



Town of Paradise Town Council Meeting Agenda 6:00 PM – March 10, 2026

Town of Paradise Council Chamber – 5555 Skyway, Paradise, CA

Mayor, Steve Crowder
Vice Mayor, Steve “Woody” Culleton
Council Member, Greg Bolin
Council Member, Heidi Lange
Council Member, Ronald Lassonde

Interim Town Manager, Michael O’Brien
Town Attorney, Scott E. Huber
Town Clerk/Elections Official, Melanie Elvis
CDD, Planning & Onsite, Susan Hartman
CDD, Building & Code Enforcement, Tony Lindsey
Finance Director/Town Treasurer, Aimee Beleu
Public Works Director/Town Engineer, Marc Mattox
Division Chief, CAL FIRE/Paradise Fire, Jason Finney
Chief of Police, Eric Reinbold
Recovery & Economic Development Director, Colette Curtis
Human Resources & Risk Management Director, Crystal Peters
Information Systems Director, Luis Marquez

Meeting Procedures

- I. The Mayor is the Presiding Chair and is responsible for maintaining an orderly meeting. The Mayor calls the meeting to order and introduces each item on the agenda.
- II. The Town staff then provides a report to Council and answers questions from the Council.
- III. Citizens are encouraged to participate in the meeting process and are provided several opportunities to address Council. Any speaker addressing the Council is limited to three minutes per speaker - fifteen minutes per agenda item
 - A. If you wish to address the Council regarding a specific agenda item, please complete a “Request to Address Council” card and give it to the Town Clerk prior to the beginning of the meeting. This process is voluntary and allows for citizens to be called to the speaker podium in alphabetical order. Comments and questions from the public must be directed to the Presiding Chair and Town Council Members (please do not address staff.) Town staff is available to address citizen concerns Monday through Thursday at Town Hall between the hours of 8am and 5pm.
 - B. If you wish to address Council regarding an item not on the agenda, you may do so under Item 4, “Public Communication.” Again, please fill out a card and give it to the Town Clerk before the meeting. State Law prohibits Council action on items not listed on a public agenda.

In compliance with the Americans with Disabilities Act (ADA) Compliance, persons who need special accommodations to participate in the Town Council meeting may contact the Town Clerk at least three business days prior to the date of the meeting to provide time for any such accommodation.

1. OPENING

- 1a. Call to Order
- 1b. Pledge of Allegiance to the Flag of the United States of America
- 1c. Invocation
- 1d. Roll Call

- 1e. Town Council recognition of Employee Service to the Town of Paradise for 2025 presented by Mayor Crowder:

5 Years:

Nadia Alekseev
Melanie Elvis
Jessica Erdahl
Cameron Kovacs
Sarah Richter
Juan Rubio

15 Years:

Crystal Peters

25 Years:

Robert Nichols

- 1f. p5 Camp Fire Recovery Updates - Written reports are included in the agenda packet.

Colette Curtis, Recovery and Economic Development Director - recovery projects, advocacy, economic recovery and development, communications, emergency operations and Housing updates.

Marc Mattox, Assistant Town Manager -infrastructure and sewer updates.

- 1g. p14 Paradise Sewer Project Update by Assistant Town Manager Marc Mattox.

2. CONSENT CALENDAR

One roll call vote is taken for all items. Consent items are considered to be routine business that does not call for discussion.

- 2a. p16 Approve minutes of the February 10, 2026 Special and Regular Town Council meetings and February 19, 2026 Special Town Council meeting. **(Melanie Elvis/Town Clerk)**
- 2b. p26 Approve February 2026 Cash Disbursements in the amount of \$4,725,613.97. **(Finance Director/Aimee Beleu)**
- 2c. p34 Acknowledge receipt of and file the Planning Commission's annual report concerning implementation status of the 1994 Paradise General Plan and Housing Element for the 2025 calendar year. **(Susan Hartman/Community Development Director)**

- 2d. p65 1. Consider authorizing adjustment of the Accountant Position to Senior Accountant with a correlating budget adjustment; and 2. Adopt Resolution 2026-___ “A Resolution of the Town Council of the Town of Paradise, California, Amending the Salary Pay Plan to Include Two Senior Accountant for the Fiscal Year 2025/2026”; or, 3. Provide alternative direction. (**Aimee Belev/Finance Director**)

3. ITEMS REMOVED FROM CONSENT CALENDAR

4. PUBLIC COMMUNICATION

For matters that are not on the Council business agenda, speakers are allowed three (3) minutes to address the Council. The Town Council is prohibited from taking action on matters that are not listed on the public agenda. The Council may briefly respond for clarification and may refer the matter to the Town staff.

5. PUBLIC HEARINGS

For items that require a published legal notice and/or a mailed notice.

Public Hearing Procedure:

- A. Staff Report
- B. Mayor opens the hearing for public comment in the following order:
 - i. Ask Town Clerk if there are any cards submitted
 - ii. Ask if there is anyone else wishing to comment
- C. Mayor closes the hearing
- D. Council discussion and vote

- 5a. p69 1. Conduct a duly noticed and published public hearing to solicit comments and/or suggestions regarding the 2026-2027 Annual Action Plan draft; and, 2. Direct staff to submit the 2026-2027 Annual Action Plan to HUD, along with all public comments. (ROLL CALL VOTE) (**Colette Curtis/Recovery & Economic Development Director**)

- 5b. p102 1. Conduct a public hearing to solicit public comment on the proposed substantial amendment to the 2024 and 2025 CDBG Annual Action Plans; and, 2. Adopt the Substantial Amendment to the 2024 and 2025 CDBG Annual Action Plans and authorize submittal to the Department of Housing and Urban Development. (ROLL CALL VOTE) (**Colette Curtis/Recovery & Economic Development Director**)

6. COUNCIL CONSIDERATION

Action items are presented by staff and the vote of each Council Member must be announced. A roll call vote is taken for each item on the action calendar. Citizens are allowed three (3) minutes to comment on agenda items.

- 6a. p105 1. Consider reviewing each committee identified above using the standardized governance questions during the meeting, with staff facilitating the discussion for consistency and clarity; and, 2. Approve the recommendation to sunset the Onsite Ad Hoc Committee effective immediately; and, 3. Provide direction that the standardized governance questions (Questions 1–6) be required each time: a. A new committee is established; or, b. An existing committee is reaffirmed or modified; and, 4. Direct that the full Committee Inventory be reviewed annually at the time

Council assignments are considered each December. (ROLL CALL VOTE)
(Marc Mattox/Assistant Town Manager)

6b. p136 1. Consider renaming Town Council Chambers to the “Doug LaMalfa Town Council Chambers”; or, 2. Provide alternate direction. (ROLL CALL VOTE) **(Melanie Elvis/Town Clerk)**

6c. p137 Consider reviewing and approving the 2026 updated Federal Advocacy Platform. (ROLL CALL VOTE) **(Colette Curtis/Recovery & Economic Development Director)**

6d. p158 1. Review the revised Strategic Healthcare Recovery Plan Draft provided by Abaris Group; and, 2. Accept the Plan as a complete Final Draft; or, 3. Provide alternative direction to staff. (ROLL CALL VOTE) **(Colette Curtis/Recovery & Economic Development Director)**

6e. p260 1. Consider adopting Resolution No. 2026-____, “A Resolution of the Town Council of the Town of Paradise, Fixing the Employer Contribution Under the Public Employees’ Medical And Hospital Care Act at an Equal Amount for Employees and Annuitants with Respect to Recognized Employee Organization 001 Paradise Firefighters Association”; or 2. Refer the matter back to staff for further analysis and development. (ROLL CALL VOTE) **(Crystal Peters/Human Resources & Risk Management Director)**

7. COUNCIL INITIATED ITEMS AND REPORTS

- 7a. Council initiated agenda items
- 7b. Council reports on committee representation
- 7c. Future Agenda Items
 - 7c1. Construction Complaint Resolution Committee

8. STAFF COMMUNICATION

8a. Town Manager Report

9. CLOSED SESSION - None

10. ADJOURNMENT

STATE OF CALIFORNIA) COUNTY OF BUTTE)	SS.
I declare under penalty of perjury that I am employed by the Town of Paradise in the Town Clerk's Department and that I posted this Agenda on the bulletin Board both inside and outside of Town Hall on the following date:	

TOWN/ASSISTANT TOWN CLERK SIGNATURE	



Town of Paradise
Council Agenda Summary
Date: March 10, 2026

Agenda Item: 1(f)

ORIGINATED BY: Colette Curtis, Recovery and Economic Development Director
REVIEWED BY: Mike O'Brien, Interim Town Manager
SUBJECT: Monthly Recovery Update
LONG TERM RECOVERY PLAN: Yes

COUNCIL ACTION REQUESTED:

1. None

Background:

This report continues the Monthly Updates provided to keep the Town Council apprised of important developments related to the recovery of the Town of Paradise from the Camp Fire. Included in this update are items related to recovery projects, advocacy economic recovery and development, communications and emergency operations.

Analysis:

ECONOMIC DEVELOPMENT

CDBG-DR Economic Development

- Project is moving forward with partners and HCD finalizing revisions to the program due to delays and budget adjustments.
- RFP was posted for compliance consultant and 1 proposal was received. RFP was adjusted and reposted for additional proposals. After closure of RFP posting, all proposals will be reviewed and return to Council in April for contract approval.
- TOP HR has posted the coordinator position, and we are moving forward with the process to hire that position.

Healthcare

- The Town of Paradise and Adventist Health Feather River Foundation are working together to create a Strategic Healthcare Recovery Plan to assess current inventory, exiting gaps, projections, and a strategic plan for filling the gaps.
- The draft plan was presented to council at the October meeting.
- Based on Council feedback, staff worked with the consultants to provide an updated draft.
- **The revised draft is on tonight's agenda for review.**

Utility Box Mural Program

- 6 Utility boxes were wrapped with local artwork on Thursday July 31st. The locations are:
 - Skyway/Neal (artist Libby Sofer)

- Oliver (artist Emily Wycoff)
- Pearson (artist Jenn Ponci)
- Elliot (artist Patti Lloyd)
- Maxwell (artist Shelley Miller)
- Black Olive (artist Steve Ferchaud)
- Another call to artists was issued in October, with installation expected in Spring 2025.

Downtown Strategy Phase 3

- Council approved moving forward on Phase 3 of the downtown strategy at the March 2025 meeting.
- A draft plan will come to Council for review in April.

RECOVERY

Community Development Block Grant Disaster Recovery Mitigation Planning Public Services (CDBG DR MIT PPS)

- Long Term Community Recovery Plan Update
 - Council approved selection of UDA to conduct the update and draft the plan.
 - Staff is planning public outreach in coordination with planned General Plan Update work.
- In Home Siren Units
 - The Standard Agreement for funding for additional in-home siren units has been received, this will extend the number of units made available to residents with another 2,800 units available.
 - Residents have begun receiving units from the FEMA funded grant, which are located at Town Hall for pickup.
 - Town staff is advertising more widely now that additional units have been secured.
- Public Services
 - Staff is working with HCD on the application for groups to become subrecipients to do mitigation work in Paradise.
 - Applications are expected to be release in summer 2026.

Office of Land Use and Climate Innovation Grant

- Town was awarded \$739,680 through the Extreme Heat and Community Resilience Program
- Funding will be used to create a Climate Resilience Plan which will identify prospective resiliency projects such as
 - Community Evacuation/Cooling/Heating Centers
 - Shade Tree Planting
 - Fuels Reduction Projects
 - Green space projects
- The Town is partnered with RCAC to do public outreach and complete the plan by December 2026.
- Identified projects may be eligible for future implementation funds through the same grant source.
- The partnership agreement has been signed with partners RCAC, Paradise Recreation and Park District, and Campfire Collaborative.
- A Core Project team has been formed which includes the partners listed above in addition to Fire Safe Council, Cal Fire, Chico State, and local tribes.
- The first public meeting was held on March 4.

Overall Hazard Mitigation Project Update

Years of efforts are complete on the pre-award work on all our projects. **All projects are fully approved and funded.**

Category 4 Tree Removal Program

- Project implementation is complete.
- As of October, approximately 9,000 trees have been removed from 350+ parcels. 7-10 different tree removal crews are working across town in an efficient and effective partnership with property owners, local agencies, tribes, and contractors.
- Final wrap up and closeout is ongoing and a full report on the project will be provided to Council when complete.

Emergency Warning System

- All 21 Towers are standing and operational.
- 21 of the 21 Towers are now fully complete.
- All active construction is complete.
- EWS Project has begun the closeout process.
- In-Home Safe Units are now available for pickup at Town Hall for Paradise residents
- The February monthly test was moved to Wednesday February 18th due to the holiday weekend on the 15th and the effort to get more Safe Units to residents for this test.

Residential Ignition Resistant Retrofit Program

- Project is fully funded and moving forward.
- All properties have been approved by FEMA to move forward to construction
- 68 Properties have selected their contractors and have had their "Notice to Proceed" Letters issued.
- 40 Properties have been fully completed.
- Staff are working with California officials on a future retrofit program modeled after this program for additional homes utilizing Prop 4 funds. More information should be available toward the end of 2026.

Hazardous Fuels Reduction Program

- Project is fully funded and moving forward.
- Town staff are working with involved monitoring tribes on a plan and timeline for implementation.

Defensible Space Code Enforcement

- The Defensible Space Code Enforcement project was fully approved and obligated in November 2023 by FEMA and CalOES.
- Town Council approved implementation plan in January 2024.
- Grant funded staff have been hired and are in place and working in the community.
- In May a notice of intent was submitted to CalOES to request an additional 3 years of funding for this program. NOI was accepted and a full application was submitted in September. Cal OES requested additional information in January 2026 as the grant application continues to move forward.

EMERGENCY MANAGEMENT

- CodeRed is experiencing a nation-wide outage. As a result, the County is moving to CodeRAVE for emergency notification services. The Town is working through the process of establishing this service.
- Implementation for VEOCI, our online EOC software, is ongoing.

Financial Impact:

None.



Town of Paradise
Council Agenda Summary
Date: March 10, 2026

Agenda Item: 1(f)

ORIGINATED BY: Nadia Alekseev, Housing Program Manager
REVIEWED BY: Michael O'Brien, Interim Town Manager
SUBJECT: Housing Recovery Update
LONG TERM RECOVERY PLAN: No

COUNCIL ACTION REQUESTED:

1. None.

Background:

This report provides the Town Council with an update of Housing Activities.

Analysis:

We have **42.55%** of our pre-disaster housing stock to-date (1,720 surviving units + **3,851 new CofOs [an increase of 24 since last month] to-date = 5,571 habitable dwellings** / 13,091 housing units before the Camp Fire). Our total number of habitable dwellings does not include the number of mobile homes replaced in mobile home parks because those permits are issued by HCD instead of the Building Dept., but mobile homes in parks are included in the total number of pre-fire housing units. An estimate from tax data shows 144 mobile homes in parks, or **5,715 housing units in Paradise**.

Town of Paradise Owner-Occupied Rehabilitation/Reconstruction Program (\$12.5 million)

This program helps homeowners rehabilitate or reconstruct their home. The CalHome-Disaster Assistance grant was set to expire at the end of 2025, but the Housing Department was given verbal approval to extend the deadline to finish homes under construction. *New* applications to rebuild homes lost in the Camp Fire are no longer being accepted because it's not feasible to complete a project before the expiration of the grant. Applications for essential home repairs on existing homes will continue to be accepted, funds for this activity are limited but do not have an expiration deadline.

- **69** homes completed
- **9** homes in construction
- **1** application in process

Town of Paradise First-Time Homebuyer Program (\$11 million)

Helping to make homeownership more affordable. Applicants who were Disaster Affected can qualify under higher income limits, using 120% of Area Median Income (AMI). Other funding remains available to assist non-disaster affected households earning no more than 80% AMI.

- **97** households assisted
- **14** applications in process

CDBG-DR Multifamily Rental Housing Program (\$84.7 million)

Affordable rental housing. Seven (7) projects are eligible for funding; a total of 292 units.

- **CHIP project-** scattered site (4 units)
 - Leased up in Spring of 2024
- **Eaglepointe-** 5975 Maxwell Dr (43 units)
 - Leased up in Spring of 2025
- **Mayer Commons-** 1561 Kay Ct (12 units)
 - Construction completed. Units are being actively leased. For leasing information contact RSC Associates Property Management Inc.
- **Northwind Senior-** 6983 Pentz Rd (21 units)
 - Leased up in Fall of 2025
- **Cypress Family-** 1633 Cypress Ln (70 units)
 - Construction completed and Certificates of Occupancy were issued in December. Units are being actively leased. **Ribbon cutting is scheduled for April 10th, 2026.**
- **Clark Rd-** 6480 Clark Rd (72 units)
 - **Loan closing is scheduled for March of 2026. Construction to begin shortly after.**
- **Cypress Senior (phase II)-** 1633 Cypress Ln (70 units)
 - Loan escrow closed on December 9th, and construction is scheduled to begin in early 2026, weather permitting. **Groundbreaking is scheduled for April 10th, 2026.**

CDBG (2025 Annual Allocation=\$47,069)

CDBG entitlement grants are on a 5-year plan cycle called the Consolidated Plan, and this year is the 1st year in the current plan. The Town received an “untimely” designation due to an accumulation of funds greater than 1.5x the current year grant allocation. The Town is accepting applications for a Energy Efficiency Improvement Program, which is a no-interest, deferred loan of up to \$25,000 to make energy improvements to homes with the goal of reducing energy bills. **A public hearing is scheduled for tonight’s council meeting to hear comments on the 2026 Annual Action Plan, and for a Substantial Amendment to reallocate \$70,000 from 2024 and 2025 program years to Housing Assistance.**

HOME Infill New Construction (\$700,000)

Create affordable housing for first-time homebuyers. The grant award letter was finally received from HCD in April of 2025. Program guidelines are complete and were adopted by Council. Staff is continuing to work-out funding logistics with HCD.

Permanent Local Housing Allocation (PLHA) (\$540,905)

Allocates matching funds to North Valley Housing Trust to administer for affordable housing projects.

- A predevelopment loan of \$400,000 has been made for the Cape Cod multi-family project (\$200,000 of PLHA funds). Construction began earlier this year.
- \$75,000 of PLHA funds was loaned to build a small, single-family home, which was finished and sold to a low-income Camp Fire survivor.
- **\$120,000 in matching funds will be committed to North Valley Housing Trust for another single-family residence development on Cottage Ln., construction to begin this spring.**
- PLHA operates on a 5-year funding cycle similar to CDBG. The NOFA for the next cycle is expected in the first quarter of 2026. PLHA allocates grant funds to CDBG entitlement cities, which the Housing staff will apply for, but will not have to compete with other communities to receive.

Financial Impact:

None.



**TOWN OF PARADISE
Council Agenda Summary
Date: March 10, 2026**

Agenda No. 1()

ORIGINATED BY: Marc Mattox, Public Works Director / Town Engineer

REVIEWED BY: Mike O'Brien, Interim Town Manager

SUBJECT: Camp Fire Recovery Updates - Infrastructure

COUNCIL ACTION REQUESTED:

1. None, written monthly update only.

Background:

This report continues the Monthly Disaster Recovery Updates provided to keep the Town Council apprised of important developments related to the recovery of the Town of Paradise from the Camp Fire. Changes from the prior month's reports are shown in red underline italics.

Analysis:

Road Rehabilitation

The Town of Paradise is endeavoring to pave nearly every public road mile by the end of 2026. These projects are funded through Camp Fire Recovery Projects and are sequenced behind undergrounding of utilities and water service later replacements.

As of February 2026, the following paving progress can be reported:

Status	Miles
<i>Completed</i>	<i>72.10</i>
<i>Awarded/In-Progress</i>	<i>17.62</i>
<i>Planned Future</i>	<i>6.48</i>
Total	96.19

Paradise Town Council has awarded three contracts for 2025 paving efforts, listed below with brief updates:

- Clark Road (Pearson to Wagstaff) – Knife River Construction - Project is in final punchlist phase.
- On-System Road Rehabilitation – All American Asphalt - Contract work is nearly complete with most work remaining consisting of punchlist or corrective adjustments
- Off-System Road Rehabilitation – DeSilva Gates Construction - Punchlist items of work are underway with final completion expected in spring.

On February 10, 2026, Paradise Town Council awarded two contracts to Knife River Construction for various roadway rehabilitation efforts scheduled to start spring 2026 through the end of the year. More information on schedule for specific roadways will be provided as it becomes available.

A map of all paving efforts completed and planned can be found on the Town’s website at www.townofparadise.com by visiting “News and Announcements” from the homepage.

Capital Project Updates

The Public Works Department, in an effort to provide additional communications on various projects, has launched a new website under its ParadiseWORKS banner. ParadiseWORKS Engineering Resiliency now hosts individual project pages for current information, project descriptions and schedules. The website can be viewed here:

<https://www.townofparadise.com/pwe/page/paradiseworks-engineering-resiliency>

Below is an abbreviated Project List intended to show the current status of each project. More information on each project’s scope and schedule can be found at. Typical project progressions and timeframes are as follows:

- (1) Environmental, 6-24 months
- (2) Design, 12 months
- (3) Right of Way, 6-12 months
- (4) Construction, 6-24 months

Project ID	Project Title	Project Phase	Anticipated Construction Completion Year
7303	On-System Road Rehabilitation	Construction	2026
7307	Neal Road Rehabilitation	Design	2028
8404	Camp Fire Hydrant Repairs	Construction	2025
8407	Off-System Road Rehabilitation	Construction	2026
9389	Pentz Pathway Project Phase II	Design	2028
9390	Paradise ATP Gateway Project (Neal Road Class I)	Environmental	2028
9394	Paradise Sewer Project	Design	-
9424	Skyway Link ATP (Bille to Wagstaff)	Environmental	2027
9425	Upper Skyway Widening (Bille to Wagstaff)	Environmental	2027
9426	Skyway/Pentz Intersection Improvements	Environmental	2028
9427	Pentz Road Widening	Environmental	2028
9428	Roe Road Phase 1 (Edgewood to S. Libby)	Environmental	2028
9434	Roe Road Phase 2 (S. Libby to Clark)	Environmental	2028
9438	Private Road Identification Safety Project	Environmental	2028
9439	Storm Drain Resiliency Project Phase 1	Environmental	2028
9440	Storm Drain Resiliency Project Phase 2	Environmental	2028

Funding Pursuits

Below is a listing of active funding pursuits related to infrastructure recovery and status updates:

Program	Project Title	Amount Requested	Anticipated Award Notification	Notes
US Army Corps of Engineers	Paradise Sewer Project	\$2,000,000 of \$50,000,000 authorization	TBD	Town has started early coordination for 2027 potential appropriations
State Water Board Septic to Sewer CWSRF	Paradise Sewer Project	\$27,000,000	TBD	Work to revise the project application package is resuming with new project direction selected.
Active Transportation Project Cycle 8	Oliver Curve Pathway	\$13,000,000	TBD	Program guidelines being developed by CTC, anticipate call for projects mid-2026.



**TOWN OF PARADISE
Council Agenda Summary
Date: March 10, 2026**

Agenda No. 1(g)

ORIGINATED BY: Marc Mattox, Assistant Town Manager, Public Works Director /
Town Engineer

REVIEWED BY: Mike O'Brien, Interim Town Manager

SUBJECT: Paradise Sewer Project Update

COUNCIL ACTION REQUESTED:

1. None, written monthly update only.

Background:

This report is a monthly effort to provide additional opportunity for public engagement on the status and next steps of the Paradise Sewer Project.

Analysis:

Since its incorporation in 1979, the Town of Paradise has sought a centralized wastewater system to address failing septic systems that impact public health, groundwater quality, and economic development. The need for sewer service became even more urgent following the 2018 Camp Fire, when the lack of modern wastewater infrastructure emerged as a major barrier to rebuilding businesses, housing, and community resiliency.

In 2022, the Town secured \$30 million in CDBG-DR funds to begin pre-construction work, including environmental review, design, and permitting. To provide technical expertise, HDR was retained as Owner's Agent, and a progressive design-build team was selected to develop a Basis of Design Report. That effort confirmed that a locally managed, phased sewer project was necessary to achieve both affordability and long-term community needs.

In January 2025, the Town Council formed a Sewer Project Ad Hoc Committee to evaluate local treatment and collection alternatives, with strong emphasis on public engagement and cost feasibility. The Committee, working alongside staff, HDR, and the Paradise Irrigation District, conducted community meetings, stakeholder workshops, site tours of other wastewater systems, and a technical alternatives analysis.

In August 2025, the Town Council unanimously voted to concur with the Paradise Sewer Project Ad Hoc Committee's recommendation to direct a revised project description to include hybrid gravity/low pressure collection system, aerated lagoon wastewater treatment, and percolation/evaporation pond effluent discharge.

Main Accomplishments

- Internal Town staff review of Administrative Draft Subsequent EIR.
- Initiate development of Public Draft Subsequent EIR.
- Town Council adoption of Categorical Exemption for subsurface investigations.
- Media release for two WWTF sites under environmental analysis

- Execute task order agreements with Carollo for Collection System and WWTF design services.
- Initiate preliminary design of Collection System and WWTF.
- Initiate right of entry agreements for WWTF property subsurface investigations.
- Various project website updates.
- Ongoing AB52 Tribal consultations.
- Ongoing preparation of Administrative Draft SEIR.

Key Activities (One Month Look-Ahead)

- Initiate subsurface investigations.
- Initiate field topographic survey.
- Ongoing preliminary design of Collection System and WWTF.
- Ongoing development of Public Draft Subsequent EIR.
- Ongoing AB52 Tribal consultations.



**MINUTES
PARADISE TOWN COUNCIL
SPECIAL MEETING – 5:00 PM – February 10, 2026**

1. OPENING

The Special meeting of the Paradise Town Council was called to order by Mayor Crowder at 5:00 p.m. in the Council Chambers located at 5555 Skyway, Paradise, California who led the Pledge of Allegiance to the Flag of the United States of America.

COUNCIL MEMBERS PRESENT: Greg Bolin, Steve “Woody” Culleton, Heidi Lange, Ronald Lassonde, and Steve Crowder, Mayor.

COUNCIL MEMBERS ABSENT: None

STAFF PRESENT: Interim Town Manager Michael O’Brien, Town Attorney Scott E. Huber, Town Clerk/Elections Official Melanie Elvis, Assistant Town Manager Marc Mattox, Human Resources & Risk Management Director Crystal Peters and Information Systems Technician Travis Thompson.

At 5:31 p.m. Mayor Crowder announced that the Town Council would adjourn to Closed Session for the following items:

2. CLOSED SESSION

- 2a. Pursuant to Government Code Section 54957.6, the Town Council will hold a closed session to meet with the Town Manager, Human Resources Director, Town Attorney, and its designated representatives, regarding labor relations between the Town of Paradise and the Paradise Police Association.
- 2b. Pursuant to Government Code section 54956.9(d)(4), the Town Council will meet with the Town Manager and Town Attorney regarding potential initiation of litigation - one (1) potential case.
- 2c. Pursuant to Government Code section 54956.9(d)(2), the Town Council will meet with the Town Manager and Town Attorney regarding potential exposure to litigation - two (2) potential cases.
- 2d. Pursuant to Government Code section 54956.9(a), the Council will meet with the Town Manager, and the Town Attorney relating to existing condition: Town of Paradise v. Mark Thomas & Company, Sacramento County Superior Court Case No. 25CV016360.
- 2e. Pursuant to Government Code section 54956.8, the Council will meet with Real Property Negotiators, Town Manager and Town Attorney, regarding the following properties: APN. 050-013-057, 053-250-081, 050-082-079, 050-052-078, 050-040-106, 066-460-025, 050-013-051, 050-040-136, 066-

460-024, 050-040-112, 050-040-105, 050-013-049, and 054-220-007. The negotiators for the property owner(s) are unknown at this time.

- 2f. Pursuant to Government Code section 54956.8, the Council will meet with Real Property Negotiators, Town Manager and Town Attorney, regarding the following properties: APN. 040-520-112 and 040-052-082. The negotiators for the property owner(s) are Kimberley Jergentz and James A Miller.

After reconvening from Closed Session at 6:07 p.m., Town Attorney Scott E. Huber announced:

Regarding item 2a: the Town Council adopted Resolution No. 2026-17, "A resolution of the Town Council of the Town of Paradise approving a side letter to the memorandum of understanding with the Paradise Police Officer Association." The motion was made by Council Member Bolin and seconded by Mayor Crowder with roll call vote being unanimous and approved in the affirmative.

Regarding Items 2b, 2c Part B, 2d, 2e, and 2f: Direction was given; no reportable action taken.

Item 2c Part A: Council will reconvene Closed Session after the Regular meeting to continue discussion of this item.

At 9:37 p.m. Mayor Crowder announced that the Town Council would adjourn to Closed Session for the following item:

- 2c. Pursuant to Government Code section 54956.9(d)(2), the Town Council will meet with the Town Manager and Town Attorney regarding potential exposure to litigation - two (2) potential cases.

After reconvening from Closed Session at 10:05 p.m. Mayor Crowder announced regarding item 2c Part A: direction was given; no reportable action taken.

3. ADJOURNMENT

Mayor Crowder adjourned the Council meeting at 10:05 p.m.

Date approved:

By:

Attest:

Steve Crowder, Mayor

Melanie Elvis, Town Clerk



TOWN COUNCIL Meeting Minutes

6:00 PM – February 10, 2026

1. OPENING

The Regular meeting of the Paradise Town Council was called to order by Mayor Crowder at 6:07 p.m. in the Town Council Chamber located at 5555 Skyway, Paradise, California who led the Pledge of Allegiance to the Flag of the United States of America. An invocation was offered by Council Member Lassonde.

COUNCIL MEMBERS PRESENT: Greg Bolin, Steve “Woody” Culleton, Heidi Lange, Ronald Lassonde and Steve Crowder, Mayor

COUNCIL MEMBERS ABSENT: None

STAFF PRESENT: Interim Town Manager Michael O’Brien, Town Attorney Scott E. Huber, Town Clerk/Elections Official Melanie Elvis, Community Development Director Susan Hartman, Community Development Director Tony Lindsey, Assistant Town Manager Marc Mattox, Recovery and Economic Development Director Colette Curtis, Finance Director Aimee Bealeu, Police Chief Eric Reinbold, Fire Chief Jason Finney, and Information Systems Technician Travis Thompson.

- 1e. Police Chief Eric Reinbold presented special recognitions to the following sworn and non-sworn police personnel and volunteers for their exemplary contributions to the department.

Officer of the Year:

Officer John Newsom

Dispatcher of the Year:

Dispatcher Lorissa Parks

Civilian Employee of the Year:

Administrative Assistant Kelly Peirce

VIP of the Year:

Carol James

PASH Volunteer of the Year:

Lindy Brown

Chief’s Accommodation:

Dispatcher Lorissa Parks

Medal of Valor:
Officer Dominic Vannucci
Sergeant Andrew Cooper

- 1f. ITEM 1f WAS REMOVED FROM THE AGENDA.
- 1g. Camp Fire Recovery Updates - Written reports are included in the agenda packet.

Colette Curtis, Recovery and Economic Development Director - recovery projects, advocacy, economic recovery and development, communications, emergency operations and Housing updates. Marc Mattox, Public Works Director/Town Engineer -infrastructure and sewer updates. (110-60-062)
- 1h. Assistant Town Manager Marc Mattox provided an update on the Paradise Sewer Project. (960-70-009)
 - 1. Jill Eisenbarth spoke in opposition to the wastewater treatment site proposed location near Crossroads.
 - 2. Matt Miller spoke on behalf of himself and his neighbors on Craft Lane and Jade Lane in opposition to the proposed wastewater treatment site location near Crossroads.
 - 3. Nathan Vail spoke in opposition to the proposed wastewater treatment site location at Crossroads and Media Way.
 - 4. Mike Cosentino spoke in opposition to both proposed wastewater treatment site locations near Crossroads and Media Way.

2. CONSENT CALENDAR

MOTION by Bolin, seconded by Culleton, approved consent calendar items 2a and 2i. Roll call vote was unanimous.

- 2a. Approved minutes of January 13, 2026, Special and Regular Town Council meetings.
- 2b. Approved January 2026 Cash Disbursements in the amount of \$6,516,325.57. (310-10-035)
- 2c. Ratified the agreement with Baker Tilly US, LLP for Fiscal Year 2024/25 auditing services and authorized the Town Manager (or designee) to execute the agreement. (510-20-482)
- 2d. Ratified the Professional Services Agreement with Regional Government Services (RGS), previously executed by the Interim Town Manager under existing purchasing authority, in an amount not to exceed \$99,000. (510-20-495)
- 2e.
 - 1. Adopted Resolution No. 2026-06, "A Resolution of the Town of Paradise Approving Job Classification Descriptions"; and,
 - 2. Adopted Resolution No. 2026-07, "A Resolution of the Town Council of the Town of Paradise Amending the Salary Pay Plan to include an

Engineering Intern – Part Time, Temporary Position to the Salary Pay Plan for Fiscal Year 2025–2026”; and, 3. Authorized staff to recruit and hire a temporary Engineering Intern for the period of early June 2026 through mid-August 2026. (610-10-015, 610-10-018, 610-10-020)

- 2f. Adopted Resolution No. 2026-08, “A Resolution of the Town Council of Town of Paradise accepting the work performed under the Off-System Roadway Rehabilitation Project - 2024, Contract 8407.2 CON performed by Baldwin Contracting Company, Inc. dba Knife River Construction.” (510-20-438) (950-40-072)
- 2g. Concurred with staff recommendation to file CEQA Notice of Exemptions for Maintenance Culvert Replacements on Roe and Scottwood Roads. (910-30-04)
- 2h. Adopted Resolution No. 2026-09, “A Resolution of the Town Council of the Town of Paradise Approving an Application for Funding and the Execution of a Standard Agreement and any Amendments Thereto, and Certain Related Loan or Grant Documents and any Amendments Thereto, Related to the Award Made Pursuant to the Application Authorized by this Resolution Submitted in Response to a Direct Award.” (710-10-099)
- 2i. Concurred with staff recommendation to file CEQA Notice of Exemption for Subsurface Investigation work to support Collection System design and Wastewater Treatment Facility site selection. (960-70-009)
 - 1. Brian Happ spoke in opposition to the Paradise Sewer project and the proposed wastewater treatment site locations near Crossroads and Meida Way.
 - 2. Adam Deppe spoke in opposition to both the proposed wastewater treatment site locations.
 - 3. Faun Witten spoke in opposition to the proposed wastewater treatment site location at Crossroads.
 - 4. Jamie Happ spoke in opposition to the proposed wastewater treatment site location at Crossroads.
 - 5. Mike O’Brien spoke in opposition to both proposed wastewater treatment site locations.

3. ITEMS REMOVED FROM CONSENT CALENDAR - None

4. PUBLIC COMMUNICATION

- 1. Jennifer Eidson asked how to appeal a decision regarding a legal non-conforming use on a neighboring property.
- 2. Mike Pollak asked Council to provide direction on an on-going code enforcement issue.

5. PUBLIC HEARINGS - None

6. COUNCIL CONSIDERATION

- 6a. Lieutenant Kovacs presented the proposed resolution to enter contract with BRINC Drones.

MOTION by Bolin, seconded by Lassonde, adopted Resolution No. 2026-10, "A Resolution of the Town Council of the Town of Paradise Making Findings Concerning a Sole Vendor for Entering into Contract with BRINC Drones as First Responders (DFR) Services – Sole Source". Roll call vote was unanimous. (480-35-003) (510-20-498)

- 6b. Assistant Town Manager Marc Mattox presented the Corrective Action Plan in response to the 2025 Building Division Audit.

1. Nathan Vail thanked staff and Council for working to better the building inspecting and permitting processes.

MOTION by Culleton, seconded by Lassonde, approved the Corrective Action Plan for the 2025 Building Division Audit with planned future updates quarterly. AYES: Bolin, Culleton, Lassonde, Crowder; NOES: Lange; ABSENT: None; ABSTAIN: None. (740-30-013)

- 6c. ITEM 6C WAS TABLED UNTIL THE MARCH 10, 2026, TOWN COUNCIL MEETING.

- 6d. Assistant Town Manager Marc Mattox presented the proposed resolution to award Construction Contract No. 8407.4 CON, Off-System Road Rehabilitation Project - 2026, to Baldwin Contracting Company, Inc. dba Knife River Construction.

MOTION by Bolin, seconded by Culleton adopted Resolution No. 2026-11, "A Resolution of the Town Council of the Town of Paradise Awarding Construction Contract No. 8407.4 CON, Off-System Road Rehabilitation Project - 2026, to Baldwin Contracting Company, Inc. dba Knife River Construction in the amount of their base bid and designating authority to the Town Manager to Execute an Agreement with Baldwin Contracting Company, Inc. dba Knife River Construction and to approve contingency expenditures not exceeding 10%". Roll call vote was unanimous. (510-20-496) (950-40-078)

- 6e. Assistant Town Manager Marc Mattox presented the proposed resolution to award Construction Contract No. 7303.6 CON, On-System Road Rehabilitation - Misc 2026/HSIP Systemic Intersection Safety Improvement Project, to Baldwin Contracting Company, Inc. dba Knife River Construction.

MOTION by Bolin, seconded by Lassonde adopted Resolution No. 2026-12, "A Resolution of the Town Council of the Town of Paradise Awarding Construction Contract No. 7303.6 CON, On-System Road Rehabilitation – Misc 2026/HSIP Systemic Intersection Safety Improvement Project, to Baldwin Contracting Company, Inc. dba Knife River Construction in the amount of their base bid and designating authority to the Town Manager to

Execute an Agreement with Baldwin Contracting Company, Inc. dba Knife River Construction and to approve contingency expenditures not exceeding 10%”. Roll call vote was unanimous. (510-20-497) (950-40-078)

- 6f. Assistant Town Manager Marc Mattox presented the proposed resolution to delegate authority to the Town Manger to execute final right-of-way acquisition documents for the Skyway-Pentz Intersection Improvements, Pentz Road Widening Project and Pentz Pathway Project Phase II.

MOTION by Culleton, seconded by Bolin, adopted Resolution No. 2026-13 “A Resolution of the Town Council of the Town of Paradise Delegating Limited Authority to the Town Manager to Approve and Execute Final Right-of-Way Acquisition Documents for the Skyway-Pentz Intersection Improvements, Pentz Road Widening Project and Pentz Pathway Project Phase II”. Roll call vote was unanimous. (950-40-043)

- 6g. Assistant Town Manager Marc Mattox presented the Facility Committee’s recommendation to select Studio W + TSK to provide professional planning and design services for the Town of Paradise Facilities Master Plan and Corporation Yard/Fire Station 82 project.

MOTION by Bolin, seconded by Culleton 1. Approved staff’s recommendation to select Studio W + TSK (design team) to provide professional planning and design services for the Town of Paradise Facilities Master Plan and Corporation Yard / Fire Station 82 project; and, 2. Authorized the Town Manager to enter into negotiations and execute an Agreement for Professional Services with Studio W+TSK for an initial not-to-exceed amount of \$560,720, subject to approval by the Town Attorney; and, 3. Adopted Resolution No. 2026-14 “A Resolution of the Town Council of the Town of Paradise Designating Authority to the Town Manager to execute the Agreement and Associated Task Orders for RFQ No. 2025-004, Facilities Master Plan and Corporation Yard/Fire Station 82 Planning-Design Services in a Not-to-Exceed Amount of \$560,720.” Roll call vote was unanimous. (510-20-499) (280-05-007)

- 6h. Recovery & Economic Development Director Colette Curtis provided an overview of the proposed Workforce Development Program Coordinator position.

MOTION by Lange, seconded by Lassonde 1. Approved the creation and authorization of a Workforce Development Program Coordinator position, limited to the life of the approved grant, to support day-to-day program implementation, partner coordination, outreach, and grant compliance for the Town’s grant-funded workforce development initiatives; and, 2. Adopted Resolution No. 2026-15 “A Resolution of the Town Council of the Town of Paradise Approve Job Classification Descriptions”; and, 3. Adopted Resolution No. 2026-16 “A Resolution of the Town Council of the Town of Paradise Adopting an Amendment to the Salary Pay Plan to Include Workforce Development Program Coordinator for the Town of Paradise

Employees for the Fiscal Year 2025/2026". Roll call vote was unanimous. (610-10-015, 610-10-018, 610-10-020) (710-10-104)

- 6i. Finance Director Aimee Beleu presented the actuarial valuation of changes to the Paradise Firefighters Association retiree health benefits.

MOTION by Bolin, seconded by Culleton, reviewed and accepted the actuarial valuation of changes to the Paradise Firefighters Association retiree health benefits, as agreed in the Transitional MOU between the Town of Paradise and the Paradise Firefighters Association (PFA) approved by Town Council on September 11, 2012. Roll call vote was unanimous. (630-10-025)

7. COUNCIL INITIATED ITEMS AND REPORTS

7a. Council initiated agenda items:

- 7a1. Council discussed changing the name of the Town Council Chambers to the "Doug LaMalfa Town Council Chambers" and directed staff to bring back this item for consideration at the March 10, 2026, Town Council meeting.

- 7b. Council reports on committee representation:

Council Member Bolin attended the TOP/PID Liaison Committee meeting.

Council Member Lange attended the Butte County Fire Safe Council board meeting, several Paradise Sewer Ad Hoc Committee meetings, Town Manager recruitment meetings, the Working Group Downtown Phase 3 meeting, the Insurance Committee meeting and the monthly Continuum of Care meeting.

Council Member Lassonde attended Town Manager recruitment meetings, the Working Group Downtown Phase 3 meeting and the TOP/PID Liaison Committee meeting.

Council Member Culleton attended the Facilities Ad Hoc Committee meeting.

Mayor Crowder attended the Butte County Fire Safe Council board meeting, several Paradise Sewer Ad Hoc Committee meetings and participated in several news interviews and testified in D.C. about wildfire.

- 7c. Future Agenda Items- None

8. STAFF COMMUNICATION - None

9. CLOSED SESSION – None

10. ADJOURNMENT

Mayor Crowder adjourned the meeting at 9:37 p.m.

Date approved:

By:

Attest:

Steve Crowder, Mayor

Melanie Elvis, Town Clerk



**MINUTES
PARADISE TOWN COUNCIL
SPECIAL MEETING – 9:00 AM – February 19, 2026**

1. OPENING

The Special meeting of the Paradise Town Council was called to order by Mayor Crowder at 9:07 a.m. in the Council Chambers located at 5555 Skyway, Paradise, California who led the Pledge of Allegiance to the Flag of the United States of America.

COUNCIL MEMBERS PRESENT: Greg Bolin, Steve “Woody” Culleton, Heidi Lange, Ronald Lassonde, and Steve Crowder, Mayor.

COUNCIL MEMBERS ABSENT: None

STAFF PRESENT: Interim Town Manager Michael O’Brien, Town Attorney Scott E. Huber, Town Clerk/Elections Official Melanie Elvis, Assistant Town Manager Marc Mattox, Human Resources & Risk Management Director Crystal Peters and Information Systems Technician Travis Thompson.

At 9:08 a.m. Mayor Crowder announced that the Town Council would adjourn to Closed Session for the following item:

2. CLOSED SESSION

- 2a. Pursuant to Government Code Section 54957, the Town Council will hold a closed session to consider the appointment, employment, evaluation of performance, discipline, and/or dismissal of the Town Manager.

After reconvening from Closed Session at 12:58 p.m., Mayor Crowder announced: direction given; no reportable action taken.

3. ADJOURNMENT

Mayor Crowder adjourned the Council meeting at 12:58 p.m.

Date approved:

By:

Attest:

Steve Crowder, Mayor

Melanie Elvis, Town Clerk

TOWN OF PARADISE

CASH DISBURSEMENTS REPORT

FOR THE PERIOD OF
February 1, 2026 - February 28, 2026



CASH DISBURSEMENTS REPORT
February 1, 2026 - February 28, 2026

<u>Check Date</u>	<u>Pay Period End</u>	<u>Description</u>	<u>Amount</u>	<u>Total</u>
2/13/2026	2/8/2026	Net Payroll - Direct Deposits and Checks	\$ 279,760.80	
2/27/2026	2/22/2026	Net Payroll - Direct Deposits and Checks	<u>\$ 282,091.76</u>	
				<u>\$ 561,852.56</u>
 Accounts Payable				
		Payroll Vendors: Taxes, PERS, Dues, Insurance, Etc.	\$ 505,983.43	
		Operations Vendors: Supplies, Contracts, Utilities, Etc.	<u>\$3,657,777.98</u>	
		TOTAL CASH DISBURSEMENTS ACCOUNTS PAYABLE		<u>\$ 4,163,761.41</u>
		GRAND TOTAL CASH DISBURSEMENTS		<u><u>\$ 4,725,613.97</u></u>

APPROVED BY: _____
 Aimee Belev - Finance Director/Town Treasurer

APPROVED BY: _____
 Michael O'Brien - Interim Town Manager

Payment Register

From Payment Date: 2/1/2026 - To Payment Date: 2/28/2026

Number	Date	Status	Void Reason	Reconciled/ Voided Date	Source	Payee Name	Transaction Amount	Reconciled Amount	Difference
AP TCB - General Checking									
<u>Check</u>									
90932	02/02/2026	Reconciled		02/10/2026	Accounts Payable	ICMA 457 - MissionSquare	\$1,880.12	\$1,880.12	\$0.00
90933	02/02/2026	Reconciled		02/09/2026	Accounts Payable	STATE DISBURSEMENT UNIT	\$387.79	\$387.79	\$0.00
90934	02/04/2026	Reconciled		02/19/2026	Accounts Payable	Adams Ashby Group, Inc.	\$2,368.75	\$2,368.75	\$0.00
90935	02/04/2026	Reconciled		02/19/2026	Accounts Payable	Adams Ashby Group, Inc.	\$12,096.25	\$12,096.25	\$0.00
90936	02/04/2026	Reconciled		02/19/2026	Accounts Payable	Adams Ashby Group, Inc.	\$3,063.75	\$3,063.75	\$0.00
90937	02/04/2026	Reconciled		02/19/2026	Accounts Payable	Adams Ashby Group, Inc.	\$6,819.54	\$6,819.54	\$0.00
90938	02/04/2026	Reconciled		02/18/2026	Accounts Payable	Allegiant Roofing Inc	\$27,750.00	\$27,750.00	\$0.00
90939	02/04/2026	Reconciled		02/13/2026	Accounts Payable	ALLIANT INSURANCE	\$18,319.00	\$18,319.00	\$0.00
90940	02/04/2026	Open			Accounts Payable	Anderson Builders Corporation	\$25,000.00		
90941	02/04/2026	Reconciled		02/09/2026	Accounts Payable	Archuleta, Derek, S	\$539.50	\$539.50	\$0.00
90942	02/04/2026	Reconciled		02/17/2026	Accounts Payable	ARI Investigations, Inc.	\$11,528.16	\$11,528.16	\$0.00
90943	02/04/2026	Reconciled		02/10/2026	Accounts Payable	AT&T	\$87.46	\$87.46	\$0.00
90944	02/04/2026	Reconciled		02/10/2026	Accounts Payable	AT&T & CALNET3 - CIRCUIT LINES	\$103.50	\$103.50	\$0.00
90945	02/04/2026	Reconciled		02/10/2026	Accounts Payable	AT&T/CALNET3 - REPEATER LINES	\$198.19	\$198.19	\$0.00
90946	02/04/2026	Reconciled		02/10/2026	Accounts Payable	AT&T/CALNET3 - COMMUNITY PARK	\$30.40	\$30.40	\$0.00
90947	02/04/2026	Reconciled		02/10/2026	Accounts Payable	AT&T/CALNET3 - Summary	\$30.56	\$30.56	\$0.00
90948	02/04/2026	Reconciled		02/10/2026	Accounts Payable	AT&T/CALNET3 - Summary	\$3,391.66	\$3,391.66	\$0.00
90949	02/04/2026	Reconciled		02/10/2026	Accounts Payable	AT&T/CALNET3 - TH/FDPD FIBER LINES	\$1,056.72	\$1,056.72	\$0.00
90950	02/04/2026	Reconciled		02/11/2026	Accounts Payable	AWARDS COMPANY	\$317.16	\$317.16	\$0.00
90951	02/04/2026	Reconciled		02/11/2026	Accounts Payable	Bear Electrical Systems, Inc	\$700.00	\$700.00	\$0.00
90952	02/04/2026	Reconciled		02/12/2026	Accounts Payable	Biometrics4ALL, Inc	\$60.50	\$60.50	\$0.00
90953	02/04/2026	Reconciled		02/09/2026	Accounts Payable	Broad & Gusman	\$4,000.00	\$4,000.00	\$0.00
90954	02/04/2026	Reconciled		02/09/2026	Accounts Payable	Browns Towing	\$300.00	\$300.00	\$0.00
90955	02/04/2026	Reconciled		02/09/2026	Accounts Payable	Bug Smart	\$116.00	\$116.00	\$0.00
90956	02/04/2026	Reconciled		02/17/2026	Accounts Payable	Bureau Veritas North America, Inc	\$29,150.53	\$29,150.53	\$0.00
90957	02/04/2026	Open			Accounts Payable	CALIFORNIA CRIMINAL JUSTICE WARRANT SERVS.	\$166.00		
90958	02/04/2026	Open			Accounts Payable	CITY OF CHICO	\$18,155.00		
90959	02/04/2026	Reconciled		02/11/2026	Accounts Payable	Coastland	\$14,165.76	\$14,165.76	\$0.00
90960	02/04/2026	Reconciled		02/24/2026	Accounts Payable	Conzor North America, Inc.	\$292,912.35	\$292,912.35	\$0.00
90961	02/04/2026	Reconciled		02/17/2026	Accounts Payable	CONTINENTAL BATTERY COMPANY	\$495.07	\$495.07	\$0.00
90962	02/04/2026	Reconciled		02/09/2026	Accounts Payable	Darren Taylor Construction Inc.	\$52,728.10	\$52,728.10	\$0.00
90963	02/04/2026	Reconciled		02/18/2026	Accounts Payable	De Lage Landen Public Finance LLC	\$781.25	\$781.25	\$0.00
90964	02/04/2026	Reconciled		02/10/2026	Accounts Payable	Dokken Engineering, Inc.	\$189,704.92	\$189,704.92	\$0.00
90965	02/04/2026	Reconciled		02/11/2026	Accounts Payable	ENTENMANN-ROVIN COMPANY	\$432.45	\$432.45	\$0.00
90966	02/04/2026	Reconciled		02/13/2026	Accounts Payable	EXPERTS IN YOUR HOME	\$49,604.25	\$49,604.25	\$0.00
90967	02/04/2026	Reconciled		02/10/2026	Accounts Payable	Golden State Emergency Vehicle Service, Inc.	\$257.17	\$257.17	\$0.00
90968	02/04/2026	Reconciled		02/17/2026	Accounts Payable	GREAT AMERICA LEASING CORP.	\$304.52	\$304.52	\$0.00
90969	02/04/2026	Reconciled		02/10/2026	Accounts Payable	GREEN RIDGE LANDSCAPING	\$6,765.00	\$6,765.00	\$0.00
90970	02/04/2026	Reconciled		02/17/2026	Accounts Payable	HLP, INC / CHAMELEON SOFTWARE PRODUCTS	\$3.50	\$3.50	\$0.00
90971	02/04/2026	Reconciled		02/17/2026	Accounts Payable	HQE Systems, Inc.	\$83,624.91	\$83,624.91	\$0.00
90972	02/04/2026	Reconciled		02/11/2026	Accounts Payable	INTERSTATE OIL COMPANY	\$382.19	\$382.19	\$0.00
90973	02/04/2026	Reconciled		02/17/2026	Accounts Payable	Jacobs Engineering Group Inc.	\$9,422.25	\$9,422.25	\$0.00

Payment Register

From Payment Date: 2/1/2026 - To Payment Date: 2/28/2026

Number	Date	Status	Void Reason	Reconciled/ Voided Date	Source	Payee Name	Transaction Amount	Reconciled Amount	Difference
90974	02/04/2026	Reconciled		02/09/2026	Accounts Payable	JOHNNY ON THE SPOT PORTABLES	\$380.25	\$380.25	\$0.00
90975	02/04/2026	Reconciled		02/11/2026	Accounts Payable	LEAGUE OF CALIFORNIA CITIES	\$7,153.00	\$7,153.00	\$0.00
90976	02/04/2026	Reconciled		02/10/2026	Accounts Payable	LIFE ASSIST INC	\$478.85	\$478.85	\$0.00
90977	02/04/2026	Reconciled		02/11/2026	Accounts Payable	Mark Thomas & Company Inc	\$153.48	\$153.48	\$0.00
90978	02/04/2026	Reconciled		02/11/2026	Accounts Payable	MID VALLEY TITLE & ESCROW	\$100,000.00	\$100,000.00	\$0.00
90979	02/04/2026	Reconciled		02/12/2026	Accounts Payable	Midwest Veterinary Supply, Inc	\$1,006.43	\$1,006.43	\$0.00
90980	02/04/2026	Reconciled		02/17/2026	Accounts Payable	MIKE GOGGIA TREE SERVICE	\$500.00	\$500.00	\$0.00
90981	02/04/2026	Reconciled		02/10/2026	Accounts Payable	MILLER GLASS INC	\$16,766.25	\$16,766.25	\$0.00
90982	02/04/2026	Reconciled		02/09/2026	Accounts Payable	MORGAN TREE SERVICE	\$4,000.00	\$4,000.00	\$0.00
90983	02/04/2026	Open			Accounts Payable	NAPA Auto Parts	\$41.15		
90984	02/04/2026	Reconciled		02/18/2026	Accounts Payable	NATIONAL DIRECTORY OF LAW ENFORCEMENT ADMIN	\$170.53	\$170.53	\$0.00
90985	02/04/2026	Reconciled		02/10/2026	Accounts Payable	NORTHGATE PETROLEUM CO	\$5,158.84	\$5,158.84	\$0.00
90986	02/04/2026	Reconciled		02/11/2026	Accounts Payable	O'REILLY AUTO PARTS	\$382.68	\$382.68	\$0.00
90987	02/04/2026	Reconciled		02/13/2026	Accounts Payable	OFFICE DEPOT ACCT#36233169	\$84.76	\$84.76	\$0.00
90988	02/04/2026	Reconciled		02/05/2026	Accounts Payable	Ornamental Iron Works	\$3,750.00	\$3,750.00	\$0.00
90989	02/04/2026	Reconciled		02/06/2026	Accounts Payable	PARADISE IRRIGATION DIST	\$2,031.43	\$2,031.43	\$0.00
90990	02/04/2026	Reconciled		02/12/2026	Accounts Payable	Roto Rooter	\$785.00	\$785.00	\$0.00
90991	02/04/2026	Reconciled		02/05/2026	Accounts Payable	Sierra Nevada Construction	\$15,400.00	\$15,400.00	\$0.00
90992	02/04/2026	Reconciled		02/11/2026	Accounts Payable	Spherion Staffing	\$5,056.49	\$5,056.49	\$0.00
90993	02/04/2026	Reconciled		02/10/2026	Accounts Payable	T and S DVBE Inc.	\$788.31	\$788.31	\$0.00
90994	02/04/2026	Reconciled		02/11/2026	Accounts Payable	The Pape' Group INC	\$224.78	\$224.78	\$0.00
90995	02/04/2026	Reconciled		02/17/2026	Accounts Payable	THOMAS ACE HARDWARE - ENG. DEPT.	\$433.34	\$433.34	\$0.00
90996	02/04/2026	Reconciled		02/17/2026	Accounts Payable	THOMAS ACE HARDWARE - FIRE DEPT.	\$386.16	\$386.16	\$0.00
90997	02/04/2026	Reconciled		02/17/2026	Accounts Payable	THOMAS ACE HARDWARE - MOTORPOOL	\$28.47	\$28.47	\$0.00
90998	02/04/2026	Reconciled		02/13/2026	Accounts Payable	Top Notch Commercial Cleaning Inc.	\$2,400.00	\$2,400.00	\$0.00
90999	02/04/2026	Reconciled		02/12/2026	Accounts Payable	Tri Flame Propane	\$332.18	\$332.18	\$0.00
91000	02/04/2026	Reconciled		02/13/2026	Accounts Payable	Tuck, Kevin	\$45.00	\$45.00	\$0.00
91001	02/04/2026	Reconciled		02/11/2026	Accounts Payable	TUCKER PEST CONTROL INC	\$95.00	\$95.00	\$0.00
91002	02/04/2026	Reconciled		02/17/2026	Accounts Payable	ULINE	\$1,768.49	\$1,768.49	\$0.00
91003	02/04/2026	Reconciled		02/12/2026	Accounts Payable	Williams Scotsman, Inc. (Mobile Mini)	\$2,374.08	\$2,374.08	\$0.00
91004	02/04/2026	Reconciled		02/09/2026	Accounts Payable	Wood Rodgers, Inc.	\$929.62	\$929.62	\$0.00
91005	02/04/2026	Reconciled		02/09/2026	Accounts Payable	Matteucci, Dominic	\$15.00	\$15.00	\$0.00
91006	02/10/2026	Reconciled		02/11/2026	Accounts Payable	PARADISE POLICE OFFICERS ASSOCIATION	\$2,643.16	\$2,643.16	\$0.00
91007	02/10/2026	Open			Accounts Payable	Aflac	\$57.98		
91008	02/10/2026	Open			Accounts Payable	Met Life	\$13,732.87		
91009	02/10/2026	Open			Accounts Payable	OPERATING ENGINEERS	\$1,440.00		
91010	02/10/2026	Open			Accounts Payable	PARADISE POLICE OFFICERS ASSOCIATION	\$2,673.41		
91011	02/10/2026	Open			Accounts Payable	SUN LIFE INSURANCE	\$8,479.42		
91012	02/10/2026	Open			Accounts Payable	SUPERIOR VISION SVC INC	\$881.35		
91013	02/10/2026	Reconciled		02/23/2026	Accounts Payable	TOP CONFIDENTIAL MID MGMT ASSOCIATION	\$175.00	\$175.00	\$0.00
91014	02/13/2026	Reconciled		02/24/2026	Accounts Payable	ICMA 457 - MissionSquare	\$3,455.30	\$3,455.30	\$0.00
91015	02/13/2026	Open			Accounts Payable	STATE DISBURSEMENT UNIT	\$194.76		

