

Wahkiakum County 2025–2030 Local Housing and Homeless Plan

Wahkiakum County Health and Human Services is pleased to present this document as Wahkiakum County’s 2025–2030 Local Housing and Homeless Plan, as required by the Washington State Department of Commerce. This plan is designed to guide the County’s efforts over the next five years to provide equitable services that prevent, address, and reduce homelessness, while tackling the underlying causes affecting our community.

The development of this plan follows state-mandated requirements and incorporates specific elements and objectives, all of which are outlined in the sections that follow.

Required Local Plan Elements

Notice of Plan Development

Notice of Plan development was first published on our County website in January 2025. It was then updated on April 8, 2025. At that time, the expected date of adoption by the local government was stated. <https://www.co.wahkiakum.wa.us/542/Homeless-Prevention-Services-Rent-Assist>

The social media “Notice of Plan Development” first occurred on February 18, 2025.

Advertisements for the development of the local plan and calls for participation from people with lived experience were displayed on our Wahkiakum on the Move transit buses throughout the local routes from March 7th to April 4th, 2025.

Key Stakeholder Participation and Collaboration

Wahkiakum County has no cities. We have one incorporated Town, which is the Town of Cathlamet. The mayor and all the Councilpersons were personally invited by email to the initial meetings.

Representatives from the following groups were required to be invited to participate.

- Individuals with lived experience: Targeted ads were distributed throughout the county, inviting individuals with lived experience to participate in the planning process, along with flyers and outreach to local partner agencies. We were able to get four people with lived experience to assist with our planning process. All received compensation for their work on the plan. The compensation closely followed State Office of Equity guidelines.

- Representative from a Behavioral Health Organization: We had four representatives from our local Wahkiakum County Behavioral Health Organization and two representatives from Destination Hope and Recovery, our Recovery Navigator Program provider.
- A representative from a By and For organization: We have an exemption from Commerce due to not having any By and For organizations in our county.
- Domestic violence/sexual assault shelter and housing provider: We have only one organization that provides domestic violence support in Wahkiakum. They run a shelter but do not have long-term housing support. All clients are referred to us at Wahkiakum County Health and Human Services for ongoing housing support. Numerous invites were sent out for this organization. One representative attended one meeting.
- Emergency Shelter Operators, homeless outreach providers, rental subsidy administrators, permanent supportive housing providers and operators, and coordinated entry staff: All of these positions are filled by Wahkiakum County Health and Human Services. We have two to three staff members who manage these roles for Wahkiakum County. We were all invited and present. We invited the organizers of the local volunteer warming center, and one representative attended the meetings.
- Due to our county's size, we find that other organizations outside of our county often get funding that will include Wahkiakum County residents. The referrals for these services, however, come directly from the Wahkiakum County Health and Human Services team; therefore, representatives were not invited to provide input on the plan.

Since one organization fills most of the required positions, we also made a point of reaching out to other key leaders in the County. Invitations were sent out to representatives of the following sectors: County Commissioners, Town of Cathlamet Council, Sheriff's department, Fire Department/EMT departments, Local Planning Committee, Prosecuting Attorney's office, Wahkiakum Public Health Department, local real estate agents, local landlords/property managers, local business owners, local charitable organizations, and the School District.

We held three meetings with community representatives, many of whom were from the organizations listed above, on January 19, February 19, and March 19, 2025. Individual sector meetings were also held throughout the year.

A notice of a public hearing on the Local Plan was advertised in the local paper on November 13, 2025. Social media and website posting began on November 6, 2025. A

presentation to the Town of Cathlamet Council was made on December 2, 2025. A public hearing was held on December 16, 2025. Following the public hearing, Resolution No. 189-25, Adopting the 2025-2030 Local Homeless Plan, was approved and signed by the Board of County Commissioners.

Estimates of Service Levels

Based on the Annual Expenditure report for 2023-2024 data, \$94,431 was spent on emergency shelter expenses, \$71,957 on rapid rehousing, \$50,859 on Homeless Prevention, and \$9,168.00 on permanent supportive housing. Data was gathered from Wahkiakum County Health and Human Services, Pacific County Health and Human Services, St. James Family Center, Catholic Community Services, Housing Opportunities of Southwest Washington, and Lower Columbia Community Action Program.

The Annual Expenditure report also lists the number of enrollments and beds for this period. It listed enrollments for housing interventions, including emergency shelters and rapid rehousing, as five households, and enrollments in homeless prevention as eight households. These numbers do not equate with the data Wahkiakum HHS has, as our numbers are higher. Beds by housing inventory were listed at 10 for emergency shelter, 10 for rapid rehousing, and 7 for permanent housing. Numbers for homeless prevention are not counted. Again, these numbers are lower than the data totaled by Wahkiakum HHS. We are investigating the discrepancy in the numbers.

