



*Public Health & Social Services*

**Lewis County Five-Year  
Housing and Homeless Strategic Plan**

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December 2030**

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## **Contents**

<b>Lewis County Background</b> .....	1
<b>Regulatory Context</b> .....	2
<b>Background Research</b> .....	4
<b>Funding Sources</b> .....	4
<b>Estimated Levels of Service</b> .....	6
<b>Housing Needs Summary</b> .....	9
<b>Five-Year Plan: Objectives, Strategies, Timelines, and Measures</b> .....	10
<b>Objective One:</b> Promote an equitable, accountable and transparent homeless crisis response system; seek to house everyone in a stable setting that meets their needs.....	10
<b>Objective Two:</b> Prevent episodes of homelessness whenever possible. ....	13
<b>Objective Three:</b> Prioritize assistance based on the greatest barriers to housing stability and the greatest risk of harm. ....	16
<b>Objective Four:</b> Strengthen the homeless service provider workforce.....	18
<b>Capital Project Priority Criteria</b> .....	21
<b>Public Engagement</b> .....	25
<b>Appendices</b> .....	29
<b>Appendix A:</b> Funding Sources	
<b>Appendix B:</b> Commerce Estimates of Service Levels Tool	
<b>Appendix C:</b> Countywide Expenditures SFY2023-SFY2025	
<b>Appendix D:</b> Countywide Populations and Housing Allocations	
<b>Appendix E:</b> Interview Questions for Homeless Participants	

## **Lewis County Background**

### **History and Geography**

Established in 1845 by the Oregon Territory Provisional Legislature, Lewis County was named for Meriwether Lewis of the Lewis and Clark expedition. The county is 2,402.8 square miles in size and had an estimated population of 82,149 per the 2020 US decennial census. As of April 1, 2025, the Washington Office of Financial Management (OFM) estimates that its population was 85,550. The county seat is located in Chehalis, the county’s second-largest city. The county is made up of two larger “twin” cities, Centralia and Chehalis, several smaller cities and towns, and a large unincorporated area dotted with occasional unincorporated hamlets of greater density. About forty percent of the population live in incorporated towns and cities, while about sixty percent live in unincorporated areas. With a population density of 35.6 people per square mile, Lewis County is variously described as rural or micropolitan.

### **Population and Demographics**

Using projections from OFM, Lewis County and all municipalities within it adopted 20-year population projections and housing allocations in 2024, in compliance with requirements and guidance from the Washington State Department of Commerce. The projected 2045 population is 94,348. Housing allocations are discussed in a Housing Needs Summary later in this document.

The population of Lewis County is predominantly white, with people of color and Hispanics of any race making up smaller percentages of the population than in Washington State as a whole. The exceptions to this, as of the 2023 American Community Survey 5-year estimates, are American Indian or Alaskan Natives and those who identify as multiracial; these groups’ percentage of the county population is similar to their percentage of the state population.

### **Economic and Poverty data**

Historically the economy of Lewis County was based on resource extraction and agriculture. With the decline of the logging industry and the closing of a large coal mine, unemployment and poverty rates increased to 16.0% in Lewis County according to the American Community Survey’s 5-year estimates for 2013-2017, but since then have fallen to 13.0% per the 2019-2023 estimates. This trend is in parallel with the state as a whole, which had a 12.2% poverty rate in the 2013-2017 estimates and a 9.9% poverty rate in the 2019-2023 estimates—during that time, Lewis County had a higher poverty rate than the state that rose and fell in tandem with the state rate. The parallelism makes it equivocal whether Lewis County’s improved poverty rate derives from its economy shifting from resources extraction to other industries, or whether macroeconomic factors affecting the whole state predominate.

There are racial and ethnic disparities in Lewis County’s poverty rate: the poverty rate for those who identify as black (17.7%), “some other race” (17.1%), “two or more races” (19.6%), or Hispanic (22.2%), is around 1.5 to 1.85 times the rate for those who identify as white alone (12%). Some disparities have emerged recently: in the 2013-2017 estimates, black people had a *lower* poverty rate than white people in Lewis County, and now their rate is much higher. However, some disparities have improved: the 2013-2017 estimates showed American Indians/Alaska Natives and Asian people having poverty rates of 2.4 times and 1.4 times that of white people, respectively, whereas the 2019-2023 estimates show all of these groups’ poverty rates being roughly comparable. But, these fluctuations may be influenced by the low sample

size for non-white groups in Lewis County, making it difficult to identify meaningful demographic trends.

### **Income and Housing Data**

Over the past 20 years, Lewis County’ median household income has fluctuated compared to the statewide median income, but generally is around 72% of the state median. Per Office of Financial Management’s most recent estimates, the county median household income in 2023 was \$70,227, up from 57,945 in 2018. This represents an increase of 21.2% in five years, but was less than the increase in statewide median during the same period (30.8%).

It was also far less than the increase in the cost of housing: according to the Washington Center for Real Estate Research (WCRER), the median home sale price in Lewis County rose 74.3% in five years, from \$227,400 in 2018 to \$396,300 in 2023. The housing affordability gap, which is defined by the difference between the median home sale price and three times the median household income, has exploded in that period: it is now almost two and half times what it was in 2018. Overall, then, buying a home in Lewis County is much, much less affordable than it was in 2018 despite the strong increase in median income since then.

Rental data are not available from WCRER for 2018 or 2023; such data is being collected as of 2024 and can be used in the future to measure apartment affordability over time. The Q1 2024 data, which is closest in time to the 2023 OFM median household income estimate, shows the average rental unit in Lewis County being 877 square feet, the average monthly rent being \$1,020, and a low vacancy rate (1.8%). The vacancy rate was even lower (1.1%) for the smallest units. This paints a picture of Lewis County as having rents affordable based on its median income—the rent would only be about 15% of median income, which when utilities are added should be under the 30% benchmark for affordable housing. But, the low vacancy rates suggest that there are not enough units for everyone who needs one.

## **Regulatory Context**

### **Plan to End Homelessness**

In 2018, Washington State law was amended to require that each county develop and recommend to its local government legislative authority a five-year homeless housing plan consistent with local plan guidelines issued by the Department of Commerce. This Strategic Plan for 2019-2024 was developed and submitted to the Lewis County Board of County Commissioners in accordance with Washington law. The intent of this plan was to reduce and ultimately end homelessness in Lewis County.

### **2025-2030 State Plan and Guidelines**

For the 2025-2030 five-year period, the Department of Commerce has issued a new state five-year plan and new guidelines for local governments, requiring counties to revise their five-year plans to be consistent with the state plan and new guidelines. Both documents are available at <https://www.commerce.wa.gov/homelessness-response/planning-and-reporting/strategic-plan/>.

The intent of the state plan remains the same, and many of the objectives of the prior state plan remain similar in the new state plan and local government guidelines. A table of how the new state plan objectives relate to the prior objectives (features in the state and county 2019-2024 plans) is below:

<b>How Have the Required State Objectives Changed for this Update?</b>		
<b>2019-2024 Required Objectives</b>	<b>2025-2030 Revised Objectives</b>	<b>Nature of Change</b>
» Quickly identify and engage people experiencing homelessness	» Prevent episodes of homelessness whenever possible	Intervene earlier
» Prioritize housing for people with the greatest needs	» Prioritize assistance based on the greatest barriers to housing stability and the greatest risk of harm	Define "greatest need" more precisely
» Operate an effective and efficient homeless crisis response system that swiftly moves people into stable permanent housing » Address racial disparities among people experiencing homelessness.	» Promote an equitable, accountable and transparent homeless crisis response system » Seek to house everyone in a stable setting that meets their needs	Acknowledge aspirational nature of plan; emphasize individual needs
» Project the impact of the fully implemented local plans on the number of households housed and the number of households left unsheltered, assuming existing resources and state policies	[Removed - Housing Needs Summary required instead; see relevant section below]	Coordinate 5-year plan with housing needs adopted in Comprehensive Plan
[No similar objective]	» Strengthen the homeless service provider workforce	Add new objective

As can be seen above, the new objectives are often merely clarifications of prior objectives. The most notable difference in objectives is the incorporation of a Housing Needs Summary previously adopted by the County and all incorporated jurisdictions within it as part of their comprehensive planning processes. Another difference is a new objective concentrating on how to strengthen the homeless service provider workforce. Lewis County’s objectives and strategies for 2025-2030 are updated below to reflect both the state clarifications to the prior, similar objectives and the new state objectives.

To inform these objectives, the local government guidelines also direct local governments to consider certain background literature, list funding sources, prepare estimated levels of current services, and incorporate housing needs assessments from Growth Management Act comprehensive planning. Local governments must also document public engagement on the plan and create a list of priorities for homelessness and housing services capital projects. All of these topics are addressed below.

## **Background Research**

As preparation for revising the five-year plan, the Department of Commerce provided counties with several documents representing the most current research and best practices in housing and homeless services. Please see [the local plan guidance](#) for a list of these materials.

One of the key principles that emerges from the materials is a two-prong understanding of homelessness as being caused by both intrinsic (individual) and extrinsic (community) factors. If one wants to answer the question “Who is homeless in an area?”, intrinsic factors such as mental illness, drug addiction, lack of education, disability, job loss, bad economic luck, sudden health conditions, and other individual factors seem to explain who ends up homeless. But if one wishes to answer the question, “Why does this area have more homeless people than another?”, extrinsic factors about the community are more explanatory, such as whether the area has a supply of available, inexpensive housing and whether it can quickly respond to spikes in housing demand by increasing housing units.

This dual understanding of homelessness suggests that there is “housing ecosystem” in a given location. Many individuals chart individual paths through the ecosystem. In any such ecosystem, those with the most vulnerabilities or risks (the intrinsic factors listed above) are more likely to fail to find or maintain housing, resulting in homelessness. But, if the ecosystem is hospitable by having many pathways to inexpensive housing and availability of housing to respond to demand, more people are able to navigate the ecosystem successfully despite their individual vulnerabilities, and so do not end up homeless. The more inhospitable the ecosystem is—often through lack of available units that lower income people can afford, or an inability to generate more such units—the less likely it is that vulnerable people will be able to successfully navigate through a housing disruption, resulting in more of them becoming homeless.

This understanding has implications for housing and homeless services. First, it suggests that there will always be churn in the housing ecosystem, as individuals with different levels of vulnerability chart their lives through it. Some vulnerable people will always face housing shocks and be at risk for, or fall into, homelessness. This implies that homelessness is a maintenance problem, i.e., one that can be minimized, but not eliminated, because of this churn. An “end to homelessness,” then, would be more about creating a system that can respond to individuals who experience homelessness quickly and return to readiness for the next affected individual. Second, it suggests that one should not merely help those who are already homeless but also find ways to make the housing ecosystem more hospitable, as a means of reducing homelessness in the long term. Prevention efforts to reduce intrinsic factors that contribute to homelessness may be essential, as well as promotion of affordable housing and housing supply generally. Third and finally, it suggests that the people who become homeless, especially those who are chronically homeless, suffer from vulnerabilities that rendered them unable to navigate the ecosystem—and these vulnerabilities likely require significant attention and assistance, or else the person will not be able to successfully navigate the ecosystem in the future.

## **Funding Sources**

### **Primary Funding Sources**

The primary means of funding housing and homeless services programs remains the same now as it was in the 2019-2024 five-year plan: the Homeless Housing and Assistance Act (Chapter

43.185C RCW) passed in 2005. This Act, along with other legislation, directs the collection of surcharges on recorded real property documents to fund homeless programs. This system results in two funding sources that have been, and persistently continue to be, the largest sources of housing and homelessness services funding in Lewis County: the Consolidated Homeless Grant and local document recording fees.

**The Consolidated Homeless Grant Program (CHG)** is awarded to Counties through a bi-annual process. Each county sub-grants these funds to support a variety of activities that target households making less than 30% of the area median income (AMI). These funds are governed by the contract between the Department of Commerce and the county, as well as the manual “Guidelines for the Consolidated Homeless Grant” (CHG Guidelines). These funds support administration, operations, and facilities support for such programming as emergency shelters, transitional housing, rapid rehousing, diversion, coordinated entry, and data collection and reporting.

**Local Document Recording Fees Homeless Housing and Assistance (RCW 36.22):** Some of the surcharges on recording certain real property documents are retained by local jurisdictions to reduce homelessness. RCW 36.22 has been amended several times by the Legislature. In its most recent form, it provides for a \$183 fee on most recorded instruments, with funds directed in a complicated manner set forth in the table below.

<b>Local Document Recording Fee Distribution under RCW 36.22.250</b>		
<b>RCW Section</b>	<b>Fee Portion</b>	<b>Distribution of Fees Collected</b>
36.22.250(2)(a)	1% (\$1.83)	<ul style="list-style-type: none"> <li>to County Auditor for fee collection reimbursement</li> </ul>
36.22.250(2)(b), (3)	30% (\$54.90)	<ul style="list-style-type: none"> <li>75% (\$41.175) to County accomplish the purposes of this five-year plan</li> <li>15% (\$8.235) to County for certain affordable housing capital and operating programs for low- and very-low-income people</li> <li>10% (\$5.49) to County for administration costs</li> </ul>
36.22.250(2)(c), (4)	54.1% (\$99.003)	<ul style="list-style-type: none"> <li>90% (\$89.1027) to State for Dept. of Commerce to distribute for housing and homeless assistance programs, which are primarily offered to counties as grants</li> <li>10% (\$9.9003) to Commerce for administration costs</li> </ul>
36.22.250(2)(d), (5)	13.1% (\$23.973)	<ul style="list-style-type: none"> <li>90% (\$21.5757) to State for Dept. of Commerce for grant programs for permanent supportive housing or benefiting extremely-low-income households</li> <li>10% (\$2.3973) to Commerce for administration costs</li> </ul>
36.22.250(2)(e), (6)	1.8% (\$3.294)	<ul style="list-style-type: none"> <li>90% (\$2.9646) to State for Dept. of Commerce for landlord mitigation program</li> <li>10% (\$0.3294) to Commerce for administration costs</li> </ul>
	<b>Total: \$183</b>	

Only 30% of the local document and recording fees fund County programs directly; 69% go to the Department of Commerce, although some of those funds come back to the County in the form of

grants subject to the CHG Guidelines. Department of Commerce audit practices require that the direct-to-County document recording fee funds largely follow CHG Guidelines, as well.

Because these two primary funding sources are each subject to state guidelines incorporating state policy preferences and methodologies, Lewis County’s homeless services programs are largely undertaken as an arm of Washington State policy. Like this five-year plan, which follows State dictates, those programs largely must follow state strategies and policies.

### **Other Funding Sources / Appendix of Sources**

Although CHG funding and local document recording fees are the two persistent primary funding sources for housing and homeless services in Lewis County, there are a host of other potential capital and operating fund sources for housing or services. Appendix A is a table of such funding sources. It lists each type of funding by name and statutory source, status in Lewis County, allowable uses, SFY24 and SFY25 funding amount, and availability for new programs. The availability column is color-coded, with dark green sources the most available, dark red the most unavailable, and other shades in between.

Appendix A illustrates that there are many untapped sources of housing and homelessness funding in Lewis County.

- Some sources are already available and could be readily used, such as “1406 funding” under RCW 82.14.540, the county Veterans Relief Funds, or Foundational Community Supports services through Medicaid.
- Some are available but face strong competing demands from other programs or services, such as unused 2163 funds, Rural Counties .09% funds, or Lodging Tax funds.
- Some sources are available via highly competitive grant applications. The County has had recent success obtaining such grants and can continue to seek them in the future. But, such grants are not guaranteed.
- Some sources would be available if they were enacted in Lewis County, most notably affordable housing sales tax or real property levies. These sources would require new taxation, however, which local citizens have heretofore not wanted.

Many of the sources listed in Appendix A have different requirements or serve different policies, and they have different levels of availability and likelihood of receipt. It therefore behooves Lewis County to think creatively and frequently reexamine the range of potential funding sources for any proposed program, in the hopes of finding the best fit between funding requirements, availability, and the program’s objectives.

## **Estimated Levels of Service**

### **Commerce’s Data Tool: Engaging, but Hard to Use Meaningfully**

The guidelines for local governments’ 5-year plans newly require estimates of current service levels, as measured by expenditures across a wide array of programs. Commerce provided a tool for local governments that is supposed to summarize such expenditures and program participation. The tool consists of a series of charts that autogenerate from data

found in the annual “Golden Report” reflecting expenditure and program information for housing and homeless services providers through the state. The Lewis County visualization from this tool is attached as Appendix B.

Although the tool is easy to use and visually engaging, it suffers from some drawbacks.

- First, the tool purports to be for 2024-2025, but actually it depicts data from SFY23 and SFY24. This means that it compares data from July 1, 2022 to June 30, 2023 with data from July 1, 2023 to June 30, 2024. This reflects service levels from about a year and a half prior to current.
- Second, the tool draws no distinction between capital and operating funding sources. Since capital funding sources are often large and discrete, the capital results skew the operating results almost beyond recognition.
- Third and finally, the categorization of projects is dependent on reporting, and therefore somewhat opaque. For example:
  - From SFY23 to SFY24, Lewis County saw an increase of over 100 beds in the “other permanent housing” category (a subcategory of housing interventions), but total enrollments in housing interventions went up by only 17, which seems inconsistent.
  - Total enrollments declined precipitously from SFY23 to SFY24 due to a decline in “services only” enrollments such as coordinated entry or street outreach, but it is not entirely clear what decline this is. The SFY24 enrollment figure is 19; it is not the case that only 19 people were enrolled in either coordinated entry or street outreach in SFY24. The most likely explanation is that the data reporting for SFY24 is somehow incomplete or miscategorized.

Taking the Commerce Tool at face value would indicate that expenditures for housing and homeless services in Lewis County soared from \$2.63 million in SFY23 to \$6.59 million SFY24, and yet total enrollment in the programs dropped from 542 to 356. This would be a sad state of current service levels indeed, and calls out for explanation.

### **Appendix C – Directly Comparing Expenditures Year-over-Year**

Appendix C is an attempt to make sense of the above data. It uses the same expenditure data that underlies the Commerce tool (from the “Golden Report”), but is presented purely in table form. It also includes two key adjustments based on County staff’s familiarity with actual funding and expenditures. First, it includes capital expenditures of Housing Trust Fund money that the County knows occurred—these were grants the County received for the Drug Court House and the Lewis County Homeless Shelter—but were not found in the data otherwise. Second, it includes the federal funding (ERAP-2) that was the precursor to the state EHF funding shown in the table; this allows SFY23 and SFY24 funding to be compared apples-to-apples.

Appendix C breaks out expenditures by funding source, including differentiating capital and operating expenditures. SFY23 funding is shown compared to SFY24 funding in one set of rows, with additions of funding shown in black and reductions of funding shown in red below the two rows. Then, a second set of rows compares SFY24 to SFY25 in the same manner.

The first page of Appendix C lists operating expenditures, with the table split into two pieces to fit neatly on a page. The bottom rows are continuations of those shown at the top. The second page of Appendix C lists capital expenditures at the top; below, it lists the total operating, total capital, and grand total expenditures for each year.

### **Conclusions from Appendix C**

Viewing the operating expenditures year over year in Appendix C makes clear that between SFY23 and SFY24, the state funding “buckets” were consolidated: the County spent funds from fewer distinct sources. Overall, because of the sunset of ERAP-2 (which was federal funding not tracked in Commerce’s tool shown in Appendix B), the county spent \$1.7 million less in operating funds in SFY24 than in SFY23. Whereas Appendix B depicted an increase in funding from SFY23 to SFY24 but a drop in services-only enrollments in programs, the \$1.7 million reduction in operating expenditures shown in Appendix C seems more consistent with that drop in services-only enrollments. That is, assuming the drop in enrollments is accurate. Again, it is hard to say if it is accurate because more than 19 people were enrolled in coordinated entry and street outreach in SFY24, casting doubt on this figure in Appendix B.

