Chelan-Douglas Homeless Housing Strategic Plan
2025-2030

Recommended by the Chelan-Douglas Local Homeless Housing Task Force
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Table of Contents

Acknowledgments

Chelan County and Douglas County would like to thank the members of the following groups that contributed their time and expertise to make this document possible:

- The Chelan-Douglas Local Homeless Housing Task Force
- Homeless Housing Task Force Strategic Plan Subcommittee
- Local Elected Public Officials
- City and County Staff
- The residents of Chelan and Douglas Counties
- Staff from local service organizations
- Lived Experience Representatives
- Sage Step Consulting

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Introduction and Background

In response to the growing homelessness crisis in Washington State, the legislature took significant action to create a more coordinated and strategic approach to addressing homelessness at the local level. This effort culminated in the passage of legislation that became codified in RCW 43.185C, which mandates the establishment of local homeless housing task forces and the development of five-year homeless housing strategic plans in each county.

The roots of this legislation trace back to the Homeless Housing and Assistance Act of 2005, which was designed to reduce homelessness statewide by 50% over ten years. This Act recognized that homelessness is a complex and multifaceted issue that varies from region to region, and therefore required localized planning and coordination. As a result, counties were directed to form homeless housing task forces. These task forces are composed of local governments, service providers, people with lived experience, and other stakeholders in the community to guide local policy and funding decisions.

Previously, Chelan County, Douglas County, the City of Wenatchee, and the City of East Wenatchee operated a task force together formerly called the "Homeless Steering Committee." In 2021, there were concerns raised by County Commissioners on failures of addressing key issues the community was facing including the need for more permanent housing solutions. It became clearer that there were competing priorities of the Cities and the Counties. The decision was made to separate the two and create their own respective task forces. Now, the Columbia River Task Force is responsible for the provision of homeless and housing programs funded through the two cities available funding, and the Chelan-Douglas Homeless Housing Task Force is responsible for the provision of the homeless and housing programs funded through the available funding through the two counties. Each task force has their own set of bylaws and policies and procedures on how to disseminate funding and operate specific programs.

Chelan and Douglas County formed an Interlocal Agreement in 2021 to continue to work collaboratively with the designated funding sources to be administered by one entity and to serve Chelan and Douglas County residents consistent with the Local Homeless Housing Strategic Plan. The Homeless Housing Task Force meets at least quarterly and may have additional special meetings or meetings of subcommittees created by the task force to address emergent needs.

The Chelan-Douglas Homeless Housing Task Force has five voting members: a Chelan County Commissioner, a Douglas County Commissioner, At-large small city mayor or their designee for Chelan County, At-large large city mayor or their designee for Douglas County, and a lived experience representative. Additionally, there are 15 non-voting member positions available for: philanthropy, business, landlords, real estate, nonprofit housing provider, law enforcement, healthcare/health district, mental health/chemical dependency, faith-based community, veteran services, youth services, legal services/eviction prevention, senior services, a large city representative from Chelan County, and a youth representative.

Each task force is responsible for developing and regularly updating a five-year homeless housing strategic plan. These plans are intended to identify the specific needs within each community, align with the state's broader strategic vision, and prioritize solutions that support housing stability, prevent homelessness, and increase the availability of affordable housing and supportive services. This document is the 2025-2030 Homeless Housing Strategic plan of the Chelan-Douglas Homeless Housing Task Force, and will guide the decisions made for homeless housing in Chelan and Douglas Counties. The Columbia River Task Force may choose to adopt this strategic plan as well.

Plan Development

The development of this strategic plan was made possible through the valuable contributions of many dedicated community partners. In February 2024, Chelan County convened a Strategic Planning Kickoff Retreat, bringing together over 35 participants; including decision-makers, service providers, healthcare professionals, individuals with lived experience, and representatives from both city and county governments. The group spent an afternoon engaged in meaningful dialogue about the region's most pressing housing challenges, identifying barriers, and exploring solutions to improve access to homeless and affordable housing across the two-county area.

Figure 1: Strategic Planning Workshop Spring 2024

In May of 2024, two similar convenings took place with a focus more on the people who are in constant interaction with people who are unhoused. There were two meetings scheduled which invited case managers of agencies who were subcontracted with the Chelan-Douglas Homeless Housing Task Force, as well as other service organizations.

Figure 2: Strategic planning workshops spring 2024

Additionally, individual meetings were held with stakeholders who were unable to attend the sessions to obtain their insight on the needs, barriers, and ideas. A notice of plan development press release was published and posted to both Chelan and Douglas Counties websites and social media. The final draft of the strategic plan will be adopted by the deadline of December 31st, 2025.

In the summer of 2024, a survey went out to the public to identify their feelings on homelessness in the two counties. The findings of those surveys can be found below in the section "Public Engagement & Engagement Approach."

Other information that helped to guide the creation of the strategic plan include the use of the Homeless Management Information System (HMIS), a state mandated reporting tool, data collected from the annual Point in Time Count, and the local Coordinated Entry system known as the Homeless Housing Network. Additionally, Our Valley Our Future (OVOF) is a local organization whose mission is to empower the people and organizations of our valley to co-create and achieve our region's shared vision. There is a housing specific workgroup of OVOF that focuses on housing; specifically on affordable housing. Findings of their workgroup regarding housing can be found in the later section "Discussion of Housing." For more information on OVOF, you can visit their website: https://ourvalleyourfuture.org/

For the creation of the 2025-2030 Homeless Housing Strategic Plan, the Washington State Department of Commerce provided the *2025-30 Local Homeless Housing Plan Guidance* which included five required objectives for communities to form their plans around. These objectives were:

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

The *2025-30 Local Homeless Housing Plan Guidance* informed what elements that are required to be entered into this strategic plan. In order to properly compile the information required, Chelan County hired Sage Step Consulting to assist with facilitation of subcommittee meetings, coordinating interviews, execution of the survey, and drafting of the plan. Sage Step Consulting served as an integral part of the creation of the strategic plan. Additionally, the Washington State Department of Commerce provided connection to a strategic planning consultant organization called Homebase to provide technical assistance when needed.

Other important influences to this plan include the Growth Management Act, which was enacted in 1990. It was created to address uncoordinated and unplanned growth and to protect Washington's natural resources. Under the GMA (RCW 36.70A), comprehensive plans are long-range (20-year) planning documents adopted by cities and counties. They serve as blueprints for managing growth, guiding land use decisions, and coordinating infrastructure investments. The comprehensive plans have a housing element incorporated.

To ensure consistency and to make a valiant effort achieving the goals of both the comprehensive plan and the homeless housing strategic plan, Chelan and Douglas Counties both independently applied for the Coordinating Low Income Housing Plan grant or the CLIHP grant through Commerce. The funding had specific objectives to bring planning departments and housing departments together to discuss how they could work together to achieve both of their goals. The CLIHP grant funding paid for Sage Step Consulting's services.

Discussion of Housing

A lack of affordable, accessible housing remains one of the primary drivers of homelessness in Chelan and Douglas Counties. According to the 2019–2024 Homeless Housing Strategic Plan, housing cost burdens and rental scarcity were already acute, with rental vacancy rates below 1% and fair market rents rising over 40% between 2009 and 2019 (Chelan-Douglas Homeless Housing Strategic Plan, p. 8). These pressures have only intensified. The 2022 Our Valley Our Future (OVOF) Regional Housing Survey revealed that 62% of residents had considered relocating due to housing costs, with 73% of residents aged 18–34 expressing the same concern (OVOF 2022 Housing Survey Report, pp. 4, 22).

