



Council Study Session Meeting Agenda

ASHLAND CITY COUNCIL

STUDY SESSION AGENDA

Monday, November 18, 2024

Council Chambers, 1175 E Main Street

Live stream via rvtv.sou.edu select RVTV Prime.

HELD HYBRID (In-Person or Zoom Meeting Access)

Public testimony will be accepted for both general public forum items and agenda items.

If you would like to submit **written testimony** or if you wish to **speak electronically** during the meeting, please complete the online [Public Testimony Form](#) no later than **10 a.m. the day of the meeting**.

5:30 p.m. Study Session

I. PUBLIC FORUM

15 minutes – Public input or comment on City business not included on the agenda

II. HOMELESS SERVICES ASSESSMENT REPORT IMPLEMENTATION UPDATE

a. Homeless Services Assessment Report Implementation Update

III. 2200 ASHLAND STREET MASTER PLAN AD HOC COMMITTEE RECOMMENDATIONS

a. 2200 Ashland Street Master Plan Ad Hoc Committee Recommendations

IV. ADJOURNMENT

In compliance with the Americans with Disabilities Act, if you need special assistance to participate in this meeting, please contact the City Manager's office at 541.488.6002 (TTY phone number 1.800.735.2900). 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 I).

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Date: November 18, 2024

Agenda Item	Homeless Services Assessment Report Implementation Update
From	Sabrina Cotta, Brandon Goldman, Director of Community Development, Linda Reid, Housing Program Manager
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SUMMARY

At the regular meeting on August 5th, the Council requested that City staff take the action items identified through the Homeless Services Assessment Report (HSAR) and organize them by timeframe for implementation. Council also requested that staff identify what actions the City is already undertaking to address the issue/implement the action item.

POLICIES, PLANS & GOALS SUPPORTED

Ashland Comprehensive Plan, Housing Element: The action aligns with the City's goals to provide a variety of housing types and to address the needs of all segments of the community, including those experiencing homelessness.

Ashland Housing Production Strategy (HPS): The report supports the implementation of the Ashland Housing Production Strategy, particularly in increasing access to affordable housing and developing strategies to prevent homelessness.

Regional Cooperation: The report aligns with the City Council's goal to enhance regional cooperation, particularly in addressing public safety and homelessness. It encourages collaboration with neighboring jurisdictions and regional service providers.

Oregon Housing Plan: The report supports the State of Oregon's Housing Plan, which emphasizes the need for a coordinated response to homelessness, the expansion of affordable housing, and the provision of supportive services.

Oregon Governor's Executive Order on Housing and Homelessness: The report aligns with state-level directives that focus on reducing homelessness through targeted investments, increasing the availability of affordable housing, and enhancing services that support the most vulnerable populations.

BACKGROUND AND ADDITIONAL INFORMATION

In November 2023, the City Council directed the Housing and Human Services Advisory Committee to develop a comprehensive masterplan that would guide the City's investment in homeless services. This plan, now referred to as the Homeless Services Assessment Report, was to include input from a broad range of stakeholders, assess the current state of homelessness in Ashland, and identify gaps, shortcomings, and opportunities in the existing resources and services.

To accomplish this task, the Housing and Human Services Advisory Committee formed an ad-hoc subcommittee composed of 11 volunteers, a law enforcement liaison, and two City Councilor liaisons. This subcommittee was staffed by the Community Development Department, with key support from the Housing Program Manager and an Associate Planner. The subcommittee began its work in January 2024, meeting twice a month to develop a strategic approach, establish a timeline, and assign tasks.

Throughout the planning process, the subcommittee engaged with a diverse cross-section of the Ashland community, including service providers, individuals with lived experience of homelessness, business owners, and





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general residents. This engagement aimed to capture a wide array of perspectives on the challenges and needs related to homelessness in the community. The subcommittee also conducted a rigorous review of local data, examined the effectiveness of existing homeless services, and explored how the City might enhance its role in addressing homelessness.

The Homeless Services Assessment Report (HSAR) that emerged from this process is a comprehensive document that outlines key takeaways from five primary areas of concern. It evaluates the strengths and weaknesses of the current homeless response system, identifies the most pressing needs, and suggests potential opportunities for improvement. The report does not prioritize specific actions but offers a detailed understanding of the current landscape and presents a range of possible strategies for the City to consider.

The report was presented to the Housing and Human Services Advisory Committee on July 18, 2024, where it received unanimous support and a recommendation for approval by the City Council. Subsequently, a Study Session was held by the City Council on August 5, 2024, to review the findings and recommendations of the report.

The **Suggested Actions** document attached was prepared by Staff to provide a structured list of recommended actions to address homelessness in Ashland based on the HSAR's identified actions, categorized by the following key areas:

1. **Livability Improvements:** Addressing general community concerns related to aesthetics and functionality, such as cleaning up unsightly areas, adding trash receptacles, and weed abatement, particularly in South Ashland. These actions aim to enhance overall community livability while indirectly supporting the homeless population.
2. **Access to Resources:** This includes providing locations for electronics charging, Wi-Fi access, and daytime storage for personal belongings, all of which help improve daily living conditions for those experiencing homelessness by offering essential connectivity and security for personal items.
3. **Enhanced Partnerships and Outreach:** Strengthening partnerships between law enforcement, social service agencies, and volunteers to create a coordinated outreach system. This collaboration is essential for building trust and effectively connecting people experiencing homelessness with available resources.
4. **Basic Needs Facilities:** Expanding access to public restrooms and drinking water and exploring options to add shower and laundry facilities. This section addresses fundamental health and sanitation needs, especially where existing facilities are limited or absent.
5. **Shelter and Transitional Housing Options:** Developing short-term shelter options with supportive services like case management, healthcare, and employment resources. This includes suggestions for temporary housing solutions and street outreach services to assist individuals in their transition to stable housing.

This supplemental document can serve as a practical guide for the City Council and staff, organizing potential actions by implementation timeframe and providing background on current efforts, potential improvements, and partnership opportunities. It offers a roadmap for prioritizing resources and addressing both immediate and long-term needs in a systematic way, enabling the City to respond effectively to homelessness in a way that aligns with community priorities and available funding.

Council requested Staff identify additional items that could be more immediately actionable for further consideration. City staff has reviewed potential near-term actions listed in the HSAR that can be undertaken to address homelessness and enhance community livability in Ashland and found a number are presently being implemented by the City or are in process:

- **Trash Receptacle Deployment and Weed Abatement:** The City has installed additional trash cans along Ashland Street and updated the weed abatement process for the upcoming season to improve community cleanliness and aesthetics.
- **Supporting Laundry and Shower Services:** The City has provided funding for the OHRA laundry and shower trailer, which offers essential hygiene services to individuals experiencing homelessness. The



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City has also supported the "Laundry Love" initiative at various locations to expand access to these services.

