

**BOARD PACKET
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**MEETING OF THE BOARD OF DIRECTORS OF
THE TRUCKEE TAHOE WORKFORCE HOUSING AGENCY**

January 18, 2023, 8:30am

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4b. Minutes of the November 16, 2022 Board Meeting



**MINUTES
MEETING OF THE BOARD OF DIRECTORS OF
THE TRUCKEE TAHOE WORKFORCE HOUSING AGENCY**

November 16, 2022, 8:30am

1. CALL TO ORDER: 8:32am

Directors Present: Chair Harry Weis, Tahoe Forest Hospital District
Vice Chair Brian Wright, Truckee Donner Public Utility District
Director Jen Callaway, Town of Truckee
Director Caleb Dardick, Nevada County
Director Shawna Purvines, Placer County

Directors Absent: Director Carmen Ghysels, Tahoe Truckee Unified School District
Director Lauren Tapia, Truckee Tahoe Airport District

Staff Present: Emily Vitas, Executive Director
Jackelin McCoy, Program Manager

Others Present: Seana Doherty, Agnew::Beck
Steven Poncelet, Truckee Donner Public Utility District
Samir Tuma, Kila Properties, North Lake Tahoe Resort Association
Erin Casey, North Lake Tahoe Resort Association

2. APPROVAL OF AGENDA

Ms. Vitas requested that Item 6a follow 5a and b. There was board consensus on the proposed change.

3. PUBLIC COMMENT

No public comment.

4. CONSENT ITEMS

- a. Remote Meeting Agreement
- b. Draft Minutes of the October 19, 2022 Board Meeting
- c. Draft Minutes of the October 21, 2022 Special Meeting
- d. September 2022 Financial Statements

No public comment.

A motion to approve consent items was made by Director Callaway and seconded by Director Wright.

Ayes: Director Callaway, Director Dardick, Director Purvines, Director Wright, Director Weis.

Noes: None

5. PRESENTATIONS AND REPORTS

- a. Presentation: TTWHA Strategic Plan Review

Seana Doherty, Senior Manager with Agnew::Beck Consulting, presented the first draft of the agency's strategic plan to the board.

- b. Presentation: Proposed Implementation of Strategic Plan Goal 1, Financial Tools
Ms. Vitas provided a presentation on a new 501c3 structure to achieve strategic plan goals. Included were information on the requirements to apply for the 501c3 designation and the funding required to build the structure.

6. ITEMS FOR BOARD DISCUSSION

- a. Discuss Strategic Plan Next Steps
The board provided feedback on the draft strategic plan to incorporate in the final draft, which will be presented at the January 18, 2023 board meeting.

5. PRESENTATIONS AND REPORTS

- c. Report-out: Regional Housing Partner Update
 - i. Nevada County
Ms. Vitas reported on the efforts between Nevada County, TTWHA, Mountain Housing Council, and United States Forest Services on the Hobarts Mill site in unincorporated Nevada County.
 - ii. Placer County
Director Purvines provided an update on housing activities, including the County's efforts to create a strategic vision for housing efforts throughout the County.
 - iii. Town of Truckee
Director Callaway provided updates on housing activities, including the launch of the new Truckee Home Access Program and an update on placements through the Town's Lease to Locals program.
 - iv. Mountain Housing Council and The Housing Hub
Ms. Vitas provided an update on the Housing Hub, a new organization being created in partnership with TTWHA's 501c3 Housing Fund. The Hub will focus on developer technical assistance, policy and project advocacy, and other development-related efforts.
- d. Executive Director Report
 - i. TTWHA Housing Program and Project Updates
Ms. Vitas provided an update on agency programs and projects, including employee housing concierge services, long-term rental placements, the new home purchase navigation process, and the Hobarts Mill pursuit.

7. ADJOURN

4c. November 2022 Financial Statements



Truckee Tahoe Workforce Housing Agency
Budget vs. Actuals: FY 2022_2023
 July - November, 2022

	Nov 2022			Total			FY 22-23 Budget
	Actual	Budget	Remaining	Actual	Budget	Remaining	
Income							
6100 Contribution Revenue							
6104 Government		0.00	0.00	400,001.00	400,000.00	(1.00)	400,000.00
Total 6100 Contribution Revenue	0.00	0.00	0.00	400,001.00	400,000.00	(1.00)	400,000.00
Total Income	0.00	0.00	0.00	400,001.00	400,000.00	(1.00)	400,000.00
Gross Profit	0.00	0.00	0.00	400,001.00	400,000.00	(1.00)	400,000.00
Expenses							
8000 Salaries & Benefits							
8010 Wages and Benefits	20,217.47	20,646.17	428.70	97,321.06	103,230.85	5,909.79	247,754.00
8015 Continuing Education		125.00	125.00	0.00	625.00	625.00	1,500.00
Total 8000 Salaries & Benefits	20,217.47	20,771.17	553.70	97,321.06	103,855.85	6,534.79	249,254.00
8100 Professional & Outsourced Svcs							
8110 Accounting & Audit	3,375.00	1,666.67	(1,708.33)	16,227.08	8,333.35	(7,893.73)	20,000.00
8115 Website Design	60.00	208.33	148.33	727.50	1,041.65	314.15	2,500.00
8130 Legal	404.00	1,250.00	846.00	4,780.00	6,250.00	1,470.00	15,000.00
8150 Other Professional Services							
8151 Housing Match	602.64	4,166.67	3,564.03	8,254.29	20,833.31	12,579.02	50,000.00
8152 Strategic Planning	14,700.65	3,750.00	(10,950.65)	37,835.65	18,750.00	(19,085.65)	45,000.00
Total 8150 Other Professional Services	15,303.29	7,916.67	(7,386.62)	46,089.94	39,583.31	(6,506.63)	95,000.00
Total 8100 Professional & Outsourced Svcs	19,142.29	11,041.67	(8,100.62)	67,824.52	55,208.31	(12,616.21)	132,500.00
8200 Sales & Marketing_Community Outreach							
8220 Community Engagement / Business Development		83.33	83.33	849.04	416.65	(432.39)	1,000.00
8250 Other Sales & Marketing		83.33	83.33	1,351.06	416.65	(934.41)	1,000.00
Total 8200 Sales & Marketing_Community Outreach	0.00	166.66	166.66	2,200.10	833.30	(1,366.80)	2,000.00
8400 Facility Costs							
8410 Rent Expense		250.00	250.00	436.74	1,250.00	813.26	3,000.00
8460 Telephone & Internet	50.00	41.67	(8.33)	250.00	208.35	(41.65)	500.00
Total 8400 Facility Costs	50.00	291.67	241.67	686.74	1,458.35	771.61	3,500.00
8500 Other G&A							
8510 Office Supplies	37.11	83.33	46.22	54.42	416.65	362.23	1,000.00
8540 Office Equipment (non cap)		83.33	83.33	515.26	416.65	(98.61)	1,000.00
8550 Software & Subscription Svcs	277.22	250.00	(27.22)	1,690.30	1,250.00	(440.30)	3,000.00
8560 Dues & Subscriptions		41.67	41.67	0.00	208.35	208.35	500.00
8600 Bank Service Charges	15.95	20.83	4.88	79.75	104.15	24.40	250.00
8620 Insurance Expense	355.20	541.67	186.47	3,026.00	2,708.35	(317.65)	6,500.00
Total 8500 Other G&A	685.48	1,020.83	335.35	5,365.73	5,104.15	(261.58)	12,250.00
Total Expenses	40,095.24	33,292.00	(6,803.24)	173,398.15	166,459.96	(6,938.19)	399,504.00
Net Operating Income	(40,095.24)	(33,292.00)	6,803.24	226,602.85	233,540.04	6,937.19	496.00
Net Income	(40,095.24)	(33,292.00)	6,803.24	226,602.85	233,540.04	6,937.19	496.00

Monday, Dec 19, 2022 08:03:13 AM GMT-8 - Accrual Basis

Truckee Tahoe Workforce Housing Agency
Budget vs. Actuals: FY 2022_2023
 July - November, 2022

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Monday, Dec 19, 2022 08:03:13 AM GMT-8 - Accrual Basis

5a. Report-out: Regional Housing Partner Updates



Meeting Date: January 18, 2023
Prepared By: Emily Vitas, Executive Director
Subject: 5a. Report-out: Regional Housing Partner Update

BOARD REQUEST:

Receive reports from Nevada County, Placer County, and the Town of Truckee on housing activities specific to their agencies. Staff will provide an update on the activities of the Mountain Housing Council.

BACKGROUND:

This is a monthly item, in which our jurisdictional partners are given the opportunity to provide verbal updates on housing activities to board and staff.

ATTACHMENTS:

None

5b. Executive Director Report



Report Date: January 18, 2023
 Prepared By: Emily Vitas, Executive Director
 Agenda Item: 5b. Executive Director Report

AGENCY OPERATIONS

Draft 2023-24 Agency Budget

We are receiving employees counts from member agency HR leads through January 20 for the 2023-24 agency budget. The draft budget will be presented at the February 2 board meeting.

