

CITY OF OROVILLE

2014 - 2022 HOUSING ELEMENT



ADOPTED JUNE 3, 2014

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I. INTRODUCTION

A. Purpose of the Housing Element

Statutory Overview: All cities and counties in the State of California are required to affirmatively further affordable housing opportunities within their respective jurisdictions. Principal requirements of California Land Use Law include: adoption of Housing Elements as part of each community's General Plan; inducements to provide affordable housing through density bonuses and secondary dwellings; limitations on local land use authority to deny affordable projects or impose conditional use requirements on multifamily housing; and prohibitions on down zoning or imposition of development standards that prevent attainment of Housing Element goals.

Housing Element Law: Housing Element law is codified in Article 10.6 of the *California Government Code* commencing with §65580. Under these statutes, all communities in California are required to have a Housing Element as part of their adopted General Plan. These Elements are to be updated periodically. The law further stipulates that Housing Elements consist of an identification and analysis of existing and projected housing needs along with a statement of goals, policies, quantified objectives, financial resources, and scheduled programs for the preservation, improvement, and development of housing. In summary, the Housing Element is required to contain: (i) an assessment of housing needs and an inventory of resources and constraints relevant to the meeting of those needs; (ii) a statement of the community's goals, quantified objectives, and policies relative to the maintenance, preservation, improvement, and development of housing; and (iii) a program that sets forth a schedule of actions to implement relevant Housing Element policies and achieve stated goals. A cross reference of relevant statutes to corresponding sections of the Housing Element is summarized in Table A.

Housing Element Contents: The Housing Element consists of the following major components:

- An analysis of the city's demographic and housing characteristics and trends (Chapter II);
- An evaluation of land, financial, and administrative resources available to address the City's housing goals (Chapter III); and
- A review of potential constraints, both governmental and non-governmental, to meeting Oroville's identified housing needs (Chapter IV);
- The Housing Action Plan for addressing the City's identified housing needs, including housing goals, policies and programs (Chapter V).

B. Community Context

The City of Oroville is one of five incorporated municipalities in Butte County and is the county seat. The City's incorporated area consists of 13 square miles, located 65 miles north of Sacramento, where the Sacramento Valley meets the Sierra Nevada foothills. Oroville lies 5 miles west of Highway 99 along Highway 70, a primary transportation route connecting Oroville with Sacramento to the south and Plumas County to the north.

Oroville is situated at the head of navigation on the Feather River. The Yuba River flows into the Feather River near Marysville, and these rivers flow together to the Sacramento River. Oroville is situated at the meeting place of three provinces, the Central Valley alluvial plain to the west, the crystalline Sierra Nevada to the southeast and the volcanic Cascade Mountains to the north. The City's southern and western areas are primarily flat river basin lands; the eastern portion of the City is located in an urban-wildland interface that begins the Sierra Nevada foothills. Development in this eastern area occurs in and around tracts of oak woodlands and chaparral.

Known as the "City of Gold," the history of Oroville began along the Feather River before the Gold Rush of 1848. The discovery of gold at Bidwell Bar, located just east of where the City sits today, led to the creation of one of the first gold mining sites in California. Now situated under Lake Oroville, Bidwell Bar brought thousands of prospectors to the Oroville area seeking gold. Many of Oroville's historic homes and mansions are remnants from early settlers of this time who made their fortunes from the Gold Rush. Today, Oroville is most famous for being the site of the Oroville Dam and is the starting point for the State Water Project (SWP), which stores and delivers water to over two-thirds of California's population.

From the Oroville Dam spillway, the Feather River winds its way through the Feather River Canyon, past Oroville's historic downtown, and out to the Oroville State Wildlife Area, an 11,400-acre wildlife area on the southwestern edge of Oroville. Along with Lake Oroville, the City is bordered to the west by several other large bodies of water, which are part of the SWP and make up the Lake Oroville State Recreation Area.

Oroville is primarily a single-family residential community with a historic downtown overlay district and a main commercial corridor along Oroville Dam Boulevard. As of 2013, the City had approximately 15,979 residents. As a charter city, Oroville operates largely in accordance with its City Charter, compared to general law cities, which are governed according to State statutes.

Oroville has experienced population growth of about 23% since 2000, as the housing markets in both Chico to the north and Sacramento to the south become more constrained. This trend is a result of the comparative affordability of single-family housing in Oroville compared to the larger region. Over the Housing Element 5th cycle planning period, Oroville expects to see this trend continue, with significant residential and employment expansion.

C. Public Participation

Public participation is an important component of the planning process in Oroville, and this update to the Housing Element has provided residents and other interested parties numerous opportunities for involvement. Appendix C contains a summary of these opportunities as well as a list of persons and organizations that were notified during the Housing Element update process and a summary of comments and issues raised.

D. Consistency with Other Elements of the General Plan

State law requires that all portions of the General Plan be internally consistent. The Oroville General Plan was comprehensively updated in 2009. In addition to this Housing Element, the General Plan includes the following other elements: Land Use; Community Design; Circulation and Transportation; Open Space, Natural Resources and Conservation; Public Facilities and Services; Safety; and Noise. This Housing Element maintains consistency with the policies set forth in the other elements of the General Plan through the designation of land uses, infrastructure, and public services to accommodate the projected housing needs of the 5th cycle planning period. As the General Plan is amended from time to time, the Housing Element will also be reviewed and amended as necessary to ensure internal consistency.

SB 1087 of 2005 requires cities to provide a copy of their Housing Elements to local water and sewer providers, and also requires that these agencies provide priority hookups for developments with lower-income housing. The Housing Element will be provided to these agencies immediately upon adoption.

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II. HOUSING NEEDS ASSESSMENT

This chapter examines general population and household characteristics and trends, such as age, race and ethnicity, employment, household composition and size, household income, and special needs. Characteristics of the existing housing stock (e.g., number of units and type, tenure, age and condition, costs) are also addressed. Finally, the city's projected housing growth needs based on the latest Regional Housing Needs Assessment (RHNA) are examined. The Housing Needs Assessment utilizes the most recent available data from the 2010 U.S. Census, American Community Survey (ACS), California Department of Finance (DOF), California Employment Development Department (EDD), Butte County Association of Governments (BCAG) and other relevant sources. Supplemental data was obtained through field surveys and from private organizations. The implications of these findings for the city's housing policies and programs are also discussed.

A. Population Characteristics

1. Population Growth Trends

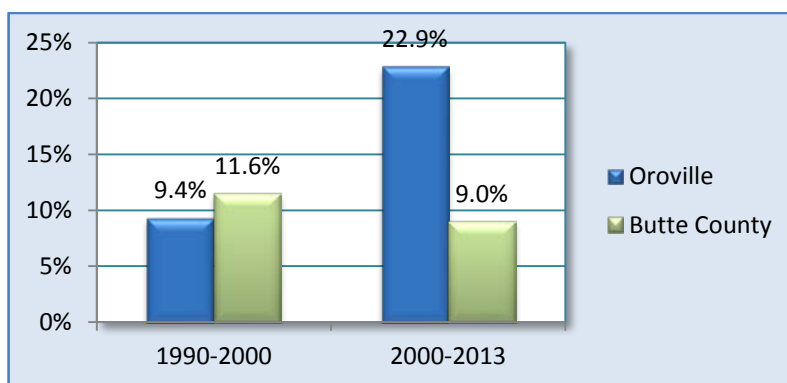
Oroville experienced a modest population increase during the 1990s, but its population growth has accelerated since 2000 with an estimated increase of nearly 23% from 2000 to 2013, which is substantially greater than the county as a whole (see Table II-1 and Figure II-1).

Table II-1
Population Trends 1990-2013

Jurisdiction	1990	2000	2010	2013	Growth 1990-2000	Growth 2000-2013
Oroville	11,885	13,004	15,546	15,979	9.4%	22.9%
Butte County	182,120	203,171	220,000	221,485	11.6%	9.0%

Source: U.S. Census, California Dept. of Finance Tables E-5 & E-8

Figure II-1
Oroville Population Growth 1990-2013



2. Age

Housing needs are influenced by the age characteristics of the population. Different age groups have different housing needs based on lifestyles, family types, income levels, and housing preference. Table II-2 provides a comparison of the city's and county's population by age group in 2010. This table shows that the age distribution of the city's population is, overall, younger than Butte County as a whole (median age of 31.5 years vs. 37.2 years for the county). Children age 19 and under represent about 31% of the city's population compared to about 25% for the county as a whole. Oroville also has a smaller percentage of seniors (65+) compared to the county (12.5% city vs. 15.5% county).

**Table II-2
Age Distribution**

Age Group	Oroville		Butte County	
	Persons	%	Persons	%
Under 5 years	1,307	8.4%	12,409	5.6%
5 to 9 years	1,132	7.3%	12,439	5.7%
10 to 14 years	1,067	6.9%	12,911	5.9%
15 to 19 years	1,348	8.7%	17,841	8.1%
20 to 24 years	1,382	8.9%	22,818	10.4%
25 to 29 years	1,230	7.9%	14,721	6.7%
30 to 34 years	939	6.0%	11,960	5.4%
35 to 39 years	883	5.7%	11,482	5.2%
40 to 44 years	888	5.7%	11,847	5.4%
45 to 49 years	916	5.9%	13,849	6.3%
50 to 54 years	900	5.8%	15,028	6.8%
55 to 59 years	871	5.6%	15,265	6.9%
60 to 64 years	730	4.7%	13,613	6.2%
65 to 69 years	518	3.3%	9,805	4.5%
70 to 74 years	442	2.8%	7,380	3.4%
75 to 79 years	311	2.0%	5,925	2.7%
80 to 84 years	294	1.9%	5,037	2.3%
85+ years	388	2.5%	5,670	2.6%
Total	15,546	100%	220,000	100%
Median age	31.5		37.2	

Source: 2010 Census, Table DP-1

3. Race and Ethnicity

The racial and ethnic composition of Oroville differs from Butte County in that a slightly smaller proportion of city residents are White and Hispanic/Latino and a slightly higher proportion are of other minority groups such as Black, American Indian and Asian (Table II-3).

**Table II-3
Race/Ethnicity**

Race/Ethnicity	Oroville		Butte County	
	Population	% Total	Population	% Total
White	11,686	75.2%	180,096	81.9%
Black	453	2.9%	3,415	1.6%
American Indian	573	3.7%	4,395	2.0%
Asian	1,238	8.0%	9,057	4.1%
Native Hawaiian and Other Pacific Islander	56	0.4%	452	0.2%
Other race	554	3.6%	12,141	5.5%
2 or more races	986	6.3%	10,444	4.7%
Total	15,546	100%	220,000	100%
Hispanic	1,945	12.5%	31,116	14.1%

Source: 2010 Census, Table DP-1

B. Household Characteristics

1. Household Composition and Size

Household characteristics are important indicators of the type and size of housing needed in a city. The Census defines a "household" as all persons occupying a housing unit, which may include single persons living alone, families related through marriage or blood, or unrelated persons sharing a single unit. Persons in group quarters such as dormitories, retirement or convalescent homes, or other group living situations are included in population totals, but are not considered households.

Table II-4 provides a comparison of households by type for the city and Butte County as a whole, as reported in the 2010 Census. Family households comprised approximately 62% of all households in the city, compared to about 60% for the county as a whole. The city's average household size is somewhat larger than the county as a whole (2.60 persons per household in the city vs. 2.45 persons per household in the county). It is noteworthy that a significant portion of households in both Oroville (30%) and the county (28%) are persons living alone.

Table II-4
Household Composition

Household Type	Oroville		Butte County	
	Households	%	Households	%
Family households:	3,497	61.9%	52,529	60.0%
Husband-wife family	1,893	33.5%	37,622	42.9%
With own children under 18 years	873	15.5%	13,607	15.5%
Male householder, no wife present	430	7.6%	4,736	5.4%
With own children under 18 years	265	4.7%	2,479	2.8%
Female householder, no husband present	1,174	20.8%	10,171	11.6%
With own children under 18 years	766	13.6%	5,581	6.4%
Non-family households:	2,149	38.1%	35,089	40.0%
Householder living alone	1,699	30.1%	24,420	27.9%
Households with individuals under 18 years	2,126	37.7%	24,354	27.8%
Households with individuals 65 years and over	1,432	25.4%	24,358	27.8%
Total households	5,646	100%	87,618	100%
Average household size	2.60		2.45	

Source: 2010 Census, Table DP-1

2. Housing Tenure

Housing tenure (owner vs. renter) is an important indicator of the housing market. Communities need an adequate supply of units available both for rent and for sale in order to accommodate a range of households with varying incomes, family sizes and composition, and lifestyles. Table II-5 provides a comparison of the number of owner-occupied and renter-occupied units in the city in 2010 as compared to the county as a whole. It reveals a significantly lower level of homeownership in the city, approximately 15 percentage points lower than for the county as a whole (43% city vs. 58% county).

Table II-5
Household Tenure

Tenure	Oroville		Butte County	
	Units	%	Units	%
Owner Occupied	2,423	42.9%	50,991	58.2%
Renter Occupied	3,223	57.1%	36,627	41.8%
Total occupied units	5,646	100%	87,618	100%

Source: 2010 Census, Table DP-1

3. Overcrowding

Overcrowding is often closely related to household income and the cost of housing. The U.S. Census Bureau considers a household to be overcrowded when there is more than one person per room, excluding bathrooms and kitchens, with severe overcrowding when there are more than 1.5 occupants per room. Overcrowded households are usually a reflection of the lack of affordable housing. Table II-6 indicates that over-

crowding in the City of Oroville is slightly more prevalent than for Butte County as a whole.

**Table II-6
Overcrowding**

Household Type	Oroville		Butte County	
	Households	Percent	Households	Percent
Owner-Occupied	2,506	100%	51,234	100%
Overcrowded (1.01 to 1.50)	79	3.2%	786	1.5%
Severely overcrowded (1.51+)	0	0%	241	0.5%
Renter-Occupied	3,122	100%	33,840	100%
Overcrowded (1.01 to 1.50)	147	4.7%	1,186	3.5%
Severely overcrowded (1.51+)	119	3.8%	613	1.8%

Source: 2006-2010 ACS, Table B25014

According to Census Bureau estimates, overcrowding is more likely to affect renters; about 5% of renter households in the city were overcrowded and an additional 4% were severely overcrowded while only about 3% of owner households were overcrowded and none was severely overcrowded.

4. Household Income and Overpayment

Household income is a primary factor affecting housing needs in a community – the ability of residents to afford housing is directly related to household income. According to recent Census estimates, about 32% of owner households and 64% of renter households in Oroville fell into the lower-income categories¹ (Table II-7).

According to state housing policy, overpaying occurs when housing costs exceed 30% of gross household income. Recent Census estimates reported that about 62% of lower-income owner households and 70% of lower-income renter households were overpaying for housing. Although homeowners enjoy income and property tax deductions and other benefits that help to compensate for high housing costs, lower-income homeowners may need to defer maintenance or repairs due to limited funds, which can lead to deterioration. For lower-income renters, severe cost burden can require families to double up resulting in overcrowding and related problems.

¹ Together, the extremely-low, very-low, and low income categories are considered “lower-income”

**Table II-7
Overpayment by Income Category**

Income Category	Owners		Renters	
	Households	Percent	Households	Percent
Extremely low households	195		755	
Households overpaying	145	74.4%	575	76.2%
Very low households	180		655	
Households overpaying	90	50.0%	510	77.9%
Low households	455		580	
Households overpaying	280	61.5%	305	52.6%
Subtotal: All lower-income households	830		1,990	
Subtotal: Households overpaying	515	62.0%	1,390	69.8%
Moderate households	280		320	
Households overpaying	25	8.9%	70	21.9%
Above moderate households	1,500		780	
Households overpaying	285	19.0%	25	3.2%

Source: HUD CHAS, based on the 2006-2010 ACS

Extremely Low Income Households

State law requires quantification and analysis of existing and projected housing needs of extremely low-income (ELI) households. Extremely low income is defined as households with income less than 30% of area median income. The 2013 area median income for Butte County was \$58,700 (see Table II-14, page 10). For extremely-low-income households, this means an income of \$17,600 or less for a four-person household. Households with extremely-low-income have a variety of housing needs.

Existing Needs

According to recent Census estimates, extremely-low-income households represented about 7% of owner households and 24% of renter households in Oroville. As shown in Table II-7 above, recent Comprehensive Housing Affordability Strategy (CHAS) data indicated that about 74% of ELI owners and 76% of ELI renters were overpaying for housing. CHAS data for 2006-2010 also indicated that about 74% of ELI owners and 79% of ELI renters had from 1 to 4 "housing problems," which are defined as: incomplete kitchen facilities; incomplete plumbing facilities; more than 1 person per room; or cost burden greater than 30%.

Projected Needs

The projected housing need for extremely-low-income households is assumed to be 50% of the very-low-income regional housing need of 419 units, or 210 extremely-low-income units during the 2014-2022 period. The resources and programs to address this need are similar to those for other low-income households and are discussed throughout the Housing Element, including Chapter V, the Housing Action Plan. Because the needs of extremely-low-income households overlap extensively with other special needs groups, further analysis and resources for extremely-low-income households can be found in Chapter II, Needs Assessment, Section E, Special Needs, and Chapter IV, Constraints, Section A.c, Special Needs Housing.

C. Employment

Employment is an important factor affecting housing needs within a community. The jobs available in each employment sector and the wages for these jobs affect the type and size of housing residents can afford.

1. Current Employment Characteristics

Current employment and projected job growth have a significant influence on housing needs during this planning period. Table II-8 shows that the city's estimated labor participation rate was approximately 55% of the working-age population, which is slightly lower than the estimated 57% for the county as a whole.

Table II-8
Labor Force: Oroville vs. Butte County

Labor Force Status	Oroville		Butte County	
	Persons	Percent	Persons	Percent
Population 16 years and over	11,914	100%	180,181	100%
In labor force	6,559	55.1%	102,322	56.8%
Civilian labor force	6,559	55.1%	102,009	56.6%
Employed	5,585	85.2%	87,362	85.6%
Unemployed	974	14.8%	14,647	14.4%
Armed Forces	0	0.0%	313	0.2%
Not in labor force	5,355	44.9%	77,859	43.2%

Source: Bureau of the Census, 2008-2012 American Community Survey, Table DP-3.

2. Projected Job Growth

Future housing needs are affected by the number and type of new jobs created during this planning period. Table II-9 shows projected job growth by industry in Butte County for the period 2010-2020. Total employment in the county is expected to grow by about 16% during this 10-year period. The overall growth is expected to add about 12,800 new jobs and bring the county's employment to over 93,000 by 2020. The industries with the largest projected job growth are Education/Health Care/Social Assistance, Retail Trade, Leisure/Hospitality, Professional and Business Services, and State/Local Government.

**Table II-9
2010-2020 Industry Employment Projections
Butte County**

NAICS Code	Industry Title	Annual Average Employment		Employment Change	
		2010	2020	Numerical	Percent
	Total Employment	80,700	93,500	12,800	15.9
	Self Employment (A)	7,300	7,700	400	5.5
	Unpaid Family Workers (B)	100	100	0	0.0
	Private Household Workers (C)	1,700	2,400	700	41.2
	Total Farm	2,800	2,900	100	3.6
	Total Nonfarm	68,800	80,400	11,600	16.9
1133,21,23	Mining, Logging, and Construction	2,400	3,000	600	25.0
31-33	Manufacturing	3,500	3,900	400	11.4
22,42-49	Trade, Transportation, and Utilities	12,700	15,400	2,700	21.3
42	Wholesale Trade	1,700	2,200	500	29.4
44-45	Retail Trade	9,400	11,300	1,900	20.2
22,48-49	Transportation, Warehousing, and Utilities	1,600	1,900	300	18.8
51	Information	1,000	1,100	100	10.0
52-53	Financial Activities	3,100	3,500	400	12.9
52	Finance and Insurance	1,700	1,900	200	11.8
54-56	Professional and Business Services	4,900	6,300	1,400	28.6
61-62	Educational Services, Health Care, and Social Assistance	13,600	16,500	2,900	21.3
71-72	Leisure and Hospitality	7,100	8,500	1,400	19.7
81	Other Services (excludes 814-Private Household Workers)	3,600	4,100	500	13.9
	Government	16,900	18,100	1,200	7.1
	Federal Government (D)	700	600	-100	-14.3
	State and Local Government	16,300	17,500	1,200	7.4
	State Government	3,700	4,000	300	8.1
	State Government Education	2,800	3,100	300	10.7
	Local Government	12,600	13,500	900	7.1

Notes:

(A) Self-Employed persons work for profit or fees in their own business, profession, trade, or farm. Only the unincorporated self-employed are included in this category. The estimated and projected employment numbers include all workers who are primarily self-employed and wage and salary workers who hold a secondary job as a self-employed worker.

(B) Unpaid family workers are those persons who work without pay for 15 or more hours per week on a farm or in a business operated by a member of the household to whom they are related by birth or marriage.

(C) Private Household Workers are employed as domestic workers whose primary activities are to maintain the household.

Industry employment is based on the Quarterly Census of Employment and Wages (QCEW) program.

Source: California Employment Development Department, March 2011 Benchmark

D. Housing Stock Characteristics

This section presents an evaluation of the characteristics of the community's housing stock and helps in identifying and prioritizing needs. The factors evaluated include the number and type of housing units, recent growth trends, age and condition, tenure, vacancy, housing costs, affordability, and assisted affordable units at-risk of loss due to conversion to market-rate. A housing unit is defined as a house, apartment, mobile home, or group of rooms, occupied as separate living quarters, or if vacant, intended for occupancy as separate living quarters.

1. Housing Type

As of 2013, nearly 60% of the housing stock in Oroville was comprised of single-family detached homes, while multi-family units comprised about 32% of housing units. About 6% of units were mobile homes and about 3.5% were single-family attached (condo) units. Table II-10 provides a breakdown of the housing stock by type compared to the county as a whole.

Table II-10
Housing by Type

Structure Type	Oroville		Butte County	
	Units	%	Units	%
Single-family detached	3,786	59.1%	60,442	62.4%
Single-family attached	221	3.5%	3,067	3.2%
Multi-family 2-4 units	790	12.3%	8,907	9.2%
Multi-family 5+ units	1,227	19.2%	10,277	10.6%
Mobile Homes	381	5.9%	14,191	14.6%
Total units	6,405	100%	96,884	100%

Source: Department of Finance, 2013

2. Housing Age and Conditions

Housing age is often an important indicator of housing condition. Housing units built prior to 1978 before stringent limits on the amount of lead in paint were imposed, may have interior or exterior building components coated with lead-based paint. Housing units built before 1970 are the most likely to need rehabilitation and to have lead-based paint in deteriorated condition. Lead-based paint becomes hazardous to children under age six and to pregnant women when it peels off walls or is pulverized by lead-based paint coated windows and doors opening and closing.

Table II-11 shows the age distribution of the housing stock in Oroville as reported in recent Census data. This table shows that about 58% of all units were constructed prior to 1970. These findings suggest that there is an ongoing need for maintenance and rehabilitation, including remediation of lead-based paint, for a substantial proportion of the City's housing stock.

Table II-11
Age of Housing Stock

Year Built	Units	% of Total
2010 or later	6	0.1%
2000-09	568	9.2%
1990-99	333	5.4%
1980-89	591	9.6%
1970-79	1,063	17.3%
1960-69	749	12.2%
1950-59	1,153	18.7%
1940-49	591	9.6%
1939 or earlier	1,103	17.9%
Total Units	6,157	100%

Source: 2008-2012 ACS, Table DP-4

A housing conditions survey was conducted in 2009, which included a total of 6,394 housing units. The survey found that about 44% of all units were in need of some repair, ranging from minor cosmetic deterioration to a dilapidated condition (Table II-12). Observations of the City's Business Assistance and Housing Development staff indicate that housing conditions have not substantially changed since that survey was conducted, although the City's resources for rehabilitation assistance have declined due to the dissolution of the Redevelopment Agency.

Table II-12
Housing Conditions Summary

Structure Type	Condition					Totals
	Sound	Minor	Moderate	Substantial	Dilapidated	
Single Family	2,386	872	507	27	4	3,796
Percent	62.9%	23.0%	13.4%	0.7%	0.1%	100.0%
Duplex	122	160	108	2	2	394
Percent	31.0%	40.6%	27.4%	0.5%	0.5%	100.0%
Triplex	18	18	39	0	0	75
Percent	24.0%	24.0%	52.0%	0.0%	0.0%	100.0%
Fourplex	108	64	32	0	0	204
Percent	52.9%	31.4%	15.7%	0.0%	0.0%	100.0%
Multi-Family	600	705	90	24	6	1,425
Percent	42.1%	49.5%	6.3%	1.7%	0.4%	100.0%
Mobile Home	282	46	28	0	0	356
Percent	79.2%	12.9%	7.9%	0.0%	0.0%	100.0%
Mixed Use	90	36	18	0	0	144
Percent	62.5%	25.0%	12.5%	0.0%	0.0%	100.0%
Total Units	3,606	1,901	822	53	12	6,394
Total %	56.4%	29.7%	12.9%	0.8%	0.2%	100.0%

Source: City of Oroville, 2009

3. Housing Vacancy Rates

According to the state Department of Finance, the housing vacancy rate in Oroville was approximately 9% in 2013. For the county as a whole, the vacancy rate was estimated to be about 8.6% (Table II-13).

Table II-13
Housing Vacancy Rates –
Butte County Jurisdictions

Jurisdiction	Vacancy Rate
Biggs	8.5%
Chico	6.1%
Gridley	9.3%
Oroville	8.9%
Paradise	8.4%
Unincorporated Area	11.1%
County Total	8.6%

Source: Cal. Department of Finance Table E-5, 2013

4. Housing Cost and Affordability

a. Housing Affordability Criteria

State law establishes five income categories for purposes of housing programs based on the area (i.e., county) median income ("AMI"): extremely-low (30% or less of AMI), very-low (31-50% of AMI), low (51-80% of AMI), moderate (81-120% of AMI) and above moderate (over 120% of AMI). Housing affordability is based on the relationship between household income and housing expenses. According to HUD and the California Department of Housing and Community Development, housing is considered "affordable" if the monthly payment is no more than 30% of a household's gross income.

Table II-14 shows 2014 affordable rent levels and estimated affordable purchase prices for housing in Butte County by income category. Based on state-adopted standards, the maximum affordable monthly rent for extremely-low-income households is \$440, while the maximum affordable rent for very-low-income households is \$734. The maximum affordable rent for low-income households is \$1,174, while the maximum for moderate-income households is \$1,761. These figures are based on a 4-person household and are adjusted for different household sizes.

Maximum purchase prices are more difficult to determine due to variations in mortgage interest rates and qualifying procedures, down payments, special tax assessments, homeowner association fees, property insurance rates, etc. With this caveat, the maximum home purchase prices by income category shown in Table II-14 have been estimated based on typical conditions.

Table II-14
Income Categories and Affordable Housing Costs –
Butte County

2014 County Median Income = \$58,700	Income Limits	Affordable Rent	Affordable Price (est.)
Extremely Low (<30%)	\$17,600	\$440	--
Very Low (31-50%)	\$29,350	\$734	\$115,000
Low (51-80%)	\$46,950	\$1,174	\$185,000
Moderate (81-120%)	\$70,450	\$1,761	\$280,000
Above moderate (120%+)	\$70,450+	\$1,761+	\$280,000+

Assumptions:

- Based on a family of 4
 - 30% of gross income for rent or PITI
 - 10% down payment, 4.5% interest, 1.25% taxes & insurance, \$200 HOA dues
- Source: Cal. HCD; J.H. Douglas & Associates

b. For-Sale Housing

Median housing sales price statistics for Oroville and Butte County during 2012-13 (Table II-15) show that housing in Oroville is less expensive than in the county as a whole. The median sales price in 2013 was \$125,000 compared to \$205,000 for the entire county. Based on the estimated affordable purchase prices shown in Table II-14, housing affordability is relatively good in Oroville, and many low-income households should be able to find suitable housing without overpaying. This data illustrates that public subsidies are required to reduce sales prices to a level that is affordable to very-low- and extremely-low-income households.

Table II-15
Housing Sales Prices –
Butte County

Jurisdiction	2012	2013	% chg
Oroville	\$105,000	\$125,000	+19%
Butte County	\$167,500	\$205,000	+22%

Source: DQNews.com, 2014 (includes new and resale homes and condos)

c. Rental Housing

An internet search of available rental units in Oroville in February 2014 found monthly rents ranging from \$550 for a 2-bedroom apartment to \$2,400 per month for a large luxury single-family home².

When market rents are compared to the amounts lower-income households can afford to pay (Table II-14), it appears that low- and very-low-income households may be able to find affordable units, but extremely-low-income households have difficulty finding rental

² http://www.trulia.com/for_rent

housing without overpaying. However, most rental units appear to fall within the affordable range for low- and moderate-income households.

E. Special Needs

Certain groups have greater difficulty in finding decent, affordable housing due to special circumstances. Such circumstances may be related to one's employment and income, family characteristics, disability, or other conditions. As a result, some Oroville residents may experience a higher prevalence of overpayment, overcrowding, or other housing problems.

State Housing Element law defines "special needs" groups to include persons with disabilities, the elderly, large households, female-headed households with children, homeless people, and farm workers. This section contains a discussion of the housing needs facing each of these groups.

1. Persons with Disabilities

Disabilities may include sensory difficulties (vision, hearing, etc.), cognitive difficulties, mobility difficulties, or self-care difficulties. Such issues may make independent living problematic.

Recent ACS data estimated that approximately 3,332 people in Oroville, or about 22% of the total population, had some type of disability (see Table II-16). As may be expected, those aged 65 and over had the highest rate of disabilities. Included within these disabilities are persons whose disability hinders their ability to live independently (6.2% of the working age population and 24.4% of the senior population). Housing opportunities for persons with disabilities can be expanded through housing assistance programs and providing universal design features such as widened doorways, ramps, lowered countertops, single-level units and ground floor units. During the prior planning period the City amended the Municipal Code to establish procedures to ensure reasonable accommodations for persons with disabilities pursuant to Government Code Sec. 65008 and 65583 (SB 520).

**Table II-16
Persons with Disabilities by Age**

Disability by Age	Persons	Percent
Total civilian noninstitutionalized population	14,970	-
With any disability	3,332	22.3%
Under Age 5 - total persons	1,179	--
With a hearing difficulty	0	0.0%
With a vision difficulty	33	2.8%
Age 5 to 17 - total persons	2,883	
With a hearing difficulty	35	1.2%
With a vision difficulty	172	6.0%
With a cognitive difficulty	328	11.4%
With an ambulatory difficulty	145	5.0%
With a self-care difficulty	198	6.9%
Age 18 to 64 - total persons	9,127	
With a hearing difficulty	623	6.8%
With a vision difficulty	279	3.1%
With a cognitive difficulty	830	9.1%
With an ambulatory difficulty	1014	11.1%
With a self-care difficulty	449	4.9%
With an independent living difficulty	567	6.2%
Age 65 and over* - total persons	1,781	
With a hearing difficulty	346	19.4%
With a vision difficulty	274	15.4%
With a cognitive difficulty	226	12.7%
With an ambulatory difficulty	543	30.5%
With a self-care difficulty	244	13.7%
With an independent living difficulty	435	24.4%

Source: U.S. Census, 2008-2012 ACS Table S1810

Note: Totals may exceed 100% due to multiple disabilities per person

Developmentally Disabled

As defined by federal law, "developmental disability" means a severe, chronic disability of an individual that:

- Is attributable to a mental or physical impairment or combination of mental and physical impairments;
- Is manifested before the individual attains age 18;
- Is likely to continue indefinitely;
- Results in substantial functional limitations in three or more of the following areas of major life activity: a) self-care; b) receptive and expressive language; c) learning; d) mobility; e) self-direction; f) capacity for independent living; or g) economic self-sufficiency;
- Reflects the individual's need for a combination and sequence of special, interdisciplinary, or generic services, individualized supports, or other forms

of assistance that are of lifelong or extended duration and are individually planned and coordinated.

The Census does not record developmental disabilities. According to the U.S. Administration on Developmental Disabilities, an accepted estimate of the percentage of the population that can be defined as developmentally disabled is 1.5 percent. Many developmentally disabled persons can live and work independently within a conventional housing environment. More severely disabled individuals require a group living environment where supervision is provided. The most severely affected individuals may require an institutional environment where medical attention and physical therapy are provided. Because developmental disabilities exist before adulthood, the first issue in supportive housing for the developmentally disabled is the transition from the person's living situation as a child to an appropriate level of independence as an adult.

The State Department of Developmental Services (DDS) currently provides community-based services to approximately 243,000 persons with developmental disabilities and their families through a statewide system of 21 regional centers, four developmental centers, and two community-based facilities. The Far Northern Regional Center³ (FNRC) is responsible for serving residents of the nine counties in Northern California (Butte, Glenn, Lassen, Modoc, Plumas, Tehama, Trinity, Shasta and Siskiyou). FNRC's main office is in Redding and also maintains a satellite office in Chico. As of 2013 the FNRC served approximately 6,600 clients. The Department of Developmental Services reported approximately 2,500 clients with developmental disabilities in Butte County, including approximately 700 Oroville residents in 2013⁴. Any resident who has a developmental disability that originated before age 18 is eligible for services. Services are offered to people with developmental disabilities based on Individual Program Plans and may include: Adult day programs; advocacy; assessment/consultation; behavior management programs; diagnosis and evaluation; independent living services; infant development programs; information and referrals; mobility training; prenatal diagnosis; residential care; respite care; physical and occupational therapy; transportation; consumer, family vendor training; and vocational training.

2. Elderly

According to ACS estimates, approximately 29% of owner households and 17% of renter households in Oroville were headed by someone age 65 or older (Table II-17). Many elderly persons are dependent on fixed incomes and many have disabilities. Elderly homeowners may be physically unable to maintain their homes or cope with living alone. The housing needs of this group can be partially addressed through smaller units, second units on lots with existing homes, shared living arrangements, congregate housing and housing assistance programs.

³ www.farnorthernrc.org

⁴ Zip Codes 95965 and 95966

Table II-17
Elderly Households by Tenure

Householder Age	Owner		Renter	
	Households	%	Households	%
Under 65 years	1,787	71%	2,580	83%
65 to 74 years	390	16%	307	10%
75 to 84 years	238	9%	128	4%
85 years and over	91	4%	107	3%
Total Households	2,506	100%	3,122	100%

Source: U.S. Census 2008-2012 ACS, Table B25007

3. Large Households

Household size is an indicator of need for large units. Large households are defined as those with five or more members. Recent ACS data reported that about 13% of owner households and about 10% of renter households had five or more members (Table II-18). This distribution indicates a relatively low need for large units with four or more bedrooms, and over 60% of both owner and renter households in Oroville contain only one or two persons. Among renters, nearly 40% of households are individuals living alone.