- **Inclement Weather Shelters and Respite Centers:** Ashland continues to support temporary shelter options during severe weather conditions and operates cooling and smoke respite centers to provide safe spaces for vulnerable residents. Acquisition of 2200 Ashland Street provides a dedicated location for a City supported inclement weather shelter.
- **Regional Collaboration:** Housing program staff and a City Council liaison actively participate in the Jackson County Continuum of Care, working with local partners to enhance services and improve outcomes for individuals experiencing homelessness.
- **Public Restroom Access:** The City maintains porta-potties at key locations, such as behind the plaza and near City Hall, and provides access to water resources, including a water bottle filling station at Garfield Park and the Night Lawn.
- **APD Substation at Albertson's Shopping Complex:** The Ashland Police Department operates a substation in the Albertson's complex, increasing law enforcement visibility and offering a supportive presence in a central area that serves both residents and businesses.
- **Night Lawn Area:** The City has designated the Night Lawn as an area where unhoused individuals can stay overnight, providing a safer option for those who may otherwise sleep in public spaces and enabling regular interactions with law enforcement and community volunteers.
- **Extension of the Enhanced Law Enforcement Area (ELEA) to Ashland Street and establishment of a livability team like model:** The City is advancing a revision of the ELEA and will likely extend the ELEA zone to include a portion of Ashland Street. In an Enhanced Law Enforcement Area, people who are convicted of three or more violations within a six-month period in an enhanced law enforcement area can be excluded from the area. The revised ordinance is aimed addressing people who have persistent violations, or who are repeat offenders, and are convicted of repeated violations in a short period of time. The types of violations which can result in a trespass from the area include criminal trespass, open containers, drug possession/use in public and scattering rubbish, specifically from commercial buildings.
- **Livability Team Model of outreach by Law Enforcement:** The City is in the process of developing a livability team concept, modeled after the livability team program that is currently operating in Medford. The Livability team is an outreach team that engages with unhoused individuals, and is focused on connecting people with community resources, which may include providing outreach and connection to needed services for vulnerable populations. The City is attempting to make regulations and community engagement consistent with Medford, to maintain continuity across the County.
- **Beautification Grants:** The City offers beautification grants across Ashland to enhance the appearance and functionality of public spaces, fostering a more welcoming and pleasant environment while addressing community livability concerns.
- **Customer Response Module on the City Website:** The City has implemented a customer response tool, SeeClickFix, on its website, allowing residents to report issues like public maintenance needs or unsightly areas for faster resolution.

These efforts reflect the City of Ashland's commitment to maintaining community livability, providing essential support to the unhoused population, and fostering partnerships to improve overall quality of life in the community. The list below includes targeted initiatives that could be supported through existing budgetary resources or by committing forthcoming 2025

Community Development Block Grant (CDBG) funds to eligible city projects designed to benefit unsheltered residents. These immediate actions are strategically chosen to align with both current funding capabilities and CDBG funding requirements, allowing the City to efficiently deploy resources where they are most impactful. By focusing on pragmatic, resource-aligned solutions, Ashland can make measurable progress in supporting vulnerable community members and improving overall livability.

- **Daytime Lockable Storage Program:** Establish secure storage options for unhoused individuals, allowing them to safely store belongings while they access services, attend appointments, or work, thereby reducing the risk of theft and loss.



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- **Webpage Portal for Community Resources:** Create a centralized, user-friendly online portal that provides information on available community resources, shelters, support programs, and essential services to improve accessibility for those in need. City Staff has already initiated this action and will be going live soon with the webpage dedicated to disseminating information regarding severe weather shelter activation and a comprehensive resource list for unsheltered residents of Ashland.
- **Severe Weather Shelter Activation:** Prepare a severe weather shelter that can offer a safe, warm space during extreme weather conditions, protecting vulnerable populations and ensuring they have a place to stay during emergencies.
- **Enhanced Street Outreach Efforts:** Strengthen partnerships between law enforcement, social service agencies, and volunteers to create a coordinated street outreach program, which connects individuals experiencing homelessness with essential resources and builds trust within the community.
- **Ongoing Funding Support for Essential Programs:** Continue financial support for programs like the OHRA Center's laundry and shower services to maintain access to these basic needs for individuals experiencing homelessness.
- **Increased Public Restrooms and Drinking Water Access:** Add more public restrooms and water stations, particularly on the south side of Ashland, to address a key need identified by the community and provide essential sanitation resources.
- **Electronics Charging and Wi-Fi Access Points:** Establish multiple locations for charging electronic devices and accessing Wi-Fi, enabling individuals to stay connected to job opportunities, social services, and support networks.
- **2200 Ashland Street Improvements:** Use CDBG funds, restricted to capital improvements, to enhance the 2200 Ashland Street property by adding a fire sprinkler system, improving ingress/egress, and potentially creating public restroom facilities. These upgrades would support the location's role in serving community needs.

The above list includes actionable steps that are presently underway or can be initiated immediately, leveraging both short-term solutions and available funding resources for lasting improvements.

FISCAL IMPACTS

The actions for the Council to consider have varying funding and budgetary implications. Some of the actions can be addressed with funds the City has previously budgeted to expend, but many do not. The fiscal impacts would have to be considered along with the consideration of moving forward with any individual action.

SUGGESTED ACTIONS, MOTIONS, AND/OR OPTIONS

Provide direction to staff as to which, if any, actions outlined in the HSAR and summary the Council is willing to move forward with. Once staff has some direction, staff can conduct a more detailed analysis of costs and timeline for implementation and bring that information back to the council to assist the Council in finalizing budget or staffing implications of moving forward with the chosen actions.

Discussion questions

- **Prioritization of Immediate Actions:** Which of the proposed immediate actions should be prioritized to most effectively address homelessness and improve community livability? Are there specific initiatives Council believes should take precedence?
- **Budget Allocation and CDBG Funding:** How does the Council wish to allocate existing resources toward these actions, and should any projects be designated for forthcoming 2025 CDBG funds? If so, which actions are the most suitable for CDBG funding? Reserving CDBG funds for City initiated eligible capital improvement projects would remove these funds from the annual competitive award process. The annual CDBG set aside Social Services (15% of the annual federal allocation) could still be advertised as available through a Request for Proposals.
- **Partnerships with Local Organizations:** What role does the Council envision for partnerships with local social service agencies and regional partners such as the Continuum of Care in executing the actions identified in the HSAR? Are there specific organizations Council would like staff to collaborate with to enhance program delivery?



