

The following table lists the original five goals and 31 actions recommended in the Medford Homeless System Action Plan (HSAP), in order of priority, by LeSar Development Consultants. City Council added the development of a reunification program as a diversion strategy listed under Goal 5, Action 5.5. The table also serves as the HSAP Implementation Plan, which includes staff recommended implementation tasks, responsible groups, proposed resources, and begin/end dates. The implementation plan is intended to serve as a roadmap for the City to develop and/or support programs, partnerships and funding priorities. All actions are proposed for consideration or implementation in some capacity during the 2019-21 Biennium. However, 16 of the 32 are identified as priority actions based on need, timing, funding and ability to implement during the targeted timeframe. Collective feedback from community stakeholders, leadership bodies and Council advisory commissions prompted focus on priority actions that seek to accomplish the following:

- Support the City’s Livability Team with outreach and housing resources for chronically homeless individuals;
- Support development of permanent and transitional housing options;
- Provide assistance to rapidly rehouse homeless individuals and families;
- Coordinate distribution of services;
- Increase resources for homelessness diversion and prevention;
- Prioritize City funding programs including the Housing Opportunity Fund (HOF), Community Development Block Grant (CDBG), General Fund Grant (GFG) and HSAP implementation funds; and
- Establish City roles to address homelessness and oversee the HSAP.

Acronyms and Abbreviations

Acronym/Abbreviation	Description	Acronym/Abbreviation	Description
CDBG	City of Medford Community Development Block Grant Program	HOF	City of Medford Housing Opportunity Fund
CDGC	Medford Community Development Grants Commission	HSAP	City of Medford Homeless System Action Plan
CCO	Coordinated Care Organization	HTF	Homeless Task Force (CoC Workgroup)
COC	Jackson County Continuum of Care	LVT	Medford Police Department's Livability Team
GFG	City of Medford General Fund Grant Program	MPD	City of Medford Police Department
HAC	Medford Housing Advisory Commission	MURA	Medford Urban Renewal Agency
HCDD	Medford Planning Department's Housing and Community Development Division	RVCOG	Rouge Valley Council of Governments

Goal #1: Increase the Supply of Affordable and Supportive Housing

Actions	Role of the City	Proposed Implementation Task(s)	Responsible Group(s)	Proposed Resources	Begin Date – End Date
<p>Action #1.1: Continue implementing ad hoc Housing Advisory Committee recommendations, through the newly appointed permanent Housing Advisory Commission including prioritizing affordable housing project review, creating developer incentives, and updating policies and standards to facilitate increased density and innovative housing models.</p>	<p>Maintain current role within HAC and ensure recommendations from this Action Plan are incorporated into ongoing HAC recommendations.</p>	<ol style="list-style-type: none"> 1) Develop Strategic Housing Plan as part of the consolidated planning process required as a CDBG entitlement jurisdiction. 2) Request Council establish funding priorities under the HOF and CDBG programs for the development of affordable housing. 	<ol style="list-style-type: none"> 1) HCDD and HAC 2) HCDD, CDGC, HAC and Council 	<p>HOF, CDBG, GFG, MURA and community leverage</p>	<p>9/1/17 – 6/30/22</p>
Actions	Role of the City	Proposed Implementation Task(s)	Responsible Group(s)	Proposed Resources	Begin Date – End Date
<p>Action #1.2: City and County work collaboratively to set annual housing production goals.</p>	<p>Reach out to appropriate County personnel to begin discussions regarding setting goals.</p>	<ol style="list-style-type: none"> 1) City support and/or fund the production of 100 units, as established by the 2019-21 Council Goals. 2) Establish 5-year housing production goal during the CDBG consolidated planning process. 	<p>HCDD, HAC, CDGC and MURA</p>	<p>HOF, CDBG and community leverage</p>	<p>7/1/19 – 6/30/22</p>

