

## **4b. Draft Minutes of the February 16 Board Meeting**



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

**February 16, 2022, 8:30am**

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1. CALL TO ORDER / ROLL CALL: 8:31

Directors Present: Chair Harry Weis, Tahoe Forest Hospital District  
Vice Chair Kevin Smith, Truckee Tahoe Airport District  
Director Alison Lehman, Nevada County  
Director Brian Wright, Truckee Donner Public Utility District  
Director Carmen Ghysels, Tahoe Truckee Unified School District  
Director Jen Callaway, Town of Truckee  
Director Todd Leopold, Placer County  
Shawna Purvines, Board Alternate, Placer County  
Steven Poncelet, Board Alternate, Truckee Donner Public Utility District

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

2. APPROVAL OF AGENDA

Director Weis requested that Items 6a and 7a be considered immediately following Item 5a, to allow for board feedback and action before his early departure from the meeting.

3. PUBLIC COMMENT

No public comment.

4. CONSENT ITEMS

- a. Remote Meeting Agreement: A finding by the Board, after considering the circumstances of the state of emergency, that a State of Emergency continues to impact the ability of members to meet safely in person and/or State or local officials continue to impose or recommend measures to promote social distancing. Accordingly, this meeting will be held under the exemptions provided in Government Code section 54953 (e).
- b. Draft Minutes of the January 19, 2022 Board Meeting
- c. December 2021 Financial Statements

Motion to approve consent items made by Director Lehman. Seconded by Director Leopold.  
Ayes: Director Callaway, Director Ghysels, Director Lehman, Director Leopold, Director Smith, Director Weis, Director Wright.  
Noes: None

5. REPORTS AND PRESENTATIONS

- a. Presentation: Seana Doherty, Agnew Beck  
Seana Doherty, Senior Manager with Agnew Beck and facilitator for the 2022 Board Retreat, introduced herself and the proposed outline for the March 16 retreat.
- b. Report-out: Regional Housing Partner Update
  - i. Nevada County

Director Lehman introduced the County's 2022 Nevada County Housing and shared that 301 affordable housing units are currently underway throughout the County.

ii. Placer County

Director Leopold shared County updates with the board, including:

- Consideration of the purchase of sites in North Lake Tahoe from the California Tahoe Conservancy
- The Dollar Creek Crossing project is currently in environmental review
- Consideration of a long-term rental program for Eastern County residents
- Adoption of the County's short-term rental program, including a cap for the number of permits and a proposed April 1, 2022 rollout.
- The County's Workforce Housing Preservation Program funding commitment was increased to 16% of homes sales price or \$150,000 per home (whichever is the lesser).
- Meadowview Place, 56 units near Schaffer's Mill, is accepting applications and preparing to open to residents.

iii. Town of Truckee

Director Callaway shared Town updates with the board, including:

- The Town's short-term rental ordinance is returning to council in March for approval.
- The Town's Below Market Rate Program, which will offer funding in exchange for deed restrictions on Truckee-area homes, is returning to council in March.
- The Town's Workforce Housing Grant Program has provided housing for 57 local workers and 13 children.

c. Executive Director Report

i. Agency Operations

Ms. Vitas alerted the board of the upcoming budget development process, including member agency fee calculations.

ii. TTWHA Housing Programs and Project Updates

Ms. Vitas provided updates on the agencies long-term rental pilot program, the proposed down payment assistance program, and updates on potential development opportunities.

iii. Community Engagement

Ms. Vitas identified housing-related meetings and gatherings she'd attended in the previous month.

iv. Regional Project Updates

Ms. Vitas updates the board on the Hopkins Village development project.

6. ITEMS FOR BOARD DISCUSSION

a. TTWHA Member Request: UC Davis Tahoe Environmental Research Center (TERC)

Ms. Vitas presented a request to join the agency from the UC Davis TERC.

Board discussion ensued. It was decided that the board would further consider agency expansion at the March 16 board retreat.

7. ITEMS FOR BOARD APPROVAL

a. Consider Approval of the TTWHA Down Payment Assistance Program Outline

Ms. Vitas presented the current draft of the Down Payment Assistance Program.

Board provided the following direction:

- Consider a program that allows different loan amounts for each member agency

- Consider an Area Median Income cap vs. a home sales price cap
- Determine if public agencies can lend at interest rates below market
- Determine how to best structure loan repayment
- Consider a hardship clause if employee cannot repay

8. DIRECTOR COMMENTS

No director comments.

