

PLUMAS COUNTY HOUSING



STRATEGY FRAMEWORK

2026-2028
(98% DRAFT)



LMVNOP



Thank you to the many funders and partners that have made such a unique and long-term vision possible.



SUMMARY:

In Fall 2022, LMNOP was contracted by The Almanor Foundation (TAF) to prepare a Strategic Housing Plan for workforce attainable housing and implement associated initiatives in response to the 2021 Dixie Fire. 3.5 years later, LMNOP and TAF have laid

the groundwork for an impressive multi-faceted approach to build and rebuild diverse housing opportunities for a wide range of needs in Plumas County.

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Refer to this document virtually *here*.

<https://tinyurl.com/SHP-Framework>



PART I. Summary

A: Introduction

I. **BACKGROUND:** 2021's Dixie Fire drastically impacted the ecosystem and communities of Plumas County. Its devastation of Greenville, CA – which housed much of the West side of the county's affordable/attainable housing – and neighboring communities of Indian Falls, Canyon Dam, and Warner Valley sent shockwaves through the entire region. As communities and individuals processed loss and began to pick up the pieces, The Almanor Foundation

(TAF) quickly recognized a critical need to rebuild **workforce attainable housing** that supports Plumas County’s critical industries – such as logging, healthcare, and hospitality/tourism.

TAF contracted LMNOP to oversee and develop the [Lake Almanor Basin Strategic Housing Plan](#) (Jun. 2023), [Lake Almanor Basin Housing Assessment](#) (Jul. 2023), and [Housing Systems Map](#) (Jul. 2023). While focused on the Lake Almanor Basin and regions directly impacted by the Dixie Fire, **The Strategic Housing Plan (SHP) provided a framework for the**

The range of housing needs in the region, ranging from 70%–120% Area Median Income (AMI). According to 2025 data, that is \$24–\$40/hr.

This definition differs **from ‘affordable housing,’** which often refers to public or government-subsidized housing. Often <80% AMI

entirety of Plumas County to address systemic housing barriers, proposing three strategic pillars—**Cultivate, Construct,** and **Conserve**—to guide post–2021 Dixie Fire recovery.

LMNOP’s contract was then renewed to focus on implementation of the strategies first outlined in the SHP. In 2024, these recommendations were translated into the **Three Target Areas** (Build to Rent, Lease to Locals, and marketing), which served as early pilots for increasing rental and ownership



opportunities, while also addressing the need for marketing of homes and the area as a whole.

As implementation progressed, it became clear that Plumas County needed stronger coordination across agencies, nonprofits, developers, and funders. In April 2024, TAF and LMNOP held the first **Plumas Housing Council (PHC)** meeting, bringing together regional nonprofits, major

employers, and County officials to align efforts and support emerging housing-related projects. Over its first year, PHC formalized its mission, growing countywide and regional membership – including

1. Build to Rent: A rental housing approach designed for the workforce that adds more homes on single-family lots and reduces costs by building multiple units at once.

Status: Revised into Built for Plumas,

actively in-development now.

Greenville

2. Lease to Locals: Subsidy program to incentivize homeowners to rent out second homes/Airbnbs to the local workforce.

Status: Paused due to lack of viable housing units, and focus was shifted to Welcome Home

3. Marketing: Build a cohesive marketing strategy.

Status: plumashousing.com is active, with a 6-month strategy in place.

the addition of developers, educators, County and State government representatives, and additional housing stakeholders. The Council directly contributed to the existence of new projects and initiatives such as Welcome Home Greenville, Built for Plumas, and Move-In Plumas.

Through this work, the original Target Areas were refined and expanded into a broader, **six-pillar housing framework** that reflects the county’s long-term needs for governance, housing production, renter support, economic vitality, communication, and sustainable implementation.

II. DOCUMENT INTENT: Plumas County is adapting to a rapidly shifting landscape shaped by economic pressures, environmental realities, and social change at both the regional and national levels. Despite of – and in wake of – these growing obstacles, housing remains an essential need for all local residents

LMNOP



and a critical factor in long-term community stability and workforce sustainability.

Over the past 3.5 years, LMNOP has supported TAF’s emergence as a thought leader and advocator for coordinated and strategic housing efforts. As implementation responsibilities become more locally embedded, both **LMNOP and TAF are intentionally transitioning from primary drivers of housing initiatives to supportive partners**. This shift reflects the **growing capacity of local champions, strengthened partnerships, clarified governance roles**, and **secured funding pathways** that now position the community to carry the work forward. This document supports this transition by:

A. Summarizing the work completed through LMNOP’s contracts with The Almanor Foundation.

B. Establishing a forward-looking framework for TAF, PHC, Plumas County, and other local champions to continue and expand this work.

III. RELATIONSHIP TO OTHER WORKS/REPORTS: TAF’s housing work has directly correlated – and in many cases – directly contributed and guided a multitude of other reports, strategic documents, and implementation projects since the 2021 Dixie Fire.

Refer to the Appendix in Section 3 for a comprehensive list of LMNOP’s process and deliverables for TAF (3.A and 3.B), Plumas Housing Council assets (3.D), and other relevant strategy, visioning, or research documents and deliverables (3.E).

A glossary of terms may be found here: tinyurl.com/PHC-Glossary-26



B: OVERVIEW OF THE SIX PRINCIPLES

TAF and LMNOP have identified viable long-term strategies and pursued attainable action steps over 3.5 years of work and collaboration. The six principles build on this work and are refined from Council discussions, documentation and expertise.

Principle A: Countywide Housing Coordination & Governance

Strengthen cross-agency alignment, reduce siloed efforts, and solidify a durable, neutral countywide housing coordination structure.

Principle B: Attainable Housing Production (Workforce, Missing Middle

& Wildfire Recovery)

Advance the development of new workforce and infill housing projects while supporting wildfire recovery and long-term economic stability.

