



General Meeting Agenda

ASHLAND GENERAL
REGULAR MEETING AGENDA
Wednesday, October 30, 2024

I. CALL TO ORDER

1. Welcome & Review Agenda & Timeline

II. Business

1. Minutes of October 16, 2024
2. Feedback from local providers
3. Decision Points on Services and Structures
4. Advisory Council Recommendations
5. Next Steps

III. Public Forum

IV. Announcements

V. ADJOURNMENT



2200 Ashland St. Ad Hoc Committee Meeting

October 30, 2024
3:00-5:00 p.m.

2200 Ashland Street

AGENDA

I. CALL TO ORDER (3:00-3:05 p.m.)

Welcome & Review Agenda & Timeline

October 30	Finalize Recommendations
November 12	Last Meeting - Final Approval of Recommendations
November 18	Study Session with City Council, 5:30 p.m.
November 19	Recommendations on City Council Agenda, 6:00 p.m.

Sun	Mon	Tues	Wed	Thurs	Fri	Sat
27	28	29	30 meeting	31	Nov. 1	2
3	4	5	6	7	8	9
10	11	12 meeting	13	14	15	16
17	18 Council study session	19 City Council mtg	20	21	22	23

II. BUSINESS

1. Minutes of October 16, 2024 (3:05-3:10 p.m.)
2. Feedback from Local Providers (3:10-3:20 p.m.)
3. Decision Points on Services and Structures (3:20-4:20 p.m.)
4. Advisory Council Recommendations (4:20-4:45 p.m.)
5. Next Steps (4:45-4:50 p.m.)

III. PUBLIC FORUM – Up to 5 minutes for public comments (4:50-4:55 p.m.)

IV. ANNOUNCEMENTS (4:55-5:00 p.m.)

V. ADJOURNMENT (5:00 p.m.)

Link to 10/20/24 article in Ashland News: [Public comment window for 2200 Ashland St. property nears end - Ashland News - Community-Supported, NonProfit News](#)



2200 Ashland St. Ad Hoc Committee Meeting October 16, 2024 Minutes

	Name	Role	Attended 10/2/24
1	Matthew McMillan	Member	X
2	Bob Kaplan, City Councilor	Non-voting Member	X
3	Allison Wildman	Member	X
4	Jason Houk	Member	X
5	Rachel Jones	Member	
6	Tonya Graham, Mayor	Non-voting Member	X
7	Debbie Neisewander	Member	X
8	Avram Sacks	Member	X
9	Gina DuQuenne, City Councilor	Non-voting Member	
10	Trina Sanford	Member	X
	Jan Calvin	Facilitator	X
	Morgan Rothborne	Media/Guest	X

AGENDA REVIEW

The agenda was reviewed.

MINUTES OF OCTOBER 2, 2024

Minutes were reviewed and approved.

DEBRIEF OF COMMUNITY FORUM

The group debriefed “pros” and “cons” of the 10/9 community forum attended by approximately 75 people. Committee members identified concerns they heard repeatedly, such as the costs, and a range of desires from “sell the building” to “provide services immediately and don’t let it sit idle.”

There was general agreement that people came away with a better understanding, which was the primary purpose, and there is support for the committee’s strong management recommendations.

It was also noted that it is typical for the public to see a “fully baked” plan, and then express frustration at not being able to influence the plan; conversely, it can be frustrating for some people to not have “all the details worked out” when being asked for input. This process provided a middle ground, with some “givens” and some “yet-to-be-determined” aspects.

SURVEY RESULTS

The group reviewed the summary of survey responses provided by 150 people. Jan stressed that the input is intended to provide a sense of the views of those who chose to respond, but it should not be generalized to equitably represent the entire community. She referenced the last page of the summary, which included answers to three “demographic” questions (age group, experience with homelessness, and proximity of home and business/workplace to 2200 Ashland St.).

