



**Housing Authority
of the County of Butte**

Strategic Plan

April 2025



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Message from the Executive Director

The Housing Authority's work to develop and update the five-year strategic plan was initiated by the Board of Commissioners in early 2025. With years of accumulation of programs, properties, and new developments in the last three years since its founding in 1946, the Housing Authority now serves more than 4,600 households in Butte and Glenn Counties, through a diverse mix of rental assistance programs and affordable housing properties. Having navigated the Great Recession, been instrumental in contributing to post-disaster recovery efforts in both Butte and Glenn Counties, and confronting federal and State funding constraints, the Board felt it time to revisit the agency's mission, evaluate its programs and properties in service to the community, to develop and affirm strategic directions and policies that will guide the agency moving forward.

Established as an independent public agency by action of the Butte County Board of Supervisors, the Housing Authority's former mission was to *"assist low- and moderate-income residents to secure and maintain high-quality affordable housing"*.

The Housing Authority's updated mission is ***to provide access to affordable and innovative housing solutions for the well-being of all. We support residents in securing and maintaining quality housing as a pathway to fostering sustainable, resilient, and stable communities.*** Specifically, the Board recognized the need to continue to expand its Agency's goals to include the following priorities; increasing our Affordable Housing Stock, Incorporate Resilience and Sustainability into Housing Solutions, Promote Upward Mobility Through Housing Programs, Address the Unique Housing Needs of Vulnerable Populations, Enhance Staff Engagement and Development, Improve Tenant Onboarding and Retention, Achieve Operational Efficiency and Transparency in Service Delivery, and Adapting to Changes Over Time. The stated agency goals ensure best use of staff energies and financial resources, in an operating environment that included ongoing substantial local affordable housing need, continual federal and State funding uncertainty, appreciating operational costs, and historically low interest rates.

The subsequent strategic planning effort provided a forum for Board members and staff to work together to discuss their vision for the future of the Housing Authority, and to think together about the biggest challenges facing their everyday work. The results of these work sessions are contained in the following pages of the Strategic Plan. In large part, the Strategic Plan affirms the path the Housing Authority was already taking as an organization; that is, efficiently and effectively taking advantage of program and development opportunities as they arise within the constraints of the "uncertainty" we are faced with pending possible cuts from the Federal Government.

However, this plan also pays new attention to the role of the organization in encouraging the on-going goal of self-sufficiency for program participants and residents. We strive to help with contributions made to our residents' quality of life, through provision of community-building services, assistance to residents in development of job skills, education of youth, improvement of health outcomes, and generally, working with clients to optimize their potential for self-sufficiency.

Through this strategic planning process, Board members gave more precise definition to the Housing Authority's role in the community, as a supporter and partner to fellow agencies and organizations providing social services and housing assistance. This is particularly true for the issue of local homelessness, where the Housing Authority continues to not see itself as a front-line agency, but rather, as a support agency to those working directly with the homeless. We have many local non-profits within our community that are the "experts" in dealing with homelessness.

For our staff and board members, the safety and quality of the housing stock we provide is paramount. This strategic plan process will require the need to continue to develop an updated strategic asset plan, wherein the properties developed and acquired over the years be evaluated as a whole for their condition, service to housing need, physical needs, and finance opportunities, all by way of planning for a more coherent affordable housing portfolio built to serve future generations.

The Housing Authority values continual improvement in the way we work. Maintaining our commitment to employee training and well-being, and program administration that is client-friendly and accessible, was affirmed to be of great importance. Customer and resident relations are a priority for all staff as we commit to strive to improve this important aspect of the Housing Authority.

The value of these discussions will only be realized if we continue to fully commit to implementation of this new revised Strategic Plan. As a living document that serves as a benchmark, road map, and "to-do" list for its readers, we hope our staff, residents, and the greater communities of Butte and Glenn Counties will embrace this map, understanding who and where we are, and where we need to go. Working together, we will further expand affordable housing opportunity to those we serve, fulfilling their need for the shelter that is a basis for their well-being. Lastly, the Housing Authority of the County of Butte supports all types of housing for our communities in order to meet the demands of our ever-growing populations.



Lawrence C. Guanzon
Executive Director

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Mission

The Housing Authority of the County of Butte provides access to affordable and innovative housing solutions for the well-being of all. We support residents in securing and maintaining quality housing as a pathway to fostering sustainable, resilient, and stable communities.



Vision

By promoting sustainable development and addressing the impacts of trauma, we strive for resilient, stable communities that support economic and social well-being.

We collaborate with partner organizations to connect residents with essential services, including those addressing housing needs, security and stability. We recognize these partnerships as key to creating a supportive environment for all those we serve.

We are committed to operational efficiency, ensuring that our programs are effective, fiscally responsible, and impactful in meeting the needs of residents in our communities.

We strive to improve our housing stock, expand our resources, and seek new opportunities to grow and invest in sustainable, affordable housing solutions for the future.