Principle C: **Activate Underutilized Housing for Renters**

Bring vacant, underutilized, and attainable homes online to stabilize the rental market and provide options for local residents.

Principle D: **Economic Vitality Through Housing & Community Stability**

Align housing work with economic development, workforce stability, and community identity.

Principle E: **Shared Language & Communication**

Build a coordinated housing language and communication channels with a common understanding that reduces public misinformation, builds political support, and strengthens community trust.

Principle F: **Building Long-Term Capacity**

Ensure the systems, staffing, tools, and governance structures exist to support multi-year coordination and project delivery.

Section 2 includes recommendations associated with each of the Six Principles, similarly developed through many years of work and collaboration.



C: TAF'S ROLE & RESPONSIBILITIES

As the catalyst for a more unified approach to housing in Plumas County, TAF has played a central role in convening partners, advancing workforce housing strategies, securing funding, and supporting implementation efforts. As recovery efforts mature and additional partners step into defined leadership roles, TAF's position is evolving.

Because housing remains inextricably linked to TAF's core mission of community vitality and workforce development, continued close engagement is essential.

TAF's role is shifting from serving as a primary driver of direct action to **stewarding alignment, assessing progress, and sustaining long-term momentum**. This evolution reflects both the growing capacity of local partners and the need for durable, community-embedded leadership structures. TAF's evolving role also results in evolved responsibilities, which include:

1. ASSESSING DIRECTION

The housing needs of Plumas County will continue to evolve. TAF's expertise and ability to think at a high strategic level should be implemented with: **The Plumas Housing Council:** Reflect on the Council's efficacy and value after two years (Spring 2028).

Almanor Basin Strategic Housing Plan: Based on evolving understanding of needs and reports (such as the 2026 Indian Valley Economic Study), review and revise the SHP to reflect the evolving housing and economic landscape. This may result in new, or revised approaches/pillars. (Winter 2028)

2. ACTIVE ADVISORY MEMBER OF THE PLUMAS HOUSING COUNCIL Actively engage with the Council, particularly as a representative of the nonprofit sector and deep relationship with workforce housing.

3. STORYTELLER

With a wide network of funders, concerned individuals and marketing streams, TAF should continue to tell the story of housing, particularly as it relates to TAF's spearheading, execution, and delegation of housing successes like Welcome Home Greenville and the Plumas Housing Council.



D: A WORD FROM LMNOP DESIGN

This work is a result of strategic and thoughtful visioning from The Almanor Foundation. Often leadership can jump into implementation that lacks foresight nor strategy, resulting in short term wins and long term losses. TAF has effectively balanced a long-term view with necessary strategic planning, while also seeking early wins. As champions, projects and our partners carry forward implementation work, it is our recommendation that TAF maintain that strategic vision by revisiting this work and the implementation work every 3-6 months.

We encourage you to not view this document as another in a series of bureaucratic reports that sit on a shelf. This living document is representative of the changes, successes and failures of establishing a housing ecosystem that is attainable for all residents of Plumas County. It's a celebration of resilience, of building outside of the box, and a commitment to the ideals and people that have sustained Plumas County for generations.

Thanks for making this all possible.



REMINDER: You can refer to this document virtually *here*.

<https://tinyurl.com/SHP-Framework>



PART 2. FRAMEWORK FOR THE FUTURE: Six Principles & Recommendations

Through 3.5 years of work, core principles and needs at varying scales have been identified, refined and

reaffirmed. With close consideration from Plumas

Housing Council discussions and documents, **the SIX PRINCIPLES help to guide and continue the ground work established in the wake of the Dixie Fire.**

Principles are described, defined, and include key

documents or projects that align. Each principle has a set of associated recommendations, which combines a suggested action step with additional information, champions and key partners.


Recommendations have also been sorted as:



**Refer to PARTS 2 & 3
virtually here.**

tinyurl.com/SHP-Framework-2

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 **Funding** - related to acquisition & spending of dollars.

 **Projects** - related to a specific project or direct action.

 **Operations/Process** - related to the who and how.

Principle A: Countywide Housing United Coordination & Governance

TAF and LMNOP identified a **persistent disconnect** among housing leaders, implementers, and stakeholders across Plumas County that **limited coordination and slowed progress**. In response, **the Plumas Housing Council (PHC) was established as a durable, neutral, countywide entity to align partners, coordinate resources, and sustain momentum** beyond the capacity or tenure of any single organization. Particularly in the wake of the Dixie Fire, the Council addressed longstanding siloed practices and limited cross-agency capacity by creating a consistent structure for shared vision and coordinated action.



The **Plumas County General Plan 2024–2029 Housing Element** and [Resolution No. 2026–9108](#) formally recognize PHC’s role within the County’s policy framework, reinforcing its long-term value. The Council’s **1-Year Successes** one-pager further demonstrated tangible progress, including multiple housing projects in the burn scar, earning formal recognition from State Senator Megan Dahle, and establishing itself as a trusted convener of cross-sector partners.

Organizations, employers, nonprofits, and public agencies increasingly rely on the Council to provide a steady forum for communication, alignment, and problem-solving in a landscape where staffing and resources remain limited. At a minimum, PHC serves as a reliable catalyst for connection; at its strongest, it provides the structure and guidance necessary for coordinated, action-oriented work – enabling fragmented efforts to function as collective impact.

The recommendations below focus on strengthening governance clarity, institutional durability, and operational consistency so the Council can continue serving as both a catalyst for communication and a backbone for coordinated, action-oriented work – ensuring limited local capacity is leveraged into sustained collective impact.

A.1: Institutionalize a long-term facilitator role to maintain momentum and project delivery.

