



# Homeless Services Masterplan Subcommittee Meeting Agenda

Siskiyou Room, Community Development and Engineering Building, 51 Winburn Way  
Wednesday April 24, 2024 \* 5:30 – 7:30 p.m.

## AGENDA

**CALL TO ORDER:** 5:30 p.m., Meeting held in person (no Zoom option this time)

- 1. Welcome & Agenda Review (5:30–5:35 p.m.)**
- 2. Public Forum and Announcements (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. Work/Product Updates via Draft Outline for Report (5:45–6:45 p.m.)**  
Where we are now, what's left to do, and by when
  - a. Introduction**  
Plan to use some of the information already written
  - b. The Players**  
Plan to use information from [staff presentation](#)
  - c. Money Map**  
Review [example](#) and provide input for staff to complete (action item)
  - d. Data**  
Intent, progress, and additional thoughts
  - e. Services Inventory**  
Status of what's been collected, needs to be compiled, and plans for SWOT.  
Reflections on the experience. (action item)
  - f. Community Perspectives**  
Final questionnaires, outreach methods, and suggestions (action item)
    - Business
    - Education
    - People Experiencing Homelessness
    - Front-line Staff
    - General Population
  - g. Regional Coordination**  
What exists and plans for completing SWOT
  - h. Conclusions**
  - i. Appendices**
- 5. Overall Reflections on Draft Report (6:45–7:00 p.m.)**



# Homeless Services Masterplan Subcommittee Meeting Agenda

## 6. Council Liaisons (7:00–7:15 p.m.)

- a. Latest City Actions
- b. Communication updates to members of City Council

## 7. Debrief (7:15–7:30 p.m.)

- a. Subcommittee Members' Survey Results
- b. Agenda Items for Next Time

## 8. ADJOURNMENT: 7:30 PM

**Next Meeting Dates:** Tuesday, May 14 and Wednesday, May 22

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](mailto: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

## Timeline (revised 4/4/24)

<b>Date</b>	<b>Meeting</b>	<b>Topics</b>	<b>Follow-up Tasks</b>
2/28	Subcommittee	Understanding the players addressing homelessness	
		Subcommittee Approach, Tasks, and Timeline	Share with HHSAC and City Council
		Assignments to complete Service Inventory	Gather information
		Communications with HHSAC and City Council	Provide written materials
	HHSAC	Subcommittee Approach, Tasks, and Timeline	
	City Council	Subcommittee Approach, Tasks, and Timeline	
3/12	Subcommittee	The Responsibilities of a Continuum of Care (CoC)	Gather additional information
		Final preparations for Program/Service Inventory work	Gather information
3/27	Subcommittee	Updates on Program/Services Inventory and data gathering	Continue to gather information
		Determine which subpopulations to engage in providing community perspectives and who will engage each population	
		Develop engagement plans for each subpopulation	
		Communications with HHSAC and City Council	Provide written materials
3/28	HHSAC	Community Engagement plans	
4/1	City Council	Community Engagement plans	
4/9	Subcommittee	Finalize questions/tools for each subpopulation	Prepare tools. Set up mechanisms, promote opportunities
		Review progress on Services Inventory	<b>Confirm deadline 4/12</b>





## Homeless Services Masterplan Subcommittee Meeting Agenda

Date	Meeting	Topics	Follow-up Tasks
		Review CoC information; discuss strengths, weaknesses, and potential opportunities	Collect any additional information
4/24	Subcommittee	Review Services Inventory and identify barriers to accessing services	Prepare for SWOT
		Data presentation – part 1	
		Update on Community Input process	<b>Confirm deadline 5/7</b>
5/14	Subcommittee	Review public input; identify themes	Prepare summary
		Data presentation – part 2	
5/22	Subcommittee	Services Inventory SWOT Analysis	
		Review summary of Community Input; affirm community perspectives, themes, and priorities	
6/11	Subcommittee	Review draft report, including framework for money map. Suggest revisions.	Finalize report
		Discuss format for reporting to HHSAC and City Council	Prepare for reporting to HHSAC and Council
6/26	Subcommittee	Review final report	Final adjustments
		Confirm plans for reporting to HHSAC and City Council	Final preparations
tba	HHSAC	Subcommittee Report	
tba	City Council	Subcommittee Report	



