AGENDA COVER MEMORANDUM

Memorandum Date: October 2, 2025

Order Date: October 15, 2025

TO: Board of County Commissioners

DEPARTMENT: Health & Human Services

PRESENTED BY: James Ewell, Homelessness and Community Action Manager
Kate Budd, Human Services Division Manager
Shawn Murphy, Chair of the Poverty and Homelessness Board
Matthias Smith, Co-Vice Chair of the Poverty and Homelessness Board

AGENDA ITEM TITLE: ORDER/ IN THE MATTER OF APPROVING THE POVERTY AND HOMELESSNESS BOARD STRATEGIC PLAN 2025-2030.

I. MOTION

In the matter of Approving the Poverty and Homelessness Board Strategic Plan 2025-2030

II. DISCUSSION

A. Background/ Analysis

The Lane County Human Services Division is requesting The Board of County Commisioners to approve the adoption of the Poverty and Homelessness Board's 2025-2030 Strategic Plan.

Poverty and Homelessness Board (PHB) members serve the dual purpose of providing oversight and support to the local homeless services and poverty reduction program networks. As the Continuum of Care (CoC) and the Community Action Agency (CAA) leadership body, the mandate of the PHB is to partner to provide efficient services and support to members of our community facing the hardships and threats of deep poverty and homelessness. The Poverty and Homelessness Board was established via BO 14-06-24-04, by the Board of County Commissioners.

Over the last year, the PHB worked together and with partners to better understand what's within their power as a collective and what obstacles lie ahead. The PHB grappled with quantitative and qualitative data to assess what's working and where there are struggles. By engaging with local and national experts the PHB looked beyond the immediate challenges toward priority opportunities and partnerships that ought to be pursued.

This strategic planning process began in September 2024 with a Homeless System Design Clinic, bringing together PHB members, committee members, local partners and interested parties with lived expertise. Around the same time, feedback was collected from one-to-one meetings, group conversations and surveys. An initial draft of the plan was shared in Winter 2025 and feedback was collected through the PHB meetings, a survey, and targeted meetings. A second draft of the plan was released in April 2025 with a final opportunity for feedback in Spring 2025.

The final draft of the plan was released in Summer 2025 and unanimously adopted by the PHB board on June 26, 2025.

B. **Policy Issues**

The plan exists to serve as a framework to guide community priorities, decision-making and funding in four core areas of work: 1) System Operations and Improvement 2) Poverty and Unsheltered Homelessness Crisis 3) Shelter and Housing Sustainability and Advocacy 4) Public and Community Health System Connections.

C. **Board Goals**

The Lane County Strategic Plan calls for addressing the community's need for affordable housing and addressing homelessness. Specifically, it calls for increasing housing options for residents to reduce the incidence of homelessness and increase affordability. Specific strategies include: convening, sponsoring, and implementing a collaborative multi-jurisdictional affordable housing action plan; identifying and implementing programs for supportive housing, short-term transitional housing, and long-term and permanent solutions to address homelessness; increasing access to prevention and treatment services and developing programs; and for developing policy focused on behavioral health, community health, and youth.

D. **Financial and/or Resource Considerations**

The plan seeks to identify opportunities to diversify system funding to ensure shelter and housing sustainability and to seek opportunities for system improvement.

E. **Health Implications**

Poor health can contribute to being homeless, and being homeless can lead to poor health. Limited access to health care can make it worse. That is why the health of people experiencing homelessness is worse than that of the general population. Common health problems include:

- Problems caused by being outdoors
- Bronchitis and pneumonia
- Wound and skin infections
- Mental health problems

- Substance abuse problems

Many people experiencing homelessness are victims of domestic violence or sexual abuse. Children experiencing homelessness have high rates of emotional and behavioral problems, often from having witnessed abuse, neglect and the trauma of experiencing homelessness. For many, the daily struggle for food, shelter, clothing, and safety is increasingly traumatic and unstable. This reality in turn, exacerbates disease, complicates treatment, and drives high mortality rates among those who are unhoused.

F. **Analysis**

Shawn Murphy, Chair of the Poverty & Homelessness Board, and Matthias Smith, Co-Vice Chair of the Poverty and Homelessness Board, will walk through an analysis of how the Strategic Plan was created and what steps were taken to ensure broad community input.

G. Alternatives / Options

1. Approve the Poverty and Homelessness Board Coming Together Strategic Plan 2025-2030.

2. Do not approve the Poverty and Homelessness Board Coming Together Strategic Plan 2025-2030 and direct Poverty and Homelessness Committee of any changes .

H. Recommendation

1. Lane County Health & Human Services recommends #1 - Approve the Poverty and Homelessness Board Strategic Plan 2025-2030.

III. TIMING/IMPLEMENTATION

Upon Approval, the Poverty and Homelessness Board will create taskgroups to progress identified priority actions within the Poverty and Homeless Strategic Plan 2025-2030.

IV. FOLLOW-UP

If the board selects alternative option number two and rejects, another board order will be issued which accounts for the changes to the Poverty and Homelessness Board Strategic Plan 2025-2030.

A. Attachments

Board Order
Coming Together_2025-2030 Strategic Plan

BEFORE THE BOARD OF COMMISSIONERS OF LANE COUNTY, OREGON

ORDER NO:	IN THE MATTER OF APPROVING THE POVERTY AND HOMELESSNESS BOARD STRATEGIC PLAN 2025-2030.

WHEREAS, the Poverty and Homelessness Board provides advice to the Board of County Commisioners with the goal of reducing and preventing poverty and homelessness in Lane County; and

WHEREAS, the Poverty and Homelessness Board created the Proverty and Homelessness Board Strategic Plan 2025-2030 to be submitted to the Board of County Commissioners for consideration and approval.

NOW, THEREFORE, the Board of County Commissioners of Lane County **ORDERS** as follows:

1. The Poverty and Homelessness Board Strategic Plan 2025-2030 be approved.

ADOPTED this ___ day of October, 2025.

