

City of Nashville/Davidson County Outdoor Homelessness Strategy

A housing-focused approach to persons experiencing unsheltered homelessness

Purpose

This strategy guide establishes a framework for the City of Nashville/Davidson County's response to outdoor homelessness. By pairing targeted and intensive outreach with housing surge events, the Nashville community will end homelessness for people living in large encampments and other unsheltered locations and create a strategic, housing-focused response for people who experience unsheltered homelessness in the future.

August 2022

Metro Homeless Impact Division serves as the Nashville-Davidson County Homeless Management Information System Lead Agency, coordinates a community response to street homelessness through its homeless outreach team, and leads efforts to continue to improve our community's Coordinated Entry process.

<https://www.nashville.gov/departments/social-services/homeless-impact-division>

Prepared by

CoC Shelter Committee, Metro Homeless Impact Division, and other Community Stakeholders

*Some material adapted from the City of Houston/Harris County
Homeless Encampment Response Strategy August 2021*

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Introduction

Homelessness is a complex social problem requiring a strategic response of crisis services, housing stabilization options, and coordination across multiple public systems and service provider agencies. Unsheltered homelessness can be even more challenging to address because unsheltered persons are often reluctant to engage and experience debilitating trauma and co-occurring disabilities at greater rates than their sheltered peers, and too often the necessary services and housing designed for persons experiencing homelessness are not accessible to those who are unsheltered.

Under the strategic leadership of the Metropolitan Government of Nashville and Davidson County Mayor John Cooper, the Metropolitan Council of Nashville and Davidson County, the Metro Homeless Impact Division of Metro Social Services, and the Continuum of Care Shelter Committee, the Nashville-Davidson County Homelessness Planning Council adopted a community strategy of engagement and housing rather than merely moving the issue out of public view. Elected leaders, public officials, service providers, peers and advocates are addressing unsheltered homelessness through policies and interventions that are driven by data, backed by evidence, centered on people, and aimed at effective and sustainable outcomes.

This **Outdoor Homelessness Strategy** documents the existing practices that have led to successful permanent housing placements for unsheltered persons and provides a road map for encampment response and ongoing work in this area.

Continuum of Care Shelter Committee

In May of 2022, national homelessness experts Stacy Horn Koch, Greg Shinn, Andreanecia Morris, and Sam Tsemberis presented the Nashville Performance Study of Homelessness and Affordable Housing to the Metropolitan Council detailing their findings of homelessness challenges in Nashville. Their report outlined strengths, areas for improvement, and recommendations, with the first recommendation being to target chronic homelessness by a) funding the Mayor's \$50,000,000 Housing First plan, b) prioritizing a by-name list of chronic as output of CE / established structures to work the list. The Metro Homeless Impact Division Interim Director collaborated with the Continuum of Care Shelter Committee members and mayoral advisor, Stacey Horn Koch, to design this **Outdoor Homelessness Strategy** and submit their recommendations to the Homelessness Planning Council and Metropolitan Council of Nashville and Davidson County.

Appendix A lists Shelter Committee members and their affiliated organizations, as well as key stakeholders invited to collaborate on the project. The Shelter Committee is comprised of local service providers and people with lived experience who have relevant experience with street outreach, encampment response work, and housing. The group met over the course of several weeks to document effective practices, define roles and responsibilities among community partners engaged in the work, and establish standards and protocols for ongoing outreach and encampment response strategies. The Shelter Committee's work has culminated with this **Outdoor Homelessness Strategy**.

The insights of persons who themselves have navigated the daily complexities of unsheltered homelessness greatly inform the current **Outdoor Homelessness Strategy** and recommended standards for ongoing encampment work included in this report.

Outdoor Homelessness Strategy Design

The Metropolitan Government of Nashville and Davidson County and the Nashville-Davidson County Continuum of Care (CoC) have largely coalesced around a strategy defined by HUD. This approach is described in HUD's report, Exploring Homelessness Among People Living in Encampments and Associated Cost, February 2020. Nashville pairs this approach with *intensive outreach and engagement* and a *housing surge* event to move people living outdoors quickly indoors. This focus is also applied prior to any encampment

The following component parts of the Nashville strategy:

- ✓ **Intensive Outreach and Engagement** ⇒ housing-focused case management by skilled outreach teams to connect encampment residents with services and to ensure every encampment resident has a permanent housing strategy.
- ✓ **Housing Surge** ⇒ resource-intensive housing efforts (an example could be several housing fairs) to match all encampment residents with either an interim housing placement and a pathway to permanent housing, or immediate permanent housing placement.

