

Tehama County

10-Year Plan to End Homelessness



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Prepared for Tehama County by

 **HousingTools**



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Introduction

Tehama County has commissioned this 10-Year Plan to End Homelessness (the “Plan”) for the purpose of laying out a succinct and practical strategy for addressing the problem of homelessness in Tehama County. The Plan identifies the greatest needs of people experiencing homelessness, as drawn from surveys, client data, and interviews. An assessment of existing shelter and services resources was then conducted. The greatest needs were then compared to existing resources to identify resource gaps. The next step was to identify achievable goals that would address the identified resource gaps. Finally, a strategy was developed for attracting new resources that would assist the County in achieving the Plan goals. The planning process is summarized in the diagram below.

The Plan is a threshold requirement of the State Housing and Community Development Department’s (HCD) No Place Like Home Program (NPLH). This is a new statewide funding program that will allocate funds to counties and housing developers for the development of permanent supportive housing that assists homeless persons with mental illness. HCD requires that any county that receives NPLH funding must adopt a 10-year homelessness plan, that the plan incorporates some required data and topics, and that the county consults with proscribed groups to receive input. This Plan follows the HCD requirements in order to position Tehama County for receiving NPLH funds. The Tehama County Health Services Agency (TCHSA) is responsible for applying for and administering the NPLH funds.

Diagram 1



The Plan builds upon the work of the Tehama County Homeless Stakeholder Collaborative (the “Homeless Stakeholder Collaborative”) and the Tehama County Continuum of Care (the “CoC”). Both of these collaborations bring together entities from across Tehama County for the purpose of ending homelessness. They include a diverse membership that draws from government, nonprofits, churches, advocacy organizations, and community members. At the appropriate time, these two groups will merge into one organization.

The Homeless Stakeholder Collaborative has been meeting for more than a year, starting in June 2017, motivated by a desire to work in a collaborative and constructive way to address the growing problem of homelessness. The Tehama County Administration Office and other County Departments have convened this workgroup, with active participation from housing and service providers, faith-based organizations, and community volunteers. The Homeless Stakeholder Collaborative have responded to a call for action raised by the 2016-17 Grand Jury report that investigated the issue of homelessness in Tehama County. They have done this by establishing Priority Areas, and a committee for each Priority Area to implement goals. The Priority Areas include:



- **One Stop Concept:** a central location or locations that can offer a wide range of services that are needed by the homeless population in a welcoming environment;
- **Temporary Housing:** short-term housing that can immediately be made available to homeless individuals, with support services that help them prepare to move into permanent housing;
- **Sustainable Housing:** permanent and affordable housing that will help homeless individuals stabilize and build self-sufficiency; and
- **An Awareness Campaign:** that raises public awareness of the need to address homelessness, and proven strategies to address it.

In 2018, The Homeless Stakeholder Collaborative presented the Priority Areas, along with a proposed resolution that pledged support to achieving their goals, to the Tehama County Board of Supervisors, and the City Councils of Red Bluff, Corning, and Tehama. This resulted in resolutions by each of these entities to support: an increase in affordable housing units, an increase in year-round emergency/short term housing and supportive services, creation of a one-stop center for day services, and an increased awareness about homelessness in Tehama County.

The Homeless Stakeholder Collaborative' findings and goals have been informed by the CoC's work, and active participation from CoC members. The establishment of the CoC in 2015 was a requirement of the U.S. Department of Housing and Urban Development ("HUD") for receiving federal homelessness assistance grants through the federal Continuum of Care program (formerly called McKinney-Vento Homeless Grants). The CoC has set up a structure for government, nonprofit and private entities to coordinate the delivery of housing and supportive services for homeless individuals and families. The purpose of this coordination is to make the delivery of housing and services efficient and effective, maximizing the county's capacity to move individuals out of homelessness as quickly as possible. This structure is outlined in the CoC's Governance Charter, with the Executive Council established as its decision-making body.

The CoC plays an important role in addressing homelessness in Tehama County. As an entity charged by the federal government with prioritizing and administering homeless funding, the CoC reviews and recommends applications for Emergency Solutions Grants (ESG) and CoC grants, and submits an annual Consolidated CoC Funding Application to HUD. The CoC also maintains the county's Homeless Management and Information System (HMIS), which is used by housing and service providers to track utilization of homeless services, and program outcomes. The CoC has also implemented a Coordinated Entry system. This is a system to prioritize homeless individuals with the greatest needs and quickly connect them with the most appropriate housing and services available.

Given the scope of work of the Homeless Stakeholder Collaborative and the CoC, and their critical roles as collaborative and coordinating bodies that bring together groups across the County that are working on the homelessness issue, these bodies play a central role in the Plan's implementation. The Homeless Stakeholder Collaborative and the CoC provide organizational structures that can be employed to strategize, implement, and assess and report progress on the Plan's goals.



Community Outreach

Community outreach for the development of this Plan was coordinated with the Homeless Stakeholder Collaborative and the CoC, in coordination with Tehama County Health Services Agency (TCHSA), and the Department of Social Services/Community Action Agency (DSS/CAA). These two groups have significant overlap, as many members of one group participate in the other. Below is a summary list of the participants in the Homeless Stakeholder Collaborative.

- County Administration
- County Health Services Agency
 - Behavioral Health
 - Primary Care Clinic
 - Public Health
 - Substance Use Recovery
- County Department of Social Services
 - Child and Adult Protective Services
 - Community Action Agency
- County Child Support Services
- County Community Development, including Housing and Planning
- County Probation
- County Department of Education
- County Sheriff
- Cities of Red Bluff and Corning Planning Departments
- Cities of Red Bluff and Corning Police Departments
- Red Bluff Chamber of Commerce
- Tehama County Association of Realtors
- Cities of Red Bluff & Corning Admin.
- County Library
- Housing Providers
- Homeless Service Providers
- Community Health Care Providers
- Plumas County Community Development Commission & Housing Authority (administering Housing Authority for Tehama County)
- St. Elizabeth Community Hospital
- Veteran's Administration & Resource Center
- Representatives of family caregivers of persons living with serious mental illness
- Advocacy groups and volunteers
- Churches and Faithworks
- Poor and The Homeless (PATH)
- Head Start
- National Alliance on Mental Illness (NAMI)
- Corning Healthcare District
- Northern Valley Catholic Social Service (NVCSS)
- County Public Guardian
- Tripartite Board

Three meetings of the Homeless Stakeholder Collaborative were dedicated to developing the Plan over the past six months— an introduction and overview of the planning process on February 20, 2018, a goal setting workshop on April 18, 2018, and a draft plan overview for public comment on June 20, 2018.

In addition to the Homeless Stakeholder Collaborative meetings, the Plan authors conducted interviews and focus groups with the following individuals and organizations:

- CoC Coordinator
- Homeless Stakeholder Collaborative Priority Area Committees
- TCHSA Department Head and Directors
- TCDSS & Community Action Agency Director
- St. Elizabeth Community Hospital and Elder Services Group
- Probation Chief
- County, City of Red Bluff, and City of Corning Planning Departments
- County Department of Education, Student Support Services
- County Mental Health Services Act (MHSA) Workgroup
- City of Red Bluff Police Chief
- Tehama 211
- Poor and the Homeless (PATH)
- Northern Valley Catholic Social Service (Nonprofit Developer)
- Local National Association on Mental Illness (NAMI), including family and caregivers

These interviews and focus groups provided history and background, data sources, and referral to other individuals for interviews. In addition, participants described existing programs and resources and made recommendations for solutions to address current gaps and challenges.





Needs Assessment

A.1. Homelessness

CoC Point-In-Time Survey

Surveys and social services client data provide information on the current state of homelessness in Tehama County. The primary data source on homelessness is the CoC Point-In-Time Survey that was conducted on January 24, 2017. This is a one-day event organized by the CoC in which volunteers reach out to homeless individuals on the street, and in parks, camping areas, libraries, shelters, transitional housing facilities, and jails. The Point-In-Time Survey is an effort to learn more about the current extent and conditions of homelessness. A uniform survey was conducted of all homeless individuals that were willing to participate. The survey included questions about demographics, sleeping location, residency, disabling conditions, sources of income, length of time homeless, and causes of homelessness, among other topics.

The Point-In-Time Survey counted a total of 157 homeless individuals in Tehama County. Of these individuals, 90 were men, 55 were women, and 12 were children. About two-thirds were 25 to 55 years old, with the next largest age group, about one-fifth, being over 55 years old. The largest racial or ethnic group surveyed were White or Caucasian at 72%, followed by Hispanic/Latino at 15%, Multiple Races at 7%, and American Indian/Alaska Native at 4%.

Chronically Homeless is a key characteristic that is tracked by the federal government and CoCs in order to understand the number of homeless individuals with the greatest needs. Chronically Homeless individuals are defined by HUD as individuals with a disabling condition that have been homeless for one year or longer, or with a disabling condition that have had at least four episodes of homelessness in the last three years. "Homeless" by this definition means sleeping in a place not meant for human habitation, or in an emergency shelter.

The Point-In-Time Survey counted 56 Chronically Homeless individuals in the county, which was 36% of all persons surveyed.

Chart 1

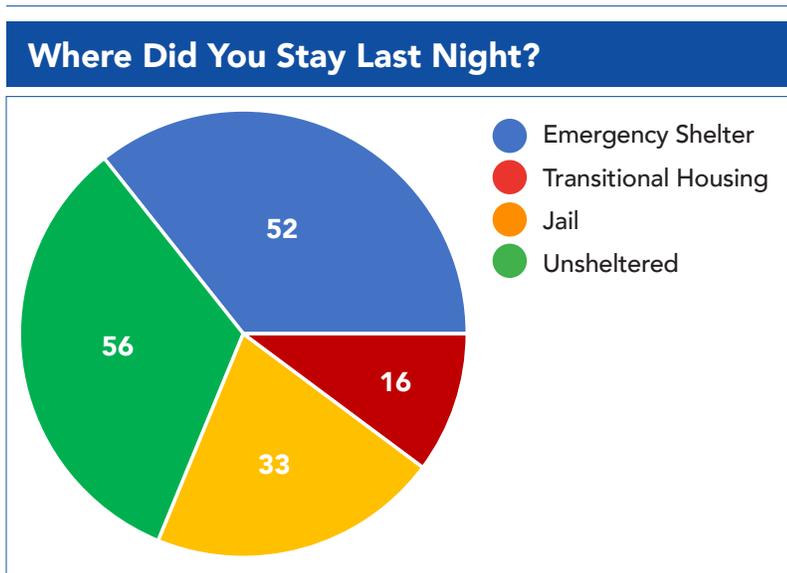


Chart 1 shows that the largest number of individuals surveyed (56) were unsheltered, followed by persons in Emergency Shelter (52).

Chart 2 shows that the majority of persons surveyed had been homeless for longer than one year- a total of 76 individuals. (Responders to this question did not include the 12 homeless children.)



Chart 2

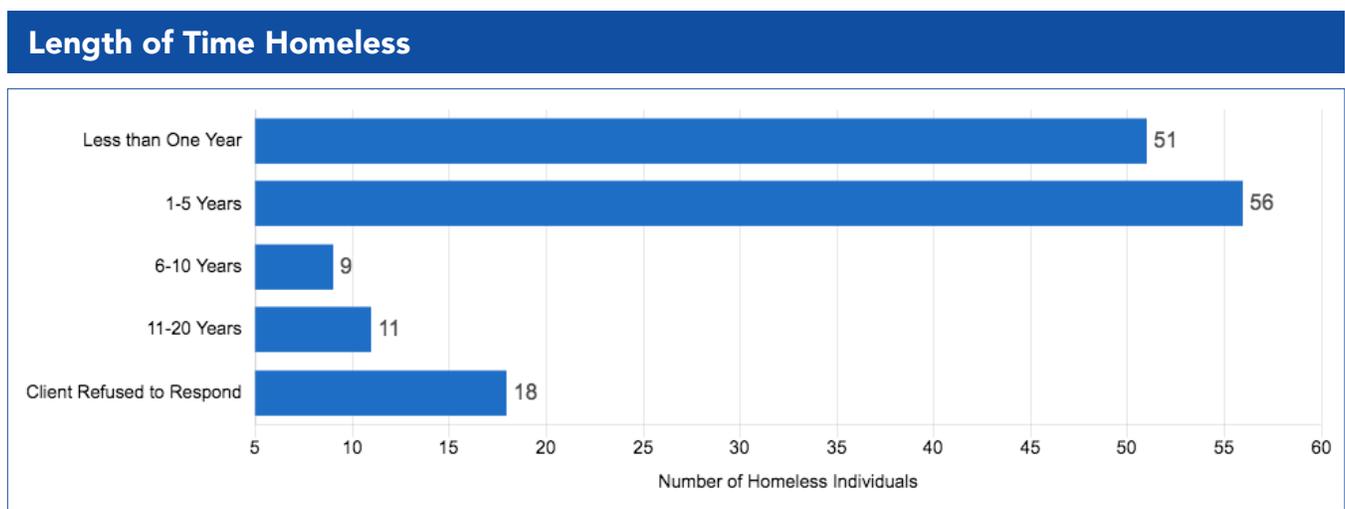


Chart 3

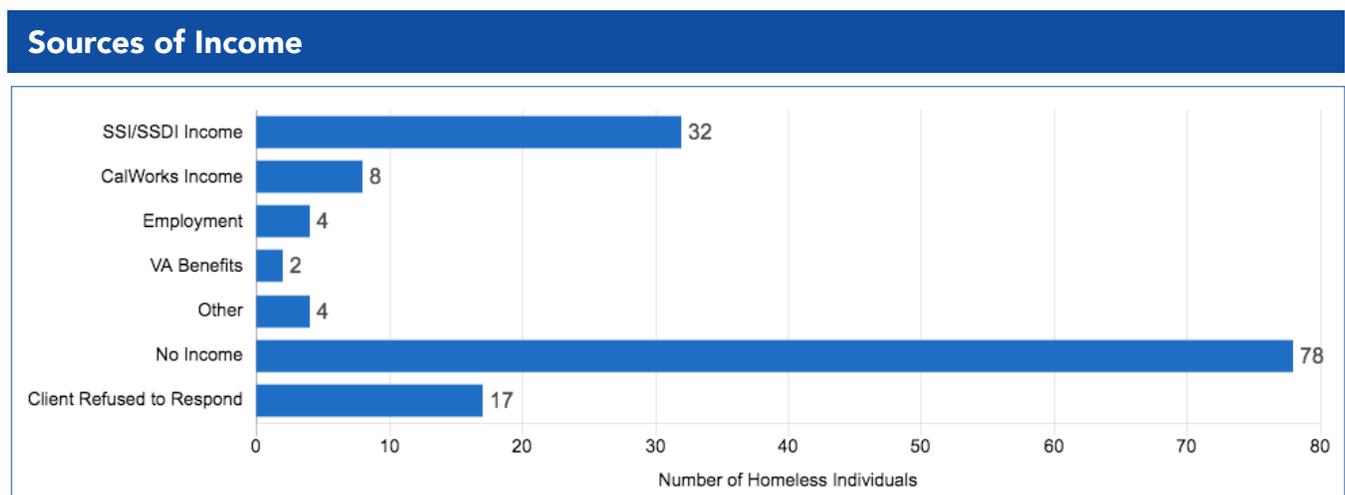


Chart 3 shows sources of income for survey respondents. Most respondents (61%) reported no income. This was by far the largest income source reported. (Responders to this question did not include the 12 homeless children.) Interestingly, one quarter of respondents reported an annual income of between \$10,000 and \$20,000, indicating that a modest income alone does not always open doors to housing.

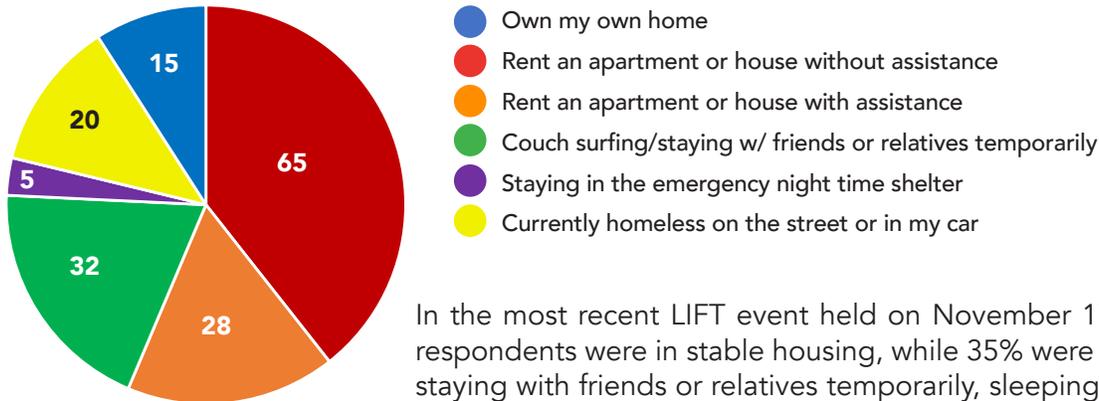
LIFT Survey

Another survey source for information about homelessness is the LIFT (Live Inspired For Tomorrow) Survey. LIFT is an event held each year that brings a variety of services under one roof for homeless and low-income persons. At the LIFT event, a survey has been conducted each of the last two years to learn about the characteristics and needs of attendees. The LIFT Survey was completed by the Tehama County Community Action Agency.