_____
David Loveall, Chair
Lane County Board of Commissioners

COMING TOGETHER

Taking Collective Action Now to Create a Stronger, Healthier Lane County for All

THE POVERTY & HOMELESSNESS BOARD STRATEGIC PLAN

2025-2030

Adopted by the PHB June 26, 2025

Table of Contents

Introduction 3
Strategic Planning Process 4
Our Progress 7
Our Work Ahead 8
Our Vision And Values 9

Our Plan: Taking Collective Action 11
Implementation Framework And Goals 11
Systemic Goal 12
- System Improvement And Operations 13
- Poverty And Unsheltered Homelessness Crisis Response 17
- Shelter & Housing Sustainability & Advocacy 20
- Public And Community Health System Connections 23

References 25

Further Reading And Resources 27

INTRODUCTION

The Poverty and Homelessness Board (PHB) of Lane County is proud to share *Coming Together: Taking Collective Action for All to Create A Stronger, Healthier Lane County*, our strategic plan for 2025 through 2030. This plan outlines the Board's commitment and path forward.

Over the course of the last year, we've listened to members of our community who have experienced poverty and homelessness, as well as frontline service providers working tirelessly to support our most vulnerable neighbors, nonprofit and municipal leaders, business partners, and advocates. We built a shared understanding of the strengths that are working in our favor, the challenges that stand in our way, and we got serious about how far we hope to go together.

Since our last strategic plan, our Board has made great strides in shared decision-making and ensuring people with lived experience are able to participate in policymaking and coalition-building. With this plan, we will be building on that foundation of partnerships with transparent, collaborative, proactive priorities. In response to recommendations from the community and national experts, our efforts will be organized around and focused on:

- Community engagement;
- Systems improvement;
- Reviving our housing crisis response system;
- Scaling our housing and shelter investments and advocacy; and
- Bolstering our local health care and community-based service connections.

Our Board will continue to lead and consistently improve our work with community partners, focused on strengthening our shared efforts to alleviate the burdens of poverty and homelessness and advocating for national, state, regional and local actions to address the systemic root causes of housing scarcity and economic inequality. We're called and committed to tackling the challenges before us and to doing our part in helping members of our community who are struggling to attain safety, improve their quality of life, and ensure they have access to effective, dignifying public services.

We commit to coming together over the next five years to:

- Decrease the impact and prevalence of deep poverty and homelessness across Lane County;
- Transform our local crisis response systems to meet present and future health and safety needs;

- Engage the broader public in understanding and supporting our neighbors;
- Strengthen the connections and access pathways between systems and services within the social safety net, across jurisdictions;
- Support highly needed anti-poverty focused programs and collaborations that assist community members by addressing their social determinants of health
- Align our investments to prioritize improving the community's crisis response, flexible mid-term assistance, and long-term supports; and
- Scale our local investments in housing assistance, case management, and access to helping people meet their basic needs.
- Advocate
    - within systems of care for needs that intersect with the houselessness system, including behavioral health (substance abuse and mental health supports), physical health, oral health, food security and criminal justice.
    - for significantly more and diverse permanent housing options across Lane County.
- Lift up the voices of people with lived expertise of houselessness and poverty.

The plan exists to serve as a framework to guide community priorities, decision-making and funding. The four core areas of work, each having key strategies and action items are meant to collectively represent the identified needs within the region related to reducing poverty and homelessness. It represents a menu of high need actions that can be prioritized for progress annually, rather than a finite listing of what will be accomplished within the strategic plan timeline. This flexible approach is utilized in recognition of the numerous short and long-term uncertainties related to funding, staffing capacity and community capacity that may hinder, or support overall plan progress within the scope of the PHB and beyond.

The goals, strategies, and priorities outlined below are informed by local data analysis, cross-sector research, evidence-based best practices, and input from service providers, people with lived experience, advocates, community partners, and system administrators. Data-driven decision-making, authentic partnerships, and a shared commitment to growth and change will guide the Board in pursuing these objectives and the ambitious goals outlined below.

Strategic Planning Process

PHB members serve the dual purpose of providing oversight and support to the local homeless services and poverty reduction program networks. As the Continuum of Care (CoC) and the Community Action Agency (CAA) leadership body, the mandate of the PHB is to partner to provide efficient services and support to members of our community facing the

hardships and threats of deep poverty and homelessness. The Board was created in October 2013, by the Lane County Human Services Commission and Board of Commissioners.

Over the last year, the PHB worked together and with partners to better understand what's within our power as a collective and what obstacles lie in our path. We grappled with quantitative and qualitative data to assess what's working and where we're struggling and engaged local and national experts to help us see beyond our immediate challenges toward the opportunities and partnerships we might pursue. With this collective wisdom as a guide, we worked together to start charting a course forward toward brighter horizons for all members of our community.

This strategic planning process was facilitated by Brittani Manzo Consulting and informed by the National Alliance to End Homelessness System Design Clinic, held with PHB and community members in September 2024. To shape our aims and our actions ahead, we gathered case managers and frontline service providers, people with lived experience of homelessness and poverty, community organizers, representatives of the business community, current and past PHB members and grantees, Human Services Commission members, system administrators, and national experts to reflect on our community's unmet needs, untapped opportunities, and our recent progress and successes.

Despite our region's strengths and steady growth, most of our conversations echoed the fact that it has become far too difficult for far too many people to make ends meet in recent years. Basic hygiene, food, and shelter needs are going unmet at alarming and nearly unprecedented rates with devastating consequences for far too many of our neighbors. People experiencing homelessness shared that they regularly face threats or acts of violence and frequent harassment and struggle to access bathrooms, showers and other basic needs to support hygiene and health.