The influx of American Rescue Plan (ARP) funding coupled with a Special Notice of Funding Opportunity (NOFO) on outdoor homelessness release by HUD in June 2022 have enabled Nashville to outline this strategic, system-wide approach to outdoor homelessness with a focused plan of engagement and supports in housing. The keys to this project's success will flow largely from three significant factors: 1) substantial new permanent housing resources resulting from ARP funding a \$25,000,000 investment, 2) substantial investment in supportive services and data strategies and 3) a substantial investment in bridge housing and 4) a coordinated outdoor homelessness strategy supported by government and non-government partners.

Guiding Principles

The Shelter Committee established a set of guiding principles to inform the outdoor response practice standards outlined in this report. Guiding principles include the following core elements:

1. Nashville-Davidson County does not endorse sanctioned encampments as a response to unsheltered homelessness. Forcibly relocating individuals to designated camps is not an effective strategy.
2. All people can be housed, with the right housing model and service supports.
3. To the greatest extent practicable, individual choices about where and how to live should be honored.
4. Addressing encampments requires collaboration from multiple sectors and systems; no single entity can or should have exclusive responsibility.
5. Non-punitive, engagement-focused approaches are imperative, rather than enforcement, clearance, and criminalization. Nashville will strategically provide housing alternatives to address broader community health and safety to avoid unnecessary enforcement efforts.
6. Intensive and repetitive outreach and engagement is the key to building relationship (and ultimately trust) with neighbors living in encampments.
7. Neighbors in encampments respond best when there are clear, low-barrier pathways to permanent housing, consistency and follow-through.
8. Permanent housing placements must be consistently paired with a full range of support services to ensure individuals are successful in maintaining their housing.
9. Peer mentors and advocates should be considered the backbone of the outdoor response practice.
10. Clear, simple, direct and consistent communication is the goal.

Encampment Site Assessment

Defining Encampments

The number of people experiencing unsheltered homelessness in Nashville, defined in this report as living in a place not meant for human habitation and not in shelters, was 634 during the Point-in-Time count conducted by MDHA and community partners in January of 2022. The unsheltered count represents about one third of all people who experienced homelessness during the count. While not all individuals experiencing unsheltered homelessness reside in encampments, encampments are very visible indications of outdoor homelessness arising from a complex set of factors around poverty and a lack of safe, accessible affordable housing. This section focuses exclusively on addressing encampments as part of the overall Outdoor Homelessness Strategy.

To help Nashville public officials, homelessness assistance providers, and communities impacted by outdoor homelessness to understand 1) the nature of encampments; 2) strategies for responding to encampments, and 3) the ongoing scalability of those approaches, this report organizes encampments into three distinct typologies: large, small, and hot spots. This report primarily focuses on large encampments; but the strategies, service approaches, housing interventions and community response are largely consistent across all three typologies.

The following assessment was developed to prioritize resources expeditiously based on health and safety

with a goal of preserving life to those living outside, while acknowledging prioritizing one person or group over another, it is inherently unfair. Prioritization becomes necessary due to insufficient resources, and is essential to address racial equity.

Defining Encampment

- Large Encampments
 - Concentration of 10 or more persons in a definable location
 - Use of structures for sustained habitation (cardboard boxes, tarps, tents, non-permanent structures)
 - Evidence of sustained presence - trash piles, shopping carts
- Small Encampments
 - Concentration of 3-9 persons in a definable location
 - Use of structures of sustained habitation (cardboard boxes, tarps, tents, non-permanent structures)
 - Evidence of sustained presence, although degree/visibility may be less than large encampments
 - Hot Spots
- Hot Spots: 1-3 people in a definable location
 - Evidence of bedding down but not sustained presence in the same location for periods of time greater than one week.