The group reviewed the summary of feedback on the 10 management recommendations, where respondents were asked to state their level of agreement with each recommendation (1= do not agree, 2= somewhat agree, 3= mostly agree, and 4= completely agree). The summary provided a numerical tally, divided by the number of responses, which produced the average rating. Since this average rating was on a 4-point scale, each corresponded to a “grade-point average” (in this case, B-,

B, or B+). The average rating was also divided by the maximum points possible (4), providing something akin to an “approval rating” (in this case, ranging from 67.9% to 86.8% for each of the 10 recommendations). Jan noted that the general picture is more important than the fraction of percentages. She also noted that the summary provided the average and not the mean score, so an even distribution of 1s, 2s, 3s, and 4s would produce a 2.5, just as half 1s and half 4s would. The details are provided in the full spreadsheet.

The group reviewed the summary of feedback on agreement with the two recommendations about an advisory council, which each garnered B+ and close to 80% approval.

The group reviewed the summary of feedback on the three types of housing services being considered (Winter Season Housing, Transitional Housing, and Bridge Housing). Jan noted that the summary identified common themes to the two questions: *“What do you like most about...”* and *“What do you dislike about...”*

The group reviewed the summary of feedback on the four types of structures being considered (Boarding Rooms in the existing building, a new Tiny Home Village, new Multi-floor Efficiency Apartments, and the temporary use of Pallet Houses). Regardless of structure, the survey responses averaged at C+, with 56% to 60% approval, illustrating prevalence of concerns about any sort of housing for people experiencing homelessness. Jan referenced this input as being most useful in thinking about a “force field analysis,” wherein you can examine the forces against something to determine if and how to mitigate those concerns. The committee’s management recommendations are an example.

The group spent the remainder of the meeting discussing the idea of temporarily placing the city-owned Pallet houses at the site. Members of City Council want to hear from this group; is there something compatible – something workable – for this winter? Discussion resulted in the following agreement:

- Pilot program for the 2024-25 winter
- Sunset unless there is neighborhood agreement that everything went well
- Have an “exit plan” for the residents (and the structures) prior to starting
- Apply all of the management recommendations
- Population to be seniors and/or medically fragile
- Individuals or couples

ANNOUNCEMENTS

Debbie announced that the municipal court is operating in person again.

The winter shelter in Medford is using a security protocol where people have to empty their pockets prior to entry.

The City of Ashland has placed a “high performance” trash can in south Ashland!

MEETING ADJOURNED at 5:10 p.m.

2200 Ashland St. Public Survey Summary

October 4-11, 2024

150 respondents

Summary of Feedback from 1st Set of Management Recommendations

That the City of Ashland provide strong and continuous contract management for program providers, including approval of program and site management policies and practices prior to commencing services.		Expectations be laid out in seeking service providers who will work with the City and neighborhood to deliver high-quality services and mitigate and concerns that arise.		Except for the severe weather/smoke shelter, any classes or services provided on site be by appointment or pre-registration.		The services at this location not be for high-needs individuals (e.g., people in active addiction or with severe or persistent mental health disorders).		The population to be served be from the Ashland community and identified through an assessment of their vulnerability, needs, and capacity for self-sufficiency.		Clients must agree to a code of conduct and sign a behavior contract that describes expectations and protocols for completing or terminating services.	
415		462		383		394		433		500	
141		141		141		140		143		144	
2.94	B	3.28	B+	2.72	B-	2.81	B-	3.03	B	3.47	B+
73.6%		81.9%		67.9%		70.4%		75.7%		86.8%	

Summary of Feedback from 2nd Set of Management Recommendations

147	Residents of the site will be engaged in activities to increase their stability and ability be self-sufficient in stable housing. Clients be supported with best practices in social services and coordination with other community resources to help them achieve self-sufficiency.		Residential stays will be for a duration sufficient for individuals to prepare for independent living, likely no longer than 18-24 months.		The physical layout of the existing building includes, as a minimum, multipurpose space and restrooms. It may also include offices and/or residential space with a kitchen, showers, and bathrooms.		The configuration of residential space - whether in the existing building or any future structures - provide for privacy and separate lodging for each household (individual, couple, or family), although there may be shared space (e.g., kitchen, showers, restrooms, laundry).	
	4	Completely agree	4	Completely agree	4	Completely agree	4	Completely agree
Tally	468		394		403		396	
N	138		144		138		140	
Average	3.39	B+	2.74	B-	2.92	B-	2.83	B-
%	84.8%		68.4%		73.0%		70.7%	