Payment Register

From Payment Date: 2/1/2026 - To Payment Date: 2/28/2026

Number	Date	Status	Void Reason	Reconciled/ Voided Date	Source	Payee Name	Transaction Amount	Reconciled Amount	Difference
91016	02/18/2026	Open			Accounts Payable	ACCESS INFORMATION PROTECTED	\$103.90		
91017	02/18/2026	Open			Accounts Payable	ADVANCED DOCUMENT CONCEPTS	\$145.05		
91018	02/18/2026	Open			Accounts Payable	ALHAMBRA	\$34.97		
91019	02/18/2026	Open			Accounts Payable	All-American Construction, Inc.	\$548,781.88		
91020	02/18/2026	Open			Accounts Payable	Asbury Environmental Services	\$143.94		
91021	02/18/2026	Open			Accounts Payable	AT&T & CALNET3 - CIRCUIT LINES	\$136.80		
91022	02/18/2026	Open			Accounts Payable	AT&T & CALNET3 - CIRCUIT LINES	\$273.59		
91023	02/18/2026	Open			Accounts Payable	AT&T & CALNET3 - CIRCUIT LINES	\$768.62		
91024	02/18/2026	Open			Accounts Payable	Bear Electrical Systems, Inc	\$5,560.00		
91025	02/18/2026	Open			Accounts Payable	Biometrics4ALL, Inc	\$49.50		
91026	02/18/2026	Reconciled		02/22/2026	Accounts Payable	Blancett, Jacquelyn	\$265.30	\$265.30	\$0.00
91027	02/18/2026	Open			Accounts Payable	Blue Flamingo Marketing Advocates	\$160.11		
91028	02/18/2026	Open			Accounts Payable	BPR Consulting Group	\$20,878.70		
91029	02/18/2026	Open			Accounts Payable	Bureau Veritas North America, Inc	\$9,300.00		
91030	02/18/2026	Open			Accounts Payable	BUTTE CO AIR QUALITY MANAGEMENT DISTRICT	\$333.05		
91031	02/18/2026	Open			Accounts Payable	BUTTE CO RECORDER	\$150.00		
91032	02/18/2026	Open			Accounts Payable	BUTTE REGIONAL TRANSIT	\$50.00		
91033	02/18/2026	Reconciled		02/22/2026	Accounts Payable	C & C ROOFING, INC.	\$38,791.50	\$38,791.50	\$0.00
91034	02/18/2026	Open			Accounts Payable	CivicPlus, LLC	\$15,516.90		
91035	02/18/2026	Open			Accounts Payable	Coastland	\$692.92		
91036	02/18/2026	Reconciled		02/24/2026	Accounts Payable	Crowder, Steven	\$1,129.41	\$1,129.41	\$0.00
91037	02/18/2026	Open			Accounts Payable	DEPARTMENT OF FORESTRY & FIRE PROTECTION	\$1,110,250.63		
91038	02/18/2026	Open			Accounts Payable	Desilva Gates Construction LLC	\$129,804.92		
91039	02/18/2026	Open			Accounts Payable	Door Company Inc, The	\$908.00		
91040	02/18/2026	Open			Accounts Payable	Elam IT, Jon, Elam	\$2,027.91		
91041	02/18/2026	Open			Accounts Payable	Fleming Construction	\$9,000.00		
91042	02/18/2026	Open			Accounts Payable	Gates, Matthew	\$3,504.09		
91043	02/18/2026	Open			Accounts Payable	Golden State Emergency Vehicle Service, Inc.	\$3,250.42		
91044	02/18/2026	Open			Accounts Payable	GREEN RIDGE LANDSCAPING	\$450.00		
91045	02/18/2026	Open			Accounts Payable	Hawkins Delafield & Wood LLP	\$22,312.50		
91046	02/18/2026	Open			Accounts Payable	HDR Engineering, Inc	\$161,507.98		
91047	02/18/2026	Open			Accounts Payable	Hoblin Enterprises	\$24,575.27		
91048	02/18/2026	Open			Accounts Payable	Holt, Heather	\$68.82		
91049	02/18/2026	Open			Accounts Payable	ICMA 457 - MissionSquare	\$1,310.28		
91050	02/18/2026	Open			Accounts Payable	INDUSTRIAL EQUIPMENT	\$51.89		
91051	02/18/2026	Open			Accounts Payable	INDUSTRIAL POWER PRODUCTS	\$4,729.96		
91052	02/18/2026	Open			Accounts Payable	Jacobs Engineering Group Inc.	\$61,884.77		
91053	02/18/2026	Open			Accounts Payable	Jennifer Arbuckle	\$3,125.00		
91054	02/18/2026	Open			Accounts Payable	Kalmikov Enterprises, INC	\$2,846.76		
91055	02/18/2026	Open			Accounts Payable	KEN'S PARADISE HITCH & WELDING	\$566.12		
91056	02/18/2026	Open			Accounts Payable	KNIFE RIVER CONSTRUCTION	\$991.14		
91057	02/18/2026	Open			Accounts Payable	KOEFRAN INDUSTRIES	\$1,200.00		
91058	02/18/2026	Open			Accounts Payable	L.N. CURTIS & SONS	\$637.82		
91059	02/18/2026	Open			Accounts Payable	LACO Associates	\$24,603.75		

Payment Register

From Payment Date: 2/1/2026 - To Payment Date: 2/28/2026

Number	Date	Status	Void Reason	Reconciled/ Voided Date	Source	Payee Name	Transaction Amount	Reconciled Amount	Difference
91060	02/18/2026	Reconciled		02/23/2026	Accounts Payable	Lance Sharp	\$30,881.25	\$30,881.25	\$0.00
91061	02/18/2026	Open			Accounts Payable	LEXIPOL, LLC	\$6,285.88		
91062	02/18/2026	Open			Accounts Payable	Luiselli, Amber	\$263.85		
91063	02/18/2026	Open			Accounts Payable	Meyers Police K-9 Training, LLC	\$3,075.00		
91064	02/18/2026	Open			Accounts Payable	Morgan Ridge Construction, Inc.	\$40,965.00		
91065	02/18/2026	Open			Accounts Payable	N&S North, INC	\$662.61		
91066	02/18/2026	Open			Accounts Payable	NAPA Auto Parts	\$183.26		
91067	02/18/2026	Open			Accounts Payable	NETMOTION WIRELESS, INC.	\$5,880.00		
91068	02/18/2026	Reconciled		02/23/2026	Accounts Payable	North State Construction	\$8,250.00	\$8,250.00	\$0.00
91069	02/18/2026	Open			Accounts Payable	North State Tire Co. Inc.	\$30.00		
91070	02/18/2026	Open			Accounts Payable	NORTHERN RECYCLING & WASTE SERVICES, INC.	\$3,461.58		
91071	02/18/2026	Open			Accounts Payable	NORTHGATE PETROLEUM CO	\$7,287.59		
91072	02/18/2026	Open			Accounts Payable	NORTHSTAR	\$1,300.00		
91073	02/18/2026	Open			Accounts Payable	O'REILLY AUTO PARTS	\$539.04		
91074	02/18/2026	Open			Accounts Payable	OFFICE DEPOT ACCT#36233169	\$1,358.53		
91075	02/18/2026	Open			Accounts Payable	Psomas	\$91,615.76		
91076	02/18/2026	Open			Accounts Payable	RENTAL GUYS - CHICO	\$547.10		
91077	02/18/2026	Open			Accounts Payable	Shelby's Pest Control, Inc.	\$80.00		
91078	02/18/2026	Open			Accounts Payable	Spherion Staffing	\$6,584.16		
91079	02/18/2026	Open			Accounts Payable	STATE DISBURSEMENT UNIT	\$783.68		
91080	02/18/2026	Open			Accounts Payable	Stratti	\$4,273.00		
91081	02/18/2026	Open			Accounts Payable	T and S DVBE Inc.	\$27,892.82		
91082	02/18/2026	Open			Accounts Payable	Tahoe Pure Water Co.	\$195.30		
91083	02/18/2026	Open			Accounts Payable	The Ferguson Group	\$5,000.00		
91084	02/18/2026	Open			Accounts Payable	The Pape' Group INC	\$73.64		
91085	02/18/2026	Open			Accounts Payable	THOMAS ACE HARDWARE - ENG. DEPT.	\$70.80		
91086	02/18/2026	Open			Accounts Payable	THOMAS ACE HARDWARE - FIRE DEPT.	\$150.86		
91087	02/18/2026	Open			Accounts Payable	THOMAS ACE HARDWARE - MOTORPOOL	\$43.86		
91088	02/18/2026	Open			Accounts Payable	THRIFTY ROOTER	\$263.70		
91089	02/18/2026	Open			Accounts Payable	Top Notch Commercial Cleaning Inc.	\$6,200.00		
91090	02/18/2026	Open			Accounts Payable	Tri Flame Propane	\$189.66		
91091	02/18/2026	Open			Accounts Payable	UNICO Engineering, Inc.	\$55,881.74		
91092	02/18/2026	Open			Accounts Payable	Urban Design Associates. LTD	\$1,168.00		
91093	02/18/2026	Open			Accounts Payable	Irish, Tanya	\$71.39		
91094	02/18/2026	Open			Accounts Payable	McDowell, Sarah Jo	\$125.00		
91095	02/18/2026	Open			Accounts Payable	Petersen Bell , Susan	\$298.67		
91096	02/18/2026	Open			Accounts Payable	Price, Timothy	\$1,969.50		
91097	02/18/2026	Reconciled		02/23/2026	Accounts Payable	Vorhees, Kirk	\$2,790.42	\$2,790.42	\$0.00
91098	02/24/2026	Open			Accounts Payable	Instrument Technology Corporation	\$10,234.18		
91099	02/18/2026	Open			Accounts Payable	Computershare	\$4,000.00		
Type Check Totals:									
EFT									
416	02/02/2026	Open			Accounts Payable	CALPERS - RETIREMENT	\$67,654.92		
417	02/02/2026	Open			Accounts Payable	EMPLOYMENT DEVELOPMENT DEPARTMENT	\$14,976.16		
418	02/02/2026	Open			Accounts Payable	ING LIFE INS & ANNUITY COMPANY	\$6,768.59		
							\$3,619,854.05	\$1,087,338.99	\$0.00

Payment Register

From Payment Date: 2/1/2026 - To Payment Date: 2/28/2026

Number	Date	Status	Void Reason	Reconciled/ Voided Date	Source	Payee Name	Transaction Amount	Reconciled Amount	Difference
419	02/02/2026	Open			Accounts Payable	INTERNAL REVENUE SERVICE	\$48,990.46		
420	02/04/2026	Open			Accounts Payable	Amazon Capital Services	\$1,833.10		
421	02/04/2026	Open			Accounts Payable	COMCAST CABLE	\$17.17		
422	02/04/2026	Open			Accounts Payable	COMCAST CABLE	\$184.30		
423	02/04/2026	Open			Accounts Payable	PACIFIC GAS & ELECTRIC	\$2,225.35		
424	02/04/2026	Open			Accounts Payable	T MOBILE USA, INC.	\$2,094.31		
425	02/04/2026	Open			Accounts Payable	Tri Counties Bank	\$1,046.27		
426	02/10/2026	Open			Accounts Payable	CALPERS	\$184,737.75		
427	02/13/2026	Open			Accounts Payable	CALPERS - RETIREMENT	\$70,011.08		
428	02/13/2026	Open			Accounts Payable	EMPLOYMENT DEVELOPMENT DEPARTMENT	\$15,794.54		
429	02/13/2026	Open			Accounts Payable	ING LIFE INS & ANNUITY COMPANY	\$8,370.97		
430	02/13/2026	Open			Accounts Payable	INTERNAL REVENUE SERVICE	\$50,583.84		
431	02/18/2026	Open			Accounts Payable	Amazon Capital Services	\$1,366.34		
432	02/18/2026	Open			Accounts Payable	COMCAST CABLE	\$219.25		
433	02/18/2026	Open			Accounts Payable	COMCAST CABLE	\$434.25		
434	02/18/2026	Open			Accounts Payable	COMCAST CABLE	\$429.25		
435	02/18/2026	Open			Accounts Payable	COMCAST CABLE	\$444.25		
436	02/18/2026	Voided	Printer Error	02/25/2026	Accounts Payable	Computershare	\$4,000.00		
437	02/18/2026	Open			Accounts Payable	PACIFIC GAS & ELECTRIC	\$16,939.88		
438	02/18/2026	Open			Accounts Payable	Tri Counties Bank	\$42,829.50		
439	02/18/2026	Open			Accounts Payable	VERIZON WIRELESS	\$282.41		
440	02/18/2026	Open			Accounts Payable	VERIZON WIRELESS	\$1,673.42		
Type EFT Totals:									
AP TCB - General Checking Totals									
							25 Transactions	\$543,907.36	

Checks	Status	Count	Transaction Amount	Reconciled Amount
	Open	89	\$2,532,515.06	\$0.00
	Reconciled	79	\$1,087,338.99	\$1,087,338.99
	Voided	0	\$0.00	\$0.00
	Stopped	0	\$0.00	\$0.00
	Total	168	\$3,619,854.05	\$1,087,338.99

Payment Register

From Payment Date: 2/1/2026 - To Payment Date: 2/28/2026

Number	Date	Status	Void Reason	Reconciled/ Voided Date	Source	Payee Name	Transaction Amount	Reconciled Amount	Difference
				EFTs	Status	Count	Transaction Amount	Reconciled Amount	
		Open					\$539,907.36	\$0.00	
		Reconciled					\$0.00	\$0.00	
		Voided					\$4,000.00	\$0.00	
		Total					\$543,907.36	\$0.00	
				All	Status	Count	Transaction Amount	Reconciled Amount	
		Open					\$3,072,422.42	\$0.00	
		Reconciled					\$1,087,338.99	\$1,087,338.99	
		Voided					\$4,000.00	\$0.00	
		Stopped					\$0.00	\$0.00	
		Total					\$4,163,761.41	\$1,087,338.99	
Grand Totals:									
				Checks	Status	Count	Transaction Amount	Reconciled Amount	
		Open					\$2,532,515.06	\$0.00	
		Reconciled					\$1,087,338.99	\$1,087,338.99	
		Voided					\$0.00	\$0.00	
		Stopped					\$0.00	\$0.00	
		Total					\$3,619,854.05	\$1,087,338.99	
				EFTs	Status	Count	Transaction Amount	Reconciled Amount	
		Open					\$539,907.36	\$0.00	
		Reconciled					\$0.00	\$0.00	
		Voided					\$4,000.00	\$0.00	
		Total					\$543,907.36	\$0.00	
				All	Status	Count	Transaction Amount	Reconciled Amount	
		Open					\$3,072,422.42	\$0.00	
		Reconciled					\$1,087,338.99	\$1,087,338.99	
		Voided					\$4,000.00	\$0.00	
		Stopped					\$0.00	\$0.00	
		Total					\$4,163,761.41	\$1,087,338.99	



Town of Paradise
Council Agenda Summary
Date: March 10, 2026

Agenda Item: 2(c)

ORIGINATED BY: Susan Hartman, Community Development Director –
Planning & Wastewater
REVIEWED BY: Mike O'Brien, Interim Town Manager
SUBJECT: Acceptance of the 2025 Annual Report of the Paradise
Planning Commission to the Town Council Regarding the
Implementation Status of the 1994 Paradise General Plan &
Housing Element
LONG TERM RECOVERY PLAN: N/A

COUNCIL ACTION REQUESTED:

1. Acknowledge receipt of and file the Planning Commission's annual report concerning implementation status of the 1994 Paradise General Plan and Housing Element for the 2025 calendar year.

Background:

General Plan Status

California Government Code Section 65400 requires a local planning agency (Paradise Planning Commission and staff) to annually review and provide a report to the local legislative body (i.e. the Town Council) concerning progress achieved toward the implementation of its General Plan. The wording of the Government Code Section is as follows:

Provide an annual report to the Town Council on the status of the "General Plan" and progress in its implementation, including the progress in meeting its share of regional housing needs determined pursuant to section 65584 and local efforts to remove governmental constraints to the maintenance, improvement and development of housing...

On behalf of the Paradise Planning Commission, town staff is pleased to officially submit to the Town Council its annual "Calendar Year 2025 1994 Paradise General Plan Implementation Status Report" dated March 2026 (NOTE: Refer to attached copy of the report). The content of this report reflects General Plan implementation progress made during the 2025 calendar year. The report is a culmination of a work effort of the staff and Planning Commissioners.

Similar to the contents of prior annual reports, the attached annual report is submitted in a format that is directly linked with the 1994 Paradise General Plan Volume I - Policy Document. The report specifically lists individual General Plan policies and implementation measures, their respective text page number where located within the General Plan Volume I - Policy Document, and their respective implementation status.

In order for the attached report to be meaningful, each Town Council member may wish to refer to their individual copies of the 1994 Paradise General Plan Volume I - Policy Document and the

2022-2030 Housing & Safety Elements to read the actual text of each General Plan policy or implementation measure corresponding to the comments within the report. Alternatively, you can access the documents via the Town’s website (www.townofparadise.com/planning).

During the 2025 calendar year and over the last several years, the Town of Paradise achieved additional progress toward implementation of the 1994 Paradise General Plan. The 2025 status update includes 104 new Safety Element goals and implementation measures for the Town to work towards achieving through the year 2030. As you read the attached annual report in regard to the implementation status of our Paradise General Plan you should note that updated comments regarding the past year's progress toward implementation of individual policy statements and implementation measures are shaded and bolded **thus**.

Housing Element Status

Government Code Section 65400 requires each local jurisdiction to prepare an annual report on the status and progress in implementing its General Plan Housing Element using forms and definitions adopted by the California State Department of Housing and Community Development (HCD). The annual progress report should be submitted to HCD and the Governor’s Office of Land Use and Climate Innovation (LCI) each year for the prior calendar year.

Section 65400 further states that the annual Housing Element progress report “shall be at an annual public meeting before the legislative body where members of the public shall be allowed to provide oral testimony and written comments.” In order to provide an opportunity for members of the public to provide this input, the Planning Commission publicly reviewed and forwarded the report to the Town Council during their regularly scheduled meeting on February 17, 2026. Town Council acceptance of the report will facilitate its submittal to HCD and LCI as required.

The attached annual Housing Element progress report reveals that, of a total of five hundred eleven (511) new dwelling units, the majority of permits issued in 2025 were for moderate income dwelling units. Remaining Regional Housing Needs Allocations (RHNA) for the 2022-2030 planning period are 4,330 Above Moderate, 519 Moderate, and 294 Very Low-income levels. The Town has already met its “Low” incoming housing allocation for the 2022-2030 period.

Since the adoption of the Housing Element on June 14, 2022 (Resolution 2022-39), staff continues to pursue opportunities to further the implementation of housing program objectives in addition to those programs where implementation involves ongoing directives to promote affordable housing through various means. The report contains a detailed enumeration of each newly adopted program and its implementation status as of December 31, 2025.

Financial Impact:

Acceptance of this annual Paradise General Plan and Housing Element progress report and its submittal to LCI and HCD will have no financial impact upon the Town of Paradise.



CALENDAR YEAR 2025

1994 PARADISE GENERAL PLAN

IMPLEMENTATION STATUS REPORT

**Presented to the
Paradise Town Council**

**March 10, 2026
REPORT OF THE PLANNING COMMISSION**

1994 PARADISE GENERAL PLAN
IMPLEMENTATION STATUS REPORT
FOR CALENDAR YEAR 2025

LAND USE ELEMENT:

GROWTH AND LAND USE DEVELOPMENT:

<u>Policy/ Implem. Measure</u>	<u>Text Page</u>	<u>Policy Brief</u>	<u>Implementation Status</u>
LUP-1	(6-3)	Recognize site limitations	Implemented and ongoing.
LUP-2	(6-3)	Factor in constraints analysis	Implemented and ongoing.
LUP-3	(6-3)	Minimize grading	Implementation ongoing as opportunity so afforded.
LUP-4	(6-3)	Specific Plan for south of town	Not yet implemented. Private work effort was initiated in 2006 for a portion of the secondary planning area south of town limits; and has been idle due to funding and staffing shortages. Butte County General Plan 2030 was adopted October 2010 and includes directive to develop a specific plan for a portion of this area, for which the Town will provide input.
LUP-5	(6-3)	Open Space/Ag designation	Implemented.
LUP-6	(6-3)	Annexations south of town	Not implemented due to lack of necessity.
LUP-7	(6-3)	35' maximum building height	Implemented and ongoing.
LUP-8	(6-3)	Evaluate cumulative impacts	Required by law; implemented and ongoing.
LUP-9	(6-3)	Public notice requirements	Implemented and ongoing.
LUP-10	(6-3)	Encourage planned developments	Ongoing directive; implemented as opportunities arise.
LUP-11	(6-3)	Design projects to avoid constraints	Implemented and ongoing.
LUI-1	(6-4)	Track residential growth rate	Implemented and ongoing.
LUI-2	(6-4)	Prepare Specific Plan	Not implemented. See LUP-4.

LUI-3	(6-4)	Amend PMC for grading	Implemented via Town adoption of the 2010 and 2016 California Green Building Standards Code and updated through the 2025 code adoption.
LUI-4	(6-4)	Amend zoning for GP consistency	Fully implemented (1997).

PUBLIC SERVICES AND INFRASTRUCTURE:

LUP-12; 13; 14	(6-4)	Growth not to exceed availability of public services	Implemented via planning process reforms; an ongoing directive.
LUP-15	(6-5)	Improve public service capacity	Implemented and an ongoing directive.
LUP-16	(6-5)	No discretionary residential permit unless adequate public services	Implemented and ongoing.
LUP-17	(6-5)	Encourage service districts to expand or enhance capacity	Partially implemented and ongoing as opportunities arise.
LUP-18	(6-5)	TOP and PID meet bi-annually	The Town/PID Liaison Committee met three (3) times in 2025.
LUP-19	(6-5)	Densities based on constraints	Implemented and ongoing.
LUP-20	(6-5)	Police and Fire service levels	Implemented and ongoing.
LUP-21	(6-5)	Assessment districts	Partially implemented and ongoing as needed.
LUP-22	(6-5)	Fees for service delivery costs	Partially implemented via the Town’s development impact fee program.
LUP-23	(6-5)	Feasibility of annexation	Implemented and an ongoing directive.
LUP-24	(6-5)	Feasibility of merging with PID	Feasibility studies are tabled by the Town pending adequate funding and other post Camp Fire factors.
LUP-25	(6-5)	Designate general locations for public and open space uses	Fully implemented.
LUP-26	(6-6)	Findings for public service and infrastructure capacity	Implemented and ongoing.
LUI-5	(6-6)	Capital improvements program	In 2025, the Town made a 3rd amendment to its +/- \$229M CDBG-DR Action Plan to reallocate funding to conform with Council direction. The Town developed & adopted a \$121M 5-year capital improvements program in 2020.
LUI-6	(6-6)	Assure adequate water delivery	Partially implemented and ongoing.
LUI-7	(6-6)	Implement <i>Master Storm Drain</i>	An updated Storm Drainage Master Plan was adopted by the Town in

		<i>Study & Facilities Plan</i>	2022.
LUI-8	(6-6)	Public safety impact fees	Implemented and ongoing.
LUI-9	(6-6)	Public safety service fees	Implemented and ongoing.
LUI-10	(6-6)	Development impact fees	Partially fund implemented and ongoing.
LUI-11	(6-6)	Investigate forms of assessment districts	Partially implemented and ongoing.
LUI-12	(6-6)	LAFCO to study any potential merging with special districts	Not implemented; lack of necessity prior to 2018 Camp Fire.
LUI-13	(6-6)	Monitor population trends for effects on public services	Implemented and ongoing.

LAND USE DISTRIBUTION AND LOCATION

LUP-27; LUP-28	(6-7)	Create Central Commercial Area	Implemented via Town Council adoption of Town Resolution No. 01-37 in November, of 2001.
LUP-29	(6-7)	Central Commercial area to focus on visitors	Implemented and ongoing.
LUP-30	(6-7)	CIPs for revitalization areas	Ongoing Directive. In 2023, work was completed on the Almond Street and Gap Closure projects which installed walkable pathways, lighting, landscaping, and road repairs in the Downtown.
LUP-31	(6-7)	Retail sales and infill on Skyway	Implemented and ongoing as opportunities arise.
LUP-32	(6-7)	Discourage strip development on Clark Rd	Ongoing directive.
LUP-33	(6-8)	Encourage existing strip fill in	Ongoing directive.
LUP-34	(6-8)	Larger retail to locate in centers with adequate facilities	Ongoing directive.
LUP-35	(6-8)	Professional office development	Ongoing directive.
LUP-36	(6-8)	Expand industrial park	Town efforts to acquire/develop additional business or industrial park property continue as opportunities arise.
LUP-37; 38	(6-8)	Lt Industrial/Business Park areas	Implemented.

LUP-39	(6-8)	Preserve residential neighborhoods	Ongoing directive and implemented.
LUP-40	(6-8)	Community facilities compatibility	Ongoing directive.
LUP-41	(6-8)	Airport compatibility uses	Ongoing directive.
LUP-42	(6-8)	Locations for cemeteries	Implemented.
LUP-43	(6-8)	Timber production areas	Implemented.
LUP-44	(6-8)	Locations for gateway areas	Implemented.
LUI-14	(6-8)	Provisions for mixed land uses	Implemented.
LUI-15	(6-8)	Zoning consistent with GP	Implemented.
LUI-16	(6-8)	Provide for visitor services	Implemented.
LUI-17	(6-8)	Adopt Capital Improvements Plan	Implemented. See comment for LUI-5.
LUI-18	(6-8)	Develop. guidelines for large retail	Largely implemented via adoption of town-wide design standards in March, of 2010. Updated commercial design standards in the Downtown and Community Commercial corridors were adopted in 2022.

LAND USE DENSITIES

LUP-45	(6-9)	Higher density compatibility	Ongoing directive.
LUP-46	(6-9)	Higher density locations	Partially implemented and ongoing. In 2024, worked with a grant-funded consultant to prepare a draft sewer service overlay zoning district to double the residential density for properties that are connected to the sewer.
LUP-47	(6-9)	½ acre minimum residential lot size	Ongoing implementation.
LUP-48	(6-9)	High density residential locations	Partially implemented and ongoing. See LUP-46 update.
LUP-49	(6-9)	Higher density requirements	Ongoing directive, implemented as opportunities are afforded.
LUP-50	(6-9)	Low density Multi-Family locations	Ongoing directive and partially implemented.
LUI-19	(6-9)	Zoning consistent with GP	Implemented and ongoing directive.
LUI-20	(6-9)	Make findings consistent with GP	Implemented and ongoing.
LUI-21	(6-9)	Safety standards for high density	Implemented.
LUI-22	(6-9)	Identify difficult to develop areas	Implemented and ongoing.

ECONOMIC DEVELOPMENT/REDEVELOPMENT

LUP-51	(6-10)	Attract needed industries	Partially implemented. Two post-fire non-residential market studies were completed in early 2022 and then again in 2024. Zoning regulations in the Downtown corridor were amended in 2025 to make land uses easier to establish following public outreach about desired business types.
LUP-52	(6-10)	Promote reuse of empty buildings	Ongoing directive. Dissolution of RDA eliminated a primary funding source for the façade renovation program, which targeted reuse of existing buildings. In 2023 staff worked with commercial developers for the reuse of empty suites in the Holiday Shopping Center.
LUP-53, 54	(6-11)	Town theme for Central Comm.	Implemented. Town-wide Design Standards are adopted. Various PMC sign regulation changes adopted in 2010 have assisted as well. Refer to LUI-18.
LUP-55	(6-11)	35’ max commercial height	Implemented and ongoing.
LUP-56	(6-11)	Screen commercial parking areas	Ongoing directive; implemented.
LUP-57	(6-11)	Artisan and tourist center	Chamber of Commerce and the Paradise Art Association continue to sponsor cultural events.
LUP-58	(6-11)	Create scenic gateway areas	Ongoing directive; partially implemented.
LUP-59	(6-11)	Support retention of open space	Ongoing directive.
LUP-60	(6-11)	Common theme for gateway areas	Implemented via PMC zoning code text amendments and adoption of design standards in 2010.
LUP-61	(6-11)	Eliminate unsightly materials near entrances to town	Ongoing directive.
LUP-62; 63	(6-11)	Promote town as tourist destination	Ongoing and partially implemented.
LUP-64	(6-11)	Bed and breakfast locations	This directive is implemented via Town’s zoning regulations.
LUP-65	(6-11)	Develop destination resort	Ongoing directive, but not implemented.
LUP-66	(6-11)	Update <i>Downtown Revitalization Plan</i> as needed	Adopted plan implementation is promoted via 2010 adoption of Design Standards. Town Council initiated the process of an updated Downtown Master Plan in 2024 which included identifying a walkable

			downtown core and recommending amendments to existing land uses to support that initiative.
LUP-67	(6-12)	Sites for business park	Partially implemented. See LUP-51.
LUI-23	(6-12)	Calif. "Main Street" program	Functionally Implemented. "Main Street" concepts/components were incorporated within the adopted Downtown Revitalization Plan and the 2010 Design Standards.
LUI-24	(6-12)	Promote farmers market	Ongoing implementation. The zoning ordinance was amended in 2025 to allow farmers markets year-round and downtown.
LUI-25	(6-12)	Staffing business development Programs and activities	Ongoing implementation.
LUI-26	(6-12)	Design guidelines for commercial	Implemented. Refer to LUI-18.
LUI-27	(6-12)	Enforce comm. zoning ordinance	Implemented.
LUI-28	(6-12)	Design review board	Not ongoing or needed since 2010 due to adoption of Town's Design Standards.
LUI-29	(6-12)	Apply design guidelines to existing businesses	Implemented.
LUI-30	(6-12)	Land use controls in gateways	Implemented via adoption of scenic highway corridor zoning regulations and 2010 adoption of Design Standards specific to gateway areas.
LUI-31	(6-12)	Funding for gateway areas	Partially implemented as opportunities arise.
LUI-32	(6-12)	Upgrade entrance signs	A post-Camp Fire volunteer group, "The Sign Committee", conducted an online vote for new entrance signs to Town and is working on funding to replace them. The entrance sign on Skyway completed construction in 2022.
LUI-33	(6-12)	Review sign regulations	Ongoing directive and implemented.
LUI-34	(6-12)	Promote completion of auditorium	Implemented.
LUI-35	(6-12)	Facilitate weekend tourist events	Implementation ongoing. In 2023, the Recovery & Economic Development Dept coordinated and supported monthly TOP-POP weekend events highlighting local businesses.
LUI-36	(6-12)	Parking facilities study	Ongoing directive as part of the Downtown Revitalization Master Plan.
LUI-37	(6-12)	Improve code enforcement program	Implemented and ongoing as funds permit. Additional code enforcement staff was brought on in 2021.

LUI-38	(6-12)	Outdoor display ordinance	Implemented via adoption of ord. No. 550 in 2014 (see LUI-37 also).
LUI-39	(6-13)	Relocate nonconforming uses	Ongoing directive.

INTERGOVERNMENTAL COORDINATION

LUP-68	(6-13)	Use BCAG for land use decisions	Ongoing and partially implemented as opportunities are afforded.
LUP-69	(6-13)	Regional decision making	Ongoing and partially implemented as opportunities are afforded.
LUP-70	(6-13)	Butte County urban reserve policy	Ongoing and partially implemented as opportunities are afforded.
LUP-71	(6-13)	Protection of Paradise watershed	Ongoing and partially implemented as opportunities are afforded.
LUI-40; 41; 42	(6-13)	Coordination with Butte County	Ongoing and partially implemented as opportunities are afforded.

LAND USE CONTROLS

LUP-72	(6-14)	Relocation of nonconforming uses	Ongoing directive.
LUP-73	(6-14)	Discourage expansion of legal nonconforming uses	During post Camp Fire in 2019 the Town adopted specific and short-term natural disaster regulations within Section 17.39.300 [Restoration of damaged nonconforming use] of the Paradise Municipal Code.
LUP-74	(6-14)	Improve code enforce program	Implemented and ongoing. The Butte County Abandoned Vehicle Abatement Authority was renewed on the 2024 ballot of which the Town is a member jurisdiction.
LUP-75	(6-14)	Comm. handicap accessibility	Ongoing and implemented.
LUP-76	(6-14)	Revise local CEQA guidelines	Implemented.
LUI-43; 44	(6-14)	Zone parcels consistent with GP	Implemented.
LUI-45	(6-14)	Consistently enforce regulations	Implemented and ongoing.

TERTIARY PLANNING AREA

LUP-77; 78; 79	(6-15)	Projects in tertiary area should not be approved if adverse impacts on Town of Paradise	Ongoing directive.
LUP-80; 81	(6-15)	Projects in tertiary area should have open space	Ongoing directive.
LUP-82	(6-15)	Projects in tertiary area should Acknowledge high fire hazards	Ongoing directive.
LUI-46; 47	(6-15)	Coordinate with county agencies/districts	Implemented and ongoing. Town staff provided input in 2024 for the PID master services review through LAFCo.
LUI-48	(6-15)	Joint powers agreements	Partially implemented.
LUI-49	(6-15)	Expand Sphere of Influence	Partially implemented.

CIRCULATION ELEMENT:

CP-1	(6-18)	LOS "D" or better for roadways	Ongoing directive.
CP-2	(6-18)	Circulation problems eliminated	In March 2022 a new Paradise Transportation Master Plan was adopted which identifies needed roadway improvements/connections. In late 2022, the Town prioritized identified road projects for its +/- \$229M CDBG-DR Infrastructure allocation to be carried out between 2023-2028.
CP-3	(6-18)	Impacts of street extensions	Ongoing directive and implemented.
CP-4	(6-19)	Mitigate circulation impacts	Ongoing and implemented on case-by-case basis.
CP-5	(6-19)	Upper Ridge roadway impact fees	Partially implemented and ongoing. Butte County collects development impact fees for upper ridge development, a portion of which is earmarked for Skyway and Clark Roads in Paradise.
CP-6	(6-19)	Additional street connections	Ongoing directive. Refer to CP-2.
CP-7	(6-19)	New traffic signal synchronization	Partially implemented. Synchronized traffic signals from Elliott Road to Neal Road along Skyway were completed in 2014. Grant secured in 2015 funded signalization of the Black Olive Drive/Skyway intersection, further improving signal synchronization along Skyway.
CP-8	(6-19)	Regulate truck routes	Implemented and ongoing.
CP-9	(6-19)	Establish park-and-ride facilities	Ongoing, partially implemented as opportunities afforded.

CP-10	(6-19)	Sidewalk and pathway program	Ongoing directive. Pearson Road improvements/signalization at Recreation Drive were completed in 2013. Infill sidewalks, curbs and gutters along Pearson Road between Academy Dr. and Skyway was constructed in 2017. Grant funding has been secured for environmental review and design for new sidewalks along Birch, Elliott, Foster and Black Olive Drive. Grant funding was secured for construction of new sidewalks along Pearson Road between Academy and Black Olive Drives. The Almond Street and Gap Closure projects installed walkable pathways, lighting, landscaping, and road repairs in the Downtown.
CP-11	(6-19)	Bicycle and hiking trails	Ongoing directive; partially implemented. The Downtown Paradise Safety Project installed bicycle lanes along Skyway between Elliot and Pearson Roads in 2014. Bicycle lanes along Pearson Rd. between Pentz and Clark Roads and along Maxwell Dr. were largely completed in 2015. Shoulder widening and the addition of bicycle lanes on Pearson Road from Clark Road to Pentz Road was completed in 2016. Construction/installation of flashing beacons at trailway crossing of major streets completed in 2018. Class 1 multi-use paths are included in multiple road improvement projects allocated for the CDBG-DR infrastructure funding in 2022 to be completed between 2024-2026.
CP-12	(6-19)	Butte County road standards	Implemented. Butte County and the Town have adopted compatible road standards for the Town's Sphere of Influence.
CP-13	(6-19)	Trip reduction plan programs	Partially implemented and ongoing. In 2022, the Town adopted local-level VMT policies from the 2020 Regional Transportation Plan (RTP) and Sustainable Communities Strategy (SCS) from BCAG for reducing vehicle miles traveled at a project level.
CP-14	(6-19)	Senior and handicapped transit	Ongoing directive; partially implemented via B-Line Paratransit service.
CP-15	(6-19)	Expand public transit services	Consolidation of County-wide transit services has helped promote implementation.
CP-16	(6-19)	Improve commercial parking	Ongoing directive implemented as opportunities arise. Construction of an additional public parking facility in the Central Commercial area was completed in 2011.

CP-17	(6-19)	Improving traffic flows	Ongoing and partially implemented.
CP-18	(6-20)	Roadway extension workshops	Ongoing and partially implemented.
CP-19	(6-20)	Increase transit opportunities	Partially implemented via paratransit services.
CP-20	(6-20)	Town Engineer to review circulation studies for revision	BCAG development of a Regional Transportation Plan initiated in 2014/2015 has assisted. The 2022 Transportation Master Plan reviewed the Town's daily traffic needs.
CI-1	(6-20)	Access standards along arterials.	Ongoing directive.
CI-2	(6-20)	Road connection feasibility study	Completed in the March 2022 Transportation Master Plan.
CI-3	(6-20)	Establish development impact fees	Implemented and ongoing.
CI-4; 5	(6-20)	Regional traffic maintenance	Ongoing and partially implemented.
CI-6	(6-20)	Locations for pathways	Ongoing and partially implemented. Additional opportunities identified in the Action Transportation Plan section of the 2022 Transportation Master Plan and are partially funded through the CDBG-DR infrastructure allocation.
CI-7	(6-20)	Pedestrian pathways for private development	Partially/potentially implemented by covenant agreements.
CI-8	(6-20)	Improve road shoulders	Ongoing implementation via various public infrastructure projects.
CI-9	(6-20)	Transportation facilities	Ongoing directive. In 2025, the Paradise Transit Center, at Birch St & Black Olive Dr was completed.
CI-10	(6-21)	Utilizing transportation funds	Ongoing implementation as funds permit.
CI-11	(6-21)	Butte County Circulation Element	Refer to comment for CP-5.

HOUSING ELEMENT:

NOTE: A separate report detailing implementation of the Town of Paradise Housing Element is prepared for Planning Commission review and recommended referral to the Town Council. The format and contents of the Housing Element report is dictated by the California Department of Housing and Urban Development and is therefore generated as a stand-alone, but related document.

NOISE ELEMENT:

NP-1	(6-33)	Noise level acoustical analysis	Ongoing implementation as needed.
NP-2	(6-33)	Transportation noise levels	Ongoing implementation as needed.
N-3	(6-33)	Exterior noise levels	Ongoing implementation as needed.
N-4	(6-33)	Noise mitigation measures	Ongoing implementation as needed.
N-5	(6-33)	Acoustical analysis standards	Ongoing implementation as needed.
N-6; 7	(6-33)	Paradise Skypark Airport levels	Ongoing implementation as needed.
NP-8	(6-33)	Preserve quiet residential areas	Ongoing directive.
NP-9	(6-33)	Control obtrusive noise	Ongoing implementation via noise regulations of the Paradise Municipal Code.
NP-10	(6-34)	Development near care facilities	Ongoing directive.
NI-1; 2	(6-34)	Monitor mitigation compliance	Ongoing implementation as needed.
NI-3	(6-34)	Noise insulation standards	Implemented and ongoing.
NI-4; 5	(6-34)	Review and update noise element	Ongoing implementation as required.
NI-6	(6-34)	Improve noise ordinance	Implemented and ongoing.
NI-7	(6-34)	Adopt Airport Land Use Plan	Implemented.

2024 SAFETY ELEMENT (SEPARATE DOCUMENT):

SP-1	(39)	Consider extreme heat days in development design	Ongoing directive.
SP-2	(39)	Evaluate home hardening methods	In 2025, the 2025 California Wildland Urban Interface code was adopted.
SP-3	(39)	Balance mandates with affordability	Ongoing directive.
SP-4	(39)	Use best available science for hazard mapping	Ongoing directive.
SP-5	(39)	Encourage infill near evac routes	Draft sewer service overlay zoning proposes to increase density in the Sewer Service Area which is along major evacuation routes.

SP-6	(39)	Enforce SRA fire safety standards	Ongoing directive.
SP-7	(39)	Limit building in buffer areas	The Town and PRPD are actively working to identify high priority parcels for wildfire buffers as part of the OPR ICARP grant.
SP-8	(40)	Building assessment for retrofit	Self-identified standing homes in need of retrofit for fire safety were cleared for participation in a FEMA grant funded home hardening program in 2024; retrofit construction began in 2025.
SP-9	(40)	Develop land use standards to protect habitat	No action.
SP-10; 11	(40)	Enforce Fire Code and SRA code	The Town is enforcing the current 2025 CA Fire Code. The SRA fire codes have not yet been fully incorporated into the Town's municipal code.
SP-12	(40)	New fire stations w/in 5 min call	Ongoing directive.
SP-13	(40)	Maintain ISO rating of 3 or better	Ongoing directive.
SP-14	(40)	Reduce the impact of pollutants	Ongoing directive.
SP-15	(40)	Flood hazard building impacts	New construction within Special Permit Zones are subject to the Town's updated development standards for building in areas prone to flooding.
SP-16	(40)	No toxic discharge into waterways	Ongoing directive.
SP-17	(40)	Minimize soil erosion on projects	Ongoing implementation as needed.
SP-18; 19	(40-41)	Regional hazardous waste facilities	Ongoing directive.
SP-20	(41)	Local review of hazard facilities	Ongoing directive.
SP-21	(41)	Trans routes for hazardous waste	Ongoing implementation as needed. The Town already has designated truck routes.
SP-22	(41)	Hazardous waste facilities consistent with BC Public Health & state law	Ongoing directive.
SI-1	(41)	Reduce heat impacts	Updated commercial design guidelines call for at least 50% of landscaping to provide shade over parking lots.
SI-2	(41)	Review building standards against fire resistance for add'l mitigations	Ongoing directive. See SP-8 for FEMA retrofit program update.
SI-3	(42)	Incentivize not building in buffers	See SP-7 for an update on mapping the wildfire buffers. No action yet on incentives to not build in those areas.
SI-4	(42)	Update PMC with SRA fire regs	Not fully implemented at this time, though the Town has adopted the PRC 4291 standards (defensible space) into the municipal code.

SI-5	(43)	Fire Protection Plans	Not fully implemented at this time, though the Town is requiring emergency vehicle access, addressing, defensible space, & fire safe building construction.
SI-6	(43)	Stormwater management	Stormwater management for new construction is regulated by erosion and sediment control plans and grading permits through the Engineering Division.
SI-7	(43)	Reopen local HHW facility	In the updated solid waste franchise agreement, thresholds for reopening the local HHW facility were included.
SI-8	(43)	Adequate emergency response	New parcel maps, subdivisions, and large commercial/residential developments are reviewed by police and fire to determine adequate resources to support.
SP-23	(44)	Seek funding for efficient HVACs	Ongoing directive.
SP-24	(44)	Policies harmonize w/ climate action	Ongoing directive.
SP-25	(44)	Community capacity inventory	No action.
SP-26	(44)	Enforce Storm Drain Master Plan	Ongoing directive.
SP-27	(44)	Infrastructure recovery projects	In 2025, the Town continued to complete public road rehabilitation.
SP-28	(44)	Airport safety compatibility	Ongoing implementation as needed.
SP-29	(44)	New public facilities on evac routes	Ongoing directive.
SI-9	(44)	Incentives for alt energy appliances	No action.
SI-10	(44)	Maintain & map community assets	No action.
SI-11	(45)	Improve road infrastructure	The Public Works Dept continues to complete post-fire road rehab projects and CIPs which widen evacuation routes.
SI-12	(45)	ALUC review within airport area	Ongoing directive.
SI-13	(45)	Designate public facilities along evac routes	Ongoing implementation as needed.
SP-30	(46)	Climate change signage	No action.
SP-31	(46)	Hazard risk disclosure to renters	Ongoing directive.
SP-32	(46)	Wildfire risk education	Ongoing directive.
SP-33	(46)	EOC training for staff and public	Ongoing directive. Town staff took part in an EOC training in July 2025 and tests the emergency sirens on the 15 th of every month for the public to get used to how they operate.

SP-34	(46)	HHW safety education	Ongoing directive, no printed materials prepared yet.
SI-14	(46)	Public trails climate change signage	No action.
SI-15	(46)	Ord. for risk disclosure to renters	No action.
SI-16	(47)	Disseminate info on wildfire risk	Ongoing directive. The Town staff's booths at community events to distribute educational materials about wildfire safety.
SP-35	(47)	Implement the Emergency Op Plan	Ongoing directive.
SP-36	(47)	Prioritize needs of disadvantaged communities during recovery	Ongoing directive.
SP-37	(47)	Post-disaster policies to reduce risk	The Town adopted a 5' non-combustible zone around new structures, to include landscaping, and IBHS Wildfire Prepared Home standards.
SP-38	(48)	Adequate access for new bldgs	Ongoing directive.
SP-39	(48)	Enact Master Transportation Plan	Ongoing implementation as opportunities present.
SP-40	(48)	Prohibit bldg. on lots w/o access	Ongoing directive.
SP-41	(48)	Redundant communication system	Ongoing and implemented though Smart911 , warning sirens, press releases, AM 1500 radio, & social media/website posts.
SP-42	(48)	Community disaster event training 2x/yr for cooperators/public	Ongoing directive.
SP-43	(48)	Emergency aircraft landing area	No action.
SI-17	(48)	Support affordable housing funding	The Town secured \$83M in direct CDBG-DR allocations for post-fire affordable housing and currently have over 175 units completed or in construction with another 120 units in the permitting process.
SI-18	(48)	Develop After Action Report	Ongoing and implemented for any incident proclaimed a state of emergency by the governor.
SI-19	(49)	Disaster response infrastructure	The Town's early warning system (sirens) went fully online in 2024 and evacuation route improvements continued though CIP projects funded by CDBG-DR infrastructure grants.
SI-20	(49)	Early noticing for constrained areas	Ongoing directive.
SP-44	(49)	Adopt an urban canopy ordinance	No action.
SP-45	(49)	Support acquisition of buffers	See SP-7 update.
SP-46	(49)	Reduce wildfire smoke hazards	No action.
SP-47	(50)	Fuel reduction in forested areas	The Town has supported the Butte County Fire Safe Council in their 10-

			year fuels management plan within Town limits, including the inclusion of Broadcast Burn Permits in the municipal code in 2025.
SP-48	(50)	Enforce defensible space program	The Town brought on additional fire prevention inspectors through FEMA HMGP funds which helped to bring the Town to a 95% compliance rate for 2025.
SP-49	(50)	Help fund veg mgmt. for low income	No action.
SI-21	(50)	Identify and fund wildfire buffers	See SP-7 update.
SI-22	(50)	Private and public defensible space	The Town continues to implement its annual roadside vegetation management program and enforce defensible space requirements.
SI-23	(51)	Enforce state fire code	The Town has adopted the most recent (2025) CA Fire Codes and adopted PRC 4291 in the municipal code.
SP-50	(51)	Encourage low water landscape	Through State grant funds, the Town provides free residential landscape plans on its website that are focused on low water use, drought-tolerant, native, and fire-resistant plant species.
SP-51	(51)	Outreach about climate change	No action.
SP-52	(51)	Promote resiliency of structures	Through FEMA HMGP funds, standing structures had the opportunity to retrofit their structures to more fire-resistant exterior building materials.
SP-53	(51)	Complete full Gen Plan update	Two of the seven Elements have been updated, with the remaining five to begin in 2025.
SP-54	(51)	Infrastructure for extreme weather	Roads, drainage culverts, and utilities are being designed and replaced to support safer evacuation routes.
SI-24	(51)	Checklist for bldg. site adaptation	No action.
SI-25	(51)	Add resiliency to Gen Plan policies	No action.
SP-55	(52)	Support fire resilient forests	No action.
SP-56	(52)	Adopt CA fire code w/ amendments	Implemented and on-going.
SP-57	(52)	Coord. hazard mitigation updates	The Town worked with Butte County on the update to the Local Hazard Mitigation Plan in 2024.
SP-58	(52)	Oversee climate action strategies	No action.
SP-59	(52)	Report progress of Safety Element	Implemented, and on-going, annual implementation reports are prepared by Planning staff for review by the Planning Commission and Town Council before being submitted to the State Office of Land Use and Climate

			Innovation (LCI).
SP-60	(52)	Support fuel reduction in forests	See SP-47.
SP-61	(52)	Enforce defensible space program	See SP-48.
SP-62	(53)	Ensure maint. of water supplies	Town staff and Paradise Irrigation District staff meet once a month to discuss projects that affect water supply, fire flow, and system maintenance.
SI-26	(53)	Inter-agency preparedness coord.	The Town coordinates with cooperator agencies for EOC exercises, supports defensible space activities by the Butte County Fire Safe Council, and enforcing hazard abatement at a parcel level (see SP-48).
SI-27	(53)	Maintain the LHMP & CWPP	Ongoing directive.
SP-63	(54)	Education to reduce fire risk	Fire Prevention staff meet regularly with the public, at individual sites, to educate on defensible space.
SP-64	(54)	Response plan for high heat days	No action.
SP-65	(54)	Involve all in adaptation planning	Ongoing directive.
SP-66	(54)	Diversify outreach methods	Ongoing directive.
SP-67	(54)	Recognize programs and properties that mitigate against fire	Local fire wise communities and a Wildfire Prepared Home have been publicly recognized as a means to inform the public about wildfire mitigations at a property level.
SI-28	(54)	Inclusive education and engagement	Ongoing directive.
SI-29	(55)	Plan fire prevention workshop	No action.
SP-68	(55)	Advocate for resiliency funding	Ongoing directive.
SP-69	(55)	Integrate hazard mitigation in plans	Ongoing directive.
SP-70	(55)	Explore funding for fire resiliency	As part of the grant funded wildfire buffer project with PRPD, long-term funding mechanisms are being explored.
SP-71	(55)	Engage with insurance companies	The Town hosted a meeting with the State Insurance Commissioner and Mercury Insurance in November 2024 to discuss fire mitigation measures the Town has taken to promote insurability.
SP-72	(55)	Encourage utility companies to enhance lifeline programs	No action.
SP-73	(56)	Update Federal Advocacy Platform	The 2021 Advocacy Platform was updated in 2023 and is on schedule to

be updated in 2026.

SI-30	(56)	Work regionally for funding and information-sharing	The Town works regionally to prepare the LHMP & CWPP and participates in speaking on panels and roundtables to learn best practices and share fire recovery experiences.
SI-31	(56)	Maintain Federal Advocacy Platform	Town staff and Councilmembers traveled to Washington D.C. in 2024 to advocate for federal support of resiliency projects.

OPEN SPACE/CONSERVATION ELEMENT:

OCEP-1; 2; 3	(6-49)	Scenic highway corridors	Implemented.
OCEP-4	(6-49)	New billboard size and location restrictions	Implemented and ongoing.
OCEP-5; 6	(6-49)	Protecting scenic view corridors	Ongoing implementation as needed.
OCEI-1	(6-50)	Development standards to maintain Integrity of scenic highway	Implemented via Town adoption of scenic highway zoning regulations.
OCEI-2	(6-50)	Utility locations in gateways	Implemented as needed.
OCEI-3	(6-50)	New billboard regulations	Implemented and ongoing.
OCEP-7	(6-51)	Open space as infill tool	Implemented, ongoing directive.
OCEP-8	(6-51)	Trailways with new development	Ongoing and partially implemented as needed; Yellowstone Kelly Heritage Trailway (formerly Paradise Memorial Trailway) extension completed in 2010 indicates progress.
OCEP-9	(6-51)	Public access to Lookout Point	Implemented and ongoing via Butte County.
OCEP-10	(6-51)	Linear park around trailway	Partially implemented/ongoing via Trailway Plan & recent improvements.
OCEP-11	(6-51)	Work with PRPD for park locations	Implemented and ongoing.
OCEP-12	(6-51)	Work to acquire open space	Ongoing directive and merits implementation due to 2018 Camp Fire circumstances. A joint grant application between TOP and PRPD was awarded by the State Office of Planning & Research (OPR) in 2024 to fund the planning of implementation of wildfire buffers along the Town

			borders.
OCEI-4;	(6-51)	Work with PRPD to develop open space specific plan	The PRPD adopted a revised and updated 15-year District Master Plan during 2010 that will assist in implementation of this directive.
OCEI-5	(6-51)	Park facilities consistent with GP	Implemented and ongoing.
OCEI-6	(6-51)	Expansion of Sphere of Influence	Not implemented due to lack of necessity.
OCEI-7	(6-51)	Open space east of Neal Rd	Partially implemented as an ongoing directive.
OCEP-13	(6-52)	Protect large trees	Ongoing directive and implemented as opportunities afforded.
OCEP-14; 15	(6-52)	Maintenance of natural habitat	Partially implemented and ongoing.
OCEP-16	(6-52)	Protect area fisheries	Partially implemented and ongoing.
OCEP-17	(6-52)	Protect deer herd migration routes	Ongoing directive.
OCEP-18; 19	(6-53)	Protect view sheds	Ongoing and partially implemented.
OCEP-20;21	(6-53)	Protect neighboring views	Ongoing and partially implemented.
OCEP-22	(6-53)	Underground utilities encouraged	Partially implemented and ongoing. The Town established two new underground utility districts in 2016. During 2019 PG&E agreed to and commenced undergrounding some of its electrical transmission lines along the Skyway and within the Town. During 2025, PG&E continued to install multiple miles of underground utilities.
OCEP-23	(6-53)	Preserve groundwater quality	Implemented and ongoing.
OCEP-24; 25	(6-53)	Protect town's water resources	Implemented and ongoing.
OCEP-26	(6-53)	Keep natural riparian vegetation	Partially implemented and ongoing via case-by-case analysis.
OCEP-27	(6-53)	Land uses near sensitive lands	Implemented and ongoing.
OCEP-28	(6-53)	Control grading in subdivisions	Implemented and ongoing.
OCEP-29	(6-53)	Golf course operation encouraged	Ongoing directive.
OCEP-30	(6-53)	Grey water usage ordinance	Implemented and ongoing. The Town adopted grey water use regulations in 2014.
OCEP-31	(6-53)	Retention of agricultural lands	Ongoing partial implementation.
OCEP-32;33	(6-53, 54)	Identify ag and timber lands	Implemented.
OCEP-34; 35	(6-54)	Support programs to recycle	Implemented/ongoing via execution of a solid waste franchise agreement with NRWS. NRWS took delivery of new collection trucks in 2025 to begin

OCEP-36	(6-54)	Archaeologically sensitive lands	organics collection in 2026. Implemented and ongoing.
OCEI-8	(6-54)	Develop standards for stream and drainage way protection	Implemented and ongoing.
OCEI-9	(6-54)	Low density on sensitive land	Implemented and ongoing.
OCEI-10	(6-54)	Regulations for creek discharges	Implemented and ongoing via RWQCB and the Town's Wastewater Management District.
OCEI-11	(6-54)	Seek grants for reforestation	Implemented and ongoing as opportunity affords itself.
OCEI-12	(6-54)	Mitigation for tree removal	Largely implemented via tree ordinance regulations.
OCEI-13	(6-54)	Encourage Arbor Day	Ongoing directive.
OCEI-14	(6-54)	Preserve natural wildlife areas	Implemented and ongoing.
OCEI-15	(6-54)	Undergrounding utilities	Partially implemented and ongoing. See OCEP 22.
OCEI-16	(6-54)	Acquire conservation easements	Not implemented; lack of funding.
OCEI-17	(6-54)	Establish Williamson Act program	Not implemented; lack of local opportunities.
OCEI-18	(6-55)	Compliance with CEQA archaeological impacts	Implemented and ongoing directive.
OCEI-19; 20	(6-55)	Use of qualified archaeologists	Implemented and ongoing.
OCEI-21; 22; 23; 24	(6-55)	Implement recycling programs	Implemented and ongoing. See OCEP-34; 35 and SP-18; 19 comments
OCEI-25	(6-55)	Eliminate leaf burning	Progress toward implementation has been achieved; the post-fire reopening of the green waste yard has helped reduce the need to burn.
OCEI-26	(6-55)	Support water conservation	Partial implementation and ongoing. See note for LUP-6 and LUP-18.
OCEI-27	(6-55)	PRPD impact mitigation program	Implemented and ongoing.
OCEP-37	(6-56)	Cogeneration possibilities	Not implemented due to a history of limited opportunities and constraints predating the 2018 Camp Fire.
OCEP-38	(6-56)	Support recycling	Required by State law; implemented and ongoing.
OCEP-39	(6-56)	Siting of multi-family housing	Ongoing directive. In 2025, the Town Council approved the rezone of an underutilized residential property along an evacuation route for a 12-unit multi-family development.
OCEP-40	(6-56)	Commercial sign design	Implemented by Town-wide Design Standards adopted in 2010 and updated in 2022.

OCEP-41	(6-57)	Landscape plan standards	Implemented and ongoing. Landscaping was incorporated into the updated Design Standards for the Downtown and Community Commercial corridors in 2022.
OCEP-42	(6-57)	Pedestrian and bicycle consideration in new subdivisions	Ongoing and partially implemented on a case-by-case basis.
OCEP-43	(6-57)	Bike lanes on collector streets	Implemented as opportunities arise.
OCEI-28	(6-57)	Energy conservation partnership	Partially implemented and ongoing.
OCEI-29	(6-57)	Energy conservation ordinance	Functionally implemented through adoption of CA Green Building Standards.
OCEI-30	(6-57)	Energy conservation in zoning	Ongoing directive.

EDUCATION AND SOCIAL SERVICES ELEMENT:

SOCIAL SERVICES ELEMENT - (Education and Schools)

ESP-1-7	(6-59)	School siting requirements	Ongoing directives; implemented as opportunities arise.
ESP-8	(6-60)	PUSD review of rezone	Ongoing directive.
ESP-9; 10	(6-60)	PUSD/PRPD review for density	Implemented and ongoing.
ESI-1	(6-60)	PUSD to review GP amendments	Implemented and ongoing.
ESI-2	(6-60)	Notify PUSD of Fed or State develop.	Ongoing directives implemented as opportunities arise.
ESI-3; 4	(6-61)	Ongoing review of school sites	Ongoing directives implemented as opportunities arise.
ESI-5	(6-61)	Findings for school capacities	Not implemented.
ESI-6	(6-61)	PUSD impact mitigation program	Not implemented; prohibited by California State law.

SOCIAL SERVICES ELEMENT - (Senior Services):

ESP-11-13	(6-62)	Needs of the aging and elderly	Ongoing directive.
ESP-14-16	(6-62)	Help improve senior facilities/svcs	Ongoing directive.
ESI-7	(6-62)	Work with senior groups	Partially implemented and ongoing (pre-fire) but no formally established

ESI-8; 9	(6-62)	Add Community Services land uses	liaison. Implemented.
ESI-10	(6-62)	Alternative means to improve svcs	Partially implemented via federally funded Town housing programs.

SOCIAL SERVICES ELEMENT - (Child Day Care):

ESP-17-19	(6-63)	Large family daycare requirements	Implemented.
ESI-11	(6-63)	Streamline large family daycares	Implemented. Updated large family daycare ordinance in 2021 to comply with current state law requiring they be treated the same as small family daycares (permitted-by-right).

SOCIAL SERVICES ELEMENT - (The Arts)

ESP-20	(6-64)	Encourage art and retail crafts	Partially implemented and ongoing as opportunities are afforded. In 2025, the Town Council adopted zoning amendments to make art galleries permitted-by-right in the Central Commercial area of town.
ESP-21	(6-64)	Dramatic theater facility siting	Implemented and ongoing.
ESP-22	(6-64)	Add arts program opportunities	Implementation ongoing.
ESP-23	(6-64)	Local arts education program	Partially implemented and ongoing.
ESI-12	(6-64)	Ongoing support of the arts	Partially implemented, but no formally established liaison.
ESI-13	(6-64)	Feasibility of art related incentives	The Town's 2025 public utility box mural project showcased the talents of local artists on town owned utility boxes that included a \$300 stipend to the selected artists.
ESI-14	(6-64)	Display local art within Town Hall	Partially implemented and ongoing (pre-fire). See ESI-13 for public display of local art.
ESP-24	(6-65)	Education on value of library	Limited implementation effort.
ESP-25	(6-65)	Assist in funding library programs	Not implemented. Such opportunities have yet to materialize.
ESP-26	(6-65)	Support offerings of local library	Limited implementation effort.

SOCIAL SERVICES ELEMENT - (Library Services)

ESI-15	(6-65)	TOP and library liaison	Limited implementation effort.
ESI-16	(6-65)	Consolidate library with TOP	Not implemented. No advocacy nor demand for implementation currently exists.

SOCIAL SERVICES ELEMENT - (Activities for Teenagers):

ESP-27; 28	(6-66)	Facilities available for teens	Implemented and ongoing. PRPD programs/activities contribute greatly as does the newly reopened Boys & Girls Club in 2022.
ESP-29	(6-66)	Solicit teen input	Limited implementation as opportunities are afforded.
ESI-17; 18	(6-66)	Develop avenues for teen input	Implemented as the opportunity arises.
ESI-19	(6-66)	Teens on citizen committees	Limited opportunities for implementation.