Prioritization Protocol

Domains included in the site assessment protocol include evaluating the vulnerability of the encampment residents, location characteristics, and considering environmental health issues. Each domain and its associated characteristics are listed below:

- Vulnerability of Population (Safety)
 - When possible, individual vulnerabilities should be assessed. Begin with the largest areas to engage as many willing residents in the Coordinated Entry and housing navigation processes, including completing individual or family prioritization assessments; Assess the data collected and score appropriately.
 - When possible, consider direct input from case workers and/or community engagement officers regarding vulnerability of populations that fail to disclose vulnerability due to several factors, which may include prior trauma with law enforcement or the mental health system
 - Perceived elderly (62+ years old)
 - Perceived infants/children (< 17 years old)
 - Perceived physical and behavioral health issues
 - Perceived physical disabilities impacting activities of daily living
 - Perceived intellectual and developmental disabilities mental health and/or brain injuries
 - Unusually High Fatalities (# of fatalities including suicide)
 - Prostitution or Human Trafficking on site
 - Number of overdoses and Number of transport and treatment as obtained from Health Department.
- Location Characteristics
 - Number of Persons

- Frequency of use
- Location - development district jurisdiction, unincorporated county
- Immediate proximity to existing sensitive security risks that pose an imminent threat to daily operations. Sensitive security sites are:
 - drinking water reservoirs and sewage treatment plants.
 - airports.
 - high voltage power stations
- Physically dangerous conditions of the space, which are:
 - immediate proximity to a highly traveled right of way.
 - areas that are prone to regular, deadly flooding during heavy rain conditions.
 - steep slopes that have commonly resulted in serious injury.
 - Sites within 50 feet of bridge/highway ramp/guardrail
 - Site access is hazardous, requires climbing fence, wall, or another dangerous barrier
- Near facilities for children - school, daycare
- Environmental Health
 - Presence of rats.
 - Biowaste - blood, used condoms, feces, urine, vomit
 - Loose sharps - used needles, broken glass, barbed wire
 - Excessive disorganized garbage and open trash throughout site

Each domain in the site assessment is reviewed by a committee with members of MHID and Outreach organizations. A rating system (zero (0) to five (5)) is used to note the presence of the domain characteristic and the characteristic's relative intensity, scale, or degree of concern. The rating system is subjective, so the results are reviewed as a team and shelter committee is notified to develop relative consensus around the major concerns and issues associated with the specific encampment site.

Evaluation will be ranked in accordance with the following.

- Vulnerability of Population at 51%
- Location Characteristics at 24%
- Environmental Health at 25%

Prioritization Encampment Assessment Team

The Team assessing encampments shall consist of members of MHID, community nonprofit COC members, and health workers. Community members were asked to express their willingness to be on the assessment team. Team members shall remain static and if a team member can no longer serve, they need to choose their replacement. Team Members are listed in Appendix B.

Housing Opportunities for People in Encampments (HOPE) Core Practice Standards

The practice of coordinating and delivering outreach services to unsheltered persons is a critical aspect of Nashville's encampment strategy. Some unsheltered persons use encampment living as a strategy for maintaining anonymity by avoiding contact with emergency shelter and other crisis services. Or unsheltered persons may be unable to access needed emergency services due to barriers to access at those facilities. Outreach teams are specifically designed to address these barriers, often a result of criminal backgrounds and/or behavioral health issues that may be inhibiting an unsheltered person's ability to seek and receive services.

Outreach, as a system-wide strategy for identifying unsheltered persons, engaging persons in services, and facilitating successful housing placements, functions most successfully when all outreach teams and staff adhere to a set of core practice standards. These practice standards describe the most effective engagement strategies and service delivery modalities. The core practice standards outlined in this section, while not requirements, are generally understood by outreach staff and service delivery agencies as effective and necessary components of outreach to unsheltered persons.

Outreach practice standards are organized according to the following eight key attributes, described below.

Systemic

1. Outreach is part of a **system-wide strategy** rather than a stand-alone program of a single agency and outreach organizations attend the virtual Outreach Coordination meetings led by MHID.
2. Outreach is connected to **Coordinated Entry**
 - Outreach staff use standardized assessment protocols to document client needs and prioritize housing and service response

Comprehensive

3. **Geography.** Entire Nashville/Davidson County geographic area is included.
 - Include all hot spots, HUB reports, coordinate assignments and service assignments
4. **Outreach activity.** All Outreach contacts, engagements, CE vulnerability scores, housing referrals, and placements are documented in HMIS
5. **Data.** Full data history of client used to support housing strategy. Use of data sharing agreements to build comprehensive data sets of client history and needs
 - Leverage technology/apps to coordinate mapping and tracking, and service delivery/outreach

