

4a. March 2, 2023 Draft Board Meeting Minutes



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

March 2, 2023, 8:30am

1. CALL TO ORDER / ROLL CALL: 8:35

Directors Present: Chair Harry Weis, Tahoe Forest Hospital District
Vice Chair Lauren Tapia, Truckee Tahoe Airport District
Director Jen Callaway, Town of Truckee
Director Stephanie Holloway, Placer County
Director Alison Lehman, Nevada County
Director Steven Poncelet, Truckee Donner Public Utility District
Director Shawna Purvines, Placer County
Director Brian Wright, Truckee Donner Public Utility District

Absent: Director Carmen Ghysels, Tahoe Truckee Unified School District

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

Others Present: Emily Setzer, Placer County

2. APPROVAL OF AGENDA

3. PUBLIC COMMENT

4. SPECIAL ORDER OF BUSINESS

- a. Board vote to approve remote appearance of Directors Alison Lehman and Caleb Dardick, Nevada County
Attending from 950 Maidu Avenue, Nevada City, CA

No public comment.

A motion to approve was made by Director Tapia. Director Wright seconded the motion.

Ayes: Director Callaway, Director Holloway, Director Lehman, Director Tapia, Director Weis, Director Wright

Noes: None

5. CLOSED SESSION

- a. Conference with Real Property Negotiator (Gov. Code § 54956.8)≥
Property Address: 12515 Northwoods Blvd., Truckee Ca
Agency Negotiator: Emily Vitas
Negotiating Party: Farley, Theodore Jr. & Claudia (Trustees)
Under Negotiation: Price & Terms of Payment

ADJOURN OUT OF CLOSED SESSION: 9:15am

6. REPORT OUT OF CLOSED SESSION

Director Weis reported that the board voted, unanimously, to approve the price and terms of payment presented.

Public Comment: None

A motion was made by Director Callaway to extend an offer on the subject property at the price and terms presented by staff. Director Tapia seconded the motion.

Ayes: Director Callaway, Director Holloway, Director Lehman, Director Tapia, Director Weis, Director Wright

Noes: None

Director Weis reported that the board voted, unanimously, to approve the use of Agency funds, not to exceed \$60,000, to secure the subject property.

A motion was made by Director Tapia to approve the use of TTWHA reserve funds at a maximum amount of \$60,000 to be used as earnest funds to secure the subject property. Director Holloway seconded the motion.

No public comment.

Ayes: Director Callaway, Director Holloway, Director Lehman, Director Tapia, Director Weis, Director Wright

Noes: None

7. CONSENT ITEMS

- a. Draft Minutes of the February 2, 2023 Board Meeting
- b. January 2023 Financial Statements

No public comment.

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

Ayes: Director Callaway, Director Holloway, Director Lehman, Director Tapia, Director Weis, Director Wright

Noes: None

8. REPORTS AND PRESENTATIONS

- a. Regional Housing Partner Updates
- b. Executive Director Report

For the sake of time, the board elected to not receive verbal updates relating to Regional Housing Partners and the Executive Director Report.

9. ITEMS FOR BOARD DISCUSSION

- a. Discuss Proposed Acquisition of Real Property
No board discussion.

10. ITEMS FOR BOARD APPROVAL

- a. Consider Approval of 2023-24 Agency Budget
The board received an update on the 2023-24 agency budget. A request was made by Director Wright to approve a final draft of the budget so that member agencies could bring member fees to their own boards before final approval

No public comment.

Director Wright made a motion to approve the final draft of the 2023-24 agency budget. Director Tapia seconded the motion.

Ayes: Director Callaway, Director Holloway, Director Lehman, Director Tapia, Director Weis, Director Wright

Noes: None

- b. Consider Appointment of 501c3 Formation Ad-hoc Committee Members
The board selected Directors Holloway, Poncelet, and Weis to serve on a 3-month ad-hoc committee for the forming of the Workforce Housing Agency.

No public comment.

Director Wright made a motion to approve the proposed slate of ad-hoc committee members. Director Callaway seconded the motion.

Ayes: Director Callaway, Director Holloway, Director Lehman, Director Tapia, Director Weis, Director Wright

Noes: None

- c. Consider Approval of Revised TTWHA Home Rental Program
Staff presented a revised Home Rental Program that includes a tiered approach to leasing homes to member agency employees and the general workforce.

No public comment.

Director Holloway made a motion to approve the program as presented. Director Tapia seconded the motion.

Ayes: Director Callaway, Director Holloway, Director Lehman, Director Tapia, Director Weis, Director Wright

Noes: None

- d. Consider Approval of Management of the Truckee Home Access Program
The board did not approve management of the Truckee Home Access Program at this time and requested that the program be managed under the new Workforce Housing Fund.

11. DIRECTOR COMMENTS

No comments were made.

12. ADJOURN: 10:28am

A motion was made by Director Tapia to adjourn.

4b. February 2023 Financial Statements



Truckee Tahoe Workforce Housing Agency
Budget vs. Actuals: FY 2022_2023
 July 2022 - February 2023

