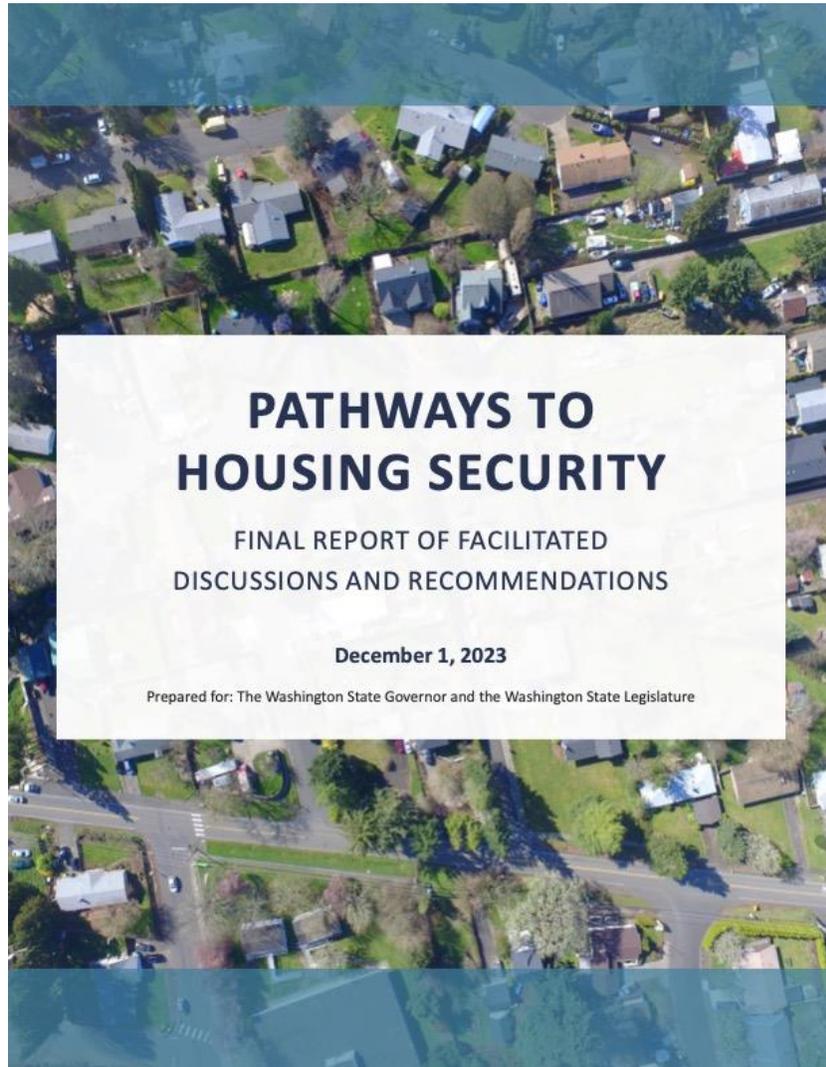


THE WILLIAM D. RUCKELSHAUS CENTER

UNIVERSITY OF WASHINGTON



PATHWAYS TO HOUSING SECURITY

FINAL REPORT OF FACILITATED
DISCUSSIONS AND RECOMMENDATIONS

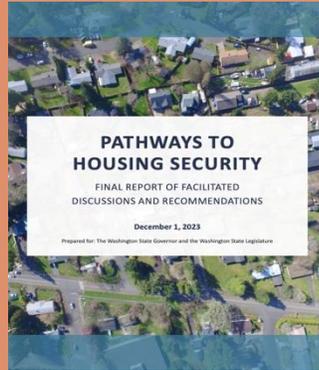
December 1, 2023

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

GUIDING PRINCIPLES

Alignment Workshop

Report Background



In 2021, the Washington State Legislature directed the William D. Ruckelshaus Center to gather information and facilitate discussions to identify principles, options, and recommendations for a long-term strategy to create pathways to housing security.

The report and supplemental resources can be found here:

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

The resulting guiding principles help align decisions and actions in a comprehensive approach to advance housing security.