Actions	Role of the City	Proposed Implementation Task(s)	Responsible Group(s)	Proposed Resources	Begin Date – End Date
<p>Action #1.3: City and County work collaboratively to inventory all available publicly-owned land (City, County, State, and Federal) that may be suitable for housing development. Additionally, work with faith-based community and non-profits to identify land they may own for affordable/supportive housing development.</p>	<p>Begin inventorying land and reach out to County personnel to work with them on creating regional inventory list. City and County engage faith-based community and non-profits.</p>	<ol style="list-style-type: none"> 1) Develop Surplus Property List including properties in Downtown and Liberty Park. 2) Work with the COC Housing Pipeline and Faith-based workgroups to identify additional suitable land. 3) Expand surplus property list to include properties, citywide. 4) Research opportunities to create a Community Housing Foundation. 	<ol style="list-style-type: none"> 1) City Manager’s Office and MURA 2) HCDD and COC 3) City Manager’s Office and MURA 4) HCDD and HAC 	<p>City, MURA and COC staffing</p>	<p>9/1/19 – 6/30/21</p>
<p>Action #1.4: Engage private landlords in the city to rent to homeless households and develop a city or region-wide landlord engagement program that could provide funding for financial incentives to local landlords, deposits and application fees, and damage/mitigation funds.</p>	<p>Create landlord engagement campaign targeted at landlords to rent to homeless households. Work with partners to create funding pool that would provide financial incentives to landlords, deposits, damage funds, and other housing related expenses for homeless households to access.</p>	<p>Conduct research and present case studies to HAC and CDGC prior to presentation to Council</p>	<p>HCDD</p>	<p>City staffing</p>	<p>7/1/21 – 6/30/22</p>

Actions	Role of the City	Proposed Implementation Task	Responsible Group(s)	Proposed Resources	Begin Date – End Date
<p>Action #1.5: Increase RRH resources for non-Veteran households, both families and single adults. It is estimated that the region needs to create a MINIMUM of 83 RRH units for single non-Veteran adults and 22 units for non-Veteran families to meet current demand.</p>	<p>City needs to prioritize existing City funds that could be used for the rental assistance portions of RRH. The City should also work with the Housing Authority to understand if there are any rental assistance funds that could be paired with City funds for the use of RRH. The City should then engage in discussions with the County and CCO's to help determine funds to be used to provide the case management support with the rental assistance. The City can work with COC to determine best way to roll out the new RRH program</p>	<ol style="list-style-type: none"> 1) Develop strategic RRH program in partnership with the COC. 2) Request Council establish funding priorities under the GFG program. 3) Establish a performance goal that 85% of households served are stabilized in housing for six months or longer, which mirrors Oregon Housing and Community Services' 2019-23 homelessness goal. 	<p>HCDD, HAC, and CDGC and Council</p>	<p>CDBG, GFG and community leverage</p>	<p>10/10/19 – 6/30/22</p>
<p>Action #1.6: Increase the supply of new PSH units for Non-Veteran single adults. It is estimated that the region needs to create a MINIMUM of 259 PSH units (Includes 245 for non-Veteran single adults and 14 for non-Veteran families to meet current demand).</p>	<p>Prioritize the creation of new PSH. This can include acquiring and rehabbing underutilized or closed hotels or motels, using pre-fabricated or modular units on City-owned land while traditional development is considered, and use City-owned property for PSH development. Work with County, VA, CCOs, and ACCESS to discuss funding of supportive services.</p>	<ol style="list-style-type: none"> 1) Develop Surplus Property List referenced in Action 1.3 and work with community partners to explore opportunities with hotels and/or modular units. 2) Develop Strategic Housing Plan as referenced Action 1.1 which will include strategies to increase production of PSH units. 	<ol style="list-style-type: none"> 1) City Manager's Office and MURA 2) HCDD and HAC 	<p>HOF, CDBG and community leverage</p>	<p>9/1/19 – 6/30/22</p>

