



Homeless Services Masterplan Subcommittee Meeting Agenda

Siskiyou Room, Community Development and Engineering Building, 51 Winburn Way
Wednesday, February 28, 2024 * 5:30 – 7:30 p.m.

AGENDA

CALL TO ORDER: 5:30 p.m., Meeting held in person or join virtually via Zoom at <https://zoom.us/j/91795622550?pwd=ZFBHY2oxWnk4UHd2VUVFL1crZVIPUT09>

- 1. Welcome & Agenda Review (5:30–5:35 p.m.)**
- 2. Public Forum (5:35–5:40 p.m.)**
Up to 5 minutes allotted for public comment
- 3. Approval of Minutes (5:40–5:45 p.m.)**
- 4. Understanding the Players Addressing Homelessness (5:45–6:15 p.m.)**
Presentation (see materials included with the agenda)
- 5. Updated Subcommittee Work Plan (6:15–6:45 p.m.)**
Review and adopt or amend the proposed *Approach, Tasks, and Timeline*
- 6. Services Inventory Planning in Groups (6:45–7:15 p.m.)**
 - a. Outreach and Supportive Services
 - b. Emergency Shelter and Transitional Housing
 - c. Permanent Housing
- 7. Confirming Communications with HHSAC and City Council (7:15–7:20 p.m.)**
- 8. Debrief (7:20–7:30 p.m.)**
 - a. Takeaways
 - b. Pluses and Minuses (What went well tonight? What do you wish were different?)
- 9. ADJOURNMENT: 7:30 PM**

Next Meeting Dates: Tuesday, March 12 and Wednesday, March 27

In compliance with the Americans with Disabilities Act, if you need special assistance to participate in this meeting, please email linda.reid@ashland.or.us. Notification 72 hours prior to the meeting will enable the City to make reasonable arrangements to ensure accessibility to the meeting (28 CFR 35.102–35.104 ADA Title 1).



Homeless Services Masterplan Subcommittee Meeting Agenda

Homeless Master Plan Subcommittee charge: Develop a document (plan) that outlines the City's role in providing and supporting resources and services that address the issues of homelessness in the Ashland Community. The objectives of the Plan are to

- 1) produce a map of the homeless response system, and
- 2) identify local strengths, weaknesses, and performance gaps

to better inform and plan for the City's investments of limited resources to address issues of homelessness in the Ashland Community.

Subcommittee Actions will include:

- An assessment of the current homeless response system (including the Continuum of Care (CoC) and suggest some options for improvements.
- Engaging community members in providing feedback about the City's role in providing and supporting resources to address issues of homelessness.

Other areas of assessment may include an inventory of the following, by sub-population for both Ashland and the region.

- Affordable housing
- Permanent supportive housing
- Rapid rehousing
- Transitional housing
- Shelter beds

MEMORANDUM

To: Homelessness Subcommittee
From: Dennis Kendig
Date: February 22, 2024
Re: Public Forum – Some Comments on Issues Facing the Subcommittee

Who Am I? I'm a retired lawyer who has lived in Ashland for the past 15 years.

What's My Expertise or Experience Re: Homelessness? None, really. I've been a long-time donor to OHRA and the Ashland Emergency Food Bank, and as of the recent day-long symposium, now to the Maslow Project as well. But 35 years of litigating business cases taught me to distinguish between arguments that are merely hopeful, from those with real facts and data to back them up. I'm apolitical, willing to challenge even widely-held assumptions, and unafraid to go where the facts lead.

Why Am I Here? I wanted to serve on this Subcommittee because I believe the City Council needs all the help it can get if it is to make good decisions on issues involving Ashland's homeless population. The purchase of the 2200 Ashland St. property is a perfect example of a well-intentioned but reckless decision gone awry. You know the facts: It was only after purchasing it that we learned that there was intense neighborhood opposition and that we can't use the building to house the homeless without installing a new sprinkler system, which we can't afford. And even though we likely overpaid, we still owe another \$600,000 in loan repayments to the sellers. Now one Councilor was quoted as saying we might need to "look for another location." Hello? Who's going to pay for another building when we don't have the money to fix this one?

Has "Housing First" Run Its Course? The prevailing wisdom among the bureaucracies that address the issue is that "Homelessness is a housing problem," that the preferred solution is "Housing First," and that we should provide "permanent supportive" housing to the homeless with no strings attached, and only later attempt to address whatever other problems may beset them.