The Plumas Housing Council’s part-time facilitator role, now housed as part of Plumas Rural Services’ Housing Coordinator, reduces pressure and strained capacity on Council members by facilitating meetings, connecting stakeholders, and maintaining an ecosystem of connected vision. As part of this transition work, and as facilitators of the Council for a year and a half, LMNOP has developed a solid organizational structure to support the facilitation and governance of the Council. LMNOP and TAF are extremely grateful to Plumas Rural Services for stepping up to fill this role.

CHAMPION: Plumas Rural Services – Housing Coordinator

KEY PARTNERS: PHC Member Body



A.2: Provide funding support to the Plumas Housing Council to sustain countywide housing coordination.

The Plumas Housing Council requires funding for three primary responsibilities:

- Council facilitation in the form of the part-time Housing Coordinator • plumashousing.com maintenance
- Marketing on a hyper-local and regional scale

The Coordinator position has successfully secured two years of funding via The Almanor Foundation and Dixie Fire Collaborative. Beyond these next two years, it is recommended that the Housing Coordinator writes and pursues grants or additional funding sources for their position. If the County continues to see the necessity and value of the Council, it is encouraged to coordinate with the County for potential funding avenues.

CHAMPION: Plumas Rural Services – Housing Coordinator

KEY PARTNERS: The Almanor Foundation, Dixie Fire Collaborative, PHC Member Body, Plumas County local government

A.3: Allow Council evolution based on needs, member capacity and identified blindspots.

In order to address the housing complexities the Council and the entire region face, the Council must refine itself to meet the needs of the community and the expertise of its evolving membership body.

This may include:

- Forming focused “task forces” so that members may engage on top priorities like Workforce housing, Insurance, Funding/Grants, Property Management, and Maintenance of Aesthetics.
- Developing clear onboarding materials for leadership changes and new members to get folks up to speed quickly and limit knowledge lost. • Actively recruiting key players and stakeholders to the Council, such as **East County** representatives.

CHAMPION: Plumas Housing Council Member Body, Housing Coordinator



KEY PARTNERS: The Almanor Foundation, Plumas Rural Services

A.4: Track projects using the [Project Tracker](#).

Track established Councilmember projects like Plumas County Community Development Commission (PCCDC)’s Public Housing, new projects like Built for Plumas and Welcome Home Greenville, and future opportunities through the Council’s [Project Tracker](#). This will allow partners to **track incremental growth, project or strategize the annual development of additional units, and maintain alignment with other project champions.**

CHAMPION: Housing Coordinator

KEY PARTNERS: Plumas Housing Council, Project Lead(s)

A.5: Maintain and evolve County relationship and support to the Council. The Plumas County Board of Supervisors (BOS) adopted a resolution acknowledging the Council as a collaborative consortium supporting countywide housing efforts and confirming the appointment of a Plumas County Advisory Board Member to maintain ongoing engagement with the Council. The Council is encouraged to retain a productive and informative relationship with the BOS through the following:

- Maintain a County staff member on the Council Advisory Board. • Monthly or

bi-monthly updates to the Board of Supervisors (BOS). While memo updates are adequate, presentations each quarter are highly recommended.

As the Council continues to fill an important role, seeking additional financial or staff support is worthwhile.

CHAMPION: Plumas County government, Housing Coordinator

KEY PARTNERS: PHC Member Body



**PRINCIPLE B: Attainable Housing Production for the Workforce,
Missing Middle & Burn Scar Recovery**

Prior to the 2021 Dixie Fire, Greenville housed a significant share of the local workforce, while Canyon Dam supported much of the seasonal labor base. The wildfire severely disrupted the County’s workforce housing supply, which in turn exposed deeper,

countywide gaps in rental availability, property management capacity, and coordinated housing efforts.

The need for workforce housing was only exacerbated by the wildfire – employers, service providers, and Council members have consistently identified a critical shortage of workforce and rental housing—driven not only by unit loss, but by limited rental inventory, insufficient property management capacity, and rising development and operating costs. Addressing these constraints requires coordinated action that moves projects from planning to production while maintaining the Plumas Housing Council’s neutral, convening role.

The scale of this disruption has been reinforced through multiple recent planning efforts and implementation projects. The **Plumas County General Plan 2024–2029 Housing Element** ([Webpage](#)) explicitly identifies workforce housing and coordinated housing systems as priorities, in **Goal H5** and **Program H2.5**. The **Lake Almanor Basin Housing Assessment** ([PDF](#)) further confirms that workforce housing shortages are directly constraining economic stability, employer retention, and long-term community viability—conditions intensified by post-Dixie Fire unit loss. In response, implementation efforts such as **Built for Plumas** ([PDF](#)) are actively leveraging expiring state funds with local gap financing to produce 38 workforce housing units countywide, demonstrating both urgency and feasibility when coordination and funding align.

Principle B strengthens the systems needed to produce housing. It focuses on aligning plans and data, improving public understanding, tracking projects, building operational capacity, and connecting employers with development partners. These actions are necessary to deliver workforce and rental housing—particularly in and



around the burn scar—while enabling the Plumas Housing Council to operate as a neutral convener and keep projects moving forward.

B.1: Actively promote local housing projects and lead early community education to reduce public concerns and misinformation.

Proactively communicate about housing needs, projects, and zoning realities to build public understanding and reduce misinformation. Creative housing solutions are necessary results of ballooning housing costs and costs of living, particularly in rural areas like Plumas County. These solutions should prioritize and retain cultural aesthetics and needs where possible.

CHAMPION: Plumas County, Plumas County Community Development Corporation, Plumas Housing Council, Project Lead(s)

KEY PARTNERS: The Almanor Foundation, Blissbranding

B.2: Revisit and update the Strategic Housing Plan to align with refined needs and conditions.

The 2022 Strategic Housing Plan was developed as part of the initial post–Dixie Fire response and helped advance early housing coordination and solutions. As rebuilding has progressed, new information and implementation experience have reinforced that housing needs are evolving and must be addressed at a countywide scale.

