

**JEFFERSON COUNTY
BOARD OF COUNTY COMMISSIONERS**

AGENDA REQUEST

TO: Board of County Commissioners

FROM: Carolyn Gallaway, Clerk of the Board

DATE: November 3, 2025

SUBJECT: **HEARING NOTICE** re: Joint Special Meeting of the Jefferson County Commissioners and the Port Townsend City Council regarding the 5-Year (2025-2030) Homeless and Affordable Housing Services Plan, scheduled for December 8, 2025 at 6:00 p.m. in the Port Townsend Council Chambers, located at 540 Water Street, Port Townsend, WA 98368 (HYBRID)

STATEMENT OF ISSUE: The Housing Task Force was established to develop a draft 5-Year (2025–2030) Homeless and Affordable Housing Services Plan. Between May and October 2025, the Task Force met regularly and completed a draft of the plan. Oversight for this work was provided by the Jefferson County and City of Port Townsend Housing Fund Board (HFB).

On October 29, 2025, the HFB reviewed and refined the draft plan, ultimately voting to recommend forwarding it to the City of Port Townsend and Jefferson County for consideration and final adoption following a public hearing.

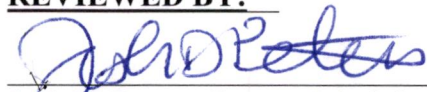
ANALYSIS: According to Washington State Department of Commerce guidelines, adoption of the 5-Year Plan requires publication of a Public Hearing Notice at least 30 days prior to the scheduled hearing.

Staff from the City of Port Townsend and Jefferson County have coordinated to hold a joint public hearing on December 8, 2025, at 6:00 p.m. in the Port Townsend City Council Chambers. This joint session will provide an opportunity for public comment before final approval of the 5-Year Plan.

RECOMMENDATION: Approve the Public Hearing Notice for the Joint Special Meeting of the Jefferson County Board of Commissioners and the Port Townsend City Council, regarding the 5-Year (2025–2030) Homeless and Affordable Housing Services Plan, scheduled for December 8, 2025, at 6:00 p.m.

The hearing will be held in the Port Townsend City Council Chambers, located at 540 Water Street, Port Townsend, WA 98368, and will be conducted in a hybrid format.

REVIEWED BY:



Josh D. Peters, County Administrator

10/31/25

Please publish 2 times: Wednesday(s), November 5, and 12, 2025

Contact Person: Adiel McKnight
Bill to: Jefferson County Commissioners Office
P.O. Box 1220
Port Townsend, WA 98368

NOTICE OF PUBLIC HEARING

Jefferson County and Port Townsend 5-Year (2025-2030)
Homeless and Affordable Housing Services Plan

NOTICE IS HEREBY GIVEN that a public hearing is scheduled by the Jefferson County Board of Commissioners (BOCC) for **MONDAY, December 8, 2025 at 6:00 pm.** in City Hall's Council Chambers, 540 Water Street, Port Townsend, WA 98368 (HYBRID). Notice of said hearing is to be published in the official newspaper of Jefferson County.

The Housing Task Force has created a draft 5-year local homeless housing plan for the City and County. The plan provides goals, strategies, and actions to reduce homelessness and housing insecurity within the entire county. The BOCC and City Council must hold a public hearing regarding the proposed plan. This agenda item is to approve the public notice only; the individual changes will be reviewed at the public hearing.

You are welcome to participate in this hearing. You will need to join the meeting by 6:00 p.m. using the following methods: **VIRTUALLY:** Via the following Zoom, link: <https://zoom.us/j/98187633367> (enter the Webinar ID 98187633367); or **IN-PERSON** at the address listed above.

In addition, written testimony is also invited beginning on November 3, 2025, and ending on December 8, 2025, at the end of the Public Hearing, unless extended by the Board of County Commissioners. Written public testimony may be submitted **Email to:** jeffbocc@co.jefferson.wa.us You may view documents and testimony received by visiting: www.co.jefferson.wa.us and following this pathway – Services – Laserfiche Web Portal (username and password is: public) – Board of Commissioners – BOCC Agenda Packets – 2025 Weekly Agenda Items – 08 December 2025 – 120825 – HEARING re: 5-Year Plan

You can also **Mail** your testimony to: Jefferson County Commissioners' Office; P.O. Box 1220, Port Townsend, WA 98368. Written testimony must be received by the Board of County Commissioners by the end of the hearing testimony period.

Signed this 3rd day of November, 2025.

JEFFERSON COUNTY
BOARD OF COMMISSIONERS
/S/Heidi Eisenhour, Chair

2025-2030 Jefferson County Homeless & Affordable Housing Services Plan

Jefferson County Housing Task Force of the
Joint City of Port Townsend/Jefferson County
Housing Fund Board

10-30-2025

TABLE OF CONTENTS

Acknowledgments	i
Acronyms	ii
Introduction	1
Extent, Impacts, and Causes of Homelessness and Affordable Housing Crises in Jefferson County	2
Jefferson County's Homeless Crisis Response	9
Development of This Plan	15
Plan Objectives, Strategies and Actions	18
Objective 1: Strengthen the Homeless Service Provider Workforce	18
Objective 2: Promote an Equitable, Accountable, and Transparent Homeless Crisis Response System	21
Objective 3: Prioritize Assistance Based on the Greatest Barriers to Housing Stability and the Greatest Risk of Harm	24
Objective 4: Prevent Episodes of Homelessness Whenever Possible	28
Objective 5: Seek to House Everyone in a Stable Setting That Meets Their Needs	31
Additional Plan Elements	34
Appendices	39
Appendix A: Record of Public Engagement	40
Appendix B: 2024-2025 Qualitative Needs Assessment Findings	46
Appendix C: Estimates of Service Level	49
Appendix D: Prioritization Criteria of Homeless Housing Capital Projects	52
Appendix E: Survey of Fund Sources	
Appendix F: Estimates of Permanent and Emergency Housing Needs	56
Appendix G: Strategies and Actions Cross-Referenced to Needs	61
Appendix H: Timeline Chart	63
Appendix I: Index of Action Leads	65

ACKNOWLEDGEMENTS

The Joint City of Port Townsend/Jefferson County Housing Fund Board acknowledges the following individuals and groups for their support in the development of the Homeless and Affordable Housing Services Plan.

Thank you to the Housing Task Force members and alternates:

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Thank you to all those who participated by offering their expertise and insight on the plan:

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Tonia Burkett, Usawa Consulting, Engage JC

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Melannie Jackson, Board, Community Build, Executive Pastor, New Life Church
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Jamie Maciejewski, Executive Director, Habitat for Humanity of East Jefferson County

Kathy Morgan, Executive Director, Olympic Housing Trust

Luis Sierra, ROC Northwest

Special gratitude goes out to the over 40 lived experts who informed the plan's development and the many who participated in the Needs Assessments.

ACRONYMS

ACS	American Community Survey
AH	Affordable Housing
AMI	Area Median Income
BIPOC	Black, Indigenous, and other People Of Color
BLMJC	Black Lives Matter of Jefferson County
BOCC	Board of County Commissioners
CEAB	Coordinated Entry Advisory Board
CHG	Consolidated Homeless Grant
CHIP	Connecting Housing to Infrastructure Program
CoC	Continuum of Care
CPP	Countywide Planning Policies
DSHS	Department of Social and Health Services
EH	Emergency Housing
EJC	East Jefferson County
GMA	Growth Management Act
HAPT	Housing for All Planning Tool (WA Department of Commerce)
HFB	Housing Fund Board
HMIS	Homeless Management Information System
HRS	Homeless Response System
HSN	Housing Solutions Network
HSP	Housing Service Provider
JCC	Jefferson County Code
JCIRA	Jefferson County Immigrant Rights Association

LGBTQ+	Lesbian, Gay, Bisexual, Transgender, Queer, plus (i.e., other gender identities)
LAP	Land Acquisition Program
MFTE	Multi-Family Tax Exemption
OHT	Olympic Housing Trust
OlyCAP	Olympic Community Action Programs
PGM	People of the Global Majority
PHA	Peninsula Housing Authority
PIT	Point-in-Time
PSH	Permanent Supportive Housing
PT	Port Townsend
PTMC	Port Townsend Municipal Code
REAL	Recovery, Empowerment, Advocacy, and Linkage
RCW	Revised Code of Washington
REPAH	Real Estate Professionals for Affordable Housing
RFP	Request For Proposals
ROC	Resident Owned Communities
TH	Transitional Housing
VASH	Veteran Affairs Supportive Housing
YMCA	Young Men's Christian Association
WSHFC	Washington State Housing Finance Commission

INTRODUCTION

The 2025-2030 Jefferson County Homeless and Affordable Housing Services Plan addresses the need for concerted action to reduce homelessness and housing instability in Jefferson County. While considerable progress has been made in expanding and strengthening the Homeless Response System (HRS) over the past five years, housing stability for many low-income households in Jefferson County remains painfully out of reach.

The 2025-2030 Homeless and Affordable Housing Services Plan presents strategies and actions for laying a strong foundation to secure long-term success in significantly reducing homelessness and housing insecurity leading to homelessness. The plan is focused on 5 objectives:

- Strengthening the homeless service provider workforce.
- Promoting an equitable, accountable and transparent homeless crisis response system.
- Prioritizing assistance based on the greatest barriers to housing stability and the greatest risk of harm.
- Preventing episodes of homelessness whenever possible.
- Seeking to house everyone in a stable setting that meets their needs.

In developing this plan, the Housing Task Force sought to identify needs-driven, resource-conscious, and actionable strategies for creating pathways to permanent housing by involving a wide cross-section of HRS stakeholders. Appendix A, Documentation of Public Engagement, provides a record of public engagement that supported the plan's development.

The Housing Task Force convened by the Joint City of Port Townsend/ Jefferson County Housing Fund Board for the purpose of creating this plan is comprised of 17 HRS and Affordable Housing stakeholders, including two lived experts.¹ The Housing Fund Board's responsibilities include overseeing the plan's development and implementation for the city and county.

¹ The City of Port Townsend is the sole incorporated city in Jefferson County. Two elected city council members participated in the planning process as Housing Task Force members. See Appendix A, Record of Public Engagement, for a full listing of Task Force members.

EXTENT, IMPACTS AND CAUSES OF HOMELESSNESS AND AFFORDABLE HOUSING CRISES IN JEFFERSON COUNTY

Ending homelessness is a highly complex challenge. Because the individual, social, and economic drivers of homelessness all feed each other, a holistic, multi-pronged approach is required to create sustainable outcomes. There is no single cause or simple fix, and the needs of each person experiencing homelessness are often unique.

The twin crises of homelessness and affordable housing hugely impact Jefferson County. To put it simply, homelessness and housing insecurity generate trauma with consequences for the entire community.² The social and economic costs include:

- Increasing risk of interpersonal violence and traumatization
- Social isolation and loss of community connection
- Worsening mental and physical health and higher risk of untimely death
- Loss of essential workforce and lowered employment opportunities
- High rates of disconnected youth
- Increased rates and perpetuating cycles of incarceration

We can reduce these social and economic costs by building a strong support system for people experiencing homelessness or at risk of homelessness that includes preventing homelessness whenever possible and providing housing in a stable setting that meets people's needs.

The analysis below describes the current state of homelessness and housing insecurity in Jefferson County based on both quantitative and qualitative data gathered by the Housing Fund Board.

To design effective programs and policies, we need to understand who is experiencing it, how they became homeless, what their experiences are, and what is preventing them from exiting homelessness. To this end, the Housing Fund Board conducted a series of conversational meetings focused on the needs of different populations experiencing homelessness and housing instability that included both service providers and people with lived experience. Appendix B, the 2024-2025 Qualitative Housing Needs Assessment Findings, provides a summation of this research.

² The terms housing instability, housing insecurity and risk of homelessness are used interchangeably within this report and refer to not having a safe, affordable, stable and/or adequate home in which to live.

WHO EXPERIENCES HOMELESSNESS?

In Jefferson County, the average number of persons experiencing homelessness at some point during a six-month period has remained fairly stable since 2018 at just over 500 persons according to the Department of Commerce's Snapshot Reports of Homelessness.³ This equates to around 15 persons per 1000 population, below the state average of 17 persons per 1000 population.⁴

The annual Point in Time (PIT) Count numbers measure the number of homeless from a different standpoint – how many are homeless on a given night at the end of January. Of particular focus in the PIT Count are the people who live and sleep in places not ordinarily used as a living abode, such as in a car, park, bus or train station, or campground. These are referred to as unsheltered individuals and they tend to be the most visible part of the homeless population to the general public. On the other hand, key demographics, such as women, youth and families with children, tend to be undercounted as they often hide their homelessness for personal safety reasons.

In Jefferson, the annual PIT Count numbers reflected a downward shift in the number of unsheltered from 112 in 2022 and 79 in 2024 to 66 in 2025, possibly reflecting an increase in available Emergency and Transitional Housing beds.⁵

In Jefferson, there are also a significant number of underhoused individuals, persons whose homes are officially inadequate, for example, with no running water or electricity. There is no good way to count underhoused individuals (who are technically homeless) as many of them do not consider themselves homeless or seek HRS or other services.

Many of the underhoused are prime working-age adults in the age range of 25 to 54.⁶ They often serve essential functions in our workforce and take pride in

³ Washington State Department of Commerce Snapshot of Homelessness Reports, January 2019 through January 2025.

⁴ WA Affordable Housing Advisory Board 2023-2028 Housing Advisory Plan, Jefferson County Profile Data (2022)

⁵ Washington State Department of Commerce, PIT Results for 2025 and PIT Results 2006-2024

⁶ In Jefferson, a special term, "shed boys and girls", is used to identify underhoused prime workforce adults as there are so many. This term is also a historical reference dating to the early 2000s to a subculture of

their resourcefulness. However, in recent years, their situation has become more precarious as they are being priced out of even unpermitted dwellings, putting huge pressure on them to find ways to meet essential basic needs including safety.

When discussing the number of people experiencing homelessness, it's also of great importance to recognize that systemic inequalities cause housing instability, meaning different demographics are not equally affected.

Homelessness and housing insecurity disproportionately impact historically marginalized communities due to past and ongoing discrimination, economic inequality, and systemic bias. These include Black, Indigenous and other communities of color (BIPOC), immigrants, LGBTQ+ individuals, people with disabilities, women with children, and youth and younger adults.

Locally, the overrepresentation of Black and Native American populations experiencing homelessness underscores these disparities. Indigenous people are disproportionately represented in Jefferson County's homeless population at over three times their percentage in the general population and Black individuals at one-and-a-half times.⁷

Youth and young adults, ages 13–25, are at far greater risk of being launched directly into homelessness as soon as they leave school, foster care, or unstable family situations. Without the stability of a permanent home or a reliable support system, young adults 18–25 face barriers that compound quickly: disrupted education, inability to enter the workforce, unsafe living conditions, and exposure to exploitation. An even more fragile group are unaccompanied minors, some as young as 13, navigating homelessness without the presence or protection of a parent or guardian. These youth are at the highest risk of exploitation, trafficking, abuse, and long-term destabilization. Violence, particularly intimate partner violence, often leads directly to homelessness for survivors by forcing them to flee unsafe situations, while also creating economic and systemic barriers like job loss and housing discrimination that prevent them from securing stable housing. Conversely, the destabilization and lack of support inherent in homelessness

individuals who were known for their unconventional lifestyles, living in sheds or other makeshift housing in the woods without electricity or running water.