In 2024, based on the Lane County By Name List nearly 8,500 people experienced unsheltered homelessness at some point during the year in Lane County, an increase of 2,000 since 2020. During the same time period, service providers connected with 10,613 people experiencing homelessness across the county and 75 neighbors died in Lane County while living outside, experiencing unsheltered homelessness based on Oregon Health Authority Center for Health Statistics.[1]

Many of our neighbors are on the brink of deep poverty and housing instability. One fifth of our total county population is living on incomes of $18,825 or less for an individual or $25,550

or less for a two-person household, 125% or more below the federal poverty level.[2] In 2024, 19,816 households reached out for support making ends meet through our regional community access centers. Nearly 60,000 people are living on incomes below the federal poverty level, less than $15,650 a year for a one-person household ($32,150 for families of four). Approximately 30,110 people or 7.9% of the population, are living with incomes of half of that or less.[3,4,5]

In Lane County, we see the highest rates of poverty in Oakridge (24%), followed by the Middle Siuslaw River-Triangle Lake region (18%), Lowell (17%), Cottage Grove (17%), and the Eugene-Springfield region (16%), but resources disproportionately flow to the latter region. Florence and Pleasant Hill both have rates of poverty near the state average (12%) with all other regions of the county below 10%. Dunes City has a high rate of economic insecurity on the ALICE scale, along with several other regions already named.[6]

Lane County has projected a gap of at least 16,400 housing units in the next five years.[7] Individuals and families are already struggling to keep each other safe and healthy, unable to consistently provide healthy food, water, and shelter despite working multiple jobs and with the best efforts of our network of nonprofits.[8] As housing cost inflation intensified over the last three years, our community service capacity and supply stockpiles have dwindled with inconsistent investments guided by external priorities.

Marginalized communities routinely have higher barriers to housing and services, driving disproportionate housing insecurity and rates of homelessness, despite workforce participation and readiness. Based on the 2025 Point in Time Count, Hispanic households in Lane County face homelessness at a higher rate than other races and ethnicities. Based on Lane County By Name List data, Multiracial people and people of races other than those listed in census reporting are facing a higher likelihood of poverty and homelessness in our community when compared to other races and ethnicities. Based on the Lane County By Name List and 2025 Point in Time Count, homelessness also has a significantly higher level of impact on Black and Indigenous and Native American people when compared to the overall representation in Lane County based on 2019-2023 U.S. Census data. Veterans who identify as multiracial, Black, and/or Native American or Indigenous are experiencing unsheltered homelessness at rates higher than any other population in Lane County.[9]

Asian Americans are overrepresented among people facing poverty, but notably underrepresented among people experiencing homelessness.[10] Through community

engagement efforts outlined in this strategic plan, the community will engage with culturally-specific organizations and providers to better understand how to partner well.

Throughout the strategic planning process, consistent themes echoed in conversations with key partners and advocates across Lane County: housing affordability and access to meet basic human and health care needs are paramount for obstacles facing those experiencing homelessness and deep poverty in Lane County. Discussions most often touched on hope for more transparency, compassion, collaboration, collective action, and public education related to facing the realities of homelessness and poverty in our region.[11]

OUR PROGRESS

As the federally mandated CoC leadership body, the Board is responsible for overseeing and helping facilitate improvements to community planning, partnerships, and systems management for homeless services countywide. The CoC model emphasizes client-centered systems design and working across sectors and community partnerships to ensure people experiencing homelessness have safe and dignifying publicly supported housing and service options.

As the CAA leadership body, the Board manages the county's federal Community Services Block Grant (CSBG) program funding to provide specialized programming across the county to equip neighbors who are low-income with the tools and opportunities necessary to thrive. The CAA model emphasizes prioritizing prevention, addressing the root causes of poverty, involving and improving the community, creating opportunity by providing flexible, immediate, coordinated and community-informed services and supports.

Coming Together builds on a strong recent track record of growth and improvement in services and supports for members of the community facing poverty and homelessness. During the first year (January 10, 2023-January 10, 2024) of Lane County's ALL IN Initiative under Governor Kotek's Executive Order EO-23-02 programs, the community successfully:

- Rehoused 223 households of people experiencing homelessness, 90% of our goal;
- Created 304 new shelter beds, surpassing our goal by 23%; and
- Resolved housing instability through homelessness prevention funds for 821 households, surpassing our goal by 10%.[12]

Across the region, we've increased the number of emergency and supportive housing units by 47% in the last six years, with 765 additional units brought online since 2019.[13] As part of its Housing Implementation Pipeline efforts, the City of Eugene opened 237 safe sleep site spaces;

exceeded its two-year target for new Permanent Supportive Housing (PSH) units with the opening of 102 PSH units; preserved 72 units of affordable housing; and established new renter protections to help keep people housed, improve rental affordability, and advance racial equity in housing. [14] In 2023, Food for Lane County provided the equivalent of 1,275 meals a day with the support of its 151 partner agencies and more than 100 supplemental food programs. [15,16]

Service providers, clients, and partners have worked hard to realize a steady decrease in the average length of time people experience homelessness in Lane County since 2021, as well as a gradual decrease in returns to homelessness.

In FY2024 (July 1, 2023-June 30, 2024), the Poverty and Homelessness Board and Human Services Commission supported efforts to:

- Provide food to 24,389 individuals
- Provide outreach and/or housing navigation services to 1,160 individuals
- Provide 2,822 households at least one night of shelter or safe parking
- Provide 239 households with housing assistance to prevent homelessness
- Support 211 households in regaining with short-term assistance through housing barrier reduction
- Provide 168 households with permanent supportive housing
- Assist 504 households in successfully gaining VA benefits and submitted 1,166 claims. [17]

We know our region currently boasts a diverse economy and a strong network of education, training, and employment resources, as well as healthy and growing health care, social services, and construction sectors.[18] Our community partnerships have grown in recent years, steadying our footing for the path ahead. With business partners launching the ACT Now Coalition and public and private partners coming from across the region to support Food for Lane County and our collective response to the COVID-19 pandemic, we are in good company as we look to the future.