Summary of Feedback about an Advisory Council

143	That the City of Ashland appoint a 2200 Ashland St. advisory council with representation from the neighborhood, as well as people with lived experience of homelessness.		That the advisory council be integral in developing provider expectations and supporting strong management of the site.	
Tally	441		461	
N	141		143	
Average	3.13	B+	3.22	B+
%	78.2%		80.6%	

Summary of Feedback on Winter Season Housing

WHAT DO YOU LIKE MOST ABOUT: Winter Only Housing (perhaps November through March) with case management support to connect to resources	<i>Like nothing</i> about the idea	Comment is that they like it is short term or shelter only	Comment is that it is needed	Comment is that it provides for safety	Comment is about providing shelter from winter weather	Comment is about vulnerable people	Other	WHAT DO YOU DISLIKE ABOUT: Winter Only Housing (perhaps November through March) with case management support to connect to resources	Comment is that it is not enough	<i>Dislike nothing</i> about the idea	Comment is it will draw more homeless people to Ashland	Comment is about need for effective management	Other
Tally	4	5	13	2	16	4	29	Tally	20	9	7	4	45

Summary of Feedback on Transitional Housing

WHAT DO YOU LIKE MOST ABOUT: Transitional Housing - up to 18-24 months to gain stability to support self-sufficiency in stable housing	<i>Like nothing</i> about the idea	Sufficient time, if needed	Comment is that it is needed	Comment supports model , best practice	"yes"	Other	WHAT DO YOU DISLIKE ABOUT: Transitional Housing - up to 18-24 months to gain stability to support self-sufficiency in stable housing	<i>Dislike nothing</i> about the idea	Length of stay is too long	Comment is concern about behaviors	Comment is about need for effective management	Comment is concern about costs	Comment is it will draw more homeless people to Ashland	Dislike location	Don't support or Dislike everything	Other
Tally	13	12	11	4	4	35	Tally	11	14	2	2	3	1	5	5	24

Summary of Feedback on Bridge Housing

WHAT DO YOU LIKE MOST ABOUT: Bridge Housing - up to 6-9 months as step-down housing or for voucher holders while they seek a place to rent	<i>Like nothing</i> about the idea	Comment is that it meets a need/ is needed	Comment is that it supports safety, shelter	Comment is that it supports stability	"Good idea" "Ideal" "agree w/this" "1st choice"	"yes"	Other	WHAT DO YOU DISLIKE ABOUT: Bridge Housing - up to 6-9 months as step-down housing or for voucher holders while they seek a place to rent	<i>Dislike nothing</i> about the idea	Comment is that it is not enough time	Comment is about need for effective management	Not suitable for existing building	Comment is concern about costs	Comment is it will draw more homeless people to Ashland	Dislike location for this use	Don't support or Dislike everything	Other
(69 people) Tally	12	6	4	3	6	7	34	(48 people) Tally	13	6	3	2	2	3	4	4	10

Summary of Feedback on Different Types of Structures

	How supportive are you of having Boarding Rooms (within the existing building)		How supportive are you of having Tiny Home Village		How supportive are you of having Multi-floor Efficiency Apartments		How supportive are you of having (on a temporary basis, prior to implementing the master plan) Pallet House Village	
Tally	336		330		323		312	
N	140		142		139		139	
Ave.	2.40	C+	2.32	C+	2.32	C+	2.24	C+
%	60.0%		58.1%		58.1%		56.1%	