# Homeless Services Masterplan Subcommittee Meeting Agenda

Updated Timeline																				
Component		Information	Who	PROGRESS-->																
				28-Feb	HHSAC	3/5 City Council	12-Mar	27-Mar	3/28 HHSAC	4/1 City Council	9-Apr	24-Apr	14-May	22-May	11-Jun	26-Jun	TBA HHSAC	TBA Council		
<b>The Players Addressing Homelessness</b>		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)	Staff	<b>PRESENTATION: The Players Addressing Homelessness</b>																
<b>The Responsibilities of a Continuum of Care (CoC)</b>		Organization Planning Coordinated Entry System Homeless Management Information System Reports to HUD Project Monitoring Local Funding Competition Annual Consolidated Plan Informing Local Jurisdictions	CoC				<b>PRESENTATION &amp; DISCUSSION: Responsibilities of a CoC</b> <b>DISCUSSION: Identify info. to gather about OR-502</b>						<b>REVIEW &amp; SWOT ANALYSIS of the Local CoC</b>							
<b>Services Inventory</b>		Homeless Services Matrix - Information about programs/services addressing homelessness in or affecting Ashland 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				Update on Service Inventory progress (due by 4/12)	<b>PRESENTATION: Services Inventory</b>			<b>SWOT ANALYSIS of Services Inventory</b>				
<b>Data about People and Programs</b>		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				Update on data collection progress	<b>PRESENTATION: Data (part 1)</b>	<b>PRESENTATION: Data (part 2)</b>	<b>ANALYSIS: Data</b>					
<b>Outline for Money Map</b>		Government Funding - Sources, purpose, and most current allocation Major Program Budgets - Annual budget by source (government, foundations,	Staff TBA															<b>PRESENTATION: Draft Money Map</b>		
<b>Community Perspectives</b>		See list of various populations in Approach, Tasks, and Timelines document	Group Members				<b>Decide on populations, who will do outreach, and how to reach each pop.</b>					<b>Finalize community outreach plans, communications, and survey tools</b>	Update on community input progress	Review public input highlights	<b>PRESENTATION &amp; DISCUSSION: Community input / findings</b>					
<b>Communications with HHSAC and City Council</b>		Plan communications with the Health & Human Services Advisory Commission and City Council	All	Decide content and format for reporting to HHSAC and City Council	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 - Share plans for community outreach with City Council								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

Last updated 4/4/24





# Homeless Services Masterplan Subcommittee

Community Development Building

51 Winburn Way

April 9, 2024

## DRAFT MINUTES

**CALL TO ORDER:** 5:31 p.m.

**I. WELCOME & AGENDA REVIEW:** 5:31–5:35 p.m.

- Attendance: All members were in attendance except for: **Leonard and Neisewander**
- **Fields** goes over the Agenda

**II. PUBLIC FORUM & ANNOUNCEMENTS:** 5:35–5:37 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.*

- No speakers for public forum present; comments from Dennis Kendig were circulated prior to the meeting
- **Rohde** has an announcement: *Johnson v. Grants Pass* on Earth Day & rallies to be held
- **Fields** recommends SCOTUS blog for live updates

**III. DEBRIEF FROM CITY COUNCIL STUDY SESSION:** 5:37–5:53 p.m.

- **Slattery** shares that the subcommittee members did a good job presenting but is worried about completing all the HSMS tasks in the timeframe given; states that council sounded like they want recommendations, but don't know what format that would be in
- **Bloom** might like to see recommendation in the form of rankings (ie. services) by the community and HSMS members; **Kaplan** didn't get the sense of the "silver bullet" and thought that people saw the timeline as realistic but is also aware of its limits & anticipates hearing information through the SWOT analysis lens; **Slattery** agrees
- **Price** would have liked to have seen more HSMS members in the audience to show diversity to the council; heard council wants "something" to take action on; Staff member **Reid** says she hopes we can capture the difficulties of the complex issues, diverse population, etc. that are included & distill into a product; process IS an action
- **Slattery** recommends mayor/council talk to HSMS and/or sit in on meetings, with **Kaplan** and **Bloom** in the meetings, only 1 additional council member could be present to avoid a quorum; **Calvin** is adamantly opposed to council/mayor being in the meetings as it could jeopardize the process, **Price** and **Slattery** disagree with **Calvin** as the councilors would be there to listen, not advise/direct; **Henigson-Kann** questions what the benefit would be, **Price** says to show appreciation for the process, **Slattery** states that it would allow the council members to observe the process, both agree with what staff member **Reid** said; **Allen** suggests a middle ground that council can watch the previously recorded meetings
- **Fields** suggests emailing staff member **Reid** by Friday with your thoughts on the matter