Estimates of Permanent and Emergency Housing Needs

For this plan, we utilized the Washington State Department of Commerce’s Housing All Planning Tool (HAPT) using projections through the year 2045. To estimate Wahkiakum County’s permanent and emergency housing needs, we divided the projected figures by four. Given that Wahkiakum County’s population growth rate is lower than the state average, we selected a medium-growth projection, estimating a total population of approximately 5,004 by 2045. Below is a synopsis of the data.

	Current estimate *2020	2045 estimate	Increase in units by 2030
Permanent housing for households at 0-30% AMI	32	44	3
Permanent SUPPORTIVE housing for households at 0-30% AMI	0	108	27

Emergency Housing/Shelter Beds	12	21	2-3
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Discussion on this tool can be found under Objective 5 in this plan.

Survey of Fund Sources

Fund Source	Source	Status	Allowable Uses	Amount Received SFY24	Actual/Projected Received SFY25
Mental Health Sales and Use Tax RCW 82.14.460	State Local	Receiving /Collecting	Operations and delivery of behavioral health treatment programs/services	\$71,267.80	\$54,852.08 – through September 2025
Housing and Related Services Sales and Use Tax – RCW 82.14.460	State Local	Receiving /Collecting	Operating and/or capital related to affordable housing	See Affordable and Supportive Tax	See Affordable and Supportive Tax
Affordable and Supportive Housing Sales Use Tax RCW 82.14.540	State Local	Receiving/ Collecting	Operating and/or capital related to affordable housing	\$7458.54	\$4445.00 – through September 2025
Local Housing Levies RCW 84.52.105	Local	Not Receiving /Not collecting	N/A	N/A	N/A
Document Surcharge – Local Portion RCW 36.22.250	Local	Receiving /Collecting	Operating/Capital related to homeless housing plan	\$34,153.46	\$32,252.22 – through Oct. 17th
Consolidated Homeless Grant	State	Receiving /Collecting	Homeless Housing and Assistance	\$181,673.29	\$196,912.07 through Oct. 17th
HUD Emergency Solutions Grant	Federal	Not Receiving	N/A	N/A	N/A
HUD Community Development Block Grant	Federal	Not Receiving	N/A	N/A	N/A

Wahkiakum County Housing and Homeless Plan Overview

Wahkiakum County Health and Human Services (WCHHS), in collaboration with key stakeholders and community participants, has developed this five-year plan to address the State's five required objectives.

Due to Wahkiakum County's small population size, the availability of statistically significant quantitative data is limited. Consequently, this plan relies substantially on qualitative data to inform planning efforts and provide a comprehensive understanding of affordable housing and homelessness within the community.

Qualitative data sources include surveys and structured interviews conducted with individuals experiencing housing instability, including those who are underhoused or homeless. These data collection methods provide valuable insights into local needs, barriers, and service gaps that may not be captured through quantitative datasets alone.

- **OBJECTIVE 1: Promote an equitable, accountable, and transparent homeless crisis response system.**

To address equity within Wahkiakum County's homeless crisis response, this plan first examines available demographic data. Obtaining accurate and reliable demographic data presents significant challenges for a jurisdiction with a small population base.

Wahkiakum County Health and Human Services collaborated with Shannon Hoskins, Epidemiologist and sole proprietor of RYC Analytics, to interpret and contextualize available data sources. According to Ms. Hoskins, population estimates produced through the U.S. Census Bureau's American Community Survey (ACS) are derived from a sample of residents, with results extrapolated to represent the entire population. In Wahkiakum County, the number of residents identifying as people of color is very small. As Ms. Hoskins explained:

"A sample is even smaller, and then the number of survey respondents of color reporting being below the poverty line is even smaller still. These very small numbers mean that we cannot precisely estimate the proportion of our residents of color below the poverty line, and our estimated ranges are so wide that they are often not useful."

Given these limitations, while demographic data are included in this section, they should be interpreted with caution, as precision and reliability cannot be guaranteed.

The demographic information presented below was drawn from three primary data sources:

- U.S. Census Bureau and American Community Survey (ACS)
- Washington State Snapshot of Homelessness
- Washington State Department of Commerce Racial Inequity Analysis Tool

According to the U.S. Census Bureau’s 2020 Census, Wahkiakum County reported a population of 4,422 residents—an increase of 444 individuals, or approximately 11.2 percent, since the previous census. The American Community Survey (ACS) estimates that by 2023, the population increased to approximately 4,573 residents.