Table II-18
Household Size by Tenure

Household Size	Owners		Renters	
	Households	%	Households	%
1 person	537	21.4%	1211	38.8%
2 persons	1,059	42.3%	740	23.7%
3 persons	311	12.4%	537	17.2%
4 persons	268	10.7%	322	10.3%
5 persons	208	8.3%	159	5.1%
6 persons	38	1.5%	33	1.1%
7+ persons	85	3.4%	120	3.8%
Total households	2,506	100%	3,122	100%

Source: 2008-2012 ACS Table B25009

4. Female-Headed Households

According to ACS estimates, about 10% of owner households and 21% of renter households were headed by a female (Table II-19). While female-headed households represent a relatively small portion of all households, they often have special challenges of balancing work and childcare responsibilities. All of the City's efforts to increase the supply of affordable housing respond to the needs of female-headed households.

Table II-19
Household Type by Tenure

Household Type	Owners		Renters	
	Households	%	Households	%
Married couple family	1,448	57.8%	653	20.9%
Male householder, no wife present	186	7.4%	219	7.0%
Female householder, no husband present	261	10.4%	646	20.7%
Non-family households	611	24.4%	1,604	51.4%
Total households	2,506	100%	3,122	100%

Source: 2008-2012 ACS Table B11012

5. Farm Workers

Agriculture is a significant component of the economy in Butte County, with a total annual crop value of over \$721 million in 2012 according to the County Agricultural Commissioner⁵. The highest producing crops were walnuts (\$235 million), almonds (\$161 million) and rice (\$155 million).

As shown previously in Table II-9, total farm employment in Butte County is projected to increase by about 100 jobs during 2010-2020. According to recent Census estimates, there are approximately 2,962 persons living in Butte County who work in the agriculture, forestry, fishing, hunting and mining industries. Of those, about 106 persons reside in Oroville (Table II-20). Available data does not provide a subtotal for farmworkers (separate from those employed in forestry, fishing, hunting and mining) therefore the City also contacted the Butte County Office of Education to obtain data regarding children of farmworkers enrolled in K-12 schools. BCOE indicated that there are currently 28 children of migrant farmworkers living in Oroville who are participating in a special program targeted for migrant farmworker families. However, this total does not include all children of agricultural workers, therefore it is difficult to extrapolate this data to estimate the total number of farmworkers living in Oroville.

Table II-20
Agricultural Employment –
Oroville and Butte County

Place of Residence for Workers Employed in Agriculture, Forestry, Fishing, Hunting and Mining	Workers	% of County Total
Butte County	2,962	100%
Oroville	106	3.6%

Source: 2008-2012 ACS Table DP-3

The housing needs of farmworkers are addressed through the provision of permanent affordable housing, such as lower-cost apartments and single-family homes, as well as

⁵ Butte County Agricultural Commissioner, 2012 Crop Report

temporary housing for migratory workers. In compliance with the Employee Housing Act (Health and Safety Code §17021.5 and §17021.6), the Municipal Code allows farmworker housing for up to 12 units or 36 persons by-right (i.e., without a CUP or other discretionary approval) in zones where agriculture is a permitted use.

6. Homeless Persons

Homelessness is a continuing national problem. The Butte Countywide Homeless Continuum of Care conducted its seventh Point-In-Time Homeless Census and Survey on January 30, 2013. Over 100 volunteers collected survey data at designated sites around Butte County. The effort yielded 1,221 surveys, which contained information about 1,553 total individuals who were experiencing homelessness in Butte County on the day of the census. This represents a 12% decrease from the number of homeless individuals surveyed during the census in 2011.

Stakeholders believe the reason for this decrease in the number of persons surveyed is the result of funding cuts and dwindling resources, which led to key agency staff being unavailable for outreach, particularly to people who were sharing the housing of family or friends. Another reason for the decrease may be because the economy has improved and the unemployment rate has dropped significantly since 2011. The 2013 results for most survey questions were similar to the results from the 2011 survey. There was an increase in the number of children reported, a decrease in the number of persons reporting sharing housing, and a decrease in the number of people reporting unemployment or financial problems as the reason they were experiencing homelessness. The rates of unsheltered persons and chronic homelessness increased.

The 2013 homeless count reported 579 homeless persons in Oroville, which represents about 37% of the county total (Table II-21).

Table II-21
Butte County Homeless Count: 2013

Area	Number	% of Total
Biggs/Gridley	65	4%
Chico	804	52%
Oroville	579	37%
Paradise	89	6%
Other areas	16	1%
Total	1,553	100%

Source: Butte County 2013 Homeless Count

There are several agencies that provide services and temporary housing to the homeless in the Greater Oroville area (Table II-22). Appendix D includes the 10-Year Strategy to End Homelessness, adopted in 2014 by the Butte Countywide Homeless Continuum of Care (Butte CoC). Butte CoC is a network of local homeless services organizations and interested individuals. The 10-Year Strategy is a recipe book of solutions that the community has prioritized as most needed and appropriate for our localities. A key element of the 10-Year Strategy is community participation. Over a 5-month period, 10

public meetings were held throughout the county in which participants explored the causes of homelessness, identified gaps in services, suggested potential solutions, and prioritized solutions most needed and appropriate for our community. 10-Year Strategy aims to provide a better understanding of what is required to realize meaningful solutions to homelessness in Butte County.

Table II-22
Oroville Homeless Services and Facilities

Agency	Housing (Beds)	Services
Community Action Agency – private non profit: 530-538-7559	Only emergency shelter at local motels for limited time.	Referrals to social and emergency services; food closet will provide 3 days of food once a month with local identification; weekday soup kitchen.
Oroville Rescue Mission – faith based non-profit, 530-533-9120	Men's dormitory with 24 beds and women's 10-bed dormitory for women and children. Average stay is seven days, can be extended to 30 under some circumstances. Residents must leave after breakfast each day and re-register at 4:30.	Meals, groceries, showers, telephone, mail-drop service. From the 1 st to 15 th of the month, about ten residents. After the 15 th the facility is full after SSI or other money runs out. Greatest need: job counselling services; organized day labor board.
Butte County Mental Health Department 530-891-2150	Emergency hotel rooms.	Referral to available programs.
St. Thomas the Apostle Catholic Church, 530-895-8331	None	Some food, individual meals when requested, clothes.
Southside Family Resource Center	None	Food boxes, telephone use area, bathrooms for day use, mail-drop service, substance abuse day treatment, parent education, child care, case management, referral, and support groups
County Board of Education	None	Received grant to provide licensed teachers under a program called "School Ties" to teach in homeless shelters.
Tribes Estom Yukema Maidu Tyme Maido Tribe Mooretown Rancheria of Maidu Mechoopda Maidu 530-899-8922	Within the Rancheria for tribal members.	Shelter, food, health services, counseling.

Source: City of Oroville 2014

Senate Bill (SB) 2 of 2007 amended state housing law to strengthen the planning requirements for emergency shelters and transitional/supportive housing. SB 2 requires that shelters be allowed "by-right" (i.e., without a conditional use permit or other discretionary approval) in at least one zoning district. In accordance with SB 2, the City amended the Municipal Code during the previous planning period to allow emergency shelters in the R-3 and R-4 zones. In addition, transitional and supportive housing are considered residential uses that are subject only to the same standards and procedures as other residential uses of the same type in the same zone.

F. Assisted Housing at Risk of Conversion

As part of the Housing Element, jurisdictions must evaluate the potential for deed-restricted low-income housing units to convert from affordable to market rate status within the ten-year period 2014-2024.

Table II-23
Assisted Affordable Housing Developments

Project	Address	Property Owner	Profit-Motivated?	No. of Assisted Units	Target Group	Covenant Exp. Date	Program Type
Oroville Apartments	39 Nelson Ave	William Rice HPD-Willows-Oroville	49% for profit	62	VL/Low	2058	Substantial Rehab (Tax Credit/USDA)
Oroville Family Housing	Scattered sites	Butte County Housing Authority	No	130	VL/Low	2051	HOME
Boulder Creek	675 Mitchell Ave	Cascade Housing Association	49% for profit	156	Low	2047	RDA/LIHTC
Oroville Manor	2750 Lincoln Blvd	William Rice HPD-Willows-Oroville	49% for profit	71	VL/Low Seniors	2059	Substantial Rehab (USDA), RDA, HOME
Sierra Village	23 Nelson Ave	Foundation of Affordable Housing	49% for profit	61	VL/Low	2061	9% tax credit only
Hillview Ridge	2750 Gilmore Ln	Oroville Pacific Associates	49% for profit	72	VL/Low	2063	RDA, HOME, CDBG LIHTC
Hillview Ridge II	2750 Gilmore Ln	Oroville Pacific Associates	49% for profit	57	Low	2066	RDA, HOME, CDBG 4% Tax Credit
Orange Tree Senior Apts	1511 Robinson St	Petaluma Ecumenical Properties	No	50	Low Seniors	2067	RDA, CDBG Program Income, 4% Tax Credit
Winston Gardens	700 Michell Avenue	Butte County Housing Authority	No	58	EL Seniors	2038	HUD 202
Park Place	2105 Park Ave	Butte County Housing Authority	No	40	EL Seniors	2055	HACB Bond
Highland Apts	222 Table Mountain Blvd	Star Highlands of Oroville	49% profit	88	Low	2062	USDA 515

Source: City of Oroville, 2014

The inventory includes all multi-family rental units assisted under federal, state and/or local programs including federal and state grants, bond programs, redevelopment projects, local in-lieu fees, housing trusts funds, inclusionary housing and density bonuses. As shown in Table II-23 there are 11 assisted projects in the City with a total of 845 units. None of the properties is at risk of conversion within the 2024 time horizon.

G. Regional Housing Growth Needs

Cities must consider projected population growth and plan for the housing needs of new residents. The Regional Housing Needs Assessment (RHNA) process is a key tool for local governments to plan for anticipated growth. The Regional Housing Needs Plan (RHNP)

was adopted by the Butte County Association of Governments (BCAG) in 2013 and covers the projection period of January 2014 to June 2022.

The future need for housing is determined primarily by the forecasted growth in households in a community. Each new household, created by a child moving out of a parent's home, by a family moving to a community for employment, and so forth, creates the need for a housing unit. The housing need for new households is then adjusted to maintain a desirable level of vacancy to promote housing choice and mobility. An adjustment is also made to account for units expected to be lost due to demolition, natural disaster, or conversion to non-housing uses. The sum of these factors – household growth, vacancy need, and replacement need – determines the new construction need for a community. Total housing need is then distributed among four income categories⁶ on the basis of the county's income distribution, with adjustments to avoid an over-concentration of lower-income households in any community.

The total housing growth need for the City of Oroville during the 2014-2022 projection period is 1,793 units. This total is distributed by income category as shown in Table II-24. A discussion of the City's resources for addressing this growth need is provided in Chapter III.

Table II-24
2014-2022 Regional Housing Growth Needs

Very Low*	Low	Moderate	Above Mod	Total
419**	284	306	784	1,793
23%	16%	17%	44%	100%

Source: BCAG 2013

*Includes the Extremely-Low Category

**210 of these are assumed to be extremely-low units

⁶ Although AB 2634 requires Housing Elements to consider the needs of extremely-low-income households, the RHNP does not quantify the need for this category. State law allows jurisdictions to establish the extremely-low-income need as one-half of the very-low-income RHNP allocation.

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III. RESOURCES AND OPPORTUNITIES

A. Land Resources

Section 65583(a)(3) of the *Government Code* requires Housing Elements to contain an “inventory of land suitable for residential development, including vacant sites and sites having potential for redevelopment, and an analysis of the relationship of zoning and public facilities and services to these sites.” A detailed analysis of sites with potential for housing development during this planning period is provided in Appendix B. The results of this analysis are summarized in Table III-1, below. The table shows that there are sufficient sites with appropriate zoning to accommodate the City’s RHNA allocation. The Housing Action Plan (Chapter V) contains programs to encourage and facilitate development of housing for all economic segments of the community.

**Table III-1
Land Inventory Summary**

Category	Income Category			
	Lower	Mod	Above	Total
Vacant sites (Table B-4)	725	880	1,534	3,139
RHNA 2014-2022	703	306	784	1,793
Adequate Sites?	Yes	Yes	Yes	Yes

Source: City of Oroville, 2014

A discussion of public facilities and infrastructure needed to serve future development is contained in Section IV.B, Non-Governmental Constraints. There are no known service limitations that would preclude the level of development described in the RHNA, although developers will be required to pay fees or construct public improvements prior to or concurrent with development.

B. Financial and Administrative Resources

1. State and Federal Resources

Community Development Block Grant Program (CDBG) – CDBG funds received during 2009-2013 totaled approximately \$2.87 million and are summarized in Table III-2. CDBG funds were primarily used for housing rehabilitation, public services, economic development and code enforcement activities.

**Table III-2
Housing Grant Summary 2009-2013**

Year	Grant	Amount
2009	CDBG	\$600,000
	HOME	\$800,000
	CalHome	-
2010	CDBG	\$800,000
	HOME	-
	CalHome	\$1,000,000
2011	CDBG	-
	HOME	\$700,000
	CalHome	-
2012	CDBG	\$1,472,221
	HOME	\$700,000
	CalHome	\$1,000,000
2013	CDBG	-
	HOME	-
	CalHome	\$1,000,000
Total 2009-2013		\$8,072,221

HOME Investment Partnership Program (HOME) - Federal HOME funds can be used for a variety of activities that promote affordable rental housing and homeownership for low- and very-low-income households. Funds may be used for building acquisition, new construction, reconstruction, moderate or substantial rehabilitation, first-time homebuyer assistance, and tenant-based assistance. Grant recipients must provide a local match ranging between 25% and 50% depending on program activity.

HOME funds received during 2009-2013 totaled \$2.2 million, which were used for the First Time Homebuyer (FTH) program. The City also received \$3 million in CalHome funds during 2009-2013, which were also used for the FTH program.

Low-Income Housing Tax Credit Program - The Low-Income Housing Tax Credit (LIHTC) Program was created by the Tax Reform Act of 1986 to provide an alternate method of funding low- and moderate-income housing. Each state receives a tax credit, based upon population, toward funding housing that meets program guidelines. The tax credits are then used to leverage private capital into new construction or acquisition and rehabilitation of affordable housing. Limitations on projects funded under the LIHTC program include minimum requirements that a certain percentage of units remain rent-restricted, based upon median income.

The California Department of Housing and Community Development (HCD) administers a variety of housing loan and grant programs. Program availability changes over time, and HCD publishes a directory of available program on its website at http://www.hcd.ca.gov/fa/Program_Directory_June%202012.pdf.

2. Local Resources

Housing Successor Agency - The City of Oroville Community Redevelopment Agency ("RDA") was established in 1981 to address deteriorating property conditions and economic blight. It successfully implemented many revitalization and affordable housing projects until its dissolution in 2012. All California redevelopment agencies were eliminated as of February 1, 2012 by the adoption of Assembly Bill ("AB") x1 26, as modified by California Supreme Court case California Redevelopment Association v. Matosantos and Assembly Bill 1484 (collectively referred to as the "Dissolution Act" and codified in the California Health & Safety Code). Pursuant to the Dissolution Act, the City elected to become the Successor Housing Entity in order to retain the housing assets and functions previously performed by RDA. All rights, powers, duties, obligations, and housing assets of the former RDA were transferred to the City. However, this did not include any balances remaining in the Low and Moderate Income Housing Fund.

There is no significant source of ongoing revenue for Successor Housing Entity activities. Whereas the former RDA set aside 20 percent of gross tax increment revenues for affordable housing activities, funding for the Successor Housing Entity is restricted to loan repayments, rents and interest. These are deposited into a Low and Moderate Income Housing Asset Fund ("Housing Asset Fund"). Funds in this account are subject to housing-related provisions of Community Redevelopment Law.

The State legislature enacted Senate Bill ("SB") 341 on October 13, 2013 to provide clarification on the functions to be performed by successor housing entities. Under SB 341 successor housing entities face more restrictive limitations on and obligations related to expenditures of moneys from their newly established Housing Asset Fund. Major changes relate to proportional expenditure requirements, expenditure compliance periods, annual reporting requirements, and excess surplus.

C. Energy Conservation Opportunities

Two basic and interrelated approaches to creating energy conservation opportunities in residences are conservation and development.

Conservation. Conservation can be accomplished by reducing the use of energy-consuming items, or by physically modifying existing structures and land uses. The California Energy Commission first adopted energy conservation standards for new construction in 1978. These standards, contained in Title 24 of the California Administrative Code, contain specifications relating to insulation, glazing, heating and cooling systems, water heaters, swimming pool heaters, and several other items. Specific design provisions differ throughout the state depending upon local temperature conditions.

The California Energy Commission revised the standards for new residential buildings in 1981. These "second generation" standards were then delayed until 1983 when AB 163 was passed which provided options for complying with the standards.

Although the energy regulations establish a uniform standard of energy efficiency, they do not ensure that all available conservation features are incorporated into building

design. Additional measures may further reduce heating, cooling, and lighting loads, and overall energy consumption. While it is not suggested that all possible conservation features be included in every development, there are often a number of economically feasible measures that may result in savings in excess of the minimum required by Title 24.

Currently, the City of Oroville complies with Title 24 for new construction and rehabilitation of residences. The City will continue to encourage homeowners to take advantage of energy-saving techniques through retrofitting of existing homes. The City will continue to publicize the availability of the Community Action Agency of Butte County (CAA) weatherization program, which provides energy audits and energy-efficient home repairs for low-income families.

Pacific Gas and Electric (PG&E) provides gas and electric service to Oroville residents. PG&E offers a variety of energy conservation programs and information services that are available to residents to help them save energy and money. Local water purveyors also assist with conservation efforts by providing water conservation devices to help retrofit older homes and facilities.

The Housing Action Plan includes efforts to publicize the availability of energy conservation programs and assistance.

Development. Major opportunities for residential energy conservation include insulation and weatherproofing, landscaping, maximizing solar orientation and lowering appliance consumption. With the energy crisis of 2001, and the continuing escalation in energy prices, many new residential structures are incorporating energy conservation equipment and design, as well as technological advances (such as automatic timers to control air conditioning, lighting, etc.) to help reduce energy use.

IV. CONSTRAINTS

In planning for the provision of housing, constraints to the development, maintenance and improvement of housing must be recognized, and jurisdictions must take appropriate steps to mitigate them where feasible. Local government cannot control many of these constraints, such as those related to general economic and market conditions, but others can be addressed. Potential constraints to housing are discussed below, and include governmental constraints and non-governmental constraints.

A. Governmental Constraints

Governmental regulations, while intentionally controlling the quality of development in the community can also, unintentionally, increase the cost of development and thus the cost of housing. These governmental constraints include land use controls, building codes and their enforcement, site improvements, fees and other exactions required of developers, and local development processing and permit procedures.

Land use controls may limit the amount or density of development, thus increasing the cost per unit. On-site and off-site improvements such as roads, traffic signals on adjacent streets, or sewer systems may increase an individual project's costs of development. Processing and permit requirements may delay construction, increasing financing and/or overhead costs of a development. The following describes potential governmental constraints, which may affect the supply and cost of housing in Oroville.

1. Land Use Plans and Regulations

a. General Plan

Each city and county in California must prepare a comprehensive, long-term General Plan to guide its future. The land use element of the General Plan establishes the basic land uses and density of development within the various areas of the city. Under state law, the General Plan elements must be internally consistent and the City's zoning must be consistent with the General Plan. Thus, the land use plan must provide suitable locations and densities to implement the policies of the Housing Element.

The Land Use Element provides for seven residential land use designations and a mixed-use designation, as summarized in Table IV-1 and described below.

Residential areas provide locations for various types of housing throughout Oroville. Maximum densities for residential uses are expressed in numbers of units per net acre of developable land, provided that at least one housing unit may be built on each existing legal parcel designated for residential use. Second units permitted by local regulation and State-mandated density bonuses for provision of affordable housing are in addition to densities otherwise permitted. New residential projects shall meet or exceed the minimum density specified in the land use designation for that given area and shall not exceed the specified maximum density.

Rural Residential Density – This designation provides a transition between sparsely developed areas and the agricultural areas surrounding the community. This designation allows for a maximum of 0.2 units per net acre (one unit for every 5 acres) and encourages large lot development with a rural character, generally on the urban edge.

Very Low Density – This designation provides for sparsely developed areas surrounding the community. This designation may be either rural in character or developed as clustered lots if permanent open space is maintained and the overall density does not exceed 1.0 net unit per acre. This designation allows for 0.2 to 1.0 units per net acre.

Low Density – This designation provides a transition from lower densities at the edges of town to the higher densities in the center of the community. This designation allows for the development of land with a quasi-rural character. This designation allows for 1.0 to 3.0 units per net acre. Clustered lots as permitted in the Very Low Density category may be substituted, as long as the overall gross density does not exceed 3.0 units per acre.

Medium Low Density – This designation applies to more typical development patterns in areas that consist of single-family detached homes on ¼-acre lots. This designation applies to a significant portion of the area within the Sphere of Influence. This designation allows for 3.0 to 6.0 units per net acre.

Medium Density – This designation provides opportunities for small-lot single-family attached homes, duplexes and townhouses in the more urban areas that are found primarily within the City limits. Development patterns in these areas allow for 6.0 to 14.0 units per net acre.

Medium High Density – This designation provides opportunities for townhouses, garden apartments and apartment buildings that would typically be located in urban areas with major roads, adequate infrastructure and amenities to support higher densities. This designation allows for 14.0 to 20.0 units per net acre.

High Density – This designation provides opportunities for townhouses, apartments, and condominiums that would typically be found in specifically urban areas with major roads, adequate infrastructure, and amenities to support higher densities. This designation allows for 20.0 to 30.0 units per net acre.

Mixed Use – Mixed use development allows and encourages different but compatible uses to be located in close proximity to each other. A common example is a single structure or a group of physically integrated structures that combine residential uses with commercial, public, entertainment and/or office uses. In multistory mixed use developments, the ground floor uses are predominantly nonresidential with the purpose of creating pedestrian activity. Since this designation allows for both residential and commercial uses a wider residential density range is established along with an appropriate floor area ratio (FAR).

This designation applies to urban areas with major roads, adequate infrastructure and amenities to support higher densities. Townhomes, garden apartments, apartments and condominiums would typically be found in this designation. Single use commercial development may also be allowed by approval of the Planning Commission. Single use residential development is prohibited under this designation. This designation allows for 10.0 to 30.0 units per net acre and a maximum FAR of 0.40.

**Table IV-1
Residential Land Use Categories
Oroville General Plan**

Designation	Density (units/acre)
Rural Residential (RR)	0 – 0.2
Very Low Density Residential (VLDR)	0.2 – 1.0
Low Density Residential (LDR)	1.0 – 3.0
Medium Low Density Residential (MLDR)	3.0 – 6.0
Medium Density Residential (MDR)	6.0 – 14.0
Medium High Density Residential (MHDR)	14.0 – 20.0
High Density Residential (HDR)	20.0 – 30.0
Mixed Use (MU)	10.0 – 30.0

b. Zoning Designations and Development Standards

The Zoning Code (Chapter 26 of the Oroville Municipal Code) establishes 12 residential zoning districts and 3 mixed-use districts. Allowable uses within each district are shown in Table IV-2. All types of residential development except for mobile home parks and boardinghouses are permitted by-right subject only to zoning clearance.

Zoning for Low- and Moderate-Income Housing. Due to relatively low housing cost in Oroville, affordable housing can be provided in most residential zoning districts. As noted in the discussion of assisted housing in Chapter II, deed-restricted affordable housing includes single-family detached homes as well as multi-family units. Density is often an important factor that affects the feasibility of low-income housing development. State law establishes “default densities” that are assumed to be appropriate to facilitate lower-income housing. In Oroville the default density is 20 units/acre.

The allowable density in residential districts is determined by the General Plan. The R-3 and R-P districts are consistent with the MHDR General Plan category and allow a density up to 20 units/acre, while the R-4 district is consistent with the HDR General Plan category and allows up to 30 units/acre. All mixed-use zoning districts currently allow up to 30 units/acre, and a Zoning Code amendment is currently in preparation that would encourage residential use by allowing increased density in the Mixed Use-Downtown zone. Since all of these districts allow development at or above the default density, they are considered suitable for lower-income housing. The R-2 district is consistent with the MDR General Plan category, which allows up to 14 units/acre and may also be suitable for lower-income housing, although for purposes of the sites inventory this district is conservatively assumed to support moderate-income housing.

**Table IV-2
Residential Zoning Districts**

Zoning District	Single Family Detached	Single Family Attached	Duplex	Multi-Family	Mobile Home Park	Boarding House	Mixed Use
UR-10	P	X	X	X	UP	X	X
UR-5	P	X	X	X	UP	X	X
RA	P	X	X	X	UP	X	X
RR-1	P	X	X	X	UP	X	X
RR-20	P	X	X	X	UP	X	X
RR-10	P	X	X	X	UP	X	X
RL	P	X	X	X	UP	X	X
R-1	P	X	X	X	UP	X	X
R-2	P	P	P	P	UP	X	X
R-3	X	P	P	P	UP	UP	X
R-4	X	P	P	P	UP	UP	X
R-P	P	P	P	P	UP	UP	X
MXD	X	X	X	X	X	X	P
MXN	X	X	X	X	X	X	P
MXC	X	X	X	X	X	X	P

P – Permitted

AP – Administrative Permit

UP – Use Permit

X – Not Permitted

Development Standards. The Zoning Code establishes development standards for each zoning district. These standards can affect the cost and feasibility of housing development. In addition to density, the allowable building height and required off-street parking are two of the most important factors that affect lower-income housing development feasibility.

Height Limits – The height limit in the R-2 district is 35 feet, which can accommodate 3-story development. The R-3 and R-P districts allow 45 feet and the R-4 district allows 50 feet. In the mixed-use districts, the allowable height is 40 feet (MXD and MXN) or 60 feet (MXC). These height limits do not act as a constraint to achieving the allowable densities established by the General Plan and Zoning Code.

Off-Street Parking Standards – Off-street parking requirements are summarized in Table IV-3. Single-family homes are required to provide two spaces per dwelling unit. The required parking ratio for multi-family units is determined by unit size and project density. Small multiple-family dwellings (studio and 1-bedroom) must provide one space for each dwelling unit, multiple-family with 2 or more bedrooms at 14 dwelling units per acre or less must provide 2 spaces per unit, and multiple-family with 2 or more bedrooms at densities greater than 14 units per acre must provide 1.5 spaces. Guest parking is required at a ratio of one space for each four dwelling units. The City of Oroville’s parking requirements are comparable to similar communities and are not considered a constraint to residential development.

Any single-family residential use located within the Downtown Historic Overlay (DH-O) District is also located within the City's Downtown Parking Assessment District, and is therefore exempt from the City's off-street parking standards.

**Table IV-3
Residential Parking Requirements**

Unit Type	Required Parking Spaces
Single family / duplex	2 spaces for each dwelling unit
Multiple-family: Studio or 1 bedroom	1 space for each dwelling unit
Multiple-family: 2 or more bedrooms Fewer than 14 DUs per acre	2 spaces for each dwelling unit
Multiple-family: 2 or more bedrooms 14 or more DUs per acre	1.5 spaces for each dwelling unit
Guest parking for multiple-family dwellings	1 space for each 4 dwelling units
Residential care facility – 6 units or fewer	Same as requirements for applicable type of dwelling unit
Residential care facility – 7 units or more	1 space for each 3 beds
Second dwelling unit	1 space for each dwelling unit
Mobile home park	1 space for each dwelling unit, plus 1 guest parking space for each 4 dwelling units
Boardinghouse	1 space for each bedroom

Source: City of Oroville Zoning Code, 2014

c. Special Needs Housing

Persons with special needs include those in residential care facilities, persons with disabilities, farm workers, persons needing emergency shelter or transitional living arrangements, and single room occupancy units. Many of these groups also fall under the category of extremely low-income households. The City's provisions for these housing types are discussed below.

Definition of "Family" – The Municipal Code defines "family" and "household" as *"One or more persons, whether or not related by blood, marriage or adoption, sharing a dwelling unit in a living arrangement usually characterized by sharing living expenses, such as rent or mortgage payments, food costs and utilities, as well as maintaining a single lease or rental agreement for all members of the Household and other similar characteristics indicative of a single Household."* This definition is consistent with state law and does not pose a constraint to fair housing.

Residential Care Facilities – In accordance with §1502 of the Health and Safety Code, "residential care facility" means any family home, group care facility or similar facility for 24-hour nonmedical care of persons in need of personal services, supervision or assistance essential for sustaining the activities of daily living or for the protection of the individual. Small residential care facilities for 6 persons or fewer are permitted by-right as a residential use in any residential zone. Larger facilities for 7 or more persons are conditionally permitted in the R-3 and R-4 zones. These regulations do not pose a constraint to persons in need of residential care.

Housing for Persons with Disabilities – Both the federal Fair Housing Act and the California Fair Employment and Housing Act impose an affirmative duty on local governments to

make reasonable accommodations (i.e. modifications or exceptions) in their zoning laws and other land use regulations when such accommodations may be necessary to afford disabled persons an equal opportunity to use and enjoy a dwelling. The Building Codes adopted by the City of Oroville incorporate accessibility standards contained in Title 24 of the California Administrative Code. In addition, an amendment to the Municipal Code to establish procedures for ensuring reasonable accommodation was adopted in 2014 (Ordinance 1804). Reasonable accommodation requests are reviewed and approved administratively by the Zoning Administrator with no public hearing required.

Farm Worker Housing –Housing for agricultural employees occurs in two types of settings: housing accommodations located on farmland that is exclusively for farmworkers; or traditional housing that is intended for lower-income households but is not restricted to farmworkers.

The housing needs of permanent resident farmworkers are addressed through the provision of affordable housing such as apartments, lower-cost single-family homes, and mobile homes.

The state Employee Housing Act⁷ regulates farmworker housing and generally requires that facilities with no more than 36 beds (as group quarters) or 12 separate units be treated as an agricultural land use that is not subject to any conditional use permit that is not required of other agricultural uses in the same zone. In accordance with state law, a Municipal Code amendment to permit agricultural employee housing consistent with state law was adopted in 2014 (Ordinance 1804).

Emergency Shelters and Transitional/Supportive Housing – An emergency shelter is a facility that provides shelter to homeless families and/or homeless individuals on a limited short-term basis. Transitional housing is temporary (often six months to two years) housing for a homeless individual or family who is transitioning to permanent housing. Supportive housing has no limit on length of stay and includes a supportive services component (e.g. job skills training, rehabilitation counseling, etc.) to allow individuals to gain necessary life skills in support of independent living.

Senate Bill 2 of 2007 strengthened the requirements for local government regulations regarding emergency shelters and transitional/supportive housing. Unless a city has sufficient existing shelter facilities to accommodate its need, land use regulations must identify at least one zoning district where shelters are a permitted use (i.e., do not require a conditional use permit or other discretionary review). In 2014 the Municipal Code was amended (Ordinance 1804) in conformance with state law to allow emergency shelters for up to 30 persons by-right in the R3 and R4 zones subject to the following standards:

1. Each resident must be provided a minimum of 50 gross square feet of personal living space, not including space for common areas. In no case can occupancy exceed 30 residents at any one time.
2. Before commencing operations, the emergency shelter provider must have a written management plan, which must be approved by the Zoning Administrator. The management plan must at a minimum include: requirements for staff training; resident selection process; pet policies;

⁷ California Health and Safety Code Sec. 17021.5 and 17021.6

scheduling of outdoor activities; temporary storage of residents' personal belongings; safety and security; management of outdoor areas; and counseling and social service programs for residents, if any.

3. Not more than one emergency shelter is permitted within a radius of 300 feet from another emergency shelter.
4. Individual occupancy in an emergency shelter is limited to six months during any 12 consecutive month period.
5. Each emergency shelter must have an on-site management office staffed by at least one employee at all times that the emergency shelter is operating.
6. Each emergency shelter must have on-site security, with at least one person present at the emergency shelter while it is operating.
7. Facilities must provide a refuge collection area large enough to accommodate the number of bins that are required to provide the facility with sufficient service so as to avoid the overflow of material outside of the bins provided.

Based on the most recent point-in-time survey, the City's emergency shelter need is approximately 579 beds (see Table II-21). With a shelter size of 30 beds, approximately 20 shelters would be required to accommodate this need. The R-3 (High Density Residential) and R-4 (Urban Density Residential) zones encompass over 76 acres with more than 130 parcels ranging in size from 2,000 square feet to over 17 acres. These zones include vacant and underutilized sites with sufficient capacity to accommodate 20 shelters, as well as access to transit and commercial services required by shelter occupants.

The Municipal Code also permits transitional and supportive housing as residential uses subject to only those requirements that apply to other residential uses of the same type in the same zone.

Single Room Occupancy (SRO) Housing – SRO housing is conditionally permitted in the R-3 and R-4 zones. SRO units must contain either food preparation or sanitary facilities (and may contain both) if the project consists of new construction, conversion of non-residential space, or reconstruction. For acquisition or rehabilitation of an existing residential structure or hotel, neither food preparation nor sanitary facilities are required to be in the unit. If any unit does not contain food preparation or sanitary facilities, the building must contain those facilities in a common area shared by tenants.

d. Second Units

Second units are attached or detached dwelling units that provide complete independent living facilities for one or more persons including permanent provisions for living, sleeping, cooking, and sanitation, located on the same lot as the primary structure. Zoning Code Sec. 26-16.010 permits the development of an attached or detached second unit on any residential parcel that contains a single-family home. The maximum size of second units is 1,200 square feet on parcels less than 5 acres, or 2,000 square feet on parcels of 5 acres or more, not to exceed 30% of the main dwelling floor area. One

additional off-street parking space is required for second units. These provisions are consistent with state law and do not pose a constraint to second unit development.

e. Mobile Homes and Manufactured Housing

There is an economy of scale in manufacturing homes in a plant rather than on site, thereby reducing cost. State law precludes local governments from prohibiting the installation of mobile homes on permanent foundations on single-family lots. It also declares a mobile home park to be a permitted land use on any land planned and zoned for residential use, and prohibits requiring the average density in a new mobile home park to be less than that permitted by the Municipal Code.

The Municipal Code allows mobile homes and manufactured housing on permanent foundations as a single-family residential use in any residential zone. Mobile and manufactured homes not on permanent foundations are permitted by-right in the UR-10 and UR-5 zones. Mobile home parks are a conditionally permitted use in all residential zones. These provisions are consistent with state law and do not pose a constraint to development of manufactured housing or mobile home parks.

f. Density Bonus

Pursuant to state law (Government Code Sec. 65915 et seq.), cities and counties must provide a density increase up to 35% over the otherwise maximum allowable residential density under the zoning regulations and the Land Use Element of the General Plan (or bonuses of equivalent financial value) when builders agree to construct housing developments with units affordable to low- or moderate-income households. Section 26-22 of the Municipal Code establishes regulations for density bonus in conformance with state law.

g. Building Codes

State and local building codes and regulations govern the construction of all buildings, and apply to plumbing, electrical, and mechanical systems. The purpose of these codes is to ensure safe, energy efficient structures. Uniform building standards also help moderate costs by standardizing construction techniques and materials. This creates certainty for the developer, the City, and the homeowner and tenant. Finally, enforcement of codes helps preserve the livability, community appearance, and property values, as well as help maintain social and economic stability.