They serve as a scaffold to create consistency in the response across the state and over time while also facilitating the flexibility, adaptation, and innovation that is needed in different places, for different people, and as the context changes.

Activity Purpose

Aligning with the Guiding Principles

This workshopping activity provides a structure for groups to use the guiding principles alignment worksheet.

It prompts individual and group assessment and reflection to:

- understand the extent to which current or proposed policies, strategies, plans, program, services, or other activities align with the guiding principles.
- identify opportunities and develop action plans to deepen that alignment

Click [here](#) to download the worksheet.

Activity Structure

1. Guiding Principles Overview.....Page 5

2. Workshop Individually.....Pages 6-9

- Assessment
- Reflection
- Ideas for action

3. Discuss in Small Groups.....Page 10

4. Revisit Individual Work.....Page 11

5. Debrief as Whole Group.....Page 12

ADDITIONAL REOURCES

Examples for Aligning to the Guiding Principles.....Pages 14-18

List of Report Recommendations..... Page 19-24

Guiding Principles Overview

Principles help align decisions and actions in a comprehensive approach to housing security by:

- Guiding ongoing decision making
- Aligning across sectors, roles, localities
- Navigating aspects that seem contradictory or adversarial
- Balancing flexibility with consistency
- Enabling periodic assessment and strategic accountability

Guiding Principle A: Foster productive narratives around housing security and homelessness.

Guiding Principle B: Mobilize a multi-sector response to advance housing security.

Guiding Principle C: Respond to the holistic and interdependent nature of housing security.

Guiding Principle D: Design the response to housing insecurity around what people and communities need to thrive.

Guiding Principle E: Undo the harm of structural racism and other forms of systemic disadvantage that produce housing inequity.

Guiding Principle F: Employ a sense of urgency about both meeting immediate needs and initiating steps for long-term progress.

Guiding Principle G: Amplify the influence of those most affected by homelessness and housing instability.

Guiding Principle H: Create conditions that reduce competition and facilitate cooperation.

Guiding Principle I: Address the inability of the housing market to meet housing needs.

Guiding Principle J: Sustain the response to housing insecurity through stability in infrastructure, relationships, and appropriately scaled resources.

Guiding Principle K: Prepare to adapt to changing circumstances, unanticipated disruptions, and new knowledge.

Individual Assessment

Guiding Principles Alignment Worksheet

Click [here](#) to download the worksheet.

Assess Alignment to Guiding Principles for Advancing Housing Security

For each guiding principle, select the description that best fits the context and actions you are assessing.

A. Foster productive narratives around housing security and homelessness.

NOT RECOGNIZED AS IMPORTANT	IMPORTANT BUT DONE BY OTHERS	SOMEWHAT REFLECTED	PARTIALLY ALIGNED	FULLY ALIGNED
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B. Mobilize a multi-sector response to advance housing security.

NOT RECOGNIZED AS IMPORTANT	IMPORTANT BUT DONE BY OTHERS	SOMEWHAT REFLECTED	PARTIALLY ALIGNED	FULLY ALIGNED
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C. Respond to the holistic and interdependent nature of housing security.

NOT RECOGNIZED AS IMPORTANT	IMPORTANT BUT DONE BY OTHERS	SOMEWHAT REFLECTED	PARTIALLY ALIGNED	FULLY ALIGNED
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D. Design the response to housing insecurity around what people and communities need to thrive.

NOT RECOGNIZED AS IMPORTANT	IMPORTANT BUT DONE BY OTHERS	SOMEWHAT REFLECTED	PARTIALLY ALIGNED	FULLY ALIGNED
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E. Undo the harm of structural racism and other forms of systemic disadvantage that produce housing inequity.

NOT RECOGNIZED AS IMPORTANT	IMPORTANT BUT DONE BY OTHERS	SOMEWHAT REFLECTED	PARTIALLY ALIGNED	FULLY ALIGNED
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F. Employ a sense of urgency about both meeting immediate needs and initiating steps for long-term progress.

NOT RECOGNIZED AS IMPORTANT	IMPORTANT BUT DONE BY OTHERS	SOMEWHAT REFLECTED	PARTIALLY ALIGNED	FULLY ALIGNED
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Individual Reflection

What internal factors affect how aligned you are to this principle?