According to these sources, the three largest ethnic groups in the county are:

- White (non-Hispanic): 84%
 - Two or more races (non-Hispanic): 4.75%
 - Hispanic/Latino: 2.86%
- Asian residents make up 2.36% of the population, while Black or African American residents comprise approximately 1.09%.

An estimated 15.7% of households live below the poverty line — higher than the national average of 12.4%. Poverty by demographic group is estimated as follows:

- White: 48% (± 155)
 - Two or more races: 2.18% (± 66)
 - Black or African American: 1.31% (± 69)
 - Hispanic: 0.36% (± 66)
 - Native American: 1% (± 65)
- Percentages for Asian, Pacific Islander, and other groups were not reported due to low counts.

Homelessness Snapshot

The Washington State Department of Commerce uses multiple data sources, including Provider One (P1), the Automated Client Eligibility System (ACES), and the Homeless Management Information System (HMIS), to track homelessness and housing instability.

The following table shows the number of households reported as homeless or unstably housed, including those living outdoors, in unfit shelters, in emergency housing, or couch surfing.

Snapshot of Homelessness in Washington State

Wahkiakum	July 2024	July 2025
Total #	125	122
White	73.6%	78.4%
American Indian/Alaska Native	12%	13.3%
Black or African American	Suppressed due to small numbers	Suppressed due to small numbers
Asian	Suppressed due to small numbers	Suppressed due to small numbers
Hispanic or Latino	8.8%	Suppressed due to small numbers
Native Hawaiian or Pacific Islander	Suppressed due to small numbers	0%
Middle Eastern or North African	0%	0%

Another resource provided by the Department of Commerce is the Racial Inequity Analysis Tool. This tool uses a population of 4105. See the table for the breakdown.

Department of Commerce Racial Inequity Analysis Tool

Wahkiakum	Population in Poverty
Total	567
Race	
White	89%
American Indian/Alaska Native	1%
Black/African American	0%
Asian	2%
Other/multi-racial	8%
Ethnicity	
Hispanic or Latino	6%
Non-Hispanic	94%

According to data generated from the Homeless Management Information System (HMIS), between January 2020 and October 2025, Wahkiakum County's homeless housing

response system served 127 households. Of these, 74.02% identified as White, 4.72% as American Indian or Alaska Native, and 15.75% as multiracial. Fewer than 1% of clients identified as Black, Native Hawaiian, or Hispanic.

Overall, the demographic distribution of households served through Wahkiakum County's homeless response system generally reflects the county's population composition. However, to advance equity and ensure equitable access to services, targeted efforts are needed to increase outreach and awareness among Asian and Hispanic residents.

To achieve this, Wahkiakum County Health and Human Services will enhance visibility and accessibility of homeless services through the following actions:

- Expanding outreach and public awareness campaigns via social media, local newspapers, and bus advertisements.
- Developing and distributing informational materials in multiple languages to improve accessibility for limited-English-proficient residents.
- Conducting outreach and presentations to local organizations, as well as regional groups serving Wahkiakum County residents, to strengthen referral pathways and collaboration.
- Increasing community education to reduce stigma and bias related to housing instability and homelessness.

Equity will also be strengthened through the inclusion of individuals with lived experience in advisory workgroups, program development, and policy discussions.

To promote accountability and transparency, WCHHS will improve internal data management systems to ensure the timeliness, accuracy, and completeness of information entered into the Homeless Management Information System (HMIS) and other reporting tools. Enhanced data accuracy will, in turn, support more precise analysis in reports generated by the Washington State Department of Commerce. Furthermore, Commerce-issued data reports will be reviewed and utilized to inform continuous improvement, refine service delivery, and guide future equity initiatives.

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The actual table of actions, strategies, success measures, and timelines for each objective begins on page 17 of this document.

- **OBJECTIVE 2: Strengthen the homeless service provider workforce.**

Local homeless service providers in Wahkiakum County are employees of Wahkiakum County Health and Human Services (WCHHS), a department within the Wahkiakum County government. As a public agency, WCHHS must adhere to all applicable regulations governing public expenditures and collective bargaining agreements established through union negotiations. As a result, implementing position-specific or performance-based salary adjustments is not currently feasible.

Although WCHHS does not rely heavily on County Current Expense funding, operations remain subject to countywide budgetary limitations. Wahkiakum County has experienced significant fiscal challenges this year, including multiple layoffs across departments, with the potential for additional reductions in the coming fiscal cycle. Accordingly, the department's primary focus is on maintaining stability and retaining existing staff who deliver and manage the homeless crisis response system.