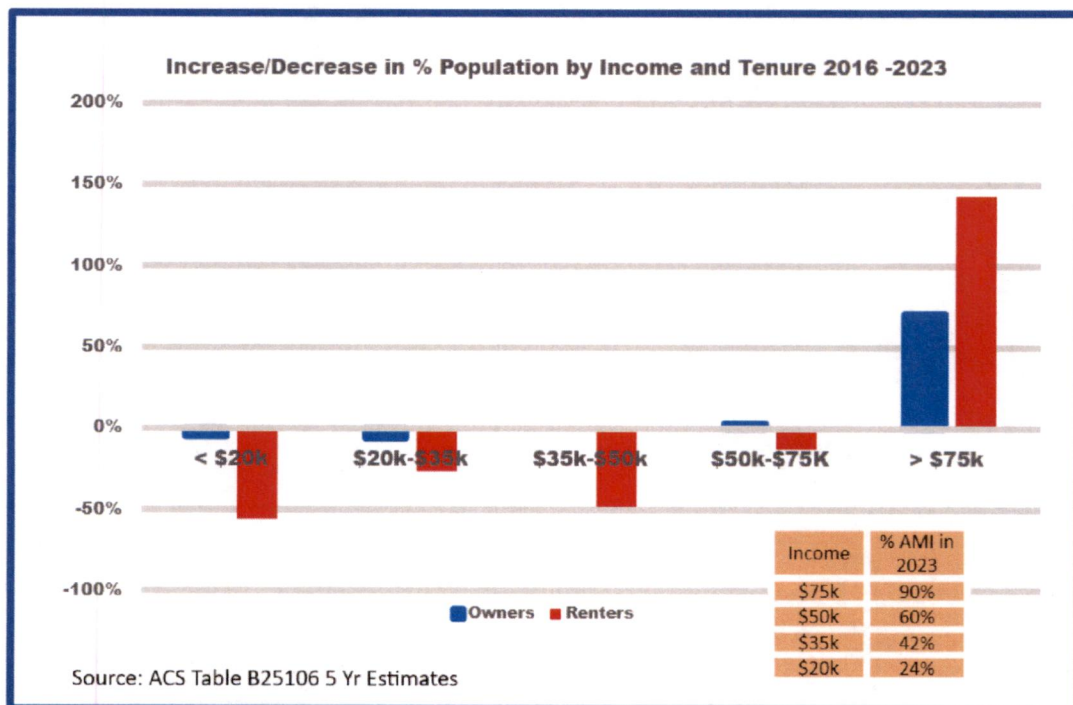
⁷ Washington State Department of Commerce Snapshot of Homelessness Reports, January 2024

can increase a person's vulnerability to new or ongoing violence and trauma, creating a destructive cycle.

WHO IS AT RISK OF HOMELESSNESS?

The number of people at risk of displacement or homelessness are many times greater than the number of unhoused. Housing displacement refers to the involuntary relocation of residents from their homes or neighborhoods for economic, physical, or cultural reasons. It is distinct from voluntary moves and is often associated with increasing rents as is the case in Jefferson County.

In Jefferson County, it is low-income renters who are being driven out of our community, as seen in the figure below. Between 2016 and 2023 the Jefferson County population of renters with incomes less than \$50,000 decreased by 1,116 people, a shrinkage of 32%.



Owning your home greatly depends on your access to resources, and access to resources depends on previous generations of housing policy that favored homeownership over renting as a means of building wealth. Unequal access to housing resources intersects with race. People of the Global Majority (PGM) are disproportionately low-income renters. In Jefferson, only 10% of Black households own their homes.

The incidence of cost-burden among renter households tells a similar story. Cost burden is when a household spends more than 30% of its income on housing costs, including rent, mortgage, utilities, and other fees. This burden leaves less money for other necessities and makes households more vulnerable to financial instability.

While homeownership is often considered to be the gold standard of housing security, homeownership is not guaranteed to be the most secure option. In Jefferson, there are approximately 4 times as many owner households as rental households below 100% Area Medium Income (AMI).⁸ That ratio has grown with renters being forced out of the county. Both renter and owner households in the 50 to 100% AMI range have seen significant increases in cost burden over the last six years and Jefferson County is increasing in the percentage of owner cost-burdened households while decreasing at the state and national levels.⁹

In Jefferson, the data shows that older adults (over 65), BIPOC/PGM, and families with minor children see higher rates of housing cost burden than other adults, white households, and families without children respectively.¹⁰

In developing housing strategies to prevent homelessness, it is important to consider both the incidence of cost burden and the number of households with these problems within each income-tenure category, and whether the incidence is rising among certain income groups.

In Jefferson, rental households below 80% AMI have the highest shares of housing cost burden. From 2016 to 2023, the number of cost-burdened renter households with incomes below 50% AMI decreased due to significant displacement (see above), while the cost burden for those in the 50-80% AMI bracket rose sharply from 35% to 75%.¹¹ These numbers inform the estimated housing needs the City and County are required to plan for in their Comprehensive Plans.¹²

⁸ PolicyMap Local Housing Solutions, Housing Needs Assessment Report, Jefferson County, May 2025

⁹ PolicyMap Local Housing Solutions, Housing Needs Assessment Report, Jefferson County, May 2025

¹⁰ WA Affordable Housing Advisory Board 2023-2028 Housing Advisory Plan, Jefferson County Profile Data; City of Port Townsend 2025 Housing Needs Analysis; Housing Solutions Network, Housing Jefferson's Economy Community Report

¹¹ PolicyMap Local Housing Solutions, Housing Needs Assessment Report, Jefferson County, May 2025.

¹² Department of Commerce, Housing for All Planning Tool (HAPT) excel spreadsheet,

WHAT ARE THE CAUSES OF HOMELESSNESS AND HOUSING INSECURITY?

Homelessness in Jefferson County reflects structural conditions that are endemic to U.S. housing markets as a whole. Here, as elsewhere, the lack of affordable rental housing is a primary structural driver of homelessness and displacement. This lack of rental housing drives rent increases.

Due to the same market pressures, homeownership is also increasingly out of reach for most all low-income households and for many moderate-income households. With fewer affordable homeownership options, downrenting (when moderate- and higher- income households occupy lower cost rental units) appears prevalent in Jefferson County. Meanwhile, the number of available rentals is shrinking as rentals are converted to homeownership opportunities and mainly sold to people coming from outside the county. Between 2012 and 2022 Jefferson County lost 748 rental units.¹³

A strained housing market puts a growing financial burden on renters and homeowners alike, leading to increased risk of displacement and homelessness. Similarly, economic insecurity heightens people's risk of homelessness. A sudden job loss or other financial emergency can trigger homelessness. As the overall cost of living climbs and people lose public-supported benefits such as Medicaid, we foresee a rise in homelessness.

The availability of and access to care and support, such as assistance with financial hardship, employment support, and health and behavioral health care guards against damaging circumstances, where a lack of adequate access to care and support creates disproportionate vulnerability. Meeting the intersecting needs of vulnerable populations such as youth, older adults, families with children, and people living with mental illness or substance use disorders, requires a depth of resources and coordinated service provision across different service delivery systems.

WHAT LOCAL FACTORS CONTRIBUTE TO HOMELESSNESS AND HOUSING INSECURITY?

Jefferson County is one of the most expensive and least affordable counties in Washington, especially when comparing its median home prices to local wages. In the first quarter of 2025, Jefferson County was 37th out of the 39

¹³ American Community Survey data, Table DP04

counties in Washington for affordability for both first time home buyers and homebuyers in general.¹⁴ The increasing gap between wages and housing costs means that an ever-growing percentage of the people who live here cannot afford to buy a home.

In turn, this makes competition for affordably priced rentals fierce. Many in the local Homeless Response System (HRS) workforce live in surrounding counties where rents are cheaper. Long commutes on two-lane highways to their jobs adds to the stress of their work and the lack of affordable housing makes it difficult to recruit and retain workers.

Another local factor that shapes housing outcomes is that a high percentage of the more affordable rentals are owned by small “mom and pop” private landlords. Studies show that these small landlords are less likely to evict tenants, contributing to increased housing stability and preventing displacement.¹⁵ At the same time, mom-and-pop landlords can face significant financial challenges, leading them to increase rents, defer maintenance, or sell their properties for home ownership.

On the demand side, Jefferson County is getting older. Of counties in Washington State, Jefferson has the highest share of the population age 65 and older with 26.3% in 2010 and 41.6% in 2022.¹⁶ Moreover, Jefferson’s share of over 65 households is more than twice that of Washington as a whole.¹⁷ This matters as the second largest predictor of homelessness in Washington counties is the percentage of the population 65 and over, after median rent for one-bedroom apartments.¹⁸ It is reflected in our homeless population where a disproportionate and growing share are older adults.

Finally, Jefferson County is a small rural county with a population of less than 35,000 (smaller than that of most of Washington’s cities). By state law, local governments must develop policies to prevent homelessness and displacement but, at the same time, the city’s and county’s resources to

¹⁴ Washington Center for Real Estate Research, Washington State Housing Market Report 1st Quarter 2025.

¹⁵ Henry Gomory, The Social and Institutional Contexts Underlying Landlords’ Eviction Practices, 2020.

¹⁶ ACS Table S010 2023 5-Year Estimate

¹⁷ PolicyMap Local Housing Solutions, Housing Needs Assessment Report, Jefferson County, May 2025

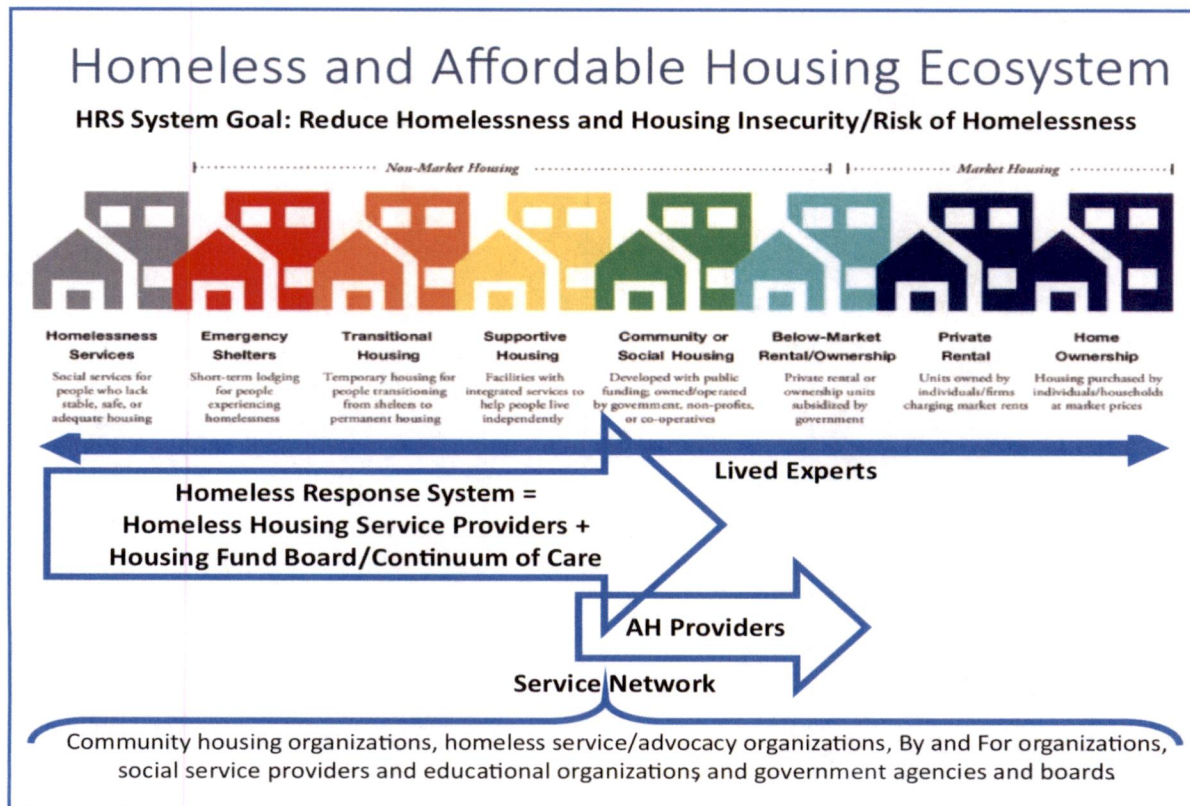
¹⁸ Washington State University, Status of Fact Finding Report Year 3, Pathways to Housing Security, <https://wpcdn.web.wsu.edu/wp-wsucahnrs/uploads/sites/2180/2023/11/2023-Status-of-Fact-Finding-Report.pdf>

develop a response to the homelessness and affordable housing crises are limited.

In practice, the city and county have relied on their partners, the housing service providers (HSPs), to develop solutions and allocate resources. Over the last five years, this has begun to shift in response to changes coming from above and below. From above, there are new Growth Management Act requirements for housing development and new guidance from the Department of Commerce on HRS management in addition to significant impacts from changes in federal government policy and funding priorities. From below, the need for coordination has grown as our local HRS response has evolved to include more HSPs and other service agencies providing services to the homeless and housing insecure, especially in the health, education and community sectors.

JEFFERSON COUNTY'S HOMELESS CRISIS RESPONSE

The figure below shows Jefferson County's HRS and Affordable Housing ecosystem in relation to the housing continuum.



The housing continuum is comprised of services that provide varying levels of support to individuals based on their housing stability and needs, ranging from homelessness prevention to permanent housing. A wide diversity of service and functional model types offer a comprehensive and adaptable approach to the complex needs of different populations. Each and every homeless and affordable housing provider in the system performs vital services in opening pathways to housing security.

By service type the Jefferson Homeless Response HRS and Affordable Housing ecosystem is supported by the following service providers:¹⁹

Homelessness Services focus on providing access to basic needs like food, hygiene facilities, health check-ups and transportation. Providers include: Bayside Housing & Services (Bayside), Reach Out! and the Winter Welcoming Center. They are closely supported by JC Mash, Discovery Behavioral Healthcare and the Jefferson County Public Health Department's Harm Reduction Unit.

Emergency Housing is intended to provide immediate, very short-term shelter during a crisis. Providers include: Bayside, Dove House Advocacy Services (Dove House), and the Olympic Community Action Partners (OlyCAP).

Transitional Housing offers temporary, stable housing (usually up to 24 months) and services to help people address challenges and prepare for permanent housing. Providers include: Bayside, Dove House, OlyCAP and OWL360.

Permanent Supportive Housing combines long-term, time-unlimited housing with ongoing support services for individuals with disabilities or chronic conditions who need consistent assistance to maintain stable housing. Providers include: Bayside and OlyCAP.

Community Housing is housing provided to low- and moderate-income households at below-market rates often through subsidies. Community housing models, run by either local non-profits or community organizations, offer both rental and ownership options. Some programs require income verification, while others do not. Providers include:

¹⁹ Known housing service providers in Jefferson County are referenced but the list may not be all inclusive.