Chart 4

LIFT Survey - Current Housing Situation



In the most recent LIFT event held on November 17, 2017, 65% of respondents were in stable housing, while 35% were couch surfing or staying with friends or relatives temporarily, sleeping on the street or in a car, or in an emergency shelter (see Chart 4, above).

In regards to recent housing history, 72% of respondents had lived with family or friends in the past two years, and 64% of respondents had lived on the street, in a car, or in a temporary shelter in the past two years.

Charts 5 and 6 below show the responses for housing financial services, and other housing services, that would be most helpful.

Chart 5

Financial housing services that would be helpful?

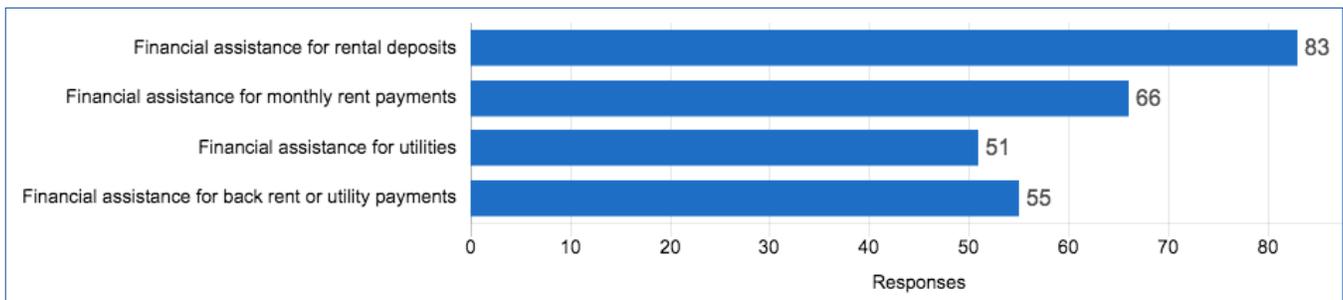
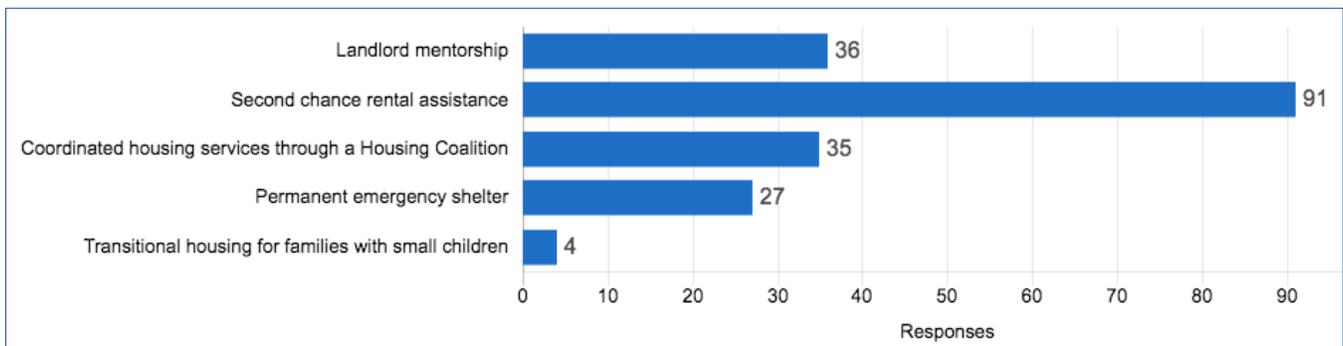


Chart 6

Other housing services that would be most helpful?



Tehama County Department of Social Services Data

The Tehama County Department of Social Services (TCDSS) provides temporary housing and financial assistance to residents through its Temporary Homeless Assistance and BOOST programs. TCDSS provided information on the number of requests that it has received for these services from homeless families and individuals from April 2017 through March 2018. During those 12 months, TCDSS received 106 requests for homeless assistance, including 86 requests for temporary housing assistance, 13 requests for permanent housing assistance, and 7 requests for temporary and permanent housing assistance.

Tehama County Department of Education Data

The Tehama County Department of Education collects information on the number of students within the county that lack a regular nighttime residence. This data is voluntarily reported by schools. As such, the number of students experiencing housing instability is often under-reported. For the reporting cycle of 2016, the County reported 506 students who lacked a regular nighttime residence. Their place of residence is shown below.

Tehama County K-12 Students Lacking a Regular Nighttime Residence:

- Temporarily Doubled Up: 446
- In Hotels or Motels: 28
- Unsheltered: 17
- In Temporary Shelters: 15

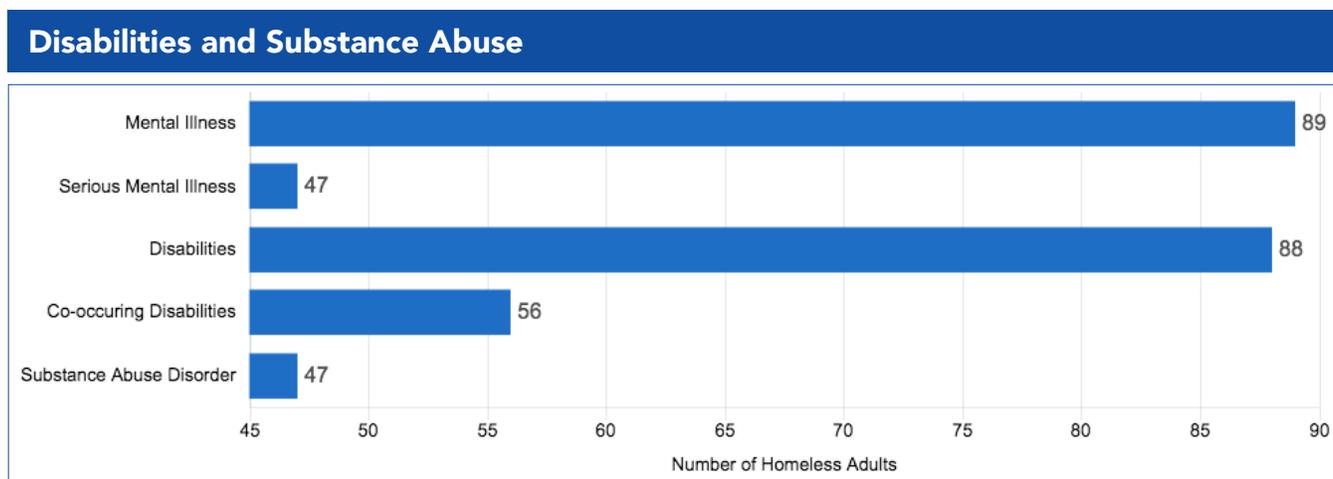
While the CoC does not consider families that are doubled up, or in hotels or motels, as homeless, this data provides a good indicator of families who are at risk of homelessness.

A.2. Mental Illness

CoC Point-In-Time Survey

The CoC Point-In-Time Survey provides insight on the disabling conditions of homeless individuals, including mental illness and other co-occurring disabilities. The 157 persons surveyed were asked

Chart 7



if they experience a disability and could select more than one condition from a list. Of the 157 respondents, 89 said that they have a mental illness, and 47 of those with a mental illness said they have a serious mental illness. Of the respondents, 88 said they had a disability, 56 said they had co-occurring disabilities, and 47 said they had a substance abuse disorder. Chart 7 shows responses to the disability question.

Tehama County Behavioral Health Division Client Data

The Tehama County Health Services Agency (TCHSA), Behavioral Health Division, tracks data on its clients that receive mental health treatment. This data helps one understand the connection between mental health issues and homelessness. Between January 1, 2016 and December 31, 2017, 6% of their clients that conducted an entry interview reported as being homeless, which was 185 unduplicated individuals over two years. Client records also show that during that period, 57 homeless individuals received services for a dual diagnosis of mental illness and substance abuse, which is 31% of clients that reported being homeless.

Mental Health Services Act Special Needs Housing Survey

The MHSAs are California laws that provide funding for mental health services in specific categories. There is a category called Community Services and Supports which provides funding for clients who need intensive services, including those who are homeless or at risk of homelessness. Additionally, there is a separate category dedicated to building permanent housing for those experiencing severe and persistent mental illness, called the Special Needs Housing Program (SNHP). The County MHSAs program is currently planning to fund the development of permanent supportive housing. As part of the planning process, TCHSA conducted a Special Needs Housing Survey to better understand the needs of the population that will benefit from this housing.

The MHSAs Special Needs Housing Survey was administered at the Vista Way One Stop Center and the Corning Mental Health office, and was completed by 60 MHSAs clients that use those services. Almost all of the participants, 44 individuals, had lived in Tehama County over five years, and 12 individuals had lived in Tehama County between one and four years. Of those who participated in the survey, 18 individuals (30%) had been homeless in the last three years, and 25 individuals (42%) were living in an institution, or in temporary or transitional housing. When asked to identify their highest priority supportive services, the top three responses were:

Highest Priority Supportive Services:

- Mental Health Services: 49
- Transportation: 32
- Assistance with Food: 30

In response to another question about vocational services, 51% of survey participants said that they were very interested in a paid work program, and another 25% said they were somewhat interested in a paid work program.

When asked about preferred housing amenities, the top four responses were:

- Walking Distance to Services: 38
- Access to Internet: 35
- Pets Allowed: 34
- Community Room/Laundry Facilities: 25

When asked about their preferred type of housing, most respondents preferred a one-bedroom apartment. The next highest response was a two-bedroom apartment.



Focus Group with Persons with Mental Illness and Family Caregivers

On May 3rd, 2018, a focus group was conducted with the Tehama Chapter of the National Alliance on Mental Illness (NAMI) to understand their perspective on the homeless issue, and potential solutions. This group consisted of persons with mental illness and family caregivers of persons with mental illness. NAMI advocates for persons with mental illness throughout the community, and conducts public awareness and education on mental illness to remove stigma and encourage more effective care. The Tehama County NAMI Chapter has been active for about five years, and has recently formed its own 501c3 nonprofit entity.

Three of the seven focus group participants had been homeless in the past, and three others were caregivers of family members with mental illness that had experienced homelessness. Two of the three participants who had been homeless had also been victims of abuse, and these two participants had also struggled with substance abuse.

The principle cause of homelessness for one of the participants was the ending of a relationship, limited income, and lack of affordable housing. When she was able to find a place to live, she often had no money left for food or utilities. All the affordable housing projects had long waiting lists. Due to these challenges, this participant was homeless for six months.

Much of the focus group discussion was spent sharing experiences in which consumers and/or family members expressed frustration with the system due to possible misdiagnosis and/or improper treatment for mental health conditions. There was general agreement that there is inadequate expertise and capacity within the medical and criminal justice systems to effectively diagnose and treat mental illness. This stems from a general lack of awareness about mental illness, and commonly held beliefs that it is a problem of choice or character, rather than a disease. As was described through participants' experiences, lack of awareness and misdiagnosis can lead to a worsening of mental health, and increases the vulnerability of falling into homelessness. For example, not prescribing the correct medication, or any medication at all, can cause a multitude of problems for persons with mental illness that can impact income and housing stability.

More mental health expertise and resources are desperately needed within the County, especially within the medical system. Some participants shared that they have difficulty scheduling important regular visits with their doctor to ensure that the correct medication is being taken, and to make any necessary adjustments in the type of medication or dosage. Tele-Psychiatry is an available service in which a client can discuss health conditions with a doctor on the phone, which can help address the challenge of regular access to a doctor. However, often it is more effective for a doctor to see a patient in person because it offers a more comprehensive assessment, including visual indicators of health. Tehama County is experiencing impact due to Psychiatrist shortage in the area which makes it difficult for those with mental health issues to get the level of care they could use.

The focus group also shared experiences of how they were able to exit homelessness. A consistent theme was the importance of personal relationships and social support. In one case, it was a caregiver at a board and care facility that helped a participant make necessary life changes. Another participant shared that a Case Resource Specialist from Vista Way helped her get into a subsidized apartment. In another case, a participant received help from a Bishop at a church.

Another theme was the importance of Case Managers in helping homeless individuals access needed services. It is challenging to navigate services, especially government assistance programs,



without guidance and without flexible transportation. Case managers at Vista Way were consistently mentioned as extremely valuable supports due to their knowledge of how to access care and resources. Classes at Vista Way have also helped persons with mental illness to learn new skills and build self-sufficiency.

Another important support mentioned by multiple participants was involvement with the Northern Valley Catholic Social Service (NVCSS) Peer Support Program. Most of the focus group participants with mental illness were NVCSS Peer Support Advocates. This provides them with opportunities to support one another. This support includes practical help, such as providing information about services and low-cost food or other items, or getting a ride to an appointment or activity. It also includes emotional support from others that deal with similar challenges. NAMI also provides a vital support network, in addition to advocacy for persons with mental illness.

Affordable housing was key in helping participants leave homelessness. This included subsidized apartments, rental assistance vouchers, and family support. Multiple participants stated that a year-round shelter is needed, including additional supportive services that can help visitors access substance abuse treatment, public assistance, and affordable housing. In addition, participants shared how difficult it is to access affordable housing due to limited availability and long waiting lists.

When asked what type of housing is in greatest need for persons with mental illness, participants agreed that the community could benefit from more affordable one-bedroom apartments. Ideally the housing could provide some type of transportation, such as an on-site van. Some participants liked the arrangement of mixed populations, such as mixed family arrangements and ages, that may include a portion of households with disabilities. In terms of location, participants would like to live in housing that is within walking distance of a bus line, shopping, and services.

Children with Serious Emotional Disturbance

HCD requires that county 10-year plans on homelessness report on data about and needs of Children with Serious Emotional Disturbance. The Disabilities Education Act defines Emotional Disturbance as “a condition exhibiting one or more of the following characteristics over a long period of time and to a marked degree that adversely affects a child’s educational performance: an inability to learn that cannot be explained by intellectual, sensory, or health factors; an inability to build or maintain satisfactory interpersonal relationships with peers and teachers; inappropriate types of behavior or feelings under normal circumstances; a general pervasive mood of unhappiness or depression; and a tendency to develop physical symptoms or fears associated with personal or school problems.” (Code of Federal Regulations, Title 34, §300.8(c)(4)(i))

The Tehama County Special Education Local Plan Area (SELPA) tracks statistics on students with disabilities, including Emotional Disturbance. In 2016, Tehama County SELPA reported that 48 students with Emotional Disturbance. In 2017, Tehama County SELPA reported 50 students with Emotional Disturbance. This number for each of the last two years makes up 3.5% of the County’s total special education population. The number of students with Emotional Disturbance has remained steady over the past 10 years.

Students identified with “Other Health Impairments” by Tehama County SELPA is another window into the extent that external factors may impact the mental health of children. In the last 10 years, students with Other Health Impairments has increased from 58 students to 148 students. Many of these students qualify due to social and emotional issues, and behavioral deficits. About 6% of the County’s special education population receive intensive educationally related mental health services.



A.3. Housing Availability and Affordability

The availability and affordability of housing within a community is a principal factor that affects homelessness. Investigation of these conditions involved a review of: U.S. Census and U.S. Department of Housing and Urban Development (HUD) data on demographics, income, and housing; the Tehama County Community Action Agency (CAA) Landlord Survey; Tehama 211 data; and local jurisdiction progress in meeting Regional Housing Needs Allocations set through State Housing Element Law.

U.S. Census and HUD Data

An overview of countywide demographics and household income provides a foundation for understanding housing affordability. The principal data source for this information is the U.S. Census 2012-2016 American Community Survey. Market and affordable rent information is sourced from HUD.

In terms of household income, 29% of all Tehama County households (or an estimated 6,883 households) earn less than \$25,000 annually. These households are generally classified as “Very Low Income” by HUD and typically face challenges affording market housing costs. According to HUD, a Very Low Income Household earns 50% of Area Median Income, which was \$26,900 for a three-person household in 2018.

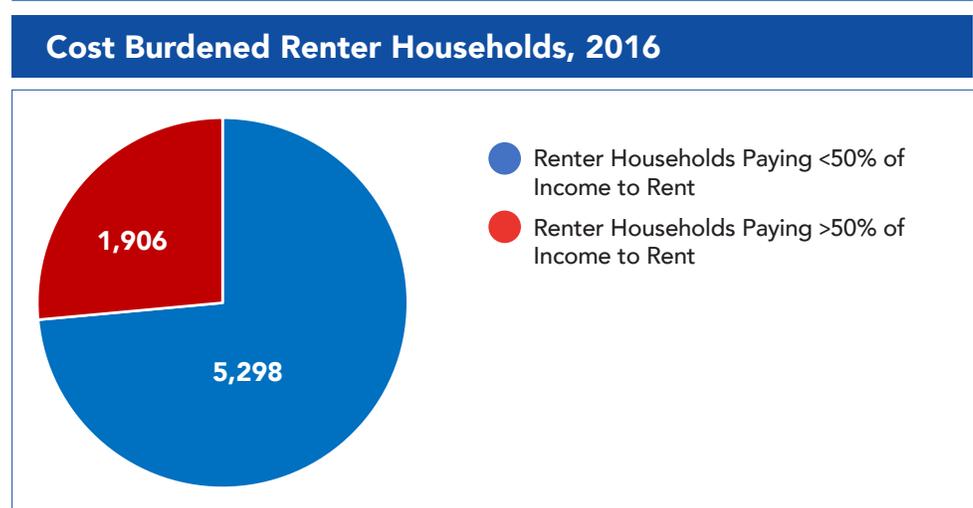
The Federal Poverty Threshold is a measure of incomes lower than HUD’s Very Low Income definition, and is \$20,780 for a three-person household in 2018, which is also 30% of Area Median Income. An estimated 18% of all households in the county (or 4,219 households) have income below the Federal Poverty Threshold. These households are considered to be at a high risk of becoming homeless.

