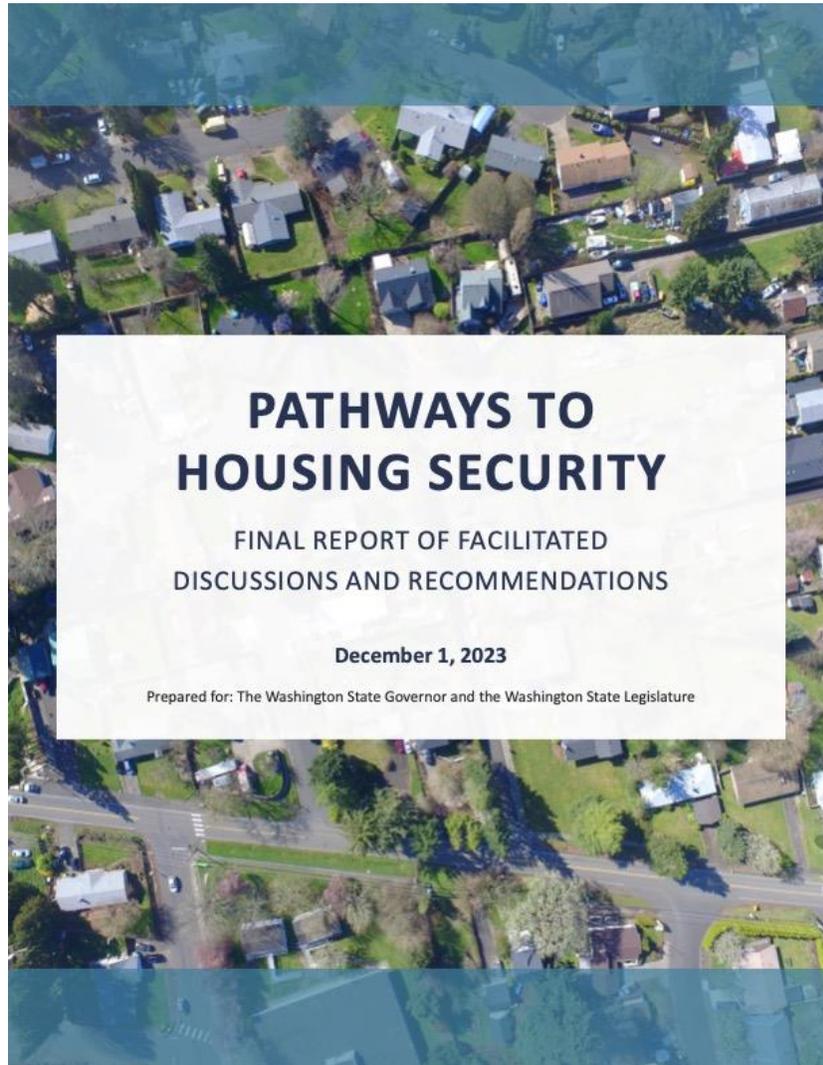


THE WILLIAM D. RUCKELSHAUS CENTER

UNIVERSITY OF WASHINGTON



PATHWAYS TO HOUSING SECURITY

FINAL REPORT OF FACILITATED
DISCUSSIONS AND RECOMMENDATIONS

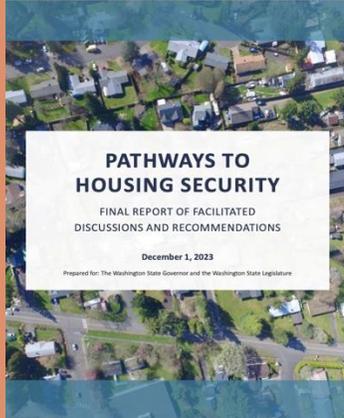
December 1, 2023

Prepared for: The Washington State Governor and the Washington State Legislature

RECOMMENDATIONS

Community Mapping

Report Background



In 2021, the Washington State Legislature directed the William D. Ruckelshaus Center to gather information and facilitate discussions to identify principles and options for a long-term strategy to create pathways to housing security. The resulting recommendations offer options that can be developed into tailored actions for specific contexts.