Coordinated

6. **Direct service partners.** Services are coordinated across all service partners regardless of funding, catchment area, target population
7. **Public and private systems.** Coordination occurs across the broader network of systems and supports – community engagement officers, first responders, healthcare centers, behavioral health providers, child welfare, business development districts, faith-based organizations, community service organizations, peer support/mentors.
8. **Community Training** conducted for multi-disciplinary Outreach team(s), together, so that approach is coordinated and consistent. Ongoing with HUD Technical Assistance

Housing-Focused

9. Outreach is paired with/coordinated with **housing surge events**, when available
10. Goal is **permanent housing**. 'Interim housing' is available but not required on pathway to permanent housing
 - Options include Diversion, RRH, PSH, other safe housing options
11. **No preconditions** for housing. Referrals are made to available housing regardless of sobriety, income, criminal records, treatment engagement, service engagement

Person-Centered

12. Clients have **option to refuse** housing and service offers.
13. Clients will be provided choice:
 - People have the choice to live alone or with others of their choosing (including pets)
 - People have some choice over where to live (neighborhood, housing unit, program vs. private landlord).
 - People's personal goals are the basis for service provision
14. Outreach providers employ staff with **lived experience**. **Peer mentors imperative**.
15. Outreach staff offer **warm hand offs** to other service providers and resource connections
16. Outreach staff employ **strengths-based problem-solving techniques** to identify housing solutions most aligned with client goals

Trauma-Informed

17. Assumes persons residing in encampments are more likely than not to have a **history of trauma**
18. Street outreach staff receive **regular training** in evidence-based practices

Culturally Responsible

19. Street outreach efforts are **respectful and responsive** to the beliefs and practices, sexual orientations, disability statuses, age, gender identities and expression, cultural preferences, and linguistic needs of all individuals
20. Use data to **analyze inequities and disparities** among persons of color and historically disenfranchised backgrounds

Safety-Focused

21. **Safety of clients and staff** is prioritized throughout all planning, direct service, housing surge events
22. Protocols must be in place to **assess for safety risks of staff and clients**
23. Use **harm reduction principles** and non-coercive service provision
24. Ensure mental health supports are present

HOPE Surge Roles and Responsibilities

The following section outlines the necessary staffing and support functions associated with Nashville's outdoor homelessness strategy and identifies the lead entity(ies) responsible for performing each function.

Project Lead

Metro Homeless Impact Division (MHID)

- ❖ Implement system policies on unsheltered homelessness, encampment response, and public space management for persons experiencing unsheltered homelessness
 - Act as intermediary among public officials, development districts, community and neighborhood groups, homelessness assistance providers and persons experiencing unsheltered homelessness
- ❖ Define and implement **Encampment Response Plan**
 - Coordinate communication and tasks among all project partners
 - Maintain cross-system collaboration protocols, including MOUs, partnership agreements, outreach standards, and protocols for housing surge events
 - Define encampment targeted response schedule and work with **Prioritization Encampment Assessment Team** to determine prioritization of encampments.
 - Lead housing surge events and outreach efforts leading up to encampment restoration
 - Conduct debriefing meetings with all **Encampment Response Team and Shelter Committee Members** to identify successes and challenges and implement continuous improvement strategies
 - Identify ongoing funding opportunities to fill identified housing and services gaps

Encampment Response Outreach

MHID with outreach organizations including but not limited to People Loving Nashville, Colby's Army, The Salvation Army, Shower the People, Mental Health Coop, Park Center

- ❖ Conduct intensive, housing-focused outreach to persons residing in encampments
- ❖ Facilitate crisis resolution by facilitating access to emergency services, navigation center placement, and permanent housing placements via Diversion, RRH and PSH housing interventions
- ❖ Participate in housing surge events.