Community engagement and data collected since 2019 highlight three interlocking housing challenges: a shortage of homes affordable to households earning below 80% of AMI, the dominance of larger single-family homes ill-suited to low- or middle-income needs, and persistent mismatches between wages and housing costs. Between 2017 and 2022, home prices increased by 66%, while median incomes grew only 17% (OVOF 2022 Housing Survey Report, p. 4). The region now faces a 20-year target of 17,000 new homes, 55% of which must serve households earning ≤80% AMI, just to stabilize the market (OVOF Housing Solutions Group Report, p. 1).

The community is responding. The Chelan-Douglas Housing Solutions Group, convened through OVOF, has recommended over a dozen strategies to increase housing supply. These include expanding infrastructure to open up developable land, supporting community land trusts, adjusting zoning for greater density and diverse housing types (e.g., ADUs, cottages, container homes), and offering pre-approved design templates to lower permitting costs (OVOF Housing Solutions Group Report, pp. 1–2). Residents echo this call: 88% of OVOF survey respondents support more housing diversity, with strong support for rentals, non-traditional units, and subsidized options (OVOF 2022 Housing Survey Report, p. 6).

Lessons from the 2019–2024 plan emphasize that housing alone will not end homelessness—but without it, other services falter. That plan advanced the Housing First model and prioritized low-barrier shelter, rapid re-housing, and permanent supportive housing (Chelan-Douglas Homeless Housing Strategic Plan, pp. 6, 19–22). Yet gaps remain, particularly for unsheltered adults with complex needs and individuals exiting hospitals or jails without housing plans. Service providers consistently cite a shortage of units as the limiting factor to resolving homelessness.

Going forward, this plan builds upon that foundation with strengthened coordination between housing and homeless systems. Chelan and Douglas Counties are using the state's Housing Needs Allocation model to project emergency and permanent housing needs, as required by RCW 36.70A.070(2)(a) (2025–2030 Local Homeless Housing Plan Guidance, p. 4). Aligning long-term land use, capital funding, and service priorities, as this updated plan aims to do, will be essential. Integrating homelessness prevention with housing production and affordability strategies—especially in rural and high-cost areas—is key to realizing our shared vision of making homelessness rare, brief, and one-time.

Public Engagement & Engagement Approach

In the section on required processes of the local plan elements, the following tasks have been completed: notice of plan development published on local government websites and social media, notice of plan development includes the expected date of adoption by the local government. Key stakeholder participation and collaboration, including: the two largest cities participating in local planning processes or there is a coordinated city local plan, additional stakeholders named in the Guidance received notice and invitations to participate in the local planning process, and the list of all representatives and their participation is included in the Final Plan.
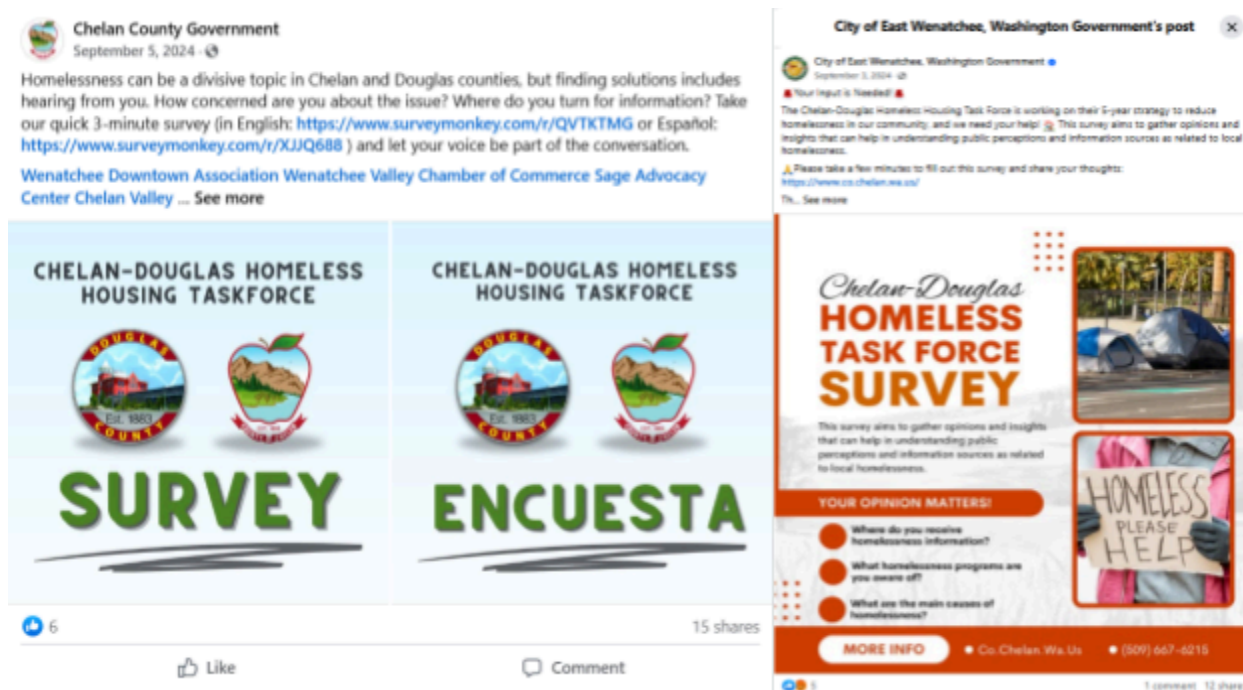
Figure 4: Social media posts requesting participation in the public poll

Organizations that participated in a strategic planning sessions or interview include:

