



Strategic Plan Narrative
2026-2030

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Executive Summary

Housing Opportunities of Southwest Washington (HOSWWA) sunsets its current five-year plan (2020-2025) in September 2025, having used its objectives, strategies, and tactics to guide investments and operational direction throughout its term¹. All goals and progress status against these 2020-2025 objectives are presented as an appendix.

Updated goals, objectives, and strategy/tactic pairs are presented here for the 2026-2030 five-year term. This new plan affirms HOSWWA's mission/vision/values, reflects upon its achievements across the past five years, assesses new challenges ahead as well as the ever-evolving needs for housing supports, and commits to a refined action set aimed at serving its expectations for accountability and effectiveness from its Board and community stakeholders.

HOSWWA provides executive oversight, development and maintenance services to housing properties, and administration of government assistance programs related to housing. The organization operates under the authority of RCW Chapter 35.82 (Housing Authorities Law) and the interlocal agreements between the counties and municipalities it serves. Washington State RCWs establish housing authorities as public benefit organizations with broad authority and empowerment – including specifically, “to engage in research, studies, and experimentation” – to improve the number of “safe and sanitary dwelling accommodations “which persons of low income can afford”.² Officially chartered as the Longview Housing Authority (dba HOSWWA, or Housing Opportunities of Southwest Washington), interlocal agreements establish its four county service region inclusive of Cowlitz, Wahkiakum, Lewis, and Pacific counties. The total population of this combined area will grow modestly to nearly 250,000 by 2030, but is dispersed across 5,068 square miles. This exceptionally large service geography³ coupled with its multiple county and municipal government jurisdictions creates unique challenges for HOSWWA (relative to other housing authorities) in managing its operations efficiently, economically, and effectively per expectations of its stakeholder communities. These challenges are reflected in the particulars of this plan and reflected in the interview and survey responses collected during this planning process and presented herein as an appendix.

As of mid-2025, HOSWWA directly owns or manages 543 project-based rental units (see Figure 1). Approximately 1,600 tenant-based vouchers are also being administered by HOSWWA under various HUD eligibility programs. Additional properties are under development or negotiation for acquisition, and additional housing vouchers are continually being pursued. Demand for project placements and vouchers continues to (far) outstrip openings. Funding for new developments and existing voucher programs administered by HOSWWA relies primarily on county, state, and federal program sources. Inconsistency and variations in funding (both in amount and timing) from state and federal sources

¹ See full plan at <http://www.longviewha.org/strategic-plan.html>.

² RCW 35.82.010, Finding and declaration of necessity, <http://app.leg.wa.gov/rcw/default.aspx?cite=35.82.010>

³ Exceeded by just 200 square miles by the territory served by Okanogan County Housing Authority's 5,268 square miles. HOSWWA serves 5,068 square miles across its four-county region.

complicate planning and budgeting, with additional uncertainty introduced in 2025 due to reduced federal budgets and HUD program cutbacks.

The four-county region served by HOSWWA is distinguished by generally low- to medium household incomes (median household incomes range between \$60,000 and \$75,000), and large demographic populations with unique needs (over 15% of all households receive food stamp SNAP assistance, nearly 40% of households with one or more people claiming a disability, and upwards of 30% of children living in single-parent households). Approximately 30% of the region's households are headed by individuals over 65 years of age and 7% are veterans, notably higher than for Washington State overall.⁴

Nearly 115,000 housing units are available across the HOSWWA region, but many are aged. Over 30% of all housing units are at least 50 years old. Older homes, particularly manufactured homes and those subject to the region's harsh seasonal weather with its persistent precipitation, may lack needed safety protections and expected quality standards of particular importance for elderly and disabled residents.

The planning process for this 2026-2030 strategic plan began in April 2025. Stakeholder perspectives were gathered through interviews with current HOSWWA Board members and regional community stakeholders, along with an online survey distributed more broadly. Subsequent workshops with the Board and leadership team gathered additional perspectives and assessment of capacities and risks, a SWOT analysis (Strengths, Weaknesses, Opportunities, and Threats), and proposed outcomes for the current planning horizon. These inputs lead to five primary themes that will guide HOSWWA investment and focus during this 2026-2030 five-year operating horizon:

1. Preserve Existing Housing Stock and Program Supports
2. Expand Housing Opportunities
3. Provide Supports that promote Stability and Economic Mobility
4. Execute Communications and Outreach Program
5. Diversify Revenues

Planning Scope and Process

The following deliverables and outcomes are expected from this planning exercise:

- Affirm the vision, mission, values and business strategy for the upcoming five (5) year horizon (2026-2030).
- Assess HOSWWA achievements, financial resiliency, operating effectiveness, regulatory and contractual commitments, known opportunities for growth, and risks or threats that can

⁴ Data from the U.S. Census American Community Survey (ACS), with the 2019-2023 five-year estimates compilation being the most recent. Tables sourced through data.census.gov. 2024 data will be released in December 2025.

reasonably be projected. The intent is to ensure a robust appraisal of HOSWWA’s capacity to meet regional needs for affordable housing and mitigate risks to achieving goals.

- Declare over-arching goals for the planning horizon and strategies for their achievement. These goals are likely to extend beyond the five-year term of this new plan.

Figure 1 maps the overall planning calendar. Board and staff workshops reviewed baseline demographics and housing characteristics sourced from the U.S. Census Bureau⁵, Washington State Department of Commerce⁶, and HOSWWA applicant and Head of Household data. One-on-one interviews (via Zoom) with HOSWWA Board members and community stakeholders gathered perspectives on regional housing conditions and needs. An online survey (via SurveyPlanet.com) was also prepared and emailed to targeted stakeholders selected by HOSWWA leadership. The list of interview and survey respondents and survey summary are included as an appendix.

Group workshop meetings affirmed the mission/vision for HOSWWA, prepared and reviewed a SWOT analysis, and finalized a set of “GoalPOST” objectives⁷ for the upcoming five-year planning horizon.



FIGURE 1: STRATEGIC PLANNING CALENDAR 2025

Background

Washington State continues to experience extreme an housing affordability crisis. Affordability remains out of reach for much of the population, with half of all renter households paying more than 30% (or even 50%) of income on housing costs⁸. Over the past five years, despite increased permitting for single-family and multifamily homes, the affordability index has declined further—home ownership is now considered unaffordable for more than 80% of state households.⁹

A combination of factors—including sharply rising development costs, regulatory barriers, high mortgage interest rates—has led to more new construction serving affluent buyers rather than middle- or low-income residents. The Department of Commerce estimates that over one million new homes

⁵ U.S. Census Data from data.census.gov (particularly from the American Community Survey five-year estimates 2019-2023)

⁶ Particularly from the Office of Financial Management (OFM) and population and demographics data [Population & demographics | Office of Financial Management](#)

⁷ See Appendix: GoalPOST Methodology.

⁸ The State of the State’s Housing 2024 – Supply and Affordability in Washington State. [State-of-Washingtons-Housing-Report-2024.pdf](#)

⁹ 2025 Washington Housing Profile, National Low Income Housing Coalition [SHP WA.pdf](#)

are needed statewide by 2044 to address current shortages, buildable land constraints and rising costs continue to impede progress.¹⁰

The four counties served by HOSWWA—Cowlitz, Lewis, Pacific, and Wahkiakum—are directly affected by these statewide trends. The region faces increased competition from in-migration of higher-income households whose purchasing power drives up local prices, making inventory even less accessible to local workers and families. As of mid-2025, median home prices across the HOSWWA area have risen nearly 20% year-over-year, with median prices ranging between \$350K and \$400K. The median resale price per square foot now approaches \$300.¹¹ These price levels are unattainable for the majority of residents given only modest year-on-year wage growth and employment concentration in cyclical and lower-wage industries (timber, fishing, hospitality, and retail services).¹²

The Longview Housing Authority was created in 1976 by the Longview, Washington city municipality. Under its dba moniker, Housing Opportunities of Southwest Washington (HOSWWA), the agency serves a 5,068 square mile region including Cowlitz, Lewis, Wahkiakum, and Pacific counties. Under interlocal agreements with these jurisdictions, HOSWWA is directed to fulfill the requirement of state laws pertaining to Housing Authorities (RCW chapter 35.82) “to prepare, carry out, acquire, lease and operate housing projects; to provide for the construction, reconstruction, improvement, alteration or repair of any housing project or any part thereof...” and “To investigate into living, dwelling and housing conditions and into the means and methods of improving such conditions ... and to engage in research, studies and experimentation on the subject of housing.”¹³ As of mid-2025, HOSWWA directly owns or manages 543 project-based rental units (see Figure 2). Approximately 1,600 tenant-based vouchers are also administered by HOSWWA under various HUD eligibility programs.

HOSWWA funding draws from county, state, and federal program sources. Wide variations in federal and state funding programs (both in amount and timing) complicate budget assumptions, particularly those of the Washington State Housing Trust Fund

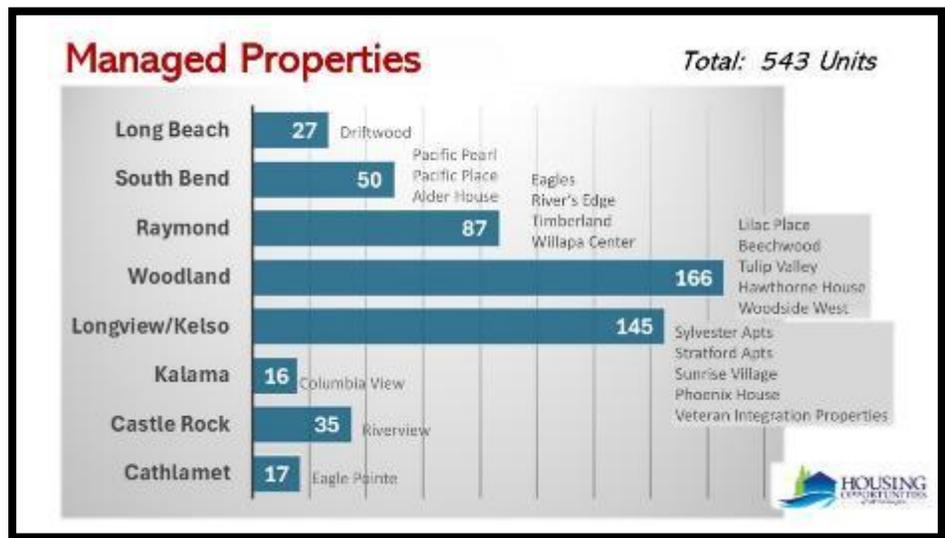


FIGURE 2: HOSWWA MANAGED PROPERTIES (SEPTEMBER 2025)

¹⁰ Washington Center for Housing Studies, Building Industry Association of Washington (BIAW), [More Homes, Higher Prices](#)

¹¹ Redfin market data, <https://www.redfin.com/news/data-center/>

¹² Headwaters Economics.org. Regional demographic and populations-at-risk reports sourced through U.S. Census Bureau data.

¹³ RCW 35.82.070, Powers of authority, <http://app.leg.wa.gov/rcw/default.aspx?cite=35.82.070>

and federal voucher programs administered by the Department of Housing and Urban Development (HUD). Of direct relevance to HOSWWA, HUD policies expressly favor large housing authorities (i.e., those managing many thousands of units with voucher programs). The regional scope of HOSWWA service offerings is considered a strategic advantage when competing for state and federal housing assistance resources.

Demographic Perspectives

HUD defines “cost-burdened families” as those “who pay more than 30 percent of their income for housing costs, including utilities” and “may have difficulty affording necessities such as food, clothing, transportation, and medical care.”¹⁴ This “30% Rule” disproportionately impacts poorer families, since rents and mortgages for quality housing do not scale higher or lower relative to family income. Rather, rents reflect market demand and availability that does not necessarily correlate to demographic incomes. Severe rent burden disproportionately impacts poor families.¹⁵

Across the HOSWWA region, all renters and nearly all homeowners with mortgages pay more than 30% of their income for housing. As illustrated in Figure 3, approximately one-quarter of all renters across the HOSWWA region spend over 30% of their income for housing, with over one-fifth of renter households committing over 50% of their income towards housing.

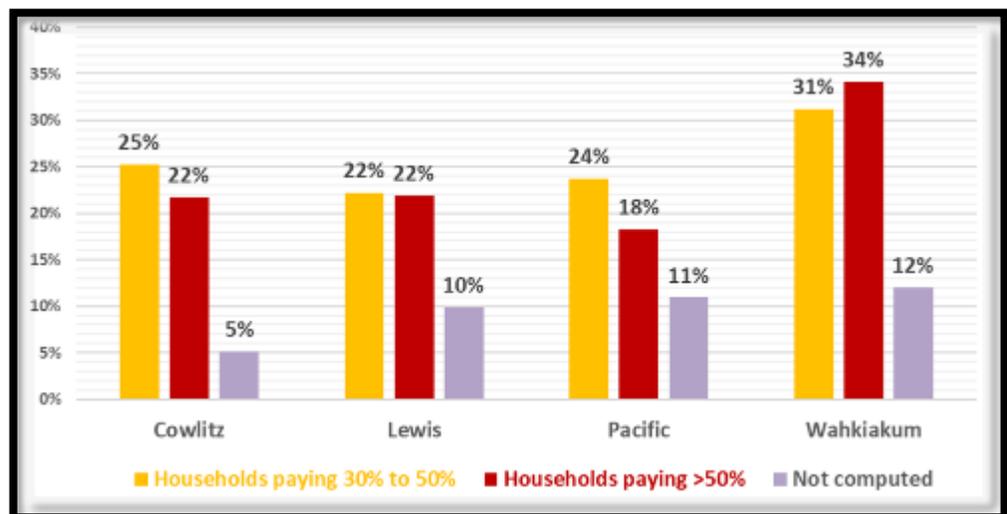


FIGURE 3: % OF RENTERS PAYING 30-50% AND >50% OF HOUSEHOLD INCOME

Aging housing stock throughout the HOSWWA region poses financial and rehab challenge for owners. As presented in Figure 4, nearly one-third of all housing across HOSWWA counties is at least 50 years old, compared to just 20% of housing units state-wide.¹⁶

¹⁴ HUD CHAS (Comprehensive Housing Affordability Strategy) background, [CHAS: Background | HUD USER](#)

¹⁵ HUD Multi-disciplinary Research Team, Rent Burden in the Housing Choice Voucher Program <https://www.huduser.gov/portal/sites/default/files/pdf/rent-burden-hcv.pdf>

¹⁶ U.S. Census Bureau, Table S2504 Physical Characteristics for Occupied Housing Units, American Community Survey, five-year estimates Dataset ACSST5Y2023

A sharper focus on rental units across HOSWWA counties reveals significantly older stock than state-wide totals. Figure 5 illustrates that most HOSWWA counties' rental units are at least 45 years old, compared with just over 40% of all rental units state-wide.¹⁷

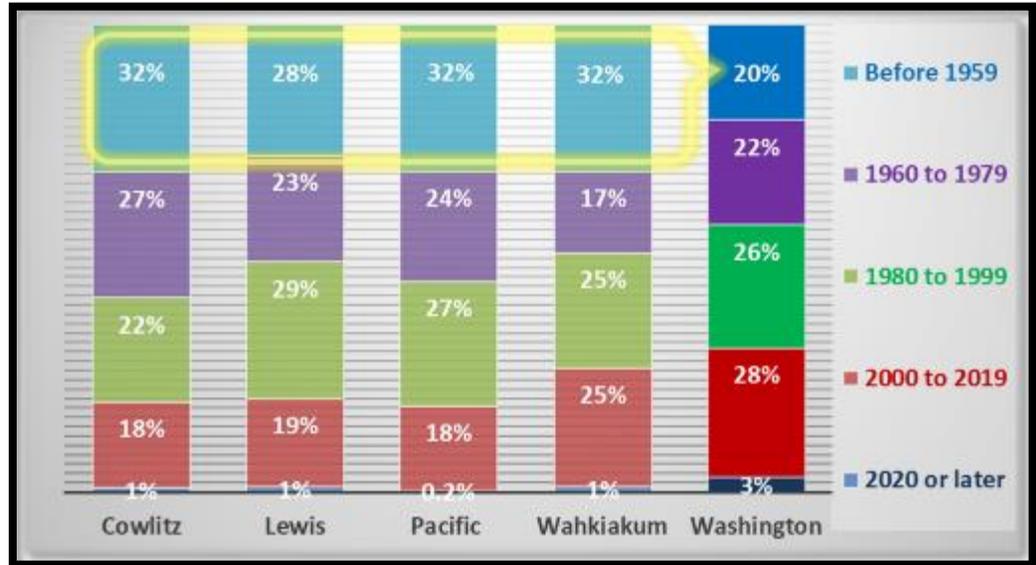


FIGURE 4: YEAR IN WHICH HOUSING CONSTRUCTED

Rental homes generally are not maintained as well as owner-occupied units. Protecting affordability as well as structural integrity and safety characteristics of these older structures may involve (significant) financial support for repairs, weatherization, and building upgrades that may not be priority investments of landlords. These structural and safety

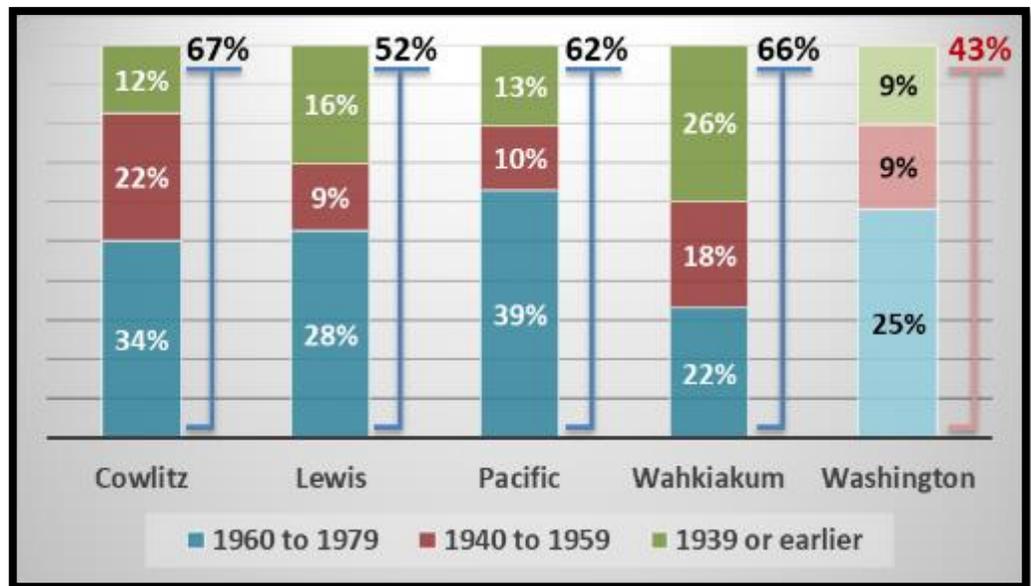


FIGURE 5: % OF RENTAL UNITS AT LEAST 45 YEARS OLD

vulnerabilities are of special concern for mobile homes— which are especially vulnerable to structural deterioration in the severe climate conditions of HOSWWA counties with seasonally high windstorms, drenching annual precipitation amounts, and coastal airborne salts. Across the HOSWWA region, the percentage of mobiles used as rental units relative to total available rental housing is presented in Figure 6. Only Cowlitz county has rental statistics mirroring state-wide totals; all other counties have