The City of Oroville currently utilizes the 2013 California Building Standards Code with no local amendments. Compliance with Building Code standards often adds to the cost of construction, however, the City of Oroville, as do all cities in California, requires compliance to protect the health, safety and welfare of citizens.

Building code standards are most effectively applied through a cooperative effort between the City's code enforcement activities and the Building Official. The City also maintains open lines of communication between code enforcement staff and Housing Development Department staff for referrals for possible residential rehabilitation work. Code enforcement activity includes both reactive inspections (in response to

complaints) and proactive inspections of rental units. The City will continue to pursue funding sources that will allow more activity on a proactive basis.

The City of Oroville Code Enforcement Department is managed by the Oroville Police Department. The Department currently consists of two Code Enforcement Officers, one Community Redevelopment Economic Development Officer (CREDO) officer and one Staff Assistant. Code Enforcement Officers respond to reported code violation complaints, conduct annual neighborhood and multi-family inspections and follow-up visits, issue administrative citations if needed, promote Neighborhood Watch Groups, work diligently with the Abandoned Vehicle Abatement Program and assist the Oroville Fire Department with the annual Weed Abatement Program.

Code Enforcement duties generally consist of the following:

- Performing inspections;
- Receiving reports of possible violations and relaying that information to the correct Code Enforcement Officer;
- Sending out Courtesy Notices or Notice of Violation letters to the property owner and tenants asking for compliance to correct code violations;
- Logging and tracking all code violations in a data system that generates reports which detail: addresses visited, code violations found, and compliance. The data is used to produce various reports for the Housing Department, Abandoned Vehicle Abatement quarterly reports, and Code Enforcement's monthly reports.

2. Residential Development Processing Procedures

State Planning and Zoning Law provides permit processing requirements for residential development. Within the framework of state requirements, the City has structured its development review process in order to minimize the time required to obtain permits while ensuring that projects receive careful review.

a. Overview

Article IV, §§26-50, 53, and 56 of the City's Zoning Ordinance contain administrative provisions governing permitting processes in Oroville. According to subsection §26-56.060, the Zoning Administrator is the designated official responsible for the enforcement of the zoning provisions. The City Planning Commission and the City Council have review authority over discretionary permits such as Use Permits, Zoning Amendments, Subdivision Maps, and General Plan Amendments. The Planning Commission acts in an advisory capacity in matters involving the Zoning Ordinance and General Plan, with final decisions made by the City Council; however, for Variances, Use Permits and similar "minor" discretionary permits, the Planning Commission is the decision-making body.

Applications for building permits, amendments of the code, land divisions, and other Zoning Ordinance matters, such as Specific Plan applications must be filed with the City on the appropriate City application. Table IV-4 identifies the most common entitlement applications along with the typical timing requirements for each type of entitlement. In

carrying out the provisions of the Administrative Code Sections, the City strives to deliver high quality development services to the development community, and minimize delays and actions that would unnecessarily increase costs.

All development applications submitted to the Planning Department are given an initial review and screening by Planning staff. Based on the outcome of the initial review, some project applications, depending on their location in the City or on the type of project (discussed in more detail below), will require supplemental discretionary review by either the Development Review Committee, the Planning Commission, the City Council, or all three. A select number of projects will also require review by the Historic Advisory Board. Most projects, including residential building additions, tenant improvement, and other minor work involving a single structure are approved ministerial at the staff level. Planning approvals by staff are usually completed within 10 days to two weeks after submission.

**Table IV-4
Summary of Development Processing Times**

Action/Request	Processing Time	Comments
General Plan Amendment	3-6 Months	Gov. Code §65358 limits the number of times any element of the General Plan can be amended each calendar year. Requires a public hearing by the City Council and Planning Commission.
Zone Change	3-6 Months	Requires a public hearing by the City Council and Planning Commission.
Parcel Map	3-6 Months	Approved by Planning Commission May be referred to City Council for additional review, if necessary.
Tentative Subdivision Map	4-6 Months	Requires a public hearing before the Planning Commission.
Variance	2-3 Months	Requires a public hearing before the Planning Commission.
Conditional Use Permit	2-4 Months	Requires a public hearing before the Planning Commission.
Development Review	2-3 Months	Development Review Committee Review

b. Specific Plans

Specific Plans are approved as a General Plan overlay, consistent with the General Plan. Specific Plans are reviewed by the Planning Commission, which then makes a recommendation to the City Council, which decides either for approval, denial, or modification. Since Specific Plans are treated as a General Plan amendment, the City Council is the approving body. As long as General Plan consistency is maintained, applicants have the flexibility to propose development standards that differ from otherwise applicable Zoning Ordinance regulations; property setbacks, allowed height, density, street widths, open space standards, and landscaping are all items that can deviate from regular Zoning Ordinance requirements through the Specific Plan process.

In making a decision on a Specific Plan application, the City Council must determine and make findings that the project adequately meets the City's performance standards and review guidelines, as follows:

The proposed project is consistent with the General Plan;

The proposed project carries out the City's General Plan goals for high quality growth and development;

The design and layout of the proposed project will not unreasonably interfere with the use and enjoyment of existing or future neighboring developments, and will not result in vehicular and/or pedestrian hazards;

The design of the proposed project is compatible with the character of the surrounding neighborhood.

c. Use Permits and Variances

Generally, a similar review process is performed on projects where a Use Permit or Variance is required, such as when a project requests a reduced front yard setback because of a physical site constraint, but otherwise meets all applicable Zoning standards. In such a case, the Planning Commission review and approval process would typically take 30 to 60 days. For projects where City Council approval is required in addition to Planning Commission review, such as for Tentative Maps, Annexation and General Plan Amendments, another 40 days is usually required, for a total processing time of approximately 100 days, with a maximum review time of 150 days. It should be noted that required CEQA review, discussed in more detail below, can add to this processing time. The completion of an EIR may add as much as one year to 18 months to the overall approval time.

d. Development Review Committee (DRC)

Development Review is the City of Oroville's equivalent of architectural or design review. The Development Review Committee (DRC) is a committee consisting of three members of the Planning Commission, as well as the Zoning Administrator, the Building Inspector, and the Director of Parks and Recreation. The DRC reviews the architectural, landscaping, signage, circulation, grading and similar features of a project. DRC review is intended to promote orderly, attractive and harmonious development with the City. The Committee operates as an extension of staff with no discretionary review; its approval is strictly ministerial and not considered a constraint on residential development.

All new development projects that require a building permit as well as any projects involving building construction as part of an entitlement application, such as a Use Permit or Variance, are required to submit for DRC review and approval. No project may be awarded building permits until the project has received development review approval. Development review applicants are required to submit for review on a standard City application and to pay the required fee at the time of submission. Projects requiring a Conditional Use Permit or a CEQA clearance must obtain Historic Review Board, Planning Commission, or City Council review and approval. Such projects are subject to the requirements discussed below. Only the following project types are exempt from DRC approval:

- A project that includes two or fewer single-family dwellings or a single duplex on the same parcel; this includes private garages and other incidental, or accessory structures.

- An alteration, remodel, reconstruction, or modification/repair of any building that does not increase its gross floor area by more than 10 percent within any two-year period.

For residential projects, DRC review and approval is required when a project involves three or more units on a single parcel. Other than review by the DRC, there are no other discretionary reviews necessary for multi-family residential projects; therefore, the review process for both single-family and multi-family residential is the same, except for DRC review. For non-residential projects also involving a Use Permit or other discretionary action where the Planning Commission has review authority, DRC and Planning Commission approvals are conducted at the same time. At a minimum, an application for either DRC, Historic Review Board and other entitlement applications involving construction of a building must include the following, submitted to the Planning Department at the time application is made:

- Site plans;
- Architectural drawings showing proposed building elevations
- Landscape plans showing trees and other landscape material, including the quantity, the location of the material, and supplied irrigation
- Parking and site circulation plans
- Plans showing the location and type of all exterior on-site lighting
- Representative drawings of proposed signs and advertising

At the conclusion of the Design Review meeting, the DRC makes design-related recommendations to ensure the project maintains the City's standards for a high level of aesthetic quality.

The DRC meets monthly, and projects requiring DRC review typically take no more than 30 to 60 days to complete the process and render a decision back to the applicant. Although monthly DRC meetings are held, more frequent meetings can be scheduled to shorten the review process. Projects involving review by an additional body, such as Historic Advisory Board or Planning Commission, but short of City Council review, take approximately 105 days to complete the review process. If DRC and Planning Commission approvals are combined, as in the case involving a Use Permit, the total time for approval is approximately 90 days, since both reviews are conducted simultaneously. DRC approvals are advisory approvals only; the DRC does not have the authority to deny a project based on the proposed land use or proposed development standards.

e. Historic Advisory Commission

In order to protect the City's historic resources, the City has established a Downtown Historic Overlay (DH-O) District. Within the residential portions of the historic district, the DH-O allows increased building height to 45 feet or two stories and an increase in floor area ratio to 70% when such modifications are necessary to preserve or enhance the historic character of the district. The Historic Advisory Commission advises the City Council on matters involving the preservation of landmarks and landmark sites that are historic in

nature and have historic value. Both commercial and residential projects are potentially subject to review; the issue is not the land use, but rather how the proposed project may impact the historic resource, i.e. the structure, by virtue of its architecture, the building's place in history, or other historic elements of the site. The Historic Advisory Commission membership is the same as the Planning Commission.

Prior to alteration or demolition of a designated historic structure, applicants are required to obtain a permit from the Zoning Administrator. Only designated historic structures within the DH-O district are subject to the historic review requirements for demolition and modification permits. Cost and review time associated with historic review is considered necessary to ensure the important historic assets in Oroville are protected and maintained for the enjoyment of future generations. Though additional time is required for review and approval for modifications to designated historic projects in the downtown historic overlay district, the additional cost and time involved do not present an undue burden on project applicants, nor does it constitute a constraint on development.

f. Environmental Review Procedures

Compliance with the California Environmental Quality Act (CEQA) may take many forms depending on whether the project is exempt or may have an effect on the environment. CEQA compliance may take the form of an Environmental Impact Report (EIR), a Negative Declaration (ND) or a Mitigated Negative Declaration (MND). For example, the construction of individual single-family dwellings is Categorically Exempt from CEQA requirements (CEQA Guidelines §15303), while many multi-family residential projects can be approved with the issuance of a Negative Declaration. Conditional Use Permits and Second Dwelling Units may also be exempt from CEQA, depending on whether individual projects are classified as infill development.

The amount of time required to process CEQA environmental review documents in the City of Oroville is comparable with other jurisdictions across the state, and is not considered a significant constraint to the development of housing.

The City will continue to encourage and support concurrent processing of project applications that require several different entitlements to help expedite the process. Generally, processing requirements and schedules do not present an undue constraint on development. In order to ensure that processing does not become an impediment to the construction of affordable housing, the City will continue to take constructive steps to help facilitate new development and improve the efficiency of the review process.

3. Development Fees and Improvement Requirements

a. Development Fees

State law limits fees charged for development permit processing to the reasonable cost of providing the service for which the fee is charged. Various fees and off-site improvement requirements are levied by the City (as well as other agencies) to cover processing costs, provide services, and construct facilities such as utilities, schools and

supporting infrastructure. These fees and public improvements are assessed through a pro rata share system based on the magnitude of the project's impact or the extent of benefit that will be derived. Table IV-5 summarizes typical fees for single-family and multi-family projects.

**Table IV-5
Summary of Development Fees**

Fee Category	Single-Family (2,000 sq. ft.)	Multi-family (4-unit project, total of 2,600 sq. ft.)
Building Plan Check Fee	*20% of Building Permit fee	*20% of Building Permit fee
Storm Drainage Fee	\$1,491.55	\$741.33 per unit
City Sewer Connection	\$696 per EDU	\$577 per unit
SC-OR Connection Fee	\$6,638 per EDU	\$6,638 per EDU
Law Enforcement	\$38.15	\$66.12 per unit
Fire Suppression/Protection	\$49.59	\$34.33 per unit
Traffic/Circulation Systems	\$604.00	\$398.00 per unit
Sewer Collection Facilities	\$427.25	\$380.20 per unit
General Govern./Admin.	\$77.57	\$77.57 per unit
Development Review Committee	None	\$225
Park Development	\$860.85	\$676.48 per unit
Feather River Rec. & Park	\$1,196.00	\$1,063.00 per unit
School Fees	\$2.97 per sq. ft.	\$2.97 per sq. ft.
Total	\$19,136.93	\$12,172.42
OTHER APPLICABLE FEES (Limited Basis)		
Planning/App. Fees	Single-Family	Multi-family
Variance	\$1,873.87	\$1,873.87
Conditional Use Permit	\$1,960.77	\$1,960.77
General Plan Amend.	\$2,427.88	\$2,427.88
Zone Change	\$2,427.88	\$2,427.88
Specific Plan Deposit	\$3,258.90	\$3,258.90
Storm Drainage Fee – <i>Thermalito Area Only</i>	\$3,641.37	\$4,522.90 per unit
Lot Line Adjustment	\$689.80	\$689.80
Tentative Parcel Map	\$1,873.87 plus \$20 per lot	\$1,873.87 plus \$20 per lot
City Tap Connection Fee	\$331.32	\$331.32 per unit

* Example: 2,000 sq ft X \$101.96 (for Building Fee) = \$203,900.00 X 20% Plan Check Fee = \$1,117.97 for Plan Check Fee

Note 1: Environmental fee is either included in application fee, or is actual cost for outside consultant. Note 2: City Council has discretion to reduce fees to increase affordability; for the purposes of this table, the highest fee amounts have been assumed.

After the passage of Proposition 13 and its limitation on local governments' property tax revenues, cities and counties have faced increasing difficulty in providing public services and facilities to serve their residents. One of the main consequences of Proposition 13 has been the shift in funding of new infrastructure from general tax revenues to development impact fees and improvement requirements on land developers. The City requires developers to provide on-site and off-site improvements necessary to serve their projects. Such improvements may include water, sewer and other utility extensions, street construction and traffic control device installation that are reasonably related to the

project. Dedication of land or in-lieu fees may also be required of a project for rights-of-way, recreational facilities and school sites, consistent with the Subdivision Map Act.

b. Improvement Requirements

In order to maintain a high standard of development in the City of Oroville, all land divisions, i.e. subdivision maps, parcel maps, etc., must conform to the City's design standards for infrastructure improvements and other engineering standards, as appropriate. For residential projects, the City typically requires both on- and off-site improvements as conditions of approval. Infrastructure improvements, including roadways and underground utility infrastructure, are required as a condition of the subdivision map, or as part of the building permit if a subdivision map is not required.

The City maintains overall standards for roadway development to accommodate traffic levels, vehicle movement and public safety access requirements. For example, all interior travel lanes must be a minimum of 25-feet. The City also maintains a standard for residential streets (local collectors) with a minimum right-of-way width of 60-feet.

All maps filed with the City must provide sufficient information about the following items to allow the City to make appropriate recommendations:

- Street paving, curb, gutter, sidewalk, street lights and street trees and landscaping;
- Bus turnout lanes;
- Bicycle and pedestrian access;
- Perimeter walls and site landscaping;
- Utility services, including sewer, water, and storm runoff connections and method of conveyance;
- Provision for fire service, including emergency access, adequate fire flow, and fire hydrants;
- The need for public services, including fire and police;
- Undergrounded utilities (electricity, gas, cable television);
- Schools and school facilities; and
- Parks and open space

Because residential development cannot take place without adequate infrastructure, on-and off-site improvement requirements are not a constraint to the development of housing within the City of Oroville.

B. Non-Governmental Constraints

1. Environmental Constraints

Some constraints to housing development are related purely to the topography of the region. Generally, these constraints will not preclude the construction of housing, but the cost of site preparation could be affected. Physical constraints vary from area to area. The City's southern and western areas are primarily flat river basin lands. The eastern portion of the City is located in an urban-wildland interface adjacent to the Sierra Nevada foothills. Development in the eastern area of the City occurs in and around tracts of oak woodlands and chaparral. Through the center of the City, sites may be impacted by the Union Pacific Railroad right-of-way and noise constraints.

The City of Oroville lies within a seismically active region and is subject to hazards associated with earthquake fault activity. According to the 2030 General Plan, the Cleveland Hills Fault was a previous seismically active fault classified as Alquist-Priolo Special Studies Zone located within the Oroville Planning Area. Areas within the Federal Emergency Management Agency 100-year flood zone along the Feather River and other drainages with high groundwater levels are susceptible to liquefaction due to saturated soils. Several areas of steep slopes are prone to landslides within the Planning Area due to earthquakes, weak soils, erosion, and heavy rainfall. Many of these areas are located on hillsides and bluffs in the northern part of the Planning Area. However, areas subject to such events due to steep slopes are not planned for residential development in the General Plan. Growth is anticipated to occur in relatively flat areas that are not subject to many of the hazards associated with ground shaking. Potential geologic hazards are mitigated through the development review and plan check process to ensure that all new developments comply with current grading and building code requirements.

2. Infrastructure Constraints

The City's ability to provide infrastructure to serve new development, primarily water, wastewater, and stormwater infrastructure, is a key component of the local development framework. The City of Oroville works with other service agencies to ensure that sufficient urban infrastructure, both resource availability and transmission and treatment capacity are in place prior to development approval. The City, through its relationship with regional agencies, maintains a Joint Powers Agreement (JPA) for the provision of wastewater treatment & discharge services; other agencies provide water services.

a. Water

The California Water Service Company, the South Feather Water and Power Agency, and the Thermalito Irrigation District provide water service in Oroville. These agencies derive water from both groundwater sources, deep wells, and from surface water sources, including Thermalito Power Canal, Lake Concow, and the South Fork of the Feather River. According to the 2030 General Plan, each of these agencies has the ability to meet expected demand during the General Plan timeframe.

The City will continue to work with these agencies to ensure that water supplies are acquired as necessary and that distribution facilities and storage facilities are provided to serve future growth. Measures that may be considered by the outside water agencies could include the following:

Purchase additional water supplies

Percolation of surface water to replenish underlying aquifers

Monitoring groundwater levels and the quantities of water recharged to and extracted from the underlying sub-basins

Sharing water resources data between the agencies to allow for responsible decisions regarding water supply development and land use planning

Developing policies regarding the provision of service to community water systems and small local water systems.

b. Wastewater

Three wastewater service providers (collection entities) in the Oroville area participate in a Joint Powers Agreement (JPA) with the Sewerage Commission-Oroville Region, or SC-OR, for the handling and processing of wastewater. The City of Oroville currently provides collection services for approximately 13,550 customers in the City, the Thermolito Water & Sewer District (TWSD) provides collection services for approximately 2,000 customers, and the Lake Oroville Area Public Utility District (LOAPUD) provides collection services for approximately 12,000 customers. Only a small percentage of LOAPUD's customers are currently located in the City limits, with the remaining customers located in unincorporated areas surrounding the City. All three of the collection agencies convey wastewater to SCOR west interceptor pipe for treatment at the SCOR plant.

The Sewerage Commission-Oroville Region (SCOR) Regional Wastewater Treatment Plant is the sole provider of sewage treatment for Oroville and surrounding areas. The SCOR plant is located at 2880 South 5th Avenue, between Oroville Dam Boulevard and Georgia Pacific Way. The treatment plant and three interceptor lines that collect wastewater discharges from the three member entities are generally in good condition.

The member collection entities are independently responsible for the preparation and periodic update of their sanitary sewer master plans, and the annual or periodic adjustment of user rates and connection fees to plan for and fund necessary improvements that will provide the needed capacity for each of the entities collection systems.

The City will continue to function as a member entity under the SC-OR JPA in order to ensure adequate collection capacity for future growth. New development will be required to pay for necessary upgrades (either expansion or new installation) to the collection system and to future improvements in treatment capacity, to maintain adequate service levels. The City will continue to implement a long-term program of phased improvements and upgrades in advance of anticipated development, and wastewater treatment is not expected to constrain housing development during the 2014-2022 planning period.

3. Land and Construction Costs

Land represents one of the most significant components of the cost of new housing. Changes in land prices reflect the cyclical nature of the residential real estate market. Land and housing values declined significantly after the 2008 economic crash, but have slowly begun to recover. The typical value of vacant residential land in Butte County is currently estimated at \$100,000 to \$200,000 per acre depending on location, which is substantially lower than more urbanized areas of the state.

Construction cost is affected by the price of materials, labor, development standards and general market conditions. The City has no influence over materials and labor costs, and the building codes and development standards in Oroville are not substantially different from other cities in the region. Estimated construction costs range from \$130 to \$200 per square foot depending on type and quality of construction.

4. Cost and Availability of Financing

The cost and availability of residential financing in Oroville is similar to other communities in California. The recent crisis in the mortgage industry has affected the availability of real estate loans, although for those homebuyers who can qualify, interest rates are very low by historic standards. Under state law, it is illegal for real estate lending institutions to discriminate against entire neighborhoods in lending practices because of the physical or economic conditions in the area ("redlining"). Based on available information, it does not appear that redlining is occurring in the city.

C. Fair Housing

The California Fair Employment and Housing Act: (i) prohibits discrimination and harassment in all aspects of housing including; (ii) requires housing providers to make reasonable accommodation for persons with disabilities; and (iii) prohibits retaliation against any person who has filed a complaint with the State. In furtherance of these provisions and anti-discriminatory practices, the City promotes equal opportunity for all residents through programs described in the Housing Action Plan (Chapter V). The City also facilitates reasonable accommodation in housing for persons with disabilities in conformance with state law.

V. HOUSING ACTION PLAN

Chapters II, III and IV of the Housing Element evaluate the City's housing needs, opportunities and constraints, while Appendix A presents a review of the previous element. This Housing Action Plan sets forth the City's goals, policies, and actions to address the identified housing needs and issues for the 2014-2022 planning period. Quantified objectives for new construction, rehabilitation and conservation are also identified.

A. Goals

The City of Oroville has established the following six goals to enhance, increase, improve, and preserve the housing stock for all economic segments of the City in a fair and equitable manner.

Goal 1: Expand Housing Opportunities and Accessibility. The City of Oroville maintains a goal to concentrate and focus efforts and resources on increasing the availability of permanent housing for all community residents.

Goal 2: Remove Constraints to Housing. The City of Oroville maintains a goal to remove constraints that could hinder the provision of housing.

Goal 3: Facilitate Development of New Housing to Meet the Needs of the Community. The City of Oroville maintains a goal to facilitate development of a range of housing that varies sufficiently in terms of cost, design, size, location, and tenure to meet the housing needs of all economic segments of the community at a level which can be supported by the utility, water and street infrastructure

Goal 4: Preserve, Rehabilitate, and Enhance Existing Housing and Neighborhoods. The City of Oroville maintains a goal to initiate all reasonable efforts to preserve the availability of existing housing opportunities and to conserve as well as enhance the quality of existing dwelling units and residential neighborhoods.

Goal 5: Promote Fair Housing. The City of Oroville maintains a goal to ensure that all existing and future housing opportunities are open and available to all members of the community without discrimination on the basis of race, color, religion, sex, national origin or ancestry, marital status, age, household composition or size, or any other arbitrary factors.

Goal 6: Encourage Residential Energy Conservation. The City of Oroville maintains a goal to encourage energy conservation in residential neighborhoods, which can reduce energy bills and enhance housing affordability.

B. Policies and Actions

1. EXPAND HOUSING OPPORTUNITIES AND ACCESSIBILITY

Policy 1.1: Encourage home ownership

Action 1.1.1: Provide homebuyer and first-time homebuyer assistance up to \$100,000 or 45% of the purchase price of the home; whichever is less. The maximum purchase price allowed is \$200,000; for each qualified household, with a goal of assisting five units per year. However, these terms are subject to change with program guideline changes and a city council action item.

Anticipated Benefit: Increased home ownership opportunities for low-income households

Funding: Grant funds

Responsibility: Business Assistance and Housing Development

Timing: Application to be made annually, subject to the State Application cycle

Policy 1.2: Work cooperatively with other governmental entities to reduce homelessness and facilitate the provision of shelter and services for those in need.

Action 1.2.1: Continue to work with the Butte County Homeless Coalition Continuum of Care Coalition to reduce the number of homeless individuals in the area.

Anticipated Benefit: Increased awareness and visibility carrying out efforts to improve conditions for the homeless

Funding: Grant funds

Responsibility: Business Assistance and Housing Development

Timing: Throughout the planning period.

Action 1.2.2: Ensure that City zoning regulations for emergency shelters, transitional and supportive housing, and Single Room Occupancy (SRO) housing facilitate these uses consistent with state law, and provide assistance with grant applications for the development of new facilities to serve the homeless.

Anticipated Benefit: Increased opportunities to develop emergency shelters, transitional housing, supportive housing, and SROs, thereby increasing homeless services and supportive capabilities in the community for those transitioning from homelessness to self-sufficiency.

Funding: City General Fund; grant funds

Responsibility: Planning Division, Planning Commission, and City Council

Timing: Continue to assist sponsors with applications for special needs housing on a project-by-project basis throughout the planning period

Action 1.2.3: Maintain and publicize a comprehensive listing of housing developments that serve lower-income households, persons with disabilities, and other special needs populations.

Anticipated Benefit: Better resources facilitating improved services

Funding: City General Fund, Grant Funds

Responsibility: Planning Division Business Assistance and Housing Development

Timing: The City provides updated lists to public entities and special service organizations annually and as requested. Additionally, the list is updated and posted on the City's website and shared with the Butte County Housing Authority as changes occur.

Policy 1.3: *Continue to facilitate the provision of housing for persons with disabilities and for persons with limited or restricted mobility to enhance accessibility and mobility.*

Action 1.3.1: In accordance with the requirements of SB 520, the City will continue to allow for administrative approval of exceptions in land use regulations to provide reasonable accommodation for housing for persons with disabilities.

Anticipated Benefit: Streamlined processing of requests for reasonable accommodation in housing for persons with disabilities

Funding: City General Fund

Responsibility: Planning Division

Timing: Continue to process requests for reasonable accommodation expeditiously throughout the planning period

Policy 1.4: *Facilitate the production of farmworker housing in the City*

Action 1.4.1: Continue to ensure that local zoning, development standards, and permit processing procedures for farmworker housing do not conflict with *Health and Safety Code* §17021.5 and §17021.6.

Anticipated Benefit: Facilitation of additional opportunities for farmworker housing in the City

Funding: City General Fund

Responsibility: Planning Division

Timing: Throughout the planning period

2. REMOVE CONSTRAINTS TO HOUSING

Policy 2.1: *Minimize constraints to the development of affordable housing through supportive codes, ordinances, policies, and guidelines.*

Action 2.1.1: Continue to monitor the development review process to ensure that the City's review and approval (timing and cost) do not constrain residential development including multi-family and housing affordable to low- and moderate-income households.

The Planning Division will complete an annual review as part of the City's Housing Element Annual Report to evaluate application processing times and conditions of approval to determine whether improvements could reduce processing times without jeopardizing other public policy objectives. If the City's review and approval processes are found to unreasonably constrain development, the City will take action to amend the process or establish guidelines and other mechanisms to promote increased application certainty and reduce processing time to the extent feasible.

Anticipated Benefit: Annual review will help to ensure that development review procedures do not unduly constrain residential development in the City.

Funding: City General Fund

Responsibility: Planning Division, Planning Commission, City Council

Timing: Annual review as part of the Housing Element Annual Report.

Action 2.1.2: Track Housing Element implementation progress as part of the annual report submitted to the State Department of Housing and Community Development (HCD).

Anticipated Benefit: Better information more readily available to the public to encourage participation in the process, and more useful information

Funding: General Fund

Responsibility: Planning Division, Business Assistance and Housing Development

Timing: Submit update annually in accordance with state law

Action 2.1.3: Periodically survey development application, plan check and inspection fees, impact fees and utility connection fees of other cities in the Butte County area to ensure that these City fees are reasonably related to the cost of services provided.

Anticipated Benefit: Assurance that City fees are reasonable and do not unnecessarily increase the cost of housing.

Funding: City General Fund

Responsibility: Planning Division, Finance Department, City Council

Timing: Fee surveys every two years

3. FACILITATE DEVELOPMENT OF NEW HOUSING TO MEET THE NEEDS OF THE COMMUNITY

Policy 3.1: *Ensure that the City's inventory of residentially-zoned land is sufficient to accommodate development for all housing types and income levels commensurate with growth needs and the Regional Housing Needs Assessment (RHNA).*

Action 3.1.1: Perform regular updates to the City's GIS system to track development and maintain an accurate list of vacant residential land in the City.

Anticipated Benefit: Maintaining a list of vacant land will allow the City to make better decisions about land development in the City.

Funding: City General Fund

Responsibility: Planning Division, Engineering Division

Timing: Annual updates

Action 3.1.2: Continue to implement the *no net loss* provisions of AB 2292 to ensure the availability of adequate sites to accommodate the City's share of regional housing needs throughout the planning period.

Anticipated Benefit: Ensure sufficient capacity of properly zoned land for residential development to accommodate growth needs.

Funding: City General Fund

Responsibility: Planning Division, Planning Commission, & City Council

Timing: Ongoing throughout the planning period.

Action 3.1.3: Coordinate an annual workshop with the Oroville Economic Development Corporation and its members to identify the housing needs of employees in the community in order to ensure that the City's land use plans support development of housing suitable for the local workforce as part of the City's overall economic development program.

Anticipated Benefit: Increased communication will help foster better land use decision-making for the benefit of current and future businesses and employees.

Funding: City General Fund

Responsibility: Planning Division; Business Assistance and Housing Development

Timing: Annual workshops throughout the planning period.

Policy 3.2: *Provide technical assistance to developers, nonprofit organizations, or other qualified private sector interests in seeking federal and state financing for affordable housing, including units affordable to extremely-low-income households and supportive housing for persons with developmental disabilities.*

Action 3.2.1: The City will actively work with interested developers to identify sources of funding and provide technical assistance in seeking funding for the construction of new affordable multi-family housing, including units for large family households, extremely-low-income households, and persons with developmental disabilities. Funding to be pursued includes tax-exempt mortgage revenue bonds; HCD's Multifamily Housing Program; and low-income housing tax credits (LIHTC). The City shall also assist by providing letters of support for funding applications during the application process to increase the chances of a project receiving a funding award.

Anticipated Benefit: Increased opportunities for development of multi-family projects to serve the needs of large family households, extremely-low-income households and persons with developmental disabilities

Funding: LIHTC, TE Bonds, and HCD

Responsibility: Business Assistance and Housing Development and Planning Division

Timing: Monitor grant funding opportunities annually, provide assistance to affordable housing developers upon request, and continue to notify developers of funding opportunities as they arise throughout the planning period.

4. PRESERVE, REHABILITATE, AND ENHANCE EXISTING HOUSING AND NEIGHBORHOODS

Policy 4.1: Protect existing residential neighborhoods from deterioration and encroachment of incompatible or potentially disruptive land uses and/or activities.

Action 4.1.1: Seek code enforcement grants to augment current code enforcement activities to supplement the graffiti removal program, to fund neighborhood clean-up fairs, and general code enforcement and community beautification efforts. Utilize neighborhood resources, including neighborhood groups (e.g., Neighborhood Watch) to supplement City code enforcement activities. Where possible, link code enforcement activities to available funding for improvements and correction of violations.

Anticipated Benefit: Maintaining a high standard through code enforcement efforts will help preserve existing neighborhoods and the existing housing stock.

Funding: General Fund; grant funds (as available); volunteer activities

Responsibility: Business Assistance and Housing Development

Timing: Throughout the planning period.

Policy 4.2: Ensure adequate public facilities to support the development of housing.

Action 4.2.1: Install and upgrade public service facilities (streets, curb, gutter, drainage facilities, and utilities) to encourage increased private market investment in declining, deteriorating and infrastructure-deficient neighborhoods.

Anticipated Benefit: Improved infrastructure will facilitate the development and private reinvestment in existing neighborhoods.

Funding: General Fund; Grant funds

Responsibility: Business Assistance and Housing Development, Planning Division, Engineering Division, Planning Commission, City Council

Timing: Continuous and ongoing throughout the planning period

Policy 4.3: Facilitate housing rehabilitation and stabilize existing neighborhoods, particularly those with high foreclosure and vacancy rates.

Action 4.3.1: To the extent funding is available, purchase abandoned homes, and provide rehabilitation assistance to improve deteriorated neighborhoods.

Anticipated Benefit: Increased investment in declining neighborhoods will help to stabilize and preserve the existing affordable housing stock.

Funding: Grant funds

Responsibility: Planning Division, Building Division, Business Assistance and Housing

Timing: Annual grant applications.

Action 4.3.2: The City shall continue to support the Owner Occupied Single Family Rehabilitation Program. The City expects to fund the rehabilitation of approximately 5 units over the next planning period.

Anticipated Benefit: Retain and improve existing stock of housing units

Funding: CDBG, grant funds

Responsibility: Business Assistance and Housing Development and Planning Division

Timing: Continuous and ongoing

Action 4.3.3: Provide funding assistance for the rehabilitation of multi-family developments on a case-by-case and as needed basis.

Anticipated Benefit: Improve existing multi-family units to preserve housing opportunities and enhance livability.

Funding: Grant funds

Responsibility: Business Assistance and Housing Development and Planning Division

Timing: Continuous and ongoing

Policy 4.4: Encourage preservation of the existing affordable rental housing stock in the City.

Action 4.4.1: Continue regular contact with the California Housing Partnership Corporation (CPHC), the agency that monitors federally-funded affordable housing, to identify at-risk units. The City will continue to pursue State and Federal funding sources such as the HOME, CDBG and Multi-Family Housing Program (MHP) to assist the preservation of at-risk units. The City shall maintain dialogue with developers and on-site managers and shall continue to be a source for information and technical assistance to potential purchasers and tenants of properties that could potentially convert to market rate. Ensure that all owners and managers of affordable housing are provided with applicable state and federal laws regarding notice to tenants of the owner's desire to opt-out or prepay. State law requires that owners provide a 12-month notice to tenants.

Anticipated Benefit: A proactive procedure to help the City make better, faster decisions about preserving at-risk units will allow the City to assist an increased number of units in a more timely fashion to help minimize the loss of any units.

Funding: HOME funds and MHP funds

Responsibility: Business Assistance and Housing Development

Timing: Throughout the planning period.

5. PROMOTE FAIR HOUSING

Policy 5.1: *Support the intent and spirit of equal housing opportunity and the Fair Housing Act.*

Action 5.1.1: Require that all recipients of locally-administered housing assistance funds acknowledge their responsibilities under fair housing law and affirm their commitment to the law. Coordinate and host regular workshops as a supplement to a tenant/landlord education program to provide information that will educate property owners, managers, real estate professionals and tenants about fair housing laws, race and disability discrimination, and familial status protections. Publicize fair housing and dispute resolution information through flyers/brochures in the lobby of City Hall, in the library, community centers, senior centers, local social service offices, real estate offices, mortgage offices, management offices of housing complexes, and on the City's website.

