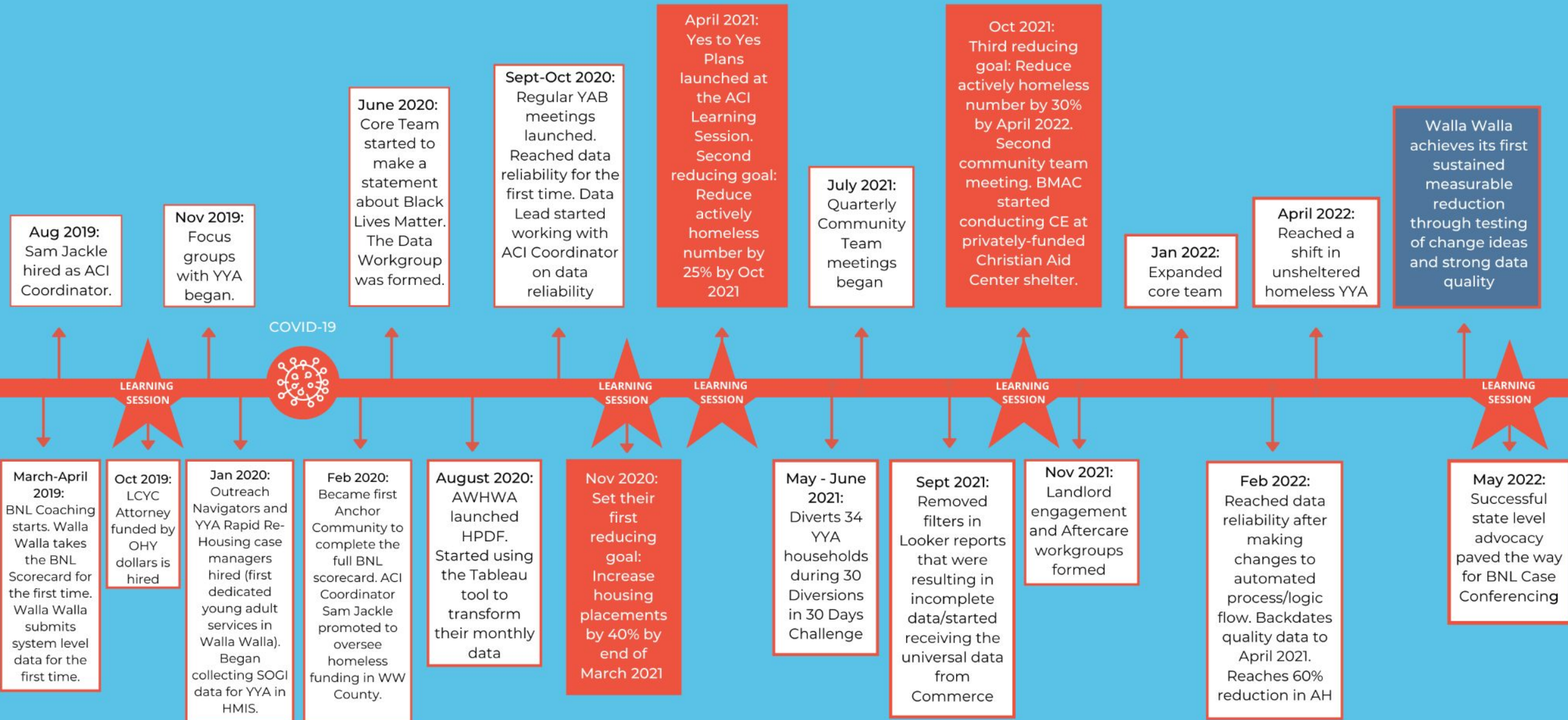
**Data Workgroup:** Sam Jackle,  
Elisha Pritchett, Mike Woolson,  
Liz Guerra





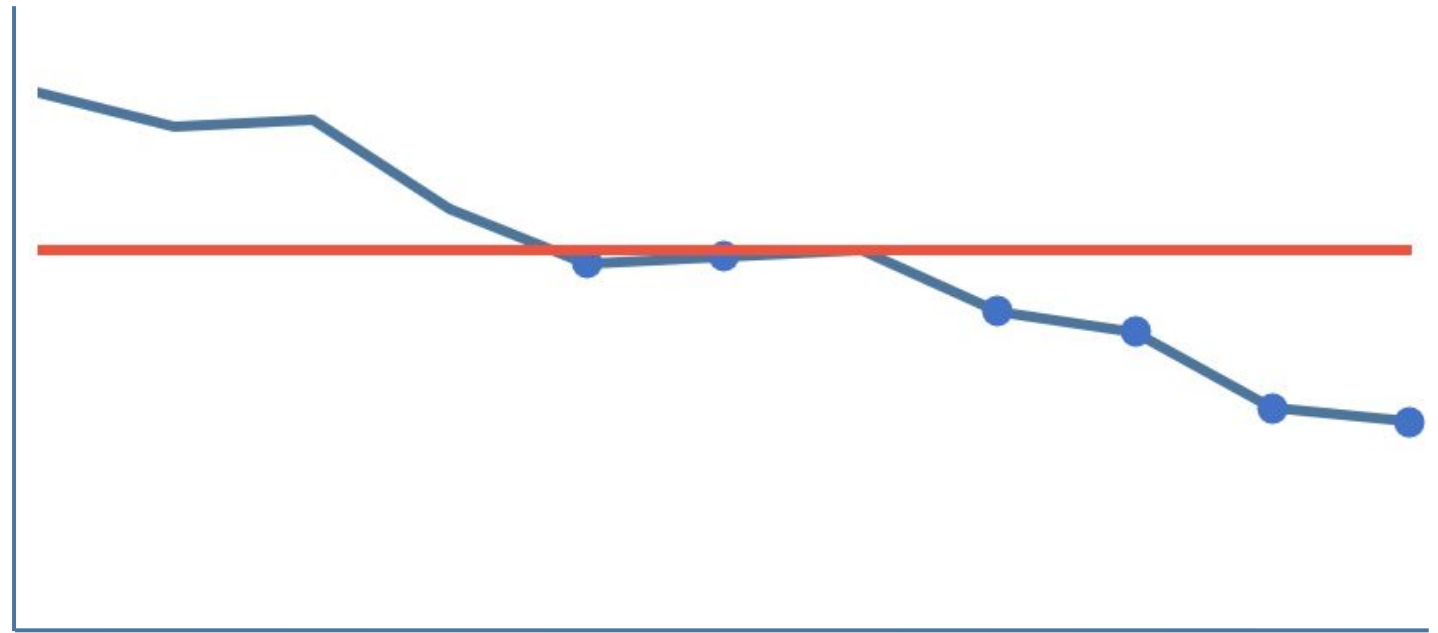
Total number of young people actively experiencing homelessness in Walla Walla April 2021 to February 2022

# Walla Walla Timeline to Shift





Using quality,  
real-time data,  
communities  
can tell if system  
changes they  
make are having  
an impact  
month over  
month



To be confident a homelessness system has fundamentally changed, we need to see **6 data points** below a system's baseline.

We call that a SHIFT

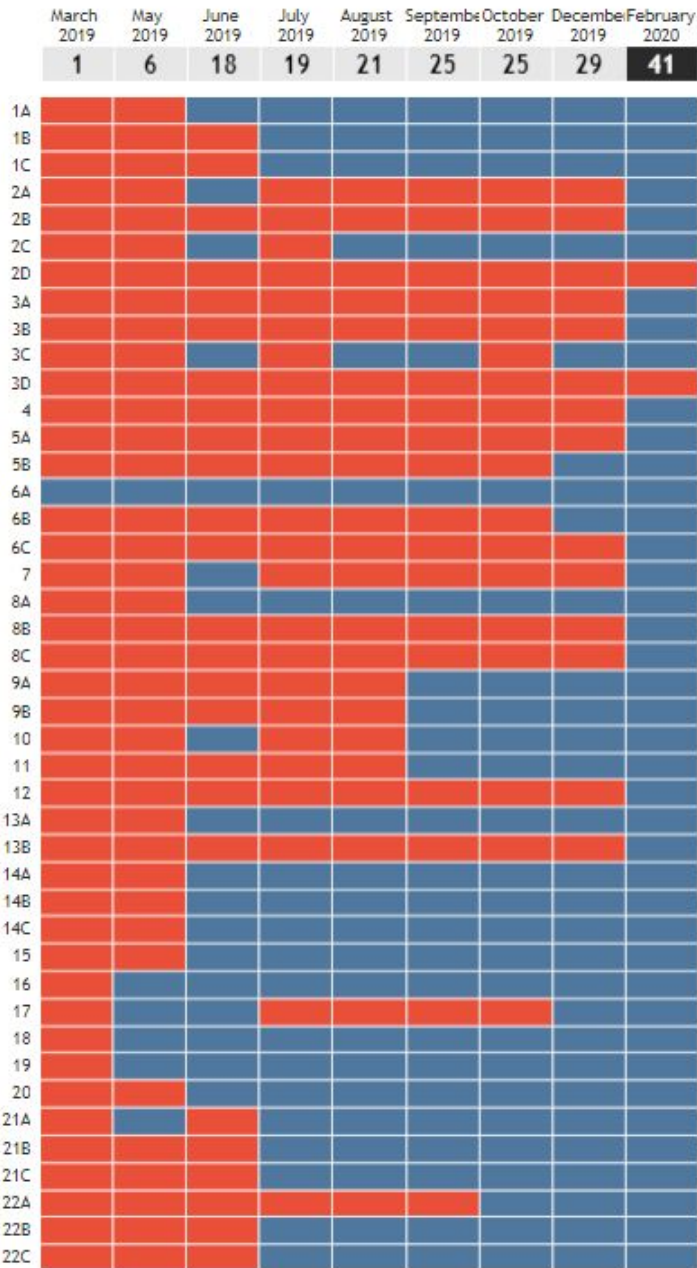
Note: When there is a point on the median, we skip that point and keep counting the points below the median until we reach 6.