Persons with disabilities often have special housing needs, and also often have fixed, limited incomes. Housing that meets these needs, and housing affordability, are critical issues for this population. An estimated 20% of the Tehama County population (or 12,442 individuals), have a disability. By comparison, there are 181 beds in housing with features and services specifically for disabled persons in the County.

According to the U.S. Census, about 26% of Tehama County renter households pay more than half of their income toward rent, as shown in Chart 8 below. By comparison, the housing affordability standard used by HUD for setting Section 8 rents is 30% of income paid toward rent. The housing affordability standard used by the mortgage industry is generally 35% of income paid toward housing costs.

Fair Market Rent is set by HUD for each county or Metropolitan Statistical Area to determine typical market rent. The Fair Market Rent for a two-bedroom unit in Tehama County was \$820 in 2017. Affordable rent is determined by taking 30% of monthly

Chart 8



household income. Affordable rent for a three-person household earning 50% of Area Median Income is \$673, or \$147 less than Fair Market Rent. Chart 9 below shows Fair Market Rent in comparison to what is affordable to households at various percentages of Area Median Income.

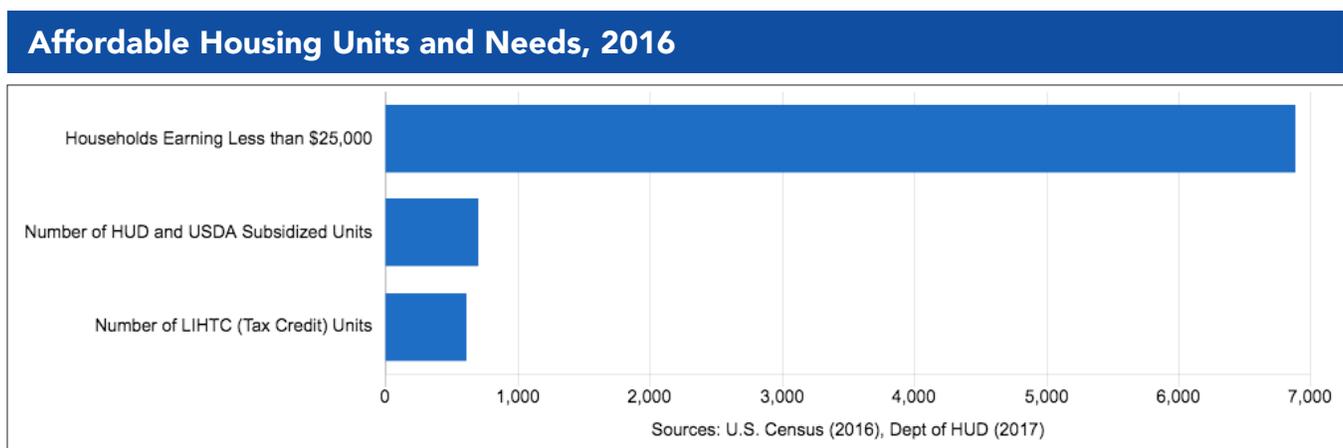
As another indicator of housing affordability, one can calculate the number of minimum wage hours per week that would be required to afford a two-bedroom Fair Market Rent unit. At the State of California minimum wage of \$11 per hour, an individual would need to work 62 hours per week, in comparison to the full time equivalent of 40 hours per week, to afford Fair Market Rent.

Chart 9



Publicly subsidized, affordable rental units are typically affordable to Very Low Income Households, or households earning less than 50% of Area Median Income. As shown in Chart 9, these households typically cannot afford market rents. As these households generally earn less than about \$25,000, Chart 10 compares the number of these households to the number of publicly subsidized, affordable rental units in the county. The HUD and USDA Subsidized Units category includes public housing, other federally subsidized units, and Section 8 Housing Choice Vouchers. The LIHTC (Tax Credit) Units category includes tax credit financed projects that are generally rent restricted for a shorter period than HUD and USDA subsidized units, and typically with higher, yet still affordable, rents. As Chart 10 shows, the number of publicly subsidized, affordable units in the county falls far short of the need.

Chart 10



Tehama County Community Action Agency (CAA) Landlord Survey

For the purpose of understanding the impact of the housing market on their clients, CAA conducts an annual survey of market rate and subsidized rent landlords each year. CAA surveyed 25 landlords for their 2017 Landlord Survey, including 15 market rent landlords, and 10 subsidized rent landlords. The surveyed landlords own a total of 1,921 rental units. Notable findings from the surveys are summarized below.

Average Number of Households on Waiting Lists:

- Subsidized Projects: 68
- Market Rate Projects: 16

Average Number of Months Spent on Waiting Lists:

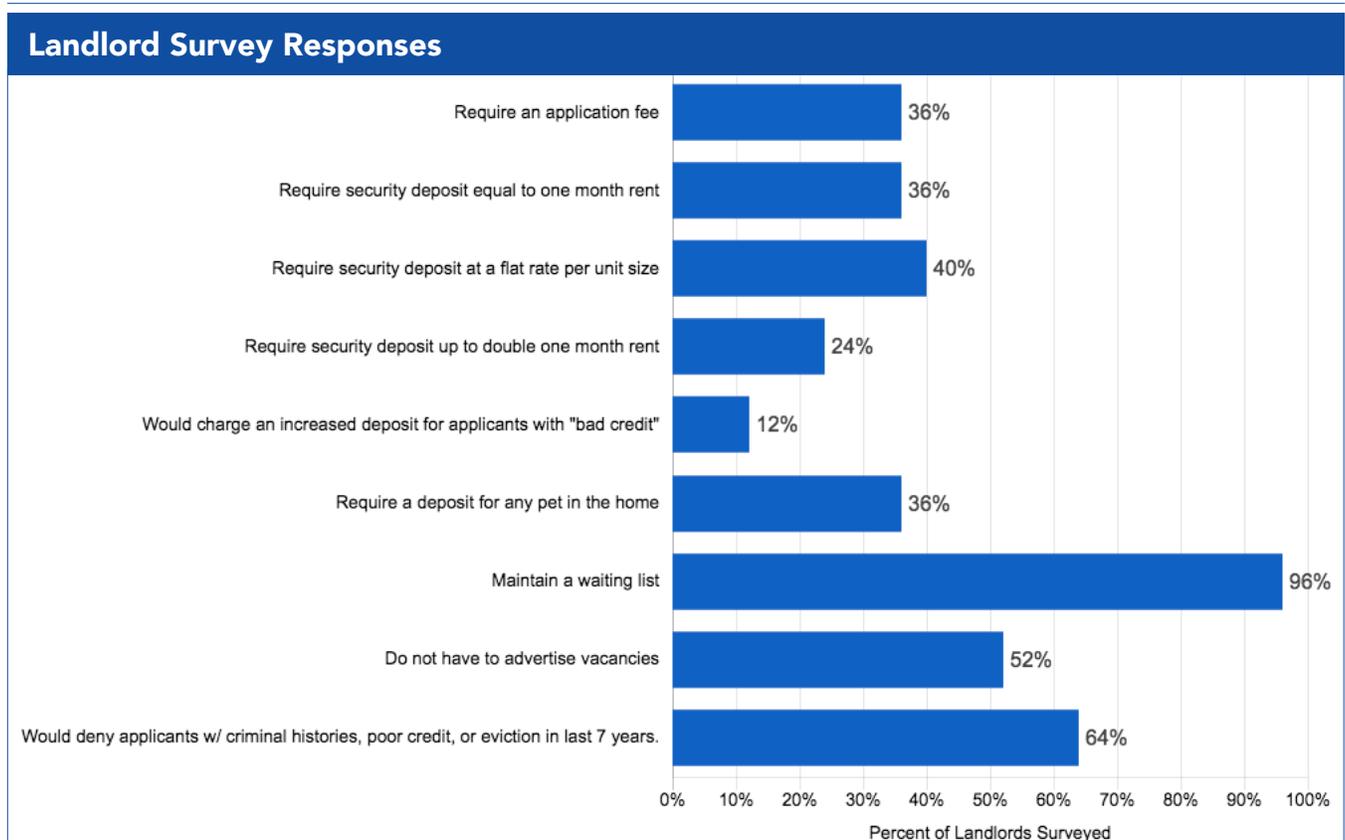
- Subsidized Projects: 18
- Market Rate Projects: 2

Table 1: Average Rents

	Fair Market Rent	Surveyed Subsidized Rent	Surveyed Market Rent
Average Studio Rents	\$570	\$313	\$550
Average One-Bedroom Rents	\$619	\$557	\$715
Average Two-Bedroom Rents	\$823	\$559	\$960
Average Three-Bedroom Rents	\$1,130	\$717	\$1,380

Chart 11 below shows surveyed landlords responses to various survey questions. Of particular note is the last question, which shows that 64% of landlords would deny applicants with criminal histories, poor credit, or eviction in the last 7 years. Applicants with these characteristics are particularly vulnerable to becoming homeless due to the limited availability of alternative housing.

Chart 11



Tehama 211 Data

Tehama 211 is a nonprofit organization that provides information to callers about community resources. Tehama 211 produces an annual report with statistics about calls received during the year. A total of 1,390 calls were received by Tehama 211 in 2017. Caller ages are generally evenly distributed among age groups from 18 to over 60 years old. The majority of callers (65%) resided in Red Bluff.

The top caller need in 2017 was for housing. The top caller unmet needs are listed below.

Tehama 211 Top Caller Unmet Needs (2017):

1. Rent Payment Assistance
2. Utility Service Payment Assistance
3. Rent Deposit Assistance
4. Gas Money
5. Homeless Shelter

The top caller need in 2016 was also for housing. Top caller unmet needs are listed below. They were not ranked in 2016 as they were in 2017.

Tehama 211 Top Caller Unmet Needs (2016):

- Rent Payment Assistance
- Homeless Shelters
- Utility Service Payment Assistance
- Food Pantries/Emergency Food
- Rent Deposit Assistance

Regional Housing Needs Allocation Progress

The Regional Housing Needs Allocation (RHNA) is a State-mandated process of setting regional, county, and city goals for housing production, per Government Code Section 65584 et. seq. Based on income distribution statistics and population growth trends, production goals are set for different affordability levels, including Above Moderate, Moderate, Low, and Very Low. For Tehama County, including the Cities of Red Bluff and Corning, RHNA goals are set every five and a half years. The current RHNA period is January 1, 2014 through June 30, 2019.

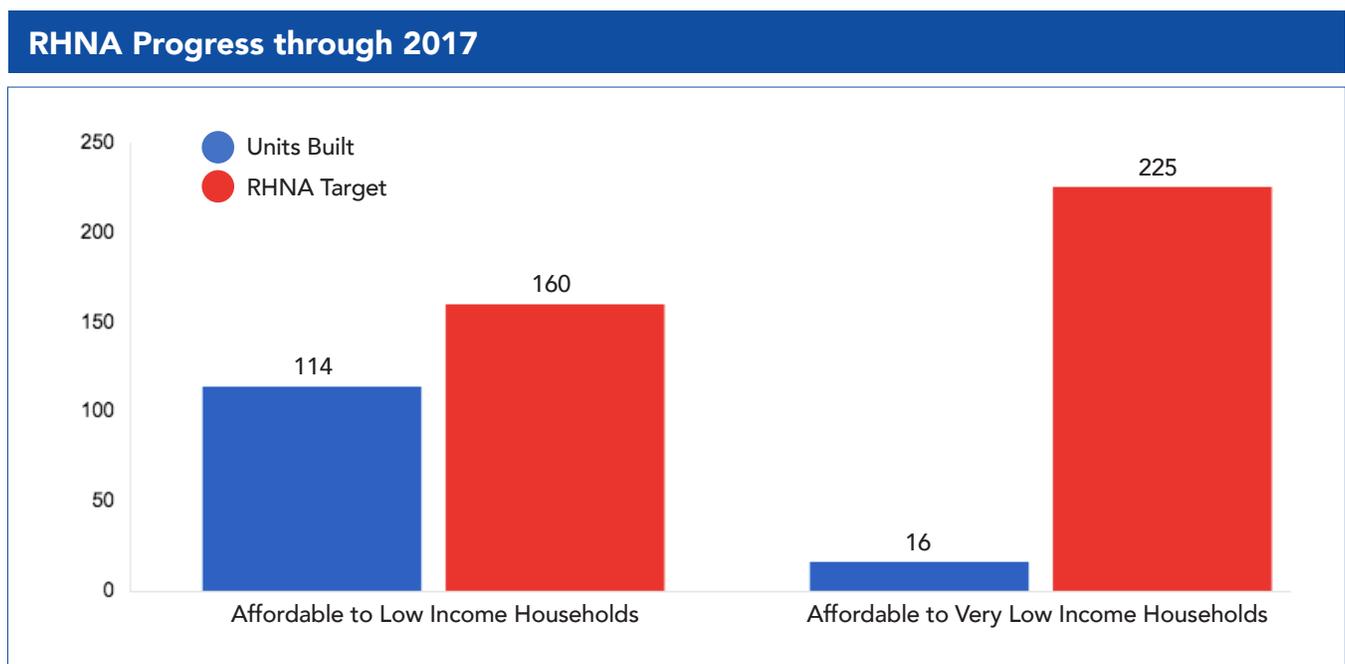
State Housing Element Law requires that every county and city show in their Housing Element how they will accommodate housing production that meets the RHNA for the current period. This is done by identifying an adequate number of properties that are zoned appropriately for accommodating housing at the different income levels. For example, properties identified for development of Low Income and Very Low Income housing units must be zoned for higher multifamily densities than Moderate and Above Moderate housing units. The properties must also be assessed for development feasibility in terms of environmental constraints. In addition, each jurisdiction's housing element must show how they will meet the RHNA by implementing a housing program, with goals that may include funding support, regulatory relief, and other incentives.

State Housing Element Law also requires that each jurisdiction submit an annual Housing Element progress report that identifies how many units have been permitted at the different RHNA income levels. Chart 12 shows the County's progress in meeting its RHNA for Low Income and Very Low



Income units. The progress shown represents development permits through the end of 2017. In the Unincorporated County, Tehama County permitted 16 Very Low Income housing units and 30 Low Income units through 2016, and 40 Low Income units in 2017. The City of Red Bluff permitted 26 Low Income units through 2016, and 18 Low Income units in 2017. While the county is approaching its RHNA for Low Income units, it is far short of reaching RHNA for Very Low Income units.

Chart 12



A.4. Needs Assessment Conclusion

Below is a summary of key findings from a review of homelessness, mental illness, and housing affordability and availability.

Homelessness

A high proportion of homeless individuals in Tehama County have the greatest needs, and are the most difficult to stably house. Noteworthy characteristics of the homeless population gathered from the 2017 CoC Point-In-Time study:

- Over one-third were unsheltered;
- Over half had no income;
- The large majority had been homeless longer than a year; and
- Over one-third were Chronically Homeless.

Clearly, there are critical resources for this population that are not available, or are available and are not being accessed.



Mental Illness

A majority of homeless individuals suffer from mental illness and other disabilities, and a significant proportion have co-occurring disabilities, including substance abuse issues. These disabilities are extremely challenging to overcome without adequate social and financial support. When combined with other hardships, including loss of job, eviction, abuse, family dissolution, and/or other issues, individuals with mental illness and other disabilities become more vulnerable to falling into homelessness. Once homeless, the stresses and negative mental, psychological, and physical impacts of being without regular shelter can then exacerbate the challenges presented by mental illness, making it more difficult to exit homelessness over time. These issues underlie long-term and Chronic Homelessness, which are prevalent conditions among homeless individuals in Tehama County.

Housing Affordability and Availability

Very Low and Extremely Low Income households make up a significant proportion of all households in Tehama County. These households experience challenges in finding affordable housing due to a limited supply of units in general and long waiting lists for publicly subsidized units. Rent restricted affordable housing is limited in comparison to the need, and of the rent restricted housing that is available, very little of it is affordable to Extremely Low Income and homeless individuals and families.

This section demonstrates that there is a significant proportion of Tehama County residents whose basic needs are not being met. A major factor that drives these needs is the lack of affordable housing, particularly for Very Low Income and Extremely Low Income households, and for special needs groups. The gaps in housing and services for this population will be further discussed in Section C.

At-Risk of Chronic Homelessness

Not only do the Chronically Homeless have significant unmet needs in Tehama County, individuals At-Risk of Chronic Homelessness also have unmet needs. The State Housing and Community Development Department (HCD) No Place Like Home Program (NPLH) defines individuals "At-Risk of Chronic Homelessness" as an adult with Serious Mental Disorder or Seriously Emotionally Disturbed Children or Adolescents who meet one of the criteria below:

- Persons exiting institutionalized settings, who were homeless prior to admission;
- Transition-Age Youth experiencing homelessness or with significant barriers to housing stability; or
- Persons who prior to entering institutional care had a history of being homeless.