TTWHA HOUSING PROGRAM AND PROJECT UPDATES

TTWHA Programs: 01/10/2023								
	TFHD	TTUSD	TDPUD	TTAD	ToT	PLCR	NEV	GEN.
Concierge								
	104	40	7	5	7	5	4	18
LTR Program Current (May 2022 - Present)								
Placements	14	7	2					2
Pipeline (Renter Profiles)	10	4	1	1	3	1	3	
Home Purchase Navigation								
General Purchase				1				
Hopkins Purchase	2	1						
Hopkins Qualified Buyers	4	3				1		
Landed Pipeline	9	23	3	1	2	2	2	
Lender Partner Pipeline	5	1	1	1				
Lender Partner Purchase	1							

Unlocking Existing Housing

Long-term Rental Program – [our home listings page can be viewed here.](#)

Rental home openings have slowed during the winter season, which is typical for December – March. We continue to see roughly one homeowner inquiry per-week and are seeing an increase in temporary housing availability.

Total Placements, All-time: 23

Total Placements, 2022-23: 10

2022-23 Program Budget

Approved budget:	\$33,000
Advertising expense:	\$2,500
Homeowner incentives to date:	\$17,421
Tenant background checks:	\$342
Remaining budget:	\$12,737

Home Purchase Navigation

Home Purchase Navigation Webpage

[The Home Purchase Navigation page](#) is now live. We are using this page as a resource and entry point for employees and workforce interested in pursuing home purchase. The webpage leads interested parties to TTWHA staff who provide information on regional home purchase assistance programs and detail next steps in helping interested parties understand their buying power. Our relationships with local realtors and lenders allow us to provide a warm hand-off to trusted partners who work with employees in an educational nature.

Through this process and our partnership with Guild Mortgage we have been helped one employee purchase homes since August.

Tahoe Forest Home Purchase Assistance Program

On January 9 we launched the hospital's Home Purchase Assistance Program. In May 2022 the Hospital board approved a loan program that provides up to three loans per year at \$300,000 per loan, to be used for upper management recruitment purposes. TTWHA will administer the program, including loan filing, processing, and servicing throughout the life of the loan. We are in the process of distributing the first loan.

This program marks our first revenue stream outside of additional member agency fees. The structure has now been created to easily replicate this program for others who may be interested.

Hobarts Mill Development Opportunity

TTWHA has engaged with Nevada County, the United States Forest Service (USFS), the Mountain Housing Council, and regional developers to understand the development opportunity at the USFS Hobarts Mill site. We are meeting monthly with Nevada County and USFS to move this work forward.

USFS owns a large swath of land off HWY 89N, currently known as the Hobart Work Center. Through ongoing meetings with County and USFS staff, and conversations with a local homeowner who leads modular development throughout the Country, we are working on understanding the site's capacity, the housing product and who it needs to serve, and the phased approach to potential development.

This opportunity would be through the land leasing model that TTWHA was pursuing on the 25-acre USFS parcel in Truckee by the District Station. It is currently understood that, if development were possible, Nevada County would hold the land lease with the USFS and TTWHA would act as a facilitator and partner in bringing the project to fruition.

TTUSD Kingswood Parcel Opportunity

I was given the opportunity to present to the TTUSD Board of Trustees on November 2 and 16. These presentations included an annual agency and strategic plan update and educated the board on the final sites identified through our strategic planning process for potential workforce housing development. At the November 16 meeting the TTUSD board took action to allow their 10-acre Kingswood parcel to be included as an opportunity site for further analysis. As a part of the strategic plan execution, this site and the others identified through previous land mapping exercises and the strategic planning process will be incorporated into the next phase of analysis and pursuit in 2023.

MEMBER AND COMMUNITY OUTREACH

Nevada County Board of Supervisors 2023 Priority Setting Workshop

I will be presenting to the Nevada County Board of Supervisors on January 27 during their housing workshop. My focus will be on middle income workforce education, TTWHA programs and strategic plan, and Western County considerations to serve the middle-income workforce.

Regional Housing Partner Roundtable

We are working with Placer County, NLTRA, and Tahoe Truckee Community Foundation / Mountain Housing Council to convene the region's housing partners for discussion around our collaborative approach to housing. With the creation of a 501c3 housing fund and the Housing Hub it is crucial that our partners have a seat at the table and the opportunity to provide feedback and direction as we found these two new capacities for the Truckee-Tahoe region. The board will be alerted once a day/time has been selected for this important convening.

ATTACHMENTS

None

6a. Adoption of the TTWHA 2023-27 Strategic Plan



Meeting Date: January 18, 2023
Prepared By: Emily Vitas, Executive Director
Agenda Item: 6a. Adoption of the TTWHA 2023-27 Strategic Plan

BOARD REQUEST:

Consider adoption of the 2023-27 TTWHA Strategic Plan.

BACKGROUND:

Over its nearly three-year operations, the Truckee Tahoe Workforce Housing Agency has established itself as an efficiently operated public agency, serving the housing needs of its seven member agencies. In the period of July 2020 through January 2022, the agency launched programs to serve employee needs on the rental and for-purchase front, established a foundation of services to offer education and consult to employees in need, and operated under a member-fee based structure that provides ~\$400,000 for operations, overhead, services and programs.

The Covid-19 Pandemic impacted the agency’s ability to serve its member agencies in the way the founding partners built it to. Additionally, it was realized that the funding structure that was originally built to serve the agency would not allow for access to the funding required to achieve the agency’s goals relating to development and acquisition. These developments led to a desire to pursue an organizational structure that could serve in a bigger way, for both housing stock and community benefit.

In January 2022, TTWHA secured the services of Agnew::Beck to develop a strategic plan for the Agency. Over the course of seven months, Agnew::Beck worked with TTWHA board, staff, and stakeholders to develop a 5-year strategic plan.

The first board workshop, held in March 2022, highlighted the areas in which the board felt the organization needed to focus on to be able to better serve member agencies and the community. This meeting resulted in a strategic framework that would act as the foundation of the plan’s development. A ‘Phase II’ plan was created, in partnership with Agnew::Beck, to be executed over the following six months. That plan included research on financial structures to unlock additional funding, analysis around public agency-owned land, and the creation of a structure to pursue development and acquisition.

In October 2022, the second board workshop was held to consider the outcomes from the previous six months’ work. Led by Agnew::Beck, the workshop presented five proposed areas of focus for the agency, and requested board direction on each area. That feedback was used to create the structure of the strategic plan, focus on plan targets and goals to achieve those targets over a 5-year period.

On November 16, the TTWHA Board of Directors received a presentation on the draft strategic plan and financial tool components from Agnew::Beck and agency staff. This meeting and the proceeding meetings with board members led by staff resulted in the final considerations for the strategic plan.

On January 18, agency staff will present the final strategic plan to the board for possible adoption. Board members will consider this adoption as the representative of their agency, knowing that once the plan is adopted there will be an opportunity to work with staff to present the direction to their own board of directors.

Timeline

Draft Strategic Plan Presented for Feedback and Direction:	November 16
Final Strategic Plan Presented for Adoption:	January 18
Action Plan and Funding Considerations Presented to Board	February 2
TTWHA Member Agency Board Presentations and Possible Funding Asks:	February – March

ATTACHMENTS:

TTWHA 2023-27 Strategic Plan

**6a. ATTACHMENT:
TTWHA 2023-27 Strategic Plan**

Truckee Tahoe Workforce Housing Agency
Strategic Plan | 2023-2027



TRUCKEE TAHOE
Workforce Housing Agency

Adoption

This 2023 Strategic Plan was adopted by the Board of Directors of the Truckee Tahoe Workforce Housing Agency on <DATE>.

Truckee Tahoe Workforce Housing Agency

Board of Directors

Harry Weis, Board Chair – President and CEO, *Tahoe Forest Hospital District*

Brian Wright, Vice Chair – General Manager, *Truckee Donner Public Utility District*

Carmen Ghysels, Superintendent – *Tahoe Truckee Unified School District*

Alison Lehman – CEO, *Nevada County*

Shawna Purvines – Deputy Chief Executive Officer, *Placer County*

Lauren Tapia – Human Resource Manager and District Clerk, *Truckee Tahoe Airport District*

Jen Callaway – Town Manager, *Town of Truckee*

Staff

Emily Vitas, Executive Director

Jackelin McCoy, Program Manager



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Appendices

- 1. Cut Sheets of Top Sites for Future Development on Public Agency Owned Land
- 2. 2022 Staff Survey Highlights

List of Common Terms

The following terms are used throughout the Strategic Plan. They are not official definitions, but terms agreed upon by the participants as part of the strategic planning process.

Area Median Income (AMI): Is the household income for the median – or the middle – household in a region. The US Department of Urban Development (HUD) publishes this data annually for regions; data varies by household size. The California Department of Housing and Community Development (HCD) makes minor adjustments based on regional factors to these numbers prior to publishing.

Use of State Income Limits are subject to a particular program’s definition of income, family, family size, effective dates, and other factors.

Joint Powers Authority (JPA): JPA’s are legally created entities that allow two or more public agencies to jointly exercise common powers.