Organization	Participated	Invited but could not participate
Behavioral Health Administrative Service Organization OR a Managed Care Organization	CVCH New Path, Catholic Charities	
By and For organization within the local government's jurisdiction	YWCA North Central Washington	Washington Department of Veteran Affairs & Task Force member for Veterans, Recovery Coaches
Coordinated entry staff	Homeless Housing Network	
Emergency shelter operators	YWCA, CDCAC, Sage Advocacy, Lighthouse Christian Ministries	Wenatchee Rescue Mission, People's Foundation
Domestic violence/sexual assault shelter and housing providers	Sage Advocacy Center	N/A
Healthcare	Action Health Partners, Aging and Adult Care, Cascade Medical, Columbia Valley Community Health Center, Chelan Douglas Health District, Molina, National Alliance on Mental Illness, retired nurse, Upper Valley MEND	Confluence Health
Homeless outreach providers	Chelan Douglas Community Action Council, Chelan Valley Hope, Coalitions for Health Improvement, Thrive Chelan Valley, HopeSource, Homeless Housing Network	Wenatchee Rescue Mission
Individuals with lived experience of homelessness	Homeless Lived Experience Rep for Task Force, Case Managers at agencies with Lived Experience	
Permanent Supportive Housing providers and operators	YWCA, Women's Resource Center	
Rental subsidy administrators	Chelan Douglas Community Action Council, Chelan Douglas Housing Authority, Women's Resource Center, YWCA	
Law Enforcement	Chelan County Regional Justice Center, Chelan County Sheriff's Office, Chelan County Sheriff's Office Behavioral Health Unit, Wenatchee Police Department	Douglas County Sheriff's Office, East Wenatchee Police Department
City + County Staff	Chelan County, City of Wenatchee, Douglas County, City of East Wenatchee, Mayor of Leavenworth, Mayor of Entiat	East Wenatchee City Council
Other	Community Foundation, Dispute Resolution Center, Link Transit, Volunteer Attorney Services, Wenatchee Downtown Association, OVOF	Chelan Chamber, Chelan Downtown Association, City of East Wenatchee Community Development, Entiat & Alternate Small City Chelan Co, Leavenworth Chamber, Manson Chamber, Thrive Chelan Valley (youth organization), Wenatchee Landlord Association
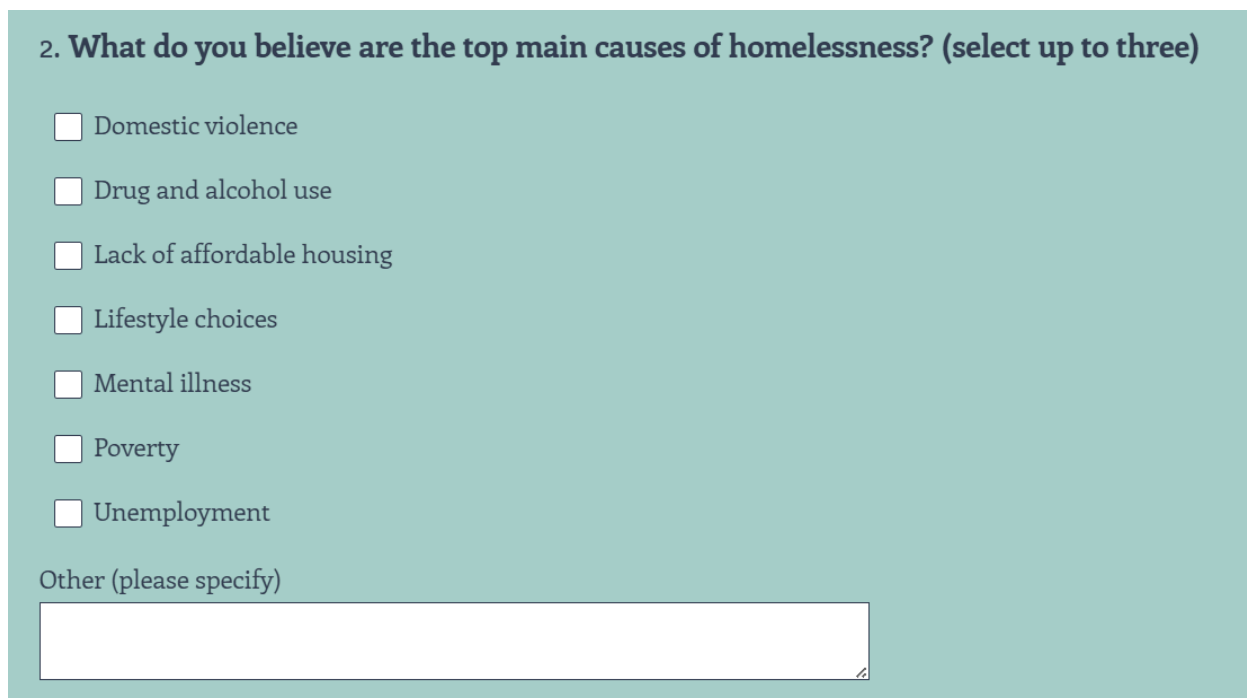
Figure 5: Organizations that participated in a strategic planning sessions or interview

Public Participation

As part of the strategic planning process, a poll was created and distributed to the public. The public poll was released on local government websites, as well as on their Facebook pages. Below are demographics of the participants who completed the poll. 1,387 people responded in English, and six people responded in Spanish.

Although the poll was distributed and offered in English and Spanish, the respondents overwhelmingly marked white as their race/ethnicity and there were only six responses in Spanish. In future public engagement efforts, striving for participation that reflects Chelan and Douglas counties census demographics will come as a priority. Looking at the age demographics of the individuals who completed the survey, we learned that our efforts to spread the word about the poll resonated with those who are 65 and older, while there was minimal input from 18 to 24 year olds. Older individuals also may feel more inclined to answer surveys due to time, and other factors.

The majority of people who completed the survey marked that they are very concerned or somewhat concerned about homelessness in their area. When asked what they believe the main reason for homelessness is, the top two reasons were drug and alcohol use, and mental illness. As far as how people get their information about homelessness in the area, they marked personal experiences or stories from friends and local news as their top two resources.

Figure 6: Picture of public poll question
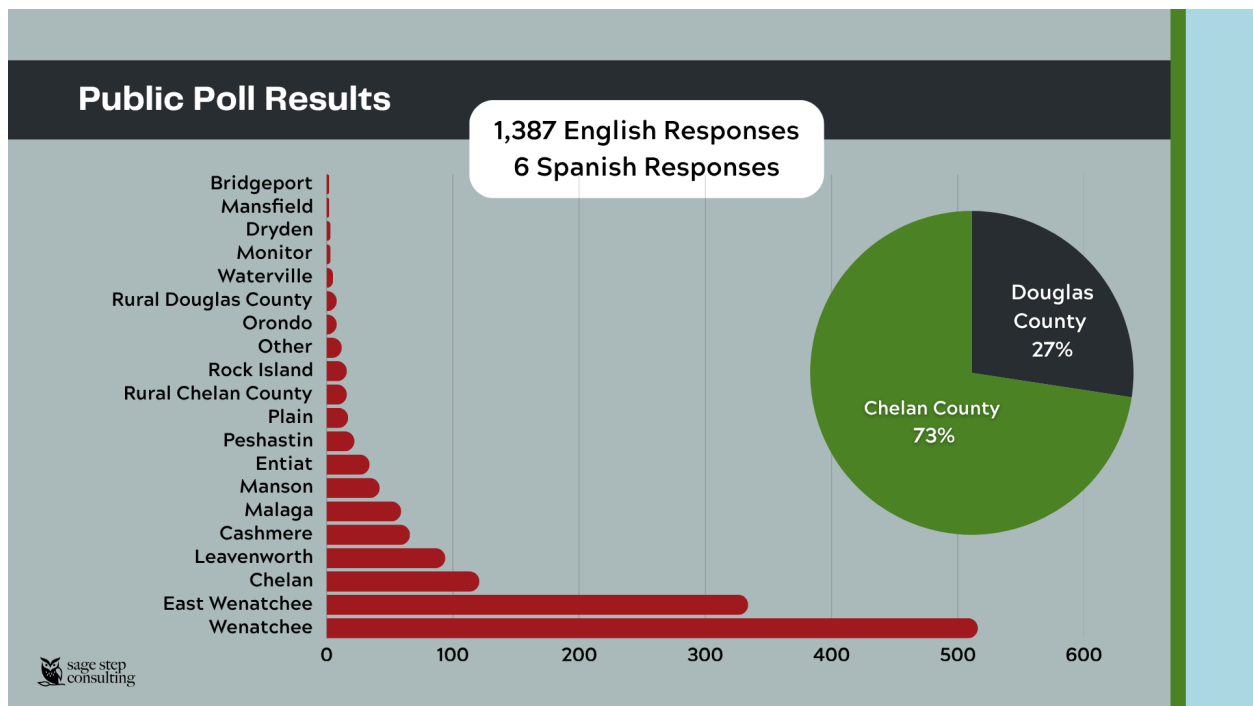
Figure 7: Public poll response by county and town/city.
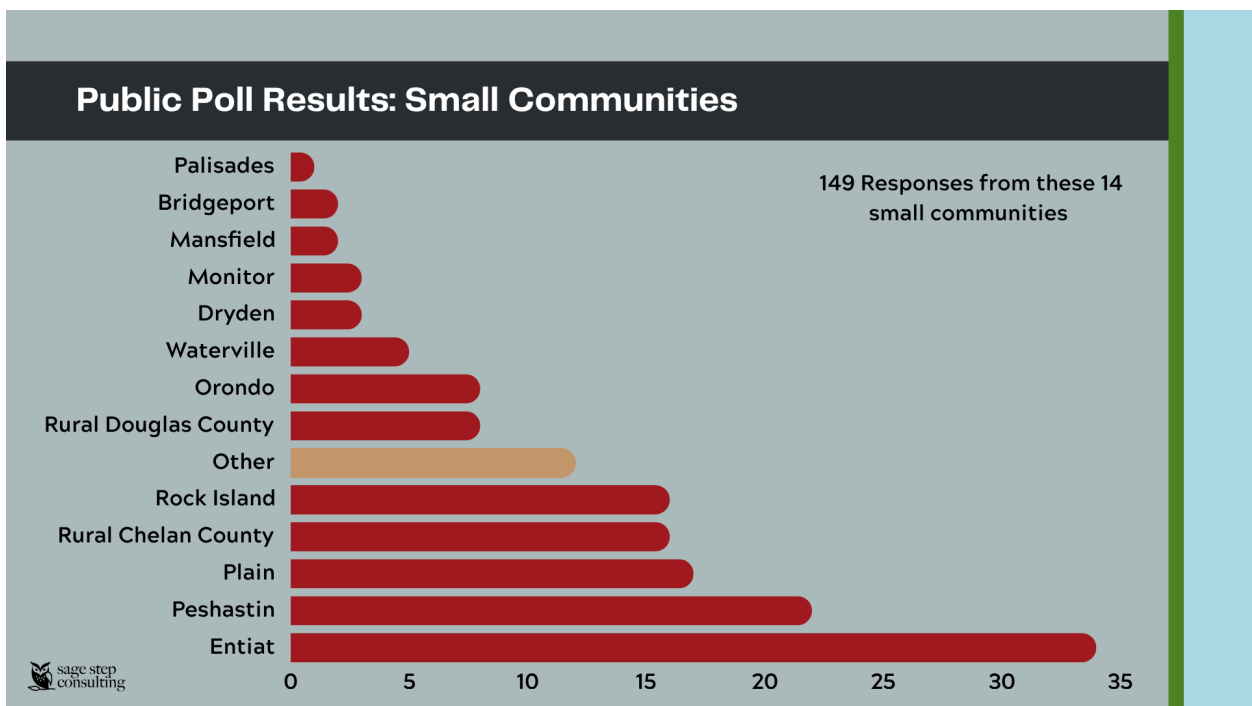
Figure 8: Public poll response, organized by small community participation