Comparing SFY24 and SFY25, the consolidation process continued, with even fewer operating funding sources in play. Nevertheless, the County’s expenditures in SFY25 were similar to SFY24, with the difference (around \$216,000) being entirely explained by a smaller expenditure from local document recording fees. County staff note that this reduction in expenditures was intentional: as the state funding sources continue to be consolidated and potentially reduced (due to pressures to cut the state budget), the County is saving up these local document recording fees so that they can cover state funding shortfalls if necessary.

On the capital expenditures side, Appendix C shows that there were about \$3.2 million more capital expenditures in SFY24 than SFY23. This increase was the result of two entities receiving capital grants: (1) Reliable Enterprises, a local housing nonprofit, for new affordable housing construction; and (2) the County, to acquire a house for Lewis County Drug Court participants. SFY25 saw a \$1.7 million decrease in capital expenditures compared to SFY24: the County received a capital grant to renovate a homeless shelter, but this grant entailed less money than the Reliable Enterprises grant. Because the significant swings in expenditures resulted from a limited number of grants, it is important not to attach overblown importance to the capital expenditure differences.

The final portion of Appendix C shows total operating, capital, and grand total expenditures for SFY23 through SFY25. This table shows why Appendix B’s conflation of operating and capital expenditures is misleading: although SFY24 saw a \$1.5 million increase in expenditures overall compared to SFY23, that is actually because of a single large capital grant to Reliable Enterprises. In fact, operating expenditures went down by \$1.7 million. Similarly, where SFY25 total expenditures fell \$1.8 million from SFY24, this is mostly explained by the difference in size between the Reliable Enterprises and homeless shelter capital grants (\$1.6 million). The remaining \$0.2 million reduction corresponds to the County saving up its local document and recording fees in case of impending state budget shortfalls.

## **A Fair Summary of Estimated Levels of Service**

Considering Appendix C, a fair summary of the estimated levels of services in Lewis County is as follows: In the wake of the pandemic, housing and homeless services operating expenditures decreased substantially from SFY23 to SFY24. Offsetting this reduction was success in obtaining capital grants, both by Reliable Enterprises and by the County itself. Between SFY24 and SFY25, the County had relatively stable operating expenditures, but uncertainty about how long state funding will last has caused the County to hold back some of its local document recording fees to protect against a future state funding shortfall. The County’s primary housing and homeless services programs at this time include McKinney-Vento student housing assistance; CHG programs such as coordinated entry, outreach, and homeless prevention; EHF programs such as emergency shelter; and the HEN program providing rent and other needs for homeless persons with a disability.

## **Housing Needs Summary**

For this revision to the five-year plan, the Commerce guidelines direct that Lewis County develop an estimate of future permanent housing needs (both permanent supportive housing (PSH) and non-PSH) for those making 0-30% AMI, as well as an estimate of future emergency housing needs. These estimates are to be based on guidance developed by Commerce for use in Growth Management Act comprehensive planning.

Representatives from Lewis County and the cities and towns within it met to develop such estimates in 2023 and again in 2024. These agreed-upon estimates followed Commerce requirements and informed those jurisdictions’ Comprehensive Plan updates. Appendix D consists of Ordinance 1359, in which the County adopted the estimates, and a memorandum reflecting a correction to that ordinance that was memorialized in the adoption of the Lewis County and other jurisdictions’ comprehensive plans this fall.

According to the corrective memorandum, for households making under 30% AMI, Lewis County and its constituent jurisdictions together will need an additional 1852 non-PSH housing units and 888 PSH units by 2045, plus an additional 487 emergency housing beds. A straight-line estimate would require that one quarter of these units be developed by 2030. That would mean 463 non-PSH and 222 PSH units (685 units in total), as well as 122 additional shelter beds, by 2030.

Obtaining the capital to create 122 new shelter beds could be plausible by 2030; there are capital grants that target such development. Given that a single large shelter can have 70 beds, siting two additional large shelters could conceivably occur by 2030.<sup>1</sup>

Creating 685 new units for people under 30% AMI is far more problematic. Under Washington State Housing Finance Committee guidelines, a studio or one-bedroom apartment for this income bracket may charge no more than around \$500 per month for rent plus utilities combined. Such housing would have to be subsidized because its maximum allowable rent is well below the market rate rent for an equivalent unit (currently \$889, per Washington Center for Real Estate Research 1-bedroom unit estimates in Lewis County). And seeing as it costs around \$30 million to build a 100-unit apartment building, 685 units would require multiple successful tax-credit-

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<sup>1</sup> Some stakeholders have questioned whether this investment would be wise, as the current night-by-night homeless shelter (located in Chehalis, near Centralia) typically hosts fewer than its 70-bed capacity each night. This suggests that additional shelter investments should serve homeless populations far enough away from the twin cities that they do not make use of the current shelter, but those areas have smaller populations that might not need a 70-bed shelter.

financed grants within 5 years. The size, complexity, and competitiveness of such grants—and the paucity of nonprofit developers in Lewis County equipped to apply for, obtain, and implement such grants—make it extremely unlikely that Lewis County can meet this housing need. As a result, the estimates of housing needs in Appendix D must be considered aspirational, at best. They certainly underscore that development of emergency housing and units for those under 30% AMI needs active encouragement.

## **Five-Year Plan: Objectives, Strategies, Timelines, and Measures**

Based on the foregoing, Lewis County adopts the following objectives, strategies, and milestones / timelines / measures for its five-year plan for homeless and housing services.

As noted above, Lewis County’s objectives and strategies are revised for 2025-2030 to reflect the mandatory objectives of the 2024-2029 State Plan, which are:

- Promote an equitable, accountable and transparent homeless crisis response system;
- Strengthen the homeless service provider workforce;
- Prevent episodes of homelessness whenever possible;
- Prioritize assistance based on the greatest barriers to housing stability and the greatest risk of harm; and
- Seek to house everyone in a stable setting that meets their needs.

Lewis County groups and orders these objectives differently than the State Plan, but they are the same objectives. The milestones noted below are goals and plans for success, some of which are aspirational. Failure to meet a milestone means only that more work remains to accomplish it.

### **Objective One:**

Promote an equitable, accountable and transparent homeless crisis response system; seek to house everyone in a stable setting that meets their needs.

### Strategies

#### ***1. Gather more robust data to improve tracking of successful outcomes and identify persistent barriers to success.***

- a. Across all of Lewis County, identify who is homeless, factors contributing to their homelessness, and barriers to positive outcomes for them.
  - i. Consider use of a “functional zero” / “built for zero” model in which a coordinated entry or outreach provider creates a by-name list of homeless individuals and their individualized factors and barriers, which can be used to seek individualized solutions.
  - ii. Deidentified data should be aggregable to allow systemic outcome and barrier tracking.
- b. Create a comprehensive list of all programs, agencies, entities, or community partners that offer assistance to or benefit people experiencing homelessness.

- i. Make such a list public, or at least accessible to service providers, to increase system-wide transparency about what types of assistance are available, and from where.
- ii. Use this list in attempting to match services to individuals, updating it as successes or barriers are identified in practice.
- c. Inventory housing types, eligibility requirements, and availability.
  - i. Make this list public, or at least accessible to service providers, to increase system-wide transparency and improve outcomes.
  - ii. Use this inventory in attempting to match services to individuals, updating it as successes or barriers are identified in practice.
- d. Require systematic and collaborative maintenance of the data described above.
  - i. Require providers to participate in Coordinated Entry and HMIS to capture their data for the uses above.
  - ii. Require periodic meetings of all contracted community service providers to share information; advance individuals' progress or outcomes; identify gaps and barriers; and improve, expand, or refine the inventories of programs and housing types described above.
    1. In a functional zero model, these meetings would include providers' case management staffing of the individuals on the by-name list, incorporating data and participation from as many participants as possible, both contracted and noncontracted (see immediately below).
  - iii. Encourage participation from other entities (such as physical and behavioral healthcare providers, municipalities, law enforcement or jails, peer-driven programs, or community service organizations) who are not contractually required to participate. If feasible under privacy laws, encourage data sharing or data comparison with these noncontracted entities to develop more precise demographic data about homeless service needs.
  - iv. Invite participation from those currently homeless or with lived experience of homelessness.
    1. Outside of periodic meetings, ensure that there is a mechanism for those receiving housing and homeless services to provide feedback on those services both to the provider (for immediate service improvement) and to the County and broader collaborative community of providers (for accountability and system improvement). Ensure that this mechanism is clear, easy for participants, and widely known in the community.
    2. Require participants in the periodic meetings to report out on any feedback received through the mechanism above.
    3. Invite more broad-based participation from individuals with lived experience of homelessness in the periodic meetings, such as from a peer organization or a standing committee.
    4. Include a report-out mechanism to continually inform the population in need of services of what may be available and where to go to find it.

**2. *Expand outreach efforts to partners not traditionally associated with homeless services or subsidized housing, to expand the universe of housing outcomes achievable.***

- a. Engage collaboratively with law enforcement and penal agencies to assist in, and hopefully reduce, the housing and homeless services that these entities provide.
- b. Engage collaboratively with businesses and persons impacted by homelessness and homeless services.
- c. Promote sustainable housing and land use policies in both unincorporated and incorporated areas to encourage housing development and reduce homelessness, especially if local land use policies are outdated under state law.
- d. Encourage developers, businesses, and homeless and housing services providers to collaborate on data supporting the need to develop more housing or to shape housing policy to make housing more affordable.
  - i. Use the lists of programs and services, housing inventory, and gaps and barriers identified via Strategy 1, above, to inform developers and policymakers about what type of housing is needed and how to make it more affordable and effective.
- e. Partner on projects to create additional housing units across Lewis County in circumstances in which it will make the housing ecosystem more hospitable.
  - i. Encourage the development of more units, denser units, smaller units, or units that are more affordable, or that are specifically designed for populations facing housing risks (such as disabled or elderly individuals).
  - ii. Consider pilot projects that add one or a small number of units quickly, which if successful can be scaled up to respond to increased housing demand.
- f. Encourage or partner on projects that add affordable housing units in suitable areas outside of Centralia and Chehalis, to avoid forced relocation or displacement to those cities.

**3. *Seek out or facilitate subsidies for housing that the market cannot provide.***

- a. Use the lists of programs and services, housing inventory, and gaps and barriers identified via Strategy 1, above, to identify types of housing that are absent, inaccessible, or too rare in Lewis County's housing ecosystem.
- b. Consider homeless persons' individualized needs to prioritize which housing types to promote, looking for gaps or disparities based on demographic factors, disability, age, or other criteria that ought not to affect housing outcomes.
- c. Seek out, partner in, or facilitate others seeking grants or other subsidies to provide housing that addresses these gaps and disparities. Consider pilot projects for housing types that cannot quickly or easily be developed at full scale.
- d. Monitor and promote the housing needs already identified in this plan:
  - i. Monitor emergency shelter bed needs and seek to expand bed capacity to meet such needs over the next five years.
  - ii. Promote permanent supportive housing for populations so vulnerable that they are unlikely to succeed in independent living facilities.
  - iii. Where possible, increase units available to households making under 30% AMI.

## **Milestones/Measures of Success/Timelines**

### *Short-term milestones – by Dec 31, 2026*

- a) Inclusion of coordinated-entry-participation and HMIS-data-entry requirements, including accuracy, completeness, and timeliness standards, in all relevant services contracts.
- b) Completion of a procurement process for a Coordinated Entry or Outreach provider that can execute the data-collection and collaboration strategies for this objective.
- c) Through that contractor, creation of the ongoing list of available programs, services, and benefits; creation of the housing inventory; and development of mechanism to share this information with service providers and/or public.
- d) Through that contractor, regular occurrence of periodic provider meetings to maintain and improve the above materials and employ them to assist people into housing and services.
- e) Through that contractor or other county representatives, participation in stakeholder engagement phases of jurisdictions’ housing and land use policymaking to encourage policies improving the housing ecosystem, such as through meetings with policymakers or comment letters.
- f) Through that contractor or other county representatives, attendance at market-rate forums, such as the Economic Alliance of Lewis County’s Housing Alliance or the Olympia Master Builders, to share data and ideas about how to make housing more affordable.

### *Longer term milestones – by Dec 31, 2028*

- g) Partnership on or support provided to one or more housing developments creating denser, smaller, or more affordable units, or that are designed for populations facing housing risks.
- h) Partnership on or support provided to a pilot project(s) promoting affordable housing in a location, perhaps outside of Centralia and Chehalis, in which it is difficult to site a larger project.
- i) An assessment of shelter bed adequacy, and a plan to increase shelter beds if inadequate.
- j) An assessment of whether and how Lewis County can assist law enforcement and penal agencies with reducing the housing and homeless services that they provide, including consideration of alternatives or supplements to law enforcement engagement such as embedded non-police staff, deflection programs, jail reentry programs, and/or peer-based navigation.

### *Longest-term milestones – by Dec. 31, 2030*

- k) Maintenance of adequate shelter bed capacity. Expanded shelter bed capacity if necessary.
- l) Partnership on or support provided to a permanent supportive housing project.
- m) Partnership on or support provided to a housing project for those under 30% AMI.
- n) Scaled up pilot project(s) in milestone (h), above, if successful.

## **Objective Two:**

Prevent episodes of homelessness whenever possible.

### Strategies

- 1. Across all of Lewis County, gather more robust data about who is at risk of homelessness before they become homeless.***

- a. Use data from existing homelessness prevention and homeless services providers, or ask such providers to survey their current and former clients, about where and in what conditions their clients are/were living before they became homeless, and what factors contributed to their risk of or entry into homelessness.
- b. Partner with McKinney-Vento coordinators at schools to describe circumstances or factors that contribute to family housing insecurity, or indicators of housing risk.
- c. Partner with food banks, community organizations, religious institutions, healthcare providers, or other places in which struggling households may seek help before falling into homelessness to identify factors or indicators of housing risk.
- d. Advertise to people struggling to maintain housing to offer prevention services before they become homeless, and note the factors or risk indicators that they exhibit when responding.
- e. Survey landlords, if they are willing, about tenants exiting for lack of paying rent and any common indicators, risks, or factors that could help prevent this outcome.
- f. Look for places in which struggling people may broadcast their need for help, such as on social media, to inform strategies about how to notify them of prevention services.

**2. Facilitate public awareness of, and provide funding for, homelessness prevention services.**

- a. Create a comprehensive list of all programs, agencies, entities, or community partners that offer assistance to or benefit people at risk of homelessness, before they become homeless. Include institutions in this list if people exiting from such institutions are frequently homeless or at risk for homelessness, such as jail or prison, inpatient treatment, foster care, or youth homes.
  - i. Make such a list public, or at least accessible to service providers, to increase system-wide transparency about what types of assistance are available, and from where. Include job seeking services as a form of prevention services.
  - ii. Use this list in attempting to match services to individuals, updating it as successes or barriers are identified in practice.
  - iii. Use this list and its successes or failures in designing new programs responsive to the risks or indicators identified in strategy 1, above.
  - iv. Coordinate this list with the information, lists, and ongoing provider meetings noted in Objective 1 of this plan, so that homeless services account for the ways in which people became homeless.
- b. Fund homelessness prevention services responsive to the circumstances, risks, or indicators that cause people to fail to navigate the housing ecosystem, identified in strategy 1 and this strategy.
- c. Structure prevention programs to employ techniques designed to target dollars where prevention is likely to succeed, such as employment, budgeting, or planning requirements to demonstrate that assistance can work to keep someone housed.
- d. Advertise prevention programs' availability to foster widespread awareness.
- e. Use techniques to reduce stigma associated with prevention assistance, such as by emphasizing its cost-effectiveness compared to homeless services, its temporary

bridge nature to promote renewed self-reliance, or by analogy to temporary medical problems in which one accepts assistance until healed.

- f. Emphasize diversion from the housing and homeless services system through clients' social contacts and networks.

**3. Collect outcome data for prevention services to gauge and improve their efficacy.**

- a. Partner with homelessness and housing service providers to collect data on whether the people they serve previously received homelessness prevention services in Lewis County, including when, what, and how effective they were.
- b. Survey prevention services clients before and after they receive help about how likely they think it is that they will become homeless and why.
- c. If possible, survey clients 30, 90, or 180 days after they received help to see if they remain housed, how likely they think it is that they will become homeless, and why.
- d. Use the survey and outcome data to vet whether prevention services are preventing immediate homelessness, improving hope or prospects not to become homeless, and/or preventing homelessness for a period thereafter. Identify gaps or service improvements to improve programs or design supplementary prevention programs.

**Milestones/Measures of Success/Timelines**

*Short-term milestones – by Dec 31, 2026*

- a) An agreement with the County's prevention provider, or completion of a procurement process to obtain a prevention provider, to initiate the data-collection and collaboration strategies for this objective.
- b) Through that contractor, completion of a strategy or plan for prevention programs and advertising for those programs, with specific reference to the data and collaboration results that gave rise to the strategy or plan.
- c) Through that contractor, creation of the ongoing list of available programs, services, and benefits available to prevent homelessness, and development of mechanism to share this information with community organizations, service providers, and/or public.
- d) Through that contractor and others, initiation of advertising for prevention services that employes the strategies in this Objective.
- e) Through that contractor and others, initiation of outcome data collection strategies in this Objective.

*Longer term milestones – by Dec 31, 2028*

- f) Through that contractor, an adapted plan for prevention services, and advertising of those services, that incorporates lessons from the data collection, collaboration, and outcome data collection outlined in this Objective.

*Longest-term milestones – by Dec. 31, 2030*

- g) Through that contractor, a demonstrated system of prevention programs that reaches those at risk of homelessness, provides services that prevent homelessness effectively, keeps a meaningful percentage of those served out of homelessness thereafter, and has widespread partners to both create common knowledge of the programs' availability and allow the programs to adapt over time as needed.

**Objective Three:**

Prioritize assistance based on the greatest barriers to housing stability and the greatest risk of harm.

Strategies

- 1. *Prioritize resources so that those with the greatest barriers or at greatest risk of harm are the first to access available housing or services, if it matches their needs.***
  - a. Require providers to use approved risk assessment or other tools to rank housing and health vulnerabilities to determine order of eligibility for programs.
  - b. Ensure that such ranking considers program eligibility and features, so that the highest risk person who can actually be helped by a particular program is given priority. For example, a prevention program offering short-term rental assistance cannot help a person who has no ability to pay rent after the assistance ends, despite this inability being a significant barrier. The highest-barrier, highest-risk person who meets the intent and eligibility of a program should receive priority.
  - c. Support a range of program types to avoid perverse incentives, in which one must intentionally increase barriers or risks (or pretend to have increased barriers or risks) to obtain services.
  - d. Consider a “functional zero” / “built for zero” model in which individuals are placed on a by-name list to right-size their services, i.e., to individually identify and provide for their specific barriers and risks of harm.
- 2. *Prioritize development of housing resources and services that can help the highest-barrier, highest risk communities found in Lewis County.***
  - a. Through Objective 1, document community needs and prioritize programs and services for the highest-barrier or greatest-risk local homeless residents.
    1. Consider programs that reduce barriers and risk, such as
      - a daytime shelter in which older or more vulnerable people can rest for a portion of the day when the emergency shelter may not be open;
      - a storage service, to permit homeless people to more readily use transit to travel to work or service appointments;
      - weatherproof areas in and around service providers to promote health and cleanliness, as well as water or warmth items when it is hot or cold, respectively; and
      - health checks at emergency shelters or other service locations.
  - b. As required by CHG guidelines, employ programs that use a housing-first model (in which services may not be conditioned on sobriety or participation in supportive services or treatment programs) as the large majority of programs and services.
  - c. Within the limited funding permissible for alternative programs, support models other than housing-first that serve the greatest-barrier or highest-risk populations.
    - i. Support Drug Court and Family Recovery Court programs, which successfully use a highly conditional model for a high-barrier, high-risk population that

includes housing supports.