As summarized above, 30% of individuals surveyed in the Point-In-Time Survey (47 individuals) reported having a Serious Mental Illness. In addition, a majority of those surveyed were either unsheltered or in jail. As documented on Page 12, Tehama County SELPA reported 50 children with Serious Emotional Disturbance in 2017. These statistics point to a significant portion of the homeless population indicating factors of At-Risk of Chronic Homelessness by the State HCD definition.





Existing Resources

Diagram 2 (next page) is a graphic illustration of the current Tehama County Continuum of Care, organized by shelter and services from top to bottom, and stage of care from left to right. The stage of care is summarized by a one-word verb, further described below:

- **Engage**— shelter and services intended to engage homeless individuals so they can enter into a system of care. This is a first step entry point. It includes emergency shelters, and crisis intervention, outreach, and coordinated entry services. In addition, the LIFT event, the Vista Way Recovery Services Center (VWRS) and Youth Empowerment Service (YES) Centers, food programs, and the County library, provide non-threatening venues for engagement. A principal goal of these services is for service providers to build a relationship of trust with the homeless individual.
- **Transition**— housing and services that help homeless individuals to transition out of homelessness and emergency shelters into more stable, long-term permanent housing. The primary goal is to build self-sufficiency and to help prepare individuals to live independently. It includes Transitional Housing and Rapid-Re-Housing. Both of these housing types are temporary for each individual (usually not more than 18 months), and include supportive services such as health services, substance abuse treatment, financial assistance, and assistance accessing mainstream benefits such as Social Security Income, Disability Income, MediCal, CalWorks, CalFresh, and others.
- **Support**— providing permanent housing and supportive services tailored to the individual needs of homeless persons with disabilities. There is no restriction on the amount of time an individual may live in this type of housing. The primary goal is to help formerly homeless individuals live independently and remain stably housed.
- **Empower**— providing affordable housing and resources that will help formerly homeless individuals continue their education, develop leadership skills, find jobs, progress in their careers, learn financial literacy, and build community.

The housing and services that are described in this section of the plan are not intended to be exhaustive of all services available in the County. It is rather a focus on housing and services that are targeted to homeless and formerly homeless individuals. The diagram and organization of this section are not rigid and literal, but provide a way to graphically conceptualize the continuum of care and identify gaps in existing resources. Some types of housing or services may fit into multiple categories, but were placed in the one category that best suits their roles.

A description of housing and services in each of the four stages of care follows below.



Diagram 2

Tehama County Continuum of Care

Diagram 2: Tehama County Continuum of Care



B.1. Engage

Emergency Shelter

Poor And The Homeless (PATH) Winter Shelter— provides 45 beds, housed on a rotating basis by area churches. The shelter operates from Nov. 1 to April 30 each year.

Empower Tehama (formerly Alternatives to Violence) Shelter— provides 24 beds exclusively for victims of domestic violence.

Crisis Intervention

Community Crisis Response Unit (CCRU)— provides crisis stabilization services 24 hours a day, 7 days a week, 365 days a year. The CCRU provides services for community members struggling with a mental health crisis, regardless of their ability to pay. The CCRU is staffed by trained mental health professionals. On average the CCRU serves 10-20 residents in crisis each week. The Talk Line is also available. It is a warm line which is open 365 days a year from 3:00PM-9:00PM. Anyone can call the Talk Line for peer support and help regarding issues that do not reach the level needing crisis counseling.

Mental Health Services Act (MHSA) Prevention and Early Intervention (PEI)— services include suicide prevention, stigma and discrimination reduction, increasing access to services for underserved populations, and early intervention. This includes services that prevent mental illness from becoming more severe and disabling.

County Medical Services Program and Whole Person Care— provides holistic services, including physical health, behavioral and substance use disorder treatment, dental care, housing, and employment stability. The programs coordinate with community partners, including St. Elizabeth Community Hospital, Tehama County Behavioral Health, Substance Use Recovery and Public Health, Tehama County Social Services, Faithworks, Empower Tehama, and PATH.

Empower Tehama Services— includes domestic violence and child abuse response services and counseling.

Outreach

Vista Way Recovery Services (VWRS) Center— offers a variety of programs for adults and older adults including therapy, case management services, rehabilitative services, employment training, and services for individuals with co-occurring issues. The Vista Way Wellness Center is a client driven and staffed support center housed within VWRS. Shower and laundry services are provided to an average of between 25-30 unduplicated individuals each month.

Youth Empowerment Services (YES) Center— offers a variety of programs and is a client-driven support center for transitional age youth (TAY) ages 16-25, including therapy, case management, rehabilitative services, and employment training. Services are also provided to high risk youth and children in foster care. Laundry and shower services are provided as needed.

Tehama County Veteran's Service Office— helps veterans access VA benefits, and referral to community housing and services.



Live Inspired For Tomorrow (LIFT) Event— is a one-day event that provides low-income and homeless individuals and families access to a wide variety of services under one roof.

Food Programs— a number of churches and organizations offer free meals or food to homeless individuals and families, and is a means of outreach to them so they can access other services.

Tehama County Library— the library is a welcoming venue for homeless individuals to read, use computers and charging stations, attend classes, and access other services.

Coordinated Entry

2-1-1 Tehama— is a 24/7 phone and online resource offering live one-on-one referral to community housing and services. This service is a potential entry point for the CoC's Coordinated Entry system that will coordinate and prioritize services for individuals with the greatest needs.

B.2. Transition

Transitional Housing

PATH Sale House— provides 13 beds, along with supportive services and peer support, for homeless women and children.

PATH Pathways— provides six beds of transitional housing for men, along with supportive services and peer support, with plans to add six more beds later this year.

Empower Tehama Transitional Housing— is a 16-bed transitional housing facility for women victims of domestic violence, with an overflow capacity of 32 total beds. Three of the units are dedicated to families with children, while one unit is dedicated to single women.

TCHSA Supported Housing— TCHSA has two shared housing locations for those enrolled in the MHSA Full Service Partnership (FSP) program. They are Gentry House and Madison House, with the capacity for seven mental health consumers, with one floater emergency bed located at Gentry. Both houses are typically at capacity throughout the year.

Tehama County Probation Sportsman's Lodge— provides 24 hotel rooms for individuals exiting jail, along with wrap-around supportive services. The facility helps individuals build self-sufficiency and transition back into the community. These beds are not counted as part of the CoC for HUD applications and reporting because they are not dedicated to homeless individuals and it is not a "housing-first" project by the HUD definition (e.g. they require sobriety in order to participate). However, this facility is critical in preventing homelessness and houses many individuals who would otherwise become homeless.

Rapid Re-housing

PATH Rapid Re-housing— operates a Rapid Re-housing Program with 15 available beds. This program has assisted 25 people in graduating to permanent housing, and is currently providing housing for 9 families.



Wrap-around Services

MHSA Full Service Partnerships— provides a broad array of services for individuals with serious mental illness who are at risk of becoming or are already homeless. Services include: case management, clinical therapy, rehabilitation, medication support, crisis support, housing assistance, board and care support, and employment assistance, as directed by a Full Service Partnership Treatment Plan. Program enrollees in FY 2015-16 included 21 Transition Age Youth (TAY), 66 Adults, and 21 Older Adults, for a total of 108 individuals. The program is currently reviewing proposals to develop permanent housing integrated with Full Service Partnerships. The selected proposal will receive MHSA assistance for construction and operations.

Tehama County Probation— operates evidence-based programs that help felons who are on probation in Tehama County to re-integrate into the community. While these programs are not targeted specifically to homeless individuals, they assist many individuals who are at high risk of becoming homeless, or who were formerly homeless. These programs include case management, the Sportsman's Lodge transitional housing facility, work crews that provide public services and develop job skills, carpentry and welding shops, and a Day Reporting Center.

Tehama County Sheriff— provides job training programs for inmates, including a work farm and an auto shop. The Sheriff's office also coordinates a re-entry group which is a collaborative of County departments, non-profits, and faith groups. The goal of the re-entry team is to help inmates identify and obtain housing, jobs, and other services for successful re-entry into the community.

Tehama County Child and Adult Welfare Services— manages comprehensive services for foster care children and foster families, and youth transitioning out of foster care, or Transition Age Youth (TAY). This includes parenting education, a Multi-Agency Treatment Team focused on reducing risk for foster youth and their families, and participation in TCHSA's Family Treatment Recovery Court to assist families affected by drug abuse. Housing assistance is also available to help prevent homelessness, or to rapidly re-house clients.

Tehama County Department of Education, Student Support Services— provides wrap-around services for students with challenges, including students with Emotional Disturbance and homeless students. Services for homeless students include immediate enrollment without an address, option to remain at the school of origin, transportation, free lunches, after school programs, food assistance, and connection to financial aid and mainstream benefits.

Health Services

Tehama County Behavioral Health— operates Rehabilitation Services (mental health counseling), Outpatient Services (case management, group therapy, crisis intervention), Clozaril Clinic (medication treatment for mental illness), Dual Diagnosis Services (mental illness and substance abuse treatment), Case Management, and Medication Support programs.

Tehama County Medical Clinic— provides primary care for individuals who lack access to medical services due to economic or social barriers. TCHSA provides an integrated approach to primary care with the inclusion of Behavioral Health, Public Health, and Substance Use Recovery Services (ex. Medication Assisted Treatment).

Substance Use Treatment

Tehama County Substance Use Recovery— provides alcohol and other drug prevention, intervention, and treatment services. Fees for services are assessed on a sliding scale based on income. Treatment is coordinated with other County programs and community services.



Tehama County Public Health— provides prevention and early intervention for families through its Healthy Families Tehama home visiting program.

Substance Use Peer Support Groups— include: Alcoholics Anonymous in Red Bluff, Corning, Rancho Tehama, and Los Molinos; and Narcotics Anonymous in Red Bluff, Corning, and Los Molinos.

Financial and Vocational Assistance

Community Action Agency (CAA) Homeless Assistance— provides rental deposit assistance, housing search assistance, financial literacy courses, tax assistance, information, and referral to community services.

Tehama County CalWORKs Temporary Homeless Assistance Program— administered by the Department of Social Services, this program provides temporary one-time assistance for emergency housing needs. This includes deposit and first month's rent for families that are homeless. Once enrolled, it provides two weeks of motel vouchers for the family while they look for housing.

Tehama County CalWORKs BOOST— administered by the Department of Social Services, this program is case management intensive and has a limited caseload capacity. It provides short-term to medium-term financial assistance with some flexibility in what it can cover, including housing related costs. Families are assigned a case manager in addition to their regular Employment and Training Worker.

Tehama County Employment Services— administers the Welfare-to-Work program that provides employment and training to CalWORKs recipients. Based on a needs assessment, individuals may be placed in a job, an education program, training program, or a combination of activities.

Tehama County MHSAs Employment Services— a Case Resource Specialist connects consumers with State Department of Rehabilitation training, and community employment opportunities. In addition, consumers at VWRS and YES Centers are trained as volunteer stipend workers and receive training in office duties, program support functions, landscape/general labor, and catering. In FY 2015-16, 31 consumers utilized stipend opportunities.

Mainstream Benefits

The Federal government and Tehama County administer a number of “mainstream benefits” programs that are offered statewide or nationwide, and provide assistance for individuals to transition from homelessness. These programs are often challenging for homeless individuals to access on their own, and frequently require a stable residence and assistance from a social worker. It is a stated goal of HUD CoC programs to help homeless individuals access mainstream benefits as quickly as possible. These mainstream benefits include:

- Supplemental Security Income (SSI) is a Federal income supplement program funded by general tax revenues. It is designed to help aged and disabled people who have little or no income, and provides cash to meet basic needs for food, clothing, and shelter.
- Social Security Disability Insurance (SSDI) is a Federal program that pays benefits to disabled persons and certain family members who have worked and paid into the program through payroll taxes.



- State Disability Insurance (SDI) provides short-term Disability Insurance and Paid Family Leave wage replacement to workers who are unable to work due to illness, injury, pregnancy, or childbirth, or to care for a seriously ill family member.
- Temporary Assistance for Needy Families (TANF) is a federal block grant program intended to help needy families achieve self-sufficiency, and is integrated into the County’s CalWORKs and Employment Services programs described above.
- General Assistance (GA) provides federal temporary assistance to needy individuals without children, who do not qualify for TANF, and do not qualify for other mainstream financial assistance programs. The amount of GA assistance is generally lower than SSI, SSDI, SDI and TANF.
- Veterans Affairs (VA) Benefits are available to military service veterans, and include rental assistance vouchers, pension, disability compensation, educational opportunities, health care, financial assistance for spouses and dependents, and other services.
- Medi-Cal offers free or low-cost health coverage for adults and children with limited income. It is jointly funded by the state and federal governments.
- Medicare is a federal program that offers low-cost health coverage for adults over 65 years old or who are disabled.
- Supplemental Nutrition Assistance Program (SNAP) is a federal program, formerly known as “food stamps”, offers food and nutrition assistance as the nation’s largest program in the domestic hunger safety net.
- Women, Infants & Children’s Program (WIC) is a federal nutrition program that provides low-income families with assistance purchasing healthy foods, health care referrals, nutrition education, and post-pregnancy services.

B.3. Support

Permanent Supportive Housing

A tenant household may remain in Permanent Supportive Housing for as long as they choose to do so. This type of housing is affordable for very low-income and extremely low-income populations, and also provides supportive services tailored to the needs of formerly homeless and/or disabled people. The goal of these services is generally to build self-sufficiency and help residents to live independently. There is only one Permanent Supportive Housing project in Tehama County by this definition. Assisted Living and Board & Care Facilities are included in this section because they serve persons with disabilities, and residents may stay there long-term. However, they typically are not affordable and do not provide independent living arrangements.

Redwood Gardens— includes 11 units for households with a member that has developmental disabilities. Owned and operated by Northern Valley Catholic Social Service (NVCSS), this apartment complex also provides on-site supportive services and referral to community services.

Assisted Living and Board & Care Facilities for Persons with Disabilities— According to the State Department of Social Services, Community Care Licensing Division, there are 181 beds in Assisted Living and Board & Care facilities for disabled persons throughout Tehama County. Some of the residents are formerly homeless individuals that are transitioning out of homelessness. However, these facilities do not exclusively serve homeless persons and use fees are generally not restricted to



affordable levels. Many residents at Assisted Living and Board & Care facilities have disabilities that require them to stay much longer than for a temporary transitional period.

Special Needs Advocacy and Support

National Alliance on Mental Illness (NAMI)— is an advocacy and peer support organization, that also provides support for families of persons with mental illness and caregivers. NAMI also raises awareness about mental illness throughout the community to reduce stigma and foster better understanding.

ParaTransit— is accessible public transit with dial-a-ride transportation within the greater Red Bluff area for persons with disabilities.

Community Services

NVCSS Family Resource Center— a welcoming community hub that strengthens families and fights poverty. The FRC connects visitors to a range of services, including CalWORKs employment assistance, job search assistance, a computer lab, technology classes, First 5 School Readiness, and CAA VITA tax assistance.

Job Training

Red Bluff Job Training Center— a walk-in center with job search and career development services. The center includes education and training for career development and job readiness. It is staffed, with high-speed Internet, computers, printers, and job postings.

Legal Services

Legal Services of Northern California— provides no-cost legal advice to clients throughout the North State, specializing in landlord-tenant law and facilitating access to public benefits.

B.4. Empower

Permanent Affordable Housing

For purposes of this section, Permanent Affordable Housing is defined as publicly subsidized housing with rents restricted to affordable levels by means of covenants or regulatory agreements that are recorded on property title. Each tenant holds a lease and lives independently in their own apartment. In Tehama County, there are 994 units in 19 projects that meet this definition. They are funded by a variety of sources, including HUD, the U.S. Department of Agriculture (USDA), federal Low-Income Housing Tax Credits (LIHTC), federal tax-exempt bonds, and state programs. Most projects serve individuals and families regardless of age, while some exclusively serve seniors.

Financial Planning

Tehama County CAA Financial Literacy Courses— offered by appointment or via the internet, these courses are part of the Money Smart financial education curriculum. The curriculum focuses on enhancing financial management skills and creating positive banking relationships.

Tehama County CAA Volunteer Income Tax Assistance (VITA)— connects low-income families with volunteers who guide them through the income tax filing process with the goal of securing earned income tax credits for the families.



Career Development

Tehama County Department of Education, Adult Learning— offers courses and workshops in earning GED diploma, English as a Second Language, Citizenship Preparation, Workforce Entry/Re-entry, Technical Education, and Pre-Apprenticeship.

Shasta College Tehama Campus— uses a combination of on-line and in-person courses for Associates Degrees and a variety of career paths.

On-site Community Building and Leadership Development

A number of Permanent Affordable Housing Projects have an on-site community building(s) and leadership development workshops and activities. On-site service coordinators also connect residents to community services based on their individual needs.

B5. Social Capital

Tehama County has a strong culture of collaboration among government agencies, nonprofits, churches, and volunteers. This collaborative approach is evidenced by the work of two bodies that have been established to reduce homelessness— the Tehama County Homeless Stakeholder Collaborative, and the Tehama County CoC.