Historically, due to the county's small size and limited program funding, a single full-time equivalent (FTE) staff member was responsible for administering all components of the homeless crisis response system, including program oversight, billing, data entry, and state reporting. In 2018, an internal review identified numerous errors and inefficiencies associated with this structure, demonstrating that the model was no longer sustainable. Subsequent restructuring efforts separated direct service responsibilities from program oversight and compliance functions to ensure greater accuracy, accountability, and service quality.

In recent years, WCHHS has observed an increase in the number of individuals with high-acuity needs requiring assistance. Additionally, expanded eligibility criteria for homeless assistance programs have increased service demand. Recognizing these trends, WCHHS determined that additional trained staff were necessary to sustain effective program operations. Increased funding allocations from the Washington State Department of Commerce have enabled the county to strengthen its workforce accordingly.

Workforce development efforts moving forward will emphasize:

- Maintaining a staffing structure that distinguishes between direct client services and program administration, compliance, and performance oversight.
- Expanding local partnerships and service linkages to reduce the workload on case managers and improve access to supportive resources for households served.
- Continuing to provide training opportunities beyond those required under state grant agreements, with a focus on skill development, workload management, and stress reduction to enhance staff well-being and program performance.

Through these efforts, Wahkiakum County aims to sustain a competent, supported, and stable workforce capable of meeting the complex needs of residents experiencing or at risk of homelessness.

- **OBJECTIVE 3: Prevent episodes of homelessness whenever possible.**

Historically, Wahkiakum County has had more households in need of assistance to remain stably housed than residents experiencing literal homelessness. Many of these households have been able to secure housing through informal networks—such as word-of-mouth connections with friends and family—and typically maintain stability until they encounter financial hardships, including job loss, illness, or rising housing and utility costs.

Wahkiakum County Health and Human Services (WCHHS) has achieved a strong success rate in helping these households regain stability and avoid homelessness. However, recent trends indicate increasing challenges in working with private landlords who have transitioned their properties to external property management companies, many of which are based outside the county. WCHHS staff have encountered significant barriers in collaborating with these organizations, some of which engage in practices that appear to disproportionately impact low-income renters and verge on discriminatory behavior.

To address these emerging challenges and strengthen homelessness prevention efforts, Wahkiakum County will focus on the following strategies:

- Increasing renter education on rights and responsibilities.
- Expanding local resources that support housing stability.
- Enhancing outreach and communication with private landlords.
- Assisting tenants in navigating disputes or challenges with property management companies.
- Strengthening advocacy and relationship-building with both landlords and management firms to encourage equitable rental practices and collaboration.

Additionally, the county has observed a rise in households choosing nontraditional arrangements, often driven by a desire for independence from government systems. Many of these households are new to the county, having relocated from other areas. Typically, they reside in recreational vehicles (RVs) located on private property through informal agreements with landowners. Unfortunately, these properties often lack adequate infrastructure—such as electricity, potable water, and septic systems—to safely support multiple households.

Under the federal Point-in-Time (PIT) Count definition, such living conditions qualify as unsheltered homelessness because the dwellings are not designed or equipped for

permanent habitation. When contacted by outreach staff, most of these households report satisfaction with their current living situation and decline services. While some express interest in improving their living conditions through utility installation or site improvements, there are currently no assistance programs available to support these efforts.

According to the 2025 County Health Rankings & Roadmaps, approximately 18% of Wahkiakum County households experience at least one major housing challenge—such as overcrowding, severe cost burden, lack of kitchen facilities, or lack of plumbing—based on 2019–2021 data. These estimates carry a 11–25% margin of error, reflecting the limitations of data from a small population.

Wahkiakum County recognizes these nontraditional and substandard housing conditions as an emerging issue at the intersection of personal choice, economic limitation, and infrastructure capacity. Addressing this challenge will require ongoing assessment, multi-sector collaboration, and advocacy for flexible funding mechanisms to support safe, sustainable, and adaptable housing options within rural communities.

- **OBJECTIVE 4: Prioritize assistance based on the greatest barriers to housing stability and greatest risk of harm.**

In early 2024, Wahkiakum County Health and Human Services (WCHHS) implemented a Prioritization and Resource Screening Tool as part of the county’s coordinated entry system. The tool was updated in 2025 to further align with Commerce guidance and local system needs. Each question in the tool is assigned a point value, producing a cumulative score that helps staff identify the most appropriate level of intervention—ranging from diversion and prevention services to emergency housing assistance.