Anticipated Benefit: Better compliance with fair housing laws and practices to minimize housing discrimination.

Funding: City General Fund, grant funds

Responsibility: Planning Division, Business Assistance and Housing Development

Timing: The City will engage in continuous and long-term monitoring of properties in receipt of locally administered housing funds to ensure compliance; annual workshops.

Action 5.1.2: The City shall engage in a public noticing campaign to inform persons with disabilities of any age of their ability to locate in senior citizen independent living facilities that are funded with federal funds.

Anticipated Benefit: Increased awareness and current information about available resources for persons with disabilities.

Funding: Grant funds

Responsibility: Business Assistance and Housing Development

Timing: Public noticing campaign with materials updated annually

6. ENCOURAGE RESIDENTIAL ENERGY CONSERVATION

Policy 6.1: *Encourage residential energy conservation through required compliance with current building codes and incentives for voluntary conservation efforts.*

Action 6.1.1: The City shall continue to require, at a minimum, that all new residential development comply with the energy conservation requirements of Title 24 of the California Administrative Code.

Anticipated Benefit: Compliance with current State of California energy efficient building and construction techniques, resulting in increased energy savings

Funding: City General Fund

Responsibility: Planning Division, Building Division

Timing: Throughout the planning period

Action 6.1.2: Assist in publicizing utility incentives for energy conservation through flyers and on the City's website.

Anticipated Benefit: Increased awareness and understanding of energy efficiency options giving more individuals the information they need to make informed decisions about energy-saving opportunities

Funding: City General Fund

Responsibility: Planning Division, Business Assistance and Housing Development.

Timing: Annual updates to flyers.

C. Quantified Objectives

The City's quantified objectives for new construction, rehabilitation and conservation during the 2014-2022 planning period are summarized in Table V-1.

Table V-1
Quantified Objectives 2014-2022

	Income Category					
	Ex. Low	V. Low	Low	Mod	Above Mod	Totals
New Construction	210	209	284	306	784	1,793
Rehabilitation		2	3			5
Conservation*	-	-	-	-	-	-

* There are no assisted units at risk of conversion to market-rate during the 2014-2024 period

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Appendix A

Evaluation of the 2008-2014 Housing Element

Section 65588(a) of the *Government Code* requires that jurisdictions evaluate the effectiveness of the existing Housing Element, the appropriateness of goals, objectives and policies, and the progress in implementing programs for the previous planning period. This appendix contains a review the housing goals, policies, and programs of the previous housing element and evaluates the degree to which these programs have been implemented during the previous planning period. The findings from this evaluation have been instrumental in determining the City's 2014-2022 Housing Action Plan (Chapter V).

Table A-1 summarizes the programs contained in the previous Housing Element along with the source of funding, program objectives, and accomplishments.

Table A-2 presents the City's progress in meeting the quantified objectives from the previous Housing Element.

Table A-1
Housing Element Program Evaluation 2009-2014

Policy	Action	Timing	Responsibility	Accomplishments
A-1	<p>The City shall annually apply for or support development and rehabilitation applications for State and Federal funding for affordable housing, including the following funding sources:</p> <p><u>Community Development Block Grant (CDBG):</u> The State Department of Housing and Community Development (HCD) administers the federal CDBG Program for non-entitlement cities and counties. The City is eligible to apply to HCD for CDBG funding. Eligible activities include single- and multifamily rehabilitation rental housing acquisition or home ownership assistance, and activities that support new housing construction for lower-income households.</p> <p><u>HOME:</u> HCD administers HOME funds for cities and counties that do not receive funds directly from HUD. Eligible activities include rehabilitation, new construction, and acquisition and rehabilitation of single- and multifamily housing projects for low income households. A twenty five percent (25%) local match is required, unless waived by HCD.</p> <p><u>CalHome:</u> HCD administers this program, which provides grants to local agencies and nonprofit developers. Eligible activities include: predevelopment, site development and site acquisition for housing projects; acquisition and rehabilitation of housing; purchase of mobile homes and manufactured homes; down payment assistance, mortgage financing, homebuyer counseling and technical assistance for self-help projects.</p>	At each application period as appropriate throughout the 2009-2014 Housing Element period.	Planning Division, Business Assistance and Housing Development	Based on the 50% expenditure criteria for both HOME and CDBG funding, the City is unable to apply for funding until 50% of existing CDBG or HOME funds are expended. Therefore, the City will be more likely eligible to apply for CDBG and HOME funds every other year. However, the City applies for CalHome funding whenever a Notice of Release of Funds (NOFA) is released.
A-2	The City shall continue to fund a Homebuyer Assistance Program (HAP). Over the course of the Housing Element period, the City expects to assist approximately 25 households, with a maximum of \$25,000.	Continuous and ongoing 2009-2014	Business Assistance and Housing Development and Planning Division	The Homeownership Assistance Program was eliminated in 2012 due to the dissolution of the Redevelopment Agency.
	The City shall continue to support the Owner Occupied Single Family Rehabilitation Program. The City expects to fund the rehabilitation of approximately 75 units over the	Continuous and ongoing 2009-2014	Business Assistance and Housing Development and Planning Division	11 rehabilitations to owner-occupied units occurred during 2009-2014. Due to the elimination of the Redevelopment Agency and the lack in homeowner equity, the goal of 75 units

Table A-1
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Policy	Action	Timing	Responsibility	Accomplishments
	next planning period.			rehabilitated was not met. The goals were established prior to the down-turn in the housing market when there was ample equity for rehabilitations. This program should be continued, but with a reduced goal of 4 rehabilitations annually.
	Fund the rehabilitation of multifamily developments on a case-by-case and as needed basis.	Continuous and ongoing 2009-2014	Business Assistance and Housing Development and Planning Division	The city did not rehabilitate any multi-family developments during the 2009-2014 reporting period. The downturn in the housing market and economy and the elimination of the Redevelopment Agency made it difficult to assist development without equity. This program should be continued as funding becomes available.
	The City will actively work with interested developers to identify sources of funding for the construction of new affordable multifamily housing targeting the needs of large family households in the City. Funding to be pursued includes tax-exempt mortgage revenue bonds; HCD's Multifamily Housing Program; and tax credits. The City shall also assist the process by providing letters of support for funding applications during the application process to increase the chances of a project receiving a funding award.	Action to be implemented concurrent with 2009-2014 Housing Element period	Business Assistance and Housing Development and Planning Division	Hillview Ridge was funded by 9% tax credits, CDBG, HOME and RDA. Hillview Ridge II was funded with 4% tax credits, HOME, CDBG and RDA. In addition, the city assisted with the Senior Housing project: Orange Tree Senior Apartments which was funded with 4% tax credit, RDA and CDBG Program Income. This program should be continued as funding becomes available.
A-3	Make available Public Information handouts outlining City participation and incentives, housing needs from the Housing Element (or other market source), a definition of the state and federal funding for which the City is willing to apply and other pertinent information. Distribute the handouts to local non-profit and for profit development groups, and regional agencies. The handouts shall also be made available free of charge as an online document on the City's website. Additionally, the City will offer a free pre-application review to assist developers.	Updated handout to be produced by December 2010; available on an ongoing basis through Housing Element period, 2009-2014.	Planning Division, Pre-Application, Business Assistance and Housing Development other staff.	The City has updated its website to include additional information about the Housing Incentives programs as well as maintained contact with various regional for-profit and non-profit development groups and regional agencies. The City tested the use of TV spots, newspaper advertisements, radio, spots, mailers, Doorknockers and even publicized programs by going door to door. This program should be continued.
B-1	Continue to use HOME funds to assist households with first time homebuyer down payment assistance up to \$100,000 or 45% of the purchase price of the home;	Application to be made annually, subject to the State Application cycle	Business Assistance and Housing Development	2009 – 10 HOME, 1 CALHOME, 1 CDBG 2010 – 10 HOME, 4 CALHOME, 1 CDBG 2011 – 8 HOME, 7 CALHOME, 1 CDBG, 2 RDA

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Policy	Action	Timing	Responsibility	Accomplishments
	whichever is less. The maximum purchase price allowed is \$175,000; for each qualified household, with a goal of assisting five (5) units per year. CalHome's maximum assistance is \$60,000.			2012 – 7 HOME, 3 CALHOME, 5 CDBG, 2013 – 4 HOME, CALHOME 2, CDBG, 10 This program should be continued.
	The City will continually evaluate the First Time Homebuyers loan amount in order to address the cost of homeownership in the City. The City will be open to adjusting the maximum loan amount per project if a determination is made that a decrease is warranted.	Continuous and ongoing, 2009-2014.	Business Assistance and Housing Development	The City has found that 45 % of the purchase price works for this program very well. However, HUD establishes the maximum purchase price limits for all jurisdictions. This program should be continued.
C-1	The Butte County Homeless Coalition formed a Continuum of Care Coalition to reduce the number of homeless individuals in the area. The City is a member of the Coalition and appoints a representative to attend all meetings/functions. The City shall continue to participate in the coalition as a partner with Butte County in the battle against homelessness.	The City shall name City Council members to one-year rotating terms as the City's coalition member, 2009-2014	Business Assistance and Housing Development	The Continuum of Care Coalition, with the City's support has developed an implementation strategy for carrying out cooperative efforts to address the homeless issues. This program should be continued.
	The City shall amend the Zoning Ordinance to define Transitional and Supportive Housing in accordance with the Health and Safety Code, Sections 50675.14 and 50675.2, and also specify that both types of housing shall be treated as residential uses of property, subject to only the same restrictions/regulations as other types of housing in the same zoning district. The City shall also encourage the allowance for Single Room Occupancy (SRO's) and shall facilitate allowing them through identification of potential locations and through city assistance with grant writing for the development of SRO projects.	Zoning Ordinance Amendment to be complete by August 2010	Planning Division	A Zoning Code amendment has been initiated to ensure that City regulations regarding transitional and supportive housing are consistent with state law, and to establish regulations for SRO housing.
	In accordance with the requirements of SB 2 (2007-2008 Session), the City shall amend the Zoning Ordinance to identify one zoning district that will allow the development of homeless shelters by-right, without the need for any discretionary approvals. The City will designate the R-3 Medium Density Residential district as the appropriate zoning district to accommodate emergency shelters by right. The City shall also ensure that the capacity exists to develop one shelter within the next year.	Zoning Ordinance Amendment to be completed by August 2010 in document	Planning Division, Planning Commission and City Council, and Business Assistance and Housing Development	A Zoning Code amendment has been initiated to establish regulations for emergency shelters in conformance with state law.
	Partner with homeless service providers in establishing additional short-term beds for all segments of the homeless population. The City will remain engaged with	Meet with a roundtable of homeless service providers by August 2010 to develop	Planning Division, Planning Commission, City Council, Business	A City Councilmember participates in the Butte Countywide Homeless Continuum of Care to ensure that the City remains an active participant.

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Policy	Action	Timing	Responsibility	Accomplishments
	homeless service providers and utilize the municipal authority and resources to assist service providers in meeting their goals for numbers of beds.	an implementation strategy for carrying out cooperative efforts	Assistance and Housing Development	This program should be continued.
C-2	The City shall continue to work with the CoC to educate and promote the County's program for homeless foster restate populations above children to provide assistance in finding suitable properties in the City.	Hold meetings with the Butte County Coalition annually, the first meeting to be held by December, 2009	Business Assistance and Housing Development	The city meets with the coalition annually to address the needs and issues associated with the program. In addition the City maintains contact with county and jointly addresses issues in the Oroville region as they occur. This program should be continued.
	Regularly update comprehensive listing of housing developments in the City, which have units reserved for lower income, disabled households, and other special needs populations. The list shall be made available on the City's web site.	Update annually with Housing Element Annual Report	Planning Division Business Assistance and Housing Development	The City website was most recently updated 12/31/2013. This program should be continued.
C-3	The City shall engage in a public noticing campaign to inform persons with disabilities of any age of their ability to locate in senior citizen independent living facilities that are funded with federal funds.	Public noticing campaign to commence by August 2010, materials shall be updated annually	Business Assistance and Housing Development	The City currently has informational materials for available senior housing options. The City works with the Butte County Housing Authority, Community Action Agency, and other special interest groups to update the information annually. This program should be continued.
	Continue to implement the City's current enhanced housing rehabilitation program including a one-time \$2,500 grants to very low income disabled persons and senior citizens to improve accessibility and safety.	Continuous and ongoing throughout 2009-2014	Business Assistance and Housing Development	This program was eliminated with the dissolution of the Redevelopment Agency and lack of funding. Prior to the elimination, the City funded 3 grants.
	In accordance with the requirements of SB 520, the City will adopt procedures as part of an update to the Municipal Code to provide reasonable accommodation for persons with disabilities that allow for administrative approval of accessible features for the handicapped. The policy shall also outline procedures for processing requested exceptions in zoning and land use regulations for housing persons with disabilities.	Zoning Ordinance Amendment to be complete by August 2010	Planning Division, Planning Commission	A Zoning Code amendment has been initiated to establish reasonable accommodation procedures in conformance with state law.
C-4	The City shall amend the zoning ordinance to ensure that permit processing procedures for farmworker housing do not conflict with Health and Safety Code Sections 17021.5 and 17021.6, stating that: "Any employee housing consisting of no more than 36 beds in a group quarters or 12 units or spaces designed for use by a single family or household shall be deemed an agricultural land use designation for the purposes of this section. For the	Zoning Ordinance Amendment to be complete by August 2010	Planning Division, Planning Commission, City Council	A Zoning Code amendment has been initiated to establish farmworker housing regulations in conformance with state law.

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Policy	Action	Timing	Responsibility	Accomplishments
	purpose of local ordinances, employee housing is an activity that does not differ in any other way from an agricultural use. No conditional use permit, zoning variance, or other zoning clearance shall be required of this employee housing that is not required of any other agricultural activity in the same zone." The City shall also ensure that such procedures encourage and facilitate the development of housing for farmworkers.			
	The City will prioritize program funding, such as HOME and CDBG for the reconstruction and/or rehabilitation of units for extremely low income owner/renter occupied housing units in Oroville, including assistance with the development of Single Room Occupancy (SRO) units. The City will take all action necessary to expedite processing and approvals for such programs.	Funding priorities will be implemented upon adoption of new funding guidelines, proposed to be in December, 2010.	Planning Division, Planning Commission, City Council	The City continued to apply for grant funding as available.
D-1	Monitor the Historic Advisory Board process and the Development Review Board process to ensure that the City's review and approval (timing and cost) do not constrain residential development including multifamily and housing affordable to low and moderate income households. The planning department will complete an annual review to evaluate application processing and analyze processing times and the impact of conditions of approval to determine whether the processes acts as a significant constraint on residential development. The review will be formalized in an annual staff report to the Planning Commission and made publicly available. If the City's review and approval processes are found to adversely constrain development, the City will take action to amend the process or establish guidelines and other mechanisms to promote increased application certainty and reduce processing time to the extent feasible by State law. The review will be conducted as part of the City's Housing Element Annual Report submitted to the state	Annual, to be included as part of the Housing Element review submitted to the State, the first review to be conducted by August, 2010	Planning Division, Planning Commission, City Council	On October 16, 2012, the City Council adopted Ordinance 1790 to amend the Zoning Code dissolving the Historic Advisory Board and creating the Historic Advisory Committee. The code change specifies membership, duties of the Commission, conditions for projects to be brought to the Commission, and other policies regarding the Commission. Annual Reviews usually in the form of monthly reports which give a snapshot of the monthly and a cumulative update of the activities for the year.
	Review the City's Zoning Ordinance to ensure density bonus policies for the provision of affordable housing opportunities are in compliance with current State law, per Government Code Section 65915-65918. If found to be out of compliance, the City will amend the Ordinance to	Zoning Ordinance Amendment to occur by August 2010, if necessary	Planning Division, Business Assistance and Housing Development	Density Bonus regulations were updated in conformance with current state law.

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Policy	Action	Timing	Responsibility	Accomplishments
	comply with State law.			
	The City shall annually track their Housing Element implementation progress as part of an annual report submitted to the State Department of Housing and Community Development (HCD).	Submit update annually in accordance with State Law schedule for General Plan annual reviews	Planning Division, Business Assistance and Housing Development	Annual reports were prepared and submitted to HCD.
	The City shall amend Zoning Ordinance to implement the development densities of the 2030 City of Oroville General Plan.	Adoption of Zoning Ordinance to occur prior to August 2010	Planning Division, Planning Commission and City Council	The Zoning Ordinance was amended in 2010 to implement the 2030 General Plan densities.
	Periodically survey (e.g., every 2 years) development application fees and plan check and inspection fees, impact fees, and utility connection fees of other cities in the Butte County area to ensure that these City fees are reasonable in comparison and reasonably related to the services being provided.	Conduct first fee survey by December of 2010, annually thereafter through 2009-2014 Housing Element period	Planning Division, Finance Department, City Council	On December 2, 2013 City Council approved Resolution No. 8018 adopting the 2012 Transportation Improvement Grant Program and Impact Fee Update which amended the existing traffic impact fee schedule. On December 17, 2013 the City entered into an agreement with Willdan Financial Services for a financial analysis for the preparation of Development Impact Fees and an Indirect Cost Allocation Plan. Additionally, on February 19, 2013 the City Council adopted Ordinance No. 1791, which updated the Planning & Development Services Department Master Fee Schedule.
E-1	The City shall formalize concurrent processing of entitlement projects when feasible and consistent with public notice provision otherwise required by law, to foster an environment conducive to business and to reduce project costs and minimize delays. Department staff will notify applicants upon project submittal of this policy and place public notice of the City's policy on the web site. The City shall offer, as an additional incentive, fast track processing of affordable development project applications to further incentivize the production of low cost housing opportunities.	Concurrent processing model to be developed by December 2010, notice of the City's policies shall be posted on the City's web site within one month thereafter; continuous and ongoing through balance of 2009-2014 Housing Element period	Planning Division, Building Division, Planning Commission	The City offers concurrent processing to streamline the development process and the Zoning Ordinance provides development incentives for low income housing including fast-track processing. Pre-application/development review meetings help to minimize processing times.
	The City shall continue to require, at a minimum, that all new residential development comply with the energy conservation requirements of Title 24 of the California Administrative Code.	Continuous and ongoing through 2009-2014 Housing Element period	Planning Division, Building Division	New developments are routinely required to comply with Title 24.
	Prepare a public information handout outlining City Utility and other utility company participation and incentives for energy conservation. Distribute the handout to local non-profit and for-profit development groups, and regional agencies and make the handout available on the City's	Publish first handout by December 2010	Planning Division, Business Assistance and Housing Development	This action was not completed due to staffing limitations but should be continued in the new planning period.

Table A-1
Housing Element Program Evaluation 2009-2014

Policy	Action	Timing	Responsibility	Accomplishments
	web site.			
	Implement the energy resources and objectives from the Open Space, Natural Resources and Conservation Element of the General Plan. The City shall conduct free workshops to provide the information to the public and to encourage residents to support and employ measures in the General Plan.	First workshop to be held by December 2010, every 2 years thereafter through 2009-2014 Housing Element period	Planning Division, Business Assistance and Housing Development	Implementation has been on-going but no informational workshops have been held. This program should be continued.
	The City shall adopt a program to allocate funds from an as-yet-unidentified source, to defray the cost of land and/or required off-site improvements to encourage further development of extremely low income housing projects.	Adopt new program by August 2010	Planning Division, Planning Commission and City Council	No alternate source of funding has been identified to date. This program should be continued if funding becomes available.
F-1	Perform regular updates to the City's GIS system to track development on all vacant land in the City, and maintain an accurate list of vacant land.	First update to coincide with completion of 2009-2014 Housing Element update, annually thereafter through Housing Element period.	Planning Division, Engineering Division	The city regularly maintains a list of vacant lands that are shared with the development community.
	Develop a system of regular updates and methods for informing the public and decision makers about the amount of land zoned for both single family and multifamily development and initiate zone changes, if necessary, to accommodate affordable housing. Update the data on an annual basis.	System of regular updates to be developed by August 2010, updates to be done annually thereafter through 2010-2014 Housing Element period.	Planning Division, Engineering Division	Updates and zone changes have been done on an as needed basis as developers apply. The system for regular updates comes in a form of monthly reports to the Planning Commission and City Council, which is part of the agenda packet posted online, that identifies projects that are in progress, on hold, and recently approved.
F-2	The City is adopting a revised Zoning Ordinance in accordance with the City's 2030 General Plan, which includes a new High Density/Mixed Use (HD/MU) Zoning District that allows for the development of 20-30 units per acre. The HD/MU district will allow for a minimum density of 20 units per acre, and require that no more than 20% of the site will be permitted to contain commercial uses. To accommodate the remaining RHNA of low-income units, the City shall rezone a total of approximately 36 acres to HD/MU, at a minimum density of 20 units per acre. Pursuant to subdivision (h) of Section 65583.2 of the Government Code, the City shall ensure that owner-occupied and multifamily residential housing development is allowed "by right", without a conditional use permit, planned unit development permit, or other discretionary review or approval that would constitute a "project" for the	Rezoning to occur by August 2010.	Planning Division, Building Division, Planning Commission and City Council	The 3 parcels identified in Housing Element Action 32 were rezoned to R-4 (Urban Density Residential) on 11/2/2010. The 3 rezoned parcels total over 36 acres, allow a minimum density of 20 units/acre, allow more than 16 units per site, allow only residential use, and allow development by-right.

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Policy	Action	Timing	Responsibility	Accomplishments
	purposes of Division 13 of the Public Resources Code. Units will be permitted at a minimum of 16 units per site.			
F-3	Implement the provisions of AB 2292 (Dutra) and prevent the down-zoning of a residential property used to meet the RHNA without a concomitant up-zoning of a comparable property.	Current and ongoing throughout 2009-2014 Housing Element period	Planning Division, Planning Commission	The City continues to ensure compliance with the <i>no net loss</i> provisions of AB 2292.
G-1	Promote orderly growth by evaluating the cumulative impacts of approved projects on existing neighborhoods. The City shall be prepared to mitigate adverse impacts on neighborhoods and formulate a strategy for ongoing evaluation and steps for corrective action to maintain the strength of existing neighborhoods.	The City shall develop a "Neighborhood Evaluation and Mitigation Strategy" by December 2010, enforcement ongoing thereafter throughout 2009-2014 Housing Element period	Planning Division, Planning Commission	One of the primary purposes of the General Plan and Zoning Ordinance is to promote orderly development. Any proposed development that would be inconsistent with the General Plan or zoning is evaluated to determine if it would conflict with City policy. This program reflects standard planning practice and therefore not necessary. The California Environmental Quality Act (CEQA) requires the review of projects for any potential environmental impacts. This review requires any potential individual or cumulative impacts to be analyzed.
	Adopt design standards for new construction in the City's historic overlay district, including downtown, in accordance with the City of Oroville 2030 General Plan.	Revise existing design standards or adopt new stand-alone design standards for the historic overlay, including the downtown- district by August 2011	Planning Division, Planning Commission, City Council	No specified design standards adopted. However, all construction work that alters a structure's exterior appearance in the DH-O requires development review. Any alteration to historic landmarks/buildings requires review by the Historic Advisory Commission. City is in the processes of making targeted updates to its General Plan & Zoning Code with a target completion date of March 2015. This update includes a new form-based code that will apply to Oroville's historic downtown, but will not encompass the entire historic overlay district.
G-2	Continually seek Code Enforcement grants to augment current Code enforcement activities to supplement the graffiti removal program, to fund neighborhood clean-up fairs, and general code enforcement and community beautification efforts. Code Enforcement staff currently consists of one (1) Community Revitalization Economic Development officer (CREDO), two (2) community enforcement officers, and one (1) part time assistant.	Annually through the 2009-2014 Housing Element period	Business Assistance and Housing Development	Due to funding limitation the Code enforcement staff has been limited to 1 full time code officer and 1 half time support staff. However the City continues to be actively involved in local neighborhood watch groups.
	The City shall continue to utilize neighborhood resources, including neighborhood groups (i.e., Neighborhood Watch) to implement ongoing tenant/landlord education Actions enhancing paid code enforcement activities.	Next training session (in ongoing training series) to take place by December 2009, annually thereafter,	Business Assistance and Housing Development	Code Enforcement staff lead the Property Managers Network Group that meets on a quarterly basis for ongoing education and actions that will enhance code enforcement activities.

Table A-1
Housing Element Program Evaluation 2009-2014

Policy	Action	Timing	Responsibility	Accomplishments
		through 2009-2014 Housing Element planning period		
G-3	Install and upgrade public service facilities (streets, curb, gutter, drainage facilities, and utilities) to encourage increased private market investment in declining, deteriorating and infrastructure deficient neighborhoods.	Continuous and ongoing through 2009-2014 Housing Element planning period	Business Assistance and Housing Development. Planning Division, Engineering Division, Planning Commission, City Council	The City had a curb, gutter and sidewalk program through the RDA but it was discontinued when the RDA was eliminated. The City completed offsite improvements including curb, gutter, sidewalk and utilities with CDBG funding for both Hillview Ridge I and Hillview Ridge II.
H-1	Coordinate annual workshops with the Oroville Economic Development Corporation and members to identify the housing needs of the employers and the community.	First workshop to be held by December 2011, annually thereafter through 2009-2014 Housing Element period	Planning Division. Business Assistance and Housing Development	The city hosts the State of the City, a cooperative event with OEDCO annually.
I-1	The City of Oroville Redevelopment Agency will purchase abandoned homes, and provide necessary rehabilitation to reduce the number of dilapidated neighborhoods and blighted areas.	Program guidelines will be developed by December 2010, ongoing thereafter 2009-2014	Planning Division, Building Division, Business Assistance and Housing Development	This program has been discontinued. The Oroville RDA was dissolved on February 1, 2012 with the legislature's adoption of and the supreme courts upholding of the dissolution act AB 1x26 and AB 1484.
J-1	Continue regular contact with the California Housing Partnership Corporation (CPHC), the agency that monitors federally funded affordable complexes (at-risk units) and owner notifications of intent to opt-out. Ensure the City is placed on CPHC's email notification list.	Request to be placed on notification list to be made by December 2009, contact CPHC every six (6) months through 2009-2014 Housing Element period	Business Assistance and Housing Development	The City obtains all CPHC notifications through Jean Laurin-Lawrence-VP of Community Development Urban Housing Communities LLC
	The City will continue to pursue State and Federal funding sources such as the HOME, CDBG and Multi-Family Housing Program (MHP) programs to assist at-risk units as they appear. The City shall maintain dialogue with developers and on-site managers and shall continue to be the source for information and technical assistance to potential purchasers and tenants of properties that could potentially convert to market rate. The City will also develop a written strategy outlining how and when the City will act when notified of at-risk units.	In conjunction with public and private development partners, apartment/complex owners/managers, the City shall develop a formal strategy for assisting at risk units by August, 2010, implement strategy through remainder of 2009-2014 Housing Element period	Business Assistance and Housing Development	There were no at-risk units during the 2009-2014 planning period.
	Ensure that all owners and managers of affordable housing are provided with applicable State and federal laws regarding notice to tenants of the owner's desire to	Obtain an all-inclusive list of applicable laws by December 2010; the list	Business Assistance and Housing Development	There were no at-risk units during the 2009-2014 planning period.

Table A-1
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Policy	Action	Timing	Responsibility	Accomplishments
	opt out or prepay. State law requires that owners provide a 12-month notice to tenants.	shall be available in hard copy, available at City Hall, and shall be available on the City's web site		
K-1	Require that all recipients of locally administered housing assistance funds be required to acknowledge their understanding of fair housing law and affirm their commitment to the law.	The City will engage in continuous and long term monitoring of properties in receipt of locally administered housing funds to ensure compliance.	Planning Division, Business Assistance and Housing Development	During the annual monitoring process of multi-family housing, property owners are required to submit their Affirmative Action Plan and acknowledge their understanding of fair housing.
	Under the housing preservation section of the Fair Housing Act, the City will assist lower income households maintain ownership of their properties by working with the tax collector to forgive or delay payment of property taxes until the home is sold or ownership is transferred. In some instances, such as imminent foreclosure and tax sale, the City may pay the current tax, help the homeowner get a deferment and place a City lien against the home for payment at sale or ownership transfer.	Continuous and ongoing, throughout 2009-2014 Housing Element period	Business Assistance and Housing Development	The City has assisted homeowners in the past using RDA funding, however that funding source is no longer available and HCD will not allow this assistance with HOME or CDBG funding.
	Coordinate and host a regular workshop as a supplement to a tenant/landlord education program to provide information that will educate property owners, managers, and real estate professionals and tenants about the fair housing laws, race and disability discrimination, and familial status protections.	First workshop to be held by December 2010, annually thereafter throughout 2009-2014 Housing Element period	Planning Division, Redevelopment Agency, Business Assistance and Housing Development	Property Management Network Group meets quarterly to provide property managers/owners with fair housing laws, race and disability discrimination and familial status protections. Types of additional services include speakers such as: Legal Services of Northern California, Butte County Housing Authority and Board of Realtors.
	Make available information flyers regarding fair housing laws and the process for the resolution of complaints. Download copies of the official complaint forms and make them available with the brochures. Include the telephone numbers of the State Department of Fair Employment and Housing on all public information regarding fair housing. Provide the flyers/brochures in the lobby of City Hall, in the library, community centers, senior centers, local social service offices, real estate offices, mortgage offices, and in the management offices of both low-income and market-rate housing complexes, and on the City's web site.	English language materials already available; list of local translation and interpretation services available December 2010; continuous and ongoing throughout 2009-2014 Housing Element period	Business Assistance and Housing Development	The City obtained Spanish and HMONG flyers through HUD and distributed through the Property Managers Network meeting, provided in lobby of City hall and distributed at various service groups in the community.

Table A-2
Progress in Achieving Quantified Objectives 2009-2014

Income Category	New Construction*		Rehabilitation		Conservation of At-Risk Units	
	Objective	Actual	Objective	Actual	Objective**	Actual
Extremely Low	130		0		0	
Very Low	131		0	1	0	
Low	239	57	50	1	0	
Moderate	276	2	25		0	
Above Moderate	784		0		0	
Total	1,560	59	75		0	

*Quantified objective and progress for new construction reflect units built 2007-2014, per the previous RHNA cycle

**No units were at risk during the 4th cycle.

Source: City of Oroville, 2014

Appendix B

Residential Land Inventory

State law requires the Housing Element to include an inventory of vacant or underutilized sites with the potential for residential development during the planning period. The assumptions and methodology for the residential land inventory are provided below and summarized in Tables B-1 through B-3. The 5th cycle RHNA projection period began January 1, 2014 therefore units completed after that date are credited toward the City's inventory of sites.

1. Density and Affordability Assumptions

The following assumptions were used in the land inventory analysis to estimate the capacity and affordability levels for residential sites.

Realistic Capacity. For purposes of estimating the realistic capacity of vacant residential sites zoned for high density, the low end of the allowable density range has been used (20 units/acre). For other land use categories, the midpoint of the allowable density has been used.

Table B-1
Assumed Density and Affordability by Land Use Designation

Land Use Designation	Allowable Density (units/acre)	Assumed Capacity (units/acre)	Assumed Affordability Level
Rural Residential	0 – 0.2	0.1	Above Moderate
Very Low Density Residential	0.2 – 1.0	0.6	Above Moderate
Low Density Residential	1.0 – 3.0	2	Above Moderate
Medium Low Density Residential	3.0 – 6.0	4.5	Above Moderate
Medium Density Residential	6.0 – 14.0	10	Moderate
Medium High Density Residential	14.0 – 20.0	17	Moderate
High Density Residential	20.0 – 30.0	20	Lower
Mixed Use	10.0 – 30.0	10	Lower

Affordability. Completed units and projects with approved entitlements are assigned to affordability categories based on the actual or estimated price or rent (see Table II-14 in Chapter II). Sites without project entitlements are assigned to income categories based on allowable density according to the table above. Under state law⁸ the lower-income “default density” for Butte County is 20 units/acre, which means that sites allowing a density at or above that level are assumed to be appropriate for lower-income housing.

⁸ Government Code §65583.2(c)(3)(B).

2. Sites Inventory

The City's inventory of residential sites is presented below and summarized in Table B-2. This table demonstrates that the City's sites inventory can accommodate the RHNA allocation for the 2014-2022 planning period in all income categories.

Table B-2
Land Inventory Summary

Category	Income Category			
	Lower	Mod	Above	Total
Vacant sites (Table B-4)	725	880	1,534	3,139
RHNA 2014-2022	703	306	784	1,793
Adequate Sites?	Yes	Yes	Yes	Yes

Source: City of Oroville, 2014

Table B-3 shows vacant parcels designated for residential development along with the realistic development capacity of each site. Figures B-1 and B-2 show the location of the R-4 sites to accommodate lower-income housing. Those sites have a minimum density of 20 units/acre. There are no infrastructure capacity issues or environmental constraints that would preclude the level of development assumed for these sites during the planning period.