Walla Walla is the second community in Washington State to measurably and sustainably reduce youth and young adult homelessness.

Walla Walla's achievement follows Spokane County's *shift* in 2021, and only two other communities nationwide — Rockford, IL, and Gulf Coast, MS (Built for Zero “*Zero for all*” communities).

# Walla Walla's Journey to Quality, Real-Time Data





# By-Name List Scorecard

Walla Walla was the first Anchor Community to complete the By-Name List (BNL) Scorecard, followed closely by Pierce County — a remarkable achievement given the unique challenges that Walla Walla faced. As a smaller, rural Balance of State (BoS) community, Walla Walla does not have a dedicated data analyst at the County or in the homeless system and must rely heavily on the Department of Commerce for data support.

## 1. Community Participation & Coverage

- Accounting for all young people experiencing homelessness
- Outreach coverage
- Providers reporting data
- Coordinated Entry Accessibility

## 2. Policies & Procedures

- Inactivity policy
- Non-consenting young people
- LGBTQ+ and race/ethnicity data collection

## 3. Data Infrastructure

- Tracking homeless status
- Unique identifier
- Accounting for newly identified and returning young people

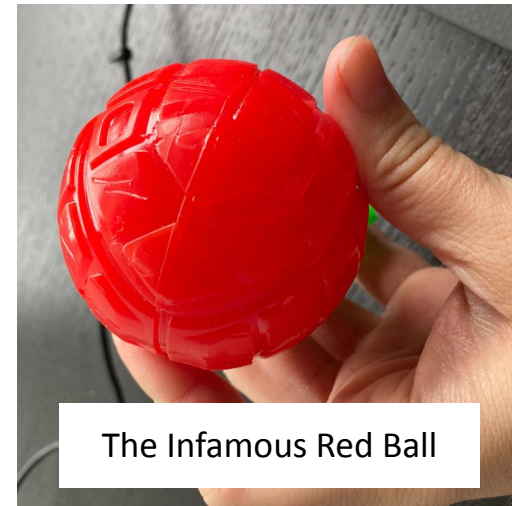
# Scorecard Breakthroughs

Like many communities, Walla Walla struggled in their first few months with building the team culture they needed to make progress.

However, once they got rolling, they decided to be the first Anchor Community to say yes to everything on the BNL Scorecard. During the month of January 2020 alone, they said yes to their last 12 Scorecard questions.

Some of their breakthrough moments were:

- ❖ **Red Ball:** The ACI Coordinator started physically passing around a red ball at the end of the meeting and asking each member to state their action items — this way, the whole team would notice if tasks were disproportionately falling to one person, people could clarify if they were confused about their task, and the team set an expectation that people should leave the meeting with red ball items.
- ❖ **Referral mapping:** The team spent 2 hours together using personas to draw out their exact steps to get young people of different ages and in systems of care onto their BNL. Once this vision was set, they could take action to make it a reality.
- ❖ **Clarifying what a YES means:** With their remaining Scorecard questions, they defined at what point something would be a yes, so they could focus on taking action.
- ❖ **Check the Damn Box:** After doing this, the team struggled to say yes to a question even though it met their definition — until one member yelled “just check the damn box!” Then they couldn’t stop saying Yes!



The Infamous Red Ball

Hey Anchor Communities!

We are incredibly excited to announce that **the first Anchor Community has completed the scorecard!**

While folks from around the state were coming together to push for youth developed advocacy topics for Youth Advocacy Day this past Friday, the entire Walla Walla team was frantically emailing back and forth to ensure they got to their goal of surveying 20 young people in their system so they could say **Yes** to their last mandatory question: 6C.

At the beginning of January, Walla Walla still had 12 required questions to work through. The group added extra meetings, passed around their **red ball** at every meeting, and was reinvigorated by having their two new Outreach Navigators join the team. While Walla Walla has struggled with transition and limited youth services, in the past three months this team has honed in on their goal, stayed organized and shared the work, all while keeping their awesome sense of humor 😊

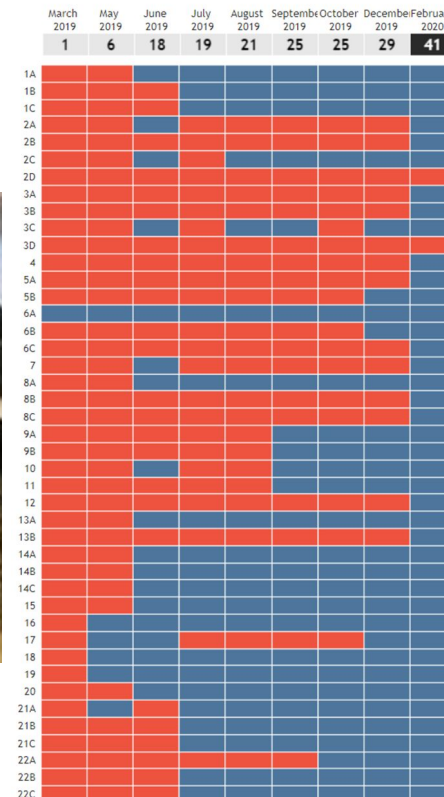
They still have some work to do to say Yes to 2D and 3D – the optional Behavioral Health questions – and to improve their data reliability over the next few months as we all transition into reducing.

We are so proud of you Walla Walla!!

TMS Youth Advocacy Day Feb 2020. L-R: Elysa Hovard (Former ACI Project Director), Liz Harding Chao (Data & Evaluation Director), Sam Jackle (ACI Coordinator), Charlene Brown, Former Walla Walla Core Team member



Youth & Young Adult  
By-Name List Scores



Walla Walla's last question was about whether young people felt they could access the housing system in a way that was respectful, safe, and comfortable, and Walla Walla defined success as surveying a minimum of 20 young people. Every team member pitched in to meet that goal.

It was so special that we were together at Youth Advocacy Day when the 20th survey came in over email.

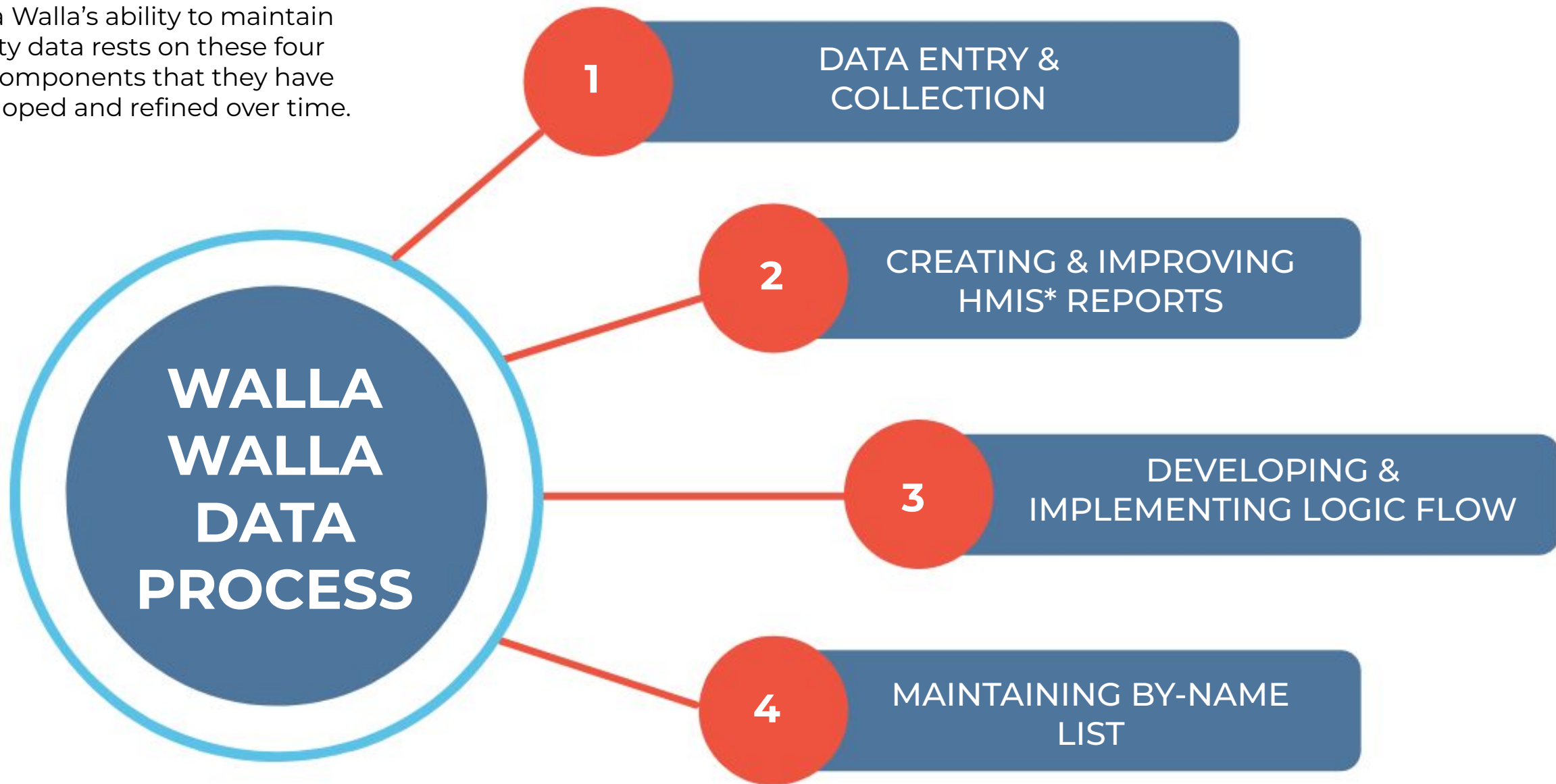
Completing the BNL Scorecard was easy for Walla Walla. Challenges came when they tried to maintain data quality and reliability over time.