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Jurisdiction	Paradise	
Reporting Year	2025	(Jan. 1 - Dec. 31)
Planning Period	6th Cycle	06/15/2022 - 06/15/2030

**ANNUAL ELEMENT PROGRESS REPORT
Housing Element Implementation**

This table is auto-populated once you enter your jurisdiction name and current year data. Past year information comes from previous APRs.
Please contact HCD if your data is different than the material supplied here

Table B															
Regional Housing Needs Allocation Progress															
Permitted Units Issued by Affordability															
		1	Projection Period	2										3	4
Income Level		RHNA Allocation by Income Level	Projection Period - 12/31/2021-06/14/2022	2022	2023	2024	2025	2026	2027	2028	2029	2030	Total Units to Date (all years)	Total Remaining RHNA by Income Level	
Acutely Low	Deed Restricted	-	-	-	-	-	-	-	-	-	-	-	-	-	
	Non-Deed Restricted	-	-	-	-	-	-	-	-	-	-	-	-	-	
Extremely Low	Deed Restricted	-	-	-	-	-	-	-	-	-	-	-	5	-	
	Non-Deed Restricted	-	1	-	4	-	-	-	-	-	-	-	-	-	
Very Low	Deed Restricted	383	-	-	-	-	-	-	-	-	-	-	89	294	
	Non-Deed Restricted	-	2	1	3	2	76	-	-	-	-	-	-	-	
Low	Deed Restricted	374	-	-	-	-	-	-	-	-	-	-	515	-	
	Non-Deed Restricted	-	65	44	116	218	72	-	-	-	-	-	-	-	
Moderate	Deed Restricted	1,319	-	-	-	-	-	-	-	-	-	-	800	519	
	Non-Deed Restricted	-	82	127	218	153	220	-	-	-	-	-	-	-	
Above Moderate		5,103	200	130	155	145	143	-	-	-	-	-	773	4,330	
Total RHNA		7,179													
Total Units			350	302	496	518	511	-	-	-	-	-	2,177	5,143	

*For years prior to 2025, Acutely Low-Income units are reported within the Extremely Low-Income category

*For jurisdictions that received RHNA determinations for the current cycle prior to the passage of AB 3093 (September 19, 2024):

- You were not allocated Acutely Low-Income and Extremely Low-Income RHNA targets, therefore the allocations in Field 1 are listed as "0"

- If you wish to set your own targets in these income categories for informational purposes, contact HCD staff at apr@hcd.ca.gov.

- All Acutely Low-Income and Extremely Low-Income units reported during the cycle are counted towards Very-Low Income RHNA progress

*For years prior to 2025, data on deed-restricted vs. non-deed restricted Extremely Low-Income units is approximated from whether the projects reported any deed-restricted Very Low-Income Units. If you wish to edit this historical data for accuracy or have any questions about the data, you may login to HCD's online APR system, or contact HCD staff at apr@hcd.ca.gov.

Please Note: Table B does not currently contain data from Table F or Table F2 for prior years. You may login to the APR system to see Table B that contains this data.

Please note: The APR form can only display data for one planning period. To view progress for a different planning period, you may login to HCD's online APR system, or contact HCD staff at apr@hcd.ca.gov.

**ANNUAL ELEMENT PROGRESS REPORT
Housing Element Implementation**

Jurisdiction		Paradise						
Reporting Year		2025 (Jan. 1 - Dec. 31)						
Table D								
Program Implementation Status pursuant to GC Section 65583								
Housing Programs Progress Report								
Describe progress of all programs including local efforts to remove governmental constraints to the maintenance, improvement, and development of housing as identified in the housing element.								
1	2	3	4	5	6	7	8	9
Name of Program	Objective	Projected Completion Date in Housing Element	Applicable Cycle	Status of Program Implementation	Program Implementation Details	Quantified Outcomes: Category	Quantified Outcomes: Count	Supporting Documents
HI-1 Reduce Infrastructure constraints to development	Continue to reduce infrastructure constraints to new development.	Annually an ongoing to 2030	6th Cycle	In Progress	While a 2023-24 \$182M grant application to the State Water Board Division of Financial Assistance (DFA) was not successful, in 2025 Town Council reallocated CDBG-DR funds so that the total committed funds to the sewer project are now \$122M which is now enough to acquire and build a sewer system for a smaller, Phase I, area that will encompass the Downtown. Land acquisition for the treatment plant is currently underway.			
Affordable Housing Resources	Continue to promote affordable housing by working with and assisting developers who are interested in producing affordable housing and by providing staff support.	Housing stakeholders group held by July 2022. Affordable housing brochure prepared by December 2022.	6th Cycle	In Progress	The Housing Division convened a Housing Advisory Committee which includes affordable housing developers that meets quarterly to discuss housing projects, housing constraints, housing market analysis, and potential partnerships with Town funding programs. Affordable housing projects are listed on the Town's housing webpage.			https://www.townofparadise.com/housing/page/affordable-apartments

Affordable Housing Incentives	Provide incentives through project processing and development regulations to promote extremely low, very low, and low income households.	Identify incentives and prepare brochure by December 2022.	6th Cycle	In Progress	The Town has identified parking reductions and density bonuses as potential incentives for affordable housing projects, in addition to the incentives applied to rebuild permits including waivers of development impact fees to the Town. A Zoning Ordinance update contract was awarded to PlaceWorks in August 2025 which will include updating the Affordable Housing incentives in the municipal code.			
Density Bonus, SSA Overlay, and other opportunities for increased density	Revise the density bonus ordinance (Chapter 17.44) to be consistent with Government Code Sections 65915 and 65917 and identify incentives for affordable housing development	PMC revision by 8/22. Affordable housing incentives by 2/23. Density bonus brochure by 6/23. Identify areas for tiny home villages by 12/23. Rezoning SSA parcels by 01/25.	6th Cycle	In Progress	Awarded HCD REAP 2.0 funds were used to secure a consultant to draft the Sewer Service Overlay Zone with increased density. The draft Ordinance is done and ready for adoption pending the kickoff of sewer construction. One parcel shown for rezoning in the Housing Element was rezoned to Multi-family in 2025.			
Publicly Owned Land Inventory	Continue to maintain an inventory of publicly owned land in the Town and its sphere of influence for potential housing sites.	updated bi-annually	6th Cycle	Continuous	On the Town's internal GIS map, a layer was created by the GIC(Chico State) to show the publicly owned land in Town limits.			
Housing Authority	Support the Housing Authority's continued implementation of the conventional Public Housing Rental Program and the Housing Choice Voucher	ongoing	6th Cycle	Continuous	21-unit senior housing project, finalized in 2025 and subsidized with some of the Town's CDBG-DR MHP funds, was leased up through the Butte Housing Authority.			
Small lot consolidation and development	Continue to encourage consolidation of small multi family parcels as well as small, commercially designated parcels appropriate for residential use.	Small lot owners contacted by June 2023	6th Cycle	In Progress	The Town is working on a redevelopment plan for the downtown that includes many small lots and has a consult (Urban Design Associates) to help identify areas for lot consolidation for interested developers.			

Promote Second Units	Continue to encourage development of affordable second units.	Prepare an ADU handbook, publicize 2nd unit program online, explore partnerships with prefabricated ADU manufacturers by 12/22.	6th Cycle	In Progress	Through the Dept of Conservation Wildfire Resiliency & Planning Grant, the Town secured 4 ADU plans which have been preapproved resulting in lower permitting fees and had an ADU handbook created both digitally and hard copy. The ADU mastered plan program was promoted to the public at the Town's monthly Building Stakeholders Meeting in October 2023. Through an HCD ADU audit in December 2025, the Town found multiple new ADU laws that need to be incorporated into the municode and publications and will be done so through a consultant (PlaceWorks) already hired for a zoning code update.			https://www.townofparadise.com/planning/page/pre-approved-adu-plans
Address Discrimination	Continue to provide filing information and direct residents with discrimination complaints to the CA Dept of Fair Employment and Housing and/or the US Dept of Housing and Urban Development	ongoing	6th Cycle	Continuous	No housing discrimination complaints were received or referred to the CA Dept of Fair Employment and Housing and/or HUD for 2025.			
Annual Report	Provide an annual report to the Town Council and Planning Commission that describes 1. implementation of Housing Element to date, 2. the amount an type of housing activity and 3. an updated summary of the Town's housing needs.	ongoing	6th Cycle	Continuous	Housing Element & General Plan implementation reports were reviewed by the Planning Commission at their February 17, 2026 meeting and accepted by the Town Council at their March 10, 2026 meeting.			
Housing Rehabilitation and Improvement	Continue to provide housing rehabilitation and repair opportunities for extremely low income, very low income, low income, elderly, disabled, developmentally disabled and special needs households.	Update housing conditions survey by 12/23, Update housing brochure no less than annually by December of each year.	6th Cycle	Continuous	8 OOR loans from CalHome & 40 FTHB loans from CalHome issued in 2025. Housing Brochure updated for 2025 on website.			https://www.townofparadise.com/housing/page/owner-occupied-housing-rehabilitation
Condominium and Mobile Home Conversions	Revise Chapter 16.10 of the municipal code to address both condominium and mobile home park conversions.	Municipal Code Revisions by June 2024	6th Cycle	In Progress	Hired PlaceWorks in August 2025 to work on required Zoning code amendments concurrently with the 2045 General Plan update.			
Enforce Housing Codes	Provide a safe and decent living environment through enforcement of housing codes.	Ongoing	6th Cycle	ongoing	Town staff continues to enforce current building codes			

Fire Resiliency	Increase wildfire resiliency through identified actions.	Safety Element Adoption by 7/23. Meetings with insurance companies by 10/23. Meeting on wildfire risk reduction buffers by 1/24. Community engagement plan on a wild fire risk reductions by 8/24.	6th Cycle	In Progress	The Safety Element was approved by the Board of Forestry in January 2024. Continued to meet with the Paradise Recreation & Parks District and other stakeholders to identify the highest priority parcels for Wildfire Risk Reduction Buffers and held one community engagement meeting and one Technical Advisory Committee meeting in 2025. Additionally, completed a community poll (through FM3 Research) in Nov 2025 on a potential parcel tax to fund the buffers. Town Council established a Insurance Advocacy Committee in Oct 2025 to engage with insurance providers.			
Transitional/ Supportive Housing	Revise the zoning ordinance to allow transitional housing and supportive housing by-right in zones where multifamily and mixed uses are permitted.	Amend Zoning Ordinance by June 2024	6th Cycle	In Progress	Hired PlaceWorks in August 2025 to work on required Zoning code amendments concurrently with the 2045 General Plan update.			
Housing for Persons with Disabilities	Continue to ensure that new housing for persons with disabilities and home improvements intended to provide accessibility for projects for persons with disabilities are reasonably accommodated.	Brochure prepared by March 2023, after the 2022 building code adoption.	6th Cycle	Not Yet Started				
Special Needs Housing	Provide incentives, such as a density bonus, expediated processign, relaxation of development standards etc to encourage development of housing for persons with special needs	outreach program within a year of adopting housing element, Prepare brochure by June 2023. Review Zoning ordinance by Dec 2022	6th Cycle	Not Yet Started				
Residential Care facilities	The Town will amend the zoning regulations to include provisions to allow residential care facilities of any size only subject to those restrictions that apply to residential uses in the same zone to make it easier to locate these types of facilities.	Amend Zoning Ordinance by June 2024	6th Cycle	In Progress	Hired PlaceWorks in August 2025 to work on required Zoning code amendments concurrently with the 2045 General Plan update.			
Energy conservation and efficiency	Promote energy efficiency and conservation in residential development.	Review every 2 years and revise codes as necessary	6th Cycle	In Progress	2025 Title 24 energy codes adopted December 2025.			
Utilize ADUs to provide affordable housing in higher opportunity areas	Use of the Town's mastered ADU plans would require they affirmatively market the ADU to populations with disproportionate housing needs.	ongoing	6th Cycle	In Progress	12 ADUs ministerially entitled and 8 ADUs started construction in 2025			
Non enforcement of private CC&Rs	Continue to disallow the governmental enforcement of private Covenants, Conditions, and Restrictions given their potential to cause areas of affluence and exclusion.	ongoing	6th Cycle	Continuous	The Town continues to NOT enforce private CC&Rs			
Affirmatively Market Affordable Developments	Require affordable housing developments be affirmatively marketed to households with disproportionate housing needs.	Ongoing, Marketing plans are submitted at time of building inspection.	6th Cycle	Continuous	Marketing materials were submitted to the Housing Division for three affordable housing developments in 2025			



Town of Paradise
Council Agenda Summary
Date: March 10, 2026

Agenda Item: 2(d)

ORIGINATED BY: Aimee Belev, Finance Director/Town Treasurer
REVIEWED BY: Michael O'Brien, Town Manager
SUBJECT: Finance Department Position Control
LONG TERM RECOVERY PLAN: No

COUNCIL ACTION REQUESTED:

1. Consider authorizing adjustment of the Accountant Position to Senior Accountant with a correlating budget adjustment; and
2. Adopt Resolution 2026-___ "A resolution of the Town Council of the Town of Paradise, California, Amending the Salary Pay Plan to Include Two Senior Accountant for the Fiscal Year 2025/2026"; or,
3. Provide alternative direction.

Background:

The Town of Paradise processed approximately \$76.8 million in expenditures in FY 2025. Of that total, only \$21.1 million was attributable to the General Fund; the majority consisted of federal and state disaster recovery and special funding programs. These funding sources carry heightened requirements for procurement compliance, documentation, financial reporting, reimbursement tracking, and audit oversight.

The FY 2023–24 audit specifically identified insufficient qualified staffing as a contributing factor to internal control deficiencies and operational strain within the Finance Department.

Prior to 2023, the Finance Department operated with a Finance Director, Accounting Manager, Senior Accountant, Accountant, and Accounting Analyst, providing a more in-depth senior-level oversight framework and internal control structure than currently exists.

Due to the significant volume of federal and state special funding, the Town is now subject to approximately three audits annually, including the annual financial statement audit and additional grant and compliance audits. Each audit cycle requires extensive documentation preparation, reconciliations, procurement compliance verification, grant eligibility review, and cross-departmental coordination.

Analysis:

The reduction in senior accounting supervision, combined with expanded disaster recovery funding, increased reporting requirements, and multiple annual audits has materially increased workload demands on upper-level staff. Under current staffing levels, the Town's ability to consistently maintain the following critical control functions is constrained.

To directly address the FY 2023–24 audit finding and reinforce the Town’s internal control environment, the Department is requesting the reclassification of one Accountant FTE to one Senior Accountant FTE.

Position Level	Current FTE	Requested FTE	Rationale
Accounting Assistants / Technicians	2	2	High-volume AP, purchasing support, grant invoicing, documentation retention, and compliance support
Accountants	2	1	Fund accounting, grant drawdowns, capital project accounting, reconciliations, departmental budgets, and financial reporting, payroll processing
Accounting Analyst	1	1	Financial analysis, reporting support, audit schedules, data reconciliation, and compliance tracking
Senior Accountant	1	2	Senior review, grant compliance oversight, internal controls, audit coordination, financial statement preparation
Finance Director	1	1	Strategic leadership, policy, Council reporting, interdepartmental coordination

FTEs will remain the same.

Financial Impact:

Yearly cost is estimated at \$4,230.

**TOWN OF PARADISE
RESOLUTION NO. 2026-__**

**A RESOLUTION OF THE TOWN COUNCIL OF THE TOWN OF PARADISE, CALIFORNIA,
AMENDING THE SALARY PAY PLAN TO INCLUDE 2 SENIOR ACCOUNTANTS
FOR THE FISCAL YEAR 2025-2026**

WHEREAS, the Town wishes to revise the salary pay plan; and

WHEREAS, the salary pay plan will incorporate all salary paid within the Town into one salary pay plan.

NOW, THEREFORE be it resolved by the Town Council of the Town of Paradise, that the Town of Paradise salary pay plan attached to this resolution is hereby adopted.

PASSED AND ADOPTED by the Town Council of the Town of Paradise on this 10th day of March 2026, by the following vote:

AYES:

NOES:

ABSENT:

NOT VOTING:

Steve Crowder, Mayor

ATTEST:

Melanie Elvis, Town Clerk

APPROVED AS TO FORM:

Scott Huber, Town Attorney

**TOWN OF PARADISE
SALARY PAY PLAN FY 2025/26
AS OF MARCH 10, 2026**

Head Count	Auth FTE's	Budget FTE	Position Title	Hours/Week	A Step	B Step	C Step	D Step	E Step	F Step
2.00	2.00	2.00	SENIOR ACCOUNTANT							
			HOURLY	40	37.78	39.67	41.65	43.73	45.92	48.22
			BIWEEKLY		80	3,022.40	3,173.60	3,332.00	3,498.40	3,673.60
			MONTHLY		173	6,548.53	6,876.13	7,219.33	7,579.87	7,959.47
			ANNUAL		2,080	78,582.40	82,513.60	86,632.00	90,958.40	95,513.60



Town of Paradise
Council Agenda Summary
Date: March 10, 2026

Agenda Item: 5(a)

ORIGINATED BY: Sarah Richter, Housing Program Coordinator
REVIEWED BY: Colette Curtis, Recovery and Economic Development Director
SUBJECT: Public Hearing for the Community Development Block Grant Program (CDBG) 2026-2027 Annual Action Plan
LONG TERM RECOVERY PLAN: No

COUNCIL ACTION REQUESTED:

1. Conduct a duly noticed and published public hearing to solicit comments and/or suggestions regarding the 2026-2027 Annual Action Plan draft; and,
2. Direct staff to submit the 2026-2027 Annual Action Plan to HUD, along with all public comments.

Background:

The Town of Paradise has been a U.S. Department of Housing and Development (HUD) entitlement city since 1994. HUD awards grants to entitlement community grantees to carry out a wide range of community development activities directed toward revitalizing neighborhoods, economic development, and providing improved community facilities and services.

Entitlement communities develop their own programs and funding priorities. However, grantees must give maximum feasible priority to activities which benefit low-income persons. Additionally, grantees may fund activities when the grantee certifies that the activities meet other community development needs having a particular urgency because existing conditions pose a serious and immediate threat to the health or welfare of the community where other financial resources are not available to meet such needs. CDBG funds may not be used for activities which do not meet a HUD defined National Objectives.

HUD determines the amount of each entitlement grant by a statutory dual formula which uses several objective measures of community needs, including the extent of poverty, population, housing overcrowding, age of housing and population growth lag in relationship to other metropolitan areas.

Annual Plan Overview:

The Town has not received its funding allocation for the program year but is estimating that HUD will allocate approximately \$50,000 to the Town of Paradise for programs and projects that directly benefit the town's low-income residents. When funding is received, the Annual Action Plan funding amounts will be adjusted proportionally. Funding priorities identified in the 5-year Consolidated Plan for years include:

- Improve public infrastructure

- Economic development
- Increase affordable housing
- Non-housing community development

Due to the Town's very limited CDBG budget, Housing staff has recommended that 2026 grant funds be used for housing assistance. The Town of Paradise has existing programs and funding from the state HOME program for down payment assistance, owner-occupied rehabilitation, and infill new construction. Using CDBG funds in support of these programs allows grant funds to go farther and benefit more people since less is needed for program administration and long-term monitoring, and more can directly benefit the low-income household.

- **The Draft Annual Plan** will be available to the public on March 11, 2026. The plan will be available on the Town's website (www.townofparadise.com); Town Hall, the Building Resiliency Center, the Butte County Public Library, and the Paradise Chamber of Commerce. The public comment period is from March 11th – April 10th, 2026. Written comments should be addressed to Sarah Richter, 5555 Skyway, Paradise, CA 95969.

The public is encouraged to submit their comments on the draft at today's public hearing, or they may submit comments to the Town of Paradise Housing Dept. by phone, mail, or email, until April 10th. At the end of the public comment period, Housing staff will submit the draft to HUD for approval.

Analysis:

Paradise is the country's smallest grantee, and finding eligible activities that can be accomplished with limited funding is very challenging. Adding as little as \$1 to certain types of activities will trigger federal requirements that affect the whole project, regardless of the other funding sources, which can easily add far more in costs than the CDBG funds can contribute. As a result, some of the funding priorities identified by the community are economically infeasible, especially if CDBG is supplemental funding to a project being carried out without the use of federal funds.

Each activity, except planning and administrative activities, must meet one of the CDBG program's three broad National Objectives:

1. Benefit low and moderate income persons,
2. Aid in the prevention or elimination of slums or blight, or
3. Meet community development needs having a particular urgency.

The types of activities that meet the national objective will encompass the following basic qualifiers:

Area benefit activities: An activity can be area-wide meaning that the benefits are available to all the residents of a particular area where at least 51 percent of the residents are low and moderate income persons. The service area must be primarily residential, and the activity must meet the identified needs of low-and-moderate income persons.

Limited clientele activities: An activity can be "limited clientele," which means that the activity benefits a certain, limited clientele that is presumed to be at least 51 percent low income. An example of this would be programs limited to seniors or disabled residents.

Housing activities: An activity carried out for the purpose of providing or improving permanent residential structures, which upon completion, will be principally occupied by low-income households.

Job creation or retention activities: An activity designed to create or retain permanent jobs where at least 51% of that, computed on a full-time equivalent (FTE) basis, involves the employment of low-income persons.

Slum Blight Removal: Activities under this category must meet ALL of the following criteria: (1) The area delineated by the grantee must meet a definition of a slum, blighted, deteriorated or deteriorating area under state or local law; (2) there must be a substantial number of deteriorated buildings through the area; and (3) the activity must address one or more conditions that contributed to the deterioration of the area. Boundaries, designations, inspections and detailed rehabilitation records must be kept.

In addition to the above qualifiers, there is a list of basic eligible activities and ineligible activities that can be carried out using CDBG funds. (Government Code Section 570.201.) <https://www.ecfr.gov/current/title-24/subtitle-B/chapter-V/subchapter-C/part-570/subpart-C/section-570.201>

Basic Eligible Activities include: Acquisition/disposition of real property; public facilities acquisition, construction and rehabilitation; public services funding; payment of costs in support of activities eligible for funding under the HOME program; housing assistance for low/mod income families; and micro-enterprise assistance.

Financial Impact:

The impact of this agenda item and subsequent actions related to the CDBG Program will result in the award of approximately \$50,000 in federal funds as we estimate the Town may receive approximately the same amount of funding as last year.

Despite the challenges associated with this funding, the designation as a CDBG entitlement community allows the Town to qualify for other grant funding opportunities, which historically have been far greater than the Town's annual allocation.

Executive Summary

AP-05 Executive Summary - 24 CFR 91.200(c), 91.220(b)

1. Introduction

The Town of Paradise, through its Community Development Block Grant (CDBG) program, strives to provide affordable and decent housing, a suitable living environment and economic opportunities especially for low- to moderate-income (LMI) households and special needs communities. The Town is designated as an entitlement community by the U.S. Department of Housing and Urban Development (HUD), enabling it to be eligible for federal CDBG funds allocated through HUD's Community Planning Development program. These funds will help the Town address the community development objectives outlined by HUD, which include, but are not limited to: affirmatively furthering fair housing, affordable housing activities, public infrastructure & facilities improvements, and public services.

The PY 2026 Annual Action Plan (AAP) describes the eligible activities that will work towards accomplishing the goals established in the strategic plan. By addressing the identified priority needs, the Town will improve the quality of life of residents in Paradise.

Paradise is still recovering from the aftermath of the Camp Fire, on November 8, 2018, that displaced over 25,000 residents and destroyed 90% of its homes and businesses. The Town's priorities are focused on helping our residents return home, rebuild and improve our Town's infrastructure, and support our community as it repopulates.

2. Summarize the objectives and outcomes identified in the Plan

This could be a restatement of items or a table listed elsewhere in the plan or a reference to another location. It may also contain any essential items from the housing and homeless needs assessment, the housing market analysis or the strategic plan.

The Town of Paradise's primary need is housing - after 7 years of rebuilding, the Town still has less than half of the housing units it did in 2018. Because homes built after the fire now greatly outnumber the homes that survived the fire, a lot of the naturally occurring affordable housing remains decades away from being replaced, and the entire population of Paradise has started to shift. Unlike other communities, the housing market is not driven by consumer demand, it's driven by the actual cost of construction. The priority need to address in this program year is affordable housing, and with limited funds, the objective is to use CDBG to leverage other housing funds in order to benefit the greatest number of low-income households possible.

3. Evaluation of past performance

This is an evaluation of past performance that helped lead the grantee to choose its goals or projects.

The Town of Paradise, with other public, private and nonprofit community housing providers and non-housing service agencies, continue to make significant contributions toward rebuilding housing, public facilities, and infrastructure.

The PY 2025 CAPER reports that the Town of Paradise finally received a long awaited standard agreement for state HOME Infill New Construction for first-time home buyers, which relies on leveraged CDBG funds. Program guidelines were approved, but the program had not commenced as of the end of the 2025 program year. As delays continued to contribute to the underutilization of CDBG funds, a decision was made to begin reallocating funds away from the planned activities with HOME Infill, and into other housing assistance programs.

While the Town is still committed to finding a way to make the state HOME Infill program successful, it was decided that current year CDBG funds should be used to meet the most immediate community need, and choosing activities based on the amount of time in which assistance can be accomplished was made a priority.

4. Summary of Citizen Participation Process and consultation process

Summary from citizen participation section of plan.

The Town of Paradise worked closely with local and regional partners to gather feedback for the Consolidated Plan. This included community stakeholders which were specific to Paradise and as well as Butte County, the Housing Authority of Butte County and the Butte County Continuum of Care. This helped to ensure participation efforts would be maximized and the community needs were accurately identified and recorded.

The Town's citizen participation process adheres to HUD's requirements set within the Town's Citizen Participation Plan. This plan ensures and encourages participation from all Town residents, especially low- and moderate-income persons and the special needs community such as the elderly and those with any disability. Citizen participation efforts for the development of the 5-Year Consolidated Plan included a public comment period and a public hearing to allow members from the public an opportunity to review and provide comments on the draft plan. The first of two public hearings was held in January. A draft of the Annual Plan was made available public review and comment in March, preceding a second public hearing in April.

Historically, the public has shown little interest in participating in the CDBG annual planning process, so more effort was made by Town staff to educate residents on CDBG funding, and how residents can contribute to the public hearing and public comment process.

5. Summary of public comments

This could be a brief narrative summary or reference an attached document from the Citizen Participation section of the Con Plan.

6. Summary of comments or views not accepted and the reasons for not accepting them

7. Summary

PR-05 Lead & Responsible Agencies – 91.200(b)

1. Agency/entity responsible for preparing/administering the Consolidated Plan

Describe the agency/entity responsible for preparing the Consolidated Plan and those responsible for administration of each grant program and funding source.

Agency Role	Name	Department/Agency
CDBG Administrator	PARADISE	Business & Housing Services

Table 1 – Responsible Agencies

Narrative (optional)

The Town of Paradise’s Business & Housing Services is the responsible entity for carrying out the administration of the housing and community development programs in Paradise. Town staff works with other Town departments, local nonprofit and for-profit organizations, and contractors to carry out the activities in the Annual Action Plan.

Consolidated Plan Public Contact Information

Town of Paradise

(530) 872-6291 x122

housing@townofparadise.com

AP-10 Consultation – 91.100, 91.200(b), 91.215(l)

1. Introduction

Provide a concise summary of the jurisdiction’s activities to enhance coordination between public and assisted housing providers and private and governmental health, mental health and service agencies (91.215(l))

Describe coordination with the Continuum of Care and efforts to address the needs of homeless persons (particularly chronically homeless individuals and families, families with children, veterans, and unaccompanied youth) and persons at risk of homelessness.

Describe consultation with the Continuum(s) of Care that serves the jurisdiction's area in determining how to allocate ESG funds, develop performance standards for and evaluate outcomes of projects and activities assisted by ESG funds, and develop funding, policies and procedures for the operation and administration of HMIS

2. Describe Agencies, groups, organizations and others who participated in the process and describe the jurisdiction’s consultations with housing, social service agencies and other entities

Agency/Group/Organization	Agency/Group/Organization Type	What section of the Plan was addressed by Consultation?	Briefly describe how the Agency/consulted. What are the anticipated consultation or areas for improvement?
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Table 2 – Agencies, groups, organizations who participated

Identify any Agency Types not consulted and provide rationale for not consulting

Other local/regional/state/federal planning efforts considered when preparing the Plan

Name of Plan	Lead Organization	How do the goals of your Strategic Plan overlap with the goals of each plan?

Table 3 – Other local / regional / federal planning efforts

Narrative (optional)

AP-12 Participation – 91.105, 91.200(c)

**1. Summary of citizen participation process/Efforts made to broaden citizen participation
Summarize citizen participation process and how it impacted goal-setting**

The Town held a public hearing to solicit suggestions for eligible activities and community priorities.

Citizen Participation Outreach

Sort Order	Mode of Outreach	Target of Outreach	Summary of response/attendance	Summary of comments received	Summary of comments not accepted and reasons

Table 4 – Citizen Participation Outreach

Expected Resources

AP-15 Expected Resources – 91.220(c)(1,2)

Introduction

The Town's allocation for 2025 was \$47,069, and it's assumed that 2026 will be the same. Program funding will be adjusted proportionally when the 2026 allocation is known. There is currently \$14,968 of program income and \$70,000 in prior year funds available to draw, but they are committed to other activities that should see them expended before the start of the 2026 program year.

Anticipated Resources

Program	Source of Funds	Uses of Funds	Expected Amount Available Year 1				Expected Amount Available Remainder of ConPlan \$
			Annual Allocation: \$	Program Income: \$	Prior Year Resources: \$	Total: \$	
CDBG	public - federal	Acquisition Admin and Planning Economic Development Housing Public Improvements Public Services	47,069.00	0.00	9,515.00	56,584.00	141,207.00

Table 1 - Expected Resources – Priority Table

Explain how federal funds will leverage those additional resources (private, state and local funds), including a description of how matching requirements will be satisfied

The Town of Paradise has had housing assistance programs available continually since 2019. The funding sources for those programs include CalHome, state HOME, PLHA, RDA, and CDBG-DR. CDBG funds can fill crucial gaps in funding when other program funds are unavailable, allowing the other funds to be accessible. Public messaging is always difficult when grant funding stops and starts, and there are multiple programs that have similar sounding names and identical goals. When one housing assistance program in our area ends, people often think that the Town's programs have also ended. Having

multiple funding sources to draw from so that our programs can always be "open," prevents wasted time and money needed to re-start and re-promote available assistance.

If appropriate, describe publically owned land or property located within the jurisdiction that may be used to address the needs identified in the plan

N/A

Discussion

Annual Goals and Objectives

AP-20 Annual Goals and Objectives

Goals Summary Information

Sort Order	Goal Name	Start Year	End Year	Category	Geographic Area	Needs Addressed	Funding
1	Preserve affordable housing	2025	2028	Affordable Housing	Paradise	Affordable Housing	CDBG: \$56,584.0

Table 2 – Goals Summary

Goal Descriptions

1	Goal Name	Preserve affordable housing
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	<p>Goal Description</p>	<p>The overwhelming majority of homes in Paradise are less than 10 years old due to the 2018 Camp Fire, which destroyed over 90% of the Town's housing. The cost of housing is directly related to the cost of construction, unlike other communities that are driven more by market demand. Historically, Paradise was an affordable area, and in order to assist fire-affected residents, and people new to the area, the Town offers a down-payment assistance for first-time home buyers, owner-occupied rehabilitation, and infill new construction for first-time home buyer programs (implementation expected in 2026). The Town plans on leveraging CDBG funding to fill the gaps within program funding.</p> <p>20% of the annual allocation will also be made available for program administration, which includes planning, reporting, and long-term monitoring.</p>
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Projects

AP-35 Projects – 91.220(d)

Introduction

Projects

#	Project Name

Table 3 - Project Information

Describe the reasons for allocation priorities and any obstacles to addressing underserved needs

AP-38 Project Summary

Project Summary Information

Project Name	Target Area	Goals Supported	Needs Addressed	Funding	Description	Target Date	Estimate the number and type of families that will benefit from the proposed activities	Location Description	Planned Activities
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AP-50 Geographic Distribution – 91.220(f)

Description of the geographic areas of the entitlement (including areas of low-income and minority concentration) where assistance will be directed

Paradise does not have highly concentrated areas of low-income households or minority populations, so funds will be made available townwide.

Geographic Distribution

Target Area	Percentage of Funds
Paradise	100

Table 4 - Geographic Distribution

Rationale for the priorities for allocating investments geographically

NA

Discussion

Affordable Housing

AP-55 Affordable Housing – 91.220(g)

Introduction

At this point in time, less than 50% of the Town's pre-fire housing stock has been rebuilt. Disaster recovery monies for housing were primarily focused on building multifamily housing projects for displaced renters, and rehabilitating owner-occupied housing, leaving few options for low-income households who don't thrive in high density housing. The Town has run a very successful down-payment assistance for the past few years, and CDBG funds will assist by supporting the Town's housing programs funded with HOME funds.

One Year Goals for the Number of Households to be Supported	
Homeless	0
Non-Homeless	0
Special-Needs	0
Total	0

Table 6 - One Year Goals for Affordable Housing by Support Requirement

One Year Goals for the Number of Households Supported Through	
Rental Assistance	0
The Production of New Units	0
Rehab of Existing Units	0
Acquisition of Existing Units	10
Total	10

Table 7 - One Year Goals for Affordable Housing by Support Type

Discussion

AP-60 Public Housing – 91.220(h)

Introduction

The Town of Paradise receives support from the Housing Authority of the County of Butte (HACB). The mission of HACB is to assist LMI residents of Butte County to secure and maintain high quality affordable housing. HACB administers and/or manages many different housing programs such as public housing, Housing Choice Vouchers (Section 8) and the Family Self-Sufficiency Program. These program are available in Paradise and across the county.

Actions planned during the next year to address the needs to public housing

Prior to the fire, the Town did not have any public housing within Town limits. One of the reasons for this was the lack of a sewer system. Installing a sewer system is part of our Long Term Recovery Plan, and with a sewer the Town will look at the options for public housing. Due to limited funding and increased demand for Section 8 vouchers, the waitlist has remained at 1,500 households for over a year with no new admissions or vouchers issued. However, HACB has committed over 100 project-based vouchers to affordable housing development in Paradise.

HACB is accepting applications for Public Housing waiting lists for 1-bedroom units located in Chico, and 2-bedroom units in Oroville. Applications can be obtained, mailed or dropped off at 2039 Forest Ave., Chico, CA 95928 or online by looking under Public Housing at the following: <http://www.butte-housing.com/applicants/applications/>

Actions to encourage public housing residents to become more involved in management and participate in homeownership

Public housing residents can participate in the HACB Family Self-Sufficiency (FSS) program. The FSS program works with support agencies throughout Butte County to help families develop strengths, skills and experiences necessary to achieve economic independence. The FSS program links participants with the education, job training, counseling, and other services necessary for them to become employed and to earn self-sufficient wages so they no longer need to rely on governmental financial assistance. Families are assisted through this program with a dedicated FSS Coordinator, which also supports them with referrals to needed resources.

Participating families are provided with an interest-bearing escrow account made up of the difference of the rent the family pays when entering the program and the increased rent that would be charged as the family's earned income increased. The amounts families graduate the program with, are often enough to be used as a down-payment on a home. Town staff has worked to educate HACB on the Town's down payment assistance program, and is working on a coordinated plan to assist transitioning FSS participants from Section 8 assistance into permanent homeownership.

If the PHA is designated as troubled, describe the manner in which financial assistance will be

provided or other assistance

The PHA is designated as troubles, but does not need the Town's financial assistance. Housing staff will assist the PHA with hiring a new financial director when the time is appropriate, as the current director is an interim who was brought on to assist the PHA after consecutive late audits.

Discussion

AP-65 Homeless and Other Special Needs Activities – 91.220(i)

Introduction

The most recent Point-in-Time (PIT) Count survey was conducted at the Continuum of Care (CoC) level by the Butte Countywide Homeless Continuum of Care (CA-519 Chico/Paradise/Butte County CoC) in 2025. It showed 1,392 individuals living without safe, adequate housing.

Chico, the largest city in Butte County, had 1,065 surveys, followed by Oroville with 293 surveys, Gridley/Biggs with 25 surveys, and the Ridge Area (Paradise/Magalia) with 9 surveys. Homelessness has increased overall in the past two years, 8.8% in Butte County, 3% in California, and 18% nationwide.

Describe the jurisdictions one-year goals and actions for reducing and ending homelessness including

Reaching out to homeless persons (especially unsheltered persons) and assessing their individual needs

The Town of Paradise benefits from the homeless initiatives through the CoC. The Countywide CoC is a multi-agency planning body with the common goal of ending homelessness. This goal is accomplished by assisting individuals and families experiencing homelessness to receive rapid, adaptive, quality services which lead to the long-term stability of permanent housing and self-sufficiency. Specifically, the CoC administers the Homeless Management Information System (HMIS) and the Coordinated Entry System (CES) for homeless within the region. HMIS information is tracked to inform the CoC and its members of the homeless population details in the region and the CES helps members to identify needs and services that will assist persons and families experiencing homelessness with referrals and resources. Currently, data suggests that a majority of persons experiencing homelessness continue to be unsheltered, and in particular the chronically homeless and veterans. As such, the Town will focus on these identified homeless groups.

Addressing the emergency shelter and transitional housing needs of homeless persons

The Town of Paradise relies on our neighboring communities for shelters such as the Torres Shelter in Chico for homeless individuals from Paradise. Youth 4 Change has a several shelters for homeless youth in the area including Chico and Oroville. Those who are in need of emergency shelter can contact the Butte County Sheltering Hotline. The Sheltering Hotline is for Butte County residents who have evacuated due to their home being in an evacuation zone and need sheltering or for those who have been placed in non-congregate shelter (hotel voucher stays). There are 2 options to receive sheltering assistance from the county: The County's Sheltering Hotline is available 8am-5pm, 7 days per week. Call: 530-552-6150, and Email the County Sheltering program at northcomplexsheltering@buttecounty.net

Helping homeless persons (especially chronically homeless individuals and families, families with children, veterans and their families, and unaccompanied youth) make the transition to permanent housing and independent living, including shortening the period of time that

individuals and families experience homelessness, facilitating access for homeless individuals and families to affordable housing units, and preventing individuals and families who were recently homeless from becoming homeless again

The Town of Paradise frequently collaborates with the Housing Authority County of Butte to create housing options. For example, the Town assisted with the rebuild of a multi-family affordable housing project in Paradise, and is working to pair down-payment assistance programs with the HACB's Family Self Sufficiency program to facilitate successful exits from housing assistance.

Helping low-income individuals and families avoid becoming homeless, especially extremely low-income individuals and families and those who are: being discharged from publicly funded institutions and systems of care (such as health care facilities, mental health facilities, foster care and other youth facilities, and corrections programs and institutions); or, receiving assistance from public or private agencies that address housing, health, social services, employment, education, or youth needs.

The Town of Paradise continues to work with neighboring jurisdictions and Butte County to find a solution for homelessness after the Camp Fire. For services that help the homeless transition to temporary or long-term housing, the Continuum of Care partners with many organizations and agencies that provide these services, both in Paradise and regionally. The Butte-Glenn 2-1-1 is a referral resource that connects persons experiencing to entities that can help assist them with their unique situations. The 2-1-1 service is also connected to many of the CoC members. The Housing Authority of Butte County helps low income households with Section 8 Housing Choice Vouchers. An important nonprofit transition housing support resource in the area is the Jesus Center, which heads a collaborative of transitional housing partners. The Jesus Center recently moved into a new facility at 2255 Fair St. in Chico and the former location is currently being rebuilt as permanent housing for low-income individuals.

Discussion

As mentioned above, the Town of Paradise continues to work with neighboring jurisdictions and Butte County to find a solution for homelessness after the Camp Fire. For services that help the homeless, especially low-income individuals and families to avoid returning to homelessness, the Continuum of Care partners with many member organizations and agencies that provide various services in the area, both in Paradise and regionally. These organizations include, but are not limited to:

Catalyst Domestic Violence Services for persons affected by domestic violence. Catalyst provides a safe and confidential place for children and families, including drop-in services, counseling, legal services and more.

Elijah House Foundation: An addiction treatment that provides a variety of services including substance abuse and mental treatment, residential treatment services, alcohol and drug free housing and the Back to Work employment program.

The Jesus Center: A collaborative of transitional housing partners that work with persons experiencing

or are at-risk of homelessness.

The Housing Authority of Butte County: The PHA helps low income households with Section 8 Housing Choice Vouchers.

Disability Action Center (DAC): DAC is a private, non-profit which helps to meet specific needs of people with disabilities living in Northern California. Dedicated staff provides free support to help community members with disabilities achieve and/or maintain their optimal level of self-reliance and independence. DAC provide support services such as information, housing assistance, and provider referrals.

Youth 4 Change: The organization has several locations throughout the area which help to prevent youth homelessness. Paradise youth may be referred to Youth 4 Change services.

AP-75 Barriers to affordable housing – 91.220(j)

Introduction:

The barriers to affordable housing are continued expectation and reliance on private sector investment in housing development; limiting public resources to the lowest-income populations; reliance on past demographic data to judge current and future need that is slow to reflect sudden and extreme changes in population. Despite an influx of disaster-aid, affordable housing projects in Paradise have been slow to get off the ground due to burdensome regulation which increase the cost of development and cause unnecessary delay. Actual construction takes a fraction of the time that it takes to piece together funding from different competitive grants, tax credits, and bonds.

Actions it planned to remove or ameliorate the negative effects of public policies that serve as barriers to affordable housing such as land use controls, tax policies affecting land, zoning ordinances, building codes, fees and charges, growth limitations, and policies affecting the return on residential investment

Public policies at a local level are not a barrier to affordable housing. The Town of Paradise does not levy property taxes, adopted ministerial rather than discretionary approval planning policies, and charges minimal permit, plan review, and impact fees. The Town's additions to the California Building Code requirements are for increased snow-load and Wildland Urban Interface (WUI) compliance, which add negligible cost to construction. The growth limitations for the Town are geographic in nature, and due to the lack of a sewer system. The State Water Resource Control Board governs housing density in rural areas that rely on septic systems for waste water management.

Discussion:

AP-85 Other Actions – 91.220(k)

Introduction:

This section outlines other actions the Town will take to improve the quality of life for Paradise residents and address underserved needs in the community. CDBG funds enable the Town to address the priority needs in Paradise such as improvements to public facilities and infrastructure in LMI areas, the construction of affordable housing and homeownership opportunity for LMI households, opportunities for economic development and vital supportive services for LMI and special needs groups such as the elderly. Other actions identified in this section are additional resources the Town has to assist vulnerable residents and underserved needs in the community.

Actions planned to address obstacles to meeting underserved needs

CDBG funded programs will work to expand on successful programs and the goal is to fill service gaps. The barriers for meeting the housing needs for residents after the Camp Fire increase as time elapses and disaster-recovery funding expired. The Town is working tirelessly to assist our residents as they rebuild homes and businesses, as well as an increase in new residents who move to Paradise in part because of its high affordability. The Town plans to continue its very successful down-payment assistance program for first-time home buyers, and continues to support the development of affordable multi-family housing developments with CDBG-DR funding.

Actions planned to foster and maintain affordable housing

The Town operates a very successful down payment assistance program for first time home buyers and recently implemented an energy efficiency improvement program to help current homeowners maintain affordability.

Actions planned to reduce lead-based paint hazards

Since the Camp Fire burned 95% of the Town of Paradise, most homes with lead based paint have been destroyed. As new homes are built, they will not have lead based paint. Any home that survived that takes part in our Owner Occupied Rehabilitation Program would be required to undergo lead-based paint testing. The Town will comply with federal regulations regarding lead testing, containment, and abatement. Paradise residents have access to Butte County Public Health services including the county Childhood Lead Poisoning Prevention Program (CLPPP). To report a health emergency, the county public health department can be contacted at 530-552-4000 or phinfo@buttecounty.net. More information about lead poison prevention can be found on the county website at:

<https://www.buttecounty.net/ph/Programs/MaternalChildHealth/ChildhoodLeadPoisoningPrevention>

Actions planned to reduce the number of poverty-level families

The activities in this plan work directly to reduce the number of poverty level families in Paradise. While CDBG funds are limited and the Town cannot possible address every poverty issue in Paradise, the Town

will utilize CDBG funds where they have the most impact.

Actions planned to develop institutional structure

The Town will continually work to develop its institutional structure by working closely with other Town departments. Ongoing communication and planning with these Town departments and programs will help strengthen the institutional structure of the CDBG program.

The Town Institutional Structure is as follows: Five member Town Council - The Town Council holds public hearings on Consolidated Plan, Annual Action Plans and CAPER reports and approves submittal to HUD. Town Council also approves funding for Public Service Agencies. The Town of Paradise, Business and Housing Services staff provides the main administrative and project management duties over the CDBG program. The BHS Staff is under the management of the Community Development Director. Staff prepares the Consolidated Plan, Annual Action Plans and CAPER for each CDBG program year. The oversight of the CDBG program is provided by the five-member Town Council whom are elected officials voted in by the citizens of Paradise. All reports and plans are reviewed by Council before they are submitted to HUD.

Actions planned to enhance coordination between public and private housing and social service agencies

The Town will focus on collaboration between government agencies, local non-profits, community-needs organizations, and local businesses. The town will continue to work with stakeholder and other community service agencies, and organizations. The Town will continue to work with CHIP, Habitat for Humanity, the North Valley Housing Trust, and other private housing and service agencies who are developing affordable housing in Paradise.

Discussion:

Program Specific Requirements

AP-90 Program Specific Requirements – 91.220(I)(1,2,4)

Introduction:

Community Development Block Grant Program (CDBG) Reference 24 CFR 91.220(I)(1)

Projects planned with all CDBG funds expected to be available during the year are identified in the Projects Table. The following identifies program income that is available for use that is included in projects to be carried out.

1. The total amount of program income that will have been received before the start of the next program year and that has not yet been reprogrammed
2. The amount of proceeds from section 108 loan guarantees that will be used during the year to address the priority needs and specific objectives identified in the grantee's strategic plan
3. The amount of surplus funds from urban renewal settlements
4. The amount of any grant funds returned to the line of credit for which the planned use has not been included in a prior statement or plan.
5. The amount of income from float-funded activities

Total Program Income

Other CDBG Requirements

1. The amount of urgent need activities



Town of Paradise
Council Agenda Summary
Date: March 10, 2026

Agenda Item: 5(b)

ORIGINATED BY: Sarah Richter, Housing Program Coordinator
REVIEWED BY: Colette Curtis, Recovery and Economic Development Director
SUBJECT: Public Hearing for a Substantial Amendment to the Community Block Grant Program (CDBG)
LONG TERM RECOVERY PLAN: No

COUNCIL ACTION REQUESTED:

1. Conduct a public hearing to solicit public comment on the proposed substantial amendment to the 2024 and 2025 CDBG Annual Action Plans; and,
2. Adopt the Substantial Amendment to the 2024 and 2025 CDBG Annual Action Plans and authorize submittal to the Department of Housing and Urban Development.

Background:

The Town of Paradise has been a U.S. Department of Housing and Development (HUD) entitlement city since 1994. HUD awards grants to entitlement community grantees to carry out a wide range of community development activities directed toward revitalizing neighborhoods, economic development, and providing improved community facilities and services.

Entitlement communities develop their own programs and funding priorities. However, grantees must give maximum feasible priority to activities which benefit low-income persons. Additionally, grantees may fund activities when the grantee certifies that the activities meet other community development needs having a particular urgency because existing conditions pose a serious and immediate threat to the health or welfare of the community where other financial resources are not available to meet such needs. CDBG funds may not be used for activities which do not meet a HUD defined National Objectives.

Although the Town has some discretion on how the funds are used, there are many restrictions, conditions, and objectives that must be met. Community Development Block Grant funds can be used for activities that further community and economic development; provide improved community facilities and services; and provide affordable housing opportunities to low and disadvantaged residents. Each activity except planning and administrative activities, must meet one of the CDBG program's three broad National Objectives, but the majority of funds must be to the benefit low and moderate income households.

The 2024 Annual Action Plan proposed small business activity to assist small businesses meet Section 3 contracting requirements. However, there is a misalignment between the activity goal and the required beneficiary of the CDBG activity. In short, due to CDBG regulations, the funds would need to be spent to assist the individual workers or job seekers to identify themselves as Section 3 workers (low-income, or local and low-income), which in theory trickles up as business

assistance. This is impractical. Economic Development is a high priority for the Town, but there doesn't appear to be a path for the Town to grant CDBG funds directly to the local businesses in need of assistance. There is approximately \$34,835 available to reallocate from the 2024 program year.

The 2025 Annual Action Plan allocated funds to make road and drainage improvements. While this remains a high priority for funding for both the Town and the residents, CDBG is not an appropriate funding source. As mentioned in the proposal for the 2026 Annual Action Plan, adding as little as \$1 to certain types of activities (especially anything construction related) will trigger federal requirements that affect the whole project, regardless of the other funding sources, which can easily add far more in costs than the CDBG funds can contribute. There is approximately \$37,655 available to reallocate in the 2025 program year.

Analysis:

Entitlement communities are allocated grant funds on an annual basis to develop their own programs and funding priorities, but they must adhere to CDBG's strict regulations. In addition to the rules governing how the funds are spent, there is a rule regarding how quickly the funds are spent. A jurisdiction must not have more than 1.5x the annual allocation unspent at the end of a program year. Paradise is the smallest entitlement community in the country, so accruing 1.5x an annual allocation of approximately \$50,000 isn't difficult. There are also limitations on how much of the grant can be used for planning and program administration.

Given these factors, it is staff's recommendation that the Town reallocate \$34,835 from 2024 and \$35,165 from 2025 prior year unspent funds to Housing Assistance, a total of \$70,000. The Town of Paradise has existing programs and funding from the state HOME program for down payment assistance, owner-occupied rehabilitation, and infill new construction. Using CDBG funds in support of these programs allows grant funds to go farther and benefit more people since less is needed for program administration and long-term monitoring and reporting, and more can directly benefit the low-income household.

Financial Impact:

Approval of the Substantial Amendment would reallocate \$70,000 in prior year unspent CDBG funds to Housing Assistance.



Town of Paradise

Substantial Amendment to the 2024 and 2025 Annual Action Plans

<u>Jurisdiction:</u>	<u>CDBG Contact Person:</u>
<p>Town of Paradise</p> <p>www.townofparadise.com</p>	<p>Sarah Richter</p> <p>Town of Paradise 5555 Skyway Paradise, CA 95969</p> <p>Phone: (530) 872-6291 x 122 Email: housing@townofparadise.com</p>

According to federal regulations and the Town of Paradise Citizen Participation Plan, any changes to an adopted CDBG budget that amounts to more than 25% of the annual allocation, and/or a cancellation or addition of a new project/activity, requires: (a) public notification for solicitation of comments, (b) a public hearing, and (c) Town Council approval. The amendment is then submitted to HUD for acceptance.

The following amendments to the 2024 and 2025 CDBG Annual Plans are proposed for Council Consideration: Reallocate \$34,835 from the 2024 Annual Action Plan for small business assistance and \$35,165 from the 2025 Annual Action Plan for road and drainage improvements for a total of \$70,000 to be used for eligible Housing Assistance activities.

The Town of Paradise has existing programs and funding from the state HOME program for down payment assistance, owner-occupied rehabilitation, and infill new construction. Using CDBG funds in support of these programs allows grant funds to go farther and benefit more people since less is needed for program administration and long-term monitoring and reporting, and more can directly benefit the low-income household.



Town of Paradise
Council Agenda Summary
Date: March 10, 2026

Agenda Item: 6(a)

ORIGINATED BY: Marc Mattox, Assistant Town Manager
REVIEWED BY: Michael O'Brien, Interim Town Manager
SUBJECT: Town Council Request for Committees Review
LONG TERM RECOVERY PLAN: No

COUNCIL ACTION REQUESTED:

1. Review each committee identified above using the standardized governance questions during the meeting, with staff facilitating the discussion for consistency and clarity.
2. Approve the recommendation to sunset the Onsite Ad Hoc Committee effective immediately.
3. Provide direction that the standardized governance questions (Questions 1–6) be required each time:
 - a. A new committee is established; or
 - b. An existing committee is reaffirmed or modified.
4. Direct that the full Committee Inventory be reviewed annually at the time Council assignments are considered each December.

Background:

At the Town Council meeting of January 13, 2026, Council directed staff to conduct a comprehensive review of the Town's committees, including standing committees, ad hoc committees, liaison roles, and external board representations, in order to better understand their purposes, authorities, and alignment with Council's role as the Town's legislative body.

Under California law, the Town Council acts collectively as the Town's legislative authority. Government Code section 36802 provides that the city council "shall be the legislative body of the city," and Government Code section 37100 authorizes the Council to exercise legislative powers by ordinance and resolution. Committees established by the Council function as extensions of the legislative body and serve in advisory, coordination, or oversight capacities as determined by Council action.

The Ralph M. Brown Act further defines committees created by a legislative body as legislative bodies themselves in certain circumstances. Government Code section 54952(b) includes within the definition of a legislative body:

"A commission, committee, board, or other body of a local agency, whether permanent or temporary, decision-making or advisory, created by charter, ordinance, resolution, or formal action of a legislative body."

The Brown Act provides a limited exception for ad hoc committees created for a specific and limited purpose that dissolve once that purpose is completed (Gov. Code §54952(b)(1)). Over time, committees that were initially established as ad hoc may evolve in duration, scope, or meeting regularity such that their structure merits reconsideration by the full Council.

Internal committees are intended to support the Council by providing focused review, coordination, or oversight on defined topics. They are not substitutes for Council action, and final policy direction remains with the Council acting as a body in noticed public meetings.

To respond to Council's January 13 direction, staff prepared a standardized one-page worksheet for each non-external committee to document committee profile information and evaluate structural alignment. These worksheets are attached to this agenda item.

Analysis:

Overview of Assessment Approach

In response to Council direction, staff prepared an updated Committee Inventory and completed standardized one-page worksheets for each non-external committee. The worksheets document committee administration, purpose, meeting practices, and structural alignment using a consistent format and are attached to this agenda item to support a structured, committee-by-committee discussion by the Town Council.

Each worksheet includes:

- **Committee Profile:**
Committee type, method of establishment, purpose statement, meeting cadence, membership, staff support, and documentation responsibilities (agenda, minutes, and records).
- **Internal Committee Structural Fit Review (screening questions):**
A standardized set of questions used to identify where additional Council direction may be needed to confirm or refine governance practices, including scope, reporting expectations, and sunset provisions.

Question 15 on each worksheet ("Should the Committee structure be reviewed by Council?") serves as a screening tool to identify committees that would benefit from Council discussion regarding their structure and continued operation.

During the meeting, staff will briefly guide the Council through the standardized governance questions for each committee identified for review in order to facilitate consistent discussion and decision-making.

Committees Not Requiring Further Review at This Time

Based on the updated Committee Inventory and responses to Question 15 on the attached worksheets, several internal and liaison committees appear structurally aligned with their intended purpose and do not require further Council review at this time. These committees generally demonstrate:

- Clear and limited scopes of work
- Liaison or coordination functions rather than policy-direction roles
- Low staff and Council time intensity
- Appropriate alignment with their designated committee type

These include:

- Paradise Irrigation District Liaison Committee
- Paradise Recreation & Park District Liaison Committee
- Paradise Unified School District Liaison Committee
- Paradise Solid Waste Committee
- Paradise Sewer Project Ad Hoc Committee

These committees will continue to be included in the annual Committee Inventory review conducted in conjunction with Council assignments each December, but no additional structural review is recommended at this time.

In addition, the Downtown Phase 3 Working Group is scheduled to sunset on Wednesday, February 4, 2026, with stakeholder participation transitioning to the Economic Development Committee. As a result, no further Council review of the Downtown Phase 3 Working Group structure is necessary.

Committees Identified for Council Direction

Based on the updated Inventory and responses to Question 15 on the attached worksheets, the following committees are identified for committee-by-committee Council discussion and direction:

- Building Committee
- Facilities Ad Hoc Committee
- Legislative Ad Hoc Committee
- Finance Committee
- Economic Development Committee
- Healthcare Ad Hoc Committee
- Insurance Advocacy Ad Hoc Committee

In addition, based on the assessment findings, staff recommends that the Onsite Ad Hoc Committee be sunset effective immediately, as its original purpose appears complete and ongoing activity is limited. Sunsetting this committee will reduce administrative burden and clarify that related matters should return directly to the full Council or be handled through normal staff reporting channels.

Standard Governance Questions for Council Review

For each committee listed above, staff will guide Council through the following standardized governance questions:

1. Appropriate Forum and Role

Is this topic best addressed by the full Town Council through direct staff reporting, or by a committee in an advisory role that returns recommendations or options to the full Council for direction?

2. Purpose and Scope

What is the clear and limited purpose statement for this committee?

What matters fall within the committee's scope, and what matters should remain with the full Council?

3. Administration and Documentation Responsibilities

- Who serves as Chair or convenor?

- Who prepares agendas?
 - Who prepares minutes and retains records?
 - What level of formal notice and documentation is expected?
4. **Meeting Cadence**
- Regular schedule (monthly or quarterly), or
 - As-needed, tied to defined deliverables?
5. **Reporting to the Full Council**
- Written updates, verbal reports, or scheduled agenda items?
 - What issues should trigger return to the Council for direction?
6. **Duration and Sunset**
- Completion of a defined task or milestone,
 - A fixed end date with possible reauthorization, or
 - Periodic formal Council review (e.g., annually or biennially)?

Staff recommends that the Council:

1. Review each committee identified above using the standardized governance questions during the meeting, with staff facilitating the discussion for consistency and clarity;
2. Approve the recommendation to sunset the Onsite Ad Hoc Committee effective immediately;
3. Provide direction that the standardized governance questions (Questions 1–6) be required each time:
 - A new committee is established, or
 - An existing committee is reaffirmed or modified; and
4. Direct that the full Committee Inventory be reviewed annually at the time Council assignments are considered each December, to confirm:
 - Which committees remain necessary,
 - Whether their purposes and structures remain appropriate, and
 - Whether any committees should be modified or sunset as part of the annual appointment process.

Adopting this approach will promote consistency, transparency, and efficiency in committee formation and operation and will provide a clear framework for both current and future Council actions related to committees.

Financial Impact:

There is no direct fiscal impact associated with this agenda item. The committee assessment focuses on governance structure, roles, and alignment rather than programmatic or budgetary decisions.

Potential indirect benefits include improved efficiency of staff time, clearer expectations for Council participation, and reduced administrative burden through better alignment of committee structure with purpose. Any future Council actions resulting from this review (such as restructuring or sunset of committees) would be brought forward separately with appropriate fiscal analysis, if applicable.

Town of Paradise Town Council Committees Inventory & Assessment

Committee Profile	
Category	Response
Committee Name	Butte County Air Quality Management District
Type	External - Standing Committee
Date Established	N/A
Method of Establishment	N/A
Meeting Frequency & Location(s)	1x per month, BCAG Offices
Typical Meeting Length	1-2 hours
Sunset Date/Trigger	N/A
Town Budget Authority	N/A
Town Policy Authority	N/A
Representation Standard	1 Representative, 1 Alternate
Active Primary Representative(s)	Steve Crowder
Active Alternate Representative	Ron Lassonde
Staff Participants	None
External Participants	BCAQMD staff, jurisdiction elected officials
Committee Chair Responsibility	Rotating
Agenda Preparation Responsibility	BCAQMD staff
Minutes Preparation Responsibility	BCAQMD staff
Records Retention Responsibility	BCAQMD staff
Purpose Statement (if available) or Committee Description and other important notes.	The Butte County Air Quality Management District board establishes policies & approves new rules to protect people & environment from the effects of air pollution.

Internal Committee Structural Fit Review	
Question	Response
1. Does the Committee's function match its designated type (External/Standing/Ad Hoc/Liaison)? (Yes/Partially/No)	N/A
2. Does the Committee have continuing subject matter jurisdiction? (Yes/No)	N/A
3. Does the Committee have a fixed schedule by formal action? (Yes/No)	N/A
4. Does the original need for the Committee still exist? (Yes/No)	N/A
5. Does the Committee overlap with another Committee or Body? (Yes/No)	N/A
6. Are there tangible outputs of the Committee within the last 12 months? (Many, some, low)	N/A
7. Are there forecasted outputs of the Committee within the next 12 months? (Many, some, low)	N/A
8. What are the estimated staff hours per month dedicated to this Committee? (less than 5, 5-15, 15-30 or 30+)	N/A
9. What is the level of time intensity for Council representatives? (High, medium, low)	N/A
10. Which of the following best describes the Committee's primary function? (Information sharing, oversight/monitoring, policy exploration, external representation, mixed)	N/A
11. Does the Committee routinely discuss matters that would otherwise require full Council policy direction or action? (Yes/No)	N/A
12. Is the Committee providing regular and documented updates to the full Town Council? (Yes/No)	N/A
13. Has the sunset or trigger date for Committee conclusion been reviewed within the last two years? (Yes/No)	N/A
14. What is the overall structural alignment assessment? (Well aligned, mixed alignment, misaligned)	N/A
15. Based on the above information, should the Committee structure be reviewed by the full Town Council? (Yes/No)	N/A

Town of Paradise Town Council Committees Inventory & Assessment

Committee Profile	
Category	Response
Committee Name	Butte County Association of Governments
Type	External - Standing Committee
Date Established	N/A
Method of Establishment	N/A
Meeting Frequency & Location(s)	1x per month, BCAG Offices
Typical Meeting Length	1-2 hours
Sunset Date/Trigger	N/A
Town Budget Authority	N/A
Town Policy Authority	N/A
Representation Standard	1 Representative, 1 Alternate
Active Primary Representative(s)	Steve Crowder
Active Alternate Representative	Ron Lassonde
Staff Participants	None
External Participants	BCAG staff, jurisdiction elected officials
Committee Chair Responsibility	Rotating
Agenda Preparation Responsibility	BCAG staff
Minutes Preparation Responsibility	BCAG staff
Records Retention Responsibility	BCAG staff
Purpose Statement (if available) or Committee Description and other important notes.	The Butte County Association of Governments board is responsible for development of federal and state transportation plans and programs that secure transportation funding for the region's highways, transit, streets/roads, and, pedestrian and other transportation system improvements.