I'm not persuaded. The January 28, 2024 NYT features an article, *The Man in Room 117*. It's the true story of Andrey, a 31-year-old young man living in Vancouver, Washington, who suffers from psychosis that was first diagnosed when he was 26.

When on his meds, he can cope with society. Without his meds, however, he withdraws into delusions, erupting in unpredictable and menacing outbursts. He has twice been in jail, and three times in psychiatric hospitals, where he has been manacled and forced to take his meds. But when he is released, he refuses to take them and reverts to living in a tent in the woods, sometimes wandering around naked, wielding a machete.

He is currently living in a room in a Red Lion hotel, converted by the city to a facility for the homeless (sound familiar?). He refuses to take his meds, however, locks himself in his room, screams at all hours, throws the food his mother brings him into the trash, and as a result faces imminent eviction.

What's the solution for Andrey? If we are willing to force him to take medication, no doubt a long-term, lock down psychiatric hospitalization. If we leave the choice to him, a life in the woods until he gets himself killed in a confrontation with a fellow homeless or the police.

I know what you're thinking: Surely Andrey's situation is just an extreme outlier? Yes and no. Yes, his condition is particularly acute, but mental illness among the homeless is all too common. According to the 2022 PIT statistics from HUD, 34% (253/748) of the homeless in Jackson County are Severely Mentally Ill. If we were to house them all, with no strings attached, what good would it do? Andrey's example – and indeed, common sense – tell us we would accomplish nothing. And what about the 39% (292/748) who suffer from "Chronic Substance Abuse" (drugs and/or alcohol)? Will putting them in a hotel room automatically stabilize their drug-addled lives? Housing could have a huge impact on the lives of disabled veterans or those who are unexpectedly unemployed, or the victims of domestic violence, but it's not going to cure mental illness nor break the ingrained habits of habitual drug abusers and alcoholics.*

Must We Go It Alone? My first reaction on reading the HUD data on the homeless in Jackson County was that Ashland should not try to tackle the issue alone, but should reach out to Medford and try to develop a countywide Master Plan. Why should we be developing one type of shelter if Medford already has many beds in that category? At the first meeting I attended of what became this group, I asked the question, "Are we able to work together with Medford on these issues?" Immediately there was an emphatic "Yes!" at one end of the table, and an equally emphatic "No!" from the other.

This immediately triggered thoughts of Ashland's notorious "exceptionalism." By this I refer to Ashland's view of itself as superior to its larger neighbor to the North. The leading example may be Ashland's decision to spend tons of money on its own wastewater treatment plant rather than join with Medford in a joint project. Ashland's attitude seemed to be: "We don't want to mix our premium effluent with Medford's sh*t!"

Yes, we're a college town, and we have the renowned Oregon Shakespeare Festival, and our residential real estate historically commanded a 25% premium over Medford's. But SOU's enrollment and our own public school system enrollments are dropping, and the Ashland premium is long gone. The pandemic and OSF's overly progressive programming combined to teach us that we have economic limitations that even a legion of wealthy Bay Area retirees cannot overcome. Medford already has a professionally prepared Master Plan for addressing homelessness and a history of attracting government funds. Perhaps we should at least seek a dialog before running off on our own?

What Do Our Citizens Want? A flurry of surveys would no doubt provide more numbers and more details, but I think we all know what people want:

- No tents in our parks
- No urine and feces on our streets and sidewalks
- No one sleeping behind the garbage bins
- No one begging for handouts in public places
- No fires started by drunks fighting over their vodka
- No fires started by vagrants who fell asleep while smoking

By the same token, we are willing to provide the following:

- Temporary indoor shelter for the involuntarily unhoused
- Safe places for those who live in their vehicles to park at night
- Adequate public restrooms, trash receptacles and laundry facilities
- Counseling and referral resources for those willing to try to improve their lot

Above all, we want accountability and a renewed sense of pride in our community. I believe we can achieve these goals if we enforce reasonable regulations that comply with the legal standards that will be clarified when the Supreme Court rules on the Grants Pass case this term.

*Almost no one considers the PIT statistics reliable. But respectable critics can't agree on whether the percentages are too high or too low, and the analysis is the same no matter what the numbers really are.



Homeless Services Masterplan Subcommittee Agenda

Community Development Building

51 Winburn Way

February 13, 2024

MINUTES

CALL TO ORDER: 5:30 p.m.

