

WASHINGTON STATE UNIVERSITY

THE  
WILLIAM D. RUCKELSHAUS CENTER

UNIVERSITY OF WASHINGTON

# Pathways to Housing Security

Seattle City Council

May 8, 2024



WASHINGTON STATE  
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EVANS SCHOOL  
OF PUBLIC POLICY & GOVERNANCE  
UNIVERSITY of WASHINGTON

# Introductions

## The Center

Hosted By:



**W** EVANS SCHOOL  
OF PUBLIC POLICY & GOVERNANCE  
UNIVERSITY of WASHINGTON

Impartial Convenor

Support Governmental, Private, and Other Entities

Serve Washington State and the Pacific Northwest

Develop Shared Approaches to Complex Policy Challenges

# Introductions

## The Report

### Legislative Task – Facilitated Discussions

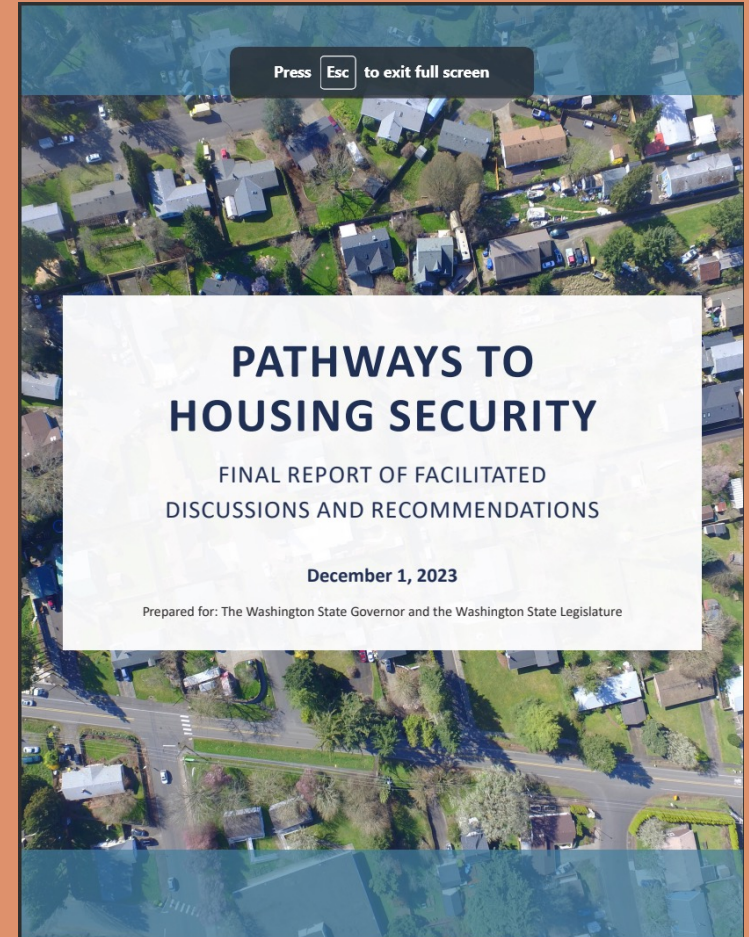
Identify principles, options and recommendations for a long-term statewide strategy to improve services and outcomes for those experiencing or at risk of homelessness and develop pathways to permanent housing solutions.

#### Project Homepage:

<https://ruckelshauscenter.wsu.edu/projects/current-projects/pathways-to-housing-security/>

#### Final Report:

<https://s3.wp.wsu.edu/uploads/sites/2180/2023/11/Recommendations-Pathways-to-Housing-Security-2023.pdf>