## Homeless Services Masterplan Subcommittee

### IV. COMMENTS FROM COUNCIL LIAISONS: 5:53–6:02 p.m.

- Council liaisons update HSMS that an ad-hoc committee for 2200 Ashland has been created and applications are available on the city website; the suggested council liaisons are Gina DuQuenne and Bob Kaplan; **Price** if council does not see the HSMS meetings then no value to operating in a vacuum, will ad hoc be parallel to HSMS? What will its composition be?; **Kaplan** council will decide members from applicants, **Price** feels that there would be a dropped ball if the 2 committees did not have member overlap; **Kaplan** says it is not ideal timing, should have been done a year ago, **Bloom** agrees
- **Bloom** talks about how he and the mayor were on JPR April 2nd
- **Fields** states that there is pressure being applied from the state level to do things quickly; discusses a misunderstanding regarding the ad hoc committee online in regards to admission to the committee (ie. must be invited, which is not true); date posted in council communications for decision was from the original meeting not the most recent one
- **Reid** questioned if the composition of HSMS was not the “correct” composition to have been used for the ad hoc committee and if the HSMS work should be part of the masterplan, **Bloom** states that there were variables at play that would have been a distraction to the original charge of the HSMS and other concerns about not getting to it

### V. APPROVAL OF MINUTES: 6:02–6:05 p.m.

- Approval of previous meeting minutes as proposed; minutes were detailed which is good!

### VI. SERVICE INVENTORY UPDATE: 6:05–6:07 p.m.

- service inventories need to be in by April 12<sup>th</sup>; staff member **Reid** to send some available ones to **Bachman**, and says that we have received at least half of the inventory back so far, would like to have inventories for ACCESS, Maslow, Rogue Retreat, Hearts with a Mission, etc. to fill in some of the still existing gaps

### VII. REVIEW REVISED TIMELINE: 6:07–6:20 p.m.

- Packets that were at the meeting were not the correct version, the correct/updated version was emailed out ahead of the meeting; Review of the revised timeline by **Calvin** and asks for feedback on timeline, swapping items around, etc.
- **Calvin** will compile the inventories once completed; Surveys will be finished up, sent to staff, and then posted online; **VanEgdom** asks if we should limit the number turned in for **Calvin** to compile, **Calvin** says that the time is the limiter
- **Fields** asks if **Allen** is able to post surveys on the city website
- **Reid** adds that there would not be enough time for the street nurses to be able to get the information back to HSMS in time
- Audience member Dennis Kendig interjects that the HSMS is run by the Executive Group and other voices are secondary; claims ad hoc committee will be even worse and then leaves the meeting abruptly; **VanEgdom** tries to keep the meeting from being derailed
- **Slattery** wants clarification on what we are discussing at this moment, **Fields** clarifies we are talking about the timeline; **Fields** says that if no one is concerned about the timeline, then we can continue on as proposed without extra discussion, **Slattery** checks in on this, but then the group moves on without opposition; timeline is still on track for June



## Homeless Services Masterplan Subcommittee

completion as is; **VanEgdom** wants clarification for the agenda item coloring

- **Slattery** does not like having the Housing and Human Services Committee referred to as the “parent” committee because it infantilizes the HSMS members