- ii. Leverage funding sources not subject to CHG guidelines (or create small-dollar pilot programs using funds subject to those guidelines) to test whether programs that impose conditions upon services can lead to positive outcomes for those who need more structure or incentives than a housing-first program.
  1. Consider a pilot project that uses an incentives-based approach in which participants who meet certain milestones are rewarded through access to better (e.g., more permanent or more private) accommodations.
- iii. If such programs prove effective, advocate for funding sources that can sustain them and/or seek private philanthropic funding for them.

**3. Promote housing and programs for specific high-barrier, high-risk populations.**

- a. Support youth and young adult (YAA) homeless prevention services, outreach services, coordinated entry, and housing services in Lewis County.
- b. Partner with McKinney-Vento coordinators in schools to reduce YYA housing insecurity, improve YYA diversion outside the homelessness and housing services system, and promote education about skills to prevent homelessness (job or house seeking, money management) and about available homelessness prevention services.
- c. Support homelessness prevention, coordinated entry, and housing services for seniors in Lewis County, especially those facing health vulnerabilities, inability to work, or fixed incomes.
- d. Support housing services for those with permanent disabilities, particularly permanent supportive housing.
- e. Explore whether housing for these populations can be sited, as small-scale or pilot projects, in areas outside of Centralia and Chehalis to avoid forced relocation to those cities.

**Milestones/Measures of Success/Timelines**

*Short-term milestones – by Dec 31, 2026*

- a) Provider contracts that require approved risk assessment or other tools so that the highest-barrier, highest-risk person who meets the intent and eligibility of a program receives priority.
- b) Through data collection and coordination set forth in Objective 1, receipt of the Coordinated Entry or Outreach contractor’s initial (a) assessment of community needs, (b) identification of which programs and services to prioritize for the highest-barrier or greatest-risk local homeless residents, and (c) appraisal of whether there are service or program gaps that result in perverse incentives for those seeking assistance.
- c) Agreements for a large majority of services that employ a housing-first model consistent with CHG guidelines.
- d) Continued success of the Drug Court and Family Court programs and their housing supports.
- e) Identification of potential small-scale or pilot projects, with supporting funding sources, to explore whether programs that impose conditions upon services may create positive outcomes for some populations or individuals.

- f) Creation of a structure, either through a contractor or county staff, by which the County and McKinney-Vento coordinators across Lewis County can share ideas and resources or implement countywide initiatives.
- g) Identification of potential areas, generally, where youth, senior, disability, or permanent supportive housing could be successful outside of Centralia and Chehalis.

*Longer term milestones – by Dec 31, 2028*

- h) Through a contractor’s data collection and coordination in Objective (1), an updated assessment of community needs and strategy to prioritize housing or services for the highest-barrier or greatest-risk residents and provide a range of programs to avoid perverse incentives for those seeking services.
- i) Partial implementation of the strategy noted above.
- j) Agreements for a large majority of services that employ a housing-first model consistent with CHG guidelines, but with some implemented small-scale or pilot projects using other funding sources or small portions of CHG funds that measure the efficacy conditional services.
- k) A mature cooperation program with and amongst McKinney-Vento coordinators, resulting in programs or services reducing YYA homelessness or housing insecurity.
- l) Initiation of a project for YYA housing, senior housing, housing for persons with disabilities, and/or permanent supportive housing with County support or subsidy.
- m) Initiation of one or more small-scale or pilot projects for such housing in a suitable area outside of Centralia and Chehalis.

*Longest-term milestones – by Dec. 31, 2030*

- n) A demonstrated housing and homeless services system that prioritizes those with the highest barriers to housing and greatest risk of harm, and provides a range of programs of varying types and eligibility requirements.
- o) A strong mix of housing-first programs, that support community health for all comers, and more stringent programs with a track record of success for those who wish to pursue them.
- p) Successful partnership in or funding support for a YYA housing, senior housing, housing for persons with disabilities, and/or permanent supportive housing project or projects.
- q) Successful partnership in or funding support for a small-scale or pilot YYA housing, senior housing, housing for persons with disabilities, and/or permanent supportive housing project or projects outside of Centralia and Chehalis, with a plan to scale up the project if appropriate.

**Objective Four:**

Strengthen the homeless service provider workforce.

Strategies

**1. *Seek partnerships to increase student education and training opportunities for careers relevant to the housing ecosystem, community and behavioral health, and housing and homeless services.***

- a. Housing development and construction.

- i. Partner with area schools, Centralia College, and industry groups to promote curricula for those interested in a career in residential development or construction.
  - ii. Promote hand-on learning, apprenticeships, and programs in which students can gain experience while contributing real work towards additional housing.
  - iii. Explore whether self-help homeownership programs (e.g., Habitat for Humanity) and funding sources that promote them (e.g., Housing Trust Fund or USDA homeownership grants) can provide avenues for such training experience.
  - iv. Encourage residential construction contractors to host trainees or apprentices to increase skilled labor supply.
- b. Services
- i. Partner with area schools, Centralia college, area medical and behavioral health providers, other healthcare entities (BHASOs, MCOs, ACHs), and nonprofits to promote curricula for careers in community health, outpatient behavioral health, social work, case management, or housing services, including peer services.
  - ii. Encourage these programs to offer nonprofit business management and fiscal or accounting curricula to encourage community-minded entrepreneurship.
  - iii. Encourage job-training providers to offer pathways into the above education programs, and to partner with related service organizations to provide training opportunities or apprenticeships.

**2. Maximize opportunities for externally funded continuing education.**

- a. Encourage all providers to seek out and inform the County and other providers about training materials and/or opportunities provided by the State, nonprofits, regional or statewide associations, or developer education organizations. For example:
  - i. best practices trainings or toolkits offered by the Department of Commerce, AL TSA, SAMHSA, or the HCA;
  - ii. continuing education trainings offered by the Washington Association of Quality Recover Residences or by Accountable Communities of Health; and/or
  - iii. residential development trainings offered by the Incremental Development Alliance, Olympia Master Builders, or the BIAW.
- b. Keep a repository or spreadsheet of such training materials or opportunities, preferably in an online format accessible to providers or organizations in Lewis County (or the public at large).
- c. Request trainings from state agencies or other organizations when such opportunities are offered and host the resulting opportunities for providers.
- d. Attempt to capitalize upon, to the benefit of local providers, the State of Washington's new 5-year plan objectives intended to systematize and fund training or other career-advancement programs for housing and homeless services.

**3. Celebrate and reward providers with career-path-enhancing structures.**

- a. Publicly acknowledge organizations that have programs to recruit and train employees for retention and advancement in homeless service provision or affordable

- housing.
- b. Encourage providers to provide pathways for people with lived experience of homelessness to pursue a successful career in fighting homelessness, providing needed services, or helping to create housing.
  - c. Encourage providers to partner with other organizations supporting the housing ecosystem or providing housing or homeless services, for which job experience in one may lead to careers in the other. For example, an outreach service provider may provide new hires training and experience that supports their entry into a social work or case management program—formalizing this partnership could encourage new hires at the former because of its career path toward the latter, which may help both organizations.
  - d. Include provisions adding points for the above types of programs in requests for proposals, to make providers with such programs more competitive.
  - e. Consider whether in-house job-training services for certain employees (based on income or recent experience with homelessness) can be funded as a service in itself.

### **Milestones/Measures of Success/Timelines**

#### *Short-term milestones – by Dec 31, 2026*

- a) Through the collaboration noted in this objective, identification of areas or fields relevant to the housing ecosystem, community and behavioral health, or housing and homeless services that are viable subjects of career and technical education or community college curricula.
- b) Initiation of one or more trainee or apprenticeship programs in construction, community and behavioral health, or housing and homeless services.
- c) An initial repository of externally funded training materials and opportunities, made available to providers and, if feasible, the public.
- d) Participation in the State’s rollout of its workforce-strengthening objective, requesting and hosting trainings for providers as they become available.
- e) Identification of, and public acknowledgement and celebration of, one or more career-advancement programs employed by local providers.
- f) Identification of, and public acknowledgement and celebration of, one or more local provider programs that creates pathways for people with lived experience of homelessness to pursue a successful career in fighting homelessness, providing needed services, or helping to create housing.
- g) An assessment of whether in-house job-training services for certain employees (based on income or recent experience with homelessness) can be funded as a service in itself.
- h) Generation of language to be included in Requests for Proposals that awards points to applicants who have programs of the types encouraged in this Objective.

#### *Longer term milestones – by Dec 31, 2028*

- i) Initiation or expansion of career and technical education or community college curricula in one or more fields relevant to the housing ecosystem, community and behavioral health, or housing and homeless services.

- j) Ongoing successful operation of one or more trainee or apprenticeship programs in construction, community and behavioral health, or housing and homeless services.
- k) A burgeoning repository of externally funded training materials and opportunities, available to providers and, if feasible, the public — including opportunities offered by the State in implementation of its five-year plan workforce objective.
- l) Replicable programs for career-advancement within housing and homeless services providers, as well as for people with lived experience of homelessness to pursue a successful career in fighting homelessness, providing needed services, or helping to create housing.
- m) Rewards for providers with such in-house or lived-experience programs, such as via funding for this training (if possible) or through preferential scoring in procurement processes.

*Longest-term milestones – by Dec. 31, 2030*

- n) A variety of successful, self-sustaining career and technical education or community college programs that produce graduates primed for careers in the housing ecosystem, community and behavioral health, or housing and homeless services.
- o) A variety of successful, self-sustaining trainee or apprenticeship programs in construction, community and behavioral health, or housing and homeless services.
- p) A comprehensive repository of externally funded training materials and opportunities, available to providers and the public, as well as a systematic career training regimen offered by the State.
- q) An industry standard of programs for career-advancement within housing and homeless services providers, as well as for people with lived experience of homelessness to pursue a successful career in fighting homelessness, providing needed services, or helping to create housing.

## **Capital Project Priority Criteria**

Newly required in this revision to the five-year plan, the County must establish the criteria and procedure it will use to evaluate prospective homeless housing capital projects. Such criteria must include all relevant factors Lewis County will consider when prioritizing homeless housing capital projects for public investment.

### **Capital Projects to which this Plan Applies**

A capital project subject to these criteria is one that:

- invests county dollars (whether from local funding or as a pass-through from some other source)
- in the construction, acquisition, or substantial rehabilitation of buildings, real property, or other features affixed mostly permanently to real property
- for the express purpose of furthering this five-year plan.

A capital project that does not use county dollars for these purposes is not subject to these criteria, even if that project may have some effect on matters relevant to this plan. Below are some hypothetical examples to illustrate:

1. The County buys an office building for a county department, and the building has a conference room in which trainings for homeless services providers are eventually held. Although the purchase indirectly implicates this plan, its purpose was to provide county

office space, not to implement this five-year plan. Therefore, it would not be subject to the criteria and procedure herein.

2. The County contributes operating dollars to a homeless services provider, who with private donations purchases a building in which to provide the services. The county dollars did not pay for the acquisition of the building, so this is not a capital expenditure subject to the criteria and procedure herein.
3. The County contributes local document recording fees to a project that acquires land on which to site affordable housing in the future, in combination with other outside funding sources. This is a capital project subject to the criteria and procedures herein.
4. The County serves as a pass-through for state capital money to rehabilitate a building that will be used as a day shelter. This is a capital project subject to the criteria and procedures herein.

### **Capital Projects Selection Procedure**

A capital project may occur only through a written contract. Projects must proceed through the provisions of the Lewis County Procurement Policy, now or as hereafter amended. Presently, that means the following:

For projects totaling less than \$50,000, the Director or Administrator of the relevant department or office (usually the Director of Public Health and Social Services) may award the project administratively, or the Board of County Commissioners (BOCC) may award the project via resolution. For projects totaling between \$50,000 to \$350,000, inclusive, the Director or Administrator may award the project administratively and thereafter obtain BOCC ratification via a resolution, or the BOCC may award the project via resolution in the first instance. For projects exceeding \$350,000, the BOCC must award the project via resolution.

The dollar amounts above represent the county dollars involved in the project (including pass-through funds); funding not subject to county disbursement is not included when determining which procedure is permissible. For example, if a project seeks to have the County act as the pass-through entity for a \$1,000,000 state grant and also contribute \$15,000 of county funds, the county dollars involved are \$1,015,000, and only the BOCC may award the project. In contrast, if a project sought the same \$15,000 county contribution while independently seeking a \$1,000,000 state grant that would in no way pass through the county, the county dollars involved would be \$15,000, and the Director could award it.

In any instance in which the County solicits a capital project, it will follow the competition requirements, if any, in state or federal law (as applicable to the funding source) and its own procurement policy. Such solicitation will incorporate the criteria and procedures herein. But if there is no County solicitation for a capital project, and the possibility of a capital project presents itself within available funds, the County may consider the project according to these criteria notwithstanding the lack of a solicitation beforehand.

If a Director or Administrator is to award the project, he or she shall consider the criteria herein and may seek input or recommendations from any source, whether formally or informally, that is consistent with the law and the county's procurement policy (if applicable). If BOCC is to

award the project, it will do so upon consideration of the criteria herein and will generally seek formal input or recommendation from county staff (usually the Director of Public Health and Social Services or his/her staff) in the form of presenting a resolution for passage, such as a resolution approving the award contract. The staff presenting the recommendation may seek input or recommendations from any source, whether formally or informally, that is consistent with the law and the county’s procurement policy (if applicable). Similarly, the BOCC is not limited to considering the staff’s recommendation and may seek information from any such source as well.

### **Capital Projects Priority Criteria**

The following criteria will be used to prioritize capital projects.

- The extent to which the project is targeted to supporting housing or services consistent with this five-year plan. The more directly the project will implement a specific objective of this plan, the higher its priority.
  - When soliciting a capital project, the County may specify what target or objective in this plan it seeks for the project, in which case projects’ priority under this criterion will relate to how they meet that target or serve that objective.
- The extent to which the project’s design and implementation plan seem likely to work to actually further the objectives of this plan. The more likely the project is to work, the higher its priority.
- The extent to which the project is legal and consistent with existing federal, state, and county policies or regulations. The less obviously legal and consistent with those standards, the lower its priority.
- The project’s readiness and feasibility. The more likely a project is to proceed to successful completion and delivery of its proposed scope, the higher its priority.
- The project proponent’s experience and track record in successfully completing capital projects and complying with rules associated with public capital funding. The more confidence-inspiring the proponent’s track record has been, the higher its priority. Applicants with less experience may improve their priority under this criterion by partnering with other entities that have more experience and a proven track record.
- The quantity of county dollars sought, and the extent to which those dollars are leveraged to obtain funding from elsewhere. The lower the county dollars sought and the greater the funding from elsewhere in comparison, the higher the priority. For this criterion, unlike elsewhere in this five-year plan, one may consider pass-through dollars separately than other county dollars. E.g., a \$1,000,000 state pass-through grant requiring a \$10,000 county contribution would be considered to leverage the \$10,000 by a factor of 100.
- The competing demands for the county dollars sought. The fewer the competing demands for the funding sought, the higher the priority.
- The amount the project leverages partnerships or services or in-kind contributions from organizations that will require no additional county dollars.
- The extent to which the project will be sited in a location that provides substantial public benefit. The greater the benefit at the location, the higher the priority.
  - “Substantial public benefit,” as used in this criterion, may include the site’s

suitability for the housing or services proposed; connections to other services, projects, or benefits; and other case-by-case considerations about whether the project will actually *work* to benefit those who are homeless, at risk of homelessness, or the housing ecosystem.

- Some sites may provide substantial public benefit even if they are not close to other services or projects. For example, if a small-scale project were cited in a location outside of Centralia or Chehalis, but designed to function in that more remote location, it could have substantial public benefit by providing housing or services in a hard-to-reach place not often served by other projects.
- A project may provide substantial public benefit even though it is experimental, provided that its design and execution are proposed in such a way that it may reasonably succeed and would provide benefit if it succeeds. For example, a pilot project for a certain type of facility may only be a proof of concept, but could provide substantial public benefit if the project design, theory, and mode of execution seem promising, and the project could pave the way for other similar projects if successful.
- The number of units the project will create or support, and/or the number of people the services there will support. The more units created or benefitted by a project, and/or the greater the number of people the project's services with support, the higher the priority.
  - Consideration of this criterion may include cost-benefit considerations such as when the project's per-unit or per-person cost is advantageous. For example, a project that would create 1,000 affordable housing units but cost \$200 million is less advantageous than a project that would create 5 affordable housing units for \$300,000. Despite creating more units, the former project is less advantageous because it has a per-unit cost that is higher, and its large size might extinguish all available capital funds.
- The length of time that the capital investment will provide the benefit it proposes. For example, for construction or acquisition of units to be used for affordable housing, the number of years such units will remain affordable. The longer the time, the higher the priority.
- The extent to which taxpayer funds function as an initial public investment in a project that will become self-sustaining. The more likely a project is to become self-sustaining, the higher the priority.
- The amount of public and stakeholder support a project can demonstrate, if that support will contribute to the project's success. (The support must bear some specific relation to the project's success or operations to improve the score under this criterion.) The greater the support, the higher the priority.
- The extent to which the project will serve the public good in Lewis County. For example, an amazing affordable housing project that would, by its location and design, supplant the most profitable business or the nicest park in the county would not necessarily result in net public benefit. The greater the project serves the public good, the higher the priority.

### **Capital Projects Decisionmaking**

The criteria above may be weighed case-by-case by the decisionmaker, attaching such

significance as is appropriate under the circumstances of the time. Not every criterion will be relevant to each project. When soliciting capital projects of a certain type, the County solicitation shall specify the criteria and provide greater guidance for how they will be employed in the decision.

Deciding whether or if to award a project is an administrative or legislative decision about how best to allocate resources, i.e., it is a political decision about how to spend money to best benefit the public. As such, no project is guaranteed any award. The decision to award and the value judgments about satisfying the criteria above or the relative ranking of projects under such criteria rest entirely within the discretion of the awarding entity. This policy and procedure shall not afford any appeal, recourse, or cause of action for a project that is not awarded after application. The County decisionmaker reserves the absolute right and discretion to determine if, whether, and in what amount to award county funds for any capital project, which may include offering less than the amount requested or offering the fund something related, but not identical, to what was requested. In exercising this absolute discretion, the County will comply with all applicable nondiscrimination laws and protections.

Outside of this policy, if the County solicits capital projects, other rules may apply; applicants for such projects shall have such rights and remedies as exist under the law or the County Procurement Policy.

## **Public Engagement**

### **Notice to the public**

On April 22, 2025, Lewis County published notice of its intent to revise the five-year plan via Board of County Commissioners Resolution 25-114. This entailed two open public meetings, the latter of which is the highest-profile county meeting, streamed to the county’s social media and stored on its website. A notice also appeared on the portion of the county website for legal notices. All of this information indicated that the county intended to revise its plan, prepare a draft revised plan, seek community input both before and after developing the draft, and adopt a final plan after notice and public hearing no later than December 2025.

The Draft Plan itself was the subject of Resolution 25-307, which directed that notice of a public hearing on the draft plan be published in the county’s newspaper of record on November 15, 2025, with the Draft Plan itself available online for public review and written comment from that time until December 23, 2025. On December 23, 2025, the notice stated that a hearing would occur on the Draft Plan, at which time oral comments and supporting materials could be heard, and that the Board of County Commissioners would consider the written and oral comment when amending and/or adopting the revised plan. This notice of hearing went through the same process as the April notice of intent to revise, namely that it occurred at two open public meetings and on the county’s social media, website, and legal notices page on the website.