Bayside, Community Build, Habitat of East Jefferson County (Habitat EJC), Hugging Tree Legacy, OlyCAP, Olympic Housing Trust (OHT), Peninsula Housing Authority (PHA) and Resident Owned Communities (ROC) Northwest.

Below-Market Rental/Ownership assistance programs, such as the Homelessness Prevention and Rapid Rehousing programs and Section 8 vouchers, help low- and moderate-income households secure stable housing in the private market by reducing their monthly housing costs through vouchers or direct cash payments. Providers include: OlyCAP, Opportunity Council (Jefferson), and PHA.

In addition, the **Housing Fund Board** and the **Continuum of Care (CoC)** have responsibility for overseeing, coordinating and supporting the Homeless Response System. A CoC is a collaborative regional group responsible for planning, coordinating and funding homeless assistance services within its geographic area, while the **CoC Lead** is a specific organization designated to handle the day-to-day administrative and operational functions of the CoC. Additional CoC Lead responsibilities include administering the **Homeless Management Information System (HMIS)** and the **Coordinated Entry Advisory Board (CEAB)**. In Jefferson County, the CoC Lead has historically been OlyCAP. In the past five years, the Housing Fund Board and its predecessor, the Affordable and Homeless Housing Task Force, have assumed many of the coordination, planning and plan implementation responsibilities.

Lived Experts – people with current or past experience in homelessness and housing insecurity – are essential partners in the effort to end homelessness. Their unique insights help to design, implement, and evaluate more effective and equitable programs.

Advocates and activists play a significant role in Jefferson County's homeless and affordable housing ecosystem by connecting individuals and families to resources and services for finding and maintaining stable housing. They also work on broader systemic change by lobbying for policies like increased affordable housing and tenant protections, and by educating the public and policymakers on issues related to homelessness.

Local governments set the standards for the siting and operations of emergency and affordable housing through their planning commissions and community development departments, helping to balance public safety, environmental concerns and housing needs. Both Jefferson County and the City of Port Townsend have worked to eliminate barriers to the siting of emergency housing facilities by updating their zoning codes, specifically Jefferson County Code (JCC) 18.20.385 and Port Townsend Municipal Code (PTMC) 17.62. In addition, the Washington State Growth Management Act (GMA) requires counties and cities to plan for housing development needs by income level in their Comprehensive Plans. This process is taking place in parallel to the development of this plan.

Lastly, service providers from other sectors and by-and-for and community organizations form a **service network** that is essential to addressing the multiple factors contributing to housing instability. (See Appendix A for a list of service network organizations participating in the 2024-2025 Qualitative Needs Assessment.)

From 2019 to 2024, huge gains were made to expand and strengthen the HRS and to increase affordable housing opportunities at the system level. Individual HSPs also have been successful in expanding their offerings and strengthening their programs. Significant achievements over the last five years, among others, include:

- Increasing the number of emergency and transitional beds by 59% to 184 beds and the number of permanent supportive housing units by 43% to 65 units.
- The authorization of the 1/10th of 1% Sales Tax for Affordable Housing in 2020 provided a much-needed locally-controlled funding source for capital development projects.
- The Winter Welcoming Center, OWL360's The Nest and Dove House's Recovery Café created spaces for people experiencing homelessness or are at risk of homelessness to engage with others in a safe environment.
- The county secured funds for the purchase of the Caswell-Brown property and leased the property to OlyCAP for the development of a new emergency housing facility, including a food preparation building, with services for up to 100 clients. Phase 3 of Caswell-Brown is scheduled to be completed in June 2026.

- The City of Port Townsend developed a model ordinance that allows siting of Emergency Housing Facilities in all residential zones.
- Jefferson County initiated a stock plans program of pre-approved designs that will reduce permitting timelines, cost, and noncompliance with local state and federal regulations.
- Community Build engaged hundreds of volunteers in building over 40 tiny shelters for tiny shelter villages owned and operated by Bayside and OlyCAP.
- Bayside secured \$8.6 million from the Washington Department of Commerce's Housing Trust Fund to build two permanent supportive and affordable mid-rise apartment buildings and a Land Acquisition Program (LAP) loan from the Washington State Housing Finance Commission (WSHFC) to purchase property for a third affordable and permanent supportive housing development.
- Habitat EJC, Bayside Housing & Services and the Olympic Housing Trust were all awarded Connecting Housing to Infrastructure Program (CHIP) grants by Commerce.
- OHT broke ground on the Dundee Hill Project, which will provide five permanently affordable townhomes.
- Bayside Housing & Services opened a free medical and mental health services clinic.
- OWL360 was founded in 2021 to provide the young people of Jefferson County opportunities for sustainable independence through a holistic targeted approach to serving young people, including affordable housing and support services, community connections, and programs.
- Habitat EJC implemented their pioneering permanently affordable housing model and will break ground on their Mason Street Neighborhood development of 136 permanently affordable homes for households in the 50-150% AMI income range in 2026.²⁰
- The Coordinated Entry Advisory Board (CEAB) and the Shelter Coalition were formed to advance coordinated service delivery. The CEAB helps people experiencing or at risk of homelessness access housing, shelter, and supportive services. The Shelter Coalition is providing operational

²⁰ Permanently affordable housing is essential for resolving the housing crisis because it creates a stable low- and moderate-income affordable housing stock compared to market-rate homes.

focus for service delivery to unsheltered and emergency housing clients by bringing together service providers from across service sectors.

The box below highlights the collective strengths of the HRS ecosystem identified in the Qualitative Housing Needs Assessment (see Appendix B).

Identified Strengths of HRS EcoSystem

1. **Diverse Housing Programs:** Multiple organizations provide emergency, transitional, and permanent housing options, such as OlyCAP, Bayside Housing, Dove House, OWL 360, Peninsula Housing Authority and Habitat of East Jefferson County.
2. **Targeted Services Aligned to Needs:** Programs tailored to specific populations, such as youth (OWL360), domestic violence survivors (Dove House), and individuals with substance use disorders (HARPS program) have been successful in serving their clients.
3. **Expansion of Innovative Housing Models:** Tiny shelter villages and global leases increase affordable housing supply without requiring expensive and lengthy new construction.
4. **Community-Based Initiatives:** Organizations like Housing Solutions Network, Community Build, and REPAH (Real Estate Professionals for Affordable Housing) focus on engaging the community in responding to the housing crisis.
5. **Cross-Sector Partnerships:** Collaboration between housing service providers, social service organizations, local government agencies and community-based organizations address intersecting needs.
6. **Advocacy and Equity Efforts:** By-and-for organizations like Jefferson County Immigrant Rights Advocates (JCIRA) and Black Lives Matter of Jefferson County (BLMJC) provide advocacy and support tailored to marginalized communities, including immigrants and BIPOC populations.²¹
7. **Data and Needs Assessment:** The Qualitative Housing Needs Assessment project and quantitative data analysis provide lived experience and service provider insights to inform policy and program design.

The most immediate challenge facing Jefferson County HRS and AH providers is the need to build and maintain service capacity at a time when funds are being cut. Overcoming this challenge requires both a focus on operational improvements and investment in longer-term solutions. This approach is

²¹ A "by-and-for" organization is one that is operated by and for a specific, often marginalized, community. These organizations are culturally based and substantially controlled by individuals from the community they serve, and their mission and programs are rooted in that community's values.

reflected in our strategies and actions for building a solid foundation for building long-term success.

DEVELOPMENT OF THIS PLAN

Washington state law requires that local governments adopt a five-year local homeless housing plan ("local plan") for their jurisdictional area. The local plan must include objectives, strategies, actions, milestones or performance measures and timelines to reduce homelessness within the county.

The local plan must also be consistent with guidance issued by the Department of Commerce (Commerce). To align local plans with the state's plan and across jurisdictions, the guidance specifies five objectives each plan must address:²²

- Strengthening the homeless service provider workforce.
- Promoting an equitable, accountable and transparent homeless crisis response system.
- Prioritizing assistance based on the greatest barriers to housing stability and the greatest risk of harm.
- Preventing episodes of homelessness whenever possible.
- Seeking to house everyone in a stable setting that meets their needs.

The Housing Fund Board decided to include affordable housing within the scope of this plan because the plan addresses housing insecurity and because affordable housing is the last step in the continuum of housing needs.

The process goals for local planning were three-fold. The plan should be:

- **Needs-driven**, that is, the plan should identify and address the specific needs of those experiencing homelessness and housing insecurity as identified in Jefferson's data and qualitative needs analyses.²³ This approach ensures that efforts and resources are focused on the areas where they will have the most significant impact.

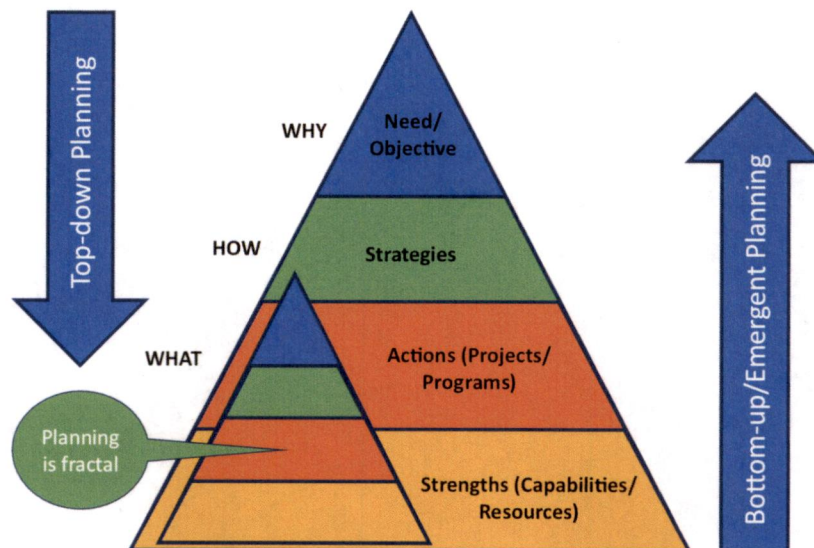
²² Washington State Department of Commerce's 2025-2030 Local Homeless Housing Plan Guidance

²³ The Quantitative Homeless and Affordable Housing Data Report for the Housing Task Force, City of Port Townsend and Jefferson County can be found at <https://www.co.jefferson.wa.us/1382/Housing-Fund-Board>

- **Resource-conscious**, that is, strategies and actions should be supported by the people, budget, time and capabilities needed to complete the plan's goals successfully.
- **Actionable**, that is, the strategies for achieving desired outcomes should be based on concrete actions defined by clear deliverables and measures of success that facilitate accountability and progress monitoring,

The Housing Task Force's planning framework is depicted in the diagram below. The Task Force's strategies and actions development process was both top-down and bottom-up. Top-down planning starts with high-level strategic goals set by leadership (in this plan, Commerce), while bottom-up planning begins with an assessment of capabilities (that is, strengths and resources). In addition, we recognize that planning is fractal, that is, the execution of high-level plans often requires the development of action plans.

Jefferson County 2025-2030 Planning Framework



For each objective, a team prepared a presentation to open discussion of the following questions:

- What are the major needs, barriers and gaps to address under this objective?
- What existing strengths (capabilities/resources) can we build on to address this objective? What additional capabilities/resources do we need?

- What are potential strategies and actions to address this objective?

The Task Force members were then asked to prioritize strategies and supporting actions. From this input, the strategies and actions were drafted and cross-referenced to the needs identified in the Qualitative Housing Needs Assessment (see Appendix G).

Lived experts and service providers not participating on the Task Force were invited to give feedback on the draft at two Listening Sessions, one for lived experts and one for service providers from all sectors.

The Housing Task Force in a final meeting then reviewed the draft plan in its entirety, whereon the draft plan was passed to the Housing Fund Board for recommendation to the City and County. As part of the final Task Force review, a timeline chart of actions was constructed (see Appendix H).

As the final step in adopting the plan, the City of Port Townsend (the only incorporated city in Jefferson County) will hold a public hearing on December 1st and a joint public hearing between the City and County will be held on December 8th, after which the plan will be submitted to Commerce.

OBJECTIVES, STRATEGIES AND ACTIONS

The objectives, strategies, actions and measures of success or performance below lay out a strategic, multi-faceted approach to helping individuals and families move from unstable or temporary living situations to safe, permanent, and affordable homes. This approach is referred to in the plan as building pathways to housing security.

The particular focus for this coming 5-year period was to lay a solid foundation for strengthening and expanding the HRS to successfully meet the housing needs of people experiencing homelessness and housing insecurity.

Objective 1: Strengthen the Homeless Service Provider Workforce

A compassionate approach to reducing homelessness and housing insecurity begins with ensuring the well-being of the frontline workers who directly provide homeless services and housing assistance. Housing service provider (HSP) workers regularly encounter trauma and grief when working with unhoused people and people at risk of becoming homeless. Fostering a workplace culture that respects HSP staff as the highly qualified professionals they are and that provides them with the necessary resources and support to do their jobs is essential to strengthening the HSP workforce. Strategies and actions to support this objective are:

A. Strategy: Create a peer support network for HSP staff to foster connections and share information on their work, the services they provide, resources, and skills.

Action 1.A.1: Form a Peer Network Committee to organize regular HSP network events where providers from different HSP agencies can develop supportive peer relationships. Events shall be designed based on input from participants on frequency, format, content and structure.

Measures of Success: Committee formed; High participation in events

Timeline/Milestone: June 2026 network event; ongoing

Lead/Responsible Party: Housing Fund Board's (HFB's) HSP Workforce Committee

Action 1.A.2: Foster a Homeless Response System (HRS) community of practice based on shared values and agreements using feedback circles to

create a safe and supportive environment for members to learn from each other, share insights and resources, and collectively improve their practices and contributions, particularly with the intent to address unsupportive work culture issues such as racialized dynamics, burnout and a lack of career mobility.

Measures of Success: Self-reported increased ability to access and share resources and solutions

Timeline/Milestone: 2028-2030

Lead/Responsible Party: HFB's HSP Workforce Committee

B. Strategy: Engage cross-system collaboration on training standards development and training provision.

Action 1.B.1: Generate, publish and maintain a list of training opportunities covering core competency trainings including trainings on trauma-responsive, anti-racism and client-centered service delivery.

Measures of Success: List of training opportunities distributed; Increase in percentage of staff receiving trainings

Timeline/Milestone: May 2026; ongoing

Lead/Responsible Party: HFB's HSP Workforce Committee

Action 1.B.2: Identify opportunities to collaborate on offering training services with the intent of offering expanded training opportunities and maximizing existing agency investment in training.

Measures of Success: Shared training offerings announcement; Increase in percentage of staff receiving trainings

Timeline/Milestone: May 2026; ongoing

Lead/Responsible Party: HFB's HSP Workforce Committee

Action 1.B.3: Coordinate and leverage Consolidated Homeless Grant (CHG) and other funding for shared training services, including identifying and funding locally developed trainings and "train the trainer" opportunities.

Measures of Success: Schedule for shared training offerings completed; Increase in leveraged training investment

Timeline/Milestone: August 2026; annually ongoing

Lead/Responsible Party: HFB's HSP Workforce Committee; Continuum of Care (CoC) Lead

C. Strategy: Incentivize HSP staff worker retention and career mobility practices.

Action 1.C.1: Support HSPs in implementing best practices to improve worker satisfaction and retention such as retention bonuses, housing support for housing-insecure HSP workers, work-life balance, and increased compensation through resource development. In particular, identify practices supporting workers with lived experience who may lack the education requirements that pose barriers to promotions and wage increases.