What assumptions underlie how aligned you are to this principle?

What external factors affect how aligned you are to this principle?

What else caused you to assign the descriptor that you chose?

Individual Ideas to Deepen Alignment

What could change in how you carry out your core functions?

What could change in your internal policies, practices, and structures?

What could change in how you communicate?

What could change in how you coordinate or collaborate with others?

What could change in how you track and assess what you do?

What else could you change?

**Individual
Ideas to
Deepen
Alignment**

***To Take the First step:
In the next 3 weeks, I will...***

1. Introductions: Name, Location, Role in housing

2. Round Robin: Go around the group for each person to share...

Something That Helps You Align With One of the Principles

One Idea You are Excited About to Deepen Alignment with One of the Principles

3. Discussion prompts

What benefits come from aligning with the principles?

What tradeoffs need to be considered?

What ideas do those with strong alignment have for those seeking to deepen alignment?

How will you know you have made progress on aligning more deeply to the principles?

What connections are there across principles?

Revisit your individual worksheets.
What changed after talking with others?

**What insight did you gain about what contributes
to your alignment with the principles?**

What additional actions came to mind?

Is your first step still the same?

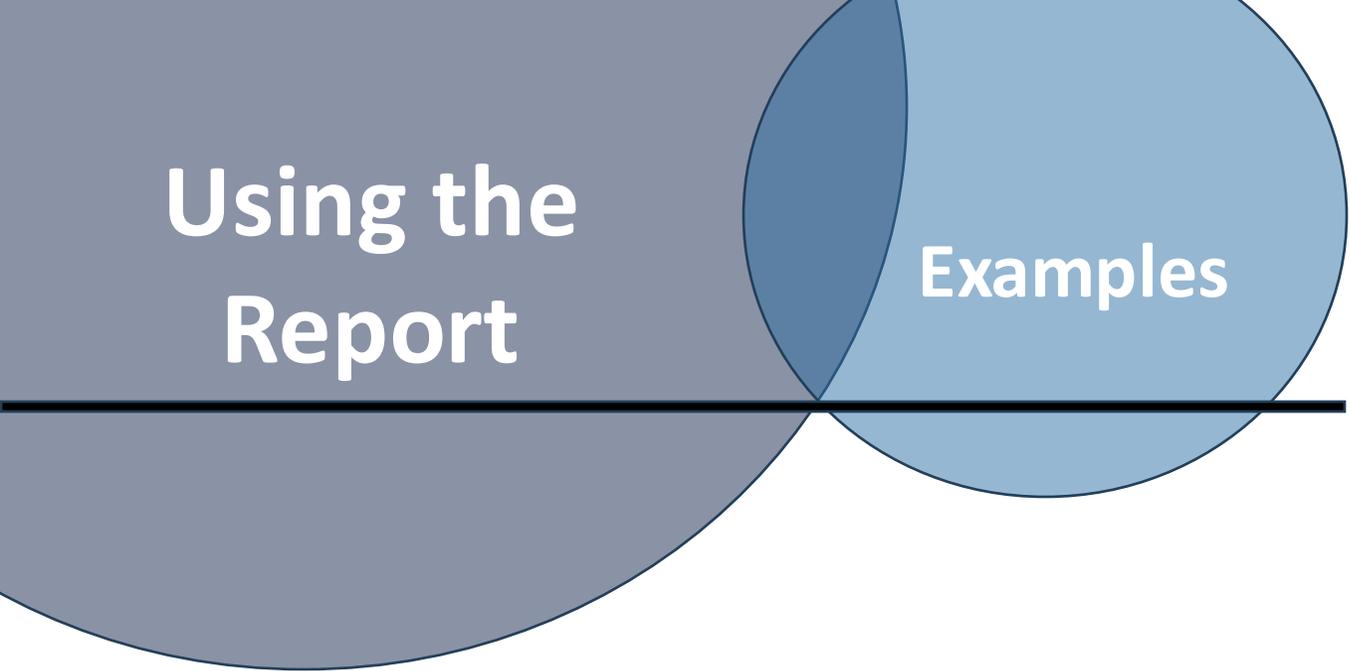
What are you most excited about?