**Table B-3
Vacant Residential Sites**

APN	GP/ Zoning	Acreage	Density (du/ac)	Potential Units	Units by Income Category		
					VL/L	Mod	Above
30120038000	RR/UR-5	4.62	0.1	1			1
68380001000	VLDR/RR-1	15.4	0.6	9			9
33310021000	LDR/RR-10	20.48	2	40			40
33370023000	LDR/RR-10	13.08	2	26			26
33370025000	LDR/RR-10	3.05	2	6			6
68223006000	LDR/RR-10	0.56	2	1			1
68040011000	LDR/RR-20	3.82	2	7			7
68040051000	LDR/RR-20	20.73	2	41			41
68040052000	LDR/RR-20	21.63	2	43			43
68040073000	LDR/RR-20	9.51	2	19			19
68040074000	LDR/RR-20	8.62	2	17			17
68050055000	LDR/RR-20	11.59	2	23			23
68370016000	LDR/RR-20	0.71	2	1			1
Subtotal – RR / VLDR / LDR				234			234
12075010000	MLDR/R-1	0.13	4.5	1			1
13010023000	MLDR/R-1	5.03	4.5	22			22
13063023000	MLDR/R-1	0.11	4.5	1			1
30120039000	MLDR/R-1	5.08	4.5	22			22
30120040000	MLDR/R-1	4.72	4.5	21			21
30120065000	MLDR/R-1	3.43	4.5	15			15
30230103000	MLDR/R-1	23.06	4.5	103			103
31010091000	MLDR/R-1	21.82	4.5	98			98
31020043000	MLDR/R-1	59.13	4.5	266			266
31020049000	MLDR/R-1	0.92	4.5	4			4
31030009000	MLDR/R-1	2.48	4.5	11			11
31030031000	MLDR/R-1	21.7	4.5	97			97
31030033000	MLDR/R-1	5.32	4.5	23			23
31052005000	MLDR/R-1	1.6	4.5	7			7
31070051000	MLDR/R-1	5.78	4.5	26			26
31070085000	MLDR/R-1	11.13	4.5	50			50
31070086000	MLDR/R-1	6.01	4.5	27			27
31081016000	MLDR/R-1	0.32	4.5	1			1
31100007000	MLDR/R-1	0.47	4.5	2			2
31100022000	MLDR/R-1	9.74	4.5	43			43
31100023000	MLDR/R-1	11.48	4.5	51			51
31100024000	MLDR/R-1	8.87	4.5	39			39
31100025000	MLDR/R-1	8.85	4.5	39			39
33232026000	MLDR/R-1	0.46	4.5	2			2
33260009000	MLDR/R-1	0.5	4.5	2			2
33360067000	MLDR/R-1	2.18	4.5	9			9
33360068000	MLDR/R-1	4.49	4.5	20			20
33430054000	MLDR/R-1	0.3	4.5	1			1
68040049000	MLDR/R-1	10.33	4.5	46			46
68100037000	MLDR/R-1	19.73	4.5	88			88
68100039000	MLDR/R-1	16.53	4.5	74			74
30230102000	MLDR/RL	19.83	4.5	89			89

**Table B-3
Vacant Residential Sites**

APN	GP/ Zoning	Acreage	Density (du/ac)	Potential Units	Units by Income Category		
					VL/L	Mod	Above
Subtotal - MLDR				1,300			1,300
31020030000	MDR/R-2	39.55	10	395		395	
31020041000	MDR/R-2	17.61	10	176		176	
31051015000	MDR/R-2	0.5	10	5		5	
31051060000	MDR/R-2	6.67	10	66		66	
31053065000	MDR/R-2	0.99	10	9		9	
31140027000	MDR/R-2	1.17	10	11		11	
31140081000	MDR/R-2	0.43	10	4		4	
31140124000	MDR/R-2	5.66	10	56		56	
31360199000	MDR/R-2	10.34	10	103		103	
33293005000	MDR/R-2	0.2	10	2		2	
Subtotal - MDR				827		827	
12026006000	MHDR/R-3	0.21	17	3		3	
3524004400	MHDR/R-3	1.99	17	33		33	
33232001000	MHDR/R-3/PD	0.14	17	2		2	
33232003000	MHDR/R-3/PD	0.18	17	3		3	
33232013000	MHDR/R-3/PD	0.09	17	1		1	
33232021000	MHDR/R-3/PD	0.19	17	3		3	
33232022000	MHDR/R-3/PD	0.28	17	4		4	
33232025000	MHDR/R-3/PD	0.28	17	4		4	
Subtotal - MHDR				53		53	
031-110-033 (Fig. B-1)	HDR/R-4	4.21	20	84	84		
013-290-026 (Fig. B-2)	HDR/R-4	17.25	20	345	345		
013-290-027 (Fig. B-2)	HDR/R-4	14.81	20	296	296		
Subtotal – HDR		36.27		725	725		
TOTALS				3,139	725	880	1,534

Figure B-1
R-4 Sites

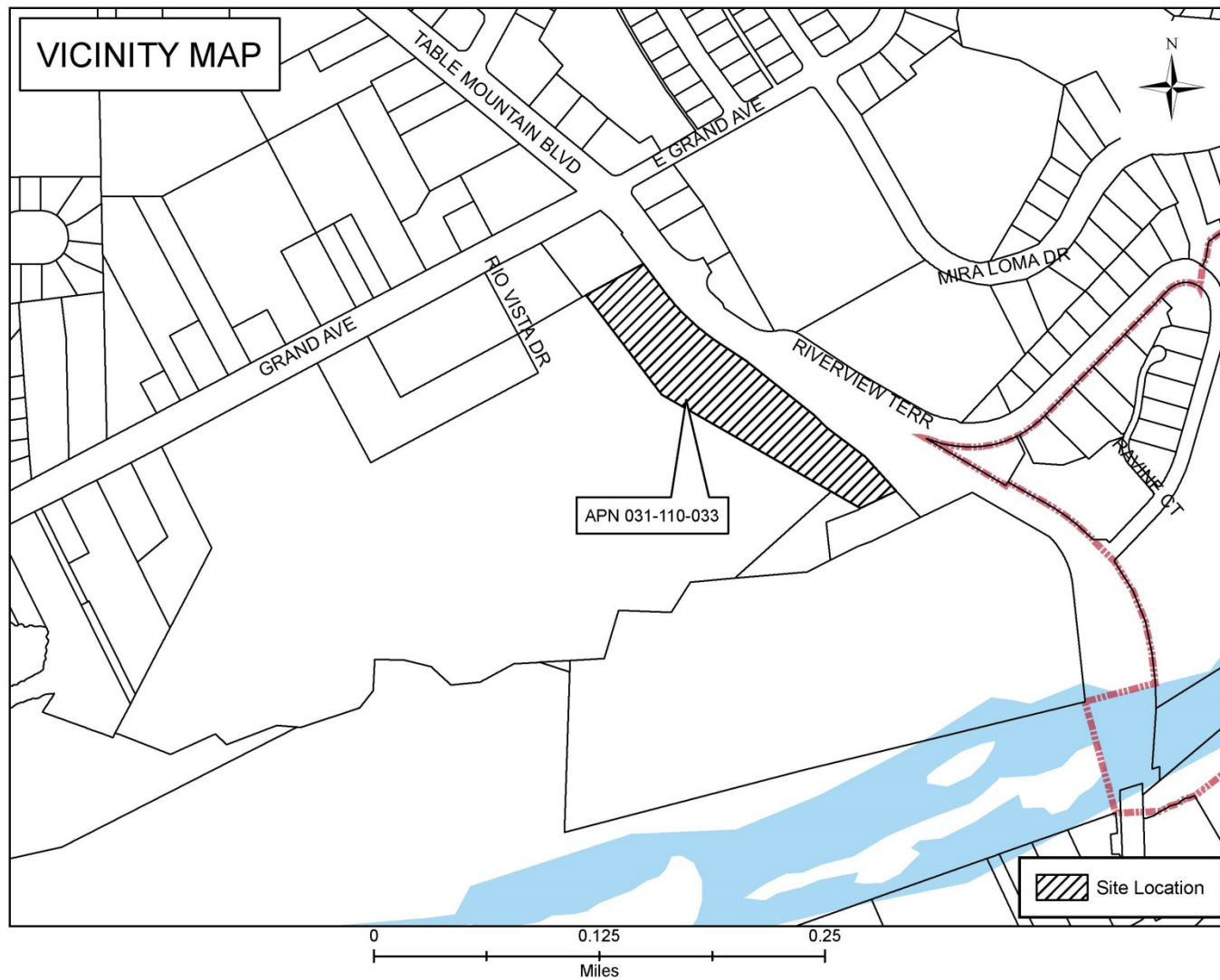
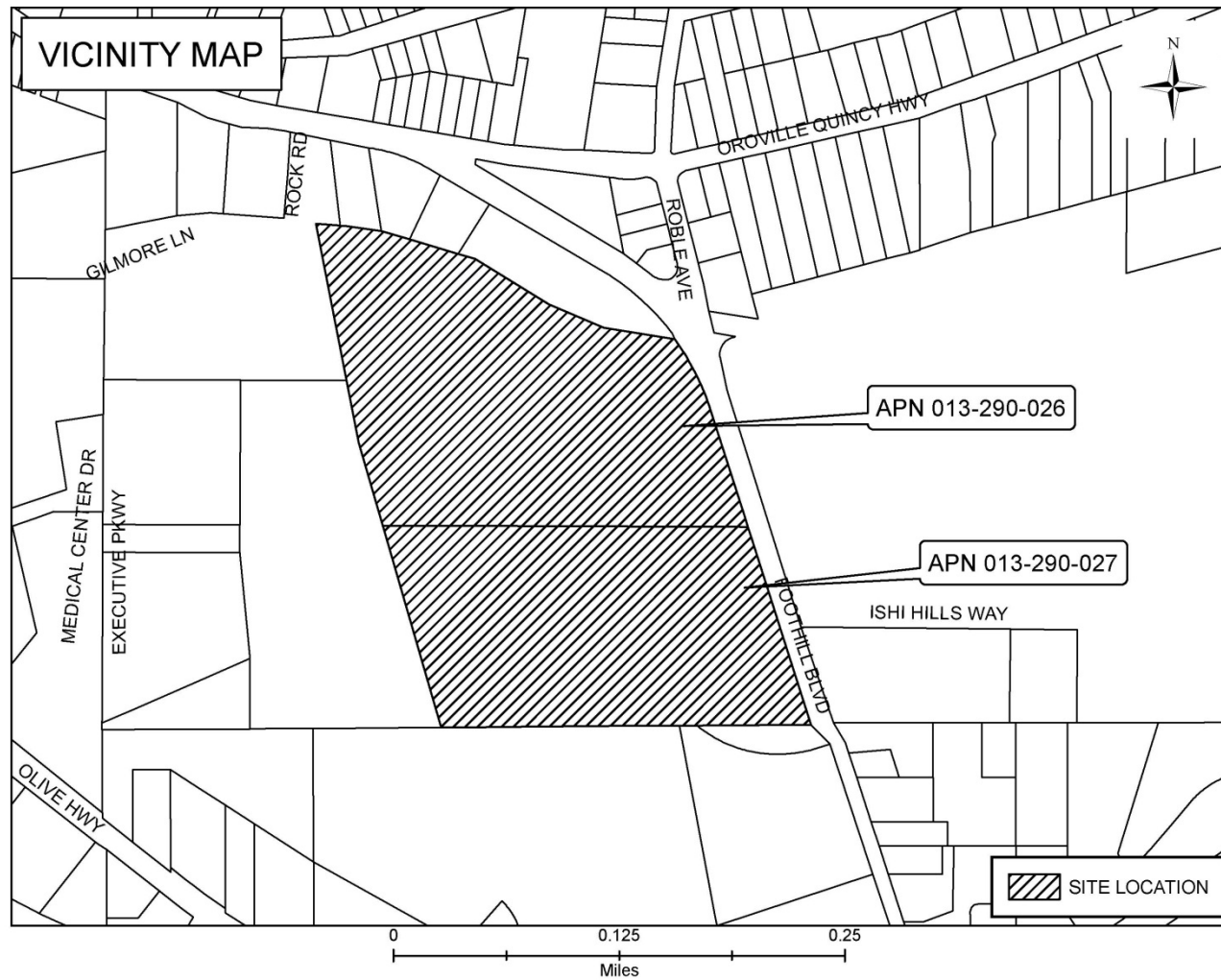


Figure B-2
R-4 Sites



Appendix C

Public Participation Summary

Public participation is an important component of the planning process in Oroville, and this update to the Housing Element has provided residents and other interested parties numerous opportunities for involvement. Public notices of all workshops and hearings were distributed in advance of each meeting, published in the local newspaper, and posted on the City's website. The draft Housing Element was also circulated to housing advocates and nonprofit organizations representing the interests of lower-income persons and special needs groups (see Table C-1 containing a list of organizations notified of opportunities for participation). After receiving comments on the draft Housing Element from the State Housing and Community Development Department, a proposed final Housing Element was prepared and made available for public review prior to adoption by the City Council.

The following is a list of opportunities for public involvement in the preparation of this Housing Element update. Public meetings were televised on Channel 10, the local public access channel.

Housing Element Public Workshop	February 27, 2014
Planning Commission hearing	May 12, 2014
City Council hearing	June 3, 2014

Following its adoption by the City Council, the Housing Element was transmitted to HCD for review.

Issues raised at the public meetings along with a description of how these issues have been addressed are summarized in Table C-2.

Table C-1
Housing Element Notification List

Project Go, Inc.
801 Vernon Street
Roseville, CA 95678
(916) 782-3443

receptionist@projectgo.org

Central Valley Coalition for Affordable
Housing

Christina Alley
3351 M Street, Suite 100
Merced, CA 95348
(209) 388-0782

chris@centralvalleycoalition.com

Mercy Housing California
3120 Freeboard Drive, Suite 202
West Sacramento, CA 95691
(916) 414-4400

sdaues@mercyhousing.org

Pacific Housing Inc.
1801 L Street, Suite 245
Sacramento, CA 95811
(916) 638-5200

Mark Wiese
mwiese@pacifichousing.org

Butte County Housing Authority
2039 Forest Avenue, Suite 10
Chico, CA 95928
(530) 895-4474

Ed Mayer
edm@butte-housing.com

CAMINAR
825 A Main Street
Chico, CA 95928
(530) 343-4421

Calleene Egan
calleenee@caminar.org

Community Action Agency
370 Ryan Street, Suite 124
Chico, CA 95973
(530) 712-2600 opt. 5

Jaqueline Mattson
jmattson@buttecaa.com

Northern Valley Catholic Social Service
10 Independence Circle
Chico, CA 95973
(530) 345-1600

Erna Friedeberg
efriedeberg@nvcss.org

The Pacific Companies
Caleb Roope
430 E. State Strette, Suite 100
Eagle, ID 83616

(208) 461-0022
calebr@tpchousing.com

PEP Housing
951 Petaluma Blvd. South
Petaluma, CA 94952
(707) 762-2336

Mary Stompe
marys@pephousing.org

**Table C-2
Housing Element Public Comment Summary**

Comment	Response
How recent is the data in the draft Housing Element?	The most recent available data has been included. In some cases, the information may be several years old due to the availability of original source data. Census data is updated every 10 years while the American Community Survey (ACS) is updated each year.
What is the Housing Element planning period and the RHNA period?	Under state law, the Housing Element must be updated every 8 years. The next update is due in June 2014 and the planning period is June 2014 to June 2022. The RHNA period is determined by HCD based on state law. For jurisdictions in Butte County, the 5 th RHNA period runs from January 2014 to June 2022.
Are the R-4 properties required to be developed exclusively with affordable housing? Wouldn't mixed income developments be more desirable than 100% affordable developments so that lower-income households won't be isolated?	The properties that were rezoned to R-4 in the previous planning period are not required to be developed with 100% affordable units. The intent of the rezoning was to create opportunities for affordable housing if the property owner wishes to take advantage of this option and if subsidy funding is available. Through the City's density bonus regulations, mixed income projects can take advantage of incentives when a portion of the units are reserved for lower-income households.

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Appendix D

10-Year Strategy to End Homelessness in Butte County

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10-Year Strategy ●



● to End Homelessness in Butte County

James Coles
Debbie Villaseñor
Tempra Board

on behalf of:

Butte Countywide Homeless Continuum of Care

May 2014

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Acknowledgements

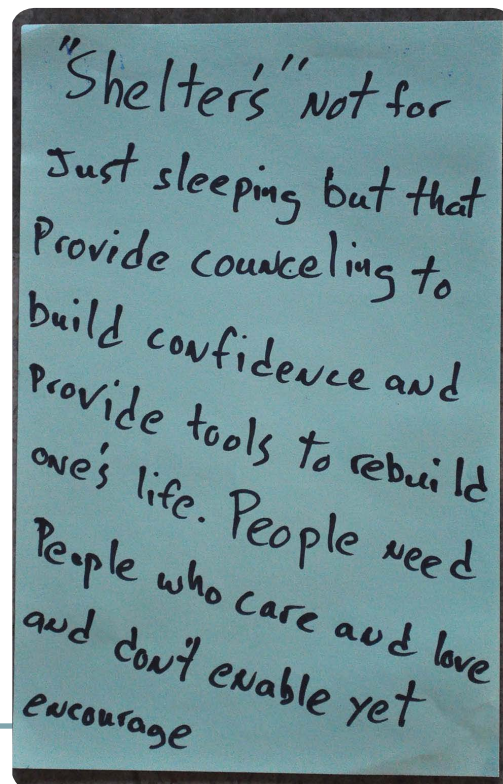
We would like to thank the Sierra Health Foundation, the City of Chico, and the Butte Countywide Homeless Continuum of Care (Butte CoC) for making this 10-Year Strategy to End Homelessness (the 10-Year Strategy) possible. In addition, Butte CoC is grateful for the energetic participation of hundreds of community members in developing the 10-Year Strategy. This effort was made possible by community involvement and partnership.

Special thanks also goes to the agencies who provided meeting space for our various public forums and strategy meetings: 1200 Park Avenue Apartments, Arc of Butte County, the Paradise Ridge Family Resource Center, the Hope Center, Housing Authority of the County of Butte, the Jesus Center, Paradise Lutheran Church, and the Torres Shelter.

For more information or to become involved, please contact James Coles, Housing Tools, at 530.513.3116 or jcoles@housing-tools.com.

Layout and design by Tempra Board & Associates.

One of the community forum response cards answering the question “what is missing?” to address homelessness in our county.



Executive Summary

Purpose of the 10-Year Strategy to End Homelessness

The 10-Year Strategy to End Homelessness (10-Year Strategy) is sponsored by the Butte Countywide Homeless Continuum of Care (Butte CoC). Butte CoC is a network of local homeless services organizations and interested individuals. The 10-Year Strategy is a recipe book of solutions that the community has prioritized as most needed and appropriate for our localities. It is a starting point for a community dialogue about how we address homelessness. As entities determine what elements they can take on after assessing their capacity, more targeted strategic plans and programs will emerge. This may be the most sensible approach to an issue that is extremely complex.

Major Themes

A key element of the 10-Year Strategy is community participation. Over a 5-month period, 10 public meetings were held throughout Butte County in which participants explored the causes of homelessness, identified gaps in services, suggested potential solutions, and prioritized solutions most needed and appropriate for our community. Through this process, the following major themes emerged:

- We are a compassionate community.
- Homelessness affects ALL members of the community.
- Let's take ownership of the problem.

Overview of the 10-Year Strategy Document

This document aims to provide a better understanding of what is required to realize meaningful solutions to homelessness. It is organized into the following sections:

Context: Homeless population characteristics, economic and public policy trends, and political environment

Public Outreach Process: Communication tools, forums, participation of homeless individuals, Countywide Summit, and Strategy Team meetings

Goals and Objectives: As identified by the Public Outreach Process

Overall Structure: Describing how goals can be organized for implementation

The Goals and Objectives are the heart of the 10-Year Strategy Document. They are summarized below.

10-Year Strategy Goals and Objectives

Community Action
Goal Statement: The citizens of Butte County will take ownership of the homeless problem by creating a Volunteer Support Network, engaging the community in a public awareness campaign, and supporting formation of a homeless court.
Objectives:
1. Create a Volunteer Support Network to encourage positive interactions among volunteers, and to mentor and assist people that are homeless.
2. Engage the community through a public awareness campaign to educate people about the homeless crisis and put a human face on the issue.
3. Form a Homeless Court that will direct homeless offenders to programs that help them rehabilitate their lives, using an approach of restorative justice rather than punitive justice.
Funding
Goal Statement: The communities of Butte County will identify and develop a sizable, sustainable source of funding for all new and existing programs and services to address homelessness in our region through the North Valley Housing Trust, a Nonprofit Resource Center, and a community-wide Marketing and Education program.

Objectives:
1. Support the North Valley Housing Trust (NVHT), an endowment that will provide a locally generated source of revenue targeted to meet local affordable housing and services needs.
2. Develop a Nonprofit Resource Center to supplement local nonprofit homeless service providers' fundraising efforts, and to provide grant seeking and writing, marketing, and technical assistance free of charge.
3. Implement a community-wide, multi-media marketing and education campaign to harness the concern and energy of the community, dispel myths about homelessness, share the stories of homeless residents (including success stories), and show people how they can become active.
Housing
Goal Statement: Butte County housing and service providers will create safe and secure housing options for homeless persons that address gaps in the homeless "continuum of care" and build community.
Objectives:
1. Institute a Homeless Camp that will provide a safe and secure place for chronically homeless individuals to build community and access services.
2. Develop a Wet Shelter that will provide safe and secure overnight shelter for persons that cannot enter emergency shelters due to sobriety rules.
3. Create a Housing-First Program that will proactively outreach to homeless individuals and immediately place them in a home with comprehensive supportive services.
Services
Goal Statement: Community partners will strive to create a network of services, under one roof, that are quick and easy to access, are coordinated between service providers, offer earlier intervention to break the cycle of homelessness, and accommodate pets in services and shelters.
Objectives:
1. Create a One-Stop Opportunity Center, a place where all homeless individuals and families can go to access a variety of services under one roof.
2. Strengthen and develop Homeless Prevention Programs – prevent episodes of homelessness by providing short-term assistance with rent and utility bills, offer mediation between tenants and property owners to prevent eviction, increase housing stabilization, and make referrals to community-based services.
3. Provide Pet Veterinary and Shelter Services – find ways to accommodate pets in shelters and in our network of services; identify low-cost or no cost veterinary services to ensure the pets are healthy and that vaccinations are current.
Jobs
Goal Statement: Community partners will work together to establish a centralized employment resource center, increase employment programs customized to assist the homeless, and develop social enterprise businesses.
Objectives:
1. Develop a centrally located employment resource center to provide quick and easy access to a network of employment and job training services.
2. Provide job training tailored to the specific needs of homeless people, specifically soft skills training, such as communication, interviewing, teamwork, problem solving and critical thinking, and programs that provide participants with a certificate or a degree after completion.
3. Create social enterprise businesses that generate revenue to support shelters and provide jobs for clients – a "double bottom line" business that gives equal importance to income generation and social services.

Introduction

CoC Overview

The 10-Year Strategy to End Homelessness is sponsored by the Butte Countywide Homeless Continuum of Care (Butte CoC). Butte CoC is a network of local homeless services organizations and interested individuals. Membership is open and inclusive of all residents, businesses, organizations and government entities within Butte County that are interested in eliminating homelessness. It is a collaborative effort to move people out of homelessness and into a home in a way that builds self-sufficiency. Experience has shown that this is best done by providing services and housing customized to each individual's unique needs. A continuum of housing programs, from emergency shelters to permanent housing, provide the most appropriate living situation for each individual's situation.

Accomplishments

Established in 2003, the Continuum of Care works to identify the county's homeless populations, facilitate the coordinated provision of services to the homeless, identify gaps in services, and seek additional resources in addressing unmet need. One of Butte CoC's principle roles is to apply for federal funds. Butte CoC has increased its annual allocation of federal funding from \$101,738 in 2003, to \$580,074 in 2013, and increased the number of federally-funded beds for homeless individuals from 95 in 2003 to 176 in 2013.

Butte CoC has also conducted a Point-In-Time Homeless Count in January of 2007, 2008, 2009, 2010, 2011, and 2013. The Point-In-Time Count is required for federal funding, and is conducted on the same day that other Continuums of Care conduct counts across the country. Volunteers interview homeless people at shelters, service agencies, and public locations throughout the County throughout one full day to provide a snapshot of homeless characteristics, living conditions, and causes.

In 2012, Butte CoC held its first ever Project Homeless Connect. This event brought together services from all over the county under one roof on one day. Transportation and outreach made it convenient for as many homeless people as possible to attend.

More than 50 different organizations and businesses participated, providing services from hair cuts and free clothes to DMV ID Cards and on-site Social Security registration. The event was attended by about 480 people.

Sierra Health Foundation Grant

In November of 2012, Butte CoC received a \$20,000 Sierra Health Foundation Grant to fund the 10-Year Strategy to End Homelessness. The CoC then entered into a contract with the consulting firm Housing Tools to produce a written document to lay out the 10-Year Strategy. The contract required a comprehensive outreach process and series of public workshops to engage communities across Butte County.

Purpose of the 10-Year Strategy to End Homelessness

The 10-Year Strategy to End Homelessness is a recipe book of solutions. It highlights what the community has prioritized as the most critical actions that it should take to make significant progress over the next 10 years. It is not a detailed strategic plan that assigns responsibilities and step-by-step instructions, nor is it a government policy. Rather, it outlines a unifying vision and means to align goals countywide. This document is a starting point for community dialogue about how we can move forward to address the problem of homelessness. As entities determine what elements they can take on after assessing their capacity, more targeted strategic plans and programs will emerge. This may be the most sensible approach to an issue that is extremely expansive and complex.

A key element of the 10-Year Strategy is an effort to broaden community involvement beyond those currently active in the Butte CoC, and bring new partners to the table. These new partners will bring fresh ideas, and new energy, social networks, and resources to bear on the problem. The Butte CoC is an open network where planning, coordination, and implementation of the sort necessary to address homelessness can take place.

Overview of the 10-Year Strategy Document

This document aims to provide a better understanding of what is required to realize meaningful solutions to homelessness. It begins by providing some context to the issue, including some of the current characteristics of homeless people, economic trends, the impact of government policy and funding, and relevant political issues. The document then describes the public

pervaded the planning process, and is summarized below.

We are a compassionate community.

Participants voiced a strong desire to care for homeless residents rather than relocate them from the area or leave them alone. The community's compassion was evidenced in the creative and proactive ideas put forth, and concern about the well-being of persons experiencing homelessness.

Homelessness affects ALL members of the community.

Participants conveyed that homelessness is a problem that affects all members of society. Concerns that were raised included impacts on business, safety, government finances, and public health. Much of the conversation centered on how

these issues are interconnected.

Let's take ownership of the problem.

In all of the public meetings, there was a general sense that the community's residents must proactively address homelessness. Many expressed a strong need to raise awareness about the extent of the problem, and its impacts on the rest of society. A number of others agreed that nothing significant could be accomplished without greater engagement from Butte County residents.

"Each person who is on the street has a story. Some of us have had the blessing to hear these stories and connect with these people. Now when I see a homeless person, I think 'I wonder what their story is?' People need to be educated about this. Every person's situation is different. It enriches our community when we have the opportunity to do that."

-Participant, Oroville Forum

outreach process that was integral to identifying and prioritizing solutions, here categorized as goals and objectives. The top three objectives for each goal are then described, with salient points on the need for the objective, comparable best practices, available resources, and challenges to overcome. This is followed by an outline of major action steps necessary to achieve the objective. If the 10-Year Strategy is a recipe book of solutions, then this section is a description of ingredients that will bring solutions to life. Tying everything together, Chapter X: Overall Structure, organizes the objectives within a framework to show how they reinforce one another.

Major Themes

The community consistently voiced some major themes in all of the 10-Year Strategy public meetings. These themes characterized a general sentiment that

"Not too many people know of all the agencies, churches, and programs that are serving the homeless and what is provided. There's very little cooperation, coordination, and communication. There are also a lot of people who simply do not care about the homeless."

-Participant, Paradise Forum

Context

Characteristics of the Homeless Population

The Butte CoC conducts a Point-In-Time Homeless Census every one to two years in Butte County. On one day in January, more than 150 volunteers fan out across the county and conduct interviews with homeless individuals, going to shelters, soup kitchens, libraries, and government offices, as well as the streets, camping sites, parks, and other public places.

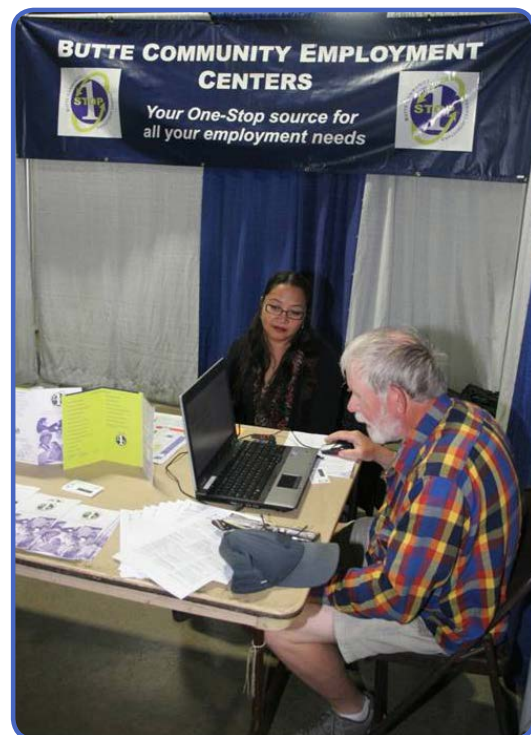
The census provides valuable information about the characteristics of the homeless population. These characteristics include: age; gender; race; family composition; military service; nighttime residence; length of stay in Butte County; length of homelessness; disability status; participation in probation and parole; participation in foster care; reasons for homelessness; barriers to accessing housing; pet ownership; type of income; and education level. The Butte CoC 2013 Point-In-Time Homeless Census & Survey Report is available at www.butte-housing.com/resources/organizations/butte-county-coc.php or by calling 530.895.4474.

Below are some key countywide findings from the 2013 Point-In-Time Homeless Census:

- 1,553 homeless individuals were counted in Butte County on the day of the census. This was a 12% decrease from the number of homeless individuals counted on the day of the 2011 census. A possible reason for this decrease may be a result of funding cuts and dwindling resources, which reduced outreach. Another reason for the decrease may be an improvement in the economy and significant reduction in the unemployment rate since 2011.
- 35% of homeless individuals were “chronically homeless,” meaning that they were continuously homeless for longer than one year, or experienced four or more episodes of homelessness in the past three years, and had a disabling condition. This was a significant increase from 18% of homeless individuals surveyed in the 2011 census.
- 17% of homeless respondents reported having children, a 22% increase from the number of

children reported in the 2011 census.

- 37% reported “employment/financial reasons” as the cause of homelessness, a 22% decrease from the 2011 census.
- 55% reported “no job or income” as a barrier to housing, a 27% decrease from 2011 census.
- The most frequently reported living situation was unsheltered (living outdoors) at 31%. About 38% reported either transitional housing for homeless persons, emergency shelter, or substance abuse treatment facility. About 26% reported living with friends or relatives on a temporary basis. This was similar to what was reported in the 2011 census.
- 32% reported having a physical disability. This was a slight decrease to what was reported in the 2011 census (37%).



Employment services were provided at Project Homeless Connect in 2012.

- 23% reported having a mental illness. This was a slight decrease to what was reported in the 2011 census (28%).
- 63% reported having lived in Butte County for five years or longer. This was a slight increase to what was reported in the 2011 census (60%).

Below are some noteworthy findings that were unique to the geographic locations where homeless individuals were surveyed.

- The 2013 Point-In-Time Homeless Census counted 804 homeless persons in Chico, which was just over half the total counted for Butte County. This was a decrease of 239 persons (23%) from the 2011 Point-In-Time Homeless Census.
- In Oroville, just over two-thirds of homeless persons reported a physical, developmental, or mental disability. This was higher than any other city and higher than the county as a whole.
- In Paradise, lack of transportation was cited as a barrier to accessing housing for 22% of survey respondents, higher than any other area in the county.
- A higher proportion of homeless persons in Paradise were children than any other area in the county, at 29%.
- In Paradise, 42% of homeless persons reported a physical disability, higher than any other area in the County, and 20% of survey respondents said that physical disability was a barrier to accessing housing.
- Unlike other parts of the county, most of the homeless persons surveyed in Gridley were living with friends or relatives. Also unlike other parts of the county, most homeless persons surveyed cited being forced to relocate from home as the reason for homelessness.

The Point-In-Time Homeless Census has helped answer important questions about homelessness such as, “Who are the homeless in our community?” “Where do they stay?” “Do they have income?” and “What are the causes?” This information is critical to begin understanding what strategies will most effectively end homelessness. The experience of homeless service providers that interact with homeless individuals on a daily basis is another helpful resource. Local surveys and studies, as well as those conducted in other parts of the country, have provided information that can

help correct some common misconceptions about Butte County homelessness in 2014.

Below are some of the most common misconceptions and salient facts.

Myth: Most homeless people came from outside our area, and are just passing through.

Fact: About 63% of homeless persons surveyed in Butte County have lived in Butte County 5 years or longer.

Myth: Almost all homeless people are young and single.

Fact: About 17% of homeless persons have children, and another 17% of homeless persons are age 55 and over. There are an estimated 264 homeless children in Butte County, by conservative estimates.

Myth: All homeless people live on the streets.

Fact: About 38% of homeless persons in Butte County live in an emergency shelter, transitional housing, or substance abuse treatment center. About a quarter of homeless persons live with relatives or friends. These arrangements are informal and short-term. Some homeless people live in their cars or campsites outside of town. These living arrangements make them less publicly visible.

Myth: Homeless people don’t work.

Fact: About 185 homeless individuals in Butte County have regular earned income, and another 135 homeless individuals earn money by recycling. Overall, about one in five homeless persons earns income that is not public assistance or child support.

Myth: Homelessness is a lifestyle choice.

Fact: The causes of homelessness are myriad and complex, and can include: lack of personal support system, loss of job, lack of affordable housing, inadequate income, debt, divorce, child abuse, domestic violence, family problems, disabilities, substance abuse, criminal record, and natural disaster, among others. Only 11% of homeless individuals surveyed in Butte County cited personal choice as the reason for being homeless.

Myth: Nothing is being done to address homelessness in Butte County.

Fact: Over the past 5 years, members of the Butte Countywide Homeless Continuum of Care have moved more than 1,500 people out of homelessness into stable housing.

Myth: It's too expensive to do anything about the homeless problem.

Fact: A 2009 study by the California Economic Roundtable found that the typical public cost for unsheltered individuals is \$34,764 annually in public safety, hospitalization and incarceration, almost five times greater than for their counterparts that were housed in publicly-subsidized supportive housing.

Myth: No one knows how to solve the homeless problem.

Fact: The success of initiatives that proactively outreach to homeless individuals, immediately house them, and provide supportive services has been well documented. One such program, 100,000 Homes, has moved more than 75,000 homeless persons into stable permanent housing nationwide (100kHomes.org).

Economic Trends

Economic conditions impact homelessness by driving availability of employment, salaries, and funding for services. This was evidenced by the recent recession, which correlated with a dramatic increase in homelessness in Butte County between 2009 and 2011. The Point-In-Time Homeless Census counted 1,380 homeless persons in 2009 and 1,772 homeless persons in 2011, an increase of 392 persons or 28%. As economic conditions gradually improved, the 2013 Point-In-Time Homeless Census counted 1,553 homeless persons, a decrease of 12% from 2011.

Unemployment grew, nationally, statewide and locally, from 2007 to 2010. Employment in Butte County declined by five percent over this period.

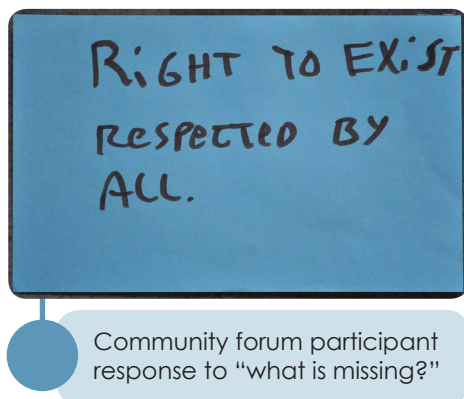
This shot the unemployment rate up to 14 percent in 2010, much higher than the historical average of six to eight percent, and about two percent higher than the state and five percent higher than the national unemployment rate. Since 2010, the Butte County unemployment rate has steadily declined to 9.1% in October of 2013. (California Employment Development Department, Labor Market Information Division)

In terms of income, Butte County per capita incomes increased slowly over a five-year period from \$31,767 in 2007 to \$33,356 in 2011. By comparison, per capita incomes had increased by about the same amount in the previous one year between 2006 and 2007. These per capita incomes are about 30 percent lower than the California State median. Typical of lower income counties, larger portions of income come from retirement/disability benefits, medical benefits and other government payments than for statewide incomes. (U.S. Department of Commerce, Bureau of Economic Analysis)

The poverty rate is a measure of the proportion of persons living below the "Federal Poverty Threshold." For 2012, the Federal Poverty Threshold was \$23,283

for a four-person household. The Butte County poverty rate is higher than for the State overall, and unlike the State, has generally increased since 2004. Butte County poverty rates increased from 17% in 2007 to 23% in 2011, before slightly declining to 22% in 2012. The Butte County 2012 poverty rate was five percent higher than the statewide poverty rate. (U.S. Census, 2011 and 2012 American Community Survey)

While unemployment rates rose and incomes stagnated between 2007 and 2010, rents steadily increased. The Fair Market Rent for a two-bedroom apartment in Butte County increased from \$702 in 2007 to \$852 in 2010, and continued to increase in 2012 to \$896. (U.S. Department of Housing and Urban Development) A slowdown in apartment construction between 2007 and 2009, combined with a growing number of renters, many coming out of foreclosure, most likely contributed to a competitive rental market over the last five years despite the economic downturn.