| | Feb 2023 | | | 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 | 21,111.76 | 20,646.17 | (465.59) | 162,288.33 | 165,169.36 | 2,881.03 | 247,754.00 |
| 8015 Continuing Education | | 125.00 | 125.00 | 429.83 | 1,000.00 | 570.17 | 1,500.00 |
| Total 8000 Salaries & Benefits | 21,111.76 | 20,771.17 | (340.59) | 162,718.16 | 166,169.36 | 3,451.20 | 249,254.00 |
| 8100 Professional & Outsourced Svcs | | | | | | | |
| 8110 Accounting & Audit | 1,224.00 | 1,666.67 | 442.67 | 20,448.98 | 13,333.36 | (7,115.62) | 20,000.00 |
| 8115 Website Design | | 208.33 | 208.33 | 727.50 | 1,666.64 | 939.14 | 2,500.00 |
| 8130 Legal | 512.50 | 1,250.00 | 737.50 | 5,544.50 | 10,000.00 | 4,455.50 | 15,000.00 |
| 8150 Other Professional Services | | | | | | | |
| 8151 Housing Match | 542.00 | 4,166.67 | 3,624.67 | 14,056.29 | 33,333.32 | 19,277.03 | 50,000.00 |
| 8152 Strategic Planning | | 3,750.00 | 3,750.00 | 50,478.15 | 30,000.00 | (20,478.15) | 45,000.00 |
| Total 8150 Other Professional Services | 542.00 | 7,916.67 | 7,374.67 | 64,534.44 | 63,333.32 | (1,201.12) | 95,000.00 |
| Total 8100 Professional & Outsourced Svcs | 2,278.50 | 11,041.67 | 8,763.17 | 91,255.42 | 88,333.32 | (2,922.10) | 132,500.00 |
| 8200 Sales & Marketing_Community Outreach | | | | | | | |
| 8220 Community Engagement / Business Development | | 83.33 | 83.33 | 921.79 | 666.64 | (255.15) | 1,000.00 |
| 8250 Other Sales & Marketing | | 83.33 | 83.33 | 1,386.06 | 666.64 | (719.42) | 1,000.00 |
| Total 8200 Sales & Marketing_Community Outreach | 0.00 | 166.66 | 166.66 | 2,307.85 | 1,333.28 | (974.57) | 2,000.00 |
| 8400 Facility Costs | | | | | | | |
| 8410 Rent Expense | 218.37 | 250.00 | 31.63 | 2,058.96 | 2,000.00 | (58.96) | 3,000.00 |
| 8460 Telephone & Internet | 50.00 | 41.67 | (8.33) | 410.00 | 333.36 | (76.64) | 500.00 |
| Total 8400 Facility Costs | 268.37 | 291.67 | 23.30 | 2,468.96 | 2,333.36 | (135.60) | 3,500.00 |
| 8500 Other G&A | | | | | | | |
| 8510 Office Supplies | 71.43 | 83.33 | 11.90 | 215.68 | 666.64 | 450.96 | 1,000.00 |
| 8540 Office Equipment (non cap) | | 83.33 | 83.33 | 515.26 | 666.64 | 151.38 | 1,000.00 |
| 8550 Software & Subscription Svcs | 274.14 | 250.00 | (24.14) | 2,826.46 | 2,000.00 | (826.46) | 3,000.00 |
| 8560 Dues & Subscriptions | | 41.67 | 41.67 | 295.00 | 333.36 | 38.36 | 500.00 |
| 8600 Bank Service Charges | 16.95 | 20.83 | 3.88 | 128.60 | 166.64 | 38.04 | 250.00 |
| 8620 Insurance Expense | 355.20 | 541.67 | 186.47 | 4,091.60 | 4,333.36 | 241.76 | 6,500.00 |
| Total 8500 Other G&A | 717.72 | 1,020.83 | 303.11 | 8,072.60 | 8,166.64 | 94.04 | 12,250.00 |
| Total Expenses | 24,376.35 | 33,292.00 | 8,915.65 | 266,822.99 | 266,335.96 | (487.03) | 399,504.00 |
| Net Operating Income | (24,376.35) | (33,292.00) | (8,915.65) | 133,178.01 | 133,664.04 | 486.03 | 496.00 |
| Net Income | (24,376.35) | (33,292.00) | (8,915.65) | 133,178.01 | 133,664.04 | 486.03 | 496.00 |

Friday, Mar 10, 2023 09:23:48 AM GMT-8 - Accrual Basis

Truckee Tahoe Workforce Housing Agency
Balance Sheet
As of February 28, 2023

| | Total | |
|---|----------------------|-------------------------|
| | As of Feb 28, 2023 | As of Feb 28, 2022 (PY) |
| ASSETS | | |
| Current Assets | | |
| Bank Accounts | | |
| 1001 US Bank Checking_6993 | 159,140.17 | 274,455.52 |
| 1002 US Bank Checking_6993_Excess Funds | 336,611.84 | 191,971.30 |
| Total 1001 US Bank Checking_6993 | \$ 495,752.01 | \$ 466,426.82 |
| 1072 Bill.com Money Out Clearing | 0.00 | 0.00 |
| Total Bank Accounts | \$ 495,752.01 | \$ 466,426.82 |
| Accounts Receivable | | |
| 2000 Accounts Receivable (A/R) | 0.00 | 0.00 |
| Total Accounts Receivable | \$ 0.00 | \$ 0.00 |
| Other Current Assets | | |
| 2600 Prepaid Expenses | 2,730.95 | 2,887.28 |
| 2601 Prepaid PUD Rent | 0.01 | |
| 2900 Undeposited Funds | 542.41 | |
| Total Other Current Assets | \$ 3,273.37 | \$ 2,887.28 |
| Total Current Assets | \$ 499,025.38 | \$ 469,314.10 |
| Other Assets | | |
| 3300 Deposits | 1,000.00 | 1,000.00 |
| Total Other Assets | \$ 1,000.00 | \$ 1,000.00 |
| TOTAL ASSETS | \$ 500,025.38 | \$ 470,314.10 |
| LIABILITIES AND EQUITY | | |
| Liabilities | | |
| Current Liabilities | | |
| Accounts Payable | | |
| 4000 Accounts Payable (A/P) | 29,709.91 | 22,876.49 |
| Total Accounts Payable | \$ 29,709.91 | \$ 22,876.49 |
| Credit Cards | | |
| 4100 US Bank_Visa_7233 | 525.73 | 0.00 |
| Total Credit Cards | \$ 525.73 | \$ 0.00 |
| Other Current Liabilities | | |
| 4205 Other Current Liabilities | 0.00 | 0.00 |
| Total Other Current Liabilities | \$ 0.00 | \$ 0.00 |
| Total Current Liabilities | \$ 30,235.64 | \$ 22,876.49 |
| Total Liabilities | \$ 30,235.64 | \$ 22,876.49 |
| Equity | | |
| Retained Earnings | 336,611.73 | 97,469.30 |
| Net Income | 133,178.01 | 349,968.31 |
| Total Equity | \$ 469,789.74 | \$ 447,437.61 |
| TOTAL LIABILITIES AND EQUITY | \$ 500,025.38 | \$ 470,314.10 |

5a. Regional Housing Partner Updates



Meeting Date: April 19, 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 will provide verbal updates on housing activities to board and staff.