9. ADJOURN: 10:00am

Motion to adjourn made by Director Lehman. Seconded by Director Callaway.

**4c. Draft Minutes of the March 16  
Special Meeting of the Board of Directors**



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

**March 16, 2022, 8:30am  
The Hub at Old Greenwood  
12915 Fairway Drive, Truckee, CA 96161**

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1. CALL TO ORDER / ROLL CALL: 8:10

Directors Present: Chair Harry Weis, Tahoe Forest Hospital District  
Vice Chair Kevin Smith, Truckee Tahoe Airport District  
Director Jen Callaway, Town of Truckee  
Director Carmen Ghysels, Tahoe Truckee Unified School District  
Director Alison Lehman, Nevada County  
Director Todd Leopold, Placer County  
Director Brian Wright, Truckee Donner Public Utility District

Board Alternates and Member Agency Representatives: Board Alternate Hilary Hobbs, Town of Truckee  
Board Alternate Lauren Tapia, Truckee Tahoe Airport District  
Board Alternate Shawna Purvines, Placer County  
Board Alternate Steven Poncelet, Truckee Donner Public Utility District  
Carissa Binkley, Member Agency Representative, Nevada County  
Ted Owens, Agency Advisor, Tahoe Forest Hospital District

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

2. APPROVAL OF AGENDA

No additions or deletions made to the agenda.

3. PUBLIC COMMENT

No public comment.

4. BOARD RETREAT

a. Part I

i. Welcome/Introductions

ii. Context Setting

1. TTWHA Today

Seana Doherty, Session Facilitator, led the board through a discussion of TTWHA's existing structure and activities.

2. Regional Housing Landscape

Ms. Doherty led the board through a discussion around the region's housing landscape, including regional housing partners' efforts, and housing projects in the pipeline.

The board discussed housing challenges and barriers to their employees' ability to access stable, affordable housing. Discussion included household income limit caps for housing programs, TTWHA's need for

expert advisors and consultants to accomplish the work, lack of housing stock throughout the region, and opportunities that TTWHA can pursue.

Needs identified included:

- Criteria and models for workforce housing development and property acquisition
- A technical advisory committee to support development, acquisition, and funding
- A model for funding development and acquisition

iii. Models + Frameworks to Consider

Dan Fraiman, local housing developer, presented on housing projects in the pipeline and funding models to consider.

The board discussed workforce housing development opportunities on publicly-owned land, the importance of partnerships when pursuing development, and the needs of member agency employees

iv. Session Wrap-up and Lunch

b. Part II

i. Setting a Framework for Success

Ms. Doherty led the board through a breakout session that included establishing vision and mission statements, long-term goals, areas of focus, and tactics to execute.

ii. Setting Strategic Priorities

The board presented its recommendations from the breakout sessions.