Measures of Success: Report on best practice resources completed;
Increase in worker satisfaction

Timeline/Milestone: January 2027

Lead/Responsible Party: HFB's HSP Workforce Committee

Action 1.C.2: Research funding opportunities to provide support for implementation of worker retention and career mobility practices and pursue and award secured funds to HSPs.

Measures of Success: RFP for strengthening HSP workforce issued;
Increasing retention of HSP workforce

Timeline/Milestone: March 2027

Lead/Responsible Party: County and City grant administrators; HFB

Objective 2: Promote an equitable, accountable and transparent homeless crisis response system

Strategies and actions that support the development of an equitable, accountable and transparent HRS are important because they ensure fair and effective resource allocation, address systemic disparities faced by underserved communities, and improve outcomes by using data to guide decision-making and track progress. Tracking and reporting our results helps us determine if our homelessness efforts are working effectively, make improvements, and demonstrate accountability to stakeholders. When communities see that the system is working to address their needs and correct injustices, it builds trust and encourages greater participation from people with lived experience in designing and implementing solutions. Strategies and actions to support this objective are:

A. Strategy: Strengthen Housing Fund Board (HFB) and Continuum of Care (CoC) in overseeing, coordinating and supporting the Homeless Response System.

Action 2.A.1: Research and evaluate different CoC and Housing Fund Board models for meeting Jefferson County's COC responsibilities.

Measure of Success: Evaluation report completed

Timeline/Milestone: May 2026

Lead/Responsible Party: Housing Fund Board

Action 2.A.2: Develop and seek service provider input on HFB/CoC restructuring/implementation plan with effort to minimize adverse impacts from change.

Measure of Success: CoC restructuring plan completed

Timeline/Milestone: November 2026

Lead/Responsible Party: Housing Fund Board

Action 2.A.3: Complete HFB/CoC reorganization with the aim of promoting equity, transparency, and accountability.

Measure of Success: CoC enactment completed; Increased public engagement in decision making and increased reporting on progress towards goals

Timeline/Milestone: May 2027

Lead/Responsible Party: Housing Fund Board

B. Strategy: Improve Homeless Response System (HRS) capabilities to foster accessibility, accountability and transparency.

Action 2.B.1: Institute biannual reviews of progress towards Homeless and Affordable Housing Services Plan goals and adapt strategies in response to emerging conditions. Ensure adequate resources for implementing goals of the Homeless and Affordable Housing Services Plan.

Measures of Success: Annual Review Meetings in May and November; Increased follow-up on action items.

Timeline/Milestone: Bi-Annually in June and December

Lead/Responsible Party: Housing Fund Board

Action 2.B.2: Design and implement a shared data system that tracks local drivers of homelessness and housing instability, functional model and system performance, including equitable access measures, and progress toward system-level goals. Incorporate Estimates of Service Level indicators into data system (see Appendix C) and identify system-wide measures of performance and target goals, such as a Length of Time Homeless target goal of 1 year, to enable concrete action (see Appendix F).

Measures of Success: Published data on dedicated webpage completed; systemwide target goals established; Increased improvement in system-wide measures of performance

Timeline/Milestone: Ongoing; Milestones in December 2026 and December 2027

Lead/Responsible Party: HFB's Data and Needs Assessment Committee

Action 2.B.3: Establish shared operational policies and protocols (e.g., grievance procedures, financials accessibility) and standards of practice/care (e.g. shelter staff per x number of clients) based on experience and adaptable to different service populations and models.

Measure of Success: Shared standards and goals published

Timeline/Milestone: January 2028

Lead/Responsible Party: HFB's Shelter Coalition and CEAB

C. Strategy: Support those most impacted by housing insecurity to participate in making decisions about, implementing, and assessing system policy, practices, and programs.

Action 2.C.1: Hold bi-annual listening sessions to listen and respond to feedback on housing conditions and service from impacted populations.

Measure of Success: Observed signs of increased trust and rapport between participants and facilitators

Timeline/Milestone: Ongoing

Lead/Responsible Party: HFB's Data and Needs Assessment Committee

Action 2.C.2: Implement compensation program across agencies for lived experts to participate in policy setting, project development and operational reviews.

Measure of Success: Compensation Program established; Increasing participation in decision-making

Timeline/Milestone: July 2027

Lead/Responsible Party: Housing Fund Board

Action 2.C.3: Pilot a community-defined equity of service standard of care that includes criteria like exposure to systemic racism, generational harm, and housing precarity outside the shelter system. Compensate by-and-for organizations for their participation.

Measure of Success: Equity of Service Standard issued; Decreased disparities in access to service

Timeline/Milestone: December 2027

Lead/Responsible Party: By-and-for organizations; CEAB

Objective 3: Prioritize assistance based on the greatest barriers to housing stability and the greatest risk of harm.

Building a solid foundation for the homeless response system depends on our collective ability to develop and allocate resources strategically. Strategic resources include robust financial programs, comprehensive and coordinated support services, and policy interventions that increase access to affordable housing. Effective approaches address both immediate needs and systemic issues that cause housing instability. By focusing on the greatest barriers to housing stability and greatest risk of harm, we strengthen the entire system and improve outcomes across the board. Strategies and actions to support this objective are:

A. Strategy: Improve financial sustainability of HRS through coordinated efforts to bring funding to the community for wider benefit.

Action 3.A.1: Capture and communicate the benefits of HRS and AH investments.

Measure of Success: News releases on significant developments issued; Increase in public engagement

Timeline/Milestone: Ongoing

Lead/Responsible Party: BOCC, Port Townsend City Council

Action 3.A.2: Incorporate evidence-based prioritization criteria into Jefferson's local funding award mechanism (see Appendix D).

Measure of Success: Modified RFP published; Increased effectiveness of awards in meeting system-level needs

Timeline/Milestone: September 2026

Lead/Responsible Party: Housing Fund Board

Action 3.A.3: Monitor and evaluate functional model and system financial performance (see Appendix C, Estimates of Service Level).

Measure of Success: Financial sustainability metrics completed

Timeline/Milestone: December 2026; annually ongoing

Lead/Responsible Party: HFB's Finance and Data and Needs Assessment Committees

Action 3.A.4: Identify key funding requirements by service agency and develop long-term HRS financial sustainability plan incorporating a broad range of fund sources (see Appendix E, Survey of Fund Sources).

Measure of Success: Financial sustainability plan published: Decrease in funding shortfalls.

Timeline/Milestone: December 2027

Lead/Responsible Party: HFB's Finance Committee

Action 3.A.5: Facilitate securing and managing capital project funds for HSPs systemwide from grant opportunity identification and proposal development through grant compliance.

Measure of Success: Increased self-reported coordination

Timeline/Milestone: Ongoing

Lead/Responsible Party: HFB's Finance Committee

B. Strategy: Integrate housing programs and agencies working on outreach, entry into the homeless response system, placement in housing, and longer-term housing stability.

Action 3.B.1: Engage, train and compensate lived experts in outreach to and engagement of underserved populations.

Measure of Success: Increasing number of lived experts in HRS outreach/engagement staff positions

Timeline/Milestone: July 2027; ongoing

Lead/Responsible Party: CoC, CoC Lead

Action 3.B.2: Develop shared policies across service agencies that ensure fair and equal access to assistance for all households experiencing homelessness, especially for those transitioning from homelessness and most at risk of housing instability.

Measure of Success: Improved exits to permanent housing for disproportionately impacted populations

Timeline/Milestone: January 2027; ongoing

Lead/Responsible Party: CEAB

Action 3.B.3: Bridge gaps in the pathways to housing security by improving linkages between programs, services agencies, the CEAB and AH housing providers and private landlords.

Measure of Success: Decreasing length-of-stay in homelessness; increase in placements to permanent housing

Timeline/Milestone: January 2027; ongoing

Lead/Responsible Party: CEAB

Action 3.B.4: Explore service delivery practices to reduce administrative and emotional burden of accessing and receiving services focusing on client-centered service delivery.

Measure of Success: Decreasing length-of-stay in homelessness

Timeline/Milestone: July 2028

Lead/Responsible Party: HFB's Shelter Coalition and CEAB

C. Strategy: Align efforts and resources for meeting essential needs across service sectors including housing, economic, social, governmental, and health agencies and organizations.

Action 3.C.1: Work with cross-sector partners to develop and implement a decentralized point-of-access service model to meet people where they are at, including south and east county communities.

Measure of Success: Increasing project entries systemwide

Timeline/Milestone: January 2027; ongoing

Lead/Responsible Party: CEAB

Action 3.C.2: Participate in and provide networking opportunities and resources across service sectors focused on meeting essential needs of the unsheltered and underhoused populations.

Measure of Success: Increasing efficiency of resource distribution

Timeline/Milestone: June 2026; ongoing

Lead/Responsible Party: HFB's Shelter Coalition

Action 3.C.3: Partner with aligned organizations in creating community conversations (forums) where information, solutions, and common objectives are formed and shared.

Measure of Success: Regular community conversations

Timeline/Milestone: 2025-2030

Lead/Responsible Party: HFB's Community Conversation Committee

Action 3.C.4: Engage and compensate by-and-for organizations as advocates for people experiencing historic and systemic disadvantages in accessing HRS services.

Measure of Success: Compensation mechanism established; Decrease in service disparities

Timeline/Milestone: January 2028

Lead/Responsible Party: CoC, CoC Lead

Objective 4: Prevent episodes of homelessness whenever possible.

Strategies and actions that aim to prevent episodes of homelessness, including recurring homelessness, have proven to be highly effective. By addressing the causes of housing instability *before* people lose their homes, these strategies offer a cost-effective alternative to emergency shelter, prevent the trauma associated with becoming homeless, and provide essential support services that lead to long-term stability. These approaches save public resources, maintain community stability, and help people secure and keep housing, which is crucial to accessing other necessary services and opportunities. Strategies and actions that support this objective are:

A. Strategy: Assist renters with information services and technical and material support that ensures they can stay stably housed.

Action 4.A.1: Publish and distribute information resources on tenants' rights as encoded in Washington's rent stabilization law, fair housing laws and the Landlord-Tenant Act.

Measure of Success: Information resources distributed; Decreasing percentage of displacement

Timeline/Milestone: January 2027; ongoing

Lead/Responsible Party: CoC, CoC Lead, Housing Solutions Network

Action 4.A.2: Connect and advocate for tenants with organizations providing legal and conflict resolution services such as mediation and restorative justice.

Measure of Success: Relationships established

Timeline/Milestone: January 2027; ongoing

Lead/Responsible Party: CoC Lead, Housing Solutions Network

Action 4.A.3: Promote tenant training, including existing on-line certification programs, that help renters successfully navigate the rental process, become responsible renters, and prepare for home ownership opportunities.

Measure of Success: Tenant training program established; Increasing numbers of renters taking training

Timeline/Milestone: 2028

Lead/Responsible Party: CoC, CoC Lead, Housing Solutions Network

Action 4.A.4: Explore incubating a self-organizing tenants' rights organization.

Measure of Success: Workgroup convened; Decrease in percentage of underhoused

Timeline/Milestone: March 2026

Lead/Responsible Party: Ad hoc workgroup of stakeholders including underhoused lived experts; HFB's Data and Needs Assessment Committee

B. Strategy: Expand supported affordable housing options for renters.

Action 4.B.1: Develop a global lease model toolkit and promote its use in meeting needs of underserved low-income populations.

Measure of Success: Toolkit published; Increase in model uptake

Timeline/Milestone: March 2027

Lead/Responsible Party: HFBs Data and Needs Assessment Committee

Action 4.B.2: Convene workgroup to research and design alternative housing model that connects aging-in-place service needs with workforce housing needs.

Measure of Success: Workgroup convened; Decrease in percentage of seniors experiencing homelessness and housing insecurity

Timeline/Milestone: January 2027 – June 2027

Lead/Responsible Party: Ad hoc workgroup of stakeholders; Housing Solutions Network

Action 4.B.3: Recognize the rights of people living in informal housing to security of tenure and develop related strategies for formalizing and improving their housing conditions.

Measure of Success: Policy recommendations published; Decrease in percentage of underhoused

Timeline/Milestone: 2028-2029

Lead/Responsible Party: HFB's Data and Needs Assessment Committee

C. Strategy: Develop and promote AH rental management resources that balance renters' and landlords' needs with goal of maintaining and increasing stock of community-based rentals.

Action 4.C.1: Promote landlord training, including existing on-line certification programs, that would provide small landlords with assistance in developing better property management practices and improving the physical and financial condition of their properties.

Measure of Success: Increasing number of landlords taking training

Timeline/Milestone: June 2027

Lead/Responsible Party: Ad hoc rental management workgroup

Action 4.C.2: Convene workgroup to explore establishing a non-profit rental management program that would provide support for community-based rentals including maintaining an affordable rentals registry.

Measure of Success: Workgroup convened; Increase in housing security for low income renters as measured by percentage cost-burdened renters

Timeline/Milestone: December 2026

Lead/Responsible Party: HFB, Ad hoc rental management workgroup

Action 4.C.3: Investigate, evaluate and coordinate incentives for the addition, improvement and retention of community-based affordable rentals, including tax incentives for the maintenance and rehabilitation of unsubsidized affordable rental properties.

Measure of Success: Report issued

Timeline/Milestone: December 2027

Lead/Responsible Party: Ad hoc rental management workgroup

Objective 5: Seek to House Everyone in a Stable Setting That Meets Their Needs

Seeking to house everyone in a stable setting that meets their needs means creating pathways to permanent, secure, and appropriate housing for all people, with a focus on comprehensive, long-term support. This approach moves beyond simply offering temporary shelter to address the holistic needs of individuals, including health, money concerns, and personal security. It recognizes that the extent to which varied, and sometimes complex individual needs are being met—often over extended periods of time and at multiple points along a pathway to housing security – requires holistic support. For example, increasing the supply of affordable housing may not advance housing security unless attention is paid to individual needs in accessing that housing. The strategies and actions that support this objective are:

A. Strategy: Strengthen local partnerships to facilitate housing access across the housing spectrum by better matching underserved populations to housing that meets their types and levels of need.

Action 5.A.1: Help to secure a long-term location for a year-round day center as a safe space for both sheltered and unsheltered individuals to access services.

Measures of Success: Location secured; increasing number of unsheltered accessing services

Timeline/Milestone: January 2026 – June 2026

Lead/Responsible Party: HFB's Shelter Coalition

Action 5.A.2: Develop and implement a plan to provide emergency housing and support for current encampments that meet the essential needs of the unsheltered population including the capacity to provide appropriate support to individuals experiencing SUDs, mental and behavioral health issues. The ad hoc workgroup will prioritize the involvement of lived experts in developing the plan.

Measure of Success: Decreasing number of unsheltered

Timeline/Milestone: January 2026 – January 2027

Lead/Responsible Party: HFB, HFB's Shelter Coalition, CoC Lead

Action 5.A.3: Explore creating a targeted housing program for older persons experiencing homelessness that leverages HSP investment in senior housing facilities.