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- **Operational Capacity and Staffing:** Are there any concerns regarding the City's capacity and staffing needed to effectively implement and sustain these actions? Should the Council consider adjustments or additional support to ensure these initiatives are successfully managed?
- **Community Engagement and Awareness:** How should the Council communicate these initiatives to the community, especially those who may directly benefit? Would Council support a focused public information campaign to increase awareness of these resources?

REFERENCES & ATTACHMENTS

1. HSAR_SuggestedActions
2. HSAR_Actions-timeline

Attachment 1

Homeless Services Assessment Report Suggested Actions

A.) Suggested Action: *Respond to community livability concerns, particularly in south Ashland; clean up unsightly areas, provide more trash receptacles and weed abatement.*

- **Existing Situation/Reason for Action:** This request is more about livability, beautification, and weed abatement rather than about addressing homelessness. Though the instance of homelessness and homeless individuals may contribute to unsightliness, due to a lack of public restrooms that are open 24 hours a day, and specifically a lack of public restrooms on the South side of the City, as well as having fewer trash receptacles on the South side of the City.
- **What the City is already Doing:** APD substation Albertson's shopping complex, development of ELEA on Ashland Street in progress, new trash cans have been deployed on Ashland Street. Weed abatement process in revisions for next season, deploying customer response module on the City's website. Beautification grants are offered city wide. The City recently acquired a property on which to build a park on the South end of the City. The plans for the park include a bathroom facility.
- **Other Actions the City might Consider:** The City might consider the addition of public restrooms, on the South Side of town specifically. RVTD assisted the City of Medford with the installation of a "Portland loo" type of bathroom at the transfer station. The City could utilize CDBG funding to install a "Portland loo" type of bathroom on City owned land (like the 2200 Ashland street property) or in a public park. There may also be an opportunity to partner with RVTD to install a bathroom on a highly utilized bus stop.

Timeline for Potential Actions: Short Term: This is currently taking place and will have some ongoing actions as well. Bathrooms are a mid and long-range option, but this is detailed elsewhere.

B.) Suggested Action: *Provide multiple locations for electronics charging and Wi-Fi access.*

- **Existing Situation/Reason for Action:** Through a community engagement process, access to outlets for charging for cell phones and access to the internet were identified as needs by people experiencing homelessness.

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- **What the City is already Doing:** There are a few locations that offer free access to wi-fi throughout the City, and some electrical outlets that are accessible to the public, some of these are provided by the City and some are provided by other institutions, such as OHRA, and SOU and some commercial enterprises such as Starbucks.
- **Other Actions/Considerations:** SOU has some wi-fi and outlets that are accessible by the public, though they are most likely intended for students. The public library has internet access and some outlets, as does Starbucks. If the City would need to consider the costs and unintended consequences of offering additional access to outlets (or just phone charging ports) in public areas throughout the City. The City could utilize the 2200 Ashland street center as a charging station and offer wi-fi access to those utilizing laundry, shower, and/or navigation services. If the City allowed regular community meals at that location it could also serve as a regular wi-fi, charging resources for people experiencing homelessness in the community.
- **Timeline for Potential Actions: Short Term:** Some resources for wi-fi and phone charging already exists in the community and is supported by the City and other entities, any additional resources either offered directly by the City or by a community partner but supported city funding could be implemented quickly and easily.

C.) Suggested Action: Develop a daytime lockable storage program where unhoused people can store their belongings while navigating other resources, employment, etc.

- **Existing Situation/Reason for Action:** Through the community outreach process, storage lockers for securing belongings were identified as a needed resource for people experiencing homelessness. Storage locker programs for people experiencing homelessness can help keep belongings safe and reduce the risk of theft or loss. Some benefits of these programs include:
 - o Reduced risk of loss: Storage lockers can help protect belongings from being stolen or damaged
 - o Reduced burden: With less to carry, people can attend appointments, work, and get around more easily
 - o Peace of mind: Storage lockers can provide a sense of security and care
 - o Community building: Community-based programs can help people build relationships with others
- **What the City is already Doing:** The City does not offer these resources currently, however, the City is currently in conversations with the Southern Oregon Housing for All (SOFA) group to operate a storage program near the Dusk to Dawn site.

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- **Other Actions/Considerations:** Storage could be offered directly by the City at a number of locations including 2200 Ashland street. Storage could be offered by community partners. There are several examples of storage programs, many of which are paired with outreach resource referral services, navigation and case management, and the Coordinated Entry list.
- **Timeline for Potential Actions: Short-Term** supporting a partner agency with the funding to provide storage would be a short-term activity. Adding storage to the 2200 Ashland Street shelter would also be a short-term activity.

D.) Suggested Action: Strengthen partnerships between law enforcement, social service agencies, and volunteers to connect people with help and support.

- **Existing Situation/Reason for Action:** The City of Medford Has a livability team model that is proving to be very effective at moving people out of homelessness. The livability team coordinates with community partners, including social service agencies, VA outreach staff, Drug and Alcohol addiction outreach workers, and physical and behavioral health outreach workers to build relationships of trust and to connect unhoused people with services. It is a model that other communities are recreating to address those on the streets with the greatest needs. A lack of street outreach services has been identified as a gap in services. In Ashland, the Police Department has the most interaction with those on the streets. With the opening of the Night Lawn, the police are having regular interactions with unhoused individuals who are staying at the night lawn and the volunteer community members who are engaging with them. There is no formal mechanism or structure for these entities to communicate regularly, or coordinate. This is seen as a barrier to moving people out of homelessness. Street outreach is regarded as a critical component for successful transition from homelessness to housing.
- **What the City is already Doing:** Housing program staff, City Council liaison are already engaging in regional collaboration through the Jackson County Continuum of Care.
- **Other Actions the City might Consider:** With the passing of HB 4002-deflection program, the City may consider becoming part of the deflection program model. The City may consider implementing a livability team model.
- **Timeline for Potential Actions: Short-Term/Mid-Term**-APD could have, host, or

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have a representative attend regular meetings to coordinate and communicate with community partners who are serving people experiencing homelessness—this could be accomplished quickly. The establishment of a livability team model in Ashland would require consideration for impacts and costs to staff and could be accomplished in a medium-term timeframe.

E.) Suggested Action: Increase the number of public restrooms and access to drinking water.