OUR WORK AHEAD

Members of the community shared a hope for tighter community bonds and networks of support, from the coast to the Cascades. Nearly everyone we spoke with could envision a future here where all of our neighbors have the opportunity to recover from hard times, prosper, and thrive. They could see us doing so by building from the values we share today, as we reflect in our vision and values below. So long as we can come together to take bold, courageous action to meet the moment, we believe we can turn the tide on the challenges facing our families and some of the most vulnerable members of the community.

In recent years, and for some over decades in service, we've shown each other that we have the natural and human resources necessary to confront seemingly overwhelming challenges when we work together. Our homeless and social services sectors are full of passionate and committed hard workers ready to get the job done. We know that we need our many partners and more to contribute the necessary insights, skills, and analyses we need to build and scale the systems our communities need and deserve.

Throughout the strategic planning process, members of the community expressed a pressing desire to move from strained, reactive coordination across organizations and agencies toward streamlined and intentional collaboration around these crises. More transparency and data-driven decision-making, informed by people with lived experience, was called for in both developing and advancing this plan as well as to ultimately encourage and guide efforts to create more accessible and effective supportive services.

The work ahead work will build on a strong foundation of local and systemic coordination; data management practices and systems; a network of committed and passionate local leaders and frontline service workers; a growing public interest in and understanding of the interconnectedness of our collective and individual challenges and wellbeing; strategic organizing and advising by and for people with lived experience of homelessness and poverty; and longstanding County support for our collaborative efforts.

We believe our communities have what it will take to tend to and turn the tide on these intertwined humanitarian crises facing us today and we believe we can do so by reinvesting in each other and the networks of community support that have sustained and connected us for generations. We are committed to working together and with new and old partners alike to improve our shared analysis and grow our capacity for collective action. Data-driven decision-making, dignified services and supports, effective community engagement and public education, and ongoing stakeholder input and continuous quality improvement will become the hallmarks of our systems' commitment to those we serve and our partners.

Together we aspire to help shape our region into one that can provide safety, respect, and comfort for all neighbors in need, from survivors fleeing domestic violence to young people and elders experiencing homelessness or low-income parents who are navigating health challenges and housing insecurity.

OUR VISION AND VALUES

The PHB is committed to clearing the path for a future where, in the next 30 years, housing, nutritious food, health care, and physical safety are easily provided for across our region.

Until then, we will work to provide emergency health care, behavioral health care crises resources, and space for everyone who needs it to sleep inside with dignity and care.

We will innovate, invest and build to meet the full scope of unmet need for income-based housing in our region.

We will systematically invest in wraparound, accessible, collaborative, community-based supportive services.

We will dismantle barriers to housing and support the transformation of public services and support systems to be community-based, client-centered, transparent, and accountable.

We will support our neighbors in accessing all of the education, employment, and community connections and opportunities available in our community.

VALUES: RESPECT, COMPASSION, COMMUNITY

Respect: We will treat and consider people with dignity and respect for their boundaries and need for safety, understanding that every person is worthy of compassion and self-determination.
Compassion: We will practice compassion with ourselves and others, understanding that our necessary dedication and hard work requires modeling care at the personal, interpersonal, and community levels.
Community: We will strengthen and create new connections across the region between and among people experiencing homelessness, service providers, government officials, advocacy and community groups, businesses, community institutions, and philanthropy. We understand that we need each other to thrive. By doing this we will begin to facilitate and create comprehensive access to support and lead our community's diverse population to a safer, healthier and an increasingly more just and equitable future.

OUR PLAN: TAKING COLLECTIVE ACTION

Implementation Framework and Goals

The PHB will support and manage community collaboration across four core areas of work:

- System Operations and Improvement
    - Reconnect and Grown Network
    - Streamline Decision Making
    - Transform System Access & Operations
    - Prioritize Housing Problem Solving
- Poverty and Unsheltered Homelessness Crisis Response
    - Improve conditions for those living outside.
    - Engage the broader community.
    - Increase domestic violence survivor resources
    - Transform unsheltered homelessness and encampment response.
    - Increase and streamline food supports.
- Shelter and Housing Sustainability and Advocacy
    - Streamline access and prioritization for shelter and housing.
    - Increase staffing and case management capacity.
    - Sustain and plan for local shelter and housing.
    - Advocate for income-based housing and innovative housing solutions.
- Public and Community Health System Connections
    - Coordinate across medical, behavioral health and homeless service providers.
    - Improve connection to health care.
    - Establish a community-wide housing problem-solving collaborative for community partners and providers.

The plan exists to serve as a framework to guide community priorities, decision-making and funding. The four core areas of work, each having key strategies and action items are meant to collectively represent the identified needs within the region related to reducing poverty and homelessness. It represents a menu of high need actions that can be prioritized for progress annually, rather than a finite listing of what will be accomplished within the strategic plan timeline. This flexible approach is utilized in recognition of the numerous short and long-term uncertainties related to funding, staffing capacity and community capacity that may hinder, or support overall plan progress within the scope of the PHB and beyond.