Internal Committee Structural Fit Review	
Question	Response
1. Does the Committee's function match its designated type (External/Standing/Ad Hoc/Liaison)? (Yes/Partially/No)	N/A
2. Does the Committee have continuing subject matter jurisdiction? (Yes/No)	N/A
3. Does the Committee have a fixed schedule by formal action? (Yes/No)	N/A
4. Does the original need for the Committee still exist? (Yes/No)	N/A
5. Does the Committee overlap with another Committee or Body? (Yes/No)	N/A
6. Are there tangible outputs of the Committee within the last 12 months? (Many, some, low)	N/A
7. Are there forecasted outputs of the Committee within the next 12 months? (Many, some, low)	N/A
8. What are the estimated staff hours per month dedicated to this Committee? (less than 5, 5-15, 15-30 or 30+)	N/A
9. What is the level of time intensity for Council representatives? (High, medium, low)	N/A
10. Which of the following best describes the Committee's primary function? (Information sharing, oversight/monitoring, policy exploration, external representation, mixed)	N/A
11. Does the Committee routinely discuss matters that would otherwise require full Council policy direction or action? (Yes/No)	N/A
12. Is the Committee providing regular and documented updates to the full Town Council? (Yes/No)	N/A
13. Has the sunset or trigger date for Committee conclusion been reviewed within the last two years? (Yes/No)	N/A
14. What is the overall structural alignment assessment? (Well aligned, mixed alignment, misaligned)	N/A
15. Based on the above information, should the Committee structure be reviewed by the full Town Council? (Yes/No)	N/A

Town of Paradise Town Council Committees Inventory & Assessment

Committee Profile	
Category	Response
Committee Name	City Selection Committee
Type	External - Standing Committee
Date Established	N/A
Method of Establishment	N/A
Meeting Frequency & Location(s)	1x per year
Typical Meeting Length	1-2 hours
Sunset Date/Trigger	N/A
Town Budget Authority	N/A
Town Policy Authority	N/A
Representation Standard	Mayor
Active Primary Representative(s)	Steve Crowder
Active Alternate Representative	N/A
Staff Participants	N/A
External Participants	City Mayors
Committee Chair Responsibility	Unknown
Agenda Preparation Responsibility	County Clerk
Minutes Preparation Responsibility	County Clerk
Records Retention Responsibility	County Clerk
Purpose Statement (if available) or Committee Description and other important notes.	Meets once a year, and are responsible for appointing representatives of the Airport Land Use Commission, and LAFCo.

Internal Committee Structural Fit Review	
Question	Response
1. Does the Committee's function match its designated type (External/Standing/Ad Hoc/Liaison)? (Yes/Partially/No)	N/A
2. Does the Committee have continuing subject matter jurisdiction? (Yes/No)	N/A
3. Does the Committee have a fixed schedule by formal action? (Yes/No)	N/A
4. Does the original need for the Committee still exist? (Yes/No)	N/A
5. Does the Committee overlap with another Committee or Body? (Yes/No)	N/A
6. Are there tangible outputs of the Committee within the last 12 months? (Many, some, low)	N/A
7. Are there forecasted outputs of the Committee within the next 12 months? (Many, some, low)	N/A
8. What are the estimated staff hours per month dedicated to this Committee? (less than 5, 5-15, 15-30 or 30+)	N/A
9. What is the level of time intensity for Council representatives? (High, medium, low)	N/A
10. Which of the following best describes the Committee's primary function? (Information sharing, oversight/monitoring, policy exploration, external representation, mixed)	N/A
11. Does the Committee routinely discuss matters that would otherwise require full Council policy direction or action? (Yes/No)	N/A
12. Is the Committee providing regular and documented updates to the full Town Council? (Yes/No)	N/A
13. Has the sunset or trigger date for Committee conclusion been reviewed within the last two years? (Yes/No)	N/A
14. What is the overall structural alignment assessment? (Well aligned, mixed alignment, misaligned)	N/A
15. Based on the above information, should the Committee structure be reviewed by the full Town Council? (Yes/No)	N/A

Town of Paradise Town Council Committees Inventory & Assessment

Committee Profile	
Category	Response
Committee Name	City/County Ad Hoc Committee
Type	External - Ad Hoc Committee
Date Established	N/A
Method of Establishment	N/A
Meeting Frequency & Location(s)	Unknown
Typical Meeting Length	Unknown
Sunset Date/Trigger	N/A
Town Budget Authority	N/A
Town Policy Authority	N/A
Representation Standard	One Councilmember
Active Primary Representative(s)	Steve Culleton
Active Alternate Representative	N/A
Staff Participants	N/A
External Participants	Two members of the Board of Supervisors and various staff.
Committee Chair Responsibility	County staff
Agenda Preparation Responsibility	County staff
Minutes Preparation Responsibility	County staff
Records Retention Responsibility	County staff
Purpose Statement (if available) or Committee Description and other important notes.	The City/County Ad Hoc Committee was formed to discuss issues/topics of common concern associated with the Paradise Ridge Area.

Internal Committee Structural Fit Review	
Question	Response
1. Does the Committee's function match its designated type (External/Standing/Ad Hoc/Liaison)? (Yes/Partially/No)	N/A
2. Does the Committee have continuing subject matter jurisdiction? (Yes/No)	N/A
3. Does the Committee have a fixed schedule by formal action? (Yes/No)	N/A
4. Does the original need for the Committee still exist? (Yes/No)	N/A
5. Does the Committee overlap with another Committee or Body? (Yes/No)	N/A
6. Are there tangible outputs of the Committee within the last 12 months? (Many, some, low)	N/A
7. Are there forecasted outputs of the Committee within the next 12 months? (Many, some, low)	N/A
8. What are the estimated staff hours per month dedicated to this Committee? (less than 5, 5-15, 15-30 or 30+)	N/A
9. What is the level of time intensity for Council representatives? (High, medium, low)	N/A
10. Which of the following best describes the Committee's primary function? (Information sharing, oversight/monitoring, policy exploration, external representation, mixed)	N/A
11. Does the Committee routinely discuss matters that would otherwise require full Council policy direction or action? (Yes/No)	N/A
12. Is the Committee providing regular and documented updates to the full Town Council? (Yes/No)	N/A
13. Has the sunset or trigger date for Committee conclusion been reviewed within the last two years? (Yes/No)	N/A
14. What is the overall structural alignment assessment? (Well aligned, mixed alignment, misaligned)	N/A
15. Based on the above information, should the Committee structure be reviewed by the full Town Council? (Yes/No)	N/A

Town of Paradise Town Council Committees Inventory & Assessment

Committee Profile	
Category	Response
Committee Name	Butte Countywide Homeless Continuum of Care
Type	External - Standing Committee
Date Established	N/A
Method of Establishment	N/A
Meeting Frequency & Location(s)	1x per month, County Offices
Typical Meeting Length	2 hours
Sunset Date/Trigger	N/A
Town Budget Authority	N/A
Town Policy Authority	N/A
Representation Standard	1 Representative, 1 Alternate
Active Primary Representative(s)	Heidi Lange
Active Alternate Representative	Steve Culleton
Staff Participants	None
External Participants	Multi-jurisdiction staff, community stakeholders, other elected officials
Committee Chair Responsibility	County staff
Agenda Preparation Responsibility	County staff
Minutes Preparation Responsibility	County staff
Records Retention Responsibility	County staff
Purpose Statement (if available) or Committee Description and other important notes.	The Butte Countywide Homeless Continuum of Care (CoC) is a multi-agency planning body with the common goal of ending homelessness. This goal will be accomplished by assisting individuals and families experiencing homelessness receive rapid, adaptive, quality services which lead to the long-term stability of permanent housing and self-sufficiency.

Internal Committee Structural Fit Review	
Question	Response
1. Does the Committee's function match its designated type (External/Standing/Ad Hoc/Liaison)? (Yes/Partially/No)	N/A
2. Does the Committee have continuing subject matter jurisdiction? (Yes/No)	N/A
3. Does the Committee have a fixed schedule by formal action? (Yes/No)	N/A
4. Does the original need for the Committee still exist? (Yes/No)	N/A
5. Does the Committee overlap with another Committee or Body? (Yes/No)	N/A
6. Are there tangible outputs of the Committee within the last 12 months? (Many, some, low)	N/A
7. Are there forecasted outputs of the Committee within the next 12 months? (Many, some, low)	N/A
8. What are the estimated staff hours per month dedicated to this Committee? (less than 5, 5-15, 15-30 or 30+)	N/A
9. What is the level of time intensity for Council representatives? (High, medium, low)	N/A
10. Which of the following best describes the Committee's primary function? (Information sharing, oversight/monitoring, policy exploration, external representation, mixed)	N/A
11. Does the Committee routinely discuss matters that would otherwise require full Council policy direction or action? (Yes/No)	N/A
12. Is the Committee providing regular and documented updates to the full Town Council? (Yes/No)	N/A
13. Has the sunset or trigger date for Committee conclusion been reviewed within the last two years? (Yes/No)	N/A
14. What is the overall structural alignment assessment? (Well aligned, mixed alignment, misaligned)	N/A
15. Based on the above information, should the Committee structure be reviewed by the full Town Council? (Yes/No)	N/A

Town of Paradise Town Council Committees Inventory & Assessment

Committee Profile	
Category	Response
Committee Name	Disaster Council
Type	External - Standing Committee
Date Established	N/A
Method of Establishment	N/A
Meeting Frequency & Location(s)	
Typical Meeting Length	
Sunset Date/Trigger	N/A
Town Budget Authority	N/A
Town Policy Authority	N/A
Representation Standard	Mayor
Active Primary Representative(s)	Steve Crowder
Active Alternate Representative	N/A
Staff Participants	
External Participants	
Committee Chair Responsibility	
Agenda Preparation Responsibility	
Minutes Preparation Responsibility	
Records Retention Responsibility	
Purpose Statement (if available) or Committee Description and other important notes.	The purpose of the Disaster Council is to provide for the preparation and execution of plans for the protection of persons, the environment, and property within the County of Butte in the event of an emergency.

Internal Committee Structural Fit Review	
Question	Response
1. Does the Committee's function match its designated type (External/Standing/Ad Hoc/Liaison)? (Yes/Partially/No)	N/A
2. Does the Committee have continuing subject matter jurisdiction? (Yes/No)	N/A
3. Does the Committee have a fixed schedule by formal action? (Yes/No)	N/A
4. Does the original need for the Committee still exist? (Yes/No)	N/A
5. Does the Committee overlap with another Committee or Body? (Yes/No)	N/A
6. Are there tangible outputs of the Committee within the last 12 months? (Many, some, low)	N/A
7. Are there forecasted outputs of the Committee within the next 12 months? (Many, some, low)	N/A
8. What are the estimated staff hours per month dedicated to this Committee? (less than 5, 5-15, 15-30 or 30+)	N/A
9. What is the level of time intensity for Council representatives? (High, medium, low)	N/A
10. Which of the following best describes the Committee's primary function? (Information sharing, oversight/monitoring, policy exploration, external representation, mixed)	N/A
11. Does the Committee routinely discuss matters that would otherwise require full Council policy direction or action? (Yes/No)	N/A
12. Is the Committee providing regular and documented updates to the full Town Council? (Yes/No)	N/A
13. Has the sunset or trigger date for Committee conclusion been reviewed within the last two years? (Yes/No)	N/A
14. What is the overall structural alignment assessment? (Well aligned, mixed alignment, misaligned)	N/A
15. Based on the above information, should the Committee structure be reviewed by the full Town Council? (Yes/No)	N/A

Town of Paradise Town Council Committees Inventory & Assessment

Committee Profile	
Category	Response
Committee Name	Butte County Fire Safe Council
Type	External - Standing Committee
Date Established	N/A
Method of Establishment	N/A
Meeting Frequency & Location(s)	1x per month, Butte College Chico Campus
Typical Meeting Length	2 hours
Sunset Date/Trigger	N/A
Town Budget Authority	N/A
Town Policy Authority	N/A
Representation Standard	1 Representative, 1 Alternate
Active Primary Representative(s)	Heidi Lange
Active Alternate Representative	Steve Culleton
Staff Participants	None
External Participants	BCFSC staff
Committee Chair Responsibility	BCFSC staff
Agenda Preparation Responsibility	BCFSC staff
Minutes Preparation Responsibility	BCFSC staff
Records Retention Responsibility	BCFSC staff
Purpose Statement (if available) or Committee Description and other important notes.	Butte County Fire Safe Council provides wildland fire mitigation and recovery services to the communities of Butte County. Their mission is to provide safety in Butte County through wildfire hazard education, mitigation and wildlife recovery.

Internal Committee Structural Fit Review	
Question	Response
1. Does the Committee's function match its designated type (External/Standing/Ad Hoc/Liaison)? (Yes/Partially/No)	N/A
2. Does the Committee have continuing subject matter jurisdiction? (Yes/No)	N/A
3. Does the Committee have a fixed schedule by formal action? (Yes/No)	N/A
4. Does the original need for the Committee still exist? (Yes/No)	N/A
5. Does the Committee overlap with another Committee or Body? (Yes/No)	N/A
6. Are there tangible outputs of the Committee within the last 12 months? (Many, some, low)	N/A
7. Are there forecasted outputs of the Committee within the next 12 months? (Many, some, low)	N/A
8. What are the estimated staff hours per month dedicated to this Committee? (less than 5, 5-15, 15-30 or 30+)	N/A
9. What is the level of time intensity for Council representatives? (High, medium, low)	N/A
10. Which of the following best describes the Committee's primary function? (Information sharing, oversight/monitoring, policy exploration, external representation, mixed)	N/A
11. Does the Committee routinely discuss matters that would otherwise require full Council policy direction or action? (Yes/No)	N/A
12. Is the Committee providing regular and documented updates to the full Town Council? (Yes/No)	N/A
13. Has the sunset or trigger date for Committee conclusion been reviewed within the last two years? (Yes/No)	N/A
14. What is the overall structural alignment assessment? (Well aligned, mixed alignment, misaligned)	N/A
15. Based on the above information, should the Committee structure be reviewed by the full Town Council? (Yes/No)	N/A

Town of Paradise Town Council Committees Inventory & Assessment

Committee Profile	
Category	Response
Committee Name	Butte County Mosquito & Vector Control Board
Type	External - Standing Committee
Date Established	N/A
Method of Establishment	N/A
Meeting Frequency & Location(s)	1x per month, Chico
Typical Meeting Length	1-2 hours
Sunset Date/Trigger	N/A
Town Budget Authority	N/A
Town Policy Authority	N/A
Representation Standard	1 Councilmember
Active Primary Representative(s)	Melissa Schuster (Community member appointed by Council through 01/2027)
Active Alternate Representative	N/A
Staff Participants	None
External Participants	BCMVCD staff, elected officials
Committee Chair Responsibility	Rotating elected officials
Agenda Preparation Responsibility	BCMVCD staff
Minutes Preparation Responsibility	BCMVCD staff
Records Retention Responsibility	BCMVCD staff
Purpose Statement (if available) or Committee Description and other important notes.	The purpose of the eleven (11) trustee board is to set policy for the 1600 square mile district concerning Mosquito and Vector control. The mission of BCMVCD is to reduce mosquito-transmitted disease and other vector associated diseases through environmentally compatible control practices and public education.

Internal Committee Structural Fit Review	
Question	Response
1. Does the Committee's function match its designated type (External/Standing/Ad Hoc/Liaison)? (Yes/Partially/No)	N/A
2. Does the Committee have continuing subject matter jurisdiction? (Yes/No)	N/A
3. Does the Committee have a fixed schedule by formal action? (Yes/No)	N/A
4. Does the original need for the Committee still exist? (Yes/No)	N/A
5. Does the Committee overlap with another Committee or Body? (Yes/No)	N/A
6. Are there tangible outputs of the Committee within the last 12 months? (Many, some, low)	N/A
7. Are there forecasted outputs of the Committee within the next 12 months? (Many, some, low)	N/A
8. What are the estimated staff hours per month dedicated to this Committee? (less than 5, 5-15, 15-30 or 30+)	N/A
9. What is the level of time intensity for Council representatives? (High, medium, low)	N/A
10. Which of the following best describes the Committee's primary function? (Information sharing, oversight/monitoring, policy exploration, external representation, mixed)	N/A
11. Does the Committee routinely discuss matters that would otherwise require full Council policy direction or action? (Yes/No)	N/A
12. Is the Committee providing regular and documented updates to the full Town Council? (Yes/No)	N/A
13. Has the sunset or trigger date for Committee conclusion been reviewed within the last two years? (Yes/No)	N/A
14. What is the overall structural alignment assessment? (Well aligned, mixed alignment, misaligned)	N/A
15. Based on the above information, should the Committee structure be reviewed by the full Town Council? (Yes/No)	N/A

Town of Paradise Town Council Committees Inventory & Assessment

Committee Profile	
Category	Response
Committee Name	Butte Local Agency Formation Commission
Type	External - Standing Committee
Date Established	N/A
Method of Establishment	N/A
Meeting Frequency & Location(s)	1x per month, Oroville City Council Chambers
Typical Meeting Length	1-2 hours
Sunset Date/Trigger	N/A
Town Budget Authority	N/A
Town Policy Authority	N/A
Representation Standard	1 Councilmember
Active Primary Representative(s)	Greg Bolin
Active Alternate Representative	N/A
Staff Participants	None
External Participants	Elected officials, LAFCo staff
Committee Chair Responsibility	Rotating elected officials
Agenda Preparation Responsibility	LAFCo staff
Minutes Preparation Responsibility	LAFCo staff
Records Retention Responsibility	LAFCo staff
Purpose Statement (if available) or Committee Description and other important notes.	LAFCo is a State mandated local agency composed of seven regular Commissioners: two members from the Butte County Board of Supervisors (selected by the entire Board); two members from the city councils (selected by the mayors of all five incorporated cities); two members who represent special districts (selected by a majority vote of independent special districts); and one public member (selected by the other six LAFCo members). The LAFCo board oversees boundary changes to cities and special districts, the formation of new agencies including incorporation of new cities, and consolidation of existing agencies.

Internal Committee Structural Fit Review	
Question	Response
1. Does the Committee's function match its designated type (External/Standing/Ad Hoc/Liaison)? (Yes/Partially/No)	N/A
2. Does the Committee have continuing subject matter jurisdiction? (Yes/No)	N/A
3. Does the Committee have a fixed schedule by formal action? (Yes/No)	N/A
4. Does the original need for the Committee still exist? (Yes/No)	N/A
5. Does the Committee overlap with another Committee or Body? (Yes/No)	N/A
6. Are there tangible outputs of the Committee within the last 12 months? (Many, some, low)	N/A
7. Are there forecasted outputs of the Committee within the next 12 months? (Many, some, low)	N/A
8. What are the estimated staff hours per month dedicated to this Committee? (less than 5, 5-15, 15-30 or 30+)	N/A
9. What is the level of time intensity for Council representatives? (High, medium, low)	N/A
10. Which of the following best describes the Committee's primary function? (Information sharing, oversight/monitoring, policy exploration, external representation, mixed)	N/A
11. Does the Committee routinely discuss matters that would otherwise require full Council policy direction or action? (Yes/No)	N/A
12. Is the Committee providing regular and documented updates to the full Town Council? (Yes/No)	N/A
13. Has the sunset or trigger date for Committee conclusion been reviewed within the last two years? (Yes/No)	N/A
14. What is the overall structural alignment assessment? (Well aligned, mixed alignment, misaligned)	N/A
15. Based on the above information, should the Committee structure be reviewed by the full Town Council? (Yes/No)	N/A

Town of Paradise Town Council Committees Inventory & Assessment

Committee Profile	
Category	Response
Committee Name	Paradise Community Village
Type	External - Standing
Date Established	2003
Method of Establishment	Unknown
Meeting Frequency & Location(s)	Varies
Typical Meeting Length	Varies
Sunset Date/Trigger	Unknown
Town Budget Authority	None
Town Policy Authority	None
Representation Standard	1 Councilmember
Active Primary Representative(s)	Greg Bolin
Active Alternate Representative	N/A
Staff Participants	Recovery & Economic Development Director
External Participants	Youth for Change; Paradise Youth Soccer Club; and, the Community Housing Improvement Program (CHIP).
Committee Chair Responsibility	PCV
Agenda Preparation Responsibility	PCV staff
Minutes Preparation Responsibility	PCV staff
Records Retention Responsibility	PCV staff
Purpose Statement (if available) or Committee Description and other important notes.	Formed to oversee the development of the Paradise Community Village project.

Internal Committee Structural Fit Review	
Question	Response
1. Does the Committee's function match its designated type (External/Standing/Ad Hoc/Liaison)? (Yes/Partially/No)	N/A
2. Does the Committee have continuing subject matter jurisdiction? (Yes/No)	N/A
3. Does the Committee have a fixed schedule by formal action? (Yes/No)	N/A
4. Does the original need for the Committee still exist? (Yes/No)	N/A
5. Does the Committee overlap with another Committee or Body? (Yes/No)	N/A
6. Are there tangible outputs of the Committee within the last 12 months? (Many, some, low)	N/A
7. Are there forecasted outputs of the Committee within the next 12 months? (Many, some, low)	N/A
8. What are the estimated staff hours per month dedicated to this Committee? (less than 5, 5-15, 15-30 or 30+)	N/A
9. What is the level of time intensity for Council representatives? (High, medium, low)	N/A
10. Which of the following best describes the Committee's primary function? (Information sharing, oversight/monitoring, policy exploration, external representation, mixed)	N/A
11. Does the Committee routinely discuss matters that would otherwise require full Council policy direction or action? (Yes/No)	N/A
12. Is the Committee providing regular and documented updates to the full Town Council? (Yes/No)	N/A
13. Has the sunset or trigger date for Committee conclusion been reviewed within the last two years? (Yes/No)	N/A
14. What is the overall structural alignment assessment? (Well aligned, mixed alignment, misaligned)	N/A
15. Based on the above information, should the Committee structure be reviewed by the full Town Council? (Yes/No)	N/A

Town of Paradise Town Council Committees Inventory & Assessment

Committee Profile	
Category	Response
Committee Name	Butte County Tourism & Business Improvement District
Type	External - Standing Committee
Date Established	N/A
Method of Establishment	N/A
Meeting Frequency & Location(s)	
Typical Meeting Length	
Sunset Date/Trigger	N/A
Town Budget Authority	N/A
Town Policy Authority	N/A
Representation Standard	1 Councilmember
Active Primary Representative(s)	Ron Lassonde
Active Alternate Representative	N/A
Staff Participants	Recovery & Economic Development Director
External Participants	
Committee Chair Responsibility	
Agenda Preparation Responsibility	
Minutes Preparation Responsibility	
Records Retention Responsibility	
Purpose Statement (if available) or Committee Description and other important notes.	The Butte County Tourism Business Improvement District (BCTBID) is an assessment district that provides specific benefits to payors, by funding marketing and sales promotion efforts for assessed businesses. The Butte County Tourism Business Improvement District was formed in November 2015 and includes the communities of Chico, Oroville, Paradise, Biggs, and the unincorporated area of Butte County. The annual assessment rate is two percent (2%) of gross short-term room rental revenue. Utilizing assessment funds collected, Explore Butte County intends to strategically market the region with the goal of increasing overnight stays. This is only an advisory position, and an appointment is at the discretion of the Town Council.

Internal Committee Structural Fit Review	
Question	Response
1. Does the Committee's function match its designated type (External/Standing/Ad Hoc/Liaison)? (Yes/Partially/No)	N/A
2. Does the Committee have continuing subject matter jurisdiction? (Yes/No)	N/A
3. Does the Committee have a fixed schedule by formal action? (Yes/No)	N/A
4. Does the original need for the Committee still exist? (Yes/No)	N/A
5. Does the Committee overlap with another Committee or Body? (Yes/No)	N/A
6. Are there tangible outputs of the Committee within the last 12 months? (Many, some, low)	N/A
7. Are there forecasted outputs of the Committee within the next 12 months? (Many, some, low)	N/A
8. What are the estimated staff hours per month dedicated to this Committee? (less than 5, 5-15, 15-30 or 30+)	N/A
9. What is the level of time intensity for Council representatives? (High, medium, low)	N/A
10. Which of the following best describes the Committee's primary function? (Information sharing, oversight/monitoring, policy exploration, external representation, mixed)	N/A
11. Does the Committee routinely discuss matters that would otherwise require full Council policy direction or action? (Yes/No)	N/A
12. Is the Committee providing regular and documented updates to the full Town Council? (Yes/No)	N/A
13. Has the sunset or trigger date for Committee conclusion been reviewed within the last two years? (Yes/No)	N/A
14. What is the overall structural alignment assessment? (Well aligned, mixed alignment, misaligned)	N/A
15. Based on the above information, should the Committee structure be reviewed by the full Town Council? (Yes/No)	N/A

Town of Paradise Town Council Committees Inventory & Assessment

Committee Profile	
Category	Response
Committee Name	Butte County Consolidated Oversight Board
Type	External - Standing Committee
Date Established	2012
Method of Establishment	N/A
Meeting Frequency & Location(s)	1x per year in January, County Board of Supervisors Chambers
Typical Meeting Length	2-3 hours
Sunset Date/Trigger	N/A
Town Budget Authority	N/A
Town Policy Authority	N/A
Representation Standard	Mayor
Active Primary Representative(s)	Steve Crowder
Active Alternate Representative	N/A
Staff Participants	None
External Participants	Health & Safety Code Designees pursuant to Section 34179(j) - various appointments across sectors
Committee Chair Responsibility	Rotating selection
Agenda Preparation Responsibility	County staff
Minutes Preparation Responsibility	County staff
Records Retention Responsibility	County staff
Purpose Statement (if available) or Committee Description and other important notes.	The Countywide Oversight Board has fiduciary responsibility to holders of enforceable obligations and the taxing entities that benefit from distributions of property tax and other revenues. (Oversight Board to the Successor Agency to the Redevelopment Agency.)

Internal Committee Structural Fit Review	
Question	Response
1. Does the Committee's function match its designated type (External/Standing/Ad Hoc/Liaison)? (Yes/Partially/No)	N/A
2. Does the Committee have continuing subject matter jurisdiction? (Yes/No)	N/A
3. Does the Committee have a fixed schedule by formal action? (Yes/No)	N/A
4. Does the original need for the Committee still exist? (Yes/No)	N/A
5. Does the Committee overlap with another Committee or Body? (Yes/No)	N/A
6. Are there tangible outputs of the Committee within the last 12 months? (Many, some, low)	N/A
7. Are there forecasted outputs of the Committee within the next 12 months? (Many, some, low)	N/A
8. What are the estimated staff hours per month dedicated to this Committee? (less than 5, 5-15, 15-30 or 30+)	N/A
9. What is the level of time intensity for Council representatives? (High, medium, low)	N/A
10. Which of the following best describes the Committee's primary function? (Information sharing, oversight/monitoring, policy exploration, external representation, mixed)	N/A
11. Does the Committee routinely discuss matters that would otherwise require full Council policy direction or action? (Yes/No)	N/A
12. Is the Committee providing regular and documented updates to the full Town Council? (Yes/No)	N/A
13. Has the sunset or trigger date for Committee conclusion been reviewed within the last two years? (Yes/No)	N/A
14. What is the overall structural alignment assessment? (Well aligned, mixed alignment, misaligned)	N/A
15. Based on the above information, should the Committee structure be reviewed by the full Town Council? (Yes/No)	N/A

Town of Paradise Town Council Committees Inventory & Assessment

Committee Profile	
Category	Response
Committee Name	Butte County Waste Management Local Task Force
Type	External - Standing Committee
Date Established	N/A
Method of Establishment	N/A
Meeting Frequency & Location(s)	2x per year upon notification
Typical Meeting Length	1 hour
Sunset Date/Trigger	N/A
Town Budget Authority	N/A
Town Policy Authority	N/A
Representation Standard	2 Councilmembers
Active Primary Representative(s)	Greg Bolin, Steve Culleton
Active Alternate Representative	N/A
Staff Participants	CDD Director - Planning & Wastewater
External Participants	Local haulers and staff representation from County jurisdictions
Committee Chair Responsibility	Butte County NRRWF Staff
Agenda Preparation Responsibility	None prepared
Minutes Preparation Responsibility	None prepared
Records Retention Responsibility	Butte County staff
Purpose Statement (if available) or Committee Description and other important notes.	The Local Task Force is a mandated committee formed by the Board of Supervisors; develops goals, policies & procedures which are consistent with guidelines & regulations adopted by the CA Integrated Waste Management Act relating to coordinated & cost-effective regional waste management issues/solutions.

Internal Committee Structural Fit Review	
Question	Response
1. Does the Committee's function match its designated type (External/Standing/Ad Hoc/Liaison)? (Yes/Partially/No)	N/A
2. Does the Committee have continuing subject matter jurisdiction? (Yes/No)	N/A
3. Does the Committee have a fixed schedule by formal action? (Yes/No)	N/A
4. Does the original need for the Committee still exist? (Yes/No)	N/A
5. Does the Committee overlap with another Committee or Body? (Yes/No)	N/A
6. Are there tangible outputs of the Committee within the last 12 months? (Many, some, low)	N/A
7. Are there forecasted outputs of the Committee within the next 12 months? (Many, some, low)	N/A
8. What are the estimated staff hours per month dedicated to this Committee? (less than 5, 5-15, 15-30 or 30+)	N/A
9. What is the level of time intensity for Council representatives? (High, medium, low)	N/A
10. Which of the following best describes the Committee's primary function? (Information sharing, oversight/monitoring, policy exploration, external representation, mixed)	N/A
11. Does the Committee routinely discuss matters that would otherwise require full Council policy direction or action? (Yes/No)	N/A
12. Is the Committee providing regular and documented updates to the full Town Council? (Yes/No)	N/A
13. Has the sunset or trigger date for Committee conclusion been reviewed within the last two years? (Yes/No)	N/A
14. What is the overall structural alignment assessment? (Well aligned, mixed alignment, misaligned)	N/A
15. Based on the above information, should the Committee structure be reviewed by the full Town Council? (Yes/No)	N/A

Town of Paradise Town Council Committees Inventory & Assessment

Committee Profile	
Category	Response
Committee Name	TOP-PID Liaison Committee
Type	Liaison - Standing Committee
Date Established	1979
Method of Establishment	Unknown
Meeting Frequency & Location(s)	Quarterly
Typical Meeting Length	1 hour
Sunset Date/Trigger	None identified
Town Budget Authority	None
Town Policy Authority	None
Representation Standard	2 Councilmembers
Active Primary Representative(s)	Greg Bolin, Ron Lassonde
Active Alternate Representative	N/A
Staff Participants	Town Manager, Public Works Director/Town Engineer
External Participants	PID Board Members & Staff
Committee Chair Responsibility	Hosting entity administrator (Town Manager or District Manager)
Agenda Preparation Responsibility	Town Clerk
Minutes Preparation Responsibility	Town Clerk
Records Retention Responsibility	Town Clerk
Purpose Statement (if available) or Committee Description and other important notes.	Discuss issues of common concern

Internal Committee Structural Fit Review	
Question	Response
1. Does the Committee's function match its designated type (External/Standing/Ad Hoc/Liaison)? (Yes/Partially/No)	Yes
2. Does the Committee have continuing subject matter jurisdiction? (Yes/No)	Yes
3. Does the Committee have a fixed schedule by formal action? (Yes/No)	Yes
4. Does the original need for the Committee still exist? (Yes/No)	Yes
5. Does the Committee overlap with another Committee or Body? (Yes/No)	No
6. Are there tangible outputs of the Committee within the last 12 months? (Many, some, low)	No
7. Are there forecasted outputs of the Committee within the next 12 months? (Many, some, low)	No
8. What are the estimated staff hours per month dedicated to this Committee? (less than 5, 5-15, 15-30 or 30+)	Less than 5
9. What is the level of time intensity for Council representatives? (High, medium, low)	Low
10. Which of the following best describes the Committee's primary function? (Information sharing, oversight/monitoring, policy exploration, external representation, mixed)	Information Sharing
11. Does the Committee routinely discuss matters that would otherwise require full Council policy direction or action? (Yes/No)	No
12. Is the Committee providing regular and documented updates to the full Town Council? (Yes/No)	No
13. Has the sunset or trigger date for Committee conclusion been reviewed within the last two years? (Yes/No)	No
14. What is the overall structural alignment assessment? (Well aligned, mixed alignment, misaligned)	Well aligned
15. Based on the above information, should the Committee structure be reviewed by the full Town Council? (Yes/No)	No

Town of Paradise Town Council Committees Inventory & Assessment

Committee Profile	
Category	Response
Committee Name	TOP-PUSD Liaison Committee
Type	Liaison - Standing Committee
Date Established	January 14, 2025
Method of Establishment	Minute order
Meeting Frequency & Location(s)	Quarterly
Typical Meeting Length	1 hour
Sunset Date/Trigger	None identified
Town Budget Authority	None
Town Policy Authority	None
Representation Standard	2 Councilmembers
Active Primary Representative(s)	Greg Bolin, Heidi Lange
Active Alternate Representative	N/A
Staff Participants	Town Manager, Recovery & Economic Development Director, Public Works Director/Town Engineer
External Participants	PUSD Board Members & Staff
Committee Chair Responsibility	Hosting entity administrator (Town Manager or District Manager)
Agenda Preparation Responsibility	Town Clerk
Minutes Preparation Responsibility	Town Clerk
Records Retention Responsibility	Town Clerk
Purpose Statement (if available) or Committee Description and other important notes.	Discuss issues of common concern

Internal Committee Structural Fit Review	
Question	Response
1. Does the Committee's function match its designated type (External/Standing/Ad Hoc/Liaison)? (Yes/Partially/No)	Yes
2. Does the Committee have continuing subject matter jurisdiction? (Yes/No)	Yes
3. Does the Committee have a fixed schedule by formal action? (Yes/No)	Yes
4. Does the original need for the Committee still exist? (Yes/No)	Yes
5. Does the Committee overlap with another Committee or Body? (Yes/No)	No
6. Are there tangible outputs of the Committee within the last 12 months? (Many, some, low)	No
7. Are there forecasted outputs of the Committee within the next 12 months? (Many, some, low)	No
8. What are the estimated staff hours per month dedicated to this Committee? (less than 5, 5-15, 15-30 or 30+)	Less than 5
9. What is the level of time intensity for Council representatives? (High, medium, low)	Low
10. Which of the following best describes the Committee's primary function? (Information sharing, oversight/monitoring, policy exploration, external representation, mixed)	Information Sharing
11. Does the Committee routinely discuss matters that would otherwise require full Council policy direction or action? (Yes/No)	No
12. Is the Committee providing regular and documented updates to the full Town Council? (Yes/No)	No
13. Has the sunset or trigger date for Committee conclusion been reviewed within the last two years? (Yes/No)	No
14. What is the overall structural alignment assessment? (Well aligned, mixed alignment, misaligned)	Well aligned
15. Based on the above information, should the Committee structure be reviewed by the full Town Council? (Yes/No)	No

Town of Paradise Town Council Committees Inventory & Assessment

Committee Profile	
Category	Response
Committee Name	TOP-PRPD Liaison Committee
Type	Liaison - Standing Committee
Date Established	Prior to 2000
Method of Establishment	Unknown
Meeting Frequency & Location(s)	Quarterly
Typical Meeting Length	1 hour
Sunset Date/Trigger	None identified
Town Budget Authority	None
Town Policy Authority	None
Representation Standard	2 Councilmembers
Active Primary Representative(s)	Steve Crowder, Steve Culleton
Active Alternate Representative	N/A
Staff Participants	Town Manager, Public Works Director/Town Engineer
External Participants	PRPD Board Members & Staff
Committee Chair Responsibility	Hosting entity administrator (Town Manager or District Manager)
Agenda Preparation Responsibility	Town Clerk
Minutes Preparation Responsibility	Town Clerk
Records Retention Responsibility	Town Clerk
Purpose Statement (if available) or Committee Description and other important notes.	Discuss issues of common concern

Internal Committee Structural Fit Review	
Question	Response
1. Does the Committee's function match its designated type (External/Standing/Ad Hoc/Liaison)? (Yes/Partially/No)	Yes
2. Does the Committee have continuing subject matter jurisdiction? (Yes/No)	Yes
3. Does the Committee have a fixed schedule by formal action? (Yes/No)	Yes
4. Does the original need for the Committee still exist? (Yes/No)	Yes
5. Does the Committee overlap with another Committee or Body? (Yes/No)	No
6. Are there tangible outputs of the Committee within the last 12 months? (Many, some, low)	No
7. Are there forecasted outputs of the Committee within the next 12 months? (Many, some, low)	No
8. What are the estimated staff hours per month dedicated to this Committee? (less than 5, 5-15, 15-30 or 30+)	Less than 5
9. What is the level of time intensity for Council representatives? (High, medium, low)	Low
10. Which of the following best describes the Committee's primary function? (Information sharing, oversight/monitoring, policy exploration, external representation, mixed)	Information Sharing
11. Does the Committee routinely discuss matters that would otherwise require full Council policy direction or action? (Yes/No)	No
12. Is the Committee providing regular and documented updates to the full Town Council? (Yes/No)	No
13. Has the sunset or trigger date for Committee conclusion been reviewed within the last two years? (Yes/No)	No
14. What is the overall structural alignment assessment? (Well aligned, mixed alignment, misaligned)	Well aligned
15. Based on the above information, should the Committee structure be reviewed by the full Town Council? (Yes/No)	No

Town of Paradise Town Council Committees Inventory & Assessment

Committee Profile	
Category	Response
Committee Name	Building Stakeholder Committee
Type	Internal - Ad Hoc Committee
Date Established	August 12, 2025
Method of Establishment	Minute order
Meeting Frequency & Location(s)	Unknown
Typical Meeting Length	Unknown
Sunset Date/Trigger	None identified
Town Budget Authority	None
Town Policy Authority	None
Representation Standard	2 Councilmembers
Active Primary Representative(s)	Steve Crowder, Heidi Lange
Active Alternate Representative	N/A
Staff Participants	Town Manager, Assistant Town Manager, CDD Director - Building & Code Enforcement
External Participants	To be determined
Committee Chair Responsibility	None identified
Agenda Preparation Responsibility	Unknown
Minutes Preparation Responsibility	Unknown
Records Retention Responsibility	Town staff
Purpose Statement (if available) or Committee Description and other important notes.	Original formation language was to enhance the Building Department's inspection practices for review and discussion at the October (2025) Town Council meeting. The Committee has not met yet nor other stakeholders been identified. Recommend adaptation to provide oversight and engagement within the Building Division Corrective Action Plan.

Internal Committee Structural Fit Review	
Question	Response
1. Does the Committee's function match its designated type (External/Standing/Ad Hoc/Liaison)? (Yes/Partially/No)	Yes
2. Does the Committee have continuing subject matter jurisdiction? (Yes/No)	Yes
3. Does the Committee have a fixed schedule by formal action? (Yes/No)	No
4. Does the original need for the Committee still exist? (Yes/No)	Yes
5. Does the Committee overlap with another Committee or Body? (Yes/No)	No
6. Are there tangible outputs of the Committee within the last 12 months? (Many, some, low)	N/A
7. Are there forecasted outputs of the Committee within the next 12 months? (Many, some, low)	Many
8. What are the estimated staff hours per month dedicated to this Committee? (less than 5, 5-15, 15-30 or 30+)	5-15
9. What is the level of time intensity for Council representatives? (High, medium, low)	Low
10. Which of the following best describes the Committee's primary function? (Information sharing, oversight/monitoring, policy exploration, external representation, mixed)	Mixed
11. Does the Committee routinely discuss matters that would otherwise require full Council policy direction or action? (Yes/No)	N/A
12. Is the Committee providing regular and documented updates to the full Town Council? (Yes/No)	N/A
13. Has the sunset or trigger date for Committee conclusion been reviewed within the last two years? (Yes/No)	No
14. What is the overall structural alignment assessment? (Well aligned, mixed alignment, misaligned)	N/A
15. Based on the above information, should the Committee structure be reviewed by the full Town Council? (Yes/No)	Yes

Town of Paradise Town Council Committees Inventory & Assessment

Committee Profile	
Category	Response
Committee Name	Downtown Phase 3 Working Group
Type	Internal - Ad Hoc Committee
Date Established	June 10, 2025
Method of Establishment	Minute order
Meeting Frequency & Location(s)	3x per year, Town Hall
Typical Meeting Length	1-2 hours
Sunset Date/Trigger	None identified
Town Budget Authority	None
Town Policy Authority	None
Representation Standard	2 Councilmembers
Active Primary Representative(s)	Ron Lassonde, Heidi Lange
Active Alternate Representative	N/A
Staff Participants	Town Manager, Recovery & Economic Development Director, CDD Director - Planning & Wastewater
External Participants	Paradise Chamber of Commerce, PATCH, Rebuild Paradise Foundation, Realtor, Consultant staff
Committee Chair Responsibility	None identified
Agenda Preparation Responsibility	No Agendas/Minutes are prepared
Minutes Preparation Responsibility	No Agendas/Minutes are prepared
Records Retention Responsibility	Various records are retained by staff for implementation actions/normal course of work
Purpose Statement (if available) or Committee Description and other important notes.	Present a strategic plan to council which will include 1-, 3-, and 5-year measurable steps and a menu of potential actions

Internal Committee Structural Fit Review	
Question	Response
1. Does the Committee's function match its designated type (External/Standing/Ad Hoc/Liaison)? (Yes/Partially/No)	Yes
2. Does the Committee have continuing subject matter jurisdiction? (Yes/No)	Yes
3. Does the Committee have a fixed schedule by formal action? (Yes/No)	No
4. Does the original need for the Committee still exist? (Yes/No)	Yes
5. Does the Committee overlap with another Committee or Body? (Yes/No)	Yes
6. Are there tangible outputs of the Committee within the last 12 months? (Many, some, low)	Some
7. Are there forecasted outputs of the Committee within the next 12 months? (Many, some, low)	Some
8. What are the estimated staff hours per month dedicated to this Committee? (less than 5, 5-15, 15-30 or 30+)	Less than 5
9. What is the level of time intensity for Council representatives? (High, medium, low)	Low
10. Which of the following best describes the Committee's primary function? (Information sharing, oversight/monitoring, policy exploration, external representation, mixed)	Mixed
11. Does the Committee routinely discuss matters that would otherwise require full Council policy direction or action? (Yes/No)	Yes
12. Is the Committee providing regular and documented updates to the full Town Council? (Yes/No)	No
13. Has the sunset or trigger date for Committee conclusion been reviewed within the last two years? (Yes/No)	Yes
14. What is the overall structural alignment assessment? (Well aligned, mixed alignment, misaligned)	Well aligned
15. Based on the above information, should the Committee structure be reviewed by the full Town Council? (Yes/No)	Yes

Town of Paradise Town Council Committees Inventory & Assessment

Committee Profile	
Category	Response
Committee Name	Economic Development Committee
Type	Internal - Ad Hoc Committee
Date Established	January 13, 2026
Method of Establishment	Minute order
Meeting Frequency & Location(s)	Unknown, Town Hall
Typical Meeting Length	Unknown
Sunset Date/Trigger	None identified
Town Budget Authority	None
Town Policy Authority	None
Representation Standard	2 Councilmembers
Active Primary Representative(s)	Steve Crowder, Heidi Lange
Active Alternate Representative	N/A
Staff Participants	Town Manager, Recovery & Economic Development Director
External Participants	Paradise Chamber of Commerce, PATCH, Business Owners, Realtors
Committee Chair Responsibility	None identified
Agenda Preparation Responsibility	No Agendas/Minutes are prepared
Minutes Preparation Responsibility	No Agendas/Minutes are prepared
Records Retention Responsibility	Various records are retained by staff for implementation actions/normal course of work
Purpose Statement (if available) or Committee Description and other important notes.	N/A. Recently formed, has not met yet.

Internal Committee Structural Fit Review	
Question	Response
1. Does the Committee's function match its designated type (External/Standing/Ad Hoc/Liaison)? (Yes/Partially/No)	Yes
2. Does the Committee have continuing subject matter jurisdiction? (Yes/No)	Yes
3. Does the Committee have a fixed schedule by formal action? (Yes/No)	No
4. Does the original need for the Committee still exist? (Yes/No)	Yes
5. Does the Committee overlap with another Committee or Body? (Yes/No)	Yes
6. Are there tangible outputs of the Committee within the last 12 months? (Many, some, low)	N/A
7. Are there forecasted outputs of the Committee within the next 12 months? (Many, some, low)	N/A
8. What are the estimated staff hours per month dedicated to this Committee? (less than 5, 5-15, 15-30 or 30+)	N/A
9. What is the level of time intensity for Council representatives? (High, medium, low)	N/A
10. Which of the following best describes the Committee's primary function? (Information sharing, oversight/monitoring, policy exploration, external representation, mixed)	Mixed
11. Does the Committee routinely discuss matters that would otherwise require full Council policy direction or action? (Yes/No)	Yes
12. Is the Committee providing regular and documented updates to the full Town Council? (Yes/No)	N/A
13. Has the sunset or trigger date for Committee conclusion been reviewed within the last two years? (Yes/No)	No
14. What is the overall structural alignment assessment? (Well aligned, mixed alignment, misaligned)	Mixed
15. Based on the above information, should the Committee structure be reviewed by the full Town Council? (Yes/No)	Yes

Town of Paradise Town Council Committees Inventory & Assessment

Committee Profile	
Category	Response
Committee Name	Healthcare Committee
Type	Internal - Ad Hoc Committee
Date Established	December 13, 2022
Method of Establishment	Minute order
Meeting Frequency & Location(s)	3-4x per year, Town Hall
Typical Meeting Length	1 hour
Sunset Date/Trigger	None identified
Town Budget Authority	None
Town Policy Authority	None
Representation Standard	2 Councilmembers
Active Primary Representative(s)	Steve Crowder, Ron Lassonde
Active Alternate Representative	N/A
Staff Participants	Town Manager, Recovery & Economic Development Director
External Participants	None
Committee Chair Responsibility	None identified
Agenda Preparation Responsibility	No Agendas/Minutes are prepared
Minutes Preparation Responsibility	No Agendas/Minutes are prepared
Records Retention Responsibility	Various records are retained by staff for implementation actions/normal course of work
Purpose Statement (if available) or Committee Description and other important notes.	The Healthcare Committee was established to return Emergency Services and other Health Care facilities to Paradise. The committee reports to and receives direction from the Council.

Internal Committee Structural Fit Review	
Question	Response
1. Does the Committee's function match its designated type (External/Standing/Ad Hoc/Liaison)? (Yes/Partially/No)	Yes
2. Does the Committee have continuing subject matter jurisdiction? (Yes/No)	Yes
3. Does the Committee have a fixed schedule by formal action? (Yes/No)	No
4. Does the original need for the Committee still exist? (Yes/No)	Yes
5. Does the Committee overlap with another Committee or Body? (Yes/No)	No
6. Are there tangible outputs of the Committee within the last 12 months? (Many, some, low)	Some
7. Are there forecasted outputs of the Committee within the next 12 months? (Many, some, low)	Some
8. What are the estimated staff hours per month dedicated to this Committee? (less than 5, 5-15, 15-30 or 30+)	Less than 5
9. What is the level of time intensity for Council representatives? (High, medium, low)	Low
10. Which of the following best describes the Committee's primary function? (Information sharing, oversight/monitoring, policy exploration, external representation, mixed)	Policy Exploration
11. Does the Committee routinely discuss matters that would otherwise require full Council policy direction or action? (Yes/No)	No
12. Is the Committee providing regular and documented updates to the full Town Council? (Yes/No)	No
13. Has the sunset or trigger date for Committee conclusion been reviewed within the last two years? (Yes/No)	No
14. What is the overall structural alignment assessment? (Well aligned, mixed alignment, misaligned)	Mixed Alignment
15. Based on the above information, should the Committee structure be reviewed by the full Town Council? (Yes/No)	Yes

Town of Paradise Town Council Committees Inventory & Assessment

Committee Profile	
Category	Response
Committee Name	Facilities Committee
Type	Internal - Ad Hoc Committee
Date Established	February 11, 2025
Method of Establishment	Minute order
Meeting Frequency & Location(s)	As needed, Town Hall
Typical Meeting Length	1 hour
Sunset Date/Trigger	None identified
Town Budget Authority	None
Town Policy Authority	None
Representation Standard	2 Councilmembers
Active Primary Representative(s)	Greg Bolin, Steve Culleton
Active Alternate Representative	N/A
Staff Participants	Town Manager, Public Works Director/Town Engineer, other staff as directed
External Participants	None
Committee Chair Responsibility	Public Works Director/Town Engineer
Agenda Preparation Responsibility	No Agendas/Minutes are prepared
Minutes Preparation Responsibility	No Agendas/Minutes are prepared
Records Retention Responsibility	Various records are retained by staff for implementation actions/normal course of work
Purpose Statement (if available) or Committee Description and other important notes.	Review and advise on next steps relating to the Town of Paradise's overall facilities as well as facilities replacement needs resulting from the 2018 Camp Fire.

Internal Committee Structural Fit Review	
Question	Response
1. Does the Committee's function match its designated type (External/Standing/Ad Hoc/Liaison)? (Yes/Partially/No)	Yes
2. Does the Committee have continuing subject matter jurisdiction? (Yes/No)	Yes
3. Does the Committee have a fixed schedule by formal action? (Yes/No)	No
4. Does the original need for the Committee still exist? (Yes/No)	Yes
5. Does the Committee overlap with another Committee or Body? (Yes/No)	No
6. Are there tangible outputs of the Committee within the last 12 months? (Many, some, low)	Low
7. Are there forecasted outputs of the Committee within the next 12 months? (Many, some, low)	Some
8. What are the estimated staff hours per month dedicated to this Committee? (less than 5, 5-15, 15-30 or 30+)	Less than 5
9. What is the level of time intensity for Council representatives? (High, medium, low)	Medium
10. Which of the following best describes the Committee's primary function? (Information sharing, oversight/monitoring, policy exploration, external representation, mixed)	Mixed
11. Does the Committee routinely discuss matters that would otherwise require full Council policy direction or action? (Yes/No)	Yes
12. Is the Committee providing regular and documented updates to the full Town Council? (Yes/No)	No
13. Has the sunset or trigger date for Committee conclusion been reviewed within the last two years? (Yes/No)	No
14. What is the overall structural alignment assessment? (Well aligned, mixed alignment, misaligned)	Mixed alignment
15. Based on the above information, should the Committee structure be reviewed by the full Town Council? (Yes/No)	Yes

Town of Paradise Town Council Committees Inventory & Assessment

Committee Profile	
Category	Response
Committee Name	Finance Committee
Type	Internal
Date Established	2001
Method of Establishment	Ordinance
Meeting Frequency & Location(s)	Quarterly
Typical Meeting Length	1 hour
Sunset Date/Trigger	None identified
Town Budget Authority	None
Town Policy Authority	None
Representation Standard	Mayor & Vice Mayor
Active Primary Representative(s)	Steve Crowder, Steve Culleton
Active Alternate Representative	N/A
Staff Participants	Town Manager, Assistant Town Manager, Finance Director
External Participants	None
Committee Chair Responsibility	Town Manager
Agenda Preparation Responsibility	No Agendas/Minutes are prepared
Minutes Preparation Responsibility	No Agendas/Minutes are prepared
Records Retention Responsibility	Various records are retained by staff for implementation actions/normal course of work
Purpose Statement (if available) or Committee Description and other important notes.	Established by Paradise Municipal Code Section 2.16.030, the finance and investment committee shall provide oversight of the town's financial, public financing and investment activities and ensure that all such activities are in accordance with all applicable state and local laws, regulations and policies.

Internal Committee Structural Fit Review	
Question	Response
1. Does the Committee's function match its designated type (External/Standing/Ad Hoc/Liaison)? (Yes/Partially/No)	Yes
2. Does the Committee have continuing subject matter jurisdiction? (Yes/No)	Yes
3. Does the Committee have a fixed schedule by formal action? (Yes/No)	No
4. Does the original need for the Committee still exist? (Yes/No)	Yes
5. Does the Committee overlap with another Committee or Body? (Yes/No)	No
6. Are there tangible outputs of the Committee within the last 12 months? (Many, some, low)	Some
7. Are there forecasted outputs of the Committee within the next 12 months? (Many, some, low)	Some
8. What are the estimated staff hours per month dedicated to this Committee? (less than 5, 5-15, 15-30 or 30+)	Less than 5
9. What is the level of time intensity for Council representatives? (High, medium, low)	Medium
10. Which of the following best describes the Committee's primary function? (Information sharing, oversight/monitoring, policy exploration, external representation, mixed)	Mixed
11. Does the Committee routinely discuss matters that would otherwise require full Council policy direction or action? (Yes/No)	Yes
12. Is the Committee providing regular and documented updates to the full Town Council? (Yes/No)	No
13. Has the sunset or trigger date for Committee conclusion been reviewed within the last two years? (Yes/No)	No
14. What is the overall structural alignment assessment? (Well aligned, mixed alignment, misaligned)	Mixed alignment
15. Based on the above information, should the Committee structure be reviewed by the full Town Council? (Yes/No)	Yes

Town of Paradise Town Council Committees Inventory & Assessment

Committee Profile	
Category	Response
Committee Name	Insurance Advocacy Committee
Type	Internal - Ad Hoc Committee
Date Established	October 14, 2025
Method of Establishment	Minute Order
Meeting Frequency & Location(s)	Unknown, Town Hall
Typical Meeting Length	1 hour
Sunset Date/Trigger	None identified
Town Budget Authority	None
Town Policy Authority	None
Representation Standard	2 Councilmembers
Active Primary Representative(s)	Greg Bolin, Heidi Lange
Active Alternate Representative	N/A
Staff Participants	Town Manager, Recovery & Economic Development Director
External Participants	Paradise Chamber of Commerce, Insurance Professionals, Realtors, Community Groups, Member at Large
Committee Chair Responsibility	None identified
Agenda Preparation Responsibility	No Agendas/Minutes are prepared
Minutes Preparation Responsibility	No Agendas/Minutes are prepared
Records Retention Responsibility	Various records are retained by staff for implementation actions/normal course of work
Purpose Statement (if available) or Committee Description and other important notes.	To bring together industry experts, community partners, and local stakeholders to identify and implement practical steps our community can take to become more insurable; and, actively engage with insurance providers to explore solutions that make homeowners insurance more accessible and affordable for residents.

Internal Committee Structural Fit Review	
Question	Response
1. Does the Committee's function match its designated type (External/Standing/Ad Hoc/Liaison)? (Yes/Partially/No)	Yes
2. Does the Committee have continuing subject matter jurisdiction? (Yes/No)	Yes
3. Does the Committee have a fixed schedule by formal action? (Yes/No)	No
4. Does the original need for the Committee still exist? (Yes/No)	Yes
5. Does the Committee overlap with another Committee or Body? (Yes/No)	Yes
6. Are there tangible outputs of the Committee within the last 12 months? (Many, some, low)	Low
7. Are there forecasted outputs of the Committee within the next 12 months? (Many, some, low)	Low
8. What are the estimated staff hours per month dedicated to this Committee? (less than 5, 5-15, 15-30 or 30+)	Less than 5
9. What is the level of time intensity for Council representatives? (High, medium, low)	Low
10. Which of the following best describes the Committee's primary function? (Information sharing, oversight/monitoring, policy exploration, external representation, mixed)	Policy Exploration
11. Does the Committee routinely discuss matters that would otherwise require full Council policy direction or action? (Yes/No)	Yes
12. Is the Committee providing regular and documented updates to the full Town Council? (Yes/No)	No
13. Has the sunset or trigger date for Committee conclusion been reviewed within the last two years? (Yes/No)	No
14. What is the overall structural alignment assessment? (Well aligned, mixed alignment, misaligned)	Well aligned
15. Based on the above information, should the Committee structure be reviewed by the full Town Council? (Yes/No)	Yes

Town of Paradise Town Council Committees Inventory & Assessment

Committee Profile	
Category	Response
Committee Name	Legislative Committee
Type	Internal - Ad Hoc Committee
Date Established	February 14, 2023
Method of Establishment	Minute order
Meeting Frequency & Location(s)	3-4x per year, Town Hall
Typical Meeting Length	1 hour
Sunset Date/Trigger	None identified
Town Budget Authority	None
Town Policy Authority	None
Representation Standard	Mayor & Vice Mayor
Active Primary Representative(s)	Steve Crowder, Steve Culleton
Active Alternate Representative	N/A
Staff Participants	Town Manager, Recovery & Economic Development Director
External Participants	None
Committee Chair Responsibility	Recovery & Economic Development Director
Agenda Preparation Responsibility	No Agendas/Minutes are prepared
Minutes Preparation Responsibility	No Agendas/Minutes are prepared
Records Retention Responsibility	Various records are retained by staff for implementation actions/normal course of work
Purpose Statement (if available) or Committee Description and other important notes.	To track state and federal legislation and administrative regulation that have an impact on the Town. The Committee is tasked with representing the Town before legislative and regulatory bodies to work with elected and appointed officials to make recommendations on legislative advocacy issues that benefit the Town and its residents. Committee members regularly report to the Council regarding state and federal legislation that may impact the Town and seek direction from the Town Council as to what position they should take when interacting with elected and appointed officials.

Internal Committee Structural Fit Review	
Question	Response
1. Does the Committee's function match its designated type (External/Standing/Ad Hoc/Liaison)? (Yes/Partially/No)	Yes
2. Does the Committee have continuing subject matter jurisdiction? (Yes/No)	Yes
3. Does the Committee have a fixed schedule by formal action? (Yes/No)	No
4. Does the original need for the Committee still exist? (Yes/No)	Yes
5. Does the Committee overlap with another Committee or Body? (Yes/No)	No
6. Are there tangible outputs of the Committee within the last 12 months? (Many, some, low)	Some
7. Are there forecasted outputs of the Committee within the next 12 months? (Many, some, low)	Some
8. What are the estimated staff hours per month dedicated to this Committee? (less than 5, 5-15, 15-30 or 30+)	less than 5
9. What is the level of time intensity for Council representatives? (High, medium, low)	Low
10. Which of the following best describes the Committee's primary function? (Information sharing, oversight/monitoring, policy exploration, external representation, mixed)	External Representation
11. Does the Committee routinely discuss matters that would otherwise require full Council policy direction or action? (Yes/No)	Yes
12. Is the Committee providing regular and documented updates to the full Town Council? (Yes/No)	No
13. Has the sunset or trigger date for Committee conclusion been reviewed within the last two years? (Yes/No)	No
14. What is the overall structural alignment assessment? (Well aligned, mixed alignment, misaligned)	Mixed aligned
15. Based on the above information, should the Committee structure be reviewed by the full Town Council? (Yes/No)	Yes

Town of Paradise Town Council Committees Inventory & Assessment

Committee Profile	
Category	Response
Committee Name	Onsite Ad Hoc Committee
Type	Internal - Ad Hoc Committee
Date Established	September 3, 2008
Method of Establishment	Minute order
Meeting Frequency & Location(s)	As needed
Typical Meeting Length	Unknown
Sunset Date/Trigger	None identified
Town Budget Authority	None
Town Policy Authority	None
Representation Standard	2 Councilmembers
Active Primary Representative(s)	Greg Bolin, Steve Crowder
Active Alternate Representative	N/A
Staff Participants	CDD Director - Planning & Wastewater
External Participants	None
Committee Chair Responsibility	None identified
Agenda Preparation Responsibility	No Agendas/Minutes are prepared
Minutes Preparation Responsibility	No Agendas/Minutes are prepared
Records Retention Responsibility	Various records are retained by staff for implementation actions/normal course of work
Purpose Statement (if available) or Committee Description and other important notes.	Meets as needed to keep Council representatives informed of issues & long-term effects of proposed changes to the Manual for Onsite Treatment of Wastewater (Onsite Manual). Staff is unaware of last meeting held by this Committee and could be formally disbanded.