- **Existing Situation/Reason for Action:** The need for public restrooms that are open 24 hours a day, and more specifically, which are available on the South end of the City was identified more than any other resource need or gap by all segments of the community through the community engagement process. The Parks Dept. is unable to keep public restrooms in public spaces open 24 hours a day due to vandalism.
- **What the City is already Doing:** The City has a porta potty behind the plaza and one at the Dusk to Dawn site behind City Hall. There is a handwashing station at the Dusk to Dawn site, but it does not provide potable water. Garfield park has potable water resources including a water bottle filling station.
- **Other Actions/Considerations:** The City might consider the addition of public restrooms available on the South Side of town specifically. RVTB assisted the City of Medford with the installation of a “Portland loo” type of bathroom at the transfer station. There may also be an opportunity to partner with RVTB to install a bathroom on a highly utilized bus stop.
The City could utilize CDBG funding to install a “Portland loo” type of bathroom on City owned land (like the 2200 Ashland street property) or in a public park. The City could add bathroom facilities to the 2200 Ashland street property and make them available to individuals utilizing laundry, and shower services, and/or navigation services, or in support of a short- or long-term sheltering/housing activity, as well as in instances of inclement weather, or emergency shelters due to the closure of I-5 or in other emergency situations.
- **Timeline for Potential Actions: Short Term, Mid-Term,** the addition of a Portland Loo type of bathroom on City owned could happen in a short timeline, additional bathrooms at the 2200 Ashland Street property, or the building out of bathroom facilities in public parks would most likely take a little longer.

F.) Suggested Action: Expand access to showers and laundry facilities.

- **Existing Situation/Reason for Action:** Through the community outreach process, shower and laundry facilities were identified as a needed resource for peoples

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experiencing homelessness. Community volunteers who operate a program called laundry love, have been donated the purchase of commercial washers and dryers, but have been looking for a place to locate them and operate their program.

- **What the City is already Doing:** Since the beginning of the pandemic, the City has supported the OHRA laundry/shower trailer with funding and sometimes a location for operations. For many years Laundry Love operated out of a commercial laundromat, and most recently laundry love has been operating out of the OHRA laundry shower trailer. The City has not traditionally provided funding or other resources to Laundry Love.
- **Other Actions/Considerations:** The City could look for funding/utilize CDBG funding to remodel the 2200 Ashland street shelter building to include laundry and shower facilities. These facilities could be utilized to provide showers to shelter occupants, as well as to provide showers and laundry services on a weekly basis as a part of a broader outreach approach that may or may not include services to connect people experiencing homelessness to resources to move them out of homelessness.
- **Timeline for Potential Actions: Short Term/Mid-Term** Continuing to support the OHRA laundry shower trailer with funding and/or a host location to offer services is a short-term activity. Remodeling the 2200 Ashland street location to include shower and laundry facilities would take a little longer.

G.) Suggested Action: *Create a day center/respice from outdoors, with access to water, bathrooms, and resources. Establish a winter shelter for seniors and other vulnerable populations that is open 24/7 from mid-November through mid-April; explore healthcare partnerships to address chronic, acute, and emergent needs.*

- **Existing Situation/Reason for Action:** A day center/respice center/drop-in center, for homeless populations is an indoor location where homeless populations can congregate indoors and have relief from outside conditions and have a place to sit. Day center/respice/centers/drop-in centers, also generally offer some amenities, such as restrooms, phone charging, and meals, as well as resources and referrals. Currently there are no homeless day centers in Ashland. Seniors and families with children have been identified by the Jackson County Continuum of Care and the Point in Time Count as a disproportionate and underserved subpopulations of peoples experiencing homelessness. OHRA operates a navigation center, but it is limited to accessing resources and meeting with community partners, the library is the closest resource in the community that often acts as a day center/respice center for people

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experiencing homelessness, and various meal programs offered periodically throughout the week might also acts as a short-term respite center. Lastly, the senior center could also act as an unofficial day center/respite center for seniors.

- **What the City is already Doing:** The City continues to support the opening of inclement weather shelters and smoke and cooling respite centers. The City dedicates funding, staff time, and now a city owned building to this effort.
- **Other Actions/Considerations:** The City could consider offering the 2200 location to community partners to be used for day center/respite center/drop-in center, either with or without some amenities, such as restrooms, phone charging, and meals, as well as resources and referrals and/or office space for community partners. Similarly, resources targeted to navigation to shelter and housing options (including on-site shelter and housing) for unhoused and/or precariously housed seniors and families with children could be offered at the 2200 Ashland street location. The City could also provide funding to support community partners to open a day center/respite center/drop-in center at the 2200 location or another location.
- **Timeline for Potential Actions: Short Term/Mid-Term** Opening a day center/respite/centers/drop-in center or providing funding and/or a location for opening a day center/respite centers/drop-in center at the 2200 location or another location would be a short-term activity. Retrofitting or adding shelter and/or transitional housing units to serve vulnerable populations at the 2200 location or another location would be a mid-term to long-term activity depending on the action.

A.) Suggested Action: Establish a housing-focused transitional shelter with case management and access to health services, employment resources, ready-to-rent courses, and other assistance.

- **Existing Situation/Reason for Action:** In Ashland this service is currently provided primarily by OHRA, but that shelter cannot accept families with children or unaccompanied youth and currently has a waitlist consisting of 80+ households. Maslow Project also provides permanent supportive housing (long term housing with case management) for families with children, and lastly, Parker House provides transitional housing (short-term housing with case management) for single mothers with children. Ultimately, there is an estimated 230-300 unhoused individuals in Ashland, while the total number of beds available (according to the housing inventory count, which includes the facilities mentioned in Ashland is 117).

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- **What the City is already Doing:** The City has provided funding to both OHRA and Maslow Project, though not always specifically for shelter beds.
- **Other Actions/Considerations:** The City could fund the creation/development of additional shelter beds. The City could provide a location for a partner organization to set up and manage additional shelter beds.
- **Timeline for Potential Actions: Short Term/Mid-Term** funding the creation/development of additional shelter beds would be a short-term activity (though the creation/development of those beds would be a mid-term activity). Providing a location for a partner organization to set up and manage additional shelter beds would be a short-term activity, thought as above, there will be a longer timeframe for the shelter or transitional housing beds come on-line.

B.) Suggested Action: Expand street outreach services; ensure seamless connections to resources.

- **Existing Situation/Reason for Action:** The HSAR identified a lack of street outreach as a barrier to addressing issues of homelessness and connecting people experiencing homelessness to resources.
- **What the City is already Doing:** For many years the City has supported the OHRA Center, the OHRA laundry shower trailer and providers of community meals. APD currently conducts the most robust street outreach in the City.
- **Other Actions/Considerations:** In prior years, the City has provided funding to social service organizations to conduct targeted street outreach. The City could continue to support street outreach services through grant funds or directly for specific activities. The livability team model could also be considered.
- **Timeline for Potential Actions: Short-Term/Long-Term:** The City can easily provide funding to support partner agencies conduct outreach. Should the City move forward with any new outreach programming utilizing existing or new City staff, a program like that would be a longer-term project.

