ALL STRATEGIES

**Inventory:**
- Work to line up more social impact investors and philanthropists for new projects
- Utilize innovative new funding models which are already being implemented elsewhere
- Acquire, preserve, and improve existing affordable apartment blocks in the city
- Tweak the City's incentives for affordable housing development to be more flexible and attract more developers
- Create a new staff position with levy funds to leverage resources, including funding and development deals, more strategically and proactively
- Maximize the City's investment of Bellingham Home Fund, HUD HOME, and CDBG grants to build the capacity of local community housing organizations
- Hire a specialist consultant to help put together a complex funding mix of tax credits and other financing mechanisms for multi-use projects
- Leverage low-income tax credits for the acquisition of a larger building by a non-profit
- Create an insurance/damage mitigation fund to minimize the risks to landlords of renting to a tenant with no rental history, etc.
- Create a rental rehab program that makes funding available to landlords willing to rent to low-income tenants to make required upgrades in order to pass BHA or Section 8 inspection
- Provide additional vouchers/long-term subsidy options
- Initiate a program to help pay off rental debt
- Provide money for rental application fees for low-income families, or limit the fees that can be charged

**Cultural:**
- Public education: work to better inform the public about the housing system and how it works
- Landlord education: bring property owners and management companies to the table to inform about what they can do to help reduce the housing crisis in their community
- Tenant education: more support through trained Peer Advocates, as well as from case managers or landlord liaisons, with skills training as to how to be a successful tenant
- Increase programs that enable and empower tenants who receive subsidized housing to eventually transition out and become integrated within the community

**Service:**
- Provide more funding for case managers and/or landlord liaisons
- Develop dedicated recovery housing for drug court participants to increase the efficacy of the Drug Court program
- Agencies need to continue to equip their staff with evidence-based training better serve people with high needs and facilitate transitions along the continuum
- Create a "big book of services" or directory of all the entities and organizations, what they do, and who is eligible to access them

**Collaboration:**
- A shared data system that would help us manage high-utilizers of EMS, ED, and BH crisis services, built on the Intensive Case Management (ICM) system at WAHA
Agencies at all levels of the continuum need to capture information for our system to better facilitate care transitions

- Regular check-ins between local funders and service providers to adapt to changing needs and trends
- Provide a forum where comprehensive solutions can be vetted and funders and service providers can propose how they could best contribute
- Full transparency between housing providers and support agencies so that tenants are empowered and held accountable
- Engage, encourage, and enable clients to participate in the decision-making process
- Encourage funders to move away from outcomes based on serving a high number of people, and find more appropriate outcomes based on indicators of clients' stability

ALL GAPS

### Inventory gaps
- An existing shortage of approximately 500 units for low-income households
- An additional predicted shortage of 900-1,000 over the next 5 years

### Service gaps
- Funding for 2.5-3.0 case managers or landlord liaisons are needed immediately to fill available units

### Cultural gaps
- A climate in the general public conducive to addressing these barriers

### Coordination gaps
- A clear, comprehensive plan, backed by public/private partnerships
- Transparency among partners in order to understand the need for resources in real time
- Access to good data about needs