Actions	Role of the City	Proposed Implementation Task(s)	Responsible Group(s)	Proposed Resources	Begin Date - End Date
<p>Action #1.7: Engage the County, Housing Authority, CCO's, and hospitals to create a PSH pilot targeted to frequent users of healthcare systems.</p>	<p>Convene partners to discuss the creation of a PSH pilot that could be targeted to high-cost homeless individuals. To quickly create a pilot, the most efficient way would be to determine how to create new PSH rental assistance (in form of voucher or other source) and pair with services funds ideally funded by the healthcare sector.</p>	<p>Facilitate a convening including interested culturally specific services providers, behavioral health providers, housing developers, housing funders, Medicaid funders, elected officials, City staff and lived experience.</p>	<p>HCDD and HAC</p>	<p>HOF, CDBG, GFG and MURA</p>	<p>12/18/19 - 6/30/22</p>
<p>Action #1.8: Explore zone changes that would facilitate development of affordable housing, including density bonuses, multi-family zoning, and by-right development</p>	<p>City is responsible for this action.</p>	<ol style="list-style-type: none"> 1) Develop code amendment to address the multi-family residential review process (by-right development) 2) Complete City-initiated zone and GLUP change project 	<p>Planning Department, Planning Commission and HAC</p>	<p>City staffing</p>	<p>8/1/19 - 3/31/20</p>
<p>Action #1.9: Implement an ADU program to include SDC waivers. Explore opportunities to create a low-interest ADU loan program for homeowners. Develop permit-ready ADU design options.</p>	<p>City is responsible for this action.</p>	<p>Develop ADU and SDC Reduction programs for implementation during the second round of the HOF</p>	<p>HCDD and HAC</p>	<p>HOF, General Fund and City staffing</p>	<p>10/10/19 - 3/31/20</p>

Goal #2: Increase Leadership, Collaboration and Funding

Actions	Role of the City	Proposed Implementation Task(s)	Responsible Group(s)	Proposed Resources	Begin Date – End Date
<p>Action #2.1: Identify a single point of contact within the City who is responsible for homelessness and can oversee Action Plan implementation.</p>	<p>City is responsible for this action.</p>	<ol style="list-style-type: none"> 1) Develop a proposal to the CDGC for recommendation to Council to amend Medford Code 2.441: a) increase the membership to include two individuals with lived experience; b) increase the voting members constituting a quorum to six members; and c) add “acting as the advisory body to Council on matters associated with homelessness” and “implementing the Homeless System Action Plan” as statutory responsibilities. 2) Appoint HCDD staff as the single point of contact for the HSAP. 	<p>CDGC and HCDD</p>	<p>City staffing</p>	<p>9/25/19 – 12/31/19</p>
<p>Action #2.2: Continue to assess the estimated City and public costs of managing homelessness, including calculating staff time, emergency response, property damage, etc. Use the information to quantify needs and continue to strengthen the business case to invest in housing and services for homeless households.</p>	<p>Work with other sectors including healthcare and criminal justice to identify the costs associated with homelessness.</p>	<p>Complete a Cost Analysis of Homelessness</p>	<p>HCDD, CDGC and COC</p>	<p>CDBG and community leverage</p>	<p>7/1/20 – 12/31/21</p>

Actions	Role of the City	Proposed Implementation Task(s)	Responsible Group(s)	Proposed Resources	Begin Date – End Date
<p>Action #2.3: Create a cross-sector Funders Collaborative that includes both public- and private- sector funders.</p>	<p>Convene all regional public and private funders to establish a regional funders collaborative to begin discussion of funding needs, priorities, and best way to align and increase funding for impact.</p>	<p>City is now an active member of the Jefferson Funders Forum, which is an existing regional funders collaborative.</p>	<p>HCDD staff</p>	<p>City staffing</p>	<p>9/12/19 – ongoing</p>
<p>Action #2.4: Support creation and implementation of a City and faith-based collaborative to identify shared goals, coordinate activities, and explore opportunities related to safe parking programs, shared housing opportunities, and affordable housing development. (This can be combined or expanded with COC Faith- Based Workgroup)</p>	<p>Convene all faith-based organizations within the City on an ongoing basis to discuss needs, strategies, and share best practices.</p>	<ol style="list-style-type: none"> 1) Facilitate a convening of all organizations that distribute services to the homeless including nonprofits, faith-based organizations, known individuals and businesses. 2) Request Council establish funding priorities under the HSAP to cover associated costs. 	<ol style="list-style-type: none"> 1) HCDD, HTF, CDGC and MPD 2) HCDD, CDGC, HAC and Council 	<p>HSAP</p>	<p>1/6/20 – 1/30/20</p>
<p>Action #2.5: Support creation and implementation of a City and business sector work group to address issues, develop education materials, and explore partnership opportunities related to workforce development and training.</p>	<p>Convene the Chamber, DMA, and other interested businesses in the City on an ongoing basis to discuss needs, strategies, and share best practices.</p>	<p>Facilitate initial convening to establish local interest</p>	<p>HCDD and CDGC</p>	<p>City staffing</p>	<p>7/15/20 – 12/31/19</p>