The report and supplemental resources can be found here:

<https://ruckelshauscenter.wsu.edu/pathways-to-housing-security-report-resources/>

Purpose

Community Mapping

This activity can help entities use the recommendations from the *Pathways to Housing Security* report in their ongoing work and generate ideas for how to engage with others who are working across different aspects of housing security.

Structure

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List of Report Recommendations..... Page 18-23

Event Set Up

Make Alterations to this
Setup Based on Your
Specific Needs,
Resources, and Room
Layout

1. Decide the Scope of Participation (What Sectors, Geographies, and Parts of the Housing Continuum)
2. Invite a Wide Array of Key Actors within the Scope
3. Write One Recommendation on Each Flip Chart Page (18 in total) and Stick Them on the Walls Around the Room
 - Leave Enough Room for Multiple People to Congregate Around Each
4. Arrange Tables so that Participants Can Sit in Small Groups (6-10 people is ideal)
5. Number Each Table
6. Put Stacks of Green, Pink, Yellow and Blue Post-it Notes on Each Table
 - You Can Also Wait to Distribute Post-it Notes as They Are Needed to Ensure People Use the Color Designated for Each Step

Community Mapping Goals

Community Mapping Provides Opportunities to Accomplish the Following:

- Identify the Way Each Participant's Work Aligns with Each of the Recommendations.
- See What is Already Being Done to Address Housing Security.
- Add What is Being Done but May Not Be Represented in the Room.
- Identify Gaps in the Community.
- Generate Ideas for Action.

Action Mapping Instructions

1. Read Through All Recommendations in the *Pathways to Housing Security* [Executive Summary](#)
2. Pick Up to 5 Recommendations your Organization Works to Address
 - Write Your Organizations Name and Your Primary Action that Contributes to the Recommendation on a Green Post-it Note.
 - Write One Action per Post-it Note.
 - Actions Might Apply To Multiple Recommendations
3. Add Your Post-its to the Corresponding Recommendations on the Wall

Action Mapping Examples

Recommendation 1: Multiple Successes

We tailor success markers to each client based on their specific needs and track them with their case manager

Recommendation 13: Diversity of Implementation

We have private and public developers working to expand the types of housing available

Recommendation 9: Coordinated Pathways

Our case managers follow up on referrals made to other providers

Recommendation 18: Knowledge Management

We partner with researchers at a local university to study what matters to people experiencing homelessness

Gallery Walk and Gaps Instructions

1. Walk Around and See What Others in the Community Are Doing
2. Notice Where You See Gaps In What Is Being Addressed In Your Community
3. Write Gaps On Pink Post-its
4. Add The Pink Post-its to the Corresponding Recommendation on the Wall

Gallery Walk and Gaps Examples

**Recommendation 2: Clarity of
Total Investment and Benefits**

**We don't include temporary
housing provided by friends and
family as part of the total
community investment in housing**

**Recommendation 13: Diversity of
Implementation**

**There are not very many smaller
local developers participating in
expanding affordable housing**

**Recommendation 10: Holistic
Eligibility**

**No resources for transitional
funds as people become
ineligible for housing
assistance but their housing
isn't stable yet**

**Recommendation 16: Core
Competencies**

**Not enough coordinated
training for important
competencies across service
providers**

Gallery Walk and Gaps Who is not in the Room

Potential
Alteration:
Have People Do This
Simultaneously
With the Gallery
Walk

Recognize Those Not Represented

1. If You Know An Organization Not in the Room that Contributes to Any of the Recommendations, Write Their Action on a Yellow Post-it Note.
2. Add the Post-it Note to the Corresponding Recommendation on the Wall.

Small Group Discussion Goals

Small Group Discussion Provides Opportunities for Participants to Accomplish the Following:

- Identify Barriers to Addressing Recommendations
- Identify What Could Be Changed to Address the Recommendations More Fully
- Identify Potential Actions That Can Be Taken
- Think Through Unintended Consequences

Small Group Discussion Instructions

1. Assign Each Table a Recommendation or Cluster of Associated Recommendations
2. Ask People To Sit at a Table That Aligns with the Recommendation They Would Like to Discuss Further
 - Discussion prompts are on the next slide

Small Group Discussion Questions

These Questions Will Help Guide Discussion about Actions to Implement Recommendations

Identify Contributing Factors

- What is contributing to why this recommendation is under addressed in this community?