Tehama County Homeless Stakeholder Collaborative

The Homeless Stakeholder Collaborative was formed by Tehama County agencies to address community concerns with rising homelessness. Consisting of a membership of diverse disciplines and jurisdictions, the Stakeholder Collaborative held a series of planning meetings in 2017 to identify the County's greatest needs in addressing homelessness and establish goals to meet those needs. The goals are summarized in the Introduction of this report, and they will be explored more in-depth in the Goals Section.

Tehama County CoC

The Tehama County CoC was established in 2015 to coordinate homeless housing and services more effectively and efficiently, prioritize federal and state funding, and prepare the County to receive additional federal funding. The CoC has set up a Governance Charter, including a decision-making body, a Homeless Management Information System (HMIS), a review and ranking process for CoC and ESG funding applications, a process for submitting a joint application to HUD, and has planned for a Coordinated Entry system. The CoC has been established in accordance with HUD regulations and guidelines, and has positioned the County to receive federal funding in the future.

Volunteerism

The Tehama County effort to reduce homelessness has benefitted from extensive volunteer efforts. Many of the nonprofits that provide shelter and services to people experiencing homelessness are led by volunteers. Their active participation extends the reach and efficacy of nonprofit missions beyond what would otherwise be possible in an area with limited financial resources. Volunteers have also been instrumental in driving forward the collaborative efforts described above.



B6. Financial Capital

Tehama County

As an administrator of multiple federal and state funding streams targeted to low-income and disabled residents, Tehama County is a central financial resource for addressing homelessness. A large portion of the housing and services programs within the County's Continuum of Care are funded through the County. The most significant funding sources for directly addressing homelessness include:

- **Community Services Block Grant (CSBG)**— used by the Tehama County CAA to fund services directed to individuals and families in poverty.
- **Mental Health Services Act (MHSA) Funds**— used by Tehama County Health Services Agency to house and support homeless persons with mental illness, funded through a statewide tax that is then allocated to counties based on need. MHSA funds Full Service Partnerships, and has allocated funds for development of a new Permanent Supportive Housing project for homeless individuals.
- **No Place Like Home (NPLH) Funds**— new program that will allocate State bond funds to counties for the development of permanent supportive housing for homeless persons with mental illness. The funding will be administered by the Tehama County Health Services Agency.
- **Mainstream Benefit Programs**— as described earlier in this section, the County administers nationwide and statewide benefit programs, which can also provide critical assistance for homeless individuals and families.

Local Government

The cities of Red Bluff and Corning are too small to receive annual affordable housing funding allocations directly from the federal government. However, these cities, as well as Tehama County, are eligible to apply to the State. The relevant programs include:

- **Community Development Block Grants (CDBG)**— these funds may be used to build shelters and transitional housing, and fund predevelopment and site costs for permanent affordable housing. In addition, CDBG may fund facilities that house services, and support nonprofit organizations that provide services. Empower Tehama secured a State CDBG grant to build their transitional housing facility.
- **HOME**— provides loans specifically for the development of permanent affordable housing. The housing must predominantly serve Very Low-Income households earning less than 50% of Area Median Income.

Local governments have also allocated general fund dollars to address homelessness over the years. For example, the City of Red Bluff has budgeted \$15,000 over the past two years, and \$10,000 for 2018-19.

Tehama County CoC

The CoC reviews and ranks grant applications for homeless housing and services, and submits a consolidated application to HUD. By coordinating services and bringing local efforts within HUD's guidelines, the CoC is able to position the County for future CoC funding support. In addition, the CoC reviews and ranks State Emergency Shelter Grant (ESG) applications that will fund projects within the County. ESG provides funding for shelters, transitional housing, and rapid re-housing.



Section 8- Plumas County Community Development Commission and Housing Authority (Plumas CDC)

Plumas CDC administers about 300 Section 8 Housing Choice Vouchers in Tehama County. Currently, these vouchers are not prioritized for homeless individuals and families, nor are any project-based to housing complexes serving homeless people. At the request of the Tehama County Board of Supervisors, the County is exploring options for administering Section 8 within the County, contracting with another housing authority, or continuing their current contract with Plumas CDC. The County Department of Social Services is conducting a financial and organizational assessment of these options, and a recommendation will be presented to the Board of Supervisors later this year.

Private Sector

The Private Sector is an important resource that will be essential to addressing homelessness. Businesses and private foundations can provide funding that is much more flexible and responsive to local needs than government programs. Private sector funding can also effectively leverage additional government funding, as most public funding sources look to the financial commitment of local private parties as an indicator that their funds will be used more effectively and efficiently. Potential sources of private funding include:

- **Dignity Health**— hospitals have a vested interest in reducing homelessness. Homeless individuals are frequent users of their emergency room and outpatient services, and can stretch hospital resources as they try to provide support and stability that could be offered at a much lower cost with permanent supportive housing. As a result, Health care providers in the Sacramento area, and across the state, have begun to invest in housing and supportive services for homeless people. Dignity Health recently produced its 2018 Community Health Needs Assessment for St. Elizabeth Community Hospital, which drew on members of its Advisory Council, the County Health Services Agency, and the Elder Services Group, as primary sources of information. Participants in these groups identified homelessness as one of the community’s prioritized health needs. Other priority needs included mental health and substance abuse. This document can be a springboard to explore further collaborations between the County and Dignity Health.
- **United Way**— a means to fundraise and focus contributions on a common cause for maximum public benefit. United Way chapters are often involved in raising funds to address homelessness, and by doing so also raise community awareness of the problem and proven solutions.
- **Sierra Health Foundation**— based in Sacramento and focused on the North State, including rural areas, the Sierra Health Foundation recognizes the link between housing and health. The foundation supported the creation of Butte County’s 10-Year Plan to End Homelessness in 2015.

B7. Public Policy Support

Zoning and land availability are critical conditions in facilitating the development of shelters, transitional housing, and permanent housing. The State of California has mandated certain zoning policies through Housing Element Law to create a consistent regulatory environment that is more amenable to affordable housing. The most significant and noteworthy requirements of this law with regard to homelessness include:



- permit emergency shelters by right, without discretionary review, in at least one zoning district (Government Code 65583(a)(4));
- permit residential care facilities (or “shared housing”) with six or fewer residents by right, and subject to only those restrictions that apply to other residential dwellings of the same type in the same zone (Health and Safety Code Section 1566.3);
- define “Transitional Housing” and “Supportive Housing” and allow these housing types as a residential use, and subject to only those restrictions that apply to other residential dwellings of the same type in the same zone (Government Code 65583(a)); and
- comply with State Housing Density Bonus Law found in Government Code 65915, which offers density bonuses and other concessions to affordable housing developers.

In addition to zoning mandates, State Housing Element Law requires jurisdictions to demonstrate that they have adequate appropriately zoned land available to meet their RHNA goals. This is demonstrated through vacant land inventories that are included in the Housing Elements (Government Code 65583.2).

Zoning

Tehama County

- Emergency Shelters are permitted by right in the C3/M1/M2 Zoning Districts.
- Density bonus provision as required by State Housing Density Bonus Law.
- Transitional and Supportive Housing is permitted in all districts and is subject only to those restrictions that apply to other residential dwellings of the same type in the same zone.
- Residential care facilities of 6 or fewer clients permitted by right in all residential zones and is subject only to those restrictions that apply to other residential dwellings of the same type in the same zone. Residential care facilities with 7 or more clients require a Conditional Use Permit in zones RE, R-1, and R-2, and are allowed by right in zones R-3 and R-4.
- Single-room occupancy units (SROs) are permitted by right within the R-3, R-4, and C-3 zoning districts.

City of Red Bluff

- Emergency shelters are allowed by right in the General Industrial District M-2, and are allowed with a use permit in the Light Industrial M-1 District. However, there is only one area in town that is zoned M-2 and it is not near any services or transit.
- Single Room Occupancy Hotels (SROs) are permitted by right within the R-4 Residential and all Commercial zoning districts except Freeway Commercial.
- As amended by the City Council on April 17, 2018, residential care facilities of 6 or fewer clients are permitted by right in all residential zones and is subject only to those restrictions that apply to other residential dwellings of the same type in the same zone. Residential care facilities with 7 or more clients require a Conditional Use Permit.
- As amended by the City Council on April 17, 2018, the zoning code incorporates State Housing Density Bonus Law.



City of Corning

- The Alternative Housing Combining Zoning District (AH) permits by right emergency shelters, and transitional and supportive housing. This Zoning District allows up to two persons per bedroom and 10 persons per group quarters room, one bathroom for every two bedrooms, and two bathrooms for a group quarters room.
- The zoning code incorporates State Housing Density Bonus Law.

Vacant Land Inventories

Tehama County

The County completed a vacant land inventory for its 2014-2019 Housing Element utilizing information from the County Assessor’s Office and County zoning maps and codes. The potential number of units for each identified site varied depending on zoning, location, lot size, environmental constraints, and availability of infrastructure. The inventory found that there is land available to develop a potential 638 multifamily units for Lower Income (Low, Very Low, and Extremely Low Income) households in the R-3 and R-4 districts, as shown below. The “Potential Units” column is based on the maximum capacity of the sites. The “Realistic Units” column is based on historical county residential densities, not the maximum units allowed.

Table 2: Tehama County Vacant Land Identified for Lower Income Housing

Zoning	Density	Parcels	Acres	Potential Units	Realistic Units
R-3	8 du/ac	12	5.15	43	43
R-4	16 du/ac	3	37.25	595	475

Many of the R-3 identified sites are less than a half-acre in size, which makes them challenging to develop with affordable housing unless they are combined. However, most of them are located in well-developed communities with sewer and water infrastructure, which distinguishes them from most other parts of the County. Two of the parcels included in this inventory are 36 acres in size and were rezoned from AG-2 to R-4 in March 2014. However, these parcels are not currently served by sewer and water infrastructure. A proposal to create an assessment district to fund infrastructure did not move forward due to lack of support from area residents. Further, almost all parcels in the Tehama County jurisdiction have limited capacity for multi-family development due to lack of access to sewer and water infrastructure. This includes the Antelope area adjacent to Red Bluff, which currently does not have a zoning district for high density housing. There is a R-4 zoned 10-acre parcel in Los Molinos that is just east of the Antelope area, but it also does not have water and sewer infrastructure.

City of Red Bluff

The City of Red Bluff completed a vacant land inventory for its 2014-2019 Housing Element that included all land that permits residential development, including vacant sites and sites that could potentially be redeveloped. The number of units that could be developed was assumed by taking 25%-75% of the maximum build-out capacity, as determined by lot size, location, existing zoning, and environmental constraints. The inventory determined that there was a realistic build-out capacity to develop 2,064 units affordable to Lower Income (Low, Very Low, and Extremely Low Income) households, out of a maximum build-out capacity of 2,351 units.



Table 3: Tehama County Vacant Land Identified for Lower Income Housing

Zoning	Density	Parcels	Acres	Max Build-Out Capacity
R-3	15 du/ac	1	15	225
R-4	20 du/ac	19	198	2,126

Almost all of the sites zoned R-3 or R-4 in the inventory are on the periphery of the city, and are not located close to existing services.

City of Corning

The City of Corning is currently in the process of updating the Housing Element for the 2014-2019 period. Therefore, the Vacant Land Inventory from the 2009-2014 Housing Element was reviewed. The inventory identified 36 potential Low Income dwelling units and no potential Very Low Income dwelling units. All but 2 units were in single-family residential zoning districts.

Table 4: City of Corning Vacant Land Identified for Lower Income Housing

Zoning	Density	Parcels	Acres	Max Build-Out Capacity
R-4	20 du/ac	1	0.15	2
R-1-2	10 du/ac	1	0.29	1
R-1	6 du/ac	5	29.51	17
R-1-A	6 du/ac	3	21.41	13
R-1-8	4 du/ac	1	6.99	3

In addition to the potential units that could be developed on vacant land summarized above, the 2009-2014 Housing Element identified additional units that could potentially be developed in General Plan Amendment areas and annexations, as summarized below.

Table 5: City of Corning Vacant Land, Rezones, and Annexations for Lower Income Housing

Income	Existing	City Rezone	Annexation
Very Low	0	102	58
Low	36	254	220



B8. Systems in Place to Collect NPLH Data

The Tehama County Health Services Agency (TCHSA) has systems in place to provide regular reports to its various federal and state funders, as required by regulations and contractual relationships. Within this infrastructure, TCHSA has organized how it will conduct reporting for new State funding sources that address homelessness. For the No Place Like Home (NPLH) Program, the Intensive Case Management Team, under the direction of TCHSA management, will be responsible for completing annual compliance reports. The Intensive Case Management Team will coordinate with lead service providers, property managers, and the CoC's HMIS. The CoC's HMIS uses Clarity Data Services, a certified HUD HMIS vendor. Clarity Data Services collects all HUD required data, and will be set up on all of the data points listed in Section 214(e) of the NPLH Guidelines. The County will incorporate data sharing requirements into its loan and regulatory agreements to facilitate collection of data from NPLH-funded housing providers.

The CoC will also make all efforts to enhance HMIS to track data on health care outcomes and utilization, and incarceration outcomes and utilization, per Section 214(g) of the NPLH Guidelines. This data will be extremely helpful to track the effectiveness of County and CoC efforts to improve health, and reduce incarceration, for homeless individuals. The data will also be an evaluation tool for improving shelter and services. Collection of the data will require close collaboration with local health care providers and the criminal justice system. The CoC is in the very early stages of cultivating these relationships for data sharing. Some of the challenges involved with collecting health care and incarceration data include:

- Differing systems for data collection among health care providers, the criminal justice system, and the CoC, including methodology, terminology, and software;
- HIPAA privacy rules that are closely adhered to in the health care industry; and
- Capacity of all entities involved in data collection to layer an additional data collections system on top of systems that are already in use.

B9. Coordinated Entry System and Referral to NPLH Units

The CoC has set up a Coordinated Entry system in adherence to HUD guidelines for the purpose of efficiently matching homeless individuals to appropriate housing and services, and prioritizing care for individuals with the greatest needs. To this end, the CoC has put in place a preliminary survey, and ViSPDAT form, to understand the needs of homeless individuals. Current entry points to the CoC system through Coordinated Entry are the PATH Emergency Shelter and the annual LIFT event. In addition, the CoC is currently exploring a partnership with Tehama 211 to provide entry point services. PATH Rapid Re-housing, and Empower Tehama Transitional Housing, are currently accepting referrals from the Coordinated Entry system. The Coordinated Entry system is planned for expansion following incorporation of 211 to include more housing providers, and will include all NPLH housing providers.

The CoC's HMIS will incorporate the State NPLH "At Risk of Chronic Homelessness" definition found in the NPLH Guidelines. The Clarity software system is adequately flexible to include this data point for collection and reporting. All referrals to NPLH-funded units will be made on a non-discriminatory basis for all federal and state protected classes, consistent with CoC referrals to all shelter, housing and services. The CoC has established non-discrimination organizational policies that govern all of its work, which includes its policies and procedures for operating Coordinated Entry.





The needs described in Section A of this report were compared to the existing resources described in Section B. This comparison revealed gaps, where existing resources are not adequately addressing needs. These gaps will be discussed in this Section C. The gaps will then be compared to the goals already established by the Homeless Stakeholder Collaborative in order to establish comprehensive Plan goals.

C1. Street Outreach

Particular statistics of the 2017 Point-In-Time Count show that a significant proportion of homeless individuals are unsheltered or in jail, are difficult to house, and are not receiving financial assistance or services that will help them secure a stable housing situation. Studies show that the longer an individual remains homeless, the more difficult it is for him or her to find housing and participate in programs that develop self-sufficiency. Many of these individuals lack trust in government agencies and other institutions that could provide assistance, and therefore avoid proactively seeking help.

Unsheltered or Imprisoned

The 2017 CoC Point-In-Time Count surveyed 56 unsheltered homeless individuals. The Point-In-Time Count also surveyed 33 homeless individuals in jail, who will face challenges in finding permanent housing when they exit jail. Respondents who are unsheltered or in jail make a majority of the total number of homeless individuals counted.

Table 6: CoC Point-In-Time Count— Where do you sleep?

Where do you sleep?	# of Respondents	% of Total
Unsheltered	56	36%
In Jail	33	21%
Total of Above	89	57%

As another indication of the large proportion of homeless that are unsheltered, the 2017 LIFT Survey reported that 87 respondents (53% of total respondents) spent time over the previous two years living on the street or in a car.

Longtime and Chronically Homeless

A majority of Point-In-Time respondents had been homeless longer than one year, with 56 individuals homeless 1-5 years, 9 individuals homeless for 6-10 years, and 11 individuals homeless for 11-20 years. Of the respondents, 18 did not answer the question, and 51 individuals were homeless less than one year. Over one-third of Point-In-Time respondents (56 individuals) were also Chronically Homeless. Chronically Homeless individuals are defined by the U.S. Department of Housing and Urban Development as individuals with a disabling condition that have been homeless for one year or longer, or with a disabling condition that have had at least four episodes of homelessness in the last three years.



Table 7: CoC Point-In-Time Count— Length of Time Homeless and Chronically Homeless

	# of Respondents	% of Total
Homeless One Year or Longer	76	55%
Chronically Homeless	56	36%

Lack of Income or Financial Assistance

The 2017 Point-In-Time Survey reported that a majority of respondents had no income— a total of 78 individuals, or 61% of all those surveyed. By comparison, there were 42 individuals, or 33% of all those surveyed, with some type of public financial assistance. While most homeless individuals would qualify for a form of public assistance, the majority do not have it, most likely because they are not seeking help in navigating and applying for financial assistance.