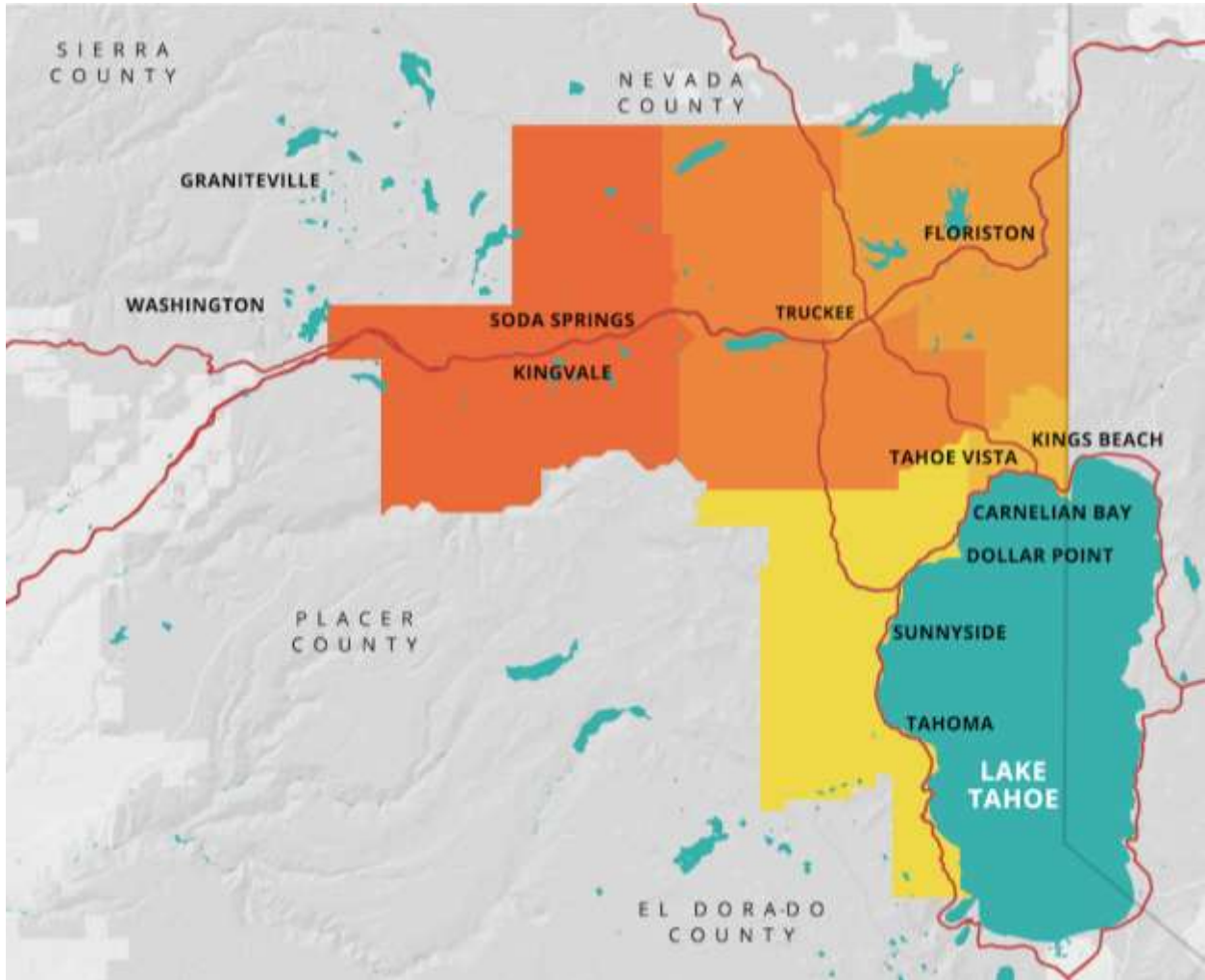
Low-Income Households: This is generally defined as households making no more than 80% of AMI. For example, in Nevada County, a family of one with an 80% AMI would mean that their annual income is no more than \$55,100. Many of the income-restricted apartments in the region adhere to strict income limits. A person making over \$55,100 will not qualify for one of these traditional affordable apartments.

Middle-Income Households: This is defined as households making above 80% of AMI. In Nevada County, anyone making over \$55,100 would be considered middle-income up to either 120% AMI per Town of Truckee definition or 245% AMI for Placer County/North Lake Tahoe area.

Qualified Employee: This term is used to describe an employee who would qualify for a TTWHA program or services based on an established set of criteria set forth in a Board-approved guideline document. For example, a qualified employee could be based on geographic location of employment (within the Truckee-North Tahoe region) and/or the employee’s income level.

Truckee-North Tahoe Region (Region): Includes the Town of Truckee and the eastern end of Nevada and Placer County. See map below.

Figure 1. Map of region



Map source: Mountain Housing Council

Workforce: Workforce is defined as an employee that works for an employer within the geographic boundaries of the Truckee-North Tahoe region.

Background

About

The Truckee Tahoe Workforce Housing Agency (TTWHA) or Agency, is a Joint Powers Authority (JPA) formed in 2020 to support the development of workforce housing for member agencies by acquiring, developing, and leasing workforce housing, and supporting housing programs for Agency employees. Today, TTWHA provides housing solutions to the ~2,300 employees of the seven member agencies. TTWHA is led by a Board of Directors, comprised of staff from each of the public entity members. Currently two staff members manage TTWHA operations.

The seven Truckee Tahoe Workforce Housing Agency member agencies include:

- Nevada County
- Placer County
- Tahoe Forest Hospital District
- Tahoe Truckee Unified School District
- Truckee Donner Public Utility District
- Truckee Tahoe Airport District
- Town of Truckee

Who We Serve

Today, TTWHA serves the 2,300 employees of its seven public agencies. Over the next five years, as reflected in this Strategic Plan, the Agency will expand in order to serve more of the regional workforce, in addition to the member agencies' workforce.

In general, the focus of the Agency is to serve the workforce considered "middle-income" or "moderate-income" by state and federal standards. This is primarily because the majority of the employees of the public agencies earn salaries that put them above the traditional low-income thresholds. Based on employee surveys, approximately 85 percent of TTWHA member agency employees earn incomes that are above 80 percent of AMI (see Figure 2).

TTWHA recognizes the importance of providing housing across all income levels and as such, the Agency will continue to support lower-income housing solutions, while focusing on middle income housing solutions.

Figure 2. TTWHA employee Area Median Income (AMI)



A Brief History

In January 2020, Truckee Tahoe Workforce Housing Agency formed as a Joint Powers Authority to support housing solutions for member agency employees. The four founding public member agencies were: Tahoe Forest Hospital District, Tahoe Truckee Unified School District, Truckee Donner Public Utility District, and the Truckee Tahoe Airport District. The purpose and goal of forming the JPA was to create a legally binding pathway for local public agencies to comingle resources to address workforce housing needs.

In March 2020, the first staff was hired, and TTWHA was officially launched.

In 2021, the JPA membership grew from four to seven with the addition of three local government agencies – Nevada County, Placer County, and the Town of Truckee. In addition to the expansion of membership, the need for housing continued to grow in the region and TTWHA staff experienced significant increases in calls from local workforce and employers asking for assistance.

Figure 3. Brief History of TTWHA

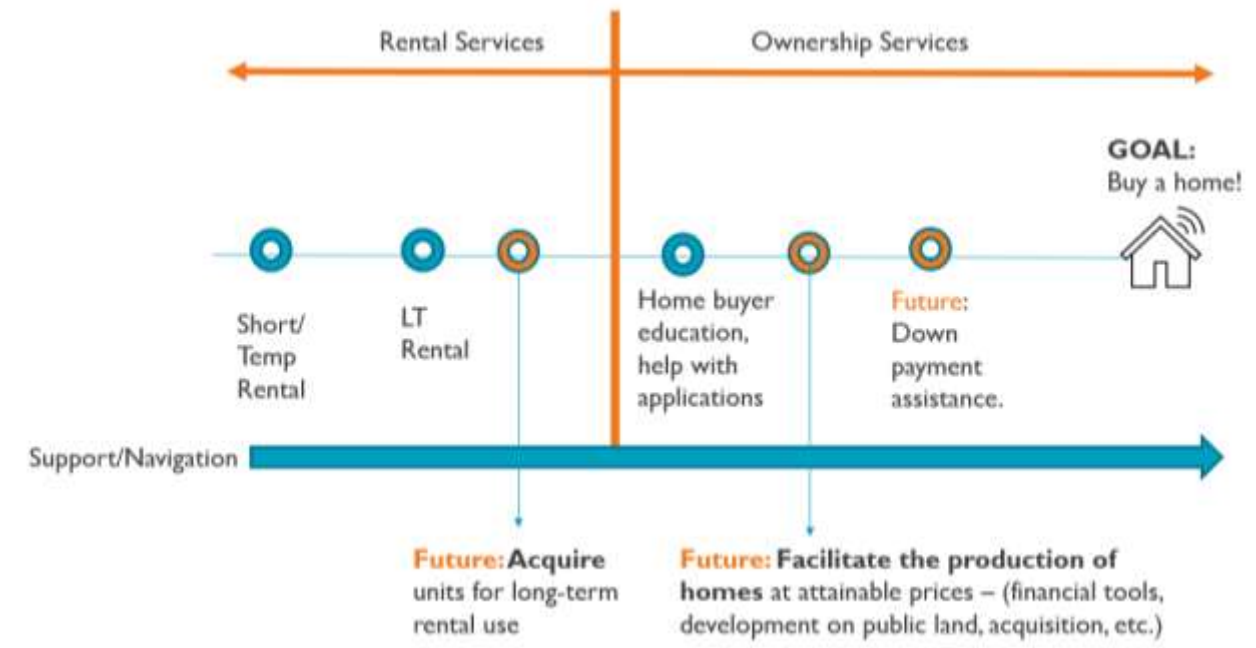


TTWHA Services Today and Plans for The Future

TTWHA’s goal is “to help employees find reasonable housing so they can continue to serve the community they love.” Services include general housing support, helping employees access existing housing in the region, and providing home purchase assistance and education services. The goal is to assist an employee with housing at whatever stage they are in along the continuum of securing a stable home. From assisting employers with securing temporary housing for new hires to helping an employee buy their first home, TTWHA staff works to support employees along their unique housing paths.