ATTACHMENTS:

None

5b. Executive Director Report



Report Date: April 19, 2023
 Prepared By: Emily Vitas, Executive Director
 Agenda Item: 5b. Executive Director Report

TTWHA Programs and Services Tracker

Staff will provide quarterly updates on employee support and placement. We are now tracking support for the general workforce as well. Additionally, we have engaged 119 homeowners over the last ~3 years.

| TTWHA Programs and Services | | | | |
|---|-------------|----------------|-----------------|--------------------|
| | TTWHA Q1 23 | TTWHA All-time | Workforce Q1 23 | Workforce All-time |
| Concierge | | | | |
| Employees | 42 | 214 | 24 | 42 |
| Homeowners | 18 | 119 | NA | NA |
| LTR Program Current (May 2022 - Present) | | | | |
| Placements | 2 | 25 | 0 | 2 |
| Pipeline (Renter Profiles) | 32 | 89 | 11 | 11 |
| Home Listings | 4 | 35 | NA | NA |
| Home Purchase Navigation | | | | |
| General Purchase | 1 | 3 | NA | NA |
| Hopkins Purchase | 1 | 3 | NA | NA |
| Lender Partner Pipeline | 5 | 13 | NA | NA |
| Lender Partner Purchase | 1 | 2 | NA | NA |

AGENCY OPERATIONS

TTWHA Workforce Housing Fund Creation

We have contracted with a nonprofit consultant to support the formation of the new 501c3 entity and a contractor to provide marketing and communications support as we expand to serve in a greater way. An update on progress is included as Item 5c. Workforce Housing Fund Progress Report.

TTWHA HOUSING PROGRAM AND PROJECT UPDATES

Housing Acquisition

The acquisition opportunity at 12515 Northwoods Blvd in Tahoe Donner has been put on hold due to health issues of the seller. Our realtor, Kane Schaller, is keeping them engaged and we're hopeful to pick the conversation back up once her health is more stable. In the meantime, we continue to look for other opportunities and have identified a multi-unit property in Placer County that may be of interest.

This first acquisition exercise has allowed us to build a structure for how to pursue these opportunities, that will need to be refined once we've moved through an acquisition from start to finish. This process will be included in the Workforce Housing Fund Business Plan and Scope and acquisition activities will be shared by the 501c3 and the Agency.

Unlocking Existing Housing

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

Home listings are picking up in a big way! We are hearing from 1-2 homeowners per week and have 5 new listings this month. We continue to work closely with Placemate (formerly Landing Locals) to share leads and ensure collaboration.

We are close to meeting our ‘pilot’ program budget for the year. However, the board approved \$50,000 total for this program in 2022-23; additional funds will be utilized if needed.

| | | |
|------------------------|----------|--------------------------------|
| 2022-23 Program Budget | | Total Placements, all-time: 27 |
| Approved budget: | \$33,000 | Total Placements, 2023 Q1: 2 |
| Advertising expense: | \$2,500 | |
| Homeowner incentives: | \$24,477 | |
| Background checks: | \$334 | |
| Remaining budget: | \$5,681 | |

Home Purchase Navigation

Home Purchase Navigation

We have seen a significant increase in community interest around home purchase education since the formal launch of our Home Purchase Navigation offering. Since its formal launch in January 2023 we have connected with 12 employees and have helped three employees buy homes.

On Wednesday, April 19 we’ll host our first homebuyer workshop for member employees and our general workforce. The virtual workshop is in partnership with Guild Mortgage Truckee and will cover the current state of the housing market, regional programs that can be considered to support home purchase, and general services of TTWHA.

Hobarts Mill Development Opportunity

In partnership with Nevada County, we are moving forward on a development opportunity on USFS-owned land at the Hobarts Mill Work Site on Highway 89. Through a proposed public-private partnership we have engaged a developer who has drafted a master plan for consideration.

TTWHA staff have been working closely with Nevada County staff to prepare a proposal that will go to USFS Tahoe National Forest District management for consideration. At this time, we see Nevada County acting as the land lease holder and TTWHA acting as the tenant placement partner, while the developer would manage the property and tenants.

Once the proposal has been submitted and conversations are underway, we’ll begin to engage community around this opportunity. It is important that we have regional partner buy-in and understand workforce interest around this potential project.

TART + TNT-TMA Presentations and Survey

The Town of Truckee and Placer County employ and manage the drivers for the TART Regional Service and TART Connect programs. One of the greatest barriers Town and County staff see to having a full staff and consistent service is the inability to new and existing employees / contractors to find housing. TTWHA staff are working with the Town and County, along with the Truckee North Tahoe Transportation Management Association, to analyze needs and determine opportunities to support this unique component of our workforce.

ATTACHMENTS

None

5c. TTWHA Workforce Housing Fund Formation Progress Report



Report Date: April 19, 2023
 Prepared By: Emily Vitas, Executive Director
 Agenda Item: 5c. Workforce Housing Fund Formation Progress Report

Workforce Housing Fund Founding Progress Update

Staff issued a Request for Proposals (RFP) on February 15 seeking a nonprofit consultant to support the formation of the Workforce Housing Fund. The consultant will support staff in the creation of all materials required to form the Fund and submit the 501c3 application to the IRS. We received two formal proposals and selected Navigate to contract with on this work.

We held the kick-off call with Navigate on April 12 and will be following the timeline included below.

The greatest challenges we see relating to successful filing by June 30, 2023:

- Ability to receive 501c3 status and tax exemption for a mission that serves the middle and upper middle income categories. We will not be able to apply under the welfare tax exemption (relief of the poor and distressed or of the underprivileged) and are working with our lawyers to determine which exemption we could pursue. The Workforce Housing Fund could potential qualify under one of the following considerations:
 - Lessening the burdens of government
 - Combating community deterioration
- Cultivating and convening a Board of Directors in time to adopt organizational bylaws and submit the Form 1023 (501c3 application)

Founding Timeline

| Week | April | | | | May | | | | | June | | | | July | | | |
|------|--------------------------------|---|---|---|-----|---|---|---|---|------|---|---|---|------|---|---|---|
| | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 5 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 |
| 1 | Project Management | | | | | | | | | | | | | | | | |
| | | x | | | | | | | | | | | | | | | |
| | | | x | x | x | x | x | x | x | x | x | x | x | | x | x | x |
| | | | | x | | | | | x | | | | x | | | | x |
| 2 | Organizational Structure | | | | | | | | | | | | | | | | |
| | | | x | x | x | x | x | x | x | | | | | | | | |
| | | | | | | | | | | x | x | x | x | | | | |
| 3 | Program Guidelines | | | | | | | | | | | | | | | | |
| | | | x | x | x | | | | | | | | | | | | |
| | | | | | | x | x | x | | | | | | | | | |
| | | | | | | | | x | x | x | | | | | | | |
| 4 | IRS Form 1023 | | | | | | | | | | | | | | | | |
| | | | | | | x | | x | | x | x | x | x | | | | |
| | | | | | | | | x | x | x | x | | | | | | |
| | | | | | | | | | | | | | x | | | | |
| 5 | Fundraising Plan/Business Plan | | | | | | | | | | | | | | | | |
| | | | x | x | | | | | | | | | | | | | |
| | | | | | | | x | x | x | | | | | | | | |
| | | | | | | | | | | | | | | x | x | x | |