¹⁷ *Ibid.*, U.S. Census Bureau Table S2504

significantly fewer rental units available and significantly higher percentages of mobile homes used for rentals.¹⁸

Household poverty is pervasive throughout the HOSWWA region. As illustrated in Figure 7, HOSWWA counties are populated with higher percentages of households within poverty levels established by HUD standards.¹⁹

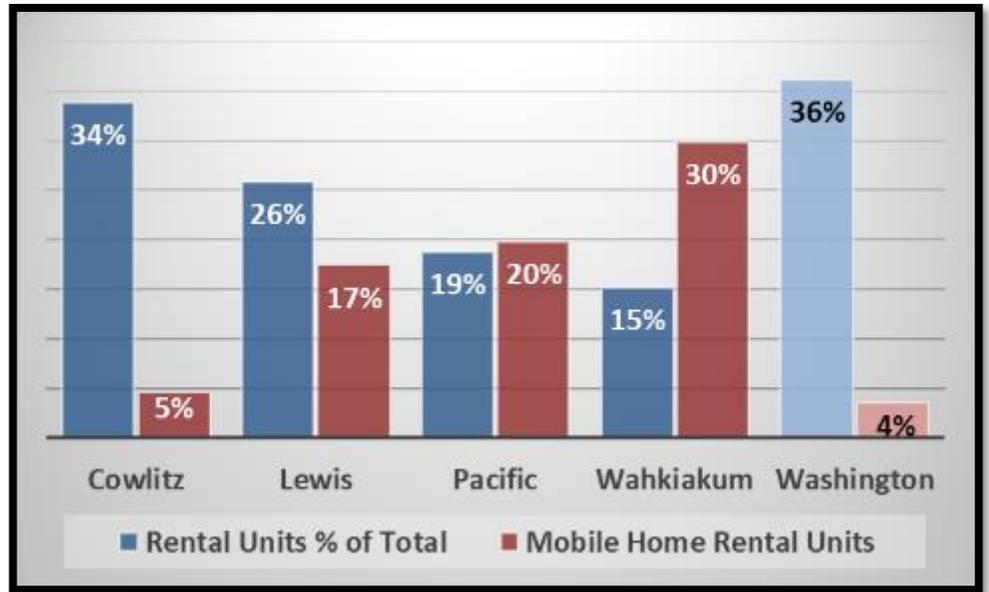


FIGURE 6: RENTAL AND MOBILE HOUSING AS % OF TOTAL HOUSING UNITS

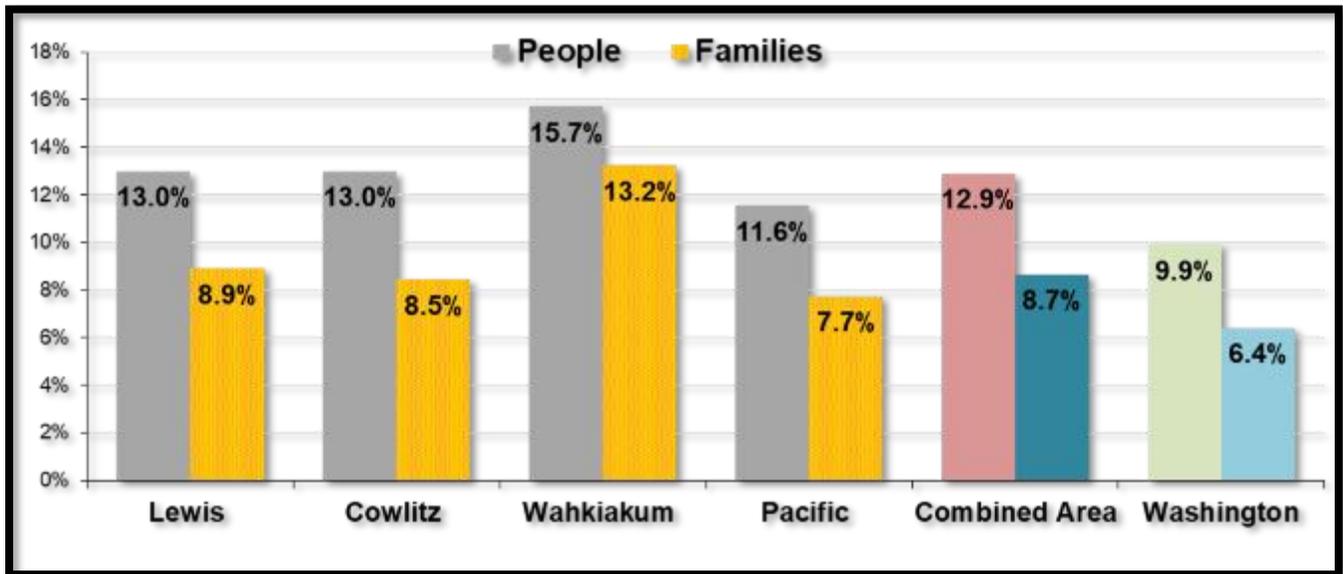


FIGURE 7: % OF INDIVIDUALS/FAMILIES IN POVERTY (HUD \$\$)

These general socio-economic characteristics of the region are personalized in the demographics of actual applicants to HOSWWA for housing assistance. As illustrated in Figure 8, applicants to HOSWWA are largely (80%) residents of HOSWWA counties, over one-third currently homeless, half reporting a disability and nearly half are aged 50 or older. Of those households fortunate enough to secure

¹⁸ *Ibid.*, U.S. Census Bureau Table S2504

¹⁹ Compiled by Headwaters Economics.org from U.S. Census Bureau five-year 2019-2023 ACS datasets.

assistance through HOSWWA, their average income is \$16,000 and the significant majority (80%) are in at least one or more of these categories: families with children, elderly, or disabled. disabled.

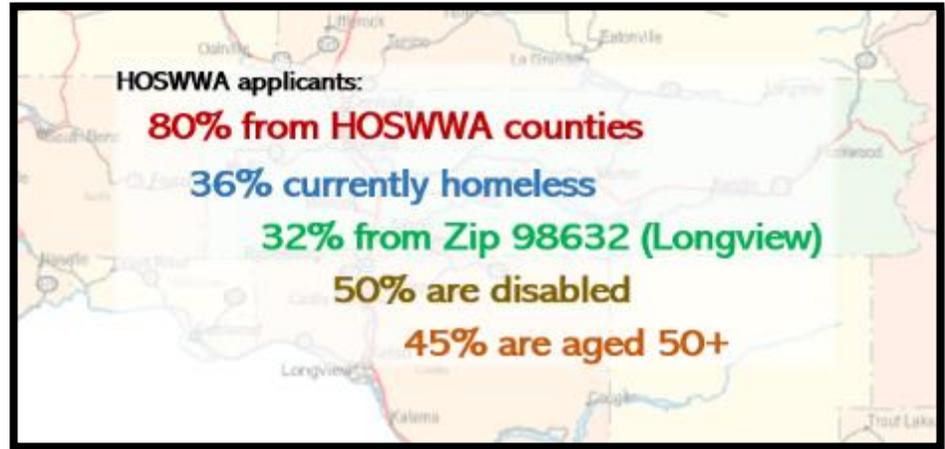


FIGURE 8: HOSWWA APPLICANTS

Mission, Vision, and Values

The Mission and Vision for HOSWWA were reviewed and affirmed, as seen in Figure 9. In particular, the Vision describes a “future state” of “what ultimate success should look like”. The HOSWWA Vision’s reference to “vibrant communities” and “hope and opportunity” are particularly compelling. And the Mission’s emphasis on “stable and affordable” housing while “encouraging personal responsibility reflects HOSWWA Board’s beliefs that clients of its housing programs should aspire to bettering their circumstances where able.



FIGURE 9: HOSWWA VISION AND MISSION

Strengths / Weaknesses / Opportunities / Threats (SWOT)

The Board and staff leadership team workshops in April and May 2025 assembled a SWOT analysis, through which “Strengths” (assets, recognized capabilities, positive momentum) are contrasted with perceived “Weaknesses” (issues or concerns with existing resources and programs). Future “Opportunities” (external factors or forces that could be pursued for growth) were considered alongside “Threats” (external factors/forces that could impair current operations and/or future growth). See the appendix for more information on SWOT analysis in conjunction with GoalPOST planning. The resulting SWOT analysis is presented below:

Strengths	Weaknesses
<ul style="list-style-type: none"> • Engaged & Supportive Board • WA Tax credit expertise • Relationships across communities, agencies, stakeholders • Experience navigating HUD Programs, development projects, property management • Reputation (brand strength) • Staff that are committed to the mission • Solid financials • Supportive Services • Software infrastructure (adoption of YARDI, Aspire) 	<ul style="list-style-type: none"> • Lack of diversification (federal funds dependency) • <u>Managing growth: workflow processes, onboarding, hiring practices/standards</u> • Need for Succession Planning • Capacity - acuity of workload, lack of bank roll, • Emergency preparedness and training • Manage growth that is balanced with effective planning for execution • Community perspective of homeless housing • Making the time for planning/reflection • Do not have MTW in place • Consistency/thoroughness of onboarding practices • Efficiency in all internal processes - SOPs • Rural location related to economic growth and resources • Managing remote work (staff spread across four counties) • Staff burn-out • Inconsistent work culture and work ethic across (generational) staff cohorts • HOSWWA footprint - we cover four counties, and each has their own struggles when it comes to how we operate or manage • Managing underperformance in job roles; inconsistent standards

Opportunities	Threats
<ul style="list-style-type: none"> • Increasing capacities in response to projected increase <u>in elderly population</u> • Supporting needs for workforce housing (80-120% AMI) • Establishing a 501c3 foundation (or perhaps a for-profit organization) to take advantage 	<ul style="list-style-type: none"> • Excessively dependent on public sector funding • Regulatory chaos - we have to keep up with rapidly changing statutory requirements and regulatory policies (flip-flopping, new

Opportunities	Threats
<p>of unique funding sources and/or more flexible tactical execution</p> <ul style="list-style-type: none"> • Expand fundraising initiatives • Pursue all opportunities/resources to gain/build efficiencies, especially to include AI. Resist “reinventing the wheel” if existing resources/tools can service our needs. • Add Homeownership Counseling services • Better utilization of YARDI (https://www.yardi.com/) • Strengthen relationships with communities, agencies, and stakeholder groups (actively engage with the public as to what we do) • Educate the community regarding current need, need to change perception • Combine housing authorities (JPCHA & HOSWWA, Lewis...) for greater efficiencies and scale. • Pursue additional HUD programs (e.g., Moving to Work) • 	<p>regs, edited regs, ...), with fewer federal staffers to help interpret /assist</p> <ul style="list-style-type: none"> • All PHA's are bracing for layoff's due to revenue resources • Pace of inflation: when costs rise, rents rise (e.g., HUD Section 8 voucher funding projected to decrease)

HOSWWA GoalPOSTs for 2026-2030

Draft goals were proposed by HOSWWA leadership and reviewed/refined with the Board during a workshop in September 2025. Final GoalPOSTs that detail objectives and supporting strategies and tactics are presented below:

Goal 1: Preserve Affordable Housing Opportunities

Existing and projected needs for affordable housing across the HOSWWA region point to a critical need, given demographic projections (our large – and growing – elderly and disabled populations) and socio-economic conditions (stagnant wage growth versus inflation, limited employment opportunities, rapidly rising rents, and absurdly-high building costs). Hundreds of currently-affordable housing units developed under USDA loan programs (Section 515 and 538 loans, Section 515/516 Farm Labor Housing) will reach their loan requirements maturity between 2026 and 2030, potentially forcing tenants to meet at-market lease terms²⁰. With financial support from federal and state sources, HOSWWA can pursue acquisition and rehabilitation of these (and other) properties to ensure “no net loss” of affordable units. Note that potential acquisition and rehabilitation costs can be equal (if not greater) in some cases to new development, based on the condition of existing properties relative to building codes, safety concerns, and modern amenity expectations.

Objective	Strategy	Tactics	Timeline
Preserve/Maintain existing housing units for affordable housing	Make a concerted effort to rework properties that are not cash flowing or have performance issues	Regularly review property cash flows and performance triggers to prompt for adaptive or remedial actions.	Quarterly
	Maintain excellent Asset Management Practices to ensure life of our properties	Ensure that asset management practices for HOSWWA properties focus on maintaining the long-term financial health, physical viability, and community integration Regularly assess funding opportunities locally, state-wide, and federally-supported for property acquisition and/or rehabilitation.	Ongoing
	Be aware of when and where funding is available to support acquisition or rehab of affordable units	Maintain stakeholder engagement and research all housing investment leads	Ongoing
	Purchase existing properties to protect affordability	Pursue acquisition where it makes sense. Facilitate contacts with other agencies if HOSWWA cannot preserve.	Ongoing

Goal 2: Expand Affordable Housing Opportunities

Objective	Strategy	Tactics	Timeline
Increase voucher supply and expand rental assistance programs	Apply for new HUD voucher allotments as they become available	Pursue additional vouchers, and set-asides, to support evolving demographics	Ongoing
	Engage as appropriate in state/federal programs proposed to explore innovative housing programs.	Apply for MTW if it becomes available	As Available
Increase housing stock owned and or managed by HOSWWA by at least 5% annually through 2030	Develop new units when and where possible	Review opportunities as they become available. Maintain an active development pipeline.	Ongoing
	Seek to develop new housing through creative and innovative means.	Explore alternative development methods (modular) with internal and external development resources	Year 2
	Maintain annual occupancy of 98% in existing units	Review statistics monthly. Track goal with Regional Property Manager monthly.	Annual metric
Maximize utilization of rental assistance programs	Execute voucher utilization strategy to maximize benefits.	Utilize 2-year tool to maximize voucher utilization benefits. Review quarterly. Regularly review voucher processes including application processes and voucher lease up success rates to identify and implement actions to either remove barriers or otherwise improve success.	Bi-Monthly Quarterly Review
	Maintain regular contact with landlords of all subsidized properties and subsidy-accepting properties.	Enhance relationships with landlords, educate and recruit new landlords.	Quarterly
Expand HOSWWA Program Offerings	Leverage new/emerging programs and initiatives that support housing.	Regularly look for and investigate regional, state, and federal grant opportunities appropriate to pursue.	Monitor Monthly
		Explore innovation opportunities such as Jobs Plus, Youth Build, MTW	As Available
Explore possibilities to support safe and affordable housing for all in collaboration with community and business partnerships	Seek local collaboration with business leaders to address workforce housing needs.	Explore opportunities within the community the as they arise.	Ongoing
	Expand Homeownership Opportunities through Down Payment Assistance and Homeownership programs	Execute the DPA program and pursue additional grants and partnerships as available.	Year 1 and Year 2
	Advocate to remove barriers and increase funding to support affordable housing for all	Maintain leadership voice within WA State and National associations supporting <ul style="list-style-type: none"> • Association of Washington Housing Authorities (AWHA) • Washington State Housing Finance Commission (WSHFC) 	Ongoing

HOSWWA is driven to acquire/grow/develop as much new housing as possible, with consideration to community perception and support. Over 13,500 units of new housing affordable by households earning less than 60% of Area Median Income (AMI) are projected to be needed within HOSWWA counties by 2045 to meet population growth and demographic characteristics²¹. Upwards of 1,500 additional units are projected to be needed during this timeframe for “workforce housing” for households earning between 80 and 120% of AMI. The relative financial unattractiveness (to developers) of developing housing for lower- or even modest-income households means that HOSWWA is uniquely positioned to address a projected gap of thousands of these units relative to need. HOSWWA commits to pursue new funding opportunities (including grants, tax set-asides, collaborative initiatives) as available.

²¹ Washington Dept of Commerce, Housing for All Planning Tool (HAPT), [Updating GMA Housing Elements – Washington State Department of Commerce](#)

Goal 3: Provide Housing Supports that Encourage Stability and Economic Mobility

Supportive housing remains a foundational approach for resident success by combining affordable housing financial assistance with wrap-around social services tailored for individuals or families with special needs. This includes people experiencing homelessness, those with disabilities or mental health challenges, families under stress, and veterans. Systematic reviews and studies demonstrate Housing First and Permanent Supportive Housing (PSH) models reduce homelessness by 88% and increase housing retention by up to 98%. Moreover, supportive housing substantially reduces public costs by lowering the reliance on crisis services such as shelters, hospitals, psychiatric centers, jails, and emergency medical care.²² These supportive services are historically under-funded and focus is needed to advocate for increased funding and to deploy HOSSWA resources optimally. New opportunities should be pursued to include these supports considerations.

HOSWWA proposes to encourage economic mobility through supportive services that include employment assistance, personal financial coaching, and access to higher opportunity neighborhoods. Key strategies include employment services and work incentives programs like Jobs Plus and Family Self-Sufficiency (FSS) to provide residents with on-site job search assistance, education, training, and rent-based work incentives. Innovative HUD programs such as Youthbuild also deserve investigation.²³ These encourage employment and earnings growth without increasing rent burdens.²⁴

²²[Permanent Supportive Housing – Washington State Department of Commerce](#) and [Housing-First-Evidence.pdf](#)

²³ The HUD YouthBuild program is a community-based pre-apprenticeship initiative for at-risk youth ages 16-24 who have previously dropped out of high school. The program provides job training, educational opportunities, and leadership development, including hands-on construction experience to help build or rehabilitate housing for low-income or homeless families in participants' own communities. [EVALUATION OF THE YOUTHBUILD PROGRAM](#)

²⁴ [Using Housing Assistance to Promote Economic Mobility | MDRC](#)

Objective	Strategy	Tactics	Timeline
Improve Client Outcomes by increasing access to quality supportive services	Continue to expand and strengthen Supportive Services Division to align and focus resources across HOSWWA.	Explore grant opportunities to increase supportive services provided by HOSWWA, to enhance internal provision/delivery of services.	Quarterly
Strengthen self-sufficiency programs that provide supports to all clients to reach financial independence	Pursue innovative skills-building and development programs for client housing independence.	Investigate the HUD-sponsored YouthBuild program for expansion to the HOSWWA region.	Year 3
	Nurture existing partnerships and develop new partnerships with other supportive service providers.	Investigate collaboration with area schools for construction skills training and apprenticeship programs.	Year 2
		Regularly assess which partner relationships need to be developed/improved.	Ongoing
	Provide internal training and resources related to breaking down barriers to self-sufficiency	Collaborate with partners to incorporate educational pathways	Year 1
Strengthen homeownership programs	Expand capacity and resources supporting home ownership.	Investigate service opportunities such as Down Payment Assistance, homeownership counseling, and credit counseling.	Year 1 and Year 2
		Investigate paths to homeownership such as self-help programs and community land trusts.	Year 3
		Explore construction of affordable units for homeownership	Year 2

* Measures of successful Client Outcomes can include:

- Percentage of clients who maintain housing over specified periods (e.g., 6 months, 12 months, longer),
- Rates of exits to permanent housing, low eviction or termination rates.
- Improvements in physical and mental health status.
- Increases in employment rates, job retention, and income levels.