iii. Closing + Next Steps

5. DIRECTOR COMMENTS

No director comments

6. ADJOURN: 1:05pm

## **4d. January 2022 Financial Statements**





**Truckee Tahoe Workforce Housing Agency**  
**Budget vs. Actual: FY 2021\_2022**  
 July 2021 - January 2022

	Jan 2022			YTD			FY 21-22 Budget
	Actual	Budget	Remaining	Actual	Budget	Remaining	
<b>Income</b>							
6100 Contribution Revenue							
6104 Government		0.00	0.00	494,501.89	400,000.00	(94,501.89)	400,000.00
<b>Total 6100 Contribution Revenue</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>494,501.89</b>	<b>400,000.00</b>	<b>(94,501.89)</b>	<b>400,000.00</b>
<b>Total Income</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>494,501.89</b>	<b>400,000.00</b>	<b>(94,501.89)</b>	<b>400,000.00</b>
<b>Gross Profit</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>494,501.89</b>	<b>400,000.00</b>	<b>(94,501.89)</b>	<b>400,000.00</b>
<b>Expenses</b>							
8000 Salaries & Benefits							
8010 Wages and Benefits	10,442.84	13,766.67	3,323.83	75,642.42	96,366.69	20,724.27	165,200.00
8015 Continuing Education		125.00	125.00	750.00	875.00	125.00	1,500.00
<b>Total 8000 Salaries &amp; Benefits</b>	<b>10,442.84</b>	<b>13,891.67</b>	<b>3,448.83</b>	<b>76,392.42</b>	<b>97,241.69</b>	<b>20,849.27</b>	<b>166,700.00</b>
8100 Professional & Outsourced Svcs							
8110 Accounting & Audit	1,351.00	808.33	(542.67)	17,478.20	15,958.31	(1,519.89)	20,000.00
8115 Website Design		208.33	208.33	799.50	1,458.31	658.81	2,500.00
8130 Legal	490.00	2,083.33	1,593.33	6,591.00	14,583.31	7,992.31	25,000.00
8150 Other Professional Services	3,000.00	12,916.67	9,916.67	8,584.50	90,416.69	81,832.19	155,000.00
<b>Total 8100 Professional &amp; Outsourced Svcs</b>	<b>4,841.00</b>	<b>16,016.66</b>	<b>11,175.66</b>	<b>33,453.20</b>	<b>122,416.62</b>	<b>88,963.42</b>	<b>202,500.00</b>
8200 Sales & Marketing_Community Outreach							
8220 Community Engagement / Business Development		125.00	125.00	15.49	875.00	859.51	1,500.00
8250 Other Sales & Marketing	9.99	291.67	281.68	581.77	2,041.69	1,459.92	3,500.00
<b>Total 8200 Sales &amp; Marketing_Community Outreach</b>	<b>9.99</b>	<b>416.67</b>	<b>406.68</b>	<b>597.26</b>	<b>2,916.69</b>	<b>2,319.43</b>	<b>5,000.00</b>
8400 Facility Costs							
8410 Rent Expense	530.37		(530.37)	1,403.85	0.00	(1,403.85)	0.00
8460 Telephone & Internet		16.67	16.67	0.00	116.69	116.69	200.00
<b>Total 8400 Facility Costs</b>	<b>530.37</b>	<b>16.67</b>	<b>(513.70)</b>	<b>1,403.85</b>	<b>116.69</b>	<b>(1,287.16)</b>	<b>200.00</b>
8500 Other G&A							
8510 Office Supplies		83.33	83.33	0.00	583.31	583.31	1,000.00
8540 Office Equipment (non cap)		83.33	83.33	1,693.06	583.31	(1,109.75)	1,000.00
8550 Software & Subscription Svcs	514.53	183.33	(331.20)	2,090.98	1,283.31	(807.67)	2,200.00
8560 Dues & Subscriptions		58.33	58.33	0.00	408.31	408.31	700.00
8600 Bank Service Charges	15.95	25.00	9.05	111.65	175.00	63.35	300.00
8620 Insurance Expense	394.27	1,250.00	855.73	4,009.87	8,750.00	4,740.13	15,000.00
<b>Total 8500 Other G&amp;A</b>	<b>924.75</b>	<b>1,683.32</b>	<b>758.57</b>	<b>7,905.56</b>	<b>11,783.24</b>	<b>3,877.68</b>	<b>20,200.00</b>
<b>Total Expenses</b>	<b>16,748.95</b>	<b>32,024.99</b>	<b>15,276.04</b>	<b>119,752.29</b>	<b>234,474.93</b>	<b>114,722.64</b>	<b>394,600.00</b>
<b>Net Operating Income</b>	<b>(16,748.95)</b>	<b>(32,024.99)</b>	<b>(15,276.04)</b>	<b>374,749.60</b>	<b>165,525.07</b>	<b>(209,224.53)</b>	<b>5,400.00</b>
<b>Net Income</b>	<b>(16,748.95)</b>	<b>(32,024.99)</b>	<b>(15,276.04)</b>	<b>374,749.60</b>	<b>165,525.07</b>	<b>(209,224.53)</b>	<b>5,400.00</b>