Systemic Goals

	Current Fiscal Year 2025	FY2030 GOAL
Increase the Percentage of People Positively Exiting from Permanent Housing Programs	65% Exiting to Permanent Destinations	75% Exiting to Permanent Destinations
Increase the percentage of households increasing their income(earned & unearned) in shelter and permanent housing programs.	14% in Shelter 26% in Permanent Housing	25% in Shelter 40% in Permanent Housing
Decrease in the average length of time people experience sheltered homelessness	114 Days per Household	90 Days per Household

	Current Fiscal Year 2025	FY2030 GOAL
Diversify System Funding	14% Federal 78% State 8% Local	80% Non-Local 20% Local
Create New Permanent Housing for People Exiting Homelessness (PSH, RRH, LTRA)	775 PSH Units (includes VASH) 130 LTRA Spots 183 RRH Spots	400 New PSH/LTRA/RRH Units or Spots
Create new Shelter Beds (Alternative & Emergency)	1,088 Emergency Shelter Beds & 204 Alternative Shelter Beds	200 New Shelter Beds, including medical respite beds
Connect with and offer Assistance to at Least Half of those Experiencing Homelessness	43% of individuals who are unhoused are receiving Basic Survival Services and no other homelessness supports (Day Service Centers, Dining Room, Egan Shelters)	25% of individuals who are unhoused are receiving Basic Survival Services and no other homelessness supports (Day Service Centers, Dining Room, Egan Shelters)
Increase the Percentage of People Exiting Emergency Shelters to Permanent Destinations (include care homes & assisted living)	10% Exiting to Permanent Destinations	30% Exiting to Permanent Destinations

System Improvement and Operations

The PHB's efforts will support and manage the following system improvement and operations components of our region's homeless services and poverty support systems:

- Community Engagement
- Systems Alignment
- Finance and Contracting
- Data Management
- Coordinated Access
- Funding and Fundraising
- Strategic Planning and Board Leadership

Over the next five years, our collective efforts and priorities for action will prioritize these key strategies to move the needle toward our overarching objectives and goals:

1. Reconnect and grow our network
2. Streamline data-driven decision-making and continuous quality improvement
3. Transform system access and operations
4. Develop a community-wide project improvement, development and investment plan
5. Prioritize housing problem-solving and case management skills systemwide

We will track our progress and adjust our work based on a monthly analysis of our metrics and indicators, which include:

- Annual board member, LEAGUE, client, and provider feedback and satisfaction surveys;
- Increase in engaged members of our network;
- Increase in available services and resources;
- Improvement in case management ratios among service providers
- Increase in comprehensive geographic coverage of services
- Increase number of people offered assistance and supports within the system.

PRIORITIES FOR ACTION PLANNING (2025-2030)

STRATEGY 1: Reconnect and Grow Our Network

1. Strengthen collaboration between Board members and PHB Committee members.
2. Re-establish shared expectations, commitments, and decision-making processes necessary to accomplish the work outlined in the plan.
3. Identify current Board member needs, including leadership capacity, necessary boundaries, and support.
4. Create opportunities for representatives of people with lived experience to be heard and involved in every decision-making process.

5. Establish new group agreements that emphasize individual power and responsibility, as well as practices to identify, name, implement, and adjust personal and collective boundaries and setting a norm and community model of constructive, collaborative problem solving.
6. Develop a guide that highlights strategies to support people navigating homeless services.
7. Develop additional strategies to support collective impact: common agenda, shared measuring systems, mutually reinforcing activities, continuous communication, and backbone organizational support.
8. Work together to identify key partners for each work area and establish accessible meeting schedules.
9. Practice consistent and continuous quality improvement in relationship building and meeting facilitation.
10. Initiate educational, collaborative, and inclusive efforts, inviting all community partners to participate in processes and listening sessions aimed at healing from past practices before moving forward as a unified system.

STRATEGY 2: Streamline Data-Driven Decision-Making and Continuous Quality Improvement

1. Develop a comprehensive, easily-accessible, regularly updated database of local programs, recent financial investments, system inventory, and partnerships to inform decision-making across strategic plan systems change efforts.
2. Identify and create the necessary data dashboards, decision-making tools, and policy and program implementation templates to support systems improvement and collaboration.
3. Work collaboratively to right size system and resource investments and align messaging regarding goals and objectives.
4. Develop annual work plans to advance the strategic plan, including progress and metric tracking.
5. Create an annual calendar of funding availability and decision-making opportunities, as well as cycles of data reporting and community engagement.
6. Establish standard operating procedures for the Board that operationalize continuous quality improvement and data-driven decision-making and enable transparent, supportive, and accountable practices across financial and operational policies and decision-making aligned with the strategic plan.
7. Establish a feedback loop that is consistent, responsive, and manageable between policymakers, people with lived experience and frontline staff.
8. Establish a process and shared resources related to decision-making and problem-solving at all levels of the system.

STRATEGY 3: Transform System Access and Operations

1. Identify & remove, where possible, data collection barriers preventing access to basic assistance.
2. Redesign and streamline Coordinated Access and Front Door Assessments based on best practices and needs.
3. Work with 2-1-1 Info to increase useful and up-to-date information of available resources.
4. Streamline data collection requirements to rebalance client experience against system needs.
5. Align eligibility requirements and information sharing across service providers.
6. Increase flexible funding available to raise entry level wages and provide comprehensive benefits to invest in a sustainable and healthy workforce.
7. Map and identify all system resources and connections utilizing feedback from people with lived experience to serve as a basis for decision-making across (building on Food for Lane County GIS mapping efforts).
8. Develop a plan to transform system and standard operations to align with the community's values and the input and perspectives of people with lived experience.
9. Identify geographic and service gaps based on current estimated needs among people experiencing poverty and homelessness.
10. Foster collaboration across communities and networks to build relationships and service connections.

STRATEGY 4: Develop a Community-wide Project Improvement, Development and Investment Plan

1. Develop a fully regional homelessness system modeling process to forecast and build a shared understanding of local and regional needs as well as a shelter development plan.
2. Create a framework for funding decisions to make sure they are data driven, informed by people with lived experience, uplift best practices, optimize system flow, and ensure consistency.
3. Create a framework to evaluate and plan for current and potential projects based on local data, estimated unmet need, program costs, and strategic plan priorities across federal, state, and local funding streams.
4. Develop a process and timeline for reallocating funding based on strategic plan priorities by collaborating with community partners to identify other funding streams and opportunities for programs facing reduced funding.
5. Track and make transparent how providers can and should implement best practices for Emergency Shelter (ES), Transitional Housing (TH), Rapid Re-Housing (RRH), and Permanent Supportive Housing (PSH)
6. Support and develop partnerships to facilitate local investments in systems. Work closely with regional jurisdictions.