Below demonstrates the range of services TTWHA provides now (shown in blue), along with plans for expansion in the future (shown in orange).

Figure 4. TTWHA Housing Services Pathway



Program Results

To date, TTWHA has served a total of 270 employees and general members of the workforce through the following programs and services:

Figure 5. TTWHA Programs and Services (June 2020-January 2023)

	TTWHA	General Workfroce	Total Served
Housing Concierge Services	172	18	190
Long-term Rental Program	23	2	25
Home Purchase Services	50	0	50
Home Purchase	5	0	5

2022 TTWHA Employee Survey Highlights

In 2022, staff conducted a second employee housing survey to understand the needs of their constituents. Approximately 32% of the 2,300 employees participated in the survey. Following is a summary of highlights from the survey. For a complete summary of the 2022 Employee survey, please see **Appendix 2**.

Figure 6. 2020 vs. 2022 Survey Comparisons

Survey Questions	2022	2020
Currently live outside the Tahoe-Truckee region	40%	27%
Considering leaving employment, in part due to housing	41%	16%
Currently rent their homes	49%	38%
Cost burdened (<i>spend more than 30% of income on housing</i>)	NA	22%
Found it difficult to find housing during last housing search	37%	43%
Somewhat or very dissatisfied with their housing	18%	20%
Planning to retire in next 5 years	9%	11%
Lost rental housing during the pandemic	16%	NA
Experienced high levels of stress over the last two months due to their current housing situation	38%	NA

Housing Trends and Regional Context

Housing Needs Continue to Grow

With the average home price, according to Zillow, in the Truckee-North Tahoe region above \$1 million, and a limited inventory of quality, affordable rentals, finding housing is extremely challenging for local employees.

The housing shortage, according to a 2021 Mountain Housing Council Study¹, has worsened during the past several years, as conditions have deteriorated for resident workers who are living in inadequate housing, in-commuters who work in the region but are unable to secure appropriate/affordable housing near their place of work, seasonal workers, and the region’s homeless population.

The “unmet housing need” refers to households, or people who are not able to secure appropriate, affordable housing and therefore are not able to live in our region, as well as people who are currently living in our region but in inadequate housing (i.e., overcrowded, too expensive, in poor condition, homeless). This need includes both low and middle-income households and, as such, requires a range of solutions, partners, and funding to successfully address the issue.

The region’s total unmet housing need is approximately 9,500 units, representing an increase of more than 1,000 units since the 2016 assessment.

Source: 2021 North Tahoe-Truckee Regional Housing Implementation Plan, commissioned by the Mountain Housing Council (link to

Figure 7. Local Housing Bridge



Source: Mountain Housing Council / Achievable Local Housing Policy Brief 2/20/18

¹ North Tahoe-Truckee Regional Housing Implementation Plan, October 2021. Prepared for Mountain Housing Council: https://www.mountainhousingcouncil.org/wp-content/uploads/2021/10/201087_MHC-RHIP_2021Oct15_PublicReviewDraft.pdf

Constellation of Regional Housing Partners

Aware that the housing crisis in the Tahoe Truckee region impacts both low, moderate, and even above-moderate income households, many regional partners have been working both independently and collaboratively over the past several years to bring about a range of funding and housing solutions. [Mountain Housing Council](#), a project of the Tahoe Truckee Community Foundation, recognized the need to coordinate and elevate housing issues in the region six years ago. Though much progress has been made in terms of community understanding of housing issues (capacity building, implementation of programs, construction of low-income housing tax-credit apartments), acquiring and developing housing for the middle-income category of employees continues to be a major challenge.

As TTWHA developed its Strategic Plan, staff consulted with many of the partners listed below to ensure that the future direction and growth of the Agency addressed gaps in services and programs. Specific areas that the TTWHA Strategic Plan addresses that are not being done by any other organization include: acquisition of units, pre-development loan funds for developers, and activation of development on public agency-owned land.

Below is an example of the various partners who work on housing in the Truckee-North Tahoe region.

Figure 8. Example of Local housing resources and their role with housing in the Truckee-North Tahoe region (this list is not comprehensive)

Local Housing Resources	Role with Housing in Truckee-North Tahoe Region	Household Income Category Focus (AMI Level)
<i>Truckee Tahoe Workforce Housing Agency</i>	Services and programs for public agency and other qualified employees, future revolving loan fund, future development on public land, future acquisition, expanded programs (down payment assistance, rentals, etc.)	Above 80% of AMI, middle and moderate income
<i>Martis Fund</i>	Funding (down payment assistance, development grants)	Low income and down payment assistance and grants up 180% of AMI
<i>Mountain Housing Council</i>	Regional coordination, education, policy research, data, tracking, project of Tahoe Truckee Community Foundation	All
<i>Nevada County</i>	Land use policy, state/federal funded housing projects	Focus on low and very low income
<i>North Tahoe-Truckee Homeless Services</i>	Services, advocacy and housing for homeless	Homeless housing services
<i>Placer County</i>	Land use policy, funding for housing programs (deed purchase, Lease to Locals' grants, downpayment, etc.)	All up to 245% of AMI
<i>Regional Housing Authority</i>	Partner on tax-credit developments, manage low income leasing in tax-credit apartments	Low-income (most project cap at 60% of AMI)

<i>Sierra Business Council</i>	Funding, housing program admin (Martis Fund downpayment assistance)	All up to 180% of AMI
<i>Sierra Community House</i>	Rental assistance, application assistance for low-income apartments	Low-income focus, admin of program up to 150% of AMI
<i>Tahoe Truckee Community Foundation</i>	Housing Solutions Fund, Housing Hub development, Mountain Housing Council fiscal agent	All
<i>Town of Truckee</i>	Land use policy, funding for housing programs (ADU grants, Lease to Locals grants, deed purchase for ownership, down payment assistance)	Low income and programs up to 245% AMI

Strategic Planning Process

Through a nine-month collaborative process, TTWHA developed not only a five-year strategic plan but also set a bold, exciting new course for the Agency. Based on input from the Board, stakeholders, partners, statewide housing experts, as well as legal and financial analysis of potential organizational models, the new direction was set.

In March 2022, the board established the following draft strategic framework (see Figure 9). For a period of six-months, due diligence research and outreach worked to uncover options for moving TTWHA forward. Because TTWHA is an organization comprised of seven public member agencies, time was needed to vet the new organizational model and strategic priorities with each member coming to the table with a unique set of parameters. Cash flow modeling was conducted to test some of the ideas, including a new Workforce Housing Fund, as well as the mechanics of a revolving loan fund.

Figure 9. Strategic Framework



In October 2022, the board came back together with the staff and consultant team to review the due diligence, learn about the latest employee survey, review the cash flow modeling, and provide direction on the overall strategic planning approach. The following Strategic Plan was developed based on board direction.

In addition to working internally with the board and staff throughout the process, regional partners were engaged to ensure that the final outcome of the proposed new direction for the

Agency served as a complement to the existing cadre of regional housing resources (see Figure 8). Specifically, because the expansion of TTWHA includes the proposed development of a new nonprofit arm, the Tahoe Truckee Community Foundation and North Lake Tahoe Resort Association were engaged in multiple sessions to clarify how the new Workforce Housing Fund would serve in a complementary, non-redundant role.

Strengths and Challenges

As part of the strategic planning process, board and staff looked at strengths and challenges to assess the best direction for the Agency moving forward. Following is a summary of the findings from this assessment.

Strengths: What is working and what should we build upon?

Figure 10. Strengths

Existing Programs and Services	Funding	Development	Acquisition
<ul style="list-style-type: none"> ▪ Responsive to individual member requests ▪ Workforce knows and contacts us ▪ Trust (internally and externally) ▪ Current budget structure supports programs ▪ Board structure systems in place ▪ Employee base attractive to landlords, developers ▪ Increased employee morale around housing support/access 	<ul style="list-style-type: none"> ▪ Operating funds are in place ▪ Financial systems have been developed ▪ Membership fee structure supports operations and current programs 	<ul style="list-style-type: none"> ▪ Members own land ▪ Members interested in seeing land developed for housing ▪ Land mapping and analysis in place ▪ Private development is eager for incentives and support but not deep subsidy 	<ul style="list-style-type: none"> ▪ Acquisition model in progress and has support ▪ Strong realtor partner in place ▪ There are market opportunities to acquire

Challenges: Where is there opportunity to adjust?