Goal 4: Execute Communications and Outreach Program

Interviews with stakeholders and survey respondents indicate that regular (at least annual) updates from HOSWWA leadership are recommended to share information on need, progress, and opportunities for collaboration. With new federal, state, and local housing policies and funding programs (e.g., HUD reforms, WA State Commerce grants), housing authorities need to communicate clearly about program changes, eligibility, and benefits. Proactive, ongoing communication with stakeholders fosters transparency and accountability, helps to counter misinformation and opposition, and rallies broader community support for public housing initiatives.

HOSWWA commits to pursue regular engagement and communications sharing with community stakeholders through diverse engagement strategies including participation at community meetings and events, establishing a social media presence, and regular updates to the

county and municipal jurisdictions that are served. This goal is especially important over this planning horizon given the public’s fast-changing perspectives on affordable housing and increased public scrutiny of housing program funding.

Objective	Strategy	Tactics	Timeline
Develop and maintain connections with area stakeholders and supportive service providers	Create opportunities for regular and intermittent interaction with area stakeholders	Invite outside agency presentations to be included in all-staff agendas	Year 1
		Provide presentations about HOSWWA services at other agency events	Ongoing
		Assign staff to attend various regional meetings	Ongoing
		Provide table of HOSWWA services at Community Events	Ongoing
	Develop and maintain database of key stakeholders.	Create tracking in SharePoint; ask all staff to add contacts	Year 1
Establish the Voice of HOSWWA Regionally	Present annual update to Local governments.	Create PowerPoint to share annual achievements; add speaker notes to all ensure that HOSWWA leadership can effectively deliver.	Annually
	Publish Report to the Community	Gather and edit materials internally, emphasizing impact and plans.	Annually
	Develop and execute Community Outreach Plan	Hire communications consultant	Year 2
		Create committee for community outreach with representation from all departments	Year 2
	Establish a managed social media presence	Appoint personnel to create, publish, and monitor appropriate messaging on major social media platforms.	Year 2
	Develop Board and Staff Capacity to represent the voice and mission of HOSWWA regionally	Develop a one-page agency info sheet for staff and board members to use while engaging with stakeholders	Year 2
Provide training and develop talking points for staff and board to engage with the public		Year 2	
Targeted outreach to vulnerable communities	Reach out, meet people where they are at to provide access and opportunity	Continue capturing tenant stories and recruit tenants to participate in outreach events	Ongoing
		Provide continuous mentoring and opportunity to all staff	Ongoing
	Identify gaps in community services relative to housing stability	Quarterly review admissions and participation data to ensure we are reaching all populations	Ongoing
		Regularly engage and collaborate with organizations that serve vulnerable populations	Ongoing

Goal 5: Ensure Financial Resilience

Financial strength and stability is fundamental to HOSWWA effectiveness. Both HUD and Washington State funding will remain uncertain (and largely unpredictable relative to availability) in the immediate term and housing authorities must respond by prudent management of resources and aggressive pursuit of additional revenue sources. Diversifying revenue sources—encompassing local government funding (through sales tax revenues and recording fees), possible private partnerships with other organizations, possible for-fee services offerings, and investment returns on saved income—will help to smooth cash flow and provide planning relief should federal/state supports prove unreliable. Partnerships with nonprofits, local governments, developers, and philanthropic entities are especially encouraged to provide

access to grants, loans, and investment capital beyond federal funding. This facilitates innovative community-based housing solutions and the potential for tailored supportive services that resonate locally.

During the prior planning horizon (through 2025), HOSWWA implemented new financial systems management software and standardized review processes. Project development capacities were added within the organization, enabling retention of development fees and more control over planning and expenses. An alternative revenue stream was also established through the 2019 Washington State Affordable and Supportive Housing Act that enables local jurisdictions (cities and counties) to implement a .1% addition to their retail sales tax for use in affordable housing investments.²⁵ The City of Longview and Pacific County have both implemented this tax and the City of Longview

²⁵ [Affordable and Supportive Housing Sales and Use Tax – Washington State Department of Commerce](#)

established an interlocal agreement (ILA) with HOSWWA that memorializes the use of these funds for housing development and services managed by HOSWWA.

Objective	Strategy	Tactics	Timeline
Ensure Robust Financial Oversight for all Operations	Utilize financial reporting to engage all managers in the stewardship of budget and operations. Look beyond budget-to-actuals to include year-over-year comparisons to understand where costs are rising and need to adjust.	Continue to exploit and expand use of Yardi software and available modules for financial management.	Ongoing
		Annually review standardized financial reports to ensure we are communicating in common language readily understood by Board and staff leadership.	Ongoing
	Ensure that managed properties are stewarded to maximum advantage. Regularly report and maintain best-in-industry standards for occupancy, facilities expense management, and rents returns.	Review quarterly comparative property financials from past years periodically to understand costs savings opportunities where possible.	Ongoing
Review Assets for Cost-reduction and Long-term Sustainability	Develop Asset Management Plan	Develop form for asset review; fill with relevant data such as debt service; amount due; interest rate; current rents; NOI; etc.	Year 1
		Institute annual review of assets to enable consideration of opportunities for improved financing/leverage.	Year 1
	Prepare and Monitor Reserves Budget to ensure sufficient repairs and CapEx funding for properties	Maintain ongoing visibility and reporting to Board of operations financing and asset (property) conditions utilizing asset review form noted above.	Annually
Increase non-HUD Revenues and Create new funding vehicles	Maximize earned development fees	Continue to leverage internal developer investment to earn fees in development projects	Ongoing
	Increase Property Management for other agencies (affordable only)	Take advantage of opportunities as they are presented, with adequate risk review	Ongoing
	Pursue non-HUD grants and support programs advantageously.	Investigate new grant opportunities.	Ongoing
	Pursue creation of a 501(c)(3) non-profit to complement HOSWWA objectives via philanthropic contributions	Determine objectives and the structure of board, staffing and funding of the non-profit	Year 1
	Become tax credit expert for the region	Provide training to increase strong tax credit compliance infrastructure	Ongoing
	Pursue legacy giving or similar programs to increase revenues from private sources.	Establish a planned giving program to increase revenues from private sources.	Year 2
Diversify Revenues	Investigate innovative opportunities to expand HOSWWA programs in line with HOSWWA mission and goals	Regularly review program gaps and identify opportunities to improve outcomes with new programs	Annually
		Assess risk to ensure proposed funding strategies align with the agency's financial resiliency goal	As Needed

Goal 6: Ensure Flexible and Resilient Infrastructure

In the prior planning cycle, HOSWWA declared its objectives to restructure operations and establish a culture of individual accountability to performance standards appropriate to the challenges of that time. Forging ahead towards 2030, HOSWWA leadership recognizes the critical importance of “all-hands at the ready” to ensure that exceptional operations performance continues and pivots as necessary to address an ever-evolving landscape of government supports, public expectations, inflationary costs, and growing need from its served demographics. Recruiting, training, and retaining qualified and dedicated staff is fundamental to successful execution of all goals and objectives herein.

Objective	Strategy	Tactics	Timeline
Organize for Success	Regularly assess personnel workloads, departmental responsibilities, and performance metrics to optimize operations' execution	Leadership team to semi-annually assess departmental charters relative to efficiency, workload, capacity concerns, and team effectiveness. Propose changes as appropriate.	Year 2
	Capture institutional memory	Catalog key responsibilities and task processes by developing Standard Operating Procedures for all processes for which critical staff expertise/experience is necessary. Ensure cross-training amongst staff including backups for all processes.	Ongoing
	Maintain Key Staff Succession Plan and review annually	Prepare short- and long-term succession plans and review annually.	Ongoing
Improve Employee Retention and Improve Staff Well-being	Maintain and evolve training programs	Continue investment in Yardi training database (Aspire) to ensure competent and compelling training programs for all required position roles.	Ongoing
		Send staff to outside trainings to maintain expertise	Ongoing
	Maintain market-competitive Wage and Benefits Program	Monitor market-competitive expectations for benefit programs and scope/scale. Budget for and integrate into policies as feasible.	Ongoing
		Bi-annually conduct wage study to ensure continued competitiveness	Ongoing
	Assess staff opportunities for (and encourage) upward mobility and opportunities for increased responsibilities.	Create a process where staff can apply for the Acceleration Pool.	Year 1
Empower staff to pursue physical and mental wellness.	Support the Office Wellness League and other staff driven morale initiatives and encourage staff to utilize agency provided benefits	Ongoing	
Optimize Systems Technology and Processes	Maintain a robust, competitive and secure IT infrastructure	Invest in technology (software, hardware, cloud-based applications, overall security) as necessary to facilitate effective operations across all departments.	Ongoing
	Execute overall IT Infrastructure Resilience Plan, including cybersecurity protections.	Maintain an overall equipment and applications inventory. Invest in robust security protocols as appropriate.	Ongoing

Summary

HOSWWA executed the strategies and tactics of its 2020-2025 plan to achieve all its goals and objectives to a major degree (see appendix for scored objectives from the prior plan). The organization is responsive to change in funding sources and conditions, political climate, and opportunistic acquisitions and/or development opportunities. As the survey and interviews confirms, HOSWWA has earned the respect and trust of key stakeholders across its (very large) served geography and has positioned itself as a leader state-wide in program execution, efficiency, and client outcomes.

The 2026-2034 planning horizon recognizes an evolving demographic profile across the HOSWWA region and disruption in traditional sources of financing and government support. HOSWWA will be expected to pivot as needed to meet challenges in funding strategies at the same time as demand for its services have never been higher. HOSWWA leadership welcomes innovative solutions for funding, creative designs and concepts for affordable housing communities, and will commit to greater public outreach and activism in support of affordable housing throughout its communities.

As noted in the prior 2020-2025 plan, author Roger Martin notes that effective “strategic planning” for the 21st century demands an approach that accepts uncertainty and “fear and discomfort” as essential factors in strategic decision-making. “If you’re entirely comfortable with your strategy, there’s a strong chance that it’s not very good. True strategy is about taking bets and making hard choices, not to eliminate risk but to increase odds of success.”²⁶ This challenge parallels the statutory language of Washington State RCWs establishing housing authorities, directing these organizations “to investigate ... into the means and methods of improving such [housing] conditions” and “to engage in research, studies and experimentation on the subject of housing.”²⁷

The strategies and tactics outlined for HOSWWA for 2026 through 2030 offer a roadmap to addressing the regional housing crisis impacting all communities nationwide but especially our southwest Washington region of rural/urban locales, extreme inequalities of household incomes, uniquely elderly and disabled demographics, and challenging development environments. HOSWWA success in this planning cycle will leverage increased engagement with other service organizations and agencies committed to community development. Throughout, HOSWWA will strive not only to achieve its state-mandated charter of “providing of safe and sanitary dwelling accommodations for persons of low income”²⁸ but establish itself as a leading advocate for all seeking safe, quality, and affordable housing as the foundation to community well-being.

²⁶ Roger Martin, “The Big Lie of Strategic Planning,” Harvard Business Review, January-February issue, 2014, <https://hbr.org/2014/01/the-big-lie-of-strategic-planning>

²⁷ RCW 35.82.070 (7), Powers of Authority, <http://app.leg.wa.gov/rcw/default.aspx?cite=35.82.070>

²⁸ RCW 35.82.010, Finding and declaration of necessity, <http://app.leg.wa.gov/rcw/default.aspx?cite=35.82.010>

Appendix: Glossary

AFFORDABLE HOUSING

Affordable housing is defined by statute RCW 43.185B.010(1) as “residential housing that is rented or owned by a person or household whose monthly housing costs, including utilities other than telephone, do not exceed 30 percent of the household’s monthly income. The affordability of housing is a function of the income of the people in the household and the price of housing (monthly mortgage or rent payment plus utilities).

The U.S. Department of Housing and Urban Development (HUD) designates housing as affordable if the gross costs to live in that housing unit, including utilities, do not exceed 30 percent of the gross income of the resident(s). In this glossary, HUD defines “moderate income” as between 81 and 95 percent of AMI. Elsewhere, “moderate income” is defined differently as income levels between 80 percent and 120 percent of AMI (see e.g., California Department of Housing and Community Development, “Income Limits,” available at <http://www.hcd.ca.gov/grants-funding/income-limits/index.shtml> (September 2020)).

U.S. Department of Housing and Urban Development (HUD), Office of Policy Development and Research, “Resources,” available at <https://www.huduser.gov/portal/glossary/glossary.html> (September 2020).

Affordability measures the extent to which enough rental housing units of different costs can provide each renter household with a unit it can afford (based on the 30-percent-of-income standard). Affordability, which is the broadest measure of the relative supply of the housing stock, addresses whether sufficient housing units would exist if allocated solely on the basis of cost. The affordable stock includes both vacant and occupied units.

<https://www.huduser.gov/portal/sites/default/files/pdf/Worst-Case-Housing-Needs.pdf>

AMERICAN COMMUNITY SURVEY (ACS)

A nationwide survey designed to provide communities with a fresh look at how they are changing. It is a critical element in the **Census Bureau's** reengineered 2010 census plan. The ACS collects information such as age, race, income, commute time to work, home value, veteran status, and other important data from U.S. households.

U.S. Department of Housing and Urban Development (HUD), Office of Policy Development and Research, “Resources,” available at <https://www.huduser.gov/portal/glossary/glossary.html> (September 2020).

AREA MEDIAN INCOME (AMI)

To determine whether housing costs or rents are affordable for residents of a certain community, HUD uses the area median income (AMI). In a designated area, half of the population makes more than the AMI, and the other half makes less than the AMI. HUD designates households to certain income groups based on their income relative to the AMI:⁴

- “Extremely Low Income”: Below 30 percent of AMI
- “Very Low Income”: Below 50 percent of AMI
- “Low Income”: Below 80 percent of AMI
- “Moderate Income”: Between 80 and 120 percent of AMI

Note: All these levels are adjusted based on how many people are in a household.

U.S. Department of Housing and Urban Development (HUD), Office of Policy Development and Research, “Resources,” available at <https://www.huduser.gov/portal/glossary/glossary.html> (September 2020).

HOMELESS

An individual who lacks a fixed, regular, and adequate nighttime residence; as well an individual who has a primary nighttime residence that is a supervised publicly- or privately-operated shelter designed to provide temporary living accommodations, an institution that provides a temporary residence for individuals intended to be institutionalized; or a public or private place not designed for, or ordinarily used as, a regular sleeping accommodation for human beings.

U.S. Department of Housing and Urban Development (HUD), Office of Policy Development and Research, "Resources," available at <https://www.huduser.gov/portal/glossary/glossary.html> (September 2020).

Under the federal McKinney-Vento Homeless Assistance Act (P.L. 100–77, July 22, 1987, 101 Stat. 482) and clarified in RCW 43.330.702, a student ("child," "juvenile," "youth," and "minor" means any unemancipated individual under the chronological age of eighteen years) is considered homeless if he or she lacks a regular and adequate place to sleep at night. That could mean students who sleep in a shelter, in a car or park, a motel or hotel — or "doubled up," which means they slept in someone else's home. "Unaccompanied" means a youth or young adult experiencing homelessness while not in the physical custody of a parent or guardian.

<http://app.leg.wa.gov/RCW/default.aspx?cite=43.330.702> and <http://www.k12.wa.us/HomelessEd/default.aspx>

HOUSEHOLD

All the people who occupy a housing unit. A household includes the related family members and all the unrelated people, if any, such as lodgers, foster children, wards, or employees who share the housing unit. A person living alone in a housing unit, or a group of unrelated people sharing a housing unit such as partners or roomers, is also counted as a household.

U.S. Department of Housing and Urban Development (HUD), Office of Policy Development and Research, "Resources," available at <https://www.huduser.gov/portal/glossary/glossary.html> (September 2020).

HOUSING PROJECT

"Housing project" shall mean any work or undertaking: (a) To demolish, clear or remove buildings from any slum area; such work or undertaking may embrace the adaptation of such area to public purposes, including parks or other recreational or community purposes; or (b) to provide decent, safe and sanitary urban or rural dwellings, apartments, mobile home parks, or other living accommodations for persons of low income; such work or undertaking may include the rehabilitation of dwellings owned by persons of low income, and also may include buildings, land, equipment, facilities and other real or personal property for necessary, convenient or desirable appurtenances, streets, sewers, water service, parks, site preparation, gardening, administrative, community, health, recreational, welfare or other purposes; or (c) without limitation by implication, to provide decent, safe, and sanitary urban and rural dwellings, apartments, mobile home parks, or other living accommodations for senior citizens; such work or undertaking may include buildings, land, equipment, facilities, and other real or personal property for necessary, convenient, or desirable appurtenances, streets, sewers, water service, parks, site preparation, gardening, administrative, community, health, recreational, welfare, or other purposes; or (d) to accomplish a combination of the foregoing. The term "housing project" also may be applied to the planning of the buildings and improvements, the acquisition of property, the demolition of existing structures, the construction, reconstruction, alteration and repair of the improvements and all other work in connection therewith.

RCW 35.82.020 Definitions, <https://app.leg.wa.gov/rcw/default.aspx?cite=35.82.020>

HOUSING UNIT

A housing unit is a house, an apartment, a group of rooms, or a single room occupied or intended for occupancy as separate living quarters. Separate living quarters are those in which the occupants do not live and eat with other persons in the structure and which have direct access from the outside of the building or through a common hall. For vacant units, the criteria of separateness and direct access are applied to the intended occupants whenever possible. If the information cannot be obtained, the criteria are applied to the previous occupants. Tents and boats are excluded if vacant, used for business, or used for extra sleeping space or vacations. Vacant seasonal/migratory mobile homes are included in the count of vacant seasonal/migratory housing units. Living quarters of the following types are excluded from the housing unit inventory: Dormitories, bunkhouses, and barracks; quarters in predominantly transient hotels, motels, and the like, except those occupied by persons who consider the hotel their usual place of residence; quarters in institutions, general hospitals, and military installations except those occupied by staff members or resident employees who have separate living arrangements.

A housing unit is **occupied** if a person or group of persons is living in it at the time of the interview or if the occupants are only temporarily absent, as for example, on vacation. The persons living in the unit must consider it their usual place of residence or have no usual place of residence elsewhere. The count of occupied housing units is the same as the count of households.

A housing unit is **vacant** if no one is living in it at the time of the interview, unless its occupants are only temporarily absent. In addition, a vacant unit may be one which is entirely occupied by persons who have a usual residence elsewhere.

Year-round units are those intended for occupancy at any time of the year, even though they may not be in use the year round. In resort areas, a housing unit which is usually occupied on a year-round basis is considered a year-round unit. As indicated above, year-round units temporarily occupied by persons with usual residence elsewhere are included with year-round vacant units.

U.S. Census Housing Definitions <https://www.census.gov/housing/hvs/definitions.pdf>

INADEQUATE HOUSING

Housing with severe or moderate physical problems, as defined in the American Housing Survey (AHS) since 1984. A unit is defined as having severe physical problems if it has severe problems in any of five areas: plumbing, heating, electrical system, upkeep, and hallways. It has moderate problems if it has problems in plumbing, heating upkeep, hallways, or kitchen, but no severe problems.

U.S. Department of Housing and Urban Development (HUD), Office of Policy Development and Research, "Resources," available at <https://www.huduser.gov/portal/glossary/glossary.html> (September 2020).