To date, WCHHS has not needed to prioritize one household over another for assistance, as available funding has been sufficient to meet local demand. However, recognizing that resource availability may fluctuate in future years, the prioritization tool is subject to ongoing annual review and revision to ensure equitable and effective allocation of services.

- **OBJECTIVE 5: Seek to house everyone in a stable setting that meets their needs.**

This objective generated the most robust discussion and range of recommendations from community stakeholders. The following summarizes the key themes and priorities identified through these discussions.

1. Transitional and Sober Living Housing

Representatives from the Wahkiakum County Sheriff's Office and local behavioral health organizations discussed a need for sober living environments, such as a *halfway house* model. These representatives reported that many individuals involved in the legal or treatment systems struggle to maintain recovery when returning to the same environments that contributed to their substance use challenges. A locally based sober living program would fill a significant gap in the county's housing continuum and support long-term stabilization for justice-involved and high-needs individuals.

2. Community-Based Village Model

Stakeholders also proposed a community-style "village" model that would provide not only housing but also a sense of community and shared purpose. Under this model, households would have private living quarters (e.g., tiny homes) while participating in communal activities, shared meals, and cooperative upkeep. The model would integrate wraparound supports, including case management, behavioral health services, peer support, and transportation. One example reviewed was *New Horizon Communities* (nhcommunities.org), which demonstrates a similar approach to sustainable and community-oriented housing.

3. Senior Housing Concerns

Given Wahkiakum County's higher proportion of older adults, participants discussed the urgent need to support seniors in remaining in their communities. Many seniors on fixed incomes expressed concern about rising housing and maintenance costs, making it difficult to either maintain their homes or downsize locally. Wahkiakum County currently has one subsidized senior housing complex, operated by Housing Opportunities of Southwest Washington, offering 15 1-bedroom and 2 2-bedroom units. The complex is at full capacity, with 416 individuals on the one-bedroom waitlist and 35 on the two-bedroom list. Importantly, the waiting list does not prioritize current Wahkiakum residents, which was a significant concern for stakeholders.

4. Accessible Housing Near Services

WCHHS staff identified a pressing need for housing located within walking distance of essential services and bus stops for adults under 62 with disabilities and for seniors without access to personal transportation. While a few housing options exist in these areas, most require navigating stairs, limiting accessibility for residents with mobility challenges.

5. Barriers to Development

Local property owners have expressed a willingness to invest in expanding and improving affordable housing; however, high construction costs and complex regulatory requirements pose significant barriers to feasibility. Another major challenge is the limited availability of countywide water and sewer infrastructure necessary to support new housing development. The Town of Cathlamet’s sewer system currently serves only a .49-square-mile area and has been identified as requiring substantial financial investment and physical upgrades to meet modern standards. A transition to the Wahkiakum Public Utility District (PUD) is in progress, alongside multiple PUD-led water system improvement projects intended to enhance capacity and reliability over time.

6. Site Development Potential

In 2017, Wahkiakum County Health and Human Services, in partnership with the County, purchased approximately 6.16 acres of undeveloped land along State Route 4, located behind the Town of Cathlamet sewer system. The original vision for this property included the development of a supportive housing facility co-located with the behavioral health organization and family health clinic to provide comprehensive wraparound services. However, due to funding constraints and community opposition, the project was not realized. The property remains a viable development site, though significant external partnership and funding would be required to construct and operate any future facility.

Housing Projections and Identified Needs

The Washington State Department of Commerce’s Housing All Planning Tool (HAPT) was revisited to project housing needs through 2045.

Type of need	Current estimate *2020	2045 estimate	Increase in units by 2030
Permanent housing for households at 0- 30% AMI	32	44	3
Permanent SUPPORTIVE housing for households at 0- 30% AMI	0	108	27
Emergency Housing/Shelter Beds	12	21	2-3

Based on these data, Wahkiakum County will need to add approximately 3 permanent low-income units, 27 permanent supportive housing units, and 2–3 emergency shelter beds by 2030.

At present, Wahkiakum County has **no permanent supportive housing**. Meeting this identified need will require a partnership with a nonprofit housing provider or similar organization capable of constructing and operating such a facility.

One of the most significant areas identified for improvement in Wahkiakum County’s homeless crisis response system is the adequacy of shelter capacity and the suitability of existing facilities. Currently, the county operates an emergency shelter utilizing subleased apartments within a local apartment complex—one unit designated for single adults and another for families with children. While this arrangement has effectively addressed some immediate needs, it does not align with the county’s long-term vision of developing a more comprehensive and flexible shelter system that can accommodate a broader range of circumstances and household types.