General Outreach

MHID with outreach organizations including but not limited to People Loving Nashville, Colby's Army, The Salvation Army, Shower the People, The Contributor, Mental Health Coop, Park Center

- ❖ Conduct intensive outreach to all persons experiencing unsheltered homelessness, inclusive of persons residing individually in outdoor locations without other persons in the immediate vicinity, persons living in vehicles, and persons residing in encampment settings where 3 or more persons are living together.
 - Staff members from service organizations or government agencies locate, identify, and build relationships with people experiencing unsheltered homelessness who are not otherwise accessing crisis services or housing resources
 - Enter individuals into HMIS and CE and Conduct vulnerability index scoring
 - Provide connections to housing-related assistance and other types of assistance such as healthcare, legal assistance, employment assistance and connection to other

community resources and benefits

- ❖ Coordinate the timing, location, and provision of outreach assistance with the Encampment Response Project Lead according to system plans and strategies

Verification of Disability

Including but not limited to Neighborhood Health, Nashville Cares, East Nashville Wellness Center, Tennessee Disability Coalition, Disability Consultants

- ❖ Assist persons residing in encampments to secure verification of disability for purposes of eligibility for PSH

Mental Health Supports and SOAR SSI/SSDI assistance

Including but not limited to Park Center, Neighborhood Health, The Contributor, Metro Social Services, The Salvation Army, Safe Haven, Oasis Center (youth)

- ❖ Assist persons residing in encampments to secure mental health supports and SSI/SSDI

Housing Navigation

Including but not limited to The Salvation Army, Community Care Fellowship, The Contributor, Step Up, Mental Health Coop, Safe Haven, Park Center, People Loving Nashville, Room in the Inn, Oasis Center (youth) Nashville Rescue Mission, Tennessee Valley Healthcare System (veterans)

- ❖ Assist persons residing in encampments with housing search, application and move-in transition support
- ❖ Assist outreach staff prior to and during housing surge events to ensure persons residing in encampments have necessary identification, certification of disability (if applicable), housing application support, transportation, and other system navigation supports as necessary.
- ❖ Assist housing case management staff at lease signing and throughout the client move-in process to ensure the client's transition from encampment to housing is as smooth and supportive as possible
- ❖ Assist persons residing in encampments with housing search, application and move-in transition support
- ❖ Mainstream Benefits (SNAP, Lifeline/ACP, Healthcare.gov/TennCare, TANF/Families First, Child Support, Unemployment, Workers Compensation)
- ❖ Vital Documents (ID, Social Security Card, Birth Certificate/Proof of Citizenship, Proofs of Income, and DD- 214, if applicable)
- ❖ Best Foot Forward (Arrears/evictions, credit restoration, criminal background mitigation)
- ❖ Assist with Voucher/Subsidy Eligibility (Section 8, PBV/SRO, HUD-VASH, Public Housing)
- ❖ Assist with obtaining and moving persons belongings to storage if temporary housing does not afford the space. Storage will be a locked commercial storage facility secured by Metro Homeless Impact Division and persons belongings will be tagged.
- ❖ Assist housing case management staff at lease signing and throughout the client move-in process to ensure the client's transition from encampment to housing is as smooth and supportive as possible.

Housing Case Management

Including but not limited to The Salvation Army, Community Care Fellowship, The Contributor, Step Up, Mental Health Coop, Safe Haven, Park Center, People Loving Nashville, Room in the Inn, Oasis Center, Nashville Rescue Mission, Tennessee Valley Healthcare System (veterans)

- ❖ Assist persons residing in encampments upon enrollment in a housing project (Diversion, RRH and/or PSH)
- ❖ Provide in-person transition assistance upon client lease signing
- ❖ Provide ongoing, in-person case management assistance based on need to persons in housing, including housing stabilization planning, budgeting, assistance accessing public benefits, assistance accessing community resources, employment assistance, support with maintaining proficient tenancy skills, and conflict mediation among housing client and property owner/manager.
- ❖ Provide or assist with resources or real connection to resources, including substance abuse counseling/treatment/ mental health counseling/treatment/ community building/ nutritious food security/ pet care and support/ domestic violence prevention response/ peer support.
- ❖ Secure a mailing address for persons.

Landlord Engagement

Including but not limited to Low Barrier Housing Collective, MDHA, MHID The Salvation Army, Community Care Fellowship, The Contributor, Step Up, Mental Health Coop, Safe Haven, Park Center, People Loving Nashville, Room in the Inn, Oasis Center, Nashville Rescue Mission, Tennessee Valley Healthcare System (veterans)

- ❖ Conduct ongoing outreach to area rental property owners and managers to secure units for housing surge events.
- ❖ Process Landlord Incentive Fees to secure rental properties for use in housing surge events
- ❖ Maintain detailed status of each property – location, tenant selection criteria, unit inspection status
- ❖ Participate in housing surge events by assisting with housing applications, unit trades and transitions among housing surge participants
- ❖ Act as primary point of contact with all property owners/managers to facilitate clear, timely and supportive communication