Actions	Role of the City	Proposed Implementation Task(s)	Responsible Group(s)	Proposed Resources	Begin Date – End Date
<p>Action #2.6: Support the creation and implementation of a Lived Experience Advisory Board that would provide input on City policies and programs as well as regional approaches. Determine with the COC, if this is best created at a regional level as part of the COC but could still provide input on City specific activities.</p>	<p>Work with COC and other non-profits to identify potential board members who are current or past participants in homeless services or have been homeless in the city. Act as the group convener and support Board members with incentives for their participation.</p>	<ol style="list-style-type: none"> 1) Develop a proposal to the CDGC for recommendation to Council to amend Medford Code 2.441: a) increase the membership to include two individuals with lived experience; b) increase the voting members constituting a quorum to six members; and c) add “acting as the advisory body to Council on matters associated with homelessness” and “implementing the Homeless System Action Plan” as statutory responsibilities. 2) Make a request to the COC that one of the members with lived experience be appointed to the COC Board. 	<p>HCDD</p>	<p>GFG Program</p>	<p>12/4/19 – 1/1/20</p>
<p>Action #2.7: Create an area resource map using Geographic Information Systems (GIS).</p>	<p>Work with COC and other partners to identify and document available resources for homeless households throughout the city.</p>	<ol style="list-style-type: none"> 1) Resource completed. 2) Obtain the enhanced resources list from the COC Manager to provide to the Medford Livability Team for distribution. 	<ol style="list-style-type: none"> 1) RVCOG 2) HCDD 	<p>RVCOG and City staffing</p>	<p>10/15/19 - ongoing</p>
<p>Action #2.8: Continue to participate and provide leadership within the COC and invest in build-out of infrastructure through the COC.</p>	<p>Work with COC to determine infrastructure needs of the COC and dedicate funds with other regional partners.</p>	<p>City funds COC through noncompetitive GFG program.</p>	<p>City leadership staff and Council</p>	<p>GFG</p>	<p>ongoing</p>

Actions	Role of the City	Proposed Implementation Task(s)	Responsible Group(s)	Proposed Resources	Begin Date – End Date
Action #2.9: Require applicants demonstrate adherence to best practices and community standards in all City contracts for homeless services.	City is responsible for this action but may need input from COC on community standards.	Add best practices and standards to the City's CDBG public services and capital improvement project guidebooks and update contracts to include federally recommended standards.	CDGC and COC	CDBG, City and COC staffing	8/5/2020 - ongoing
Action #2.10: Develop a performance culture within the City where City funds are only provided to programs that demonstrate positive outcomes. Review current contracts and potentially shift funding to higher performing projects.	City is responsible for this action but may need input from COC on performance measures.	<ol style="list-style-type: none"> 1) Enhance City's quarterly performance reporting platform and regularly attend Jefferson Funders Forum meetings and implement best practices for measuring performance outcomes learned through the JFF. 2) Hold training on evidence-based performance measurement for all City grant recipients. 	HCDD and CDGC	City staffing	2/26/20

Goal #3: Address Unsheltered Homelessness and Encampments

Actions	Role of the City	Proposed Implementation Task(s)	Responsible Group(s)	Proposed Resources	Begin Date – End Date
Action #3.1: Create a Chronically Homeless Response Group to support activities and increase collaboration between key agencies and outreach partners such as street outreach personnel, MPD, Public Works, Behavioral Health and businesses.	Convene all partners who have a stake in unsheltered homelessness and encampments.	Establish group similar to the Neighborhood Livability Team and hold regular meetings to target individuals through the Chronically Homeless Outreach Partnership referenced in Action 3.3	MPD Livability Team	City's and other agency's staffing	9/19/19 – 6/30/22