Public Policy Trends

Job losses, stagnant income and rising poverty rates between 2007 and 2011 led to sharp decreases in activities and assets upon which government revenue is dependent—property values, building permits and retail sales. Resulting budget deficits led to funding cuts and significant changes in State fiscal policy as it relates to local governments. Funding cuts to programs that assist low-income people were implemented across all levels of government, including federal, state, county and local.

Overall federal government support for affordable housing has weakened over the last 10 years as it has taken a back seat to other national priorities such as war and tax cuts, followed by efforts to address the recession and budget deficit. Between 2007 and 2010, overall federal support for programs that assist county and local governments fund affordable housing decreased. Then in August of 2011, federal budget sequestration was introduced as part of the Budget Control Act, implementing across-the-board cuts to all federal discretionary programs. This reduced funding for federal housing programs by 8% from the previously reduced 2011 funding levels. These cuts included the Community Development Block Grant (CDBG), which has been used to fund the Torres Shelter, the Esplanade House and other transitional housing, senior day centers, and low-income child care within Butte County. The cuts have also included Homeless Continuum of Care funds, which fund rental assistance and supportive services for the chronically homeless in Butte County.

One of Governor Brown's signature efforts to eliminate State budget deficits was the elimination of redevelopment agencies. This resulted in the most significant change to the State's affordable housing policy since the early 1980s. Since that time, redevelopment agencies had been required to set aside 20% of their tax increment revenue for the development of affordable housing. As such, it was the principal funding source for almost all affordable housing development within Butte County during that time. Without redevelopment agency funds, localities within Butte County no longer have a stable and predictable funding source for purchasing property and leveraging other funding sources to build affordable housing. In the area of social services, the State has also cut funding for programs that assist populations vulnerable to homelessness, such as

persons with disabilities, foster care graduates and victims of domestic violence.

Beyond the elimination of redevelopment agencies and budget cuts, the State has put in place measures to shift more administrative responsibilities to local governments. These measures have burdened local governments that were already dealing with the fallout of the recession. As a result, local governments have reduced their capacity to administer programs that benefit low-income and homeless residents, and their support for nonprofits that work with these populations on a daily basis.

Political Environment

As described above, major economic and public policy trends have presented extreme challenges to persons who are homeless or at-risk of becoming homeless. At the same time, the community is anxious to find solutions to the problem of homelessness. Within the context of these larger trends, this 10-Year Strategy identifies positive developments and local assets that the community can build upon to shape a better future. These opportunities are described below.

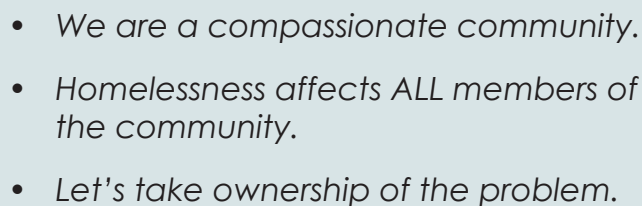
Position to Take Advantage of New Federal and State Policies—While federal and state support has waned for many traditional funding sources and programs, the Butte CoC can position itself to take advantage of emerging opportunities. One of these potential strategies is the local housing trust fund, further described in this document. It is a vehicle to raise local charitable contributions and investments, and use these to leverage additional federal and state funds. The Butte CoC can capitalize on recently passed State legislation that increases State tax credits and matching grants targeted to housing trust funds and similar entities. In addition, the federal Continuum of Care program appears to have adequately strong political support to endure current budget cuts and possibly expand in the future. The Butte CoC can align its goals now so that it can derive sustainable benefit from this program.

Expand on Our Foundations of Success—Despite economic and political challenges, housing and homeless service providers in Butte County have made significant progress over the last 10 years. For example, Butte CoC members have moved more than 1,500 individuals out of homelessness over the past five years. Butte County organizations have developed

effective systems for building self-sufficiency for homeless individuals and effecting sustainable life changes. These systems can be expanded to serve more people in need. As far as affordable housing production, 333 units have been built in Chico alone over the past five years, in addition to the new Catalyst shelter and transitional housing for victims of domestic violence, and an expansion to the Torres Shelter. Most of these units are enriched with supportive services and are located in neighborhoods with transportation, parks, jobs and amenities. These accomplishments demonstrate how housing and service providers are able to achieve impressive

results through open collaboration and effective coordination, notwithstanding limited resources.

Build on Our Local Human Capital—Butte County entities that assist homeless persons are strongly supported by the community, through charitable donations and a spirit of volunteerism. This culture of compassion will be an enduring asset if the 10-Year Strategy to Homelessness harnesses it to produce results. This compassion was further demonstrated by the level of community involvement and interest in the public outreach process described in the next chapter.

- 
- *We are a compassionate community.*
 - *Homelessness affects ALL members of the community.*
 - *Let's take ownership of the problem.*

Public Outreach Process / Methodology

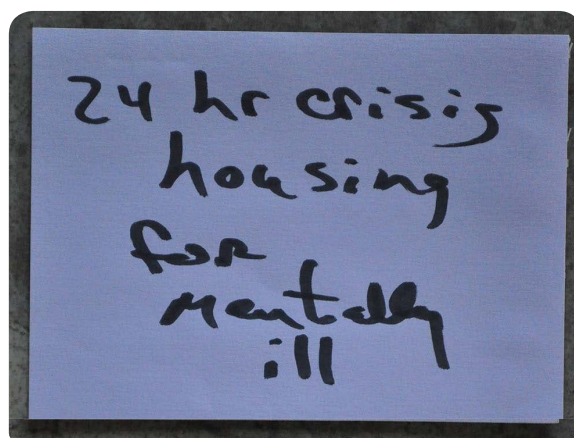
Overview and Major Themes

In designing the 10-Year Strategy to End Homelessness in Butte County, the Butte County CoC wanted to ensure that we involved community residents and generated as much input as possible from them. To do this, we implemented a multi-faceted approach that involved everything from grassroots flyer posting and personal phone calls and emails, to regular email blasts, social media, and generation of newspaper articles and announcements.

We spent considerable energy developing a comprehensive list of stakeholders, trying to ensure that the voices of our community, including policy makers, social service organizations, faith based organizations, business owners, law enforcement, interested citizens, homeless residents themselves, and others had the opportunity to hear and be heard.

Based on this careful outreach, attendance at most of the public outreach forums, summit, and strategy team meetings was high. Over a 5-month period, we held 10 public meetings that took the form of community forums, focus groups targeting homeless residents and service providers, a Countywide Summit, and strategy team working groups. The following is a breakdown of each public outreach meeting and attendance:

Not only did this range and breadth of public meetings generate hundreds of ideas about the causes of and solutions to homelessness, but it facilitated connections and networking among residents and sectors that may not have happened otherwise. This resulted in a greater level of understanding of the needs and issues, and the sharing of ideas and solutions that are being implemented, and ideas and solutions that could be implemented in the future.



Community forum participant response to "what is missing?"

Meeting	Date	Location
Chico Forum	7/11/13	1200 Park Ave., Chico (senior affordable housing complex, community room)
Oroville/Gridley Forum	7/18/13	The Hope Center, Oroville
Paradise Forum	7/31/13	Family Resource Center, Paradise
Focus Group	8/8/13	The Hope Center, Oroville
Focus Group	8/9/13	Paradise Lutheran Church, Paradise
Focus Group	8/9/13	The Torres Shelter, Chico
Focus Group	8/12/13	The Jesus Center, Chico
Countywide Summit	8/15/13	The Arc of Butte County's Arc Pavilion, Chico
Strategy Team Meeting 1	10/2/13	Housing Authority of the County of Butte, Chico
Strategy Team Meeting 2	11/6/13	

Contact List

The master contact list, which included email addresses and some phone numbers, grew from 208 to 268 stakeholders from the first email blast in July to the final blast in November. The purpose of the contact list was to invite the community to attend the public meetings and to reach the greatest number of interested individuals. The Butte CoC strove to include representatives of the following stakeholder categories, including many who agreed to inform their own lists of constituents and email lists:

- CoC Network
- Greater Chico Homeless Task Force
- Service Organizations (nonprofit)
- Government Service Agencies
- Greater Oroville Homeless Coalition
- SHOR Paradise
- Gridley community
- Veterans
- Homeless residents
- Clean and Safe Chico
- Chambers of Commerce
- Board of Supervisors
- Downtown Chico Business Association
- City Staff
- City Councilmembers
- Mental Health Services Act (MHSA) Stakeholder List
- CARD
- Hospitals and health care providers
- CSU Chico
- Butte College
- Churches/Interfaith Council
- Law Enforcement
- Latino, African American, and Hmong Cultural Centers
- Local Media (for outreach to the entire community)



Sample Email Blast.

Communication Tools

Email Blasts: The online mass mailing tool Mad Mimi was used to design and send blast emails to the master list. Users could unsubscribe at any time, though we only had three unsubscribers out of 268 addresses. We had an average 31% open rate on a total of nine email blasts. The blasts gave us the opportunity to keep the community informed of the status of our work and reminded them about upcoming public meetings.

Flyers: Flyers announcing the public forums, focus groups, and Countywide Summit were created and placed throughout Butte County, including at homeless shelters, homeless and social service providers, the Housing Authority and Butte County Behavioral Health, and the Chico Chamber of Commerce.

Social Media: A Facebook page for the 10-Year Strategy was created and information about the public meetings was posted there. Though the community was invited to like the page and receive updates, a very limited number actually did so, and this method was not continued.

Mainstream Media: Local media, specifically Chico's daily newspaper the Enterprise Record, the weekly Chico News & Review, the Paradise Post, and the Gridley Herald, were on our master email list and were invited to every public meeting. We also sent press releases about the forums and summit to these outlets. The Enterprise Record assigned a staff

person to the 10-Year Strategy, who attended some of the meetings and published three articles about the process, and included announcements about the meetings.

Personal Communication (email, phone, etc.): To ensure participation by as many stakeholders as possible, the Butte CoC made personal phone calls and emails to encourage participation, specifically for the Strategy Team Meetings, described in more detail below.

Collaboration with Homeless Task Forces: In advance of the forums, a member of the consulting team attended Paradise and Chico Homeless Task Force meetings to invite its members to participate and share information about the upcoming events. A representative of the Oroville Homeless Task Force is a Butte County CoC Council member and regularly informs the OHTF about upcoming 10-Year Strategy meetings. In addition, Homeless Task Force members are included in the overall e-mail blast list and receive updates on a regular basis.

Forums: The goal of the forums was to understand the causes of homelessness and what resources are missing to address these causes from the perspective of Butte County's four largest community centers: Chico, Oroville, Gridley, and Paradise. Three forums took place in Chico, Oroville (with outreach to Gridley), and Paradise. The two-hour meetings consisted of a brief background discussion of the CoC and the 10-Year Strategy, followed by an innovative "Sticky Wall" processes in which the facilitator asked participants to answer in a few words two questions: "What are



the causes of homelessness?" and "What resources are missing to address causes of homelessness?" using 5.5" x 8.5" sheets of colored paper. These sheets were then posted to the Sticky Wall so that the participants could read them. As a large group we organized and categorized the responses, and then grouped them into common themes.

Major themes that emerged from the outreach process:

Causes of Homelessness:

- Lack of Public Awareness
- Health Challenges / Disability / Behavioral Health and/or Addiction Issues
- Financial and Economic Challenges / Institutionalized Barriers
- High Cost of Housing
- Hopelessness
- Lack of Positive Support System / Family Challenges / Social Barriers
- Jail Releases
- Personal Choice

Resources that are Missing:

- Quick, Effective Support
- Affordable, Accessible, and Alternative Shelters and Housing Options
- Community Ownership, Empathy, and Action
- Funding for Services
- Support Services
- Job Training and Economic Opportunities

Outreach to Homeless Individuals

Although we strove to conduct the forums at locations where homeless individuals obtain services in our communities (in Chico the forum was near the Jesus Center, which is a major food and service provider for the homeless population and in Oroville the forum was at the Hope Center, a multi-service provider that also provides meals) representation at the forums by homeless residents was limited. Therefore, we scheduled four focus groups at shelters and service centers during the meal services. Working with the staff of these centers, facilitators set up a table with the two main questions (What are the causes of homelessness? What resources are missing?) written on large signs. As people came in for meals they were invited to talk to the facilitator and write down their responses to the two questions on the 5.5" x 8.5" cards. These cards were collected and the responses were added to those from the forums.

This was an excellent opportunity to hear from homeless residents about what they believe are the causes of homelessness, as well as resources that are missing. Although many of the responses overlapped with what we heard in the forums, there were some differences. Basic needs, such as a place to take a shower, lack of transportation to obtain services, lack of services and programs for families and children, and lack of options for pets, were just some of the critical needs expressed by homeless residents.

Countywide Summit

On August 15 we held our Countywide Summit at the Arc of Butte County's Arc Pavilion in Chico. Based on the Forums and Focus Groups, the Butte CoC grouped the missing resources into five major categories: Services, Housing, Jobs, Funding, and Community Action. An overview of these categories, with the most common responses listed, were shared with the Summit participants. We then asked participants to think about what they would like their communities to look like in 10 years. What services and outcomes would they like to see in response to the problem of homelessness in our community? Each participant was asked to choose three of the categories and write down their future vision for each.

This process was at once hopeful, visionary, and creative. The responses included everything from a



Debbie Villaseñor, James Coles, and Meagan Meloy posting community members' responses on the "sticky wall."

centralized community resource center that provides a one-stop-shop of services and a universal, reliable funding mechanism for services and housing, to "foster sponsors" of homeless residents and a volunteer network. The responses were all posted on the Sticky Wall and participants were invited to come to the wall to read them. Several were also read aloud. The meeting concluded with every participant filling out a sign up card for participation in the upcoming strategy team meetings.

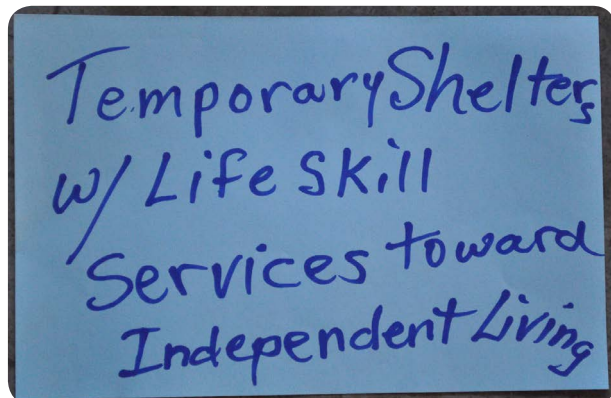
Strategy Team Meetings

Five teams were created based on the five categories of Services, Housing, Jobs, Funding, and Community Action. Participation in the strategy teams was robust, with teams of between six and 12 participants. The job of the strategy teams was to rank the various proposed solutions to homelessness/outcomes developed at the Summit based on meeting the greatest needs. Following the ranking process the teams chose their top three strategies to further develop. They identified available resources already being implemented locally, best practices and models being implemented elsewhere, challenges to implementation, time frame for implementation, and specific action steps needed for implementation. These strategies form the basis for the 10-Year Strategy to End Homelessness in Butte County.

10-Year Strategy Goals

The public outreach process resulted in identification of goals and objectives in the subject areas of community action, funding, housing, services and jobs. The next chapter includes an overarching goal for each subject area, and three top objectives for each goal. For each objective, sections detail: how it works; the need for it; an applicable best practice; available resources; challenges to implementation; and action steps.

It is important to note that this 10-Year Strategy document does not prescribe who will implement the objectives, nor does it spell out step-by-step instructions. To do so would prematurely restrict the potential collaborations and creative ideas that evolve through relationships and dialogue. Instead, this document is a starting point for more focused discussion and action on homelessness. The goals and objectives are intended to present a recipe book of solutions. The community has identified these as the right ingredients for the job of ending homelessness in Butte County. How and when the recipes are used will be determined by circumstance and context.



Community Action

Community Action Goal Statement

The citizens of Butte County will take ownership of the homeless problem by creating a Volunteer Support Network, engaging the community in a public awareness campaign, and supporting formation of a homeless court.

Top Three Objectives

The Community Action Strategy Team reviewed all the solutions put forth in the Countywide Homeless Summit. The three solutions that were prioritized for the 10-Year Strategy were chosen because they addressed the greatest perceived needs, and because they could build on the momentum of other efforts that have been initiated in recent years.

1. Create a Volunteer Support Network to encourage positive interactions among volunteers, and to mentor and assist people that are homeless.
2. Engage the community through a public awareness campaign to educate people about the homeless crisis and put a human face on the issue.
3. Form a Homeless Court that will direct homeless offenders to programs that help them rehabilitate their lives, using an approach of restorative justice rather than punitive justice

1. Create a Volunteer Support Network to encourage positive interactions among volunteers, and to mentor and assist people that are homeless.

How it Works

The Volunteer Support Network provides opportunities for community members to make a



difference in the lives of people that are homeless. It primarily does this by matching volunteer groups (i.e. church congregations, civic organizations, businesses) with a homeless individual or family. The volunteer group offers its many various talents to assist the homeless individual or family increase self-sufficiency, with the direction and assistance of a professional case manager. These talents may include life skills mentoring, job training, resume building, financial management, medical services, dental work, tutoring, child care or legal assistance. Equally important, the volunteer group provides emotional support and encouragement. The volunteer group may also donate items such as furniture or clothing. In addition to mentoring homeless individuals, the Volunteer Support Network also offers ways for volunteers to share experiences and support one another through coordination meetings, activities, newsletters, and a blog or website. The network will be most effective if it is housed in a physical location, such as the One-Stop Opportunity Center, described in Chapter VIII: Services. The desired outcomes follow.

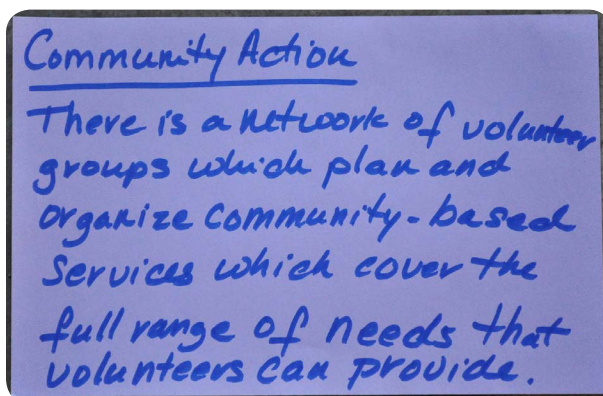
- Make it easy and fun for community members to volunteer.
- Facilitate one-on-one interactions and formation of positive relationships between volunteers and people that are homeless.
- Work with homeless service providers to further their impact.

Need

The Community Action Strategy Team clearly voiced the greatest support for this objective among the other solutions discussed. All participants agreed that there is a great need and benefit to helping community members become directly involved in solving homelessness. This yields a number of reciprocal benefits to volunteers and people that are homeless. First, it empowers community members by making it easier to volunteer and become part of the solution. Second, it provides needed human capital for organizations that have limited resources. Third, when people interact with homeless individuals in a productive way it deepens their understanding of the issue, and their commitment to addressing the problem.

Best Practice

Imagine LA: Imagine LA is a volunteer mentorship program that was initiated by the faith community. The founder, Rev. Dr. Mark Brewer, had a powerful vision: “There are 8,000 homeless families in Los Angeles, and over 8,000 faith communities - imagine if each of these faith communities partnered with a family and aided them in permanently exiting homelessness and achieving self-sufficiency?” Since the program began in 2007, 29 congregations have participated in Volunteer Teams. These teams are matched with families exiting homelessness, most of whom are single-parent households. As guided by Imagine LA staff, each Volunteer Team and family progresses through a two-year program with three goals for the family: maintain housing, attain self-sufficiency, and ensure that every family member thrives. The Volunteer Team includes a one-to-one mentor for each family member over age six and a Budget Mentor, in addition to other volunteers that help with tutoring, childcare, meal-planning, and many other needs. Since 2007, Imagine LA has assisted 53 families, with 10 families graduating from the program. Hundreds of volunteers have donated their time. More information can be found at www.imaginelas.org or by calling 323.944.0210.



Community Action
There is a network of volunteer groups which plan and organize community-based services which cover the full range of needs that volunteers can provide.

Resources

Butte County organizations have initiated similar efforts to Imagine LA. Community Outreach Strategy Team members expressed that it will be important to build on these efforts to coordinate a countywide volunteer network for greater impact.

Jesus Center Street Pastors: In Chico, the Jesus Center has successfully engaged a large number of volunteers from the community in its many activities. Many community members that have become engaged in the homeless issue first got involved by serving meals there. One of the activities that directly connect volunteers with people that are homeless is the Street Pastors program. Modeled after a successful program in England, the Street Pastors walk the streets of Chico in teams to meet and build relationships with homeless individuals and others in need. There are currently 36 volunteers participating. At least one group of six goes out every Friday and Saturday night. With this experience, the Jesus Center staff can share what they have learned about energizing volunteers around the homeless issue.

Chico Stewardship Network Downtown Ambassadors: The Chico Stewardship Network engages citizens in effecting positive change in their community. They do this through a number of different efforts that bring people together around issues of common concern. One of these efforts is improving the

quality of life and safety in downtown Chico. This led to the formation of the Downtown Ambassadors program. Volunteer Ambassadors circulate in the downtown area to promote good will and safety. They do this by providing information to visitors, resources to businesses, eyes and ears for public safety, and referral to services for people experiencing homelessness. This initiative provides opportunities for collaboration and information sharing on public engagement.

Volunteer Training Institute: This is a new organization in Chico that is being formed to train volunteers and place them with local nonprofits. This

will prepare volunteers to make a greater impact in the community, and expand nonprofits' capacity. It will also help Chico residents find a way to contribute their talents to the community. They will have better information on what initiatives match their interests and skills, and become more prepared make an impact. This effort compliments key goals of the Volunteer Support Network. With aligned objectives, there may be opportunities for the Volunteer Training Institute to partner with entities that are implementing the 10-Year Strategy to End Homelessness.

Greater Oroville Homeless Coalition: The Greater Oroville Homeless Coalition has provided an entryway for many citizens to serve the community. This was evidenced by the strong participation of Greater Oroville Homeless Coalition members in the 10-Year Strategy community meetings. The coalition primarily consists of volunteers, many of whom meet one-on-one with homeless individuals to assess their needs and provide whatever assistance necessary to improve their situation. The base of operations for this volunteerism is the Hope Center, where homeless

individuals can receive meals and clothing, and meet with volunteer mentors that counsel with them. This is another resource that will strengthen the Volunteer Support Network.

Challenges

There is a deep reservoir of enthusiasm and good will in Butte County that will be the foundation for the Volunteer Support Network's success. Therefore, it is not anticipated that a lack of volunteers will be a problem. The greatest challenge facing the Volunteer Support Network is finding the means for countywide logistical coordination. This will require time and money to create the infrastructure and develop the relationships necessary for it to function. Fortunately, there is a strong culture of collaboration among nonprofits and volunteers in the area, as exemplified by the work of the Butte CoC, the Greater Oroville Homeless Coalition, the Greater Chico Homeless Task Force, and the efforts described in the Resources section above.

Action Steps

Major action steps required for Volunteer Support Network implementation follow.


Step 1— Identify a coordinator. An entity with a countywide footprint and relationships will need to act as coordinator. The coordinating entity may be the Volunteer Training Institute, or a new entity supported by a group of organizations that have successfully worked with volunteers.

Step 2— Form nonprofit partnerships. Identify and enter into working agreements with nonprofits that can refer homeless individuals and families to volunteer groups. The nonprofits should also be able to provide some support and guidance to volunteers. The level of volunteer support will depend on the nonprofit's resources and Volunteer Support Network financial assistance.

Step 3— Establish Volunteer Gateways in each major city. These locations will most likely be service centers that are centralized, accessible and familiar to volunteers. Preferably they will be homeless service centers, such as the Opportunity Center proposed in Chapter VIII: Services. This will provide a place for volunteers to register, receive training, meet other volunteers, and engage with homeless persons.

Step 4— Develop coordination tools. The program will need to connect volunteer groups with homeless individuals as efficiently as possible. This will involve procedures, screening standards and an orientation program. Volunteer coordinators will be assigned to direct these processes. The program would benefit from an interactive website and mobile application that notifies volunteer groups of mentorship opportunities, and provides other information online.

Step 5— Develop an outreach campaign. A comprehensive campaign to find volunteers and donors will be key to the Volunteer Support Network's success. This will include marketing materials, such as brochures, promotional videos and advertising, and venues, such as the Volunteer Gateways, a website and special events. The future growth of the program will depend on steadily increasing volunteer participation, as positive experiences are shared with other community members.



2. Engage the community through a public awareness campaign to educate people about the homeless crisis and put a human face on the issue.

How it Works

The public awareness campaign will elevate the community's consciousness about the need to end homelessness. This can best be achieved by helping people to get to know homeless individuals as people, and not statistics. It will be an effort to put a face on the issue. This will in turn increase empathy, compassion, respect and care toward homeless people, and help the community unify around the issue. The campaign will communicate four central messages:

- Homeless individuals are valued community members, and each has talents to contribute to society.
- Each homeless person is unique, and cannot be fit into broad stereotypes.
- Eliminating homelessness has many community benefits.
- There are solutions to homelessness.

The central messages will be communicated through a variety of vehicles, including: print, television and radio advertising; social media; websites; brochures; and special events. A special event suggested by a Community Action Strategy Team member was a "Black Tie Event" fundraiser, in which formerly homeless person would be invited to sit at each dinner table unannounced. As the evening progresses, attendees would learn the special guests' stories and learn from their experiences. This could be combined with a slide show, video and speakers. Through each of these campaign mediums, consistent messaging and design will magnify the central messages, boosted by a collaborative outreach effort from service organizations, homeless coalitions and civic groups.

Need

A consistent theme of the 10-Year Strategy community meetings was the need to encourage positive

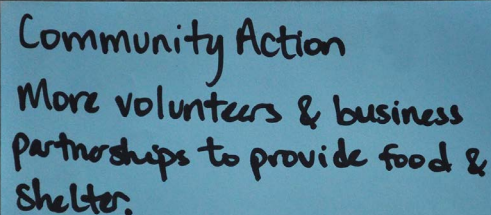
community engagement with the homeless issue. This is an underlying issue that pervades a multitude of issues addressed in this document, from public support for services that assist homeless people, to social isolation and segregation. Participants expressed that there is a great need for general awareness and education on the issue. This includes an understanding of the characteristics of homeless people, barriers to securing stable housing, the connection between homelessness and public policy, effective strategies to end homelessness, and a dispelling of myths. Participants also saw great value in helping the public get to know homeless individuals as people that they can relate to and for whom they can feel compassion.

Best Practice

Homeforall: Homeforall is a public awareness campaign to inspire community members to contribute to solutions that prevent and end homelessness. Homeforall does not espouse a particular solution to the problem of homelessness. Instead, Homeforall engages in open dialogue about homelessness in Marin as the first important step in finding community solutions that work. Homeforall provides opportunities for all members of the community to make a difference in ending homelessness, including: businesses, civic groups, students, seniors and teachers. Individuals are connected with organizations that will help them get involved. Homeforall has a Speakers Bureau that visits interested groups to give presentations about homelessness and what the community can do about it.

Their motto: Participate. Contribute. Motivate. Organize. Visit. Volunteer. Report. Rally. Fundraise. Inspire. Advocate. Share. Educate. Serve. Support. Promote. Employ. Communicate. Help. Inform. Act.

More information can be found at www.homeforallmarin.org.



Community Action
More volunteers & business
partnerships to provide food &
shelter.

Resources

Other objectives of the 10-Year Strategy to End Homelessness and existing coordination networks will assist the public awareness campaign. These are described below.

Volunteer Support Network: The public awareness campaign and Volunteer Support Network will work synergistically. Each objective will help to achieve the other's desired outcomes. Both initiatives have an outreach campaign that can share resources and strategies. Both initiatives will require coordination with the same service providers. Volunteers will help to raise awareness and share their experiences through the campaign. In turn, the campaign will spread the word about volunteer opportunities.

North Valley Housing Trust (NVHT): This initiative is described in more detail in Chapter VI: Funding. NVHT is a local housing trust fund that generates revenues to house the homeless. Its aim is to provide resources to local housing and service providers so they can expand their reach. A key part of the NVHT growth strategy is outreach to solicit community contributions. This effort can be coordinated with the public awareness campaign to offer a way for community members to assist through financial contributions.

Established Collaborative Networks: Butte County has strong, cooperative coalitions that work together to achieve common goals. In regard to the homeless issue, these include the Butte CoC, the Greater Oroville Homeless Coalition and the Greater Chico Homeless Task Force. The effectiveness of these networks has been demonstrated with Project Homeless Connect, the Point-In-Time Homeless Census and the 10-Year Strategy to End Homelessness. In addition, many civic groups have committed time and resources to address homelessness, including the Chico Stewardship Network, the Chico Area Interfaith Council, the Chico Peace and Justice Center, and others. These networks can be drawn upon to coordinate the public awareness campaign, and share success stories of those that have moved out of homelessness.

Challenges

The primary challenge for the public outreach campaign will be raising the funds necessary to operate it. For this reason, implementation of this objective should be closely coordinated with other outreach efforts such as the Volunteer Support Network and North Valley Housing Trust to economize time and money. The primary funding sources for outreach campaigns are foundations, organizational dues and community donations.

Action Steps

Below are some major action steps that would be involved in setting up the public awareness campaign.


Step 1— Develop messaging. Ask service and housing providers, citizens, and political and business leaders what the central messages of the campaign should be, and how the messages should be conveyed. Reach general consensus after broad input.

Step 2— Raise funds. Identify and solicit funding sources to support the campaign.

Step 3— Hire a marketing consultant. A marketing consultant will give the campaign proven strategies and a professional and polished look.

Step 4— Develop branding. With the help of the marketing consultant and graphic designers, develop branding that includes a logo, typeface, artwork and photography. The branding should be consistent across all communication mediums.

Step 5— Lay out a schedule and strategy. A campaign coordinator will need to lay out a schedule and strategy prior to launching the campaign. This will consider the appropriate timing of press releases, website launches, advertisements and special events

- 
3. *Form a Homeless Court that will direct homeless offenders to programs that help them rehabilitate their lives, using an approach of restorative justice rather than punitive justice.*

How it Works

When a homeless person is charged with a minor crime, a Homeless Court provides options that will help him or her build self-sufficiency and stability. Minor crimes can include traffic tickets, jaywalking, sleeping in public places, illegal use of shopping carts, possession of an open container of alcohol in public, obstructing traffic on the sidewalk, or sleeping on a bus bench. The Homeless Court option is usually not made available for major felonies. Homeless offenders can expunge these charges off their records if they actively participate in rehabilitative services for a minimum period of time. This allows the court system to collaborate with service providers to find long-term solutions, rather than hand out punishments that hamper rehabilitation.

Need

Some homeless persons often cycle in and out of the criminal justice system in a way that only lessens their ability to progress to a stable living situation. Fines and debts compound and are unable to be repaid. Prison terms dislocate and segregate individuals from society, making it difficult to integrate when they get out. Homeless Courts are a way to put homeless individuals back on a more productive path. Many communities throughout California have implemented such systems. One of these systems is described below.

Best Practice

The Los Angeles County Homeless Court helps homeless individuals clear tickets and warrants for minor offenses. The individual is informed of this option, and can choose to apply for participation. A case manager is assigned to the applicant to determine eligibility and review options. To be eligible, the offense cannot involve a victim, a weapon, or possession or sale of drugs, and the applicant cannot have any outstanding

felony warrants. Applicants complete a minimum of 90 days of continuous, satisfactory participation in a rehabilitative program. At the end of the participation period, the applicant reports to the court on progress. If the application complies with the program rules, the applicant can have the charges cleared from his or her record. The program is set up so that the participant will continue to work with service providers after charges are cleared. More information can be found at www.ladpss.org/dpss/grow/homeless_court.cfm. Similar programs have also been implemented in Contra Costa County (cchealth.org/homeless/court.php or ph: 925.313.7700) and Alameda County (www.svdnp-alameda.org/how-we-help/community-center/homeless-court.html or ph: 510.877.9203).

Resources

Two local efforts have begun to address the criminal justice issue as it applies to homelessness. These are described below.

Clean and Safe Chico: Clean and Safe Chico is a collaboration of businesses and nonprofits that have come together to improve safety and livability, primarily in the downtown area. One of this group's initiatives is a diversion program that would provide supportive services to minor offenders in place of citations. The diversion program employs the same philosophy as a homeless court, and connects homeless persons to service providers. A homeless court can work with Clean and Safe Chico, and other similar groups, to set up an alternative criminal justice system for homeless individuals.

Butte County Forest Program: The Butte County Courts operated a homeless court program for a short time. This was called the "Forest Program." Unfortunately, because of funding cuts, this program was dropped. However, the concept is not new to the Butte County Courts and forethought has been invested into how such a program can work.

Challenges

It requires a substantial amount of time and effort to make changes in the criminal justice system. This will require the sustained efforts of people that work within the court system, and expertise from judges and attorneys that can contribute their knowledge. However, proven best practices are in place to borrow from, and similar work has already been done locally.

Action Steps

Below are key action steps necessary to make the public awareness campaign happen.

Step 1— Present the homeless court concept to County leaders. Share best practices and outcomes from other California counties.

Step 2— Form a partnership with the Butte County Court System. This partnership will obviously be critical. Strong commitment from the County, from the Board of Supervisors to administrators, will make the homeless court possible.

Step 3— Form partnerships between the Butte County Court System and service providers. The program will only be successful with the full involvement of service providers. Determine if courts case managers are necessary, how they will be funded, and how they will coordinate between parties.

Step 4— Draft, approve and implement policies and procedures.

Funding

Funding Goal Statement

The communities of Butte County will identify and develop a sizable, sustainable source of funding for all new and existing programs and services to address homelessness in our region through the North Valley Housing Trust, a Nonprofit Resource Center, and a community-wide Marketing and Education program.