They addressed these challenges by:

- Developing data literacy skills and a strong data work group
- Implementing reliable data entry procedures
- Creating a data transformation logic flow

Many of these innovations, advocacy items and practices have paved the way for all WA BoS communities to make fast progress towards data quality.

Walla Walla's ability to maintain quality data rests on these four key components that they have developed and refined over time.



\* Homeless Management Information System

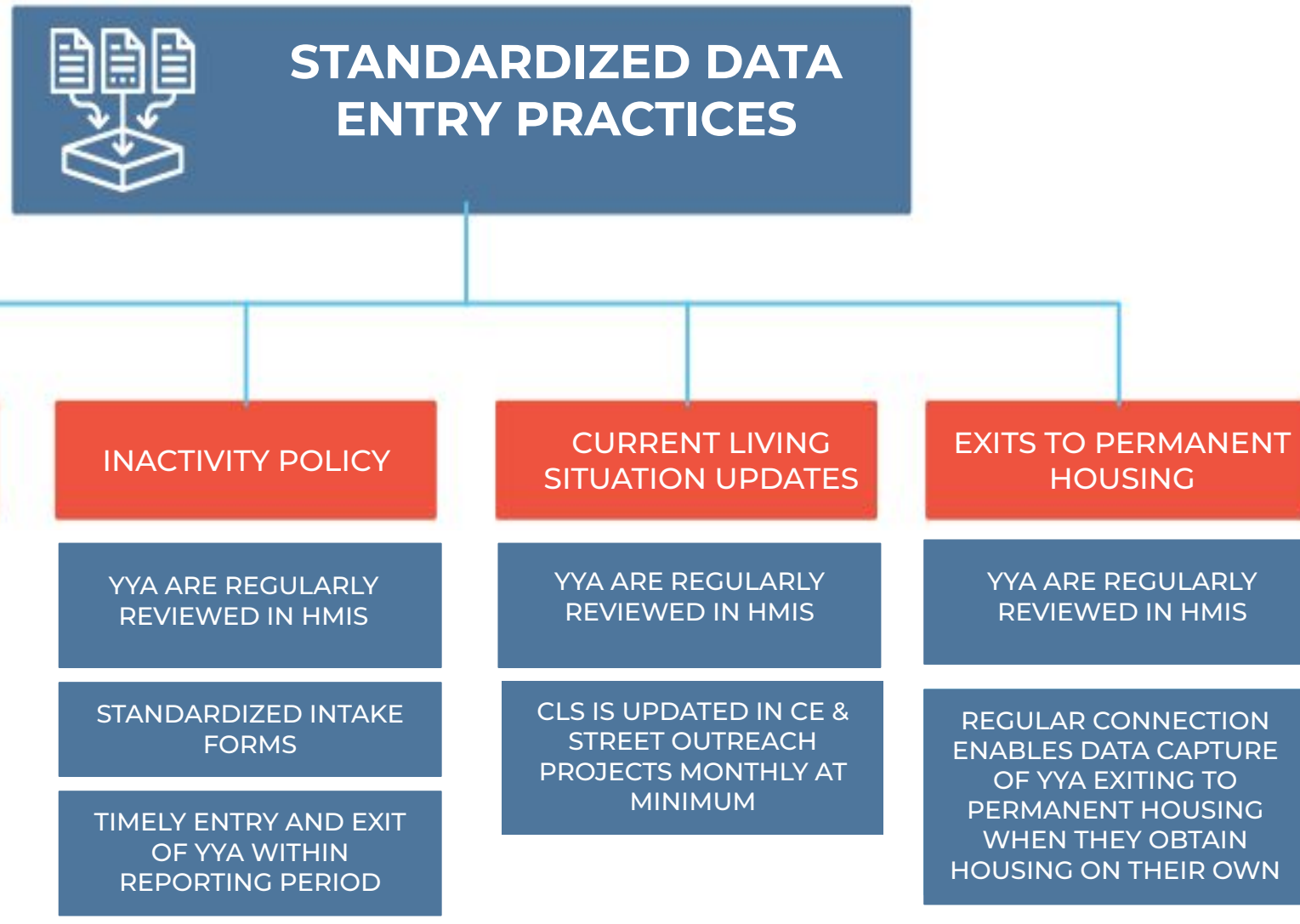


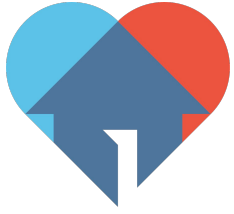


# Data Entry & Collection

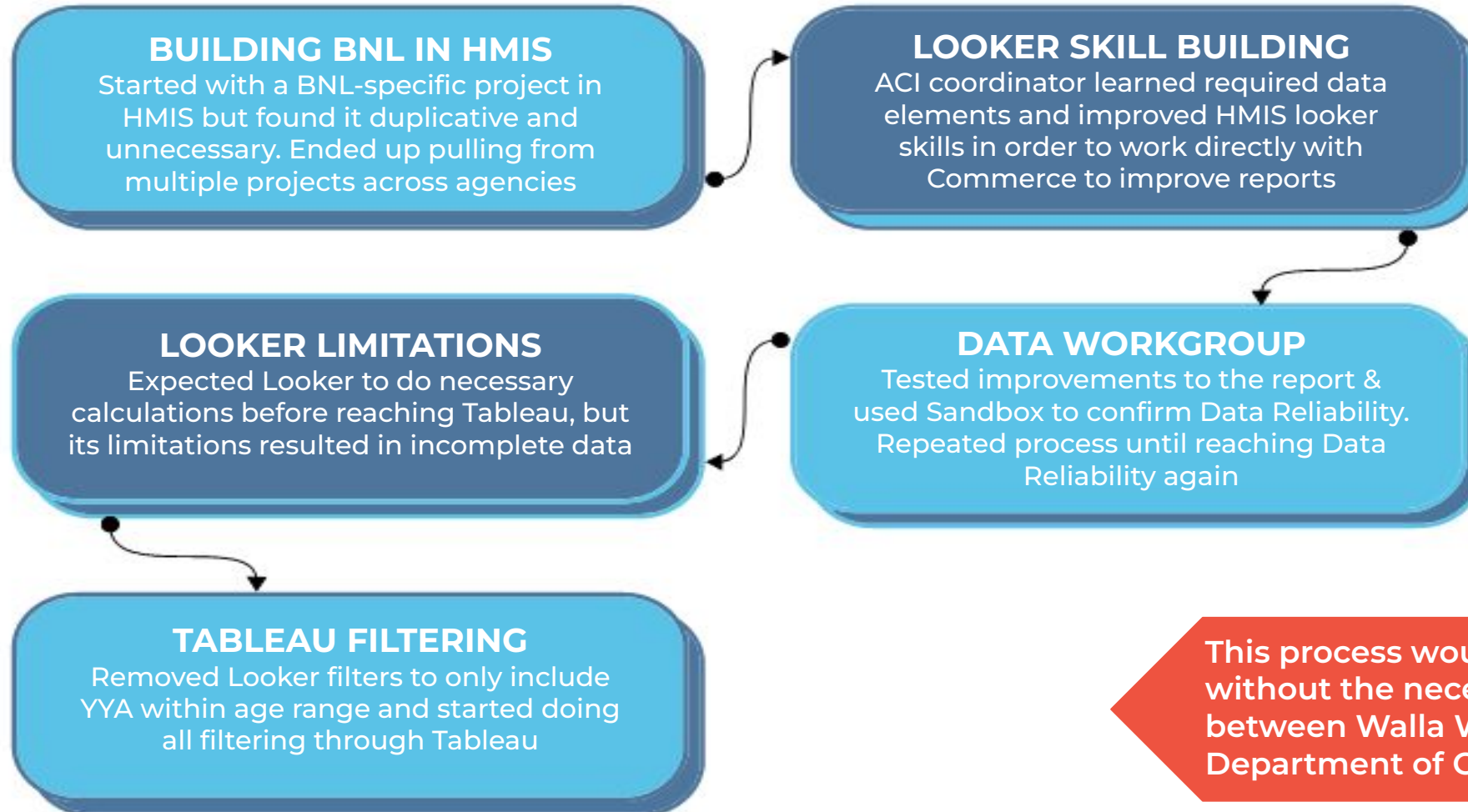
## CENTRALIZED COORDINATED ENTRY (CE) PROCESS:

- CE is centralized to one agency: Blue Mountain Action Council (BMAC)
- Everyone who enters data into CE has the same data entry practices — which limited data quality issues and allowed for standardization
- Easily allowed for improvement tests in data entry
- Works for WW because of the population size

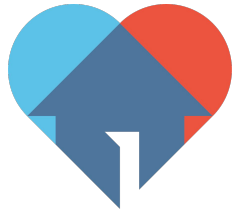




# Creating & Improving HMIS Reports



This process would not have been possible without the necessary relationship-building between Walla Walla and the WA Department of Commerce!