Public Poll Results: Race/Ethnicity

White	1076
Prefer not to say	180
Hispanic or Latino	86
Not Hispanic or Latino	26
American Indian or Alaska Native	22
Another race	15
Black or African American	10
Asian or Asian American	10
Native Hawaiian or other Pacific Islander	3

1379 people responded
Participants were able to check all that applied
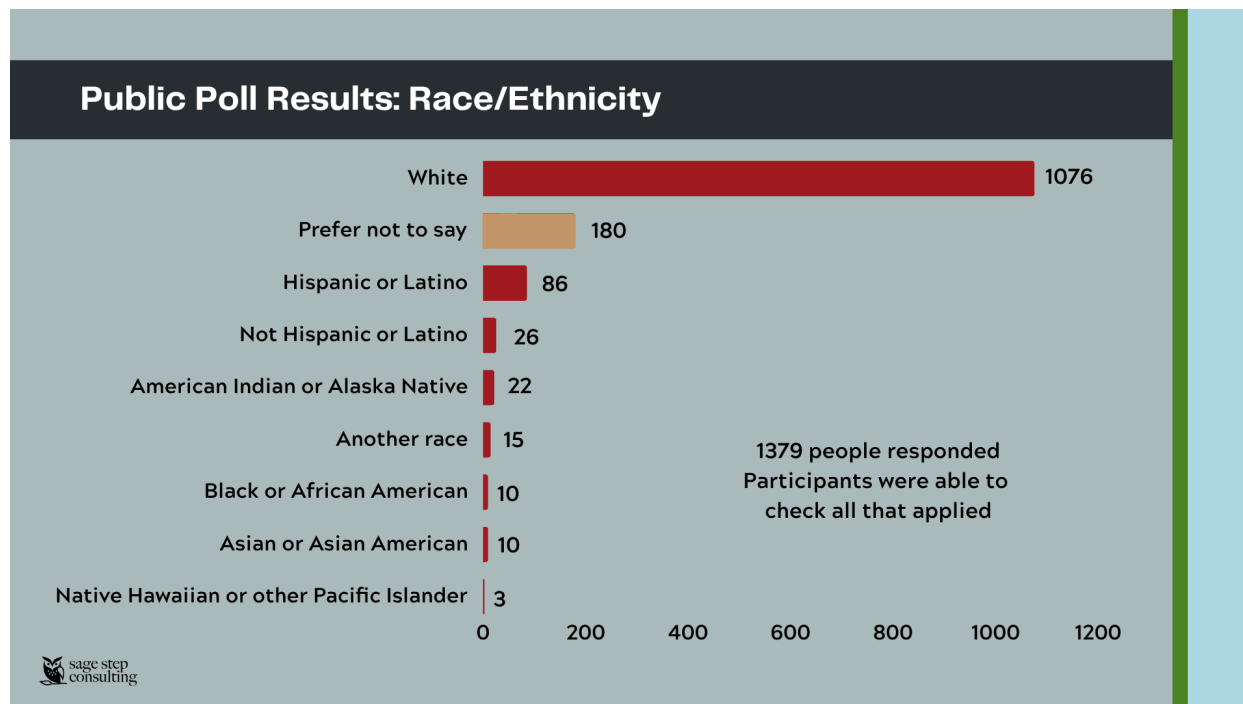
Figure 9: Public poll response by race/ethnicity

Public Poll Results: Age Group

1380 participants responded

Age Group	Percentage	People
65+	28.48%	(393 people)
55-64	22.39%	(309 people)
45-54	19.71%	(272 people)
35-44	18.62%	(257 people)
25-34	9.57%	(132 people)
18-24	1.23%	(17 people)

Figure 10: Public poll response by age group

Plan Objectives Overview

Chelan and Douglas Counties enter the 2025–2030 planning period with a renewed commitment to make homelessness rare, brief, and one-time. These five objectives were adopted directly from the Washington State Department of Commerce's guidance and are required elements of all local homeless housing plans for the 2025–2030 cycle. These objectives were affirmed by local partners and the Chelan-Douglas Homeless Housing Task Force to ensure full alignment with state guidance while allowing for local strategies and implementation plans grounded in regional experience. Together, these five objectives form the framework of a more unified, regional response to homelessness.

To shape local strategies and bring these shared objectives to life, a strategic planning subcommittee of the Homeless Housing Task Force was appointed in late 2024. This subcommittee met regularly for approximately eight months. With facilitation support from Sage Step Consulting, the group reviewed and synthesized input from a multi-phase engagement process that included strategic planning retreats, structured interviews, and public polling. The subcommittee worked iteratively to translate qualitative insights into actions and measures that aligned with state guidance.