Internal Committee Structural Fit Review	
Question	Response
1. Does the Committee's function match its designated type (External/Standing/Ad Hoc/Liaison)? (Yes/Partially/No)	Yes
2. Does the Committee have continuing subject matter jurisdiction? (Yes/No)	Yes
3. Does the Committee have a fixed schedule by formal action? (Yes/No)	No
4. Does the original need for the Committee still exist? (Yes/No)	No
5. Does the Committee overlap with another Committee or Body? (Yes/No)	No
6. Are there tangible outputs of the Committee within the last 12 months? (Many, some, low)	Low
7. Are there forecasted outputs of the Committee within the next 12 months? (Many, some, low)	Low
8. What are the estimated staff hours per month dedicated to this Committee? (less than 5, 5-15, 15-30 or 30+)	Less than 5
9. What is the level of time intensity for Council representatives? (High, medium, low)	Low
10. Which of the following best describes the Committee's primary function? (Information sharing, oversight/monitoring, policy exploration, external representation, mixed)	No
11. Does the Committee routinely discuss matters that would otherwise require full Council policy direction or action? (Yes/No)	No
12. Is the Committee providing regular and documented updates to the full Town Council? (Yes/No)	No
13. Has the sunset or trigger date for Committee conclusion been reviewed within the last two years? (Yes/No)	No
14. What is the overall structural alignment assessment? (Well aligned, mixed alignment, misaligned)	Misaligned
15. Based on the above information, should the Committee structure be reviewed by the full Town Council? (Yes/No)	Yes

Town of Paradise Town Council Committees Inventory & Assessment

Committee Profile	
Category	Response
Committee Name	Paradise Solid Waste Committee
Type	Internal - Ad Hoc Committee
Date Established	Prior to 2005
Method of Establishment	Unknown
Meeting Frequency & Location(s)	As needed, second Tuesday of the Month
Typical Meeting Length	30 minutes
Sunset Date/Trigger	None identified
Town Budget Authority	None
Town Policy Authority	None
Representation Standard	2 Councilmembers
Active Primary Representative(s)	Greg Bolin, Steve Culleton
Active Alternate Representative	N/A
Staff Participants	Town Manager, CDD Director - Planning & Wastewater
External Participants	Northern Recycling & Waste Services staff
Committee Chair Responsibility	None identified
Agenda Preparation Responsibility	No Agendas/Minutes are prepared
Minutes Preparation Responsibility	No Agendas/Minutes are prepared
Records Retention Responsibility	Various records are retained by staff for implementation actions/normal course of work
Purpose Statement (if available) or Committee Description and other important notes.	Committee which meets irregularly based on need and current issues such as Franchise Agreements, terms and other solid waste items affecting Paradise residents. Meeting frequencies are expected to decline.

Internal Committee Structural Fit Review	
Question	Response
1. Does the Committee's function match its designated type (External/Standing/Ad Hoc/Liaison)? (Yes/Partially/No)	Yes
2. Does the Committee have continuing subject matter jurisdiction? (Yes/No)	Yes
3. Does the Committee have a fixed schedule by formal action? (Yes/No)	Yes
4. Does the original need for the Committee still exist? (Yes/No)	Yes
5. Does the Committee overlap with another Committee or Body? (Yes/No)	No
6. Are there tangible outputs of the Committee within the last 12 months? (Many, some, low)	Many
7. Are there forecasted outputs of the Committee within the next 12 months? (Many, some, low)	Low
8. What are the estimated staff hours per month dedicated to this Committee? (less than 5, 5-15, 15-30 or 30+)	Less than 5
9. What is the level of time intensity for Council representatives? (High, medium, low)	Low
10. Which of the following best describes the Committee's primary function? (Information sharing, oversight/monitoring, policy exploration, external representation, mixed)	Oversight/Monitoring
11. Does the Committee routinely discuss matters that would otherwise require full Council policy direction or action? (Yes/No)	No
12. Is the Committee providing regular and documented updates to the full Town Council? (Yes/No)	Yes
13. Has the sunset or trigger date for Committee conclusion been reviewed within the last two years? (Yes/No)	No
14. What is the overall structural alignment assessment? (Well aligned, mixed alignment, misaligned)	Well aligned
15. Based on the above information, should the Committee structure be reviewed by the full Town Council? (Yes/No)	No

Town of Paradise Town Council Committees Inventory & Assessment

Committee Profile	
Category	Response
Committee Name	Paradise Sewer Project Ad Hoc Committee
Type	Internal - Ad Hoc Committee
Date Established	January 21, 2025
Method of Establishment	Minute Order
Meeting Frequency & Location(s)	Every 2 Weeks (Thursdays at 2pm at Town Hall)
Typical Meeting Length	45 minutes
Sunset Date/Trigger	None identified
Town Budget Authority	None
Town Policy Authority	None
Representation Standard	2 Councilmembers
Active Primary Representative(s)	Steve Crowder, Heidi Lange
Active Alternate Representative	N/A
Staff Participants	Town Manager, Public Works Director/Town Engineer, Project Manager
External Participants	PID Board Members, PID Staff, Consultants
Committee Chair Responsibility	None identified
Agenda Preparation Responsibility	Public Works Director/Town Engineer or designated staff
Minutes Preparation Responsibility	Public Works Director/Town Engineer or designated staff
Records Retention Responsibility	Public Works Director/Town Engineer or designated staff
Purpose Statement (if available) or Committee Description and other important notes.	To monitor progress of the Paradise Sewer Project, and increase project momentum while keeping the public apprised of project progress to deliver a fundable, permittable, scalable wastewater collection and treatment solution.

Internal Committee Structural Fit Review	
Question	Response
1. Does the Committee's function match its designated type (External/Standing/Ad Hoc/Liaison)? (Yes/Partially/No)	Yes
2. Does the Committee have continuing subject matter jurisdiction? (Yes/No)	Yes
3. Does the Committee have a fixed schedule by formal action? (Yes/No)	Yes
4. Does the original need for the Committee still exist? (Yes/No)	Yes
5. Does the Committee overlap with another Committee or Body? (Yes/No)	No
6. Are there tangible outputs of the Committee within the last 12 months? (Many, some, low)	Yes
7. Are there forecasted outputs of the Committee within the next 12 months? (Many, some, low)	Yes
8. What are the estimated staff hours per month dedicated to this Committee? (less than 5, 5-15, 15-30 or 30+)	5-15
9. What is the level of time intensity for Council representatives? (High, medium, low)	Medium
10. Which of the following best describes the Committee's primary function? (Information sharing, oversight/monitoring, policy exploration, external representation, mixed)	Mixed
11. Does the Committee routinely discuss matters that would otherwise require full Council policy direction or action? (Yes/No)	No
12. Is the Committee providing regular and documented updates to the full Town Council? (Yes/No)	Yes
13. Has the sunset or trigger date for Committee conclusion been reviewed within the last two years? (Yes/No)	No
14. What is the overall structural alignment assessment? (Well aligned, mixed alignment, misaligned)	Well aligned
15. Based on the above information, should the Committee structure be reviewed by the full Town Council? (Yes/No)	No



Town of Paradise
Council Agenda Summary
Date: March 10, 2026

Agenda Item: 6(b)

ORIGINATED BY: Melanie Elvis, Town Clerk
REVIEWED BY: Michael O'Brien, Interim Town Manager
SUBJECT: Consider Renaming Town Council Chambers
LONG TERM RECOVERY PLAN: No

COUNCIL ACTION REQUESTED:

1. Consider renaming Town Council Chambers to the "Doug LaMalfa Town Council Chambers"; or,
2. Provide alternate direction.

Background:

At the Town Council meeting of February 10 2026, Mayor Crowder brought forward a Council Initiated Item to rename the Town Council Chambers in honor of the late Congressman Doug LaMalfa to the "Doug LaMalfa Town Council Chambers". Mayor Crowder highlighted the advocacy work Congressman LaMalfa undertook in support of Paradise, particularly during the recovery efforts following the Camp Fire.

Financial Impact:

Minimal financial impact to include updating the sign outside of the Town Council Chambers, and any additional or alternative plaques or memorials as directed by Council.



Town of Paradise
Council Agenda Summary
Date: March 10, 2026

Agenda Item: 6(c)

ORIGINATED BY: Colette Curtis, Recovery and Economic Development Director
REVIEWED BY: Mike O'Brien, Interim Town Manager
SUBJECT: Federal Advocacy Platform Update
LONG TERM RECOVERY PLAN: Yes

COUNCIL ACTION REQUESTED:

1. Consider reviewing and approving the 2026 updated Federal Advocacy Platform. (ROLL CALL VOTE)

Background:

The Federal Advocacy Platform is utilized as a foundational document for Town Council and staff to support advocacy efforts at the national level. Every 2-3 years, Town Council approves a Federal Advocacy Platform which documents recovery successes, immediate needs, as well as long term needs and policy considerations. This document has been utilized by Council and staff in our legislative advocacy for funding and other policy needs during recovery from the 2018 Camp Fire.

Analysis:

The attached platform includes the achievements in recovery over the last several years, as well as the existing needs to address the barriers our community faces. If approved, this platform will serve as the foundation for advocacy efforts over the next two years.

Financial Impact:

This item has no impact to the general fund. The platform was drafted by Town staff and by the Ferguson Group through the Town's existing contract.

Attachments:

Updated Federal Advocacy Platform



TOWN OF PARADISE, CA

2026 FEDERAL PLATFORM AND PRIORITIES



On November 8, 2018, the Camp Fire left the Town of Paradise largely destroyed, forever changing the future of the community. The Town is focused on rebuilding the community into a safer, stronger, and more resilient Town. The federal government has been crucial to the Town's recovery thus far and will continue to play a key role as Paradise rebuilds for the future. The Town's 2026 Federal Platform and Priorities highlights the successes of the Town's partnership with the federal government and outlines how this partnership can be used to address the critical recovery needs that remain.



TOWN OF PARADISE



THE TOWN

- Incorporated on November 27, 1979
- Located in Butte County, CA
- Home of the longest running harvest festival in California



THE PEOPLE

- 11,000 residents (2025)
- 26,218 residents (pre-2018 Camp Fire)
- 4,600 Daytime Population



THE COMMUNITY

- 35% growth since the 2018 Camp Fire
- 350+ businesses
- Changing from retirement community to young families

Steve Crowder

Mayor

Steve “Woody” Culleton

Vice Mayor

Greg Bolin

Councilmember

Heidi Lange

Councilmember

Ron Lassonde

Councilmember

Mike O’Brien

Interim Town Manager

Paradise Town Hall
 5555 Skyway
 Paradise, CA 95969
 (530) 872-6291

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INFRASTRUCTURE NEEDS

SEWER SYSTEM

- ✓ Support appropriation of the initial \$2 million U.S. Army Corps of Engineers increment of work, advance full Corps participation to deliver subsequent project phases, and secure remaining construction funding necessary to expand the Sewer Service Area beyond Phase I.

The Paradise Sewer Project represents the most critical infrastructure need for the Town’s recovery, and securing the remaining construction funding is paramount to its success.

For more than 50 years, even prior to incorporation in 1979, the Paradise community has pursued a municipal wastewater solution. Reliance on individual septic systems has constrained economic development and housing growth, while degrading groundwater quality in areas with failing systems. The 2018 Camp Fire intensified these challenges, accelerating septic failures and compounding regulatory and financial barriers for residents and businesses seeking to rebuild.

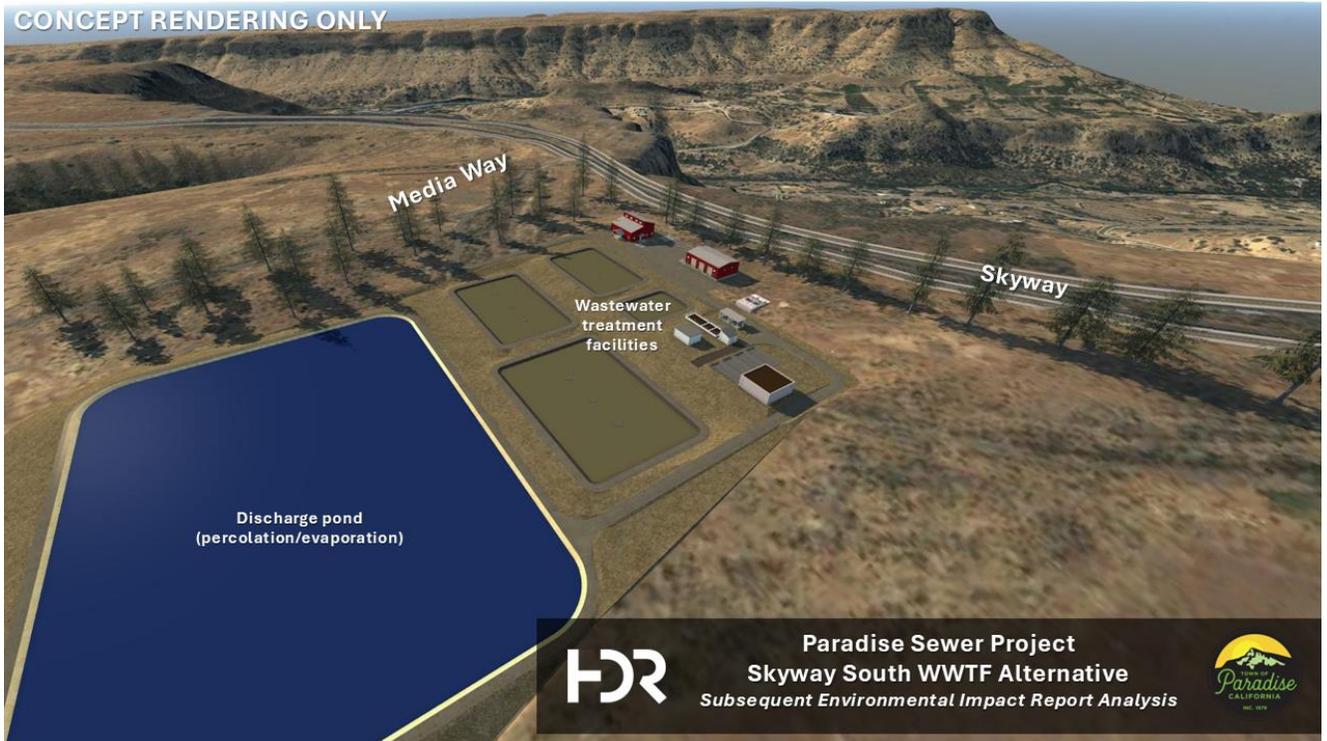
Today, septic system limitations remain one of the most significant structural impediments to Paradise’s recovery. Commercial parcels are generally small and concentrated within the Town’s core, where soil composition, high groundwater conditions, and limited parcel area restrict the feasibility of modern on-site systems. Existing businesses often operate at or near septic capacity, while prospective businesses and essential community services face cost-prohibitive upgrades. Higher-density and affordable housing developments — particularly multi-family housing — require centralized wastewater treatment capacity that individual septic systems cannot reasonably provide within available parcel sizes.

The Paradise Sewer Project addresses these long-standing limitations through three primary objectives:

- Provide long-term, reliable, and environmentally protective wastewater treatment in compliance with Regional Water Quality Control Board requirements.
- Eliminate septic-related constraints that inhibit economic reinvestment and the return of essential services.
- Enable development of affordable and workforce housing, particularly within the Town’s urban core and along major evacuation corridors.

In 2025, following coordination with the Central Valley Regional Water Quality Control Board, the Town Council adopted a revised project description consisting of a hybrid gravity/low-pressure collection system and a local wastewater treatment facility using aerated lagoons with treated effluent disposal via percolation and evaporation ponds. This revised approach improves cost efficiency, scalability, and long-term operational feasibility.

A Subsequent Program Environmental Impact Report (PEIR) is currently being prepared to reflect the updated project description and selected treatment site, with public release anticipated in late spring 2026. Engineering design of the collection system and treatment facility is advancing concurrently to maintain implementation momentum.



Funding Status and Federal Partnership

The Town has secured significant federal disaster recovery funding to advance Phase I of the project, including:

- \$30 million in CDBG-DR funding dedicated to design, and
- \$86.45 million in CDBG-DR funding allocated toward initial construction.

These funds support construction serving Downtown Paradise and key multi-family housing opportunity sites. However, the current allocation supports only a portion of the originally planned Sewer Service Area.

The Town is also pursuing approximately \$50 million in authorized funding through the U.S. Army Corps of Engineers, an effort championed by the late Congressman Doug LaMalfa. The Town is deeply grateful for his leadership and advocacy in advancing federal support for this project.

The Town is now actively coordinating with the Sacramento District of the U.S. Army Corps of Engineers on an initial \$2 million increment of work request to begin advancing federal participation in 2026. This increment requires support through the federal appropriations process in order to initiate Corps involvement and progress toward subsequent phases.

Completion of the full Sewer Service Area will:

- Remove septic-related constraints that limit business recovery and redevelopment;
- Provide infrastructure capacity necessary for higher-density affordable housing;
- Support coordinated land use planning along major evacuation routes; and
- Deliver generational improvements to groundwater protection and public health.

The Paradise Sewer Project is not solely an environmental infrastructure investment. It is the foundational component of the Town’s affordable housing strategy, economic revitalization, and long-term fiscal sustainability.

Federal Advocacy Priorities

The Town of Paradise respectfully requests continued federal partnership to:

- Support appropriation of the initial \$2 million U.S. Army Corps of Engineers increment of work;
- Advance full Corps participation to deliver subsequent project phases; and
- Secure remaining construction funding necessary to expand the Sewer Service Area beyond Phase I.

Paradise has demonstrated the capacity to administer and deliver complex federal infrastructure programs. Completion of the Paradise Sewer Project represents the final critical step in unlocking sustainable housing growth, economic reinvestment, and long-term community resilience.

EVACUATION INFRASTRUCTURE

- ✓ Seek additional funding opportunities for the improved resiliency of critical evacuation routes within Paradise as well as those arterial roads that provide access to and from the Town.

The Town of Paradise remains one of California’s most geographically constrained communities. Situated along a narrow ridge between two deep canyons, the Town has limited ingress and egress routes. The 2018 Camp Fire exposed the consequences of this constraint, with severe congestion and life-threatening evacuation delays along primary arterials including Skyway, Pentz Road, Clark Road, and Neal Road.

In response, the Town completed its 2022 Transportation Master Plan, identifying 48 evacuation-related projects designed to:

- Increase capacity on primary evacuation corridors
- Eliminate long dead-end road segments
- Construct new east-west connections
- Improve key intersections
- Expand multi-use pathways that function as emergency access routes
- Strengthen signal coordination and traffic control systems

These projects collectively represent more than \$625 million in identified need.

Progress Achieved

Since adoption of last year’s Federal Advocacy Platform, the Town has advanced several high-priority evacuation projects from planning into funded implementation.

Southeast Paradise Evacuation Route Project

The Southeast Paradise Evacuation Route Project represents a combined total project investment of approximately:

- Phase 1A (Edgewood to S. Libby): \$9.3 million
- Phase 2 (S. Libby to Clark / SR-191): \$61.0 million
- Total Project Investment: ~ \$70 million



CDBG-DR Infrastructure funding allocated toward these phases totals approximately \$35.5 million, with additional funding secured through federal PROTECT resources administered by Caltrans.

This project will:

- Construct a new east-west roadway between Edgewood Lane and Clark Road/State Route 191
- Relieve pressure on existing north-south corridors
- Provide alternative neighborhood evacuation options
- Increase outbound capacity during emergency events
- Improve overall circulation redundancy in southeast Paradise

The project is fully funded and advancing toward implementation.

Additional Funded Evacuation Corridor Improvements

The Town's adopted CDBG-DR Infrastructure Program portfolio includes the following major evacuation investments:

- Pentz Road Widening (Pearson to Skyway) - \$28.5 million
- Pentz Pathway Project Phase II (Pearson to Skyway) - \$25.0 million
- Skyway/Pentz Intersection Improvements - \$5.0 million
- Upper Skyway Widening (Bille to Wagstaff) - \$17.5 million

Collectively, these funded evacuation roadway and pathway projects represent well over \$225 million in total project investment, with more than \$127 million in direct CDBG-DR allocations dedicated specifically to evacuation corridors and capacity improvements.

These investments, scheduled for phased completion through 2030, represent meaningful progress in transforming the Town's evacuation network from a single-corridor dependent system into a more interconnected grid.

Remaining Unfunded Evacuation Needs

Despite this progress, significant unmet needs remain. Even after current federal awards, more than \$300 million in identified evacuation infrastructure projects remain unfunded.

These include:

- Additional roadway widening segments on major arterials
- Remaining missing east-west connectors
- Secondary route enhancements to reduce bottlenecks
- Additional intersection capacity upgrades
- Traffic signal interconnect systems
- Intelligent transportation system improvements
- Additional multi-use path segments designed to function as emergency evacuation assets

Completion of the full Transportation Master Plan network is essential to achieving the level of evacuation redundancy necessary for a ridge-top wildfire-prone community.

Federal Advocacy Priorities

The Town of Paradise respectfully requests continued federal partnership to:

1. Support implementation-phase evacuation infrastructure construction funding.
2. Expand and reauthorize competitive transportation programs that prioritize wildfire-prone and geographically constrained communities.
3. Provide flexibility to address construction cost escalation affecting disaster recovery infrastructure.
4. Recognize Paradise as a nationally significant wildfire recovery model requiring sustained investment in life-safety evacuation systems.

Paradise has demonstrated the capacity to move complex evacuation infrastructure projects from concept to funded implementation. Continued federal investment is essential to complete the interconnected network necessary to ensure that no future evacuation replicates the constraints experienced in 2018.

STORMWATER AND DRAINAGE SYSTEM

- ✓ Secure funding opportunities to upgrade and redevelop the current stormwater and drainage system in Paradise.

As the community continues to rebuild, adequate stormwater capacity is essential to protect public safety, roadway integrity, and private property. Post-fire conditions have significantly altered hydrology throughout Paradise. Loss of vegetation, soil changes, and increased runoff have intensified peak storm flows, accelerated erosion, and increased strain on drainage infrastructure that was originally designed for pre-fire conditions.

In 2022, the Town completed a comprehensive Storm Drain Master Plan to assess system deficiencies and prioritize improvements necessary to support a multi-hazard hardened recovery. The Master Plan identified more than \$25 million in critical drainage projects, many of which address undersized conveyance systems, localized flooding, and infrastructure vulnerabilities affecting key evacuation corridors and residential neighborhoods.

Since adoption of the prior Federal Advocacy Platform, the Town has secured significant federal mitigation funding through the Community Development Block Grant – Mitigation Resilient Infrastructure Program (CDBG-MIT RIP). Through this program, Paradise has been awarded funding for:

- Storm Drain Resiliency Project – Phase 1: \$9.3 million
- Storm Drain Resiliency Project – Phase 2: \$8.7 million



While recent federal awards represent meaningful progress, substantial drainage needs remain unfunded. Many of the priority projects identified in the 2022 Storm Drain Master Plan have not yet been implemented, leaving critical segments of the system undersized and vulnerable. In recent years, Paradise has experienced higher-intensity, short-duration storm events that produce rapid runoff and peak flows well beyond pre-fire design assumptions. Post-Camp Fire conditions—including altered soils, reduced vegetative cover, and expanded impervious surfaces associated with reconstruction—have amplified these impacts. The Town’s legacy drainage infrastructure was not designed for this new hydrologic reality, and localized flooding, roadway overtopping, erosion, and strain on culverts and conveyance systems are increasingly evident. Without timely upgrades, these vulnerabilities threaten rebuilt homes, critical evacuation corridors, and commercial reinvestment areas.

Continued federal partnership is essential to accelerate implementation of the remaining priority projects and harden the Town’s drainage network against these evolving conditions. Investing in stormwater infrastructure is not merely a drainage improvement—it is a multi-hazard resilience strategy. Reliable stormwater systems protect housing investments, preserve roadway integrity during evacuation events, reduce long-term maintenance liabilities, and safeguard water quality and public health. In a wildfire-impacted community rebuilding under heightened climate volatility, stormwater resilience is foundational to sustaining recovery gains and preventing compounding disaster impacts.

ECONOMIC RECOVERY NEEDS

INSURANCE

- ✓ Explore a federal framework to stabilize insurance availability in high-risk wildfire regions.

The 2018 Camp Fire created an unprecedented insurance crisis in the Town of Paradise that continues to constrain long-term economic recovery. The disaster caused approximately \$12.5 billion in insured losses — the costliest wildfire in U.S. history — and triggered widespread insurer withdrawals, policy non-renewals, and fundamental changes to risk modeling in high-fire-severity communities. In the years following the fire, many insurers paused or restricted new business across California’s wildfire-prone regions, significantly reducing coverage availability for homeowners and businesses attempting to rebuild.

As a result, residents and property owners in Paradise have faced persistent barriers to securing affordable and comprehensive insurance. Premiums that once averaged a few thousand dollars annually have in many cases risen dramatically — often reaching \$5,000 to \$20,000 per year — even for newly constructed, wildfire-resilient homes that meet enhanced building and defensible-space standards. This cost escalation has become a major financial burden on households and small businesses and has slowed rebuilding, real-estate transactions, and commercial investment across the community.



Limited availability of traditional private insurance has forced many property owners to rely on the California FAIR Plan, the state’s insurer of last resort. While the FAIR Plan provides basic fire coverage when the private market is unavailable, it typically offers narrower protection and often requires supplemental policies to

achieve full coverage. The program has experienced a surge in enrollment statewide as insurers retreat from high-risk areas, highlighting structural instability in the insurance market and exposing property owners to higher costs, coverage gaps, and financial uncertainty.

These insurance challenges represent one of the most significant obstacles to Paradise’s economic recovery. Inadequate or unaffordable coverage affects homeowners’ ability to rebuild, lenders’ willingness to finance construction, and businesses’ capacity to operate or expand. Although some insurers have begun cautiously re-entering the Paradise market — reflecting recognition of the Town’s extensive mitigation measures — availability remains limited and inconsistent, underscoring the need for federal policy solutions that stabilize insurance markets, support risk-reduction investments, and ensure equitable access to coverage in wildfire-impacted communities.

The Town of Paradise supports exploration of a federal framework to stabilize insurance availability in high-risk wildfire regions. Similar to the National Flood Insurance Program (NFIP) and the Terrorism Risk Insurance Act (TRIA), a federal wildfire insurance backstop or shared-risk model could provide market certainty, expand private-sector participation, and reduce volatility in premiums following catastrophic events. The Town is interested in policies that complement local mitigation investments, reward resilient construction and defensible-space compliance, and ensure that homeowners, lenders, and businesses have access to reliable and affordable coverage. A federal solution that combines risk-reduction incentives, reinsurance support, and clear standards could help restore confidence in wildfire-impacted communities and accelerate economic recovery in Paradise and other fire-affected regions nationwide.

HEALTHCARE RECOVERY

- ✓ Support the return of a full range of health care to the Paradise Ridge Community

The Camp Fire severely impacted health care services in Paradise, and since November 2018, the Town has been without a hospital or Emergency Room. Prior to the fire, the hospital was the largest employer in Paradise, and served not only the Paradise population, but also the surrounding unincorporated communities as well as being a destination location for cancer and birthing services. The lack of a full hospital and emergency room is a barrier to recovery, and the Town is focused on working with any provider who is interested in investing in the Paradise community into the future. The Town is seeking financial assistance to provide incentives to healthcare providers to establish care in Paradise.



DIRECT BUSINESS ASSISTANCE AND INCENTIVES

- ✓ Secure funding for businesses affected by the disaster to re-open in the community as well as incentives to new businesses investing in Paradise.



Paradise businesses were devastated by the Camp Fire, first through the physical loss of structures, and then through the loss of their customers as the population of Paradise went from over 26,000 to just over 4,000 overnight. Those businesses that were able to reopen in the four years since the fire have struggled to remain solvent with the smaller population, in addition to complications caused by the COVID 19 Pandemic.

Many businesses closed by the fire have been unable to reopen as their owners deal with the personal and financial ramifications of the fire, as well as complicated and protracted insurance issues. In addition, businesses that may have otherwise been interested in opening in Paradise have been dissuaded by the drop in population and some of the infrastructure barriers that are part of a fire-impacted community.

The Town of Paradise is looking for funding to provide to businesses, that were affected by the fire to help them remain open, to help those who have been unable reopen do so, and to incentivize new businesses to invest in Paradise.

HOUSING AND TRANSIT NEEDS

HOUSING DEVELOPMENT

- ✓ Support funding for the rebuilding of all types of housing in the Town.

The majority of housing that existed in Paradise pre-fire was older, single-family homes, duplexes and mobile homes, both in parks and on private land. The fire destroyed 90% of the Town’s housing stock and replacement costs are currently so high that homeowners and landlords are unable to rebuild their units. Paradise needs more housing of all types, including affordable multifamily housing. The lack of a sewer system has been a major barrier to this type of housing in the past, however with the current sewer project underway, affordable multifamily housing is achievable.



Currently, CDBG-DR funds are being utilized to rebuild single-family and multifamily housing, however the need is greater than the current funding available. Funding for workforce housing (80%-120% AMI) is also greatly needed, for reconstruction and first-time homebuyer. In addition, more funding toward local Community Development Financial Institutions (CDFIs), housing trusts and land trusts would assist considerably with our ability to create programs (such as first-time homebuilders, contractor loan programs, etc.) to rebuild all types of housing lost to in the disaster.

PUBLIC TRANSPORTATION

- ✓ Support funding for Butte County Association of Governments to explore and expand additional transit needs in Paradise.

The Town of Paradise is working with the Butte County Association of Governments to plan for the future of public transportation in Paradise to include:

- Continue exploring unmet transit needs in Paradise along corridors that service and provide increased access to employment, housing, and education.
- Expanding paratransit services to meet the needs of our population accessing medical and essential community services within the boundaries of Butte County and together with transportation options to adjoining communities.
-



COMMUNITY NEEDS

RESIDENT FIRE MITIGATION EDUCATION

- ✓ Pursue federal funding opportunities for the center including DOI's Joint Fire Science Program, USDA's State and Private Forestry: Cohesive Fire Strategy Program, and FEMA's Assistance to Firefighters Grant Program.

Paradise should be a location for the study of fire safety, fire hazard area ecology, disaster recovery best practices, hardening research, vocational training, building in harmony with nature, etc. The Town of Paradise would like to pursue partnerships with educational institutions that could lead to programs and a potential space downtown. Chico State has expressed interest in creating a healing recovery and resiliency center and Paradise should partner with Chico State to do this. With Chico State as the lead for this project, Paradise should seek subsequent funding to support their development of the center.

WILDFIRE RISK REDUCTION BUFFER

- ✓ Support Paradise Recreation and Parks District in their efforts to secure funding for the acquisition and maintenance of land supporting the creation of significant wildfire buffer areas.

Fire breaks are a key element of community-wide fire safety and serve as an instrumental mitigation measure with long-term impact. Implement and maintain a buffer zone between development and the wildlands to reduce fire risk, especially on the east side of town. As fuels are reduced, these areas can also double as an opportunity for hiking trails. The soon to be released IBHS Wildfire Prepared Community Standards are expected to include buffer zones as a fundamental mitigation measure.

It is anticipated that the creation of a fire break that fully surrounds the Town of Paradise would help reduce insurance costs by up to 40%. As well, initial cost benefit analysis research shows a 4:1 return on investment from damage reduction over 30 years with a fire break just on the eastern edge of Town. In addition to insurance reductions, a fire break could serve several functions beyond a protective barrier and passive green space. Other uses include: active park spaces, extended trail networks, and potential business opportunities that take responsible care of the town's boundary.



POLICY RECOMMENDATIONS

PRIVATE ROAD DESIGNATION BY FEMA

- Explore potential options which would allow the Town to facilitate Camp Fire repairs to privately owned roadways.

Within the incorporated Town of Paradise exists about 550 unique private roadways totaling over 65 roadway miles. These roadways have been similarly impacted by the 2018 Camp Fire as public roads. Private roads were subject to damage caused by the fire itself, comprehensive debris removal operations, hazard tree removal operations and recovery/reconstruction activities. While public roadways have been determined eligible to receive public assistance through FEMA and Federal Highways Administration, private roadway owners have no recourse for damage restoration costs.

DISASTER ZONE DESIGNATION

- Advocate for the establishment of a Disaster Zone designation for communities with significant destruction in the aftermath of a major natural disaster.

The Town of Paradise was devastated by the amount of destruction from the Camp Fire and faces a long road ahead for full economic recovery as the residential and business communities are rebuilt and reestablished. Building upon the Opportunity Zone program, the establishment of a Disaster Zone would help communities face rebuilding with support from federal agencies as well as private industry to spur the long-term investment needed for a full recovery. Assistance provided to communities under a Disaster Zone designation should also include direct federal assistance for grant administration as well as an expedited disbursement of federal aid from programs such as CDBG-Disaster Recovery and FEMA Hazardous Mitigation Grant Program.

POST-DISASTER RECOVERY EFFICIENCIES

- Advocate for the implementation of efficient processes and procedures that allow local, state, and federal agencies to respond quickly after a disaster and enable them to accelerate planning for and implementation of projects and programs that are vital to a community's immediate and long-term recovery efforts.

Post-disaster recovery efforts after the Camp Fire required close coordination between the Town, state agencies, and federal agencies, not to mention the Town's citizens, employees, contractors, and partners. The Town found that, at times, laborious and tedious processes to access federal and state resources often slowed down the implementation timeline for much needed recovery projects and programs. For instance, implementation of the Government Hazard Tree Removal Program was delayed several times in 2020 due to protests on the tree-felling bidding process. The delays resulted in the hazardous trees remaining a threat to

the people and property in Paradise, delaying reconstruction in some cases, and resulting in trees falling and damaging standing homes and rebuilds.

CENTRALIZED FEDERAL FUNDING APPLICATION

 Advocate for the establishment of a centralized disaster aid application process that provides simple and efficient access to federal resources for public agencies, business, and citizens in the aftermath of a major natural disaster.

In the days, weeks, and months that followed the Camp Fire, the Town, its residents, and its businesses applied for federal assistance from a variety of sources, including from the Federal Emergency Management Agency, the Small Business Administration, and other federal agencies. Each agency and each program required a different application process and documentation which created a laborious process for not only the Town, but also for Paradise citizens. Establishing one centralized portal that gathers information and documentation once from applicants would create a more efficient flow of information, services, and assistance.

FEDERAL ROLE IN PERMANENT HOUSING AID FOR DISASTER SURVIVORS

 Advocate for Congressional evaluation of how and when federal agencies should assist disaster survivors in attaining permanent housing.

Section 408 of the Stafford Act (42 USC 5174) provides FEMA with the authority to provide financial or direct assistance for permanent housing construction in “insular areas outside the continental United States and in other remote locations in cases in which—(A) no alternative housing resources are not available; and (B) the types of temporary housing assistance...are unavailable, infeasible, or not cost-effective.” If temporary housing assistance is not available, feasible, or cost-effective, FEMA should be able to assist with providing permanent housing solutions or at a minimum helping survivors attain permanent housing in the continental U.S. as well. In addition, a 2019 CRS report titled “Disaster Housing Assistance: Homeland Security Issues in the 116th Congress,” (IN11054) states that “FEMA provides temporary housing assistance to meet short-term and interim disaster housing needs; however, clearly defining the use of these programs and identifying a process to assist some disaster survivors with attaining permanent housing may be needed to comprehensively address disaster housing needs throughout all phases of recovery.”

SUCCESSSES

★ TAX EXEMPTION FOR SETTLEMENT PAYMENTS

Through the tireless efforts of the late Congressman LaMalfa, Camp Fire survivors are now exempt from paying federal taxes on settlement funds from PG&E. This was a significant step towards making recovery possible for the thousands of survivors trying to rebuild after catastrophic loss.

★ CONGRESSIONAL PRIORITY PROJECTS

Paradise was supported by our Senators Feinstein and Padilla, and Congressman LaMalfa in their Congressional Priority Projects. \$1.8 Million was allocated to the Town for the Roe Road Extension Phase 1 Project, which will improve evacuation by connecting multiple long dead-end streets in Town. The Town of Paradise also received \$615,000 to replace Police Radios lost in the fire, improving public safety for our residents.

★ WALKABLE AND WORKABLE DOWNTOWN

Paradise was awarded funding for sidewalks, lighting, landscaping, and drainage facilities in the central business district. The Town utilized this investment to help revitalize the central business district of Paradise by increasing the downtown area's walkability and workability, through public transportation and recreational opportunities.

★ PUBLIC SAFETY AND LAW ENFORCEMENT

The Town's public safety and law enforcement agencies were critical during the response to the Camp Fire event and remain a critical element of our recovery efforts. Since the disaster, the Town has rebuilt critical public safety buildings and restored damaged fleets, and continues to invest in upgrades to aging and damaged technologies for the Town's police and fire departments.

★ EMERGENCY NOTIFICATION SYSTEM

As part of the Town's Long-Term Community Recovery Plan, Paradise has prioritized a redundant Emergency Warning System (EWS) to significantly enhance its ability to notify residents of life-threatening incidents, including wildfires, floods, and other hazards requiring rapid public action. The EWS consists of 21 outdoor siren towers strategically located throughout the Town that broadcast siren tones and voice messages to alert residents when evacuation or other immediate protective actions are needed. The system is integrated with existing notification tools and tested regularly to ensure proper performance and coverage.

In addition to the outdoor network, the Town has secured funding through a FEMA/Cal OES Hazard Mitigation Grant Program (HMGP) to provide in-home EWS alert units at no cost to Paradise residents. These plug-in devices deliver both audible and visual alerts when the sirens are activated, improving indoor detection of emergency warnings. A limited number of units are being distributed on a first-come, first-served basis to residents while supplies last, and routine public tests now include checks of these in-home units as part of broader system readiness efforts.

This combined approach—outdoor sirens and in-home alert devices—strengthens the Town's emergency notification capability, improving preparedness and public safety for all residents.

★ ROADWAY DAMAGE RESTORATION

Combined support between FEMA Public Assistance and Federal Highways Administration's Emergency Relief Program, the Town of Paradise has secured and commenced delivery of \$93M in roadway rehabilitation projects. These projects are critical to the Town's recovery and will provide basic infrastructure restoration to pre-fire conditions.

★ EDA TRANSPORTATION MASTER PLAN

As noted elsewhere in this document, the Town of Paradise was awarded a critical Economic Development Administration planning grant to prepare the 2022 Transportation Master Plan. This \$1.8M grant allowed the Town to perform invaluable public outreach, complete detailed studies and scope projects the Town depends on for a full recovery. It cannot be understated the value of this “gap” funding project has served, now having leveraged nearly \$250M in returns between multiple State and federal grant programs.

★ CDBG-DR ALLOCATIONS FOR MULTI-FAMILY HOUSING AND INFRASTRUCTURE

To date, over \$250 Million has been allocated to the Town of Paradise for Multi-Family Housing and Infrastructure projects. \$55 Million in multi-family housing projects are working their way through the permitting process, and we anticipate over 290 new affordable housing units through these efforts. \$199 Million in infrastructure funding is being allocated to priority evacuation projects to increase evacuation capacity and safety for residents.

★ WATER SYSTEM INFRASTRUCTURE

The Town of Paradise supported the Paradise Irrigation District (PID) in its mission to restore potable water to the area. In order to repair the water system, PID sampled all service laterals and mains in the distribution system for volatile organic compounds, replaced contaminated service laterals, and restored potable water service to the system.

★ FEMA COST SHARE INCREASE FOR CATEGORIES A & B

Camp Fire emergency response and debris removal needs are extraordinary. While final costs of these activities are still unknown, they are estimated to be millions of dollars. This does not include the expense of staff and employee time, which is non-reimbursable under Federal Emergency Management Agency’s (FEMA’s) Public Assistance Program. The Town’s share of the local match required for Categories A (debris removal) and B (emergency response) continues to climb, with required local matches far exceeding local resources. Understanding the exceptional nature of the damages produced by the Camp Fire, Congress approved an increase in the federal share of assistance for Category A & B damages under FEMA’s Public Assistance Program from 75% to 90% in Section 309 of the Consolidated Appropriations Act, 2019.

★ FEMA COST SHARE FOR CATEGORIES C – G

The current reimbursement rate for FEMA Public Assistance Categories C-G is 75%. The Town anticipates one of its largest expenditures in recovery efforts to be the repair and replacement of damaged roads. Public roadways fall under FEMA’s jurisdiction under Category C (roads). Early estimates predict total road repairs to be in the tens of millions of dollars, putting the Town’s share at a level that could exceed its annual operating budget for normal road maintenance. The final cost of needed road repairs will not be known until further in the recovery effort as truck and freight movement in and out of the Town for debris removal, tree removal, and reconstruction continue. An increase in the federal cost share of FEMA Public Assistance funding would significantly reduce the Town’s unmet funding needs.

★ RURAL COMMUNITY DESIGNATION

After the Camp Fire, the Town of Paradise’s population fell from 26,800 to approximately 2,034. Paradise’s original population exceeded thresholds for grant and loan programs offered by the U.S. Department of Agriculture (USDA). However, the post Camp Fire population met USDA population requirements. In order to help bridge the gap between the official population counts for the Town, Congress approved legislative language in Section 108 the FY 2019 Additional Supplemental Appropriations for Disaster Relief Act (P.L. 116-20) that allowed the Governor to designate the Town as rural in nature until a revised population count was conducted as part of the 2020 Census. The designation qualified the Town to apply for immediate assistance under the USDA Rural Development programs.

★ REMOVAL OF STANDING BURNT TREES

The removal of standing burnt trees was critical to the overall recovery of the Town as tens of thousands of trees needed to be removed. Historically, FEMA has not funded the removal of standing burnt trees on private property that were threatening the public right-of-way. The Town worked with FEMA to explain how critical the removal of these trees is to the safety and recovery of the Town. In 2019, FEMA approved the use of Public Assistance Program funding for the removal of standing burnt trees located on private property that are threatening a public right-of-way.

★ USDA GRANT FOR BUILDING RESILIENCY CENTER

After the Camp Fire, the Town needed a place that could be used as a one-stop-shop for residents who are rebuilding or considering rebuilding in the Town of Paradise. USDA awarded the Town a \$148,300 grant to renovate a building donated by the Bank of America for use as the Town's "Building Resiliency Center" (BRC). The BRC was one of the first major community projects completed since the Camp Fire. The Town's building department is located inside the BRC, where residents can ask questions, apply for permits, and get all the information they need to rebuild their home. The BRC also offers housing counseling services to help residents understand grants and other resources available for their housing needs. Further, USDA supported the procurement of the following equipment:

- Fire Engine
- Police Department Community Services Officer Vehicle
- Animal Control Truck
- Street Sweeper
- Two Code Enforcement Vehicles
- Brush Chipper
- Skid Steer
- Four Public Works Trucks
- Vacuum Excavator

These items replaced equipment lost in the fire as well as equipment to manage the new post-fire landscape.





Town of Paradise
Council Agenda Summary
Date: March 10, 2026

Agenda Item: 6(d)

ORIGINATED BY: Colette Curtis, Recovery and Economic Development Director
REVIEWED BY: Mike O'Brien, Interim Town Manager
SUBJECT: Strategic Healthcare Recovery Plan
LONG TERM RECOVERY PLAN: Yes

COUNCIL ACTION REQUESTED:

1. Review the revised Strategic Healthcare Recovery Plan Draft provided by Abaris Group; and,
2. Accept the Plan as a complete Final Draft; or,
3. Provide alternative direction to staff. (ROLL CALL VOTE)

Background:

Following the 2018 Camp Fire, the Town of Paradise has sought to assist in the recovery of healthcare services for current and future residents. In order to determine the current inventory of services, current and future healthcare needs, best practices, and existing and projected gaps, the Town of Paradise and the Adventist Health Feather River Foundation are seeking a consulting firm to create a Strategic Healthcare Recovery Plan.

At the April 2024 Council Meeting, Paradise Town Council directed staff to allocate up to \$75,000 towards the cost to complete the Strategic Healthcare Recovery Plan. Following that meeting, Adventist Health Feather River Foundation (a separate entity from Adventist Health) also allocated up to \$75,000 towards the completion of the Plan. In September 2024, The Town contracted with Abaris Group to prepare the Strategic Healthcare Recovery Plan, with input from community stakeholders.

Abaris Group analyzed existing healthcare data and studies, conducted interviews with providers, and stakeholders, and considered community input regarding the current state of healthcare in the Paradise area. Abaris Group has provided a draft Strategic Healthcare Recovery Plan which provides contextual information and gives recommendations to improve healthcare in our community. The full report is attached to this agenda item.

Analysis:

In October 2025 a draft plan was presented to Council for review. Council provided comments which were included in a revised version of the draft Plan, which was reviewed by the Healthcare Committee, consisting of the appointed Councilmembers (Mayor Crowder and Councilmember Lassonde), the Town Manager, and the Recovery and Economic Development Director.

The Healthcare Committee asked for a medical professionals group to review the revised draft

and provide comment. A group of healthcare professionals was convened in early February where feedback was given and incorporated into the revised draft that is included in the agenda tonight.

Financial Impact:

The financial impact for this item is \$75,000 from the General Fund. This amount has been budgeted within the Recovery and Economic Development Department 2025/2026 Fiscal Year Budget. An additional \$75,000 was provided by Adventist Health Feather River Foundation.



Strategic Healthcare Recovery Plan

David Ghilarducci, MD, FACEP, FAEMS
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Executive Summary

Introduction

When dawn struck on November 8, 2018, due to extraordinarily dry conditions and unusual wind patterns, a “fast fire” initiated by failed electrical transmission lines sparked a conflagration that would become one of the deadliest and most expensive fires in California history. Within just a few short hours, the bucolic Town of Paradise and surrounding communities on the Upper Ridge were consumed by a firestorm that left 85 dead and destroyed nearly 19,531 homes (90% of housing stock) and structures, which permanently changed the community.^{1,2}

For many years preceding the Camp Fire, people living in the Town of Paradise and the Upper Ridge communities of Magalia and Stirling City enjoyed a peaceful, rural, and semi-rural life away from the hustle and bustle of urban areas. More affordable than many other areas of California, the ridge attracted retirees, families, and others, and eventually grew to a collective peak population of over 50,000 people.

The Feather River Hospital (FRH), founded in the 1960s, was a particular anchor to the community. It was known for excellent labor and delivery, a fully functioning emergency department (ED), cancer care, and surgical specialties. The hospital supported associated outpatient medical providers and clinics that offered a full spectrum of primary care to community members.

The economic impact of the hospital’s closure is significant. The hospital has remained closed due in part to damage sustained in the fire and following rainstorms, however, due to insufficient volume, Adventist Health had already developed plans, pre-fire, to close the hospital and potentially relocate to a smaller

¹ <https://www.nist.gov/el/fire>

² <https://www.fire.ca.gov/incidents/2018/11/8/camp-fire/>

replacement hospital in Chico that was intended to serve growth in South Chico and the Paradise Ridge Service Area. This left nearly all hospital employees to seek employment outside the community, and many of the associated outpatient physicians, healthcare workers, and clinics have either closed, relocated to the Chico area, or even moved out of state, thus leaving the ridge and Upper Ridge with much-diminished access to healthcare as compared to before the fire.³ Many new and returning residents now rely on healthcare in Chico and the few remaining clinics in Paradise.

Objective

In the seven years since the Camp Fire, the Town of Paradise has focused on safe rebuilding and repopulating. Now with a town population of over 11,000, and about 9,000 in Magalia and Stirling City, The Abaris Group has been contracted to assess the current state of healthcare delivery in the Paradise Ridge Service Area (herein defined as the Town of Paradise, and the surrounding communities of Magalia and Stirling City), project future demand for such services, and provide recommendations to meet the current and future healthcare needs of the community. This document is intended to serve as a plan for rebuilding the healthcare system over the next 5, 10, and 15 years.

The report is divided into four sections:

- Section 1: Investigation of past, current, and projected population demographics for the Paradise Ridge Service Area for the next 5, 10, and 15 years
- Section 2: Assess current healthcare infrastructure, ranging from clinics, EMS, EDs, hospitals, and long-term care
- Section 3: Share key findings and provide a plan for action
- Section 4: Provide a summary of the report and include appendices

³ [Ursey L \(2019\) Adventist Health Finalizes Layoffs at Feather River Hospital](#)

Methodology

The information contained herein was obtained through over 40 hours of semi-structured qualitative interviews with local leadership, community members, foundations, healthcare providers, and Town and County leadership, in part, as recommended by Town officials and Abaris staff. Whenever possible, in-person interviews were conducted. The Town and surrounding areas' historical healthcare data were obtained from various governmental sources, including the California Department of Public Health, the California Department of Health Care Access and Information, the U.S. Census Bureau, and academic publications. When possible, data were obtained by local healthcare providers and organizations. In some cases, data was not available or was limited. All data sources are referenced in the footnotes where used.

Due to the extraordinary population changes that have occurred in the Paradise Ridge Service Area since the fire, coupled with the COVID pandemic, many data sources, such as U.S. Census data, may be outdated or limited in scope. Whenever possible, more contemporary or supporting data is presented.

This Paradise Ridge Service Area corresponds to the “Paradise Sphere” as designated by Butte County, with the exception of Stirling City.⁴

Findings

The population of Paradise and the entire Paradise Ridge Service Area has experienced dramatic change since the fire, with an immediate drop from over 25,000 persons in the Town of Paradise to under 5,000. The remainder of the Paradise Ridge Service area saw a similar decrease in population. Over the last seven years, the Town population has begun to rebound at a rapid rate but remains far below pre-fire numbers. Growth in Magalia and elsewhere in the service area is also lower. While the median age has been stable, there has been a rapid growth in

⁴ <https://www.buttecounty.net/DocumentCenter/View/3304/Map-of-Paradise-Town-Sphere-of-Influence-PDF>

school-age children with high elementary school enrollment coupled with a higher proportion of persons 65 years and older as compared to Magalia and Butte County. The birth rate in Paradise is one of the highest in Butte County and is rising the fastest.

The number of employed people in Paradise showed a rapid drop following the fire, but the unemployment rate, except for 2019-2020, has been relatively steady and is similar to pre-fire levels. Median per capita income has risen slightly since the fire, but per capita poverty rates are high compared to elsewhere in Butte County. The proportion of persons relying on Medicare and Medi-Cal for health insurance is about 49% for both Paradise and Magalia. In Paradise, this has risen about 2% above pre-fire levels.

Following the closure of the Feather River Hospital in Paradise, most of the hospital care needs of the Paradise Ridge Service Area have been redirected to Enloe Medical Center in Chico, representing up to 10% of all inpatient and emergency services provided there. Similarly, most Emergency Medical Services (EMS) transports are also redirected to Enloe Medical Center. There are currently up to three ambulances that provide coverage of the Paradise Ridge Service Area during the day, with a full-time ambulance stationed in Magalia and two 12-hour ambulances stationed in Paradise. Ambulance coverage is reduced to one ambulance between the hours of midnight and 8 am.

The fire also led to a loss of primary care, dental care, specialist care, long-term skilled nursing facilities, and residential care facilities. Currently, primary care and some urgent care (or rapid care) are delivered at the Feather River Health Center on Skyway and the Paradise Medical Group. Many other practitioners have closed or moved to Chico.

Hospital Care

Given the proximity of Enloe Medical Center, the demographic and financial factors described in detail in the report, the prospect of reopening Feather River Hospital or

building a new hospital in the next five years is unlikely. In 10-15 years, if there is tremendous population growth in the Paradise Ridge Service Area, it may be viable to build a hospital in Paradise. However, due to high operating costs, hospitals require high utilization of inpatient beds to sustain operations, which in turn necessitates large populations. When considering Expected Inpatient Days (EID) for California of 471 per 1000 population⁵ and assuming 50% of hospitalized residents stay at a hospital on the ridge, a population of 25,000 would generate an annual average daily census (ADC) of only 16.1 patients according to the following formula:⁶

$$ADC = \frac{(EID * Population * 0.5)}{365 \text{ days}} = \frac{(471 * 25 * 0.5)}{365 \text{ days}} = 16.1$$

A low ADC would not be sufficient to operate a hospital of the size of former Feather River Hospital, and Adventist Health leadership estimates that a population of approximately 110,000 is necessary to generate a sufficient ADC. A smaller hospital that requires a smaller ADC will also face the challenge of fixed costs that are independent of size, such as 24/7 emergency department staffing, call agreements, pharmacy, and diagnostic services.

If the population were to expand substantially, the most attractive option for establishing a hospital would be a health care district governed by a local board of directors, which would require some public subsidy. Should this path be considered, we recommend that the Town leadership and the County Board of Supervisors approach the Local Agency Formation Commission and their local state representative and state senator at least several years in advance to prepare legislation that would authorize the formation of a special district. Since funding of the district will require a property tax assessment to subsidize operations, we also recommend that the Town conduct surveys of residents to determine the interest level.

⁵ <https://www.statista.com/statistics/1474828/hospital-inpatient-days-per-capita-in-the-us-by-state/?srsltid=AfmBOorB019zoQ6n0YDyGBLsRKZ9CpuXXVZcfVsX5u-4ymO4iGTmp6IM>

⁶ <https://careset.com/master-average-daily-census-calculation-for-effective-market-access/>

EMS

Current EMS staffing levels are appropriate for the call volume and population; however, residents may perceive the need for enhanced coverage based on the lack of emergency care in Paradise. Current coverage of 48 hours for the Paradise Ridge Service Area is the same as pre-fire coverage, with the notable exception that an ambulance is not posted in Paradise between the hours of midnight and 8 am, however with the loss of the Feather River Hospital, transport times are much longer and the likelihood of an ambulance being out of district is higher than it was pre-fire. Current call volumes are well below pre-fire levels, and on balance, we feel coverage is appropriate.

As the population continues to grow, additional ambulance coverage will be needed to maintain compliance with response time standards. In the short term, call volume is not sufficient to support a second overnight ambulance stationed in the Town of Paradise. Supplemental funding could increase overnight staffing. A Basic Life Support (BLS) ambulance that is preferentially dispatched to lower acuity calls could be provided at slightly lower cost. Projected population growth indicates about a 50% increase in five years and a return to pre-fire population levels in the Paradise Ridge Service Area within 10 years. Ambulance service coverage will need to increase in proportion to population and call volume.

EMS services are self-sustained through patient care reimbursement and are only viable with patient volume. Should the Town wish to pursue supplemental EMS coverage that otherwise would not be justified by call volume, this could be funded through a County Service Area (CSA), as is the case in Gridley and Biggs. Since a CSA requires a property tax assessment, we recommend that the Town and the Board of Supervisors survey residents on their interest level.

Urgent Care / Rapid Care

Many low acuity conditions that would otherwise go to the emergency department could be safely handled in a properly equipped urgent care or rapid care.

Fortunately, the Feather River Health Center has a well-equipped rapid care; however, due to provider shortages, the hours are limited or inconsistent. We recommend that the Town partners with Adventist Health to attract and retain providers to staff this clinic. One option is for Adventist Health to subcontract with Enloe Medical Center to staff the Rapid Care Clinic with emergency physicians who are currently contracted to provide emergency care at Enloe Health Center. The Town may consider subsidizing some of the cost of this contract.

Ideally, this clinic could be staffed on a 24/7 basis and, if staffed with emergency physicians, could potentially be capable of receiving appropriately triaged EMS patients. Once the clinic is consistently staffed, we recommend that the Town approach Butte County EMS and the Sierra Sacramento Valley EMS agency to develop alternate EMS destination policies as allowed by state law.

Primary Care and Specialty Care

Clinic services (Primary and Specialty care) are well below pre-fire levels. This is a natural consequence of the drop in population, but also due to the loss of the hospital, which served as an anchor for clinical services and referrals. Primary care physicians sometimes have hospital privileges and provide hospital and outpatient care. Specialists rely on hospital surgical suites, equipment, and procedure rooms to treat patients, and the loss of the facility makes these outpatient practices more difficult.

In addition to building capacity at the Adventist Health Feather River campus, in the next five years, we recommend that the Town approach other primary care providers, such as Ampla Health, particularly for Medi-Cal population beneficiaries, and Enloe Health to initiate or expand services in the Paradise Ridge Service Areas. Ideally, providers who focus on providing care in the Chico area will find benefit in establishing satellite offices that more directly meet the needs of their patients.

Long-Term Care

Pre-fire, there were three skilled nursing facilities (SNFs) in the Paradise Ridge Service Area with a total capacity of 279 beds. Butte County currently has 9 SNFs with a total capacity of 910 beds, none of which are in the Paradise Ridge Service Area. Currently, the smaller population and the shift toward a younger demographic in the Paradise Ridge Service Area are not likely to provide enough demand for rebuilding an SNF. However, as the population continues to grow and/or the demographic of the population ages, expansion of in-home care and additional residential care will likely be needed.

Recommended Action Plan and Recovery

The following recommendations are intended to provide a plan for action for healthcare recovery in the Paradise Ridge Service Area. According to the time frames and population projections, these represent our top recommendations on what we believe is practical and achievable. These recommendations should be applied in parallel whenever possible, such that while working on short-term recommendations, consideration, planning, and groundwork for recommendations in the medium and long term should also be kept in mind. Additionally, the time frames and population thresholds should serve as general guidelines for the phases of recovery. An unexpectedly rapid population growth, for example, may provide opportunities to implement elements of the plan sooner than specified below.

Short Term (0-5 Years, Population up to 15,000)

Hospital Care and Emergency Departments

- Consider zoning, planning, and Town infrastructure improvements that could pave the way for a potential future hospital.
- Begin the early planning process for the formation of a Healthcare District.

Pre-Hospital Care (EMS)

- In conjunction with Butte County EMS, the Sierra Sacramento Valley EMS Agency, and Adventist Health:

-
- Establish a mutually agreeable sustainability plan that monitors EMS volumes for the need of additional ambulance coverage.
 - Encourage development of alternate destinations and assess and refer policies for low-acuity patients who can be safely cared for in the Adventist rapid care clinic or transported to a hospital via a rideshare option (see below).
 - Consider allocating \$330,000 for short-term supplemental funding to provide additional coverage in the Town of Paradise between midnight and 8 a.m.
 - Develop rideshare options in partnership with Lyft, UBER, and public transit, for low-acuity patients who may need hospital evaluation but otherwise do not need ambulance transport.
 - Initiate the process of establishing a Community Service Area that can provide sustainable supplemental funding for overnight ambulance service that exceeds what can be supported by patient volume.

Urgent Care/Rapid Care

- The Town should continue its partnership with Adventist Health to expand capacity and hours of operation at the Skyway Adventist Health Clinic and Rapid Care by addressing barriers to expansion, such as provider recruitment and a fall-off in patient demand in the evening hours.

Primary and Specialty Care

- Reach out to healthcare organizations to solicit interest in expanding services in the Paradise Ridge Service Area.
- Consider incentives such as fee reductions, streamlined permits, financial support, and others toward healthcare organizations that express interest in expanding in the Paradise Ridge Service Area.
- Evaluate public transportation options and make recommendations on routes that maximize efficiency for residents who need to travel from Paradise to the healthcare facilities in Chico.

Long Term Care

- Initiate zoning, planning, and permitting incentives to encourage operators to open skilled nursing, assisted living, adult day care, and respite care as local demand for these services grows.
- Develop relationships with existing long-term care providers in Butte County and explore opportunities for expansion in the Paradise Ridge Service Area.

Medium Term (5-10 years, Population up to 20,000)

Hospital Care and Emergency Departments

- Prioritize the Healthcare District planning process and initiate public education and discussion related to the formation of a Healthcare District.

Pre-Hospital Care (EMS)

- Work with Butte County EMS and SSVEMS to establish nurse navigation for appropriately triaged 911 callers.
- Consider establishing a standby BLS ambulance service for transporting clinic patients, as necessary.