Updating the Strategic Housing Plan is a natural next step in an evolving landscape. An updated plan should build on the refined pillars and target areas, incorporate findings from recent and ongoing efforts—such as the Countywide Housing Assessment and the Indian Valley Economic Study—and reflect lessons learned from early recovery work to remain relevant, actionable, and aligned with current conditions.

CHAMPION: The Almanor Foundation

KEY PARTNERS: Plumas Housing Council, TBD



B.3: Address systemic property management shortages through recruitment, training and regional capacity-building solutions. Property management is a critical component of a healthy rental ecosystem and remains a significant challenge in Plumas County. This shortage stems from negative cultural perceptions of rental housing, limited local staffing capacity, and a lack of accessible training pathways. The long-term success of projects such as **Built for Plumas** and the **PCCDCS’s public housing portfolio** depends not only on constructing units, but on developing the local workforce, systems, and support structures necessary to professionally manage and sustain them.

CHAMPION: Plumas Housing Council, TBD

KEY PARTNERS: PCCDC, Plumas Rural Services, Reconstruction Recovery Advisors

B.4: Form a Workforce Housing Task Force through the Plumas Housing Council.

Form a Workforce Housing Task Force to connect major employers, housing partners, and developers to advance near-term workforce housing solutions. The Task Force should include key employers, The Almanor Foundation (TAF), and experienced developers to identify priority needs, remove development barriers, and align projects with local community character and workforce income ranges.

TAF has already laid critical groundwork by demonstrating employer demand and convening early partnerships, underscoring both the urgency and readiness for coordinated action.

CHAMPION: The Almanor Foundation, Plumas Housing Council **KEY**

PARTNERS: Housing Coordinator, Major Employers (SPI, PDH, Collins Pine, Seneca Hospital, Forest Service, etc.), developers (RRA, Burks Construction Management, etc.)

TIMELINE: Immediate



PRINCIPLE C: Activate Underutilized Housing to Support Renters

Small-scale developers and landlords—historically the backbone of local rental housing — have faced increasing strain from recent state legislation, rising insurance costs, defensible space requirements, and the growth of short-term rental

Residential properties that are vacant, under-occupied or inefficiently used.

These include 2nd or 3rd homes and Airbnbs and other short-term rentals.

platforms. Together, these pressures have reduced participation in long-term renting and contributed to **underutilized housing stock**.

At the same time, Plumas County has limited land, infrastructure, and staffing capacity to support large-scale housing expansion. Council discussions and supporting studies consistently reinforced that the fastest and most feasible path to expanding rental housing is to **increase density within the existing**

footprint—activating homes, Accessory Dwelling Units (ADUs), lots, and structures that already have access to roads, utilities, and services. Doing so reduces per-unit costs, avoids infrastructure expansion, and allows limited public resources to be used more efficiently.

This direction is reinforced by multiple recent planning efforts. The **Plumas County General Plan 2024–2029 Housing Element** ([Webpage](#)) calls for activation of underutilized properties, expanded ADU production (Program H1.4), and stabilization of the rental ecosystem through coordinated systems (Programs H2.4 and H2.5). The **Lake Almanor Basin Housing Assessment** ([PDF](#)) identifies limited rental availability as the County’s primary housing challenge, driven in part by operationally constrained and underutilized housing stock. Building on these findings, the County’s ADU Idea Book ([Webpage](#)) provides residents with pre-designed, no-cost plans and an expedited pathway for constructing ADUs—lowering barriers to incremental density within existing neighborhoods. Together, these efforts confirm that **small-scale infill and activation strategies represent the most realistic and immediate opportunities for expanding rental supply.**



Principle C builds on these lessons by focusing on education, coordination, and system-level support that make renting more viable for property owners while expanding housing options for renters. The following recommendations prioritize practical actions to unlock underutilized housing and stabilize the rental ecosystem.

C.1: Develop a Rental Activation Toolkit for landlords.

The Toolkit should provide clear guidance on defensible space, insurance considerations, property management practices, and available financial incentives to reduce uncertainty and risk for small-scale landlords and developers, existing or new.

Building on the success of the Housing Systems Map developed through TAF’s Strategic Housing Plan, create a companion “How to Rent a Home” resource map that clarifies pathways to renting and supports the reactivation of underutilized housing within the County’s existing footprint.

CHAMPION: Plumas Housing Council, TBD

KEY PARTNERS: TBD

C.2: Recognize and address the key barriers to activating unused housing, including the lack of rental owners, state policies, local politics, economic

constraints, and community attitudes.

develop a “Renting a Home” map – modeled after the Housing Systems Map. Whereas C.1 addresses logistical solutions to the rental ecosystem, this recommendation focuses on building awareness of key barriers to outline practical paths to renting out a second home, new build, vacant home, or ADU.

CHAMPION: Plumas Housing Council, TBD

KEY PARTNERS: TBD

C.3: Establish plumashousing.com as the premier listings place for rental units and build renter-facing resource pages into the website to fill current information gaps.

By replacing fragmented, short-lived listings with a single, trusted platform, this effort reduces friction for renters while lowering the barrier for property



owners to list units. Centralizing information supports activation of existing housing and reflects the County’s need to make the most of limited housing supply and infrastructure.

CHAMPION: Plumas Housing Council, Blissbranding

KEY PARTNERS: PCCDC, Plumas Rural Services, Move in

C.4: Create a Rentals Task Force to coordinate system-level solutions for rental activation and property management.

Coordinate cross-agency efforts related to rental activation and property management capacity. The Task Force should focus on identifying system-level solutions that help stabilize long-term rentals and reduce reliance on short-term or informal housing arrangements, while leveraging limited local resources and Council member time more effectively.

CHAMPION: Plumas Housing Council Member Body

KEY PARTNERS: PCCDC, PRS, Plumas District Hospital

C.5: Promote Accessory Dwelling Units as a passive income resource and tool to increase housing density and accessibility.