The two strategic planning retreats were designed to surface opportunities for systems improvement, integration, and innovation. Participants explored ques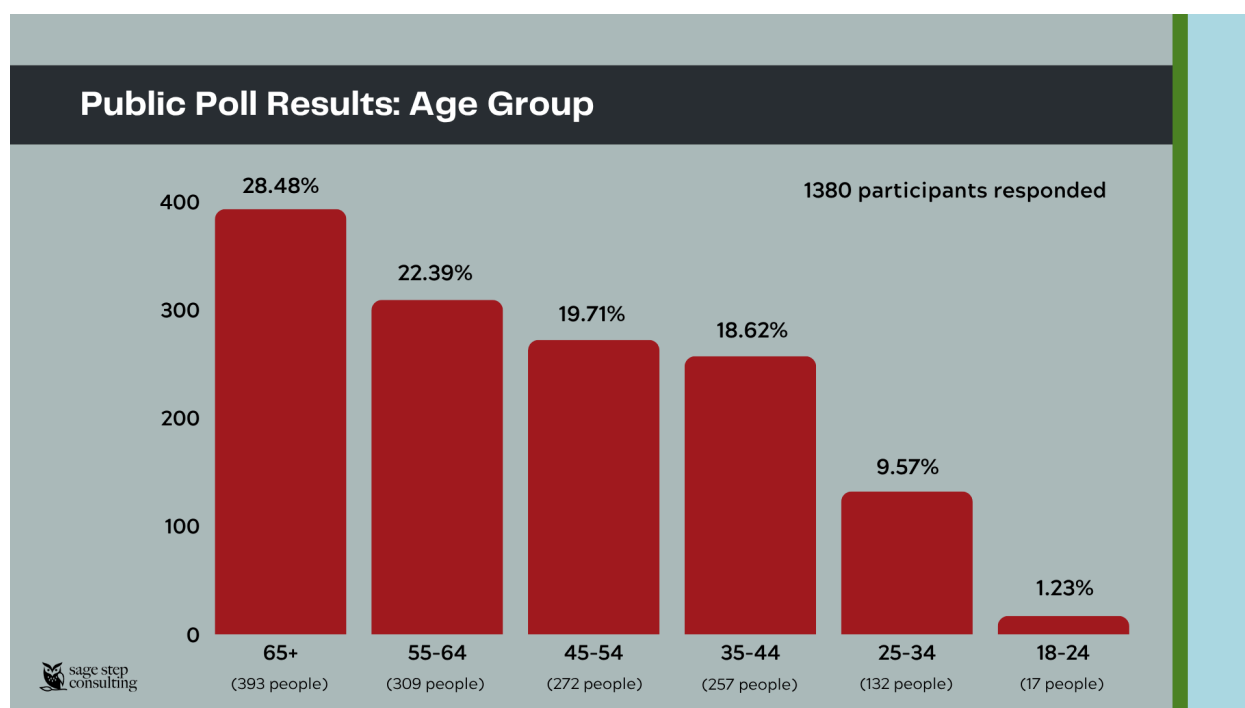tions such as: *"What makes it hard to do this work well?"*, *"What is possible if we align?"*, and *"What does meaningful progress look like five years from now?"* Group harvests and theme clustering exercises helped surface areas of consensus and tension. These outputs were coded and synthesized into cross-cutting themes by the Sage Step consulting team and used by the subcommittee to guide deliberation.

Over a series of working sessions, the subcommittee identified priority actions and success measures under each objective, cross-referencing ideas raised during retreats with system performance data and capacity considerations. They discussed trade-offs and clarified the local role in implementing state-defined objectives. The result is a locally grounded but state-aligned plan that reflects both practical insights and aspirational systems change.

While these objectives will guide the decisions of the Chelan-Douglas Taskforce and decision-makers for 2025-2030, it is understood that new urgent needs may emerge. Closures of agencies, reduction in funding and/or services, health & safety crises, and other issues may arise. It is imperative that the Chelan-Douglas Task Force remain flexible and adaptable to unforeseen changes. All agencies funded by the Chelan-Douglas Task Force should be ready to work in partnership with one another in the time of need. Task Force members and decision-makers must be willing to pivot and respond to gaps or needs in the community. When necessary, subcommittees may be formed to address new needs or concerns that may not have previously been a priority of this plan.

This plan is subject to annual reviews, and updates may be made to adapt to the current housing & homeless-related challenges faced in Chelan and Douglas Counties.

In our plan, we intentionally framed measures of success as activities rather than outcome metrics. This choice reflects two realities of our local homeless housing system:

1. External factors beyond local control. Housing availability, rental market dynamics, state and federal funding levels, and broader economic conditions all have significant influence on outcomes such as exits to permanent housing or reduced homelessness rates. Setting outcome measures that are largely dependent on these external conditions risks over-promising and under-delivering, despite strong local effort.

2. A constantly shifting landscape. The homelessness response system operates in an environment where needs, funding streams, and community conditions change rapidly. Activity-based measures allow us to remain nimble and demonstrate accountability for the work we can directly control, even as circumstances evolve.

Plan Objectives

Figure 11: Objective One

OBJECTIVE 1: Promote an equitable, accountable and transparent homeless crisis response system		
Action	**Measure**	**Timeline**
1.1 Improve Coordinated Entry System Access, Assessment, Services, and Outcomes.		
1.1.1 Coordinated Entry Sites: Improve client experience when using the CE system.	Increase number of clients served at centralized hubs.	On-going annually
	Develop and distribute accessible, user-friendly materials that clearly outline the Coordinated Entry process, expectations, and next steps for clients.	Year 2
	Finalize and implement standardized Coordinated Entry policies and procedures across the region to ensure consistency and efficiency.	Ongoing, start Year 1
	Conduct an annual review and update of Coordinated Entry policies and procedures to maintain effectiveness and alignment with community needs.	Year 5
1.1.2 Outreach & Staffing: Establish multidisciplinary outreach teams with adequate staffing to effectively meet community needs.	More agencies engaged to form multidisciplinary teams.	Year 3
	Create and utilize standardized training for CE staff.	Ongoing start Year 1
1.1.3 Rural Coordinated Entry Enhancement: Adapt and refine the Coordinated Entry system to better serve rural communities.	Increase service access points in rural communities.	Year 4
	Increase number of clients served in rural access points.	On-going annually
1.2 Expand Access to Safe, Low-Barrier Temporary Housing Options And Related Services		
1.2.2 Access for Subpopulations Address needs of subpopulations needing emergency shelter	Assess emergency shelter needs for subpopulations, which are outlined in Objective 4.1.	Year 5
1.2.3 Encampment Resolution	Encourage a standardized approach for encampment resolution, ensuring cross-jurisdictional coordination for cleanup efforts and service administration.	Year 2
Support local ordinances that find a balance between public health and safety.	Promote alternatives to encampments and promote supportive services.	Year 5

Objective Two

Figure 12: Objective Two

OBJECTIVE 2: Strengthen the Homeless Service Provider Workforce

Action	Measure	Timeline
2.1 Increase opportunities and enhance support for Homeless Service Provider Workforce		
2.1.1 Training & Education Enhance service provider training to improve support for individuals experiencing homelessness across diverse subpopulations.	Implement a region-wide training program that integrates existing and new courses and resources to enhance service provider expertise.	Year 2
2.1.2 Lived Experience Staff Prioritize recruiting peer counselors, recovery navigators, and individuals with lived experience for new openings.	Encourage agencies to list lived experience as a desired qualification and/or seek out candidates with lived experience through targeted recruitment.	Year 1
2.1.3 Support for Frontline Providers Support the physical, mental, and occupational health of front-line staff.	Work to improve prevention in agencies where these adjustments have been made.	Year 5
2.2 Improve collaboration and communication between agencies		
2.2.1 Communication Between Agencies Improve communication between agencies to foster collaboration and reduce agency silos.	Improve the standardization of note taking practices within HMIS.	Year 2
	Incorporate a standardized note-taking framework into TF contracts with providers to promote consistency and accountability in documentation.	Year 2
	Strengthen relationships and reduce agency competition.	Year 2
2.2.2 Partnerships Enhance partnerships to strengthen collaborative efforts and enhance support services	Include a clause in MOUs and contracts to promote resource coordination and minimize unnecessary duplication of services.	Year 1
	Make contact with educational institutions such as the Bachelor of Applied Science-Behavioral Health at Wenatchee Valley College.	Year 1