Measure of Success: Targeted program established; Increasing percentage of older persons experiencing homelessness served

Timeline/Milestone: December 2028

Lead/Responsible Party: CoC, CoC Lead, HFB

Action 5.A.4: Advocate for simplifying, streamlining, and expediting City and County permitting processes to facilitate housing development of emergency, transitional and extremely low-income housing, including tiny home communities.

Measure of Success: Revised procedures; Decreasing time to permit emergency and affordable housing projects

Timeline/Milestone: December 2026

Lead/Responsible Party: BOCC, PT City Council, and City and County planning departments

Action 5.A.5: Explore including family-sized units in existing planned EH and Transitional Housing developments and in new AH developments proportional to need.

Measure of Success: Increase in allocated family-sized units

Timeline/Milestone: December 2026

Lead/Responsible Party: CoC, CoC Lead, HFB

B. Strategy: Resource capacity building in the Affordable Housing sector to address barriers to supply and meeting the needs of people experiencing housing insecurity.

Action 5.B.1: Explore creating an Affordable Housing Advisory Committee (similar to Clallam County's Housing Solutions Committee) that advises the city, county and housing providers on strategies to increase the supply of affordable housing and ensure equitable access to affordable housing for those most at risk for housing instability by including their representation on the Committee.

Measure of Success: Joint Housing Advisory Committee is established; Increasing resources allocated to affordable housing in city and county budgets

Timeline/Milestone: July 2026, ongoing

Lead/Responsible Party: BOCC, City of Port Townsend Council, HFB, Housing Solutions Network

Action 5.B.2: Evaluate a broad range of AH market and non-market supply strategies for their applicability to Jefferson County context, including Inclusionary Zoning, Permanent Affordability, Funded Inclusionary Zoning, and Community Housing. Issue a report with strategy recommendations.

Measure of Success: Strategy recommendations

Timeline/Milestone: December 2026

Lead/Responsible Party: Joint Housing Advisory Committee, Housing Solutions Network

Action 5.B.3: Coordinate advocacy for state-level policy that supports AH development such as allowing jurisdictions to charge fees or taxes on housing units vacant for six months or more and providing funds for pre-development costs.

Measure of Success: State policy change

Timeline/Milestone: Ongoing

Lead/Responsible Party: BOCC -

Action 5.B.4: Recommend implementing a Jefferson County MFTE program and expand the existing Multi-Family Tax Exemption (MFTE) program in Port Townsend to include additional types of middle housing, a larger geographic area, an extended exemption timeline, and increased eligibility for community partners; and

Measure of Success: Port Townsend program revised; County program established; Increase in use of MFTE for affordable housing projects

Timeline/Milestone: December 2026

Lead/Responsible Party: City and County Planning Departments

ADDITIONAL PLAN ELEMENTS

In addition to determining the strategies and actions to support the five objectives addressed above, Commerce requires the following elements to be included in local plans: A Record of Public Engagement; Estimates of Service Level; Survey of Fund Sources for Homeless Housing Assistance Programs; Estimates of Permanent and Emergency Housing Needs; and Prioritization Criteria of Homeless Housing Capital Projects. These elements, their purpose, and proposed actions to meet their intent are discussed next. The elements themselves are provided in the referenced appendices.

Record of Public Engagement

Appendix A provides a record of public engagement and outreach efforts that supported this plan's development and finalization. This record includes a summation of the service providers and lived experts who participated in the 2024-2025 Qualitative Needs Assessment used to inform this plan in addition to the record of the Task Force and public engagement in the plan development itself. The record demonstrates a level of engagement that goes beyond the basic requirements specified by Commerce but that is appropriate to a small rural county.

Strategies and actions specifically related to public engagement in plan implementation include Actions 2.A.2 and 2.B.2 and Strategy 2.C. In addition, Actions 5.A.1 and 5.B.1 explicitly call for lived expert engagement during implementation.

Estimates of Service Level

The local plan must include a summary of current investments to address homelessness and housing instability by project type and funding source. This is included in Appendix C along with an explanation of why the Jefferson County data underlying the Service Level Estimates are inaccurate and incomplete and what steps Jefferson County is taking to complete the data and remedy the inaccuracies.

Strategies and actions intended to provide future complete and accurate Estimates of Service Level include Strategy 2A and Action 2.B.2. In addition, the Housing Fund Board will organize a training led by Commerce on Annual Expenditures Reporting in the Fall of 2025 for HSPs.

Prioritization Criteria of Homeless Housing Capital Projects

The purpose of the Prioritization Criteria is to identify guiding principles for all projects, such as alignment with the strategies and actions from this plan and consistency with local plans and regulations including comprehensive plans, zoning, and countywide planning policies and state laws. Appendix D identifies the guiding principles/prioritization criteria the homeless housing task force and local government will take into consideration when prioritizing homeless housing capital projects for public investment in Jefferson County.

Additionally, the Prioritization Criteria provide a link between findings on underserved populations from the data and qualitative needs assessment analyses and Strategy 5A: Strengthen local partnerships to facilitate housing access across the housing spectrum by better matching underserved populations to housing that meets their types and levels of needs. Appendix D identifies those capital projects that would demonstrate serving the greatest needs in terms of underserved populations and their needs.

Actions 3.A.2 and 4.B.1 also address the Prioritization Criteria element.

Survey of Fund Sources for Homeless Housing Assistance Programs and Capital Projects

The purpose of the Survey of Fund Sources provided in Appendix E is to document resources available to the local government to implement the local homeless housing plan and support the local homeless crisis response system.

Action 3.A.4 addresses the use of The Survey of Fund Sources in creating a long-term financial sustainability plan for the HRS.

Note that regarding much of what is planned is dependent on the Federal budget. Significant cuts in the HUD budget will affect CoC funding, the funding of construction of affordable housing, and the funding to provide operating subsidy for affordable housing units.

Estimates of Permanent and Emergency Housing Needs

The Estimates of Permanent and Emergency Housing Needs are used to align objectives for capital projects homeless housing development with long-term land use planning by the City and County. This element incorporates the Projected Countywide Housing Needs for Jefferson County as adopted by the City and County in the Countywide Planning Policies (CPP). The local plan

must include a five-year estimate in line with the local plan planning period (2025-2030) of the following housing needs based on the CPP's projected needs:

- Future permanent housing need for households making 0-30% of the Area Median Income (AMI);
- Future permanent housing need operated as a Permanent Supportive Housing (PSH) model for households making 0-30% of the AMI; and
- Future emergency housing needs (i.e., emergency shelter and emergency housing) including transitional housing (TH).

The table below summarizes the 5-year estimates for EH/TH and PSH needs and the Homeless and Affordable Housing Services Plan target goals in relation to Jefferson's housing service provider capital development plans. Further detail on the development of the estimates can be found in Appendix F, Estimates of Permanent and Emergency Housing Needs.

The proposed target goals for bed and unit production in the coming planning period of 2025-2030 are conservative to align with the current strategic plans of individual HSPs and to account for the uncertainty associated with operating funds being available to support HRS expansion. The target goal increase of five percent in EH beds over the five-year planning period relates to the proposed EH facility called for in Action 5.A.1. Five percent equates to a 30-bed facility.

In addition, the Task Force is adopting a performance target goal of 1 year average for Length of Time Homeless which, if achieved, will reduce the projected number of EH units needed over the twenty-year planning period to 2045. This is discussed in greater detail in Appendix F.

5 Year Housing Need Estimates

	EH AND TH (beds)	PSH (units)	Subsidized AH Rental Under 80% AMI (units)	Subsidized AH Ownership Under 80% AMI (units)	Subsidized Affordable Housing Under 80% AMI (units)
Current #	184	65	449	76	525 Subsidized
Total Beds/Units Needed by 2030*	154	66	--	--	2100
Current as % of Total 2030 Need	119%	98%	--	--	25%
Actual Planned for Next 5 Yrs	22	23	49	48	97
2030 Existing + Planned as % of 20 Yr Total Needed	33%	33%	--	--	6%
2030 Proposed Target % of 20 Yr Total Needed	38%	33%	--	-	6%
Actual Planned 2031- 2045**	0	0	252	38	290
Proposed 2031 - 2045**	110	24	0	0	

* Total Units needed by 2030 are equal to 25% of HAPT 20-year Total Units Need (See Appendix F, Estimates of Permanent and Emergency Housing Needs).

** Actual Planned unit counts include projects for which either land or funding has been secured as a minimum. Proposed units are those for which concept plans are being developed.

HRS Performance Measures

In addition to the plan's required elements described above, this plan makes use of the HMIS-derived performance measures as reported in the Department of Commerce's Washington State Homeless System Performance County Report Card in the following ways:

- To identify system-wide measures of performance and target goals, such as a Length of Time Homeless target goal of 1 year. (See Action 2.B.2);
- To report progress on systemwide goals in the annual local plan progress reports; and
- As measures of success for various actions in this plan.

2025-2030 HOMELESS AND AFFORDABLE HOUSING SERVICES PLAN APPENDICES

Appendix A	Record of Public Engagement
Appendix B	2024-2025 Qualitative Needs Assessment Findings
Appendix C	Estimates of Service Level
Appendix D	Prioritization Criteria of Homeless Housing Capital Projects
Appendix E	Survey of Fund Sources
Appendix F	Estimates of Permanent and Emergency Housing Needs
Appendix G	Strategies and Actions Cross-Referenced to Needs
Appendix H	Timeline Chart
Appendix I	Index of Action Leads

APPENDIX A: RECORD OF PUBLIC ENGAGEMENT

Appendix A provides a record of public engagement and outreach efforts that supported this plan's development and finalization. This record includes a summation of the service providers and lived experts who participated in the 2024-2025 Qualitative Needs Assessment used to inform this plan in addition to the record of the Task Force and public engagement in the plan development itself. The record demonstrates a level of engagement that goes beyond the basic requirements specified by Commerce but that is appropriate to a small rural county.

HOUSING NEEDS ASSESSMENT ENGAGEMENT

Homeless Housing Service Providers: Bayside Housing & Services; Dove House; OlyCAP; OWL360; Winter Welcoming Center

Affordable Housing Providers: Community Build; Peninsula Housing Authority; Habitat for Humanity East Jefferson County; Olympic Housing Trust

Community Housing Organizations: Housing Solutions Network; Community Build; REPAH (Real Estate Professional for Affordable Housing)

Homeless Service/Advocacy Organizations: Help Now Fund; Reach Out!; Whale Heart Productions

By-and-For Organizations: Black Lives Matter of Jefferson County; Engage JC; Jefferson County Immigrants Rights Advocates (JCIRA); Native Action Connections Group; Olympic Discovery Mobile Home Park Tenants

Social Service Providers and Educational Organizations: Harm Reduction Unit, Jefferson County Public Health Dept.; Recovery Café; Aging and Long-Term Support Administration, Department of Social and Health Services (DSHS); OlyCAP Youth Services; REAL (Recovery, Empowerment, Advocacy, and Linkage) Team, Discovery Behavioral Health; Port Townsend High School; Chimacum High School; Youth & Family Resource Service Navigator Program, YMCA; USAWA Consulting

Local Government Agencies and Boards: City of Port Townsend's Equity, Access, and Rights Advisory Board; Department of Community Development, City of Port Townsend

HOUSING TASK FORCE ENGAGEMENT

The Joint City of Port Townsend/Jefferson County Housing Fund Board (HFB) coordinated the work of creating the 2025-2030 local homeless housing plan.

Key Stakeholder Participation and Collaboration

The HFB convened a local Housing Task Force (HTF) to develop a five-year homeless housing plan addressing short-term and long-term housing for homeless households. This group included all HFB members and efforts were made to elicit participation from a wide range of community stakeholders. In February 2025, an official public announcement for the

request for applications to serve on the HTF was issued by the County in the local paper, on its website, and on social media. In addition, HFB members reached out directly to potential participants from representative groups. All applications were reviewed by the HFB. Approved applicants were chosen to represent key stakeholder organizations as follows:

Housing Task Force Membership Chart

Housing Task Force Member	Alternate	Organization	Required Stakeholder Representative Category
Tammara Allen		Lived Experience	Lived Experience of Homelessness
Greg Brotherton		Jefferson County Commissioner, HFB	Housing Fund Board County Commissioner Representative
Julia Cochrane		Winter Welcome Center, HFB	Day Center Operator, Advocate for People Experiencing Homelessness
Heather Dudley-Nollette		Jefferson County Commissioner, HFB	Housing Fund Board County Commissioner Representative
Leta Fetherolf		Lived Experience	Lived Experience of Homelessness
Quianna Franklin		JC MASH Clinic	Behavioral Health Administrative Service Organization
Amy Howard		Port Townsend City Council, HFB	Housing Fund Board City Council Representative
Cameron Jones		Black Lives Matter of Jefferson County; Engage JC; City of PT	By-and-For Organization
Kellen Lynch		Olympic Housing Trust	Affordable Housing Provider
Sarah Martinez	Debbi Tesch	Peninsula Housing Authority	Rental Subsidy Administrator
Michael Moore	Joanne Rittmueller	Bayside Housing and Services	Emergency Shelter Operator, PSH Provider, Coordinated Entry Provider

Audrey Morford		DSHS Home and Community Living Administration, HFB	Housing Fund Board Community Member
Neil Nelson		Port Townsend City Council, HFB	City Council Representative
Adrian Smith	Renata Munfrada	City of Port Townsend, Long Range Planner	City Representative
Viki Sonntag		Housing Advocate, HFB	Housing Fund Board Community Member
Viola Ware	Peggy Webster	Olympic Community Action Partners	Homeless Outreach, Emergency Shelter Operator, PSH Operator, Rental Subsidy Administrator, Coordinated Entry Lead
Cheryl Weinstein		Dove House Advocacy Services; CEAB	Domestic Violence/Sexual Assault Shelter Operator and Housing Provider; Coordinated Entry Staff
<i>Vacant</i>			Tribal Representative

Jefferson County contains only one City—the City of Port Townsend. The planning process for this plan included three representatives from the City of Port Townsend, two City Council Members and one City employee (see HTF membership chart above).

Members of the HTF with lived experience of homelessness and/or housing instability were offered a stipend of \$50 per meeting attended. This stipend was offered in partnership with Olympic Community Action Programs, CoC Lead, and CHG recipient, using CHG funds.

This HTF engaged members over the course of seven meetings beginning in April of 2025 and concluding in October 2025 with the group's adoption of the 5-year plan.

In addition, lived experts and service providers not participating on the Task Force were invited to give feedback on the draft at two Listening Sessions, one for lived experts and one for service providers from all sectors. Over twenty lived experts attended the Lived Expert Listening Session and eight service providers attended the Service Provider Listening Session.

As the final step in adopting the plan, the City of Port Townsend (the only incorporated city in Jefferson County) held public hearings on November 10th and December 1st and Jefferson County held hearings on ... and ..., after which the plan was submitted to Commerce.

Notices of Plan Development

Notice in Local Paper of Record:

**AN OPPORTUNITY TO MAKE A
DIFFERENCE!
VOLUNTEERS SOUGHT TO SERVE ON A
TASK FORCE ON HOMELESS HOUSING
AND AFFORDABLE HOUSING**

Jefferson County seeks interested individuals and organization representatives who share a passion for helping to advance homeless housing and affordable housing in Jefferson County, to serve on a local Task Force on homeless housing and affordable housing, that is being convened on behalf of Jefferson County and the City of Port Townsend.