The notice was published as expected and the draft plan posted to the website as described in it. Further notice of the Draft Plan was published by Public Health & Social Services on its separate social media page. PH&SS staff also sent the notice to contracted service providers with a request that they spread the word to the organizations and the people they serve, as that would help spread the word widely to people who have experienced homelessness and housing instability.

### **Engagement with Stakeholders**

During and after posting the Draft Plan, the County sought stakeholder input in the development of the plan. Stakeholder participation came from those listed below, all of whom provide services in Lewis County, as well as others. Note: the description of these stakeholders lists their role to satisfy five-year plan requirements, and is not meant to limit their role or significance in Lewis County.

- Centralia, the largest city in Lewis County;
- Chehalis, the second-largest city in Lewis County;
- Individuals with lived experience of homelessness (see more information below);
- Great Rivers Behavioral Health Administrative Service Organization;
- Livable Packwood, a by-and-for nonprofit organization dedicated to housing, food assistance, and other livability services in Packwood, WA;
- The Salvation Army, Lewis County’s coordinated entry provider and operator of the Lewis County Homeless Shelter;
- Hope Alliance, a domestic violence shelter provider in Lewis County;
- Destination Hope and Recovery, a homeless outreach provider in Lewis County;
- Rental subsidy administrators in Lewis County (county staff engaged in this work plus Housing Opportunities of Southwest Washington);
- Reliable Enterprises, a housing and permanent supportive housing provider

Centralia’s participation came through requests by the city’s Housing and Land-use Subcommittee for information before the plan was drafted, input into the draft plan, and responses to the plan. Most other entities’ participation occurred through comments and suggestions on the draft plan itself.

The County sought input from individuals with lived experience of homelessness through long-form interviews with people currently experiencing homelessness, conducted via field outreach. The question list for the interview avoided formal language about the objectives in the draft plan and concentrated on the person’s lived experience, using it as a window into the topics the five-year plan addresses. The interview questions are included as Appendix E. Prior to such interviews, a protocol was developed by county staff, the County Auditor’s office, and the interviewer to compensate homeless participants in a manner compliant with the State Office of Equity’s guidelines.

### **Results of Engagement**

The results of such engagement are listed below.

The City of Centralia’s Housing and Land Use Subcommittee expressed longstanding concern that homeless services and housing are unproductively clustered in Centralia, leading to forced relocations of those in need of such services to Centralia from elsewhere in the county or outside the county. This was especially true for law enforcement, who are proud that people wish to travel to Centralia for its quality of life, but feel burdened by the amount of frontline homeless services their department must undertake, which drains their emergency response resources. Moreover, the city wished to effect change in homeless services by advocating for a “functional zero” / “built for zero” methodology, which individualizes services on a by-name list maintained collectively by all area providers and seeks to find housing solutions tailored to each person who

is homeless, affording greater accountability. The city wished to consider pilot projects that use an incentives-based model in which participants are rewarded for achieving milestones through access to improved housing, and to encourage self-sustaining housing investments.

The City of Chehalis, through interaction concerning the recent siting of a homeless shelter in Chehalis, has often expressed similar concerns about the amount of frontline services that its police must provide to homeless individuals, which will drain the emergency response resources of a small department.

The Plan addresses the above concerns by acknowledging law enforcement and penal agencies' provision of housing and homeless services, and encourages engagement with such agencies to assist in, and hopefully reduce, the amount of services they must provide. Moreover, it calls out the desire to encourage the siting of housing and homeless services outside of these two cities at a scale that can be successful there, encouraging pilot projects that can be expanded if successful. Both this Plan and the prior five-year plan agreed that services should reach countywide, recognizing that forced relocation from smaller cities or rural areas to Chehalis and Centralia can be harmful by dislocating people from their social networks or other contacts who can help them navigate the housing ecosystem and avoid homelessness. Finally, this Plan proposes a built for zero/functional zero methodology as a means to foster a data-driven and collaborative system that provides accountability and successful outcomes to all people. It also encourages pilot projects generally, and an incentives-based approach specifically, while noting that the large majority of programs subject to CHG guidelines must remain low-barrier.

Those who were currently experiencing homelessness, in long-form interviews, generally expressed happiness about services provided by Lewis County—even though the service provided was almost exclusively the night-by-night homeless shelter and little else. As the interviews teased out, however, these individuals sometimes had complaints or feedback about the services they were receiving but did not know of a forum to constructively provide that feedback in a way that could result in change. Some of them also noted personal problems that revealed general gaps in services that could help the most at risk of harm. The most obvious of these was a lack of a place in which they were “supposed” to be during the day, when the night-by-night shelter is not open. This resulted in exposure to the elements in all weather, which could be unhealthy. It also increased clashes with law enforcement, especially if an elderly or disabled person wished to lie down in a public space during the day (having no other place in which the person was supposed to do so). Finally, the lack of storage for personal belongings emerged as a barrier because having belongings with you interferes with using Lewis County transit to get to work, the shelter, or service appointments.

The Plan incorporates changes to implement a process to obtain greater input from those experiencing homelessness in the data collection and collaboration over services provision, including a complaint process known to people receiving services. The Plan also called out certain services that would be useful to implement to reduce risk of harm or barriers for the most vulnerable. One of the interviewees' experience with youth homelessness and lack of life skills to avoid homelessness when his housing fell through is addressed through specific strategies to improve life-skills education and knowledge of prevention services for youth.

Destination Hope and Recovery supported a robust functional zero methodology led by a coordinated entry provider, acquiring and maintaining data from all homeless services providers

plus other related institutions and entities such as law enforcement and jails, hospitals and behavior health providers, and peer driven programs. It suggested that the proposals to reduce law-enforcement and penal institutions’ provision of homeless services should be made more concrete with specific examples of alternatives to such involvement. It identified certain populations that should be considered for homeless prevention services and suggested explicitly tying prevention efforts for such populations to the ongoing management of a by-name list. Finally, it sought clearer recognition of peer services as part of the homeless services workforce to be strengthened and offered suggestions for how to strengthen it. The Plan adopts these recommendations.

Great Rivers Behavioral Health Administrative Services Organization suggested data sharing between homeless service providers and jails or hospitals to improve data quality and analysis. It also noted some existing acute behavioral health housing needs for which there are no facilities in the county and proposed bridge programs to obtain out-of-county beds while local capacity is developed. Finally, it suggested that recovery residences, such as Oxford Houses, should be encouraged via land use changes to promote peer-supported, affordable, self-sufficient, skill-building sober housing. The Plan largely adopts these recommendations, although it generalizes to encourage consideration of bridge programs of all types, and it notes that the county can encourage removal of outdated barriers to Oxford Houses, which are inconsistent with current state law.

### **Adoption**

This Plan was adopted via Resolution 25-391 after a public hearing on December 23, 2025.

## Appendix A: Potential Funding Sources for Housing and Homeless Services (Capital and Operating), including SFY24 and SFY25 Funding Amounts and Availability for New Programs

Fund Source Name	Source	Status in Lewis County	Allowable uses	Amount received SFY24 (7-1-23 to 6-30-24)	Amount received SFY25 (7-1-24 to 6-30-25)	Availability for new housing or homeless services programs
Mental Health Sales and Use Tax	RCW 82.14.460; Chapter 3.45 LCC	Enacted	Therapeutic courts, drug treatment, mental health treatment	\$2,390,273.95	\$2,438,625.95	Not available; highly utilized by existing programs
Housing and Related Services Sales and Use Tax	RCW 82.14.530	Not enacted	Acquisition, construction, or operations & maintenance for new units of affordable housing (under 60% AMI)	\$0.00	\$0.00	Would be available if additional tax were enacted
Affordable and Supportive Housing Sales Tax Swap with State (aka 1406)	RCW 82.14.540; Chapter 3.60 LCC	Enacted	Acquisition, construction, or operations & maintenance for new units of affordable housing, or rental assistance (under 60% AMI)	\$233,150.81	\$233,150.81	Available for new programs
Local Housing Levies (Affordable Housing Levy – up to \$.50/\$1,000)	RCW 84.52.105	Not levied	affordable housing (under 50% AMI) and affordable homeownership, home repair, and foreclosure prevention (under 80% AMI)	\$0.00	\$0.00	Would be available if additional levies were made
Local Document Recording Fees	RCW 36.22.250	Enacted (statewide)	See prior table about these fees' uses.	\$527,412.00	\$552,010.00	Somewhat available; often highly utilized or banked in case other funding sources phase out, but banked funds could be used for an appropriate new program
Consolidated Homeless Grant / System Demonstration Grant (including Housing and Essential Needs)	RCW 43.158C	Enacted (statewide)	A wide array of housing and homeless services pursuant to CHG guidelines	\$1,758,488.00	\$3,045,281.00	Somewhat available; highly utilized each year for a wide array of services, so a new program could be substituted for an older program
Emergency Solutions Grant (ESG)/ ERAP Covid Funding	Federal	Passed down through state	Rapid re-housing, emergency shelter, and homelessness prevention, partially phased out in SFY24 and entirely phased out in SFY25	\$314,457.18	\$0.00	Not available (phased out)
Commerce Emergency Housing Funds	RCW 43.158C	Enacted (statewide)	A temporary state continuation of ESG-like funds	\$66,437.00	\$247,445.00	Not available; utilized for existing "core" homeless programs while funding lasts
Community Development Block Grant (CDBG)	Federal	Requires application	Acquisition, weatherization, rehab, & preservation of existing housing (no new construction) and homebuyer assistance (under 80% AMI)	\$0.00	\$0.00	Usually not available; too many other competing interests
Continuum of Care (CoC)	Federal	Forms part of other funding sources	Permanent supportive housing, rapid rehousing, transitional housing, supportive services, acquisition/rehab; also McKinney-Vento homeless student programs	\$0.00	\$0.00	Not available; utilized for McKinney-Vento programs
Youth Homelessness Demonstration Program (YHDP)	Federal	State Office of Homeless Youth uses these funds	Rapid rehousing, permanent housing, transitional housing, and host homes for youth	\$0.00	\$0.00	Not available
HOME	Federal	Requires application	New construction, acquisition, preservation, rehab, and homebuyer assistance (under 80% AMI with 20% of units under 50% AMI)	\$0.00	\$0.00	Available upon highly competitive application

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Fund Source Name	Source	Status in Lewis County	Allowable uses	Amount received SFY24 (7-1-23 to 6-30-24)	Amount received SFY25 (7-1-24 to 6-30-25)	Availability for new housing or homeless services programs
Housing Trust Fund Capital Grants	RCW 43.158C	Requires application	New construction, acquisition, preservation, rehab, and homeownership projects pursuant to grant rules set by Commerce	\$3,453,229.00	\$1,795,931.35	Available upon highly competitive application. In SFY24, Reliable Enterprises and the County each received HTF grant funds. In SFY25, the County received an HTF direct appropriation for a homeless shelter.
Housing Trust Fund Operations & Maintenance Funds	RCW 43.158C	Requires application	Operations and maintenance of units funded by HTF	\$68,863.00	\$49,714.33	Available upon highly competitive application, and only to units previously funded through an HTF grant or appropriation
HUD HOME (TBRA)	Federal	Administered through Housing Opportunities of Southwest Washington	Tenant-based rental assistance. Limited amount comes through county programs; most come through Housing Authority	\$36,935.00	\$43,413.00	Not available; limited amount of funds are already utilized (also this funding comes through an entity other than the County)
HUD-VASH	Federal	Administered through Housing Opportunities of Southwest Washington	Veterans rental assistance	\$38,958.00	\$36,395.00	Not available; limited amount of funds are already utilized (also this funding comes through an entity other than the County)
Healthcare for Homeless Veterans Contract Residential Services (HCHV CRS)	Federal	Federal (VA Medical)	Project-based transitional housing services for homeless veterans	\$0.00	\$0.00	Available upon highly competitive application
VA Grant and Per Diem Program	Federal	Federal (VA Homeless Housing)	Provides capital and operating funds (depending on individual grant NOFOs) for veterans housing and supportive services	\$0.00	\$0.00	Available upon highly competitive application
HUD-PIH Emergency Housing Voucher	Federal	Administered through Housing Opportunities of Southwest Washington	Tenant-based rental assistance (often called a "Section 8" voucher)	\$36,401.00	\$23,206.00	Not available; limited amount of funds are already utilized (also this funding comes through an entity other than the County)
Community Behavioral Health Rental Assistance (CBRA)	State	Administered through state	Rental assistance for high-risk individuals with behavioral health problems	\$119,783.00	\$0.00	Not available; program seems to have paused in SFY25 (also, this funding comes through an entity other than the County)
HARPS Rental Assistance	State	Administered through Great Rivers BH-ASO	Rental assistance for those exiting an inpatient behavioral health facility	\$0.00	\$0.00	Not available; program is administered by GRBHASO and usually extinguishes all available funds
GOSH Rental Assistance	State	Administered through ALTSA	Rental assistance for those exiting Western or Eastern State Hospital	\$0.00	\$0.00	Not available; program is administered by ALTSA
Apple Health & Homes	State	Requires application	Capital funding and rental assistance for high-risk medicaid-eligible homeless persons served by the Foundational Community Supports program	\$0.00	\$0.00	Available upon highly competitive application
Foundational Community Supports	State	Administered through Healthcare Authority	Housing and employment support for high-risk medicaid-eligible homeless persons	[unknown]	[unknown]	Available for new programs. There are multiple FCS providers in Lewis County, but they are funded through Medicaid, so current funding is unclear. However, these providers can serve new patients.

## Appendix A: Potential Funding Sources for Housing and Homeless Services (Capital and Operating), including SFY24 and SFY25 Funding Amounts and Availability for New Programs

Fund Source Name	Source	Status in Lewis County	Allowable uses	Amount received SFY24 (7-1-23 to 6-30-24)	Amount received SFY25 (7-1-24 to 6-30-25)	Availability for new housing or homeless services programs
Connecting Housing to Infrastructure (CHIP)	RCW 43.158C; Capital budget	Requires application	Utility improvements for affordable housing, reduce per unit connection fees	\$0.00	\$0.00	Available upon highly competitive application
County General Fund	Per county general levy and sales taxes	Existing	Unrestricted funds for county services generally	N/A	N/A	Not generally available for homeless or housing services due to competing demands, but sometimes used to subsidize such service efforts (e.g., by fronting capital funds when grants are obtained)
Rural Counties .09% Funding (State Sales Tax Swap)	RCW 82.14.370	Enacted	Public facilities serving economic development, staff in economic development offices, and construction of affordable workforce housing infrastructure or facilities (under 120% AMI)	\$2,168,816.86	\$2,212,016.03	Somewhat available. Recently expanded to allow use for affordable housing; never yet been done in Lewis County, but possible. There are many competing demands for these funds.
Lodging Tax Funds	Ch.67.28 RCW; Chapter 3.15 LCC	Enacted	Can pay bonds issued to finance affordable workforce housing within one-half mile of a transit station (under 80% AMI) or for housing, facilities, or services for homeless youth	\$1,098,677.10	\$1,152,825.24	Somewhat available. Lodging taxes are usually for tourism promotion, but can be pledged to pay bonds for affordable housing or homeless youth housing or services. This has never been done in Lewis County, but is possible. There are many competing demands for these funds.
Veterans Relief Funds	Chapter 73.08; Local levy	Enacted	May fund "programs that could benefit the needs of local indigent veterans and their families," which could include operating funds for housing or homeless services	\$337,740 (2023 calendar year, not SFY)	\$317,488 (2024 calendar year, not SFY)	Available for new programs
Real Estate Excise Tax Funds	CH. 82.46 RCW; Ch. 3.20 LCC	Enacted	Capital projects for those experiencing homelessness; affordable housing projects; O&M and service support for such projects including the provision of services to residents of affordable housing or shelter units	\$3,221,000.00	[data not yet available]	Somewhat available. There are many competing demands for these capital funds, but they have upon occasion supported housing and homeless services projects.
Private donations (operating or capital funds)	Private	As it arises	Whatever a private donor wishes to fund	\$0.00	\$25,780.00	Available for new programs if it arises
WAQRR Recovery Residence Operating Fund Grants	State	Enacted (statewide)	Operating funds for new Level II and III recovery residences	\$0.00	\$0.00	Available upon application; unclear how competitive it is

**Note: Amounts listed in this table are Lewis County revenues by state fiscal year. They may not match the amounts in the estimated levels of service in Appendix C, which are countywide expenditures from all entities, not merely Lewis County.**

# Appendix B: Washington Dept. of Commerce Estimated Levels of Service Tool Lewis County SFY23-SFY24

## Overview & Instructions

This dashboard provides an overview of recent investments and service levels dedicated to eliminating homelessness across Washington State counties. It compiles data from the Department of Commerce's 2023 and 2024 Annual Expenditures Reports ("Golden Reports"), which detail expenditures by funding source for each homeless housing project in the state. County staff submit the data to Commerce, and Commerce publishes this data in the Golden Report by December of each year. The reporting period follows the state fiscal year (July 1 – June 30).

**Disclaimer:** Please note that data quality errors may be present due to inaccuracies in data entry within the Golden Reports. Common discrepancies include projects reporting beds but no expenditures and significant year-over-year fluctuations in enrollment for the same project. As you review the dashboard, we recommend referring to the original Golden Report data and carefully analyzing any trends in service levels by county.

**Data Source:** [Annual Expenditure Reports \(The Golden\)](#)

## How to Use the Dashboard

<b>"County" tab</b>	Use the dropdown menu in the top left to select a county. The dashboard will update to show expenditures, enrollments, beds, and funding specific to that county from 2023-2024. Some counties operate under joint homelessness response systems, in which case their data is combined.
<b>"State" tab</b>	Displays a summary of all counties' Golden Report data in the state.
<b>"Balance of State CoC" tab</b>	Shows a summary of all counties within the Washington Balance of State CoC. To view data for the five independent CoCs, return to the County tab.

## Questions?

For questions about this tool please contact Oliver Crain, Deputy Managing Director, Homelessness Assistance Unit, Washington State Department of Commerce ([oliver.crain@commerce.wa.gov](mailto:oliver.crain@commerce.wa.gov)).

For questions about the Golden, please enter a ticket through Commerce's HMIS Help Desk and select "Reporting Question" ([HMIS Helpdesk \(WA BoS CoC\)](#)).

## Definitions

### Geography

<b>WA Balance of State CoC (WA BoS CoC)</b>	The WA BoS CoC includes the 34 small and medium counties in Washington that do not have their own independent CoC. It is led by the Washington State Department of Commerce. The five independent CoCs outside of the BoS CoC are Seattle/King County CoC, Spokane City & County CoC, Tacoma/Lakewood/Pierce County CoC, Everett/Snohomish County CoC, and Vancouver/Clark County CoC.
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### HMIS Project Types (aligned with HUD project descriptions)

<b>Housing Interventions</b>	Includes emergency shelter, transitional housing, rapid re-housing (RRH), permanent supportive housing (PSH), and other permanent housing models (e.g., PSH that does not require a disability for entry).
<b>Homelessness Prevention</b>	Refers to programs that provide services or financial assistance to prevent a household from experiencing homelessness.
<b>Services Only</b>	Includes coordinated entry, services-only projects, street outreach, and day shelters.
<b>Other</b>	Includes Safe Haven programs, sanctioned encampments, and severe weather shelters. It also includes some projects without HMIS project codes.