We address the unique housing challenges faced by vulnerable populations, including individuals and families recovering from trauma.

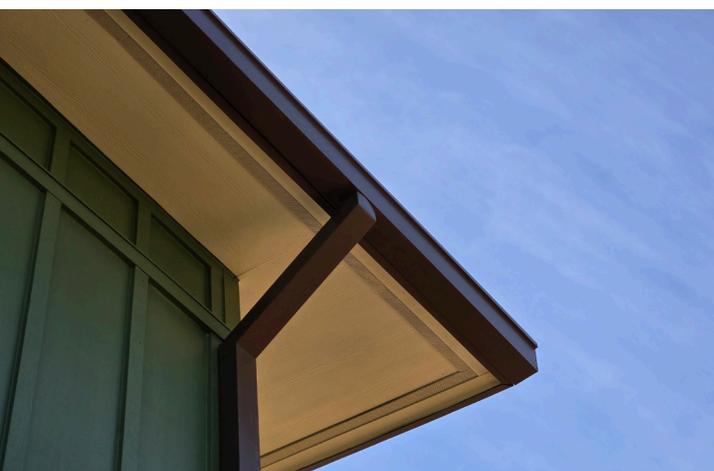
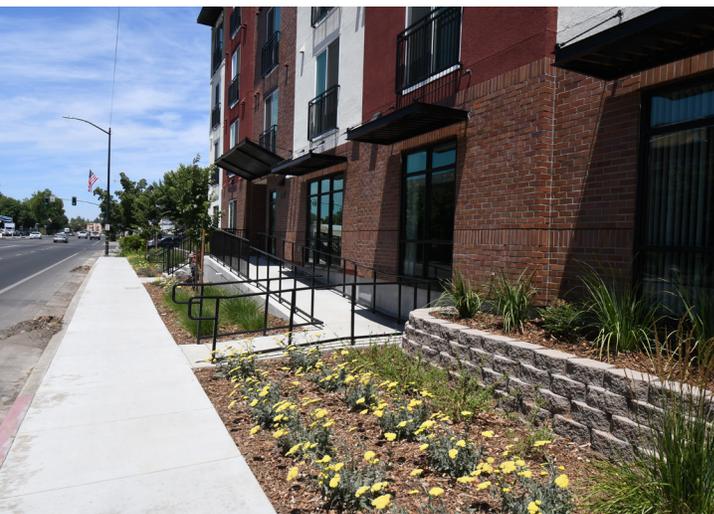
We encourage a work environment where staff members feel inspired, proud of their work, and are recognized for their efforts.

Goals & Objectives

Goal 1: Expand Affordable Housing Stock

Objective 1A: Continue to pursue all available sources of funding to ensure that expansion of housing stock continues even in years when there is funding uncertainty or development cost increases.

Objective 1B: Explore public and private partnerships to identify suitable properties for construction or rehabilitation, to increase supply of affordable housing units.



Goal 2: Incorporate Resilience and Sustainability into Housing Solutions

Objective 2A: Apply for available funding (e.g., CalHome funds) to retroactively install fire-resistant (or wildfire prepared) materials, flood defenses, and energy-efficient systems in HACB-managed properties, especially those in disaster-prone areas.

Objective 2B: Continue to incorporate fiscally prudent disaster-resilient technologies (such as solar panels and rainwater collection systems) in new projects, to increase long-term sustainability.

Objective 2C: Ensure all new HACB developments meet the highest energy efficiency standards, incorporating low-flow plumbing, and high-efficiency HVAC systems.

Objective 2D: Support innovative building technologies, materials, and housing typologies that increase sustainability while also reducing construction time and costs.

Goals 3: Promote Upward Mobility Through Housing Programs

Objective 3A: Continue to promote the Family Self-Sufficiency (FSS) program (through the Housing Choice Voucher Program) and increase participation.

Objective 3B: Fortify partnerships to connect residents with services such as: job training and financial literacy programs, healthcare and childcare resources, transportation assistance and meal programs.



Goal 4: Address the Unique Housing Needs of Vulnerable Populations

Objective 4A: Continue to retrofit existing HACB properties to include accessibility features such as ramps, elevators, and accessible bathrooms for elderly and disabled residents.

Objective 4B: Continue to prioritize the development of accessible units in new projects to ensure that elderly and disabled residents have adequate housing options and age in place.

Objective 4C: Connect residents with services (provided by partners) to help them improve their quality of life.



Goal 5: Enhance Staff Engagement and Development

Objective 5A: Recognize staff achievements through awards, public acknowledgments, and team-building events to enhance morale.

Objective 5B: Continue to offer extensive opportunities for staff training and networking (NAHRO, Fair Housing, NMA, BDO, etc.) as funding is available.