Comments Specifically About Pallet Houses

Pallet Score	Specific Comments Related to Temporary Pallet Houses
1	Pallet House Village sounds like a huge messy mess to me. I would need more clarification about what this would look like.
4	I don't see a specific difference between "tiny homes" and "pallet houses" other than building materials.
2	Would only support temporary Pallet House Village if there was 24/7 on-site management and access to restrooms for them inside the building
1	This can become an eye sore and also a soul sore as people are reminded that they're only worthy of so much effort by the city. Also these sometimes turn into permanent solutions which is not acceptable.
3	a transition plan must be made if this is implemented, in the event that the pallet houses need to be removed at some point for construction or other plans.
1	Ugly, even if temporary.
1	Inadequate structure
3	The pallet houses need to be used ASAP. It's ridiculous we aren't using them already.
1	Pallet house village and camping will create a "shanty town" like environment and breed issues
1	No pallet houses at all, Council meeting stated not doing this
4	Use those pallet houses. Serve food ,put in lockers. Do something with this tax paid white elephant
3	living very close by, I would like to see the space be organized and tidy, if this is possible with pallet houses or tiny houses that would be great because that would afford more people a space. It does need to be combined with professional social services that are trauma informed
2	One winter at a time for pallet housing.
4	Would not want a major investment until proven successful [note: this one is listed here because Pallet houses was the only item the respondent weighed in on, so the comment is assumed to be about Pallet houses.]
4	The pallet houses need to be used immediately.
4	I checked the last box (Pallet Houses) because there are immediate needs.
4	I do like the idea of offering pallet housing to unhoused seniors while the master plan is being implemented. It could actually begin this winter. Helping a handful of folks right now is important. The only concern I have is since they will be on site 24/7, there needs to be staffing and proper security 24/7. We need to make sure this is handled properly with forethought, written policies and procedures and proper staffing and training. All of these things need to be put in place prior to anyone moving into a pallet house. And, the city needs to have a designated employee whose job it is to oversee the management of the site.
2	Sanitary facilities? wear and tear of pallet houses over time
4	Make do with what I understand is currently available.
1	No villages in Ashland, please. Let Medford take the lead
1	Likely not efficient [note: this one is listed here because the score for the other options were all "3s"]
4	I like temporary basis

Summary of Feedback about Populations to be Served

Please describe the population(s) you would like to see served at 2200 Ashland Street.	Seniors	Those with physical disabilities	Medically fragile	Those most vulnerable	Families	Women/ children	Minors/ Teenagers	No dangerous criminals	Sober, no drug abusers	No (unmanaged) severely mentally ill	Ashlanders only	Any / All homeless	Support what the committee has stated	Other populations*	Motivated, want to be there
Tally of Populations Identified by Survey Respondents	15	6	2	2	14	4	2	2	10	3	14	17	3	20	15
*Other Populations															
1 People in recovery from addiction, homeless. But all temporary situations.															
2 Unhoused people meeting the criteria set by management															
3 Any and all the neighbors will allow. I live in the neighborhood too.															
4 Varied															
5 People who are clean and sober for at least 10 months. Homeless families with children. Homeless vets.															
6 Those without substance abuse. Seniors, disabled, vulnerable women and those willing to seriously look for work.															
7 Only the truly mentally ill.															
8 Zero hobos. Work force housing only. Taxpayers only.															
9 Families and Seniors who have a high likelihood of self sufficiency															
10 Responsible people who have fallen on hard times Not drug addiction population															
11 Unhoused, displaced, mental health, disabled															
12 Unhoused. If addicted, willing to receive services and assistance to get and stay clean. People who are safe, because it's too close to schools, and residential areas with children. Zero sex offenders.															
13 Children and families, seniors, newly unhoused, those waiting for longer term housing already well established and successful in the system															
14 Given proximity to most of the schools in Ashland a population that will be safe for our students. We already have two sites nearby. Would fairness dictate northside share responsibility?															
15 unhoused individuals or unhoused families with children															
16 If used as a shelter, I like to see houseless families using it as a transition space. ABSOLUTELY no one with a criminal history or active addiction. This would really affect the surrounding neighborhoods.															
17 Seniors, or young family's with children ,single Mothers. NO ONE who chooses their life style to live free and expect us to support their choices! Sends a BAD message for others!															
18 The homeless populations. Any, and all with the exception of criminal activity. Women with children should also have their own special building.															
19 Homeless, transient and those not willing to have ongoing services and restrictions. Those higher functioning and desiring higher functioning can graduate to OHRA residence. A 'step up' process.															
20 Those that need support to get to a point of stability to attain permanent housing.															