Rationale for Top Three Objectives

The funding strategy team was tasked with addressing the funding ideas and themes developed at the countywide Summit and to choose the top three objectives that would have the most impact in our region. The first step was to review the ideas raised and to brainstorm additional ideas, and in some cases to flesh out broad ideas into more specific, practical solutions.

The best way to achieve sustainable funding for any endeavor is to seek and secure multiple income sources. The funding team looked beyond the traditional sources, such as the U.S. Department of Housing and Urban Development (HUD), which is the largest source of housing and other homeless services funding available to communities. The most diverse and broadest of income sources is through individuals. The Butte County community has shown over and over again that it is able to come together and raise private funds for critical community programs and services (an example is the North Valley Community Foundation's annual Annie B. fundraising drive, which in 2013 raised more than \$1.3 million from local individuals for nonprofits in Butte County). This is not to say that government and foundation funding is not needed; these sources must also be part of the mix, but they should not be relied upon as the main or only option.

Motivating individuals to give, and setting up systems for them to do so, is the underlying rationale for the top three objectives identified by the funding strategy team: the North Valley Housing Trust, a Nonprofit Resource Center, and a community-wide Marketing

and Education program. Encouraging individuals to give through a local fund that will disperse funding for housing and services is one of the ways that individuals are empowered to give in a way that feels responsible (i.e., "redirecting generosity" from giving cash to people who are panhandling). Many communities have implemented redirecting campaigns with success.

Objectives

1. North Valley Housing Trust

How It Works

The North Valley Housing Trust (NVHT) is a locally generated source of revenue targeted to meet local affordable housing and services needs. It is an endowment that provides tax benefits to donors and will provide a flexible, renewable source of funding as it grows.

NVHT funds will be used to fill gaps in the continuum of services that move people from homelessness to independent living, with the mission of building self-sufficiency. Funds will be provided by contract to local housing and service providers. Initial funding priorities are listed below:

- Proactive outreach to homeless individuals
- Housing and rental assistance
- Case management and supportive services

Need

Funding is needed not just for affordable housing, but also for wrap-around services such as education, vocational training, and employment, mental health, child care, transportation, and other services. Currently available funding sources in Butte County are not meeting the need. Federal and state grants, though continuously applied for, are competitive and not dependable.

Best Practices

The NVHT is modeled after several already successful housing trust funds in other communities, including the San Luis Obispo County Housing Trust Fund and the City of Boise CATCH (Charitable Assistance to Community's Homeless) program. In the last 10 years, the San Luis Obispo program, through support by local governments, banks, businesses, foundations, and individuals, and has provided more than \$7 million in financing to create 218 affordable units. The CATCH program, a collaboration between the City of Boise, the United Way, local churches, and local businesses, begun just two years ago in 2012, has housed more than 100 families with roughly 85% of participants paying their own rent after six months of assistance. The NVHT, initiated in 2012, is studying these programs as it continues to develop.

Resources

The NVHT is already in development and as of January 2014 it is on target for obtaining its first major investments from local banks through Assembly Bill 32 – the COIN tax credit program, which provides a substantial tax benefit for investors in housing trust

funds. The NVHT will also be applying for matching funds through a special State program made possible by another newly passed bill – AB 532 – enabling it to double its local investments. The goal is to place \$1 million in the endowment in 2014. The NVHT is currently housed under the fiscal sponsorship of the North Valley Community Foundation, though it is seeking its own 501(c)(3) status in 2014. Anyone in the community is encouraged to provide a tax-deductible donation to the NVHT (www.nvht.org or 530.513.3116).

Challenges

As a new entity, garnering start up funding is always challenging. In addition, a deadline exists for State matching funds, requiring that the NVHT raise a minimum of \$500,000 within the next few months. One of the NVHT's challenges is also in raising awareness about the Fund among the Butte County community in order to obtain investments to grow the endowment. Additionally, the endowment must be substantial enough in size before annual income from dividends is able to effectively address homelessness in Butte County.

Action Steps

The community must ensure that the NVHT will become a viable source of revenue for housing and services for the homeless population as well as prevention of homelessness. To do this, the fund must receive substantial investment from all sources, great and small. Increasing the fund's visibility through a public outreach and marketing campaign is a must, and needs volunteer support to make this happen.

The NVHT has developed a Business Plan with the following Action Steps aimed at growing the Fund:

Step 1— Establish NVCF account and seek contributions. Establish initial account with North Valley Community Foundation (NVCF). Work with NVCF to invite financial contributions from local businesses, civic groups, churches and individuals.

Step 2— Offer State tax credits to COIN investors. Use 3CORE's Community Development Financial Institution (CDFI) designation to offer state tax credits to COIN investors, such as banks and insurance companies.

Step 3— Convene a Startup Board to establish policies, procedures, and budget.

Step 4— Raise funds to qualify for matching State grant. Raise \$500,000 as necessary to provide a local match for a \$500,000 grant from the State Local Housing Trust Fund Program, to capitalize the NVHT with \$1 million.

Step 5— Apply for a \$100,000 CDFI capacity building grant from the U.S. Department of Treasury.

Step 6— Provide loans and grants to community-based organizations for development of affordable housing and supportive services to assist persons who are homeless or at-risk of homelessness.

2. Nonprofit Resource Center

How It Works

A Nonprofit Resource Center can be an efficient method for supplementing local nonprofit homeless service providers' fundraising efforts, as well as provide grant seeking and writing, marketing, and technical assistance to these nonprofits free of charge.

Need

Local homeless service providers' resources are stretched thin. Most do not have development directors or full time fundraisers on staff, and executive directors are tasked with running the organization and raising all of the funding required to keep the doors open, provide services, and somehow grow to meet additional needs.

Best Practices

Resource centers exist in larger urban communities, such as the Nonprofit Resource Center in Sacramento (www.nprcenter.org or 916.285.1840), which provides some services, such as board of directors and executive training, grant writing training, consulting services, and information. CompassPoint (www.compasspoint.org or 510.318.3755) is another similar nonprofit training entity, based in Oakland, which provides workshops, conferences, consulting, coaching, and other resources. Though these entities provide models, they are not local and do not provide the range of direct service, at no cost, that are needed in Butte County.

The North Valley Community Foundation (NVCF) provides some excellent services, such as fiscal sponsorship and support as an incubator for new nonprofits, hosting of the North Valley Nonprofit Council, which has quarterly meetings on nonprofit leadership, and the Annie B's Community Drive annual fundraiser. The NVCF is a possible entity to take on the role as a Nonprofit Resource Center.

Yet another model is the provision of services to nonprofits on a pro bono basis. The Taproot Foundation (www.taprootfoundation.org or 415.359.1423) has been providing these services through the use of professionals in the areas such as marketing and design, fundraising, financial management, legal, and organizational development on a competitive grant basis since 2001. However Taproot is a national organization based in New York, and its reach can be limited, especially in rural areas.

Resources

Additional funding will be required in order for a Resource Center to be established, regardless of whether an existing entity such as NVCF takes on the services. Community-based donations and grants (particularly for start up) may be sources of revenue

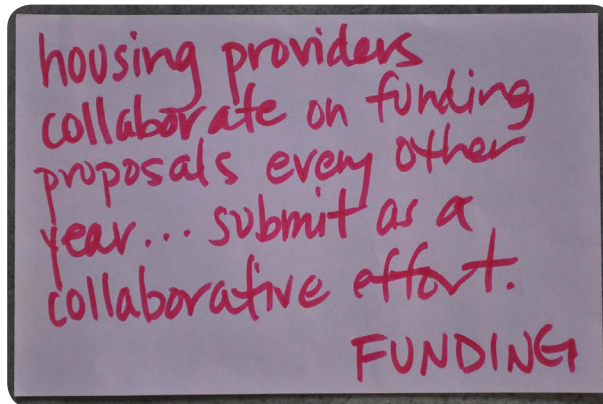
for the Resource Center. Some services may also be provided on a sliding scale fee basis, which could help provide sustainable income.

Additionally, as described above using the Taproot model, some services may be provided pro bono or through volunteer efforts, though this still requires coordination

(through paid staff) and therefore funding. A new entity in Chico is being formed, called the Volunteer Training Institute of Chico (VTIC). It is anticipated that VTIC will increase the number of trained, effective volunteers in this community and be able to match volunteers with nonprofits. These may include volunteers with expertise to provide higher level services to nonprofits such as grant writing and other fund development activities, research, and organizational development assistance and training, among others.

Challenges

Funding and start up of the resource center are the greatest challenges.



Action Steps

A committee should be formed to brainstorm funding options, determine specific services (based on the needs of homeless and housing service providers in the region), conduct further research on best practices and models, and determine whether an existing entity can take on this role or if a new organization must be formed. Specific action steps for development of the Resource Center may include:

Step 1— Network with service providers. Meet with local service providers and community members already providing some services to determine their interest or level of involvement and assistance.

Step 2— Develop a Business Plan, including further research best practices and models, and community needs.

Step 3— Identify site location. Explore location within the One-Stop Opportunity Centers, or within an existing service agency.

Step 4— Funding strategy. Develop and implement a start-up funding strategy.

Step 5— Community Promotion. Promote the Resource Center to the community.

3. Marketing/Education Campaign

How It Works

What we learned from the community forums and countywide summit is that people want to address the issue of homelessness in our county head on. A community-wide, multi-media marketing and education campaign can help to harness the concern and energy of the community, dispelling myths about homelessness, sharing the stories of homeless residents (including success stories), and showing people how they can become active.

Need

Community wide education and outreach is critical to not only securing funding but for nearly every other proposed solution in this strategy document. Among people in need of services and between service agencies themselves there is a need for better communication and coordination. In order to refer people to the services they need, we must be aware of what is currently being provided, how, and by whom. This enables cross-referral among agencies and reduces costly duplication of services. In addition, community members often do not have

the full picture of homelessness in our County and myths about homelessness and homeless persons are pervasive. A major community-wide education campaign will not only dispel myths, but also engage our community, providing them with inspiration, incentive, and methods for giving their time, money, and empathy.

Best Practices

Similar to the promotion and effort that goes into the Annie B's fundraising drive each year, ongoing, seasonal, and/or annual promotion of the North Valley Housing Trust Fund, other efforts to address homelessness, and simply sharing the stories of homeless residents in our communities – their difficulties and their successes. Methods may include internet, television, radio, and print media, social media, and community meetings and events. Examples of such community-wide efforts include the Sonoma Upstream Investments program (www.sonomaupstream.org or 707.565.5800). With the goal of eliminating poverty in Sonoma County, this effort focuses on engaging the entire community in investing in the healthy development of children.

Another example of a community-wide outreach program, this time directly addressing homelessness, is Homeforall (www.homeforallmarin.org) in Marin County. Described in more detail in the Community Action section of this document, Homeforall is a public awareness campaign to help community members contribute solutions to preventing and ending homelessness in Marin.

Resources

A community-wide public awareness campaign is also one of the top objectives identified by the Community Action strategy team, and is described further in the Community Action section of this document. The CoC will look to the best practice models described herein to develop a similar campaign in Butte County. The campaign will always include easy methods for community members to contribute financially to services and housing, such as the North Valley Housing Trust (NVHT). The NVHT already has a website and Facebook page, which will be linked to the overall community-wide campaign page.

An internet and social media presence may be accomplished through a volunteer effort without much start up funding. Traditional media placement will require funding, though one of the ways that local media businesses can be involved is to offer discounts on ad space, and by running articles and public service announcements about the effort. The campaign may be able to utilize Tehama Group Communications, a CSU Chico student-managed PR agency that provides low cost and pro bono (through a competitive process) marketing campaigns.

Challenges

Start up funding remains one of the biggest challenges. As described in the Community Action section, start up of the campaign should be coordinated with other efforts such as the Volunteer Training Institute of Chico and the NVHT, which are both already operating and could potentially share resources and expertise.

Action Steps

The Action steps for the marketing and education campaign should follow those described in the Community Action section, which are the following: 1. Develop messaging; 2. Raise funds; 3. Hire a marketing consultant; 4. Develop branding; and 5. Lay out a schedule and strategy. Within these action steps, specific activities may include:

- Form a marketing and education committee.
- Develop website and Facebook pages.
- Begin outreach campaign by making community presentations and interviews (for example to service clubs, local radio such as KCHO and KZFR, and business organizations such as the Downtown Business Association).
- Conduct email and/or print mail campaign to solicit community funding.
- Send press releases and PSAs to local media about the campaign and NVHT fund opportunity.
- Create a video to describe the campaign and NVHT.
- Create a blog with success stories.

Housing

Housing Goal Statement

Butte County housing and service providers will create safe and secure housing options for homeless persons that address gaps in the homeless “continuum of care” and build community.

Top Three Objectives

In considering the means for delivering housing and shelter, the Housing Strategy Team put forth the following principles as a guide for each of the top three objectives.

- Safe
- Secure
- Service-Enriched (offering sufficient, effective supportive services)
- Community-Building (for participants, and the larger community)

The top three objectives selected by the Housing Strategy Team adhere to these principles, and address gaps in the homeless “continuum of care”. The continuum of care addresses the individual needs of each homeless person and provides an appropriate level assistance along a continuum of housing and services, ranging from low-barrier access (emergency shelters, transitional housing, housing-first programs) to permanent housing.

The greatest gap in the continuum of care identified in community meetings, and reinforced by the 2013 Butte CoC Point-In-Time Homeless Census, is housing and services targeted to chronically homeless individuals. Chronically homeless individuals are defined here as having been continuously homeless for longer than one year, or having experienced four or more episodes of homelessness in the past three years, with a disabling condition. This segment of the homeless population has increased over the last two years, while the overall number of homeless has decreased, according to the Butte CoC Point-In-Time Homeless Census. The top three Housing objectives seek to assist chronically homeless individuals with three different housing and shelter models. The fit



of each model for any particular homeless individual depends on their individual needs, which should be addressed in an intake assessment. This chapter does not describe homeless prevention, which is an important, cost-effective strategy. Homeless prevention is addressed in Chapter VIII: Services.

The top three objectives follow:

1. Institute a Homeless Camp that will provide a safe and secure place for chronically homeless individuals to build community and access services.
2. Develop a Wet Shelter that will provide safe and secure overnight shelter for persons that cannot enter emergency shelters due to sobriety rules.
3. Create a Housing-First Program that will proactively outreach to homeless individuals and immediately place them in a home with comprehensive supportive services.

1. Institute a Homeless Camp that will provide a safe and secure place for chronically homeless individuals to build community and access services.

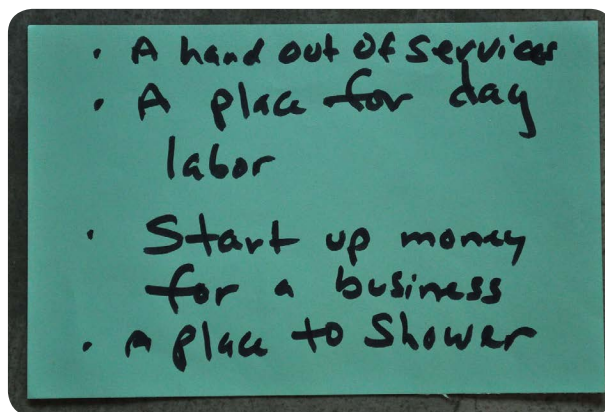
How it Works

A Homeless Camp will provide a designated campground for homeless persons to live in a safe and secure setting. Campground administration and structure will be crucial to make it successful. A

capable operator will set rules and standards for site maintenance, cleanliness, and mutual resident respect. The level of structure will depend on the operator and the jurisdiction that permits the campground. On-site amenities may include showers, laundry, mailboxes and/or a community building. The Homeless Camp will provide an access point for service providers to build relationships of trust with residents. This will provide a less threatening means of helping homeless individuals build self-sufficiency with the assistance of local nonprofits and government agencies.

Need

Housing Strategy Team members expressed the need for homeless people to have a “safe place to land” in Butte County. For the chronically homeless, accustomed to an alternative lifestyle, a housing-first model can be threatening. Whether the appropriate first step is housing or a campground is a matter of



individual needs, and is subject to community debate. Both options are described in this 10-Year Strategy so that the community can further research and weigh the benefits and drawbacks of each approach. Some of the Housing Strategy Team members believed that a campground is a safer first step than housing. This objective also seeks to address the segment of the homeless population that is causing the most problems in the community, which include camping in illegal locations such as parks and in front of businesses. The Homeless Camp would not exclude people because they have a substance abuse problem or pets.

Best Practice

Dignity Village is an encampment of about 60 homeless people in Portland, Oregon. In the days before Christmas of 2000, a group of homeless

people in Portland succeeded in establishing a tent city that evolved into a self-regulating, city-recognized “campground” as defined by Portland city code. Designated by the Portland City Council as a transitional housing campground, Dignity Village falls under specific State of Oregon building codes governing campgrounds. This provides a legal zoning status. Dignity Village is incorporated in Oregon as a 501(c)(3) membership-based non-profit organization, and is governed by bylaws and a board of directors. Membership is by application review. Dignity Village offers a number of services and amenities for its residents, including: showers; communal fridges and cooking facilities; access to education, counseling, medical care, veterinary care and other services; donated food; phone and Internet.

Resources

Since Butte County is not highly urbanized, it offers open spaces for a potential campground that are close to services and amenities. Securing an appropriate location will depend on community acceptance. A wide variety of service providers in Butte County can adapt to different service locations and approaches. This will help the Homeless Camp integrate supportive services.

Challenges

The principle challenges for establishment of a Homeless Camp will be securing a site, and management. An appropriate site will require a number of characteristics: it must be large enough to provide adequate camping and program space; it will need to integrate with the existing community fabric; and it should be close enough to services, transportation and amenities so as not to isolate its residents. Communities are not likely to find the campground use acceptable within or near their downtowns or in their residential neighborhoods. This means that the site may most likely be located on the outskirts of a city. In this case, the challenge will be to integrate the campground residents with the rest of the community. In addition to siting, it will be challenging to find an operator capable of managing the campground. Without a thoughtful structure and an active management presence, the experience of other campgrounds has shown that homeless camps can become unsafe magnets for crime. Operation will require adequate funding and staffing.

Action Steps

The following are action steps that will be necessary to establish the Homeless Camp.

Step 1— Complete a feasibility study. Research other homeless camps to determine what works and what doesn't. Establish the primary goal (i.e. simply a safe place to camp, or an entryway to services and re-integration). Lay out an implementation plan.

Step 2— Enter a partnership with a camp operator. The Homeless Camp will only function effectively with a capable operator, which will set campground rules, ensure compliance with community standards, provide staffing and maintenance, and coordinate with service providers.

Step 3— Secure a site and use permit. The campground site will need to be of adequate size for campsites and programming. Residents should have some minimum of space for privacy. In addition, the site will need to be accessible to service providers and homeless individuals. Finally, the campground will need to be accepted by the community. The site will likely have development and management stipulations attached to its use permits.

Step 4— Develop partnerships with service providers. The Homeless Camp will operate under a philosophy of breaking down barriers between homeless individuals and services. This will be followed by bringing services to where homeless individuals reside and feel most comfortable. It will require sustained relationship building in order to engender trust.

2. *Develop a Wet Shelter that will provide safe and secure overnight shelter for persons that cannot enter emergency shelters due to sobriety rules.*

How it Works

A Wet Shelter is an emergency shelter that accepts anyone for overnight stays, including persons under the influence of drugs or alcohol. The purpose is to provide a safe, warm place for homeless persons to stay the night. This helps mitigate community violence, health deterioration, and unnecessary use of public services such as policing and emergency room visits. A principle aim of the Wet Shelter is to offer an entry point for services that individuals are likely to otherwise avoid.

Need

Homeless persons with substance abuse issues are inadequately served by Butte County's programs. As a result, these individuals are forced to live on the streets, worsening their condition and taxing public services. The dangers of this situation become more acute during periods of extreme weather conditions.

Best Practice

A well-funded example of a wet shelter/supportive housing project is 1811 Eastlake in Seattle, which opened in 2005. It provides supportive housing to 75 formally homeless men and women with chronic alcohol addiction. It is the first of its kind in Washington to address the needs of homeless chronic alcoholics who are the heaviest users of publicly funded crisis services. The project is the subject of multiple rigorous evaluations and has received recognition both nationally and internationally for its effectiveness. In 2009, 1811 Eastlake was cited in the Journal of the American Medical Association as proof that a "wet" supportive housing project with low entry barriers saves money and improves lives. The study reported that the program saved taxpayers \$4 million dollars within the first 12 months of operation ("Health Care and Public Service Use and Costs before and after Provision of Housing for Chronically Homeless Persons with Severe Alcohol Problems," Journal of the American Medical Association, April 1, 2009). Research on 1811 Eastlake shows that people with alcohol problems reduce drinking in housing that allows alcohol ("Project-Based Housing First for Chronically Homeless Individuals with Alcohol Problems: Within-Subjects Analyses of Two-Year Alcohol Trajectories, American Journal of Public

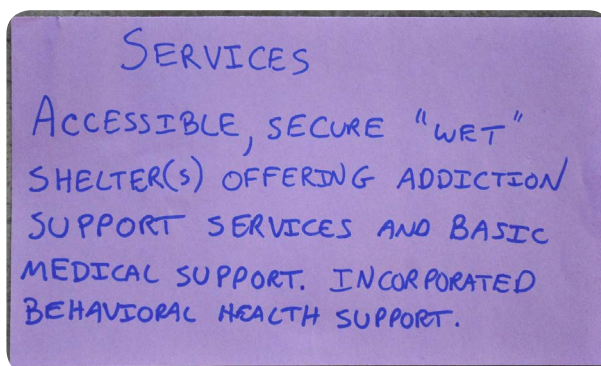
Health, August 4, 2011). The 1811 Eastlake website is at www.desc.org/1811.html or contact the Project Manager at 206.957.0700 for information.

Resources

Development of a Wet Shelter will require extensive program planning and funding, both of which are described below.

Alternative Shelter Task Force— This is a group organized by the Greater Chico Homeless Task Force to explore alternative shelter options in Chico. This task force has already explored potential operators, locations and costs. The Alternative Shelter Task Force is a logical place for Wet Shelter advance planning to start.

Community Development Block Grants (CDBG)— These grants are one of the few public funding sources that can be used for wet shelters. The principle CDBG requirement is that it serves low-income populations. The City of Chico and Town of Paradise receive an entitlement allocation of CDBG funds directly from the federal government. Other Butte County communities apply to the State for CDBG funds in an annual competition.



Challenges

The primary challenges to developing the Wet Shelter are funding and siting. There are various wet shelter models, from a “bare-bones” operation that solely provides a safe, warm place to sleep, to a supportive housing program with intensive case management and long-term stays. At a minimum, the Wet Shelter will require on-site staffing to maximize safety for residents and neighbors. An appropriate location for the Wet Shelter may also be difficult to secure. The community must feel adequately comfortable with the program to accept it.

Action Steps


Development of the Wet Shelter will include the key steps listed below.

Step 1— Enter into a partnership with an operator. The operator will need to have extensive experience with the target population, and be respected in the community. The operator will need to receive the community’s trust that the Wet Shelter will be well-managed.

Step 2— Identify an appropriate building. The Wet Shelter location should be convenient to services and accessible by chronically homeless individuals. Optimal location will be near or adjacent to a service provider, preferably the operator. After identifying the potential building, acquisition and capital costs can be estimated.

Step 3— Raise funds. Funds will likely need to be raised from public and private sources. CDBG funds are the primary public source, particularly in Chico and Paradise.

Step 4— Engage in a public relations campaign. Throughout the process, and especially just prior to operation, the public needs to be made aware of the community benefits associated with the Wet Shelter and the resources and methods that will be employed to mitigate potential problems. The central message will be that chronically homeless individuals and the community at large will be safer with the Wet Shelter, and that the investment will save taxpayer money in the long run.

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3. *Create a Housing-First Program that will proactively outreach to homeless individuals and immediately place them in a home with comprehensive supportive services.*

How it Works

A Housing-First Program is a system that places chronically homeless individuals in housing as the first step to achieving greater self-sufficiency and stability. It is a “low-barrier” housing entry program, meaning that individuals are placed in housing regardless of substance abuse issues or tenant history. With this approach, living in a home of one’s own is central to the rehabilitation process. The approach views a lack of a home as a barrier to an individual’s progression. Without a home, issues of safety and immediate need take precedence over activities such as job training and financial planning. A home provides security, and simple direct benefits such as an address to put on assistance and job applications, a shower to prepare for interviews, and a place to eat. Many housing-first participants cite an improvement in self-esteem and a sense of place. Studies have shown participant improvements in mental health from living in a safe and stable environment.

Need

The Housing-First Program directly addresses many of the root causes of homelessness, most importantly, the lack of a home. The Housing-First Program helps to fill a gap in Butte County’s continuum of care for housing chronically homeless individuals. Transitional and permanent housing projects exclude most of this population. On the other hand, emergency shelters do accept this population but cannot provide permanent or long-term housing.

Best Practice

New Directions is a program led by the Hospital Council of Northern and Central California, working to serve people who are the most frequent users of hospital emergency room services in Santa Clara County. A multi-disciplinary team partners with four hospitals to identify and engage people who have frequent

and avoidable hospital emergency room visits. The New Directions team provides case management, care coordination, and linkages to housing and other services. Services are connected to permanent supportive housing opportunities including Shelter Plus Care vouchers and Housing Choice Vouchers provided through a partnership with the local public housing authority. Among participants, the program reported a 25% decrease in the number of hospital stay days, and 72% of participants received housing assistance. More information can be found at www.hospitalcouncil.net/overview/new-directions or 408.272.6509.

Resources

Available resources for the Housing-First Program are described below.

Butte CoC Programs: Butte CoC members receive federal funds to operate various housing-first programs. They consist of rental assistance and supportive services for chronically homeless individuals, persons with severe mental illness and homeless families. Unfortunately, the need far exceeds the assistance provided. Participants include the Community Action Agency Esplanade House, the Butte County Department of Behavioral Health, the Housing Authority of the County of Butte, and Caminar. These programs demonstrate local expertise and experience necessary to operate housing-first assistance.

HUD Homeless Prevention and Rapid Re-housing Program (HPRP): This is a federally-funded program that includes a housing-first approach. It has been successfully implemented across the country. Butte CoC narrowly missed receiving funds for a county-wide program in a national competition. However, models and partnerships have been developed to make such a program work. The Community Action Agency of Butte County received HPRP funds through the State program to successfully provide homeless prevention and rapid re-housing last year.

HUD VASH Program: This is a collaboration between the local Veterans Affairs (VA) office and the Housing Authority of the County of Butte to assist homeless veterans. The VA provides case management and supportive services, and the housing authority provides rental subsidies. Federal support for this program has increased over the last few years.

City of Chico Tenant Based Rental Assistance (TBRA): The TBRA program provides temporary rental

assistance and case management for very low-income households that are at-risk of becoming homeless. Service providers present clients to a committee of local nonprofits for a decision on participation, which is dependent on the client demonstrating readiness to live without rental assistance in the next one to two years. A self-sufficiency plan is part of the application review, and the client's case manager periodically reports on progress. About 90% of TBRA participants are able to live independently at the end of their assistance period. This program provides successful models for the Housing-First Program.

North Valley Housing Trust (NVHT): NVHT is a local housing trust fund that was formed to expand the reach of local housing and homeless service providers. This fund is a key part of the 10-Year Strategy to End Homelessness due to its capability to provide financial resources to help accomplish objectives. As a local independent nonprofit, NVHT will provide financial resources at the direction of a community-based Board of Directors. The initial focus is providing housing and supportive services for homeless persons.

Challenges

The Housing-First Program requires a high level of financial support for each participant. This includes outreach by professionals with experience in the mental health field, rental assistance, and extensive wrap-around supportive services that will help participants maintain housing. Proponents must show that the program saves taxpayer dollars when compared to providing public safety and hospitalization services for unsheltered persons. While the benefit of participation can be long-lasting, program implementation necessitates a sustained commitment on the part of landlords and housing providers, service providers, and the community in general. The program must also attract landlords to participate. While programs nationwide have shown that this can be done successfully, it may take some time to bring landlords on board. Programs that use case managers to anticipate housing problems and effectively communicate with landlords find adequate housing for participants.

Action Steps

The Housing-First Program will involve the following steps:

Step 1— Secure funding sources. These sources could potentially include Butte CoC, HOME, Section 8, and NVHT.

Step 2— Designate a lead agency. This agency will develop procedures, administer contracts and manage the budget.

Step 3— Form housing and service partnerships. Various community organizations can play roles in the Housing-First Program based on their expertise and experience. Roles will include outreach and assessment, case management, housing placement and administration of rental assistance payments.

Step 4— Develop landlord and housing provider relationships. These may include the housing authority, affordable housing nonprofits, and private property owners.

Services

Services Goal Statement

Community partners will strive to create a network of services, under one roof, that are quick and easy to access, are coordinated between service providers, offer earlier intervention to break the cycle of homelessness, and accommodate pets in services and shelters.

Rationale for Top Three Objectives

The top three objectives the services strategy team prioritized include a One-Stop Opportunity Center, Homeless Prevention Programs, and Pet Veterinary and Shelter Services. In the yearlong planning workshops held throughout Butte County, a common thread that weaved our communities together was a sense of compassion and urgency to find viable and sustainable solutions to end homelessness. The services strategy team acknowledged overarching goals identified by community members, homeless persons, service providers, and government representatives. They want services to be responsive, inclusive, quickly accessible, and available to all in need. A new system of service delivery requires a coordinated, easy to access network, under one roof, and available to everyone experiencing homelessness. A comprehensive approach to ending homelessness includes breaking the cycle before an occurrence. Earlier intervention may disrupt a future pattern of chronicle homelessness. Services that are available to all necessitate finding ways to accommodate persons with pets at shelters and other facilities.

Objectives

1. One-Stop Opportunity Center

How It Works

A One-Stop Opportunity Center is a place where all homeless individuals and families can go to access a



variety of services under one roof. Ideally, it should be centrally located and near public transportation routes. Integrating multiple agencies under one roof will speed up responses for help. A shared site will improve communication among service agencies, and between service providers and homeless participants.

Need

A universal message from homeless persons, service providers, community members, and government representatives, was the need for quick and easy access to services. In focus groups, homeless persons shared insights and issues concerning obstacles and barriers to services. They found it difficult and time consuming to travel to service providers, often located all over the county, since most did not own a car or have money for bus passes. The current system is confusing, fractured and difficult to navigate. In 2012, the Butte Countywide Homeless Continuum of Care sponsored Project Homeless Connect, a one-day event held at the Silver Dollar Fairgrounds. Multiple service providers and volunteers gathered under one roof. For one day, four hundred-eighty guests had access to thirty-seven different types of services. This event highlights the impact integrating services can have on reaching more people in need.

Best Practice

The Opportunity Center of Midpeninsula is a five story, mixed-use facility that houses multiple services for the homeless and those at risk of becoming homeless, including women and children. The top floors provide 88 affordable apartments for the homeless and the very poor. Two services centers are on the ground floor: one designed to serve the general homeless and at-risk populations; and one designed to serve homeless and at-risk women and women with children. The Center is within walking distance of downtown Palo Alto's transportation hub and Town and County Center. Multiple nonprofit organizations provide the services, with InnVision Shelter Network providing overall management and coordination. The Community Working Group, in partnership with the Housing Authority of the County of Santa Clara and InnVision Shelter Network the Way Home, developed the Center. Funding for development came from a combination of public programs (Federal, State, and local), Santa Clara's Housing Trust Fund, foundations, local corporations, 20 faith communities sponsoring a capital campaign, and philanthropic individuals and families. (Community Working Group Website, January 12, 2014). The Community Working Group website is www.communityworkinggroup.org/ochistory.html or contact 650.853.8672.

Resources

Before researching a site for a center, it might be beneficial to explore if any existing service provider can expand and use their facility to host a One-Stop Opportunity Center. A few possibilities are the Jesus Center (Chico), Ridge Family Resource Center (Paradise), and The Hope Center (Oroville). The Jesus Center already houses a Resource Center with on-site phones, computers, job preparation services and partnerships with other job training providers.

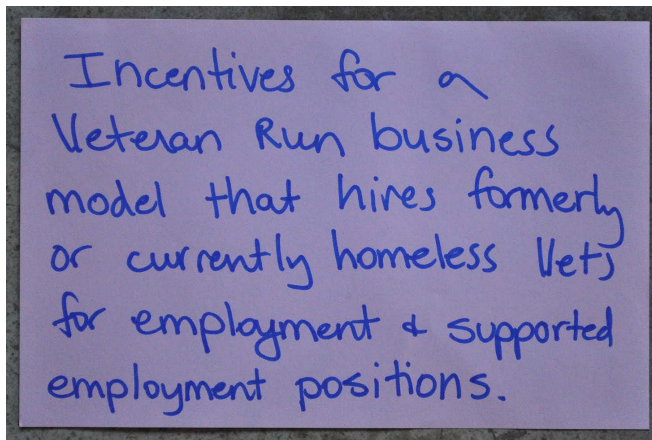
Another opportunity to potentially build upon is the consolidated Butte County service center at 2445 Carmichael Drive in Chico, which houses the employment center, social services and veterans services.

If One-Stop Centers are made available in all three communities, more clients will have easier access to services. Generous resources of community-based service providers, that offer an array

of services, are located throughout Butte County. There are also new agencies, such as the Chico Homeless Animal Outreach. CHAO offers assistance with medical care and foster care homes for pets whose owners need shelter services (<http://chicohomelessanimaloutreach.org> or 530.680.0002).

Challenges

Securing a centralized property, near public transportation, with proper zoning and use permits, will present one of the greatest challenges to implementation. The goal to accommodate pets at service facilities will require careful review of surrounding neighborhoods. It may be easier, save time, and expense to expand an existing program and facility. This approach will require cooperation and collaboration between the existing agency and the new network of partners. Cooperation will also be essential when designing a secure system to share client data. Selecting a lead agency will be necessary to help coordinate the start-up and daily operations. Preparing an operation budget and cash flow forecast will be challenging. The network of service providers may have multiple funding sources; however, their funds may be restricted for specific services. The chief challenge is raising funds to develop and operate the One-Stop Opportunity Center. Much like the Midpeninsula Center, this project may require funding that comes from a variety of sources from public entities to capital campaigns.



Action Steps

This is a complex undertaking and requires forming a committee made up of multiple partners from public agencies, volunteers, homeless persons, lenders, and community-based programs. The key is to design a comprehensive program and identify a network of service providers to implement the programs. Integrating multiple service providers under one roof will require a detailed memorandum of understanding, preparing an operation budget, and agreeing on a secure system to share client information between agencies.

Step 1— Form a committee with a broad stakeholder representation from public agencies, volunteers, homeless persons, lenders, and community-based programs.

Step 2— Investigate other examples of One-Stop Centers to learn how they overcame obstacles to develop a project.

Step 3— Reach out to service providers to identify if any existing program might be able to expand and use their facility. If not, outreach to private property owners and public partners to help identify a site.

Step 4— Design a comprehensive program, which includes working through details of services, funding, and sharing information between agencies.