Friday, Mar 04, 2022 11:31:13 AM GMT-8 - Accrual Basis

**Truckee Tahoe Workforce Housing Agency**  
**Balance Sheet**  
As of January 31, 2022

	Total	
	As of Jan 31, 2022	As of Jan 31, 2021 (PY)
<b>ASSETS</b>		
Current Assets		
Bank Accounts		
1001 US Bank Checking_6993	\$ 284,386.37	\$ 162,522.09
1002 US Bank Checking_6993_Excess Funds	\$ 172,661.30	\$ 0.00
<b>Total 1001 US Bank Checking_6993</b>	<b>\$ 457,047.67</b>	<b>\$ 162,522.09</b>
1072 Bill.com Money Out Clearing	\$ 0.00	\$ 0.00
<b>Total Bank Accounts</b>	<b>\$ 457,047.67</b>	<b>\$ 162,522.09</b>
Accounts Receivable		
2000 Accounts Receivable (A/R)	\$ 23,297.59	
<b>Total Accounts Receivable</b>	<b>\$ 23,297.59</b>	<b>\$ 0.00</b>
Other Current Assets		
2600 Prepaid Expenses	\$ 3,499.92	
<b>Total Other Current Assets</b>	<b>\$ 3,499.92</b>	<b>\$ 0.00</b>
<b>Total Current Assets</b>	<b>\$ 483,845.18</b>	<b>\$ 162,522.09</b>
Other Assets		
3300 Deposits	\$ 1,000.00	\$ 1,000.00
<b>Total Other Assets</b>	<b>\$ 1,000.00</b>	<b>\$ 1,000.00</b>
<b>TOTAL ASSETS</b>	<b>\$ 484,845.18</b>	<b>\$ 163,522.09</b>
<b>LIABILITIES AND EQUITY</b>		
Liabilities		
Current Liabilities		
Accounts Payable		
4000 Accounts Payable (A/P)	\$ 11,847.30	\$ 7,465.54
<b>Total Accounts Payable</b>	<b>\$ 11,847.30</b>	<b>\$ 7,465.54</b>
Credit Cards		
4100 US Bank_Visa_7233	\$ 778.98	\$ 352.71
<b>Total Credit Cards</b>	<b>\$ 778.98</b>	<b>\$ 352.71</b>
Other Current Liabilities		
4205 Other Current Liabilities	\$ 0.00	\$ 0.00
<b>Total Other Current Liabilities</b>	<b>\$ 0.00</b>	<b>\$ 0.00</b>
<b>Total Current Liabilities</b>	<b>\$ 12,626.28</b>	<b>\$ 7,818.25</b>
<b>Total Liabilities</b>	<b>\$ 12,626.28</b>	<b>\$ 7,818.25</b>
Equity		
Retained Earnings	\$ 97,469.30	\$ 254,082.68
Net Income	\$ 374,749.60	\$ (98,378.84)
<b>Total Equity</b>	<b>\$ 472,218.90</b>	<b>\$ 155,703.84</b>
<b>TOTAL LIABILITIES AND EQUITY</b>	<b>\$ 484,845.18</b>	<b>\$ 163,522.09</b>

