



# Council Study Session

April 1, 2024

<b>Agenda Item</b>	Homeless Services Masterplan Subcommittee Interim Report		
<b>From</b>	Linda Reid	Housing Program Manager	
<b>Contact</b>	Linda.reid@ashland.or.us		
<b>Item Type</b>	Requested by Council <input checked="" type="checkbox"/> Update <input type="checkbox"/> Request for Direction <input type="checkbox"/> Presentation <input type="checkbox"/>		

## **SUMMARY**

In November of 2023 the Council gave direction to the Housing and Human Services Committee to prepare a draft masterplan to guide the City’s investment in homeless services. The Council asked that the plan include broad stakeholder input, and should identify the scope of the problems, gaps and shortcomings in the existing resources and services, and an overview of other regional strategies and efforts by partner organizations to address the needs of homeless populations throughout Jackson County.

To that end, the City advertised broadly to find volunteers to serve on a subcommittee devoted to this task. The Subcommittee applicants were reviewed by the Housing and Human Services Committee and were appointed at their regular meeting in January. The Homeless Services Masterplan Subcommittee (HSMS) has been meeting twice a month since January 30<sup>th</sup>, and in that time has agreed to an approach, a timeline, and set of tasks. The documents that detail those areas are attached to the Council Communication.

## **POLICIES, PLANS & GOALS SUPPORTED**

Regional Cooperation: including in support for public safety and homelessness.

## **BACKGROUND AND ADDITIONAL INFORMATION**

The HSMS has identified an approach and a list of tasks to address how to approach this complex and wide-ranging task. Given the time constraints and the limitations of a community led volunteer citizens subcommittee, the approach and timeline provided to the Council presented are what the subcommittee has identified as a reasonable and accomplishable plan of action. The Subcommittee members have appointed an Executive Committee of three members to meet in-between meetings to set the meeting agendas and keep the subcommittee on task and moving forward. The Executive Committee members are prepared to provide a status report to the Council regarding the Subcommittee’s approach, tasks, timeline and plan for community engagement and gathering stakeholder input. Furthermore, the executive committee would welcome any clarity or direction from the Council regarding the approach and timelines the HSMS has planned.

## **FISCAL IMPACTS**

The Council did not allocate any funding to this activity. Additional investments may be needed to address any action items that the Council may wish to take to address any gaps or resource needs identified through the master planning document developed through this process.





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## **SUGGESTED NEXT STEPS**

The Community Development Department will continue its collaboration with the HSMS to finalize the process and prepare a masterplan for presentation to the Council at their final June meeting. Should it be necessary to complete the project beyond the Council's original deadline, the HSMS may later propose extending the limited duration subcommittee's term.

## **REFERENCES & ATTACHMENTS**

- HSMS memo: Approach and Tasks
- HSMS memo: Timeline Summary

# Memo

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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:**

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

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The Subcommittee (at least in this phase) will not develop options for investing resources, as identifying such options would be dependent on specific priorities or desired outcomes/objectives.

After specific priorities or desired outcomes/objectives are identified, a second phase could include an assets inventory, completion of the “money map,” and researching best practices to develop options built on those resources.

## 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*
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](#)

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**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**

**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,

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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)

## **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

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## 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
  - 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

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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
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
<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), website URL	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	TBA				<b>PRESENTATION &amp; DISCUSSION: Responsibilities of a CoC DISCUSSION: Identify info. to gather about OR-502</b>					<b>PRESENTATION, DISCUSSION &amp; SWOT ANALYSIS: The Local CoC</b>							
<b>Services Inventory</b>	Homeless Services Matrix Other (non-homeless) Services Matrix Barriers to Accessing Services	4 people 5 people 3 people Staff All	<b>assign SO/SSO</b> <b>assign ES/TH</b> <b>assign PH</b>				Update on Service Inventory progress			<b>PRESENTATION: Services Inventory</b>			<b>ANALYSIS: SWOT 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			<b>PRESENTATION: Data</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, community)	TBA TBA												<b>PRESENTATION: Draft Money Map</b>				
<b>Community Perspectives</b>	See list of various populations	TBA				<b>Decide on populations and who will work on how to reach each population. Decide on questions.</b>	<b>Review plans on how to reach each population. Decide on questions.</b>			Update on community input progress	<b>Review public input highlights, and decide who will prepare the findings</b>	<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	<b>2/29 - Provide HHSAC w/ HMPS Approach, Tasks &amp; Timeline</b>	<b>3/5 - Provide Council w/ HMPS Approach, Tasks &amp; Timeline</b>		Decide content and format for reporting to HHSAC and City Council	<b>3/28 - Share plans for community outreach with HHSAC</b>	<b>4/1 - Study Session or 4/2 - Share plans for community</b>					<b>Review draft report. Suggest revisions. Discuss format for reporting to HHSAC and City Council</b>	<b>Review final report and plans for sharing with HHSAC and City Council</b>		<b>Share final report with HHSAC</b>	<b>Share final report with City Council</b>

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