Summary of Responses about Physical Appearance of the Property

What is most important to you about the physical appearance of the property?	Clean, free of litter	Tidy/ well-maintained	Pleasant, attractive	Green space, trees, landscaped	Welcoming, safe, and homey for clients	Integrated w/area, community	Screened/ Privacy	What it should NOT look like	Related to people/ behaviors	Other	Nothing/ not too concerned	Comments unresponsive to question
Tally	41	27	10	8	9	5	3	19	9	12	4	22

Summary of Responses about Communications / Information

	How important is a website with information about services and activities	How important are Open Houses or other types of events where people can become familiar with the site, services, and activities	How important is distribution of an annual report
Tally	400	366	444
N	139	137	138
Ave.	2.88B-	2.67B-	3.22B+
%	71.9%	66.8%	80.4%

What are you thoughts about: Evaluation Measures?
Cost-Benefit
Specific accountability measures are critical to success. Without holding managers accountable and a solid oversight mechanism in place this effort will fail miserably.
Track by name (Built for Zero) model
Important
Make it sustainable. Make it with strict criteria for use.
Extremely important
Success in helping people regain housing, visisble signs of neighboring spaces kept clean
How long do people stay and how well do they do after they leave. What was most/ least helpful for them
Evaluation Measures: Data must be collected that tracks clients' successfully met goals, and records glitches and gaps in services that become barriers. Then use the data to evaluate services and seek to improve program results every year. Track the number of people served and compare with number of people who achieve housing vs. number who do not. Record reasons for success or failure, cite possible improvements to be implemented to increase number of successes. Report that to the public.
Think this is important from the get go to evaluate the use and success of this purchase.
Evaluation measures definitely need to be put in place in order to understand if the plan is working, not working, and why. They need to be thoughtfully prepared by a small group of knowledgeable people who have some experience in developing sure measures.
Seems like a good idea
With the oversight committee with collaboration of the residents themselves.
to be done by whom?
I expect that the residents that are being served would be the ultimate evaluators. Has this location been beneficial to their stability?
Very important to see: A) is it working? B) Are changes needed?
Successful transition to permanent housing and job
How many police and ambulance calls are made. Is there vandalism? Are chosen residents satisfied? What are their suggestions? Invite input from neighboring businesses and residents.
What are you asking here? Yes, someone should keep track of how many people are served, where the funding goes, etc.
Outside evaluators. Data collection
should include performance measures related to how the homeless have been supported and helped out of homelessness. Should also measure the local neighborhood satisfaction and concerns.
Citizen's special advisory group with minimal participation/control by City Council members
What is the recidivism rate of folks who utilize the services. How many are served and how many end up back into homelessness. Drug rehabilitation. Mental Health treatment. Financials
Keep track of the numbers of unhoused folks that use each program that we offer on site.
Cost of reconfigured 2200 Ashland Street. Who is financing this? How many people will it actually hold.
Number of calls for emergency/police services at this site, number of persons served in each category of service and the outcomes,
Objective assessment by qualified social service orovider
? What does this mean
What? What is this question? More details. Who wrote this??
Not SOU sociology dept
Residents closely monitored by professionals with clearly stated goals and expected behaviors paid for by state/federal funding and/or grants.
Stable housing success statistics, relapse stats, gender and races served, education level of clients
of unhoused folks still permanently housed 6 months post transition to permanent housing.
critical
Professional evaluators
If opens experienced company should do evaluation measures. Not in the cities purview!
I have more to say about this than this one line to type it in.
Need to be done
Need to be clear and set in advance, with expectations for data collection
Unique Residents per month Positive and Negative Exits
#people served; average duration of stay; barriers to housing identified by guests; stories
Best practice for serving vulnerable population