Identify Needed Changes

- What is needed to address this recommendation more?
- What barriers need to be overcome?
- How could those barriers be mitigated using resources in the community?

Identify Potential Actions

- What could your organization be doing to help fill this gap?
- What could happen in the community to fill this gap?

1. Write Potential Actions on Blue Post-its
2. Add Them To The Wall

Identify Unintended Consequences

- What barriers might your potential actions create for other parts of the housing response?
- How could those barriers be mitigated/managed?

Large Group Debrief

Share One Action Your
Small Group Discussed

How Do Actions
Address Gaps?

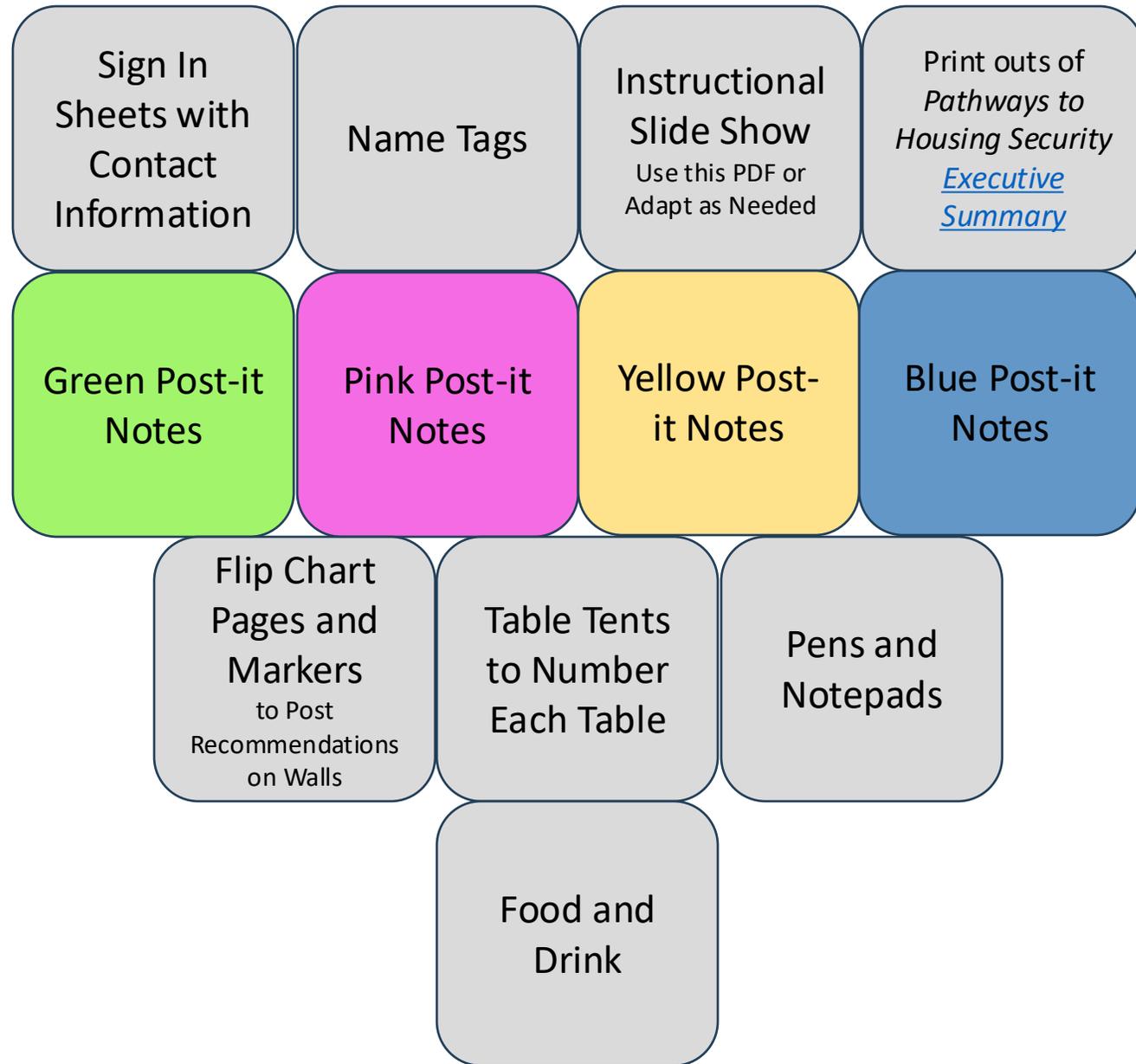
How Do
Actions Connect
Across Groups?

