

**ALL IN FOR HEALTH: JACKSON & JOSEPHINE COUNTIES**  
**CHIP ACTION PLAN**



**PRIORITY AREA: HOUSING**

|  |                                  |                                      |                     |             |  |
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| <b>Goal 1: Increase the percentage of households paying no more than 30% of their income on housing</b>  |                                  |                                      |                     |             |  |
| <b>Strategy 1.a:</b> Increase supply of housing that costs less than 30% of area median income through new construction and rehabilitation of existing housing stock |                                  |                                      |                     |             |  |
| <b>Strategy 1.a.1:</b> Expand upon and replicate successes within the region   |                                  |                                      |                     |             |  |
| <b>Organizational Objective</b>  | <b>Agency/<br/>Collaborative</b> | <b>Objective<br/>Process Measure</b> | <b>Action Steps</b> | <b>When</b> | <b>Action Step<br/>Process Measure</b> |
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| <b>Strategy 1.a.2:</b> Learn from challenges that cities have faced  |                                  |                                      |                     |             |  |
| <b>Organizational Objective</b>  | <b>Agency/<br/>Collaborative</b> | <b>Objective<br/>Process Measure</b> | <b>Action Steps</b> | <b>When</b> | <b>Action Step<br/>Process Measure</b> |
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| <b>Strategy 1.a.3:</b> Promote a “Yes in my back yard” (YIMBY)   |                                  |                                      |                     |             |  |
| <b>Organizational Objective</b>  | <b>Agency/<br/>Collaborative</b> | <b>Objective<br/>Process Measure</b> | <b>Action Steps</b> | <b>When</b> | <b>Action Step<br/>Process Measure</b> |
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| <b>Strategy 1.a.4:</b> Elevate housing on the agenda of community and economic development   |                                  |                                      |                     |             |  |
| <b>Organizational Objective</b>  | <b>Agency/<br/>Collaborative</b> | <b>Objective<br/>Process Measure</b> | <b>Action Steps</b> | <b>When</b> | <b>Action Step<br/>Process Measure</b> |
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| <b>Strategy 1.a.5:</b> Repair and maintain existing affordable housing stock, both owner-occupied and rental         |                                  |                                      |   |   |  |
| <b>Organizational Objective</b>  | <b>Agency/<br/>Collaborative</b> | <b>Objective<br/>Process Measure</b> | <b>Action Steps</b>   | <b>When</b>                                   | <b>Action Step<br/>Process Measure</b>                       |
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| <b>Strategy 1.b:</b> Advocate for and enact zoning and land use policy changes to support affordable housing options |                                  |                                      |   |   |  |
| <b>Organizational Objective</b>  | <b>Agency/<br/>Collaborative</b> | <b>Objective<br/>Process Measure</b> | <b>Action Steps</b>   | <b>When</b>                                   | <b>Action Step<br/>Process Measure</b>                       |
| Amend the Land Development Code to implement HB 2001 –Middle Housing Provisions                                      | City of Medford                  | Code Language update                 | 1. Research and draft code language                         | 2 <sup>nd</sup> /3 <sup>rd</sup> quarter 2020 | Planning Commission recommendation and City Council adoption |
|  |                                  |                                      | 2. Evaluate proposals with Commissions, Council, and public | 4 <sup>th</sup> quarter 2020                  |  |
|  |                                  |                                      | 3. Hearing Process  | 1 <sup>st</sup> quarter 2021                  |  |
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| <b>Strategy 1.c:</b> Identify and fund specific neighborhood revitalization projects                                 |                                  |                                      |   |   |  |
| <b>Organizational Objective</b>  | <b>Agency/<br/>Collaborative</b> | <b>Objective<br/>Process Measure</b> | <b>Action Steps</b>   | <b>When</b>                                   | <b>Action Step<br/>Process Measure</b>                       |
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| <b>Strategy 1.d:</b> Increase wages relative to cost of living   |                          |                              |              |      |                                |
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| <b>Strategy 1.d.1:</b> Conduct internal wage assessments – organizations, agencies, and businesses   |                          |                              |              |      |                                |
| Organizational Objective   | Agency/<br>Collaborative | Objective<br>Process Measure | Action Steps | When | Action Step<br>Process Measure |
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| <b>Strategy 1.d.2:</b> Increase earning potential in the community through economic and community development such as increasing tourism and industry professions paying at or above a living wage |                          |                              |              |      |                                |
| Organizational Objective   | Agency/<br>Collaborative | Objective<br>Process Measure | Action Steps | When | Action Step<br>Process Measure |
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| <b>Goal 2: Increase percentage of individuals living in housing that is safe, accessible, and connected to community and services</b>   |                                     |   |  |                                       |  |
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| <b>Strategy 2.a:</b> Build connections between housing providers and service providers  |                                     |   |  |                                       |  |
| Organizational Objective  | Agency/<br>Collaborative            | Objective Process<br>Measure                              | Action Steps   | When                                  | Action Step<br>Process Measure   |
| By June 2020, the Housing Authority of Jackson County will develop an additional 16 units of permanent supportive housing that remain affordable, safe, accessible and connected to community and services. | Housing Authority of Jackson County | # permanent supportive affordable housing units developed | 1. Develop 8 permanent supportive housing units for homeless youth and families with children in partnership with Maslow | Construction to be completed May 2020 | # new permanent supportive housing units for homeless youth and families with children |