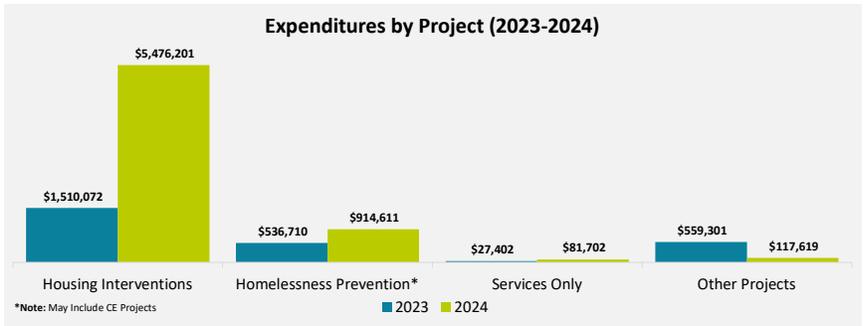
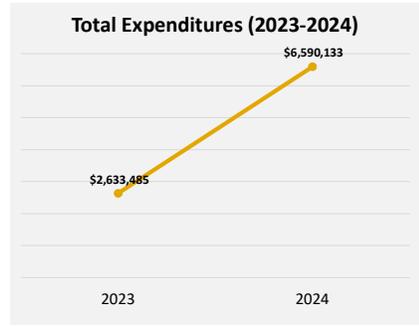
### Enrollments vs. Beds

<b>Enrollments</b>	Refers to the number of households active in participating projects on a specified date each year.
<b>Beds</b>	Refers to the total number of beds per housing intervention project type.

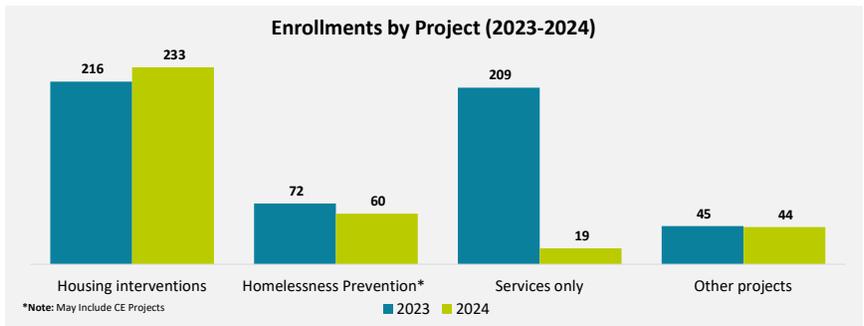
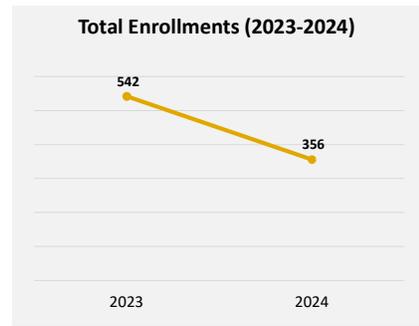
### Funding Sources

<b>Local</b>	Local funding sources include King County Other, Local Affordable Housing Fee (RCW 36.22.178), Local Homeless Document Fees (RCW 36.22.179 - 1791), Other, and Private Donations (including foundation grants).
<b>State</b>	State funding sources include Commerce Apple Health and Homes, Commerce Emergency Housing Fund (EHF), Commerce Homelessness Diversion Program, Commerce Office of Homeless Youth Programs (under age 18), Commerce Office of Homeless Youth Programs (ages 18-24), Commerce Office of Homeless Youth Programs (Other), Commerce Permanent Supportive Housing Operating, Maintenance & Services (PSH-OMS), Commerce Shelter Program Grant, Consolidated Homeless Grant (non-HEN), Community Behavioral Health Rental Assistance (CBRA), FCS Bridge (HEN), Homeless Student Stability Program (HSSP), Housing and Essential Needs (HEN), Housing Trust Fund, Housing Trust Fund O&M (Operating and Maintenance Program), Right of Way Initiative, and Other.
<b>Federal</b>	Federal funding sources include CARES Act Emergency Solutions Grant (ESG-CV), Eviction Rent Assistance Program (ERAP), Federal Housing Choice Vouchers (Project-Based Section 8 dedicated to homeless, non-VASH), HUD CoC Component (RRH/PSH), HUD Continuum of Care (McKinney-Vento), HUD HOME, HUD HOME ARP, HUD HOME TBRA, HUD HOPWA, HUD PIH (Emergency Housing Vouchers), HUD VASH, HUD or Commerce Emergency Solutions Grant (ESG), Treasury Rent Assistance Program (T-RAP), US Department of Health and Human Services (HHS) Runaway & Homeless Youth (RHY), US Department of Veterans Affairs (VA, non-VASH), and Other.

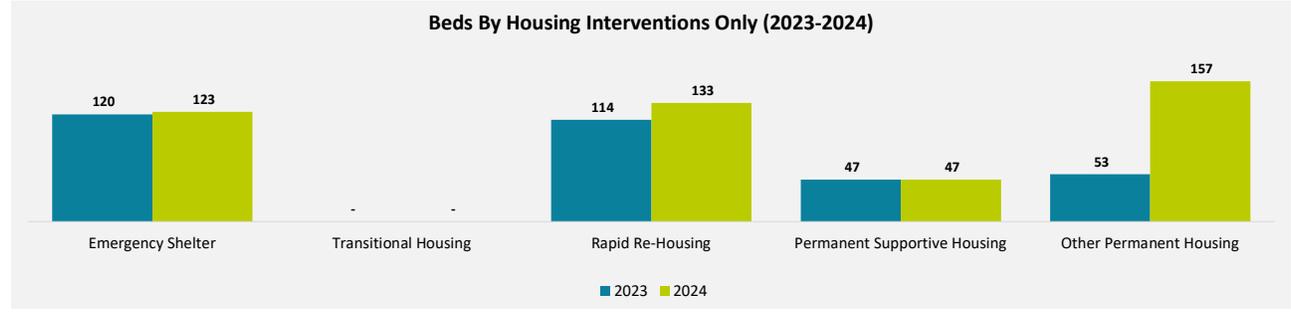
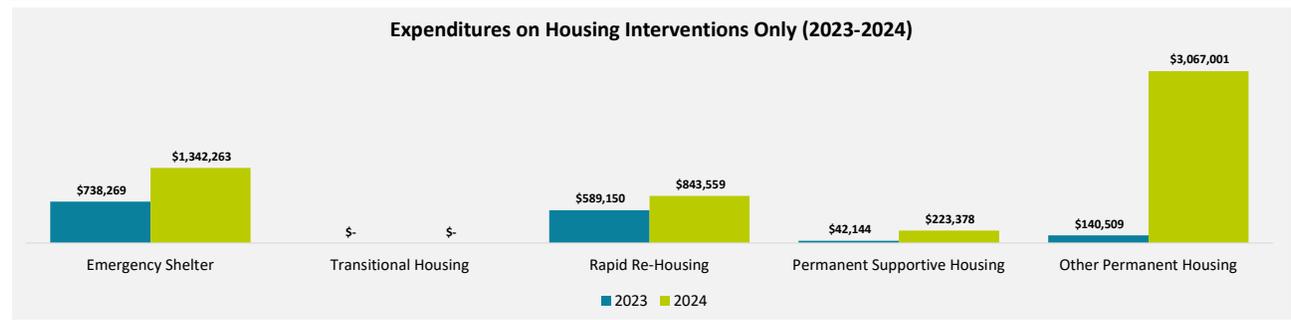
**Expenditures**



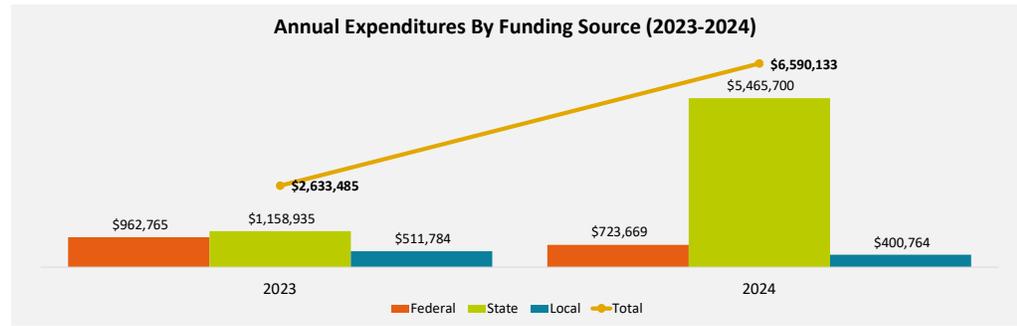
**Enrollments**



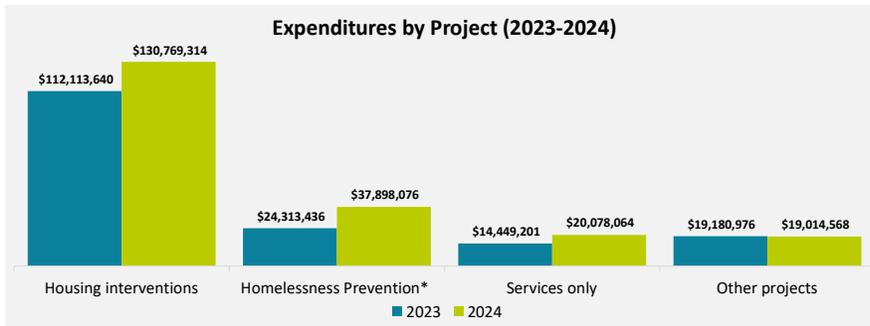
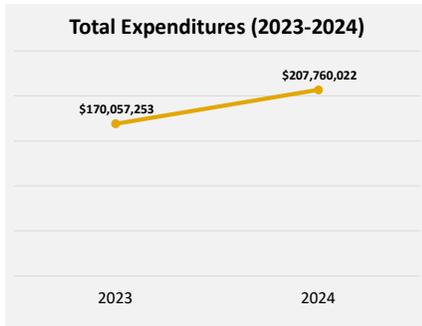
**Housing Interventions**



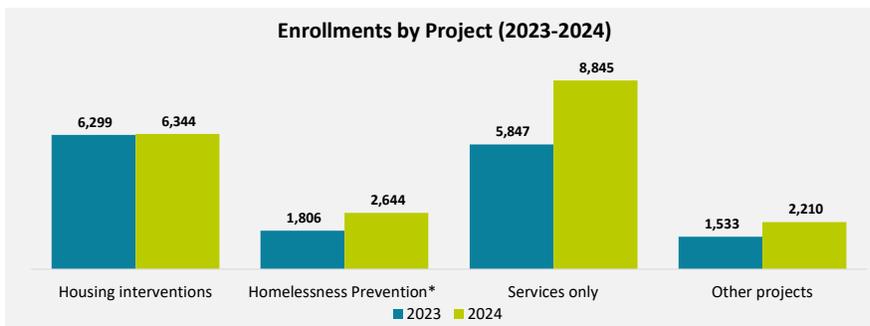
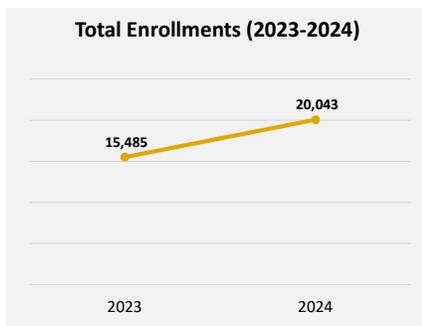
**Funding Breakdown**



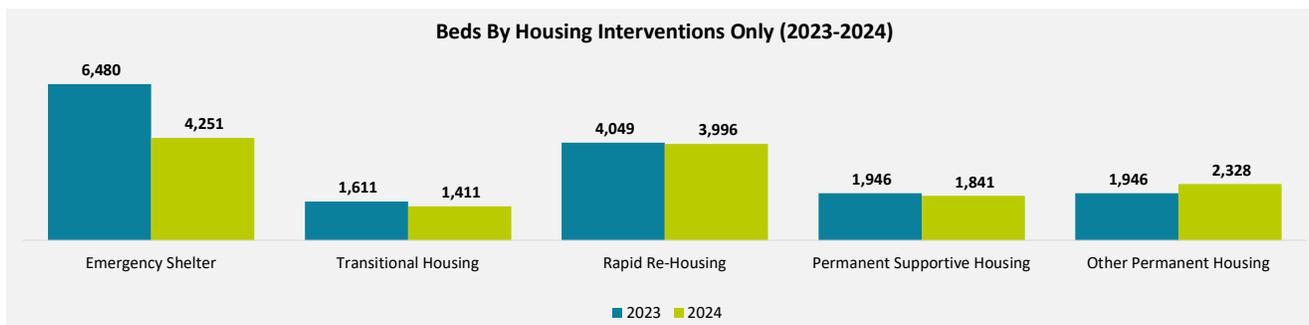
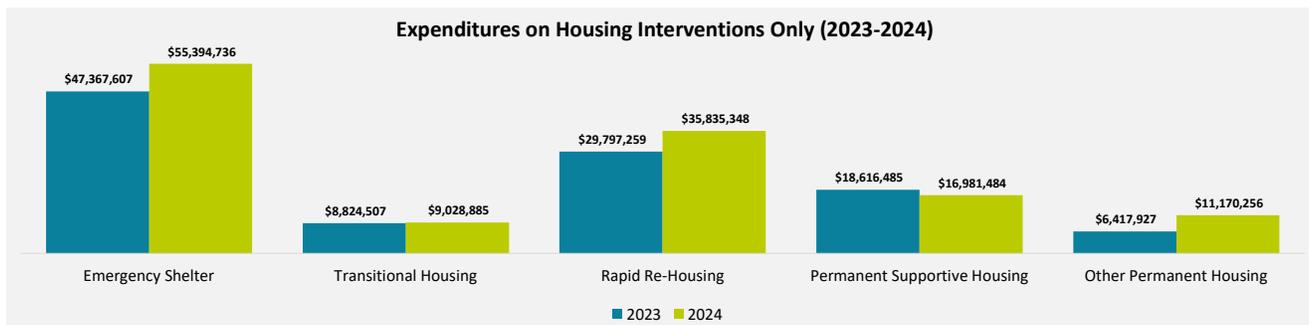
Expenditures



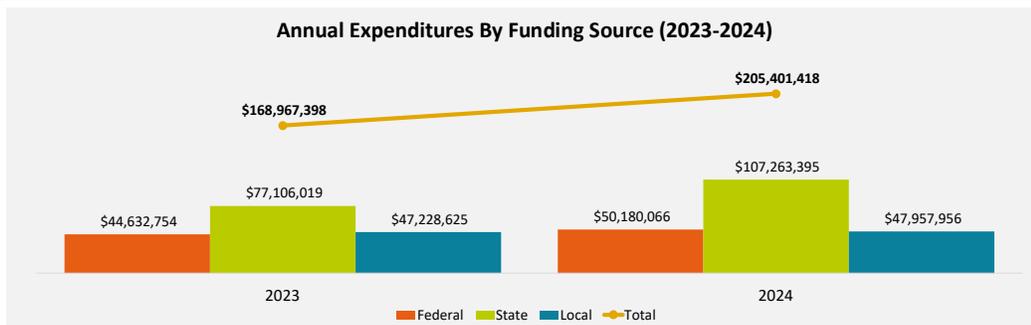
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Housing Interventions

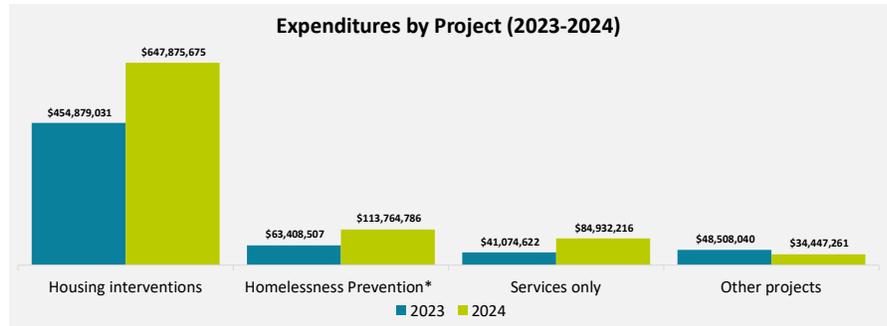
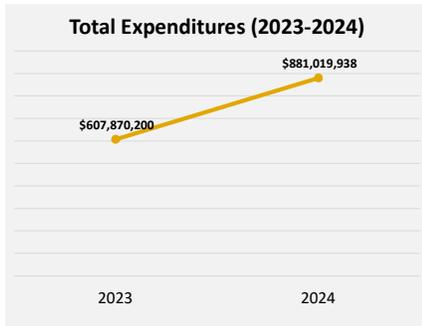


Funding Breakdown

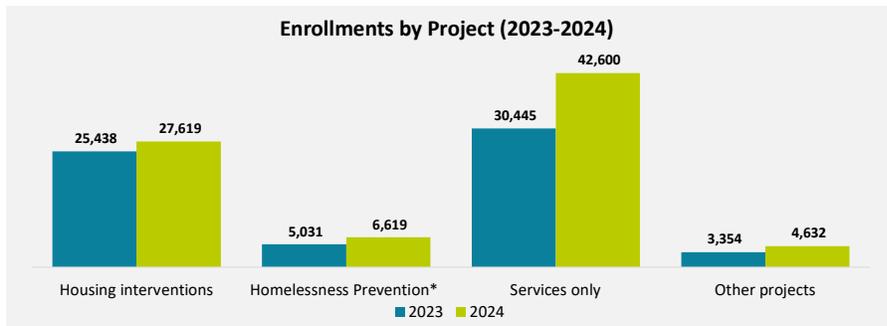
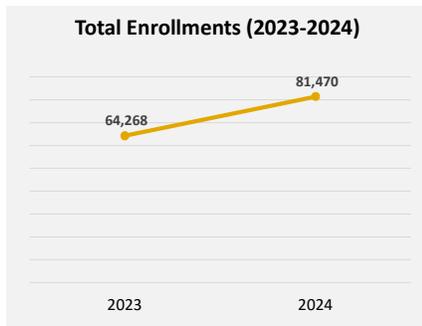


State

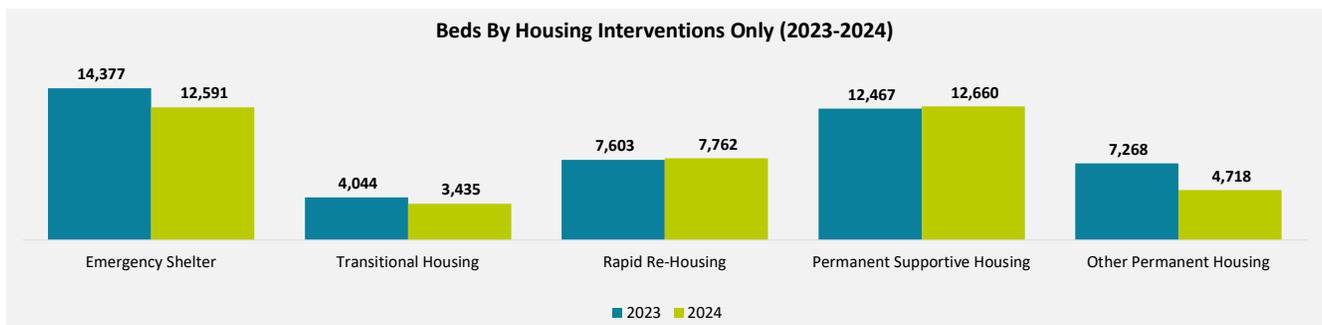
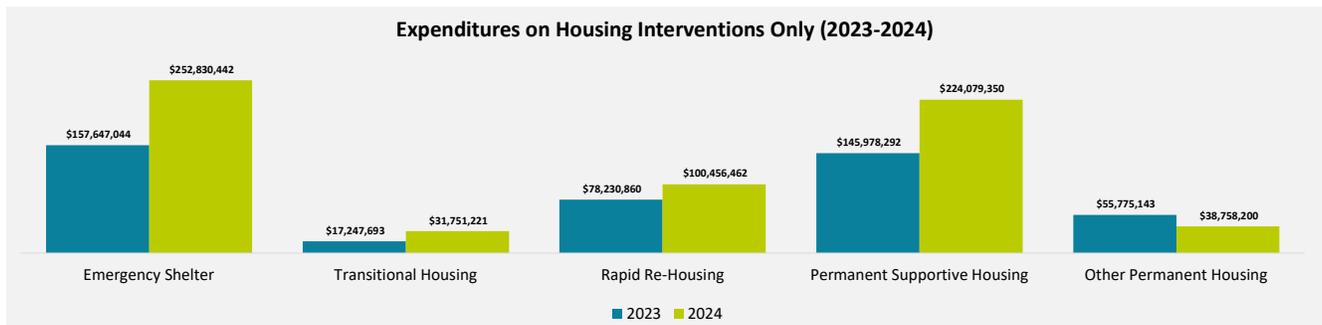
Expenditures