ADUs are a critical, cost-effective solution to support incremental density, leverage existing infrastructure, and reduce development risk, but lack community buy-in or understanding. The concepts below build on Council discussions and existing ADU work:

1. Market ready-to-use ADU plans from the ADU Idea Book to property

- owners with appropriately sized lots
- 2. Engage major employers to promote ADUs as a workforce housing option and explore employer-supported incentives
- 3. Launch a “bid-on-a-plan” program with local contractors offering time-limited, pre-set bids for pre-approved ADU plans, including cost estimates and potential rental income
- 4. Partner with local schools to fabricate ADU components or modular elements to reduce costs and build local workforce capacity



CHAMPION: Plumas Housing Council, Plumas County

KEY PARTNERS: Local contractors, schools like Indian Valley Academy

C.6: Create and maintain burn-lot and infill-lot registries to encourage reuse of existing land for housing.

Use these registries to connect property owners with developers and support reuse of existing land and infrastructure for rental and workforce housing.

CHAMPION: Plumas Housing Council

KEY PARTNERS: TBD, developers

PRINCIPLE D: Economic Vitality through Housing & Community

Stability

Post-Dixie Fire recovery made clear that housing alone cannot stabilize or grow Plumas County; housing, jobs, and people must advance together. Council discussions, employer input, and supporting plans consistently reinforce that workforce stability, resident retention, and economic vitality are interdependent.

[The 2024-2029 Housing Element](#) and [Lake Almanor Basin Housing Assessment](#) both emphasize that housing directly constrains economic growth, tax base stability, and the ability to attract and retain young families and workers. At the same time, [the Strategic Housing Plan](#) and programs like [Move In Plumas](#) highlight an opportunity: housing projects can also serve as platforms for workforce training, education pathways, and community-building, especially in a county facing an aging contractor base and limited local labor capacity.

The recommendations below reiterate housing as an essential infrastructure for

long-term community health to promote Plumas County as a place to live and stay; supports successful resident integration; and strengthens local education-to-workforce pathways. Together, these actions help housing growth support local businesses, expand the tax base, attract and retain young families, and strengthen community identity.



D.1: Publicly highlight the links between housing, workforce, and education as core components of community vibrancy.

Highlight and celebrate The Almanor Foundation’s coordinated approach to housing, workforce, and education as a foundation for long-term community vitality. Through storytelling and school partnerships—such as *Welcome Home Greenville* student projects, ADU and modular component fabrication, and training in prefabrication and fire-resilient construction—elevate pathways that build job and economic security while supporting innovative, locally rooted housing solutions.

CHAMPION: Plumas Housing Council, The Almanor Foundation

KEY PARTNERS: Local schools, Feather River College

D.2: Promote Plumas County as a long-term home for incoming residents and current residents.

Build on existing efforts such as *Move In Plumas* to elevate available housing options, workforce opportunities, and quality-of-life benefits, supporting both resident retention and workforce recruitment. Promotion should reflect the realities of rural living while reinforcing confidence in Plumas County’s long-term livability, stability, and readiness for continued investment.

CHAMPION: Move In Plumas

KEY PARTNERS: Plumas Housing Council, Plumas County, major employers

D.3: Ensure successful recruitment and integration of new residents through localized welcome materials and programs.

Support workforce growth and community stability by pairing recruitment with structured resident integration. Expand [Move In Plumas](#) to deliver localized welcome materials, neighborhood guides, and clear pathways to housing, employment, and services, building on existing tools such as the [Plumas Rural Services Resource Guide](#). Align these materials with Plumas Housing Council

[projects](#) so new residents are connected early to housing opportunities and



community systems through a coordinated, concierge-style approach that supports retention and long-term investment.

CHAMPION: Move In, Plumas Housing Council / plumashousing.com

KEY PARTNERS: Plumas Rural Services, TAF, major employers

D.4: Strengthen the education-to-workforce pipeline with schools and FRC to equip local youth for future local employment opportunities. Support workforce readiness and long-term economic stability by building coordinated partnerships with K-12 schools and Feather River College to align education, training, and career pathways with local employment and housing needs. This includes hands-on learning opportunities—such as fabricating ADU components or modular housing elements—that reduce construction costs while building practical skills in the local workforce, helping equip local youth to remain in or return to Plumas County for long-term employment.

CHAMPION: The Almanor Foundation

KEY PARTNERS: Feather River College, Indian Valley Academy, PUSD, PHC

PRINCIPLE E: **Communication, Shared Language & Public Narrative**

Effective housing work requires more than just building homes; it depends on clear communication, shared language, and mutual trust. When messaging is fragmented or efforts are siloed, community trust and political support can quickly erode, even when real progress is happening on the ground.

E.1: Provide regular updates to the community and local government.

Maintain a consistent cadence of communication with both decision-makers and the public to reinforce transparency, coordination, and momentum through two primary channels:

- 1. Board of Supervisors updates:** Monthly to bimonthly written memos or in-person presentations highlighting Council activities, emerging issues, and project progress.



2. Community SMS: Brief updates for interested community members to keep housing work visible, accessible, and grounded in shared understanding.

CHAMPION: Housing Coordinator

KEY PARTNERS: Plumas Housing Council membership body, plumashousing.com / Blissbranding

E.2: Distribute quarterly blog posts that build understanding and trust

Publish blog posts that celebrate housing wins, explain key housing concepts, or elevate specific challenges and solutions. Guided by the 2026 Marketing Strategy completed by Blissbranding, these posts should live on plumashousing.com and serve as an educational tool that builds community knowledge, competency, and trust over time. Content should reinforce shared language and highlight coordinated efforts across partners.

CHAMPION: Housing Coordinator / plumashousing.com / Blissbranding

KEY PARTNERS: PHC Member Body, TAF, Plumas Sun (?)