Urgent Care/Rapid Care

- Continue to monitor rapid care utilization and consider expansion if demand dictates.
- Establish Adventist's willingness and capability to care for low-acuity EMS patients in Rapid Care who would otherwise not need to go to an emergency department.

Primary and Specialty Care

- Provide incentives to attract and retain medical providers in the area, such as housing subsidies or loan repayment.
- Continue to meet with local healthcare providers to determine other potential barriers or challenges to staff recruitment and retention.

Long Term (10-15 years, Population up to and beyond 25,000)

Hospital Care and Emergency Departments

- Initiate the process of forming a Healthcare District by working with Butte County LAFCO and retaining the services of a specialty firm that can perform the financial analysis and feasibility review needed.

Pre-Hospital Care (EMS)

- Continue monitoring EMS demand volumes and appropriate coverage.
- Continue 911 nurse navigation and alternate destination programs previously established.

Urgent Care/Rapid Care

- Consider expanding capacity to provide 24/7 coverage, with the capability to accept low acuity EMS patients.

Primary and Specialty Care

- Partner with Healthy Rural California and academic institutions to increase training opportunities in the high schools and community colleges for allied health professionals.

Conclusion

With careful and determined planning, there are tremendous opportunities to rebuild healthcare in all its forms in the Paradise Ridge Service Area. This will depend on multiple factors, including repopulation, planning, and investment. While market forces would eventually drive investment in healthcare, that approach will likely result in services that lag the present demand.

In the next five years, the Town can initiate concrete actions that can have an immediate effect and lay the groundwork for rebuilding the healthcare infrastructure that will be needed in the next 10 to 15 years. This potentially includes planning for a Healthcare District, developing a CSA for ambulance services, and creating

conditions that would attract healthcare providers to live and work in Paradise, such as housing, schools, and other services.

Disclaimer

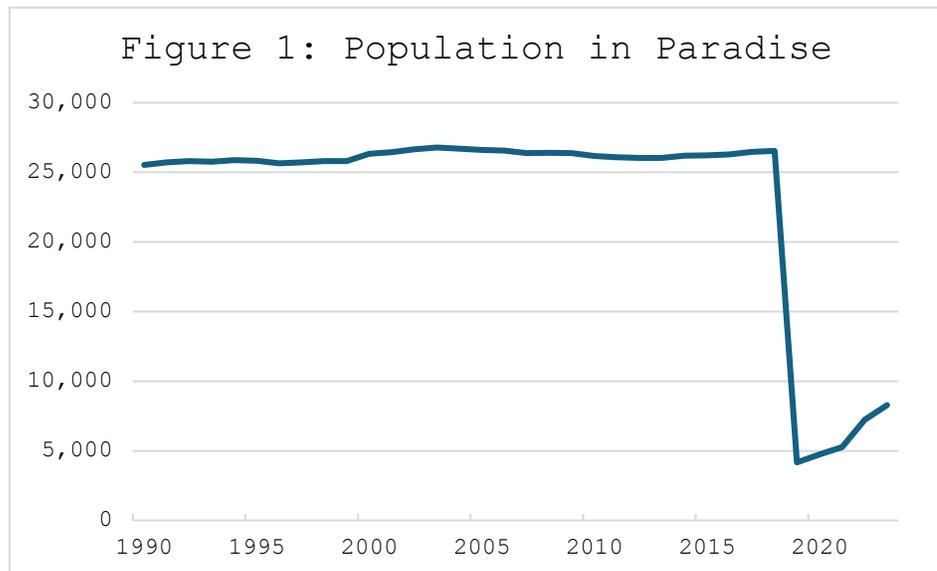
The content of this report is for general informational purposes only and is not intended to substitute for legal advice where necessary. The most accurate, publicly available information and data at the time of preparation was used for the analysis and is subject to change.

Section 1: Population Demographics and Health

Population Characteristics

Paradise was a lumber town that grew rapidly, and by the 1950s had 5,000 residents, growing to over 20,000 by 1966. Incorporated in 1979, the town was considered an affordable place to live for moderate-income households. Marketed as a retirement community, the town had high proportions of residents with some aspects of social vulnerability: low income, poor, elderly, children, and individuals with disability

and fragile health.⁷ 18.4% of the population was 65 years or older, and 12.6% of those under 65 suffered from health issues or disabilities. The

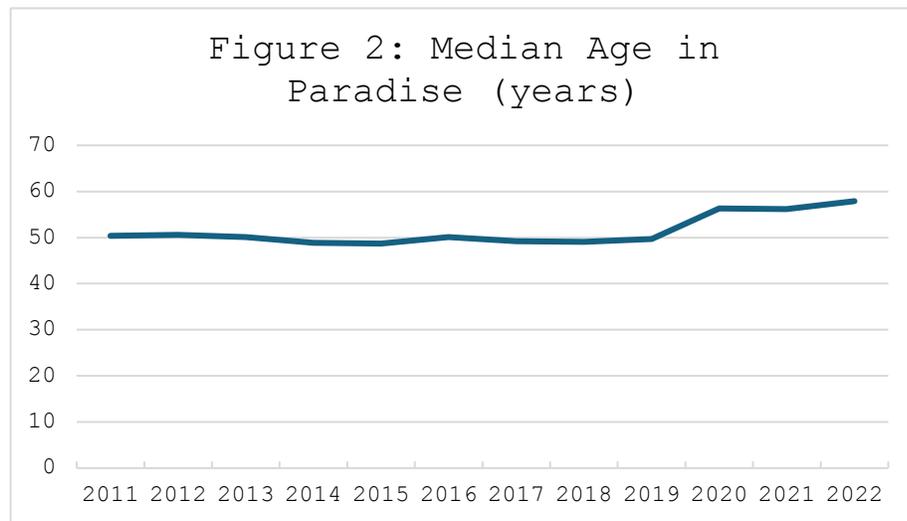


national percentages were 16.5% and 8.6%, respectively.⁸

One of the most dramatic effects of the Camp Fire was the immediate depopulation of the town and Magalia (Figure 1). The pre-fire population in Paradise was nearly 27,000 residents by 2018, Magalia was 12,671, and Stirling City was 307. The collective population of the surrounding areas in the Upper Ridge, including Magalia and Stirling City, approached over 40,000 persons. Following the Camp Fire, the Town population dropped to as low as 4,000 residents but has since gradually

⁷ Flanagan BE, Gregory EW, Hallisey EJ, Heitgerd JL, Lewis B (2011)

⁸ United States Census Bureau (2019) QuickFacts: United States: Butte County, California.



rebounded to around 11,000, based on current estimates.⁹ Magalia's population is currently estimated to be 8,901, down from its peak in 2018

and with minimal year-over-year growth.¹⁰

This regrowth led to a significant change in demographics. Once home to many retirees who were attracted to the area partly because of the hospital and healthcare services available, the Town is now home to an influx of newcomers and younger families from the Bay Area and Southern California seeking affordable housing. Evidence of this demographic shift can be seen in the significant growth of enrollment in primary and secondary schools and the demand for obstetric and pediatric services, as reported to us in interviews.¹¹ Despite this, the median age in Paradise (58) has trended slightly upward since the fire (Figure 2).¹² By comparison, the median age in Chico in 2022 was 30.4 years.

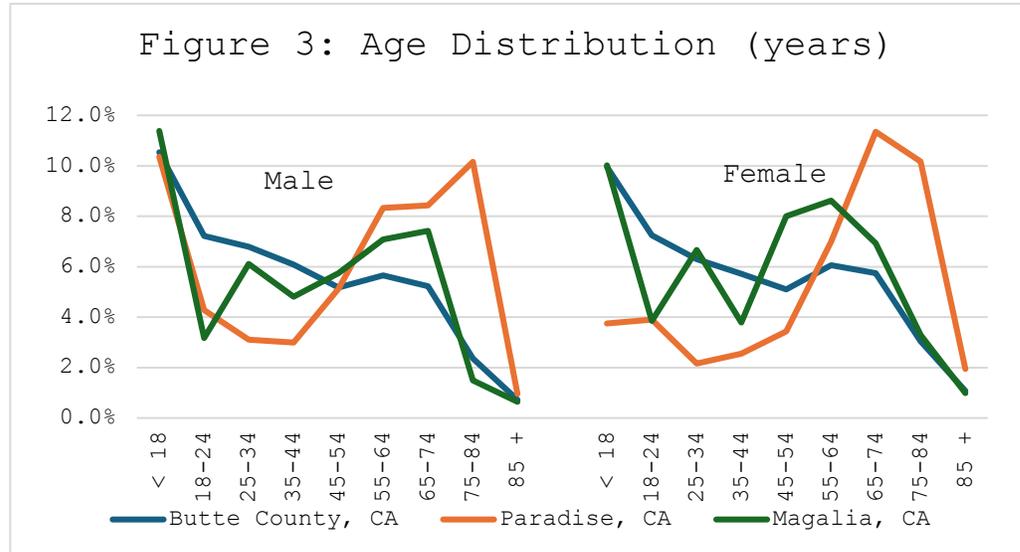
⁹ <https://www2.census.gov/programs-surveys/popest/tables>

¹⁰ <https://worldpopulationreview.com/us-cities/california/magalia>

¹¹ <https://www.ed-data.org/district/Butte/Paradise-Unified>

¹² <https://www.census.gov/programs-surveys/acs/data/data-via-ftp.html>

According to the U.S. Census Bureau’s 2023 American Community Survey Data, the age breakdown in Butte County, Paradise, and Magalia is shown in Figure 3.¹³ It should be noted that U.S. Census data is the best available published data on



demographics in the area; however, due to the nature of the rapid population shifts following the fire, coupled with the challenge of conducting the Census during the pandemic, the data may either be dated or incomplete.¹⁴ Subsequent American Community Survey Data reports are likely to provide a more reliable estimate of today’s demographic picture. Whenever possible, corroborating information, such as school district and state sources, was used to validate or refute Census data.

Despite these limitations, the data shows some useful patterns for the purposes of this report. While Butte County shows progressively diminishing percentages in each successive age group, Paradise shows a bimodal curve, with similar percentages of those under 18 years of age, smaller percentages of those between 18 and 54, and much higher percentages of those 55 and older as compared to Butte County and Magalia. Magalia shows a hybrid pattern between Butte County and Paradise. The trend toward older individuals in Paradise is more pronounced in the female group than in males.

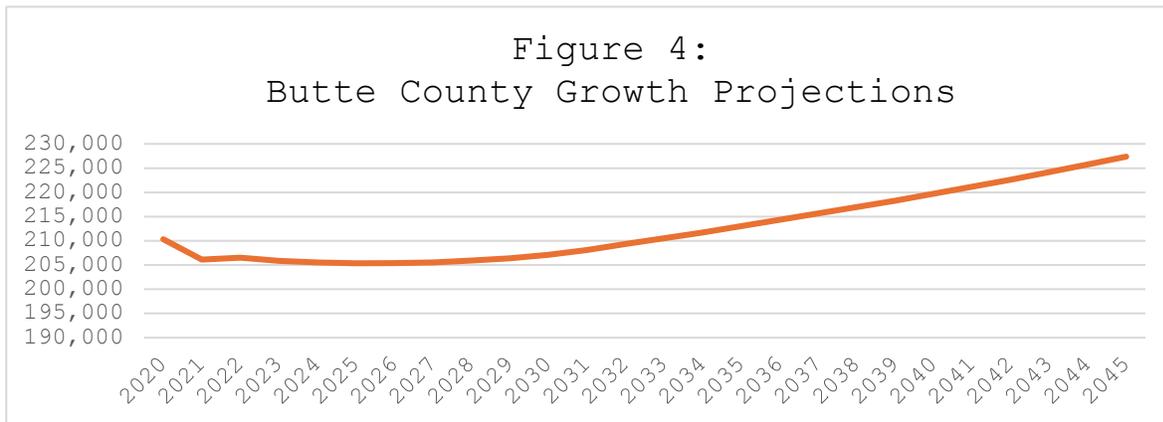
¹³ <https://censusreporter.org/data/table/>

¹⁴ <https://www.gao.gov/products/gao-25-107160>

Population Projections

Overall, the California Department of Finance projects population growth of about 20,000 persons for Butte County for the next 20 years. The rate of growth is expected to increase after 2029 (Figure 4).¹⁵

The California Department of Finance does not provide growth projections for individual cities, but other sources indicate that since 2020, the Town of Paradise



has grown at a much faster rate (13% -22%) than the county, at approximately 1,100 persons per year, and the population is expected to reach nearly 15,000 by 2029.¹⁶

Projections beyond 2029 are unavailable for Paradise, Magalia, or Stirling City.

Nevertheless, based on the current rate of growth, 10-year forecasts of an additional 11,000 people (26,000 total) in the town of Paradise are conceivable, at which point the population will likely have fully recovered from the fire. Growth beyond that will depend on housing availability, local policy, and the Town's infrastructure.

While the Town enjoys a robust domestic water system, the lack of a core sewage system may limit commercial development, expansion of public education, and specifically the building of healthcare facilities. Similarly, the lack of higher-density affordable housing, crowded schools, and anemic public transport may limit the regrowth of the Paradise Ridge Service Area.¹⁷

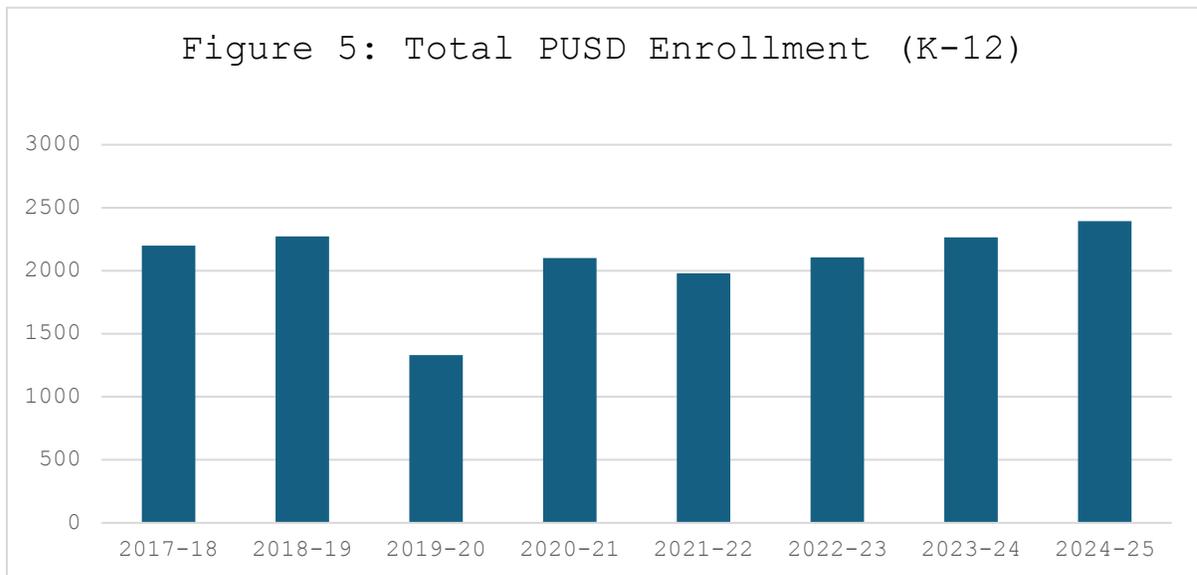
¹⁵ <https://dof.ca.gov/Forecasting/Demographics/Projections/>

¹⁶ <https://worldpopulationreview.com/us-cities/california/paradise-butte-county>

¹⁷ https://pmc.ncbi.nlm.nih.gov/articles/PMC8500817/pdf/11069_2021_Article_5057.pdf

School Enrollment

Paradise Unified School District (PUSD) and charter school enrollment numbers indicate a younger population shift following the fire than is otherwise reported in the 2023 American Community Survey Data. In multiple interviews with community members and PUSD leadership, we’ve learned that younger families are moving back to the Paradise Ridge Service Area. According to the enrollment statistics published by the California Department of Education, total (PUSD and Charter) K-12 enrollment has surpassed 2018-2019 numbers (Figure 5).¹⁸ Total 2024-2025 PUSD enrollment is 2,394, which includes 667 students from schools not listed on the PUSD website, such as Achieve Charter School of Paradise, Children’s Community Charter, Home Tech Charter, Paradise Charter Middle, and Paradise Unified Special Education.

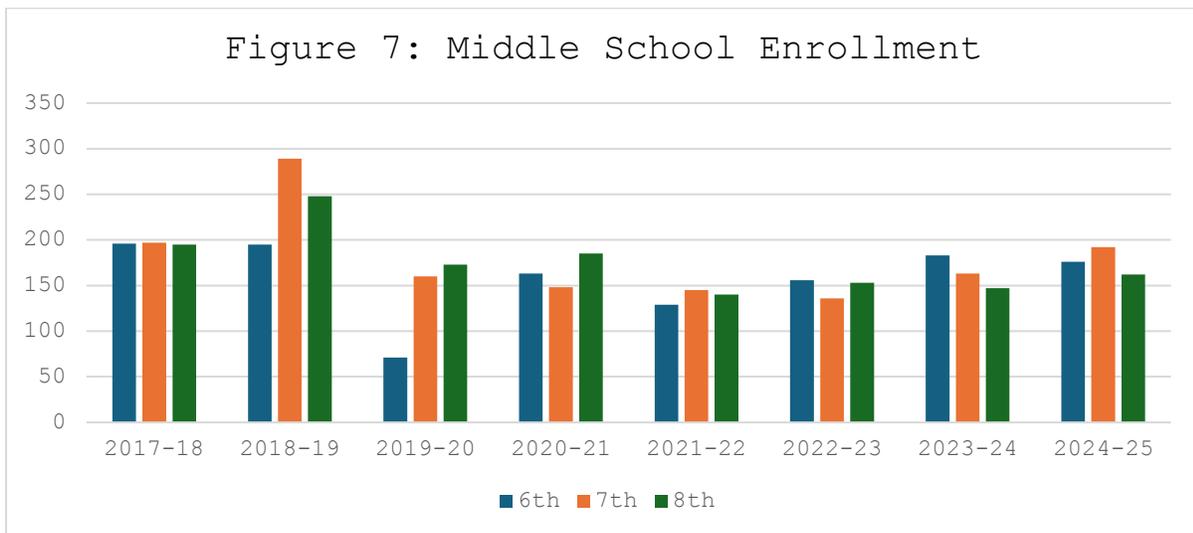
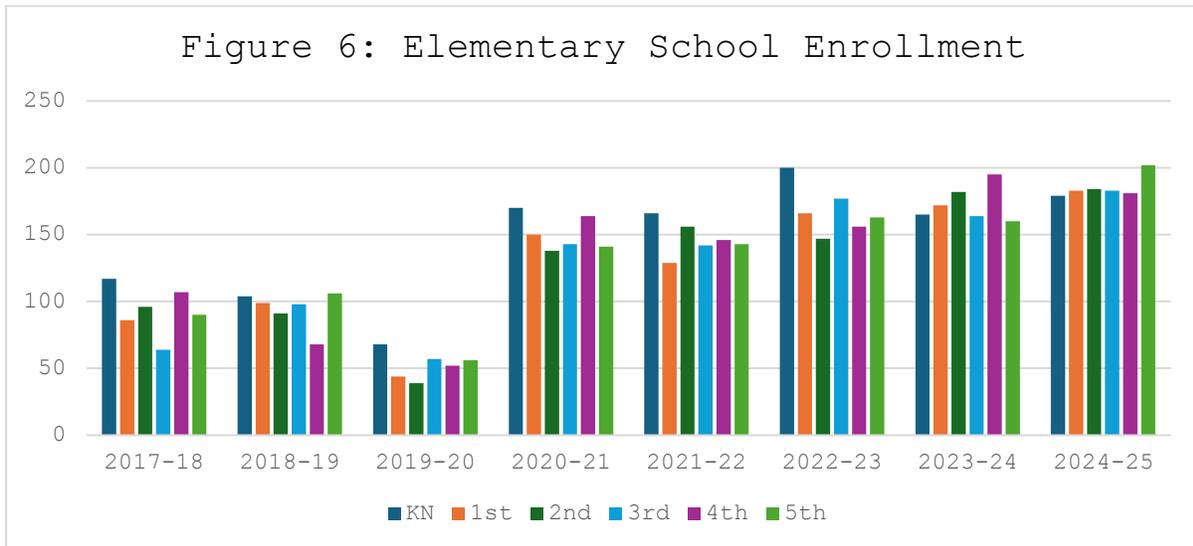


Almost all that rebound has occurred in elementary schools, with middle and high school enrollment numbers remaining below pre-fire levels (Figures 6-8).¹⁹ The extent to which PUSD can accommodate these K-5 students, especially as they advance to higher grades, will determine if families with school-age children will continue to move here. Measure G, which was intended to improve school capability and capacity, failed to gain approval on Nov. 5, 2024; however, previous measures,

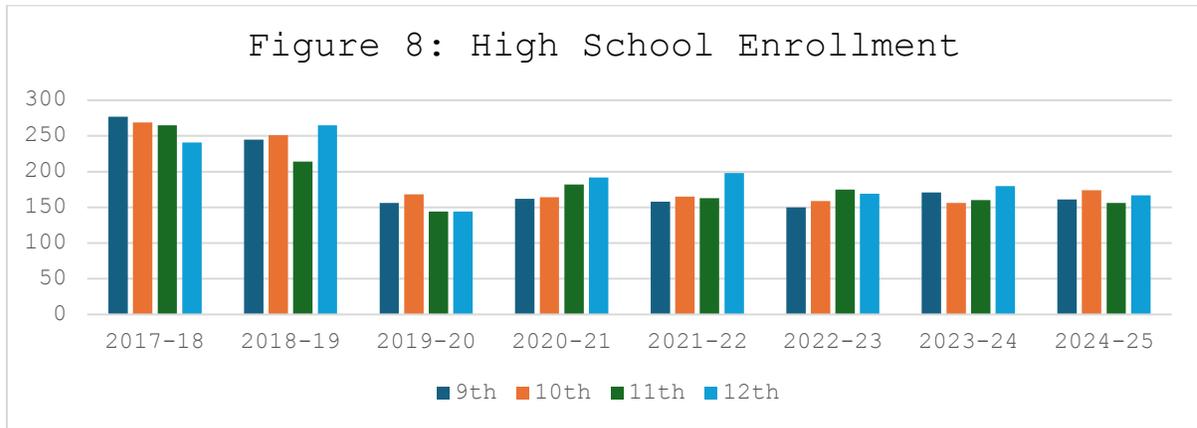
¹⁸ <https://dq.cde.ca.gov/dataquest/>

¹⁹ <https://www.cde.ca.gov/ds/ad/files/histenr8122.asp>

such as Measure Y in 2018, passed before the fire, which has enabled some construction.²⁰

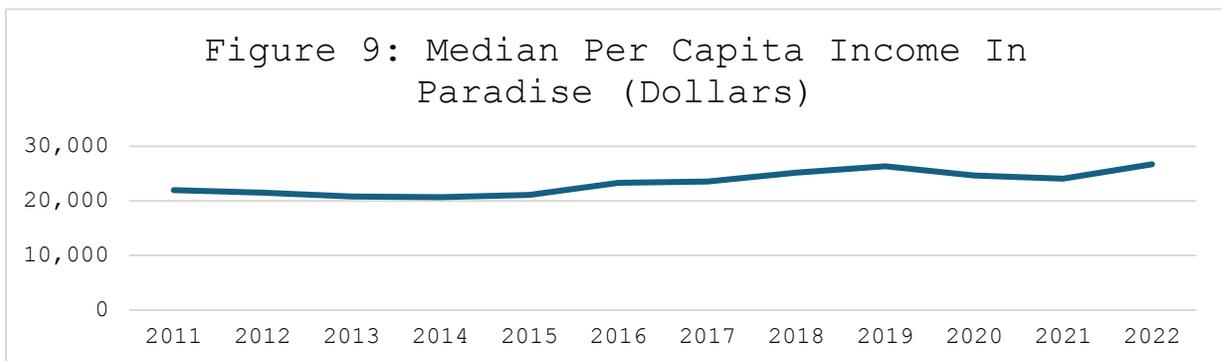


²⁰ [https://ballotpedia.org/Paradise Unified School District](https://ballotpedia.org/Paradise_Unified_School_District)



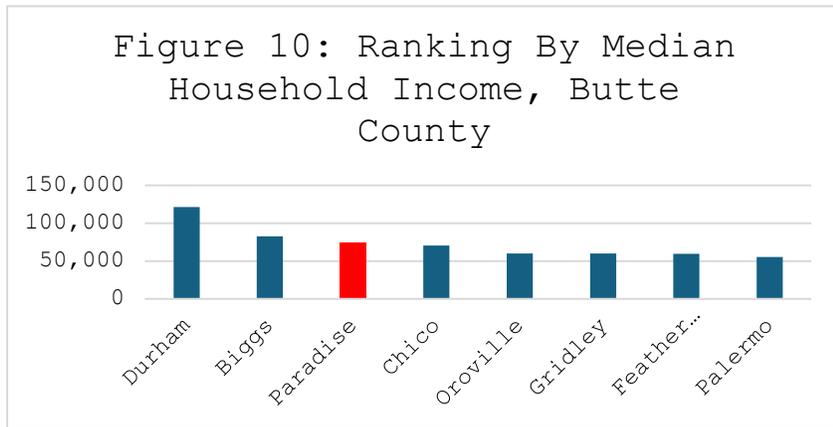
Income and Economics

When adjusted for inflation, the resident per-capita median income was relatively stable before and after the fire (Figure 9). Given the steep drop in employment following the fire and the closure of the hospital (see below), this data suggests that for those who remain employed, income has been sustained most likely through employment outside of Paradise.²¹

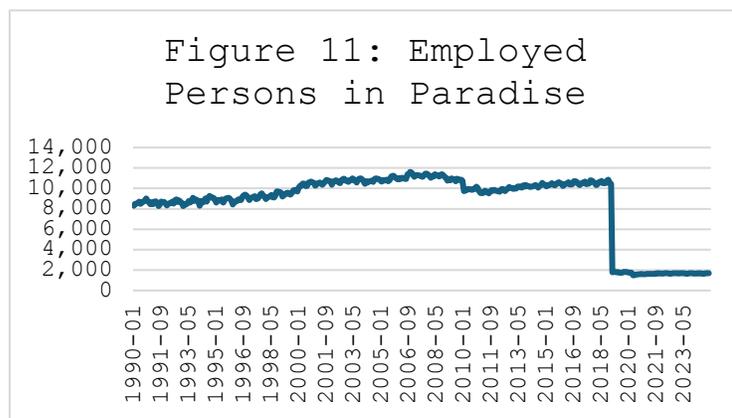


²¹ <https://datacommons.org>

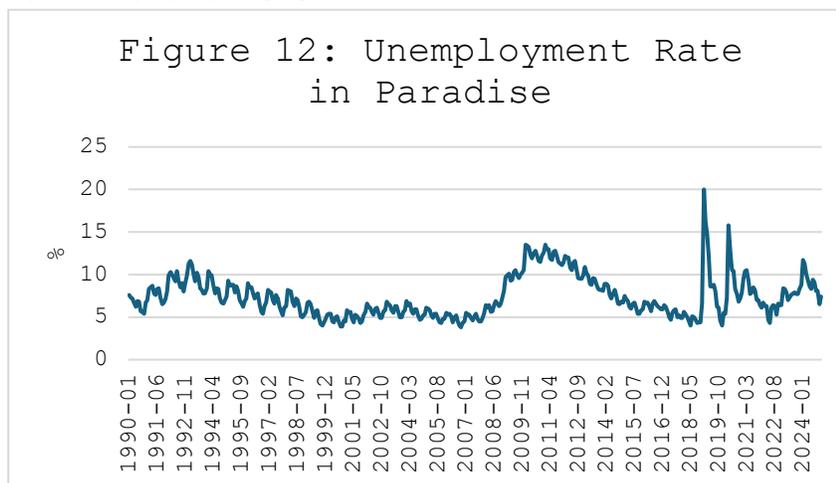
Of the eight major places in Butte County, Paradise ranks third by household median income at \$74,654 (Figure 10).²²



A significant impact of the fire on the local economy can be seen by the employment drop and fluctuating unemployment rate (Figures 11,12).²³ The unemployment rate steadily declined for eight years before the fire but spiked shortly thereafter, with large fluctuations since 2020. The pandemic was a contributing factor during this period. Unemployment rates are currently about 2% higher than in the fall of 2018.²⁴



Despite the steady per capita income shown in Figure 10, Paradise has one of the highest poverty levels in Butte County (Figure 13).²⁵



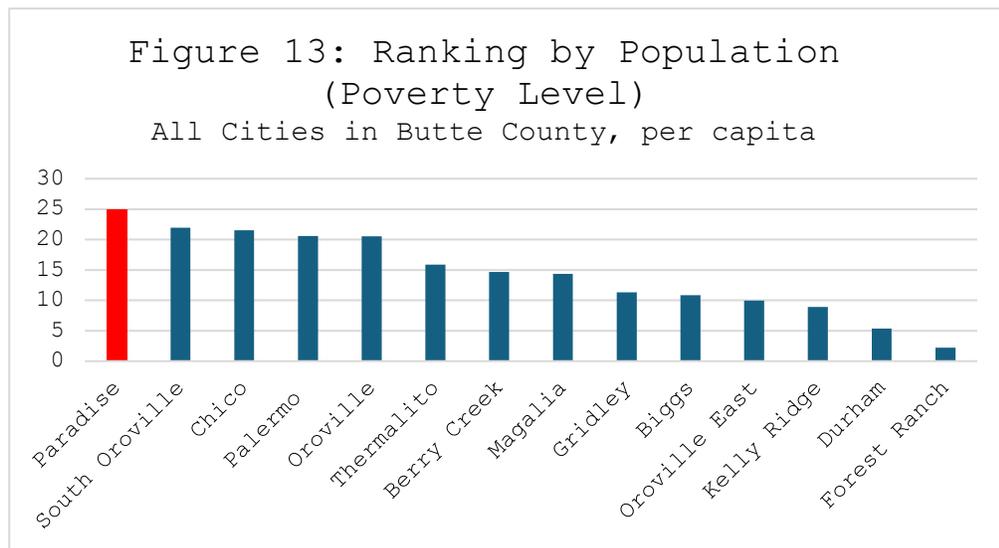
²² <https://datacommons.org>

²³ <https://www.bls.gov/lau/>

²⁴ <https://www.bls.gov/lau/>

²⁵ <https://datacommons.org>

By another indicator, approximately 65% of Paradise Unified School District students qualify for free or reduced meals as opposed to 59.7% for Butte County overall.^{26 27} Low income is a required criterion to qualify for free or reduced meals. This is higher than the overall Butte County rate of 59.7%. The apparent disconnect between relatively high income shown in Figure 10 and the high poverty rate shown in Figure 13 may be explained by a division of wealth among current residents. Given the relatively small population currently on the ridge, a minority of high-income individuals could push up the median income, despite a substantial proportion who meet the criteria for the poverty level. For example, the proportion of individuals classified in higher-earning management occupations since 2017 rose from 11.3% to nearly 14% in 2022.²⁸



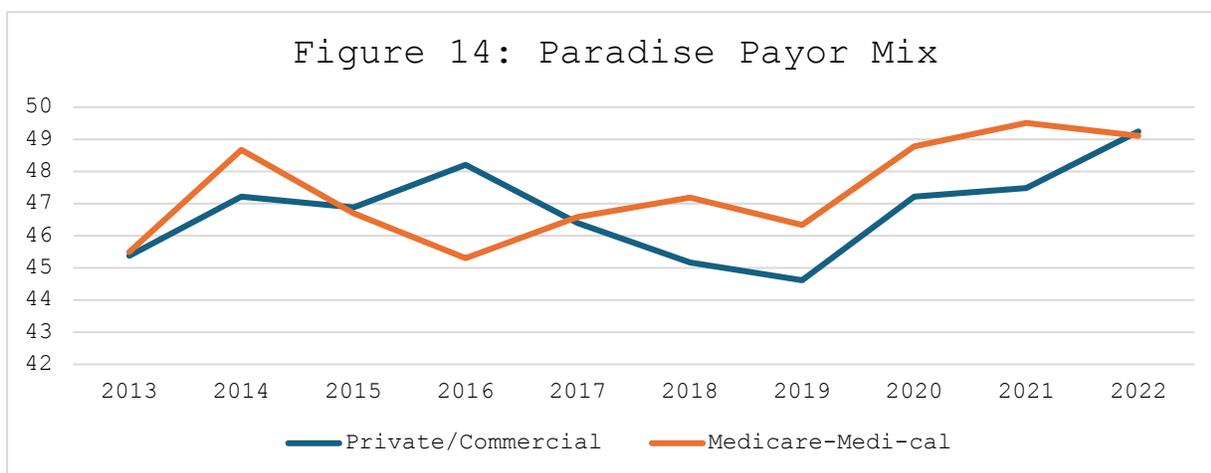
²⁶ <https://www.ed-data.org/district/Butte/Paradise-Unified>

²⁷ <https://www.buttecaa.com/north-state-food-bank>.

²⁸ <https://datausa.io/profile/geo/paradise-ca/>

Health Insurance

The average hospital in California has a governmental payor mix of 38.2%.²⁹ The payor mix in Paradise (Figure 14) is 46.4% governmental payors. According to the California Department of Health Care Access and Information, third-party (commercial) payors make up a smaller proportion of the payor mix in areas designated as Primary Care Health Professional Shortage Areas.³⁰ Typically, areas that have a higher mix of commercial payors is more likely to have greater medical resources and higher adherence to quality standards.³¹ a



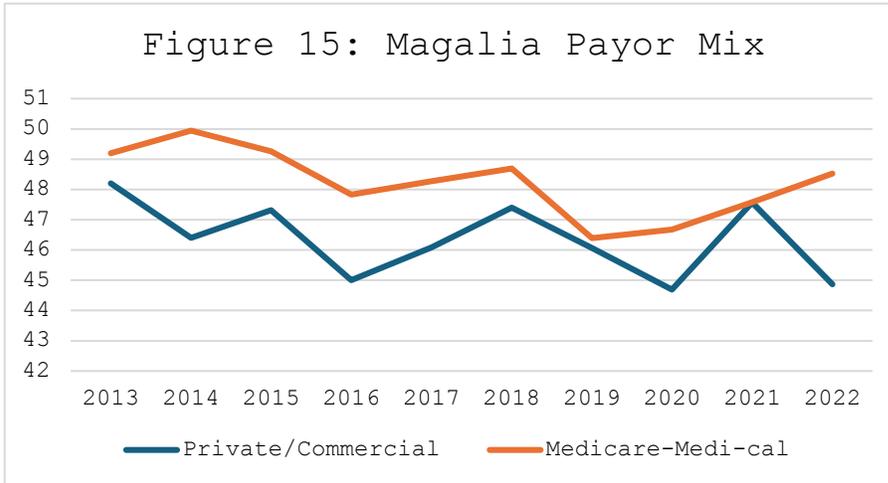
The payor mix for Paradise and Magalia is shown (Figures 14, 15). Paradise currently has an equal proportion of private/commercial insurance and Medicare/Medi-Cal, while Magalia has a higher proportion of Medicare/Medi-Cal.³²

²⁹ <https://www.definitivehc.com/>.

³⁰ <https://hcai.ca.gov/>

³¹ <https://journals.sagepub.com/>

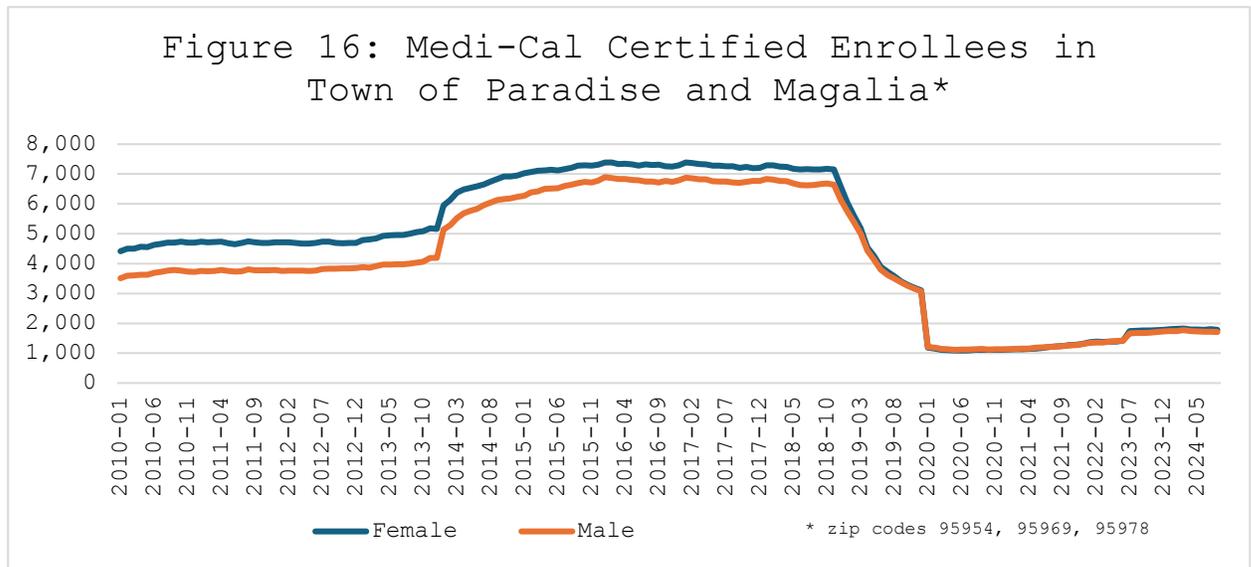
³² <https://datausa.io/profile/geo/paradise>



According to the California Health Care Foundation, as of April 2024, Butte County had 40.9% Medi-Cal enrollees (87,279) as opposed to 38.2% statewide.

In Paradise, the Medi-Cal rate is 21.5%.^{33,34} Figure 16 shows the number of persons in Paradise, equally divided by sex.

According to the California Health and Human Services Agency (CHHS), the number of Medi-Cal certified enrollees in Paradise and Magalia has steadily increased since January 2020, with a sharp uptick in 2022. It now totals nearly 8,000 persons.³⁵



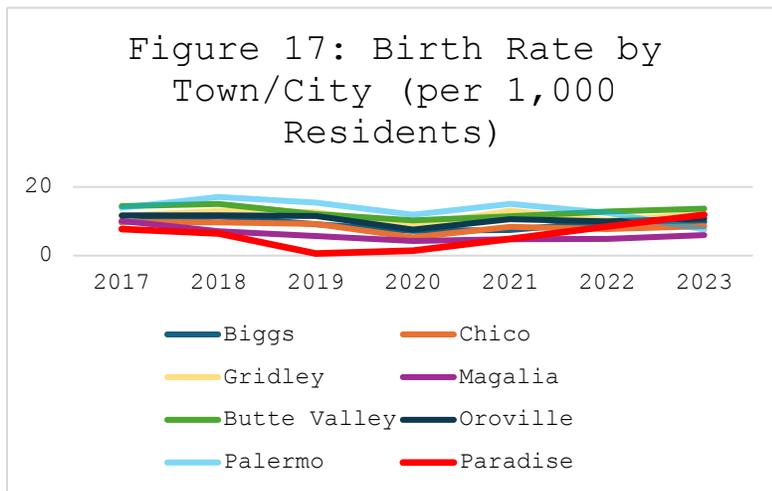
³³ <https://www.chcf.org/>

³⁴ <https://datausa.io/>

³⁵ <https://data.chhs.ca.gov/dataset/>

Births

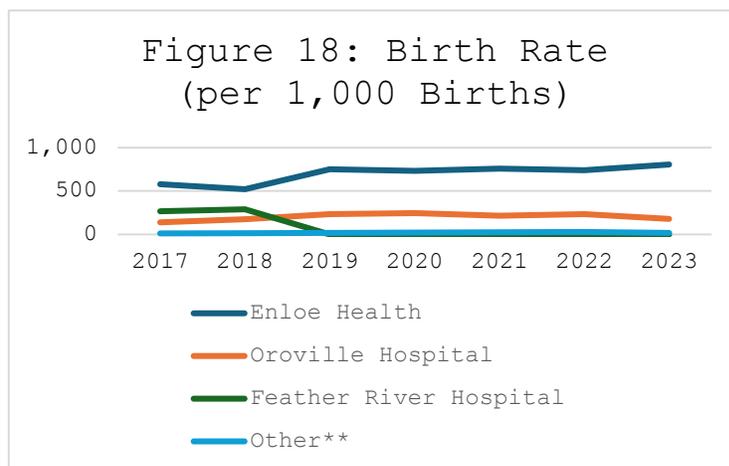
Many in Butte County knew Feather River Hospital (FRH) for its excellent labor and delivery program. We have learned that it was common for parents to choose this hospital for their birth even if they lived outside of Paradise. In addition to the reputation for excellent care, some were interested in their child’s birth certificate documenting that they were born in “Paradise.”



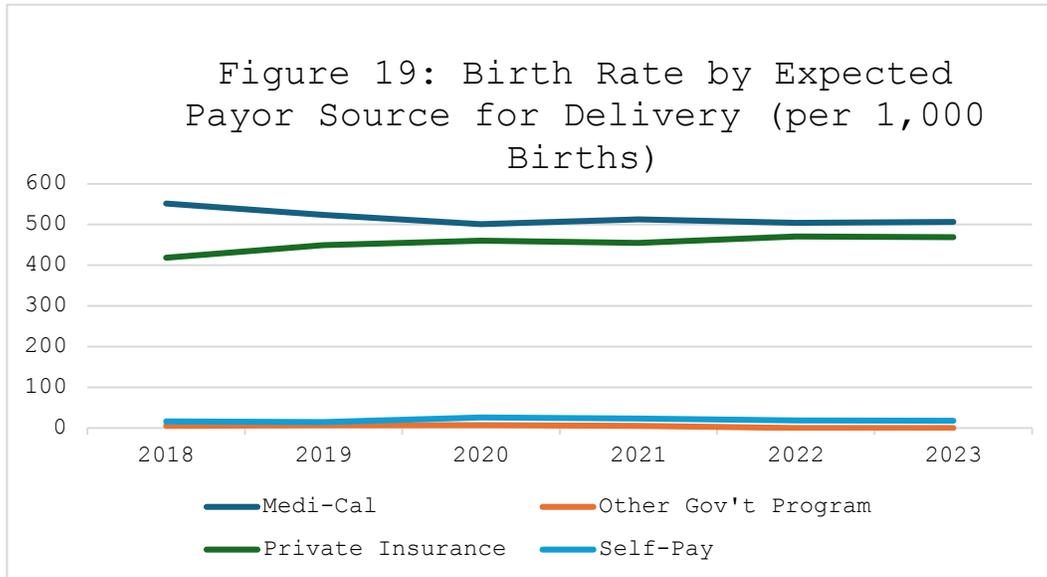
As Figure 17 shows, the birth rate for residents of the Town of Paradise had a baseline of 7.8 births per 100 residents in 2017. It dropped sharply between 2019 and 2021 before rebounding to 11.9 in 2023, the fastest growth rate in Butte County.

With the closure of FRH, most births that otherwise would have occurred there were taken up by Enloe Health. Oroville Hospital saw a mild increase in births following the fire, but this has declined since 2022. (Figure 18)

The payor mix (Figure 19) shows the bulk of births covered by Medi-Cal, followed closely by private insurance. A small number



of births are to those with self-pay and other government programs.



Population Health

One of the best sources for assessing the health status of a county's population is the local Health Department. According to the 2023 Butte County Community Health Assessment, access to care, behavioral health, and community safety remain significant issues for Butte County residents.³⁶

As detailed in the report, difficulty finding primary care, the rate of primary care physicians per capita, and preventable hospitalizations (an indirect measure of access to primary preventive care), Butte County ranks more than 20% worse than California. By most measures of behavioral health, which includes alcohol related fatalities, overdose deaths, suicide rates, and many others, Butte County also ranks more than 20% worse than California as a whole. In terms of community safety, Butte County has high rates of injury deaths, domestic violence reporting, motor vehicle crashes,³⁷ and pedestrian accident deaths.³⁷

³⁶ <https://www.buttecounty.net/CivicAlerts.aspx?AID=60&ARC=84>

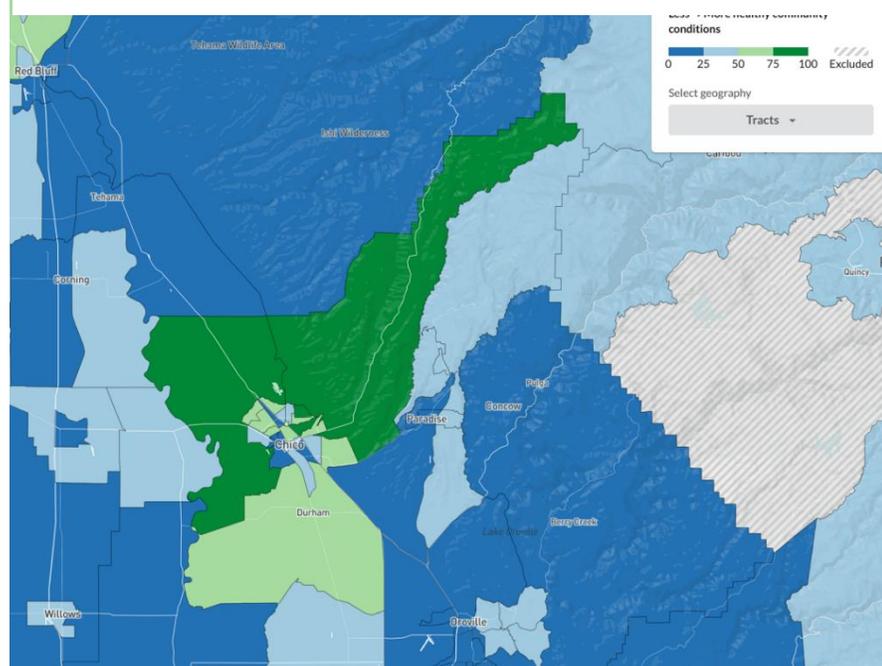
³⁷ <https://www.buttecounty.net/CivicAlerts.aspx?AID=60&ARC=84>

California statewide data paints a similar picture for Butte County, with higher-than-average deaths from all cancers, respiratory disease, liver disease, accidental injuries, motor vehicle accidents, suicide, and drug overdoses.³⁸

The Healthy Persons Index (HPI) is a recognized method for objectively evaluating the social and environmental conditions that directly affect the health outcomes of a population in geographic areas.³⁹ Communities are ranked in quartiles, with a lower score indicating less healthy conditions. The HPI maps data from the 2020 U.S. Census. This includes clean air and water, job opportunities, and many other factors directly linked to life expectancy.

As illustrated by the HPI map (Figure 20) the census tracts encompassing Paradise, Magalia and the Upper Ridge scored between the less healthy first and second quartiles in terms of healthy living conditions. Areas noted in the index that

Figure 20: Health Places Index



contributed to these lower scores were: economic (per capita income and employment rates), social (census response rates), transportation (active commuting, automobile access) and housing (housing habitability, low-income homeowner housing cost burden). On the other hand, Paradise scored well in the

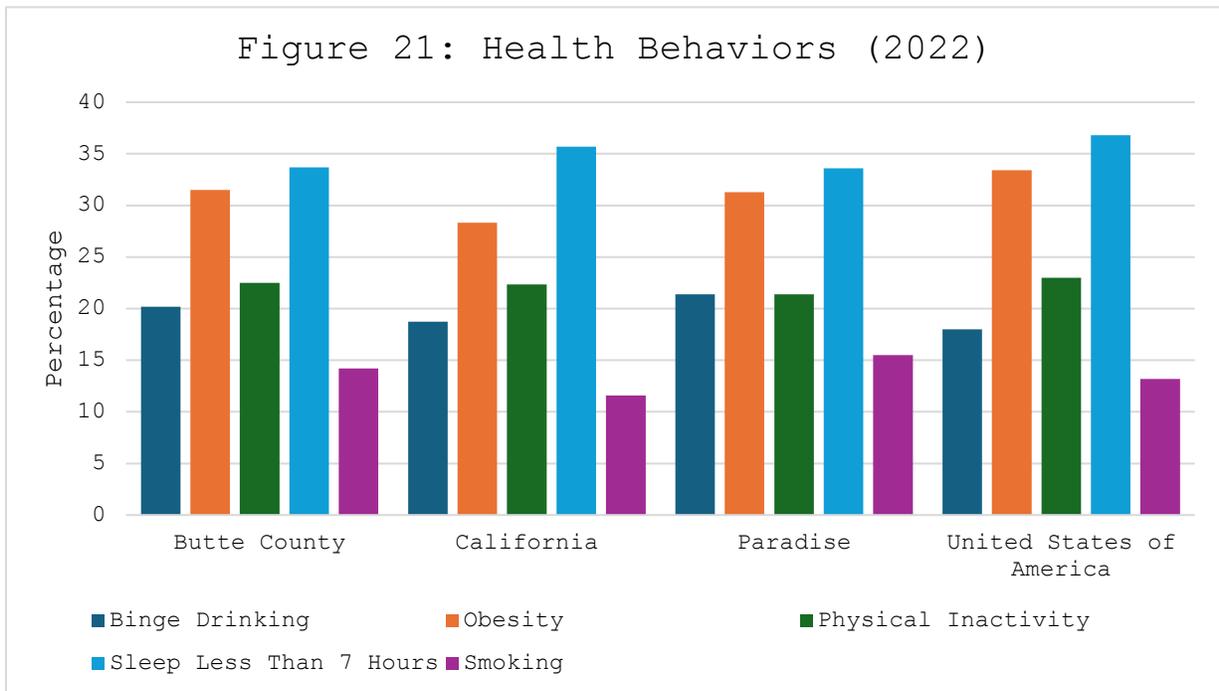
³⁸ https://www.cdph.ca.gov/Programs/CHSI/CDPH%20Document%20Library/CHSP_Profiles/CHSP-2024.pdf

³⁹ <https://www.healthyplacesindex.org>

areas of clean environment, neighborhood conditions, and notably healthcare access (based on rate of insured adults).

Finally, it should be reiterated that the HPI is based in part on the data gathered during the 2020 census and may have significant limitations in assessing today’s conditions. This census was conducted during a challenging period; not only was it just a little over a year after the Camp Fire, it was also the first year of the devastating COVID-19 pandemic. It is reasonable to posit that current conditions are significantly different than those measured in 2020. Nevertheless, it may serve as a useful comparison to other census tracts in Butte County, including those not directly affected by the Camp Fire.

Figure 21 summarizes select 2022 health behaviors characteristics for Paradise, Butte County, California and the United States showing higher rates of smoking, obesity, and binge drinking in Paradise, but better than average physical activity and sleep duration.⁴⁰



⁴⁰ <https://www.cdc.gov/places/index.html>

Section 2: HealthCare Services and Findings

Hospitals and Emergency Departments

With the closure of the FRH, there is no longer a functioning hospital or Emergency Department (ED) in the Town of Paradise. Fortunately, there are three remaining hospitals in Butte County. Around a 20-minute drive from downtown Paradise, Enloe Medical Center in Chico is the closest hospital for most areas of Paradise and the Upper Ridge. Oroville Medical Center in Oroville is about a 30-minute drive from Paradise. Finally, Orchard Hospital in Gridley is about 40 minutes away. All three hospitals are significantly farther away for those living in the Upper Ridge areas.

Enloe Medical Center is a full-service hospital with 298 staffed beds. It provides trauma, stroke, cardiac, obstetric, pediatric, and cancer care, among other services. It has a large ED with 50 treatment stations and treated 51,963 patients in 2021. In terms of patients seen per treatment station, Enloe's ED averaged 1,039 patients, placing it in the middle of the pack amongst the three Butte County hospitals.⁴¹

Oroville Medical Center has 279 licensed beds and provides similar services but is not a designated trauma center. Its ED has 14 treatment stations and saw 7,811 patients in 2021, an average of 558 patients per treatment station.⁴²

Orchard Hospital is a Critical Access Hospital with 24 beds. It provides essential services and only has an ED with five beds. This small ED treated 9,092 patients in 2021, with 1,818 patients per treatment station, making it the most productive ED in Butte County relative to size.⁴³

The closure of FRH likely has redirected demand for services from residents of the Town of Paradise, Magalia, and the entire Paradise Ridge Service Area primarily to Enloe Medical Center, representing between 4-10% of all inpatient and emergency

⁴¹ <https://hcai.ca.gov/visualizations/emergency-department-volume-and-capacity-by-facility/>

⁴² <https://hcai.ca.gov/visualizations/emergency-department-volume-and-capacity-by-facility/>

⁴³ <https://hcai.ca.gov/visualizations/emergency-department-volume-and-capacity-by-facility/>

services provided at this center. While those figures might seem modest, this may represent a significant increase in demand for services that may have already been at saturation (Table 1).

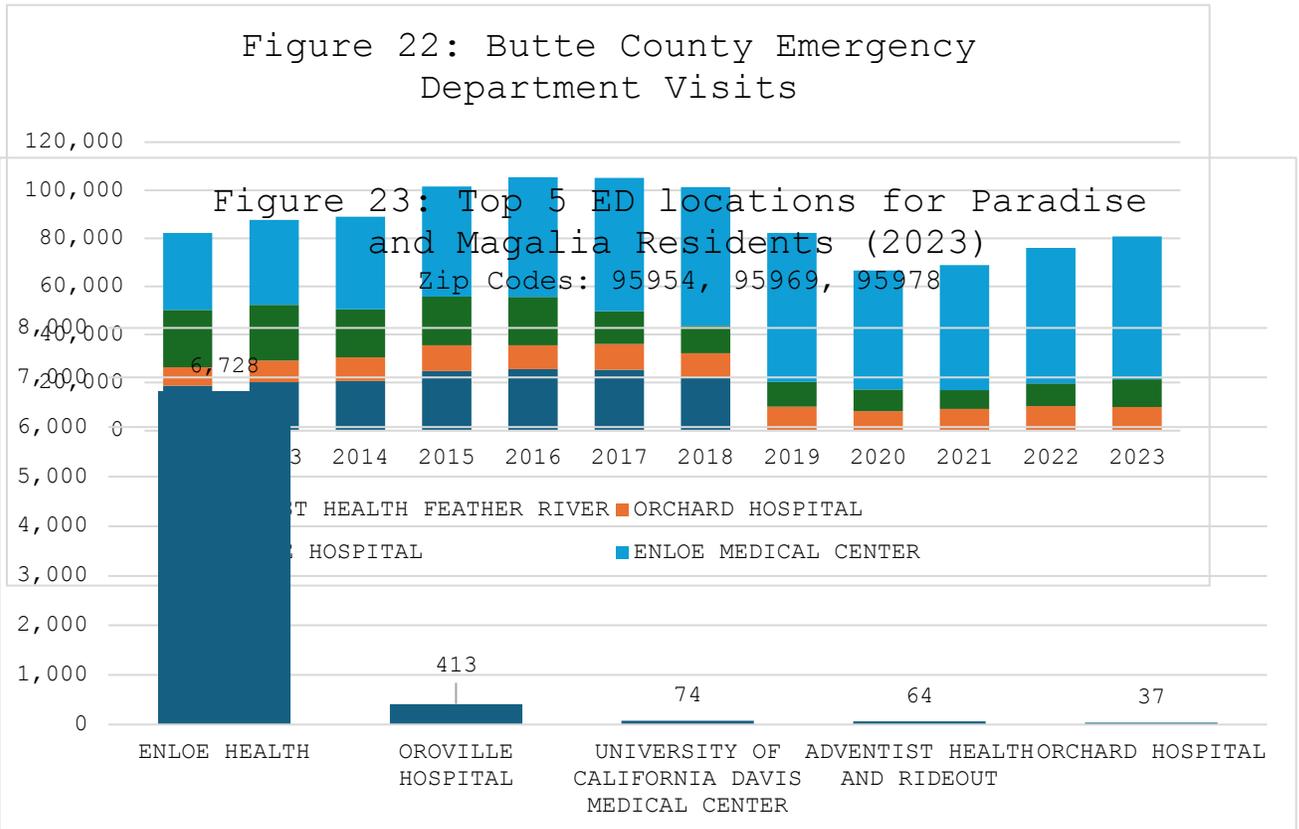
Table 1: Paradise and Magalia Residents Seen at Enloe Medical Center⁴⁴

Paradise Patients 2024	Visits	Percentage of visits	Unique Patients
Primary Care	365	2.7%	140
OBGYN Outpatient	1,394	6.6%	171
OBGYN Inpatient	267	6.1%	126
ED Encounters	4,434	5.1%	2,489
Inpatient Encounters	1,558	5.6%	1,008
Magalia Patients 2024	Visits	Percentage of visits	Unique Patients
Primary Care	158	1.2%	56
OBGYN Outpatient	705	3.3%	88
OBGYN Inpatient	166	3.8%	25
ED Encounters	3,988	4.6%	2,163
Inpatient Encounters	1,323	4.8%	823
Magalia & Paradise Patients 2024	Visits	Percentage of visits	Unique Patients
Primary Care	523	3.9%	196
OBGYN Outpatient	2,099	9.9%	259
OBGYN Inpatient	433	9.8%	196
ED Encounters	8,426	9.7%	4,652
Inpatient Encounters	2,884	10.4%	1,831

Emergency Department Utilization

⁴⁴ Source: Enloe Medical Center

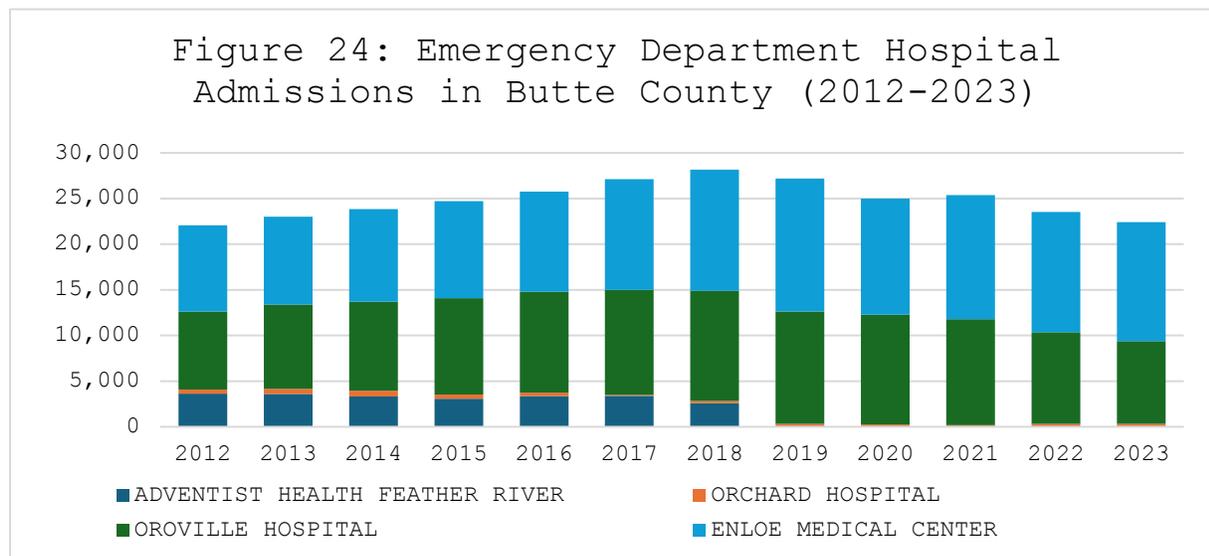
Emergency care is typically one of the highest-demand services for any hospital and a primary entry point for eventual admission. Figure 22 represents the ED utilization and admission rates for each of the Butte County hospitals from 2013 to 2023.⁴⁵



Pre-fire, Butte County hospitals showed a modest increase in ED utilization from 2012-2018. However, this increase was not evenly distributed between the hospitals, and some hospitals saw a decrease in volume during this period. Enloe Medical Center experienced the highest increase in volume, while Oroville Hospital showed the most decrease. Orchard Hospital volume was low but stable, and most notably, FRH’s growth stopped in 2015 through 2017. Had the hospital been open for the entire year of 2018, it likely would have remained flat.