Figure 11. Challenges

Existing Programs and Services	Funding	Development	Acquisition
<ul style="list-style-type: none"> ▪ General workforce knows and calls us but cannot access our units ▪ Workforce housing needs are way beyond member base ▪ Employee base too small and/or timing doesn't align; units sit empty 	<ul style="list-style-type: none"> ▪ No capital to accelerate development, acquisition, program expansion ▪ No criteria or structure for decision making ▪ Assumption is that we have a workforce 	<ul style="list-style-type: none"> ▪ No funding to support new housing development ▪ Displacement of existing tenants; issue with acquisition ▪ Public agency-owned land not easy or ready to go 	<ul style="list-style-type: none"> ▪ Limited funding to support acquisition ▪ Current funding limited to member employees ▪ Displacement of existing tenants; need a policy

<ul style="list-style-type: none"> ▪ Staff impacted because they can't be responsive to general workforce ▪ Agency name – community thinks we serve the workforce when we currently do not 	<p>housing fund, we don't</p> <ul style="list-style-type: none"> ▪ Investors (members or donors) who need to serve workforce beyond membership base can't place money beyond membership fee ▪ Not attractive to private donors. Can't unlock dollars 	<ul style="list-style-type: none"> ▪ Market demand and need is strong 	<ul style="list-style-type: none"> ▪ Opportunity to leverage existing units
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Emerging Constraints and Strategic Decisions

Key constraints emerged from the nine-month strategic planning process that set the stage for the Board decision-making and priority setting reflected in the following pages of the 2023-2027 TTWHA Strategic Plan. Below is a list of challenges that surfaced in the planning process and the solutions developed by the Board and staff to address these issues. These strategic decisions served as the basis for the Strategic Plan.

Constraint:

Workforce Housing Needs Outpace TTWHA Base

With the growth of TTWHA over the past three years from a four member Agency to a seven-member agency, it now serves approximately 2,300 employees which is estimated to be approximately 13 percent of the total workforce in the region. The challenge is that housing is needed far beyond the 13 percent base of Agency employees, and this became very apparent to staff in 2022 who fielded numerous calls from employers and employees desperate to find housing.

It is estimated that TTWHA currently serves approximately ~13% of the total workforce in the Truckee-North Tahoe Region through its seven member agencies.

Strategic decision: The Board decided in late 2022 to expand the organization and offer programs and services beyond the base of member employees. Beginning in 2023, TTWHA will expand certain programs and services to serve qualified workforce beyond member agency employees. Exact details including defining what is meant by “qualified employee” will be part of planning work in 2023. **See Goal 1 in the Strategic Plan for more details.**

Constraints: Expanding Services/Programs and Use of Public Funds

The founding business model of TTWHA is based on each member paying a fee determined by number of employees. Annual member fees range from ~\$5,000 per year up to ~\$225,000. This model has effectively provided funds (about \$400,000 per year) for operations of the Agency.

Use of these funds is restricted to programs and services directly serving the employees of the member agencies. One challenge with this model was the lack of significant funding available to engage in development or acquisition activities. A second constraint surfaced when the three jurisdictions joined TTWHA in 2021/2022---Placer County, Nevada County and Town of Truckee. Because of laws related to use of public tax dollars, these three entities were not able to contribute funds beyond annual membership fees unless the use of funds was used to serve the community beyond member-based employees.

Strategic decision: In order to increase the Agency's ability to facilitate not only housing programs and services but also engage in acquisition of existing housing and provide financial tools (loans) for developers creating workforce housing, the Board decided to expand the model of the JPA to include two new funds. One fund, called the Workforce Housing Fund, will include a separate 501(c)3 that will operate under the existing Agency/JPA, with specific guidelines that allow the collection and disbursement of funds to go toward qualified workers beyond member agency employees only. This option also allows for private donations that can serve local housing needs, benefit from a tax deduction, and creates a fund for acquisition.

The second fund, also under the Agency/JPA, called the Accelerator Fund, allows for increased collection and disbursement of funds towards expanded member-only programs. ***See Goal 1 for more details.***



Strategic Plan

6 Targets in 5 Years

The following Strategic Plan serves as a wayfinding map for TTWHA over the next five years. The Plan works to set priorities and direction for the organization and outlines a set of specific targets, goals, and objectives that aim to increase the inventory of homes available for both the employees of member agencies, as well as the other qualified employees in the Truckee-North Tahoe region.

As market conditions are constantly changing, so too will this Plan as TTWHA adapts to opportunities and challenges as they arise.

Agency Vision

We envision a thriving community where all local employees have access to quality homes that they can afford.

Agency Mission

The mission of the TTWHA is to facilitate workforce housing solutions.

Who We Serve

TTWHA serves employees of its members agencies as well as other qualified employees within the geographic boundaries of the Truckee-North Tahoe Region. Primarily, the focus of TTWHA is to facilitate housing solutions for households in the “middle-income” bracket, defined as households making above traditional low-income levels of 80% AMI.







How We Work

TTWHA facilitates a range of housing solutions for the workforce by providing:

- General housing support and services
- Access to existing housing units throughout the region, through incentive programs and acquisition
- Home purchase navigation, including education and down payment assistance
- Pre-development financial tools for developers creating deed-restricted workforce

6 Targets in 5 Years

The TTWHA five-year Strategic Plan will track to the six key targets outlined below.

1. Create		\$10 million Create \$10 million in new funding to accelerate workforce housing solutions.
2. Facilitate		75 units Facilitate development of at least 75 workforce housing units on publicly-owned land.
3. Incentivize		50 units Incentivize the development and/or acquisition of workforce housing on privately-owned land.
4. Acquire		24 units Acquire 24 existing housing units and preserve for long-term workforce housing.
5. Expand		1,000 employees Expand housing programs to serve 200 employees per year, including member employees and other public agencies employees.
6. Increase		Increase state funding for workforce housing Participate in state advocacy efforts to increase funding for middle-income workforce housing needs.

Strategic Plan Structure and Use

The Strategic Plan outlines five goal areas aimed at driving TTWHA towards the above listed targets. The five goals are:

- 1) **Create** innovative financial tools to support workforce housing solutions.
- 2) **Facilitate** development of workforce housing on public agency-owned sites.
- 3) **Acquire** existing properties for immediate and long-term workforce housing needs.
- 4) **Expand** housing programs to serve more of the regional workforce.
- 5) **Influence** state housing legislation through local coordination.

Under each goal is a set of objectives and in some cases, specific strategies. The Strategic Plan serves as a high-level roadmap for the Board and staff, defining priorities and outlining a path for growing the organization to serve workforce housing needs in the Truckee-North Tahoe region. A detailed annual work plan will be developed by staff, along with the annual budget, that will include tasks for each of the outlined objectives and strategies.



Goal 1. Create innovative financial tools to support workforce housing solutions.

Key to expanding the Agency beyond providing basic services to the employees of the member agencies is growing the organizational structure of the JPA model to include a nonprofit arm, with a Workforce Housing Fund and a new Accelerator Fund, under the JPA (see

Figure 12 & 13).

The new nonprofit arm, the Workforce Housing Fund, will be created with the goal of generating significant capital from both existing public agency partners and private sources to support development and acquisition of workforce projects that serve both the employees of the member agencies as well as other qualified employees.

The goal of the TTWHA Accelerator Fund is to create a way for existing public agency members to commit funding, beyond membership fees for acquisition and programs.

TTWHA member agencies will have a choice about where to invest beyond annual member fees. They can opt to invest in the Workforce Housing Fund, the Accelerator Fund, or both. This expanding structure gives member agencies options based on the needs and constraints inherent in their unique organization.

The goal over the next five years is to leverage \$10 million in TTWHA member agency contributions to generate additional private investment in regional workforce housing solutions. Funds raised would be thoughtfully deployed to spur the acquisition of existing units, provide a revolving loan fund for developers building deed-restricted workforce housing units, and expand down payment and other programs.

Objective 1: Establish a Workforce Housing Fund to unlock public and private dollars (Q1 – 3).

Strategy 1: Form a 501(c)3 CA nonprofit including: governance, foundational documents, legal requirements, etc.

Strategy 2: Define capacity and staff needs and budget to support new nonprofit.

Strategy 3: Develop annual work and fund development plan to raise public and private dollars.

Objective 2: Define Guidelines for New Fund Areas (Q2-3).

Strategy 1: Define guidelines for Accelerator Fund.

Strategy 2: Define guidelines and loan products for the Workforce Housing Fund-Revolving Loan Program (Q3).

Strategy 3: Launch Workforce Housing Loan Program (Q4).

Objective 3: Implement Fund Development Plan for Workforce and Accelerator Funds.