### **VIII. REVIEW AND SWOT ANALYSIS OF THE COC: 6:20–7:45 p.m.**

- **Calvin** explains instructions (brainstorm what is the ideal for the COC and what could we do different/better) for the break-out groups and numbers everyone off; **Turner** questions why we are critiquing the COC and if it would address the issue
- **Rohde** wants clarification around evaluating the COC in Ashland vs the county, but is wanting to focus on the city/local resources, **Calvin** explains the interdependency of the COC (at the county level) and Ashland; Staff member **Reid** suggests that critiquing the COC would highlight the strengths, gaps, and weaknesses that we could work from; **Rohde** thought that the COC funded the projects from federal money, but **Reid** clarifies that their role is more than that and mostly data-collection
- **Slattery** suggests simplifying and questions why we are doing this critiquing at this time; **Turner** agrees and says that the COC is too up in the clouds to do a SWOT analysis on it, wants to get out there and start doing the surveying of the population; **Slattery** worried about time and mismanagement of it
- Staff member **Reid** suggests that we need to look more regionally and less insularly; **Slattery, Turner, and Price** express opposition to not starting regionally originally
- **Henigson-Kann** moves to move on, states ACCESS has funding on a regional level that is used in Ashland; **Slattery** states that OHRA does it more than ACCESS in Ashland
- **Kaplan** states that there was a violent reaction to personality of the COC more than a concept of the regional context, offers the group to think about the categories outside of the COC context and find what the categories mean in that context
- **Sacks** states that there was a shock to the system by the timeline being change & he is too overwhelmed with the previous tasks (inventory and surveys) to take on new tasks; **Fields** points out this can be used for the SWOT analysis to include in final report
- 6:45 – Staff member **Reid** suggests that the group be given time to work on previous tasks; instead of working in the new break-out groups for the new task, members then break into their groups from the previous tasks to work together; those not in task groups (**Kaplan, staff member Reid, and Calvin**) will work on the new task that was assigned

### **IX. FINALIZING COMMUNITY OUTREACH PLANS AND COMMUNICATIONS:**

- This item was not discussed due to refocusing efforts

### **X. DEBRIEF:**

- No debrief

### **XI. ADJOURNMENT: 7:45 p.m.**

- Members had been flowing out of the meeting shortly after breaking into small groups

### **Next Meeting Dates: Wednesday, April 24<sup>th</sup> 5:30–7:30 PM**

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# Memo

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DATE: April 24, 2024  
 TO: Homeless Services Masterplan Subcommittee  
 FROM: Linda Reid, Housing Program Manager  
 DEPT: Planning  
 RE: Debrief Process Review

I am attaching a few materials for your review and guidance in going over this agenda item.

## **Service Provider Inventory**

We have information on 32 out of 77 homeless service programs. We had listed 82 programs, but five programs were not really "homeless services."

<b>Service Type</b>	<b>Completed</b>	<b>Total</b>
Support services	10	19
Street Outreach	2	4
Day center	2	4
Safe Parking	2	2
Emergency Shelter	9	19
Transitional Housing	2	8
Rapid Rehousing	1	8
Permanent Supportive Housing	3	6
Host Home Program	0	2
Eviction Prevention	2	2

Here's what we have by location:

<b>Ashland</b>	<b>Medford</b>	<b>Jx. Co.</b>	<b>Unknown</b>	<b>Total</b>
26	34	8	9	77
15	10	5	0	30

### **Planning Department**

20 East Main Street  
 Ashland, Oregon 97520  
[ashland.or.us](http://ashland.or.us)

Tel: 541.488.5300  
 Fax: 541.552.2059  
 TTY: 800.735.2900



# Memo

## **Community Outreach**

Business Community Survey

<https://www.surveymonkey.com/r/AshlandBusinesses24>

Homeless Services Front Line Staff Survey

[Homeless Services Front-line Staff Survey](#)

General Public Survey

<https://www.surveymonkey.com/r/AshlandHomeless24>

Survey of people with lived experience of homelessness

Trial survey questions can be found at the following link:

[Qualtrics Survey | Qualtrics Experience Management](#)

Educators-TBD

## **Data**

*Attached please find the Affordable Housing Map*

## **Regional Collaboration**

*Attached please find the preliminary draft analysis of the Regional Collaboration on homelessness.*

### **Planning Department**

20 East Main Street  
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Preliminary Outline of the Subcommittee Report (for review 4/24)