LOW-INCOME HOUSING TAX CREDIT (LIHTC)

A tax incentive intended to increase the availability of low-income housing. The program provides an income tax credit to owners of newly constructed or substantially rehabilitated low-income rental housing projects. In exchange for tax credits, properties are required to comply with investment regulations for 15 years and meet affordable rent requirements for at least 30 years. The Consolidated Appropriations Act of 2018 (the federal omnibus appropriations bill passed in March 2018) amended LIHTC tenant income standards to now allow households earning up to 80 percent of AMI in LIHTC-assisted units as long as the average income of all households in assisted units is 60 percent of AMI or below.

U.S. Department of Housing and Urban Development (HUD), Office of Policy Development and Research, "Resources," available at <https://www.huduser.gov/portal/glossary/glossary.html> (September 2020).

The LIHTC program offers two types of tax credits, a 9 percent tax credit and a 4 percent tax credit, each with different award processes, investor benefits, and financing structures. Both credits, however, produce newly constructed, rehabbed, or refinanced rental properties that follow the same income eligibility standards and affordability requirements.

The 9 percent credits are allocated to states annually by the IRS to distribute to eligible projects through a competitive process through state housing finance agencies. Award criteria are updated each year through a state's Qualified Allocation Plan. The 4 percent credits are available to all projects that receive at least 50% of their funding through tax-exempt bond financing. For both credits, investors claim tax credits over a 10-year period and are subject to a 15-year compliance period.

Financing and structuring a LIHTC deal requires several partners. In addition to federal, state, and often local government agencies, deals involve equity investors, who invest in a property in exchange for tax credits; attorneys, who navigate the legal process; and project developers or owners, who build and manage the property. Sometimes other housing funds (such as the HOME Investment Partnerships Program and the Community Development Block Grant program, both run through the US Department of Housing and Urban Development) are leveraged to finance projects.

Although LIHTC is widely popular and is successful in producing and preserving critical affordable rental units, it continues to face challenges. Units are not required to be permanently affordable and need additional infusions of capital when equity investors take their money out of the property once tax benefits end. Further, the program does not serve the lowest-income households well on its own: many tenants need federal rental assistance to afford rents.

Urban Institute, "The Low-Income Housing Tax Credit: How it works and who it serves," 2018.
<https://www.urban.org/research/publication/low-income-housing-tax-credit-how-it-works-and-who-it-serves>

MANUFACTURED HOME

A structure, transportable in one or more sections, which in the traveling mode is 8 body feet or more in width, or 40 body feet or more in length, or which when erected onsite is 320 or more square feet, and which is built on a permanent chassis and designed to be used as a dwelling with or without a permanent foundation when connected to the required utilities, and includes the plumbing, heating, air conditioning, and electrical systems contained in the structure. The term does not include any self-propelled recreational vehicle. Calculations used to determine the number of square feet in a structure will include the total of square feet for each transportable section comprising the completed structure and will be based on the structure's exterior dimensions measured at the largest horizontal projections when erected onsite. These dimensions will include all expandable rooms, cabinets, and other projections containing interior space, but do not include bay windows.

U.S. Department of Housing and Urban Development (HUD), Office of Policy Development and Research, "Resources," available at <https://www.huduser.gov/portal/glossary/glossary.html> (September 2020).

MODERATE INCOME

Households whose incomes are between 81 percent and 95 percent of the median income for the area, as determined by HUD, with adjustments for smaller or larger families. HUD may establish income ceilings higher or lower than 95 percent of the median for the area on the basis of HUD's findings that such variations are

necessary because of prevailing levels of construction costs, fair market rents, or unusually high or low family incomes.

U.S. Department of Housing and Urban Development (HUD), Office of Policy Development and Research, "Resources," available at <https://www.huduser.gov/portal/glossary/glossary.html> (September 2020).

SUBSIDIZED (AND GOVERNMENT-ASSISTED HOUSING)

"Subsidized" and "government-assisted housing" will be used in this report to describe income-restricted housing that is publicly owned or assisted through direct housing subsidies, capital funding or rent supplements and intended to meet the needs of those households with low-to-extremely-low incomes (below 50 percent of the area median income) who would not be able to afford housing without assistance.

2017 Housing Affordability Response Team (HART) Recommendations, <http://www.commerce.wa.gov/wp-content/uploads/2016/10/ahab-hart-affordablehousing-report-2017.pdf>

TRANSITIONAL HOUSING

A project that has as its purpose facilitating the movement of homeless individuals and families to permanent housing within a reasonable amount of time (usually 24 months). Transitional housing includes housing primarily designed to serve deinstitutionalized homeless individuals and other homeless individuals with mental or physical disabilities and homeless families with children.

U.S. Department of Housing and Urban Development (HUD), Office of Policy Development and Research, "Resources," available at <https://www.huduser.gov/portal/glossary/glossary.html> (September 2020).

VERY LOW-INCOME

Households whose incomes do not exceed 50 percent of the median area income for the area, as determined by HUD, with adjustments for smaller and larger families and for areas with unusually high or low incomes or where needed because of facility, college, or other training facility; prevailing levels of construction costs; or fair market rents.

U.S. Department of Housing and Urban Development (HUD), Office of Policy Development and Research, "Resources," available at <https://www.huduser.gov/portal/glossary/glossary.html> (September 2020).

Appendix: GoalPOST Methodology

Goal POST is a business planning process originally inspired by Michael Porter at Harvard University Business School. It is a simple yet comprehensive way to develop and articulate a strategic plan. With the Goal POST methodology, the planning process begins with the end in mind: the “Goal”. We then think through the Strategies and Tactics to get from “where we are today” to “where we want to be in the future”. An effective Goal POST process encourages fact-finding, brainstorming, and collaboration amongst stakeholders before arriving at decisions. The Goal POST format helps structure the discussions and plan and also provides a common language and format for communicating ideas. Finally, the complete Goal POST provides a roadmap to follow and a way to track progress.

The POST in Goal POST is an acronym: P = profile, O = objective, S = strategy, T = tactics. Each is a critical component of any plan. Here’s an example template for Goal POST:

Goal: <Where you’re going in the long run...>

P	<where you’re starting from: Summarize factual analysis (based on SWOT) of the current situation and what we are doing now.>
O	<What you plan to achieve along the way: List no more than five (5) specific and measurable outcomes.>
S	<How you’re going to get there: State in clear and simple terms the deliberate approach you will take to reach your goals and objective.>
T	<What steps you need to take to reach your objectives: List specific activities that need to happen, who will be responsible to make them happen, and when they will be achieved.>

Goal – Where we’re going in the long run.

A goal sets the direction for the organization and what we want to accomplish in the long run. We want the achievement to be aspirational but within the realm of possibility. The Goal is something we continually strive to achieve, and perhaps it’s not always easy to tell when we’ve reached the goal.

EXAMPLE: “Become the preferred supplier of co-packaged solutions for ABC.”

Profile – Where we’re starting.

The profile is a factual analysis of the current situation and what we are doing now. It describes what’s happening in the industry. The profile also describes current strengths and weaknesses compared to present and future competitors or threats. A SWOT analysis is a useful tool for developing the profile.

Objective – What we plan to achieve along the way.

Unlike goals, “objectives” are specific and measurable outcomes that we declare that we will achieve in a defined time period. Think **SMART**:

- **S** = specific,
- **M** = measurable,
- **A** = achievable,
- **R** = results oriented,
- **T** = time bound.

Objectives are the way we measure success and gauge progress toward the goal. We may have multiple objectives for a particular goal, perhaps three (3) to up to five (5). EXAMPLE: “Ensure occupancy rates above 90% in each fiscal year.”

Strategy – How we’re going to get there.

“Strategy” is the deliberate, sustainable approach to move toward the goal and objectives. In business, a winning strategy needs to consider the competition (or alternative solutions or choices that would disadvantage the organization) and define a path that delivers recognizably unique value to the client. It explains how we are different, so not an action or actions that can easily be copied by the competition.

When developing a strategy, reflect upon the SWOT analysis. Consider whether our strategy will focus on strengths or minimize weaknesses. Is there a strategy that will allow us to take advantage of an opportunity we’ve defined? Do we need a strategy to fight off any threats to the organization?

Business strategies are often based on “value” or “price”. While “value” is about doing something differently, “price” is how we’re doing it cheaper or more economically/efficiently. Ultimately, each strategy needs to be differentiated from “competition” or alternatives. While every organization must be mindful of operational efficiency, competing solely on price is a challenging strategy over the long run.

Example: “Build inside development expertise to efficiently manage project developments and maximize retained development fees.”

Tactics - What steps to take to reach our objectives.

Tactics are “what” needs to be done, not “how” you’ll do them. Tactics are our action plan of specific activities that *need* to happen, *when* they need to happen and *who* will make them happen. Tactics are the marching orders for the team, but not the sole thing they need to understand. To be effective,

the team that will execute the tactics must understand the goals, profile, objectives, and strategy(ies) that lead up to the tactics.

Ideally, key team members will be involved in developing the plan. In doing so, we create a sense of shared responsibility, increasing the plan's chance of success. Oftentimes, there lots of room for creativity with tactics. For example, we may have a tactic that calls for implementing a partner management system. There is an enormous amount of research, decision-making, and additional planning that will need to occur if we are to successfully execute the tactic. If the accountable "owner" of the tactic understands all other elements of the Goal POST, the project is more likely to deliver a result that moves everyone towards the goal.

Recommendations:

While the Goal POST format may be straightforward, the planning process is often difficult. The information available may be incomplete, or perhaps even contradictory. Confusion about what we're trying to accomplish may frustrate team members. On top of that, we are under pressure to meet everyone's expectations and to complete the plan by a specific date. If we aren't willing to plan seriously and make hard decisions, we'll likely end up with an unfocused, "peanut-butter" Goal POST that essentially is just a "to do" list of uncoordinated, individual actions. Team resources will not be deployed effectively, and you'll waste time and energy. Ultimately, the goal and objectives will not be achieved.

Because planning is often more important than the plan itself, allow time to "work the process". A plan can never account for all the issues, problems and opportunities to be realized. But the planning process can prepare each team to deal effectively with the unforeseen or unexpected. Here are suggested steps to begin the Goal POST:

- Enlist the help of a team. Develop the plan in cooperation with others to create insights and ideas for the Profile and strategies. This will also help create a sense of shared responsibility for the project.
- Hold regularly scheduled work sessions. Decide when and how we'll meet and work as a team. Assign team roles and responsibilities such as team lead, scribe or note taker, facilitator, etc. Develop a clear agenda and review the next steps and action items after each meeting.
- Discuss and clarify the purpose of each project. This may lead to multiple Goal POSTs if we discover that the challenges we want to address are diverse, with unique objectives and strategies.
- Take time to brainstorm. Get all the issues and ideas on the table. Categorize these appropriately as belonging to the objective, profile, strategies, or tactics. Then discuss and evaluate them individually.
- Begin with the end in mind: the goal. Keep the goal statement brief and simple so that it is easily understood by the team. Periodically review the goal during the planning to ensure that your objectives, strategies, and tactics are aligned with the goal.

- Develop each “Profile” using the SWOT Analysis. Reflect on the best practices and “what works” in our own experience. The profile uses facts, not opinions.
- Assign owners and deadlines to tactics. Many plans fail because the tactics are too open ended, without a clear owner, deliverable or deadline. The plan fails to be executed. Someone (preferably a named individual, not a group of people) needs to be responsible for ensuring the tactic gets done by a specific date.
- Manage risk. Discuss and identify risks, investment and other information needed for success. Determine how we will mitigate the risks. Determine whether we have the necessary resources needed for this plan. If not, then re-evaluate the plan, seek outside funding, or divest from other programs and redirect the resources to this plan.
- Keep track of progress. Schedule your calendar with a regular (bi-weekly? monthly?) review of the plan deliverables. Make sure you’re on track with your tactics. Take a snapshot of your objectives and gauge whether you are on target to achieve them in the timeframe you’ve set.

Strengths / Weaknesses / Opportunities / Threats (SWOT)

Internal Analysis	
<p>Strengths Resources and capabilities that can or could give us a competitive advantage</p>	<p>Weaknesses Resources and capabilities that we lack, that will negatively impact our ability to compete</p>
External Analysis	
<p>Opportunities External or market factors that give us an opportunity for profit and growth</p>	<p>Threats External or market factors that prevent or threaten our opportunities and strengths</p>

Below are questions to ask during this phase of planning. Answer these questions not only from the organization perspective, but also from a customer/client, analyst and competitor perspective. In addition, consider strengths relative to “competitors”.

Strengths:

- What advantages does the organization have?
- What do we do well?
- Do our competitors’/alternatives’ weaknesses²⁹ point to our organization’s strength?
- Are our strengths defensible or uniquely-positioned relative to competitors/alternatives?

Weaknesses:

- What could we improve or do better?

²⁹ “Competitors” may include “competition” for time or resources that may detract from or diminish the organization’s capacities.

- What do we do poorly?
- What is preventing you from being more successful?
- What advantages do our competitors have?
- Do our competitor's strengths point to an organizational weakness?

Opportunities:

- What are good opportunities for the organization to pursue?
- What are the interesting trends we know about?
- Are there changes in the marketplace, industry standards, government policies, practices or technology that have created or will create opportunities?
- Do any of our strengths create opportunities for the organization?
- If we addressed any of the weaknesses, could they create opportunities?

Threats:

- What obstacles or challenges do we face?
- Is the "competition" doing anything that we should worry about, or could they take advantage of any of our weaknesses?
- What worries do you have about our current business, the condition of our channel partners, changes in the business climate, or technological innovations?

Appendix: GoalPOST 2020-2025 (Final Progress Status August 2025)

Goal 1: *Preserve & Expand Housing Opportunities*

Profile: *Based on known and projected needs for affordable housing across the HOSWWA region, we must position the organization to acquire/grow/develop as much new housing as possible and appropriate to community needs, and to pursue all new funding opportunities (grants, collaborative initiatives) as available. Seek to encourage new development through collaboration.*

Objective	Strategy	Tactics	Timeline	Progress Notes	Final Progress Status
Maximize the number of families supported through rental assistance programs	Apply for new HUD voucher allotments as they become available	Establish Voucher Committee to review each new opportunity; determine if we should apply; assist in completion of the application--Voucher Manager as Lead	Year 1 and on-going	Received 221 new Vouchers during this Strategic Plan process.	Complete and institutionalized.
	Implement voucher utilization strategy to maximize benefits.	Utilize 2 year tool from HUD. Assign staff person to update monthly. Review at minimum quarterly with CEO and Finance Manager.	On going	Staff meet monthly with HUD to go over 2 year tool. Finance staff have received training on completing the tool. Use of the tool has been integrated into management of program and budgeting for the program.	Complete and institutionalized.

Objective	Strategy	Tactics	Timeline	Progress Notes	Final Progress Status
	Hire landlord liaison to improve voucher leasing success rates	Create Voucher Committee to review voucher processes including application processes and voucher lease up success rates and identify actions that could be taken to either remove barriers or otherwise improve success.	Year 2	This work is continuing within the Voucher staff meetings. Addition of the Voucher Policy Position has really enhanced this work and all policies are currently being updated.	Complete and Ongoing
		Seek funding to support position	Year 2	Housing Navigation has been incorporated partially into the Supportive Services division through Rent Well. Housing Support Tech has taken on Landlord Liaison work and is meeting regularly with landlords to cover important topics.	Complete and institutionalized.
	Leverage new/emerging programs and initiatives that support housing	Assign staff person to watch for grant opportunities throughout the agency	Year 1	The new Strategic Planner position is researching grant opportunities that may fit the agency and helping with grant applications.	Complete and institutionalized.

Objective	Strategy	Tactics	Timeline	Progress Notes	Final Progress Status
Increase housing stock owned and or managed by HOSWWA by at least 5% annually through 2025	Develop new units when and where possible	Maintain active development pipeline	On-going	Added a total of 164 units in this period. 24 units with Acquisition of Pacific Place. Added 30 units with construction completion of Wilapa Center. Added 35 units with Acq/Rehab of Alder House. Added 40 units with completion of Sunrise Village. Added 35 units with Acquisition of River's Edge.	Complete and Ongoing
	Seek to develop new housing through creative and inventive means.	Explore alternative development methods (modular) with internal and external development resources	Year 3	Modular Panels were used in the construction of Sunrise Village. Currently exploring using full modular on next project.	Ongoing
	Maintain annual occupancy of 98% in existing units	Review statistics monthly. Track goal with Regional Property Manager monthly.	On going	2023 ended with 96% occupancy (this number included offline units due to fire)	Annual Goal.
	Purchase new unit for VIP	Seek Realtor. Look for unit that will fit the need; perform NEPA; obtain approval from City; purchase; seek funds for improvements needed.	Year 1	purchase completed Nov 2022	Completed

Objective	Strategy	Tactics	Timeline	Progress Notes	Final Progress Status
Preserve/Maintain existing housing units for affordable housing	Assist where possible in preservation of existing low income units	Pursue acquisition where it makes sense. Facilitate contacts with other agencies if HA cannot preserve.	On going	Received legislative award for Stratford brick sealing. Acquired Pacific Place for JPCHA. Awarded funding to Acquire Alder House in South Bend. Awarded funding to acquire Raymond Manor	Completed and Ongoing

Objective	Strategy	Tactics	Timeline	Progress Notes	Final Progress Status
Utilize the Project Based Voucher Program to promote preservation and development of affordable housing in our jurisdiction	Investigate requests for PBV and utilize the same to stabilize and or assist in development of affordable housing units	Strategically plan for project basing of vouchers to help make affordable units cash flow	Ongoing	Provided 15 PBV to Willapa Center; 7 to Alder House; 15 to Sunrise Village.	Completed and ongoing

Goal 2: *Provide Housing Supports* that Encourage Stability

Profile: Supporting Housing is the foundation for success of residents. These supportive services are historically under-funded, and focus is needed to increase funding and deploy resources optimally. New opportunities must be pursued to include Health considerations in the context of Housing solutions. "There is strong evidence characterizing housing’s relationship to health. Housing stability, quality, safety, and affordability all affect health outcomes, as do physical and social characteristics of neighborhoods" (<https://www.healthaffairs.org/doi/10.1377/hpb20180313.396577/full/>).