# Developing & Implementing Logic Flow

ACI Coordinator was using Excel to manually transform raw data into a By-Name List

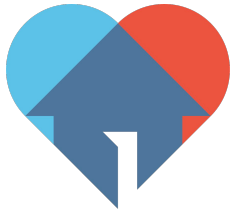
Ran into multiple issues & needed an automated process

Tableau tool was created. ACI Coordinator now uploads data and gets a BNL within minutes. Tool allows calculation errors to be easily found

Realized that a standardized procedure was needed to minimize errors

Created a standard logic flow for BNL transformation tailored to Walla Walla. This allowed for troubleshooting.

*All of this work took place in the Data Workgroup, with support from Vishesh at AWHWA, who met regularly (bi-weekly and monthly)*



# Data Workgroup Uses the Model for Improvement to Maintain Reliable Data

Vishesh at AWHWA conducted Tableau trainings to teach the Workgroup the functionality of the tool



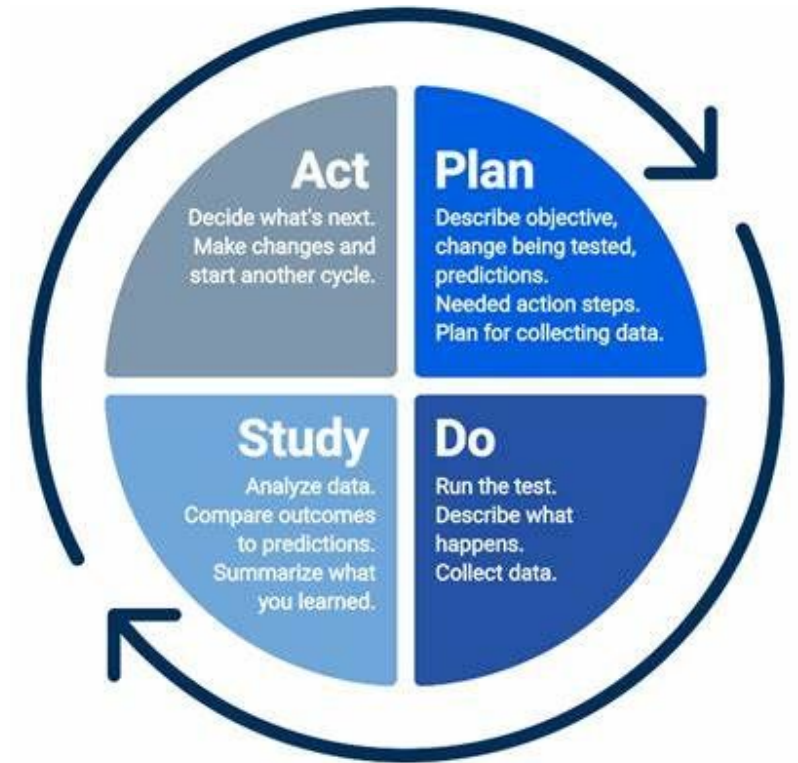
Workgroup disaggregated inflow, actively homeless, and outflow to see where YYA were/weren't showing up correctly in the data



Using the Model for Improvement, the workgroup kept looking at the data and troubleshooting on their own when issues arose or when they fell out of Data Reliability



Workgroup standardized this process so that they have an action plan to follow if they fall out of Data Reliability again



The Model for Improvement (PDSA Cycles)  
*\*Associates in Process Improvement*

Cisco Webex Meetings | Hide menu bar ^

Edit Share View Audio Participant Meeting Help

Walla Walla Data — ACI Resource: x ACI Monthly Data Submission Sp: x

docs.google.com/spreadsheets/d/1f\_B-uWlkjG9Kdqsrl4zMvEsAg3oMi-ds

ACI Monthly Data Submission Spreadsheet - Walla Walla ☆ 🔄 📄

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$=((C17+(SUM(I18:I20)+SUM(J18:J20)+SUM(K18:K20)+SUM(G18:G20)-(SUM(E18:E20)+SUM(F18:F20)))-C20)/C20)$

MONTHLY DATA SANDBOX

\* zoom in and out by pressing ctrl +/- to make the table fit your screen

Over last 3 months

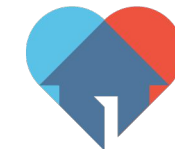
Submission Month	Active Homeless	Outflow			Inflow			Monthly Net Change	Balanced	1mth	3mth Reliability
		Move-Ins	Moved to Inactive	No longer Meets Pop	Newly Identified	Returned - Housing	Returned - Inactive				
October 2019	14	4	7		1		2	-8	No	-	
November 2019	14	3	6		1			-8	No	57.14%	
December 2019	18	3	2		6		2	3	No	5.56%	
January 2020	13	4	5		9		1	1	No	-46.15%	-23.1%
February 2020	3	27	9		12		9	-15	No	166.67%	0.0%
March 2020	8	29	14		16		9	-18	No	287.50%	-275.0%
April 2020	26	22	0	0	6		4	-12	Yes	115.38%	-223.1%
May 2020	38	19	0	0	10		10	1	No	28.95%	-168.4%
June 2020	38	15	0	0	10		5	0	No	0.00%	-107.9%
July 2020	46	11	0	0	11		3	3	No	10.87%	-34.8%
August 2020	54	6	0	0	7		6	7	No	1.85%	-11.1%

+ Data Input Data Summary Scorecard

# Walla Walla Reaches Data Reliability!

# Walla Walla Data and Run Charts

Unsheltered Rate, Permanent Housing Placements and Reducing Goals



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WASHINGTON



# All Anchor Communities Collect and Use These System-Level Data Points Each Month



**Inflow**



**Actively Homeless**



**Outflow**



- New
- Returning (from housing)
- Returning (from inactive)

- Unsheltered
- Sheltered
- Doubled-up/ couchsurfing
- Other/unknown

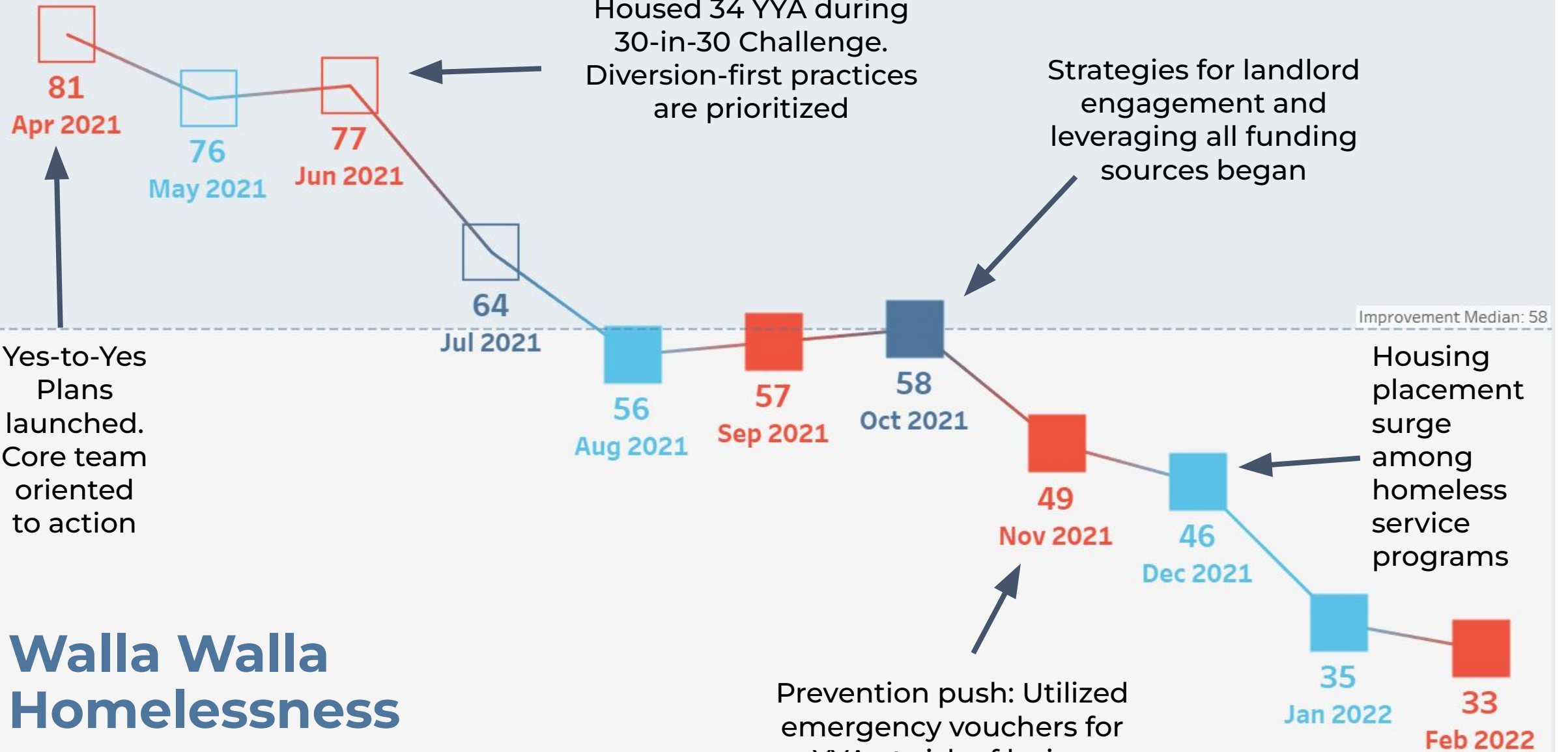
- Permanently housed
- Inactive
- No longer meets population criteria
- # of days from ID to permanent housing