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1.Triage and Manage Homelessness-Immediate Actions to address Pressing issues				
Implementation Timeline	Action Item Addressed	Description	What the City is already doing/Existing community resources to address this action	Considerations
Short Term	A	Respond to community livability concerns, particularly in south Ashland; clean up unsightly areas, provide more trash receptacles and weed abatement	APD substation Albertson's shopping complex, development of ELEA on Ashland Street in progress, trash can deployment Ashland Street est. October, Weed abatement process in revisions for next season, deploying customer response module on website. (beautification grants offered throughout town?). The City recently acquired a property on which to build a park on the South end of the City. The plans for the park include a bathroom facility.	Addresssed Below.
Short Term/Medium Term	B	Strengthen partnerships between law enforcement, social service agencies, and volunteers to connect people with help and support	Housing program staff, City Council liaison are already engaging in regional collaboration through the Jackson County Continuum of Care.	APD could consider, hosting, or having a representative attend regular meetings to coordinate and communicate with community partners who are serving people experiencing homelessness-this could be accomplished quickly. The establishment of a livability team model in Ashland would require consideration for impacts and costs to staff
Short Term	C, D,E, F,G	These actions all address resource needs: restrooms, showers, laundry facilities, wi-fi access, device charging, storage, respite, shelter, and connection to resources	C.There are a few locations that offer free access to wi-fi throughout the City, and some electrical outlets that are accessible to the public, some of these are provided by the City and some are provided by other institutions, such as OHRA, and SOU and some commercial enterprises such as Starbucks.	The City could utilize the 2200 Ashland street center as a charging station and offer wi-fi access to those utilizing laundry, shower, and/or navigation services. If the City allowed regular community meals as that location it could also serve as a regular wi-fi, charging resources for people experiencing homelessness in the community.
			D.The City has a porta potty behind the plaza and one at the Night law behind City Hall. Garfield park and the night lawn have water resources including a water bottle filling station.	The City might consider the addition of public restrooms available on the South Side of town specifically. RVTD assisted the City of Medford with the installation of a “Portland loo” type of bathroom at the transfer station. There may also be an opportunity to partner with RVTD to install a bathroom on a highly utilized bus stop.
			E, F,&G.Since the beginning of the pandemic, the City has supported the OHRA laundry/shower trailer with funding and sometimes a location for operations. For many years Laundry Love operated out of a commercial laundromat, and most recently laundry love has been operating out of the OHRA laundry shower trailer. The City has not traditionally provided funding or other resources to Laundry Love.The City continues to support the opening of inclement weather shelters and smoke and cooling respite centers. The City dedicates funding, staff time, and now a city owned building to this effort.	The City could look for funding/utilize CDBG funding to remodel the 2200 Ashland street shelter building to include laundry and shower facilities. These facilities could be utilized to provide showers to shelter occupants, as well as to provide showers and laundry services on a weekly basis as a part of a broader outreach approach that may or may not include services to connect people experiencing homelessness to resources to move them out of homelessness. Storage could be added at the 2200 ashland Street location, and a partner could be found to oversee the use of them.
2. Support Pathways from Homelessness to Housing				
Short Term-ongoing	A, B, C, D, E	Much of these goals will be undertaken by partner organizations with the City primarily taking on a supportive role, either providing facilitation or funding, and potentially some staff support. Actions in this category include: expand street outreach services; professional development, skill building for front line service providers, outcome tracking, housing focused shelter, case management and other wroap around services to remove barriers to housing/housing retention.	For many years the City has supported the OHRA Center, the OHRA laundry shower trailer and providers of community meals. APD currently conducts the most robust street outreach in the City. The City does not engage directly in housing placement or retention, but rather supports the work of the CoC which institutionalizes the system for tracking populations, outcomes and interviention efficacy. The City does not generally provide professional development,education or skill building programs for community partners	In prior years, the City has provided funding to social service organizations to conduct targeted street outreach. The City could continue to support street outreach services through grant funds or directly for specific activities. The livability team model could also be considered. The City could provide funding to the CoC to support administration of the homeless response system. The City could create, expand, or prioritize the funding of capacity building grants for professional deveelopment, lastly, the City could provide funding or advocacy for the expansion of rapid rehousing funding/programs.

3. Create Long Term Change				
Short Term-ongoing	A,B,C,D,E	These goals primarily address issues generally undertaken by partner organizations such as public health, mental health, advocacy, livability, community-building, countywide strategic planning, local strategic planning, Housing Production Strategy implementation.	The City supports the work of the Jackson County CoC through the dedication of staff time and staff involvement. In previous years the City has provided funding to support the administration of the CoC program. The CoC is currently engaged in a strategic planning process as well as developing a gaps analysis. Similarly the City has been and continues to be engaged in strategic planning efforts at a local level. APD substation Albertson's shopping complex, development of ELEA on Ashland Street in progress, trash can deployment Ashland Street est. October, Weed abatement process in revisions for next season, deploying customer response module on website. The City already engages in numerous community engagement activities to encourage community building.	Leverage existing city maintenance teams and volunteer groups. The City could consider providing grant funding for supporting the development of leaders in traditionally underserved communities, to help them to better engage in public process. The City could consider supporting a volunteer or paid program similar to the Miracle messages, to help reconnect homeless people to their loved ones, and thereby facilitate social connectedness and disrupt isolationism. https://www.miraclemessages.org/
4. Maximize Resources				
Short Term-ongoing	A,B	These actions address advocacy for federal and state funding to address homelessness.	The City belongs to League of Oregon Cities who lobbies and advocates for policies and funding to address community needs.	Allocate staff time for research and lobbying, or hire lobbyist develop advocacy strategies and raise awareness.
	C,D	These actions address increasing funding through grant writing/assistance with grant writing for non-profits	City retains EVAN BROOKS for grant writing service and can utilize for grants around homelessness.	Employ grant writer, or train staff for grant writing. Provide funding to support grant writers for non-profits or provide funding to support grant writing trainings for provider staff. Support efforts to provide professional development with funding or sponsorships.
	E	See 2. A and 3. C		
5. Foster Public Engagement				
Short-Term	A,B,C	Strengthen methods for community engagement and information sharing about issues of homelessness in Ashland. Promote volunteer opportunities available with homeless services programs.Establish a “community donations portal” for donor-directed contributions to a wide range of homeless services.	City Advisory Committees and specifically, the Housing and Human Services Advisory Committee plans and hosts focus groups, and other community engagement events to gather feedback, explore new ideas, and identify resources to inform the City of community sentiment on specific housing and human services related topics.	The City could create a homeless services page where information about programs and opportunities for community engagement and volunteering could be linked or posted. A homeless services page would be quick and easy to set up and post.The homeless services page can provide a link to the CoC page. The City could provide funding for and/or host events.
Ongoing	D	Host focus groups to gather feedback, explore new ideas, and identify hidden resources.	Same as above	Same as above
6. Form Strategic Alliances				
Ongoing	A, B	Strengthen City of Ashland participation in the Jackson County Continuum of Care.: Leverage existing relationships (intergovernmental, economic, social, etc.) to increase communication, coordination, and collaboration around issues of homelessness.	City Staff (Housing Program) and City Council are both members of the CoC, with City staff serving on the board and a City Councilor serving on a workgroup.	See 2. A and 3. C
	C	Facilitate coordination of current health service providers (e.g. Max’s Mission, ACCESS, JCMH, La Clinica, HIV Alliance, Pathfinders/other peer support); host mini summits.	Staff time, political support and will.Housing Program staff, and the HHSAC provides some funding and coordination with health service providers. Housing Program staff, and the HHSAC provides some funding and coordination with health service providers.	While there is a critical lack of resources in the Ashland community, some resources have some limited availability through outreach or the OHRA navigation services, often having office hours at partner agency locations. The City could utilize the 2200 Ashland Street location to offer space for community partners to meet with people locally.
Short term/long-term	D	Convene an interdepartmental team to keep pace with and address issues of homelessness in Ashland.	Not currently happening	Assign staff from various departments. Meet regularly to coordinate. Livability team has been discussed and explored- pending. Interdepartmental meetings could be scheduled in the short term. Establishing a livability team model is a longer-term effort.
7. Continue to Learn and Educate				