7. Work with the ACT Now Coalition and the Chamber of Commerce to identify shared priorities and opportunities for public-private partnerships to create more housing, shelter, and basic needs supports in the community.
8. Collaborate members of the community interested in establishing a public revenue stream to develop options, support, and advocacy.
9. Establish a funding collaborative that aligns local funding for providers and streamlines expectations and requirements across public funding streams and public-private partnerships.

STRATEGY 5: Prioritize Housing Problem-Solving and Case Management Skills System-wide

1. Provide training and policies for providing housing problem solving assistance across service types regionwide.
2. Establish a comprehensive training and public education plan for providers and members of the community regarding root cause issues of housing insecurity and homelessness that is centered on best practices, with a strong emphasis on housing-focused approaches; provide continual training on Housing Problem-Solving to ensure alignment across these systems and partners.

Poverty and Unsheltered Homelessness Crisis Response System

Over the next five years, our collective efforts and priorities for action will prioritize these key strategies to move the needle toward our overarching objectives and goals:

1. Improve public health, hygiene, and safety conditions
2. Engage the broader community in positive change
3. Invest in resources for survivors of domestic violence
4. Transform our community's unsheltered homelessness and encampment response
5. Increase and streamline access to food service countywide

We will track our progress and adjust our work based on a monthly analysis of our metrics and indicators, which include:

- Increase the number of emergency shelter beds in the community.
- Increase the number of permanent housing programs for people exiting homelessness.
- Increase in number of institutions and community groups engaged

PRIORITIES FOR ACTION PLANNING (2025-2030)

STRATEGY 1: Improve Public Health, Hygiene, and Safety Conditions

1. Work with community partners to develop 24/7 access to bathrooms and showers for people experiencing unsheltered homelessness to support their health, overall wellbeing, and employment stability, as well as community access to low-cost or free laundry and temporary storage services.
2. Work with people experiencing homelessness and local officials to identify and increase safe living spaces for people while experiencing homelessness with access to toilets, showers, and regular garbage removal where they can maintain and manage connections and shared resources.
3. Identify locations across the region to create accommodations for encampments of people experiencing homelessness, as well as specific locations for survivors of domestic violence, women, and children.

STRATEGY 2: Invest in Resources for Survivors of Domestic Violence

1. Work with domestic violence service providers to identify current unmet needs and project estimated cost to increase services to meet the demand for support for survivors of domestic violence, sexual assault, and trafficking county-wide to inform local decision-making and fundraising.

STRATEGY 3: Support Collaboration Across Emergency Services

1. Support efforts to improve coordination, collaboration, and partnerships across first responders, law enforcement, people experiencing homelessness, service providers, and community leaders.

STRATEGY 4: Engage the Broader Community in Positive Change

1. Develop a planning and implementation process and team to support a 6–12-month public education campaign focused on fostering safer and more collaborative community approaches to personal crises and to share information widely about opportunities for deeper community involvement and financial contributions. The campaign should ultimately focus on building empathy based on the realities of homelessness and deep poverty in Lane County and the opportunities for neighbors, advocates, community groups, property owners, service providers and people with lived experience to get involved in supporting the community and understand the importance of supporting a sense of belonging for everyone in the community.

STRATEGY 5: Transform Our Unsheltered Homelessness and Encampment Response

1. Work with people experiencing homelessness, local officials, outreach providers, and law enforcement to create safe, dignifying, and effective practices and policies to support the work of preventing and ending homelessness, identifying innovative community- and values-based practices and solutions to the challenges currently resulting in ticketing, fining, and removing people and their belongings.
2. Work with first responders and law enforcement to reduce practices that penalize people for experiencing homelessness or for lacking the support needed to meet their basic needs (hygienically, physically, behaviorally, or mentally).
3. Work with members of the community to create forums and processes that hold public systems accountable to doing harm toward people experiencing homelessness.
4. Work with current service providers, medical emergency responders, people with lived experience, and health system leaders to identify available resources and unmet needs for supporting people experiencing physical or mental health challenges or crises, including those who are medically fragile, disabled, and/or have unmet support needs related to intellectual and developmental disabilities.
5. Work with people with lived experience, service providers, and community groups to expand homeless access centers and identify locations and budgets needed to establish day centers where people experiencing homelessness can connect with services, receive food, basic needs assistance, and seasonal survival materials with the goal of establishing one day center in regions of the county.
6. Increase childcare services for people experiencing homelessness and other community members facing crises.
7. Increase the number of safe parking spots. Work with community groups and people experiencing homelessness who are living in their vehicles to establish areas where it is

legal to park and sleep over time and where community rules are established and enforced through relationship-oriented problem solving.

8. Collect data regarding the number of people living in vehicles across the county and engage people with lived experience to understand the need for safe parking accommodations.
9. Work with local officials and people with lived experience to engage with community groups in order to identify agreed-upon spaces that will be safe, accessible, and available to people experiencing vehicular homelessness and supported by the local community.

STRATEGY 6: Increase and Streamline Access to Food Service Countywide

1. Reduce barriers to providing food service to people experiencing unsheltered homelessness.
2. Focus on communities where food insecurity is most widespread and prevalent, focusing on "food deserts," rural areas, and encampments of people experiencing homelessness to project the estimated need, available providers or community networks, and budgets to inform local decision-making and fundraising.
3. Improve relationships and connections with local mutual aid and food service providers, as well as people experiencing unsheltered homelessness, to ensure uninterrupted food service and community problem-solving.
4. Increase access to federal assistance among those engaged in programming (e.g., SNAP, SS, Medicaid).
5. Share Food for Lane County's Lessons Learned: Create opportunities for leaders to learn from the community collaboration and client employment training program created over the last several years.
6. Identify a diverse set of strategies to increase the community's ability to meet the local need for free meals and groceries in Lane County by building on recent successful innovation.