Step 5— Select a lead agency and prepare a memorandum of understanding describing each other's roles, responsibilities, and financial commitments.

Step 6— Identify and apply for funding from a variety of sources such as public programs (Federal, State, and local), philanthropic individuals and families, private foundations, and the newly created North Valley Housing Trust.

2. Homeless Prevention Programs

How It Works

The fundamental goal of prevention services is to prevent and break the cycle of long-term homelessness. An important objective is to provide extensive outreach to households who are at high risk of homelessness to encourage them to engage in services earlier. The services should focus on preventing episodes of homelessness by providing short-term assistance with rent and utility bills, offer mediation between tenants and property owners to prevent eviction, increase housing stabilization, and make referrals to community-based services.

Need

According to the National Alliance to End Homelessness, “effective homeless prevention programs typically assess immediate housing needs,

explore housing options and resources, provide flexible financial assistance, and, when appropriate, offer voluntary case management services focused on housing stabilization” (Creating a Plan for the Homeless Prevention Fund, March 5, 2009). Community members expressed a desire to provide early intervention services to individuals and families at risk of homelessness.

Best Practices

St. Vincent de Paul Village in San Diego offers Homeless Prevention Services as part of its comprehensive assistance to homeless persons. The services include housing assessments, interventions to prevent homelessness, and case management, provided by their shelter diversion and rapid-rehousing team. St. Vincent de Paul Village also collaborates with the Veteran's Village of San Diego and Interfaith Community Services to provide Homeless Prevention services to veterans and their families (St. Vincent de Paul Village website, February 12, 2014). More information can be found at www.svdpv.org or by calling 619.233.8500.

Hope Services of Hawaii (HOPE) provides several approaches to Homeless Prevention Services. Tenant Solutions provide landlords housing HOPE's participants with 24/7 access to a housing specialist and conflict resolution facilitation as needed. All tenants placed in housing complete a comprehensive Renter's Education course that includes an array of topics to assist renters successfully maintain housing. HOPE also administers a Homeless Prevention and Rapid Re-Housing Program (HPRP), which provides short-term financial assistance with rent and/or utilities, security and utility deposits, and other services to help prevent homelessness. (HOPE Services Hawaii website, February 12, 2014). More information can be found at www.hopeserviceshawaii.org or by calling 808.935.3050.

Resources

Resources available for Homeless Prevention Programs are listed below:

The Community Action Agency of Butte County (CAA) has successfully operated a Homeless Prevention and Rapid Rehousing Program (HPRP),

funded by a State Emergency Solution Grant. The program provides assistance and services to prevent individuals and families from becoming homeless. CAA case managers also help those who are homeless to be quickly re-housed and stabilized. Please visit CAA's website at <http://buttecaa.com> or call 530.712.2600, option 5.

Help Central of Butte County recently launched a 2-1-1 telephone assistance program. This is a free phone number and online database that connects people quickly to existing health and human service programs. Telephone services are available 24 hours a day. (www.helpcentral.org or 866.916.3566 toll free)

Challenges

The biggest challenge to implementation will be securing the operating funds to support case managers, rents and utility payments. In addition, it may prove difficult to persuade property owners to participate in tenant mediation meetings that have an objective of delaying or canceling eviction proceedings.

Action Steps

The following actions steps are necessary to implement a comprehensive homeless prevention program.

Step 1— Reach out to existing service agencies and evaluate if they are able to expand an existing program to include homeless prevention services or to develop a new program.

Step 2— Investigate the possibilities of community-based agencies adding homeless prevention in their public relation campaigns.

Step 3— Outreach and educate property owners about the objectives of a homeless prevention program. Persuade property owners to participate in mediation meetings with tenants to avoid or delay eviction procedures.

Step 4— Research public programs and private foundations for operation funds to support countywide homeless prevention programs.

3. Pet Veterinary and Shelter Services

How It Works

We recognize that pets are important to people, and we need to work on ways to accommodate them in shelters and our network of services. However, if we want to accommodate pets in public places, we need

to identify low-cost or no cost veterinary services to ensure the pets are healthy and that vaccinations are current.

Need

People experiencing homelessness will reject overnight shelter if their pets cannot accompany them into a warm, safe place to spend the night. Pets are family— sometimes the only family— for homeless

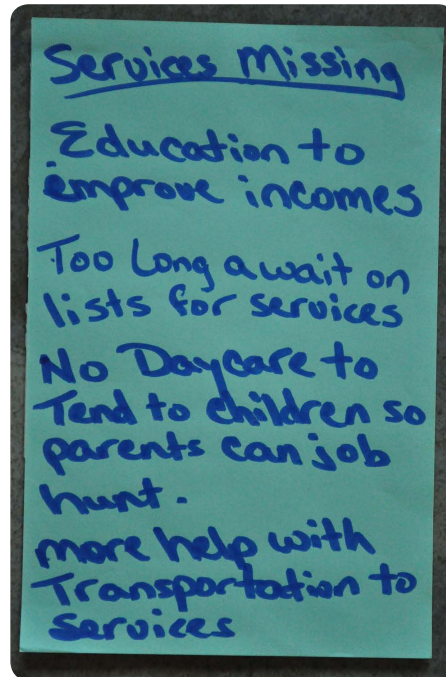
persons. As stated in the Pets of the Homeless Website, "...pets are nonjudgmental, offer comfort, and provide an emotional bond of loyalty. In some cases, they provide the homeless protection and keep them warm. Medical authorities have proven that pets benefit in many ways." The 2013 Butte County Point-In-Time Homeless Census and Survey notes 23% of homeless surveyed reported having a pet.

Best Practice

Pets of the Homeless, a national organization, recognizes that many people who are experiencing homelessness with pets cannot access accommodations. The organization is familiar with the need for homeless services to fill a gap left by not allowing pets into shelters. Due to homeless individuals' attachment to their animal companions, many avoid services for themselves. Working to fill the gap, Pets of the Homeless offers free crates to homeless shelters looking for ways to allow pets sanctuary with their owners. (Pets of Homeless Website, January 12, 2014) (www.petsofthehomeless.org/what-we-do or 775.841.7463)

Resources

Two community volunteers are forming a new non-profit, Chico Homeless Animal Outreach (<http://chicohomelessanimaloutreach.org> or 530.680.0002).



The organization plans to provide medical care and foster homes for pets whose owners need shelter services. The program will host regular clinics with vaccines, flea and tick medications, spraying and neutering, and other treatment. A foster care service is a major part of the service. A pet will live with a foster caretaker while the owner stays in a shelter, finds a job and secures housing. The owners can get their pets back anytime. There is tremendous potential for local Veterinarians to collaborate with the Chico Homeless Animal Outreach and provide low-cost or no cost care for the pets. Community groups and individuals can donate time, offer to foster a pet, or donate

food and other supplies to assist this program.

Challenges

At this time, all local shelters prohibit pets. Shelter operators need to balance the concerns of all their guests, potential allergies, and constraints of available space. There are also private property owners and public housing complexes that have rules against allowing pets. Some insurance companies restrict policy coverage on certain dog breeds. Community education and outreach is necessary to try to increase the number of property owners that will allow pets. This might be another public campaign to include with the Public Awareness and Marketing/Education Campaigns discussed in Chapter V: Community Action and Chapter VI: Funding.

Action Steps

The following actions steps are necessary to accomplish this objective.

Step 1— Negotiate with property owners and public housing representatives about relaxing rules against pets.

Step 2— Reach out to local veterinary service providers as potential partners.

Step 3— Support new efforts by Chico Homeless Animal Outreach.

Step 4— Identify funding source for operation costs.

Jobs

Jobs Goal Statement

Community partners will work together to establish a centralized employment resource center, increase employment programs customized to assist the homeless, and develop social enterprise businesses.

Rational for Top Three Objectives

Homelessness goes beyond not having a safe place to sleep at night; it is about not having enough income to afford a place, food or other life necessities. The Jobs Strategy Team recognized that a high percentage of homeless people lack jobs and incomes. Survey answers confirmed this economic disparity in the 2013 Butte CoC Point-In-Time Homeless Census, where 37% of homeless persons reported “employment and financial” reasons as the cause of homelessness. Further, 55% reported “no job or income” as barriers to housing. Responding to these financial gaps, the Jobs Strategy Team focused on programs that expand opportunities for employment, increase incomes, and promote economic growth.

The top three strategies include: 1) developing a centrally located employment resource center; 2) providing job training tailored to the specific needs of homeless people; and 3) creating social enterprise businesses that generate revenue to support shelters and provide jobs for clients. Like all members of our larger community, the homeless community is diverse. Everyone is at different places of employment readiness. The design of programs should reflect this diversity and offer a range of opportunities, from in-house employment within service agencies and soft skill training, to community-based jobs that pay a living wage. Assisting homeless persons to increase incomes will open doors to housing and enhance economic stability.

Objectives

1. Develop a Central Employment Resource Center

How It Works

The purpose of establishing a Central Employment Resource Center is to provide quick and easy access to a network of employment and job training services. To further the goal of easy access, the center’s location should be near public transportation routes. Gathering multiple service agencies under one roof will speed up responses for help. Imagine a location with multiple points of entry and no wrong door. A network of agencies sharing a single site will improve and streamline communication between each other and the client.

Need

The Center described above contrasts sharply with our current system, which clients report to be confusing, fractured, and spread out countywide. For individuals and families with no car or money for bus passes, the current dispersed system is difficult to navigate.

JOB:
A CSUC BACHELOR DEGREE THAT
UNITES STUDENTS & HOMELESS
TO TEACH JOB SKILLS SO THAT
HOMELESS CAN BE MORE COMPETITIVE
IN THE JOB MARKET / STUDENTS GET
PEOPLE / TEACHING SKILLS.

Best Practice

Martha’s Village and Kitchen, a partner of Father Joe’s Villages, is located in San Diego, California. This career and education center offers a range of services: a job developer/career counselor for help in obtaining employment, a computer lab for training and research, telephones, fax/copy services, and voice mail accounts. The organization’s mission is “to prepare clients for economic self-sufficiency and life-long learning by providing literacy skills, vocational training and coaching through progressive curricula and technology with business and industry collaboration.” (Martha’s Village & Kitchen Webpage, January 30, 2014: <http://marthasvillage.org/new/career.html>)

Resources

The Employment Resource Center would be optimally located within the One-Stop Opportunity Centers described in Chapter VIII: Services. A network of services under one roof supports the goal to provide quick and easy access to services. As such, the Resources, Challenges and Action Steps described below mirror information about One-Stop Opportunity Centers found in Chapter VIII.

Before researching a site for a center, it might be beneficial to first explore if any existing service provider can expand and use their facility to host a One-Stop Center. For example, the Jesus Center in Chico, the Hope Center in Oroville, and the Ridge Family Resource Center in Paradise, all three may have the potential for expansion. Another opportunity to potentially build upon is the consolidated Butte County employment center at 2445 Carmichael Drive in Chico, which houses CalWorks and a one-stop job center. If One-Stop Centers are made available in all three communities, more clients will have easier

access to services; spend less time traveling all over the county, and have more time to engage in services and achieve greater levels of self-sufficiency.

Challenges

It will be important to identify a centralized site, near public transportation, for a One-Stop Center. It may be easier, save time, and expense to expand an existing program and facility. This approach will require cooperation and collaboration between the existing agency and the new network of partners. Cooperation will also be essential when designing a secure system to share client data. Selecting a lead agency will be necessary to help coordinate the start-up and daily operations. Preparing an operating budget and cash flow forecast will be challenging. The network of service providers may have multiple funding sources; however, their funds may be restricted for specific services. The North Valley Housing Trust, a local financial resource, may provide flexible funding to cover costs with initial start-up and on-going operations.

Action Steps

This is a complex undertaking and requires forming a committee made up of multiple partners from public agencies to community-based programs. The key is to design a comprehensive program and identify a network of service providers to implement programs. Integrating multiple service providers under one roof will require a detailed memorandum of understanding, preparing an operating budget, and working out a secure system to share client information between agencies.

Step 1— Form a committee with broad stakeholder representation from the community, public agencies, and community-based programs.

Step 2— Design a comprehensive program, which includes working through details of services, funding, and sharing information between agencies.

Step 3— Select a lead agency and prepare a memorandum of understanding describing each other's roles, responsibilities, and financial commitments.

Step 4— Research and select a site, preferably near public transportation. Evaluate if any existing service site can expand to incorporate a center. If an existing site is not available, an extensive search will be required to identify an appropriate location. In both cases, it is a good idea to review zoning and use permits with planning staff from the local government.

Step 5— Identify and apply for funding to support initial start-up and on-going operating costs. A good place to begin is with the North Valley Housing Trust. The NVHT, a local resource, may be able to provide a flexible source of funds.

2. Employment Programs Customized to the Homeless

How It Works

The Jobs Strategy Team focused on helping homeless individuals secure jobs. A couple of key strategies emerged: expand employment programs; and customize job training to homeless individuals' needs. One goal is to provide participants with soft skills training, such as communication, interviewing, teamwork, problem solving and critical thinking. A second training goal is to develop programs that provide participants with a certificate or a degree after completion, such as a Food Handler Certificate or Nursing Assistant Certification. This model provides participants an ability to gain transferable jobs skills, and increases competitiveness when applying for community-based jobs.

Need

A lack of job opportunities, training programs, internships, and assistance with job searching and readiness was expressed at nearly every community outreach meeting. Economic factors obviously play a role in the availability of local jobs, however, other strategies described in this 10-Year Strategy document, if implemented, may help create jobs. In addition, better training and assistance for homeless residents can help them search for employment and be ready for a variety of positions that are, or become, available.

Best Practice

Homeward Bound, located in Marin County, opened Fresh Starts Culinary Academy in 2000, at their New Beginnings Center. Students at Fresh Starts Culinary Academy enroll in a three-tier education program designed to prepare participants for jobs in the culinary industry. Courses include: food preparation and safety, recipe sizing, kitchen organization, food service, and hands-on experience in a state-of-the-art training kitchen. Based on industry standards, Fresh Starts Culinary Academy allows students to earn the national Safe Food Handling Certification (ServSafe). This certification is a standard requirement for food preparation and service employees. (Homeward

Bound of Marine County-Fresh Starts Culinary Academy Website, January 12, 2014: <https://hbofm.org/Home.php>).

Resources

Our county is fortunate to have two colleges—Butte Community College and California State University, Chico. These colleges present opportunities for collaboration. This may include: involving students in job training programs; increasing interaction between job training participants and college business instructors; and incorporating job training for homeless persons into college curricula.

Many non-profits provide job-training programs in Butte County. These programs are customized to targeted groups, from mental and developmental disabilities to substance abuse recovery. Sensible Cyclery, sponsored by Caminar, provides participants vocational skill development by repairing and selling quality used bicycles (www.caminar.org or 530.343.4421). The ARC Store, a work component sponsored by The Arc of Butte County (www.arcbutte.org or 530.891.5865), and The Well Ministry of Rescue, provide vocational training in construction, painting, and auto repair (<http://thewellministryofrescue.org> or 530.343.1935). These training programs provide wages to participants, and teach job skills that can transfer to employment.

Employment program development should include an analysis of jobs requiring certificates that are in high demand. This can facilitate partnerships between job training programs and employers. These partnerships could include financial support from benefitting employers and industries.

Challenges

It will be challenging to recruit and coordinate community partners. Identifying funding sources for start-up costs and operations may also be an impediment to implementation.

Actions Steps

The recommended action steps are:

Step 1— Establish a committee. The group will need to recruit and coordinate partners (public and private) to sponsor and administer employment programs.

Step 2— Design programs. This may include hiring a consultant to prepare an analysis of jobs requiring certificates, and availability of jobs in the market place.

Step 3— Accreditation. The sponsor agency will need to complete accreditation programs to be able to award certificates to graduates.

Step 4— Location. Identify appropriate program locations, and review zoning and allowable land uses with local planning departments.

Step 5— Secure funds for start-up and operating costs.

3. *Business-Shelter Partnerships for Social Enterprise Programs (providing living wage jobs and financially supporting the shelter)*

the Great Recession, funding levels have dramatically shrunk or evaporated. Service programs operate at maximum capacity, and fiscal constraints threaten to destabilize them. Community-based agencies are searching for new sources of operating funds, such as social enterprise businesses, that will stabilize operations.

How It Works

As described by Forth Sector in “A Business Planning Guide to Developing a Social Enterprise,” a social enterprise is a business that trades for a social purpose. The social aims of the business are of equal importance to its commercial activities, and this combination is often referred to as the “double bottom line”. Like any business, a social enterprise focuses on generating income through the sale of goods and services. But the added value of a social enterprise comes from the way in which it uses its profits to maximize social, community or environmental benefits. (Forth Sector, funded by the European Union, Royal Bank of Scotland and Communities Scotland).

(www.forthsectordevelopment.org.uk/documents/New_BusPlanGuide.pdf) A social enterprise is a unique way to provide a social service and generate revenue to support the mission and goals of an agency.

Need

Traditional funding sources are no longer reliable for nonprofits and shelter providers. In the wake of

Best Practices

Rwanda Burmera is an award-winning coffee produced by Central City Coffee, located in Portland, Oregon. Through sourcing and roasting exceptional coffees, Central City Coffee provides job-training opportunities for previously homeless people. Sales of Central City Coffee supports Central City Concern’s mission by providing clients with opportunities to learn transferable job skills through the coffee trade. (Central City Coffee Website, January 12, 2014: www.centralcitycoffee.org or 503.294.1681). A second example, the Homeward Bound Fresh Starts Culinary Academy, is available in Chapter IX: Jobs, Strategy No. 2, Employment Programs Customized to the Homeless.

Resources

Caminar, a local non-profit, operates Sensible Cyclery in partnership with Butte County Behavioral Health. Sensible Cyclery is a model social enterprise program that provides vocational training and development that helps employees reach their full potential. The program participants receive training with bicycle

repair and sell reconditioned used bikes to the community. (Caminar website, Feb., 2, 2014: www.caminar.org).

Challenges

It will be a challenge to develop a business plan and identify funds for start-up costs and operations. The preparation of a business plan will require an

operation budget and cash flow forecast. A social enterprise business, like any new business, takes several years to prosper, so good cash flow is essential. A possible resource for funding is a Community Development Financial Institution “CDFI.” CDFIs operate in every state, serving both rural and urban communities (CDFI Coalition website, Feb., 2, 2014: <http://www.cdfi.org> or 202.653.0300).

Action Steps

The following action steps are fundamental to developing social enterprise businesses:

Step 1— Form a committee with representation from local banks, businesses, community-based organizations, public officials, and interested community members.

Step 2— Identify a lead agency. The agency will need key staff with appropriate skills, knowledge and business experience.

Step 3— Prepare a business plan. The plan needs to identify the social purpose, business idea, legal structure, milestones, operating budget and cash flow forecast, and marketing

Step 4— Analyze market demand for business, who will buy goods. For social purpose, determine who will benefit and/or use service.

Step 5— Investigate location and property details. Review zoning and allowable land uses with the local planning department. Evaluate buying, renting or leasing the property.

Overall Structure

The preceding chapters have outlined a number of objectives to reduce homelessness in Butte County. They represent a broad array of potential solutions that have been selected through an extensive public outreach process. The outreach process has sought to identify solutions that are relevant and applicable to local conditions. The objectives have been grouped under five major goals, summarized below.

Community Action

The citizens of Butte County will take ownership of the homeless problem by creating a Volunteer Support Network, engaging the community in a public awareness campaign, and supporting formation of a homeless court.

Community Action Objectives:

1. Create a Volunteer Support Network.
2. Engage the community through a Public Awareness Campaign.
3. Form a Homeless Court.

Funding

The communities of Butte County will identify and develop a sizable, sustainable source of funding for all new and existing programs and services to address homelessness in our region through the North Valley Housing Trust Fund, a Nonprofit Resource Center, and a community-wide Marketing and Education program.

Funding Objectives:

1. Expand the North Valley Housing Trust.
2. Establish a Nonprofit Resource Center.
3. Implement a Marketing/Education Campaign.

Housing

Butte County housing and service providers will create safe and secure housing options for homeless persons that address gaps in the homeless “continuum of care” and build community.

Housing Objectives:

1. Institute a Homeless Camp.
2. Develop a Wet Shelter.
3. Implement a Housing-First Program.

Services

Community partners will create a network of services, under one roof, that are quick and easy to access, are coordinated between service providers, offer earlier intervention to break the cycle of homelessness, and accommodate pets in services and shelters.

Services Objectives:

1. Create a One-Stop Opportunity Center.
2. Develop Homeless Prevention Programs.
3. Offer Pet Veterinary and Shelter Services.

Jobs

Community partners will work together to establish a centralized employment resource center, increase employment programs customized to assist the homeless, and develop social enterprise businesses.

Jobs Objectives:

1. Develop a Central Employment Resource Center.
2. Customize employment programs to homeless persons.
3. Form Business-Shelter Partnerships for Social Enterprise Programs.

Objective Organization

In order to organize the objectives in a way that makes them achievable, they have been categorized as described below:

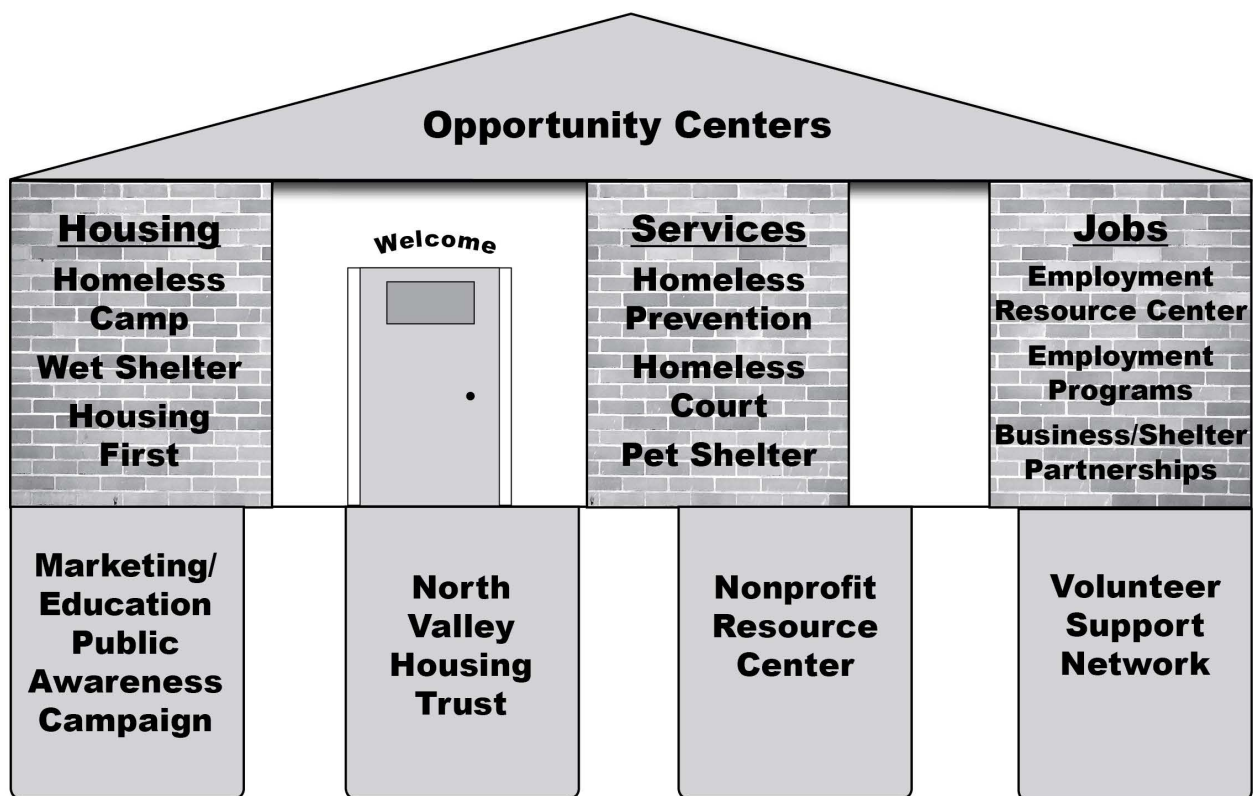
Foundational Objectives—The success of these objectives is essential to the achievement of the other 10-Year Strategy objectives.

Organizational Objective—This objective provides a physical place to coordinate service delivery, and

connect homeless persons, service providers and volunteers.

Housing, Services & Jobs Objectives—These objectives address gaps in the current continuum of services available in Butte County, as identified by the community.

The following chart illustrates how the objectives relate to one another.



Foundational Objectives

Foundational Objectives generate the resources necessary to achieve the other objectives. These essential resources are: public support, funding, technical support and volunteer engagement. The objectives described below aim to generate these resources. Without these resources, it will not be possible to implement the 10-Year Strategy.

Public Awareness Campaign

The Public Awareness Campaign, as described in the Community Action chapter, is essential to generate the necessary public support to implement the 10-Year Strategy. It is closely aligned with the Marketing/Education Campaign described in the Funding chapter. The goals are to dispel myths about homelessness, increase community compassion to do something about the problem, and build public support that motivates funding and collaboration.

Public awareness, marketing and education are integral to all of the other objectives, particularly the North Valley Housing Trust, Volunteer Support Network, and Business-Shelter partnerships for Social Enterprise Programs. The Public Awareness Campaign should closely coordinate with these objectives to present a consistent, recognizable message and branding. In this way, objectives will share resources and increase efficiencies of scale.

North Valley Housing Trust

Funding is obviously essential to implementing any of the 10-Year Strategy objectives. Successful implementation will require raising funds from non-traditional, non-government sources, and combining private and public resources. Objective achievement will also require fund flexibility to meet Butte County's locally-identified needs. The North Valley Housing Trust (NVHT) is a fund-raising vehicle with these characteristics.

NVHT is an established housing trust fund that targets funds for affordable housing in Butte County. Its account is currently managed by the North Valley Community Foundation, which helps to expand its donor base and access other community resources. NVHT raises funds from financial institutions, businesses, civic groups and individuals in the community. Through a partnership with 3CORE, State tax credits are offered to fund investors. NVHT uses local donations and tax credit investments to leverage other federal and state funds that are available specifically to housing trust funds.

It is envisioned that NVHT annual funding priorities will be guided by a community based Board of Directors. These priorities will be guided by community needs and planning documents such as the 10-Year Strategy. NVHT will award grants and loans to local housing and service providers that align with annual funding priorities.

Nonprofit Resource Center

The goal of the Nonprofit Resource Center is to provide technical support to homeless service providers. These service providers are typically stretched thin, which constrains their ability to fundraise. Volunteer professionals will donate time at no-cost or low-cost. The Nonprofit Resource Center will assist with identifying potential grants, grant writing, application

assembly, marketing strategy and marketing implementation. Professionals with experience in the fields of writing, editing, advertising, public relations and fundraising can contribute to this effort.

The Nonprofit Resource Center can potentially support any of the other 10-Year Strategy objectives. It provides a way to extend the effectiveness of the other objectives and service providers with limited resources. It can be closely coordinated with the Volunteer Support Network, described below, as a way to engage community members.

Volunteer Support Network

Volunteer engagement will be key to achieving all of the 10-Year Strategy objectives. This engagement will in turn enhance community awareness of homelessness and fund-raising efforts. While the Public Awareness Campaign prepares the ground for progress, and the North Valley Housing Trust generates resources, the Volunteer Support Network grows the social capital that is critical for success.

The Volunteer Support Network will make it easier for citizens to get involved in eliminating homelessness. This will be done by connecting citizens with homeless individuals and families through a mentorship program. With the support of service providers, volunteers will find ways to contribute their unique talents and skills. This will make services more effective for participating homeless persons. The Volunteer Support Network will also create a network for volunteers to share experiences and assist one another.

The Volunteer Support Network will be most successful if it is housed in a physical location, creating a gathering place where volunteers can connect with homeless individuals, and with other volunteers. This can take place in One-Stop Opportunity Centers, as described below. This is a place to find out about volunteer opportunities, conduct training and orientation, meet with homeless individuals, and share with service providers and other volunteers.

Organizational Objective

The One-Stop Opportunity Center is a central hub for homeless services and volunteer activities. The goal is to create connections, most importantly between homeless persons and community members. The

benefit of a “one-stop” is convenience for those that use it. The environment should be friendly and welcoming, as opposed to institutional and intimidating. Homeless individuals can connect with a number of critical services under one roof. This is important since most services are dispersed throughout the County, making access challenging for people with limited transportation options.

With an eye toward collaboration, resource-sharing and connection, the One-Stop Opportunity Center can convene a number of the 10-Year Strategy objectives. It is an access point for individual assessment and referral to community services. It will house the Volunteer Support Network, Nonprofit Resource Center and Employment Resource Center. It will provide an access point for objectives such as Homeless Prevention, Pet Veterinary and Shelter Services and the Homeless Court. Other local service providers will have a presence there as well so they directly engage homeless individuals. The One-Stop Opportunity Center could also potentially locate the Wet Shelter and/or apartments for the Housing-First Program. Co-locating with housing will likely improve economic feasibility and improve operational efficiency.

The first step in creating One-Stop Opportunity Centers may be one centrally located center within the County. Ultimately, this objective will be most successful if multiple one-stop centers are created in population centers through the County, such as Chico, Paradise, Oroville and Gridley. This will improve access and allow each center to be customized to the unique needs of the surrounding locality.

Housing, Services and Jobs

The Foundational Objectives and the Organizational Objective described above will support the 10-Year Strategy objectives in the areas of Housing, Services and Jobs. They provide the resources and logistical hub to implement these solutions. The Housing, Services and Jobs objectives fill gaps in the current continuum of available services. These gaps include: shelter and housing for chronically homeless individuals; services that remove barriers to obtaining stable housing; and employment opportunities generated from close collaboration with the business community.

Realistically, not all of the Housing, Services and Jobs objectives will be achieved at one time, or even within the same five-year period. Therefore, it is critical that the Foundational Objectives are the initial focus of countywide efforts to implement the 10-Year Strategy.

Conclusion

The following themes resonated throughout the 10-Year Strategy community workshops:

- We are a compassionate community.
- Homelessness affects ALL members of the community.
- Let's take ownership of the problem.

The goals and objectives described in this document seek to reinforce these themes. They present a unifying vision for eliminating homelessness in Butte County.

The 10-Year Strategy document is a recipe book of solutions that the community has prioritized as most needed and applicable to our localities. It is a starting point for progress through countywide collaboration. It lays out broad goals and bold ideas. Its intended audience is not a specific group, but Butte County political leaders and residents in general. As such, the 10-Year Strategy is not a detailed strategic plan with assignments and schedules. As entities determine what elements they can take on after assessing their capacity, more targeted plans and programs will emerge.

New collaborations have already evolved out of the 10-Year Strategy dialogue. The North Valley Housing Trust is forming new partnerships and revenue streams. The Chico Housing Action Team (CHAT) is exploring ways to establish a homeless campground. Chico Homeless Animal Outreach (CHAO) and the Task Force on Homeless Pets have begun discussions with shelters about companion animal care. The HelpCentral 211 call center is working with local organizations to coordinate outreach and service

referral. Many other initiatives that began prior to the 10-Year Strategy present resources for further progress, as described in the goals and objectives sections of this document. In addition, the Cities of Chico, Oroville, and Paradise, and Butte County, are drawing upon the 10-Year Strategy as a resource in completing 2014 updates to their respective General Plan Housing Elements.

As the intended audience of the 10-Year Strategy is all Butte County residents, one of its key purposes is to broaden community involvement. We hope to expand the work to eliminate homelessness with attract new partners that will bring fresh ideas, social networks, and resources to bear on the problem of homelessness. Only by expanding involvement and collaboration can we progress beyond what is possible with traditional funding sources and approaches.

Consistent with the theme of expanding community involvement, the Foundational Objectives seek to attract new social and financial capital. Public awareness, volunteerism and community giving create a broad and solid foundation upon which the other objectives can be built. Our success in eliminating homelessness is tightly linked to our ability to make progress in these areas.

It is the intention of the Butte CoC to share the 10-Year Strategy document with the Butte County Board of Supervisors, City and Town Councils, and government staffs, to help build consensus on solutions to homelessness. The Butte CoC will also use the 10-Year Strategy to catalyze discussion and inspire action within the community. Together, we can successfully meet the challenge of homelessness.

- *We are a compassionate community.*
- *Homelessness affects ALL members of the community.*
- *Let's take ownership of the problem.*

Additional Resources

The following is an alphabetized list of website links referenced throughout the 10-Year Strategy, along with contact phone numbers when available.

1811 Eastlake

www.desc.org/1811.html

Project Manager: 206.957.0700

Alameda County Homeless Court

www.svdh-alameda.org/how-we-help/community-center/homeless-court.html

510.877.9203

Arc of Butte County

www.arcbutte.org

530.891.5865

Butte CoC 2013 Point-In-Time Homeless Census & Survey Report

www.butte-housing.com/resources/organizations/butte-county-coc.php

530.895.4474

California State Department of Rehabilitation

www.rehab.cahwnet.gov

Chico branch: 530.895.5507

Caminar

www.caminar.org

530.343.4421

Central City Concern / Central City Coffee

www.centralcitycoffee.org

503.294.1681

Chico Homeless Animal Outreach

<http://chicohomelessanimaloutreach.org>

530.680.0002

Community Action Agency of Butte County (CAA)

<http://buttecaa.com>

530.712.2600, option 5

Community Development Financial Institution

www.cdfi.org

202.653.0300

Community Working Group (Housing Authority of the County of Santa Clara and InnVision Shelter Network the Way Home)

www.communityworkinggroup.org/ochistory.html

650.853.8672

CompassPoint

www.compasspoint.org

510.318.3755

Forth Sector

www.forthsectordevelopment.org.uk/documents/New_BusPlanGuide.pdf

Help Central of Butte County

www.helpcentral.org

211 or 866.916.3566 (toll free)

Homeforall

www.homeforallmarin.org

Homeward Bound of Marin – Fresh Starts Culinary Academy

<https://hbomf.org/Home.php>

HOPE Services Hawaii

www.hopeserviceshawaii.org

808.935.3050

Imagine L.A.

www.imaginel.a.org

323.944.0210

Los Angeles County Homeless Court

www.ladpss.org/dpss/grow/homeless_court.cfm

Martha's Village

<http://marthasvillage.org/new/career.html>

New Directions Program, Hospital Council of Northern and Central California

www.hospitalcouncil.net/overview/new-directions

408.272.6509

Nonprofit Resource Center

www.nprcenter.org

916.285.1840

North Valley Housing Trust

www.nvht.org

530.513.3116

Pets of the Homeless

www.petsofthehomeless.org/what-we-do

775.841.7463

Social Enterprise Alliance

www.se-alliance.org/why

Sonoma Upstream Investments

www.sonomaupstream.org

707.565.5800

St. Vincent de Paul Village

www.svdpv.org

619.233.8500

Taproot Foundation

www.taprootfoundation.org

415.359.1423

The Well Ministry of Rescue

<http://thewellministryofrescue.org>

530.343.1935