Objective Three

Figure 13: Objective Three

OBJECTIVE 3 Prevent Episodes of Homelessness Wherever Possible

Action	Measure	Timeline
3.1 Prevent homelessness through early intervention, coordinated case management, diversion services, and targeted financial support to keep individuals housed.		
3.1.1 Low-Barrier Emergency Assistance	Rework rental assistance programs to focus on providing timely support for individuals with back rent.	Year 5
	Expand rent assistance programs offered through the Housing Authority to better meet community needs.	Year 5
Enhance low-barrier emergency assistance programs.	Provide more opportunities for move-in cost assistance, referring to additional resources to help with move-in costs.	Year 3
	Invest in other diversion programs as needs are identified.	Year 3
3.1.2 Landlords	Evaluate the effectiveness of the Landlord Tenant Liaison Program in fostering positive landlord-tenant relationships and expanding housing opportunities.	Year 1
Strengthen partnerships with landlords.	Expand willing landlord database.	Ongoing, start year 2
	Provide education on different options for back rent assistance as available.	Year 2 -
3.1.3 Diversion for low income individuals	Assess the needs and partnership opportunities for authorized RV and vehicle parking.	Year 1-5 Annually
Improve support for low-income individuals on the verge of experiencing homelessness	Increase case management in low-income housing/subsidized units.	Year 5
	Better connect individuals in rural areas to transportation options.	Year 2
3.1.4 Rural Navigators	Increase capacity and funding for Rural Navigators to effectively meet the diverse needs of rural communities.	Ongoing, annually
Support Rural Navigators by enhancing their capacity to provide outreach, case management, and service connection in hard-to-reach rural areas.	Expand access to transitional housing options to support individuals in rural areas transitioning out of homelessness.	Year 5
	Broaden the range of services offered through Rural Navigators.	Year 5

Figure 14: Objective Four

OBJECTIVE 4 Prioritize Assistance Based on the Greatest Barriers to Housing Stability & Greatest Risk of Harm

Action	Measure	Timeline
4.1 Address specific barriers for subpopulations of people experiencing homelessness, in accordance with Department of Commerce's requirement to respond to the disproportionality in access to services for marginalized populations.		
	Seek safe alternatives to hotel stays or unsuitable housing solutions.	Ongoing start Year 1
4.1.1 Youth Services & Under 18 Years Old	Partner with orgs that work with youth to implement a survey to better understand the needs and gaps.	Year 3
Address the critical gap in services for adolescents.	Work toward establishing dedicated youth center with supportive housing to provide a safe and stable environment for homeless minors who currently lack access to nearby shelters	Year 4
	Work toward developing a temporary location to support adolescents while they transition to permanent placement. While an adolescent shelter is the ultimate goal, starting with a drop-in shelter would address immediate needs effectively.	Year 5
4.1.2 Hispanic/Latino/e/a	Ensure all agency materials are available in English and Spanish and that marketing materials follow Consolidated Homeless Grant (CHG) guidelines.	Year 1
Increase communication and outreach to Spanish-speaking individuals.	Ensure agencies all have a language access plan.	Year 1
4.1.3 Families	Expand emergency shelter and transitional housing options to be inclusive of minors, regardless of gender or age.	Year 1
Find ways to keep families experiencing homelessness together.	Increase emergency shelter and transitional housing options to accommodate men with children.	Year 4
4.1.4 LGBTQ+	Partner with agencies to support youth identifying as LGBTQ+	Year 2
Partner with agencies that support people identifying as LGBTQ+	Partner with local agencies to offer inclusive day shelter/day-shelter type services.	Year 5
	Work with the local victim service provider on how to address root causes of youth/young adult homelessness based on available data and research	Year 2
4.1.5 Veterans	Increase the number of veterans connected to housing and support services by improving interagency coordination.	Year 4
Streamline existing services to meet the needs of veterans experiencing homelessness		
4.1.6 Seniors	Connect more seniors to supportive services.	Year 4
Expand access to supportive services for seniors		
4.1.7 Other populations	Maintain connection with culturally appropriate organizations for Native American population to best serve them.	Year 1
Assist other populations as needs are determined.	Conduct data collection or surveys to identify and address the needs of other populations requiring support.	Year 4
	Contact organizations that have current relationships or serve Eastern European populations to explore opportunities for collaboration on translation services and outreach.	Year 2
4.2 Address other critical gaps in services.		
4.2.1 Behavioral Health Services	Strengthen relationships with behavioral health service providers.	On-going annually
Increase services for individuals experiencing mental health disorders to help decrease crisis, relapse, etc. in turn reducing homelessness.	Address root causes by connecting connecting more clients to BH services.	On-going annually
	Support the establishment of mental health and/or substance abuse facility with wraparound services and/or building relationships with existing agencies.	Year 5 / Annually
4.2.2 Substance Use Disorder Services	Strengthen relationship with regional detox centers to address the critical need for immediate referral options for SUD treatment.	On-going annually
Increase services for individuals experiencing substance abuse disorders to help decrease crisis, relapse, etc. in turn reducing homelessness.	Connect individuals who need this support to transportation services.	Start year 1
	Enhance collaboration with recovery coaches to facilitate connections to available beds both within and outside the community.	Year 3
4.2.3 Jail Re-Integration	Further integrate recovery services into jails to provide comprehensive support and treatment for individuals navigating the justice system.	Year 5
Increase case management support for people leaving jail who are unhoused.	Strengthen relationship with superior and district court to provide case management for people leaving jail who are unhoused.	Year 5
	Evaluate the need for women's transitional housing and pursue funding opportunities to address the current gaps.	Year 5
4.2.4 Harm Reduction	Collaborate with agencies to enhance local service providers' awareness of existing harm reduction services.	On-going annually
Build awareness for local harm reduction services and assess need for additional harm reduction services.	Evaluate need for additional harm reduction services.	On-going annually
4.2.5 Mobile Social Services	Increase awareness of mobile social services among organizations.	On-going annually
Collaborate to effectively promote and maximize the impact of mobile social services, ensuring greater reach and accessibility for the community	Increase use of mobile social services.	On-going annually