Actions	Role of the City	Proposed Implementation Task(s)	Responsible Group(s)	Proposed Resources	Begin Date – End Date
<p>Action #3.2: Increase resources for non-uniformed street outreach services dedicated to single adults and pair outreach staff with MPD.</p>	<p>Dedicate City funds to increasing street outreach services and work with County and other partners such as CCO's and business groups to identify funding to match.</p>	<p>Target specific partners to develop sustainable volunteer outreach program to accompany the LVT along the Greenway, in parks and Downtown.</p>	<p>HCDD, MPD, CDGC and HTF</p>	<p>HSAP, CDBG, City staffing and community volunteerism</p>	<p>9/3/19 – 6/30/22</p>
<p>Action #3.3: Create a pilot to address encampments on the Greenway, in parks, and Downtown to assess individuals, provide intensive supports, and offer housing placements.</p>	<p>As part of Chronically Homeless Response Ad Hoc Working Group discuss idea of a pilot.</p>	<ol style="list-style-type: none"> 1) Establish the Chronically Homeless Outreach Partnership pilot program, which may include dedicated shelter beds, an interim housing facility, integrated mental health and addictions recovery services, jobs training and permanent housing placement services. This program is meant to be a primary resource for the LVT to house chronically homeless individuals. Data will be collected through the working group referenced in Action 3.1. 2) Request Council establish funding priorities under the HSAP to lease one housing unit with 4-5 rooms to provide an interim, co-housing resource for the LVT. 	<ol style="list-style-type: none"> 1) MPD, HCDD, CDGC and community partners 2) HCDD, CDGC, HAC and Council 	<p>HSAP, shared resources from partners and local grants</p>	<p>10/18/19 – 6/30/22</p>

Actions	Role of the City	Proposed Implementation Task(s)	Responsible Group(s)	Proposed Resources	Begin Date – End Date
Action #3.4: Update City policies related to encampment abatement to include proactive outreach responses and offer support prior to 24-hour posting and abatement.	City is responsible for this action. Update policies based on input from Ad Hoc Working Group and pilot activities	Assess through the Chronically Homeless Outreach Partnership to identify and update outreach responses, accordingly.	MPD	City staffing	1/1/20 – 6/30/22

Goal #4: Increase Temporary Housing Programs and Successful Placements

Actions	Role of the City	Proposed Implementation Task(s)	Responsible Group(s)	Proposed Resources	Begin Date – End Date
Action #4.1: Support the creation of a year-round, low barrier shelter program for single adults, families, and couples. Keep the winter shelter program during first year of operation and consider if needed beyond that timeframe.	Identify site within the city to be used for shelter program and provide funding to help develop and operate as needed.	<ol style="list-style-type: none"> 1) Year-round shelter completed. 2) Request Council establish a funding priority under the HSAP to provide financial assistance to the Kelly Shelter as a resource essential to the success of the LVT. 3) Support the search for a location to maintain a temporary winter shelter in addition to the new year-round shelter. 	<ol style="list-style-type: none"> 1) ACCESS and Rogue Retreat 2) HCDD, HAC, CDGC and Council 3) HCDD, CDGC, COC, Rogue Retreat, Fire Department and Building Safety Department 	HSAP, CDBG, and City, COC and agency staffing	10/15/19 – 6/30/22
Action #4.2: As part of year-round shelter, consider creating a Central Access Point within the city that could be the starting place for all populations to access the homeless services system.	Work with COC to understand if this is needed.	Work with the CoC and other partners to identify the need for and options related to a central access point that could also serve as a site for distribution of services.	CDGC, CoC, and other partners	Community partners	11/22/19 - 5/21/20