Although the HAPT tool projects a need for an additional 2–3 beds over the next five years, WCHHS staff believe this projection overestimates the actual local need based on historical utilization trends and system knowledge. In 2025, WCHHS evaluated potential locations for a dedicated shelter facility, but no suitable site was identified. Establishing a purpose-built shelter remains a top priority for future planning and resource development.

Coordination with Local Planning Efforts

To ensure alignment with broader land-use and housing strategies, WCHHS has engaged with the Wahkiakum County Planning Department. The County’s Comprehensive Plan, adopted in 1980–1981, is currently being updated. As a partial planning county under the Growth Management Act (GMA), Wahkiakum is not required to conform to the standards of full planning counties. The updated plan is scheduled for completion by 2027.

The County Planner noted that modifying certain local code requirements—particularly those related to energy efficiency standards—could help reduce development costs and improve affordability. WCHHS will continue to collaborate with planning staff throughout the Comprehensive Plan update process to align homeless housing strategies with local land-use and development goals.

Other Concerns

According to Redfin, median home sale prices in Wahkiakum County have increased 65% since 2020 — the highest increase in the Housing Opportunities of SW Washington (HOSSWA) region.

A recent HOSSWA presentation to the Council of Governments (COG) estimated that:

- 31% of households spend between 30–50% of their income on housing
- 34% of households spend more than 50% of their income on housing

Conclusion

Wahkiakum County’s housing landscape reflects the realities faced by many small, rural communities—limited housing stock, rapidly increasing home and rental prices, and growing pressure on both low- and moderate-income households. While the county’s homelessness numbers remain comparatively low, local data and community input reveal significant vulnerability among households at risk of losing their housing.

Emerging challenges are reshaping the local housing environment. The rising presence of absentee property management companies, the increase in nontraditional housing situations, and the scarcity of accessible, affordable housing for seniors and individuals with disabilities all underscore the need for ongoing advocacy, outreach, and resource development. The county’s lack of permanent supportive housing represents a critical service gap that will require outside partnership and investment to address.

Stakeholder engagement throughout this planning process emphasized a shared commitment to community-based solutions—ranging from supportive sober living environments to cooperative housing models that foster connection and stability. The overwhelming consensus is that a comprehensive response to housing insecurity must combine infrastructure development, service integration, and long-term systems coordination.

Moving forward, Wahkiakum County Health and Human Services will continue to collaborate with state and regional partners, local government, property owners, and community-based organizations to strengthen prevention, expand shelter capacity, and pursue sustainable housing development opportunities. By building on existing strengths and addressing identified gaps, the county aims to ensure that every resident—regardless of income, age, or circumstance—has access to safe, stable, and appropriate housing within their community.

That said, it is essential to recognize that Wahkiakum County’s limited tax base, the absence of large employers, the scarcity of well-funded service-oriented nonprofits, and the shrinking fiscal capacity of both County and Town governments significantly constrain local resources. As a result, meaningful progress on this plan will require substantial external support and partnership. The responsibility for implementation currently rests largely with Wahkiakum County Health and Human Services, which is already operating at or beyond its existing capacity.

OBJECTIVE 1: Promote an equitable, accountable, and transparent homeless crisis response center.

Actions	Strategies	Measure of Success	Timelines of Completion
<p>1.1 Wahkiakum County Health and Human Services (HHS) will strengthen outreach efforts to the broader community, with a specific focus on engaging potentially marginalized or underserved populations.</p>	<p>1.1.1. Develop and distribute print and social media materials in Spanish to inform residents about available services and how to access them.</p> <p>1.1.2. Identify other languages commonly spoken in Wahkiakum County and produce at least one additional media release in another language.</p> <p>1.1.3 Conduct targeted outreach and informational presentations to organizations and community groups that serve or support Wahkiakum County residents, to increase awareness and understanding of available Health and Human Services (HHS) programs and resources.</p>	<p>1.1.1 First campaign is released and active</p> <p>1.1.1A At least one campaign is released each year.</p> <p>1.1.2. At least one media release in a language besides Spanish or English is released.</p> <p>1.1.3 Four presentations will be accomplished and documented.</p> <p>1.1.3A At least two presentations a year beginning January 2027 will be accomplished and documented.</p>	<p>1.1.1 July 2026</p> <p>1.1.1A December 31st - 2026,2027,2028,2029,2030</p> <p>1.1.2 December 2026</p> <p>1.1.3 December 31, 2026</p> <p>1.1.3A Ongoing – assess each December</p>
<p>1.2 Establish a process to generate and review monthly data reports from the Homeless Management Information System (HMIS) to ensure data accuracy and timely entry.</p>	<p>1.2.1. The program supervisor will become proficient in identifying, generating, and interpreting required HMIS reports.</p>	<p>1.2.1 Completed trainings by the Department of Commerce</p> <p>1.2.1A Internal policy and procedures for running and reviewing reports are developed,</p>	<p>1.2.1. December 2025</p> <p>1.2.1A July 2026</p>