Whole Group Debrief

- **Share reflections from the activity**
- **Share first steps**
- **Share what you are excited about**



**Additional
Resources**



Using the
Report

Examples

Alignment to the Guiding Principles

Examples of questions to consider and opportunities for action that illustrate alignment with the report's guiding principles.

Guiding Principle A: Foster productive narratives around housing security and homelessness.

Questions to Consider

What narratives do you currently foster about homelessness and housing instability?

What narratives would be productive to goals for housing security?

What could you do to foster those narratives?

Opportunities to Affect Narratives

- Communications
- Programs and Services
- Funding
- Accountability
- Learning
- Decision-making

Recommendations

- 1. Recognize Multiple Ways of Understanding Success**
- 2: Clarify Total Investment and Benefit**
- 3. Draw on Experiential Expertise**
- 13. Diversify Implementation**
- 17. Align Policymaking**

Related Guiding Principles

G: Amplify the influence of those most affected.

C: Respond to the holistic and interdependent nature of housing security.

H: Create conditions that reduce competition and facilitate cooperation.

K: Prepare to adapt to changing circumstances.

Guiding Principle E: Undo the harm of structural racism and other systemic disadvantages that produce inequity.

Questions to Consider

To what extent do decisions about housing reflect input from those most affected?

What kinds of experiential expertise are currently missing for key aspects of the response?

How could you track whether you are mitigating ways that expanding housing supply could make inequities worse?

Opportunities to Undo Harm

- Funding Decisions
- Programs and Services
- Hiring Criteria
- Accountability Frameworks
- Policy Development

Recommendations

3. Experiential Expertise

6. Equitable Access

13. Diversified

Implementation

16. Core Competencies

Related Guiding Principles

G: Amplify the influence of those most affected by housing insecurity.

A: Foster productive narratives.

D: Design the response around what people and communities need.

Guiding Principle F: Employ a sense of urgency about both meeting immediate needs and initiating steps for long-term progress.

Questions to Consider

How does your planning connect actions to short-term outcomes?
To long-term outcomes?

How do you promote affordability for both current housing and new housing supply?

How do you communicate long-term needs for affordable housing in relationship to the acute homelessness crisis?

How will adding new housing supply affect disparities?

Opportunities to Address the Short and Long Term

- Policy Development
- Accountability Frameworks
- Communications
- Uncover Shared Interests Masked by Conflict

Recommendations

- 4: Housing Options**
- 5: Affordable Housing**
- 12. Precarious Housing**
- 6. Equitable Access**
- 1. Multiple Successes**
- 17. Align Policymaking**

Related Guiding Principles

- H:** Create conditions that reduce competition and facilitate cooperation.
- I:** Address the inability of the housing market to meet housing needs.
- A:** Foster productive narratives.
- E:** Undo the harm of systemic disadvantages that produce inequity.

Guiding Principle H: Create conditions that reduce competition and facilitate cooperation.

Questions to Consider

- What could you do to actively reduce competition?
- What kind of cooperation is most useful?
- What would help discern whether to start a new initiative or augment an existing one?
- What would incentivize useful cooperation?
- How could you track competition and cooperation?
- How could you include multiple ways of understanding success?

Opportunities to Reduce Competition

- Programs and Services
- Policy Development
- Funding Criteria
- Accountability Frameworks
- Uncover Shared Interests Masked by Conflict

Recommendations

- 10. Holistic Eligibility**
- 13. Diversified Implementation**
- 8. Cooperation Across Jurisdictions**
- 17. Aligned Policymaking**

Related Guiding Principles

- C:** Respond to the holistic and interdependent nature of housing security.
- F:** Employ a sense of urgency about both immediate needs and initiating steps for long-term progress.
- A:** Foster productive narratives.
- K:** Prepare to adapt to changing circumstances.

Using the Report

Report Recommendations

The report recommendations can be used to align to the guiding principles by helping to develop tailored actions for specific contexts.

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.