

## Appendix A HSW Responses and Strategies Ranking 5.10.2018

\$= Less than 100k    ♦ This strategy is already listed among the priority strategies in the City's 2018-2022 Consolidated Plan and/or Assessment of Fair Housing.  
 \$\$ = 100k – 300k  
 \$\$\$ = 300k – 1m  
 \$\$\$\$ = 1m +    \* Strategy suggested by Community Solutions Workgroup in Fall 2017.

**Table 1 Responses to address public health and safety impacts associated with homelessness crisis (pages 1-3)**

Response	Description	5.10.2018 HSW Ranking *	Sanitation & hygiene	Personal safety /security	Public safety	Environmental health	Level of funding needed	Underway or Planned	Partner Agencies Working on Response	Lead agency ?
<b>Rest Stop</b>	Create an Urban Rest Stop (mobile or fixed location) with showers, laundry, check-in medical screening (proposed by Whatcom Co. Public Health Crisis Oversight Committee). or laundry facilities	12	X	X	X	X	\$\$, \$\$\$	? adults Underway for youth, ready Dec 2018	Whatcom County (WC) Public Health Crisis Oversight Committee in response to parasitic infestations. Day Center site for youth 24 years old and younger with Northwest Youth Services (NWYS) and First Congregational Church	
<b>Car/RV Parking</b>	Establish Safe Parking designated for those how have "some level of shelter" with rules to mitigate impacts, amenities nearby with signage with parking time duration limits. Spread out across the community. Lighting and security are a concern and if COB can help with these, organizations/entities might offer sites.	7		X	X		\$\$, \$\$\$		Requires on-site management, restrooms and facilities. Partners required.	
<b>Lockers</b>	Lockers for storage of valuables (24 hour access). Locked Storage - a location has been identified, additional locations are needed that can accommodate a 120 square foot unit that can be placed on to the site.	6		X			\$	Underway Additional partners needed	Safe Storage PNW Nonprofit City has identified one location as a pilot on City property, also offered to assist with funding.	
<b>Restrooms</b>	Bathroom facilities with 24 hour access for those who work shifts. Explore multiple locations.	5	X	X		X	\$, \$\$, \$\$\$	Underway youth Day Center for (not 24 hrs) complete Dec 2018	City of Bellingham (City) is completing 24 hour access restroom at Marine Heritage Park. Porta-potty sites (3) installed in 3 additional locations. WC considering Rest Stop. 24 hour access would be very expensive.	

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<b>Showers</b>	Shower facility with 24 hour access for those who work shifts.	5	X				\$\$, \$\$\$	Underway YWCA has limited shower passes (at capacity)	Lighthouse Mission (LMM) has purchased a shower trailer, will be available summer 2018 HomesNow Shower Truck, will be available summer 2018 NWYS Day Center will have shower access LMM will include shower facilities i new permanent shelter. 24 hour access VERY challenging	
<b>Camping</b>	Permitted camping area. Establish Safe Camps for under 15 people (smaller sizes) and distributed locations are better than one large site.	4		X	X	X	\$\$, \$\$\$		Partners needed. Requires on-site management, restrooms and facilities.	
<b>Laundry Program</b>	Laundry-Love former program is closed. The program may need multiple small locations that do not rely on one facility or one set of benefactors.	4	X				\$ if allowed use of facility by or.	Underway completion by Dec2018	Youth Day Center (< 24 years old) with Northwest Youth Services (NWYS) & First Congregational Church (FCC).	
<b>Garbage Collection</b>	Dumpsters for homeless community to discard their belongings when needed.	3				X	\$	Underway	City of Bellingham has provided dumpsters in several locations around the City for this purpose.	
<b>Short-term work</b>	Provide "quick work" opportunities for people, e.g., day labor pool.	2								
<b>ID Access</b>	Provide identification processing support to people, which is the first step to getting a job and housing assistance.	1		X						
<b>Camping</b>	Use campgrounds in the off season, this is community resource that already exists.		X		X	X	\$\$, \$\$\$		Requires on-site management, restrooms, and facilities. Partners required.	
<b>Barge</b>	Operate floating barge with beds and showers.		X	X						

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**Table 2 Strategies to End Homelessness – even IF temporary or temporary for the individual (pages 4-6)**