Objective	Strategy	Tactics	Timeline	Progress Notes	Final Progress Status
<p>Improve Client Outcomes* by increasing access to quality supportive services</p>	<p>Nurture existing partnerships and develop new partnerships with other supportive service providers</p>	<p>From list of partners determine where relationships need to be developed/improved. Assign lead to each partner. Schedule at minimum annual meetings with partners.</p>	<p>Year 1 and on-going</p>	<p>Established an "in service" in all staff meetings where partner agencies can present and discuss the services they have available. Participated in community based "fairs" to ensure we are establishing a presence in the community and all are aware of our services. Monthly PCA meeting for all service partners hosted by HOSWWA. Attendance in Cowlitz and Pacific homeless coordination meetings.</p>	<p>Complete and Ongoing</p>
	<p>Use Set Asides within developments to obtain services at no cost</p>	<p>First opportunity would be 38th/referral residents and services</p>		<p>Set Aside for DV at Sunrise Village;</p>	<p>Complete</p>
	<p>Explore grant opportunities to increase supportive services provided by HOSWWA, leading to internal provision/delivery of services.</p>	<p>Research the types of supportive service grants to determine what is a good fit with our business model</p>	<p>Year 2</p>	<p>Established Foundational Community Supports program with referrals from HOSWWA staff. Expanded VIP to the Supportive Services Division with three programs: VIP, Rent Well and FCS. All Supportive Housing Positions report to this division.</p>	<p>Complete and Ongoing</p>

Objective	Strategy	Tactics	Timeline	Progress Notes	Final Progress Status
Transform VIP to serve all veterans in need	Revise the VIP per new grant objectives	Establish MOU with Cowlitz Family Health Center and Columbia Wellness for mental health/substance abuse case management	Year 1	MOU's established and regular meetings occurring to nurture the partnerships.	complete
	Ensure transition to new grants is embedded into casework	Provide case management training to ensure preparation for new clientele		Training has occurred with all staff and is ongoing	complete

Goal 3: *Execute Broadly-engaging Communications Outreach Program*

Profile: HOSWWA must pursue deeper engagement and understanding with community stakeholders, to ensure connection and support. Need to ensure that partners understand HOSWWA programs and initiatives.

Objective	Strategy	Tactics	Timeline	Progress Notes	Final Progress Status
Develop and maintain strong connections with area stakeholders and support service providers	Create opportunities for regular and intermittent interaction with area stakeholders	Add outside agency presentations to all staff agenda	Year 1	Need to renew this objective	Ongoing
		Provide presentations about HOSWWA services at other agency events	Year 3	Staff have outreached to multiple agencies and are continuing this work	Complete and Institutionalized.

Objective	Strategy	Tactics	Timeline	Progress Notes	Final Progress Status
		Assign staff to attend various regional meetings	On going	Staff attend homeless meetings in 3 counties as well as the Regional Forum in Cowlitz, PCOG, CWCOG, various service fairs.	Complete
		Provide table of HOSWWA services at Community Events	on going	New Tablecloth with logos was purchased. Voucher staff and VIP staff attend community events.	Complete
	Develop and maintain database of key stakeholders.	Create tracking in SharePoint; ask all staff to add contacts	Year 1	Cowlitz and Pacific County have started maintaining a list of service partners and the services they provide. It is regularly maintained and available to all.	Complete

Objective	Strategy	Tactics	Timeline	Progress Notes	Final Progress Status
Visibly and regularly engage with community	Present annual update to City Council	Create PowerPoint to share annual achievements	On going	Complete for 2025	Complete
	Publish Annual Report	Choose annual theme; Gather materials; Edit materials; contract with consultant for compilation	On going	Completed 10/22; Consultant was too expensive. Looking to try and do internally.	Incomplete and needs resources.

Objective	Strategy	Tactics	Timeline	Progress Notes	Final Progress Status
	Develop and execute Community Outreach Plan	Create committee for community outreach with representation from all departments	Year 3	No committee but we have integrated outreach into all of our work. No plan has been developed. We have integrated resident success stories into our website. Working to start outreach committee.	Partially complete.
	Develop and fulfill Media Plan	Hire media consultant? Reach out to LCC and WSU for media intern	Year 2-3	No interns were available. We pulled quotes from a media consultant and they were too expensive. Strategic Planner has been helping on communication issues and this has given us more ability to move forward.	Utilizing different strategy than planned.
	Develop Board Capacity to deliver/champion HOSWWA messaging	Find Training?	Year 2-3	Not started. Media consultant could help.	Not started.

Goal 4: *Ensure Financial Sustainability through Diversification of Revenues and Effective Stewardship of Resources*

Profile: Financial strength and stability is fundamental to HOSWWA effectiveness. HUD and State funding will remain uncertain and must be bolstered by diversified revenue sources and optimized use/deployment of resources. Administration of HOSWWA resources must be optimized for sustained operations success to support our 5000 sq mile service region.

Objective	Strategy	Tactics	Timeline	Progress Notes	Final Progress Status
Identify Opportunities for New Revenues	Deliver robust financial reporting (through new software infrastructure)	Contract with new software company	Year 1	Contracted with Yardi	Completed
		Implement new software	Year 1	Main software implementation complete. Implemented the Job Cost module for development. Currently implementing Procure to Pay module.	Complete and ongoing improvements
		Review financial reports from new software to determine what more is needed	Year 1	Utilizing financial reports from software	Complete
	Standardize financial review processes (consistent definitions, sufficient for Board and leadership oversight, inclusive of historical perspectives, closely monitoring budgets)	Enlist assistance from finance committee to create common terminology	Year 2	completed with CPA	Complete
		Management team review of financials once monthly	On going	Managers have been provided with a standard operating procedure to	Ongoing

Objective	Strategy	Tactics	Timeline	Progress Notes	Final Progress Status
				pull their own financial reports and instructions to review at minimum quarterly and bring issues up with finance.	
	Improve budgeting process (for consistency, comprehensiveness, historical credibility, strategic effectiveness)	Hold till after new software	Year 2	Have made several improvements including FTE spreadsheet for planning. Training was provided to management staff and all are participating in the budget development. Each budget cycle we find ways to improve the process.	Complete and ongoing improvements

Objective	Strategy	Tactics	Timeline	Progress Notes	Final Progress Status
Review Assets for Cost-reduction Opportunities	Develop and Manage Property/Asset Management Plan (institute regular review of assets to enable consideration of opportunities for improved financing/leverage).	Develop form for asset review; fill with relevant data such as debt service; amount due; interest rate; current rents; NOI; etc.	Year 2	Cost per unit is tracked monthly. Utility management has moved to the Asset management position where any outlying costs are identified and managed. Property sheets are currently in development with all of the needed information.	Complete and in progress.

Objective	Strategy	Tactics	Timeline	Progress Notes	Final Progress Status
	-	Hold quarterly asset management meetings to review status of properties and identify opportunities for better function	Year 2	Director of Operations meets regularly with Asset Management Analyst to review properties.	Complete and in progress.
	Prepare and Monitor Reserves Budget to ensure sufficient repairs and CapEx funding for properties	Maintain ongoing visibility and reporting to Board of operations financing and asset (property) conditions.	On going	Funder requirements for reserves was reviewed and addressed and all properties are up to date with reserve contributions. Capital Needs Assessments are in process at all HOSWWA properties. Reserves will be reviewed once these reports are received.	Complete and in progress.

Objective	Strategy	Tactics	Timeline	Progress Notes	Final Progress Status
Decrease Administrative Costs	Develop Agency wide Contract Tracking	Review all Existing Contracts	Years 1-5	Tracking created with monitoring	ongoing
		Create file process for contracts	Year 2	Process created	Completed
	Improve Procurement Procedures	Create checklist to make process more user friendly	Years 1-5	Developed a new procurement policy to make this process easier. New contracts are currently in development. Staff need training and	Complete and in process

Objective	Strategy	Tactics	Timeline	Progress Notes	Final Progress Status
				processes need to be documented in SOPs.	
	Develop Procedures for review of High cost Areas	Identify highest cost areas; develop process and timeline for regular review of these areas	Year 3	Financials identify 10% variances. Addressing other cost savings as contracts come due. Renegotiated copier contracts with a savings of \$10k. Found new postage contract with some savings. Moved internet services to Astound and received a good discount. Converted phone system to "soft phones" with significant savings.	Complete and institutionalized.

Objective	Strategy	Tactics	Timeline	Progress Notes	Final Progress Status
Increase HUD and non-HUD Revenues	Continue earning developer fees	Continue maximizing potential for developer fees in development projects	Years 1-5	HOSWWA earned 1.5 million in developer fee in this period. Addition of internal developer will increase fees earned in the next few years.	complete and ongoing

Objective	Strategy	Tactics	Timeline	Progress Notes	Final Progress Status
	Continue earning Property Management Fees and expand where possible		Years 1-5	Added 164 units in this period and increased management fee to cover costs. More additions are coming in the next two years.	complete and ongoing
	Apply for new voucher opportunities		Years 1-5	Added 221 units in this time period.	complete and institutionalized
	Investigate other revenue generating options creatively and inventively.	Explore new grant opportunities	Years 1-5	New Grants in this period: VIP Capital Grant; Community Foundation Grant; 2 Firstenberg Grants; Foundational Community Supports contract; Rent Well grant; Various grants for deposit assistance.	complete and institutionalized
		Investigate commercial cleaning business for blinds	Year 2	Staffing has prohibited this objective from moving forward. Have investigated legal issues.	Incomplete

Objective	Strategy	Tactics	Timeline	Progress Notes	Final Progress Status
Create new funding vehicles	Launch a 501(c)(3) Non-profit to complement HOSWWA objectives via philanthropic contributions	Budget for additional legal services	Year 2	Created a donation policy and are currently working to start an annual gift process. Non-profit is not necessary for this objective.	Revised methodology. Complete and in process.

		Create Board Committee to assist in strategizing this objective	Year 2	Purpose for non-profit has not been identified. Possibly revisit next cycle?	Tabled
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Goal 5: *Ensure Sufficient Staff Capacity and a Flexible and Resilient Infrastructure*

Profile: We cannot overstate the importance of staff empowerment for HOSWWA to execute at its best. We seek to institute a culture of individual empowerment and personal initiative to achieve maximum staff engagement and understanding of their role in contributing to organizational success. Fundamental to this initiative is recruiting, training, and retaining qualified staffing at sustained levels to execute programs and pursue opportunities as available.

Objective	Strategy	Tactics	Timeline	Progress Notes	Final Progress Status
Restructure for Success	Proceed progressively by department to evolve leadership and culture: Begin with Asset Mgmt and Central/Exec Administration, followed by VIP, then Section 8 programs	CEO to work with each team individually; perform analysis of functions; determine with department manager where changes would be productive	Year 1-5	Each department has been looked at for efficiencies and coverage of areas that need more attention. We continue to adapt as necessary. Achievements to note : 1) Adding a second tier manager to each department ensuring continuity when managers are on leave and assisting with succession planning. 2) Added a policy position for HCV which is now expanding to the agency. This position helps in keeping up with policy	Completed and institutionalized.

Objective	Strategy	Tactics	Timeline	Progress Notes	Final Progress Status
				and procedure and ensuring we are up to date with the ever changing regulations. 3) Added a Strategic Planner position. This position assists with a) creating Standard Operating Procedures thereby ensuring institutional memory and standardization across divisions, b) special projects including standing up new programs, c) writing grants. This position has increased our capacity.	
		Managers to follow up on restructure and check in monthly to ensure changes are working and are solidified;	Year 1-5	In progress, adjustments are made as necessary	Ongoing

Objective	Strategy	Tactics	Timeline	Progress Notes	Final Progress Status
Pursue internalization of staff resources to maximize resiliency, capacity, and flexibility	Prepare budget and timeframe to recruit internal resources for development, legal, HR, etc. as feasible	Identify where we have insufficient capacity; develop list of job functions; determine job descriptions and salary schedule; budget for recruitment	Year 1	Proposed addition of Business Analyst in 2022 budget; Addition of Asset Management/Development Analyst in 2023. Moved Payroll to another employee. Created Policy position in HCV. Made HR position full time. Added New Development position. 2025 need to look at Finance, JPCHA staffing, coverage for areas that need more attention (IT, Admissions, Procurement, Data Integrity, etc).	ongoing

Objective	Strategy	Tactics	Timeline	Progress Notes	Final Progress Status
Improve competitiveness in recruitment	Develop a Market-competitive Compensation Plan	Get independent cost estimate for comp plan; budget for comp plan; procure expert and issue contract	Year 3-4	Comp plans are reviewed every three years and more frequently in times of economic turbulence to ensure ongoing competitiveness	Completed and institutionalized
	Develop Recruitment Plan (to improve "how we hire")	Reach out to Work Force for recruitment strategies; possible intern/apprentice	Year 1	We have hosted a few interns. We also use temps for trying out new employees and identifying those that we then invest	Complete

Objective	Strategy	Tactics	Timeline	Progress Notes	Final Progress Status
		approach to recruitment		in. Many have been hired through these two processes.	
		Committee of current line staff to provide recommendations to management team for improved recruitment	Year 2	Made changes to hiring process based on recommendations from staff.	Complete and ongoing
	Develop and Execute a Diversity and Inclusion Plan	Create committee to provide recommendations; committee to begin with review diversity and inclusion tool to see if it can be adapted for this agency	Year 2	This process has been tabled due to federal executive orders.	Tabled

Objective	Strategy	Tactics	Timeline	Progress Notes	Final Progress Status
Improve Employee Retention	Develop and Implement a Staff Training Plan	Establish committee for review of staff training needs; identify needs and intervals; create plan within budget reality	Year 3	Yardi training database, Aspire, was purchased and implemented. Training plans have been developed for required trainings.	Complete and ongoing
	Assess staff opportunities for (and encourage) upward mobility within the agency	Staff survey to identify areas of satisfaction and dissatisfaction--use resources from Archbright	Year 2	We have completed several staff surveys and discussions and modified processes accordingly.	Complete and ongoing

Objective	Strategy	Tactics	Timeline	Progress Notes	
Prepare for Staff Attrition (expected through retirements during this planning horizon)	Capture institutional memory through written procedures	Development of desk manuals agency wide; assigned by managers; progress review through managers team	Year 1-5	In progress. Currently pushing heavily on Standard Operating Procedures throughout the agency; new standardized format created; Strategic Planner is helping to institutionalize this.	Great progress and ongoing
	Develop Key Staff Succession Plan and review annually	Get succession plan model from other agency or HR consultant	Year 1-3	Started this process but needs more work. Will be the focus of next management retreat in October.	In process
	Create opportunities for mentoring/staff development	Staff survey to identify staff with desires for moving up	Year 1-3	Created new annual review process that encourages mentoring of staff	Complete and ongoing
		Identify those who wish to serve as mentor; pair up mentor/mentees; request reports back (method?)	Year 3	This didn't really work. Instead utilizing new review process	Closed

Objective	Strategy	Tactics	Timeline	Progress Notes	Final Progress Status
Improve Staff Well-being	Institute Wellness Committee	Committee (established and ongoing); freshen up with new members	On going	The Office Wellness League (O.W.L.'s) Committee is doing great work!	completed

Objective	Strategy	Tactics	Timeline	Progress Notes	Final Progress Status
	Revise Personnel/HR Policy Manual: Update to document standards for principled growth and administration as well as current legal/statutory employment regulations.	HR Consultant + Management team and Staff Committee	Year 1-3	Completed	Completed
	Update Benefits Program (including review of Leave policies for statutory conformance and flexibility for staff incentives and retention)	integrate into policy revision;	Year 1-3	Completed and reviewed annually--adding HSA	Completed and institutionalized

Objective	Strategy	Tactics	Timeline	Progress Notes	Final Progress Status
Optimize Systems Technology and Processes	Develop robust capacity to work remotely	Add Software with Client Portals	Year 1	complete for HCV in process for properties	complete
		Replace Failing Software (Housing Mate)	Year 1	utilizing Yardi. May eventually need a different solution	complete
		Develop Remote Work Security Plan	Year 2	Security has been a heavy focus and has been updated so that we were able to obtain cyber security	Complete

Objective	Strategy	Tactics	Timeline	Progress Notes	Final Progress Status
				insurance and have ZERO high risk items.	
		Purchase equipment updates (laptops/cameras)	Year 1-2	Complete	Complete
		Develop Document Imaging Capacity	Year 4	not started	not started
	Develop and execute overall IT Infrastructure Resilience Plan	Document equipment inventory and propose a replacement plan	Year 3	Hired new IT contractor and have worked on infrastructure and security. Replaced obsolete servers, phone systems, employee systems. Implemented password keepers, email encryption, email security monitoring, network breach monitoring, standardized access to servers, developed procedures and controls. Currently implementing electronic file retention.	Completed and Ongoing.

Appendix: Stakeholder Interviews and Survey

Individual Zoom interviews were conducted from May through July 2025 with the following:

HOSWWA Board	Rayleen Aguirre Marchelle Knapp Sue Lantz Dixie Kolditz David Vasquez
Cowlitz County	Mary Alice Wallis (Longview City Council, Former Mayor) Bill Fashing (Cowlitz Wahkiakum Council of Governments) Chris Collins (Longview Public Works Director) Ilona Kirby (Lower Columbia Community Action Program) Jennifer Wills (Longview City Manager)
Lewis County	Amy Buckler (Centralia Deputy City Manager) Michael Thomas (Centralia City Manager)
Pacific County	Lisa Olson, Dave Tobin, Jerry Doyle (Pacific County Commissioners) Greg Claycamp (Coastal Community Action Program) Dave Glasson and Rebecca Chaffee (Joint Pacific County Housing Authority) Darian Sheldon (County Homelessness Housing Programs Manager) Sue Yirku (Pacific County Economic Development Council)
Wahkiakum County	David Olsen (Cathlamet Mayor)

Key themes that consistently emerged from these interviews are shared below:

1. Strategic Prioritization for Vulnerable Populations

Many interviews highlighted the present (and growing) need to serve senior citizens and the disabled as demographics continue to evolve. Broadly, all demographics (elderly, disabled, families with children, victims of domestic violence, veterans, and low-wage workers) are recognized for concern over housing needs and should be considered for supportive housing services.

2. Expansion and Diversification of Housing Types

All interviews expressed desire for a broad spectrum of housing options: workforce housing, "missing middle" options (duplexes, triplexes, quadplexes), townhomes, modular units, permanent supportive housing, transitional housing, and small units for singles or seniors. There is also a call to move beyond large apartment complexes and include small-scale, community-accepted models that fit local contexts. Increasing the supply of accessible and ADA-compliant units is also a distinct need.

3. Overcoming Infrastructure, Land, and Regulatory Barriers

Every stakeholder discussed barriers such as limited land availability, insufficient infrastructure (especially water/sewer), high permitting/zoning costs, and regulatory complexity. Addressing these constraints through advocacy, partnerships, and working with local jurisdictions to streamline development processes is considered crucial for achieving housing goals.

4. Financial Sustainability and New Funding Streams

Given the risks posed by HUD budget cuts and limited government funding, there is wide agreement on the need to:

- Develop capacity to easily pursue charitable contributions through a 501(c)3 non-profit subsidiary or an equivalent organization or process through which to pursue fundraising and grants.
- Advocate for local revenue tools, including dedicated county or city sales tax (already in place for Longview city and Pacific County).
- Explore partnerships and public-private ventures as pathways to additional resources and income.

5. Improved Outreach, Engagement, and Partnerships

All interviews emphasized the need to enhance communications and partnerships:

- Increase visibility through (at least annual) presentations to city councils, county commission workshops, organizational newsletters, and outreach to churches, businesses, and other stakeholder organizations.
- Target outreach to marginalized communities (e.g., Hispanic, Micronesian, and immigrant groups) and improve bilingual materials.
- Build partnerships with entities including Lower Columbia College, area nonprofits, business communities, and tribal organizations to expand housing opportunities and awareness of need.

6. System Coordination and Service Accessibility

Multiple interviews noted challenges in navigating perceived complexities of housing service options, eligibility, and application processes. These complexities are viewed as particular hardships for particularly for vulnerable groups such as the elderly (who may lack computer access or literacy) and the homeless (who may not have reliable physical addresses or even cell phone access). Proposals include creating better coordinated intake and service systems, additional physical access points, and more seamless collaboration with local service providers to reduce barriers for residents.