Shelter & Housing Sustainability & Advocacy

Over the next five years, our collective efforts and priorities for action will prioritize these key strategies to move the needle toward our overarching objectives and goals:

1. Streamline access and prioritization for shelter and housing
2. Increase staffing and case management capacity
3. Prioritize and plan for local shelter and housing sustainability
4. Advocate for income-based housing and innovative housing solutions county-wide

We will track our progress and adjust our work based on a monthly analysis of our metrics and indicators, which include:

- Decrease in average lengths of time people experience sheltered homelessness.
- Increase earned and unearned income for people residing in shelter and housing programs.
- Increase the number of people exiting shelters to permanent housing.
- Increase the number of people exiting shelters to more appropriate non-permanent options (e.g., adult foster/care homes, assisted living facilities).

PRIORITIES FOR ACTION PLANNING (2025-2030)

STRATEGY 1: Streamline Access and Prioritization for Shelter and Housing

1. Map all available shelter and housing resources and locations, as well as eligibility restrictions for members of the community.
2. Identify and pursue opportunities to lower eligibility restrictions and other barriers to shelter and housing.
3. Develop and implement community-wide strategies to support transitions from supportive housing to community-based permanent housing.
4. Support effective communication with individuals with disabilities by working closely with LEAGUE and I/DD agencies to identify and implement areas for improvement.
5. Provide access and client-centered, trauma-informed services for survivors of domestic violence, dating violence, sexual assault, stalking or human trafficking
6. Increase access for people with Limited English Proficiency (LEP) by translating materials into other languages and increasing bilingual staff support across the network of shelter and housing providers.
7. Work with shelter providers to redesign the system-wide placement process and allow people to choose the shelter they prefer, which may mean remaining in their community wherever possible rather than dislocating clients and disrupting service connections.
8. Work with people with lived experience and housing providers to identify strategies and opportunities to make housing programs more efficient and sustainable regionwide.

9. Collaborate with housing providers to lower barriers for landlords and tenants to maintain or reestablish housing stability.
10. Prioritize shelter and housing accessibility for households who have members with disabilities, behavioral health challenges, or other limiting factors requiring flexible support and low barriers.
11. Improve connections to ongoing case management or other systems of care for people who are living in shelter or moving into housing.
12. Identify flexible local and state funding opportunities and potential partnerships to address barriers to stabilization for households with high needs.

STRATEGY 2: Increase Staffing and Case Management Capacity

1. Establish standard and ongoing training for shelter and housing case managers to improve their basic social work skills and develop advanced skills related to housing problem solving, trauma-informed care, and motivational interviewing.
2. Develop and implement a client-centered system improvement plan to reduce lengths of stay in shelters and exits to permanent housing from both shelter and supported housing programs.
3. Estimate each provider's gap between providing best practice case management ratios (1 case manager per 20 clients) and create a cumulative budget for additional case management services needed.
4. Develop client-centered and care-engaged templates and plans for crisis support and impact reduction when residents are at risk of disturbing the stability or safety of others.
5. Lower barriers to program retention by partnering with people with lived experience to co-develop procedures and commitments to behavior and accountability, as well as connections and processes to transfer people to other programs when preferred or needed.

STRATEGY 3: Prioritize and Plan for Local Shelter and Housing Investments

1. Identify opportunities to increase flexible financial or housing assistance for people experiencing and at-risk of homelessness.
2. Integrate all local housing planning projections, including the Housing Implementation Pipeline, to develop resource development targets and plans for each shelter and housing intervention based on need and systems improvement.
3. Identify upcoming shelter and housing development opportunities with providers and funders, review current system flow and system component needs, and project budgets and outcomes.
4. Identify gaps between upcoming shelter and housing development opportunities and local unmet need for shelter and housing assistance.
5. Develop a model to demonstrate how investments in shelter and case management will impact the community's progress toward its goals.

6. Implement the Built for Zero Model for Families who are unhoused, then expand the initiative for additional populations.

STRATEGY 4: Advocate for Income-Based Housing and Innovative Housing Solutions County-wide

1. Identify innovative and possible strategies to make housing programs more efficient and sustainable regionwide, work with key partners to prioritize strategies, and begin organizing members of the community to advocate and advance those strategies.
2. Develop partnerships across the region to develop, test, pilot, and scale local innovations and policies to create housing opportunities for people experiencing homelessness.
3. Explore opportunities to tax or rent out vacant property for long-term lease for modular housing units, mid-term leases for safe parking and safe encampment sites.
4. Advocate with elected officials, landlords, and housing developers to identify units or projects they would be willing to mandate for people experiencing homelessness and deeply low-income households as well as the supports required to make it feasible.
5. Develop program models and build local support and investment in models for voucher rent buydowns, targeted rent buydowns, and one-time cash assistance.
6. Work with local, state, and national partners to advocate to increase investments that are aligned to fill gaps in community-wide income-based housing availability, prioritizing efforts focused on deeply affordable and subsidized housing (for households at 0-30% of the area median income).
7. Advocate for local & statewide efforts to prioritize affordable housing and center attention on the needs of extremely low-income and homeless households across Lane County.

Public And Community Health System Connections

Over the next five years, our collective efforts and priorities for action will prioritize these key strategies to move the needle toward our overarching objectives and goals:

1. Establish systematic coordination across medical, behavioral health, and homeless service providers
2. Improve connections to health care for people experiencing homelessness and poverty
3. Establish a community-wide housing problem solving collaborative for community partners and providers

We will track our progress and adjust our work based on a monthly analysis of our metrics and indicators, which include:

- Increase in number of institutions and community groups engaged
- Increase in completed referrals across systems
- Increase in number of medical respite beds
- Increase in investments in integrated supportive services

PRIORITIES FOR ACTION PLANNING (2025-2030)

STRATEGY 1: Establish Systematic Coordination Across Medical, Behavioral Health, and Homeless Service Providers

1. Establish routine leadership and staff-level coordination between the Poverty and Homelessness Board, Trillium, PacificSource, Lane County Behavioral Health, and local public health and emergency care systems to develop shared strategies, and practice timely problem-solving based on client and community feedback.
2. Identify and map all community-based organizations providing supportive services, case management, or other services to people experiencing homelessness and poverty in Lane County and ensure they are engaged in collaboration regularly to promote problem-solving and collective action.
3. Engage cross-system partners, including transportation assistance providers, employment and training providers, and other systems or types of community support that are difficult-to-access for people experiencing homelessness.
4. Establish partnerships with and support efforts to expand childcare for members of the community who are low-income.