I. WELCOME & AGENDA REVIEW: 5:30–5:35 p.m.

- Members would like name tents
- Agenda overview
- Need to add “Attendance” to each meeting agenda moving forward.
- Approval of previous meeting minutes needs to be added to all agendas moving forward.
 - Minutes were amended to change “AGENDA” to “MINUTES”, include the discussion/approval of recording dissenting parties/opinions to later bring to council, and add attendance to the minutes; minutes approved with amendments.
- Attendance: All members were in attendance with the following exceptions: Councilor **Bloom** and **Henigson-Kann** were absent, **Avram** arrived late via zoom which cut out at 7pm due to Planning Commission meeting.

II. PUBLIC FORUM: 5:35–5:40 p.m.

Note: Anyone wishing to speak at any Housing and Human Services Advisory Committee meeting is encouraged to do so. If you wish to speak, please rise and, after you have been recognized by the Chair, give your name and complete address for the record. You will then be allowed to speak. Please note the public testimony may be limited by the Chair.

- Comments submitted digitally by Kathy Kali and supplied to all subcommittee members, no discussion on comments.

III. FUTURE MEETING DATES: 5:40–5:43 p.m.

- Discussion of conflicting schedules; motion to move the second meeting of the month from the 4th Tuesday of the month to the 4th Wednesday of the month and keep the first meeting of the month on the 2nd Tuesday of the Month
 - Motion 2nded and passed with no opposition, concerns about absent members availability and room availability.

IV. SUBCOMMITTEE MEMBERSHIP: 5:43–6:05 p.m.

- **Slattery** motions with a 2nd from **Neisewander** to allow a representative, Jim **Bachman** from the Parks Commission to join the Subcommittee.
 - Discussion: **Rohde** “less supportive”/ “in opposition” for creating an unfair appearance (i.e. members elected after the fact that have clout/positions of power) in staffing the subcommittee, if we allow one in after members are chosen, would we allow for more?; **Slattery** in favor, people with valuable resources like Parks Commission should be at the table since they are a major player and possibly a resource provider; **Calvin** argues that Slattery’s view would mean



Homeless Services Masterplan Subcommittee Agenda

including many other “players” that are missing from the subcommittee but is in favor of the vote; **VanEgdom** questions how the subcommittee was advertised and whether there was ample opportunity for others to join; Staff Member **Reid** and **Fields** explain that the subcommittee was advertised on the City of Ashland website as well as other regular channels used by the city in addition to City Council announcement and focused/direct outreach to diverse channels, such as the schools, known players that may have suggestions, etc.; **Reid** expressing her mixed opinion on the vote, reiterates that there are other missed stakeholders, states that the Parks department will be impacted by choices made in the subcommittee and affected by the process/scope; **Rohde** reminds the group that anyone can come to the meetings and provide input via comments and will have outreach opportunities

- Vote result: no opposition to Parks Commissioner **Bachman** joining subcommittee, vote passes.
- Secondary vote: Should **Bachman** have voting power on the subcommittee? There was a motion and 2nd to allow voting power; no opposition, vote passes.
- **Neisewander** brings up **Sgt. Leonard’s** voting power as a continuation from the last meeting; **Sgt. Leonard** wants to act in an advisory position only with no voting power, no vote carried out.
- Parks Commissioner **Bachman** introduces himself and his experience as it relates to the subcommittee.

V. DEFINING THE PROBLEM: 6:05–7:00 p.m.

- Instructions: everyone is numbered off 1–3 and broken off into groups and given 15 minutes per question to discuss the two questions provided in the agenda before reconvening to discuss as whole group:
 - From your vantage point, how do you define the scope of the problem in Ashland?
 - How do you understand the Council directive to “define the scope of the problem in Ashland”?
- Group 3 has 1 less person due to numbering; Staff and Council form their own group.
- Group 3 report out: homelessness should be rare, brief; everyone is included in the scope (no us vs them); community consensus and representation are important; “housing is the answer” from Homelessness Summit; budgeting.
- Group 2 report out: variable reasons for/time in homelessness; has a broader impact on the whole community; lack of good data; suggestion to work with Medford/other regional partners (regional issue vs local issue); use more “sticks” with our “carrots”; dynamic/multi-faceted problem; lack of intangible resources such as volunteer’s time; lack of prevention measures; can’t end homelessness without understanding the scope.
- Group 1 report out: no differentiation between personal viewpoints and council’s request (100% overlap); problems of homelessness; impacts whole community; lack of resources for the homeless; unsure of financing and where to invest the money; suggests narrowing the issue to specifically Ashland for scope of project but acknowledge a regional issue.