7. Data-Driven Planning and Capacity Building

Stakeholders are enthusiastic for periodic collection and study of available demographic data, stakeholder input, and performance assessments to guide strategy. Recommendations include regular

updates to plans based on current housing needs/projections. Board members support increasing organizational capacity (personnel, expertise) to manage increased outreach, advocacy, and development.

Separately an online survey (crafted through SurveyPlanet.com) was distributed in May with results collected through August 2025. The survey plus all responses are presented below:



Housing Opportunities of SouthWest Washington: Strategic Planning Feedback

Stakeholder Survey for 2025-2030 Strategic Planning The Housing Authority of the City of Longview, dba Housing Opportunities of SouthWest Washington (HOSWWA). Currently, HOSWWA is a strong regional agency with a jurisdiction that includes Cowlitz County (except Kalama and Kelso), Lewis, Pacific and Wahkiakum Counties. Within this jurisdiction, HOSWWA owns and manages over 500 affordable housing units, more than 1,500 Housing Choice Vouchers, and also provides case management services and transitional housing to homeless veterans. HOSWWA is updating their strategic plan for 2025-2030 and seeks inputs from community stakeholders as to priorities for attention and investment. We look forward to your feedback on these questions and welcome additional engagement if a phone call or Zoom would ensure a more complete capture of your inputs. Thank you for your feedback!

- :: Kelly Rupp, kelly.rupp@leadtoresults.com (503) 708-1623
- :: Rachelle Burch, rachelle.burch@hoswwa.org (360) 423-0140 ext. 5043

Q1 Your name, affiliation, and email address?

Essay

Date	Response
August 19, 2025 5:21 PM	Rhonda HEVIN helpingeveryvet@gmail.com
August 18, 2025 2:52 PM	Emma Burghardt, Nurse Family Partnership (Clark/Cowlitz counties, through Clark County Public Health)
August 18, 2025 2:46 PM	Alan C Martinez, Veterans Health Administration Portland Health Care System, Health Care for Homeless Veterans, alan.martinez1@va.gov
August 15, 2025 6:19 PM	Kayla Jacobson kayla.jacobson@usw.salvationarmy.org The Salvation Army Longview Temple Corps Social Service Director
August 15, 2025 5:49 PM	Stefi Sudar Cowlitz Family Health Center ssudar@cfamhc.org
August 15, 2025 4:16 PM	Michelle Welch Cowlitz Family Health Center-Parent Child Assistance program/PCAP mwelch@cfamhc.org

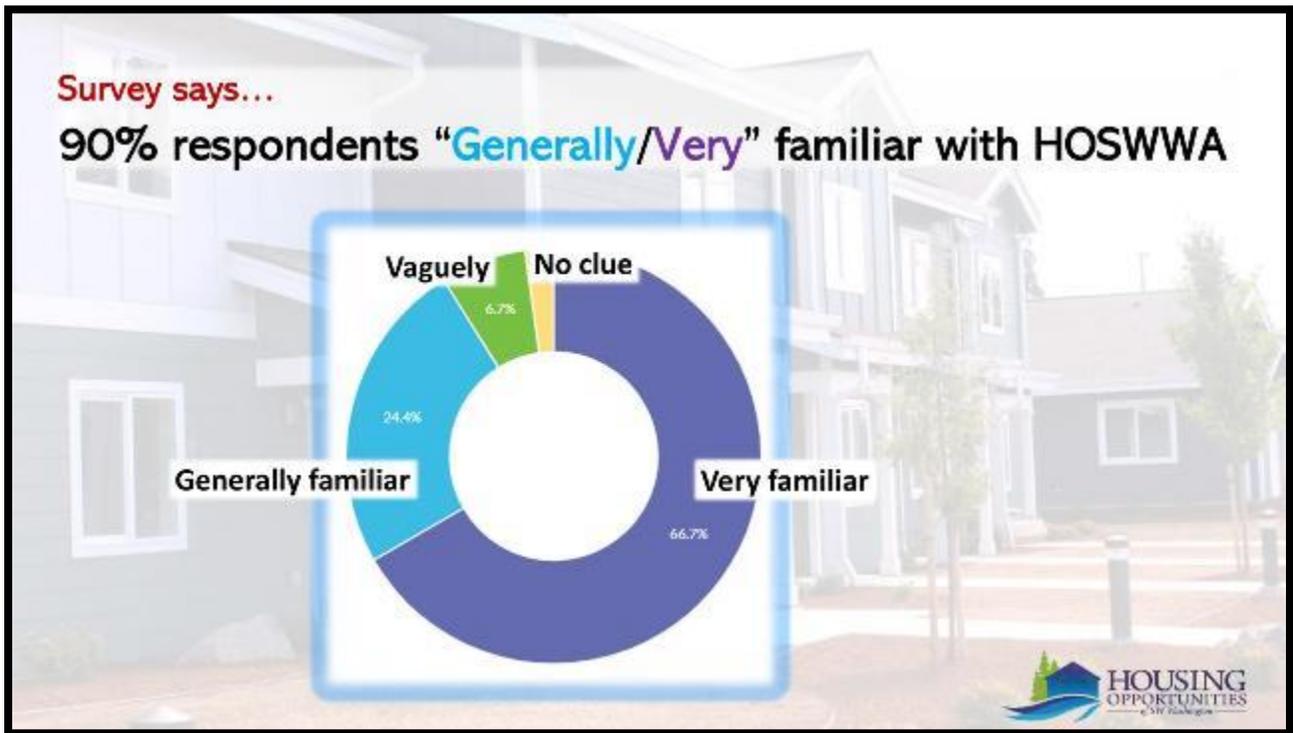
Date	Response
August 15, 2025 4:16 PM	Amanda Rowton Admissions Intake Specialist at Community House on Broadway amandar@choblv.org
August 9, 2025 1:04 PM	AshLee Miller Emergency Support Shelter Lead 1330 11th Ave. Longview
August 8, 2025 7:33 PM	Stacy Ferguson Community House on Broadway stacyf@choblv.org
August 4, 2025 4:13 PM	Leah Moore, Community Mediation Centers, housing@communitymediationcenters.org
July 30, 2025 5:39 PM	Gail Bishop - Mediator/housing specialist at Community Mediation Center, Longview - gail@communitymediationcenters.org
July 30, 2025 3:44 PM	Cowlitz Family Health Center/PCAP susmith@cfamhc.org
July 29, 2025 10:17 PM	Christina Suarez AOP Therapist christina.suarez@columbiawell.org
July 29, 2025 9:02 PM	Stefi Sudar ssudar@cfamhc.org
July 29, 2025 7:36 PM	Sonja Rakoz Parents for Parents Coordinator sonjar@choblv.org
July 29, 2025 7:24 PM	Lin Mazor, Nurse Supervisor of the Nurse-Family Partnership Program in Cowlitz County
July 29, 2025 7:23 PM	Joy Yolangco Lower Columbia College myolangco@lowercolumbia.edu
July 29, 2025 7:19 PM	Leticia Casarez, Resource Coordinator, CNA, Leticia.casarez88@gmail.com
July 29, 2025 7:15 PM	Jaidon Marlow MSW, Columbia Wellness jaidon.marlow@columbiawell.org
July 29, 2025 6:52 PM	Counselor KHS counselor jane.delker@kalama.k12.wa.us
July 29, 2025 6:52 PM	Ann Moore Cowlitz Family Health Center amoore@cfamhc.org
July 29, 2025 6:51 PM	Megan Zueger, Cowlitz Family Health Center, mzueger@cfamhc.org
July 29, 2025 6:50 PM	Shira Lile, Executive Director of Emergency Support Shelter Executivedirector@esshelter.com
July 29, 2025 6:50 PM	Sara Wallace Family Promise of Cowlitz County Sara@fpcowlitz.org
July 29, 2025 6:50 PM	Jennifer Stanton, Integrated Care Specialist with the Cowlitz Indian Tribe Health Clinic. jstanton@cowlitz.org
July 16, 2025 7:51 PM	Sandra Schmaltz, Cowlitz County Health and Human Services Services
July 10, 2025 3:11 PM	Kathleen Keesee Housing Stability Coach/ Kathleen.Keesee@HOSWWA.org
July 9, 2025 6:37 PM	Sandra Van Hook

Date	Response
July 9, 2025 3:21 PM	mariyah weddle, employee, mariyah.weddle@hoswwa.org
July 9, 2025 2:56 PM	Angela Patching, HOSWWA, angela.patching@hoswwa.org
July 9, 2025 1:32 PM	Linda Hanna, HOSWWA, linda.hanna@hoswwa.org
July 9, 2025 12:18 AM	Rebecca Allen, FSS/ HOP Coordinator, Housing Opportunities of SW WA rebecca.allen@hoswwa.org
July 8, 2025 11:22 PM	Acoya Windsor-Moran, Housing Success Case Manager with HOSWWA, acoya.windsormoran@hoswwa.org
July 8, 2025 10:24 PM	Lori Lengyel Family Self Sufficiency Coordinator HOSWWA
July 8, 2025 10:03 PM	Rhonda Compton rhonda.compton@hoswwa.org Supportive Services HOSWWA
July 8, 2025 9:45 PM	Cecilia Larson, HOSWWA employee, cecilia.larson@hoswwa.org
July 8, 2025 9:31 PM	Jennifer Hutcheson HCV Analyst, Housing Authority of the City of Longview Jennifer.Hutcheson@hoswwa.org
July 8, 2025 9:29 PM	Cynthia Mitchell HOSWWA cynthia.mitchell@hoswwa.org
July 8, 2025 9:25 PM	Julie Orud Admissions Specialist for HOSWWA julie.orud@hoswwa.org
June 26, 2025 9:28 PM	Andy Skinner, Executive Director - Reliable Enterprises, askinner@reliableenterprises.org
June 26, 2025 9:01 PM	Keenan Harvey- Council member City of Kelso kharvey@kelso.gov
June 26, 2025 4:49 AM	Deborah Pineda, Longview School Board, deborahjpineda@gmail.com
June 23, 2025 6:00 PM	Lewis County Public health & Social Services
June 23, 2025 3:03 PM	Brant Byrd Reliable Enterprises / Property Manager bbyrd@reliableenterprises.org
June 20, 2025 10:05 PM	Lindsey R. Pollock, DVM. Lewis County Commissioner, District 2. lindsey.pollock@lewiscountywa.gov

Responses 45 Answered 45 Unanswered 0

Q2 How familiar are you with HOSWWA and what it does?

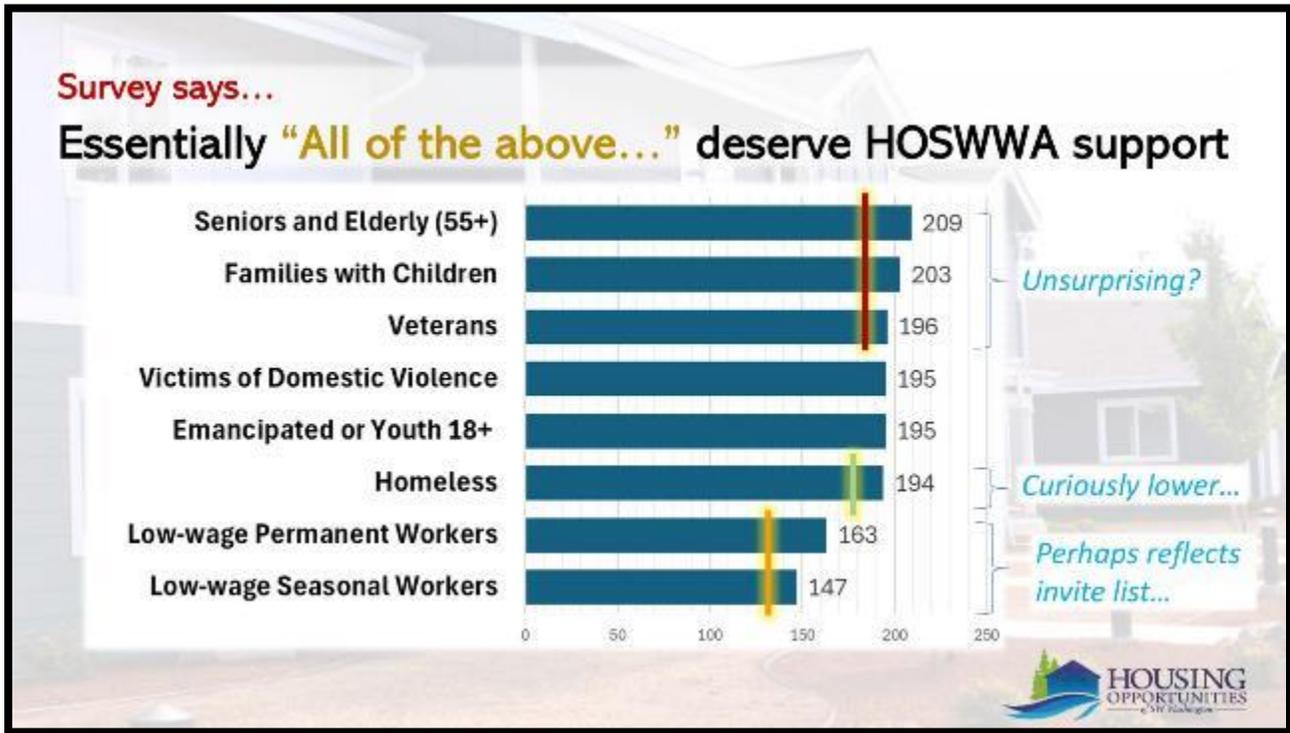
Multiple Choice



Choice	Totals
Very familiar: I have direct contacts within the organization.	30
Generally: I know that HOSWWA is a housing authority serving my community.	11
Vaguely: I know that affordable housing is a critical need here and that this organization deals with that.	3
Not at all: I understand that affordable housing is important but don't understand how we are addressing this need.	1
Other	0

Responses 45 Answered 45 Unanswered 0

Q3 HOSWWA directly engages with individuals and families seeking supports for housing needs with very limited incomes. The majority of households served currently by HOSWWA include elderly or disabled individuals. Veterans and low-income households with children are other important groups served by us. What priority for HOSWWA supports and resources do you believe we should consider for the following demographics in our community:



Scoring

Choice	Score	Average
● Seniors and Elderly (55+)	209	4.64
● Families with Children	203	4.51
● Emancipated or Youth 18+ aging out of foster care	195	4.33
● Veterans	196	4.36
● Victims of Domestic Violence	195	4.33
● Low-wage Seasonal Workers	147	3.27
● Low-wage Permanent Workers	163	3.62
● Homeless	194	4.31

Responses 45 Answered 45 Unanswered 0

Q4 What barriers do you perceive are most difficult to overcome when pursuing new affordable housing development locally? (Select all that apply)



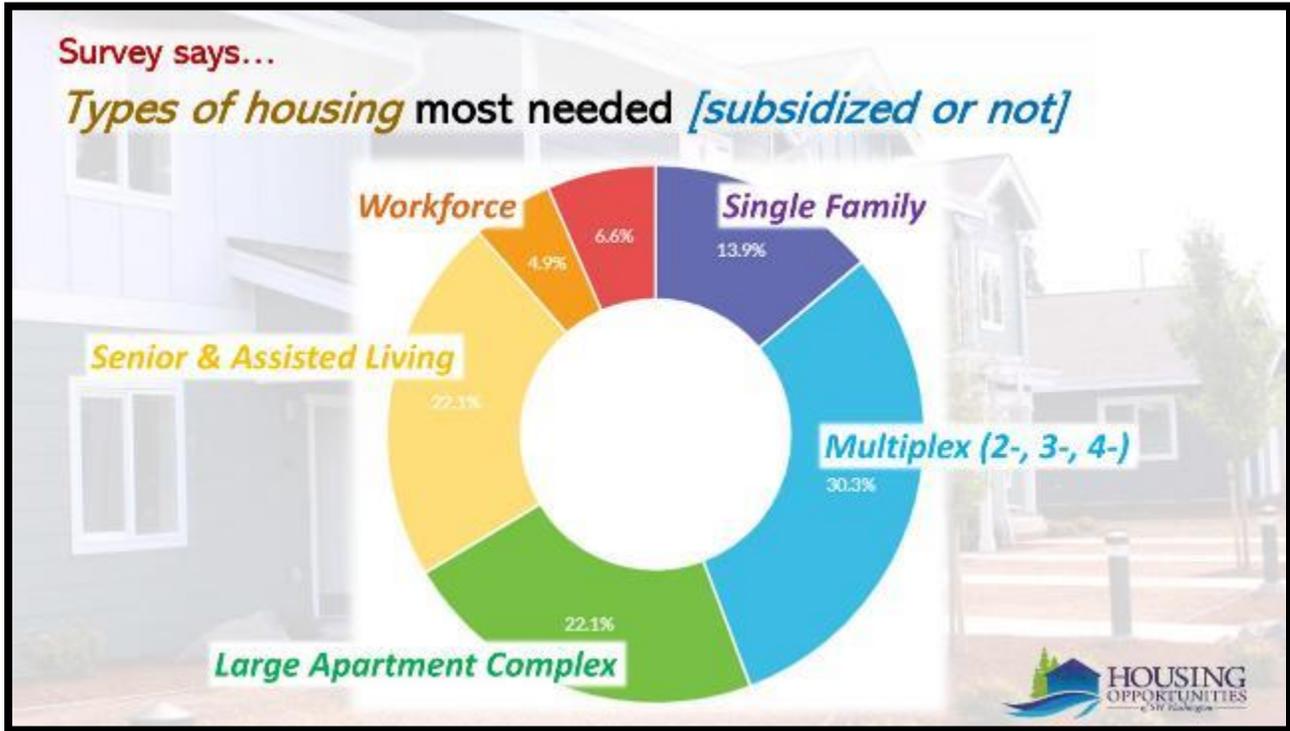
Multiple Choice

Choice	Totals
Available land (that is developable and can be acquired)	22
Government Funding	36
Community Opposition	25
Regulatory/Zoning Issues	17
Lack of Infrastructure (Utilities, Roads, etc)	9
Other	5

Responses 45 Answered 45 Unanswered 0

Q5 We acknowledge that affordable housing is very limited across the region. From your perspective, what types of housing, subsidized or not, are needed most broadly for your community? (Select your top three choices)