Objective Five

Figure 15: Objective Five

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

Action	Measure	Timeline
5.1 Housing Solutions: Provide guidance on what types of housing stock will make the biggest difference for priority populations that are experiencing or on the verge of experiencing homelessness.		
5.1.1 Accessible Housing Promote the development of affordable housing that includes ADA-accessible units and is designed to meet the those needs, particularly those on fixed incomes and with mobility or accessibility challenges.	Work toward increase the number of ADA-accessible units and new affordable housing projects to expand availability beyond the current limited inventory.	Year 5
	Prioritize and support the creation of additional senior housing communities to serve low-income seniors.	Year 5
	Identify opportunities to increase accessible ADA bed spaces within existing facilities.	Year 5
5.1.2 Affordable Housing Recommend the development of housing units targeted to individuals and families earning 0-120% of the Area Median Income (AMI)	Advocate for the consideration of strategies and policies that increase the availability of housing options affordable to individuals and families who are very low income, low income, and moderate income households.	Year 5
	Recommend diverisying housing typologies to meet the needs of families and individuals seeking housing in local planning efforts, zoning regulations, and infrastructure development.	Year 5
	Partner with organizations using the Housing Trust model, or other similar models, to expand long-term housing inventory	Year 5
5.2 Transitional Housing Solutions: Partner with transitional housing providers and address barriers to stable housing and services.		
5.2.1 Recovery Housing Expand access to sober housing through partnerships and supportive housing initiatives.	Partner with organizations that provide transitional housing to learn how to increase the availability of supportive, recovery-oriented living environments that are appropiately located near supportive services and transportation.	Year 5
5.2.2 Re-Entry Promote programs that provide support for successful re-entry to individuals with criminal records who face barriers to housing and services.	Collaborate with housing providers and landlords to identify options and barriers for individuals with criminal records who are excluded from public housing authorities and other housing programs.	Year 5
5.2.3 Increase Housing Options for Rural Communities Advocate for more housing options in rural communities	Prioritize the creation of different options for rural communities including transitional housing and affordable housing that accommodate low to moderate income households	Year 5
5.3 Supportive Housing + Permanant Supportive Housing: Partner with organizations to expand permanent supportive housing and supportive housing.		
5.3.1 Long Term Residencies Provide more housing opportunities that have connection to case management services before, during, and after permanent placement.	Partner with organizations to expand long-term housing options.	Year 5
	Support collaborative efforts, through Centralized Case Management, to strengthen referral systems that connect individuals to appropriate housing solutions.	Year 5
	Partner with organizations to expand supportive case management services	Year 5
5.4 Capital: Identify funding sources and priority projects for capital requests.		
5.4.1 Funding Identify funding sources for new and exisiting projects through local, state, and federal sources	Identify possible funding and/or matches that supports the creation of prioritized captial projects	Year 5
	Advocate for new funding and/or changes in funding authorities of exisiting funding for new or exisiting capital projects	Year 5
5.4.2 Priority Projects Work with partnering agencies and other local resources to identify and invest in current projects or the creation of new projects to meet the need in the community	Collaborate with and support agencies with increasing the inventory of needed transitional housing, permanent supportive housing, affordable housing, and supportive housing.	Year 5
	Identify investment opportunities for existing emergency shelter improvements	Year 5

Estimates of Service Levels Narrative

Estimates of Service Levels

To meet the requirements of the Washington State Department of Commerce and to establish a baseline for future reporting, Chelan and Douglas Counties have compiled the following estimates of service levels and investments for fiscal years 2023 and 2024. These estimates reflect current system activity and provide a foundation for tracking changes over the five-year planning period.

This summary provides a snapshot of current service levels and funding allocations across Chelan and Douglas Counties. These data points establish a reference point for monitoring system performance and investment changes during the 2025–2030 planning period.

Annual Expenditures by Funding Source (2023–2024)

Total expenditures increased from $8.2 million in 2023 to $9.6 million in 2024. State funding rose by approximately $1.7 million, while local funding decreased slightly and federal funding remained relatively stable.

Year	Federal	State	Local / Total
2023	$1,990,286	$2,829,466	$3,391,477 / $8,211,229
2024	$2,063,440	$4,594,021	$2,934,172 / $9,591,632

Figure 16: Annual Expenditures by Funding Source (2023–2024)

Expenditures by Project Type

Spending on housing interventions remained the largest category in both years. Funding for homelessness prevention and services increased between 2023 and 2024, while expenditures on other projects declined.

Project Type	2023	2024
Housing Interventions	$6,240,049	$6,480,084
Homelessness Prevention	$681,200	$1,666,861
Services Only	$524,709	$894,883
Other Projects	$765,271	$549,804

Figure 17: Expenditures by Project Type

Housing Interventions: Beds and Expenditures

Emergency shelter and rapid rehousing programs had the highest levels of funding. There has been a decline in shelter and transitional housing beds, despite rising investments. Bed counts for rapid rehousing and permanent supportive housing remained relatively stable.

Intervention Type	Beds (2023)	Beds (2024)	Expenditures 2023	Expenditures 2024
Emergency Shelter	446	278	$2,841,582	$3,882,014
Transitional Housing	221	135	$597,788	$84,699
Rapid Rehousing	53	93	$1,768,585	$1,954,273
Permanent Supportive Housing	79	74	$602,888	$559,098
Other Permanent Housing	12	0	$429,207	$0

Figure 18: Housing Interventions: Beds and Expenditures

Enrollments in Homeless Services

Total client enrollments increased from 647 in 2023 to 886 in 2024. The largest increases were in service-only programs and housing interventions. Enrollment in prevention programs also grew during this period.

Project Type	2023	2024
Housing Interventions	427	461
Homelessness Prevention	34	50
Services Only	83	263
Other Projects	103	112

Figure 19: Enrollments in Homeless Services

Housing Outcome Performance (2023–2024)

The following outcomes are drawn from the Consolidated Homeless Grant (CHG) performance tracker for State Fiscal Years 2023 and 2024. Notably, the number of individuals served across all project types increased significantly from 1,137 persons served in 2023 to 1,658 persons served in 2024.

Permanent Supportive Housing consistently had the highest rate of exits to permanent housing in both 2023 and 2024, nearing or exceeding the 95% target. Transitional Housing showed improvement, with outcomes increasing from 52% in 2023 to 69% in 2024. Emergency Shelter and Drop-In Shelter remained well below their performance targets in both years, indicating a need to review how data is collected and submitted, as well as strengthen the pathways from shelter to permanent housing. Rapid Re-Housing outcomes remained relatively stable across the two years.

Project Type	2023 Outcome	2023 Target	2024 Outcome	2024 Target
Emergency Shelter	12%	50%	12%	50%
Drop-In Shelter	11%	50%	2%	50%
Transitional Housing	52%	80%	69%	80%
Rapid Re-Housing	58%	80%	56%	80%
Permanent Supportive Housing	91%	95%	93%	95%

Figure 20: Housing Outcome Performance (2023–2024)

Note: The percentages reflect the proportion of households who exited a given project type to permanent housing.

Survey of Fund Sources

This section provides an overview of the funding sources—both actual and potential—available to support homeless housing and assistance efforts in Chelan and Douglas Counties. The purpose of this fund source survey is to communicate the financial resources that can be leveraged by local governments and the Homeless Housing Task Force to implement the goals and strategies outlined in this strategic plan.

In alignment with state requirements, this inventory includes federal, state, and local funding sources, indicating their current status (whether funds are being received or not), allowable uses (e.g., capital, operations, or both), and the amounts received in State Fiscal Years 2024 and 2025, where available. This financial snapshot supports strategic decision-making, coordination across partners, and identification of future funding opportunities necessary to strengthen the regional homeless crisis response system.

Figure 21 summarizes these sources and their applicability to ongoing and future housing and service projects.

Fund Source	Source	Status	Allowable Uses	Received SF24	Received SFY25
RCW 82.14.460 - MH Sales & Use Tax	Local	Does not receive	N/A	N/A	N/A
RCW82.14.530 - Housing & Related Services Sales & Use Tax	Local	Wenatchee/ E.Wenatchee	Capital/ Operational	Unknown	Unknown
RCW 82.14.540 - Affordable & Supportive Housing Sales & Use Tax	Local	Receiving/ collecting	Capital/ Operational	$ 226,138.77	$ 199,558.97
RCW 84.52.105 - Local Housing Levies	Local	Does not receive	N/A	N/A	N/A
RCW 36.22.250 - Document Recording Sucharge, Local Portion	Local	Receiving/ collecting	Capital/ Operational	$ 1,146,500.35	$ 953,119.57
CHG w/ HEN	State	Receiving	Operational	$ 2,190,060.15	$ 3,366,884.31
ESG	Federal	Receiving	Operational	$ 28,241.00	Unknown
CDBG	Federal / State	Receiving	Operational	$ 85,504.45	$ 58,838.71

CoC (except Balance of State counties)	Federal	Does not receive	N/A	N/A	N/A
Youth Homeless Demonstration Grants (except BoS counties)	Federal	Receiving	Operational	$ 161,276.00	Unknown
Supportive Services for Veteran Families (SSVF)	Federal	Receiving	Operational	$ 963,322.00	Unknown

Figure 21: Survey of Fund Sources

Estimates of Permanent and Emergency Housing Needs for Chelan + Douglas County

Estimates of Permanent and Emergency Housing Needs (Chelan County)

To support long-term planning and guide the development of capital housing projects, Chelan County has adopted population and housing need projections through 2046. These projections are based on the Washington State Department of Commerce's Housing for All Planning Tool (HAPT), Method A, and were formally adopted through Chelan County Resolution 2024-188. Projections below were determined by planning staff in partnering local jurisdictions. All of the below data was discussed with the Strategic Planning subcommittee of the Task Force.