Table of Contents	Status	Remaining Tasks
<p><b>Introduction</b></p> <ul style="list-style-type: none"> <li>• The Charge</li> <li>• HHSC Process to Appoint Subcommittee Members</li> <li>• Subcommittee Members, Council Liaisons, Staff</li> <li>• The Approach</li> <li>• Timeline</li> </ul>	<p>Most of this is written in other documents (e.g., Council Study Session memo, Subcommittee Approach document).</p>	<p>Staff will compile into report format.</p>
<p><b>1. The Players Addressing Homelessness</b></p> <ol style="list-style-type: none"> <li>a. Federal</li> <li>b. State</li> <li>c. Regional (Countywide)</li> <li>d. Nearby Ashland (Medford, Talent, Phoenix, Jacksonville)</li> <li>e. Ashland</li> <li>f. <i>Put details/references in the appendices</i></li> </ol>	<p>Linda has already compiled this information (in the PowerPoint presented to the Subcommittee).</p>	<p>Linda will put this into report format and package details for the appendices.</p>
<p><b>2. Money Map</b></p> <ol style="list-style-type: none"> <li>a. Government funding streams</li> <li>b. Foundations</li> <li>c. Community funding</li> <li>d. Findings and Opportunities</li> <li>e. <i>Put details in the appendices</i></li> </ol>	<p>Have an example.</p>	<p>Linda will review at 4/24 meeting and get input from Subcommittee members, then complete this for the report.</p>
<p><b>3. Services Inventory</b></p> <ol style="list-style-type: none"> <li>a. Definition of Types of Homeless Services</li> <li>b. Tally of Types and Locations (City)</li> <li>c. Housing Inventory Count (by City)</li> <li>d. Affordable Housing (by City)</li> <li>e. Findings and Opportunities</li> <li>f. A Note About Mainstream Services</li> <li>g. <i>Put details of homeless services inventory and the list of mainstream services in the appendices</i></li> </ol>	<p>Avram, Alex, Bob, Debbie, Echo, Helena, Lawrence, and Rich were able to interview more than half of the programs/services. Jan put information on the 30 that were completed by 4/12 in an Excel spreadsheet.</p>	<p>Jan will add the remaining information to the spreadsheet.</p> <p>5/14 Subcommittee will review all information, and analyze the Strengths, Weaknesses, Opportunities, and Threats.</p> <p>Compile Subcommittee analysis for draft report.</p>

<p><b>4. Data about People and Programs</b></p> <ul style="list-style-type: none"> <li>a. <i>What aspects of the Service Inventory belong here, if any?</i></li> <li>b. A Note About Data Sources (HMIS, DV providers, McKinney Vento school data, first responders, emergency department, eviction court, etc.)</li> <li>c. Emergency Department</li> <li>d. First Responders (Fire/Police)</li> <li>e. Evictions</li> <li>f. The Populations Experiencing Homelessness</li> <li>g. Needs Identified through Coordinated Entry Assessments</li> <li>h. Needs Met through Current Services (entry/exits, HMID by program type, exits to PD/PH, etc.)</li> <li>i. Findings and Opportunities</li> <li>j. <i>Put details in the appendices</i></li> </ul>	<p>Some data has been collected (e.g., Affordable Housing Sites, Housing Inventory Count, School data, PIT Count)</p>	<p>The Subcommittee will determine what aspects of the Services Inventory belong in this section.</p> <p>Echo, Jan, Ro, and Linda will finish collecting data and share it with the Subcommittee.</p> <p>5/22 Subcommittee will identify the most significant data findings.</p> <p>Compile Subcommittee findings and opportunities for draft report.</p>
<p><b>5. Community Perspectives</b></p> <ul style="list-style-type: none"> <li>a. Business (Dennis, Deb, Lawrence)</li> <li>b. Education (Ro, Lawrence)</li> <li>c. People Experiencing Homelessness (Alex, Helena)</li> <li>d. Front-line Staff/Volunteers (Debbie, Jan, Linda, Bob)</li> <li>e. General Public (Echo, Jan, Rich)</li> <li>f. Findings and Opportunities</li> <li>g. <i>Put details in the appendices</i></li> </ul>	<p>Questionnaires for all five populations have been finalized, along with plans, connections, methods for getting the word out and collecting community input.</p>	<p>Teams collect community input by 5/7/24.</p> <p>Teams compile and summarize community input by sector by 5/15/24</p> <p>5/22 Subcommittee review of sector information to identify findings and develop opportunities.</p>
<p><b>6. Regional Coordination</b></p> <ul style="list-style-type: none"> <li>a. Needs Assessment / Gaps Analysis</li> <li>b. Community Planning</li> <li>c. Coordinated Entry System</li> <li>d. Housing Management Information System</li> <li>e. Data Reporting</li> <li>f. Program Monitoring</li> <li>g. Findings and Opportunities</li> <li>h. <i>Put details in the appendices</i></li> </ul>	<p>Information about regional coordination through the Homeless Task Force and Jackson County CoC is known.</p> <p>Linda and Bob have done a preliminary SWOT analysis on the CoC.</p>	<p>Linda, Bob, and Jan will expand on the preliminary SWOT analysis and develop findings and opportunities for Subcommittee review.</p> <p>6/11 Subcommittee review of findings and opportunities related to regional coordination.</p>