We seek a diversity of interests for the Task Force to join elected representatives from the City of Port Townsend and Jefferson County. Seeking one or more of each of the following while considering equitable geographic representation:

1. Individuals with lived experience of homelessness
2. A representative of a Behavioral Health Administrative Service Organization OR a Managed Care Organization
3. A representative from a By and For organization within the local government's jurisdiction
4. Emergency shelter operators
5. Domestic violence/sexual assault shelter and housing providers
6. Homeless outreach providers
7. Rental subsidy administrators
8. Permanent Supportive Housing providers and operators
9. Coordinated entry staff
10. Planning Staff/Commission members city and county
11. Affordable Housing Developer
12. Family Service Provider
13. Public Health Harm Reduction
14. Tribal Representation
15. Business Owners
16. Senior Services
17. HFB Members

Membership on this task force is not paid, but there is compensation available for the lived experience member position. Meetings: Two-hour meetings, a minimum of six times a year. One-year term.

Among other contributions, the Task Force will be recommending an update to Jefferson County's 5-Year Homeless Housing Plan by December 1, 2025.

To be considered for appointment to the Task force please fill out and submit a Volunteer Application. A Volunteer Application can be found at: www.co.jefferson.wa.us – Services – Laserfiche web portal (username and password: public) – Board of Commissioners – Boards & Committees – Housing Task Force. You may also request an application by calling (360) 385-9100, or by coming to the County Administrator's Office.

First review of applications will be on February 26, 2025, with a final deadline of March 21, 2025. Completed applications can be mailed to the Jefferson County Administrator's Office, 1820 Jefferson St., Port Townsend, WA 98368.

PTL: February 12, 19, 2025
Legal No. 211611

Notice on Local Government Website: <https://www.co.jefferson.wa.us/1382/Housing-Fund-Board>

**AN OPPORTUNITY TO MAKE A DIFFERENCE!
VOLUNTEERS SOUGHT TO SERVE ON
A TASK FORCE ON HOMELESS HOUSING AND AFFORDABLE HOUSING**

Jefferson County seeks interested individuals and organization representatives who share a passion for helping to advance homeless housing and affordable housing in Jefferson County, to serve on a local Task Force on homeless housing and affordable housing, that is being convened on behalf of Jefferson County and the City of Port Townsend.

We seek a diversity of interests for the Task Force to join elected representatives from the City of Port Townsend and Jefferson County.
We are actively seeking two (2) individuals with current lived experience of homelessness or housing instability.

There is compensation of \$50.00 per meeting available for the current lived experience member position. Meetings: Two-hour meetings, a minimum of six times a year. One-year term.

Among other contributions, the Task Force will be recommending an update to Jefferson County's 5-Year Homeless Housing Plan by December 1, 2025.

To be considered for appointment to the Task force please fill out and submit a Volunteer Application. A Volunteer Application can be found at: www.co.jefferson.wa.us – Services – Laserfiche web portal (username and password: public) – Board of Commissioners – Boards & Committees – Housing Task Force. You may also request an application by calling (360) 385-9100, or by coming to the County Administrator's Office, see address below.
Completed applications can be mailed to the Jefferson County Administrator's Office, 1820 Jefferson St., Port Townsend, WA 98368.

Notice on Local Government Social Media:



In addition, all meetings of the Housing Task Force were publicly noticed on Jefferson County's website, recorded and posted.

NOTICE OF HOUSING TASK FORCE (HTF) MEETINGS FOR 2025

The Jefferson County Housing Task Force will hold its regular 2025 meetings on the following dates; June 11 at 9:00 a.m. in the First Floor Conference Room; July 8 at 10:00 a.m. in the First Floor Conference Room; August 8 at 10:00 a.m. in the Chambers; September 9 at 10:00 a.m. in the Chambers; and October 10 at 2:00 p.m. in the Chambers. Meeting location is 1820 Jefferson Street, Port Townsend, WA, and virtual when possible. Special Meetings may be held pursuant to RCW 42.30.080.

The express purpose of the HTF is to collaborate within the community and work on a 5-year Homeless Housing and Affordable Housing Plan on behalf of Jefferson County and City of Port Townsend.

To view upcoming agendas and meeting materials, go to: www.co.jefferson.wa.us – Services – Laserfiche Web Portal (username and password: public) – Board of Commissioners – Boards & Committees – Housing Task Force – and then the date of the meeting

Final Public Hearings Notices

Notice in Local Paper of Record:

To be included after publication.

Notice on Local Government Social Media published on Oct, 24th on City of Port Townsend and Jefferson County WA Facebook pages:



Documentation of efforts to distribute public notice to people who have experienced homelessness and housing instability included:

- Distributing flier at homeless encampment
- Distributing flier at Recovery Café
- Distributing flier at Legion Emergency Shelter

Record of Plan Finalization and Adoption

To be included after adoption by City and County

APPENDIX B: 2024-2025 QUALITATIVE HOUSING NEEDS ASSESSMENT FINDINGS

In April of 2024, the Housing Fund Board's Data and Needs Assessment Committee began a series of conversational meetings focusing on the needs of different populations experiencing homelessness and housing instability in Jefferson County. The purpose of these collaborative discussions was to develop an understanding of who is experiencing homelessness or is at risk of homelessness, how people became homeless, what their experiences are, and what is preventing them from exiting homelessness.

This appendix provides a synthesis of the individual reports. The compiled individual reports can be found through Jefferson County's laserfiche web portal: [Jefferson > Board of Commissioners > Boards & Committees > Housing Task Force > HTF Meeting Packets > 052825 Special](#). The analysis presented here informs the development of the 2025-2030 Homeless and Affordable Housing Five-Year Plan.

In total, ten two-hour discussions were held from April 2024 through May 2025 involving representatives from 30 organizations and over 50 lived experts. The majority of the discussions were attended by a representative from the five housing service provider organizations in addition to Viki Sonntag, who represented the HFB. The list of organizations by type can be found in Appendix A, Record of Public Engagement.

INTERNAL NEEDS

Client-Centered Services

1. **Understanding and Addressing Individual Needs:** Prioritize the needs, preferences, and choices of individuals seeking services, rather than focusing solely on eligibility criteria or pre-determined program structures.
2. **Improving Access to Resources:** Provide clients with information and resources to make their own choices, rather than impose decisions.
3. **Clear Communication:** Convey information in a straightforward, understandable, and respectful manner taking into account the needs of the individual client.
4. **Equity in Service Delivery:** Ensure services are designed to meet the needs of marginalized populations, including PGM, immigrants, individuals with disabilities, and youth and young adults.

System Coordination

1. **Coordinated Service Provision:** Meet intersecting needs through coordination across different service delivery systems, including housing, health, behavioral health, and social services and community-based efforts.

2. **Service Network Formation:** Support Shelter Coalition and emerging network of housing, health, and social service to share resources and address gaps in basic needs for unsheltered individuals.
3. **Community Integration:** Engage local organizations, schools, and faith groups to provide resources and destigmatize homelessness.
4. **Capacity Building:** Increase staffing for case management and provide training in trauma-informed care, anti-racism, and culturally responsive practices.
5. **Centralized Information:** Share data on costs and service needs across agencies to improve planning and resource allocation.

Homelessness Prevention

1. **Financial Assistance:** Expand the use of subsidies and bridging grants and loans to cover rent, security deposits, and other upfront and moving costs.
2. **Community Support:** Foster social connections and advocacy to help individuals navigate housing challenges and prevent isolation.
3. **Community-Based Solutions:** Engage local organizations, schools, and faith groups to provide resources and destigmatize homelessness.
4. **Sustainable Funding:** Secure operational funding for prevention programs and case management services and increase staffing to meet the growing demand for housing services.

EXTERNAL GAPS AND BARRIERS

Structural Inequalities

1. **Racial Disparities:** PGM/BIPOC individuals face systemic racism in housing and housing services and are disproportionately affected by homelessness.
2. **Discrimination Against Vulnerable Groups:** LGBTQ+, immigrants, DV survivors, and individuals with disabilities face unique challenges in accessing housing.
3. **Lack of Family-Sized Rental Units:** The lack of affordable family-sized rentals is made worse by the lack of separate family shelter/transitional housing in Jefferson County.
4. **Unmet Needs of Seniors:** Many seniors, especially women, cannot afford to downsize.

Material and Economic Barriers

1. **Rental Affordability:** Along with too much demand for too few units, high upfront costs like first and last month's rent, security deposits, and moving expenses make rentals inaccessible.

2. **Lack of Available Housing:** There is a dire shortage of affordable rentals and family-sized units.
3. **Regulatory Challenges:** Strict zoning regulations, permitting delays, and lack of flexibility in land use prevent innovative housing solutions like tiny homes, co-living arrangements, or compost toilets.
4. **Essential Basic Needs Services:** There is limited access to hygiene facilities (showers, laundry), storage, and transportation.
5. **Funding Gaps:** Critical programs like rental assistance and rapid rehousing are underfunded, out of funds or frozen.

Social Barriers and Health and Behavioral Challenges

1. **Stigmatization and Isolation:** Homeless individuals face discrimination and layers upon layers of stigmatization, which impacts their ability to access housing and services, and often lack community connections and social support systems.
2. **Substance Use, Mental Health and Trauma:** Homelessness often results from or exacerbates trauma, making recovery and stability more difficult.

Homeless and Affordable Housing System Gaps

1. **No Senior Housing Program:** Supportive housing services for seniors do not exist, either mortgage or rental assistance.
2. **No Housing Options for People Experiencing SUD:** Both recovery (substance-free or sober living) housing and very low barrier housing are needed to address the continuum of SUD housing needs.
3. **Need for Rental Management Services:** Moving people out of homelessness is extremely challenging as there is no coordinated access to below-market rate rentals.
4. **Lack of Renters Protection:** The dire lack of affordable rentals drives homelessness, economic insecurity, and vulnerability to landlord exploitation. There is no tenants rights organization.

APPENDIX C: ESTIMATES OF SERVICE LEVEL

The figure below presents a summary of current investments to address homelessness and housing instability by project type and funding source based on 2023 and 2024 Annual Expenditures Report data for Jefferson County. The figure depicts the following measures for 2023 and 2024:

- Total Expenditures and Expenditures by Project Type
- Total Enrollments and Enrollments by Project Type
- Expenditures on Housing Interventions Only
- Beds by Housing Intervention Only
- Annual Expenditures by Funding Source

These measures are not accurate representations of expenditures or enrollments in Jefferson County. Inaccurate and incomplete reporting for 2023 and 2024 was due to a combination of the following:

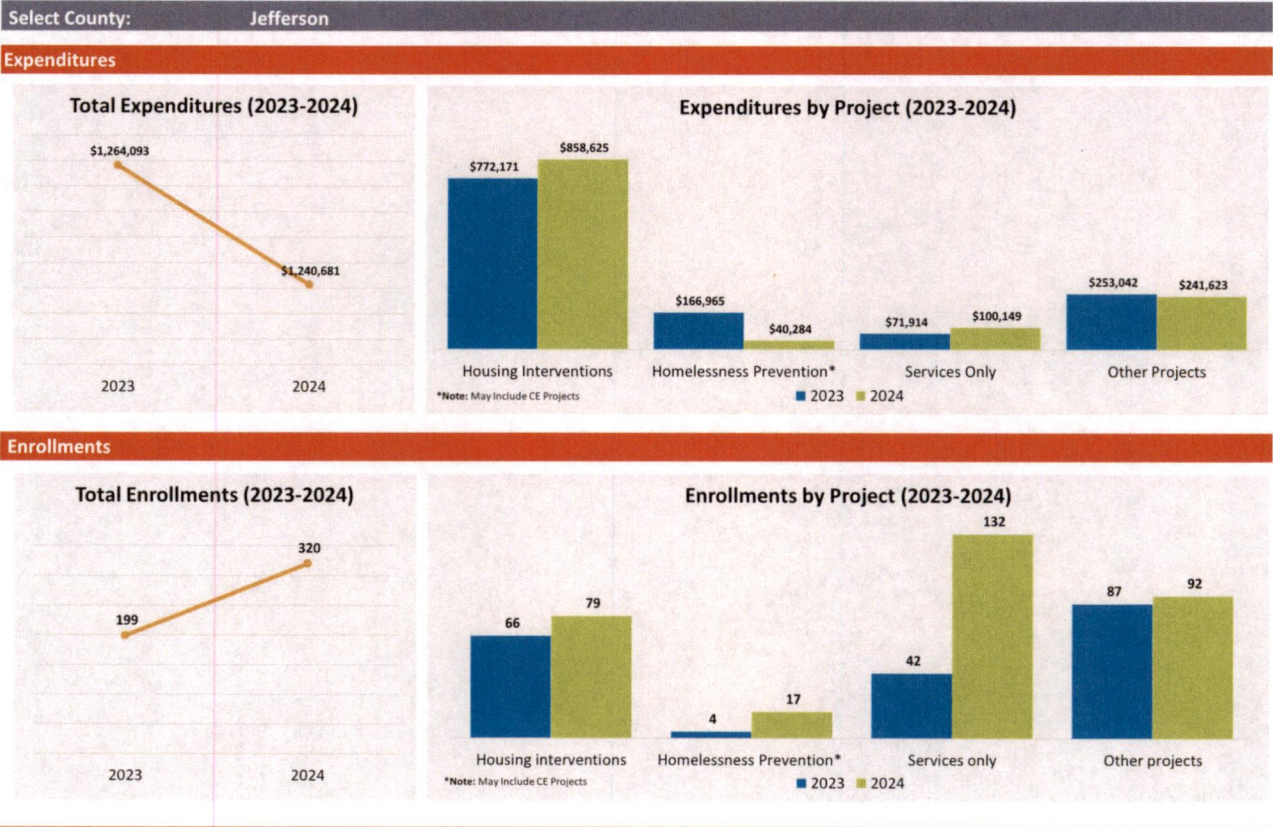
- Only one of three HMIS-reporting HSPs were fully certified for HMIS as of the 2023 reporting period.
- In 2024, there was a major management transition in the CoC lead coinciding with the reporting period for the 2024 Annual Expenditures Report with the result that there was a loss of continuity in administrative oversight.
- Annual Expenditures training and reporting protocols for newly reporting HSPs have not yet been completed.
- A significant portion of Jefferson County's transitional housing is classified as "Other Housing" project type due to their funding model. This affects the accuracy of project type measures, especially for transitional housing.
- Neither the CoC or the County holds all of the expenditure information making data verification challenging.

Specifically, inaccurate and incomplete data in the 2024 Annual Expenditures Report included:

- No reporting of agency spending by other agencies independent of their CHG grants;
- No capital expenditures are reported; and
- Bed inventory counts were inaccurate.