Following the fire, Butte County ED volume experienced a substantial decrease in 2019, reached a record low in 2020, and has grown steadily since. Post-fire volume

⁴⁵ <https://data.chhs.ca.gov/dataset/hospital-emergency-department-encounters-by-facility>



remains below that seen pre-fire. The drop in volume seen in 2019-2020 is likely due to multiple factors, including the drop in overall countywide ED capacity due to the loss of the FRH ED, the relocation of many residents out of the county, and, most significantly, the COVID-19 pandemic, when people were much less likely to go to the ED.⁴⁶ As shown in Figure 23, Paradise and Magalia residents use Enloe Health most frequently.⁴⁷

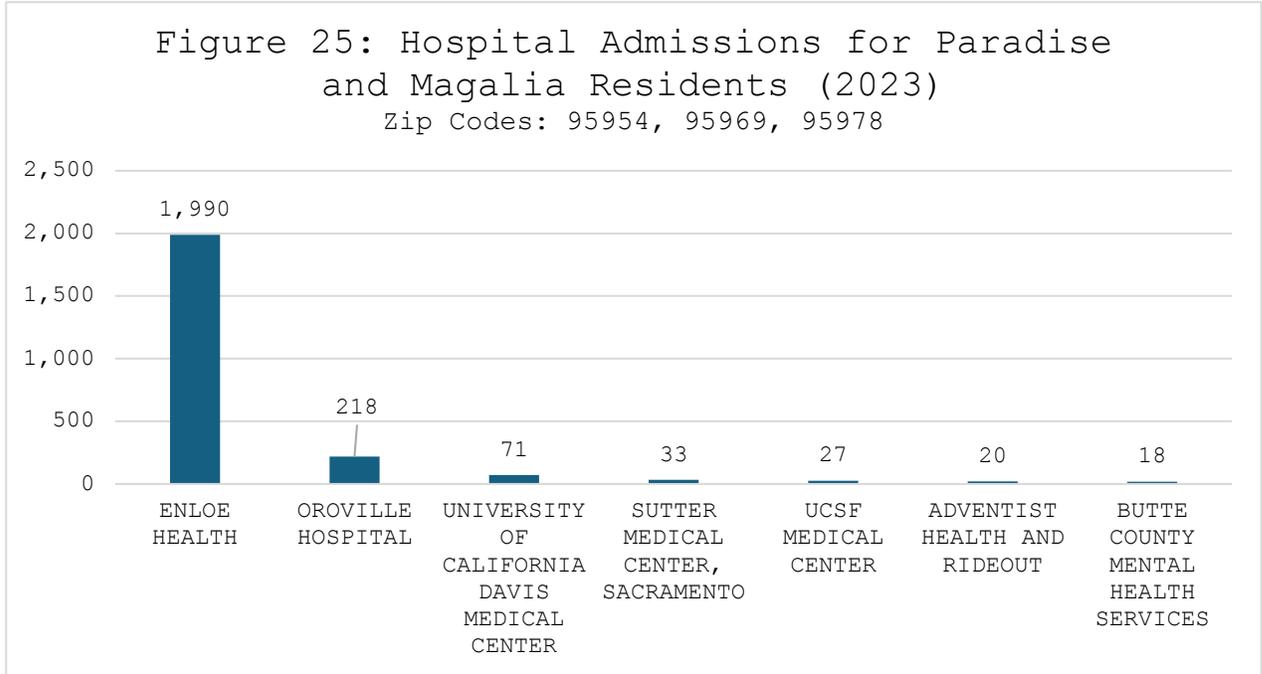
Hospital admissions from the ED are another measure of healthcare capacity. Since most hospital admissions originate in the ED, this data provides some insight into current inpatient demand and capacity both pre- and post-fire. Hospital admissions, such as labor and delivery and cancer care, often without an ED stay, are not reflected in this data.

ED admissions show a similar trend to EMS volume with notable differences (Figure 24). Like ED volume, admissions steadily increased from 2012-2018 and gradually declined since then. Several factors could be in play, including population shifts and changing demographics, which could result in fewer ED patients meeting the admission criteria. Additionally, the criterion for admission continues to become

⁴⁶ <https://www.sciencedirect.com/science/article/abs/pii/S0736467923005012>

⁴⁷ <https://data.chhs.ca.gov/dataset/>

stricter nationally, and patients who may have been admitted 10 years ago are now redirected to home care or short observation stays.⁴⁸



Concerning FRH, in the years preceding the Camp Fire, the hospital admission rate from the ED showed a small but steady decline between 2012 and 2018 (Figure 24). In conversations with Adventist leadership, they expressed concern, even before the fire, about long-term viability due to low inpatient volumes.⁴⁹ We have been unable to locate data that supports or refutes this assertion.

Understanding where Paradise and Magalia residents are ultimately admitted can help determine usage patterns. Most of these residents are admitted to Enloe Health (Figure 25).⁵⁰

⁴⁸ [JAMA: Trends by Acuity for Emergency Department Visits and Hospital Admissions in California, 2012 to 2022](#)

⁴⁹ Interview, Adventist Leadership 11/18/2024

⁵⁰ <https://data.chhs.ca.gov/dataset/patient-origin-market-share-pivot-profile-inpatient-emergency-department-and-ambulatory-surgery>

One impact of the heavy reliance of Enloe Medical Center Emergency Department as a primary source of emergency care is ED wait times. ED wait times, defined here as the time between arrival and being seen by a midlevel provider or physician (“door to doc”), can vary widely between emergency departments and is dependent on multiple factors, including triage and registration processes, the patient’s condition, demand and capacity of the ED, boarding of admitted or psychiatric patients in the ED, and workforce challenges. The median length of stay in a California ED is 3 hours, as compared to 2 hours 40 minutes in the US.⁵¹

ED wait times at individual hospitals are not published publicly, but several indirect indicators can provide an estimate. The first is ED volume (Figure 22). Typically, increased volumes lead to higher wait times. Secondly, the Left Without Being Seen (LWBS) rate, defined as a patient who has been registered in the ED but left before receiving evaluation or treatment from a physician. Finally, the third factor is the acuity level of patients, with higher acuity patients receiving quicker care and lower acuity patients waiting longer.

ED volume in Butte County is well below the peak in 2018 but steadily increasing. As discussed previously, Enloe Medical Center has seen the largest increase following the closure of Feather River Hospital. (Figure 22).

Hospital and Emergency Department Findings

A key question asked of this report pertains to the viability of a rural hospital in the Paradise Ridge Service Area. We believe that a new hospital is possible in the long term, and we provide specific actions in Section 3 that can be taken to prepare for one.

In the short term, however, one must consider the current fiscal environment of such hospitals in the United States to address this issue. There continues to be a nationwide crisis of financial vulnerability of rural hospitals. More than 30% of all 700

⁵¹ <https://data.cms.gov/provider-data/dataset/apyc-v239#data-table>

rural hospitals in the United States are at risk of closure. Over the past decade, 139 rural hospitals (20%) have closed, and others have eliminated inpatient services. Many of those that remain open have eliminated their labor and delivery programs.^{52,53,54}

It was not always this way. From 1950 to 1980, patient care revenue was quite good overall, with the number of inpatient days per 1,000 population increasing by more than a third. This was driven by Medicare and Medicaid (including Medi-Cal), the spread of employer-based insurance, and few utilization controls by private and public payors.⁵⁵ Between 1980 and 2009, however, the number of inpatient days per 1,000 population fell by half, with both admissions and length of stay declining. For some conditions, the decline in length of stay was even more dramatic; for uncomplicated vaginal delivery, the stay dropped from one week to one day.⁵⁶ As a busy birthing center, this is a notable statistic for FRH. Under current payment models, care provided to patients beyond set limits for each condition is uncompensated to the hospital.

Over the last 60 years, the financial challenges faced by rural hospitals have continued to worsen.⁵⁷ Once self-sustaining and independent from the financial system, the healthcare system today, including not-for-profit entities, is tied to the financial sector through investments, venture capital, private equity, and consolidation.⁵⁸ Due to their relatively low volume and modest real estate valuations, rural hospitals are often not attractive candidates for investment from the financial sector and are entirely reliant on patient care revenue to cover their operating costs.

Due to the population they serve, rural hospitals are heavily dependent on patient revenue from the Centers for Medicare and Medicaid Services (CMS). Nevertheless,

⁵² <https://www.healthcarediver.com/news>

⁵³ <https://www.healthcarediver.com/news/>

⁵⁴ <https://www.kqed.org/news/>

⁵⁵ <https://www.nejm.org/doi/full/10.1056/NEJMp1200478>

⁵⁶ <https://www.nejm.org/doi/full/10.1056/NEJMp1200478>

⁵⁷ <https://www.healthcarevaluehub.org/>

⁵⁸ <https://cepr.net/wp-content/>

up to 49% of rural hospitals currently operate under negative operating margins in the United States. In the summer of 2025, HR1 was passed into law, which involved significant cuts to hospital reimbursement. While \$50B has been allocated through the Rural Health Transformation Program (RHTP) to offset those losses, this represents only 37% of the projected losses.⁵⁹ Most predict that rural hospital closures will accelerate without additional intervention.

States are required to apply for this funding by November 5th, 2025. Since air ambulances are critical for transporting the sickest patients to specialty centers, particularly from rural areas, a proposal from members of the California State Senate to the California Department of Health Care Access and Information (HCAI) requests that air ambulance funding be included as a portion of the request.

The problem of rural hospital closures is manifesting itself locally. The Glenn County Medical Center is due to close on October 21, 2025, following the loss of its designation as a Critical Access Hospital (CAH), creating a 40% loss of revenue.⁶⁰ CAHs are discussed in detail in the next section. This will likely increase demand on neighboring counties and hospitals such as Colusa Medical Center, Orchard Hospital and Enloe Medical Center.

Furthermore, On November 14, 2025, Oroville Hospital reported financial challenges that are causing it to seek a sale of the hospital, or partnership with a larger entity.

Another fundamental change in healthcare delivery occurred in the 1990s with the development of managed care. Before then, most insured patients could freely choose their physicians, care was paid as a fee-for-service, and physicians' medical decisions were not subject to frequent questions by insurers. Since the 1990s, insurers began selectively contracting with providers and hospitals, and patients began to face financial penalties for obtaining out-of-plan or out-of-network care.⁶¹

⁵⁹ <https://www.kff.org/medicaid/a-closer-look-at-the-50-billion-rural-health-fund-in-the-new-reconciliation-law/>

⁶⁰ <https://calmatters.org/health/2025/09/glenn-county-hospital-medicare-lamalfa-oz-closure/>

⁶¹ <https://www.nejm.org/doi/full/10.1056/NEJMp1200478>

This had significant implications for small rural hospitals. The 2022 American Hospital Association Report *Rural Hospital Closures Threaten Access* summarizes several trends affecting rural hospital financial sustainability: patient volume and health, low reimbursement, staffing shortages, rising input costs, and regulatory barriers.⁶²

Due to low population density, rural hospitals in the United States have much lower patient volumes than their urban counterparts. These lower volumes challenge these hospitals to maintain fixed operating costs (which constitute about 60% of total expenses), impede participation in performance measurement and quality improvement activities, and often treat older, sicker, and poorer patients compared to the national average. Many of these patients are uninsured and more likely to delay seeking care due to cost, geographic isolation, and limited access to transportation.^{63,64} These delays contribute to sicker patients requiring more costly care.

Most rural hospital revenue today comes from government payors (Medicare and Medicaid). Unfortunately, both programs reimburse less than the cost of providing these services, and rural hospitals cannot offset low public program reimbursement rates with revenue from patients with commercial coverage. In the commercial insurance market, many rural hospitals have limited bargaining power and are forced to accept below-average commercial rates or are left out of networks entirely.⁶⁵

Staffing is another major challenge faced by rural hospitals. Despite around 20% nationwide rural populations, only 10% of physicians in the United States practice in rural areas. The COVID-19 pandemic worsened this situation, with nearly one-third of hospitals anticipating critical staffing shortages. Many hospitals were forced to employ contract nurses that almost doubled staffing costs.⁶⁶

⁶² <https://www.aha.org/system/files/media/file/2022/09/rural-hospital-closures-threaten-access-report.pdf>

⁶³ <https://ruralhospitals.chqpr.org/Costs.html>

⁶⁴ <https://www.aspe.hhs.gov/>

⁶⁵ <https://www.kff.org/health-costs/i>

⁶⁶ <https://www.aha.org/system/files/media/file/2022/09/rural-hospital-closures-threaten-access-report.pdf>

The pandemic also dramatically increased hospital input costs. In addition to labor costs as described above, drug costs are up 36.9%, and costs of other supplies increased by 15.9%.⁶⁷ Finally, regulatory costs for rural hospitals, which are the same as for large urban hospitals, constitute a much higher burden on rural hospitals with lower patient volume in terms of cost per patient.⁶⁸

In California, one in five hospitals is at risk of closure due to the financial strain of the pandemic, high inflation, staff shortages, and systemic insurer underpayment.⁶⁹ For reasons discussed here, Adventist Health leadership has told us in interviews that FRH's financial sustainability was in question even before the fire. FRH was a tremendous resource on the Ridge and is increasingly unusual for a community of this size. In today's healthcare marketplace, Feather River Hospital likely would not have been built, and if the remaining facility was fully functional, the operating costs would exceed projected revenue.

When rural hospitals shut down, patients must travel further for emergency care and routine medical services. Patients who lack transportation may forego care altogether. Several categories of hospitals have emerged to serve rural populations.

Building hospitals today is also a challenge. There are significant barriers to constructing a new hospital in California, where construction costs due to land, labor, materials, equipment, and seismic standards drive the price to more than twice that of other states.⁷⁰ Current estimates range from \$8-10 million per hospital bed.

Critical Access Hospitals

Some residents have noted that other rural communities, such as Biggs and Greenville (Plumas County), continue to have sustainable hospitals despite low-density populations like the Paradise Ridge Service Area. As relevant examples, these two hospitals serve very remote areas and qualify as Critical Access Hospitals

⁶⁷ <https://www.aha.org/system/files/media/file/2022/04/2022-Hospital-Expenses-Increase-Report-Final-Final.pdf>

⁶⁸ <https://www.aha.org/system/files/media/file/2022/09/rural-hospital-closures-threaten-access-report.pdf>

⁶⁹ <https://calhospital.org>

⁷⁰ https://www.scripps.org/news_items/7609-the-high-cost-of-building-california-hospitals

(CAHs), a designation given to eligible rural hospitals by the Centers for Medicare & Medicaid Services (CMS).⁷¹ The benefits of CAH status include improved reimbursement rates and capital improvement costs from Medicare, flexible staffing and services, and Flex Program educational resources, technical assistance, and grants.

To qualify as a CAH, a hospital must meet specific conditions:

1. Have 25 or fewer acute care inpatient beds
2. Be located more than 35 miles from another hospital
3. Maintain an annual average length of stay of 96 hours or less for acute care patients
4. Provide 24/7 emergency care services

These conditions exclude many hospitals in California. Only one Butte County Hospital (Orchard Hospital) is designated as a CAH. Based primarily on location, a hospital in Paradise would not qualify as a CAH, with Enloe Hospital 14 miles from Paradise. A map of California CAHs (Figure 41) is attached.⁷²

Micro-Hospitals

The micro-hospital is an industry designated concept that began in 2017 and has become popular in some areas. So far, they have opened in at least 19 states and are attractive because they can provide short-term care on a more cost-effective basis than large regional medical centers. Typically affiliated with larger regional hospital systems, most are suburban or rural areas and, in some cases, have been constructed in communities with large elderly populations or in areas attracting young people for economic reasons. They are intended to partner with and augment capacity at large urban medical centers.⁷³

⁷¹ <https://www.cms.gov/medicare/health-safety-standards/certification-compliance/critical-access-hospitals>

⁷² <https://calhospital.org/issues/rural-health-care/the-critical-access-hospital-network-ccahn/>

⁷³ <https://www.bottomlineinc.com/health/aging/micro-hospitals-a-growing-trend>

There is no licensing category or legal designation for micro-hospitals in California. Nevertheless, a micro-hospital is broadly defined as a fully licensed, semi-acute inpatient facility with anywhere from 15,000 to 50,000 square feet and five to 15 inpatient beds that provides typical “core services,” including an ED, inpatient pharmacy, lab, and imaging. Other additional services may include women’s, dietary, primary, and surgical services. Micro-hospitals seek to provide services at a lower cost to patients than similar services performed at a larger hospital facility. Additionally, these services are provided 24 hours a day, seven days a week.

Micro-hospitals have the advantage of providing care closer to home, can treat various conditions, with lower costs than traditional hospitals, and are attractive to investors because of lower costs and higher reimbursement. On the other hand, there is concern about the safety and experience of doctors working in these small facilities, infection control challenges associated with high patient turnover, and regulatory barriers. Fundamentally, these hospitals seem to be driven by market forces rather than where medical services are needed, and they require a wealthy population that can support them. Lower income areas such as the Ridge and Upper Ridge, who would benefit from such a facility, may not have the financial means to support it.⁷⁴

Again, while no legal designation or definition for a “micro-hospital” exists in California, Table 2 lists all small California Hospitals with 15 or fewer beds that might be considered similar to micro-hospitals as described earlier. Thirteen of these 21 hospitals are designated as CAHs. The remainder are either in urban areas or serve a select population or health plan. Since a CAH is not an option for Paradise, it is useful to look more closely at the small hospitals that are not CAH and determine if they represent viable options for the Paradise Ridge Service Area.

⁷⁴ [What are micro-hospitals?](#)

Most of the small non-CAH small hospitals are either affiliated with a nearby full-sized hospital, are located in large urban or provide limited specialized surgical, psychiatric, pediatric care, sub-acute, or rehabilitation services. (Appendix)

AHMC Seton Medical Center Coastside is an example of a non-CAH hospital serving a population similar to the Paradise Ridge Service Area. Unfortunately, the prognosis for this facility is not positive. This is a small hospital that serves the coastal communities of the City of Half Moon Bay, and the surrounding communities of Moss Beach, Montara, and El Granada for a combined population of about 22,000. It is primarily a skilled nursing facility that has a small emergency department and inpatient capacity with very limited capability. It is a satellite facility for AHMC Seton Medical Center, 14 miles away, in Daly City.

Due to its limited capability, the San Mateo EMS agency reports that ambulances are not authorized to transport high acuity patients there, in particular trauma, stroke and chest pain patients. Unfortunately, within the last 10 years, Seton Hospital and Seton Coastside have been struggling financially⁷⁵ and at times have not been able to accept ambulance patients. They are currently being sued⁷⁶ by the California Attorney General.

⁷⁵ <https://www.smdailyjournal.com/>

⁷⁶ <https://oag.ca.gov/news/press-releases/attorney-general-bonta-ahmc-must-maintain-healthcare-services>

Table 2: California Licensed Hospitals with ≤ 15 Inpatient Beds⁷⁷

Hospital	City	County	Licensed Beds	CAH
Surprise Valley Community Hospital	Cedarville	Modoc	4	X
Southern Inyo Hospital	Lone Pine	Inyo	4	X
AHMC Seton Medical Center Coastside	Moss Beach	San Mateo	5	
Healthbridge Children's Hospital-Orange	Orange	Orange	6	
Laguna Honda Hospital And Rehabilitation Center	San Francisco	San Francisco	6	
Anaheim Community Hospital, LLC	Anaheim	Orange	6	
Modoc Medical Center	Alturas	Modoc	8	X
Catalina Island Medical Center	Avalon	Los Angeles	8	X
Jerold Phelps Community Hospital	Garberville	Humboldt	9	X
Bear Valley Community Hospital	Big Bear Lake	San Bernardino	9	X
Eastern Plumas Hospital-Portola Campus	Portola	Plumas	9	X
Patients' Hospital of Redding	Redding	Shasta	10	
Seneca District Hospital	Chester	Plumas	10	X
Santa Ynez Valley Cottage Hospital	Solvang	Santa Barbara	11	X
Adventist Health Sonora - Fairview	Sonora	Tuolumne	12	
West Covina Medical Center	West Covina	Los Angeles	13	
Mammoth Hospital	Mammoth Lakes	Mono	13	X
George L. Mee Memorial Hospital	King City	Monterey	13	X
Sutter Surgical Hospital-North Valley	Yuba City	Sutter	14	
Providence Santa Rosa Memorial Hospital-Sotoyome	Santa Rosa	Sonoma	15	
Hazel Hawkins Memorial Hospital	Hollister	San Benito	15	X

Healthcare Districts

Some communities that might otherwise not have a private or not-for-profit hospital have formed Healthcare Districts to provide a mechanism for public subsidization, typically through a parcel tax.

What is a Healthcare District?

A Healthcare District, like a fire, water, or sewer district, is a legal subdivision of the State of California, an independent public agency, created to address the healthcare needs of a specific geographic area. They exist to fill healthcare gaps, especially in communities with limited access to providers, underserved populations, and high

⁷⁷ <https://data.chhs.ca.gov/dataset/hospital-annual-utilization-report>

numbers of uninsured or low-income residents. They maintain a close connection to their communities by offering services tailored to local needs with a purpose to enhance public health outcomes with accountability, transparency, and local control. Unlike a private corporation, these districts, as governmental entities, must comply with all financial reporting and obey state laws governing public records, record keeping, elections, and public access to documents.⁷⁸

Governance of Healthcare Districts

Health Care Districts are governed by an elected Board of Directors, generally consisting of five members. These directors must be registered voters residing within the district and are elected at large to represent specific geographic zones within the district. These zones are drawn to reflect population distribution and regional diversity, ensuring balanced representation across the district. Under the governance and authority of the Board, the Health Care District can impose property tax, enter contracts, purchase property, exercise the power of eminent domain, issue debt, hire staff, etc.

Services Offered by Healthcare Districts

HealthCare Districts are empowered to provide a wide array of services aimed at maintaining and improving public health. These include:

- Construct and operate hospitals and other health facilities
- In medically underserved areas, recruit physicians and support their practices
- Managing ambulance services
- Running wellness and prevention programs
- Supporting rehabilitation and aftercare services
- Offering free clinics and diagnostic centers
- Promoting health education and mental health initiatives

⁷⁸ <https://www.achd.org/about-healthcare-districts/>

Districts can also collaborate with community groups and healthcare providers to ensure holistic and inclusive care tailored to the needs of their residents.

Steps Toward Formation of Healthcare Districts

The formation of a new Health Care District is initiated by the community itself; residents sponsor the proposal and guide it through a structured legal and administrative process. Initial steps include consulting with the Local Agency Formation Commission (LAFCO) to define appropriate service boundaries and develop a sustainable financial plan.

Sponsors must:

- Determine the logical, financially viable boundaries for the district
- Identify the services the district will offer based on community need
- Prepare and submit a feasibility study, preliminary budget, and service plan
- Fundraise to cover application and legal costs

The Petition Process

Forming a district begins with a petition signed by at least 12% of registered voters within the proposed boundaries. This petition must include:

- A formal statement under the Local Health Care District Law and the Cortese-Knox Local Government Reorganization Act
- The proposed district's name, boundaries, services, estimated budget, and capital costs
- Designation of up to three chief petitioners with contact information
- Affirmation that the plan is consistent with the service area of existing districts or cities

The Role of the Local Agency Formation Commission (LAFCO)

LAFCO is a state-mandated local agency that oversees the creation, reorganization, or dissolution of special districts like HealthCare Districts.⁷⁹ Once the petition is verified by the County Registrar of Voters, LAFCO reviews it in collaboration with the State Office of Health Planning and local health planning agencies. A 60-day comment period follows; agencies that do not respond are considered to have "no comment."

LAFCO assesses:

- Proposed boundaries and financial feasibility
- Potential effects on existing agencies
- Environmental impacts and required assessments
- Projected tax revenues and service costs

Following public hearings, LAFCO may approve, amend, or deny the proposal. If approved, a resolution is forwarded to the County Board of Supervisors, who serve as the conducting authority. An election is then called within the proposed district:

- Without a new tax, a simple majority vote is required
- With a new tax or special assessment, approval must come from two-thirds of voters

Upon voter approval, the district is formally established, governed by a publicly elected board, and accountable to the community it serves. These districts must comply with California laws on public meetings, financial reporting, and transparency, ensuring residents maintain oversight of their local healthcare system.

Election Cost

Usually there is an estimated cost based on a dollar amount per registered voter which will increase or decrease as a result of factors such as a special election solely for the purpose of forming the health care district (highest cost), district

⁷⁹ <https://www.buttelafco.org>

boundaries that cross county lines (two ballots), or ballot(s) that include other elections (lowers cost).

- **Legal and Administrative Fees:** Preparing necessary documentation, such as feasibility studies and financial analyses, and navigating the approval process with the Local Agency Formation Commission (LAFCO) can incur significant costs.
- **Public Outreach:** Engaging the community through meetings, informational materials, and campaigns to garner support for the district's formation.
- **Operational Planning:** Developing strategic business plans and long-term objectives to ensure the district meets community health needs effectively.

Potential Revenue

Healthcare Districts are often allocated 1% of the Real Property Tax collected by the county and may impose a property tax. A measure to impose a property tax must be approved by 2/3 of the registered voters in the district. The tax rate is based on the assessed value from county tax rolls, not the market value of the taxable property.

PAJARO VALLEY HEALTH CARE DISTRICT EXAMPLE

This information is drawn from public sources and should be considered approximate and unverified.

Formation of the District

Pajaro Valley Health Care District (PVHCD) was formed through legislation (Senate Bill 418), passed unanimously and signed into law on February 4, 2022. It was created by a non-profit formed for this purpose: a partnership between the County, the City, the local FQHC, and the local health trust. The nonprofit purchased the hospital out of bankruptcy and established the district, then transferred the hospital to it to provide public oversight. The district boundaries span two counties and approximate the local school district boundaries. The Board of Supervisors made

initial appointments to the PVCHD board, then board members were elected by the public.

Hospital Purchase 2022

The cost of the hospital purchase, PVHCD formation and transitioning hospital ownership to PVHCD was approximately \$67M.

Top donors with approximate commitments:

State of California	\$ 25,000,00
County of Santa Cruz	\$ 5,500,000
County of Monterey	\$ 3,000,000
City of Watsonville	\$ 400,000
Central California Alliance for Health	\$ 3,000,000
Institutional	
Community Trust of Pajaro Valley	\$ 6,000,000
Driscolls	\$ 1,750,000
Blue Shield of California	\$ 1,000,000
Private Donations	\$ 7,000,000
Pledges	\$ 2,000,000
Gifts	\$ 200,000
Working Capital	
Cash at Closing	\$ 4,200,000
Total	\$ 66,500,00

Bond Measure (Measure N) 2024

Bond Measure N passed with 2/3 vote authorizing the sale of **up to \$116 million in general obligation bonds** to fund the acquisition and improvement of property (to acquire the hospital's land back) to be repaid through **property tax levies** on taxable property in the district for 30 years. If all bonds are issued and sold, the total

estimated repayment (principal + interest) is \$230.1 million. Assessment rate per parcel is an average estimated annual rate of \$24 per \$100,000. The approximate population is 94,349 with 40,000 household units and 43,000 registered voters in Santa Cruz County and 4,500 registered voters in Monterey County. The number of parcels in the district was not available.

SONOMA VALLEY HEALTHCARE DISTRICT EXAMPLE

The Sonoma Valley Healthcare District is another relevant example. Created in 1946, it funded the opening of their 24-bed hospital (Sonoma Valley Hospital) in 1957, which also includes a 27-bed skilled nursing facility. Measure F, recently passed, renewed and extended the parcel tax for the district at \$250 per parcel for 10 years, generating about \$4 million per year. The district covers a population of 42,000 persons.

SAN BENITO HEALTHCARE DISTRICT EXAMPLE

The presence of a Healthcare District, however, does not guarantee that a hospital will not experience financial difficulties. In 2023, the San Benito Healthcare District, which operates Hazel Hawkins Hospital in Hollister, filed for bankruptcy, which was ultimately denied. Unfortunately, this hospital, which serves a population of around 67,000 people, remains in financial difficulty.⁸⁰ District tax revenues for 2024 were just under \$5 million, net patient service revenue was \$150 million and total operating expenses were \$145 million.⁸¹ In 2017, the hospital was designated as a CAH, increasing revenue from Medicare patients by more than \$6 million annually.⁸²

PALM DRIVE HEALTHCARE DISTRICT EXAMPLE

Palm Drive Hospital in Sebastopol, despite creating a Healthcare District in the 1990s, continued to struggle financially and finally closed in 2020. This district

⁸⁰ <https://www.beckershospitalreview.com/finance/california-hospital-ineligible-for-bankruptcy-court-rules.html>

⁸¹ <https://www.hazelhawkins.com>

⁸² <https://www.hazelhawkins.com/images/FYE-06-30-2020-Audited-Financial-Statements.pdf>

served a population of 50,000 persons, and residents are still paying off \$25 million in debt with an annual parcel tax of \$155.⁸³

Due to the current and medium-term population projections for the Paradise Ridge Service Area and the industry trend of small rural hospital closures, a full-service hospital is not likely to be financially sustainable for at least the next 10 years. However, as the population continues to rebound, a micro-hospital that could provide emergency and short stay inpatient capacity or a Healthcare District may be a viable option for the Paradise Ridge Service Area, provided it is seen as an attractive investment by a health system or private equity firm. A more attractive option is the formation of a Healthcare District that provides the significant advantage of enabling public oversight and a steady revenue stream, but this requires intensive study and voter approval as described above.

In summary, it may be best to focus on developing and leveraging existing resources to match residents' current and medium-term needs rather than rebuilding or reopening a general acute hospital in the short term. When the services of a general acute hospital are needed, there needs to be robust methods to ensure safe and timely transportation to other local hospitals and alternate means of care when appropriate.

⁸³ <https://www.northbaybusinessjournal.com/article/article/palm-drive-health-care-district-moves-forward-with-dissolution/>

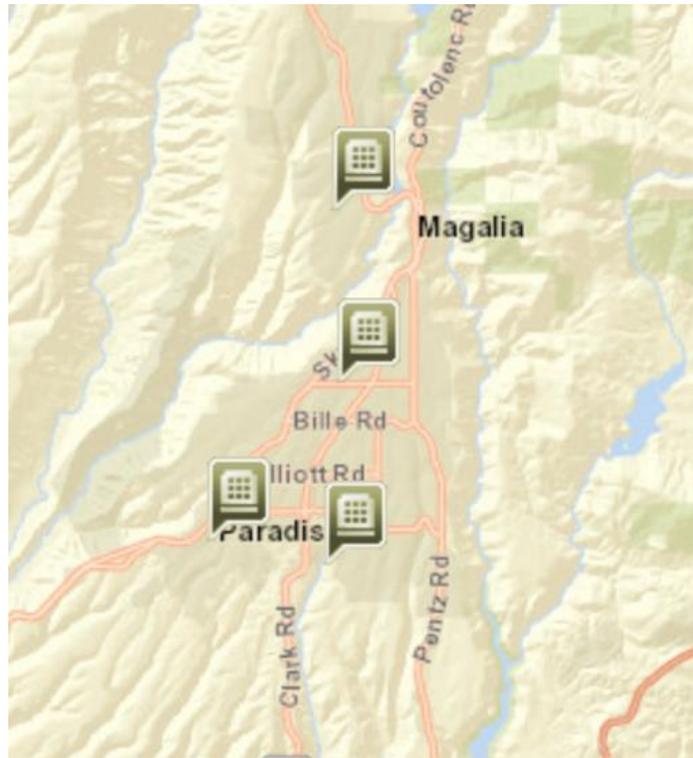
Emergency Medical Services

Emergency Medical Services are similar to what existed before the fire, but as pointed out later in this report, ambulance availability may not be as robust around the clock as it once was. In Section 3, we provide recommendations for specific actions that can be taken to optimize ambulance coverage in the Paradise Ridge Service Area.

Paradise and Magalia is served by four CalFire Stations: 33, 35, 81, and 82 (Figure 26). Station 33 serves Magalia and the upper ridge, while stations 35, 81, and 82 serve the areas in and around the Town of Paradise. Stations 33, 35, and 82 each staff one engine company year-round with a captain, engineer, and firefighter per shift. They each respond to approximately 1,500-1600 calls per year.⁸⁴ During the fire season, this staffing is augmented with additional personnel. CalFire does not provide transportation services from either station.

The second response layer is from paramedic ambulances provided by Butte County EMS and operated by Enloe Health.⁸⁵ It is a high-quality service with Commission on Accreditation of Ambulance Services (CAAS) accreditation.⁸⁶ Advanced Life Support (ALS) providers are trained for more advanced medical interventions that are less frequently utilized, such as IV medications and fluids, limited surgical procedures, and most importantly, expertise in patient evaluation and appropriate destination.

Figure 26: CalFire Fire Stations



⁸⁴ <https://www.buttecounty.net/Facilities/Facility/Details/Station-35-Paradise-12>

⁸⁵ <https://www.bcems.org>

⁸⁶ <https://www.caas.org>

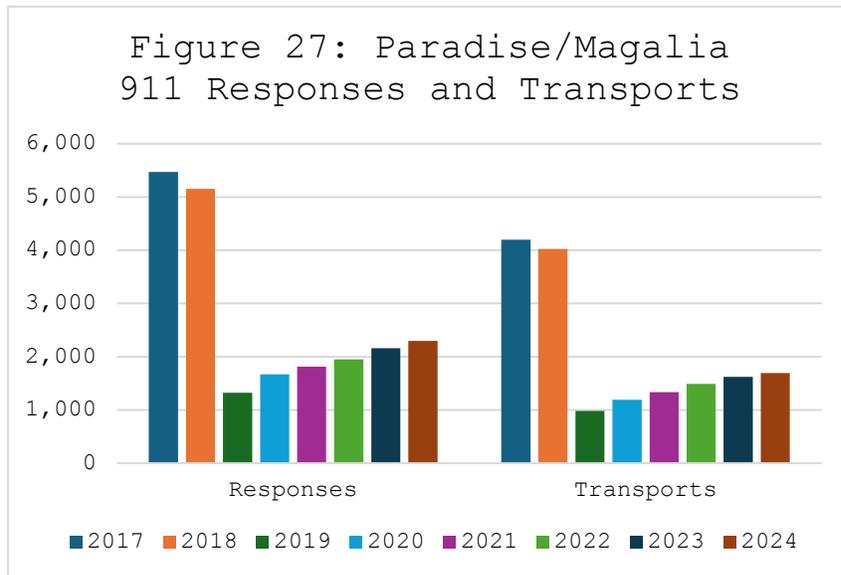
Most transport services in California are at the ALS level. Typically, each ambulance covers a much broader geographic area than a fire station. Since they respond over longer distances and transport patients to the EDs, their time on task for any typical incident is much longer than that of first responders.

Butte County EMS also operates medical helicopters with Visual Flight Rules (VFR) capabilities and may be limited under adverse weather conditions. Medical helicopters provide rapid transport over long distances and, since these are staffed with specially trained nurses, bring additional medical capabilities to the scene and during transport. They are most valuable for critical patients when transport destinations are a substantial distance (e.g., > 30 minutes by ground), the patient requires specialty care (e.g., pediatrics, burn treatment), or when local ambulance resources are stretched due to a multiple casualty incident, for example.

In some situations, helicopters are not the most appropriate resource and can lead to delays in definitive care. There are multiple steps involved in transporting a patient by helicopter:

- Ground unit arrival on scene to determine need
- Request for air transport
- Identification of a landing zone
- Weather checks and liftoff time
- Loading of patient to meet at landing zone
- Travel time to the landing zone
- Transfer of patient from ground unit to helicopter
- Flight time to destination hospital helipad
- Offload of helicopter and transfer to the ED

Methods to minimize the time involved in some of these steps include auto-launching aircraft based on dispatch information, geographic location, and pre-identification of multiple suitable landing zone options that may be closer to the incident. The patient is usually best served by immediate ground transport to the



appropriate hospital, provided ground travel times are 30 minutes or less. Therefore, pre-designated landing zones are most important when ground transport times are expected to be very long or when

ground access is difficult. These conditions will most likely apply in the upper Paradise Ridge Service Area rather than in Paradise proper, and CalFire reports they routinely use helicopters above the dam. Enloe EMS reports that there are seven predesignated landing zones in Paradise. Their most frequently used landing zones are the Holiday Market parking lot, the old Feather River Hospital helipad and many times, directly on the Skyway roadway.

EMS Volume

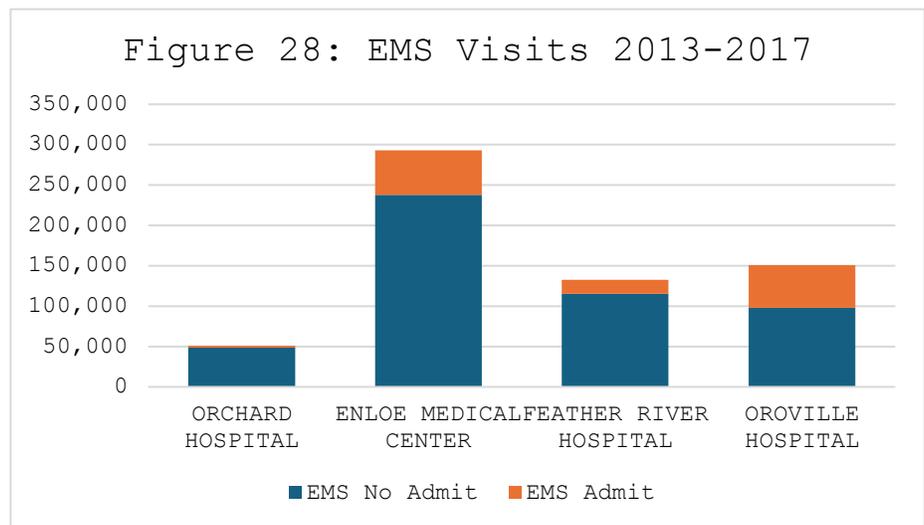
The Sierra-Sacramento Valley EMS Agency reports that the 911 EMS call volume in Paradise, Magalia, and the Paradise Ridge Service Area in 2017 was 5,472 (an average of 15 per day).⁸⁷ The volume dropped to about 1,300 calls per year in 2019 and is slightly less than half of pre-fire volumes in 2024 at 2,295. The rate of 911 calls that result in transportation to a hospital has remained steady at approximately 78% (Figure 27). Before the fire, 93% of ambulance transports were taken to FRH; since the closure of FRH, most transports are now taken to Enloe Health Center.⁸⁸

Figure 28 shows the number of EMS transports to Butte County EDs from 2013 to 2017. This data comes from the State of California and only covers these years;

⁸⁷ <https://www.ssvems.com>
⁸⁸ SSVEMS data, John Poland, Administrator

unfortunately, it is unavailable after 2017.⁸⁹ Nevertheless, it does provide a picture of how ambulance transports were allocated between hospitals in the county. Enloe Medical Center received the most ambulance transports and had about double the EMS volume of either FRH or Oroville Hospital (Figure 24).⁹⁰

The volume of EMS traffic provides only part of the picture. Transported EMS patients can vary widely in terms of severity, and a significant proportion have non-urgent conditions, and travel time to the hospital is not clinically significant. The acuity level of patients brought to FRH was high as compared to other Butte County Hospitals (Figure 29).⁹¹ While FRH received about half the number of EMS patients as compared to Enloe Medical Center, those patients who were much more likely to have conditions deemed severe requiring time-dependent interventions in the ED (Figure 30).

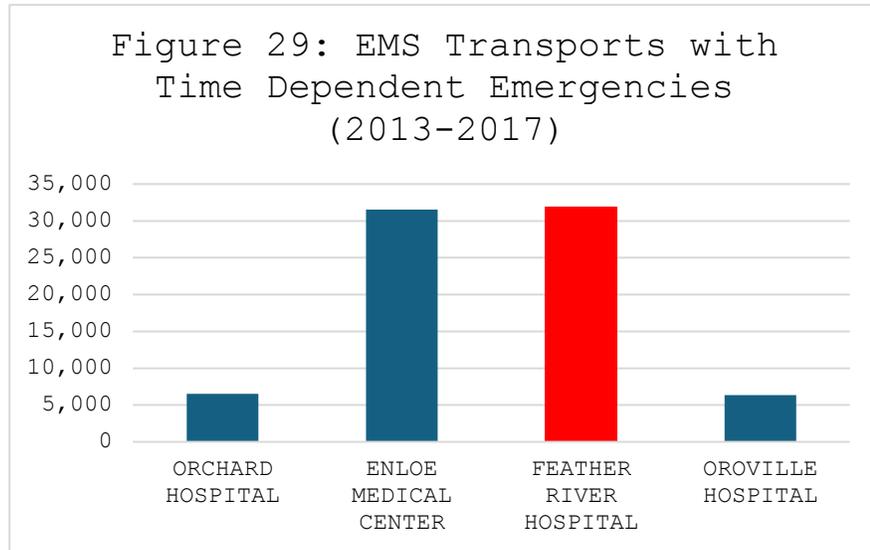


⁸⁹ <https://data.chhs.ca.gov/dataset/emergency-department-services-trends>

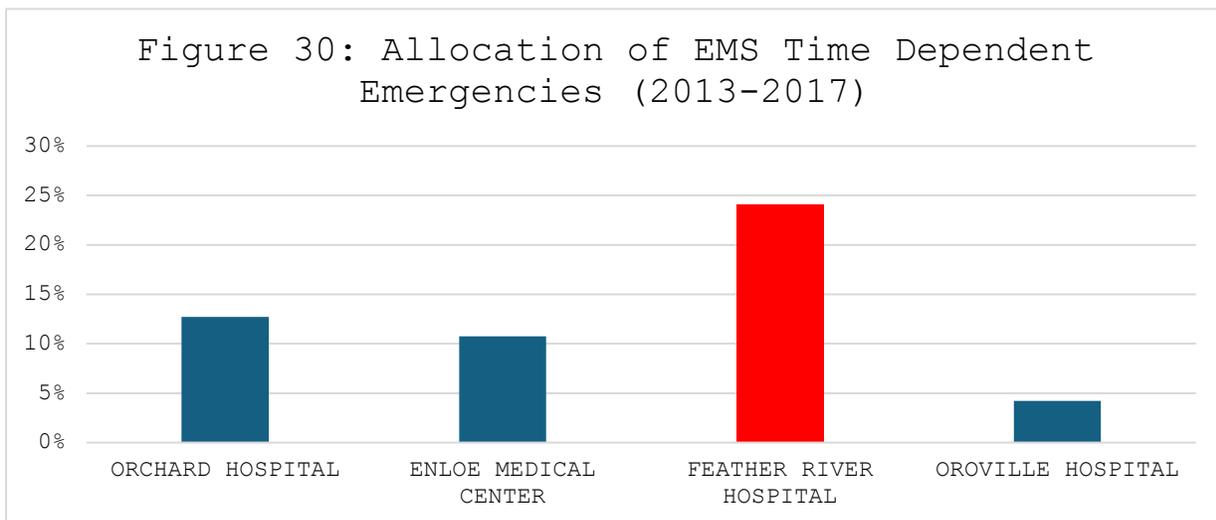
⁹⁰ <https://data.chhs.ca.gov/dataset/emergency-department-services-trends>

⁹¹ <https://data.chhs.ca.gov/dataset/emergency-department-services-trends>

Some factors may account for the relatively high acuity taken to Feather River Hospital. While this local hospital did not have the depth and capability of Enloe Medical Center, especially with respect to trauma, cardiac,



and stroke cases, EMS may have chosen FRH for their sickest patients because of patient preference and proximity. Additionally, with the pre-fire demographics of the Paradise Ridge Service Area trending to older residents, there may have been a higher prevalence of persons deemed as severe, as opposed to younger populations elsewhere in the county.



Sometimes, the closest hospital is not the most appropriate EMS destination. Standard practice in most California counties is to bypass the nearest hospital in favor of one that could provide time-dependent specialty care such as trauma, stroke, and cardiac cases. These protocols existed before the fire in the Paradise

Ridge Service Area; and cardiac and trauma cases would not be brought to FRH today, even if it were open. FRH was designated as a primary stroke center.

EMS Response Times

Ambulance deployment models are tied closely to demand for services and geographic considerations. The overall objective is to meet response time standards. Before the Camp Fire, a full-time 24/7 paramedic ambulance was staffed in both the Town of Paradise and the Upper Ridge in Magalia. The smaller post-fire population in Paradise led to lower demand, and deployment was adjusted to 12 hours of daily coverage in Paradise, with a 24-hour ambulance continuing in Magalia.

Fortunately, 2025 ambulance coverage has been restored to one 24-hour unit and two 12-hour units. Unit 11, stationed at 14182 Skyway, is staffed 24 hours, 7 days a week. Units 12 and 14 are stationed in Paradise at 1295 Billie Road, from 8am-8pm and 12pm-12am respectively, 7 days per week. Due to lower call volume between the hours of midnight and 8am, there is single ambulance coverage provided by Unit 11. Ambulance deployment is dynamic, and any unit may be out of the area on a transport or covering another call, but Enloe EMS has a policy to backfill the gap with another unit from elsewhere in the county until the regularly assigned ambulance is able to return to its service area.

In 2017, the fractile response time standard (i.e., 90%) was 10 minutes for an ALS ambulance; this was adjusted to 15 minutes following the Camp Fire due to the change in population density. It is standard practice to have different response time zones within a county, as less densely populated areas are more difficult and expensive to serve, making short response times difficult to achieve consistently. Under the existing EOA contract with Butte County EMS, the Sierra Sacramento Valley EMS Agency (SSVEMS) reports that no specific population threshold or other criteria determines when response time standards are modified. Instead, the system is continually evaluated in partnership with BCEMS and EMS system participants to

ensure appropriate and equitable coverage. SSVEMS stated they are committed to do so periodically as the area recovers.

Dispatch and arrival times are recorded in the dispatch record directly in the Butte County EMS MEDCOM dispatch center and form the basis for determining response time compliance. Adjusted 2024 response times in Paradise remain within compliance, with an ambulance response meeting the 15-minute standard an average of 93% of the time between January and December 2024 (Table 3).⁹² After adjustments excluding exemptions in accordance with the EMS contract, compliance ranged from 91.9% to 99.8% countywide. According to this contract, exemptions from the response time standard are granted when call volume exceeds 150% of baseline volume as calculated by SSVEMS. Unadjusted raw data was provided to us by SSVEMS for independent analysis.⁹³ SSVEMS reports that the 2024 ambulance average response times fluctuate monthly but are between seven and 10 minutes for any given month.

Table 3: Butte EMS Response Time Compliance

Butte EMS - Response Time Compliance - 2024																														
Butte EMS	Butte County 30			Chico 10			Oroville 10			Paradise 15			Gridley 10			Butte Co. ASAP	Priority 2 - High Density (15)			Priority 2 - Low Density (45)			Priority 3 - (30)			All Zones Combined			Priority 4-8	Total Calls
	Total # of Calls	# Late	On Time %	Total # of Calls	# Late	On Time %	Total # of Calls	# Late	On Time %	Total # of Calls	# Late	On Time %	Total # of Calls	# Late	On Time %	#	Total # of Calls	# Late	On Time %	Total # of Calls	# Late	On Time %	Total # of Calls	# Late	On Time %	Total # of Calls	# Late	On Time %	#	#
Jan-24	494	3	99%	489	50	90%	370	24	94%	149	15	90%	36	3	92%	16	454	40	91%	103	0	100%	360	10	97%	2455	145	94%	99	2570
Feb-24	455	4	99%	448	37	92%	261	19	93%	140	14	90%	40	2	95%	13	401	42	90%	70	0	100%	345	10	97%	2160	128	94%	92	2265
Mar-24	478	4	99%	537	42	92%	293	23	92%	162	13	92%	44	4	91%	20	428	42	90%	72	0	100%	338	7	98%	2352	135	94%	88	2460
Apr-24	507	3	99%	511	35	93%	264	22	92%	156	11	93%	50	5	90%	12	405	37	91%	106	0	100%	329	8	98%	2328	121	95%	107	2435
May-24	477	1	100%	523	42	92%	345	26	92%	183	19	90%	36	3	92%	16	422	44	90%	77	1	99%	319	6	98%	2382	142	94%	89	2471
Jun-24	493	0	100%	520	54	90%	349	34	90%	150	14	91%	37	3	92%	11	433	45	90%	104	0	100%	277	18	94%	2363	168	93%	83	2446
Jul-24	518	0	100%	596	19	97%	376	16	96%	174	3	98%	30	3	90%	16	495	24	95%	93	1	99%	349	10	97%	2631	76	97%	72	2703
Aug-24	482	3	99%	427	26	94%	289	22	92%	110	10	91%	35	3	91%	9	335	22	93%	91	0	100%	324	9	97%	2093	95	95%	67	2160
Sep-24	468	1	100%	478	14	97%	266	7	97%	149	6	96%	42	2	95%	14	316	17	95%	77	0	100%	310	0	100%	2106	47	98%	73	2179
Oct-24	474	3	99%	460	20	96%	302	10	97%	139	8	94%	35	1	97%	11	340	20	94%	79	0	100%	295	0	100%	2124	62	97%	79	2203
Nov-24	464	7	98%	439	23	95%	256	9	96%	147	7	95%	30	0	100%	16	359	21	94%	102	0	100%	321	9	97%	2118	76	96%	73	2191
Dec-24	484	1	100%	453	15	97%	303	15	95%	303	17	94%	29	2	93%	18	302	27	91%	98	0	100%	302	3	99%	2274	80	96%	91	2365
Total #s	5794	30	99.5%	5881	377	93.6%	3674	227	93.8%	1962	137	93.0%	444	31	93.0%	172	4690	381	91.9%	1072	2	99.8%	3869	90	97.7%	27386	1275	95.3%	1013	28448

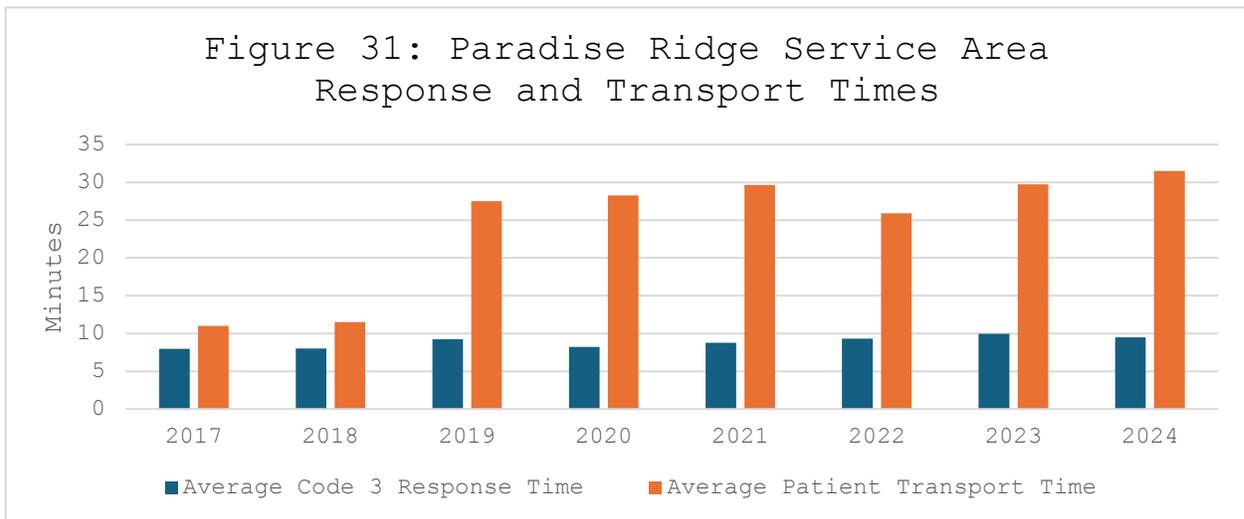
⁹² <https://www.ssvems.com/wp-content/uploads/2024/11/Ambulance-Response-Times-11-2024.pdf>

⁹³ Meeting at SSVEMS offices, June 5, 2025

Compared to pre-fire response times, the 2019-2024 response times average 1.5 to 2.0 minutes longer. Most notably, due to the closure of FRH, transport times have tripled (Figure 31).⁹⁴

In January 2025, Butte County EMS added 36 additional daily hours of ALS ambulance coverage to Butte County. Twelve of these hours were added to the Paradise/Magalia area to address additional call volume, restoring coverage to pre-fire levels of two 24-hour ambulances serving Paradise and Magalia. Response time compliance numbers shown in Table 3 were recorded before staffing hours were increased.

Ambulance coverage is expensive and reliant on patient volume and insurance reimbursement for operating revenue. In its first-year financial report under the new SSVEMS agreement of October 2023, Butte County EMS reports an operating loss of \$538,526.



It is possible to supplement EMS through other mechanisms. For example, to address the need for supplemental ambulance coverage, a Butte County Service Area (CSA 037) was established in 1969 that includes the cities of Gridley and Biggs and the unincorporated community of Richvale; it contains approximately 5,800 parcels. The CSA provides financing to augment the provision of ambulance

⁹⁴ SSVEMS data, John Poland, Administrator

services within the CSA boundaries, allowing an ambulance to be stationed in Gridley to reduce response times and offer enhanced services. Property taxes, intergovernmental revenues, and interest earnings are the sources of revenue for the CSA.⁹⁵ Estimated annual operating cost for a 24/7 ambulance staffed with a paramedic and Emergency Medical Technician (EMT) is \$1 million.

Another nearby example of supplemental EMS funding is in nearby Glenn County. Westside Ambulance operates the equivalent of 1.5 ALS units. Its 24-hour ambulance is subsidized by the City of Orland at \$17,000 per month, or \$204,000 annually. The additional 12-hour ambulance is jointly subsidized by the City of Orland and the County of Glenn at approximately \$35,000 per month, or \$420,000 annually. In total, Westside receives an estimated \$624,000 per year in subsidy.

EMS Findings

Emergency Medical Services (EMS) in Paradise and the Paradise Ridge Service Area consist of two layers of response: Basic Life Support (BLS) and Advanced Life Support (ALS). Twenty years ago, the capability gap between ALS and BLS was significant. Emergency Medical Technicians (EMTs) (i.e., BLS) were limited to basic emergency care and could not provide emergency medications, cardiac defibrillation, or advanced airways. Over the past few decades, this distinction has narrowed, as EMTs are now capable of using advanced airways, providing immediate defibrillation for cardiac arrest, giving epinephrine for severe allergic reactions, and administering naloxone for overdoses. Indeed, several of the most time-critical field interventions that used to be reserved for the paramedic (i.e., ALS) level are now provided at the BLS level in the State of California. Fire-based BLS can stabilize and initiate treatment in most situations, and ALS transport personnel can provide additional treatment as needed.

Most first responders provide BLS care, especially in suburban and rural communities. In almost every EMS system, the local fire agency provides this

⁹⁵ <https://www.buttecounty.net/DocumentCenter/>

service and is typically the first on the scene due to the well-positioned fire stations. In Paradise and Magalia, CalFire provides this.

Before the fire, Butte County EMS staffed two full-time (24/7) ambulances in Paradise and Magalia. With the drop in call volume following the fire, staffing had been modified to 12 hours daily in Paradise and 24 hours daily in Magalia. Many community members said they would be more comfortable if 24/7 ambulance service was dedicated to Paradise around the clock. As of January 2025, 48-hours of coverage has been restored in Paradise and continues in Magalia through a combination of a 24-hour ambulance stationed in Magalia, two 12-hour ambulances stationed in Paradise between 8am and 8pm hours and 12 pm – 12 am respectively. Between the hours of 12 noon and 8 pm, a total of three ambulances are dedicated to the Paradise and Magalia area. From midnight to 8am, the Paradise Ridge Service Area is served by a single ambulance stationed in Magalia, but additional coverage is available from other Butte County units as needed.

The response time standard (formerly at 10 minutes pre-fire) remains at 15 minutes, like other rural, low-density population areas in Butte County. The Sierra Sacramento Valley EMS Agency does not stipulate a population density threshold that would trigger a change in the response time standard but rather evaluates the response time compliance and call volume on a continual basis to determine the appropriate response time.

The closure of the FRH ED has a direct impact on ambulance availability. Though it is helpful that ambulance coverage hours have been restored, due to the need to transport to further away hospitals, the additional time that an ambulance is committed for each patient and the return to the Upper Ridge can result in less immediate ambulance coverage than was experienced pre-fire. If both units are committed to a call (or the single unit between midnight and 8am), additional units are reassigned from elsewhere in Butte County to backfill until these usual units are back in service. As is often the case, call volume is unpredictable, and multiple

simultaneous calls for service can result in delays for available units to respond from greater distances.

Unlike fire and police services, which are supported through public funding, EMS is typically funded exclusively through patient billing and reimbursement, which is true for Butte County EMS. This financial model continues to strain the EMS industry significantly and likely needs national reform.⁹⁶ Nevertheless, to be financially sustainable, any EMS service needs patient transports.⁹⁷ Due to low overnight call volume, and concerns about response time, subsidization of ambulance coverage may be necessary to augment ambulance availability. There are various mechanisms that have been used to fund EMS services. In November 2022, Colusa County voters approved Measure A that authorized 0.5% sales tax specifically allocated to emergency ground transport services up to \$2.4 million annually.

Some rural areas have chosen to subsidize ambulance services through CSAs to partially fund enhanced coverage. The Gold Ridge Fire Protection District (GRFPD) in Sonoma County wanted to increase how quickly paramedics reached their residents, as it only has EMTs on its fire engines and the closest ambulance station was in the neighboring city. Their residents passed a parcel tax to add ALS service. Based on the low call volume, GRFPD decided to contract with the private ambulance provider to station a 24-hour ambulance in its fire district with a higher station priority (i.e., at what level of available units it is covered) than the EMS Agency contract dictated based on call volume. In exchange for roughly \$700,000/year, the increased staffing and station priority have resulted in faster response times for the GRFPD community.

A similar arrangement in Butte County is the Gridley-Biggs ambulance service (provided by Butte EMS) through a community service agreement (CSA-037)⁹⁸ enacted in 1969. The revenue generated from this CSA is approximately \$100,000

⁹⁶ <https://www.jems.com/ems-management>.

⁹⁷ https://www.ems.gov/assets/NEMSAC_Final_Advisory_EMS_System_Funding_Reimbursement.pdf

⁹⁸ <https://www.buttecounty.net/>

per year which, in addition to revenue captured through patient billing, is not sufficient to cover the cost of ambulance services there. This CSA was enacted before Proposition 13 and is based on assessed valuation. Current average fee for 5,800 parcels is approximately \$18 per year. There are current conversations about raising the assessment rate as it has not been adjusted for many years.

CSAs are generally reserved for unincorporated areas, however, after describing the Paradise Ridge Service Area, which, in addition to the incorporated Town of Paradise includes the unincorporated areas of Magalia and Stirling City, Butte County LAFCO believes that a CSA would be possible.⁹⁹ Limited federal grant funding¹⁰⁰ for EMS services is available but none are currently designated specifically for funding ambulance coverage. Given the current cost-cutting activities at the federal level, the availability of these grants in the future is uncertain. In conversations with Butte County EMS¹⁰¹, the estimated cost to provide ALS ambulance service stationed in Paradise between the hours of midnight and 8am is \$330,000 annually.

There are multiple steps for forming a County Service Area, including picking the boundaries, which would need to include the unincorporated areas of the Paradise Ridge Service Area, providing a description of the service area, conducting a service analysis, providing a cost estimate, and developing a theoretical three-to-five-year budget. LAFCO suggests that instead of a fee based on assessed valuation, a fixed fee is more appropriate. At this point, the 1996 Proposition 218 process¹⁰² applies, which entails two elections: the first is to gain voter approval to form a district, the second is to approve fees on parcel owners.

Butte County EMS is investigating the utility of adding BLS-only ambulances to the system to be used for lower acuity transports that could preserve ALS ambulance availability in the system. This is an increasingly popular model used nationwide and

⁹⁹ Conversation with Steve Lucas, Butte County LAFCO, Executive Officer on April 23, 2025

¹⁰⁰ <https://www.naemt.org/resources/federal-funding>

¹⁰¹ Conversation with Jenny Humphries, Butte County EMS, Director, on 4/14/25

¹⁰² https://www.lao.ca.gov/1996/120196_prop_218/understanding_prop218_1296.html

is made possible by the high-fidelity Emergency Medical Dispatch protocols that can identify and categorize calls for service by acuity level, currently in place in Butte County. BLS units could be dispatched to the scene in addition to ALS units, dispatched for an intercept location where the ALS unit can transfer care to the BLS unit, or ideally, dispatched in lieu of an ALS ambulance when deemed appropriate.