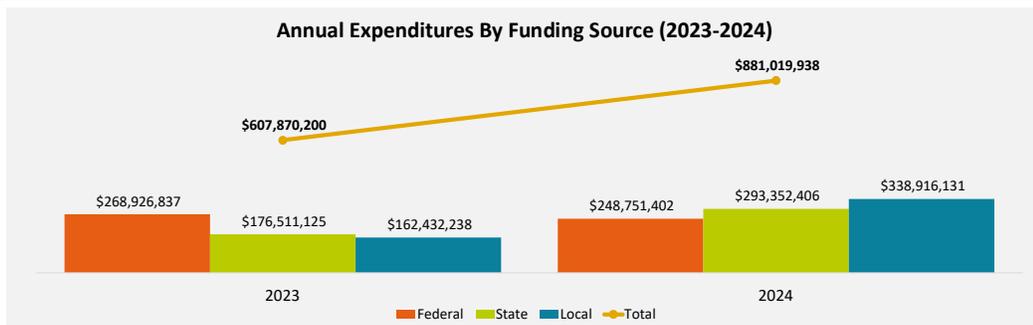
Enrollments



Housing Interventions



Funding Breakdown



## Appendix C: Estimates of Service Levels - Comparison of SFY23/SFY24 and SFY24/SFY25 Countywide Operating Expenditures

Funding source	Both of these sources now come from RCW 36.22.250		Department of Housing and Urban Development (HUD) or Commerce Emergency Solutions Grant (ESG)	HUD Continuum of Care (McKinney-Vento)	CARES Act Emergency Solutions Grant (ESG-CV)	HUD: PIH (Emergency Housing Voucher)	HUD HOME Tenant Based Rental Assistance (TBRA)	HUD VASH (Veterans Affairs Supportive Housing)	Consolidated Homeless Grant (non-HEN)	ERAP-2 (Continuation of federal COVID funding)	Commerce Emergency Housing Fund (EHF)
	Local Homeless Document Fees (RCW 36.22.179 - 1791)	Local Affordable Housing Fee (RCW 36.22.178)									
Estimated County Funding											
SFY 2023 Total	\$ 145,856.86	\$ 151,022.50	\$ 120,947.00	\$ 330,152.16	\$ 316,504.02	\$ 74,469.00	\$ 45,801.00	\$ 42,144.00	\$ 220,861.35	\$ 2,868,062.00	
SFY 2024 Total	\$ 400,764.29	\$ -	\$ -	\$ 345,661.00	\$ 263,189.18	\$ 36,401.00	\$ 36,935.00	\$ 38,958.00	\$ 932,397.91	\$ -	\$ 528,718.00
Difference	\$ 254,907.43	\$ (151,022.50)	\$ (120,947.00)	\$ 15,508.84	\$ (53,314.84)	\$ (38,068.00)	\$ (8,866.00)	\$ (3,186.00)	\$ 711,536.56	\$ (2,868,062.00)	\$ 528,718.00
SFY 2024 Total	\$ 400,764.29	\$ -	\$ -	\$ 345,661.00	\$ 263,189.18	\$ 36,401.00	\$ 36,935.00	\$ 38,958.00	\$ 932,397.91	\$ -	\$ 528,718.00
SFY 2025 Total	\$ 59,984.86	\$ -	\$ -	\$ 438,215.55	\$ -	\$ 23,206.00	\$ 43,413.00	\$ 36,395.00	\$ 1,221,994.21	\$ -	\$ 590,324.84
Difference	\$ (340,779.43)	\$ -	\$ -	\$ 92,554.55	\$ (263,189.18)	\$ (13,195.00)	\$ 6,478.00	\$ (2,563.00)	\$ 289,596.30	\$ -	\$ 61,606.84

State fiscal year 2023 ran from July 1, 2022 to June 30, 2023.  
 State fiscal year 2024 ran from July 1, 2023 to June 30, 2024.  
 State fiscal year 2025 ran from July 1, 2024 to June 30, 2025.

[Continuation of rows above] →

Funding source	Housing and Essential Needs (HEN)	Community Behavioral Health Rental Assistance (CBRA)	Commerce Office of Homeless Youth Programs - ages 18-24 <small>HOPE, Crisis Residential Centers, Secure Crisis Residential Centers, Transitional Living Program, Ancillary Therapeutic Services</small>	Other Commerce Office of Homeless Youth Programs - <small>System of Care grants, Homeless Prevention &amp; Diversion Fund, Youth Diversion Infrastructure Program, Housing Stability for Youth in Courts, Street Outreach Services</small>	Commerce Housing Trust Fund Operations and Maintenance Funds Awarded to a Housing Trust Fund project	Other State	Other Federal	Private Donations (includes foundations)	TOTAL Operating and Services Expenditures
Estimated County Funding									
SFY 2023 Total	\$ 612,139.00	\$ 174,886.96	\$ 28,796.88	\$ 53,384.00	\$ 60,162.00	\$ 8,705.00	\$ 32,748.00	\$ 27,235.04	\$ 5,313,876.77
SFY 2024 Total	\$ 764,166.74	\$ 119,783.00	\$ -	\$ -	\$ 68,863.00	\$ 53,349.00	\$ 2,525.00	\$ -	\$ 3,591,711.12
Difference	\$ 152,027.74	\$ (55,103.96)	\$ (28,796.88)	\$ (53,384.00)	\$ 8,701.00	\$ 44,644.00	\$ (30,223.00)	\$ (27,235.04)	\$ (1,722,165.65)
SFY 2024 Total	\$ 764,166.74	\$ 119,783.00	\$ -	\$ -	\$ 68,863.00	\$ 53,349.00	\$ 2,525.00	\$ -	\$ 3,591,711.12
SFY 2025 Total	\$ 873,292.70	\$ -	\$ -	\$ -	\$ 49,714.33	\$ 71,938.72	\$ 514.91	\$ 25,780.00	\$ 3,374,789.26
Difference	\$ 109,125.96	\$ (119,783.00)	\$ -	\$ -	\$ (19,148.67)	\$ 18,589.72	\$ (2,010.09)	\$ 25,780.00	\$ (216,921.86)

State fiscal year 2023 ran from July 1, 2022 to June 30, 2023.  
 State fiscal year 2024 ran from July 1, 2023 to June 30, 2024.  
 State fiscal year 2025 ran from July 1, 2024 to June 30, 2025.

## Appendix C: Estimates of Service Levels - Comparison of SFY23/SFY24 and SFY24/SFY25 Countywide Capital Expenditures and Summary of Totals

Funding source	Commerce Shelter Program Grant CAPEX	Both of these sources now come from RCW 36.22.250		HUD Continuum of Care (McKinney-Vento) CAPEX	Commerce Apple Health and Homes CAPEX	Housing Trust Fund	King County Other CAPEX	Other Local CAPEX	Other State CAPEX	Other Federal CAPEX	Private Donations/ Investments (includes foundations) CAPEX	TOTAL Capital Expenditures
		Local Homeless Document Fees (RCW 36.22.179 - 1791) CAPEX	Local Affordable Housing Fee (RCW 36.22.178) CAPEX									
Estimated County Funding												
SFY 2023 Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 187,670.00	\$ 187,670.00
SFY 2024 Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,453,229.00	\$ -	\$ -	\$ 12,428.00	\$ -	\$ -	\$ 3,465,657.00
<b>Difference</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,453,229.00	\$ -	\$ -	\$ 12,428.00	\$ -	\$ (187,670.00)	\$ 3,277,987.00
SFY 2024 Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,453,229.00	\$ -	\$ -	\$ 12,428.00	\$ -	\$ -	\$ 3,465,657.00
SFY 2025 Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,795,931.35	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,795,931.35
<b>Difference</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (1,657,297.65)	\$ -	\$ -	\$ (12,428.00)	\$ -	\$ -	\$ (1,669,725.65)

State fiscal year 2023 ran from July 1, 2022 to June 30, 2023.

State fiscal year 2024 ran from July 1, 2023 to June 30, 2024.

State fiscal year 2025 ran from July 1, 2024 to June 30, 2025.

[Funding sources no longer shown]	TOTAL Operating and Services Expenditures	TOTAL Capital Expenditures	TOTAL Expenditures
Estimated County Funding			
SFY 2023 Total	\$ 5,313,876.77	\$ 187,670.00	\$ 5,501,546.77
SFY 2024 Total	\$ 3,591,711.12	\$ 3,465,657.00	\$ 7,057,368.12
<b>Difference</b>	\$ (1,722,165.65)	\$ 3,277,987.00	\$ 1,555,821.35
SFY 2024 Total	\$ 3,591,711.12	\$ 3,465,657.00	\$ 7,057,368.12
SFY 2025 Total	\$ 3,374,789.26	\$ 1,795,931.35	\$ 5,170,720.61
<b>Difference</b>	\$ (216,921.86)	\$ (1,669,725.65)	\$ (1,886,647.51)

State fiscal year 2023 ran from July 1, 2022 to June 30, 2023.

State fiscal year 2024 ran from July 1, 2023 to June 30, 2024.

State fiscal year 2025 ran from July 1, 2024 to June 30, 2025.

# Appendix D: Countywide Population and Housing Allocations

## Board of County Commissioners Public Hearing



Community Development • 125 NW Chehalis Avenue, Chehalis, WA 98532 • Phone: (360) 740-1146

**Date:** August 27, 2025  
**Staff:** Mindy Brooks, Community Development Director  
**Re:** **Population and Housing Allocation Final**

### BACKGROUND

The County is responsible for allocating future urban growth to each city and the unincorporated areas of Lewis County. The Office of Financial Management (OFM) provides a high, medium and low population projection for the next 20-years. The medium population forecast is considered to be the mostly likely, the high and low are statistical deviations. Lewis County, in consultation with the cities, must pick the population forecast from within the OFM estimated range or petition for a revisions to the projections. The OFM 2045 forecasted population range for Lewis County is 74,857 to 105,122 people.

House Bill 1220 (HB1220) amended the Growth Management Act (GMA) to instruct local governments to “plan for and accommodate housing affordable to all economic segments of the population of the state.” HB1220 also directed the Department of Commerce (Commerce) to provide guidance to local jurisdictions regarding how to meet the new requirements of GMA. Commerce developed the HAPT model to help counties allocate housing need to each jurisdiction.

### POPULATION ALLOCATION

#### Summary

In spring 2023, the Planned Growth Committee approved population and housing allocations for recommendation to the Board of County Commissioners (BOCC). At that time, City of Chehalis had requested a 2045 population allocation of 23,000 people. In June 2023, the BOCC approved the recommended population and housing allocations, including Chehalis’s requested population via Ordinance 1346.

In May 2024, the City of Chehalis provide the Land Capacity Analysis (LCA) as required by the Growth Management Act to the County. The LCA revealed that the existing city limits and UGA could only accommodate an additional 3,754 residents. Therefore, the 20-year population allocation based on the existing city limits and UGA should have been 9,845 existing residents plus 3,754 new residents for a total of 13,599. City of Chehalis has requested that the BOCC amend the population and housing allocations to allocate 13,500 people to Chehalis. On November 11, 2024, the BOCC approved Ordinance 1359, to reduce the Chehalis allocation based on the revised Land Capacity Analysis.

In January 2025, Lewis County found an error in the amended population allocation for the population allocated to the unincorporated areas. Table 1 are the reconciled population allocations for all jurisdictions. The total population allocation for Lewis County is 95,451 people, which is within the Office of Financial Management’s (OFM) forecasted range of 74,857 to 105,122 people. The reconciled 2045 Lewis County population allocations will be adopted through the adoption of the Lewis County Comprehensive Plan Periodic Update in September 2025. Note – The reconciled population allocations were provided to the cities in February 2025 for planning purposes.

**Table 1: Lewis County 2045 Population Allocation**

<b>City</b>	<b>2022 Total Population</b>	<b>2045 Population Allocation</b>	<b>20-Year Population Increase</b>	<b>20-Year Growth Rate</b>
Centralia	22,376	24,000	1,624	7.26%
Chehalis	9,845	13,500	3,655	37.13%
Morton	1,302	1,351	49	3.75%
Mossyrock	906	1,058	152	16.78%
Napavine	1,969	2,978	1,009	51.24%
Pe Ell	658	680	22	3.30%
Toledo	747	2,537	1,790	239.63%
Vader	899	1,110	211	23.47%
Winlock	2,115	4,756	2,641	124.87%
<b>Total City</b>	<b>40,817</b>	<b>51,969</b>	<b>11,152</b>	<b>27.32%</b>
Onalaska UGA	562	700	138	24.56%
Packwood UGA	910	1,200	290	31.87%
Other Rural	41,157	41,582	425	1.03%
<b>Total Unincorporated</b>	<b>42,629</b>	<b>43,482</b>	<b>853</b>	<b>2.00%</b>
<b>Total Lewis County</b>	<b>83,446</b>	<b>95,451</b>	<b>12,005</b>	<b>14.39%</b>

**Methodology**

In Lewis County, cities are allowed to develop to urban densities and provide urban serves to lands within their respective UGA. This has occurred over the past 20 years with some but not much annexation. This has resulted in a significant amount of the population living in the UGAs of each city. Therefore, the city limits+UGA is what is considered “the city” from a planning perspective.

The base methodology to estimate the 2045 population for each city is:

$$(Existing\ city\ limits\ +\ Existing\ UGA) * 20\text{-year}\ Population\ Growth\ Rate = 2045\ Population\ Allocation$$

Through collaboration at the Planned Growth Committee, each city was asked if the base population growth methodology should be augmented using city-specific data. The augmented methodologies are described below and reflected in Table 1.

### City of Centralia

As part of the City of Centralia Housing Action Plan, their consultant completed a housing inventory and assessment of housing capacity, which accounts for both the city limits and UGA. This was used to back into a 2045 population estimate using a 2.37 person per household multiplier. The full buildout 2045 population is anticipated to be 28,049 people. However, a medium 2045 population of 24,000 people is allocated to City of Centralia in order to allocated growth to the other jurisdictions in Lewis County.

### City of Chehalis

The Land Capacity Analysis completed by SCJ Alliance for the City of Chehalis and surrounding urban growth areas calculated a capacity to accommodate an additional 3,754 residents within both the city and urban growth area. The estimated population in 2022 was 7,365 within City Limits, and 2,480 in the UGA, totaling 9,845 residents. Therefore, the estimated number of residents that could be accommodated within the City and its UGA with current boundaries and regulations, is 13,500.

### City of Morton

The City of Morton chose to use the base methodology.

### City of Mossyrock

The City of Mossyrock Capital Facilities Plan update related sewer services included population projections, as show in Table 2. Baseline population and employment figures were extracted from OFM Small Area Estimates Program and 2020 population estimate of 906. Year 2022 population and employment figures were estimated by applying growth rates to baseline figures. Growth rates used the average, annual growth rate from historic estimates of 0.7% and consistent with Mossyrock's 2021 Comprehensive Plan methods. Mossyrock's 2045 projected population is 1,058 people.

### City of Napavine

The City of Napavine has 39 residential units current permitted and an approved subdivision with 70 parcels. Using an estimated 2.3 person per household, that is 251 people. Add to the existing population and projecting a 2.76% growth rate in addition to the planned developments, the 2045 population is 2,978 people.

### City of Pe Ell

Between 2010 and 2020, the City of Pe Ell added 10 persons. So while the overall 20-year population decreased, the recent trend is positive. The City of Pe Ell currently has 8 residential permits issued and an additional permit issued for an ADU, resulting in an additional 21.2 persons through 2023. There are 9 parcels within the UGA currently for sale. They recommend a 3.3% 20-year growth rate through 2045.

### City of Toledo

The City of Toledo used their draft annexation report to determine population. Toledo is considering annexing 64 acres for residential development with an estimated 1,484 people. In addition, there is a current subdivision in process with an estimate 257 people and an anticipated 49 new people within the city limits. The 2045 population is 2,537 people.

### City of Vader

The City of Vader added 25 people based on current housing construction since the 2022 estimate and 2.5 persons per household. Subdivisions that are currently in permitting or underdevelopment will result in another 100 people by the end of 2023. The UGA has a capacity for an additional 244 people. Combining the 2023 population and UGA capacity with the 20-year growth rate base population, the total 2045 population allocation is 1,110 people.

### City of Winlock

The City of Winlock has 351 housing units currently permitted and underdevelopment. The annexation report shows a capacity of 451 additional housing units through 2026. The city uses a 2.3 persons per household multiplier, which equals 1,845 additional people over the next three years. This number is combined with the 20-year growth rate base population, for a total increase of 2,631 people. The 2045 population allocation therefore is 4,756 people.

### Lewis County

It is difficult to estimate a population allocation for Lewis County because UGAs considered part of the respective city and allowed to develop at urban densities with urban services. In addition, it is a primary goal of the Growth Management Act to encourage most growth to occur within city limits and UGAs. However, roughly 50% of the existing Lewis County population currently lives outside of city limits and UGAs.

There are two areas in Lewis County that are not associated with a city and have significant capacity for development. Onalaska is a UGA that has municipal water and sewer. Packwood is a combination of LAMIRDs with municipal water and sewer is anticipated in 2026. The Lewis County Comprehensive Plan Periodic Update, the sewer service area is being designated an urban growth area. In addition, both Onalaska and Packwood will have new zoning designations and development regulations based on the subarea plans policies adopted for each area. These designations and development regulations, adopted through the Lewis County Comprehensive Plan Periodic Update, support urban density of housing development including multifamily housing. Onalaska 2045 population allocation is 700 people and the Packwood 2045 population allocation is 1,200 people.

The remaining population growth is anticipated to occur in the rural areas of Lewis County. Based on Lewis County 2022 parcel data, there are 4,546 lots zoned Rural Development District (RDD-5, RDD-10 or RDD-20) that are vacant/undeveloped. Lewis County allows one single family house plus one ADU per RDD lot. Although there is capacity, Lewis County's policies and focus on supporting housing and jobs within urban growth areas through zoning designations, development regulations and infrastructure investments, the 2045 allocated population for the non-urban growth areas is 425 people.

## **HOUSING ALLOCATION**

### **Commerce HAPT Model**

Commerce developed the HAPT model to aide counties and cities in meeting the new requirements of HB1220. The HAPT includes different models for allocating housing need by income bracket and by

jurisdiction. Commerce also allows counties to proposed modifications to the methods to account for local conditions.

The total 2045 population (cities + unincorporated areas) and the share of population growth for each jurisdiction are the primary inputs into the HAPT model. When the total population and share of population growth are entered, the HAPT determines how much housing is needed at the following income brackets: 0-30% AMI Permanent Supportive Housing, 0-30% AMI Non-Permanent Supportive Housing, 30-50% AMI, 50-80% AMI, 80-100% AMI, 100-120% AMI and 120% AMI, as well as Emergency Housing (aka shelters). The HAPT then allocates the amount of needed housing in each income bracket to each of the cities and unincorporated areas, such that cities with a higher share of total population growth also receive a higher share of needed housing.