Ongoing	A,C,D	Keep pace with federal and state priorities. Provide and collect relevant data, analyze trends, and monitor the performance of the homeless services system, as well as individual programs. Continuously learn about what works and what doesn't - and seek to understand why.	See 4.A and B	
	B	Convene, sponsor, and otherwise expand access to professional development courses for frontline staff, such as Motivational Interviewing techniques, trauma informed practices, equity, and cultural responsiveness	See 6. A and B	



Council Study Session

Date: November 18, 2024

Agenda Item	2200 Ashland Street Master Plan Ad Hoc Committee Recommendations
From	Sabrina Cotta
Contact	sabrina.cotta@ashland.or.us

SUMMARY

POLICIES, PLANS & GOALS SUPPORTED

Belonging through mutual respect and openness, inclusion and equity. Regional cooperation including support for public safety and homelessness. Respect for the citizens we serve, for each other and for the work we do. Excellence in governance and City services.

BACKGROUND AND ADDITIONAL INFORMATION

The Ad Hoc Committee was appointed by City Council and began its work in June 2024.

Mission

Create a long-term master plan for the building and surrounding property at 2200 Ashland Street that aligns with contractual obligations, furthers the community's goals regarding homeless services and affordable housing, and enhances the experience of the surrounding neighborhood.

Goal

Identify the best use(s) of this City-owned property to further the goals identified by the community and state funding partners.

City of Ashland Value Statements Supported by this Ad Hoc Committee

- Regional cooperation, including in support for public safety and homelessness
- Community affordability, including in available housing and childcare
- Belonging through mutual respect and openness, inclusion and equity
- Quality of life that underpins the City's economic vibrancy
- Environmental resilience, including addressing climate change and ecosystem conservation

Committee Charge

Discovery Phase: Develop a shared understanding of:

- current needs regarding homeless services, transitional housing, and affordable
- housing related to regional efforts;
- current economic challenges related to workforce housing;
- existing conditions and challenges in the surrounding neighborhood;
- contractual obligations that must be met on the property;



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- development limitations due to zoning or other land use regulations; and
- the City Council's commitment to climate change mitigation.

Options Development Phase: Investigate traditional and innovative solutions to the challenges identified in the Discovery Phase.

- Identify viable use options for the property and configurations of those options
- Host two community engagement events - the first focused on possibilities for the site and the second focused on feedback regarding the initial draft master plan and host two online surveys through the City's website in conjunction with these events
- Develop a draft master plan

Final Recommendation Phase: Finalize the draft master plan and present to Council for approval

- Share draft master plan with the community and integrate feedback into final draft
- Present final master plan recommendations to City Council for consideration and possible approval

Scope of Authority

The 2200 Ashland Street Master Plan Ad Hoc Committee will develop a proposed Master Plan for the facility and site and deliver it to the Ashland City Council. It will follow all standard public meetings and ethics regulations.

Membership

This ad hoc committee is comprised of representatives from the following:

- Surrounding Neighborhood
 - Representatives from the surrounding neighborhood will bring the perspective of the site's neighbors related to both residential and commercial interests. Neighborhood representatives will have voting privileges.
- Unhoused Community
 - Representatives who have experienced homelessness will provide first-hand knowledge of the lived experience of Ashland's unhoused residents and the effectiveness of a variety



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of possible options for the site. Unhoused community representatives will have voting privileges.

- Service Providers
 - Representatives of local social service provider organizations will bring programmatic expertise to the planning process as well as a clear understanding of regional initiatives and how this property might address specific needs. Service provider representatives will have voting privileges.
- City of Ashland
 - The mayor and a councilor will facilitate the Ad Hoc Committee process with assistance from staff. Representatives from the City will include subject matter experts on homeless services, affordable housing, and building and fire code regulations, as well as two councilors. City members will be non-voting.

Please view the Master Plan Recommendations Report drafted by the 2200 Ashland Street Ad Hoc Committee located within the agenda packet.

FISCAL IMPACTS

Varies based on City Council direction on next steps.

SUGGESTED ACTIONS, MOTIONS, AND/OR OPTIONS

This item will be up for action/direction at the December 3rd, 2024 City Council Business Meeting.

REFERENCES & ATTACHMENTS

1. 2200 Ashland St. Master Plan Ad hoc Committee Report - approved by committee 11.12.24

TO: Ashland City Council
FROM: 2200 Ashland St. Master Plan Ad hoc Committee
DATE: November 12, 2024
SUBJECT: **2200 Ashland St. Master Plan Recommendations**

The Committee

City Council appointed the 2200 Ashland St. Master Plan Ad hoc Committee to develop a Master Plan, which can serve as the basis for cost estimates and as a tool to leverage new funding for renovations and operations. The Committee was comprised of neighbors, people who have lived experienced with homelessness, advocates, and three non-voting members of City Council.