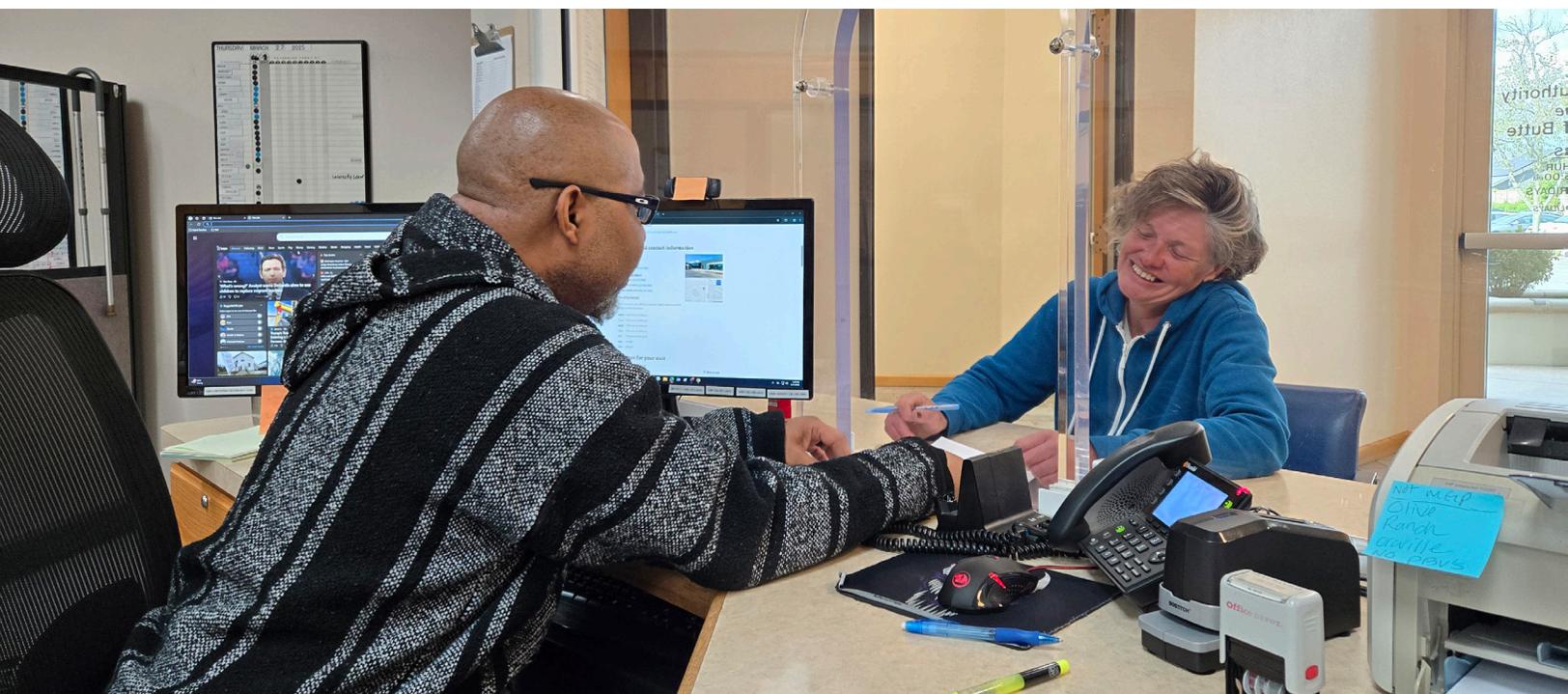
Goal 6: Improve Tenant Onboarding and Retention

Objective 6A: Support case workers in creating a more personalized case management process, which may connect residents with services (provided by partners) that improve their quality of life and help them maintain stability in their housing.

Objective 6B: Expand use of online platforms to streamline rent payment, communication, and tenant management, enhancing both the onboarding process and ongoing tenant retention.

Objective 6C: Continue to educate residents on how to maintain their units and fulfill their lease obligations.

Objective 6D: Continue to engage and educate landlords on policies and procedures.



Goal 7: Achieve Operational Efficiency and Transparency in Service Delivery

Objective 7A: Continue transparent program and property tracking and reporting, including information on housing outcomes, funding, and program effectiveness.

Objective 7B: Continue to conduct regular audits – at the agency level, at the program level, and at the property level – to ensure efficiency and fiscal responsibility.



Goal 8: Adapting to Changes Over Time

Objective 8A: Ensure that new units can adapt to evolving environmental, economic, and demographic changes while meeting current housing demands.

Objective 8B: Regularly evaluate internal processes to identify opportunities for improvement in service delivery, resource allocation, and program administration, while maintaining financial stability for HACB.

Objective 8C: Continue to build a shared understanding of on-ground needs, services and resources available by connecting staff and communities at local forums.

Objective 8D: Identify and capitalize on emerging services and resources.

Objective 8E: Continue to advocate for all types of housing, given the changing housing needs based on demographic shifts.



**Housing Authority
of the County of Butte**

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