### Methodology

Lewis County first input the population allocations into the Commerce HAPT model to determine the housing allocations that would be assigned based solely on the Commerce methodology. Table 2 show the results of the Commerce HAPT Model

**Table 3: Commerce HAPT Results**

Total 2045 Population = 95,451		Permanent Housing Needs by % of Area Median Income							Emergency Housing
		0-30%		>30-50%	>50-80%	>80-100%	>100-120%	>120%	
	Total	Non-PSH	PSH						
Countywide Estimated 2020 Housing Supply	33,202	1,463	58	6,017	10,732	4,777	2,556	7,599	60
Method A 2045 Allocations	6,232	1,858	899	1,204	737	286	226	1,022	487
Method A, Sum of Allocation to Jurisdictions	6,232	1,858	899	1,204	737	286	226	1,022	487
<b>Method A, Percent of Sum of Allocation to Jurisdictions</b>	<b>100%</b>	<b>30%</b>	<b>14%</b>	<b>19%</b>	<b>12%</b>	<b>5%</b>	<b>4%</b>	<b>16%</b>	<b>8%</b>

Adjustments to each city’s allocation from Method A were made based on the following assumptions, with the goal of matching the Method A percent of sum of allocations to jurisdictions shown in the final row Table 3.

1. Larger cities located near the I5 corridor are better suited for lower income housing than smaller cities located far from I5 because the larger cities:
  - a. Are in-and-of-themselves employment centers are or located near employment centers;
  - b. Typically have transit options; and
  - c. Typically provide supportive services such as health care options, daycare, etc.

2. Smaller cities in Lewis County typically do not have the infrastructure (e.g., sewer capacity) to support significantly more multifamily housing that could be affordable at the lower income brackets.
3. The City of Centralia's Housing Action Plan includes a detailed inventory of existing housing and 20-year projected housing need within the city limits and UGA.
4. Packwood is located 35 miles from the nearest incorporated city. Packwood is an existing town that provides housing and jobs to people working resource-based industries, specifically ecotourism at Mt Rainier National Park and White Pass Ski Area and in forestry in the Gifford Pinchot National Forest. The Packwood, WA Housing Needs Assessment completed in 2023 found significant need for lower income housing, permanent and non-permanent and emergency housing in East Lewis County.

Lewis County modified the HAPT model based on the methodology described above to allocate housing to each jurisdiction as shown in Table 3. The percent sum of allocation to jurisdictions in Lewis County allocations, shown in the final row of Table 3, substantially matches the percent sum of allocation to jurisdictions produced by the HAPT Method A, shown in the final row of Table 2. Therefore, Lewis County is in compliance with the Commerce HAPT model. The reconciled housing allocations will be adopted with the Lewis County Comprehensive Plan Periodic Update in September 2025.

**Table 3: Lewis County 2045 Housing Allocation**

Total 2045 Population = 95,451			Permanent Housing Needs by % of Area Median Income							Emergency Housing
			0-30%							
	Total	Non-PSH	PSH	>30-50%	>50-80%	>80-100%	>100-120%	>120%		
Unincorporated Lewis County	Estimated Housing Supply (2020)	19,519	667	25	3,146	4,704	2,798	2,016	6,163	0
	Allocation (2020-2045)	482	280	0	177	25	0	0	0	168
City of Centralia	Estimated Housing Supply (2020)	7,593	578	14	1,614	3,154	1,153	302	778	38
	Allocation 2020-2045)	1,388	486	444	158	85	0	38	177	60
City of Chehalis	Estimated Housing Supply (2020)	3,139	140	0	442	1,537	509	140	371	22
	Allocation (2020-2045)	1,633	587	260	341	115	65	50	215	144
City of Morton	Estimated Housing Supply (2020)	506	16	0	167	221	69	8	25	0
	Allocation (2020-2045)	23	5	1	4	3	2	1	7	1
City of Mossyrock	Estimated Housing Supply (2020)	322	10	0	160	108	14	7	23	0
	Allocation (2020-2045)	71	16	5	12	7	5	4	23	4
City of Napavine	Estimated Housing Supply (2020)	718	11	0	135	286	120	42	124	0
	Allocation (2020-2045)	471	89	28	90	75	28	32	129	16
City of Pe Ell	Estimated Housing Supply (2020)	284	6	0	90	157	9	6	16	0
	Allocation 2020-2045)	10	2	1	2	1	1	1	3	1
City of Toledo	Estimated Housing Supply (2020)	303	5	0	64	152	30	13	39	0
	Allocation (2020-2045)	836	92	27	139	210	125	40	202	16
City of Vader	Estimated Housing Supply (2020)	257	0	0	100	90	43	6	18	0
	Allocation (2020-2045)	99	30	7	0	6	2	10	44	5
City of Winlock	Estimated Housing Supply (2020)	564	30	0	121	323	32	16	42	0
	Allocation (2020-2045)	1,233	271	115	282	210	83	50	222	67
<b>Total</b>	<b>Sum of Allocations to Jurisdictions</b>	<b>6,246</b>	<b>1,852</b>	<b>888</b>	<b>1,204</b>	<b>737</b>	<b>311</b>	<b>226</b>	<b>1,022</b>	<b>487</b>
	<b>Percent of Sum of Allocations to Jurisdictions</b>	<b>100%</b>	<b>30%</b>	<b>14%</b>	<b>19%</b>	<b>12%</b>	<b>5%</b>	<b>4%</b>	<b>16%</b>	<b>8%</b>

## Lewis County Housing

Lewis County includes two urban growth areas not associated with cities where most of the housing in the income brackets of 0 – 80% will be planned for and accommodated. Based on the Department of Commerce guidance for housing allocations, the 0 – 80% housing may be grouped. Table 4 provides details regarding the unincorporated Lewis County allocations.

**Table 4: Unincorporated Lewis County Housing Allocation Detail**

<b>Unincorporated Lewis County</b>	<b>Total</b>	<b>PSH</b>	<b>0-80%</b>	<b>&gt;80-100%</b>	<b>&gt;100-120%</b>	<b>&gt;120%</b>	<b>EH</b>
<b>Total Allocation (2020-2045)</b>	<b>482</b>	<b>0</b>	<b>482</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>168</b>
Onalaska UGA	200	0	200	0	0	0	50
Packwood UGA	150	0	150	0	0	0	50
Other Rural	132	0	132	0	0	0	68

Packwood and Onalaska, within their urban growth areas, have surplus capacity to accommodate more housing in the 0-80% income brackets than is allocated, as evident by the Lewis County Housing Needs Assessment. Onalaska has the infrastructure in place to support additional housing in the 0-80% income brackets. Packwood has municipal water and Lewis County is at 60% design of [municipal sewer](#), including Department of Health approval of the treatment facility location. Packwood is located 75-80 miles from the nearest urban centers, Centralia and Yakima, and needs affordable housing to support resource-based industries in East Lewis County including Mt Rainier National Park, White Pass Ski Area and Gifford Pinchot National Forest.

Based on the updated Land Capacity Analysis and Housing Needs Assessment, Packwood and Onalaska can support 384 additional dwelling units in the 0-80% income brackets beyond what is allocated, see Table 5. It is appropriate to provide low income housing options, including permanent supportive housing and multifamily housing options (e.g., apartments, cottage home villages, quadplexes, triplexes, duplexes and cohousing) in Onalaska and Packwood because these are historic small towns with existing services such as schools, EMT, doctors offices, grocery, and public transit.

**Table 5: Housing Capacity for Onalaska and Packwood UGAs**

		<b>Residential Capacity</b>	<b>Allocation</b>	<b>Surplus</b>
<b>Onalaska UGA</b>	0-80% AMI	459	200	259
<b>Packwood UGA</b>	0-80% AMI	275	150	125

Lewis County is a distressed county with incomes below the state average. Lewis County is a rural jurisdiction that is 2,436 square miles in size and has a population of 84,000 people, 50% of which live in unincorporated areas along 80 miles of Highway 12. Lewis County recognizes the need to plan for and accommodate housing near resource-based jobs: farming, timber, mining and ecotourism. The 0-80% AMI housing is heavily subsidized and not provided by the market. Therefore, Lewis County is taking a programmatic and phased approach to planning for lower income housing in rural unincorporated areas. Providing the housing over the next 20 years is dependent on funding availability.

Other rural includes all unincorporated areas outside of urban growth areas. Lewis County allows permanent supportive housing in the Small Town Mixed Use (STMU) LAMIRDs, which are the historic unincorporated small towns that serve as housing centers in rural Lewis County. Within the Type I LAMIRDs, the county allows for cohousing and up to four dwelling units per parcel, e.g., quadplexes and small apartment complexes including apartments located over ground floor commercial, where there is infrastructure available. (See Chapter 17.42 Land Use Summary, LCC.) These Type I LAMIRD small towns in Lewis County are Randle, Mineral, Glenoma, Ethel, Salkum, Adan and Doty that developed originally around resource-based industries of timber, farming and mining. Type I LAMIRDs are the appropriate location for Lewis County to focus on affordable housing in the other rural areas because these historic small towns have services available including transit stops, grocery stores, schools, doctor's office, post office, etc. The STMU zone will continue to allow for cohousing, tiny home villages, small scale apartments, duplexes, triplexes and quadplexes to accommodate housing in the 0-80% income brackets.

Lewis County currently allows duplexes, cohousing and assisted living facilities to be located within the non-resource Rural Development District (RDD) lands throughout the county. (See Chapter 17.42 Land Use Summary, LCC.) In addition, Lewis County allows recreational vehicles (RVs) to be placed as residential dwelling units when there is sufficient capacity in on-site well and septic systems. RVs may be placed as the primary dwelling or as accessory dwelling units (ADU) because Lewis County's current development regulations allow one ADU per parcel in the RDD zones. RVs are an affordable housing option for many residents and are currently utilized in East Lewis County for people working at Mt Rainier National Park and White Pass Ski Area.

Based on the Land Capacity Analysis and Housing Needs Assessment, the RDD zones have residential capacity for 249 cohousing, assisted living and RV dwelling units, which is 117 dwelling units above the 0-80% AMI housing allocation for other rural unincorporated Lewis County. In combination with the allowances for housing in the Type I LAMIRDs and the housing capacity in the Onalaska and Packwood UGAs, Lewis County has planned for and can accommodate more than the allocated housing.

Emergency housing is dependent on funding, particularly state and federal grants. Lewis County partners with non-profit organizations including Salvation Army, Hope Alliance and others, to provide emergency housing options, focusing on the Onalaska and Packwood UGAs, as well as Type I LAMIRDs, where service exists including transit stops, schools and groceries. A recent [Livable Packwood Housing Needs Assessment](#) was completed that shows an urgent need for emergency and step-up housing in East Lewis County for children and seniors.

**BEFORE THE BOARD OF COUNTY COMMISSIONERS  
LEWIS COUNTY, WASHINGTON**

**IN THE MATTER OF:**

ORDINANCE NO. 1359

ADOPT ORDINANCE 1359 TO REVISE THE 2045  
POPULATION AND HOUSING ALLOCATIONS

**NOW THEREFORE BE IT ORDAINED**

DONE IN OPEN SESSION this 12th day of November, 2024.

APPROVED AS TO FORM:  
Jonathan Meyer, Prosecuting Attorney

BOARD OF COUNTY COMMISSIONERS  
LEWIS COUNTY, WASHINGTON

David Bailey  
By: David Bailey,  
Chief Civil Deputy Prosecuting Attorney

Scott J. Brummer  
Scott J. Brummer, Chair

ATTEST:



Lindsey R. Pollock, DVM  
Lindsey R. Pollock, DVM, Vice Chair

Rieva Lester, CMC  
Rieva Lester, CMC,  
Clerk of the Lewis County Board of  
County Commissioners

Absent  
Sean D. Swope, Commissioner

**BEFORE THE BOARD OF COUNTY COMMISSIONERS  
OF LEWIS COUNTY, WASHINGTON**

**REVISE THE 2045 POPULATION )  
AND HOUSING ALLOCATIONS )**

**ORDINANCE 1359**

**WHEREAS**, RCW 36.70A.040 requires Lewis County to plan under and in accordance with the Growth Management Act; and

**WHEREAS**, RCW 36.70A.130 requires that comprehensive plans be subject to continuing review and evaluation by each county at a frequency no more than once every year, except adoption of comprehensive plan amendments necessary to enact a planned action under RCW 43.21C.440; and

**WHEREAS**, RCW 36.70A.210 requires counties to adopt countywide planning policies in cooperation with cities; and

**WHEREAS**, RCW 43.62.035 states that the Office of Financial Management (OFM) is responsible for providing a 20-year growth management population projection to each county within Washington state every five years. The projection is provided as a range, with the medium projection as the most likely estimate. The OFM 2045 population growth management projection was provided to Lewis County on January 5, 2023; and

**WHEREAS**, WAC 365-196-310(2)(b) states that the county is responsible for choosing the 20-year growth management population projection from within the OFM range and allocating the population to each city and Urban Growth Area in the county; and

**WHEREAS**, RCW 36.70A.070(2)(a) requires that the county and cities comprehensive plans include a 20-year projected housing need, as provided by the Department of Commerce; and

**WHEREAS**, House Bill 1220 directed the Department of Commerce developed the Housing for All Planning Tool (HAPT) with two alternative methods for allocating housing need and with an option allowing counties to choose a different methodology, if the resulting projected housing need allocations are in substantial compliance with the state guidance; and

**WHEREAS**, on June 13, 2023, the Board of County Commissioners (BOCC) adopted Ordinance 1346, which amended the Lewis county Countywide Planning Policies to update the population and housing allocations with the allocations Exhibit A, Table 1 and Table 2, of the ordinance;

**WHEREAS**, on July 24, 2024, the City of Chehalis requested that the BOCC consider amending the population allocations to reflect the city's completed Land Capacity Analysis (Exhibit A); and

**WHEREAS**, the Planned Growth Committee, which includes the mayor from each city in Lewis County (or their designee) and the Chair of the Lewis County Board of County Commissioners, voted on August 21, 2024, to recommend the population and housing allocations reconciliation presented in Exhibit B to the Lewis County Planning Commission for a public hearing; and

**WHEREAS**, staff provided notice for a public hearing before the Lewis County Planning Commission on the proposed the population and housing allocations in the manner prescribed in Chapters 17.05 and 17.12 of Lewis County Code on September 4, 2024; and

**WHEREAS**, the Lewis County Planning Commission held a public hearing on the proposed population and housing allocations on September 24, 2024, and following the public hearings, the Lewis County Planning Commission deliberated and determined that the proposed population and housing allocations presented in Exhibit B meet the intent and requirements of the state statues and were in accordance with the public interest; and

**WHEREAS**, on September 26, 2024, the Planning Commission signed a Letter of Transmittal recommending approval of the proposed population and housing allocations presented in Exhibit B; and

**WHEREAS**, on October 22, 2024, the Lewis County Board of County Commissioners (BOCC) passed Resolution 24-392 to hold a public hearing on Ordinance 1359 and directed the Clerk of the Board to provide notice of the hearing; and

**WHEREAS**, the BOCC held duly noticed public hearing on the proposed population and housing allocations on November 12, 2024.

**NOW THEREFORE BE IT RESOLVED** the BOCC finds that the population and housing allocations presented in Exhibit B meet the intent and requirements of the state statues and are in accordance with the public interest; and

**NOW THEREFORE BE IT FURTHER RESOLVED** that the BOCC directs staff to revise the Lewis County Countywide Planning Polices and Lewis County Comprehensive Plan to include the population and housing allocations, as shown in Exhibit B.

**DONE IN OPEN SESSION** this 12 day of November, 2024.

APPROVED AS TO FORM:  
Jonathan Meyer, Prosecuting Attorney

David Bailey  
\_\_\_\_\_  
By: Civil Deputy Prosecuting Attorney

ATTEST:

Rieva Lester, CMC  
\_\_\_\_\_  
Rieva Lester, Clerk of the Board

BOARD OF COUNTY COMMISSIONERS  
LEWIS COUNTY, WASHINGTON

Scott J. Brummer  
\_\_\_\_\_  
Scott J. Brummer, Chair

Lindsey R. Pollock, DVM  
\_\_\_\_\_  
Lindsey R. Pollock, DVM, Vice Chair

Absent  
\_\_\_\_\_  
Sean D. Swope, Commissioner



# City of Chehalis

**Department of Community Development**

1321 S Market Boulevard • Chehalis, WA 98532

[www.ci.chehalis.wa.us](http://www.ci.chehalis.wa.us) • 360.345.2229

July 24, 2024

Board of County Commissioners  
Lewis County  
351 NW North St  
Chehalis, WA 98532

Subject: 2045 Population Allocation

The City of Chehalis is formally requesting reconsideration of the 2045 population allocation adopted by Lewis County for the City of Chehalis and its urban growth area. The current adopted projected figure is 23,000 residents. However, after careful review and analysis, we are asking to revise this projection downward to 13,500 residents.

The Land Capacity Analysis completed by SCJ Alliance for the City of Chehalis and surrounding urban growth areas calculated a capacity to accommodate an additional 3,754 residents within both the city and urban growth area. Our estimated population in 2022 was 7,365 within City Limits, and 2,480 in the UGA, totaling 9,845 residents. Therefore, the estimated number of residents that could be accommodated within the City and its UGA with current boundaries and regulations, is 13,599.

City staff presented this information to Chehalis City Council on Monday July 22, 2024, and staff were directed to request the County to reduce the adopted 2024 population allocation to 13,500.

I would be happy to discuss this matter further and provide additional information to support this request. Thank you for considering my proposal. I look forward to a favorable response from the Board.

Sincerely,

A handwritten signature in blue ink that reads 'Malissa Paulsen'.

Malissa Paulsen  
*Interim Community Development Director*  
City of Chehalis  
[mpaulsen@ci.chehalis.wa.us](mailto:mpaulsen@ci.chehalis.wa.us)

# Board of County Commissioners

## Public Hearing



Community Development • 125 NW Chehalis Avenue, Chehalis, WA 98532 • Phone: (360) 740-1146

### STAFF REPORT

**Date:** November 11, 2024  
**Staff:** Mindy Brooks, Community Development Director  
**Subject:** **2045 Population and Housing Allocation Reconciliation**

### SUMMARY

In spring 2023, the Planned Growth Committee approved population and housing allocations for recommendation to the Board of County Commissioners (BOCC). At that time, City of Chehalis had requested a 2045 population allocation of 23,000 people. In June 2023, the BOCC approved the recommended population and housing allocations, including Chehalis's requested population via Ordinance 1346.

In May 2024, the City of Chehalis provide the Land Capacity Analysis (LCA) as required by the Growth Management Act to the County. The LCA revealed that the existing city limits and UGA could only accommodate an additional 3,754 residents. Therefore, the 20-year population allocation based on the existing city limits and UGA should have been 9,845 existing residents plus 3,754 new residents for a total of 13,599. City of Chehalis has requested that the BOCC reconcile the population and housing allocations to allocated 13,500 people to Chehalis.

### BACKGROUND

The county is responsible for allocating future urban growth to each city and the unincorporated areas of Lewis County. The Office of Financial Management (OFM) provides a high, medium and low population projection for the next 20-years. The medium population forecast is considered to be the mostly likely, the high and low are statistical deviations. Lewis County, in consultation with the cities, must pick the population forecast from within the OFM estimated range or petition for a revisions to the projections.

House Bill 1220 (HB1220) amended the Growth Management Act (GMA) to instruct local governments to "plan for and accommodate housing affordable to all economic segments of the population of the state." HB1220 also directed the Department of Commerce (Commerce) to provide guidance to local jurisdictions regarding how to meet the new requirements of GMA. Commerce developed a model to help counties allocate housing need to each jurisdiction.

## ANALYSIS

Lewis County Community Development staff updated the population and housing allocations based on a reduction to the City of Chehalis 2045 allocation from 23,000 people to 13,500 people. No other city or county allocations were adjusted. Table 1 is the updated 2045 Population Allocations.