Identified Gap: Street Outreach

The high proportion of homeless individuals that are unsheltered or in jail, longtime and/or chronically homeless, and without income or financial assistance, points to the need for proactive street outreach to homeless populations. This form of outreach would take the approach of “meeting homeless individuals where they are”, at camps, bridges, and other locations where homeless people congregate, outside of formal or institutional venues. It would involve consistent contact and rapport building in order to form relationships of trust that will encourage homeless individuals to participate in shelter and supportive service programs. Successful outreach strategies often employ a multi-disciplinary team that includes professionals trained in mental health, and also offer practical services and information that meet immediate needs. The outreach team would best coordinate with “welcome centers”, such as the One Stop Centers proposed by the Homeless Stakeholder Collaborative, that offer food and access to shelter in a non-threatening environment.

C2. Temporary Shelter

Without a large stock of available affordable housing, it is challenging to immediately house homeless individuals, particularly those that have been homeless for a long period of time or who are Chronically Homeless. This is the case in Tehama County, where permanent supportive housing is almost non-existent and permanent affordable housing is in short supply. As an interim measure, temporary housing is needed to provide immediate relief, and help those who are hard to house to prepare to live independently. This challenge is extenuated by the fact that the County does not have a year-round shelter with on-site supportive services.

Shortage of Temporary Shelter Beds

The data summarized in the Needs Section demonstrates that Tehama County is in need of shelter for homeless persons, particularly those that have disabilities and high service needs. There are a number of shelter and transitional housing facilities in the County that have successfully moved many people out of homelessness. However, a small portion of those beds are targeted specifically to homeless individuals, and very few are dedicated to the Chronically Homeless.



Transitional housing beds targeted to homeless individuals include the following facilities:

Table 8: Year-Round Transitional Housing Facilities Targeted to Homeless Individuals

Facility	Beds
PATH Sale House	13
PATH Pathways	6
PATH Rapid Re-Housing	15
MHSA Gentry and Madison Houses	7
Total	41

The above table does not include the Empower Tehama Shelter or Empower Tehama Transitional Housing because they serve victims of domestic violence, and are not open to all homeless individuals and families. It also does not include the PATH Winter Shelter because it is currently seasonal.

The comparison of year-round transitional housing beds targeted to homeless individuals to the 2017 Point-In-Time Count shows a gap in temporary shelter bed availability (Table 9). There is a smaller gap when including the PATH Winter Shelter in the comparison (Table 10).

Table 9: Year-Round Transitional Housing Beds Targeted to Homeless Individuals Compared to Number of Homeless Individuals

Year-Round Transitional Housing Beds	
Beds Targeted to Homeless Individuals	41
Homeless Individuals (2017 CoC PIT)	157
Difference	116

Table 10: Emergency Shelter and Transitional Housing Beds Targeted to Homeless Individuals Compared to Number of Homeless Individuals

Emergency Shelter and Transitional Housing	
Beds Targeted to Homeless Individuals	86
Homeless Individuals (2017 CoC PIT)	157
Difference	71

These gaps in temporary shelter bed availability are likely low estimates. The Point-In-Time Count is a one-day survey, so while it provides a snapshot of homelessness on one day of the year, it is not a comprehensive count of all homeless individuals living within the County throughout the year. Other surveys and data indicate that the number of homeless individuals in the County is probably larger. The Tehama County Department of Education reported that there are 506 students lacking a regular nighttime residence, and this number is likely under-reported by schools. The TCHSA,



Behavioral Health Division, reported that 185 of their clients were homeless at program registration over a two-year period from 2016-17. These numbers that capture homeless statistics for two sub-populations (students and TCHSA Behavioral Health clients) indicate a larger homeless population than the Point-In-Time Count.

Identified Gap: Temporary Shelter Dedicated to Homeless Individuals

Tehama County is in need of additional temporary shelter beds dedicated to homeless persons, especially Chronically Homeless individuals. The most pressing immediate need is for a year-round emergency shelter that can host on-site services and housing navigators that can match guests with appropriate, individualized resources and housing. In addition, more beds targeted to homeless individuals and families, similar to the PATH Sale House and Pathways House, are needed. Due to the shortage of permanent affordable housing in the community, these facilities can meet immediate shelter needs and prepare guests to transition to permanent housing as more options become available.

C3. Permanent Supportive Housing

A majority of homeless persons in Tehama County have a mental illness. A significant portion also have co-occurring disabilities, and substance use disorders. These individuals require service-enriched housing that helps them manage their disabilities, and live independently. While there are some Board & Care facilities in the County for persons with mental illness, there are no independent living, rent-restricted, publicly subsidized Permanent Supportive Housing projects within the County for this population.

Housing for Homeless Persons with Mental Illness

The 2017 Point-In-Time Count reported that 89 homeless individuals (61% of all respondents) had a mental illness, and that 47 homeless individuals (37% of all respondents) had a serious mental illness. In addition, 56 homeless individuals (39% of all respondents) had co-occurring disorders. Another data set, a TCHSA survey of MHSAs Full Service Partnership Clients taken on June 22nd, 2017, found that 30% of their clients were homeless in the past three years. Clearly, mental illness is a significant factor in homelessness, and homelessness tends to make mental illness more difficult to manage, creating additional barriers to finding stable housing.

Overall Housing for Persons with Disabilities

Persons with disabilities, particularly those that do not have strong financial support from their family, are at high risk of becoming homeless due to lack of employment, limited income, and other challenges. According to the U.S. Census, 2012-2016 American Community Survey, there are an estimated 12,442 people with a disability in Tehama County. This is 20% of the population. By comparison, there are 181 beds in Assisted Living and Board & Care facilities that serve persons with disabilities. These facilities are not fee-restricted to be permanently affordable for low-income residents.

Identified Gap: Permanent Supportive Housing

There is a critical need for Permanent Supportive Housing in Tehama County to meet the needs of homeless persons with mental illness, as well as low-income persons with disabilities in general. This type of housing is rent-restricted permanently to affordable levels, accommodates independent living, and provides services, such as mental health care, that help residents enhance quality of life. While there is no Permanent Supportive Housing for persons with mental illness currently available



in the County, TCHSA Behavioral Health is in the process of facilitating development of this type of housing with MHSA funds, and this will be discussed further in the Section D.

C4. Permanent Affordable Housing

While not specialized for homeless families and individuals, the availability of Permanent Affordable Housing is a major impact on homelessness. The shortage of available housing stock relative to need has created long waiting lists for publicly subsidized housing. This is a high barrier to those seeking to exit homelessness, especially when temporary shelter is limited as well. In addition, the limited supply of housing overall creates an upward pressure on rents, and allows landlords to be more selective of tenants.

Supply of Publicly Subsidized Affordable Units Relative to Demand

According to U.S. Census 2012-2016 American Community Survey estimates, there are 6,883 households earning less than \$25,000 annually in Tehama County. This is roughly equivalent to the level set by HUD for a three-person Low Income Household in the County earning 50% of Area Median Income. As illustrated in Table 11 below, a household at this income level cannot afford Fair Market Rent for a two-bedroom apartment. The majority of these households are renters, and there are about 3,126 renter households that pay more than 35% of income to rent. As shown in Table 11 below, the number of publicly subsidized affordable units in the County falls far short of the need for Low Income Households.

Table 11: Publicly Subsidized Affordable Units Compared to Need

Households Earning less than \$25,000 Annually	6,883
Publicly Subsidized Affordable Units	1,319
Gap	5,564

The Publicly Subsidized Affordable Units include HUD, USDA, tax credit, bond, and state program subsidized units, as well as Section 8 Housing Choice Vouchers.

Unaffordable Rent

Limited housing supply relative to demand has pushed rents to unaffordable levels for Very Low Income households. Table 12 below compares household ability to pay to market rents.

Table 12: Market Rent and Ability to Pay

Two-Bedroom Fair Market Rent	\$820
Affordable Rent for a 3-Person 50% AMI Household	\$673
Affordable Rent for a 3-Person 30% AMI Household	\$520
50% AMI Household Gap	\$147
30% AMI Household Gap	\$300



Waiting Lists

The housing shortage has also driven down vacancies, which in turn drives up waiting lists, especially for rent-restricted housing. The 2017 CAA Landlord Survey found that the average waiting list for subsidized housing units was 68 households. The same survey found that the average time spent on waiting lists for subsidized housing units was 18 months. This extreme demand allows landlords to be more selective of tenants. This creates more barriers to housing for homeless families and individuals with challenging housing histories, poor credit, and little money for deposits. The 2017 CAA Landlord Survey also found that 64% of landlords surveyed, including those that own both subsidized and market rate rentals, would deny a unit to applicants with criminal histories, poor credit, or any evictions within the last 7 years.

Identified Gap: Permanent Affordable Housing

The shortage of publicly subsidized affordable housing, and housing stock overall, has pushed up rents, reduced vacancies, and extended waiting lists in a way that negatively impacts Low Income households. This makes it extremely difficult for homeless families and individuals to move directly out of homelessness into permanent housing without rental assistance or other forms of support. More housing in general is needed in order to loosen up the housing market, and more publicly subsidized permanent affordable housing in particular is needed to serve lower income level households and homeless persons.





Goals

The identification of gaps in housing and services in the previous section provides a framework for setting Plan goals. These gaps will be compared to the Priority Areas already established by the Homeless Stakeholder Collaborative. Based on additional input from the Collaborative after a plan development meeting on April 18th, 2018, additional goals were added to the original Collaborative Priority Areas.

D1. Tehama County Homeless Stakeholder Collaborative Priority Areas

The Homeless Stakeholder Collaborative has been meeting for more than a year, starting in June 2017. A committee has been set up for each Priority Area to lay out goals and work plans associated with the Priority Areas. The Priority Areas, and current progress in implementing goals, are described below.

One Stop Navigation Center

The concept of a One Stop Center is a central location or locations that can offer a wide range of services that are needed by the homeless population in a welcoming environment. The co-location of services will address the challenges homeless people face in securing transportation, and navigating programs. Services could include a laundry room, showers, lockers, mail service, cell phone chargers, bathrooms, computers with wi-fi, information bulletin boards, a mobile library, and offices and meeting rooms to meet with service providers.

The One Stop Committee is currently researching potential sites for the center. Prioritized properties will be characterized by appropriate zoning, accessibility for homeless people, and adequate size. In order to identify feasible sites, the Committee is completing a grid that identifies priority property characteristics, and how each potential property addresses those characteristics.

One Year Goal: Acquire a location for the One Stop Day Center.

Temporary Housing

The Homeless Stakeholder Collaborative identified Temporary Housing as a Priority Area. This is housing that can immediately be made available to homeless individuals, with support services that help them prepare to move into permanent housing. This would include Transitional Housing and temporary housing at licensed facilities such as a Mental Health Rehabilitation Center. Examples of Temporary Housing that are currently in operation in Tehama County include the PATH Sale House and Pathways House, the PATH Winter Shelter, and the Empower Tehama Shelter and Transitional Housing, as described in Section B.



The Temporary Housing Committee is working to build political support for this type of housing. They plan to do this by employing social media, traditional media outlets such as newspapers, PATH volunteers, and service clubs. The desired outcome is to hold meetings with the City and community that will result in commitments to support the development of Temporary Housing. This Committee is currently building a list of supporters as a first step to building political support. The primary purpose of building political support is to develop a permanent year-round emergency shelter. The Committee has set a goal of identifying 3-6 potential locations within the first year

One Year Goals: Build a list of Temporary Housing supporters. Identify potential locations for a year-round emergency shelter.

Affordable, Sustainable Housing

Affordable, Sustainable Housing is permanently affordable housing that will help homeless individuals stabilize and build self-sufficiency. Examples of this type of housing are HUD-financed developments, tax credit projects, and public housing. This type of housing usually allows the tenant to live independently in an apartment as long as they choose to remain there. The MHSA Housing Committee plans to assist with the development of MHSA-funded housing for homeless individuals with disabilities, as described in Section B. The desired outcome is to have entered into contract with a qualified developer for the project. A longer-term goal is to utilize Section 8 and VASH vouchers to develop more affordable housing.

One Year Goal: Start construction on an affordable housing project.

Awareness Campaign

Community education and raising awareness are key elements of the three Priority Areas described above. Community support is essential to marshaling the resources necessary to realize the Homeless Stakeholder Collaborative goals. Therefore, the Stakeholders established Awareness as a critical fourth goal that is integral to implementation of the Priority Area goals. A specific work plan for raising awareness of the need for homeless resources has not yet been established, but this will be discussed in Section E.

D2. Gaps and Stakeholder Priority Areas

Diagram 3 illustrates how Stakeholder Priority Areas align with the Plan's identified Gaps. The Mobile and Permanent One Stop Navigation Centers are goals within the One Stop Concept Priority Area. The Year-Round Emergency Shelter and Additional Transitional Housing Beds are goals within the Temporary Housing Priority Area. The Permanent Supportive Housing Project utilizing MHSA and Utilizing Section 8 and VASH to Develop Affordable Housing are goals of the Affordable, Sustainable Housing Priority Area.



Diagram 3

Gaps and Stakeholder Goals		
Gaps	5-Year Goals	10-Year Goals
Street Outreach	Mobile One Stop Day Center	Permanent Location One Stop Day Center
Temporary Housing		Year-Round Emergency Shelter Additional Transitional Housing Beds
Permanent Supportive Housing	Permanent Supportive Housing utilizing MHSA	
Permanent Affordable Housing	Utilize Section 8 and VASH Vouchers to Develop Affordable Housing	

Street Outreach Gap— Stakeholder Goals

In this Plan, Street Outreach has been identified as a critical Gap in services. The One Stop Concept addresses this gap by setting up a welcoming, community-based center with practical services for homeless people. This will foster mutual support among homeless individuals, as well as form relationships of trust with service providers. The One Stop Navigation Centers have the potential to act as “front doors” for homeless individuals to access housing and services by breaking down barriers that currently impede many people from seeking help. They may also be referral points for homeless individuals to register for CoC Coordinated Entry in order to efficiently allocate services to those with the greatest needs. In addition, the One Stop Navigation Centers could play a supporting role in other street outreach efforts.

- **Mobile One Stop Navigation Center—** This would be a more achievable short-term, or 5-Year, goal than a Permanent One Stop Navigation Center. The mobile center could be housed at existing public or nonprofit facilities in Red Bluff, Corning, and perhaps other locations throughout the County. The services could be provided at existing facilities and possibly utilizing a mobile vehicle/trailer for added capacity. In this way, it could fulfill some of the roles of a mobile street outreach unit. While the One Stop Mobile Center would not offer the full array of services offered by a permanent center, trained professionals could counsel visitors and refer them to community services.
- **Permanent Location One Stop Navigation Center—** The permanent center would offer a wide array of amenities and services needed by homeless people, which could include: laundry, showers, computers with wi-fi, phones, phone charging stations, a lounge, bulletin boards, and offices and meeting rooms for on-site services. One of the principal goals of the center is to provide a welcoming community hub that connects people to housing and services.



Temporary Housing Gap— Stakeholder Goals

Temporary Housing can include emergency shelter and transitional housing. The Gap Section discussed how this type of housing is needed for Chronically Homeless and long-time homeless individuals in a market with limited availability of permanent affordable housing. Temporary Housing provides immediate shelter and an opportunity to prepare to live more independently. There is a strong focus on services at Temporary Housing that help individuals stabilize and transition back into permanent housing, including mental health counseling, substance use treatment, management of medications, health services, and access to mainstream benefits.

- **Year-Round Emergency Shelter**— A year-round shelter is currently not in operation in Tehama County, as the only emergency shelter open to homeless persons operates during the winter and the location rotates among partner churches. The principal goal of the Stakeholder Temporary Housing Committee is to establish a permanent Year-Round Emergency Shelter with space for beds, registration, a kitchen, dining room, showers, and on-site services.
- **Additional Transitional Housing Beds**— Transitional Housing Beds are needed for populations that are not ready to immediately transition into permanent housing. This type of housing helps residents stabilize and prepare for independent living by repairing credit and housing history, and connecting with essential services and mainstream benefits. Transitional Housing Beds are especially needed for Chronically Homeless individuals and homeless individuals with mental illness and co-occurring disorders.

Permanent Supportive Housing Gap— Stakeholder Goal

The Needs and Gaps Sections emphasized the housing needs of homeless persons with disabilities, especially Chronically Homeless individuals, and homeless persons with mental illness and co-occurring disorders. Many of these individuals are not able or prepared to enter the private housing market, and would most appropriately be housed in long-term housing with on-site services that provide the necessary support to help them live independently. Currently there are no Permanent Supportive Housing projects in Tehama County for persons with mental illness.

- **Permanent Supportive Housing Utilizing MHSA**— The TCHSA Behavioral Health Division is in the process of reviewing proposals to use MHSA funds to develop Permanent Supportive Housing for homeless persons who meet medical necessity requirements for mental health services. Development of this project will be an important first step for addressing Permanent Supportive Housing needs in the County. The Sustainable Housing Committee has identified this project as their primary goal in the immediate future.