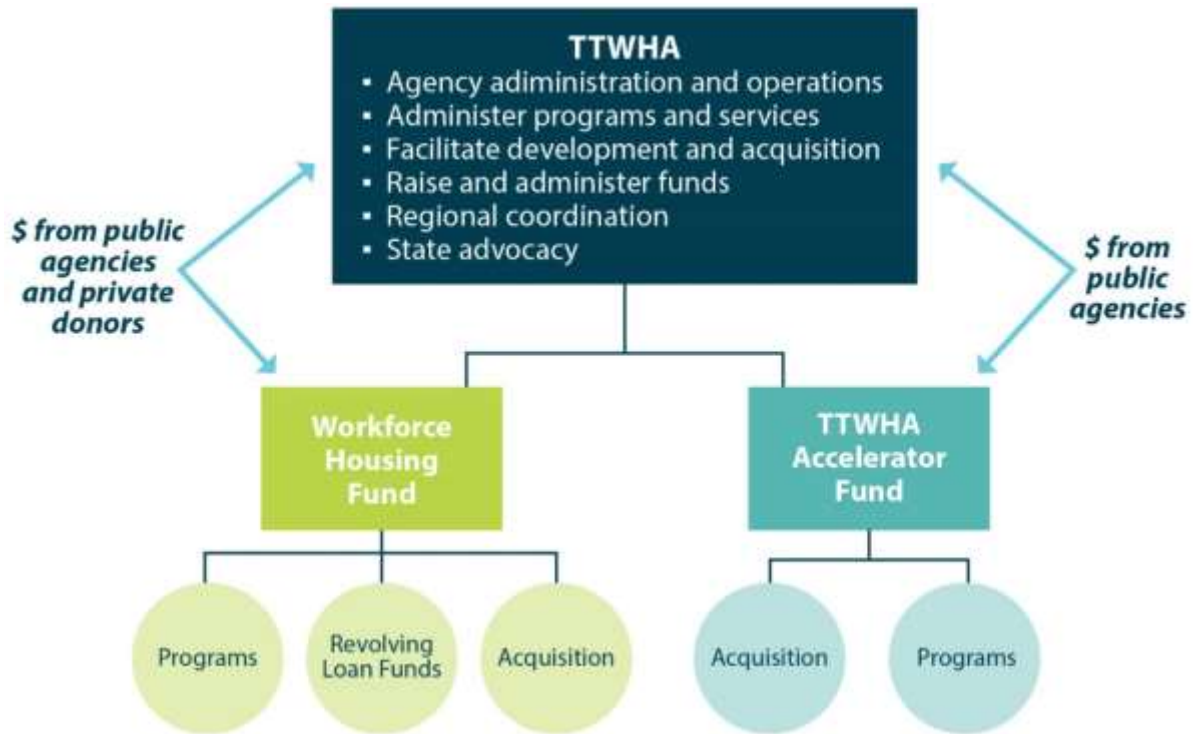
Strategy 1: Submit requests for support to member agencies (Q2).

Strategy 2: Solicit donations from private sources (Q3-4).

Figure 12. Financial model for Agency expansion



Figure 13. Model for utilization of funds





Goal 2. Facilitate development of workforce housing on public agency-owned sites.

Several of the public agency members of the TTWHA own land, as well as other public agencies, and are willing to consider the use of this land for workforce housing projects. Over the past year and a half, TTWHA analyzed various public agency-owned sites to determine the top parcels to move forward for potential development. **Appendix 1** includes a summary of the initial analysis of the public agency sites and below outlines next steps to move identified sites forward. The goal of facilitating the creation of 75 units on public agency land is based on the initial analysis of what each of the top sites' current density allows for.

The role of TTWHA in the development process is to serve as a partner and facilitator of the pre-development process. Once a site is deemed ready for development, TTWHA will assist with the process of distributing a request for proposal to developers and working with local partners to develop a set of incentives that support the project's financial feasibility.

Development is a long-term strategy but critical to the goal of creating products that are affordable for the workforce.

Objective 1: Identify and ready the top public agency owned site(s) for development (Q2).

Strategy 1: Hire consultant/partner to assist with pre-development due diligence, defining project goals, incentive package, community outreach and creation of a request for proposal (RFP) and process for the top site.

Strategy 2: Develop work plan for each site outlining tasks to ready property for workforce housing development.


Objective 2: Facilitate a request for proposal (RFP) process to secure a developer (Q4).

Strategy 1: Work with land owner to facilitate a request for proposals process including contracting with final candidate.

Objective 3: Contract with a developer to create housing on site (2024).

Strategy 1: Work with Housing Hub and other partners to engage neighbors in design vision.

Strategy 2: Support project throughout pre-entitlement process to ensure a successful outcome.



Goal 3. Acquire existing properties for immediate and long-term workforce housing needs.

Acquisition of existing units is an immediate way for TTWHA to secure rental units for the workforce. An added benefit of acquisition is that it gives the Agency control over the units compared with the master leasing model in which power sits with the homeowner. The goal over the next five years is to acquire 24 units of rental property that can be permanently available for short and long-term needs of both TTWHA member employees as well as qualified employees.

It is challenging to create an acquisition program with seven different members. With the development of the Workforce Housing Accelerator Funds and agreed upon guidelines, the aim is that acquisition will be a successful new program for TTWHA in the upcoming years.


Objective 1: Form an advisory group to assist with developing an acquisition policy and program, including property management and leasing (Q1).

Strategy 1: Research best practices and models including funding models for acquisition.

Strategy 2: Hire contractor to assist with development of acquisition policy and program documents including funding models.

Strategy 3: Engage advisory group and legal team for review of draft acquisition documents

Objective 2: Acquire one property in 2023 as a pilot program (Q2-4).



Goal 4. Expand housing programs to serve more of the regional workforce.

Since July 2020 when housing-related programs began, TTWHA has served over 250 employees of its seven member agencies with a range of housing services including: general housing support services, home purchase navigation services, securing existing rental units for employees, and serving as an advocate for employee housing needs. As the need for housing has grown in the region, so has the pressure on TTWHA to expand their services and programs to serve the needs of employees beyond the member agencies. Though serving the 2,300 public agency employees is at the core of TTWHA, over the next few years, the Agency will work to expand programs to serve an even greater number of employers and employees.

Objective 1: Continue to provide and refine existing housing services and programs.

Strategy: Refine housing concierge, rental, master leasing, down payment, and other programs to best serve the needs of member agency employees and workforce.

Objective 2: Research options to expand programs to other qualified workforce members.

Strategy 1: Conduct outreach to local employees and employers to define future workforce housing needs and services.

Strategy 2: Research a tiered system and membership rate for services and programs that allow other qualified employees to participate in TTWHA programs/services.

Strategy 3: Update program guidelines includes defining “qualified employee” requirements.



Goal 5. Influence state housing legislation through local coordination.

One of the big challenges for an Agency that serves the middle-income category of the workforce is funding. There is very limited state and federal funding available for housing solutions beyond the low-income category of 80% AMI. As such, local communities must raise funds and develop incentives to create housing that serves middle-income employees. Workforce housing that serves those making above the 80% AMI levels is not only a Truckee-Tahoe challenge but an issue throughout the State. TTWHA aims to leverage the lobby resources within each public agency to work with regional and state housing advocates to push for state funding that can be used to address the middle-income housing needs. TTWHA will work with the Mountain Housing Council's Advocacy team as well as others to define a platform and lobby for change.

Objective 1: Work with local groups and member agency lobbyists to understand opportunities and challenges around funding for "middle-income" housing.

Strategy 1: Participate in the Mountain Housing Council State Advocacy Group

Objective 2: Partner with local groups to define a Workforce Housing Funding Platform and leverage member lobbyists to move platform forward.

Objective 3: Define strategy for lobby work to move housing funding platform forward.

Conclusion and Next Steps

The 2023-2027 TTWHA Strategic Plan sets forth a bold plan to expand programs, increase funding, acquire units, and develop housing on public agency lands, all with the goal of supporting the local community and workforce with quality, stable housing. Outlined in this Plan are targets and goals set thoughtfully by a board comprised of seven public agency members deeply committed to not only housing their own employees but supporting the entire community.

Housing is critical to attracting and retaining talented and essential employees but also to ensuring that our economy and community is healthy, inclusive, and stable.

Moving forward, staff will use the Strategic Plan to support the development of annual budget and detailed work plans.

Implementation of the goals, objective and strategies in this plan will be challenging but with patience, flexibility, creativity, collaboration and tenacity, great strides will be made!

Strategic Planning, Survey, and Financial Analysis Services Provided by:



Seana Doherty, Project Manager/Lead Facilitation

Shanna Zuspan, Financial Analysis

Aaron Mondada, Survey Services

Kirsten Cohen, Design

6b. Selection of 2023 Board Positions



Meeting Date: January 18, 2023
Prepared By: Emily Vitas, Executive Director
Agenda Item: 6b. Selection of 2023 Board Positions

BOARD REQUEST:

Select 2023 Board Positions, including Chair, Vice-Chair, Secretary, and Treasurer.

BACKGROUND:

TTWHA Bylaws set forth the procedure for selecting board officers for the upcoming calendar year. The Board Chair and Vice Chair must be acting board members and elected to their roles, while the Secretary and Treasurer do not need to be acting board members and can be appointed.