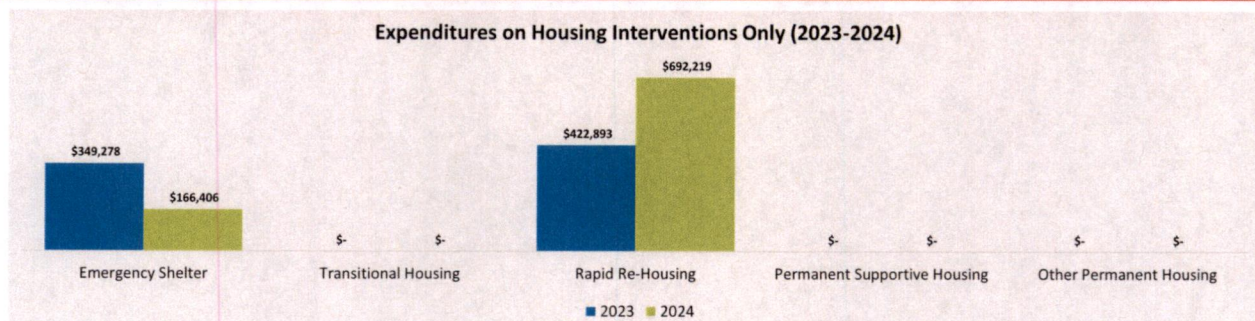
In addition to incomplete annual expenditures data, base inventory count for many projects within HMIS had not been updated to reflect current capacity since their original entry. Incomplete and inaccurate data for inventory affects not only the Estimates of Service Level, but also County Performance Measures and Projected Countywide EH and PSH needs, commonly referred to as the HAPT projections (see Appendix F for further discussion).

A Data Subcommittee of the Housing Task Force was established in January 2025 to address the issues with Annual Expenditures reporting and to prepare data for the Homeless and Affordable Housing Plan. The sub-committee worked together to verify and submit the 2025 Annual Expenditures Report. As a follow-up to the challenges experienced in the 2025 reporting, the Data Subcommittee plans to schedule an Annual Expenditures Report training with Commerce this fall.

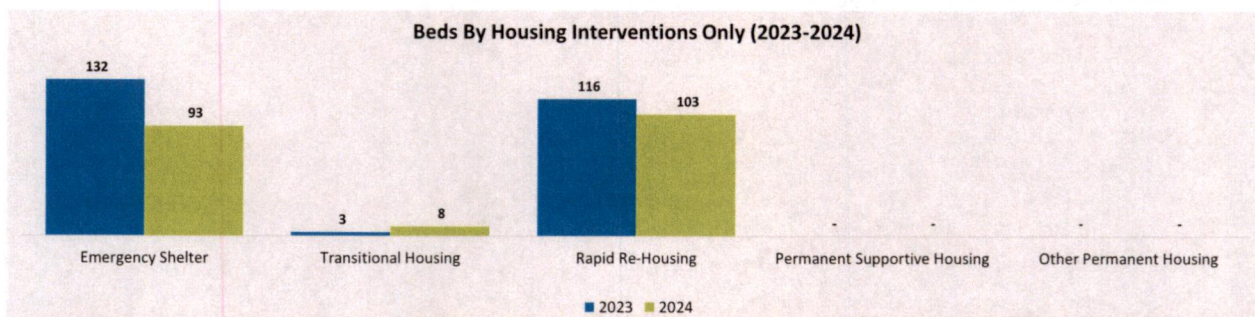


Housing Interventions

Expenditures on Housing Interventions Only (2023-2024)

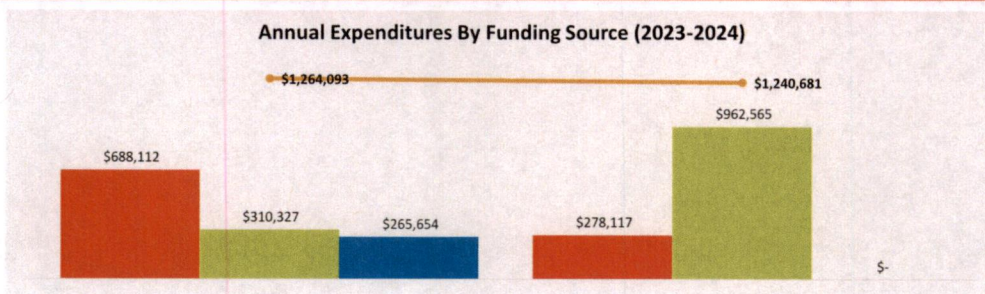


Beds By Housing Interventions Only (2023-2024)



Funding Breakdown

Annual Expenditures By Funding Source (2023-2024)



APPENDIX D: PRIORITIZATION CRITERIA OF HOMELESS HOUSING CAPITAL PROJECTS

The purpose of the Prioritization Criteria is to identify guiding principles for all projects, such as alignment with the strategies and actions from this plan and consistency with local plans and regulations including comprehensive plans, zoning, and countywide planning policies and state laws.

Capital Projects Demonstrating Serving the Greatest Need

Based on the HFB's quantitative and qualitative needs assessment analyses, the following demographics have been identified as underserved populations in Jefferson County: older adults, particularly those over 75; families with minor children; PGM/BIPOC households; and unsheltered individuals with mental health challenges and/or substance use disorders. In addition, people who are unsheltered are in need of access to essential basic needs services such as hygiene facilities (showers, laundry), storage, and transportation.

By matching facility type with a specific underserved demographic's needs, for example, families with small children need units with a larger number of beds, the Housing Task Force has identified the following capital project types as demonstrating serving the greatest need:

- Emergency Housing for Unsheltered Individuals
- Transitional, Permanent Supportive Housing and Subsidized Rentals for Older Adults
- Emergency, Transitional and Permanent Supportive Housing for Families with Minor Children
- Affordable Rentals for All Demographics, particularly PGM

Project Selection Criteria/Guiding Principles

Currently, the primary source of locally distributed capital funds are 1/10th of 1% Sales Tax for Affordable Housing (1590/RCW 82.14.530) funding distributed through an annual RFP. The following project selection criteria (that is, the guiding principles) will be used to evaluate capital proposals and integrated into the RFP (see Action 3.A.2).

- Projects demonstrating serving the greatest need (see above)
- The degree of leveraging of other funds that will occur
- Projects that demonstrate a strong probability of permanently serving the original target group or income level
- Projects that demonstrate lived experts' engagement in project development
- The applicant has the demonstrated ability, stability and resources to implement the project
- The degree of matching support from operating fund sources (i.e. financial sustainability)
- Consistency with local plans and regulations including comprehensive plans and zoning regulations

Prioritization Procedure

Currently, the primary source of locally distributed capital funds are the 1/10th of 1% Sales Tax for Affordable Housing (1590/RCW 82.14.530) funds distributed through an annual Housing Fund Board request for proposals (RFP) distributed to all local HSPs. The project selection criteria above will be integrated into the RFP (see Action 3.A.2) and will be used to evaluate the capital development proposals. The Housing Fund Board includes both city and county electeds who ensure that funding awards are aligned with land use policy goals as contained in the respective Comprehensive Plans.

Future Considerations

It is the intent of the Housing Fund Board to monitor and evaluate HRS functional model performance (see Action 3.A.3). In the future, the HFB may elect to develop additional project selection criteria based on this data.

APPENDIX E: SURVEY OF FUND SOURCES

Fund Source	Source	Status	Allowable Uses	Amount Received SF24	Actual/projected revenue SY 25
Community Development Block Grant - Public Services	Federal - HUD via WA Dept of Commerce Jefferson County to OlyCAP as subrecipient	Contracting for SF26-27	CDBG Priorities including Homeless services	\$ 102,500.00	\$ 103,000 *SFY 25-26
Consolidated Homeless Grant (including Housing and Essential Needs/ Homelessness Prevention/)	State RCW 43.158C WA State Dept of Commerce - OlyCAP	Contracting for SF26-27	CHG allowed uses Homeless Housing and Assistance	\$ 1,651,291.00 * SFY24-25	\$ 2,167,589.00* SFY26-27
CHG Supplemental	State amendment in 2024 Jefferson County - OlyCAP	Expended	CHG allowed uses	\$ 111,566.00	\$ -
Mental Health Sales and Use Tax	State RCW 82.14.460	Enacted 6/2006	Mental Health and drug treatment	\$ 921,935.52	\$ 900,909.26
Housing and Related Services Sales and Use Tax (1/10th of 1% Sales Tax for Affordable Housing	State RCW 82.14.530 Local (HB1590)	Enacted 4/1/2021	Acquisition, rehab, construction of AH, O&M for AH or supportive housing	\$ 920,369.13	\$ 897,657.36
Affordable and Supportive Housing Sales and Use Tax 9 aka 1406)	State RCW 82.14.540	Enacted 12/2019	Acquisition, rehab, construction of AH, O&M for AH or supportive housing	\$ 67,186.23	\$ 67,000.00
Affordable and Supportive Housing Sales and Use Tax 9 aka 1406)	State RCW 82.14.540	Enacted 12/2019	Acquisition, rehab, construction of AH, O&M for AH or supportive housing	\$ 22,563.04	\$ 22,000.00
Document Recording Surcharge, Local Portion (Local Doc Fee Program for AH)	State RCW 36.22.250 -	Enacted	Acquisition/rehab/construction; operations & maintenance of AH; shelter operations	\$ 236,607.19	\$ 226,100.00
Document Recording Fee - Supplemental Funding	WA State Dept of Commerce - Jefferson County	Contracting SF26-27	CHG allowed uses	\$ 114,363.00	\$ 168,961.00

Fund Source	Source	Status	Allowable Uses	Amount Received SF24	Actual/projected revenue SY 25
Connecting Housing to Infrastructure (CHIP)	WA State Dept of Commerce Grant - Jefferson County - Caswell Brown Village	Contracted # 24-96722-119	Utility improvements for AH; Connection of Caswell Brown Village Phase 3 development to water and wastewater	\$ -	\$ 776,139.00
HOME	Federal	Not utilized	New construction, acquisition, preservation, rehab, homebuyer assistance		
Emergency Solutions Grant	Federal	Not utilized for several years	Rapid re-housing, emergency shelter, and homelessness prevention		
Home Rehabilitation Grant Program	WA State Dept of Commerce Real Estate Professionals for Affordable Housing	Contracting	Rehab of existing housing stock for LMI <80%	\$ 265,000.00	\$ 350,000.00
Weatherization /LIHEAP/ Bonneville Power	WA State Dept of Commerce/ Federal/BPA - OlyCAP (Jefferson/Clallam)	Contracting	Weatherization specific rehab of existing housing stock for LMI <80%	\$ 1,400,000.00	
Commerce Office of Homeless Youth: C4FO	WA State Dept of Commerce Homeless Youth Programs - Owl360				
Youth Homelessness Demonstration Program (YHDP)	Federal - OlyCAP	Contracting	Rapid re-housing, oermanent housing, transitional housing, and host homes for youth		
Commerce Office of Homeless Youth: Anchor Community Initiatives, Street Outreach Services, Independent Youth Housing Program, Young Adult Housing Program, Homeless Prevention Diversion Fund	WA State Dept of Commerce Homeless Youth Programs - OlyCAP	Contracting for FY26			
Housing Trust Fund	WA State Dept of Commerce Habitat for Humanity of East Jefferson			\$ 880,000 * SFY23-24	\$ 550,000 *SFY24-25
Community Behavioral Health Rental Assistance Grant	WA State Dept of Commerce OlyCAP				
HUD Continuum of Care HUB TBRA (Tenant Based Rental Assistance)	State - BoS counties		operating		\$68, 423 (Golden)
Veteran Affairs Supportive Housing (VASH)			Rental subsidies		\$167, 113 (Golden)
			Rental subsidies for veterans		\$93,574 (Golden)
			AH for very-low income households, affordable homeownership, owner-occupied home repair, foreclosure prevention		
Local Housing Levies	RCW 84.52.105	Not utilized			

APPENDIX F: ESTIMATES OF PERMANENT AND EMERGENCY HOUSING NEEDS

The Estimates of Permanent and Emergency Housing Needs are used to align objectives for long-term land use planning and the development of capital projects for homeless housing. The City and County are required to plan to the Projected Countywide Housing Needs estimates by income level as provided by Commerce in the Housing for All Planning Tool (HAPT). These estimates are provided in the table below.

The HAPT estimates were adopted by County under Resolution No. 68-1118-24R as part of the Countywide Planning Policies (CPP) process in 2024. The estimates for the 2020 EH and PSH were derived from input to HMIS by service providers. Additionally, HSPs regularly provide updates on current bed and unit counts as part of local plan annual reporting and planning processes. Planners for both the City's and County's Comprehensive Plans have reviewed this plan and the City of Port Townsend's long range planner was a Housing Task Force member.

Table 2: Projected Countywide Housing Needs for Jefferson County									
* Note: Supply of PSH in 2020 is beds. However, projections of Net New Housing Needed (2020-2045) are in housing units.									
Jefferson County Projected Population = 40,486		Affordability Level (% of Area Median Income)							Emergency Housing/ Shelter Beds
		0-30%		30%+					
	Total	Non- PSH	PSH	30- 50%	50-80%	80-100%	100- 120%	120% +	
Total Future Housing Needed (2045)	20,970	2,418	264	2,428	3,554	1,902	2,235	8,169	617
Estimated Housing Supply (2020)*	16,851	804	16	1,857	3,088	1,715	1,999	7,372	58
Net New Housing Needed (2020-2045)	4,119	1,614	248	571	466	187	236	797	559

Source: Washington State Department of Commerce, Housing Affordability Planning Tool (HAPT) excel spreadsheet, Jefferson County, 2045 Medium Growth Projection, Method C.

The following table summarizes the comparison of bed and unit counts for current planned projects to the five-year estimates for countywide housing needs. The five-year estimates are derived from the 20-year estimates by dividing the Total Future Housing Needed (2045) estimate from the table above by four.

5 Year GAP Estimates versus Currently Planned

Homeless Housing (Emergency and Transitional) Beds

Current (2025) Number	184
2019-2024 5 Year Plan # of beds	116
2019-2024 5 Year Growth $((184-116)/116)$	59%
HAPT 2020 beds	58
HAPT 20 Year Total Future Needed	617
Actual Planned Units 2025-2030	22
5 Year Estimate (20 year Need/4)	154
2030 Existing + Actual Planned	206 or 33% of HAPT 20-Year Total Needed

Permanent Supportive Housing

Current (2025) Number	65
2019-2024 5 Year Plan # of Units	37
2019-2024 5 Year Growth $((65-37)/37)$	43%
HAPT 2020 Units	16 (NW Passage)
HAPT 20 Year Net New (Gap)	264
Actual Planned Units 2025-2030	23
5 Year Estimate (Gap/4)	66
2030 Existing + Actual Planned	88 or 33% of HAPT 20-Year Total Needed

Affordable Housing 0 to 30% AMI*

Current (2020) Estimated Supply	804
Current (2025) Subsidized Rental (Not counted as part of 2020 supply)	300
HAPT 20 Year Total Future Needed	2418
Actual Planned Subsidized Units 2025-2030	30
5 Year Estimate (Total/4)	604
2030 Existing + Actual Planned	330 or 14% of HAPT Total Future Needed

* Current Subsidized Rental and Actual Planned are estimated based on number of subsidized rentals for 0-30% AMI as proportion of subsidized rentals for 0-80% AMI.

The presentation of the data in the above table differs from the presentation in the plan proper (see page 37). This Appendix provides estimates for Affordable Housing in the 0 to 30% AMI range (as required by Commerce's guidelines) while the plan proper presents estimates for Subsidized Affordable Housing in comparison to the total future housing needs of 8,400 units for 0 to 80% AMI. This is to emphasize that the plan addresses only a small fraction of the need for affordable housing, namely, local non-profit provided subsidized units.