	<p>1.2.2 Routine monthly reporting and review process established, documented, and maintained by program staff by the 28th of each month.</p>	<p>approved, and implemented to ensure consistent data quality monitoring.</p> <p>1.2.2 98% of monthly data reports are generated and reviewed by the 28th of each month to ensure accuracy and completeness.</p>	<p>1.2.2 December 2026</p>
<p>1.3 Continue to support and compensate individuals with lived experience to contribute to planning, evaluation, and improvement efforts within the homeless crisis response system.</p>	<p>1.3.1 Develop and implement policies and procedures outlining the inclusion and paid participation of individuals with lived experience in relevant work groups and planning efforts.</p> <p>1.3.2. Ensure individuals with lived experience are actively engaged in meetings and work groups, achieving and maintaining at least a 75% participation rate.</p>	<p>1.3.1 Policies and procedures in place, and successful payment has been issued to at least one individual.</p> <p>1.3.2 Able to demonstrate at least a 75% participation rate based on annual evaluation of participation outcomes.</p>	<p>1.3.1 July 2025</p> <p>1.3.2 December 2027</p>

OBJECTIVE 2: Strengthen the homeless services provider workforce.

Actions	Strategies	Measure of Success	Timelines for Completion
<p>2.1 Expand local partnerships and services linkages to reduce the workload of case managers and improve access to supportive resources for households served.</p>	<p>2.1.1 Increase the number of active participants in the quarterly Community Outreach Coalition meetings.</p> <p>2.1.2 Host or co-host at least two community resource fairs or similar outreach events each year to strengthen partnerships and improve service awareness</p>	<p>2.1.1 10 new partners actively participating. (aim for one new every six months)</p> <p>2.1.2 A minimum of eight community resource fairs or events held in Wahkiakum County.</p>	<p>2.1.1 December 2030</p> <p>2.1.2 December 2030</p>
<p>2.2 Provide training opportunities to focus on skill development, workload management, and stress reduction to enhance staff well-being and program performance.</p>	<p>2.2.1 Work collaboratively with case managers to identify areas of concern or interest where specialized training would enhance their skills, effectiveness, and professional development.</p> <p>2.2.1A Institute annual assessments identifying training priorities.</p> <p>2.2.1B Implementation of at least two specialized training sessions per year based on identified needs.</p>	<p>2.2.1 Overall Measure: Based on an annual case manager survey conducted each December beginning in 2026, staff will demonstrate increased confidence in performance and a measurable decrease in reported work stress or burnout.</p> <p>2.2.1A Assessment created and trainings identified by current staff.</p> <p>2.2.1B Documentation of trainings in employee files.</p>	<p>2.2.1 Ongoing each December</p> <p>2.2.1A July 2026</p> <p>2.2.1B December 2026 and ongoing</p>

OBJECTIVE 3: Prevent episodes of homelessness whenever possible.

Actions	Strategies	Measure of Success/Timeline of Completion	Timeline of Completion
<p>3.1 Prevent episodes of homelessness by strengthening collaboration among tenants, landlords, and property management companies</p>	<p>3.1.1 Increase renter education on rights, responsibilities, and available supports to promote housing stability and self-advocacy.</p> <p>3.1.2 Expand local resources and supports for individuals experiencing housing instability.</p> <p>3.1.3 Enhance outreach and communication with private landlords and property management firms to foster cooperative relationships and equitable practices.</p>	<p>3.1.1 Host at least one renter education/advocacy event or workshop per year.</p> <p>3.1.2 Host or co-host at least two community resource fairs or similar outreach events.</p> <p>3.1.3 Creation of outreach material to educate landlords/property management firms on our programs.</p> <p>Distribution of materials and increased outreach to at least ten landlords/property management firms.</p>	<p>3.1.1 August 2026 Ongoing annually</p> <p>3.1.2 A minimum of eight by 2030.</p> <p>3.1.3 December 2026</p> <p>December 2028</p>
<p>3.2 Address nontraditional and substandard housing conditions through coordinated assessment, collaboration, and advocacy to expand safe and sustainable housing options in Wahkiakum County.</p>	<p>3.2.1 Conduct an outreach campaign to get input on the prevalence, conditions, and contributing factors of nontraditional and substandard housing across the county.</p>	<p>3.2.1 An outreach campaign is developed and delivered through multiple media outlets</p> <p>3.2.2. Feedback from the campaign is gathered and documented.</p>	<p>3.1.1 July 2027</p> <p>3.2.2. December 2027</p>