E.3: Produce an annual “PHC Impacts & Successes” report to reinforce transparency and progress.

Similar to the [One-Year Success](#) one-pager, this report should provide a clear, accessible snapshot of achievements and lessons learned, offering a consistent way to track progress and reinforce accountability to partners, funders, and the public.

CHAMPION: Plumas Housing Coordinator

KEY PARTNERS: PHC

E.4: Market and maintain plumashousing.com as a central information hub

plumashousing.com acts as the central hub for housing information, shared vocabulary, and coordinated messaging to reduce confusion and strengthen local capacity to engage constructively in housing conversations. Regularly update FAQs, glossaries, and communication assets to improve public understanding and familiarity with housing terms, processes, and local



initiatives. Build public trust of the website through marketing efforts aligned with the Marketing Strategy.

CHAMPION: Plumas Housing Council

KEY PARTNERS: Blissbranding

PRINCIPLE F: **Building Long-Term Capacity**

Ensure PHC has the tools, staffing and systems to guide multi-year housing solutions and coordination.

Why does this matter? History of siloing, want to maintain the cadence and energy we've established, and the continual need to align the communities within Plumas County under shared challenges.

F.1: Rebuild and maintain a robust project tracker to support planning, accountability, and partner visibility.

Rebuild and maintain the Plumas Housing Council's Project Tracker as a shared planning and accountability tool. The tracker should document active, emerging, and future housing projects—including efforts such as PCCDC's Public Housing, Built for Plumas, and Welcome Home Greenville—while capturing key milestones, unit counts, timelines, and project leads. A consistent tracker supports transparency, enables partners to measure incremental progress, identify gaps, and coordinate efforts across multiple champions and funding cycles.

CHAMPION: Housing Coordinator

KEY PARTNERS: PHC Member Body



F.2: Conduct a two-year review of PHC’s efficacy, governance and structure.

Conduct a formal review of the Plumas Housing Council by Summer 2027 to assess its effectiveness, governance structure, and evolving role. This review should evaluate whether the Council’s purpose, scope, and operating model continue to meet countywide housing needs, and identify adjustments needed to strengthen influence, efficiency, and long-term relevance.

CHAMPION: PHC Advisory Board, Housing Coordinator

KEY PARTNERS: TAF, PRS, Member Body

F.3: Maintain a regular, reliable PHC meeting cadence that balances momentum with member capacity.

Establish and maintain a predictable meeting cadence that keeps housing work moving while respecting member capacity. The cadence below provides structure and increased focus on action, without burdening participants:

- **Council meeting:** Bimonthly. Once task forces are established, shift to quarterly Council meetings.
- **Task force/Committee meetings:** Monthly or bimonthly basis, provides structure without overburdening participants.

Clear agendas and defined outcomes should ensure meetings remain valuable, action-oriented, and worth attending.

CHAMPION: Plumas Housing Council / Housing Coordinator

F.4: Pursue long-term, diversified funding sources to sustain Council capacity.

Pursue diversified, long-term funding sources, such as County support and philanthropic investment, to reduce reliance on short-cycle, project-specific grants. Stable funding allows the Council to maintain consistent staffing, systems, and scope, supporting multi-year coordination and avoiding mission drift driven by grant requirements rather than community need.

CHAMPION: Plumas Housing Coordinator

KEY PARTNERS: PHC Member Body, Plumas County



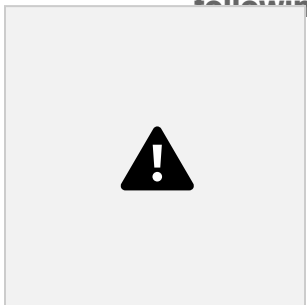
4. APPENDIX

Having played a central role in housing over the past 3.5 years, IMNOP and TAF's work has been developed in parallel with – and informed – by a wider network of local, regional, and statewide initiatives. This appendix is intended to capture that broader body of work as a cohesive and evolving housing ecosystem.

The content is **organized chronologically** to demonstrate how key deliverables, partnerships, and strategies have emerged, informed one another, and advanced over time.

Works Completed or directly related to TAF's Strategic

Housing work are indicated by the following icon:



REMINDER: You can refer to this document virtually *here*.

<https://tinyurl.com/SHP-Framework>

Links missing or not working? Contact Ben at

ben.hoffman@lmnopdesigninc.com

Dixie Wildfire Aug 2021 – Oct 2021

4.A Strategic Housing Plan Sept 2021 – Jun 2023 Immediately following the wildfire, TAF, LMNOP, The Dixie Fire Collaborative, Plumas County and additional partners worked to foster community involvement and early strategies for workforce housing and recovery strategies post-Dixie Fire.

4.A.1 Housing Typology Analysis

COMPLETED: August 2022

CHAMPION: LMNOP, Dixie Fire Collaborative, Openscope, SERA Architects





Series of documents, maps and investigations to review and assess the housing typologies in Greenville and Canyon Dam before the 2021 Dixie Fire. **Maps of Pre-Dixie Fire Housing Typologies**

Greenville [Google Map](#)

Canyon Dam [Google Map](#)

Almanor Basin [Google Map](#)

Typology Studies

Dixie Fire footprint [Slidedeck](#)

Almanor Basin [Slidedeck](#)

Development 'Clusters' [JPEG](#)

Dixie Fire Recovery Housing Guide [PDF](#) (11 MB)

COMPLETED: May 2022

CHAMPION: Openscope, SERA Architects, Dixie Fire Collaborative

A practical guide helping Plumas County residents understand housing options and typologies and requirements after the 2021 Dixie Fire.

4.A.2 Dixie Fire Recovery Planning Process

COMPLETED: February - December 2022

CHAMPION: LMNOP, SERA Architects, TactileWorx, California College of the Arts, Dixie Fire Collaborative

Phase 0 - Discovery [PDF](#)

Preliminary research and community engagement to define community needs and scope for long-term planning and visioning efforts.