Regarding 20 Year Estimates for EH

As Commerce's 20-year projections for EH beds in HAPT are based on the performance measure for Length of Time Homeless for 2019 (among other factors), the EH bed projection is likely overestimated as the Length of Time measure of 699 days in 2019 appears to be anomalous and very high. This is seen in the screenshot of Commerce's Homeless System Performance County Report Card for Jefferson seen below. The most recent Length of Time Homeless for 2024 was 242 days or 35% of the peak. The corresponding EH projections using the 2024 Length of Stay would be proportionally lower according to Commerce's formula.²⁴

In response, the Task Force is adopting a performance target goal of 1 year average for Length of Stay. This would result in slightly more than half the EH beds needed in 2045.



Source: Washington State Homeless System Performance County Report Card

Projects List

The Projects List below provides the source data for the number of planned units in both the 2025-to-2030 and the 2030-to-2045 timeframes. It is the intent of this plan to support the HSPs individual plans for capital development as the foundation for a fiscally sustainable plan.

²⁴ Washington State Department of Commerce, Establishing Housing Targets for your Community

2025-2030 Units in Construction or Development

- **Bayside** will complete 32 units in Vince's Village Phase One. Of the 32 units, 19 are PSH and 23 are AH (50% or less).
 - The mix of units at Vince's Village includes 6 studios, 21 1-bedroom, and 5 2-bedroom units.
 - The 3 story, 26,844 square foot mid-rise apartment building has common areas, bike storage, 1 elevator and 5 Americans with Disabilities Act (ADA) compliant units.
- **Bayside** will add 4 units at Woodley Place PSH complex as either transitional or permanent housing.
- **Community Build** plans to construct 5 units of affordable tiny-houses-on-wheels per year starting in 2026. The deeply affordable units at \$38,000 per unit will be sold as either rental or owner-occupied THOWs. The additional cost to install site infrastructure for the units is around \$12,000 for a total built cost of \$50,000.
- **Habitat of East Jefferson County's** plans include the construction of both permanently affordable low-income (under 80% AMI) housing and permanently affordable workforce housing. They have built 71 affordable homes to date that are permanently affordable ownership. Upcoming projects include:
 - Cliff Street cottages, Port Townsend, six homes to be completed Fall 2025 & Winter 2026, affordable under 80% AMI
 - Landes Terrace, Port Townsend, 14 paired homes, with completion dates beginning in Summer 2026 and finishing up in early 2028, affordable under 80% AMI
 - Mason Street Neighborhood, Port Hadlock, 136 paired homes and townhouses, homes completed in phases from 2027-32, affordable to 50-150% AMI
 - Rosalynn Court, Port Townsend, five cottage-style homes, 2028, affordable under 80% AMI
- **OWL360** is planning to add 14 transitional housing units for youth and young adults (18 to 24 years old) and/or their small children by 2026.

- **OlyCAP** will complete a 31 bed emergency shelter facility at Caswell-Brown and add an additional 8 tiny shelters.
- **Olympic Housing Trust** began construction of the Dundee Hill project in July 2025 of 5 units of permanently affordable AH. The Chimacum Commons project calls for 6 units of farmworker housing.

2030-2045 Proposed Projects

- A 30 bed no-barrier Emergency Housing facility is proposed as part of this plan. In addition to HRS and behavioral health service providers, lived experts have been involved in drafting the concept plan.

2030-2045 Planned Projects (Land secured, Preliminary Plan)

- **Bayside's** Vince's Village, Phase Two will contain 32 units for those with an AMI of 50% or less and will mirror the facility layout for Vince's Village Phase One.
- **Bayside's** current plan for the purchased San Juan & F Street property is to create 32-60 units. Most will be for those with an AMI of 80% or less, but there may be some units for those who earn more.
- **Community Build** continues to construct 5 units of affordable tiny-houses-on-wheels per year.
- **Habitat of EJC's** Mason Street Project will complete 16 units.
- **Olympic Housing Trust's** Chimacum Commons project calls for 6 units of affordable farmworker housing.
- The **City of Port Townsend's** Evans Vista neighborhood project is estimated to include 78 subsidized affordable rentals. Work on installing below ground infrastructure for the neighborhood is currently in progress.

2030-2045 Proposed Projects

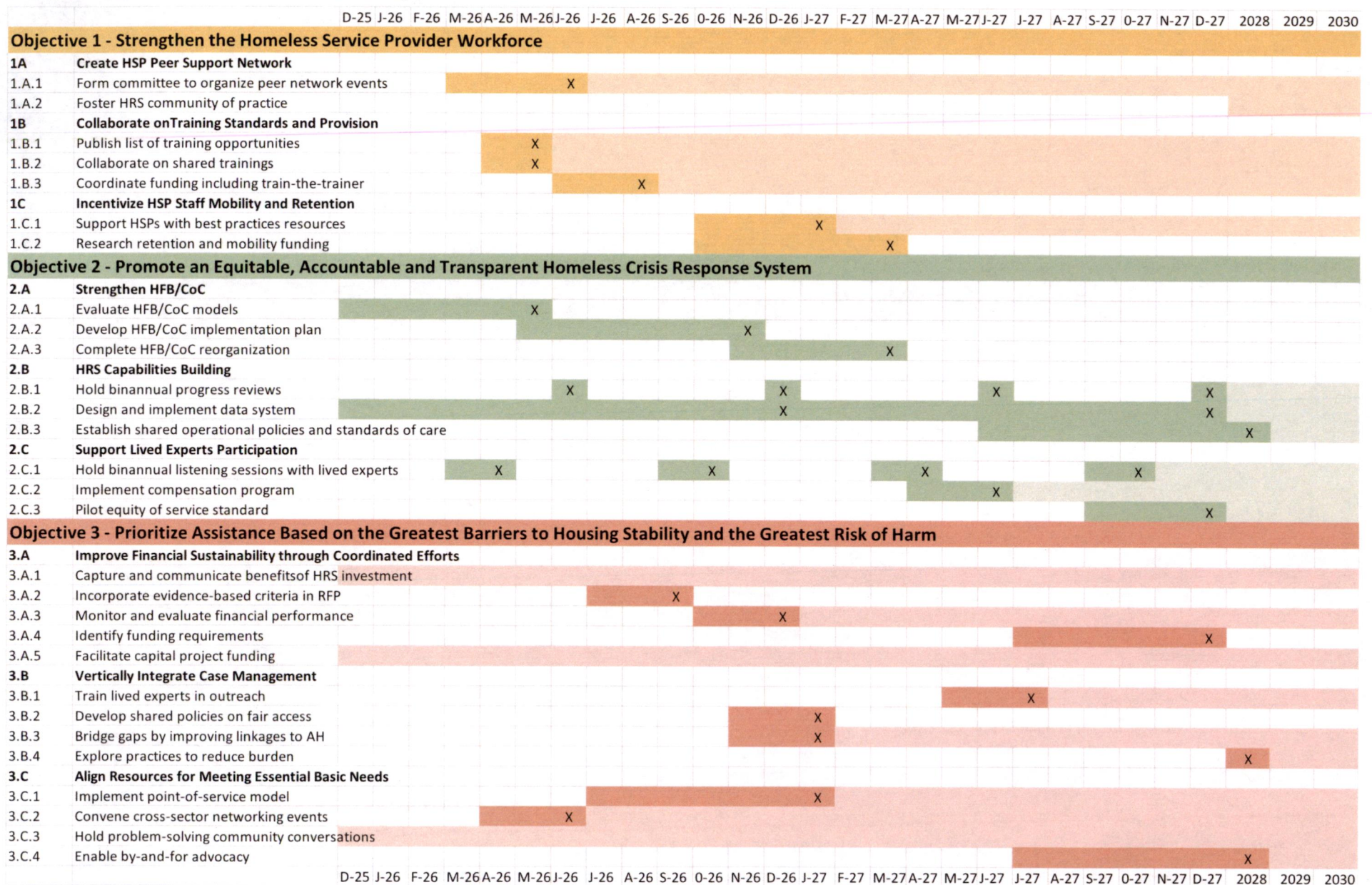
- **Bayside** proposes to add 40 additional park homes to Olympic Village Mobile Home Park. Funding is now being secured for purchase of park.
- **OlyCAP** proposes 24 PSH units for elderly low income.
- **Habitat of EJC** plans to continue to build 4 to 8 additional units/year of permanently affordable home ownership units.
- The **Peninsula Housing Authority** continues to explore opportunities in Jefferson County for low-income housing development.

APPENDIX G: STRATEGIES AND ACTIONS CROSS-REFERENCED TO NEEDS

Needs Assessment Key Findings	Plan Element	Quantitative Data Supported	Plan Objectives				
			Strengthen HSP Workforce	Equitable, Transparent & Accountable	Prioritize Assistance	Prevent Homelessness	Stable Housing for Everyone
Client-Centered Service Delivery	Strategies & Actions		1B	2.B.3; 2C	3B	4A	5A
Understanding and Addressing Individual Needs	Need		✓	✓	✓	✓	✓
Improving Access to Resources	Need		✓	✓	✓	✓	
Clear Communication	Need		✓	✓	✓	✓	
Equity in Service Delivery	Need	Yes	✓	✓	✓	✓	✓
System Coordination	Strategies & Actions		1A	2A; 2B; 2C	3A; 3B; 3C	4.A.2; 4B	5A
Coordinated Service Provision	Need		✓	✓	✓	✓	✓
Service Network Formation	Need		✓	✓	✓		✓
Community Integration	Need				✓	✓	✓
Case Management Capacity Building	Need		✓	✓	✓		
Centralized Data	Need			✓	✓	✓	
Homelessness Prevention	Strategies & Actions		1B,1C	2.B.1	3A; 3B; 3C	4A, 4B, 4C	5.A.2
Financial Assistance	Need	Yes			✓	✓	
Community Support	Need		✓		✓	✓	

Community-Based Solutions	Need				✓	✓	✓
Sustainable Funding for Program Staffing	Need		✓	✓	✓	✓	
Structural Inequalities	Strategies & Actions		1B, 1.C.1	2B, 2C	3B; 3C	4A; 4B	5A
Racial Disparities	Barrier	Yes	✓	✓	✓	✓	
Discrimination Against Vulnerable Groups	Barrier	Yes	✓	✓	✓	✓	✓
Lack of Family-Sized EH and Rental Units	Barrier	Yes		✓	✓	✓	✓
Unmet Needs of Seniors	Barrier	Yes		✓	✓	✓	✓
Material and Economic Barriers	Strategies & Actions			2B; 2C	3.A.4; 3C	4A; 4B; 4C	5A; 5B
Rental Affordability	Barrier	Yes				✓	
Lack of Available Housing	Barrier	Yes				✓	✓
Regulatory Challenges	Barrier					✓	✓
Essential Basic Services	Barrier			✓	✓		✓
Funding Gaps	Barrier	Yes		✓	✓	✓	✓
Social Barriers and Health and Behavioral Challenges	Strategies & Actions		1B	2.B.3	3C		
Stigmatization and Isolation	Barrier		✓	✓	✓		
Substance Use, Mental Health and Trauma	Barrier	Yes	✓	✓	✓		
System Gaps	Strategies & Actions		1C		3.A.4; 3B; 3C	4A; 4B; 4C	5A
No Senior Housing Program	Gap	Yes			✓	✓	✓
No Housing Options for People with SUDs	Gap		✓		✓		✓
Need for Rental Management Services	Gap				✓	✓	
Lack of Renters Protection	Gap					✓	

APPENDIX H – TIMELINE CHART



		D-25	J-26	F-26	M-26	A-26	M-26	J-26	A-26	S-26	O-26	N-26	D-26	J-27	F-27	M-27	A-27	M-27	J-27	A-27	S-27	O-27	N-27	D-27	2028	2029	2030
Objective 4 - Prevent Episodes of Homelessness Whenever Possible																											
4.A	Assist Renters with Information and Resources on Rights																										
4.A.1	Distribute resources on Tenants Rights													X													
4.A.2	Connect with legal and conflict services													X													
4.A.3	Promote tenant training																								X		
4.A.4	Incubate tenants rights' organization				X																						
4.B	Expand Supported AH Options for Renters																										
4.B.1	Develop global lease model toolkit														X												
4.B.2	Convene aging-in-place housing workgroup													X													
4.B.3	Recognize tenancy rights of underhoused																								X		
4.C	Develop AH Rental Management Resources																										
4.C.1	Promote landlord training															X											
4.C.2	Convene workgroup on non-profit rental management option												X														
4.C.3	Evaluate incentives for community-based landlords																							X			
Objective 5 - Seek to House Everyone in a Stable Setting that Meets Their Needs																											
5A	Strengthen Partnerships to Facilitate Access																										
5.A.1	Secure a location for day center as safe space						X																				
5.A.2	Develop supportive EH plan													X													
5.A.3	Create targeted program for older adults																								X		
5.A.4	Streamline permitting of HRS housing													X													
5.A.5	Incorporate family-sized units proportionate to need													X													
5B	Resource AH Capacity Building																										
5.B.1	Create AH Advisory Board							X																			
5.B.2	AH Supply Strategy Study													X													
5.B.3	Coordinate AH Advocacy																										
5.B.4	Expand MFTE program													X													

Notes:

X indicates milestone.

Darker color bars indicate development phase while lighter color bars indicated ongoing implementation.

APPENDIX I: INDEX OF ACTION LEADS

LEAD/RESPONSIBLE PARTY	ACTION ASSIGNMENT (OR SHARED ACTION ASSIGNMENT)
Ad Hoc Rental Management Workgroup	4.C.1; 4.C.2; 4.C.3
Ad Hoc Workgroup(s) of Stakeholders	4.A.4 4.B.2
Board of County Commissioners	3.A.1 5.A.4 5.B.1; 5.B.3
By-and-For Organizations	2.C.3
City and County Planning Departments	5.A.4 5.B.4
Continuum of Care	3.B.1 3.C.4 4.A.1; 4.A.3 5.A.3; 5.A.5
Continuum of Care Lead	1.B.3; 2.B.3 3.B.1 3.C.4 4.A.1; 4.A.2; 4.A.3 5.A.2; 5.A.3; 5.A.5
Coordinated Entry Advisory Board	2.B.3 2.C.3 3.B.2; 3.B.3; 3.B.4 3.C.1
County and City Grant Administrators	1.C.2
Housing Fund Board	1.C.2 2.A.1; 2.A.2; 2.A.3 2.B.1 2.C.2 3.A.2 5.A.3; 5.A.5

Housing Fund Board: Community Conversations Committee	3.C.3
Housing Fund Board: Data & Needs Assessment Committee	2.B.2 2.C.1 3.A.3 4.A.4 4.B.1; 4.B.3
Housing Fund Board: Finance Committee	3.A.3; 3.A.4; 3.A.5
Housing Fund Board: HSP Workforce Committee	1.A.1; 1.A.2 1.B.1; 1.B.2; 1.B.3 1.C.1
Housing Fund Board: Shelter Coalition	2.B.3; 3.B.4 3.C.2 5.A.1; 5.A.2
Housing Solutions Network	4.A.1; 4.A.2; 4.A.3 4.B.2 5.B.1; 5.B.2
Port Townsend City Council	3.A.1 5.A.4 5.B.1