**Age**

**YYA of Color**

**LGBQ**

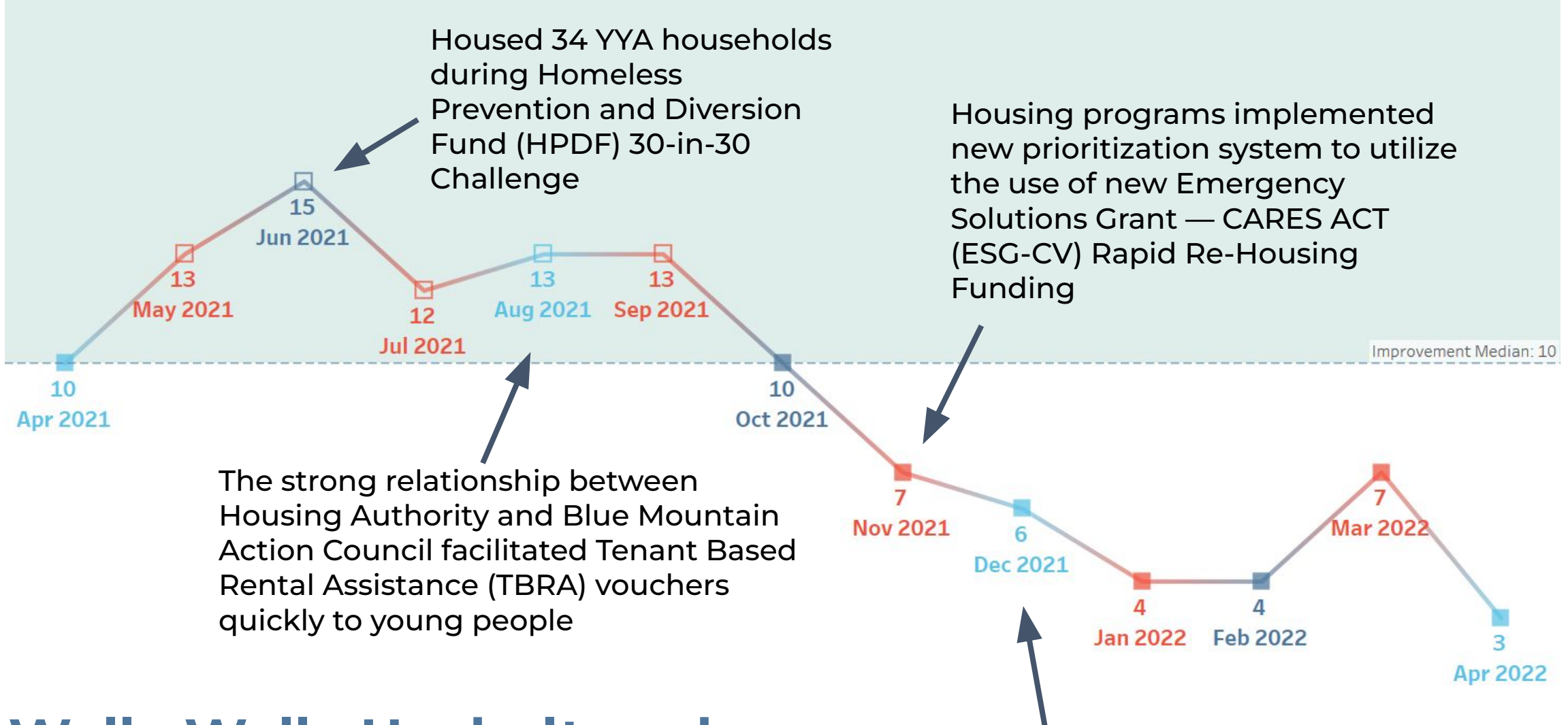
**Gender Diverse**



# Walla Walla Homelessness

Total number of young people actively experiencing homelessness in Walla Walla April 2021 to February 2022





Housed 34 YYA households during Homeless Prevention and Diversion Fund (HPDF) 30-in-30 Challenge

Housing programs implemented new prioritization system to utilize the use of new Emergency Solutions Grant — CARES ACT (ESG-CV) Rapid Re-Housing Funding

The strong relationship between Housing Authority and Blue Mountain Action Council facilitated Tenant Based Rental Assistance (TBRA) vouchers quickly to young people

Housing placement surge among homeless service programs

# Walla Walla Unsheltered Homelessness

Total number of young people actively experiencing unsheltered homelessness in Walla Walla April 2021 to April 2022

# What Has Led to Walla Walla's Success?

**Filled critical service and outreach gaps**

**Took ownership of their data literacy skills and emerging problems**

**Rallied around clear, measurable goals**

**Iterated the Yes-to-Yes Plan format to strategically organize themselves**

**Successfully took on challenges, proving that they could meet goals**

# Filling System Gaps

Before receiving ACI Services funding from the Office of Homeless Youth in 2019, Walla Walla had few dedicated resources for minors and **none** for young adults experiencing homelessness.

Now they have:

- ❖ A HOPE Center (the Loft, which existed previously)
- ❖ A Youth Engagement Team (YET)
- ❖ Young Adult Rapid Re-Housing
- ❖ A Homeless Prevention and Diversion Fund
- ❖ Capacity for high-quality youth engagement and case conferencing

## YOUTH ENGAGEMENT TEAM



**LCYC  
ATTORNEY**

**OUTREACH  
HOUSING  
NAVIGATORS**

**MENTAL HEALTH  
COUNSELOR**  
(not added — on hold)

Coordinated street outreach and housing navigation, based off of King County’s three-prong Youth Engagement Team (YET) model

IMPACT: Ensures that young people are included on the BNL by actively enrolling them in HMIS and connecting them with services. Reduces the number of referrals a young person experiences by providing wraparound services as a team

## YA Rapid Re-Housing Program

IMPACT: The first Young Adult Rapid Re-Housing program in Walla Walla County. Young people who are couch-surfing and doubled-up are now eligible for housing subsidies



By scaling up resources in alignment with goals to END YYA homelessness, Walla Walla is hitting on a “right-size” system for their community

# The Big Picture: Filling Service Gaps

Due to the impact of COVID-19, state and local governments were awarded millions in federal funding, beginning in August 2020, to provide rental assistance to those affected financially by the pandemic.

Walla Walla's funds were administered by Blue Mountain Action Council who, within a month, created the infrastructure necessary to disburse funds quickly and efficiently, which effectively kept a significant number of young people housed over the coming years - a prevention tool that is still being utilized today.

## COVID-19 and Federal Rent Relief

### Advertising and Outreach:

BMAC partnered with a local By-For organization, The Walla Walla Immigrant Rights Coalition, who also received funding from the County during the first round. They partnered together to conduct outreach to folks in the community. BMAC also advertised the assistance through multiple outlets and utilized their mobile food bank to spread the word about rent relief.

### Staffing:

In the beginning, case managers at BMAC adapted to the new funding and were able to pivot quickly to begin administering rental assistance within a month. A year later, when more capacity was needed, BMAC hired 2 full-time ERAP/TRAP coordinators to complete intakes and disburse funds. This added capacity meant that their waitlist was, at maximum, only a week or two out.

### Access:

BMAC created a process in which each person would speak directly with a case manager to complete their application. At first, over the phone but then later expanded to virtual Zoom meetings and as restrictions allowed, in person. This process allowed each person to speak to staff directly. The application process was quick and staff were able to obtain documentation in multiple ways: in person, through a drop-box, and using e-signatures.