Phase 1A - Visioning [PDF](#)

Documentation of community listening sessions and responses and advancing key partnerships.

4.A.3 The Strategic Housing Plan

COMPLETED: August 2023

Lake Almanor Basin Housing Assessment [PDF](#)

Offers a detailed understanding of the region's demographics and housing needs.

Housing Systems Map [PDF](#)

Strategic Housing Plan Slideshow ([PDF](#)) Summary Report ([PDF](#))

A series of innovative strategies to tackle attainable housing shortages in Plumas County.

4.B 18-Month Implementation Plan Jul. 2023 - Apr. 2025 With

housing priorities and broader recovery principles established, LMNOP, TAF, and partners advanced into implementation planning. This phase refined initial strategy and visioning work into viable projects, programs and best practices.



4.B.1 Investigating the 3 Pillars

COMPLETED: April 2024

Over 8 months, the LMNOP team analyzed the 3 Pillars first outlined in the Strategic Housing Plan.

Development Case Studies

Investigation of innovative housing strategies nationwide.

MAJOR DELIVERABLES:

- **Development Case Studies** [PDF](#)
- **Community Land Trust Case Studies** [PDF](#)
- **Cooperative Housing Models Matrix** [Google Sheets](#)

Strategic Housing Plan Site Case Studies [PDF](#)

Explored development case studies for each of the three pillars of the Strategic Housing Plan. This investigation gave way to the 7-R model (see below).

7-R Housing Development Model

Explores “7-R”-zoned Single Family parcels to increase housing density to three units per property, creating long-term affordability for the workforce, while also preserving community identity. Close coordination with developers refined this model into Build to Rent.



MAJOR DELIVERABLES:

- **Development ‘Roadmap’** [One-Pager](#) | [Poster](#)
- **Development Proposed Timeline** [PDF](#)
- **Development Financial Breakdown** [PDF](#)
- **7-R Sites Map(s)** [Drive Folder](#)

IVCSD Case Studies [Drive Folder](#) At the request of the Indian Valley Community Services District (IVCSD), LMNOP defined potential housing options for three sites IVCSD purchased in early 2024.

MAJOR DELIVERABLES:

- ‘Test fits’ for each property [Slideshow](#) (PDF)

4.B.2 Strategic Housing Index [PDF](#) (Jan 2024) **COMPLETED:** April 2024

Developed in tandem with the [3-Year Index](#), reflecting the projects and deliverables, along with associated funding and partners completed from September 2021 to April 2024.



4.B.3 Plumas Housing Council: Phase 0

TAF recognized the need for coordinated communication and established the Plumas Housing Council in August 2024. Its first year garnered over 70 attendees, trust and interest from local and state government officials.

4.B.4 ADU Pre-Approved Plans, Idea Book, and ADU Ordinance

COMPLETED: June 2024 [PDF](#) | [Webpage](#) **CHAMPION:** Plumas County

Sets of pre-approved plans for four different Accessory Dwelling Units (ADU) ranging from a 705 square foot 1 bedroom / 1 bathroom to a 1,200 square foot 3 bedroom / 2 bathroom to build housing density on parcels with a primary dwelling unit, coupled with an Idea Book that explains the expedited County approval process to permit an ADU under a pre-approved plan, and an ADU Ordinance which ties together the ministerial permit procedures, development standards, and regulations consistent with State ADU Law.





4.B.5 2021 Dixie Fire Implementation Strategy for the Recovery & Rebuilding

of the Town of Greenville and Canyon Dam [PDF](#) (11 MB) **COMPLETED:** January 2025

CHAMPIONS: Community Planning Assistance Team (CPAT) of the American Planning Association (California Chapter), Plumas County

Builds on past reports and community input to deliver expert planning guidance for rebuilding after the 2021 Dixie Fire specific to Greenville and Canyon Dam, offering 43 targeted recommendations, with 18 of those being the priority, and rooted in 5 core principles to strengthen local governance and community capacity, attain economic sustainability, meet the diverse housing needs of the community, achieve forward-thinking community design and development of the physical environment, and conduct community-based planning and streamline regulations.

4.B.6 Mix & Match Toolkit

ONGOING: Developed January 2024–2026. Toolkit now available for public loan.

CHAMPION: LMNOP, Janette Kim, Ben Hoffman

While exploring innovative housing development models nationwide, the team began development of a ‘toolkit’ that allowed gameplayers to mix and match various tools based on their goals. **Build it Green** provided additional support to finalize the game for use outside of Plumas County.

Contact mixandmatchtoolkit@gmail.com for more information.

4.B.7 Establishment of 3 Target Areas

ONGOING: Developed Oct. 2024 – April 2025

Revised SHP’s 3 Pillars to attainable wins. See more in Section 4.C.1.

4.C Implementation (3 Target Areas) Apr. 2025 – Mar. 2026

LMNOP and TAF supported countywide cohesion, building a foundation for a long-term collaborative housing ecosystem, as indicated through the Housing Council, development and implementation of 3 Target Areas, and additional

4.C.1 Three Target Areas

Build to Rent

STATUS: Site Acquisition. All units finished and rented December 2028.

CHAMPION: Plumas Rural Services, Reconstruction Recovery Advisors

A workforce housing rental program that adds two homes on single family lots, reducing costs by building multiple units at once.

MAJOR DELIVERABLES:

● **V1: Investor Model**

Reimagined the 7-R Model for all single family lots. Was unable to secure funding.

Render Images [Drive Folder](#)

(completed by Reconstruction Recovery Advisors)

● **V2: Built for Plumas**

LMNOP brought together key partners to leverage the Build to Rent model with expiring CDBG-DR state funds for a \$13.5 MIL, 38-40 unit project. The project is actively in development.