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|  |                                     |  | project and Oregon DHS  |                          |  |
|  |                                     |  | 2. Develop 8 units designated as permanent supportive housing units for homeless veterans in partnership with VA SORCC. |                          | # new permanent supportive housing units for homeless veterans |
| Through 2021 the Housing Authority of Jackson County will develop 50-100 new affordable housing units per year           | Housing Authority of Jackson County | # affordable housing units developed per year        | 1. Complete existing construction projects of 50 new affordable units   | May 2020                 | Development complete and ready for occupancy                   |
|  |                                     |  | 2. Initiate and complete 60 new construction projects   | April 2020-December 2020 | # units under development                                      |
|  |                                     |  | 3. Apply for funding to construct 50-100 additional housing units   | June 2020                | Total \$ received  |
|  |                                     |  | 4. Develop 50-100 affordable housing units  | 2021                     | # units completed and ready for occupancy by 2022              |
| DHS partners with the Jackson County Housing Authority to implement and maintain housing programs for participants. This | DHS                                 | Decrease number of unhoused Oregonians in the region | Work with partners to identify, house, and case manage  | Ongoing                  | Number of participants placed into stable housing              |

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| includes the recent Newbridge placements in partnership with ACCESS and the Maslow project, and an upcoming program for youth aging out of foster care.  |            |  | families and individuals  |                      |   |
| DHS partners with ACCESS, UCAN, WorkSourceRogue Valley, SOGI, RCC, Options, Evolutionary Consulting, Maslow, and others in order to assist program participants in finding educational and training opportunities, employment, and stable housing. | DHS        | Decrease number of unhoused Oregonians in the region   | Work with partners to bring families and individuals out of poverty.  | Ongoing              | Number of participants placed into stable housing |
| La Clinica will partner with the Housing Authority of Jackson County (HAJC) to offer support to individuals and families who are at risk of eviction to remain in their housing through targeted interventions.                                    | La Clinica | La Clinica will offer support through a community health worker to a prioritized list of La Clinica patients who are risk of eviction. | 1. Develop pilot program guidelines in partnership with HAJC  | December 2012 – Done | Completed pilot project plan                      |
|  |            |  | 2. Develop MOU with HAJC  | March 2020           | Completed MOU                                     |
|  |            |  | 3. Identify patients who meet criteria, and partner with HAJC to prioritize list based on risk of eviction. | April 2020           | Prioritized list                                  |
|  |            |  | 4. Community health worker to offer support to patient/resident   | May 2020             | Services offered by community health worker       |