Homeless Services Masterplan Subcommittee Agenda

- **Sgt. Leonard** suggests that we have to include the county scope; **VanEgdom** reminded the group that state and federal are also relevant to the scope but we need to narrow it to the city to take care of this that are already here; **Leonard** attributes the influx to the safety and overall character of Ashland, **Neisewander** concurs with the safety aspect
- Council/Staff: **Councilor Kaplan** states that it is a dynamic, not static issue; Staff Member **Reid**: we have had the least amount of resources in the community to address the issues, were furthest from existing resources, so Ashland has been disadvantaged due to this; despite that, the community addressed the needs with very little compared to other larger jurisdictions.

VI. **ROADMAP:** 7:00–7:30 p.m.

- Discussion: **Bachman** states that the roadmap is good, but questions how do we do it?; **Rohde** suggests a map of the resources (asset based community development); **Calvin** suggests members take some time to digest the roadmap and pose any questions or provide any ideas that they may have; **Councilor Kaplan** points out that we should talk about what is missing; **Turner** brings up the topic of financing, wants to know what the current funding amounts are, what total resources we have; **Price** suggests including the value of the human capital, such as volunteer's time, meals provided, etc.
 - Discussion topics included: expanding the agencies and organizations to include volunteers, etc.; suggestion to include private (individual and business) measures taken to provide extra security; possible presentation from a COC representative; possible presentation from Staff Member **Reid**; suggestion to utilize the data from/add to resource list the Medford Chronic Homeless Outreach Partnership (CHOP); quality data is hard to find; suggestion to reach out to the CCO's that are required to invest in homeless/housing; Community Health Assessment (CHA) done every 5 years and provides good data; identifying possible other partner organizations; clarification to roadmap: "Responsibilities of COC" is *any* COC not necessarily an Ashland-specific COC; Ashland does not have access to HMIS data but can reach out and request it; discussion of timeline.

VII. **DEBRIEF:** 7:30–7:35 p.m.

- Before next meeting: determine which areas of the roadmap individuals are interested in and start assigning members to them; set agenda (Executive Group); arrange a presentation from either staff member **Reid** or a COC representative (staff); create contact list (staff); start data gathering.
- The roadmap was neither approved nor denied, suggestions made for modifications.
- 1 word summary close-out from group.
- **Neisewander** suggests that those interested in a tour of Rogue Retreat Shelters reach out to arrange a tour; tours take place on Fridays.

VIII. **ADJOURNMENT:** 7:35 p.m.

Next Meeting Date: Wednesday, February 28th, 2024, from 5:30–7:30 PM



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Memo

DATE: February 28, 2024

TO: Homeless Services Masterplan Subcommittee

FROM: Executive Committee

RE: Approach, Task, and Timeline

Approach

The Subcommittee will gain an understanding of the level of homelessness and the homeless response services and systems in Ashland and affecting Ashland.

The Subcommittee will prepare an inventory of local services and gather data currently available about people experiencing homelessness.

The Subcommittee will prepare an outline for a “Money Map” to illustrate the current investments in responding to the homeless crisis. *NOTE: Time will not allow for comprehensive data collection, but by providing an outline and some examples, the Subcommittee’s report will offer a framework for further fiscal analysis.*

Within the time and resources allowed, the Subcommittee will consider the strengths and weaknesses of the current homeless response system and gather perspectives from a cross-section of the Ashland community about the problem and how the City of Ashland can better address the complex issues of homelessness in Ashland.

The Subcommittee’s findings, including the areas of greatest concern/need, current strengths in the homeless response system, and potential opportunities will be included in the Subcommittee Report.