### Fiscal and Administrative Capabilities:

BMAC's fiscal department had the built-in capacity to quickly produce checks to be sent out once they received approved requests. They also had the ability to cover a month's worth of expenses in advance before they were reimbursed. They billed the County 2x a month and were able to keep the waitlist short by providing this advanced assistance.

# Walla Walla's Secret Sauce:

- ❖ Direct-service providers are able to flexibly follow the need
- ❖ Their system came after they decided to end youth homelessness, so that has been embedded from the start
- ❖ Truly are Diversion-First

Most importantly:

- ❖ Walla Walla's Core Improvement Team and service staff see themselves as accountable to young people and to the system first.

**Filling  
Service  
Gaps Isn't  
Enough**

# Owning Their Data

BoS communities have limited capacity to access system-wide data, and, early in their journey, Walla Walla lost their local expert! They fell in and out of data quality for months after achieving it in September 2020 for the first time.

Sam Jackle, their ACI Coordinator, was committed to building her skills as well as ensuring her whole team had expertise and could work together to get their data quality back.

## Walla Walla's Data Workgroup

- **Met regularly with the right people in the room:** Workgroup members included folks who understood HMIS reports, input YYA data, and were positioned well in the community
- **Tableau skillbuilding:** Continuous improvement of Tableau skills to maximize the potential of the tool
- **Ownership of data:** Took responsibility of their community's data and believed in the importance of having quality data informing their Core Team's work
- **Data literacy:** Learned about their logic flow and used their knowledge to troubleshoot issues

## Members

### ACI COORDINATOR

- HMIS/Looker access
- Works at the County
- Pulls reports and filters through Tableau
- Submits monthly data into Sandbox
- Brings data to Core Team



\*Became the Data Lead after the Data Lead left



### DATA LEAD\*

- HMIS access
- Worked at The Loft (youth shelter <18)

### HOUSING NAVIGATORS

- HMIS access
- Works at BMAC
- YYA intake and data input
- Outreach (system and agency)



### COMMUNITY SERVICE DIRECTOR

- HMIS/Looker access
- Works at BMAC (holds OHY contract)
- Oversees multiple projects in HMIS

# Goals They Could Believe In

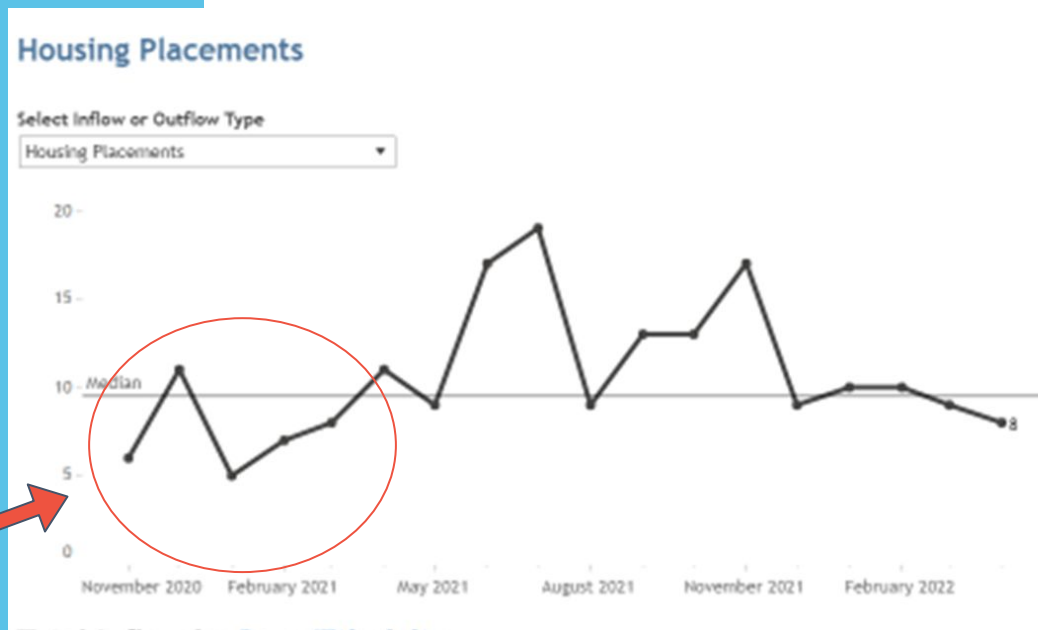
Walla Walla was struggling to maintain quality data, and spiraled around a reducing goal for months before deciding to focus on housing placements, because that was the most accurate data they had.

They set a goal of increasing their housing placements by 40%, but never really believed in it or felt ownership of it.

Their housing placements stayed low and they felt defeated.

In April 2021, Walla Walla started seeing consistent, reliable data, and their data literacy skills were up and growing. They were finally able to set a goal around reducing their Actively Homeless number that they understood. This got them excited!

This is when they started increasing their housing placements AND reducing their overall numbers.



“To this day, Walla Walla still references how hard it was to make progress on our first housing placements goal. It reminds us of the importance of choosing goals that we all believe in, as well as the importance of ensuring we have a clear understanding of what those goals mean and how we can measure progress towards them.”

**Sam Jackle**

*Walla Walla ACI Coordinator*

# When They Sustainably Achieved Data Quality in April 2021...

- ❖ Kept the Data Workgroup going to ensure they would catch emerging problems, constantly solving for quality
- ❖ Started showing their data at every Core Improvement Team Meeting and to their broader community
- ❖ Could finally track what changes were leading to improvements to the system

## Spotlight on Walla Walla's Statewide Advocacy

*"If there is something you need, don't be afraid to ask for it!"  
~Kim Justice, Director of the Office of Homeless Youth*

*"ok" ~Sam Jackle*

Since taking ownership of their data, Walla Walla has taken initiative to advocate for changes, resources and support BoS communities need from the Office of Homeless Youth and Department of Commerce, paving the way for other BoS communities to achieve quality data and reduce homelessness faster.



# Getting Strategic

In April 2021, the ACI team launched the Yes-to-Yes Plans — a template for communities to organize their strategy to achieve their reducing goals. Yes-to-Yes Plan templates include:

- ❖ Their goal
- ❖ Links to all community data tools
- ❖ Strategies communities think will move them toward their goals
- ❖ Monthly progress
- ❖ Space to define what success would be

Walla Walla Yes to Yes Plan

Our Reducing Goal: We will reduce our YYA actively homeless number by 30% from 59 to 41 by April 30, 2022  
Data we will look at to track improvement: Actively Homeless #, Housing Placement Rate,

Dashboard Link      Sandbox link      Improvement Project Tracker (?)

Yes      In progress/on track      Held Up      Not started      Sexual orientation data quality: 71%