Strategy	Description (provided by COB staff)	5.10.2018 HSW Ranking	Funding Level	Underway or Planned	Partner(s) & Agencies Working on Strategy	Lead ?
♦ Case Management	Identify available beds that could be available if sufficient case worker support were provided; then triage these available beds to match levels of service needs with case workers and/or funding for the case workers.	7	\$\$, \$\$\$	X  Room for expansion	Opportunity Council's Homeless Services Center/ Landlord Liaison program (All genders). Lydia Place (LP) - Women only, City entered into expanded case management program. Northwest Youth Services (NWYS), Catholic Community Services (CCS), LP, and OC could expand.	
♦ Light-touch case management	Light-touch case management services available for people with lower vulnerability, more social/job skills to get them on their feet and housed quickly.	4				
Additional Specialized Shelters	Specialized shelters with staff to support special populations (e.g., dual-diagnosis of mental health and substance abuse; medical recovery).	5	\$\$\$	X	NWYS PAD Program (under 24 years of age, all genders), Domestic Violence Sexual Assault Services (DVSAS) YWCA, Sun Community Services and Interfaith houses used to shelter homeless families. Family Promise has additional beds for families to stay together).	
Smaller Shelters	Expand number of "family home shelters" for a smaller scale and less intense setting than a 200 bed shelter setting.	3				
Additional Smaller Shelters	Smaller scale shelters (e.g., four bedroom duplexes, which are easier to find. Sign leases and support people in them.	2				
* Landlord incentives	Landlord incentives can help to get people into housing more quickly.	5.5		X	OC will convene a small group of local experts to examine the feasibility of using existing programs for this recommendation.	
* Insurance for landlords	Create an insurance or damage mitigation fund to minimize risks to landlords renting to tenants with no/poor rental history.	2				
Landlord Liaison	Find willing landowners who can be matched with houseless person to offer appropriate shelter within zoning that currently exists.	0.5				

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<b>Triage Facility</b>	Triage Facility for mental health will be ready by next fall.	4	\$\$\$\$	X Completion Fall 2018	Project is funded and underway.	Whatcom County
<b>Re-entry Services</b>	Expansion of re-entry options (e.g., Dept of Corrections half-way house, sober houses).	3				
<b>Private Mental Health Facility</b>	Private mental health and potential partner for site by hospital, which would be bigger than current triage facility.	2	\$\$\$\$		Would require a private partner.	
<b>◆ Rental Assistance</b>	Expand resources for rental assistance vouchers.	2		X		
<b>Tiny Homes</b>	Per Whatcom County Council 2018 action	1				
<b>*Community Liaison/Health Worker</b>	Develop a community liaison or trained peer health worker program to help keep people in housing and integrate within the broader community.	1		X	Chuckanut Health Foundation and PeaceHealth have funded Whatcom Alliance for Health Advancement to explore and establish a community health worker model.	
<b>*Supported employment programs</b>	Assess existing workforce development programs, cultivate relationships with employers and/ore develop linkages among programs to better serve clients who are homeless and formerly homeless.	1			OC is in the process of two related initiatives: 1) Expanding employment services in a new dedicated space at 625 Cornwall Ave. 2) Exploring the feasibility of adding a new Supported Employment program as part of the WA State Health Care Authority's Medicaid Transformation Initiative.	
<b>* Social inclusion</b>	Coordinate among services and programs to promote social inclusion and community building among formerly homeless populations			X	LMM started Street Connect early intervention relationship program in Feb. 2018. Starting mentorship aftercare program, Fall 2018.	
<b>Satellite Shelters</b>	Site county satellite shelters for severe weather (winter shelter February 28, 2018).		\$\$ per year			
<b>◆ Supportive Shared Housing</b>	Optimize current market rental with shared housing strategies (use HUD resources we already have).				This is similar to the "Additional Smaller Shelter" item above, a strategy in which nonprofits operate group style homes with supports, and fewer rental assistance resources needed (with lower cost of shared housing).	

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<b>Drug Court Housing</b>	Develop dedicated recovery housing for drug court participants to increase the efficacy of the Drug Court program.			X	Speed up Drug Court Housing	
<b>Mental Health Court Housing</b>	Create Mental Health Court Housing					
<b>Purchase Hotel</b>	Buy a hotel and house people temporarily until they move into housing.		\$\$\$\$		Would require a partner agency to manage hotel/provide case management.	

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Additional strategies adopted in the HSW 2018 List of Alternative Strategies and Responses are presented in the following pages 6-9. These strategies were prepared by the City of Bellingham Community Solutions Workgroup in Fall 2017, and adopted by the HSW to add to their list of strategies on March 22, 2018.