Current Positions:

Chair:	Harry Weis
Vice-chair:	Brian Wright
Secretary:	Emily Vitas
Treasurer:	Steven Poncelet

PROPOSED MOTION:

A separate motion will be made for each officer:

I move to elect <NAME> as <POSITION> for the 2023 calendar year.

ATTACHMENTS:

TTWHA Bylaws

6b. ATTACHMENT:
TTWHA Bylaws

**BYLAWS
OF
TRUCKEE TAHOE WORKFORCE HOUSING AGENCY**

PREAMBLE

The Truckee Tahoe Workforce Housing Agency (“**Agency**”) was established on January 27, 2020, pursuant to the Joint Exercise of Powers Agreement Creating the Truckee Tahoe Workforce Housing Agency, as may be amended from time to time (“**Agreement**”), and the Joint Exercise of Power Act (Government Code section 6500 et seq.). The members of the Agency may be referred to herein individually as a “**Member**” or collectively as the “**Member.**”

**ARTICLE I
DEFINITIONS**

In addition to the other terms defined herein, the following terms, whether in the singular or in the plural, when used herein and initially capitalized, shall have the meanings specified:

- Section 1. Act means Articles 1 through 4, Chapter 5, Division 7, Title 1 of the Government Code of the State of California (commencing with Section 6500) relating to the joint exercise of powers common to public agencies.
- Section 2. Agreement means the Joint Exercise of Powers Agreement which created the Truckee Tahoe Workforce Housing Agency, whose Effective Date is January 22, 2020, as amended from time to time.
- Section 3. Agency means the Truckee Tahoe Workforce Housing Agency, which was created by the Agreement.
- Section 4. Board or Board of Directors means the governing body of the Agency.
- Section 5. Bylaws means the bylaws of the Agency, contained herein.
- Section 6. Director means a member of the Board representing a Member.
- Section 7. Member means the Tahoe Forest Hospital District, Tahoe Truckee Unified School District, Truckee Donner Public Utility District, Truckee Tahoe Airport District, and any other entity added pursuant to Section 5.1(b) of the Agreement.
- Section 8. Officer means the Chair, Vice Chair, Secretary, or Treasurer/Auditor.

**ARTICLE II
PURPOSE AND LIMITATIONS**

- Section 1. **Purpose of Agency.** The Agency was formed with the purpose and intent to support and promote the development of workforce housing for Members within the Agency’s jurisdiction, and to collectively plan, acquire, develop, lease, finance, and construct workforce housing for Member employees and support housing programs that provide workforce housing to Member employees, as specified in Section 2.4 of the Agreement.
- Section 2. **Purpose of Bylaws.** The Agreement authorizes the Board to adopt such bylaws, rules and regulations as are necessary or desirable to accomplish the purposes of the Agreement; provided, however, that nothing in the Bylaws, rules or regulations shall be inconsistent with the Agreement. By approving these Bylaws, the Board intends to adopt additional procedures concerning basic governance, internal organization, Board committees, and other matters addressed in these Bylaws.
- Section 3. **Conflict Between Bylaws and Agreement.** Unless specifically defined in these Bylaws, all defined terms shall have the same meaning ascribed to them in the Agreement. If any term of these Bylaws conflicts with any term of the Agreement, the Agreement terms shall prevail, and these Bylaws shall be amended to eliminate such conflict of terms. Unless the context or reference to the Agreement requires otherwise, the general provisions, rules of construction and applicable statutory definitions will govern the interpretation of these Bylaws.

**ARTICLE III
POWERS**

The powers of the Agency shall be as set forth in Article 3 of the Agreement and in Government Code section 6508, or as otherwise authorized by law.

**ARTICLE IV
BOARD OF DIRECTORS**

- Section 1. **Board Membership.** Agency is governed by a Board of Directors (“**Board**”) comprised of one representative for each Member.
- Section 2. **Additional Members.** A public agency may be considered for membership in the Agency by presenting an adopted resolution to the Board that includes a request to become a Member. The Board may approve membership by a unanimous vote and upon satisfaction of the conditions specified in Section 5.1(b) of the Agreement.

Section 3. **Withdrawal.** After July 1, 2023, any Member shall have the right to withdraw from the Agreement by giving at least 24 months' advance written notice to the Board and each Member.

ARTICLE V BOARD OF DIRECTORS

Section 1. **Director Appointment.** The governing body of each Member shall appoint and designate in writing one regular Director, who shall be authorized to act for and on behalf of such Member. The regular Director shall be the chief administrative officer or the general manager of the appointing Member, or a designee of the chief administrative officer or the general manager. The governing body of each Member shall also appoint and designate in writing one alternate Director who may vote on matters when the regular Director is absent from a meeting. The designee of the General Manager and the alternate Director shall have the same authority to make decisions as that of the chief administrative officer/general manager.

Section 2. **Resignation.** A Director may resign at any time by giving written notice to the Board Secretary. The notice of resignation may specify a date on which the resignation will become effective.

Section 3. **Vacancy.** If at any time a vacancy occurs on the Board, for whatever reason, a replacement shall be appointed by the governing body of the subject Member within 45 days of the vacancy.

Section 4. **Powers and Duties of the Board.** The Board shall have the responsibility for the general management of the affairs, property and business of the Agency and may, from time to time, adopt and modify these Bylaws and other rules and regulations for that purpose and for the conduct of its meetings as it may deem proper. The Board may exercise and shall be vested with all powers of the Agency insofar as not inconsistent with law, Article 3 of the Agreement, or these Bylaws.

ARTICLE VI MEETINGS

Section 1. **Principal Office.** The principal office for the transaction of the activities and affairs of the Agency ("Principal Office") is located at 10970 Spring Lane, Truckee, CA 96161.

Section 2. **Regular Meetings.** The Board shall hold at least two regular meetings per year, but the Board may provide for the holding of regular meetings at more frequent intervals. The date, hour, and place of each regular meeting shall be fixed by resolution of the Board.

- Section 3. **Special and Emergency Meetings.** Special and emergency meetings of the Board may be called in accordance with the provisions of Government Code sections 54956 and 54956.5, respectively.
- Section 4. **Open Meetings.** All meetings of the Board shall be conducted in accordance with the provisions of the Ralph M. Brown Act (Government Code Section 54950 et seq.). Directors may participate in meetings telephonically, with full voting rights, only to the extent permitted by law.
- Section 5. **Closed Sessions.** The Board shall comply in all respects with closed session requirements and procedures of the Brown Act. Pursuant to Government Code section 54956.96(a)(2), the Board hereby authorizes an alternate Director who is also a member of the governing body of a Member, and is attending a properly noticed Board meeting in the absence of the regular Director, to attend a closed session held during such meeting. Pursuant to Section 54956.96(a)(2), alternate Directors who are not a member of the governing body of a Member may not attend a closed session meeting of the Agency.
- Section 6. **Agenda.** The Executive Director shall prepare the agenda for all meetings of the Board in accordance with the Brown Act, and regular meeting agendas shall be posted 72 hours before each meeting in compliance with said Act.
- Section 7. **Quorum.** A majority of the entire Board of Directors shall constitute a quorum in order to conduct business. Alternate Directors attending meetings shall not be counted as part of any meeting quorum unless such Alternate Director is formally representing an absent Director. In the absence of a quorum, no business may be transacted except the adjournment of a meeting by the remaining Directors. A Director shall be deemed present for the determination of a quorum if the Director is present at the meeting in person or if he or she participates in the meeting telephonically as provided by the Brown Act.
- Section 8. **Voting.** Each Director present at a meeting shall have one vote in any decision. Except as otherwise required by law, voting shall be viva voce. Unless otherwise specified in the Agreement, a simple majority of the quorum shall be required for the adoption of a motion, resolution, contract authorization or other action of the Board. Less than a majority may make a motion for adjournment. A super majority vote (requiring 70% of the board vote) of the entire Board shall be required for the following items listed in Section 5.2(d) of the Agreement: (1) adding new members; (2) issuing bonds or other forms of indebtedness; (3) approving commencement of eminent domain proceedings; and (4) termination of the Agreement and dissolution of the Agency.
- Section 9. **Action.** Action by the Board on all resolutions and ordinances shall be recorded in writing, signed by the Chair, and attested to by the Secretary. All other actions of the Board shall be by motion recorded in written minutes.

- Section 10. **Adjournments and Adjourned Meetings.** The Board may adjourn any regular, adjourned regular, special or adjourned special meeting to a time and place specified by the Board in accordance with law. If less than a majority is present at a meeting, a majority of those members of the Board present may adjourn the meeting from time to time.
- Section 11. **Organization.** Each meeting of the Board shall be presided over by the Chair or, in his or her absence, by the Vice Chair, or in the absence of both the Chair and Vice Chair, by any member of the Board selected to preside by vote of a majority of the members of the Board present. The Secretary, or in his or her absence, any person designated by the individual presiding over the meeting, shall act as secretary of the meeting.
- Section 12. **Compensation and Reimbursement.** Pursuant to Section 5.2(f) of the Agreement, compensation for work performed by Directors on behalf the Agency shall be borne by the Member that appointed the Director. The Board may adopt by resolution a policy relating to the reimbursement of expenses incurred by Directors.