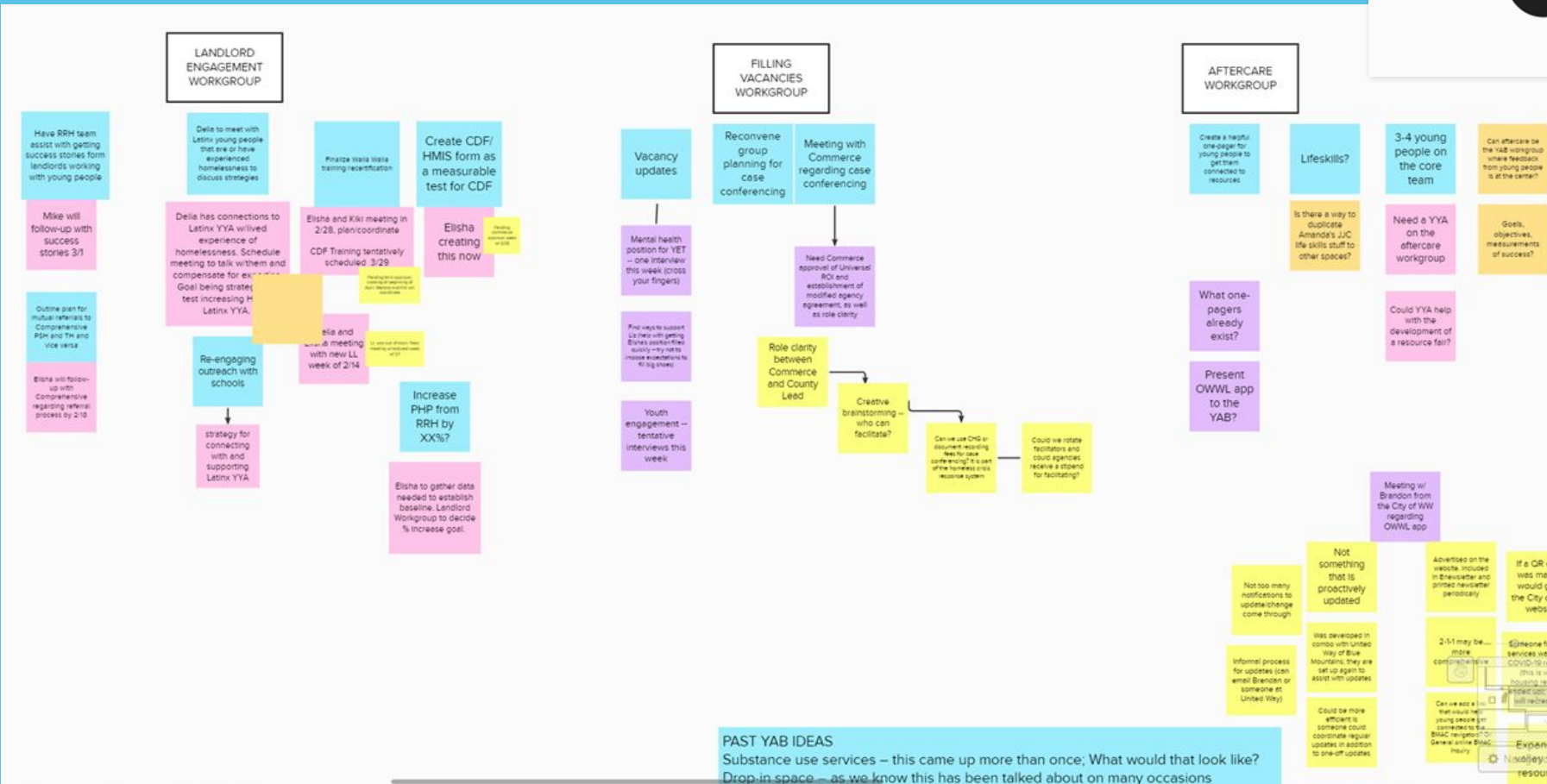
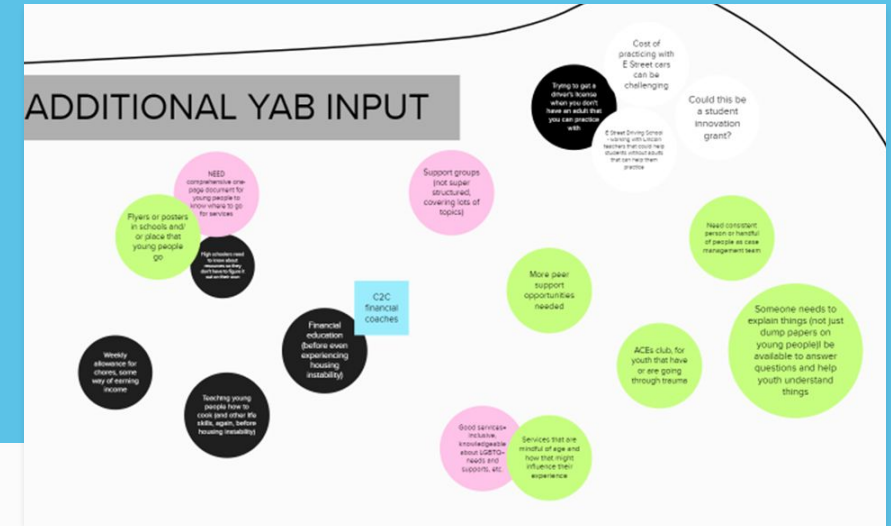
What needs to be true in our community to achieve our 6 month goal?	Priority level	Nov	Dec	Jan	Feb	Mar	April	Lessons learned/ iteration
1 Are we testing strategies for increasing landlord engagement that are resulting in more housing placements?	High							Green=when a young person has been plac
2 Do we have at least 2-3 Diversion providers accessing diversion each month that are not MSE resulting in a higher average monthly Diversion placements?								
3 Are we fully leveraging all of our funding resources to increase housing placements for YYA?	Medium							
4 <b>Latinx Youth focused something that results in increased housing placements?? Where is the most pressing place for improvement and how can we center efforts there? What do Latinx YYA have to say?</b>								
5 Are we regularly case conferencing our BNL that result in the active homeless number reducing?								
6i Are all of our key youth provider and ACI vacancies filled? Eg. Youth Engagement Team (YET), ACI youth engagement point person	High							
6ii Do we have 3-4 young people with lived experience on our Core Team?	High							

Team Yes to Yes Plan      Landlords      Filling Vacancies      Aftercare      Quality Data      Community Team Notes

Walla Walla has taken this template and iterated it, taking what works into all aspects of their work, and, through the practice of getting organized around a goal, they have realized the need for workgroups, and to clearly identify courses of action through their “Menu of Actions”

# Menu of Actions

The Walla Walla Team also uses a Mural board as a project management tool and framework for communication and decision-making



They intentionally include a section of youth-generated ideas, even if they can't implement them immediately. This ensures these ideas never get lost or forgotten.

# Taking on Challenges

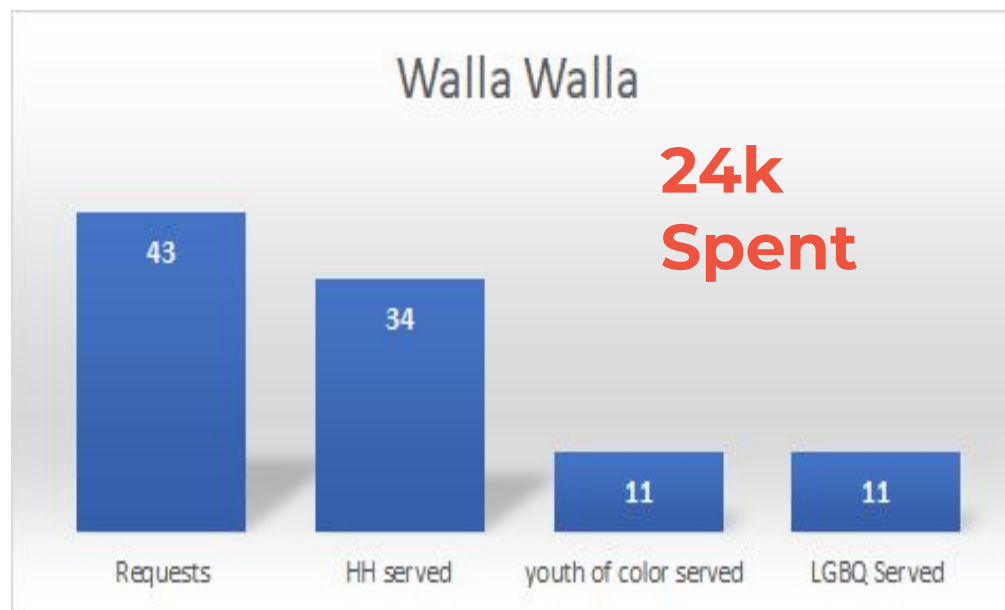
In the first half of 2021, Walla Walla team members were feeling like there was no way to increase their housing placements — they hit a roadblock.

*“We are already housing YYA at maximum capacity. How are we supposed to increase housing placements with the current housing climate and obstacles out of our control?”*

**Core Team participants**  
*Spring 2021 Learning Session*

AWHWA had launched our new Homeless Prevention and Diversion Fund (HPDF) in Summer 2020, but it had not taken off yet.

**So, we put out a challenge:** Use HPDF to house 30 YYA households in 30 days



Wowowowowow!!!!

Y'all are killing it. I just want to SCREAM into the void that Elisha singlehandedly has DOUBLED the housing placement rate in Walla Walla BY HERSELF (based off March's number)! LIKE WHAT!

AWHWA's HPDF, in partnership with the Office of Homeless Youth, provides flexible funding to eliminate barriers for YYA to safe and stable housing outside of the homelessness system, including for YYA at risk of homelessness or who are unstably housed.

See our recent report [here](#) for more information!

From our email



# HPDF 30-in-30 Challenge Impact

*Walla Walla housed 34 YYA households with HPDF during the challenge*

The 30-in-30 Challenge put focus and resources toward intentional diversion conversations. This exercised a muscle for service providers to lean in and get comfortable with the idea of non-traditional housing solutions.

After the 30-in-30 challenge, there was a shift in mindset within the Core Improvement Team and providers when it came to imagining what was possible. They went from saying “**we can’t**” to “**we DID and we CAN!**” Goals became more ambitious and actions more concrete.

Before the 30 Diversions in 30 Days Challenge, Walla Walla was housing around 5-8 young people in permanent housing per month, and, during the Challenge, the number of placements shot up to 17 in May and 19 in June. Since then, they have mostly sustained a much higher rate of housing placements.