**Table 1: Lewis County 2045 Population Allocation RECONCILIATION**

City	2022 Total Population	2045 Population Allocation	20-Year Population Increase	20-Year Growth Rate
Centralia	22,376	24,000	1,624	7.26%
Chehalis	9,845	13,500	3,655	37.13%
Morton	1,302	1,351	49	3.75%
Mossyrock	906	1,058	152	16.78%
Napavine	1,969	2,978	1,009	51.24%
Pe Ell	658	680	22	3.30%
Toledo	747	2,537	1,790	239.63%
Vader	899	1,110	211	23.47%
Winlock	2,115	4,756	2,641	124.87%
<b>Total City</b>	<b>40,817</b>	<b>51,969</b>	<b>11,152</b>	<b>27.32%</b>
Onalaska UGA	562	700	138	24.56%
Packwood LAMIRDs	910	1,200	290	31.87%
Other Rural	41,157	40,479	794	2.00%
<b>Total Unincorporated</b>	<b>42,629</b>	<b>42,379</b>	<b>1,222</b>	<b>2.97%</b>
<b>Total Lewis County</b>	<b>83,446</b>	<b>94,348</b>	<b>12,374</b>	<b>13.06%</b>

The housing allocations are based entirely on population allocation. Using the results from Table 1, staff entered the reconciled populations into the Department of Commerce HAPT Model, Method C. The HAPT model uses the percent share of county population growth to calculate housing need; therefore, because the total countywide population allocation and growth rate changed, the percent share of growth for each city also changed. This results in a shift to all of the city's housing allocations. In addition, because the Onalaska UGA and Packwood LAMIRD are allocated a 2045 population, both unincorporated small towns are now included in the housing allocations. Table 2 are the updated Housing Allocations.

Table 3 is a comparison between the housing allocations adopted in June 2023 and the proposed reconciled housing allocations. Nearly all allocations remained the same with two exceptions. Chehalis saw a decrease in all housing allocations, as expected. Centralia, Mossyrock, Napavine, Toledo, Vader and Winlock saw a decrease in housing allocated to the >120% income bracket. And unincorporated Lewis County saw an increase in housing allocated to the >30-50% and >50-80% income brackets.

**Table 2: Lewis County 2045 Housing Allocation RECONCILIATION**

Total 2045 Population = 94,348			Permanent Housing Needs by % of Area Median Income							Emergency Housing
			0-30%							
		Total	Non-PSH	PSH	>30-50%	>50-80%	>80-100%	>100-120%	>120%	
Unincorporated Lewis County	Estimated Housing Supply (2020)	19,519	667	25	3,146	4,704	2,798	2,016	6,163	0
	Allocation Method C (2020-2045)	570	88	38	272	68	28	23	53	21
<i>Onalaska UGA</i>	<i>Portion of Unincorporated Allocation</i>	<i>64</i>	<i>27</i>	<i>11</i>	<i>88</i>	<i>29</i>	<i>3</i>	<i>3</i>	<i>6</i>	<i>4</i>
<i>Packwood LAMIRD</i>	<i>Portion of Unincorporated Allocation</i>	<i>135</i>	<i>61</i>	<i>27</i>	<i>184</i>	<i>39</i>	<i>7</i>	<i>5</i>	<i>13</i>	<i>17</i>
City of Centralia	Estimated Housing Supply (2020)	7,593	578	14	1,614	3,154	1,153	302	778	38
	Allocation Method C (2020-2045)	758	227	184	0	0	0	134	213	78
City of Chehalis	Estimated Housing Supply (2020)	3,139	140	0	442	1,537	509	140	371	22
	Allocation Method C (2020-2045)	1,707	537	263	341	192	71	55	248	142
City of Morton	Estimated Housing Supply (2020)	506	16	0	167	221	69	8	25	0
	Allocation Method C (2020-2045)	23	5	1	4	3	2	1	7	1
City of Mossyrock	Estimated Housing Supply (2020)	322	10	0	160	108	14	7	23	0
	Allocation Method C (2020-2045)	71	16	5	12	7	5	4	23	4
City of Napavine	Estimated Housing Supply (2020)	718	11	0	135	286	120	42	124	0
	Allocation Method C (2020-2045)	471	89	28	90	75	28	32	129	16
City of Pe Ell	Estimated Housing Supply (2020)	284	6	0	90	157	9	6	16	0
	Allocation Method C (2020-2045)	10	2	1	2	1	1	1	3	1
City of Toledo	Estimated Housing Supply (2020)	303	5	0	64	152	30	13	39	0
	Allocation Method C (2020-2045)	836	92	27	139	210	125	40	202	16
City of Vader	Estimated Housing Supply (2020)	257	0	0	100	90	43	6	18	0
	Allocation Method C (2020-2045)	99	30	7	0	6	2	10	44	5
City of Winlock	Estimated Housing Supply (2020)	564	30	0	121	323	32	16	42	0
	Allocation Method C (2020-2045)	1,233	271	115	282	210	83	50	222	67
<b>Total</b>	<b>Sum of Allocations to Jurisdictions</b>	<b>5,778</b>	<b>1,357</b>	<b>670</b>	<b>1,141</b>	<b>773</b>	<b>344</b>	<b>350</b>	<b>1,144</b>	<b>352</b>
	<b>Percent of Sum of Allocations to Jurisdictions</b>	<b>100.02%</b>	<b>23.49%</b>	<b>11.59%</b>	<b>19.75%</b>	<b>13.38%</b>	<b>5.95%</b>	<b>6.05%</b>	<b>19.80%</b>	<b>6.09%</b>

**Table 3: Comparison Housing Allocation Ordinance 1346 to RECONCILIATION**

			Permanent Housing Needs by % of Area Median Income							Emergency Housing
			0-30%							
Total 2045 Population = 94,348			Non-PSH	PSH	>30-50%	>50-80%	>80-100%	>100-120%	>120%	
		Total								
Unincorporated Lewis County	Estimated Housing Supply (2020)	0	0	0	0	0	0	0	0	0
	Allocation Method C (2020-2045)	167	0	0	157	10	0	0	0	0
Onalaska UGA	Portion of Unincorporated Allocation	0	0	0	0	0	0	0	0	0
Packwood LAMIRD	Portion of Unincorporated Allocation	0	0	0	0	0	0	0	0	0
City of Centralia	Estimated Housing Supply (2020)	0	0	0	0	0	0	0	0	0
	Allocation Method C (2020-2045)	-9	0	0	0	0	0	0	-9	0
City of Chehalis	Estimated Housing Supply (2020)	0	0	0	0	0	0	0	0	0
	Allocation Method C (2020-2045)	-4,508	-853	-300	-659	-708	-354	-225	-1,409	-190
City of Morton	Estimated Housing Supply (2020)	0	0	0	0	0	0	0	0	0
	Allocation Method C (2020-2045)	0	0	0	0	0	0	0	0	0
City of Mossyrock	Estimated Housing Supply (2020)	0	0	0	0	0	0	0	0	0
	Allocation Method C (2020-2045)	-1	0	0	0	0	0	0	-1	0
City of Napavine	Estimated Housing Supply (2020)	0	0	0	0	0	0	0	0	0
	Allocation Method C (2020-2045)	-6	0	0	0	0	0	0	-6	0
City of Pe Ell	Estimated Housing Supply (2020)	0	0	0	0	0	0	0	0	0
	Allocation Method C (2020-2045)	0	0	0	0	0	0	0	0	0
City of Toledo	Estimated Housing Supply (2020)	0	0	0	0	0	0	0	0	0
	Allocation Method C (2020-2045)	-9	0	0	0	0	0	0	-9	0
City of Vader	Estimated Housing Supply (2020)	0	0	0	0	0	0	0	0	0
	Allocation Method C (2020-2045)	-1	0	0	0	0	0	0	-1	0
City of Winlock	Estimated Housing Supply (2020)	0	0	0	0	0	0	0	0	0
	Allocation Method C (2020-2045)	-15	0	0	0	0	0	0	-15	0

# Appendix E: Interview Questions for Homeless Participants

- **Orientation**

My name is Eric Eisenberg. Lewis County hired me to revise their plan for helping to house homeless people. I want to talk to people who have personally experienced being homeless, because you know a lot about it in a way no one else does. Would you be willing to tell me a little about your personal experience and answer some questions? In exchange for your time, I will give you a \$25 prepaid visa card per half hour of conversation.

The time is \_\_\_\_\_ AM / PM.

- **Tell me a little about yourself. If I ask you a question that you don't want to answer, or you only want to answer in a general way, that is okay.**

What is your name? \_\_\_\_\_

Are you willing to give me your age? \_\_\_\_\_

What's one important thing you think I should know about you? Or more than one, if you want.

\_\_\_\_\_

Where generally are you staying or sleeping now? \_\_\_\_\_

How long have you been there? \_\_\_\_\_

Where were you staying/sleeping before that? \_\_\_\_\_

Is there anything that has a big influence on how you think about your living situation or your opinions, that you want me to know about up front? I am just trying to get a sense of where you will be coming from, when we talk about more specific things.

\_\_\_\_\_

- **Prevent episodes of homelessness whenever possible**

This year, the state is putting a lot of emphasis on trying to prevent people from becoming homeless in the first place, so the county plan has to reflect that.

Before you became homeless on this occasion, where were you staying? General is okay, if you'd prefer (e.g., "on my friend's couch")

\_\_\_\_\_

About how long had you been there? \_\_\_\_\_

Did you leave by choice, or were you made to leave? \_\_\_\_\_

If you are willing to tell me why, why? \_\_\_\_\_

Is there anything that could have helped you to stay? \_\_\_\_\_

Were you working at that time? \_\_\_\_\_

Did you get any kind(s) of help or assistance then? \_\_\_\_\_

If so, what was it? How did it work? \_\_\_\_\_

Did it help you, and how? \_\_\_\_\_

Is there anything that would have made it work better? \_\_\_\_\_

Why did it not ultimately work to prevent you from having to leave?

Is there any kind of help or assistance you wish you had received, but didn't?

Did you know of other types of help or assistance out there that you did not get?

Did you want them? Why or why not? \_\_\_\_\_

Did you try to get them? \_\_\_\_\_

What prevented you from getting that help? \_\_\_\_\_

What could have helped you better? \_\_\_\_\_

Is there anything that you think could have prevented you from becoming homeless this time? \_\_\_\_\_

Is there anyone else whose situation you know about, that you think you'd want to similar questions about their situation? If so, tell me about it.

Anything else about how to make homeless prevention work better?

- **Prioritize assistance based on the greatest barriers to housing stability and the greatest risk of harm &**
- **Seek to house everyone in a stable setting that meets their needs**

Let's switch gears. One of the goals is to prioritize people who have the biggest issues preventing them from finding housing ("barriers"), or who are most at risk of harm.

For you and the people you know who don't have housing, do you think we are reaching the people with the biggest barriers, or who are most at risk of harm? Why or why not?

What could the County do to help you or those people better? \_\_\_\_\_

Are there types of barriers to housing that you think are being addressed well / badly?

---

Are there types of risks that you think are being addressed well / badly?

---

Who do you think is being helped the most / the least by homeless services?

---

For you and the people you know who don't have housing, when you/they *do* get housing of some kind (shelter or other housing), does it meet their needs? Why or why not?

---

What could be done to make that housing meet your needs better? How about the needs of others you know?

---

Is there a particular type of housing that you think would work best for you?

---

Is there a particular type of housing that you think would work best for other people you know who do not have housing?

---

Anything else you want to add about how to prioritize people with the biggest barriers or greatest risks of harm, or how to make housing meet people's needs better?

---

- **Promote an equitable, accountable and transparent homeless crisis response system**

The next set of questions is about how homeless services are going in Lewis County. What kind of services have you sought or received in Lewis County? Are you familiar with any other services beyond those you have received, and if so, which ones?

---

The homeless services system is supposed to be fair, accountable, and transparent. For you and people you know, do you think homeless services are delivered in a fair way? Why or why not?

---

Anything that would make them fairer?

---

Let's talk accountability. Say you get services from someone and you think they were done badly or wrong. Is there someone to complain to about it?

---

Why about others you know or know of? Do service providers have accountability for the help they provide? Why or why not?

---

Anything you think could make homeless services more accountable to you, to others being served, or to the county?

---

Now, for transparency. Do you know where to go to seek help if you need it?

---

Do you think that people who are homeless here generally know where to seek help?

---

When you have gotten help, or seen other get help, is it clear what kind of help they will get? Do you or others understand what is going on when you seek help?

---

What would make it more transparent where to get help, and what kind of help is available at each place?

---

Anything else you want to add about make homeless services in Lewis County fairer, more accountable, or more transparent?

---

- **Strengthen the homeless service provider workforce**

New this year, the county is supposed to include things in its plan about strengthening the homeless service provider workforce. What do you think of the people who provide services here?

---

Are there any gaps in services? Like, do you wish there were more people trained in X, Y, or Z?

---

Are we doing enough to keep good people and teach them to be better?

---

Any ideas for how we should do that?

---

What would make the people providing services in Lewis County better, for you and others you know who are homeless or at risk of being homeless?

---

Anything else you want to add about strengthening the homeless services workforce?

---

- **Prioritization of Capital Projects**

New this year, the county five-year plan is supposed to include rules for what sort of housing ought to be built to help homeless people find a place to live.

What kind of housing do you think would help you, if it were built? Why is that?

---

What about other people you see or know of who are homeless---are there any kinds of housing that would be helpful to them? Why is that?

---

For you or others you know, are there other things than just housing that we should make part of the housing we seek to have built? E.g., services to be included?

---

Say we have two different groups that each want to build some housing for people who are homeless, but we only have money to fund one of them. Do you have any thoughts on how we should pick between them? What rules should we use for that choice?

---

- **Stakeholder engagement**

Is there anything you wish I had asked you that I didn't?

---

Any other thoughts you would like to share?

---

Anybody else you think I should talk to?

---

- **Closeout**

That is it! The time is now: \_\_\_\_\_

Thank you so much. Let's fill out the sheet to get you your payment for today's work.

# **Adopting and Notice Resolutions**

**BEFORE THE BOARD OF COUNTY COMMISSIONERS  
LEWIS COUNTY, WASHINGTON**

**IN THE MATTER OF:**

RESOLUTION NO. 25-391

ADOPTING A REVISED 5-YEAR HOMELESSNESS  
SERVICES PLAN FOR 2025-2030

**WHEREAS**, Lewis County adopted a 5-year Homelessness Services Plan spanning 2019-2024 in accordance with RCW 43.185C.050; and

**WHEREAS**, such plans must be revised pursuant to state guidance for the period of 2025-2030 by the end of 2025, but Commerce granted Lewis County an extension until February 15, 2026, to accept additional public and stakeholder input; and

**WHEREAS**, a draft revised plan was published and publicized, and written and oral comment were accepted on the draft for thirty days before a public hearing; and

**WHEREAS**, the Lewis County Commissioners reviewed the draft revised plan and considered the public comment, testimony and other matters at the hearing today, and made such changes to the plan as they found appropriate to incorporate input.

**NOW THEREFORE BE IT RESOLVED** that the attached plan, together with any amendments moved and decided upon at the hearing, is hereby adopted as the Lewis County 5-year Homelessness Services Plan for 2025-2030. Lewis County Public Health & Social Services staff or consultants are directed to finalize the adopted plan; to transmit a clean copy of it to any required recipients; and to post such plan on the Lewis County website.

DONE IN OPEN SESSION this 23rd day of December, 2025.

APPROVED AS TO FORM:  
Jonathan Meyer, Prosecuting Attorney

BOARD OF COUNTY COMMISSIONERS  
LEWIS COUNTY, WASHINGTON

David Bailey  
By: David Bailey,  
Chief Civil Deputy Prosecuting Attorney

Scott J. Brummer  
Scott J. Brummer, Chair

ATTEST:



Lindsey R. Pollock, DVM  
Lindsey R. Pollock, DVM, Vice Chair

Rieva Lester, CMC  
Rieva Lester, CMC,  
Clerk of the Lewis County Board of  
County Commissioners

Absent  
Sean D. Swope, Commissioner

**BEFORE THE BOARD OF COUNTY COMMISSIONERS  
LEWIS COUNTY, WASHINGTON**

**IN THE MATTER OF:**

NOTICE OF A PUBLIC HEARING ON A REVISION  
TO LEWIS COUNTY'S 5-YEAR HOMELESSNESS  
SERVICES PLAN

RESOLUTION NO. 25-307

**WHEREAS**, Lewis County adopted a 5-year Homelessness Services Plan spanning 2019-2024 in accordance with RCW 43.185C.050; and

**WHEREAS**, such plans must be revised pursuant to state guidance for the period of 2025-2030 by the end of 2025; and

**WHEREAS**, a draft revised plan will be available, on or before November 15, for review and public input in preparation for potential amendment and adoption, at this site: <https://lewiscountywa.gov/offices/commissioners/bocc-legal-notices/> .

**NOW THEREFORE BE IT RESOLVED** that the public is hereby given notice and invited to review the draft plan and submit written and oral comment on it for consideration by the Board of County Commissioners when amending and/or adopting the revised plan. Written public comment will be accepted from 8 a.m. Nov. 15, 2025, until 10 a.m. Dec. 23, 2025, and should be submitted via email to [eric.eisenberg@lewiscountywa.gov](mailto:eric.eisenberg@lewiscountywa.gov) or in writing, c/o Eric Eisenberg, to the Board of County Commissioners' office on the second floor of 351 NW North St, Chehalis, WA 98532, or at the hearing. Written comment should be clearly marked "Written comment for 5-Year Plan Hearing"; and

**NOW THEREFORE BE IT FURTHER RESOLVED** A public hearing shall be held at or after 10 a.m. December 23, 2025, in the Lewis County Historic Courthouse, 351 NW North St, second floor, Chehalis, Wash. Oral comment will be taken at the hearing and may be accompanied by submitted materials. The Clerk of the Board is directed to proceed with all appropriate notices and publications.

DONE IN OPEN SESSION this 4th day of November, 2025.

APPROVED AS TO FORM:  
Jonathan Meyer, Prosecuting Attorney

BOARD OF COUNTY COMMISSIONERS  
LEWIS COUNTY, WASHINGTON

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County Commissioners

Sean D. Swope  
Sean D. Swope, Commissioner

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**NOTICE OF PUBLIC HEARING**  
**Before the**  
**LEWIS COUNTY BOARD OF COUNTY COMMISSIONERS**

**NOTICE IS HEREBY GIVEN** that the **LEWIS COUNTY BOARD OF COUNTY COMMISSIONERS** will hold a public hearing on **December 23, 2025**, for the purpose of receiving public testimony on a revised 5-year Homelessness Services Plan, for amendment and/or adoption at that hearing.

The draft plan is available at <https://lewiscountywa.gov/offices/commissioners/bocc-legal-notice/> for review.

The hearing will be held on or after 10:00 A.M. on Tuesday, December 23, 2025, in the Commissioners' Hearing Room, on the second floor of the Lewis County Courthouse, 351 NW North St, Chehalis, WA. Oral public comment will be accepted at the hearing and may be accompanied by submitted materials.

Written public comment will be accepted from the date of publication November 15, 2025 at 8:00 A.M. until December 23, 2025 at 10:00 A.M, and should be submitted via email to [eric.eisenberg@lewiscountywa.gov](mailto:eric.eisenberg@lewiscountywa.gov) or in writing, c/o Eric Eisenberg, to the Board of County Commissioners' office on the second floor of 351 NW North St, Chehalis, WA 98532. Written comment should be clearly marked "Written comment for 5-Year Plan Hearing."

*This meeting site is barrier free. People needing special assistance or accommodations should contact the Board of County Commissioners Office in advance of the meeting.  
Phone: (360) 740-1120*

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PUBLISH: The Chronicle, November 15, 2025.