STRATEGY 2: Improve Connections to Health Care for People Experiencing Homelessness and Poverty

1. Work with people experiencing homelessness, coordinated care organization, hospitals, and emergency services to map and identify areas of improvement for providing needed health care services for people experiencing homelessness & poverty.

2. Create partnerships and opportunities to facilitate harm reduction practices for people using substances.
3. Work with system leaders to create policies and written practices tailored to people experiencing homelessness, including practices that lower barriers to care.
4. Develop and implement a plan to create comprehensive access to physical health and emergency medical care for people experiencing homelessness.
5. Develop and implement a plan to create a comprehensive community response for people experiencing mental or behavioral health challenges experiencing homelessness, prioritizing investments in immediate supports for people experiencing unsheltered homelessness.
6. Develop partnerships and resources to support transportation assistance for people experiencing homelessness and poverty who are seeking health care.

STRATEGY 3: Establish a Community-Wide Housing Problem Solving Collaborative

1. Build a local training curriculum and network for sharing best practices and developing housing problem solving skills for community service providers and members of the community. Incorporate public "feeder systems" and upstream partners to strengthen effectiveness.

References

1 Oregon Health Authority, Center for Health Statistics. "Domicile unknown deaths," accessed 10 March 2025.

2 U.S. Census Bureau. "American Community Survey 5-Year Estimates (2019-2023)," accessed 15 November 2024.

3 U.S. Census Bureau. "American Community Survey, One-Year Estimates," accessed 15 November 2024.

4 U.S. Department of Health and Human Services, Office of the Assistant Secretary for Planning and Evaluation. "Poverty and Economic Mobility Guidelines," accessed 10 March 2025.

5 U.S. Census Bureau. "American Community Survey 5-Year Estimates (2019-2023)," accessed 15 November 2024.

6 United Way. "UnitedForALICE: Oregon State Research Center," accessed 15 January 2024.

7 Lane County Board of County Commissioners. "Affordable Housing Action Plan – Quarterly Update," accessed 10 December 2024.

8 National Alliance to End Homelessness. "Poverty and Homelessness Board System Design Clinic Recommendations and Analysis by the National Alliance to End Homelessness," accessed 10 January 2025.

9 Lane County Human Services Division, Lane County 2025 Point in Time Count

U.S. Department of Housing and Urban Development, Office of Community Planning and Development. "Point-in-Time Count (2008-2025)."

U.S. Census Bureau. "American Community Survey 5-Year Estimates (2019-2023)," accessed 15 November 2024.

10 Lane County Human Services Division, Lane County 2025 Point in Time Count

U.S. Census Bureau. "American Community Survey 5-Year Estimates (2019-2023)," accessed 15 November 2024.

11 Poverty and Homelessness Board Strategic Planning Workshops facilitated by Brittani Manzo Consulting (Fall 2024)

12 Lane County Poverty and Homelessness Board 2025 Meeting Minutes.

13 U.S. Department of Housing and Urban Development, Office of Community Planning and Development. "Housing Inventory Count," accessed 8 September 2024.

14 City of Eugene. "Housing Implementation Pipeline (HIP)," accessed 22 January 2025.

15 Lane County Human Services Commission. 2023 Annual Report.

16 Food for Lane County. "2023 Annual Report," accessed 10 March 2025.

17 Lane County Board of County Commissioners meeting, October 8, 2024, Human Service Division FY23-24 (July 1, 2023-June 20, 2024) Community Action and Homelessness Program Outcomes.

18 University of Oregon, Institute for Policy Research and Engagement. Lane County Economic Resilience Report," accessed 10 December 2024 and Poverty and Homelessness Board Strategic Planning Workshops facilitated by Brittani Manzo Consulting (Fall 2024)

19 Manuel, Dr. Tiffany. "The Case Made: 10 Powerful Leadership Principles that Win Hearts, Change Minds, and Grow Impact," published 2023.

Further Reading and Resources

COMMUNITY ENGAGEMENT

- Resources from the Housing Narrative Lab (link)
- Strategic Casemaking Resources from The Case Made (link)
- Poverty, by America by Matthew Desmond (link)
- Lived Experience Advisory Group on Unhoused Engagement Policy Priorities (available by PHB request)
- Emergent Strategy by adrienne maree brown (link)
- The Next American Revolution by Grace Lee Boggs and Scott Kurashige (link)

SYSTEM OPERATIONS & IMPROVEMENT

- Targeted Universalism Policy and Practice by john a. Powell (link)
- 2023 Community Needs Assessment from the Poverty and Homelessness Board (link)
- Homeless Services System Performance Measure Comparator by Matt Schnars (link)
- Homeless Housing Beds Assessment (link)
- Toolkits and Training Materials from the National Alliance to End Homelessness (link)
- Ending Chronic Homelessness Saves Taxpayers Money by the National Alliance to End Homelessness (link)
- The Framework for an Equitable Homelessness Response (link)
- Homelessness is a Housing Problem by Gregg Colburn and Clayton Page Aldern (link)
- The 12 Week Year by Brian P. Morgan and Michael Lennington (link)
- Good Strategy Bad Strategy by Richard Rumelt (link)
- Building a Multi-System Trauma-Informed Collaborative (link)