Founding Budget

| Category | Approved (\$40k) | To Date (4/12/23) | Remaining |
|-------------------------|-------------------------|--------------------------|------------------|
| Nonprofit Consultant | \$20,000 | \$21,400 | -\$1,400 |
| Legal | \$10,000 | \$2,389 | \$7,611 |
| Marketing + Advertising | \$5,000 | \$0 | \$5,000 |
| Accounting | \$2,500 | \$0 | \$2,500 |
| Misc Filings, etc. | \$2,500 | \$0 | \$2,500 |

ATTACHMENTS

Nonprofit Consultant Proposal – Navigate, LLC

5c. ATTACHMENT:
Navigate LLC Proposal



Proposal: Nonprofit Consulting Services Truckee Tahoe Workforce Housing Agency (TTWHA)

1. Qualifications showing past experience founding and/or leading nonprofits, foundations, or related experience (resume is sufficient)

Attached please find resumes for Christine Walker, Principal, and Maggie Schilling, Associate. Christine recently spearheaded the formation of [Headwaters Community Housing Trust](#) in Bozeman, a new private, nonprofit housing organization. Having worked in the nonprofit field for 15 years, Maggie is familiar with nonprofit leadership, operations, finance, governance, fundraising, and administration.

2. Statement of experience in housing and/or your understanding of the Truckee-Tahoe housing landscape.

Christine led the Teton County Housing Authority (TCHA) in Jackson, Wyoming, for nearly a decade, where she developed several neighborhoods, implemented a wide variety of housing programs to address the diverse needs of local residents, and stewarded hundreds of deed restricted units. She founded [Navigate, LLC](#) in 2015. Since then, the firm has provided community housing consulting services to local government, nonprofit, and business clients around the mountain west. Navigate partners with other housing consultants to complete Housing Studies for mountain resort communities, including the 2021 Washoe Tahoe Local Employee Housing Needs and Opportunities report with WSW Consulting.

Navigate also works at the employer scale to evaluate employer housing needs and act as a development coach to guide organizations through the residential development process. Christine was a consultant on the Bluebird Truckee Community Housing development and is currently coordinating the development of the [Bridger View](#) neighborhood in Bozeman, MT, a 62-unit mixed-income neighborhood.

3. Statement of experience in fundraising and administering funds

Navigate has experience administering funds and fundraising for middle-income housing from the public, non-profit, and business sectors. Public sector experience includes securing local sales tax revenue for housing, managing a general obligation bond, and establishing a process to allocate public funds to non-profit housing partners. Non-profit experience includes raising capital from a family foundation to develop a neighborhood to house local residents that earn too much to qualify for traditional housing programs but don't earn enough to purchase a market home. Additionally, Navigate has experience working with private donors to raise funds for a variety of community benefits. On the private sector side, Navigate has experience with unique programs that provide onramps for businesses to partner with housing developers and invest in housing for their employees.

4. Statement of experience working with public agencies and public funds

Navigate has direct experience working for and with public agencies, along with an in-depth understanding of how public funds can be utilized to develop or incentivize the development of housing for local workers. As the director of the TCHA, Christine oversaw both an operating budget for a 4-person department and a multi-million dollar capital budget to develop and/or facilitate the development of housing for local residents. All successful housing projects and programs require various degrees of partnership with public agencies to fill the capital gap between what it costs to develop and what occupants are able to pay in rent or a mortgage. Navigate understands the need and different approaches to build relationships with both public and private sector partners to ensure the success of developing housing and lasting programs that help get employees into places to live that are suitable for their household situation and that they can afford.

5. Timeline and approach: Scope of work and deliverables

Outlined below is a proposed process to complete the deliverables requested within the desired timeframe. It is our understanding that draft documents for the three primary Workforce Housing Fund programmatic activities exist, but require review, customization, and approval by the TTWHA board; the proposal below is built on this assumption.

- A. Project Management.** We propose weekly meetings with the Executive Director of the TTWHA and monthly meetings with the 3 members of the TTWHA Board who have been selected to help guide this process. This will include preparing agendas and meeting follow-up, creating a project timeline, and tracking progress.

Deliverable: project timeline.

- B. Organizational structure.** Following refinement of the Workforce Housing Fund's organizational mission (see "D" below) and the review of program guidelines (see "C" below), Navigate will provide recommendations on board composition, organizational structure, and staffing for the new 501c3 to meet its mission and long-term stewardship obligations.

Deliverable: memo outlining recommendations.

- C. Program guidelines.** Assist TTWHA staff in moving the existing TTWHA documents (revolving loan fund guidelines, acquisition program guidelines, and housing program guidelines) through review, customization, and approval process with the TTWHA board.

Deliverable: guidelines as revised and approved by TTWHA staff and board.

Contingency: Our preliminary review of existing program guidelines indicates that additional work outside of this scope may be necessary to customize guidelines to work effectively for TTWHA and meet industry best practices. Navigate can be available to research alternatives and recommend revisions. Anticipated areas of additional refinement include program implementation and long-term stewardship guidelines for each proposed program. Work completed under this contingency will be billed hourly upon approval of the TTWHA.

- D. IRS Form 1023.** Clarify mission of new 501c3 based on research into other existing regional housing programs and board direction. Draft text boxes/narratives for IRS Form 1023, reflecting refined mission statement and program guidelines. Review legal team work on Form 1023 (checkboxes, etc.), Conflict of Interest Policy, and Articles and Bylaws to ensure consistency with housing programs. Obtain financial information (including 2-year financial forecast and balance sheet) from TTWHA accounting team.

Deliverable: 1023 narrative content and document review.

- E. Document submittal and compilation.** Coordinate with TTWHA legal team to ensure submittal of necessary 501c3 formation documentation (created by legal team) including EIN registration and State of California nonprofit registration (with Attorney General's office and Secretary of State).

Deliverable: compilation of all information and documents into one package.

- F. Fundraising plan/business plan (lite).** Based on template provided by TTWHA, produce a basic Business Plan for the Workforce Housing Fund, including review of existing 5-year financial forecast. Business Plan will outline key program areas, benchmarks, and tasks identified as necessary to implement programs described in "C". Navigate will provide recommendations on other potential funding opportunities for middle-income housing that TTWHA could pursue.