*Note: The strategies on pages 7-8 were not included in the May ranking.*

<b>Strategy</b>	<b>Description (provided by COB staff)</b>	<b>Underway or Planned</b>	<b>Partner(s) &amp; Agencies Working on Strategy</b>	<b>Lead ?</b>
<b>Infrastructure improvements</b>	Acquire, preserve, and improve existing, affordable apartment blocks in the city (purchase units in gentrifying areas).	2018 City addressing gap in affordable inventory.	All local and regional affordable housing development, management, and financing agencies; County; private development community.	City of Bellingham Community Development
<b>Construct new housing units</b>	City Planning staff is working with Council to ease zoning constraints that restrict unreasonable development. Funding for dedicated affordable housing available through NOFAs and Acquisition & Opportunity Fund.	Ongoing by City	All local and regional affordable housing development, management, financing agencies; County; private development community.	City of Bellingham
<b>Change zoning</b>	Improve City of Bellingham zoning to support greater diversity of housing products in the market by addressing the inventory gap.	Under review	All, community advocacy.	
<b>Access more funding to expand housing case managers</b>	This strategy addresses service gaps. Currently, housing service providers have seen caseloads grow, without extra funding. By funding more case managers, households on the housing interest pool could be moved into appropriate stable housing more quickly. Landlord liaisons have also been successful in working with private landlords and private management companies to make more housing units available to those with housing vouchers or barriers to housing in their rental history (criminal charges, credit issues).	Under review	City, PeaceHealth, and partner agencies providing housing case management and/or landlord liaison services. Next steps include: seeking other funding opportunities that may also include additional taxes. Re-evaluate current funding for Case Management and Rental Assistance to ensure appropriate balance within existing funding.	Whatcom County
<b>Create a rental rehab program with funds available to landlords</b>	Property owners who rent to Section 8 and other voucher holders must pass health and safety inspections, which are a bit more rigorous than Bellingham's own rental registry inspection. In order to increase inventory available to these tenants, this strategy would develop a funding program which landlords could use to make health and safety repairs/upgrades to meet those standards.	Impacted by state capital budget delay Stakeholder group planned for 2018.	Opportunity Council, Lydia Place, Bellingham/Whatcom County Housing Authority, Northwest Youth Services, City.	Opportunity Council.
<b>Housing equity audit by neighborhood</b>	This strategy addresses the cultural gap and barrier of public opposition to allowing more diversity of housing types in all neighborhoods. In the past, cities have done equity audits of public investments, such as parks and transportation. Conducting a systemic housing equity audit would allow decision-makers to talk in more concrete terms about the disparities in access to housing by neighborhood, and could inform planning decisions.	Planned for 2018-2019.	TBD Next steps include: submitting the Consolidated Plan to HUD in May 2018, Community Development staff will consult with other departments for guidance on conducting an equity audit by neighborhood; Existing data can be compiled and previewed by the CDAB.	City of Bellingham