Multiple Choice

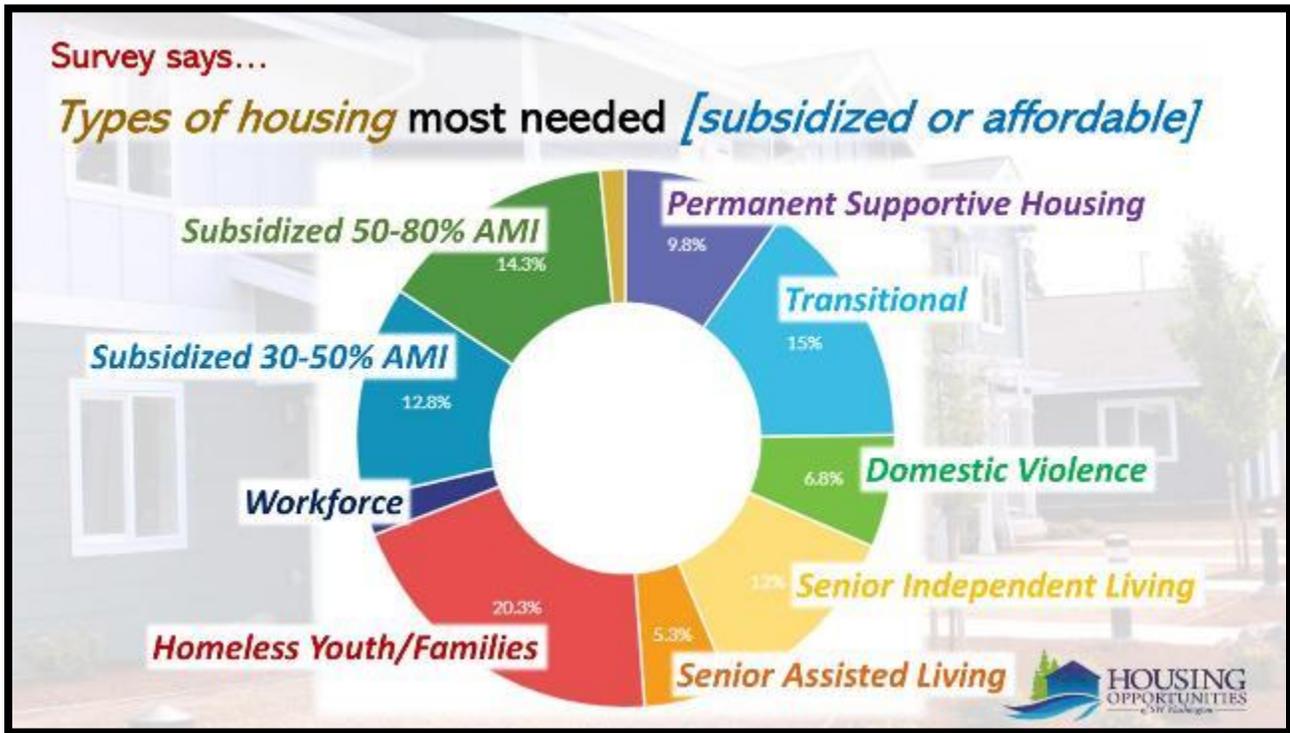


Choice	Totals
● Single-family homes	17
● Individual Multi-Family Properties (Duplex, Triplex, Quadplex)	37
● Large Apartment Communities	27
● Senior and/or Assisted Living Units	27
● Seasonal or Workforce Housing	6
● Other	8

Responses 45 Answered 45 Unanswered 0

Q6 From your perspective, what types of subsidized or affordable (determined by income or special needs) housing are most needed for your community? (Select your top three choices)

Multiple Choice

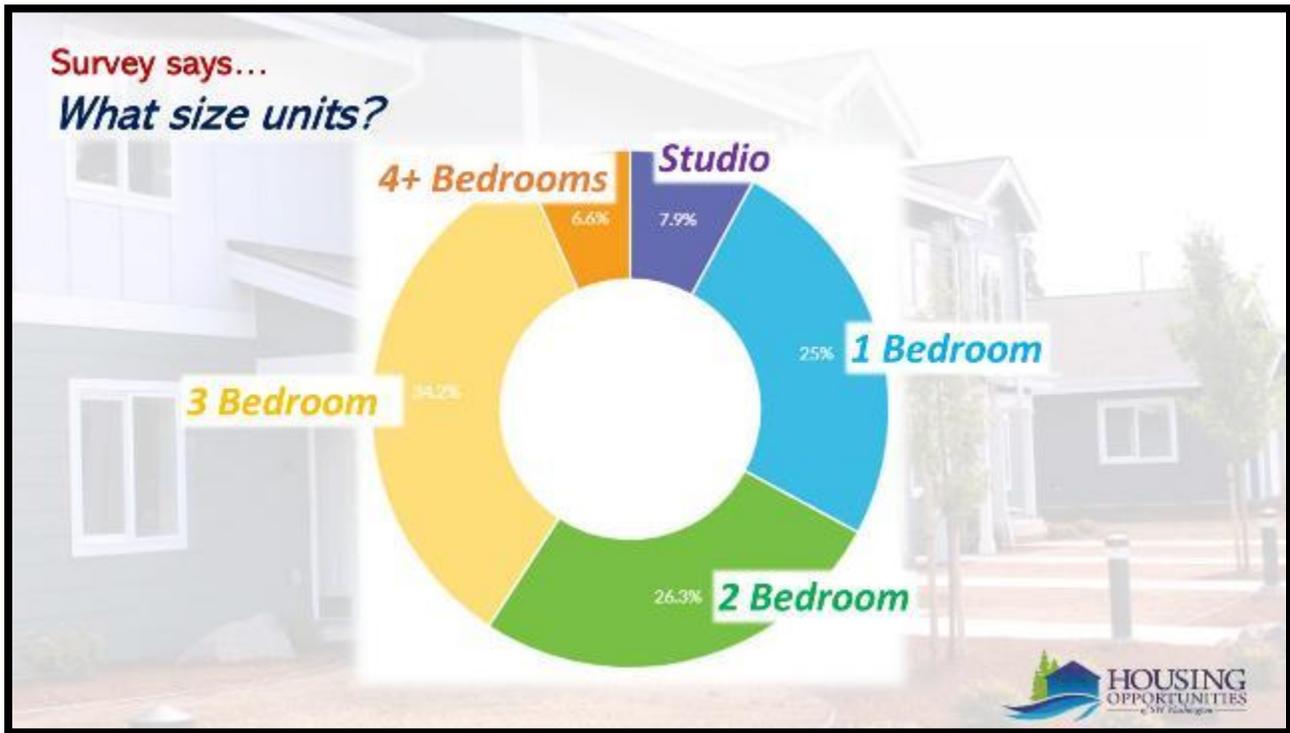


Choice	Totals
Permanent Supportive Housing (supportive services mandatory with no requirement to move)	13
Transitional Housing (supportive services optional with 2-year requirement to move)	20
Domestic Violence	9
Senior Independent Living	16
Senior Assisted Living	7
Homeless Youth and/or Families	27
Workforce Housing (80-120% AMI)	3
Subsidized housing for persons earning between 30-50% AMI	17
Affordable housing for persons earning between 50% and 80% AMI	19
Other	2

Responses 45 Answered 45 Unanswered 0

Q7 In your opinion, what size units are needed the most in your community?

Multiple Choice



Choice	Totals
● Studio	6
● 1 Bedroom	19
● 2 Bedroom	20
● 3 Bedroom	26
● 4+ Bedroom	5
● Other	0

Responses 45 Answered 45 Unanswered 0

Q8 Are there barriers to accessing HOSWWA services that you are aware of? What can HOSWWA do to remove these barriers?

Essay



Date	Response
August 19, 2025 5:21 PM	I am really only familiar with veteran housing but it seems like having veteran specific coordinated entry sites would help ensure that all veterans are enrolled in coordinated entry
August 18, 2025 2:46 PM	None.
August 15, 2025 4:16 PM	On-line portal could use some improvement.
August 15, 2025 4:16 PM	No
August 9, 2025 1:04 PM	Alot of clients have complained about the way that they are made to feel when they try to access services and that they are afraid to ask for help because of how they are treated by staff. There is not enough housing for our population nor is there enough vouchers or help for families that are displaced because of Domestic violence.
July 30, 2025 5:39 PM	Timeline and Waitlist - I'm not familiar enough with the approval process or waitlist prioritization to make recommendations.

Date	Response
July 30, 2025 3:44 PM	I think that the waiting list is intimidating to people. I have heard clients say "the waiting list is three years long, I need housing now." I try to explain that waiting lists are not always as long as they seem, people fall off the list for a lot of reasons and they in three years they may be grateful to have signed up. I wish there was a way to convince people that the waiting list is not always such a barrier. I serve a couple women who are "sex offenders" due to having had sexual relations with underage boys when they were slightly over 18 and while I do understand the legalities of the situation, I feel that it is terribly unfair that these women cannot get housing.
July 29, 2025 10:17 PM	unsure I am just learning about this organization
July 29, 2025 7:24 PM	Barriers: lack of available units (especially when there is an urgent needs. An example, a client fleeing abuse. Long waitlists, safety in and around housing, affordability, # of bedrooms in units for larger families
July 29, 2025 7:19 PM	Most people do not have access to a phone or internet. HOSWWA needs to have an outreach team that physically and in person goes out into the community and educates and helps then get on lists when possible. Current agency outreach is not informed, nor trauma informed, to navigate this task. Setting up a weekly or monthly meeting for community members who are interested in getting on the lists, about the process, qualifications, rules, guidelines and policies.
July 29, 2025 7:15 PM	Not typically. Oftentimes just waiting for the waitlist to open is the biggest barrier.
July 29, 2025 6:52 PM	Lack of available resources ---- removing those barriers cost money that we don't have. (Can we renew/renovate existing structures to fulfill some of these needs?)
July 29, 2025 6:52 PM	The main problem I see is the lack of funding and the lack of housing
July 29, 2025 6:50 PM	Not making three times the income, low credit scores, move in costs. HOSWWA can provide more support to address these barriers.
July 29, 2025 6:50 PM	Waitlists, they only open every year or so.
July 29, 2025 6:50 PM	I have found it difficult to reach the correct person when I am calling with a client who does not remember who their contact person is supposed to be.

Date	Response
	I have left messages with the wrong worker and not gotten a call back to help me find the right person.
July 10, 2025 3:11 PM	None that I am aware of...
July 9, 2025 3:21 PM	The portal can be difficult to navigate
July 9, 2025 2:56 PM	Availability. HOSWWA is doing a good job of removing those barriers as they build and buy more property.
July 9, 2025 12:18 AM	Community feedback: Issue: Hard to get ahold of someone, phone system is hard to navigate. Solution: phone system can direct callers to directory by alphabet, or department. Phone system has option to leave an email for staff. Issue: Voucher waitlist is always closed. Solution: Implement revolving door waitlist process. Issue: USPS mail errors result in waitlist applicants being denied voucher on a technicality, i.e: returned undeliverable due to dog in yard or mail carrier cannot open a gate, etc. Solution: Utilize multiple forms of initial waitlist notification of selection. Portal programming to include notification via client preferred communication method. Text, email, phone, etc. Issue: Restricting invites/communication to USPS mail creates barrier for unhoused populations, and tenants alike. Solution: Utilize multiple forms of communication, see above.
July 8, 2025 11:22 PM	There are a limited number of resources available to residents of Pacific County, and area that HOSWWA serves. This makes compliance with programs difficult for clients to achieve. There is also a very limited number of subsidized units in Pacific County, and the community is hurting from the lack of subsidy available.
July 8, 2025 10:24 PM	A more user-friendly website. With the basic plainly, but professionally spoken tabs, information. Computer literacy is very weak amongst mainly the elderly. It is very challenging for them to apply for our apartment complexes. There are WAY too many steps for only being able to apply for 1 property. For our current clients doing annuals is challenging because we want it done online, uploading documents is a term a lot of people don't know and if they want assistance we ask for a reasonable request accommodation from a Dr. in order for a staff member to assist them with the online process.
July 8, 2025 9:45 PM	Not that I am aware of.

Date	Response
July 8, 2025 9:31 PM	Historically, we (HOSWWA) don't refer/coordinate/communicate well across departments, so a guest might get conflicting information from different staff. We also have a TON of rotating backup receptionists with differing levels of training, so you won't speak with the same person each time, and you might not get complete or accurate waiting list information. Consistency in staffing and communication would help a ton.
July 8, 2025 9:29 PM	Less computer savvy individuals have issues getting on the waitlist and need assistance. Assistance is available, but then they end up further back on the waitlist than they would have had they been able to fill it out online. This puts those with potentially the highest need (lack of access to reliable internet, lack of computer access, lack of ability to get through the application unassisted) further back on this list. I am not sure how to remove this particular barrier.
July 8, 2025 9:25 PM	Application fee and deposit funding
June 26, 2025 9:28 PM	Limited capacity to increase vouchers. These are limited by federal funding however. HOSWWA actively communicates with community partners and organizations when slots or funding is available.
June 26, 2025 9:01 PM	Unknown
June 26, 2025 4:49 AM	I am not certain. I do know some of our population with housing insecurities also struggle with mental health and addictions.
June 23, 2025 6:00 PM	HOSWWA has a limited budget for media and outreach services. For people to know what HOSWWA does, they need to have staff to inform and educate.

Responses 45 **Answered** 30 **Unanswered** 15

Q9 Are there specific locations or project sites in your jurisdiction where you believe HOSWWA should focus new development or preservation efforts?

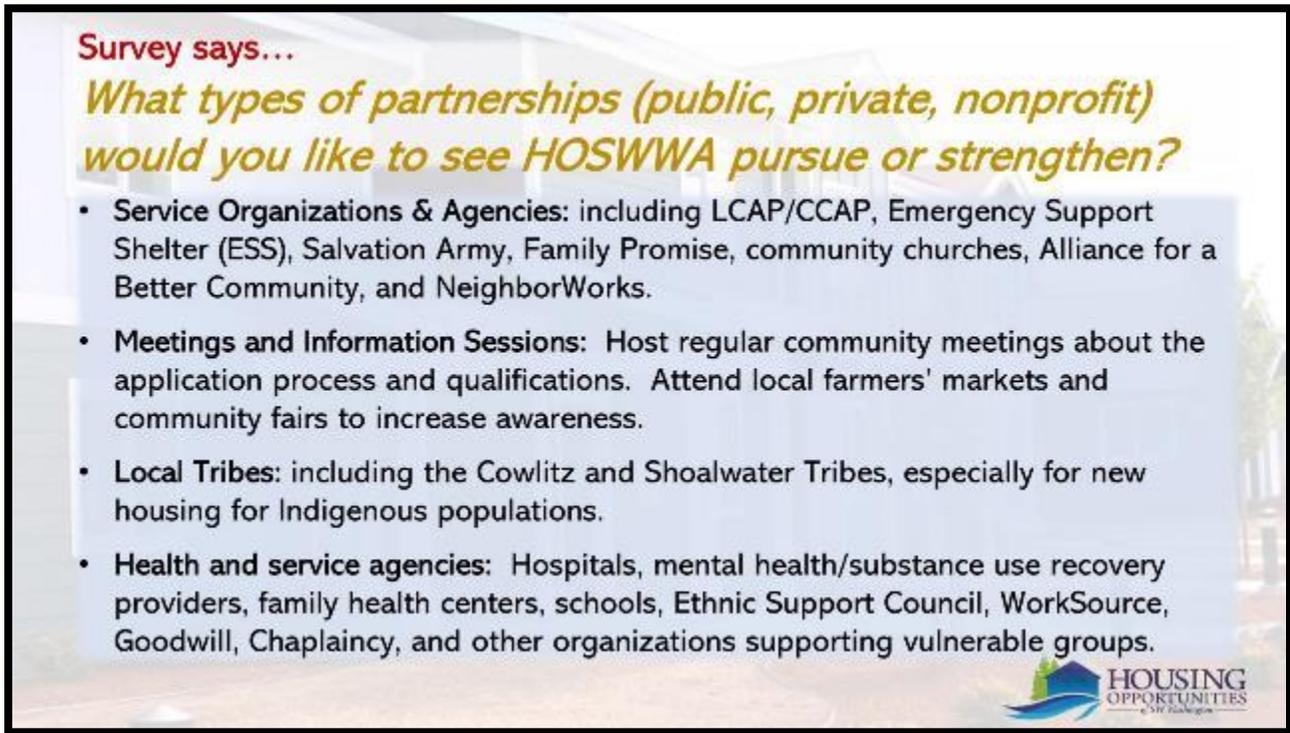
Essay

Date	Response
August 18, 2025 2:46 PM	Pacific County, Wahkiakum County, Lewis County
August 15, 2025 4:16 PM	There are many empty buildings in Cowlitz County. Is there a way to turn some into housing programs?
August 15, 2025 4:16 PM	No
July 30, 2025 3:44 PM	I think that Lexington and Castle Rock are both areas that can and should accommodate growth.
July 29, 2025 7:24 PM	nothing specific but places that are within city limits and within walking distance to a park and grocery store would be ideal.
July 29, 2025 7:19 PM	Currently a large lot space at the end of Douglas and 7th between the bud clary parking lot and the Cowlitz Indian Tribe Dept of Transportation has been empty for 7+ years.
July 29, 2025 6:52 PM	Downtown areas close to additional services
July 29, 2025 6:52 PM	All of Cowlitz County
July 29, 2025 6:50 PM	Cowlitz County
July 29, 2025 6:50 PM	Longview
July 10, 2025 3:11 PM	Not at the moment.
July 9, 2025 2:56 PM	The smaller, more rural communities (less than 2k population) where there is little to no subsidized housing for seniors and disabled.
July 9, 2025 12:18 AM	LEWIS COUNTY for new development. Affordable housing is scarce in this region. Preservation: Commerce Ave in Longview. Applying HQS/ NSPIRE and Section 8 eligibility requirements could help with the issues of sub-standard units and high-barrier tenants in this area. Buy the units above Happy House and rehab them.
July 8, 2025 11:22 PM	Raymond and South Bend in North Pacific County
July 8, 2025 10:24 PM	We need more subsidized / affordable housing for anyone who income qualifies in Longview. Someone who makes \$30.00 an hour and works

Date	Response
	40 hrs. a week. That sounds great right, why would they need subsidized housing. Well, lets take away all the taxes, medical, vision, dental, the AFLAC, L & I and retirement. You've just deducted about \$700.00 from my gross wage. That's big chunk of change. Everything is based on gross income, NOT what you actually get to live on. No imagine this same person only makes \$17.00 an hour and works part-time. Where do they get to live?
July 8, 2025 10:03 PM	Lewis County and Longview
July 8, 2025 9:45 PM	In Longview, the Longview School District closed Broadway School. This is an old school however the location is a good one for a new build.
July 8, 2025 9:29 PM	No specific locations that I can think of. Though it would be interesting to get some properties up in Lewis or Wahkiakum counties.
July 8, 2025 9:25 PM	Lewis county could use housing
June 26, 2025 9:28 PM	Centralia & Chehalis.
June 26, 2025 9:01 PM	Downtown Kelso
June 26, 2025 4:49 AM	Partner with other services (ESS / Salvation Army) as force multipliers to impacts. Outreach to homeless camps / children couch surfing - pediatric offices that ask screening questions
June 23, 2025 6:00 PM	Locations that border counties and cities.
Responses 45 Answered 23 Unanswered 22	

Q10 What types of partnerships (public, private, nonprofit) would you like to see HOSWWA pursue or strengthen to address housing challenges?

Essay



Date	Response
August 19, 2025 5:21 PM	Is HOSWWA able to give grants to private property owners who are willing to build rentals and accept hud vash vouchers?
August 18, 2025 2:46 PM	Including VA Health Care in the Coordinated Entry System with full access to share receive and input data
August 15, 2025 4:16 PM	In my opinion, HOSWWA already does a good job with partnering.
August 15, 2025 4:16 PM	N/A
August 9, 2025 1:04 PM	It would be wonderful if HOSWWA could work with Emergency Support shelter more to help victims of domestic violence get into stable housing.
July 30, 2025 5:39 PM	Maybe the hospital and family health center, schools, Ethnic Support Council, public transportation, WorkSource and Goodwill, Chaplaincy
July 30, 2025 3:44 PM	I think that the Veterans organizations, Housing Authorities, Landlords, the hospital, the juvenile and justice system need to all be involved.