Actions	Role of the City	Proposed Implementation Task(s)	Responsible Group(s)	Proposed Resources	Begin Date – End Date
<p>Action #4.3: Only provide City funds to temporary housing programs that have adopted best practices such as Housing First that includes a low barrier entry criteria and harm reduction, uses HMIS, and uses the CES.</p>	<p>City is responsible for this action.</p>	<p>Hold study session to research best practices and the effective use of multiple models for addressing homelessness.</p>	<p>HCDD, CDGC and COC</p>	<p>City and COC staffing</p>	<p>12/18/19 – 3/18/20</p>
<p>Action #4.4: Work with interested churches to create safe parking programs in their parking lots. Promote partnerships that provide funding to churches to ensure adequate restrooms and basic services at the lots and funds for service engagement. Engage church volunteers to assist with other services at the parking lots.</p>	<p>Engage area churches to develop safe parking programs. Identify funds to provide to area non-profits or churches to operate programs. Engage COC to ensure that parking programs are interacting with CES.</p>	<ol style="list-style-type: none"> 1) Identify 1-2 interested churches to implement a pilot program, potentially using City funding for rehabilitation costs to meet code requirements including access to restrooms and based services. 2) Review code to consider including nonprofits as authorized organizations to offer safe parking under certain circumstances. 	<ol style="list-style-type: none"> 1) CDGC and COC 2) Planning Department, City Attorney and Fire Department 	<p>HSAP, CDBG, and City and COC staffing</p>	<p>3/1/20 - 6/30/20</p>

Goal #5: Increase Diversion and Prevention Strategies

Actions	Role of the City	Proposed Implementation Task(s)	Responsible Group(s)	Proposed Resources	Begin Date – End Date
<p>Action #5.1: Increase resources for homelessness prevention and ensure City funds are targeted to households most likely to become homeless and funds are used efficiently.</p>	<p>Conduct assessment of current contracts where the City is providing funds for homelessness prevention and/or emergency assistance and evaluate target populations and outcomes. Based on assessment, increase funding for activities that are making an impact in preventing households from becoming homeless.</p>	<ol style="list-style-type: none"> 1) Request Council establish a funding priority under the GFG program to increase funding to housing stabilization programs that provide temporary financial assistance to low-income households at risk of losing their housing. Assistance may include rent and utilities, mortgage payments, child care, transportation costs, eviction prevention services, job training expenses, etc. 2) Implement the 85% performance standard presented in Action 1.5. 	<p>HCDD, CDGC, HAC and Council</p>	<p>GFG and CDBG</p>	<p>10/10/19 – 6/30/22</p>
<p>Action #5.2: Provide increased funding for legal services to support City residents facing eviction.</p>	<p>City is responsible for this action.</p>	<p>Request Council establish a funding priority under the GFG, as referenced under Action 5.1. Center for Nonprofit Legal Services is the only local agency offering eviction prevention services to low-income residents.</p>	<p>HCDD, CDGC, HAC and Council</p>	<p>GFG</p>	<p>10/10/19 – 6/30/22</p>
<p>Action #5.3: Increase diversion training and activities and incorporate into CES and temporary housing programs.</p>	<p>Provide funding to COC to create and expand Diversion training to non-profits. Work with partners such as the County to provide match.</p>	<p>Hold study session with CDGC and COC Manager to explore priority need.</p>	<p>HCDD, CDGC and COC Manager</p>	<p>GFG</p>	<p>3/25/20</p>

Actions	Role of the City	Proposed Implementation Task(s)	Responsible Group(s)	Proposed Resources	Begin Date – End Date
<p>Action #5.4: As part of a diversion strategy, increase shared housing and/or roommate matching strategies to connect homeowners who may have a room to rent or to connect homeless individuals together to live as roommates.</p>	<p>Work with COC to engage in discussions with COC partners to discuss shared housing models.</p>	<p>Hold study session through the HAC and CDGC to explore opportunities and existing code.</p>	<p>HAC, CDGC, Planning Department, COC Manager, and ACCESS Housing Director</p>	<p>City's and organization's staffing</p>	<p>7/15/20</p>
<p>Action #5.5: As directed by Council, increase resources to reunite homeless individuals with their family or support network outside the City of Medford.</p>	<p>Work with the COC and other interested partners to develop a reunification program that follows best practices and community standards.</p>	<p>Work with CoC, through a Request for Interest, to identify an agency to administer the program and to develop best practices, standards and procedures.</p>	<p>HCDD, CDGC and COC</p>	<p>HSAP \$50K</p>	<p>11/22/19 - 12/31/19</p>