# HPDF: A 'Game-Changer'

*"When conducting outreach and connecting with youth out in the community, it is essential to have funding to back what you are doing. HPDF can really be a game-changer. As an outreach worker, having funding options for the youth I encounter is everything."*

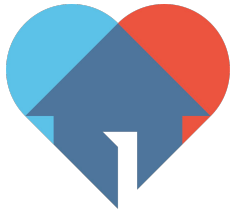
*Mike W, YYA Housing Navigator*

*"HPDF provided the opportunity for young people to be housed quickly and on their terms. The YET outreach team became a team that could also house young people. This kept young people out of the homelessness system altogether."*

*Elisha P, former YYA Housing Navigator*

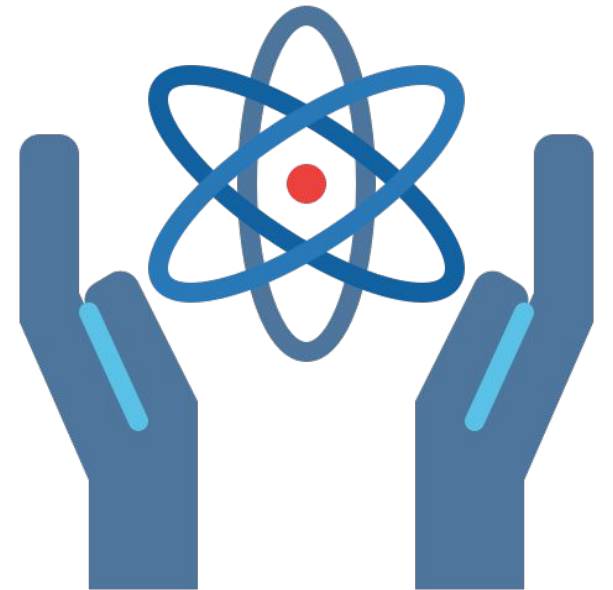
Walla Walla has identified the HPDF as a major factor in their success:

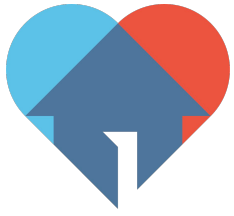
- Served 115 households with \$89,893
- Average cost per household is \$1,282
- 1 day median processing time for requests
- 0% of returns within the first 90 days after housing
- Most common fund type requests: Rental assistance/arrears, housing deposits, and application fees
- Providers trained across the community, including medical outreach and systems of care
- More young people get housed with HPDF than any other program!
- Are seeking additional funding locally because this project is so successful



# HPDF Creative Uses

- A **bus ticket** for a young person to escape domestic violence and obtain stable housing with a family member in another state.
- **Deposit assistance** for a young family of 4 who had been chronically homeless for over a year.
- A **month of rent** to keep a young person housed who was on an international student visa and didn't qualify for other programs.
- **Bill assistance** for a teacher who housed 2 siblings so they could remain in high school.
- A **door lock** for a young person to feel safe in their shared living situation.
- A **trailer and AC unit** for a young couple who would have otherwise been sleeping unsheltered outside.





# HPDF System and Practice Change Innovations

## Prepaid Debit Card

**Problem:** The process was taking too long to get the fiscal admin to process rental application fees, so young people were losing housing opportunities.

**Solution:** Give the YET team a prepaid debit card to use specifically for HPDF application fees, so they can pay them immediately.

**Result:** Wildly successful! The Navigators were able to process a lot more rental applications before the opportunity was gone.

## Taking Risks with Rentals

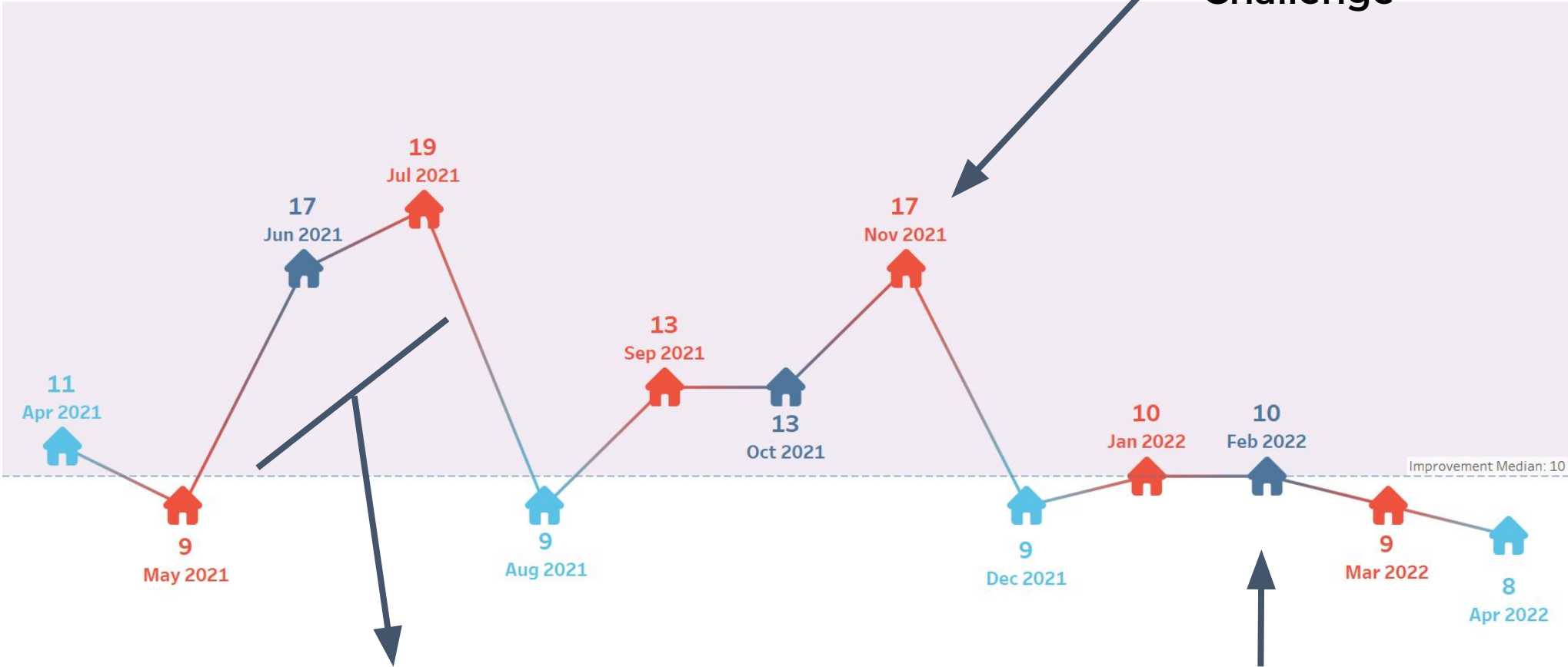
**Problem:** Rental criteria was holding young people back from getting housing, and obstacles seemed to increase during COVID with the eviction moratorium. Landlords weren't taking chances with rental applicants — or so we thought.

**Solution:** During the 30-in-30 challenge, the YET team took chances and pushed forward as though every young person would get accepted into housing, regardless of rental criteria.

**Result:** Most young people did!

# HPDF Increases Housing Placements over Time

Maintained higher housing placements following the 30-in-30 Challenge



Housing placements more than doubled between May 2021 and July 2021 during the 30-in-30 Challenge

Continuing to house YYA at a higher rate than before HPDF



# Core Team Culture (the #WallaWallaWay)

## Culture of Vulnerability

Walla Walla spent time early and often focusing on creating a space where folks could show up authentically.

Relationships between Core Team members have created a space that is based on trust. Because of this, “call-ins” and saying hard truths have become common practice.

Core Team members know that in order to change a system, you’ve got to be able to talk about what isn’t working. You need to be ready to hear that from your peers and young people.

## Shared Aim and Responsibility

Core Team members are rooted in the shared aim of ending youth and young adult homelessness and the BELIEF that it is possible.

The Core Team has evolved into a team of action and each member contributes to the workload.

Workgroups were formed in the last action cycle and they are pushing the work forward.

Walla Walla has taken their culture and shared aims from their Core Team into their community at large.

Starting in July 2021, they implemented quarterly **Community Team Meetings**, bringing together a wider group of local stakeholders and key decision-makers into the local movement to end YYA homelessness and invite them to help remove system barriers.

“Embracing a culture of vulnerability makes it easier to hear the things that you, your organization, or your community may be doing that aren’t helpful. It also makes it easier to rally together when it feels hard, because this work can feel hard.”

*-Sam Jackle, Walla Walla ACI Coordinator*



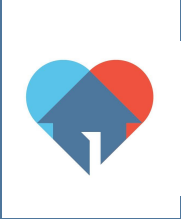
# What's Next?

- ❖ **Starting BNL case conferencing:** Having paved the way for other Balance of State communities, Walla Walla expects to start case-conferencing their By-Name List in June 2022.
- ❖ **Ending YYA Homelessness this year:** Using new structures and data tools to focus on disproportionality, measure progress toward Functional Zero, and action-plan how to get there!
- ❖ **Scaling housing programs that work:** Walla Walla is creating a sustainable pipeline for diversion funds due to their measurable success in reducing YYA homelessness.
- ❖ **Ending for all:** Using data and lessons learned in ACI to set the framework for all populations experiencing homelessness!

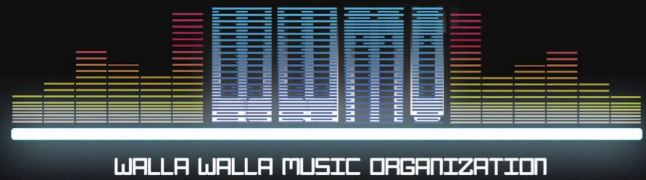


What is Walla Walla's next goal?

**Ending** Youth and Young Adult  
Homelessness by reaching Functional  
Zero by December 15, 2022!



# Thank You to All the Agencies Involved in This Transformation!



**Walla Walla Music Organization**

**BMAC:**

**Blue Mountain Action Council**



**Providence Population Health**



**Catholic Charities of Central WA**



**CHILDREN'S HOME SOCIETY of Washington**



**WW Public School District**



**WWCDCH**



**Catholic Charities**



**Comprehensive Healthcare**

**Walla Walla Way  
for the Win!**

**Congratulations!**