Deliverable: Business plan (lite) and memo on funding recommendations.

TIMELINE

The following table summarizes the anticipated schedule to complete the proposed scope of work. We envision beginning work in April and submitting the IRS Form 1023 by the end of June. Time has been allotted in July to complete the business plan.

| | | April | | | | May | | | | | June | | | | July | | | | | |
|------|---|-------|---|---|---|-----|---|---|---|---|------|---|---|---|------|---|---|---|---|---|
| Week | | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 5 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | | |
| 1 | Project Management | | | | | | | | | | | | | | | | | | | |
| | Kick-off Meeting | | x | | | | | | | | | | | | | | | | | |
| | Weekly meetings with TTWHA ED | | | x | x | x | x | x | x | x | x | x | x | x | | | | | | |
| | Monthly meetings with TTWHA Board | | | | x | | | | | x | | | | x | | | | | x | |
| 2 | Organizational Structure | | | | | | | | | | | | | | | | | | | |
| | Mission clarification | | | x | x | x | x | x | x | x | | | | | | | | | | |
| | Board comp, org structure, staffing recommendations | | | | | | | | | | x | x | x | x | | | | | | |
| 3 | Program Guidelines | | | | | | | | | | | | | | | | | | | |
| | Loan program guidelines | | | x | x | x | | | | | | | | | | | | | | |
| | Housing program guidelines | | | | | | x | x | x | | | | | | | | | | | |
| | Acquisition program guidelines | | | | | | | | | x | x | x | | | | | | | | |
| 4 | IRS Form 1023 | | | | | | | | | | | | | | | | | | | |
| | Narrative sections drafted | | | | | | x | | x | | x | x | x | x | | | | | | |
| | Document review | | | | | | | | x | x | x | x | | | | | | | | |
| | IRS Form submitted | | | | | | | | | | | | | x | | | | | | |
| 5 | Fundraising Plan/Business Plan | | | | | | | | | | | | | | | | | | | |
| | Review of existing 5-year financial forecast | | | x | x | | | | | | | | | | | | | | | |
| | Memo on other source of funds | | | | | | | x | x | x | | | | | | | | | | |
| | Draft business plan | | | | | | | | | | | | | | | | | x | x | x |

BUDGET

We propose a fixed fee contract not to exceed \$21,400. We have also included a contingency line item outside this fixed rate fee to be used for customization of program guidelines beyond the proposed summary of program guidelines to meet IRS Form 1023 narrative requirements. We understand that there are templates from other organizations / communities to use, but we anticipate that additional customization will be required to enable the Workforce Housing Fund nonprofit to be able to implement these new programs. From our experience, drafting program guidelines that are unique to an organization is an iterative process that requires input from organizational leadership and benefits from learning about best practices garnered from other comparable communities.

| Task | | Itemized budget | Subtotal |
|-------|--|-----------------|-----------|
| 1 | Project Management | | \$ 9,200 |
| | Kick-off Meeting | \$ 500 | |
| | Weekly meeting with TTWHA ED | \$ 4,500 | |
| | Monthly meetings with TTWHA Board | \$ 4,200 | |
| 2 | Organizational Structure | | \$ 1,600 |
| | Mission clarification | \$ 600 | |
| | Board comp, org structure, staffing recommendation | \$ 1,000 | |
| 3 | Program Guidelines | | \$ 3,600 |
| | Loan program guidelines | \$ 1,200 | |
| | Housing program guidelines | \$ 1,200 | |
| | Acquisition program guidelines | \$ 1,200 | |
| 4 | IRS Form 1023 | | \$ 3,900 |
| | Narrative sections drafted | \$ 3,000 | |
| | Document review | \$ 600 | |
| | IRS Form submitted | \$ 300 | |
| 5 | Fundraising Plan/Business Plan | | \$ 3,100 |
| | Review of existing 5-year financial forecast | \$ 300 | |
| | Memo on other sources of funds | \$ 800 | |
| | Draft business plan | \$ 2,000 | |
| TOTAL | | | \$ 21,400 |

Contingency

Program Guidelines: additional customization of program guidelines, if existing documents are not sufficient to address implementation and stewardship or additional programs are desired.

Estimate

\$ 20,000

Hourly Rate:

Principal: Christine Walker, \$150/hr
Associate: Maggie Schilling, \$75/hr



Christine Walker, Principal
307.690.4487
Christine@NavigateJH.com
NavigateJH.com

Navigate, LLC is a small real estate development consulting firm based in Jackson, WY that specializes in creating sustainable places to live in high amenity communities where local residents can afford to purchase or rent. Christine has experience developing projects from concept to completion and brings a practical understanding of both the public and private sectors to structure successful value driven neighborhoods. She understands the nuances of public policy and housing programs, how to structure management programs to maintain affordability and quality of units over time, how policies can assist or stifle development of dwellings in high-cost resort communities and how to navigate various program, funding and partnership opportunities to meet community housing needs.

Prior to Navigate, Christine was the Executive Director of the Teton County Housing Authority for nearly a decade where she led the development of three community housing neighborhoods, facilitated the development of hundreds of homes and played a key role in the formulation of local housing policy. Her grounding in real estate development, sources of funds for below-market housing, stakeholder coordination, and housing program implementation, gives her a depth of knowledge to help the Tahoe Truckee Workforce Housing Agency establish a non-profit organization and expand its mission.

Professional experience

Principal 2014 - Present
Navigate, LLC Jackson, Wyoming
Housing development consultant; project management; strategic planning.

Executive Director 2005 – 2014
Teton County Housing Authority Jackson, Wyoming
Affordable housing development, stewardship, policy development, strategic communications.

Owner, Designer 1996 – 2005
Wind Dance, Inc (Design-Build Firm) Jackson, Wyoming
Small home design; construction oversight.

Education/Professional Licenses

Bachelor of Science, Environmental Design
University of Colorado

Wyoming Real Estate Broker (2003 – present)

Civic Involvement

Headwaters Community Housing Trust Board Member
ShelterJH Found Member
Teton County Planning Commissioner - Former
Teton County Housing Authority Board Member - Former

P.O. Box 2110
Jackson, WY 83001
307-413-6186
maggiemschilling@gmail.com

MAGGIE SCHILLING

PROFILE **Experienced professional with diverse skill set including local government land use planning project management, nonprofit leadership, office management and administration, and event planning.**

EXPERIENCE

Associate Director, Teton County Library Foundation, Jackson, WY (Spring 2018-present).