ARTICLE VII OFFICERS

- Section 1. **Officers.** The officers of the Board shall consist of a Chair, Vice Chair, Secretary, and Treasurer/Auditor (each an “Officer”). The Chair and Vice Chair must be members of the Board. The Chair shall have the power to enforce meeting decorum and rules of order and to exercise such other powers and duties pursuant to Section 5.2(e) of the Agreement and as may be assigned by the Board. The Vice Chair shall perform the duties of the President in the absence or inability to act of the Chair.
- Section 2. **Election of Officers.** The Board at its first regularly scheduled meeting of the year, each year thereafter, and at such other times as there may be a vacancy in an office, shall elect a Chair and Vice Chair.
- (a) **Chair.** In the event of a vacancy of the Chair, the Board shall elect the Vice Chair to fill the vacancy at the next meeting of the Board held after such vacancy occurs.
- (b) **Vice Chair.** In the event of a vacancy of the Vice Chair, the Board shall elect a new Vice Chair to fill the vacancy at the next meeting of the Board held after such vacancy occurs.
- Section 3. **Appointments of Officers.** The Secretary and Treasurer/Auditor shall be chosen at the initial meeting or as soon as practical thereafter.

- (a) Secretary. The Board shall appoint a Secretary, who need not be a Member of the Board. The Secretary shall give, or cause to be given, notice of all meetings of the Board and committees of the Agency required by the Bylaws and applicable law to be given. The Secretary shall keep or cause to be kept, at the Principal Office or such other place as the Board may direct, a record of summary minutes of all meetings and actions of Directors, Alternate Directors and committees of the Agency, with the time and place of meeting, whether the meeting was regular or special, how any special meeting was authorized, the notice provided for the meeting, the names of those present at such meetings, and the votes, actions and proceedings of such meetings.

- (b) Treasurer/Auditor. Pursuant to Government Code sections 6505.5 and 6505.6, the Board shall appoint a qualified person to act as the Treasurer/Auditor for the Agency. The Board may appoint a qualified person to serve as Treasurer/Auditor. Treasurer/Auditor shall be the depository and shall have responsibility for the depositing and custody of all funds held by the Agency from any source. The Treasurer/Auditor shall possess the powers of, and shall perform those functions and duties required by provisions of applicable law, the Joint Exercise of Powers Act, the Agreement, and those which may be prescribed by the Board or these Bylaws. All funds of the Agency shall be strictly and separately accounted for and regular reports shall be rendered of all receipts and disbursements at least quarterly. The Treasurer/Auditor shall provide strict accountability of said funds in accordance with Government Code sections 6505 and 6505.5 and all other applicable provisions of law.

- (c) Additional Officers. The Board may appoint additional officers deemed necessary or desirable.

Section 4. **Term of Office.** The Chair and Vice Chair shall serve for a term of one year, without limit to the number of terms.

Section 5. **Resignation of Officers.** Voluntary Resignation. Any officer of the Agency may, subject to contrary provision in any applicable contract, resign at any time by giving written notice to the Board or to the Chair or Secretary of the Agency. Any such resignation shall take effect at the time specified in the notice or, if the time is not specified, on receipt thereof. Unless otherwise specified in the notice, acceptance of such resignation shall not be necessary to make such resignation effective.

Section 6. **Vacancies.** If any office becomes vacant at any time, such vacancy may be filled at any time by the Board.

Section 7. **Official Bond.** The Treasurer/Auditor is designated as the public officer or person who has charge of, handles, or has access to any property of the Agency. The

Treasurer shall file an official bond as required by Section 6505.1 of the Act in an amount fixed by resolution of the Board.

ARTICLE VIII COMMITTEES

- Section 1. **Committees.** As further provided in Section 5.2 of the Agreement, the Board may establish permanent or temporary committees as the Board deems appropriate to assist the Board in carrying out its functions.
- Section 2. **Appointment to Standing Committees.** For Standing Committees, the Chair shall nominate committee members, subject to approval by a majority vote of the Board. If the Board fails to approve the Chair's nomination(s) to a Standing Committee, the Board may entertain a motion for the appointment of committee members.
- Section 3. **Committee Voting.** Action by a committee on all matters shall require an affirmative vote of a majority of the members of the committee who are present at the meeting.
- Section 4. **Alternate Directors in Standing Committees.** In the event a member of a Standing Committee is unavailable to attend a duly noticed meeting of that committee, the Alternate Director representing the same Member as the absent Director may attend and, if applicable, vote in the committee meeting in place of the absent Director. The Alternate Director may also chair the committee and fully participate in discussion and debate during meetings.
- Section 5. **Removal of Committee Members.** The Board may remove a committee member from a committee, with or without cause, by a majority vote of the Board.
- Section 6. **Ad Hoc Committees.** The Board may establish temporary ad hoc advisory committees that: (a) are composed of less than a quorum of the Board, (b) have no continuing subject matter jurisdiction, and (c) have no meeting schedule fixed by charter, ordinance, resolution, or formal action of the Board. The Chair shall appoint the members of such ad hoc committees.

ARTICLE IX ADMINISTRATION AND STAFFING

- Section 1. **Executive Director.** At the initial meeting, the Board shall appoint an Executive Director under whose general supervision and control the activities of the Agency shall be conducted and shall be compensated for his/her services as determined by the Board. The Executive Director may be a Member entity staff member and shall serve at the pleasure of the Board and continue in his/her capacity until he/she resigns or is terminated by the Board. The Executive Director shall be the chief

administrative officer of the Agency and shall have overall responsibility for the day-to-day operations and administration of the Agency. The Executive Director shall ensure that staff for the Agency are able to implement the Agreement, these Bylaws, and any other requirements imposed by law. The Executive Director shall have the powers and duties set forth in Section 5.3(b) of the Agreement and the following powers and duties:

- (a) Executing contracts, deeds and other documents and instruments as authorized by the Board, subject to any Board policy on spending and signature authority.
- (b) Exercising general supervision over all property belonging to the Agency.
- (c) Exercising responsibility for purchases of all supplies, materials, and equipment of the Agency.
- (d) Coordinating Board meetings and public participation opportunities associated therewith, and in coordination with the Agency's Legal Counsel, ensuring the Agency operates in a manner consistent with all legal requirements imposed by law on California public agencies.
- (e) Ensuring that the requirements of the Joint Exercise of Powers Act (Government Code section 6500 et seq.) are satisfied.
- (f) Exercising such other powers and duties as may be prescribed by the Board or these Bylaws.
- (g) Carrying out the direction of the Board.

Section 2. **Reimbursement of Expenses.** The Board may adopt by resolution a policy relating to the reimbursement of expenses incurred by Officers and employees.

ARTICLE X FINANCES

Section 1. **Fiscal Year.** The fiscal year for the Agency shall begin on July 1st and end on June 30th, unless the Board adopts a resolution changing the dates.

Section 2. **Budget.** The Agency shall operate pursuant to a general operating budget and other Agency budgets adopted in accordance with Article 6 of the Agreement.

Section 3. **Operating Budget and Expenditures.** The Executive Director shall present a proposed budget to the Board before April 1 each year for review and approval.

The Board shall approve an annual operating budget before the beginning of a fiscal year or any other date established by the Board, as required to conduct its business in a manner consistent with the purposes of the Agency. Unless otherwise required by the Agreement or California law, the Treasurer/Auditor shall draw checks or warrants or make payments by other means for claims or disbursements not within an applicable budget only upon the approval of the Board.

Section 4. **Funding for the Agency.** Funding for the Agency shall be in accordance with Sections 6.3, 6.4 and 6.5 of the Agreement.

Section 5. **Alternative Funding Sources.** The Agency may, by a Board vote, seek funding from other alternative sources, including but not limited to, state and federal grants or loans, and the issuance of bonds.

Section 6. **Transfer of Records, Accounts, Funds, and Property.** Pursuant to Section 6.6 of the Agreement, the Board shall adopt procedures by which the Agency documents the transfer and receipt of records, accounts, funds, or property from Members or other entities.

ARTICLE XI RECORDS

Section 1. **Availability.** A copy of the Agency's Bylaws and the Agreement shall be kept at the Agency's Principal Office, as set forth in Section 6.1 above, and shall be open to inspection by the public at all reasonable times during office hours.

Section 2. **Inspection.** Unless otherwise restricted by law, any Member and any Director may inspect any record of the Agency, including but not limited to, the accounting books and records and minutes of the proceedings of the Board and committees of the Board, at any reasonable time. A designated representative of the Member may make any inspection and copying under this Section and the right of inspection includes the right to copy. As directed and permitted by law, Agency records shall be open to inspection by the public.

ARTICLE XII AMENDMENTS

These Bylaws may be modified, amended or repealed or new Bylaws may be adopted by resolution by an affirmative vote of the Board at any regular or special meeting of the Board. In the event that a conflict exists between a provision in the Bylaws and a provision in the Agreement, the provision in the Agreement shall govern.

ARTICLE XIII
SEVERABILITY

Any adjudication that these Bylaws or any part thereof is invalid shall not affect the validity of the remainder of these Bylaws.