## 4e. February 2022 Financial Statements



**Truckee Tahoe Workforce Housing Agency**  
**Budget vs. Actual: FY 2021\_2022**  
 July 2021 - February 2022

	Feb 2022			Total			FY 21-22 Budget
	Actual	Budget	Remaining	Actual	Budget	Remaining	
<b>Income</b>							
6100 Contribution Revenue							
6104 Government		0.00	0.00	494,501.89	400,000.00	(94,501.89)	400,000.00
<b>Total 6100 Contribution Revenue</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>494,501.89</b>	<b>400,000.00</b>	<b>(94,501.89)</b>	<b>400,000.00</b>
<b>Total Income</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>494,501.89</b>	<b>400,000.00</b>	<b>(94,501.89)</b>	<b>400,000.00</b>
<b>Gross Profit</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>494,501.89</b>	<b>400,000.00</b>	<b>(94,501.89)</b>	<b>400,000.00</b>
<b>Expenses</b>							
8000 Salaries & Benefits							
8010 Wages and Benefits	15,867.43	13,766.67	(2,100.76)	91,509.85	110,133.36	18,623.51	165,200.00
8015 Continuing Education		125.00	125.00	750.00	1,000.00	250.00	1,500.00
<b>Total 8000 Salaries &amp; Benefits</b>	<b>15,867.43</b>	<b>13,891.67</b>	<b>(1,975.76)</b>	<b>92,259.85</b>	<b>111,133.36</b>	<b>18,873.51</b>	<b>166,700.00</b>
8100 Professional & Outsourced Svcs							
8110 Accounting & Audit	517.24	808.33	291.09	17,995.44	16,766.64	(1,228.80)	20,000.00
8115 Website Design		208.33	208.33	799.50	1,666.64	867.14	2,500.00
8130 Legal	680.94	2,083.33	1,402.39	7,271.94	16,666.64	9,394.70	25,000.00
8150 Other Professional Services	6,456.00	12,916.67	6,460.67	15,040.50	103,333.36	88,292.86	155,000.00
<b>Total 8100 Professional &amp; Outsourced Svcs</b>	<b>7,654.18</b>	<b>16,016.66</b>	<b>8,362.48</b>	<b>41,107.38</b>	<b>138,433.28</b>	<b>97,325.90</b>	<b>202,500.00</b>
8200 Sales & Marketing_Community Outreach							
8220 Community Engagement / Business Development		125.00	125.00	15.49	1,000.00	984.51	1,500.00
8250 Other Sales & Marketing	14.99	291.67	276.68	606.75	2,333.36	1,726.61	3,500.00
<b>Total 8200 Sales &amp; Marketing_Community Outreach</b>	<b>14.99</b>	<b>416.67</b>	<b>401.68</b>	<b>622.24</b>	<b>3,333.36</b>	<b>2,711.12</b>	<b>5,000.00</b>
8400 Facility Costs							
8410 Rent Expense	218.37		(218.37)	1,622.22	0.00	(1,622.22)	0.00
8460 Telephone & Internet	17.50	16.67	(0.83)	17.50	133.36	115.86	200.00
<b>Total 8400 Facility Costs</b>	<b>235.87</b>	<b>16.67</b>	<b>(219.20)</b>	<b>1,639.72</b>	<b>133.36</b>	<b>(1,506.36)</b>	<b>200.00</b>
8500 Other G&A							
8510 Office Supplies		83.33	83.33	0.00	666.64	666.64	1,000.00
8540 Office Equipment (non cap)		83.33	83.33	1,693.06	666.64	(1,026.42)	1,000.00
8550 Software & Subscription Svcs	241.21	183.33	(57.88)	2,332.19	1,466.64	(865.55)	2,200.00
8560 Dues & Subscriptions		58.33	58.33	0.00	466.64	466.64	700.00
8600 Bank Service Charges	15.95	25.00	9.05	127.60	200.00	72.40	300.00
8620 Insurance Expense	394.27	1,250.00	855.73	4,404.14	10,000.00	5,595.86	15,000.00
<b>Total 8500 Other G&amp;A</b>	<b>651.43</b>	<b>1,683.32</b>	<b>1,031.89</b>	<b>8,556.99</b>	<b>13,466.56</b>	<b>4,909.57</b>	<b>20,200.00</b>
<b>Total Expenses</b>	<b>24,423.90</b>	<b>32,024.99</b>	<b>7,601.09</b>	<b>144,186.18</b>	<b>266,499.92</b>	<b>122,313.74</b>	<b>394,600.00</b>
<b>Net Operating Income</b>	<b>(24,423.90)</b>	<b>(32,024.99)</b>	<b>(7,601.09)</b>	<b>350,315.71</b>	<b>133,500.08</b>	<b>(216,815.63)</b>	<b>5,400.00</b>
<b>Net Income</b>	<b>(24,423.90)</b>	<b>(32,024.99)</b>	<b>(7,601.09)</b>	<b>350,315.71</b>	<b>133,500.08</b>	<b>(216,815.63)</b>	<b>5,400.00</b>

Tuesday, Mar 29, 2022 10:14:08 AM GMT-7 - Accrual Basis

**Truckee Tahoe Workforce Housing Agency**  
**Balance Sheet**  
As of February 28, 2022

	Total	
	As of Feb 28, 2022	As of Feb 28, 2021 (PY)
<b>ASSETS</b>		
Current Assets		
Bank Accounts		
1001 US Bank Checking_6993	\$ 274,455.52	\$ 154,343.21
1002 US Bank Checking_6993_Excess Funds	\$ 191,971.30	
Total 1001 US Bank Checking_6993	<b>\$ 466,426.82</b>	<b>\$ 154,343.21</b>
1072 Bill.com Money Out Clearing	\$ 0.00	\$ 0.00
Total Bank Accounts	<b>\$ 466,426.82</b>	<b>\$ 154,343.21</b>
Accounts Receivable		
2000 Accounts Receivable (A/R)	\$ 0.00	
Total Accounts Receivable	<b>\$ 0.00</b>	<b>\$ 0.00</b>
Other Current Assets		
2600 Prepaid Expenses	\$ 2,887.28	
Total Other Current Assets	<b>\$ 2,887.28</b>	<b>\$ 0.00</b>
Total Current Assets	<b>\$ 469,314.10</b>	<b>\$ 154,343.21</b>
Other Assets		
3300 Deposits	\$ 1,000.00	\$ 1,000.00
Total Other Assets	<b>\$ 1,000.00</b>	<b>\$ 1,000.00</b>
<b>TOTAL ASSETS</b>	<b>\$ 470,314.10</b>	<b>\$ 155,343.21</b>
<b>LIABILITIES AND EQUITY</b>		
Liabilities		
Current Liabilities		
Accounts Payable		
4000 Accounts Payable (A/P)	\$ 22,323.43	\$ 9,177.00
Total Accounts Payable	<b>\$ 22,323.43</b>	<b>\$ 9,177.00</b>
Credit Cards		
4100 US Bank_Visa_7233	\$ 205.66	\$ 0.00
Total Credit Cards	<b>\$ 205.66</b>	<b>\$ 0.00</b>
Other Current Liabilities		
4205 Other Current Liabilities	\$ 0.00	\$ 0.00
Total Other Current Liabilities	<b>\$ 0.00</b>	<b>\$ 0.00</b>
Total Current Liabilities	<b>\$ 22,529.09</b>	<b>\$ 9,177.00</b>
Total Liabilities	<b>\$ 22,529.09</b>	<b>\$ 9,177.00</b>
Equity		
Retained Earnings	\$ 97,469.30	\$ 254,082.68
Net Income	\$ 350,315.71	\$ (107,916.47)
Total Equity	<b>\$ 447,785.01</b>	<b>\$ 146,166.21</b>
<b>TOTAL LIABILITIES AND EQUITY</b>	<b>\$ 470,314.10</b>	<b>\$ 155,343.21</b>