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|   |                              |  | and partner with housing manager to mitigate risk of eviction                                |                |   |
|   |                              |  | 5. Evaluate impact of pilot and determine next steps   | September 2020 | Monthly meetings during pilot project (May-Aug), and meeting in September to determine impact and potential future scope. |
| <b>Strategy 2.b:</b> Expand utilization of resources that assist people in attaining housing  |                              |  |  |                |   |
| <b>Organizational Objective</b>   | <b>Agency/ Collaborative</b> | <b>Objective Process Measure</b>                               | <b>Action Steps</b>  | <b>When</b>    | <b>Action Step Process Measure</b>  |
| DHS partners with ACCESS, UCAN, WorkSource Rogue Valley, SOGI, RCC, Options, Evolutionary Consulting, Maslow, and others in order to assist program participants in finding educational and training opportunities, employment, and stable housing. | DHS                          | Decrease number of unhoused Oregonians in the region           | Work with partners to bring families and individuals out of poverty.                         | Ongoing        | Number of participants placed into stable housing   |
| Temporary Assistance for Needy Families (TANF) will provide emergency funding for housing needs that are not ongoing, but the result of a specific situation that can be resolved   | DHS                          | Increase # of families receiving emergency funding for housing | 1. Enroll all eligible families in TANF and provide short-term emergency funding for housing | Ongoing        | # families enrolled in TANF who receive emergency housing funds   |
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| <b>Strategy 2.b.1: Provide support services targeted to homeless families and individuals who are seeking housing options</b>   |                                     |  |   |  |   |
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| <b>Organizational Objective</b>   | <b>Agency/<br/>Collaborative</b>    | <b>Objective Process<br/>Measure</b>   | <b>Action Steps</b>   | <b>When</b>  | <b>Action Step<br/>Process Measure</b>  |
| To assist individuals who are receiving services through Jackson County Mental Health in finding housing and offer supportive services and case management as appropriate.                                  | Jackson County Mental Health        | Increase number of individuals being served by JCMH that have moved from homelessness to housed. | Work with CCO's and OHA to develop new strategies for supporting housing for the SPMI population.   | Throughout the year during contract negotiations and the legislative session | Increase in funding in contracts to support housing costs for these vulnerable populations. |
| By June 2020, the Housing Authority of Jackson County will develop an additional 16 units of permanent supportive housing that remain affordable, safe, accessible and connected to community and services. | Housing Authority of Jackson County | # permanent supportive affordable housing units developed in partnership with service providers  | 1. Develop 8 permanent supportive housing units for homeless youth and families with children in partnership with Maslow project and Oregon DHS | Construction to be completed May 2020  | # new permanent supportive housing units for homeless youth and families with children      |
|   |                                     |  | 2. Develop 8 units designated as permanent  |  | # new permanent supportive housing units for homeless veterans                              |

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|  |                              |  | supportive housing units for homeless veterans in partnership with VA SORCC.                                |             |   |
| DHS partners with the Jackson County Housing Authority to implement and maintain housing programs for participants. This includes the recent Newbridge placements in partnership with ACCESS and the Maslow project, and an upcoming program for youth aging out of foster care. | DHS                          | Decrease number of unhoused Oregonians in the region                           | Work with partners to identify, house, and case manage families and individuals                             | Ongoing     | Number of participants placed into stable housing   |
| <b>Strategy 2.b.2:</b> Expand resources for rental assistance  |                              |  |   |             |   |
| <b>Organizational Objective</b>  | <b>Agency/ Collaborative</b> | <b>Objective Process Measure</b>   | <b>Action Steps</b>   | <b>When</b> | <b>Action Step Process Measure</b>  |
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| <b>Strategy 2.b.3:</b> Reduce barriers to housing  |                              |  |   |             |   |
| <b>Organizational Objective</b>  | <b>Agency/ Collaborative</b> | <b>Objective Process Measure</b>   | <b>Action Steps</b>   | <b>When</b> | <b>Action Step Process Measure</b>  |
| To assist individuals who are receiving services through Jackson County Mental Health in finding housing and offer supportive services and case management as appropriate.   | Jackson County Mental Health | Number of JCMH served individuals that have moved from homelessness to housed. | Develop relationships with new landlords and rental agencies that are willing to rent to these individuals. | 2020-2021   | Increase in SPMI friendly landlords that are willing to reduce the barriers that are often in the way of this |



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|  |                 |  |  |                   | population getting housing.   |
| Establish a streamlined review process for multi-family housing developments   | City of Medford | 90% of multi-family housing developments to apply as Type II   | Code language was amended to allow for multi-family development on 3 net acres or less to be reviewed as Type II procedure (Director's decision; Removes public hearing requirement) | February 20, 2020 | Ordinance No. 2020-23 adopted by City Council   |
| Update the Medford Downtown City Center 2050 Plan  | City of Medford | Increase/incentivize the number of residential dwelling units constructed in downtown as a component of the overall plan | 1. Establish work plan for the project   | Mar/Apr 2020      |   |
|  |                 |  | 2. Develop Plan – include potential city owned & MURA owned sites available for redevelopment into housing or mixed use  | Sept 2020         | Identify the number of city owned/MURA properties & rank top 10 available sites for redevelopment |
|  |                 |  | 3. Adopt Plan  | Apr 2021          | Planning Commission recommendation and City County adoption                                       |
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| <b>Strategy 2.c:</b> Invest in the development and operation of more permanent supportive housing and transitional housing |                 |  |  |                   |   |

