

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.

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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

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

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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](#)

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

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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,
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)

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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

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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
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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