Promoted from Outreach and Program Manager to Associate Director Spring 2020; served as Acting Executive Director Spring 2021-Winter 2022.

- ***Relationship Management.*** Collaborated and communicated with key partners, including library staff & board, the Friends of the Library, and foundation donors and volunteers to raise funds and help enhance library programs and services.
- ***Events.*** Responsible for signature annual fundraising event (500-person Annual Library Benefit), including adapting as needed due to Covid-19, as well as author receptions for high-profile library events. Led annual organizational participation in Old Bill's Fun Run.
- ***Board Relations.*** Supported 5 meetings per year of 13 member board and 4 committees (agendas, materials, presentations, minutes).
- ***Organizational & Financial Management.*** Responsible for bookkeeping, grant reporting, budget and restricted funds tracking, IT transitions, donations processing, website management, annual report distribution, and other communications tasks.

Administrative Director, Northern Rockies Conservation Cooperative, Jackson, WY (Summer 2013-Spring 2018). Operations manager (20-25 hrs/week) at small wildlife research and policy nonprofit.

- ***Program.*** Managed grant contracts for 40+ Research Associates totaling over \$500,000 in revenue annually. Organized, funded, and co-hosted Jackson Hole Wildlife Symposium in 2014 and 2017.
- ***Outreach and Development.*** Coordinated presentations and donor development events. Produced newsletter, mailing materials, and processed donations.
- ***Organizational management.*** Prepared board meeting agenda and materials, oversaw financial management (including IRS form 990) and consultants (bookkeeper, database, IT, marketing).

Events Coordinator, Teton Science Schools, Jackson, WY (Summer 2010-Summer 2012).

Responsible for senior level fundraising and development activities.

- *Events.* Managed \$200,000+ summer fundraising auction, including oversight of 1.5 staff and 50+ day-of volunteers, and \$170,000+ Journeys School Winter Auction, including 7-member volunteer parent committee. Coordinated smaller fundraising and donor stewardship events throughout the year.
- *Fundraising.* Following promotion in Fall of 2011, responsible for \$550,000 Journeys School Annual Fund. Developed major donor gift strategy, completed donor research, solicitation, and acknowledgement. Received \$2 million grant from the Malone Family Foundation.

Planner / Teton County Scenic Preserve Trust Coordinator Teton County Planning Department, Jackson, WY (Fall 2005-Summer 2010). Promoted from Associate to Staff Planner Spring 2007 and to Senior Planner Spring 2010.

Land Use Planning

- *Application Review.* Assessed wide range of land development applications for compliance with the Teton County Land Development Regulations. Prepared Staff Reports for presentation to Planning Commission / Board of County Commissioners.
- *Advisory research.* Assisted members of the public, landowners, and professionals with questions regarding the Land Development Regulations, application processes, and property files.

Scenic Preserve Trust

- *Managed Conservation Easement Program.* Ensured completion of annual monitoring and reporting on 60 conservation easement properties, totaling over 3,000 acres. With 5-member board, identified and resolved violations of conservation easement terms. Reviewed new easement documents, compliance inquiries, and amendment requests. Facilitated transfer of easements from county to Jackson Hole Land Trust when appropriate.

Executive Director, Green River Valley Land Trust, Pinedale, WY (Spring 2002-Summer 2005)

Directed non-profit agricultural land conservation organization.

- *Land Conservation.* Drafted and negotiated conservation easement transactions with private landowners, conservation buyers, agency partners, and their advisors, pursuant to organization's land protection strategy.
- *Land Stewardship.* Conducted site visits and property assessments. Researched and wrote natural resource inventory reports. Oversight of annual monitoring and reporting on 23 conservation easement properties, totaling over 10,000 acres. Negotiated conservation easement amendment requests. Assisted landowners with resource management projects.

- *Outreach and Education.* Conducted educational seminars, public presentations, newspaper interviews. Wrote and published newsletters, brochures, press releases. Created webpage, displays.
- *Development.* Raised \$275,000 in 2002, \$515,000 in 2003, and \$365,000 in 2004 from private and public sources to support Operating, Protection, and Stewardship Funds. Coordinated fundraising events, major donor solicitations, foundation grant applications, and corporate solicitations. Built and managed 1300-contact database.
- *Financial Management.* Prepared budgets, financial reports. Oversaw bookkeeping, recordkeeping, federal tax reporting.
- *Organizational & Personnel Management.* Coordinated bi-monthly meetings for 13-member Board of Directors and six active committees. Developed organizational governance policies. Oversaw two staff, including managing the hiring process, training, and reviews.

EDUCATION

University of Michigan, School of Natural Resources and Environment, Ann Arbor, MI (Fall 2000-Spring 2002)

- M.S. Degree in Resource Policy and Administration, with a concentration in Resource Planning. Coursework included Land Use Planning, Rural Land Use Planning, GIS, Real Estate Law, Real Estate Essentials, Negotiations, Aquatic and Forest Ecology, Botany, Conservation Biology, Ecological Restoration. GPA: 4.0. Doris Duke Fellow, Ford Fellow, and winner, 2001 National Student Greenspace Design Competition.

Williams College, Williamstown, MA (Fall 1994-Spring 1998)

- B.A. Degree in History with a concentration in Environmental Studies. Graduated *magna cum laude*.

Oxford University, Exeter College, Oxford, England (Fall 1996-Spring 1997)

- Coursework include independently-arranged Ecology, Urban Planning, and History tutorials.

OTHER

- *Technical skills:* Microsoft Office, Little Green Light, SurveyMonkey, Auction Maestro Pro, Teton County MapInfo, Quickbooks, and Macintosh operating systems.
- *Interests:* spending time with family, former Board chair of Womentum (women's mentoring and leadership nonprofit based in Jackson), past member Bright Beginnings Preschool Advisory Board, reading, rock climbing, downhill and backcountry skiing, nordic skiing, flyfishing, mountain biking, road biking, hiking.

6a. 2023-24 Agency Budget



Meeting Date: April 19, 2023
 Prepared By: Emily Vitas, Executive Director
 Agenda Item: 6a. Consider Approval of 2023-24 Agency Budget

BOARD REQUEST:

Approve 2023-24 agency budget, as proposed.

BACKGROUND:

The board approved the final draft of the 2023-24 budget at the March 2, 2023 meeting, with a request that final approval come in April after member agencies presented the budget and their member fees to their boards.

2024-23 Budget Overview

Staff is recommending a 6.7% increase in budget over 2022-23 and will discuss proposed increases with the board. Staff is requesting feedback on budget items and a proposed revised member fee calculation.