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<b>Regular check-ins between funders and service providers to adapt to changing needs and trends.</b>	This strategy addresses a collaboration and communication gap. Some service providers reported that their grants sometimes held them to standards that were not appropriate or effective measures of success, and that situations and needs are ever-changing. Having more frequent, face-to-face communication with donors, and having donors strategically align standards with one another whenever feasible, could help avoid some of these problems and make services dollars more impactful.	Planned at least quarterly throughout 2018	Whatcom County. The City and County are meeting to discuss common agency contracts and potential alignments of performance measures. The City and County both will continue to facilitate open dialogue and discussion with grantees. Additional coordinate resources meetings will occur in 2018 where agencies and funders can together discuss adapting to hanging service needs in the community.	City of Bellingham
<b>Promote social inclusion</b>	Coordinate among services and programs to promote social inclusion and community building. The desire to belong and to be accepted is a fundamental human need. Our workgroup discussion and survey of service providers revealed that a lack of social inclusions is a significant barrier to successful housing and recovery for the homeless population, and no current programs explicitly target this gap. There are many local community organizations (such as various interest clubs, WWU, faith groups) who could participate by introducing clients to a new hobby or giving them something to do and new friends with whom to do it. There is a need to coordinate and enlist volunteers to make this happen.	LMM STREET CONNECT early intervention relationship program Feb 2018 LMM aftercare Mentorship Fall 2018	Whatcom County Coalition to End Homelessness, partner agencies providing case management for people experiencing homelessness or newly housed, faith-based and other community groups  LMM or partner agencies engage centers for the newly-housed as well as community building groups to assess feasibility. LMM or partner agencies network them	Lighthouse Mission Ministries (LMM)
<b>Community-wide training on how to connect with and include homeless population</b>	Some organizations within the community (such as the public library, school district, and health department) have had a great success with trainings that help public employees better understand the trauma of homelessness and create more welcoming environments for those who are experiencing homelessness. This strategy would help to address a lack of social inclusion by offering training at the community level.	February 2018 going forward	City, Whatcom County Coalition to End Homelessness and Whatcom County (lead) will establish formal training committee consisting of community providers. Initial goals will be to review existing survey results on identified training needs and then update those results. A plan for ongoing training and topics will be created.	Whatcom County
<b>Create tenant transition programs</b>	Increase programs that enable and empower tenants who receive subsidized housing to eventually transition out and become integrated within the community. Housing costs continue to rise, even as wages do not. There's is a disincentive for beneficiaries of low-income housing to seek employment opportunities or earn higher wages, as doing so could disqualify the tenant from their housing, without the ability to afford living anywhere else. This strategy aims to investigate the prevalence of this "benefits cliff" with regard to housing, and learn how to help households eventually transition to financial independent.	Spring 2018 survey close and analysis by partners will be conducted	City, Whatcom County, Whatcom Dream Next steps include: identifying the prevalence of issue: COB consolidated plan survey closes Feb 2018); BHA survey of program participants (sample size complete Jan 2018); Identify possible solutions; Convene with partner organizations to review survey data, develop next steps.	Bellingham/Whatcom County Housing Authority

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<b>Expand mobile health services</b>	The most vulnerable clients in need of a variety of physical and mental health services have multiple barriers to making and keeping appointments at disbursed office locations. Bring the services to the client is a best practice for overcoming these barriers, though the availability of these mobile services is less than the need.		Unity Care, SeaMar (federally qualified health centers) WC will discuss the need with local FQHCs to determine what opportunities may exist.	Whatcom County Health Department
<b>Study options for transportation services</b>	Transportation is a major barrier for many homeless individuals and families as they search for housing. Opportunities to get to apartment viewings and turn in rental applications can be spontaneous and immediate. Additionally, caseworkers report they spend a significant amount of time with clients just driving them to appointments for various services. General transportation services may be needed depending on this issues aligns with other strategies being pursued.	Began second half of 2018	TBD After WC Health Department completes initial investigation for the strategy above, the City will evaluate the unmet need for non-medical transportation. May include convening a stakeholder group of service providers or informal survey to assess if time and money spent for transportation could be better provided by a transportation service.	City of Bellingham
<b>Create additional staff position to leverage resources and funding</b>	This strategy if meant to generate new funding sources and new affordable housing units via a new staff position crafted to leverage funding and multiple housing resources. More research would seek to define specific tasks and services needed to promote additional development and generate financing interest. Utilize innovative new funding models which are already being implemented elsewhere to build new housing. Such a position would be contingent upon renewal of the Housing Levy. The City Council's recommendation to put a second levy to voters will likely be in May 2018. If approved by the Council and public, the City will consult with partner agencies to develop a potential job descriptions and scope. In the meantime, the City is looking at other opportunities to be more proactive above housing production.	Planned	Opportunity Council, PeaceHealth	City of Bellingham
<i>Many other strategies were also identified by the workgroup but not prioritized They are included here for reference, as future priorities may change.</i>				
* Public education / engagement: work to better inform the public about the housing system and how it works.				
* Redefine definition of family (no more than 3 unrelated individuals).				
* 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				
* Agencies need to continue to equip their staff with evidence-based training to better serve people with high needs and facilitate transitions along the continuum.				
* Provide a forum where comprehensive solutions can be vetted and funders, service providers, development and landlord community, can propose how they could be t contribute.				
* Brainstorm ways the City can bring more willing development partners to the table.				
* A shared data system to help us manage high-utilizers of the ES, ED and BH crisis services, build on the Intensive Case Management System at WAHA (I.e., GRACE)				
* Agencies at all levels of the continuum need to capture information for our system to better facilitate care transitions.				



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* Hire a specialist consultant to help put together a complex funding mix of tax credits and other financing mechanisms for multi-use projects.
* Establish a goal around community resiliency
* Initiate a program to help pay off rental debt
* Provide additional vouchers, /long-term subsidy options