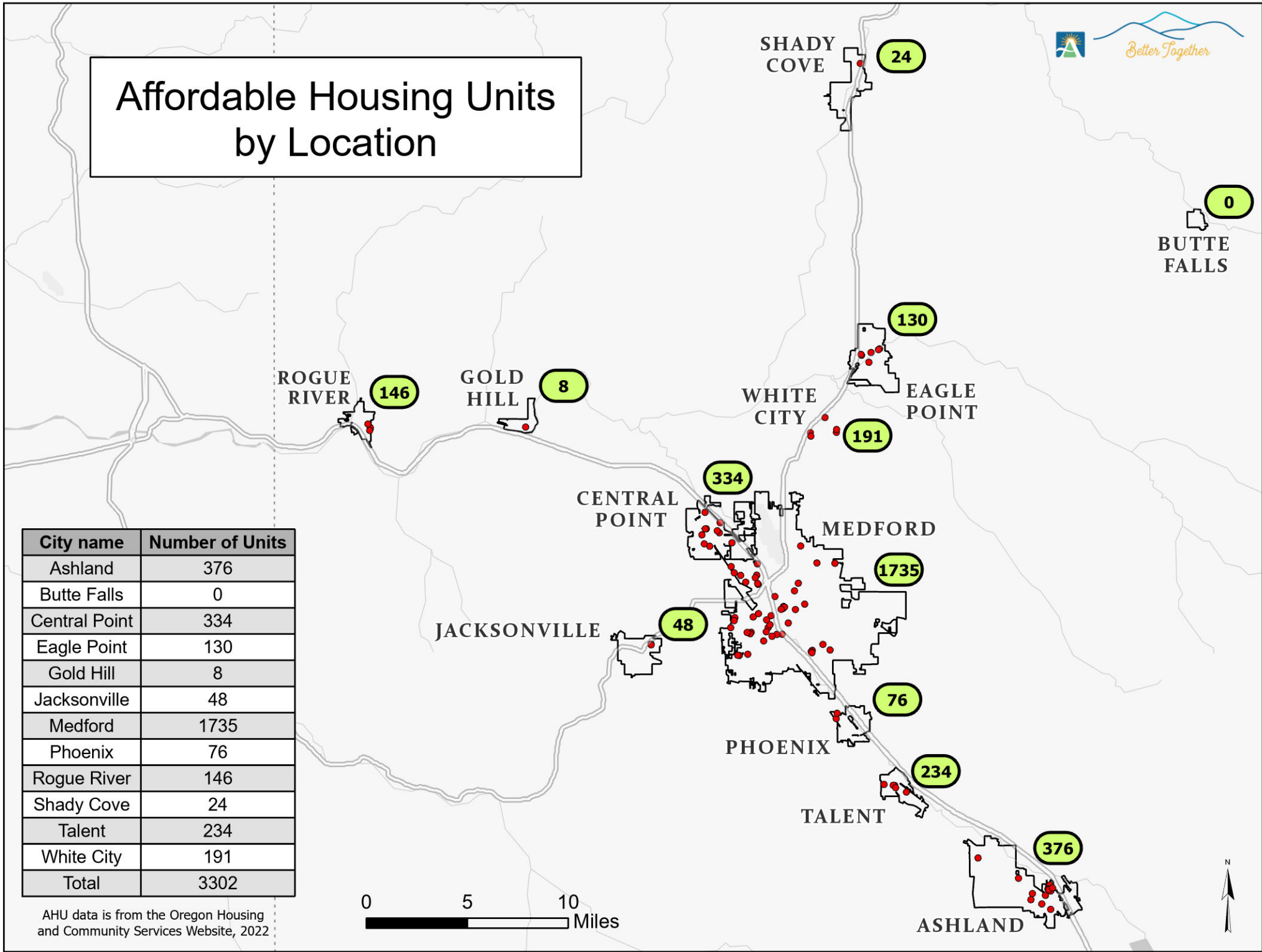
<p><b>7. Subcommittee Conclusions</b></p> <ul style="list-style-type: none"> <li>a. The Process</li> <li>b. The Product</li> <li>c. Findings and Opportunities</li> </ul>		<p>6/11 Subcommittee to develop conclusions around the process, the product(s), findings, and opportunities.</p>
<p><b>Appendices</b></p> <ul style="list-style-type: none"> <li>• The Players / References</li> <li>• CoC Information</li> <li>• Service Inventory Details</li> <li>• Data Details</li> <li>• Funding Details</li> <li>• Survey Tools / Methodology Details</li> </ul>		<p>Appendices to be generated as part of completing each section.</p> <p>6/26 Subcommittee to do a final review of report and appendices.</p>