Revised Member Fee Structure

In 2022, staff introduced a proposed new member fee structure in an attempt to recognize the shift in the organization’s model that serves in a bigger way than the traditional employee count model.

At the March 2, 2023 board meeting, the board approved the new member fee structure. The revision recognizes a \$15,000 operational fee each year (roughly 25% of the budget, or the component of the budget outside staff and consultant fees). The budget beyond the operational fee is calculated based on annual employee counts. Assigning a component of the budget to all seven member agencies equally recognizes the agency’s shift to more significant, all-serving solutions.

| 2023-24 Member Fees | Budget Traditional | Employee Count Fee | Operations Fee | 2023-24 Fee | Delta |
|--|--------------------|--------------------|------------------|------------------|------------|
| Tahoe Forest Hospital District | \$236,973 | \$179,107 | \$15,000 | \$194,107 | \$42,865 |
| Tahoe Truckee Unified School District | \$110,513 | \$83,527 | \$15,000 | \$98,527 | \$11,986 |
| Placer County | \$27,814 | \$21,022 | \$15,000 | \$36,022 | (\$8,208) |
| Town of Truckee | \$25,959 | \$19,621 | \$15,000 | \$34,621 | (\$8,661) |
| Truckee Donner Public Utility District | \$14,092 | \$10,651 | \$15,000 | \$25,651 | (\$11,559) |
| Nevada County | \$8,900 | \$6,727 | \$15,000 | \$21,727 | (\$12,827) |
| Truckee Tahoe Airport District | \$5,748 | \$4,345 | \$15,000 | \$19,345 | (\$13,596) |
| Total All-agency Funding | \$430,000 | | | \$430,000 | |
| Operations | | | \$105,000 | | |
| Employee Count Calculation | | \$325,000 | | | |

Assumptions and Considerations

Agency Revenue

- Member fees will continue to fund the majority of agency operations, through the following counts:

| | |
|---------------------------------------|------|
| Nevada County | 48 |
| Placer County | 150 |
| Tahoe Forest Hospital District | 1278 |
| Tahoe Truckee Unified School District | 596 |

| | |
|--|-----|
| Truckee Donner Public Utility District | 76 |
| Truckee Tahoe Airport District | 31 |
| Town of Truckee | 140 |

Salaries and Benefits

- Two full-time, fully benefitted staff members
- One part-time staff member, funded equally through TTWHA and the Workforce Housing Fund
- Employee taxes and benefits through TFHD are estimated at 42%

Programming / Other Professional Services

- Development of Public Land: Funds will be transferred from the Housing Reserve Fund to pursue development on the top-identified member owned parcels. Funds will be used to contract with an expert in land use / planning / development activities to work with the agency towards an RFP / RFPs for development.
- Programming: Home rental program: short-term and long-term
- Member Programming: For programs that are being administered for individual member agencies, such as Down Payment Assistance. Administration fees will be paid directly from the agencies benefitting from the services. These fees will be split between agency staff time and consultant supporting administration.

Expansion Related to the Strategic Plan

The creation of the 501c3 is a separate budget, being funded through the TTWHA reserve fund, as approved by the board at the February 2, 2023 board meeting. TTWHA reserve funds used for 501c3 founding will be ‘reimbursed’ through the Fund once operable.

Activities that fall under the structure of the 501c3 Workforce Housing Fund, once founded, will be funded through administrative fees tied to fund contributions and will be associated with a separate budget. Staff is not requesting funds for 501c3 operations under this proposed budget.

SAMPLE MOTION/S:

I move to approve the 2023-24 agency budget, as presented.

ATTACHMENTS:

Final 2023-24 Agency Budget

6a. ATTACHMENT: 2023-24 Agency Budget

**Truckee Tahoe Workforce Housing Agency
2023-24 Agency Budget**

| Revenue | 2023-24 TTWHA |
|--|----------------------|
| 2022-23 Contributions | \$ 430,000 |
| <i>Tahoe Forest Hospital District</i> | \$194,107 |
| <i>Tahoe Truckee Unified School District</i> | \$98,527 |
| <i>Placer County</i> | \$36,022 |
| <i>Town of Truckee</i> | \$34,621 |
| <i>Truckee Donner Public Utility District</i> | \$25,651 |
| <i>Nevada County</i> | \$21,727 |
| <i>Truckee Tahoe Airport District</i> | \$19,345 |
| Total Administrative Fees - Member-specific Programming | \$ 20,000 |
| Total Reserve Fund Transfer (Development-related Activities) | \$ 60,000 |
| Total Revenue | \$ 510,000 |
| <i>Reserve Fund Balance 02/24/23</i> | \$ 336,611 |
| Expenses | 2023-24 TTWHA |
| 8000 Salaries & Benefits | |
| 8010 Wages | \$ 233,225 |
| 8010 Benefits | \$ 97,955 |
| 8015 Continuing Education | \$ 1,500 |
| Total 8000 Salaries & Benefits | \$ 332,680 |
| 8100 Professional & Outsourced Svcs | |
| 8110 Accounting & Audit | \$ 25,000 |
| 8115 Website Design | \$ 2,500 |
| 8130 Legal | \$ 15,000 |
| 8150 Other Professional Services | \$ 110,000 |
| <i>Development on Public Land</i> | \$ 50,000 |
| <i>Programming</i> | \$ 50,000 |
| <i>Member Programming</i> | \$ 10,000 |
| Total 8100 Professional & Outsourced Svcs | \$ 152,500 |
| 8200 Sales & Marketing_Community Outreach | |
| Board Meetings and Workshops | \$ 1,000 |
| 8220 Community Engagement / Business Development | \$ 1,500 |
| 8250 Marketing & Advertising | \$ 5,000 |
| Total 8200 Sales & Marketing_Community Outreach | \$ 6,500 |
| 8400 Facility Costs | |
| 8410 Rent Expense | \$ 3,000 |
| 8460 Telephone & Internet | \$ 750 |
| Total 8400 Facility Costs | \$ 3,750 |
| 8500 Other G&A | |
| 8510 Office Supplies | \$ 250 |
| 8540 Office Equipment (non cap) | \$ 1,500 |
| 8550 Software & Subscription Svcs | \$ 5,000 |
| 8560 Memberships & Dues | \$ 750 |
| 8600 Bank Service Charges | \$ 500 |
| 8620 Insurance Expense | \$ 6,500 |
| Total 8500 Other G&A | \$ 14,500 |
| Total Expenses | \$ 509,930 |
| Total Revenue | \$ 510,000 |
| Total Remaining Funds | \$ 71 |

Assumptions

Member-specific Program Fees will fund 8150 Member Programming and a % of 8550 Software / Subscriptions

8010 Wages: Executive Director, Housing Program Manager, Part-time Admin

8010 Benefits: Assumes employee taxes and benefits at 42%

6b. Updated TTWHA Member Fee Policy



Meeting Date: April 19, 2023
Prepared By: Emily Vitas, Executive Director
Agenda Item: 6b. Consider Approval of Updated TTWHA Member Fee Policy

BOARD REQUEST:

Approve updated TTWHA Member Fee Policy.