Using the  
Report

Long-Term  
Strategy

**Scope:** Statewide, Long-term, Whole of Housing Security

**Use:** Guidance developing strategies and designing actions

Complementary to parallel work on related topics

**A Long-term  
Strategy**

**Core Elements**

## Foundational Themes

Conceptual Shifts

Guiding Principles

Recommendations

# Foundational Themes

## Understanding Homelessness and Housing Instability

Report Page 48

### SUPPLY AND COST OF HOUSING

*Access to and Stability In Housing*

### SYSTEMS OF CARE AND SUPPORT

*Co-Occurring Conditions*

### SYSTEMIC/STRUCTURAL FACTORS AND ACTIONS THAT ADDRESS THEM

### ECONOMIC CONDITIONS; INCOME AND WEALTH INEQUALITY

*Employment and Earning  
Potential*

### SYSTEMIC DISADVANTAGE AND MARGINALIZATION

*Disparities*

*Factors that  
Amplify Vulnerability  
and Actions that  
Mitigate Them*

# Core Elements

## Conceptual Shifts

Pages 45-51

Holistic Approach to Addressing Housing Security

Shared Aspirational Future

Relationships of Support, Alignment, and Coordination



# Core Elements

## Guiding Principles

Pages 51-57

- Guide ongoing decision making
- Serve across sectors, roles, localities
- Balance flexibility with consistency
- Navigate aspects that seem contradictory or adversarial
- Contribute to a comprehensive approach
- Enable periodic assessment

**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.



# Core Elements

Areas of  
Recommendation

Pages 57-81

Opportunities for State Partnership with  
Tribal Governments

Set the Strategy Up for Success

Respond to the Continuum of Housing Needs

Respond Holistically to People's Needs

Bolster Systems and Workforce Capacity and Stability

Foster Accountability, Manage Performance,  
and Adapt Over Time

## 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.

## Recommendation

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

## Potential Actions

- **Bridging Support:** Bridging grants or loans for unanticipated expenses
- **Supports Matched to Needs:** Access to available services and resources related to the specific circumstances that make it difficult to sustain stable housing
- **Eviction Mitigation:** Comprehensive strategies to mitigate reasons for and impacts of impending eviction for tenants, neighbors, and property owners/managers

**Respond  
Holistically to  
People's Needs**

## Opportunities Across Scales

**Internal:** Supports Available to Employees

**Core Function:** Support/Referrals Available to Clients, Grantees, Constituents; Strategy and Planning

**External:** Partnerships, Advocacy, Influence



## Recommendations

### 17: Alignment of Policymaking

Assess laws and policies in all areas of government for their potential to affect interrelated goals in other areas.

**18: Knowledge Management** Develop a comprehensive framework, including performance monitoring, focused evaluation, a prioritized research agenda, and avenues for knowledge sharing.

**Foster Accountability,  
Manage Performance,  
and Adapt Over Time**

### Potential Actions

- Assess for both mutual benefit and unintended consequences across sectors
- Support time and resources for coordination
- Align closely with poverty reduction strategies

### Potential Actions

- Draw on diverse and complementary sources of knowledge
- Match measurement to purpose
- Connect research and practice

## Recommendations

### **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 to the Continuum of Housing Needs**

## Questions to Consider

What needs to be local and flexible?

What needs to be communicated regionally?  
What needs to be coordinated? What would benefit from collaborative implementation?

What needs guidance to be consistent across localities?

**A: Foster productive narratives around housing security and homelessness.**

### **Questions to Consider**

What narratives does the city currently foster about homelessness and housing instability?

What narratives would be productive to your goals for housing security?

What could the city do to foster those narratives?

## **Guiding Principles**

### **Opportunities to Affect Narratives**

- Communications
- Implementation of Programs and Services
- Funding Proposals
- Accountability Frameworks
- Decision-making

**H: Create conditions that reduce competition and facilitate cooperation.**

### **Questions to Consider**

What innovative funding criteria would incentivize cooperation among different entities?

What would help discern whether to meet a need by starting a new initiative or augmenting an existing one?

How can the city's strategies for housing security be more inclusive of multiple ways of understanding success?

## **Guiding Principles**

### **Opportunities to Reduce Competition**

- Funding Proposals
- Implementation of Programs and Services
- Accountability Frameworks
- Policy Alignment
- Tending to Apparent Conflicts

# Contact Us

## **Housing Project Email:**

housing.ruckelshaus@wsu.edu

## **Visit Our Website**

Ruckelshauscenter.wsu.edu

## **Attend A Workshop**

**May 14 or June 13**

<https://ruckelshauscenter.wsu.edu/2024-housing-security-discussions/>



Questions?