Jason Houk	Member
Rachel Jones	Member
Matthew McMillan	Member
Debbie Neisewander	Member
Avram Sacks	Member
Trina Sanford	Member
Allison Wildman	Member
Tonya Graham, Mayor	Non-voting Member
Gina DuQuenne, City Councilor	Non-voting Member
Bob Kaplan, City Councilor	Non-voting Member

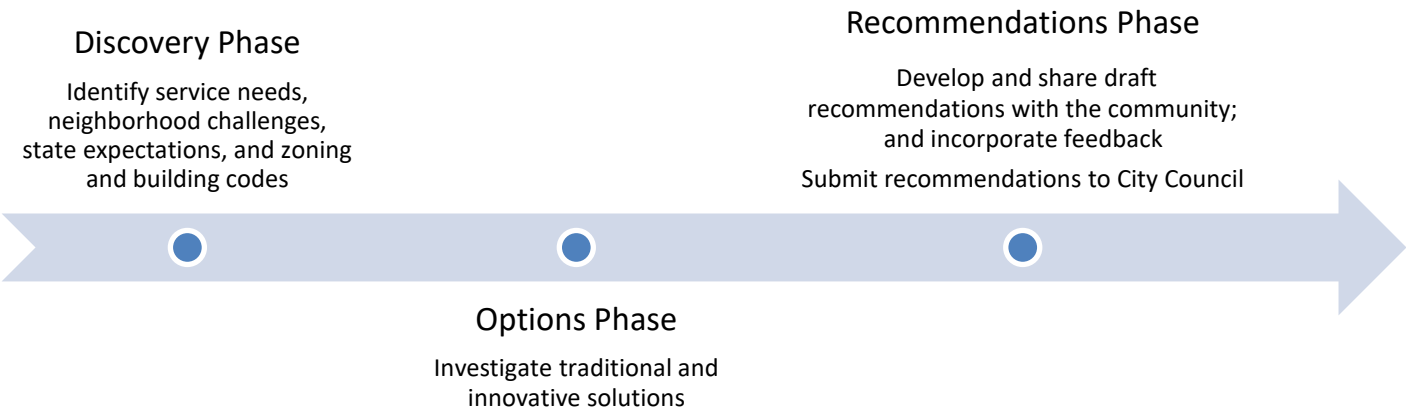
The Charge

The Committee’s charge was to develop a master plan for the use of the 2200 Ashland St. property that

- 1. provides services to people experiencing homelessness,
- 2. furthers the community’s goals regarding homeless services and affordable housing,
- 3. enhances the experience of the surrounding area.

The Timeline

The Committee began its work in June 2024 and concludes with this report presented for a City Council Study Session on November 18 and Council action on December 3, 2024.



The Role of the 2200 Ashland St. Master Plan

Having a property master plan is the foundation for

- Prioritizing site use
- Detailed facility design, for which cost estimates can be determined, and
- Seeking funding for site improvements and program operations.

All three steps above (prioritizing, designing, and funding) will take time, and thus mean a phased approach to implementing services.

Some components of the master plan will be immediate. For example, the site will continue to be used as a Severe Weather/Smoke Shelter, and it will be available as a community space in case of emergencies. These pre-determined uses are incorporated into the master plan and supported within the current City Budget.

The Limitations of the 2200 Ashland St. Master Plan

The 2200 Ashland St. Master Plan is only a small part of what is needed to address and prevent homelessness in Ashland and the surrounding region. **The need is much greater than can be met on this property.**

The services described in the 2200 Ashland St. Master Plan are intended to complement and not duplicate or compete with other services, as each plays a different role in addressing community needs.

Acknowledging the Challenges

As individuals, families, and interconnected sectors of the greater Ashland community, we recognize that the condition we call “homelessness” has many challenges. It is through the transparent examination of steps – and mis-steps – that the 2200 Ashland St. Master Plan Ad hoc Committee believes well-planned and well-managed efforts can create positive outcomes for everyone.

The Recommendations

The recommendations from the 2200 Ashland St. Master Plan Ad hoc Committee are based on the committee’s understanding of the directive to produce a Master Plan that

- Serves people experiencing homelessness, beyond just a severe weather shelter
- Does not foster negative impacts on the surrounding area

Attached, please find the Ad hoc Committee recommendations for 2200 Ashland St. **Site Use** (pgs. 3-4) and **Site Management** (pg. 5), as well as **Other Considerations** (pg. 6).

2200 Ashland St. Site Use

A. Severe Weather/Smoke Shelter

2200 Ashland St. shall be used to provide safe and secure shelter from severe weather and smoke, along with adequate storage for personal belongings. Persons shall abide by City-approved rules and be allowed to access the service without an appointment.

The Severe Weather/Smoke Shelter shall be prioritized for facility improvements to eliminate barriers to providing this essential service.

B. Indoor Day Services by Appointment

Except for the Severe Weather/Smoke Shelter, any services provided on site shall be by appointment or pre-registration. The following indoor, daytime, by-appointment services are appropriate to be provided at this property:

1. Offices for social service providers to meet with clients
2. Laundry
3. Showers
4. Day storage

C. Transitional Housing

The property is appropriate to help meet the need for Transitional Housing, including Bridge Housing, as defined below:

- Transitional Housing provides up to 24 months of training, counseling, and support for clients to then move into a subsidized housing program with ongoing case management or housing without subsidy.
- Bridge Housing provides short-term housing for individuals who can be self-sufficient (e.g., they have a housing voucher or are enrolled in a subsidized housing program) but are seeking a rental unit.

The following facilities are appropriate for Transitional/Bridge Housing at the site.

1. Boarding Rooms in the existing building.
2. Tiny Home Village, where individuals or couples can reside in self-contained tiny homes, complete with bathrooms and kitchens.
3. Multi-floor Efficiency Apartments, also for individuals or couples, but making for more efficient use of the space.



D. Space for Training and Meetings

The site shall allow scheduling of appropriate space for training and meetings related to housing and homeless services.

E. Administrative Offices

The site shall allow for a limited number of office spaces for administrative use by organizations addressing housing and homeless services.

F. Maintenance

The property shall be fenced and well-maintained. The detailed Facility Plan shall include placement of additional trees, as well as upgraded fire-safe landscaping. Continuous weed abatement and weekly maintenance shall ensure that the property is visually appealing, in keeping with the standards of other City buildings and properties.

G. Amenities

The property shall include a multipurpose space, that can be used for classes and meetings, as well as activities in response to a community emergency (e.g., flood, fire, earthquake).

The site shall include an adequate number of indoor restrooms to meet the needs for use, including the needs of participants at the Severe Weather/Smoke Shelter.

Other amenities shall include bicycle racks, visually appealing screening of any outdoor recycling or garbage bins (enclosed and locked), informational signage, and low-impact night lighting to be continuously illuminated. In addition, the City of Ashland shall improve or replace the dilapidated shed attached to the west side of the building.