<p>3.2 Address nontraditional and substandard housing conditions continued.</p>	<p>3.2.3 Convene a cross-sector workgroup—including public health, planning, housing, and community partners—to analyze data gathered and explore adaptive solutions recommendations.</p> <p>3.2.4 Advocate for flexible funding avenues to support safe, sustainable, and adaptable housing options in rural areas.</p> <p>3.2.5 Develop educational materials and outreach efforts to raise community awareness about safe housing standards and available resources for repairs or improvements.</p>	<p>3.2.3 Workgroup established and meeting quarterly.</p> <p>3.2.4 Resources for flexible funding found and in use.</p> <p>3.2.5 Educational and outreach materials created and distributed.</p>	<p>3.2.3 By December 31, 2028</p> <p>3.2.4 At least one resource source found and in use by December 2029</p> <p>3.2.5 Materials and outreach campaign in place by June 2030</p>
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OBJECTIVE 4: Prioritize assistance based on the greatest barriers to housing stability and greatest risk of harm.

Action	Strategy	Measure of Success	Timeline of completion
<p>4.1.1 Ensure equitable access to housing and support services through consistent use of the Coordinated Entry System and data-driven prioritization tools.</p>	<p>4.1.1 Utilize the most current version of the Prioritization and Resource Screening Tool within the Coordinated Entry System to ensure fair and consistent assessment of client needs.</p>	<p>4.1.1 The Prioritization and Resource Screening Tool is reviewed and updated at least annually to reflect current best practices and local priorities.</p>	<p>4.1.1. By January 10th of each year beginning 2026.</p>

OBJECTIVE 5: Seek to house everyone in a stable setting that meets their needs.

Actions	Strategies	Measure of Success	Timelines of Completion
<p>5.1 Investigate the creation of Permanent SUPPORTIVE housing in our county.</p>	<p>5.1.1 Explore development of a local sober living or halfway house program to support recovery and stabilization for justice-involved and high-needs individuals.</p>	<p>5.1.1 Sub-committee established (including Behavioral Health, Law/Court representatives, and individuals with lived experience).</p> <p>5.1.2 Documented meeting summaries and updated action plans.</p>	<p>5.1.1 January 2028</p> <p>5.1.2 July 2029</p>
<p>5.2 Reassess the 6.16-acre county-owned site along SR 4 for future supportive or affordable housing development.</p>	<p>5.2.1 Review successful models of permanent supportive housing “communities”</p> <p>5.2.2 Explore public-private or nonprofit partnerships to develop the site as a mixed-use supportive housing campus.</p>	<p>5.2.1 Four models will have been visited and reviewed.</p> <p>5.2.2 Potential funding sources are identified.</p>	<p>5.2.1 December 2029</p> <p>5.2.2 July 2030</p>
<p>5.3 Investigate other potential sources or sites for affordable housing development or expansion.</p>	<p>5.3.1 Collaborate with local private developers and nonprofit organizations to identify barriers to affordable housing development and explore feasible solutions.</p>	<p>5.3.1 Meetings have been conducted, barriers have been clearly identified, and a potential plan for addressing those barriers has been developed.</p>	<p>5.3.1 July 2030</p>

<p>5.3 Evaluate and pursue options for a dedicated emergency shelter facility that meets local needs.</p>	<p>5.3.1 Engage with community stakeholders, including property owners, to identify viable sites and gain community support.</p>	<p>5.3.1 Potential site identified.</p>	<p>5.3 .1 July 2030</p>
<p>5.4 Address non-traditional and substandard housing conditions</p>	<p>See Objective 3</p>	<p>See Objective 3</p>	<p>See Objective 3</p>

While the actions under 5.5 may not directly address current homeless prevention needs, they represent foundational steps toward long-term housing stability and community resilience. Actions and strategies in these areas will be refined as capacity and resources allow.

<p>5.5 Advocate for increased senior housing capacity, prioritizing local Wahkiakum residents for access.</p>	<p>5.5.1 Explore local partnerships with housing providers (e.g., HOSWWA) to expand or replicate the existing senior housing complex. 5.4.2 Pursue funding for home repair and weatherization programs to help seniors from being displaced. 5.4.3 Develop strategies to maintain affordability and accessibility for seniors on fixed incomes</p>	<p>5.5 TBD</p>	<p>5.5 TBD</p>
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