Permanent Affordable Housing Gap— Stakeholder Goal

Tehama County has a shortage of permanently affordable housing, and housing for all income levels in general. Expansion of the housing stock helps relieve pressure on rising rents, and opens up opportunities for all residents, including those with the lowest incomes. Operating subsidies facilitate the development of affordable housing as they fill the gap between what renters can afford, and the cost to debt service and operate the apartment complexes.

- **Utilize Section 8 and VASH Vouchers to Develop Affordable Housing**— The Sustainable Housing Committee has recognized that the Section 8 and VASH programs are important resources that can be targeted for the development of new affordable units. The value of these rental assistance programs is that policies can be put in place that leverage their value for multiple projects by underwriting debt for development, and covering operating costs.



D3. Gaps and New Goals

Diagram 4 illustrates the Gaps, with the Stakeholder goals described above in black, and new goals that fill the remaining Gaps in orange. These new goals were identified by the Homeless Stakeholder Collaborative in a 10-Year Plan meeting on April 18th, 2018. The selection of these goals was based on a review of the Needs and Gaps identified and described in the Plan.

Diagram 4

Gaps and Goals		
Gaps	5-Year Goals	10-Year Goals
Street Outreach	Mobile One Stop Day Center Mobile Crisis Unit Sobering Center	Permanent Location One Stop Day Center
Temporary Housing	Mental Health Rehab Facility (16-24 beds)	Year-Round Emergency Shelter 20-40 Additional Transitional Housing Beds (including for families)
Permanent Supportive Housing	Permanent Supportive Housing utilizing MHSA	Permanent Supportive Housing Project utilizing NPLH and/or VHHP
Permanent Affordable Housing	Utilize Section 8 and VASH Vouchers to Develop Affordable Housing	Implement Policies that will Incentivize the Development of More Housing Overall

Street Outreach Gap— New Goals

Proactive street outreach is an outstanding need that had not yet been directly addressed by the Stakeholder Priority Areas. This is needed to engage homeless individuals, including those that have avoided participating in housing and service programs. Consistent contact, and meeting people where they are, is key to building relationships of trust between service providers and homeless individuals.

- Mobile Crisis Unit—** In the 10-Year Plan Stakeholder Meeting, the TCHSA Behavioral Health Division shared that they have plans for mobile crisis services, staffed by mental health professionals, that will respond to mental health crises out in the community. It is recommended that the Mobile Crisis Services is a primary Stakeholder goal to be achieved in the first five years of the 10-Year planning period. The Mobile Crisis Services should work closely with Coordinated Entry partners, the One Stop Navigation Centers, St. Elizabeth’s Hospital, the County Sheriff’s Office, and local police. Mobile Crisis Services will be able to access individuals and refer them to ongoing intensive services as appropriate. These ongoing services will help individuals access housing and reduce the need for intervention by law enforcement and emergency medical services over time, thus reducing the level of care needed over time.
- Sobering Center—** The TCHSA Substance Use Recovery Division would like to find a way to develop the resource for a Sobering Center, where homeless individuals under the influence of drugs or alcohol can be safe and sheltered, and receive the help they need to successfully manage substance use challenges. It is yet to be determined whether Tehama County has the economy of scale to develop a sobering center, or if they will need to join with other counties and develop a regional Sobering Center project. While a licensed detox facility



would be prohibitively expensive at this time, a lower service level Sobering Center would fill an important gap within the County. This is another key access point for homeless individuals with substance use challenges to connect with services and transition out of homelessness. It is anticipated that the Sobering Center could be realized within the first five years of the 10-year Plan period.

Temporary Housing Gap— New Goals

Establishing a year-round emergency shelter is a central goal in addressing temporary housing needs, as discussed above. Other forms of transitional housing, with more intense and sustained levels of service for special needs guests, are also needed to fill remaining Temporary Housing gaps.

- **Mental Health Housing** – The County Health Services Agency–Behavioral Health and the County Public Guardian would like to see a continuum of housing in Tehama County that is available to those with mental health issues. These include a Mental Health Rehabilitation Center, Mental Health IMD, a psychiatric skilled nursing facility, and increased board and care facilities as needed. These would provide a continuum of levels of care that would allow individuals to live in a place that could provide for their specific needs while they remain close to their homes in Tehama County. Having these facilities locally allows the transition to lower levels of care to take place seamlessly.
- **Transitional Housing Beds for Families**— Transitional housing facilities currently in operation predominantly serve individuals. Stakeholder participants emphasized the need for more transitional housing for families as well. This is supported by the Department of Education statistics cited in the Section A.

Permanent Supportive Housing— New Goal

In addition to MHSA funds that are allocated to counties throughout California, other new programs are opening funding streams for Permanent Supportive Housing. Tehama County is currently preparing to utilize these funds to address the critical need for permanent, service-enriched apartments.

- **Permanent Supportive Housing Project utilizing NPLH or VHHP**— The No Place Like Home program will be launched within the next year and will provide funding for counties to build Permanent Supportive Housing for homeless persons with mental illness. The Veterans Housing and Homeless Prevention Program (VHHP), has been operating for a few years now, and funds the construction of housing and supportive services for homeless veterans. These programs open up exciting opportunities to address the County’s unmet needs for this housing type. A NPLH or VHHP funded project should be planned for development soon after development of MHSA housing that is currently in process.

Permanent Affordable Housing— New Goal

The Stakeholders have set a 5-Year goal to utilize Section 8 and VASH Vouchers for the development of affordable housing. To build on these efforts, the County and cities should implement other policies that will cultivate an environment that is friendly to the development of housing overall.

- **Implement Policies that Will Incentivize the Development of More Housing Overall**— As detailed in the Needs and Gaps Sections, Tehama County residents struggle to find housing due to the shortage of supply for all income levels. Local governments have the power to address this shortage with incentives and regulatory relief. Implementation of these strategies will lead to an increased supply of housing stock, and a more affordable residential market. Potential policy strategies are discussed in more detail in the New Resources Section.





Securing New Resources

Section B described a variety of resources that currently exist in Tehama County. These resources have been developed and strengthened by a strong network of agencies and volunteers, demonstrating that an ethic of collaboration has been foundational to the County's successful initiatives. The County's strengths in collaboration and volunteerism can be employed to secure new resources that will be needed to achieve the 10-Year Plan goals.

E1. Private, State and Federal Resources

The goals laid out in the previous section cannot be realized without securing new resources from outside Tehama County. The resources most pertinent to the development of shelters and housing are outlined below.

Private Resources

Development Expertise— Partnership with nonprofit and for-profit firms that are experienced in developing shelters and affordable housing is essential to achieving Plan goals. Competitive funding programs require that the developer involved in a proposed project meets minimum thresholds for experience, performance and capacity. Because they have deep knowledge of funding program requirements and the development process, developers can also help localities strategically identify and prepare the most feasible properties for construction.

Financial Equity— Investors provide financial equity to projects in exchange for receiving tax credits. The most commonly used tax credit program for investing in affordable housing is the Federal Low Income Housing Tax Credit (LIHTC). Some investors also access the New Markets Tax Credit (NMTC) program for housing and community development projects. Most affordable housing projects require an investor to make them financially feasible.

Debt— Most affordable housing projects will require loans provided by banks or community development lenders. While public lenders are more patient about when loans will be repaid, commercial lenders will typically require monthly payments on a loan, with interest amortized over a predetermined period of time.

State Resources

State Resources listed below include programs that are directly funded by the State of California, and programs that are funded by the federal government and administered by the State of California. There are three State agencies that administer shelter and housing funds: the California Tax Credit Allocation Committee (CTCAC), the California Debt Limit Allocation Committee (CDLAC), and the State Department of Housing and Community Development (HCD).

Federal and State Low Income Housing Tax Credits (LIHTC)— The California Tax Credit Allocation Committee (CTCAC) manages the State's allocation of federal LIHTC. CTCAC also manages an annual allocation of State tax credits. They administer a competitive and non-competitive program in which allocations of tax credits are committed to specific projects. The projects can then offer the tax credits to investors who provide cash equity for their construction.



Federal Tax-Exempt Bonds— The California Debt Limit Allocation Committee (CDLAC) manages the State’s allocation of federal tax-exempt bonds. Public entities called “Bond Issuers” apply for an allocation of tax exempt bonds for specific projects that can then be purchased by banks. The banks then use the tax-exempt status of the bonds to loan funds to projects at below-market interest rates.

Federal Funds Administered by the State to Localities Competitively

- **Community Development Block Grant (CDBG)**— may fund shelters, transitional housing, and community facilities.

Federal Funds Administered by the State to Nonprofits and Developers Competitively

- **HOME Investment Partnership Act (HOME)**— awarded to developers to fund permanent affordable housing.
- **Emergency Solutions Grant (ESG)**— awarded to nonprofits for the development and operation of emergency shelters, and for Rapid Re-Housing programs.

State HCD Funds Allocated to Counties Noncompetitively

- **MHSA**— funds permanent supportive housing and Full Service Partnerships for homeless individuals with mental illness.
- **NPLH (Noncompetitive Portion)**— funds permanent supportive housing for homeless individuals with mental illness within mixed population projects.
- **SB 2 Funds**— SB 2 was legislation passed last year that establishes a permanent source of funding for affordable housing. In the first year of funding in 2019, half of the projected \$250 million will be allocated to local governments for planning and technical assistance to streamline housing development, and half will be allocated to programs targeted to homelessness. At this point, it is unknown how the homeless funding will be allocated. After the first year, 70% of the funding will be allocated to local governments for homeless rapid re-housing, rental assistance, navigation centers, shelters, and transitional and permanent housing.

State HCD Funds Awarded to Counties Competitively

- **NPLH (Competitive Portion)**— additional NPLH funds that are awarded on a competitive basis.

State HCD Funds Awarded to Developers Competitively

- **VHHP**— funds permanent supportive housing for Extremely Low Income veterans, and homeless veterans with disabilities.
- **Multifamily Housing Program**— funds permanent affordable housing, including Extremely Low Income households. This program is not currently funded, but may be funded in the next two years if Statewide Ballot Initiative SB 3 passes this November.
- **Affordable Housing and Sustainable Communities Program (AHSC)**— uses cap and trade fees to fund the production of affordable housing and infrastructure projects that reduce greenhouse gas emissions. Developers apply for these funds in partnership with local governments.



Federal Resources

Federal housing and community development funding is administered by the Department of Housing and Urban Development (HUD) and the Department of Agriculture (USDA). These federal funding programs include resources for construction, operating subsidies, and tenant rental assistance.

Federal Funds Allocated to Local Housing Authorities Noncompetitively

- Section 8 Housing Choice Vouchers (HCV)— Rental assistance provided directly to tenants that pays the difference between 30% of their income and Fair Market Rent to the landlord. Section 8 can be “project-based”, meaning that the rental assistance can be attached to a unit rather than a tenant family, which allows the project to underwrite more debt.
- Veterans Affairs Supportive Housing (VASH)— Rental assistance similar to HCV that is provided to homeless veterans.

Federal Funds Awarded to CoCs Competitively

- Continuum of Care (CoC) Program— formerly “McKinney-Vento”, provides rental assistance, capital grants, supportive services grants, and operating subsidies to nonprofits for the purpose of eliminating homelessness, with an emphasis on assisting Chronically Homeless individuals.

Federal Funds Awarded Developers Competitively

- HUD 811, 202, 236, 203K, 221d3 Loans— for the development (rehabilitation and new construction) of permanent affordable housing.
- USDA 514, 515, 516, 521, 524 Loans— for the development (rehabilitation and new construction) of permanent affordable housing in rural areas.

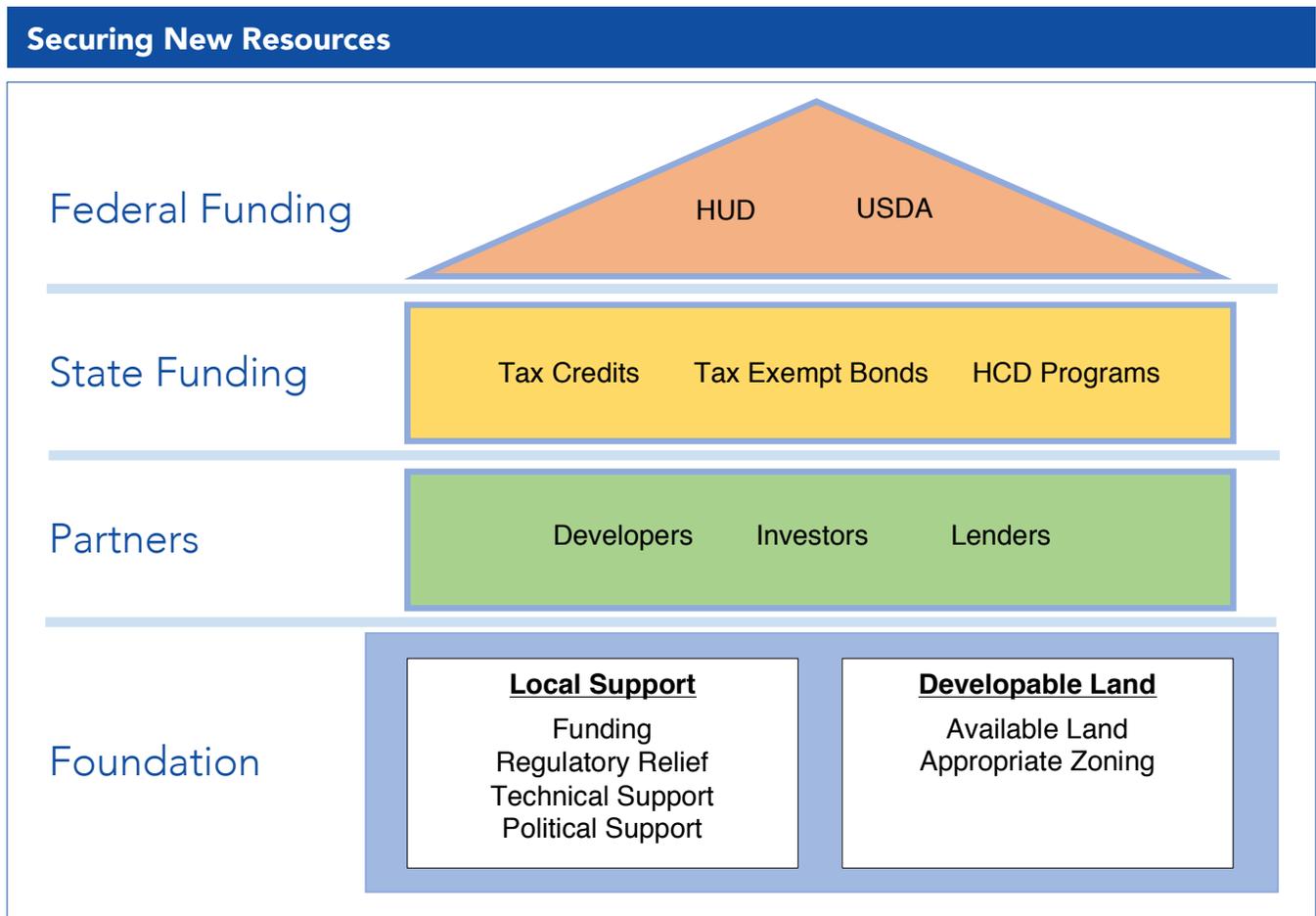
E2. Building the Foundation

The funding sources listed above can only be secured in localities with a strong foundation of local support. Even programs that provide noncompetitive allocations set minimum thresholds that localities must meet. Developers, private and public lenders, and investors competitively select communities to work in based on their perceived ability to get projects built efficiently. This can only be accomplished through partnerships with effective local partners.

Diagram 5 illustrates the critical role of a countywide “Foundation” in attracting new resources that will help Tehama County achieve the Plan goals. Without this foundation, resources will be inadequate to meet the scale of the homeless problem. Below is a description of the Foundation elements, and how they work together with Partners, State Funding, and Federal Funding.



Diagram 5



Local Support

Funding— Local funding is key to leveraging the additional State and Federal funding that is needed to produce shelters and housing. The County and localities must strategically direct the funding under their control in order to make this happen. In addition, local governments must also marshal their collaborative networks and expertise to apply for additional funding that will allow them to control expenditure decisions in line with local needs, planning objectives, and strategy.

- **Noncompetitive Allocations to Counties**— Noncompetitive allocations of funding include MHSA and a portion of NPLH funds, which are both allocated to Tehama County government. These funding sources are important resources for filling funding gaps for construction, operating subsidies, and supportive services. The County is currently using MHSA to attract development partners, and plans to do the same with NPLH.
- **Noncompetitive Allocations to Cities and Counties**— Last year, the State Legislature passed SB 2, which will provide an estimated \$250 million in grants to cities and counties to reduce homelessness. The funding notice is anticipated to be released in the Spring of next year.
- **Noncompetitive Allocations to Housing Authorities**— Housing Authorities administer the Section 8 HCV and VASH programs, which provides rental assistance to tenants in the form of vouchers paid to landlords.