H. Prohibited Uses

Except for the Severe Weather/Smoke Shelter, the 2200 Ashland St. Master Plan for Site Use shall not include:

1. Camping (including tents, cars, or other vehicles)
2. Low-barrier and/or congregate shelter
3. Porta-potties that are not fully screened and roofed
4. Service trailers
5. Drop-in services
6. Pallet houses

The Committee recognizes that exceptions may be made, particularly in response to a community emergency (e.g., flood, fire, earthquake).

2200 Ashland St. Site Management

Details regarding policies, rules, expectations, and responsibilities, referenced below are further discussed in “Other Considerations” on page 6.

- A. The City of Ashland shall provide strong and continuous contract management for program providers, with approval of **program and site management policies** before delivering services. Policies shall include standards for client services, security, exit planning, and staff training.
- B. All clients (residents and non-residents) shall be supported with best practices in social services and coordination with other community resources to help them achieve self-sufficiency. A **client bill of rights** shall be provided to each client.
- C. The City of Ashland shall establish an ongoing 2200 Ashland St. **Advisory Committee** with representatives from the surrounding area, as well as people with lived experience of homelessness. The advisory committee shall be integral in supporting strong management of the site.
- D. Expectations shall be laid out in seeking service providers who will work with the City and surrounding area to **deliver high-quality services and mitigate any concerns that arise**.
- E. Except for the Severe Weather/Smoke Shelter, any classes or services provided on site shall be by appointment or pre-registration. People served at this location must make an appointment and abide by **clearly communicated rules**.
- F. Clients must agree to a **code of conduct and sign a behavior contract** that describes expectations and protocols for completing or terminating services.
- G. This site is not suited to serve high-needs individuals (e.g., people in active addiction or with severe or persistent mental health disorders). The population to be served by providers at this site shall be taking steps toward self-sufficiency and identified as such through a provider evaluation. The evaluation will help ensure appropriate matching of needs and services.
- H. Residential stays shall be for a duration sufficient for individuals to prepare for self-sufficient living; likely no longer than 24 months.
- I. Residents shall be engaged in activities to increase their ability to be self-sufficient in stable housing.

Other Considerations

2200 Ashland St. is just one City-owned property, with a dedicated purpose to serve people experiencing homelessness. The location of this property and existence of a major homeless services center within one mile of the site were major factors in shaping these recommendations.

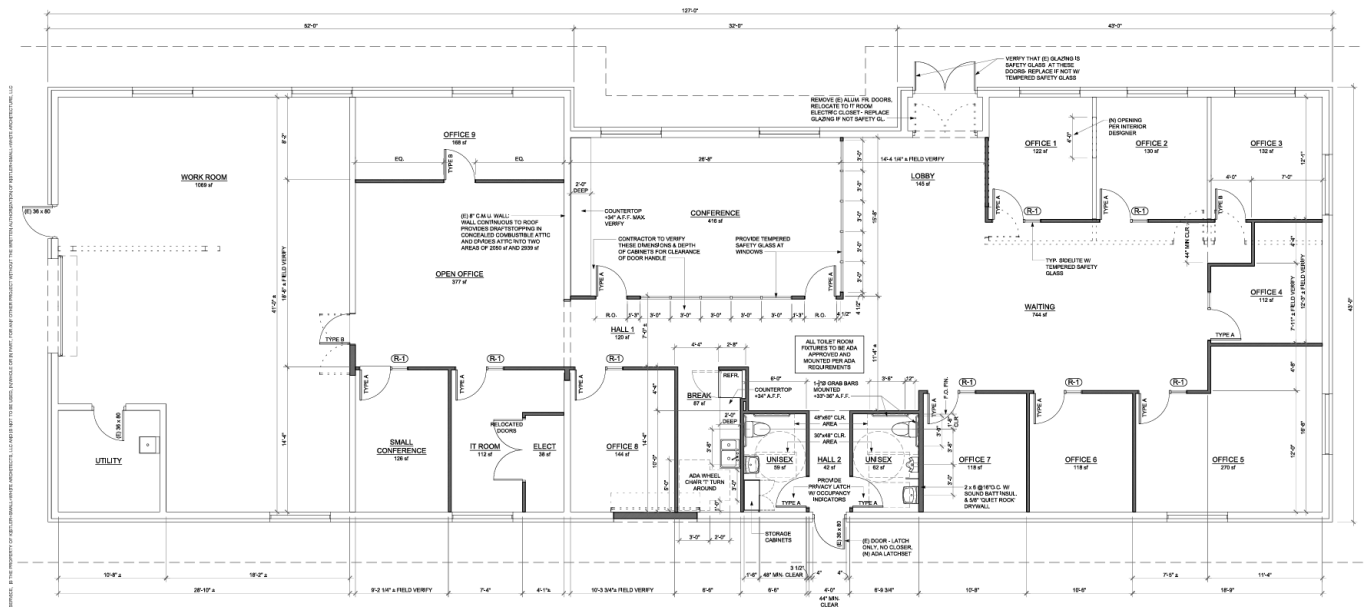
The site cannot meet all needs, or even the most critical needs of people experiencing homelessness. **Anything located at the site should be well designed and complement other services**, specifically:

- A. Services at 2200 Ashland St. shall be **coordinated with other resources** throughout the region to facilitate effective access to a network of homeless services.
- B. The City of Ashland shall use the action framework provided in the August 2024 Homeless Services Assessment Report to implement other viable and promising actions to help resolve and/or reduce homelessness, **without further concentrating homeless services in south Ashland**.
- C. The City of Ashland shall fill the **staff position** approved by Council to assist the City in advancing a coordinated and well-articulated approach to homelessness services, including supporting implementation of the recommendations within this document.
- D. The City of Ashland shall develop a **communications and engagement plan** for use with key stakeholders, including those in the surrounding area and potential clients to be served on the site.
- E. To expedite implementation, the City Council shall **extend or otherwise re-charter the Ad hoc Committee** to assist with the development of the following:
 - 1. A Site Plan Design that incorporates elements of these recommendations;
 - 2. A checklist for program and site management policies (e.g., standards for client services, security, exit planning, and staff training);
 - 3. A client “bill of rights,” code of conduct, and behavior contract;
 - 4. A set of site rules;
 - 5. The role of an ongoing 2200 Ashland St. Advisory Committee;
 - 6. Components of a communications and engagement plan for use with key stakeholders, including those in the surrounding area and potential clients to be served on site; and
 - 7. Interim uses for the site.

Attachment: 2200 Ashland St. site map and floor plan of existing building



Land: 52,272 sq. ft. (1.20 acres)



5,333 sq. ft. finished interior