Date	Response
July 29, 2025 9:02 PM	Partnerships with public, private and non profit would be amazing!!
July 29, 2025 7:24 PM	presence at community events- farmers markets, city/county summer festivities are a great place for amplifying community voices.
July 29, 2025 7:19 PM	Public sector: I'd like to see tighter coordination with local governments, the housing authority, and state agencies, not just for funding or policy, but to actually align systems. We need better communication between caseworkers, housing programs, and emergency rental assistance efforts so people don't fall through the cracks due to paperwork delays or unclear guidelines. There needs to be more empathy when navigating the community, especially those who are vulnerable. Extensions need to be lengthened. Private sector: I'd love to see more local landlords, property managers, and developers brought to the table. Incentivizing affordable units and educating property owners on the realities of housing vouchers and tenant support services could open doors for more people. I'd also love to see partnerships with employers to develop workforce housing or offer rental support as a retention benefit. Nonprofits/community orgs: These partnerships are crucial. We need stronger networks with orgs providing mental health, substance use recovery, re-entry services, DV support, and food access. When we all collaborate, wraparound services can meet people where they're at, not just physically, but emotionally and situationally. I also think peer-led organizations and people with lived experience need a seat at the planning table, not just the intake table. Peer support needs to be introduced as a part of outreach for HOSWWA.
July 29, 2025 6:52 PM	Nonprofits
July 29, 2025 6:52 PM	public
July 29, 2025 6:50 PM	I would love to see stronger partnerships with the social service agencies who are serving those who are most vulnerable.
July 29, 2025 6:50 PM	Non-profits working with homeless DV, private funders and public charities would all benefit HOSWWA efforts moving forward.
July 10, 2025 3:11 PM	I really don't know...
July 9, 2025 3:21 PM	ESS and family promise
July 9, 2025 2:56 PM	Cowlitz Indian Tribe. I believe a partnership with the tribe would create many opportunities to build and buy housing for our community.

Date	Response
July 9, 2025 12:18 AM	Tax credit properties seem to be the way to go for development. Are we allowed to seek partnerships with local Native Tribes? ie: Tribes act as a funding partner for projects that we can set aside units for Indigenous Populations? Start a legislative housing coalition to combine the collective bargaining power of all housing agencies/organizations/stakeholders in governmental dealings. Include orgs, agencies, banks, landlords, non-profits/ business owners who's employees rely on affordable housing, etc. Direct coordination with local FCS/housing case management service agencies for applicants during orientation. Landlord education and outreach. On a national scale, I would welcome a tax-credit incentive to landlords who rent to Section 8 voucher holders, much in the likeness of Work Opportunity Tax Credit for employers.
July 8, 2025 11:22 PM	Alliance for a Better Community, Weyerhaeuser (looking into making a land trust) Pacific County health and Housing (Darian Sheldon), Neighbor Works of Grays Harbor to expand into Pacific County
July 8, 2025 10:24 PM	City, County, We are good with the State. Local banks, credit unions, mortgage companies. Maybe we purchase land, they donate materials, labor, and we build homes that do not cost a fortune. Have the "rent to own" program. Not hope that some people work but just don't make enough to save or it will take them more years then they want in order to save what the traditional system wants.
July 8, 2025 10:03 PM	non profit organization, private
July 8, 2025 9:45 PM	I am not sure at the moment
July 8, 2025 9:31 PM	1. LGBTQ+ partnerships. Homeless trans & queer folks are statistically less likely to feel safe in traditional shelters and are much more likely to experience unsheltered homelessness, so shelter-based referrals are not reaching vulnerable folks. 2. Reentry program partnerships - especially for PBV or other affordable units designated for formerly incarcerated folks, who are less likely to secure housing w/ a traditional voucher. 3. Expanded HOP partnerships, down-payment assistance, 1st time homebuyer, etc. 4. In general: partnerships that support low-barrier, harm-reduction, and housing-first models.
July 8, 2025 9:29 PM	Unsure.
July 8, 2025 9:25 PM	All of the above

Date	Response
June 26, 2025 9:28 PM	Private and non-profit as our options for long term support of the units and facilities are stronger and more effective. Our focus on service delivery rather than simple rent collection is more impactful than the private sector.
June 26, 2025 9:01 PM	public/private partnerships; government advocacy- I think HOSWWA needs to lobby for less state/federal regulation for the development of housing.
June 26, 2025 4:49 AM	ESS (dv / sa), salvation army, family promise (local churches), city government
June 23, 2025 6:00 PM	If HOSWWA were able to obtain private funding that would reduce the limitations that comes from public funds.

Responses 45 Answered 29 Unanswered 16

Q11 How can HOSWWA improve its communication and engagement with local governments, stakeholders and the community at large?

Multiple Choice



Choice	Totals
● Frequent updates to HOSWWA website	24
● Frequent postings onto social media	23
● Presentations at community meetings	21
● Participation at community events	26
● Town hall meetings	12
● Periodic mailers	9
● Periodic e-newsletter	18
● Stakeholder advisory committee	11
● Other	3

Responses 45 Answered 44 Unanswered 1

Q12 HOSWWA receives financial supports from federal, state, county, and local resources as well as grant funding and private investment funds for special applications. Are there strategies that you recommend for HOSWWA to pursue to ensure its long-term financial sustainability and resource diversification?

Essay

Survey says...
Ideas for new funding sources?

- Purchase and manage market-rate housing:** Acquire/develop apartment buildings and keep rents affordable without subsidies
- Diversified, Fee-based services:** Provide housing counseling, financial education, rental management, homebuyer inspection services, and project management consulting. Consider mortgage/loan servicing, daycare ownership, and lease contract template sales to landlords.
- Foundation creation:** Establish a 501(c)(3) foundation to pursue donations and private fundraising campaigns.
- Develop mixed-use real estate:** for multi-family & retail/commercial space rental.

 **HOUSING OPPORTUNITIES**
— 501(c)(3) Non-Profit —

Date	Response
August 18, 2025 2:46 PM	None.
August 15, 2025 4:16 PM	Utilize existing buildings in the community for housing projects. Work with local, private landlords to increase availability of housing options for individuals/families that may have less than perfect credit, background, references, etc.
July 30, 2025 3:44 PM	I don't have any ideas on this topic.
July 29, 2025 7:19 PM	Sustainability in housing isn't just about diversifying funding, it's about grounding your organization in the people it serves and adapting faster than the system expects you to and adapting faster than the programs are allowing you. I've worked with folks cycling through homelessness, addiction recovery, domestic violence, and generational poverty and now I work with the elderly who are at the end of their lives. I've watched clients

Date	Response
	<p>lose housing over a \$50 utility bill and others finally stabilize because a case manager gave a damn and stayed on clock to scrape some resources together, instead of punching out for the weekend and leaving their people hanging. Put Lived Experience at the Center. Fund and uplift peer-led models. Invest in hiring and compensating people who've been through i, not just as a checkbox, but as advisors, board members, trainers. We know where the gaps are because we've fallen through them. Peer Support works. Stabilize by Hyper-Localizing. Tap into micro-grants and community-specific fundraising, not just the big grants. Let community members own the solution. Host town halls where the agenda is set by tenants, not staff. Financial resilience comes when people fight with you, not just for services. Shift from Scarcity to Strategy. Move away from trauma-chasing for grant dollars. Too many orgs only get funded if they paint their communities in desperation. Let's flip that: fund prevention, fund dignity, fund growth. That means pitching outcomes like tenant-run co-ops, onsite childcare, or rent-to-own pilots, more success, gives more success Build weird alliances. Partner with the local mechanic shop offering apprentice jobs to tenants. Team up with bakers (like me), food carts, artists, youth mentors. Make HOSWWA a hub, not a silo. Tell Better Stories. Not the polished grant-speak, but the real stories—with consent—of people who made it out of the chaos because someone at HOSWWA showed up and followed through. People fund what they emotionally connect to. Show them the transformation, not just the data points. Video interviews over written reports and surveys.</p>
July 29, 2025 6:52 PM	none that I can think of
July 29, 2025 6:50 PM	Strengthen those relationships, continue to serve funding.
July 10, 2025 3:11 PM	Acquire 501c3 status so that HOSWWA can accept donations and fund raise.
July 9, 2025 3:21 PM	unsure
July 9, 2025 2:56 PM	Never stop looking for any funding available.
July 9, 2025 12:18 AM	<p>Provide Housing Counseling services for a fee. We are in a HC desert in this region. Provide financial education classes/courses, coaching for a fee to general public. Expand supportive services for FCS to public, and also look into Care Coordination for non-voucher holders. Provide rental management services. Provide private inspection services to homebuyers. Purchase real estate to sell for profit. Create/sell rental/lease contract templates and other documents to private landlords. Develop mixed-use</p>

Date	Response
	real estate for multi-family & retail/commercial space rental Provide consulting services/ project management services Develop a mortgage/loan servicing business. Buy a daycare. We need more daycares. Are we allowed to start a "foundation," which can receive donations that could potentially be donated to HOSWWA to offset the administrative costs not covered by HUD? Can we do an annual private donation campaign?
July 8, 2025 11:22 PM	partner with agencies who already have investments and irons in the fire in pacific county.
July 8, 2025 10:24 PM	Just keep trying. Keep doing what we are doing. However, maybe we should purchase some already constructed apartments do NOT subsidize them BUT keep them at an affordable rate. Landlords these days are charging whatever they want with no recourse. Also the demographics are changing and more immigrants are coming here. They have different traditions than we do. Generational living is a very big deal. It's nothing to have a household made up of moms, dads, kids, aunts, uncles and grandparents. Something to keep in mind.
July 8, 2025 10:03 PM	Diversity
July 8, 2025 9:31 PM	I think we're diversifying on the right path by expanding LIHTC
July 8, 2025 9:29 PM	Unsure.
June 26, 2025 9:28 PM	Continued diversification of programs to build resiliency and less dependency on public resources.
June 26, 2025 9:01 PM	Unknown
June 26, 2025 4:49 AM	Ask big and show success often - expect support for your work. Target repeat donors and provide value to their contributions (stories, personal experience etc.)
June 23, 2025 6:00 PM	Cross-sector collaborations: Work with schools, hospitals, law enforcement, and businesses to design integrated services that attract multiple funding streams.

Responses 45 Answered 19 Unanswered 26

Q13 Any other comments or perspectives to share relative to HOSSWA services, strategies, and opportunities?

Essay

Date	Response
August 18, 2025 2:46 PM	Better coordinating with outlier counties and utilizing their PIT count information to understand current level of demand related to housing in the counties other than Cowlitz.
August 15, 2025 4:16 PM	HOSSWA in Cowlitz County is a pleasure to work with overall.
July 30, 2025 5:39 PM	The staff here at the Community Mediation Center have worked with every household seeking rent assistance or payment plans for past due rent over the past two years and plan to for the next two, if you have any questions, meetings, planning committees that you would like us to participate in, please ask.
July 29, 2025 7:19 PM	As an individual who is participating in the HOSWWA voucher program and as an individual who has worked with getting people on the lists, voucher in hand, home searching and move in, case management for folx freshly moved in and as eviction prevention, the system is set up in a very impersonal way. There is a lot of distance between the people seeking help and the people who are "helping" I understand staffing issues. I understand case loads. I understand some people need more than others. I understand Client to staff ratios. That being said, shortening certain processes, like paperwork that is repetitive to file. The online cafe was introduced, load more of the documents to file and fill out to website to streamline needed documents. Being able to send messages through the on line Cafe with subject lines, and way to note if the email is priority, non emergency, question/inquiry, extra documentation attachments, or just comments, etc. Programs need to be thoroughly explained, not just paper pushed and then sign the dotted line. A lot of folx dont understand the types of language written in these documents. And let's be real, mist folx dont read the fine print. That needs to end. There needs to be a break down sheet or language appropriate so there are no misunderstandings.
July 29, 2025 6:52 PM	no
July 29, 2025 6:52 PM	Time limits. There needs to be a bigger turn over in housing help.
July 29, 2025 6:50 PM	HOSWWA is doing amazing things in the community I am excited to see what the next 5 years holds.

Date	Response
July 10, 2025 3:11 PM	Not at this time.
July 9, 2025 2:56 PM	:-)
July 9, 2025 12:18 AM	:) I'm proud of the work we do.
July 8, 2025 10:24 PM	I am fairly sure I have put more in each comment section than was required. Bottom line. Longview specifically needs more subsidized housing that is open to ANYONE who income qualifies. Perhaps also some affordable housing that is not subsidized but affordably market rent. Thank you for your time and your patience with this and me.
July 8, 2025 9:31 PM	I'd like to clarify my answers to the priority question: All of those populations are high priority, but all of those populations can also overlap with homelessness. Families can be homeless, seniors can be homeless, low-wage workers can be homeless. In all circumstances, *any* unhoused person needs to be housed urgently.
July 8, 2025 9:29 PM	None that come to mind.
June 26, 2025 9:01 PM	Generally speaking, HOSSWA does well for our community and I appreciate all of your efforts

Responses 45 **Answered** 14 **Unanswered** 31

Appendix: “Housing for All Planning Tool” (HAPT) Housing Need Projections

Washington State’s Growth Management Act (GMA) requires local governments to “plan for and accommodate” housing affordable to all income levels. Lewis and Pacific Counties are “fully planning” jurisdictions with respect to GMA requirements and are expected to prepare ordinances and policies to meet the housing needs below, as projected by the “Housing for All Planning Tool” (HAPT) from the Department of Commerce. Cowlitz and Wahkiakum are not required to meet these projected housing needs. More information at [Updating GMA Housing Elements – Washington State Department of Commerce](#)

Cowlitz County								
Population Target = 128,282	0-30%			As % of HUD Area Median Income (AMI)				
Total	Non-PSH	PSH	30-50%	50-80%	0-80%	80-120%	120%+	
Total Future Housing Needed (2045)**	55,218	4,198	1,433	9,895	15,676	31,202	13,695	10,321
Estimated Housing Supply (2020)*	44,972	1,457	65	7,443	14,761	23,726	12,817	8,430
Needed	10,245	2,741	1,368	2,452	915	7,476	878	1,891
Lewis County								
Population Target = 94,187	0-30%			As % of HUD Area Median Income (AMI)				
Total	Non-PSH	PSH	30-50%	50-80%	0-80%	80-120%	120%+	
Total Future Housing Needed (2045)**	38,913	3,274	948	7,163	11,371	22,756	7,745	8,412
Estimated Housing Supply (2020)*	33,201	1,463	58	6,017	10,732	18,270	7,333	7,599
Needed	5,711	1,811	890	1,146	639	4,486	412	813
Pacific County								
Population Target = 25,145	0-30%			As % of HUD Area Median Income (AMI)				
Total	Non-PSH	PSH	30-50%	50-80%	0-80%	80-120%	120%+	
Total Future Housing Needed (2045)**	11,923	1,628	242	2,573	3,158	7,601	2,159	2,163
Estimated Housing Supply (2020)*	10,545	675	26	2,433	3,106	6,240	2,154	2,151
Needed	1,378	953	216	140	52	1,361	5	12

Wahkiakum County		0-30%		As % of HUD Area Median Income (AMI)				
Population Target = 6,100	Total	Non-PSH	PSH	30-50%	50-80%	0-80%	80-120%	120%+
Total Future Housing Needed (2045)**	2,301	44	108	395	545	1,092	578	631
Estimated Housing Supply (2020)*	1,966	32	0	358	505	895	542	530
Needed	334	12	108	37	40	197	36	101

* 2020 supply excludes homes in recreational use. Supply of PSH in 2020 is beds. However, projections of Net New Housing Needed (2020-2045) are in housing units. See Overview tab for details.

** Total Future Housing Needed (2045) excludes 2020 homes in recreational use.

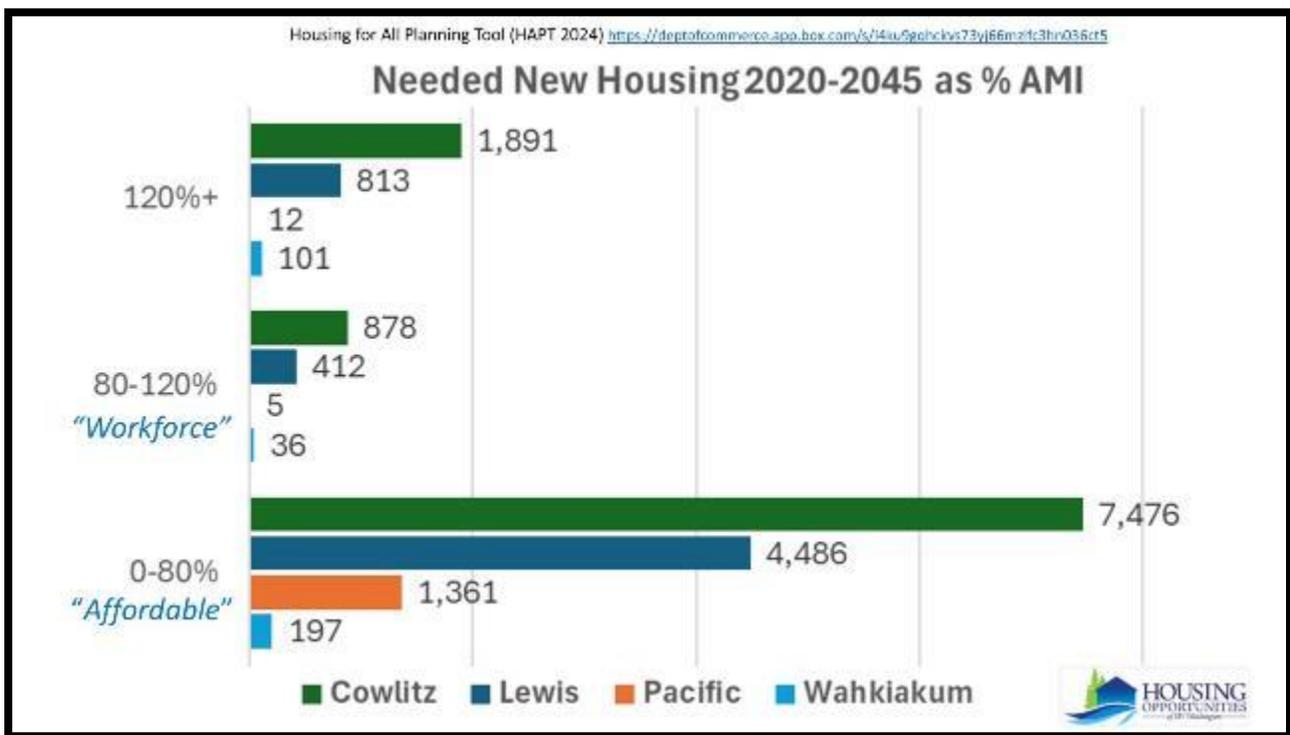


FIGURE 10: NEEDED NEW HOUSING ACROSS HOSWWA COUNTIES BY 2045