- **Section 8 HCV**— This program is a powerful tool to unlocking housing opportunities for homeless families and individuals. For example, the vouchers can be prioritized for homeless applicants, and for persons with disabilities. In addition, the vouchers can be “project-based”, or dedicated to housing units. This allows projects with this commitment to raise additional funding for construction, and it makes project operations more sustainable.
- **VASH**— This is a tenant-based voucher program similar to Section 8 HCV that is dedicated to homeless veterans. Housing Authorities must collaborate with their local Veteran’s Affairs (VA) office to secure these funds. After receiving a funding commitment, the Housing Authority manages the housing assistance operations, and the VA office manages the delivery of supportive services.
- **Competitive Allocations**— Competitive allocations for which counties, cities, CoCs, and nonprofits are eligible to apply for include:
 - NPLH (competitive portion)— counties, with developers
 - CDBG— counties and cities
 - ESG— nonprofits
 - Federal CoC NOFA— CoCs

Regulatory Relief— When local governments identify affordable housing as a high priority community asset, they put in place regulatory reforms that facilitate its development. These reforms create an environment that reduces risk and cost for affordable housing developers by providing a predictable, efficient, less expensive path to receiving development approvals, otherwise known as “entitlements.” Below are examples of regulatory relief that can be helpful in enabling more efficient affordable housing production.

- **Impact Fee Reductions, Waivers and Deferrals**— Impact Fees are a significant portion of the cost to develop housing. They generally cost a developer \$12,000 to \$20,000 per newly constructed residential unit. Reductions or waivers to impact fees can make housing more affordable to produce. Certain impact fee schedules may have been formulated for larger single-family residential units, and may not directly correlate to affordable multifamily development, particularly SROs, studios, and one-bedroom apartments. In these cases, impact fees charged on a per-square-foot basis, rather than a per-unit basis, may be more appropriate for smaller, more affordable units. Deferral of the payment of impact fees from the time of pulling a building permit until after a project is constructed, can save money by reducing finance costs during the construction period.
- **Expedited Permit Review**— Extended permit review timelines can cause unplanned delays for developers. Delays add additional costs and unpredictability to the development process, resulting in greater risks to its completion. Some localities shorten the review timeline for affordable housing projects. Permit review timelines can be shortened by reducing staff review periods, and by eliminating the number of public hearings or discretionary review meetings.
- **Improved Communication and Collaboration**— When developers can meet with local government staff prior to submitting a permit application, it can make the process more efficient for all parties involved, and remove much uncertainty for the developer. In this pre-application meeting, some local governments involve staff members from all departments that will be involved in reviewing a project in order to share information and better coordinate the process moving forward.



Technical Support— Tehama County businesses and government agencies have expertise in the local characteristics of their communities. This includes the real estate market, the political environment and decision-making processes, and a general understanding of the area’s culture and values. This is valuable information for housing developers as they try to navigate critical aspects of the real estate development process, such as community acceptance, entitlements, and securing local funding. In addition, local professionals such as real estate brokers, attorneys, architects, engineers, general contractors, and property managers can use their local knowledge to facilitate the development of housing and improve outcomes for the community’s benefit.

Political Support— Political support is a key factor in facilitating affordable housing development, especially in communities where affordable housing has been opposed in the past. Political support drives the other forms of local support described in this Section. It can fuel the implementation of funding programs and policies described above, and it can be called upon to support discretionary review entitlements in places where such decisions are closely contested. The growth of political support is dependent on the strength of local collaborations and associations such as those listed below, and described in other parts of this Plan.

- **Tehama County Homeless Stakeholder Collaborative**— composed of government, nonprofit, and faith-based leaders that are focused on taking concrete action steps to eliminate homelessness.
- **Tehama County Continuum of Care**— government agencies and nonprofits that are coordinating the delivery of housing and services.
- **Tehama Together**— a collaboration of key stakeholders in Tehama County seeking to improve their community by identifying and seeking solutions for unmet needs.
- **PATH Organization, Volunteers and Partner Churches**— energized by community volunteers and partner churches to house the homeless.
- **LIFT Event Collaborators**— brings together a wide variety of entities and interests in a collaborative effort to offer services to low-income residents under one roof.
- **Tehama 211**— provides a widely valued service to the community, and interacts with a large portion of the community.
- **United Way of Northern California**— a collaboration of citizens, businesses, nonprofits, and government agencies to improve life in Northern California.

Developable Land

Developable land is an obvious element of facilitating the production of affordable housing. This is a variable that can be strongly influenced by local government actions. While the amount of land in a jurisdiction is fixed, public policies can be employed to more efficiently utilize available land. These policies include annexations, expansion of public infrastructure, and the zoning code. In addition, local governments can share information about housing opportunities of which developers may not be aware.

Adequate Availability of Land— Housing development is constrained by its access to public infrastructure and compatible services. This is especially true for multifamily and supportive housing because they have higher densities, and residents are more dependent on public transit and walking to services. Annexations and public infrastructure expansion can open access to more housing production. While development in areas outside town centers may be less appropriate for affordable housing, expanding these areas may relieve development pressure in other areas more optimally



located for multifamily construction. In many instances, land appropriate for affordable housing is available but developers are unaware of it. Tools such as the vacant land inventories described in Section B may be used to make this information more available.

Appropriate Zoning— Housing development is also constrained by zoning that does not allow multifamily and other more affordable forms of residential construction. Zoning standards that significantly impact the feasibility of affordable housing include:

- Use Restrictions
- Density Limits
- Open Space Minimums
- Parking Requirements
- Setback Standards

State Housing Element Law has mandated that localities implement some specific zoning policies over the years, as detailed in Section B. An important tool to incentivize affordable housing development are density bonuses, such as the State Housing Density Bonus law that Tehama County localities have adopted. Density bonuses permit developers with a minimum proportion of rent restricted units to build more units per acre than would otherwise be allowed. Beyond compliance with the State Housing Element and Density Bonus Laws, Tehama County localities should consider additional changes to address the housing shortage. Recommendations include:

- **Increase the Number of Parcels that are Zoned Multi-Family in Appropriate Locations**— Many of the Multi-Family zoned properties identified in the Housing Element Land Inventories are not near services, and have inadequate infrastructure. Local jurisdictions should zone more land as R3 or R4 near bus lines, retail, schools and other amenities, that are also served by sewer and water infrastructure.
- **Expand Zoning Districts that Permit Emergency Shelters by Right**— State Law requires localities to permit Emergency Shelters by right in at least one zoning district. Unfortunately, emergency shelters are sometimes assigned to zoning districts that have limited land availability and are far from services and public transit, such as industrial districts on the outskirts of town. Because guests usually depend on walking, biking, or taking public transit to get around, emergency shelters should be permitted in zoning districts that are within walking distance of bus stops and services. For example, emergency shelters should be permitted in some commercial districts.
- **Expand Zoning Districts that Permit Smaller Units by Right**— Smaller units are in short supply in Tehama County. One of the benefits of smaller units is that they tend to be more affordable than larger units. They include SROs, studios, one-bedrooms, manufactured or mobile homes, and tiny houses. Most localities are very restrictive of where they allow smaller units and there is usually an inadequate land supply to meet demand. As a positive example, the City of Red Bluff permits SROs by right within the R-4 Residential District and all Commercial zoning Districts except Freeway Commercial.
- **Reduce Parking, Open Space, and Setback Requirements in Appropriate Areas**— Parking requirements, minimum open space thresholds, and setbacks reduce land that is available for housing, and makes development more expensive. In many cases, these standards can make a property infeasible for development. Most studies show that Low-Income households tend to own fewer cars and drive less than higher income households. As a result, affordable housing complexes are often under-parked, wasting valuable space. Allowing some flexibility in these standards may make sense in certain areas, such as on public transit corridors and downtown/main street corridors.





Objectives

The previous section provided a general overview of a community's Foundation elements that can be strengthened to secure new resources. This Section F identifies specific Objectives that will strengthen the Foundation in Tehama County. The purpose of these Objectives is to attract targeted resources necessary to achieve the goals laid out in Section D.

The Objectives are more specific than the Goals, but they are not action steps that assign responsibilities and schedules. These details are left to local entities that have better information about how to implement initiatives. Rather, the Objectives provide a framework for moving forward that is adequately flexible to adapt to changing conditions and evolving local priorities over time.

F1. Street Outreach Gap

One Stop Navigation Centers

Objective SO1. Start small by setting up mobile One Stop Centers in Red Bluff and Corning at sites currently used for similar services. Employ currently available resources. Consider using a mobile shower trailer. Track results and share success stories to raise awareness, build political support, and raise funds.

Goal: Mobile One Stop Navigation Center

Foundation Element: Technical Support, Political Support, Funding

Timeframe: 0-5 Years

Objective SO2. Work with the Cities of Red Bluff and Corning to apply for State CDBG funds that can be used for the construction (or rehabilitation) and operation of the One Stop Navigation Centers. Explore combining the Permanent One Stop Navigation Center with the Year Round Emergency Shelter.

Goal: Permanent One Stop Navigation Center

Foundation Element: Funding

Timeframe: 5-10 Years

Objective SO3. Position the County, Red Bluff, and Corning to secure SB 2 homeless funds for the One Stop Centers. Track funding program guidelines and notices, and make necessary preparations and investments so that the proposal is competitive.

Goal: Permanent One Stop Navigation Center

Foundation Element: Funding

Timeframe: 5-10 Years

Mobile Crisis Services

Mobile Crisis Services are in the planning stage and will begin with on-call clinician services by July 1, 2018. Implementation should be coordinated with Coordinated Entry partners, the One Stop Navigation Centers, the County Sheriff's Office, and local police. Data regarding these services will be reviewed and used to refine and modify services to meet the needs of Tehama County.



Goal: Mobile Crisis Services during peak non-business hours

Funding: MHSA CSS

Timeframe: 0-5 years

Sobering Center

TCHSA-SUR will work with the Homeless Stakeholder's group to identify how to assess the need for a sobering center and specifically whether or not Tehama County has the economy of scale to develop a sobering center exclusively for Tehama County. If it is not feasible to develop a sobering center exclusively for Tehama County a regional approach will be explored by contacting surrounding counties and identifying funds for a sobering center.

Goal: A Sobering Center that can be used by Tehama County Residents

Funding: Unknown

Timeframe: 0-5 years

F2. Temporary Housing Gap

Continuum of Mental Health Housing Options

TCHSA-MH will work with Homeless Stakeholder's group to approach businesses that operate Mental Health Rehabilitation Centers, Mental Health IMDs, psychiatric nursing facilities, and increased board and care facilities with the idea of opening such facilities in Tehama County.

Goal: A Mental Health Rehabilitation Center with 16-24 beds operating in or within 30 minutes of Tehama County.

Funding: Private Business

Timeframe: 0-5 years

Year-Round Emergency Shelter

TH1. Organize the Political Support associations and collaborations listed on page 51 to raise community awareness about the need for a Year-Round Emergency Shelter, its positive impact, and personal success stories that showcase its value.

Goal: Year-Round Shelter

Foundation Element: Political Support

Timeframe: 0-5 Years

TH2. Persuade the City of Red Bluff to expand the Zoning Districts where Emergency Shelters are permitted by right, without further discretionary review.

Goal: Year-Round Shelter

Foundation Element: Appropriately Zoned Land

Timeframe: 0-5 Years

TH3. Work with the City of Red Bluff to identify potential sites for the Emergency Shelter. Utilize the City's Vacant Land Inventory. Consider combining the Year-Round Emergency Shelter with the Permanent One Stop Navigation Center.

Goal: Year-Round Shelter

Foundation Element: Adequate Availability of Land

Timeframe: 0-5 Years



TH4. Work with the City of Red Bluff to apply for State CDBG funds to support Emergency Shelter acquisition and predevelopment costs.

Goal: Year-Round Shelter

Foundation Element: Funding

Timeframe: 5-10 Years

TH5. Apply for State ESG and SB 2 funds to support Emergency Shelter construction costs.

Goal: Year-Round Shelter

Foundation Element: Funding

Timeframe: 5-10 Years

Transitional Housing (20-40 additional beds, including for families)

TH6. Collaborate through the Stakeholders and the CoC to identify the highest priority need for Transitional Housing in terms of population served, housing type, and services. Form a partnership of entities that will work together to own and operate the project.

Goal: Transitional Housing

Foundation Element: Technical Support

Timeframe: 0-5 Years

TH7. Work with the County, the City of Red Bluff, and the City of Corning to identify potential sites for Transitional Housing. Utilize the Vacant Land Inventories prepared for Housing Elements as tools.

Goal: Transitional Housing

Foundation Element: Adequate Availability of Land

Timeframe: 5-10 Years

TH8. Form a public/private partnership with Dignity Health and St. Elizabeth's Hospital to provide financial, technical and political support for building Transitional Housing.

Goal: Transitional Housing

Foundation Element: Funding, Technical Support, Political Support

Timeframe: 0-5 Years

TH9. Position the County, City of Red Bluff, and City of Corning to secure SB 2 homeless funds for Transitional Housing. Track funding program guidelines and notices, and make necessary preparations and investments so that the proposal is competitive.

Goal: Transitional Housing

Foundation Element: Funding

Timeframe: 0-10 Years

F3. Permanent Supportive Housing Gap

Permanent Supportive Housing Project Utilizing MHSA

PSH1. Form a political support task force from among the Political Support associations and collaborations listed on page 51 to advocate for project permitting approval and any necessary local funding.



Goal: Permanent Supportive Housing Utilizing MHSA

Foundation Element: Political Support

Timeframe: 0-5 Years

PSH2. Provide local technical support as described on page 51 to the developer selected to receive MHSA funding.

Goal: Permanent Supportive Housing Utilizing MHSA

Foundation Element: Technical Support

Timeframe: 0-5 Years

Permanent Supportive Housing Utilizing NPLH and/or VHHP

PSH3. Position the County to receive NPLH noncompetitive and competitive allocations.

Goal: Permanent Supportive Housing Utilizing NPLH and/or VHHP

Foundation Element: Funding

Timeframe: 0-5 Years

PSH4. Outreach to potential NPLH and VHHP developers. Present the benefits of working in Tehama County.

Goal: Permanent Supportive Housing Utilizing NPLH and/or VHHP

Foundation Elements: Technical Support, Funding

Timeframe: 0-5 Years

PSH5. Provide local technical support as described on page 51 to the developer selected to receive NPLH or VHHP funding.

Goal: Permanent Supportive Housing Utilizing NPLH and/or VHHP

Foundation Element: Technical Support

Timeframe: 5-10 Years

PSH6. Work with the CoC to apply for Permanent Supportive Housing funding through the annual CoC NOFA.

Goal: Permanent Supportive Housing Utilizing NPLH and/or VHHP

Foundation Element: Funding

Timeframe: 5-10 Years

PSH7. Position the County, City of Red Bluff, and City of Corning to secure SB 2 homeless funds for Permanent Supportive Housing. Track funding program guidelines and notices, and make necessary preparations and investments so that the proposal is competitive.

Goal: Permanent Supportive Housing Utilizing NPLH and/or VHHP

Foundation Element: Funding

Timeframe: 5-10 Years

F4. Permanent Affordable Housing Gap

Utilize Section 8 Vouchers and VASH to Develop Affordable Housing

PAH1. Collaborate with the Plumas Community Development Commission (CDC) to identify opportunities to expand the Section 8 program to serve more homeless families and individuals.



Goal: Utilize Section 8 Vouchers and VASH to Develop Affordable Housing

Foundation Element: Funding

Timeframe: 0-5 Years

PAH2. Work with the local VA Office and Plumas CDC to identify opportunities to apply for VASH Vouchers. Organize political support from Veterans Groups.

Goal: Utilize Section 8 Vouchers and VASH to Develop Affordable Housing

Foundation Elements: Funding, Political Support

Timeframe: 0-5 Years

Implement Policies that Will Incentivize the Development of More Housing Overall

PAH3. Coordinate with the Political Support associations and collaborations listed on page 51 to organize a public awareness campaign about the need for more housing options throughout the County. Advocate that local governments provide some of the regulatory relief measures described on page 50, make more land available for residential development, and adopt some of the changes to the zoning code described on page 52.

Goal: Implement Policies that Will Incentivize the Development of More Housing Overall

Foundation Elements: Political Support, Regulatory Relief, Adequate Availability of Land, Appropriately Zoned Land

Timeframe: 5-10 Years

PA4. Work with local governments to make information about development opportunities and incentives more available to developers. Update Vacant Land Inventories.

Goal: Implement Policies that Will Incentivize the Development of More Housing Overall

Foundation Elements: Adequate Availability of Land, Technical Support

Timeframe: 5-10 Years

PA5. Provide local technical support as described on page 51 to affordable housing developers that work in Tehama County. Identify a contact person or group from the Stakeholders to collaborate with developers and refer them to technical support.

Goal: Implement Policies that Will Incentivize the Development of More Housing Overall

Foundation Element: Technical Support

Timeframe: 5-10 Years





Conclusion

This 10-Year Plan provides a framework that will inform the funding, budgeting, workplans and schedules of Tehama County, the Homeless Stakeholder Collaborative, and the CoC in their efforts to end homelessness. The next steps will be for these entities to identify responsible parties and timelines for each of the Objectives.

Tehama County has made significant and impressive progress in addressing homelessness over the last five years. In that time period, the CoC and Stakeholders were organized, and the CoC governance charter and infrastructure were established. The process of forming these entities has demonstrated and enhanced the community's unique capacity to collaborate around a shared vision. These initiatives have laid the groundwork for a vibrant and sustainable 10-Year Plan. The County, Homeless Stakeholder Collaborative, and the CoC can build a solid foundation of local resources upon that groundwork. These entities can now capitalize on their efforts to attract new resources that will help them realize their goals.