Since transport time to Enloe hospital places a significant strain in EMS resources and alternate destination program for appropriate patients that could connect them with local sources of care would be useful, Alternate destinations are allowed under California Code of Regulations, Title 22, Division 9, Chapter 5; however, these are limited to sobering centers and authorized mental health facilities. It is possible, through triage protocols, for EMS personnel to determine that a low acuity patient no longer needs EMS care, in which case, the urgent/rapid care would be an acceptable destination. Typically, patient billing, and therefore revenue capture, is limited to patient transportation to an emergency department, but many insurers are instituting a payment model for EMS when transporting to a lower level of care.

Adventist Health would need to agree to have their rapid care or clinics available to accept low-acuity ambulance patients. Butte County EMS and SSVEMS would need to develop protocols and procedures for EMS personnel to use to appropriately triage patients. If properly implemented, this program could shorten transport times, decrease the likelihood of delayed ambulance availability, and decrease costs and inconvenience for patients who would otherwise need to go to an emergency department for low-acuity conditions.

Many EMS systems have identified a significant proportion of 911 calls that could be safely handled without transportation. With online medical expertise using nurse navigation and a robust referral process for obtaining next-day urgent care or primary care visits, ambulance resources could be preserved for higher acuity calls. Appropriate care and follow-up could be provided at a lower cost and with higher convenience for the patient. Some Local EMS Agencies have entered contracts with Exclusive Operating Area Contractors to require the use of navigation services. The

current contract with Butte County EMS does not include this provision and would need to be included in future contracts or revisions.

Urgent Care/Rapid Care Clinics

Urgent care clinics are significantly different from Emergency Departments. An urgent care clinic, also interchangeably called a rapid care or prompt care center, treats non-life-threatening medical conditions that require immediate attention, like lacerations, minor infections, and sprains. A hospital ED is designed for serious or potentially life-threatening situations, such as severe injuries, chest pain, and loss of consciousness. For severe cases beyond the urgent care's capability, the patient will be transferred to an ED for treatment and possible hospital admission.

Typically, urgent care clinics have shorter wait times and are less expensive than EDs but may also have more limited hours of operation than the ED, which is always open. Urgent care clinics are less likely to be staffed with physicians who are specialty-trained in emergency medicine and have access to specialty care, such as cardiology, orthopedics, and many others that would be found at a hospital. The range of capabilities between urgent care clinics can vary widely, from simple medical evaluation and treatment to full-service imaging and lab services.

Paradise has a rapid care clinic, located at 5125 Skyway. While the terms "rapid" care and "urgent" care are often used interchangeably, Adventist Health is classified as a rapid care center, which typically offers same-day and walk-in primary care services. While rapid care and urgent care both address non-emergency conditions, rapid care is typically for less serious, non-immediate conditions like minor injury or illness, while urgent care typically handles a broader range of conditions, including those requiring immediate attention.

According to CDPH, if a clinic location wishes to provide urgent care services, it does not need a separate license but must file a change of service application and

get approval. There are no formal standards or minimum criteria that a primary care clinic must meet to operate as an urgent care center.

Urgent care clinics exist in Chico and the surrounding area. Many of these clinics are closed during the evening or on weekends, and many Paradise patients rely on EDs (principally Enloe) for urgent care needs. Numerous residents expressed frustration that the rapid care clinic on Skyway is intermittently closed during business hours. Adventist Health is aware and states that they have had challenges recruiting the providers necessary to keep the clinic open consistently. Nevertheless, although the rapid care clinic may be closed, they can often accommodate walk-in patients to be seen by one of their providers elsewhere in the clinic.

Urgent Care/Rapid Care Findings

Feather River Hospital not only provided labor and delivery and other inpatient care but also had a 24/7 ED. When it became clear that the hospital was unlikely to reopen after the fire, there was hope that emergency legislation that enabled FRH to function as a standalone ED would be possible. Although legislation was passed, there was never any regulation or licensing process developed, making the creation of a standalone ED impossible in California.

The option of creating a Freestanding ED was enabled by Senate Bill 156; it authorizes Adventist Health to operate an ED under specific conditions, without needing the ability to admit patients. The legislation, enacted January 1, 2020, was careful to describe this as a special permit and not to be used as a model for other freestanding EDs in California, which continue to be prohibited by state law. Adventist Health leadership reports that while the legislation allowed the formation of a freestanding ED, no mechanism was ever created, such as state regulations or a permitting process. Nevertheless, Adventist felt that the current population on the Paradise Ridge Service Area would not support such a facility. Ultimately, from its perspective, the healthcare infrastructure on the Ridge is best supported by the

ambulatory (clinic) model, under which it plans to build a full-service rapid care center that would have 24/7 services, including lab and imaging.

While severe cases (heart attacks, major trauma) are best cared for in medical centers that have the depth and breadth of hospitals like Enloe, there is local demand for lower acuity emergency care, such as minor illness, fractures, or lacerations that otherwise would need to be treated in an ED. A high-functioning urgent care or rapid care facility could handle most of these conditions, thus avoiding distant ED visits. While one does exist in Paradise, many report that the hours are limited and inconsistent. Adventist Health, which operates this facility, reports that its biggest limitation is staffing, which it has struggled to address. Adventist also reports that their usage statistics show a sharp drop in demand after 3pm each day.

Fortunately, there is a full-service hospital nearby in Chico that provides a wide spectrum of care from emergency care, labor and delivery, oncology and trauma care. Many have communicated to us that emergency room waits can be very long and were likely worsened as they absorbed additional patients due to the closure of Feather River Hospital.

Primary and Specialty Care

Physician and Medical Professional Supply

According to the Rural Health Information Hub, Butte County, like most rural and semi-rural California counties, has a shortage of primary care providers (Figures 32-34).¹⁰³

Figure 32: Primary Care Shortage Areas



¹⁰³ <https://www.ruralhealthinfo.org>

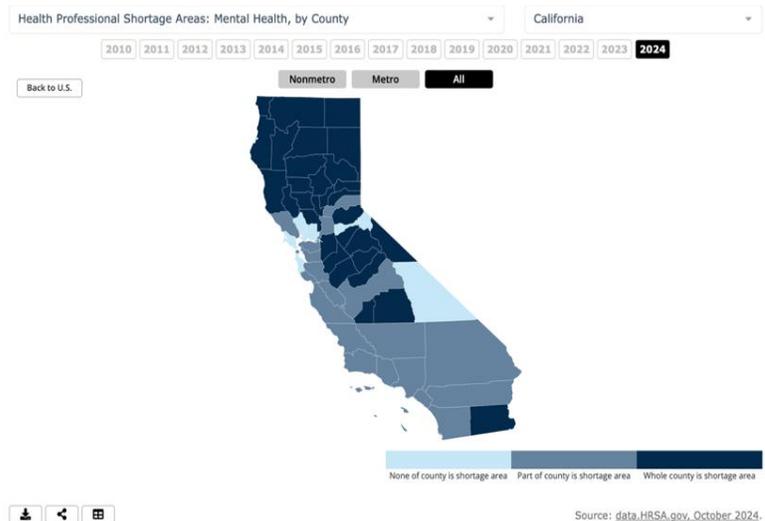
The map for dental care in Butte County is similar, showing 8.1 providers for every 10,000 patients.¹⁰⁴

The behavioral health outlook is even more challenging. Nationwide HRSA projections show a rapidly diverging gap between supply and demand. The continuing decline of professionals with this expertise and the rapidly increasing demand will lead to a shortage of over 100,000 providers by 2037.¹⁰⁵ Data shows a similar picture in Butte County and the upper third of California with shortages.

Figure 33: Dental Care Shortage Areas



Figure 34: Behavioral Care Shortage Areas



Many causes of premature death are amenable to easy access to primary health and preventive care, cancer, risk behavior screenings, and follow-up care. The biggest obstacle to access to care is the lack of primary care physicians. The 2024 County Health Rankings Reports show that Butte County has only one physician for every 1,710 residents, compared to California, which has 1,210 residents per

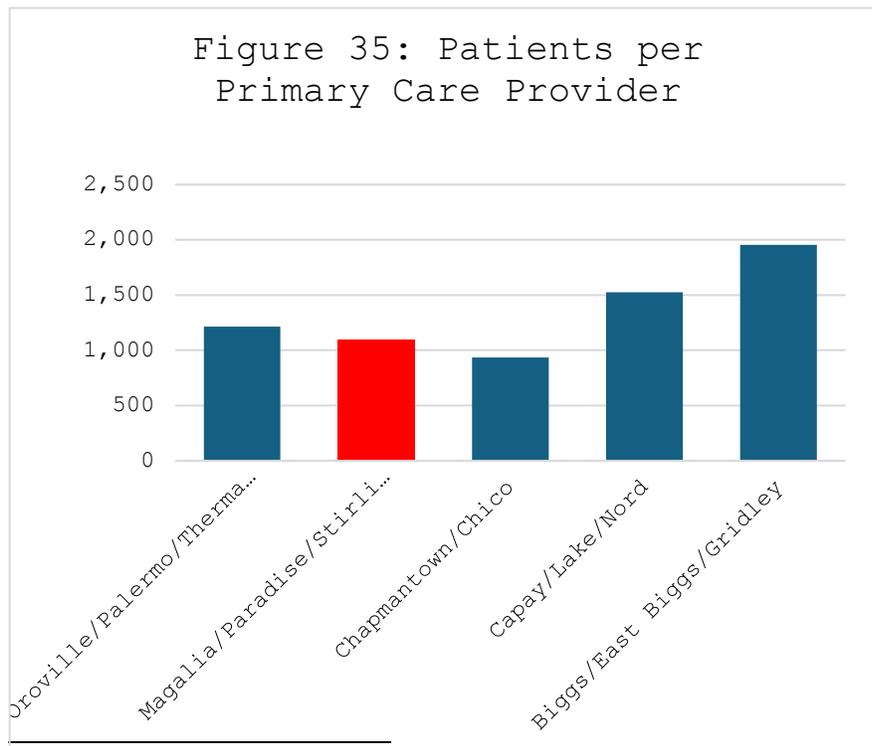
¹⁰⁴ <https://www.ruralhealthinfo.org/data-explorer?id=199&state=CA>

¹⁰⁵ <https://data.hrsa.gov/topics/health-workforce/workforce-projections>

physician.¹⁰⁶ Each person living in Paradise, Magalia, and Stirling City competes with about 1,600 others for care from a single provider (Figure 35).^{107,108}

To address the provider shortages in Butte County, Healthy Rural California was founded as an independent 501(c)(3) that grew from the Butte-Glenn Medical Society. After intense work, Healthy Rural California has recently become accredited for graduate medical education. This year, it launched a four-year community psychiatry program in conjunction with UC Davis and Stanford. Years Two through Four will have experiences in Chico. Starting in July 2025, it is also launching a three-year family practice residency program based at Enloe Health in Chico.

This is very promising, as residency programs have been shown to enjoy relatively high retention rates of clinicians who choose to remain in the area in which they trained. Indeed, 77.7% of all residents who train in California stay and practice medicine in California, and at least half will practice within 100 miles of their training



program.¹⁰⁹

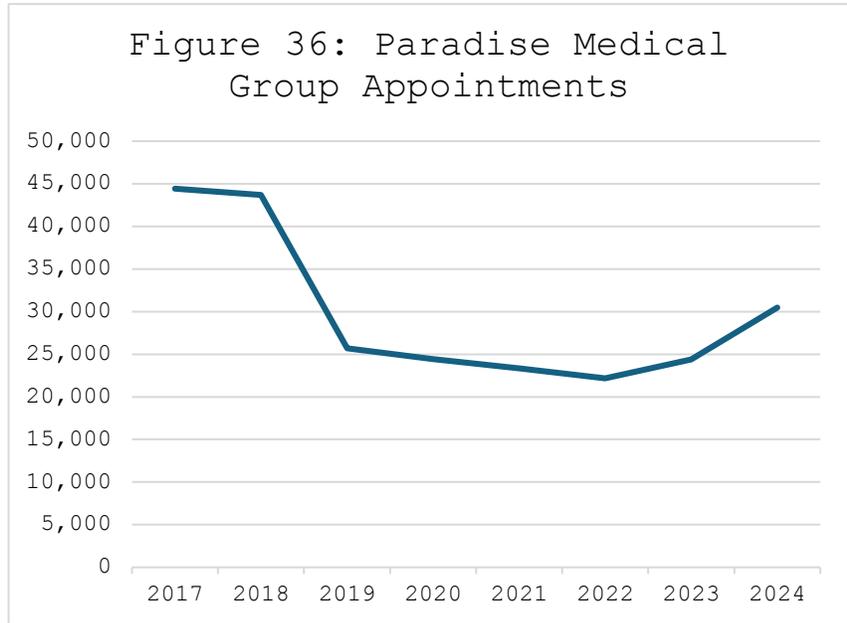
The stakeholders interviewed reported that Town of Paradise residents currently receive primary care from a handful of places. Individuals with employer-sponsored or private insurance tend to get their

¹⁰⁶ <https://www.countyhealthrankings.org/health-data/california?year=2024&measure=Primary+Care+Physicians&tab=1>

¹⁰⁷ https://datausa.io/profile/geo/paradise-ca/?provider-clinician_patient_ratio=provider1

¹⁰⁸ <https://data.chhs.ca.gov/dataset/primary-care-shortage-areas-in-california>

care from Adventist Health Feather River, Paradise Medical Group, Enloe Medical Center, and a handful of private practices in Chico. Individuals with Medi-Cal tend to go to Feather River Indian Health, Northern Valley Indian Health, and Ampla.



Stakeholders report that many providers relocated to Chico and surrounding areas or left the area entirely following the fire. They state that this has caused substantial challenges in accessing care due to the inconvenience of travel or lack of transportation. In addition, individuals voiced a lack of trust in providers who do not live in the community, which results in a hesitancy to seek care.

In 2010, the federal Affordable Care Act established network adequacy standards for Health Maintenance Organizations (HMOs) to maintain. In California, these minimum standards include full-time physician to patient ratios of 1,200:1 (and a primary care physician ratio of 2,000:1), primary care network providers within 30 minutes or 15 miles of each covered person's residence or workplace, and non-urgent appointments within 10 business days of request. For specialty care, this standard is 15 days, provided additional delay will not impact the patient's health, and geographic access to a hospital within 30 minutes or 15 miles of each person's residence or workplace.¹¹⁰

¹¹⁰ <https://www.chcf.org/>

For purposes of network adequacy, the California Department of Health Care Services (DCHS) publishes travel time and travel distance standards for HMOs that provide primary care based on the population densities of each California county and zip code.¹¹¹ Based on population density DCHS divides California counties into four categories; Dense, Medium, Small and Rural. Butte County, with a population density of 51-200 persons per square mile, is considered a small county. The travel time and distance standard for adult primary care, pediatric care and ob-gyn is 30 minutes and 10 miles, respectively.

Stakeholders noted it is difficult to get an appointment for primary care, whether for an acute need, monitoring of a chronic issue, or a preventive checkup. Providers interviewed also confirmed this information, citing two to three-month average wait times for an appointment for existing patients and up to six months for new patients. These wait times substantially exceed the goal of non-urgent appointments being available within 10 business days of the request. The Northern Valley Indian Health and Ampla Health's website offers same-day options for urgent issues for existing patients. Stakeholders indicated that the difficulty in getting appointments dissuaded them from seeking care.

Paradise Medical Group reports that due to the partial loss of its facility in the Town of Paradise, it has relocated most adult and all pediatric services to Chico. Figure 36 shows the volume of appointments since 2017. These appointments include all appointments with physicians, nurses, medical assistants, case managers, and other staff. Enloe Medical Center reports expanding outpatient adult primary care services focused on those with private insurance. The numbers for Enloe Medical Center primary care are shown in Table 1. Ampla Health has multiple locations including a small office staffed by a single provider in Magalia that provides both adult and pediatric primary care with a focus on the Medi-Cal population. It continues to expand its offerings of primary care services with a new site about to open in Chico. Ampla Health reports that in 2024, its Chico sites saw 4,379 patients from the

¹¹¹ <https://gis.dhcs.ca.gov/datasets/CADHCS::mcna-t-d-standards-by-county/explore>

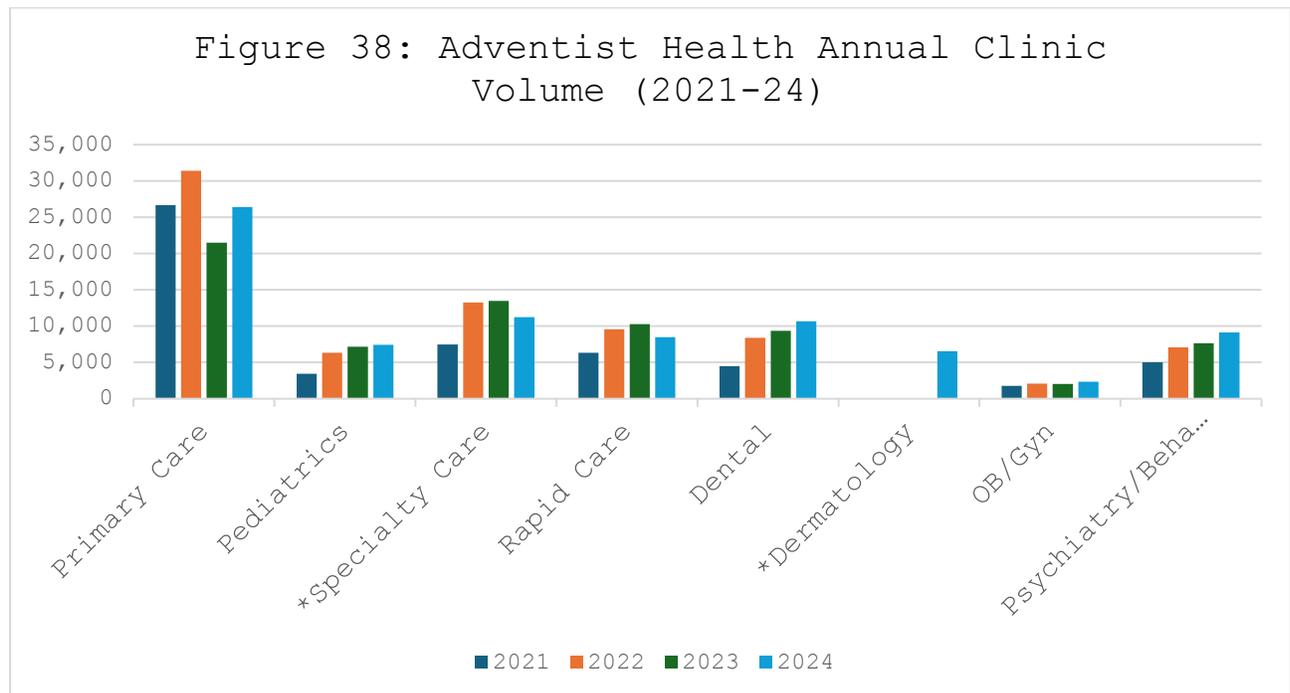
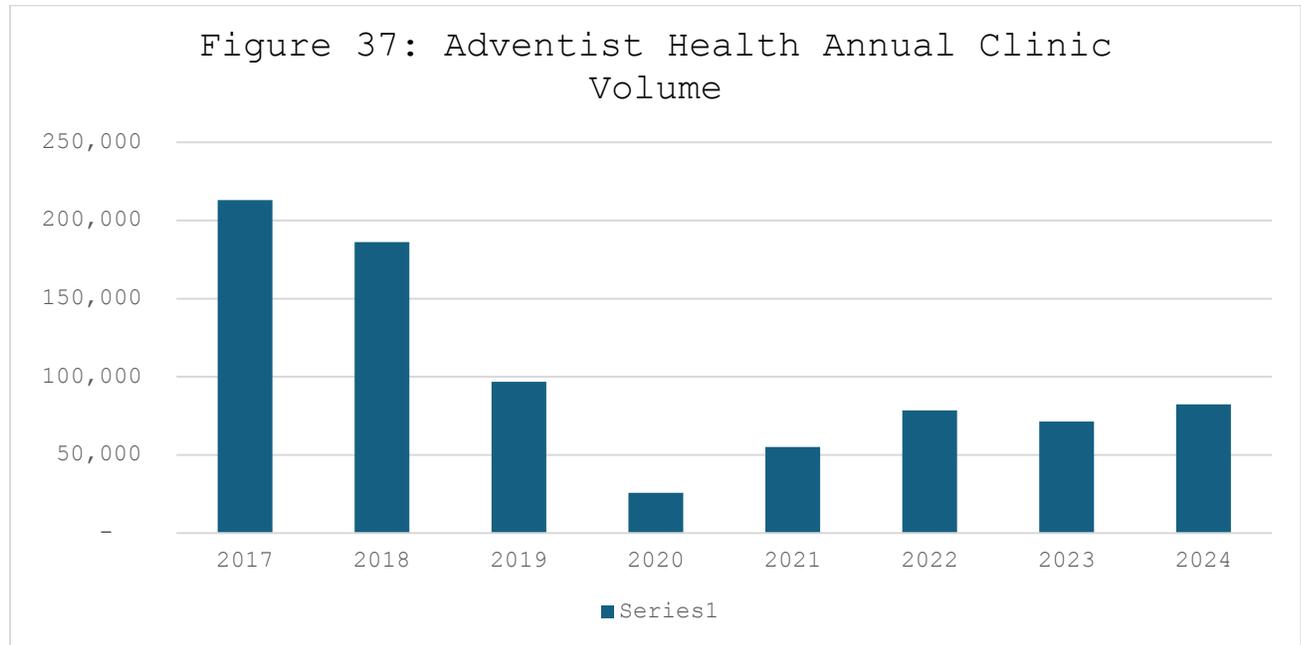
Paradise/Magalia/Sterling City/Foothills area, and the Magalia site saw 2,890 patients from that area. It could not be determined if these numbers have duplicates, i.e., if the same person sought care at multiple sites.

Feather River Tribal Health¹¹² is an accredited health care organization that serves approximately 5,000 native and non-native persons in Butte County and includes the Paradise Ridge Service Area as their assigned service area. Eric Lyon, Executive Director, estimates that they have approximately 200 clients and about 5 staff members who live in the Paradise and Magalia area. They currently have two clinics in Oroville and Chico that provide primary care, specialty care, dental, pharmacy, physical therapy, acupuncture, diabetes education, and pediatric services.

Fortunately, Feather River Tribal Health is very interested in supporting the Paradise Ridge Service Area with medical services and pharmacy services, and last year, they were investigating a piece of property in the Town of Paradise as a potential clinic site. They ultimately decided that the cost of fire insurance and a septic system was cost-prohibitive. They also expressed concern about finding medical staff for that clinic. They are currently focused on improvements in their existing clinics in Chico and Oroville.

The Adventist Health Clinics in Paradise are a significant source of Primary and Specialty Care. Annual clinic volume was significantly impacted by the fire but is showing steady rebound. Most visit growth since 2021 has been in specialty care, rapid care, dental and behavioral health (Figures 37, 38). Radiology volumes have been steady at the clinic with between 9,000 x-rays and 3,000 ultrasounds performed annually between 2021 and 2024. Mammography and MRI services were added in the fall of 2024, and to date, nearly 600 and 800 exams have been performed, respectively. Laboratory volumes have also steadily increased from 8,000 tests performed in 2020 to nearly 14,000 in 2024.

¹¹² <https://frth.org>



Using both anonymous location data from consenting users via mobile application partners, and data provided by Adventist Health, Figures 39-40 provide insight into

hourly clinic activity since 2017.¹¹³ Hourly visits follow a typical pattern for outpatient clinics, with peaks in mid-morning and mid-afternoon. A tiny proportion of visits occur after 6pm. The busiest days are Tuesdays, with minimal activity on the weekends. In rapid care, one of the busiest periods is Sunday mornings but very little traffic arrives after 4pm.

Figure 39: Adventist Health Hourly Visits (2017-2024)

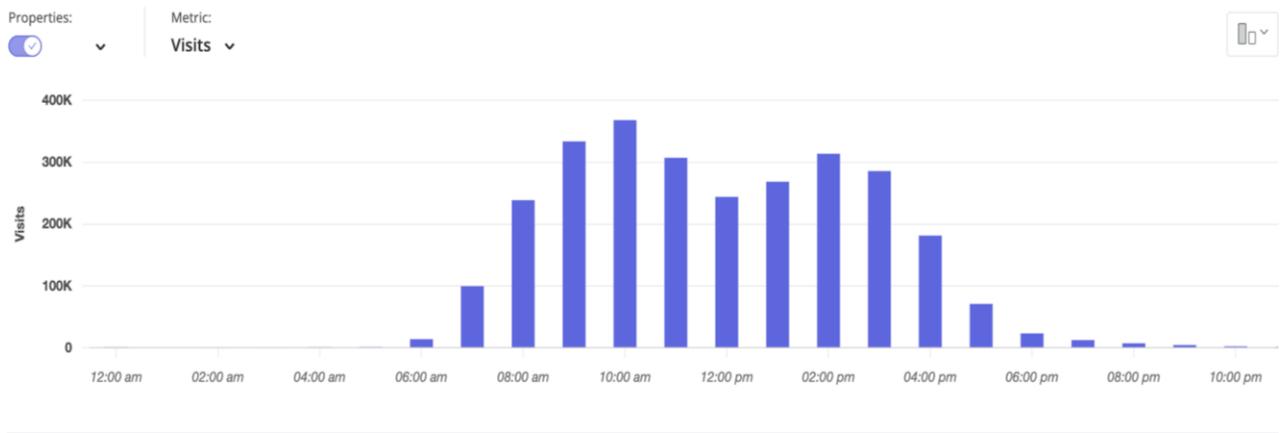


Figure 40: Adventist Health Rapid Care Visits (January-October 2024)

Appts per Day per Hour

Hours	Sun	Mon	Tue	Wed	Thu	Fri	Sat
07 AM		104	145	106	99	93	
08 AM		167	191	175	161	118	
09 AM		163	169	134	151	128	
10 AM	196	154	153	170	136	140	82
11 AM	98	155	165	157	146	124	29
12 PM	81	136	144	116	129	135	34
01 PM	60	107	141	118	88	85	30
02 PM	68	100	114	110	115	84	18
03 PM	10	80	109	111	96	53	6
04 PM		70	89	72	85	42	
05 PM		42	61	59	30	13	
06 PM			1				

¹¹³ <https://www.placer.ai/>

Most Butte County Medi-Cal patients are enrolled under Managed Medi-Cal administered by Partnership HealthPlan of California (Partnership), which covers nearly a million people in 24 Northern California Counties. A 2024 report shows that 86,393 people in Butte County are enrolled in Partnership, about 70% (60,053) of whom have been assigned to a clinic as their medical home. Table 4, provided by Partnership, shows the number of patients assigned to various Medi-Cal clinics in Butte County as of April 2024.

Table 4: Medi-Cal Provider Panel Capacity

Provider Panel Capacity

This report shows the number of PHC members assigned to each clinic and their capacity to accept new members. Includes only clinics currently serving members.

PCP Affiliation ID	PCP Full Name	PCP County	Clinic Type	Current Enrollment Status	April 2024	
					Member Count	% of Members
Total Members Assigned to Primary Care Sites					60,053	100.0%
5773 0006	AMPLA HEALTH CHICO MEDICAL	BUTTE	FQHC/ RHC	Open	11,427	19.0%
19742 0016	ADVENTIST HEALTH	BUTTE	FQHC/ RHC	Open	7,808	13.0%
9408 0005	AMPLA HEALTH OROVILLE MED	BUTTE	FQHC/ RHC	Open	4,852	8.1%
31030 0004	NORTHERN VLY INDIAN HEALTH	BUTTE	FQHC TRIBAL APM	Open	4,080	6.8%
82299 0004	NORTHERN VLY INDIAN HEALTH	BUTTE	TRIBAL HEALTH PROG..	Open	4,183	7.0%
34187 0007	FEATHER RIVER TRIBAL HEALTH	BUTTE	INDIAN HEALTH SERVI..	Open	3,509	5.8%
5807 0008	CHUKWUEMEKA NDULUE	BUTTE	FQHC/ RHC	Open	2,900	4.8%
63295 0004	PRIMARY CARE PRACTICE	BUTTE	FQHC/ RHC	Open	3,004	5.0%
20040 0004	PEDIATRIC ASSOCIATES	BUTTE	FQHC/ RHC	Open	2,869	4.8%
83224 0004	FAMILY MED PRAC PCP ENDO	BUTTE	FQHC/ RHC	Open	2,613	4.4%
83277 0004	PEDIATRIC PRACTICE	BUTTE	FQHC/ RHC	Open	2,665	4.4%
6418 0004	AMPLA HEALTH GRIDLEY MED	BUTTE	FQHC/ RHC	Open	2,324	3.9%
83304 0001	FAMILY MEDICINE PRAC	BUTTE	FQHC/ RHC	Open	1,655	2.8%
27629 0004	ORCHARD HOSP MED SPEC CNTR	BUTTE	FQHC/ RHC	Open	1,616	2.7%
29532 0004	NORTHERN VLY INDIAN HEALTH	BUTTE	FQHC TRIBAL APM	Open	1,803	3.0%
78439 0004	ORCHARD HOSP MED SPEC CNTR	BUTTE	FQHC/ RHC	Open	796	1.3%
83135 0001	AMPLA HEALTH MAGALIA MED	BUTTE	FQHC/ RHC	Open	497	0.8%
83252 0004	PREMIER HEALTH PRACTICE	BUTTE	FQHC/ RHC	Open	511	0.9%
82781 0004	GRIDLEY CHLDRN CLINIC	BUTTE	PHYSICIAN	Open	189	0.3%
19742 0019	ADVENTIST HEALTH	BUTTE	FQHC/ RHC	Open	136	0.2%
20040 0005	PEDIATRIC ASSOCIATES	BUTTE	FQHC/ RHC	Open	126	0.2%
5807 0009	CHUKWUEMEKA NDULUE	BUTTE	FQHC/ RHC	Open	115	0.2%
83277 0005	PEDIATRIC PRACTICE	BUTTE	FQHC/ RHC	Open	106	0.2%

Ampla Health has multiple locations, including a small office in Magalia staffed by a single provider. Partnership took over Medi-Cal managed care for Butte County in 2024. They report that they have been unable to get reliable data from the previous managed care entities (Anthem Blue Cross Partnership Plan and California Health and Wellness Plan), so longitudinal data is limited.

Primary and Specialty Care Findings

Pre-fire, the Town of Paradise had a selection of specialty care providers such as oncologists, cardiologists, obstetrician/gynecologists, and gastroenterologists. These specialties, which are primarily focused on specialty diagnostic and surgical procedures that require a hospital or ambulatory surgery center, can no longer conveniently function without such facilities nearby. The hospital and specialty clinics rely on each other to create a medical ecosystem, and neither is likely to exist without the other.

As is the case for primary care, the California Department of Health Care Services (DCHS) publishes travel time and travel distance standards for HMOs that provide specialty care based on the population densities of each California county and zip code.¹¹⁴ For specialties such as cardiology, gastroenterology, oncology/hematology and many others, the time and distance standards are 75 minutes and 45 miles, respectively, which must be met for 90% of the county population. In some counties, such as Butte, there is a greater allowance for low density zip codes and low supply counties.¹¹⁵

Health plans may choose to apply other metrics to determine level of specialty care provided to a given community. In conversations with Adventist Health Care, their goal is to provide local orthopedic care to a population base of 10,000 persons or more, and cardiology and neurology for a population of 20,000 persons or more.¹¹⁶ Our nation continues to struggle with a shortage of health care professionals, which include doctors and advanced practitioners, particularly in rural areas. The Health Resources & Services Administration (HRSA) estimates a nationwide shortage of 40,000 primary care professionals, and is projected to increase to 57,000 by

¹¹⁴ <https://gis.dhcs.ca.gov/datasets/CADHCS::mcna-t-d-standards-by-county/explore>

¹¹⁵ [DMHC Specialist Physician Geographic Access Standards and Methodology](#)

¹¹⁶ Chris Champlin, President, Adventist Health Rideout

2037.¹¹⁷ While the supply of family medicine physicians shows a modest annual increase of 3%, the demand for these services is growing 12% yearly.

Primary care is the backbone of population health. Primary care physicians not only provide acute and chronic medical care but, just as importantly, provide preventive care to avoid disease development or identify disease in early stages to mitigate progression. As the Sacramento Bee succinctly states, “Primary Care is worthy of the name—healthcare that is accessible, comprehensive, continuous and coordinated.”¹¹⁸ While it is not uncommon for some to exclusively seek care at an urgent care or ED, these facilities cannot provide the type of primary care continuity necessary to ensure long and healthy lives.

Unlike EMS systems and hospitals, aside from some Medi-Cal requirements, there is neither mandatory data reporting nor a centralized repository for primary care. Therefore, it is difficult to assess changes in primary care sources over time, including details regarding the number of patients seen, or visit count, without each facility providing its data. Many providers and facilities cannot pull such data from their electronic systems or, for business reasons, are hesitant to share that information. As a result, this report primarily relies on qualitative reports from stakeholder interviews and cannot quantitatively compare the current primary care to what existed pre-fire.

Few options exist for residents to receive primary care and specialty care within the Town of Paradise. Adventist Feather River appears to be the leading pediatric and adult primary care provider. This is not necessarily unreasonable given the proximity of Primary and Specialty Care services in Chico. The distance to Chico is within the most accepted healthcare standards, such as insurance determinations of network adequacy, which state that primary care networks should have providers within 30 minutes (or 45 minutes for specialty care) of a person’s residence or workplace.¹¹⁹

¹¹⁷ <https://data.hrsa.gov/topics/health-workforce/workforce-projections>

¹¹⁸ <https://www.sacbee.com/opinion/op-ed/article293836414.html>

¹¹⁹ <https://www.chcf.org/wp-content/uploads/2021/12/NetworkAdequacyStandardsHowTheyWorkWhyTheyMatter.pdf>

Nonetheless, stakeholders indicated this is a concern regarding seeking care and economic benefit to the Town.

While some governmental entities, including several California counties, provide direct healthcare services, it is difficult and not financially feasible without a subsidy. The Town could consider policies and programs that support existing providers in continuing to offer services within the Town boundaries, encourage agencies from elsewhere to relocate or expand into the town, and encourage new start-ups. An economic development specialist might have more detailed suggestions, but here are some possibilities.

There is an overall shortage of healthcare professionals within the Town of Paradise and throughout Butte County. Stakeholders unanimously stated that the main barrier to expanding primary care services is recruiting and retaining qualified medical professionals. The Town of Paradise can take actions to encourage healthcare professionals to choose it over other places to live and work.

Outpatient pharmacies are also in short supply. Post fire only one pharmacy (Walgreens) currently exists in the Paradise Ridge Service Area. Most pharmacies are connected to retail chains, and the loss of these retailers also impacted the number of pharmacies. One long time independent pharmacy, Paradise Drug, was destroyed in the fire.

Multiple stakeholders indicated that the Town needs to be further along in the recovery process and have amenities that attract healthcare professionals. As the Town sets recovery policies, solicits new business growth, and develops new community programming, it should consider and prioritize the desirable characteristics specific to the healthcare professional demographic. Stakeholders voiced that most healthcare professionals who are either starting to practice or are considering relocation have families and want to live in communities that support their lifestyle. These individuals seek quality, modern housing, solid school districts, restaurants, shopping, and other amenities.

Long Term Care Facilities

Skilled Nursing Facilities

As of June 2018, there were three skilled nursing facilities (SNF) in the Town of Paradise: 1) Paradise Post Acute with 44 beds, 2) Cypress Meadows Post Acute with 136 beds, and 3) Pine View Center with 99 beds.¹²⁰ All three facilities have been closed since the fire, and no licensed SNFs are currently located on the Paradise Ridge Service Area. Table 5 lists current SNFs in Butte County, all of which are in Chico, Oroville, and Gridley.^{121,122}

Table 5: Current SNFs in Butte County

Facility Name	City	Bed Count
Arbor Post Acute	Chico	144
Autumn Creek Post Acute	Chico	184
California Park Rehabilitation Hospital	Chico	90
Chico Terrace Care Center	Chico	76
Country Crest Post-Acute	Oroville	59
Feather River Care Center	Oroville	50
Gridley Post Acute	Gridley	82
Oakwood Healthcare Center	Chico	99
Oroville Hospital Post Acute Center	Oroville	126

Board and Care and Assisted Living

Butte County has 41 adult residential care facilities, none in Paradise or the Upper Ridge. Pre-fire, there were two adult daycares (Cove and Cove II) and one residential care facility (Gerhardt Care Home) in Paradise. As reported by the California Department of Social Services, they are listed as closed as of 2020.¹²³

¹²⁰ <https://data.chhs.ca.gov/dataset/licensed-healthcare-facility-listing>

¹²¹ <https://www.cdph.ca.gov/Programs/CHCQ/LCP/CalHealthFind/Pages/SearchResult.aspx>

¹²² <https://www.cdph.ca.gov/Programs/CHCQ/LCP/CalHealthFind/Pages/SearchResult.aspx>

¹²³ <https://www.cclid.dss.ca.gov/carefacilitysearch/DownloadData>

Long Term Care Facility Findings

There is currently an undercapacity in the Paradise Ridge Service Area for long-term care facilities (SNF and Board and Care) but, in Section 3, we outline strategies that would be useful to encourage providers to return. Pre-fire, there was a total capacity of 279 SNF beds for a population of approximately 40,000 residents (one bed per 143 residents) and currently there are zero beds for approximately 20,000 residents.

There are several factors that influence the location of SNFs including but not limited to accessibility and convenience (proximity to family, access to healthcare infrastructure, transportation, and community resources) and regional demographics (elderly population concentration, income distribution). Pre-fire, many of these conditions were present that made SNFs viable in the Paradise Ridge Service Area. There was a larger population with a high concentration of elderly, there was close access to FRH, and abundant community resources.

Post-fire, a smaller population with a demographic shift toward younger families, along with a lack of a local hospital currently makes the prospect of opening a SNF in the Paradise Ridge Service Area less likely.

Section 3: Recommended Action Plan for Recovery

This report has highlighted many of the structural challenges inherent to our healthcare system that the Paradise Ridge Service Area will face in the coming years as it recovers for this disaster. Fortunately, there are many positive steps that can be taken to facilitate and optimize the recovery. The following recommendations are ranked, in our opinion, within each time frame and population in order of priority. We prioritized items that we believe are most achievable and yield the greatest benefit in proportion to the time and effort required. Some recommendations may be implemented in a short time frame, and others will take longer or may be dependent on changing conditions. While we have attempted to rank these in order of maximal effect, we recommend that they be adopted simultaneously whenever possible, rather than serially.

Short Term (0-5 Years, Population up to 15,000)

Hospital Care and Emergency Departments

- **Responsible Party: Town**
 - a. Consider zoning, planning, and Town infrastructure improvements that could pave the way for a potential future hospital.
 - b. Initiate or maintain conversations with Adventist Health, Paradise Medical Group, Enloe, Indian Health and other healthcare providers focused on their present and future needs for healthcare facilities, including ideal locations for growth in the Paradise Service Area,
 - c. Identify perceived needs for Town infrastructure, such as sewer and transportation.
 - d. Investigate options for fire insurance that have been reported as a barrier.

- e. Initiate the early planning process for the formation of a Healthcare District beginning with public conversation to inform the public of the purpose, risks, and benefits of a Healthcare District.
- f. Eventually, some polling or surveys to gauge public interest are recommended.
- **Responsible Party: Partners**
 - a. Analyze growth and demographic changes and healthcare demand to determine viability of expansion of healthcare facilities, including a future hospital.

Pre-Hospital Care (EMS)

- **Responsible Party: Town**
 - Work with Butte County EMS (Jenny Humphries) and SSVEMS (John Poland) to develop a sustainability plan that monitors the additional need for ambulance coverage beyond the 48 hours daily coverage at Paradise and Magalia, particularly additional ambulance coverage between midnight and 8 a.m.
 - Partner with Adventist Health, Butte County EMS, and SSVEMS to develop alternate destination policies as allowed under state law for low-acuity patients who could be safely triaged and treated at the local rapid care facility or who can get care using other transportation options.
 - Consider funding mechanisms to subsidize an ALS ambulance to cover those hours. The approximate cost is \$330,000 annually. Funding could be provided directly from the Town budget, through the eventual formation of a CSA, or a county-wide sales tax.
 - Alternately, as BLS ambulances become integrated in the 911 response plan, this could be covered by a BLS ambulance at a

marginally lower cost while an ALS ambulance remains available at Magalia.

- Initiate the process of establishing a Community Service Area (CSA) that can provide sustainable supplemental funding for overnight ambulance service that exceeds what can be supported by patient volume.
- Develop rideshare options such as public transit, Lyft, and Uber for patients who can be safely triaged and treated at a local healthcare facility. Some jurisdictions have entered contracts with these services to lock in a set rate. This will likely require some public subsidization for individuals who cannot afford these services. The process for contracting with Uber, for example, is established on their website.¹²⁴
- **Responsible Party: Butte County EMS, SSVEMS**
 - Monitor call volume during these overnight hours, response times, and the frequency of events where no ambulance was available from the Magalia unit. Any significant change in any of these values may indicate the need for additional coverage.

Urgent Care/Rapid Care

- **Responsible Party: Town**
 - Continue partnership with Adventist Health to expand capacity and hours of operation at the Skyway Adventist Health Clinic and Rapid Care by addressing barriers to expansion, such as provider recruitment and a fall-off in patient demand in the evening hours.
 - Reach out to healthcare organizations beyond Adventist Feather River to solicit their interest and willingness to expand services into the Town of Paradise. Initial expansions would likely need to be sized

¹²⁴ <https://www.uber.com/us/en/business/>

appropriately for the current population, such as part-time satellite offices for primary care or specialty services that could expand as there is greater local need.

- Consider incentives that would minimize relocation or start-up costs, such as waivers of permit fees, tax reductions, subsidized rent or facility upgrades, co-location with governmental services, joint grant applications, and financial support.
 - Consider options to support and stabilize existing providers. This could include incentives for maintaining services at a certain level. It would also mean consideration of this group when making policy decisions that could indirectly impact them. The Town could additionally require that the contractors it hires provide health coverage that includes local providers as participating providers.
 - Evaluate public transportation options and make decisions on routes that maximize efficiency for residents who need to travel from Paradise to the main healthcare facilities in Chico.
- **Responsible Party: Adventist Health**
 - Amending Adventist Health’s clinic license with the California Department of Health Services would encourage it to become an urgent care center rather than a rapid care center. As an existing primary care and rapid care clinic, Adventist Health could apply to the DHS for status as an urgent care clinic.
 - Optimize the hours and capability of the Skyway rapid care facility to provide predictable services throughout the day and evening.

Primary and Specialty Care

- **Responsible Party: Town**

- Reach out to healthcare organizations beyond Adventist Feather River to solicit their interest and willingness to expand services into the Town of Paradise. Initial expansions would likely need to be sized appropriately for the current population, such as part-time satellite offices for primary care or specialty services that could expand as there is greater local need.
- Consider incentives that would minimize relocation or start-up costs, such as waivers of permit fees, tax reductions, subsidized rent or facility upgrades, co-location with governmental services, joint grant applications, and financial support.
- Evaluate public transportation options and make decisions on routes that maximize efficiency for residents who need to travel from Paradise to the main healthcare facilities in Chico.
- **Responsible Party: Town and Providers**
 - Consider options to support and stabilize existing providers. This could include incentives for maintaining services at a certain level. It would also mean consideration of this group when making policy decisions that could indirectly impact them. The Town could additionally require that the contractors it hires provide health coverage that includes local providers as participating providers.

Long Term Care

- **Responsible Party: Town**
 - Initiate zoning, planning, and permitting incentives to encourage operators to open skilled nursing facilities, assisted living, adult day care, and respite care as local demand for these services grows.
 - Continue to monitor the demographics of the Paradise Ridge Service Area. Any significant growth and/or a shift toward a higher concentration of elderly residents who may need long-term care, the

Town should approach operators of SNFs elsewhere in Butte County to solicit interest in local expansion.

- Initiate or optimize the planning process that would enable the zoning, permitting and construction of residential continuing care facilities that could provide the spectrum of services from assisted living to respite care for residents.

Medium Term (5-10 years, Population up to 20,000)

Hospital Care and Emergency Departments

- **Responsible Party: Town**
 - Prioritize the planning process and initiate public education and discussion related to the formation of a Healthcare District.

Pre-Hospital Care (EMS)

- **Responsible Party: Town**
 - Work with Butte County EMS and SSVEMS to establish nurse navigation for appropriately triaged 911 callers.
 - Consider establishing a standby BLS ambulance service for transporting clinic patients as necessary.
- **Responsible Party: Butte County EMS/SSVEMS**
 - Consider establishing a 911 nurse navigation program with the intent of appropriately triaging patient to local sources of care.

Urgent Care/Rapid Care

- **Responsible Party: Adventist Health**
 - Continue to monitor rapid care utilization and consider expansion if demand dictates.

- Investigate capability to care for low-acuity EMS patients in Rapid Care who would otherwise not need to go to an emergency department.
- As the population expands, continue to monitor rapid care utilization, and consider expansion of hours if the demand is there.
- Eventually, consider expanding services to 24/7 schedule to handle low-acuity cases around the clock, some of which may arrive by EMS if authorized by SSVEMS, relieving pressure on the Enloe ED and Butte County EMS.

Primary and Specialty Care

- **Responsible Party: Town and Healthcare Partners**
 - Provide incentives to attract and retain providers to the area, such as subsidized housing or loan repayment. Consult with local healthcare organizations to identify top barriers that providers report when considering practicing in the Paradise Ridge Service Area. For example, if providers report a lack of affordable housing, consider initiatives to attract higher density housing that would relieve pressure on the housing market.
 - Continue to meet with local healthcare providers to determine other potential barriers or challenges to staff recruitment and retention.
 - Assist in addressing residents' challenges in getting elsewhere for their needed care. Evaluate public transportation options and make decisions on routes that maximize efficiency for residents who need to travel from Paradise to the main healthcare facilities in Chico.

Long Term (10-15 years, Population up to and beyond 25,000)

Hospital Care and Emergency Departments

- **Responsible Party: Town**

- Initiate the process of forming a Healthcare District by working with Butte County LAFCO and retaining the services of a specialty firm that can perform the financial analysis and feasibility review needed.

Pre-Hospital Care (EMS)

- **Responsible Party: Butte County EMS/SSVEMS**
 - Continue monitoring EMS demand volumes and appropriate coverage.
 - Continue 911 nurse navigation and alternate destination programs previously established.

Urgent Care/Rapid Care

- **Responsible Party: Adventist Health**
 - Consider expanding capacity to provide 24/7 coverage, with the capability to accept low acuity EMS patients.

Primary and Specialty Care

- **Responsible Party: Healthcare Partners**
 - Partner with Healthy Rural California and other academic institutions to increase training opportunities, starting with high school students through graduate education, to expand the pipeline of healthcare professionals invested in the Butte County and Town of Paradise area.

Section 4: Summary and Conclusions

The devastating Camp Fire of 2018 transformed the Town of Paradise and the Upper Ridge in many ways, creating challenges and opportunities for the future. The many challenges include rapid depopulation, loss of economic activity, increased housing costs, and, of course, the gutting of the healthcare infrastructure. Rebuilding the Ridge provides the opportunity to build a fire-safe community with higher-quality housing and supporting infrastructure that more closely matches the new population.

This report aims to identify significant healthcare system changes within the Town of Paradise since the 2018 Camp Fire and recommend strategies to improve services in the short, medium, and long term.

Before the fire, Paradise and the Paradise Ridge Service Area communities of Magalia and Stirling City had higher than average access to services with a rural hospital that included unique specialties of labor and delivery, and cancer care as well as connected outpatient services. Stakeholders also report they saw healthcare providers in individual private practices. Since the fire, the hospital has closed permanently, and stakeholders report these private practices have closed. Stakeholders feel these changes are a significant loss and are looking to the Town to help rebuild their healthcare system.

The evaluation of this loss also needs to acknowledge the changing context of the healthcare system that coincided with the fire, independent of it. In addition to the dramatic closings of small hospitals nationwide, there has been a notable shift in primary care delivery. Across the board, physicians are shifting from running independent private practices to working for hospitals, health systems, and other healthcare organizations.¹²⁵ Reasons cited for this shift include addressing administrative burdens, economic pressures, and improving patient care due to easier coordination with other specialties. Moreover, insurance companies have

¹²⁵ <https://www.ama-assn.org/>

shifted payment methodologies to encourage the development of patient-centered medical homes and capitation, which are also more feasible in larger systems. Consequently, even if the fire had not happened, the healthcare environment in the Town of Paradise would likely look substantially different today than in 2018.

Recovery from the fire in Paradise is ongoing, and there are encouraging signs of repopulation and rebuilding today. As recovery occurs, while many things will be rebuilt, it will inevitably need to be done differently than they were historically. Healthcare delivery is one of them.

Previous research has shown that different community sectors, such as housing, public services, education, commerce, and healthcare, are interdependent, all of which directly impact a community's well-being.¹²⁶ In many interviews there were consistent themes: that the hospital, along with churches and schools, was one of the three fundamental pillars of this community, and the new Paradise will need to focus on restoring these pillars in a way that meets the present and future needs of its residents and is consistent with the changes in the healthcare system that have occurred since the original founding of FRH. Rather than a hospital, at least in the short and medium term, that third pillar should be built as a robust outpatient care system that complements hospital care elsewhere in the county.

Though the quality of every home in Paradise starts with a solid foundation, the same applies to the rebuilding of an entire community. While this report focuses on healthcare delivery's present and future design, many other factors in the rebuilding process are interdependent. Ultimately, the healthcare system the Town wishes to create cannot exist without the population supporting it.

This report provides an overview of the present and projected population and specific recommendations to improve healthcare today and tomorrow. Any strategy that focuses on repairing only one pillar is unlikely to be entirely successful.

¹²⁶ [Feng K, Wang N, Li Q, Lin P \(2017\)](#)

Disclaimer

The content of this report is for general informational purposes only and is not intended to substitute for legal advice where necessary. The most accurate, publicly available information and data at the time of preparation was used for the analysis and is subject to change.

Appendix

Organizations interviewed

- **Healthcare and Insurance**
 - Adventist Health
 - Enloe Health
 - Paradise Medical Group
 - Ampla Health
 - Partnership HealthPlan
 - Northern Valley Indian Health
 - Feather River Tribal Health

- **Local Government**
 - Butte County Public Health
 - Butte County Behavioral Health
 - Paradise Unified School District
 - Paradise Town Council
 - Paradise Town Leadership and administration
 - Paradise Irrigation District
 - Paradise Recreation and Park District

- **Emergency Services**
 - CalFire
 - Paradise Police Department
 - Enloe EMS
 - Sierra Sacramento Valley EMS Agency

- **Community Organizations**
 - Paradise Ridge Chamber of Commerce
 - Moms on the Ridge
 - Paradise Citizens Alliance
 - Upper Ridge Committee
 - Camp Fire Collaborative
 - Rebuild Paradise Foundation
 - Healthy Rural California

Interview Summaries

Approximately 35 hours of interviews, both in person and remote, were conducted with various community members, local leaders, healthcare systems, clinics, and business representatives. Key findings from these interviews are summarized below and include:

Healthcare

1. Emergency Care Delays

- Long wait times for emergency care due to dependency on Enloe Hospital.
- Travel times to Chico or Oroville are excessive, especially for Upper Ridge residents.
- The proposal for a freestanding ED or 24/7 rapid care facility on the Ridge has not been realized.
- COVID-19 exacerbated healthcare workforce shortages.
- The existing rapid care facility in Paradise is staffed intermittently.

2. Healthcare Access

- Limited primary care, pediatricians, specialty care, and dental services are available.
- High insurance costs and lack of local healthcare facilities deter new residents from repopulating Paradise, especially elderly residents who desire local access.
- There is a need for a comprehensive medical complex offering primary care, lab services, and specialized care.

3. Mental Health and Substance Use Services

- Lack of adequate private provider mental health services and substance abuse treatment.

- Integration of mental health services within primary care settings proposed.
- Extensive Narcan distribution and MAT services to combat opioid crisis.
- Butte County Behavioral Health reports sufficient services and substance use treatment resources for its clientele and currently meets State network adequacy standards.

4. Trust Issues with Healthcare Providers

- Distrust toward Adventist Health due to perceived mismanagement and lack of transparency.
- Many felt that the reimbursement to Adventist Health should have been directed to repairing and reopening the Feather River Hospital.
- Community desires reliable, professional healthcare facilities.

Infrastructure and Economic Development

1. Sewer System Limitations

- High costs and land requirements impede new business development.
- Advocacy for sewer improvements to support growth.

2. Broadband and Connectivity

- Inconsistent high-speed broadband availability.
- Explore solutions like Starlink and cellular-based internet.

3. Housing and Population Changes

- There was a significant population reduction post-fire and substantial ongoing rebuilding efforts.
- Rezoning for higher density residential projects, including affordable housing.

- Challenges in attracting new residents due to inadequate healthcare and infrastructure.
- Demographic changes trending toward younger families have led to explosive enrollment growth in the local school district.

4. Economic Factors

- Loss of higher-income professionals post-fire affects the local economy.
- Efforts to rebuild and promote the Ridge through campaigns like "Welcome to the Ridge."

Fire Safety and Emergency Services

1. Wildfire Experiences and Resilience:

- Importance of resilient building standards and defensive measures against future fires.
- Emphasis on creating defensible space and fire-safe practices.
- Need for improved emergency response times and local emergency facilities.
- Proposal for 24/7 urgent care facility to handle emergency cases.

2. Innovative Programs

- Nature and forest therapy guides to combat stress and improve health.
- Resiliency programs aimed at building skills within the community.

3. Community Sentiment and Collaboration

- High concern over healthcare availability and infrastructure as key factors influencing population growth and economic stability.
- Recognition of the interlinked nature of business, healthcare, and infrastructure in fostering a resilient community.

Action Items and Recommendations

1. Healthcare Improvements

- Develop and consistently staff an urgent care clinic or standalone emergency room within Paradise.
- Integrate mental health services within primary care settings.
- Promote local healthcare initiatives to attract professionals, especially in primary care specialties.

2. Infrastructure Development

- Address high interest rates and insurance costs to facilitate housing transactions.
- Invest in sewer system upgrades to support population growth and commercial development.

3. Community Engagement

- Foster trust between residents and healthcare providers through transparent communication and reliable services.
- Promote community-driven solutions and partnerships to rebuild effectively and sustainably.

Characteristics of Small Non-CAH Hospitals in California

Affiliated with a nearby full-sized hospital

- Sutter Surgical
- Providence Santa Rosa
- Adventist Health

No general Emergency Department

- Healthbridge Children's Hospital
- Laguna Honda Hospital and Rehabilitation
- Anaheim Community Hospital,
- Sutter Surgical Hospital-North Valley,
- Providence Santa Rosa Memorial Hospital-Sotoyome
- Patient's Hospital of Redding
- Adventist Health Sonora-Fairview

Located in large urban areas

- Healthbridge Children's-Orange County
- Laguna Honda-San Francisco,
- Patients Hospital-Redding,
- West Covina Medical-Los Angeles County
- Providence Santa Rosa-Sonoma County

Limited specialized surgical, psychiatric, pediatric care, sub-acute, or rehabilitation services

- Healthbridge Children's
- Laguna Honda
- Anaheim Community
- Patients' Hospital, West Covina

Critical Access Hospital Map





Town of Paradise
Council Agenda Summary
Date: March 10, 2026

Agenda Item: 6(e)

ORIGINATED BY: Crystal Peters, Human Resources & Risk Management Director
REVIEWED BY: Aimee Belev, Finance Director / Town Treasurer
Mike O'Brien, Interim Town Manager
Scott Huber, Town Attorney
SUBJECT: Adopt Resolutions Fixing the Employer's Contribution Under the Public Employees' Medical and Hospital Care Act
LONG TERM RECOVERY PLAN: No

COUNCIL ACTION REQUESTED:

1. Resolution No. 2026-____, "A Resolution of the Town Council of the Town of Paradise, Fixing the Employer Contribution Under the Public Employees' Medical And Hospital Care Act at an Equal Amount for Employees and Annuitants with Respect to Recognized Employee Organization 001 Paradise Firefighters Association"; or
2. Refer the matter back to staff for further analysis and development.

Background:

The Town of Paradise and its five other employee units agreed to an increased medical allocation effective through July 1, 2025, adopting an 80/20 cost-sharing model in which the Town would cover 80% of the monthly premiums for the medical plan.

As such, a benefit increase to the Paradise Firefighter Association retiree medical benefits are due in accordance with the Transitional MOU between the Town of Paradise and the Paradise Firefighters Association (PFA) approved by Town Council on September 11, 2012, consistent with other employee groups under the "Favored Nation Clause" of the Post Retirement Healthcare Coverage section of the agreement.

Analysis:

As part of this process, PERS requires that the Town of Paradise has fully complied with any and all applicable provisions of California Government Code Section 7507 for all employee units. Section 7507 relates to the actuarial impact on future costs. To meet this requirement, a report was prepared by a qualified actuary and presented to the Town Council on February 10, 2026, and thereby the public, at the regular monthly Town Council meeting.

Financial Impact:

The Actuarial Valuation of Other Post Employment Benefits (OPEB) study presented at the regular Town Council meeting on February 10, 2026, forecasts the implementation of the increase

to retiree medical in accordance with the Transitional MOU between the Town of Paradise and the Paradise Firefighters Association is \$514,174 for future cost.

FY25-26 budget increase due to Paradise Firefighter Association change is \$35,289.

**TOWN OF PARADISE
RESOLUTION NO. 2026-_____**

**FIXING THE EMPLOYER CONTRIBUTION UNDER THE PUBLIC EMPLOYEES' MEDICAL
AND HOSPITAL CARE ACT AT AN EQUAL AMOUNT FOR EMPLOYEES AND
ANNUITANTS WITH RESPECT TO A RECOGNIZED EMPLOYEE ORGANIZATION: 001
PARADISE FIREFIGHTERS ASSOCIATION**

WHEREAS, (1) Town of Paradise is a contracting agency under Government Code Section 22920 and subject to the Public Employees' Medical and Hospital Care Act (the "Act") for participation by members of 001 Paradise Firefighters Association; and

WHEREAS, (2) Government Code Section 22892(a) provides that a contracting agency subject to Act shall fix the amount of the employer contribution by resolution; and

WHEREAS, (3) Government Code Section 22892(b) provides that the employer contribution shall be an equal amount for both employees and annuitants, but may not be less than the amount prescribed by Section 22892(b) of the Act; now, therefore be it

RESOLVED, (a) That the employer contribution for each employee or annuitant shall be the amount necessary to pay the full cost of his/her enrollment, including the enrollment of family members in a health benefits plan up to a maximum of **80% of the PERS Gold Region 1 Basic Rate** per month, plus administrative fees and Contingency Reserve Fund assessments; and be it further

RESOLVED, (b) Town of Paradise has fully complied with any and all applicable provisions of Government Code Section 7507 in electing the benefits set forth above; and be it further

RESOLVED, (c) That the participation of the employees and annuitants of Town of Paradise shall be subject to determination of its status as an "agency or instrumentality of the state or political subdivision of a State" that is eligible to participate in a governmental plan within the meaning of Section 414(d) of the Internal Revenue Code, upon publication of final Regulations pursuant to such Section. If it is determined that Town of Paradise would not qualify as an agency or instrumentality of the state or political subdivision of a State under such final Regulations, CalPERS may be obligated, and reserves the right to terminate the health coverage of all participants of the employer; and be it further

RESOLVED, (d) That the executive body appoint and direct, and it does hereby appoint and direct, Mike O'Brien, Interim Town Manager, to file with the Board a verified copy of this resolution, and to perform on behalf of Town of Paradise all functions required of it under the Act; and be it further

RESOLVED, (e) That coverage under the Act be effective on May 1, 2026.

PASSED AND ADOPTED by the Town Council of the Town of Paradise at a Regular Town Council Meeting this 10th day of March 2026, by the following vote:

AYES:

NOES:

ABSENT:

ABSTAIN:

Steve Crowder, Mayor

ATTEST:

Melanie Elvis, Town Clerk

APPROVED AS TO FORM:

Scott E. Huber, Town Attorney