How Can You
Continue To Engage
Across Community?

Appendix A

Suggested Materials

Materials Needed



Make Alterations Based on Your Specific Resources, Room Layout, or Needs

Appendix B

Recommendations

Set the Strategy Up for Success

- 1: Multiple Successes** Recognize multiple, co-existing ways of understanding success.
- 2: Clarity of Total Investment and Benefit** Capture and communicate the comprehensive investments that advance housing security, the benefits they yield, and for whom.
- 3: Experiential Expertise** Amplify the insights and expertise of those affected by homelessness and housing instability by supporting them to participate in making decisions about, implementing, and assessing the performance of laws, policies, programs, and services related to housing insecurity.

Respond to the Continuum of Housing Needs

- 4: Housing Options** Expand the supply, variety, location, and quality of supported options and pathways for shelter, temporary, and longer-term housing, to better match people to their types and level of need and to their preferences.
- 5: Supply of Affordable Housing** Adopt strategies that align homelessness services and housing assistance with increasing the supply of affordable housing for rental and ownership. Allocate more funds to be used for operations and maintenance to preserve the current stock of subsidized and affordable housing.
- 6: Equitable Access to Housing** As policies are implemented to increase the supply of affordable housing, ensure equitable access for those transitioning from homelessness and most at risk of housing instability.
- 7: Geographic Variability** Accommodate the ways in which housing challenges manifest differently in different places.
- 8: Cooperation Across Jurisdictions** Incentivize greater cooperation across geographic and political jurisdictions.

Respond Holistically to People's Needs

9: Coordinated Pathway Create a coordinated pathway system that cultivates operational connections among entities working on outreach, entry into the homelessness response system, placement in housing, and longer-term housing stability.

10: Holistic Eligibility Reconfigure eligibility criteria using a cross-sector, multifactorial, periodic assessment designed to help people access the supports they need over time to synergistically stabilize their housing, health, behavioral health, and socioeconomic circumstances.

11: Person-Centered Navigation Evolve current case management and care navigation efforts into a cross-sector navigation system that responds to the specific needs of individuals and households and follows them longitudinally as those needs evolve.

12: Circumstances of Precarious Housing Expand investments that stabilize individuals or households with circumstances of precarious housing.

Bolster Systems and Workforce Capacity and Stability

13: Diversity in Implementation Increase the diversity of and cooperation among organizations and entities in the public, nonprofit, and private sector with the potential to contribute to the response to housing insecurity.

14: Financial Stability of Implementers Foster the financial stability of those implementing the response to housing insecurity by offering a range of funding models to variety of grantees and partners.

15: Working Conditions Improve working conditions and supports for the frontline workers who directly provide homeless services and housing assistance.

16: Core Competencies Establish universal core competencies in culturally responsive, anti-racist, and trauma-informed practices for providers, administrators, and leaders across sectors, and regularly provide the training needed to put those competencies into practice.

Foster Accountability, Manage Performance, and Adapt Over Time

17: Alignment of Policymaking Assess laws and policies in all areas of government for the potential to affect housing security and assess housing laws and policies for their potential to affect interrelated goals in other areas.

18: Knowledge Management Framework Develop a comprehensive framework for the role of knowledge and learning in the State's efforts to advance housing security, including performance monitoring, focused evaluation, a prioritized research agenda, and avenues for knowledge sharing.