Preliminary Outline of the Subcommittee Report:

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20 East Main Street
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TTY: 800.735.2900



Memo

1. The Players Addressing Homelessness
2. The Responsibilities of a Continuum of Care (CoC)
3. Services Inventory
4. Data about People and Programs
5. Outline for a Money Map
6. Community Perspectives
7. Subcommittee Conclusions

Tasks

1. UNDERSTAND THE PLAYERS ADDRESSING HOMELESSNESS

a. Language: Terms and Acronyms

b. Major Players and Roles, Resources, & Responsibilities re: Homelessness

i. Government

- Federal
- State
- County
- School District
- Housing Authority
- City

ii. Coalitions, Task Forces, and Committees

1. Jackson County Continuum of Care (CoC)
2. Jackson County Homeless Task Force
3. Ashland Housing & Social Services Commission

iii. Agencies, Organizations, and Programs

1. Homeless-Focused
e.g., ACCESS, OHRA, Rogue Retreat, Hearts with a Mission, St. Vincent de Paul shelter, Magdalene Home, Maslow Project, The Salvation Army Hope House
2. Aligned Social Services
e.g., Community Works, Family Nurturing Center, The Arc, Unete
3. Other Service Providers
e.g., DHS, Health Care, Workforce Development, Food Bank

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4. Other Services

e.g., Faith-based, and community-based meal programs, clothing closets, and other good works

2. UNDERSTAND THE RESPONSIBILITIES OF A COC

[CoC: Continuum of Care Program - HUD Exchange](#)

a. Organization

- i. Governing Body and Operations
- ii. Collaborative Applicant

b. Planning & Partnerships

- i. Representation / Participation
- ii. Annual Needs Assessment
- iii. Homeless Response (plan/system)

c. Operating a Coordinated Entry System

- i. CE Management Entity
- ii. System Design

d. Operating an HMIS and Submitting Reports to HUD

- i. Homeless Management Information System (HMIS)
- ii. HMIS Lead Agency
- iii. Reporting to HUD
 1. Point-In-Time Count (PIT, sheltered and unsheltered)
 2. Housing Inventory Count (HIC)
 3. Longitudinal Systems Analysis (LSA)
 4. System Performance Measures (SPMs)
 5. Annual Performance Report (APR)

e. Evaluating HUD CoC-funded Programs and ESG-funded Programs

f. Identifying Priorities for Local HUD CoC Funding

g. Submitting Annual CoC Consolidated Application to HUD

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h. Informing Consolidated Plans of Local Jurisdictions

3. PREPARE AN INVENTORY OF SERVICES

a. A matrix of homeless services:

i. Service Type

1. street outreach,
2. supportive services only,
3. emergency shelter,
4. transitional housing,
5. rapid rehousing,
6. permanent supportive housing,
7. other permanent housing

ii. Populations served (men, women, families, DV survivors, youth, chronically homeless, veterans, or other specific population)

iii. Services provided within each program (case management, meals, childcare, education, transportation, etc.)

iv. Capacity (caseload, beds, households; and annual use rates)

b. A matrix of other (not homeless-specific) services

Note: gather from existing resource lists, as time and resources do not allow the Subcommittee to ensure a comprehensive listing of community services.

c. If time allows, complete an analysis of barriers to accessing services

(e.g., location/transportation, limited language accommodations, the need for

a social security card, home address or proof of residency)

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4. GATHER HMIS DATA ABOUT PEOPLE AND PROGRAMS

- a. **Numbers and Demographics** (age, gender, race, and ethnicity, etc.)
 - i. People experiencing homelessness
 - ii. People assessed through the Coordinated Entry System
 - iii. People served by each homeless service type (outreach, shelter, transitional housing, RRH, PSH, other permanent housing)
 - iv. Households and individuals moved into permanent housing
 - v. Households and individuals retaining permanent housing
- b. **Subpopulations**
 - i. Veterans
 - ii. Families with Minor Children
 - iii. K-12 students experiencing homelessness and housing insecurity
 - iv. Fleeing Domestic Violence
 - v. Experiencing Chronic Homelessness
- c. **Other Information**
 - i. Health Insurance
 - ii. Chronic health conditions
 - iii. Other, tba

5. GATHER OTHER DATA ABOUT PEOPLE AND PROGRAMS

- a. School District McKinney Vento Programs
- b. Jackson County Housing Authority
- c. Affordable Housing Inventory (by City and operator) and year of expiration
- d. People served by emergency services (e.g., first responders, emergency departments) who were identified as homeless, as a number and as a percentage of those served.