BACKGROUND:

The 2023-24 budget includes a new fee structure that incorporates an annual flat fee that addresses general agency operating activities while continuing to utilize the employee count model for the remainder of the budget. To address this update, the TTWHA Member Fee Policy has been updated.

Updates to the policy are shown in red on the attached

SAMPLE MOTION/S:

I move to approve the TTWHA Member Fee Policy update, as presented.

ATTACHMENTS:

Updated TTWHA Member Fee Policy

**6b. ATTACHMENT:
Updated TTWHA Member Fee Policy**

Truckee Tahoe Workforce Housing Agency
Member Agency Fee Policy
Policy 2021-01

1. **Purpose:** To establish funding policies for: 1) Annual Membership Fees; 2) New Member Buy-in Fee and Contributions to the Agency Annual Operating Budget; and 3) Opt-In Housing Programs and Acquisition/Development Projects.
2. **Authority:** The authority to request member agency funding is based on the calculations and agreements included in this policy. All member funding requests should be made in accordance with this policy.
3. **Annual Membership Fee**

A. **Employee Count**

By **January 1st** of each year, each Member Agency whose jurisdiction is within the jurisdictional boundaries of the Agency, shall provide the following information to Agency staff:

1. Full-time Employee (FTE) Count, as included in the Member Agency's current-year adopted annual budget. The Member Agency's FTE count shall include both full and part-time employees. Part time employee positions shall be aggregated to full time positions (e.g. two 50% positions would equal one FTE for the count). Seasonal workers (e.g. summer rec program employees) shall not be included in the FTE Count.
2. Independent Contractor count, for those who provide service to the member agency on an ongoing basis, and should be considered when developing programs for employees of the agency.

By **January 1st** of each year, each Member Agency whose jurisdictional boundary extends beyond the jurisdictional boundaries of the Agency, shall submit an FTE Count of those employees and independent contractors stationed in, or serving on a regular basis within, the geographic boundaries of the Agency. Those Member Agencies shall provide Agency staff a written justification regarding the calculation of the FTE Count. The final determination of the FTE Count for these Member Agencies shall be at the sole discretion of the Agency.

B. Calculation of Annual Membership Fee for Each Member Agency

By **February 15th** of each year, during the Agency's annual budget process, the Agency shall calculate the Annual Membership Fee for each Member Agency.

1. Expenses included in the development of the Annual Membership Fees

The following components of the Agency's proposed Annual Operating Budget shall be included in the calculation of Annual Membership Fees:

a. Operating Expenses

All operating expenses in the Agency Annual Operating Budget. Examples of operating expenses include payroll and employee benefits, operating general and administrative costs, professional services, marketing, advertising and community outreach.

b. Housing Programs and Preliminary Expenses related to Opt-In Programs and Projects

Housing Program expenses in the Agency Annual Operating Budget include expenses for programs that are general in nature and available to employees of all member agencies. Preliminary expenses related to Opt-in Housing Programs and Acquisition/Development Projects (see Section 4 of this policy) shall also be included in the Agency Annual Operating Budget. The implementation costs associated with Opt-In programs and projects shall not be included in the Agency Annual Operating Budget. Those implementation costs related to those specific programs, development/acquisition expenses shall be budgeted independently and funded by Member Agencies that choose to participate in the specific program or project.

2. Methodology for allocating costs to Member Agencies

To account for agency operational and administrative activities, 25% of the annual budget will be divided equally among all member agencies. 75% of the budget will be calculated using the annual FTE counts provided by member agencies.

Agency staff shall calculate the total fee for all Member Agencies and invoice each Agency its share of the Agency's Annual Operating Budget using the timeline below.

C. Invoicing and Payment of Annual Membership Fee

By June 1st of each year Agency shall invoice each Member for its Annual Membership Fee. By August 1st of each year the Annual Membership Fee shall be paid to the Agency by each Member.

4. New Member Agencies – Buy-in Fee and Contribution to Agency’s Annual Operating Budget

New members shall make the following two payments prior to the commencement of membership:

A. Buy-in Fee: \$18,477.68 plus 3% inflation per year

This fee is equivalent to the amount the founding agencies paid to create the TTWHA in 2019. New members will be charged the founding fee plus a rate of 3% inflation per year, calculated annually at the start of each fiscal year. Buy-in fees shall be placed in a reserve fund for future use at the discretion of the Board.

B. Contribution to Agency Annual Operating Budget

If a New Member Agency is admitted on July 1 (the start of the new fiscal year), the New Member Agency shall be responsible for its proportional share of the full year Agency budget. If the member agency is admitted after July 1, the New Member Agency shall be responsible for a pro-rated proportional share of the current fiscal year budget upon admission. As of the date of new membership, the current year TTWHA budget would be recalculated to include the new member agency’s fees.

Once the budget is recalculated, existing members who funded the original budget have the following options:

1. Receive a credit, applied to the following year’s member agency fee or refunded by check to the requesting agency.
2. Request that the difference be placed in the Agency’s reserve fund, to be utilized at the discretion of the Board of Directors.

5. Member Agency Opt-in Funding of Housing Programs and Acquisition/Development Projects

The following Opt-In initiatives shall be funded through a process separate from the Annual Operating Budget:

A. Acquisition of Housing Units through leasing or purchase

Certain housing acquisition programs will require funding from individual member agencies to support access and / or affordability for those Member Agencies’ employees.

For these programs, once the program has been developed by staff, and approved by the board, a separate budget to fund the program will be created. Agencies will then have the opportunity to participate based on employee need. These programs will be funded only by those agencies that choose to ‘opt-in’ to the program.

B. Development of New Housing Units

New housing development projects include the construction of housing units for Member Agency employee use. With each proposed project, a project-specific budget will be created for board consideration and member agency 'opt-in.'