| <b>Organizational Objective</b>   | <b>Agency/<br/>Collaborative</b> | <b>Objective Process<br/>Measure</b>   | <b>Action Steps</b>              | <b>When</b>    | <b>Action Step<br/>Process Measure</b>    |
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| Increase permanent supportive housing capacity in Southern Oregon for homeless Veterans and individuals who have a Mental Health diagnosis. | ColumbiaCare Services            | Develop 16 unit Permanent Supportive Housing Apartment complex for homeless Veterans on Stewart Avenue in Medford, Oregon. | 1. Submit architectural drawings | 3/23/20        | Submitted to OHCS for review              |
|   |                                  |  | 2. Submit for permits            | 4/4/20         | Pending OHCS' architectural approval      |
|   |                                  |  | 3. Secure appraisal              | 4/20/20        | Appraisal fee pd/In process               |
|   |                                  |  | 4. Phase 1 Environmental Study   | 4/20/20        | 1 <sup>st</sup> mtg held 3/26; in process |
|   |                                  |  | 5. Complete all grant conditions | 5/8/20         | 4 of 8 conditions met; in process         |
|   |                                  |  | 6. Begin new construction        | May/June 2020  | Pending City Permit Timeline              |
| Increase permanent supportive housing capacity in Southern Oregon for homeless individuals who have a Mental Health diagnosis.              | ColumbiaCare Services            | Develop 28-unit Permanent Supportive Housing Apartment complex for homeless Mental Health population in Ashland, Oregon.   | 1. Phase 1 Environment Study     | Completed      | Provide docs. to OHCS/Grant pay           |
|   |                                  |  | 2. Secure appraisal              | June/July 2020 | Pay fee 6/9; obtain by 7/31/20            |
|   |                                  |  | 3. Submit architectural drawings | June 2020      | OHCS review & approval                    |
|   |                                  |  | 4. Submit for permits            | 7/6/20         | Pending OHCS' architectural approval      |
|   |                                  |  | 5. Complete all grant conditions | 7/30/20        | TBD/process with OHCS & OHA               |
|   |                                  |  | 6. Begin construction            | Aug/Sept 2020  | Pending City Permit Timeline              |
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| <b>Strategy 2.c.1: Pre- and post-addiction recovery housing</b>  |                                  |                                      |                     |             |  |
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| <b>Organizational Objective</b>                                  | <b>Agency/<br/>Collaborative</b> | <b>Objective Process<br/>Measure</b> | <b>Action Steps</b> | <b>When</b> | <b>Action Step<br/>Process Measure</b> |
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| <b>Strategy 2.c.2: Housing with mental health support</b>        |                                  |                                      |                     |             |  |
| <b>Organizational Objective</b>                                  | <b>Agency/<br/>Collaborative</b> | <b>Objective Process<br/>Measure</b> | <b>Action Steps</b> | <b>When</b> | <b>Action Step<br/>Process Measure</b> |
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| <b>Strategy 2.c.3: Post-incarceration/corrections housing</b>    |                                  |                                      |                     |             |  |
| <b>Organizational Objective</b>                                  | <b>Agency/<br/>Collaborative</b> | <b>Objective Process<br/>Measure</b> | <b>Action Steps</b> | <b>When</b> | <b>Action Step<br/>Process Measure</b> |
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| <b>Strategy 2.c.4: Hospital discharge housing</b>                |                                  |                                      |                     |             |  |
| <b>Organizational Objective</b>                                  | <b>Agency/<br/>Collaborative</b> | <b>Objective Process<br/>Measure</b> | <b>Action Steps</b> | <b>When</b> | <b>Action Step<br/>Process Measure</b> |
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| <b>Strategy 2.d: Develop accessible units for specific needs</b> |                                  |                                      |                     |             |  |
| <b>Strategy 2.d.1: ADA accessible</b>                            |                                  |                                      |                     |             |  |
| <b>Organizational Objective</b>                                  | <b>Agency/<br/>Collaborative</b> | <b>Objective Process<br/>Measure</b> | <b>Action Steps</b> | <b>When</b> | <b>Action Step<br/>Process Measure</b> |
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| <b>Strategy 2.d.2: Aging safely in place</b> |                                  |                                      |                     |             |  |
| <b>Organizational Objective</b>              | <b>Agency/<br/>Collaborative</b> | <b>Objective Process<br/>Measure</b> | <b>Action Steps</b> | <b>When</b> | <b>Action Step<br/>Process Measure</b> |
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| <b>Strategy 2.d.3: Multigenerational</b>     |                                  |                                      |                     |             |  |
| <b>Organizational Objective</b>              | <b>Agency/<br/>Collaborative</b> | <b>Objective Process<br/>Measure</b> | <b>Action Steps</b> | <b>When</b> | <b>Action Step<br/>Process Measure</b> |
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