What are you thoughts about: Volunteer Opportunities
Opportunities are available but currently they are very poorly management by individuals that have no management experience or skill set
Yes! Especially for those receiving services
Important
Why do we need volunteers? Can't the people utilizing it and act like adults and contribute to keeping their housing in shape?
Important
Community kitchen
I will volunteer
Yes, should be advertised
I will bring food to the shelter when in use. I could also write profiles of successful guests--to be be on a website and on in newspaper Mentor peer counselors
We are a big hearted community that lives o help others. We need good volunteer management however.
Volunteer Opportunities: Laundry Love, activities for children and youth. Community building activities for adults and families.
Yes
The website could be helpful
Volunteer opportunities at the site is another important aspect, as it brings both the South Ashland residents and those being served together. Only in this way can we learn to understand one another. It can be as simple as making coffee or making time to just sit and chat with someone or teach them a skill. The possibilities are endless.
Seems like a good idea
Yes.
paramount
Many will be needed ... can they be found?
Kitchen, childcare, practical and real life situational education
Volunteers are the backbone of success
this would be lovely for people to be able to participate by volunteering their time.
Work with SOU closely to establish a never ending supply of students in the fields of Psychology, Social Work and Nursing.
Depends on the services
Volunteer opportunities are important. Familiarity in this case does not breed discontent - - I believe it gives the volunteers a better understanding of homeless individuals.
This the best space for volunteers. And having volunteers is very important
I would be interested in possibly volunteering at the emergency shelter once I learned more of the different ways I might serve. I am not of an age where I can be there overnight but would be intersted in other possible volunteer opportunities.
Maintain list of qualified volunteers and learning opportunities for residents
yes, please
There should be a lot of opportunities, but not completely reliant on volunteers to function.
Yes, there should be a paid, volunteer coordinator
Volunteer opportunities for college seeking professional experience in related fields.
not interested
Important
Unable No
I think many people would be interested.
You won't function without volunteers
With solid training and support
As many as can be created without disturbing service availability
meals, cleaning, landscaping, teaching life skills classes; resume building and interview
Definitely

What are you thoughts about: Classes you might participate in?
Any
None
Not important
Naloxone training
Anything
Should be advertised
None
Don't know, will see what is offered
Yes
Trying to better understand the plight of the homeless.
Not sure what you mean by this question. Are these classes to train volunteers or classes that might be offered to residents of the facility.
Art therapy/ art expression.
need more info
Maybe improv classes and/or drama games.
unclear
I do not have any idea of what classes that could be available.
Social Skills attainment
who becomes homeless and why. The success stories and the failures.
None for me. Classes should be mandatory for job training, drug rehab, mental health, and life skills.
Not sure.
Training to be a volunteer at the emergency shelter
Crisis intervention, peer support, self-esteem, job seeking
What is being offered?
I'm not sure. Art. Gardening. Meal prepping how to. Cooking classes. Resume prep. Dress for success. So many things...
Unsure.
I won't attend classes if I need to mix with the homeless, I wouldn't feel safe
Not sure
None
Unknown
Unsure of what you're asking here
Unsure
gardening, cooking, interviewing, career planning
Any

Summary of Responses about What Else People Would Like to Share with the Committee

What else would you like to share with the committee?	Input about Recommendations	Input about process	Comments about City purchasing the site	Funding Questions or Concerns	South Ashland	Not in this neighborhood	Not at all	Oppose Housing First or services prior to sobriety	Suggestions/ Comments re: solutions or responses to homelessness	City should house/support homeless	Concern for people experiencing homelessness	Behavioral Health service needs/ comments	Other Questions	Other Comments	Appreciation/ Thank you
Tally	19	13	5	10	6	5	3	2	4	3	3	1	1	10	12

DEMOGRAPHICS

Age Groups of Respondents

18-24	25-34	35-44	45-54	55-64	65+	Prefer not to Answer
1	2	15	26	32	54	7
0.7%	1.5%	10.9%	19.0%	23.4%	39.4%	5.1%

Summary of Experience with Homelessness

	None	None personally, but I have friends or family who have been or are experiencing homelessness	I have experience with homelessness in the past	I am currently experiencing homelessness	Prefer not to say
Tally	39	48	28	1	20
%	29.8%	36.6%	21.4%	0.8%	15.3%

Summary of Proximity to 2200 Ashland St.

	My home is right next to the property	My home is within a half mile of the property	My home is in south Ashland	My business/workplace is with a half mile of the property	My business/workplace is in south Ashland	None of the above
N=134	16	44	44	11	13	33
%	11.9%	32.8%	32.8%	8.2%	9.7%	24.6%