Transportation

Including but not limited to The Salvation Army, People Loving Nashville, Community Care Fellowship, Shower the People, The Contributor, Haven, Mental Health Coop, WeGo, Oasis Center, Nashville Rescue Mission, Tennessee Valley Healthcare System (veterans)

- ❖ Provide transportation assistance to persons transitioning from encampments to permanent housing.
- ❖ Provide transportation assistance for the personal belongings of persons transitioning from encampments to permanent housing. Transport belongings and materials items to housing locations and/or storage facilities

Community Liaison

Metro Homeless Impact Division

- ❖ Coordinate public updates and information sharing to ensure public officials, elected officials, community members, media and Encampment Response Team members are updated on status of ongoing encampment response efforts

HOPE Surge for Encampment Process

Community Service Providers, MHID, and all other relevant Metro Departments will provide services and resources to assist with the location restoration by securing the appropriate housing opportunities according to the participants choice.

- Complete visual inventory of encampment sites.
- Identify encampment sites and other unsheltered hot spots
- Identify any neighborhood associations, development district, community groups.
- Identify elected officials in the affected area, community leaders, community stakeholders, and people with lived experience.
- Identify outreach organizations working in encampments, and individual's living in encampments and related vulnerability indexes in HMIS
- Outreach organizations have intensive outreach in encampments, completing vulnerability assessments of residents
- Identify Metro Departments involved in assessing, coordinating, or housing individuals
- Complete site assessment/characteristics/with assessment team, including vulnerability of residents.
- Select encampment for prioritization
- Brief staff for Outreach Teams, elected officials in the affected area, community leaders, community stakeholders, and people with lived experience on ongoing planning.
- Create Encampment-specific By-name List
- Briefing of Housing Navigation and Landlord Partners
- Secure enough immediate permanent/temporary housing options to afford choice for all residents of an entire encampment
- Community Liaison post 30-day notice of HOPE Surge (housing of encampment)
- Community Liaison handles community questions
- Outreach teams continue engagement work with clients, speaking with each resident about temporary housing or permanent housing options. Outreach staff should notify residents, obtain signature of resident notification, and obtain the resident's housing choice. This process will take several visits by outreach staff, who should already have relationships, as moving into housing can be a terrifying experience for many chronically homeless individuals
- Briefing with Housing Navigations Partners and Landlord Partners including Mobile Housing Navigation Centers, Rapid Rehousing partners, and other housing providers
- Housing of individuals in encampments with outreach organizations, and Mental/Physical Health Partners on site to attend to signs of distress
- Housing Case Management Partners connect housed individuals to services and continue to seek permanent housing for persons housed in temporary units. All resources as outlined should be available.
- Waste Management /Material storage
- Community Liaison communicates housing of encampment

Appendix A
Shelter Committee Members

Cathy Jennings, Chair

Ryan Lampa

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People Loving Nashville

Community Care Fellowship

The Salvation Army

Shower the People

Nashville Rescue Missionf

Open Table Nashville

Metro Council/Safe Haven

Safe Haven

Room In The Inn

Launch Pad

City Road Chapel

MNPS Hero Program

The Mary Parrish Center

Nashville VA Medical Center

Step Up

Community Member

Oasis Center

Community members/organizations providing input to the plan:

Metro Homeless Impact Division and Metro Social Services

Crystal Woolverton

Neighborhood Health

Jessica Ashby

Park Center

Tracy Pekovich, Julie Bendler

Mental Health Coop

Lisa Wysocky

Colby's Army

Karin Fielder Weaver

Office of Mayor John Cooper

Reclaim Brookemeade Park: Dede Byrd

Lived Experience: Bradley Seigle, April Burns-Norris, Alex Smith, Sheila Decker, Leigh Holland

Kimberly Perkins, Albert Malone, Josephine Boone, Jessica Ashby, Liz Mallard, Kim Eatherly

Appendix B

Encampment Prioritization Assessment Team, September 2022

Jesse Call, The Salvation Army;

Ryan Lampa, People Loving Nashville;

Meredith Jaulin, Shower the People,

Lisa Wysocky from Colby's Army;

Mary-Margaret Weatherford, The Contributor

Jessica Ashby, Park Center

Keith Alexander, MHID

Cherri Godwin, MHID

Joseph Parker, MHID

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