<b>Building the Report</b>				
<b>April 24 mtg.</b>	<b>May 14 mtg.</b>	<b>May 22 mtg.</b>	<b>June 11 mtg.</b>	<b>June 26 mtg.</b>
<p>Provide input on Money Map.</p> <p>Reflections on conducting Service Inventory.</p>	<p>Review all Services Inventory information, and analyze the Strengths, Weaknesses, Opportunities, and Threats.</p>	<p>Review data and identify the most significant findings.</p> <p>Review community input by sector to identify findings and opportunities.</p>	<p>Review draft report.</p> <p>Develop additional conclusions around the process, the product(s), findings, and opportunities.</p>	<p>Review final report.</p>

## ASSESSING REGIONAL COORDINATION (DRAFT)

<b>STRENGTHS</b>	<b>WEAKNESS</b>
<ul style="list-style-type: none"> <li>• Regional Organization/Provider Commitment to CoC Process</li> <li>• Strong Community Support for the Work of the CoC</li> <li>• CoC is Institutionalized in the Community in the form of the Homeless Task Force</li> <li>• Additional short-term funding from the State to support the administration of the CoC.</li> <li>• Recent re-organization is helping to address shortfalls in the system.</li> <li>• Some political support for the CoC</li> <li>• Has the potential for good data collection and outcome reporting.</li> <li>• Increase in shelter beds.</li> <li>• Increase in funding to support moving people out of homelessness.</li> </ul>	<ul style="list-style-type: none"> <li>• Data Collections Systems are deficient.</li> <li>• Coordinated Entry system is not being utilized.</li> <li>• HMIS is underutilized/Data quality is not monitored or maintained.</li> <li>• Lacking Outcome reporting/program efficacy/longitudinal tracking of populations served.</li> <li>• Lacking shelter bed availability tracking.</li> <li>• Service Coordination is lacking.</li> <li>• Lack of Service Provider Capacity</li> <li>• Little to no accountability of service providers/activities or grant funds.</li> <li>• Very few service providers to minority and special populations.</li> </ul>
<b>OPPORTUNITIES</b>	<b>THREATS</b>
	<ul style="list-style-type: none"> <li>• Expectations for what regional collaboration should look like is not well defined.</li> <li>• Few natural incentives for service coordination due to competition among service providers competing for the same limited resources to undertake similar activities.</li> <li>• The CoC lacks a strategic plan to guide funding and intervention strategies.</li> <li>• Lack of community education about what the CoC should be and what it should be doing.</li> <li>• Need data to drive strategic planning process.</li> <li>• Lacking strong a convener</li> <li>• Need capacity building resources for small organizations serving special populations.</li> <li>• Need better geographic distribution of services.</li> <li>• Little to no accountability of funded activities</li> </ul>

# Affordable Housing Units by Location



City name	Number of Units
Ashland	376
Butte Falls	0
Central Point	334
Eagle Point	130
Gold Hill	8
Jacksonville	48
Medford	1735
Phoenix	76
Rogue River	146
Shady Cove	24
Talent	234
White City	191
<b>Total</b>	<b>3302</b>

AHU data is from the Oregon Housing and Community Services Website, 2022