6. PREPARE AN OUTLINE FOR A MONEY MAP

- a. Government funds, sources, and how utilized

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- i. Federal, including HUD CoC, CDBG, public housing, DOJ, etc.
- ii. State, including OHCS, DHS, DOC, etc.
- iii. Local, including county and city
- b. Annual budgets and funding sources for each homeless service
- c. Governor's Executive Order funds / HB 5019, SB 5511, SB 5506

7. GATHER COMMUNITY PERSPECTIVES

a. Questions / Topics of Inquiry (tentative)

- i. What is the problem?
- ii. What is the City of Ashland's role?
- iii. Who else should have a role? And what is that role?

b. Representation (tentative)

- i. Community Sectors
 - 1. Businesses
 - 2. Non-profit organizations
 - 3. Faith-based organizations
 - 4. Law Enforcement
 - 5. Healthcare (mental, physical, behavioral)
 - 6. Education (early learning, k-12, higher education)
 - 7. Public Housing Authority
 - 8. Affordable housing developers
 - 9. Rental property management
 - 10. Employment and workforce programs
- ii. Individual Representation
 - 1. People experiencing homelessness now
 - 2. People who have experienced homelessness in the past
 - 3. Diversity in racial and ethnic backgrounds
 - 4. Diversity in ages / age groups
 - 5. Diversity in gender identity and sexual orientation
 - 6. Diversity in political viewpoints
 - 7. Diversity in income levels

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8. Diversity in residency in Ashland (new residents, long-term)
9. Diversity in household composition (singles, couples, families)

b. Process (TBD)

1. Online surveys
2. Written surveys
3. Individual interviews
4. Focus groups

8. CONDUCT AN ANALYSIS OF STRENGTHS, WEAKNESSES, AND POTENTIAL OPPORTUNITIES USING INFORMATION ABOUT:

- a. Homeless Services
- b. Other Community Resources
- c. The Continuum of Care
- d. Demographic and Service Data
- e. Financial Investments
- f. Community Perspectives

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Component	Information	Who	28-Feb	2/29 HHSAC	3/5 City Council	12-Mar	27-Mar	3/28 HHSAC	4/1 or 4/2 City Council	9-Apr	24-Apr	7-May	22-May	4-Jun	11-Jun	26-Jun	TBA HHSAC	TBA Council
The Players Addressing Homelessness	Name, purpose (role or mission statement), major functions, type of governing body or authority, geographic area served (city or cities, county or counties, state, nation), website URL	Staff	PRESENTATION : The Players Addressing Homelessness															
The Responsibilities of a Continuum of Care (CoC)	Organization Planning Coordinated Entry System Homeless Management Information System Reports to HUD Project Monitoring Local Funding Competition Annual Consolidated Plan Informing Local Jurisdictions	TBA				PRESENTATION & DISCUSSION: Responsibilities of a CoC DISCUSSION: Identify info. to gather about OR-502					PRESENTATION, DISCUSSION & SWOT ANALYSIS: The Local CoC							
Services Inventory	Homeless Services Matrix Other (non-homeless) Services Matrix Barriers to Accessing Services	4 people 5 people 3 people Staff All	assign SO/SSO assign ES/TH assign PH				Update on Service Inventory progress			PRESENTATION: Services Inventory			ANALYSIS: SWOT of Services Inventory					
Data about People and Programs	HMIS Data School McKinney-Vento Data Jackson Co. Housing Authority First Responders Emergency Departments Affordable Housing Inventory	Jan Staff Staff Echo Echo Staff					Update on data collection progress			PRESENTATION: Data			ANALYSIS: Data					
Outline for Money Map	Government Funding - Sources, purpose, and most current allocation Major Program Budgets - Annual budget by source (government, foundations, community)	TBA TBA												PRESENTATION : Draft Money Map				
Community Perspectives	See list of various populations	TBA				Decide on populations and who will work on how to reach each population	Review plans on how to reach each population. Decide on questions.			Update on community input progress	Review public input highlights, and decide who will prepare the findings	PRESENTATION & DISCUSSION: Community input / findings						
Communications with HHSAC and City Council	Plan communications with the Health & Human Services Advisory Commission and City Council	All	Decide content and format for reporting to HHSAC and City Council	2/29 - Provide HHSAC w/ HMPS Approach, Tasks & Timeline	3/5 - Provide Council w/ HMPS Approach, Tasks & Timeline		Decide content and format for reporting to HHSAC and City Council	3/28 - Share plans for community outreach with HHSAC	4/1 - Study Session or 4/2 - Share plans for community					Review draft report. Suggest revisions. Discuss format for reporting to HHSAC and City Council	Review final report and plans for sharing with HHSAC and City Council		Share final report with HHSAC	Share final report with City Council

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