Projected Housing Needs for Households Below 30% AMI

The housing need estimates include both permanent housing and temporary emergency housing for individuals and households with incomes at or below 30% of Area Median Income (AMI). Needs are further categorized as either permanent housing without services, Permanent Supportive Housing (PSH), or emergency housing (including shelter).

Over the full 2020–2046 period, Chelan County anticipates a need for:
- 10,531 permanent housing units without services
- 1,262 units of Permanent Supportive Housing
- 302 emergency housing beds

Approximately 75% of this need is concentrated in urban growth areas, with the largest share allocated to the Wenatchee Urban Growth Area.

Area	0–30% AMI Non-PSH Units	0–30% AMI PSH Units	Emergency Housing Beds
Urban Areas	7,928	950	227
Rural Areas	2,603	312	75
County Total	10,531	1,262	302

Figure 22: Projected Housing Needs for Households Below 30% AMI

2025–2030 Strategic Plan Period Estimate

To support planning during the 2025–2030 strategic plan cycle, a five-year estimate has been developed using a proportional share of the long-range forecast. Between 2026 and 2030, Chelan County is projected to need:
- 2,631 units of permanent housing for households under 30% AMI (excluding PSH)
- 316 units of Permanent Supportive Housing

- 76 emergency housing beds

The distribution of need reinforces the importance of housing development in urban areas while also highlighting the need for targeted strategies in rural communities.

Area	0–30% AMI Non-PSH Units	0–30% AMI PSH Units	Emergency Housing Beds
Urban Areas	1,980	238	57
Rural Areas	651	78	19
County Total	2,631	316	76

Figure 23: 2025–2030 Strategic Plan Period Estimate

Estimates of Permanent and Emergency Housing Needs (Douglas County)

To support long-term planning and guide the development of capital housing projects, Douglas County has adopted population and housing need projections through 2046. These projections are based on the Washington State Department of Commerce's Housing for All Planning Tool (HAPT), Method C, and were formally adopted by Douglas County Regional Council on April 14, 2025. Projections below were determined by planning staff in partnering local jurisdictions. All of the below data was discussed with the Strategic Planning sub committee of the Task Force.

Projected Housing Needs for Households Below 30% AMI

The housing need estimates include both permanent housing and temporary emergency housing for individuals and households with incomes at or below 30% of Area Median Income (AMI). Needs are further categorized as either permanent housing without services, Permanent Supportive Housing (PSH), or emergency housing (including shelter).

- Over the full 2020–2046 period, Douglas County anticipates a need for:
  1,056[SR1] permanent housing units without services for households under 30% AMI (excluding PSH)
- 0 units of Permanent Supportive Housing
- 40 emergency housing beds

Approximately 85% of this need is concentrated in urban growth areas, with the largest share allocated to the East Wenatchee Urban Growth Area.

Area	0–30% AMI Non-PSH Units	0–30% AMI PSH Units	Emergency Housing Beds
Urban Growth Areas	1056	0*	40
Rural Areas (exc. All UGAs)	0*	0*	0*
County Total	1056	0*	40

Figure 24: Projected Housing Needs for Households Below 30% AMI

2025–2030 Strategic Plan Period Estimate

To support planning during the 2025–2030 strategic plan cycle, a five-year estimate has been developed using a proportional share of the long-range forecast. Between 2026 and 2030, Chelan County is projected to need:

- 405 units of permanent housing for households under 30% AMI (excluding PSH)
- 0 units of Permanent Supportive Housing
- 15 emergency housing beds

The distribution of need reinforces the importance of housing development in urban areas while also highlighting the need for targeted strategies in rural communities.

Area	0–30% AMI Non-PSH Units	0–30% AMI PSH Units	Emergency Housing Beds
Urban Growth Areas	405	0*	15
Rural Areas (exc. all UGAs)	0*	0*	0*

Figure 25: 2025–2030 Strategic Plan Period Estimate

* Please note that this section has data that was not yet available at the time of being published. Once the data becomes available, this section will be amended.

Prioritization Criteria of Homeless Housing Capital Projects

The Chelan-Douglas Task Force has developed a formal application for capital funding requests to ensure a transparent and strategic allocation of resources. This application will be evaluated using a prioritization scoring system that assigns points to projects addressing high-priority areas identified by the Chelan-Douglas Task Force that can be found in Objective 5 of the 2025-2030 Homeless Housing Strategic Plan. Examples of the priority areas may include subpopulations (youth, veterans, seniors, etc.), transitional housing, supportive housing types, location of the proposed housing and typology, and affordable housing.

While the Chelan-Douglas Homeless Housing Task Force receives funding from the Consolidated Homeless Grant, capital projects are not an allowable expense of the funding. Local Document Recording Fees do allow for capital projects, but there is not enough money collected to fully fund a project.

Overall, there is a limited amount of funding with the current funding streams, and the Chelan-Douglas Homeless Housing Task Force is not always able to fund the level of requests that are made. It is important for applicants to consider other funding sources to assist with the on-going operations and maintenance costs.

Applicants must include detailed plans for the ongoing maintenance and operational costs associated with the proposed project. This includes identifying any committed sources of funding or match funding, as well as any additional funding secured or anticipated for construction. Demonstrating financial sustainability is a critical component of the application and helps ensure that projects are not only viable during development but remain functional and effective over the long term. These elements will be considered during the scoring process and may impact the project's overall prioritization.

In addition to the core priority areas, applicants will have the opportunity to earn additional points for demonstrating alignment with local comprehensive plans and the Chelan-Douglas Strategic Plan, reinforcing the importance of coordination with broader regional goals and planning efforts.

Conclusion

This plan seeks to reduce homelessness in Chelan and Douglas counties; it approaches homelessness from multiple angles. When someone is unhoused, the goal is to reduce the amount of time the person/household will spend experiencing homelessness by eliminating barriers and providing more long term housing solutions. If someone is at-risk of becoming homeless, the goal is to divert them from entering into homelessness through diversion, case management services, housing searches, move-in cost assistance, or rental assistance. It is the overarching goal of the Chelan-Douglas Homeless Housing Task Force to invest in projects and programs that provide long-term supported housing stability while maintaining and improving existing emergency shelters.

Homelessness should be a rare, brief, and one-time occurrence. It must continue to be the goal of the community to make this a priority. This requires collaboration between services providers, advocating to policy & decision makers, listening to advice from people with lived experience, and continuing conversations to meet the needs of the community in the ever evolving landscape. Moreover, it is the goal of the Chelan-Douglas Homeless Housing Taskforce to address the root causes of homelessness to reduce recidivism back into homelessness. With a clear and concise plan, improved processes, the investment of community resources, and commitment to unified goals, there will be success in making homelessness in the two county region a rare, brief, and one-time occurrence.

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