Informational Flyer [PDF](#)

Lease to Locals

STATUS: ON HOLD - further viability assessment/program restructure needed.

CHAMPIONS: TBD - Plumas Rural Services, Placemate

Subsidy program to incentivize homeowners to rent out second homes/Airbnbs to the local workforce. Similar programs have been implemented throughout the nation by placemat, but there was not enough information or viable properties to justify a program in Plumas County at the time.

MAJOR DELIVERABLES:

- **Data Analysis** [Google Sheet](#)

Marketing

STATUS: ACTIVE

CHAMPIONS: Plumas Rural Services/Plumas Housing Council, Blissbranding, The Almanor Foundation



Build cohesive marketing strategy and avenues to market housing projects locally and at wide, as well as build community competency. **MAJOR DELIVERABLES:**

- plumashousing.com
- **Marketing Strategy** PDF
- **Glossary of Terms** PHC Version | [Back-Up](#)



4.C.2 Plumas Housing Council: Phase 1

The Council had built significant recognition and membership in its first year. LMNOP led a revised organizational and branding strategy, as well as facilitated the handoff to Plumas Rural Services (PRS).

Public Engagement & Communication

The Council built community and local government trust through frequent public appearances and communication.

MAJOR DELIVERABLES:

- **Board of Supervisors Updates** [PDF](#)
- **One-Year Reflection** [PDF](#)
- **Board of Supervisors Resolution** [PDF](#)

Membership Agreement [PDF](#)

Build accountability and organizational structure in the Council.

Housing Coordinator Position

CHAMPIONS: Plumas Rural Services

To support the Council's longevity, a part-time Housing Coordinator position was established with PRS.

MAJOR DELIVERABLES:

- **Job Description** Word Doc
- **Revised Shared Drive** [Google Drive](#)
- **Handoff document**

'Placemats' [Drive Folder](#) (Feb 2026) **CHAMPIONS:** Varies



Strategy documents for close collaborators and partners in the Council.



Funding Alignment

CHAMPIONS: Varies.

Funding is a key hurdle to making the necessary projects a reality. Key partners collaborated to develop and paint a full picture for funding .

MAJOR DELIVERABLES:

- **Funding Slidedeck** [Slidedeck](#)

4.C.3 Welcome Home Greenville

STATUS: ACTIVE

CHAMPIONS: Welcome Home Greenville LLC, Paradise Affordable Homes, Kest Porter, Indian Valley Academy

Community-led development model to fund 3-bed, 2-bath homes built and sold for less than \$300k in the Dixie Fire burn scar.

MAJOR DELIVERABLES:

- Flyer & Marketing Materials [Flyer \(PDF\)](#)
- First home built and sold! [News Article](#)
- Second home in construction!
- Aligned team for future homes.

4.C.4 What is the Strategic Housing Plan? [PDF](#) (Sept 2025) One-page



summary of TAF's journey in development and execution of the Strategic Housing Plan.

4.C.5 Greenville [Re]Build Flyover [Video](#) (Oct 2025) **COMPLETED:** October 2025

CHAMPIONS: LMNOP

Aspirational video documenting Indian Valley's rebuild progress and visions, completed by LMNOP, with stakeholder input.

Glossary of Terms Working File **COMPLETED:** ONGOING

CHAMPIONS: Plumas Housing Council

Living document of frequently-used terms related to Plumas County's housing ecosystem, and the system as a whole.



Large Format Parcel Maps [Drive Folder](#) Parcel maps covering much of the Greenville, Chester and Quincy area. **4.D Next Up!** ONGOING

LMNOP and TAF support our many partners that continue to develop and implement resources, projects and programs.

Countywide Housing Assessment

IN PROGRESS: Est. Completion May 2026

CHAMPION: Plumas County

A countywide analysis of existing and projected housing needs that considers employment, market factors, housing types and inventory, household income and wages, and population characteristics, along with strategies to address the identified needs.

Economic Development Strategy for Indian Valley, Greenville, and Canyon Dam

IN PROGRESS: Est. Completion May 2026

CHAMPION: Plumas County

Informed by an existing conditions study, including market analysis, needs assessment, absorption demand, and community engagement the Strategy identifies priority investments and anchor projects to support long-term economic growth within the financial and human resource capacity of the region.

Plumas County General Plan 2024–2029 Housing Element [Webpage](#) **IN**

PROGRESS: Est. Completion Summer 2026

CHAMPIONS: Plumas County, State of California

A State-mandated component of the General Plan that evaluates current and

future housing needs and sets clear policy direction to ensure an adequate, safe, and diverse housing supply that supports all income levels, environmental stewardship, and a balanced relationship between jobs, housing, population, and economic conditions.

2021 Plumas County Wildfires Long-Term Recovery Plan [Website](#)

IN PROGRESS: Est. Completion Summer 2026

CHAMPIONS: Plumas County



The Housing & Commercial Buildings (HCB) is one of five Recovery Support Functions (RSFs) established in fall 2022 that helped coordinate near-term wildfire recovery needs and inform the long-term wildfire recovery planning process. The HCB RSF assessed preliminary housing and commercial building impacts; identified available options for temporary housing and plan for permanent housing; facilitated the sharing, aggregation, and integration of housing data across partners to support recovery decision making; integrated housing resilience principles into locally-driven recovery efforts; and facilitated an understanding of how state and federal programs support post-disaster housing recovery, community development, and resilience-related recovery needs. The HCB RSF also worked to identify and incorporate sustainability policies and redevelopment strategies into housing site selection and housing stock redevelopment and supported sustainable redevelopment of commercial building structures. The identified long-term recovery projects under the HCB RSF include federal and state housing recovery grant programs, residential workforce housing, visitor lodging opportunities, a construction trades workforce training program, and informing housing and commercial development and land use patterns through planning studies and reports and analysis of zoning codes and standards.