## 4f. Member Agency Board Alternates



Meeting Date: April 20, 2022  
Prepared By: Emily Vitas, Executive Director  
Subject: 4f. Acceptance of Member Agency Board Alternates

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**BOARD REQUEST:**

Accept newly appointed board alternates for Nevada County and Tahoe Forest Hospital District.

**BACKGROUND:**

TTWHA Bylaws set forth the procedure for selecting member agency board alternates:

*ARTICLE V, Section 1. 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.*

Nevada County and Tahoe Forest Hospital District have appointed new board alternates. We welcome Caleb Dardick and Louise Ward as our new alternates.

Nevada County

New Alternate: Caleb Dardick, Assistant County Executive Officer  
Previous Alternate: Mali LaGoe, Assistant County Executive Officer

Tahoe Forest Hospital District

New Alternate: Louis Ward, Chief Operating Officer  
Previous Alternate: Judy Newland, Chief Operating Officer

Member Agency Alternates

Nevada County: Caleb Dardick, Assistant County Executive Officer  
Placer County: Shawna Purvines, Deputy Director, Community Development Resource Agency  
Tahoe Forest Hospital District: Louis Ward, Chief Operating Officer  
Tahoe Truckee Unified School District: Todd Rivera, Executive Director of Business Services  
Truckee Donner Public Utility District: Steven Poncelet, Public Information & Strategic Affairs Director  
Truckee Tahoe Airport District: Lauren Tapia, Human Resource Manager  
Town of Truckee: Hilary Hobbs, Assistant to the Town Manager

While the board does not need to approve these selections, it is important that these changes be documented and recognized.

**PROPOSED MOTION:**

This item is for board acceptance only, and can be approved through a motion accepting consent items.

**ATTACHMENTS:**

TTWHA Bylaws

## **4f 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.

## **5a. Presentation: Roadmap to the 10-year Strategic Plan**



Meeting Date: April 20, 2022  
Prepared By: Emily Vitas, Executive Director  
Agenda Item: 5a. Presentation: Seana Doherty, Agnew::Beck: Roadmap to the 10-year Strategic Plan

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**BOARD REQUEST:**

Receive a presentation from Seana Doherty, Senior Manager with Agnew::Beck

**BACKGROUND:**

TTWHA contracted with Agnew Beck in January 2022 to lead a strategic framework exercise for TTWHA. Led by Seana Doherty, Senior Manager with Agnew::Beck, the exercise included interviews of TTWHA board members and community members and a 5-hour board retreat held on March 16, 2022.

Seana will present the proposed strategic framework and next steps to the Board of Directors.

**ATTACHMENTS:**

TTWHA Board Retreat Presentation + Notes  
Proposed Strategic Framework

**5a. Attachment:  
Summary Notes from the March 16 Board Retreat**



TRUCKEE TAHOE  
Workforce Housing Agency

# Building Toward Our 10-Year Road Map

## *Board Strategic Planning Session #1 Summary*

Strategic Planning Workshop Date: 3/16/22

Facilitation: Seana Doherty, Senior Manager, Agnew::Beck  
([Seana@agnewbeck.com](mailto:Seana@agnewbeck.com))

Engage Plan Implement  AGNEW  
::BECK

# Summary Packet

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## Presentation from Strategic Planning Workshops

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### Small Group Feedback

- Small group feedback (3)
  - Themes from all groups (combined in one slide)
- 

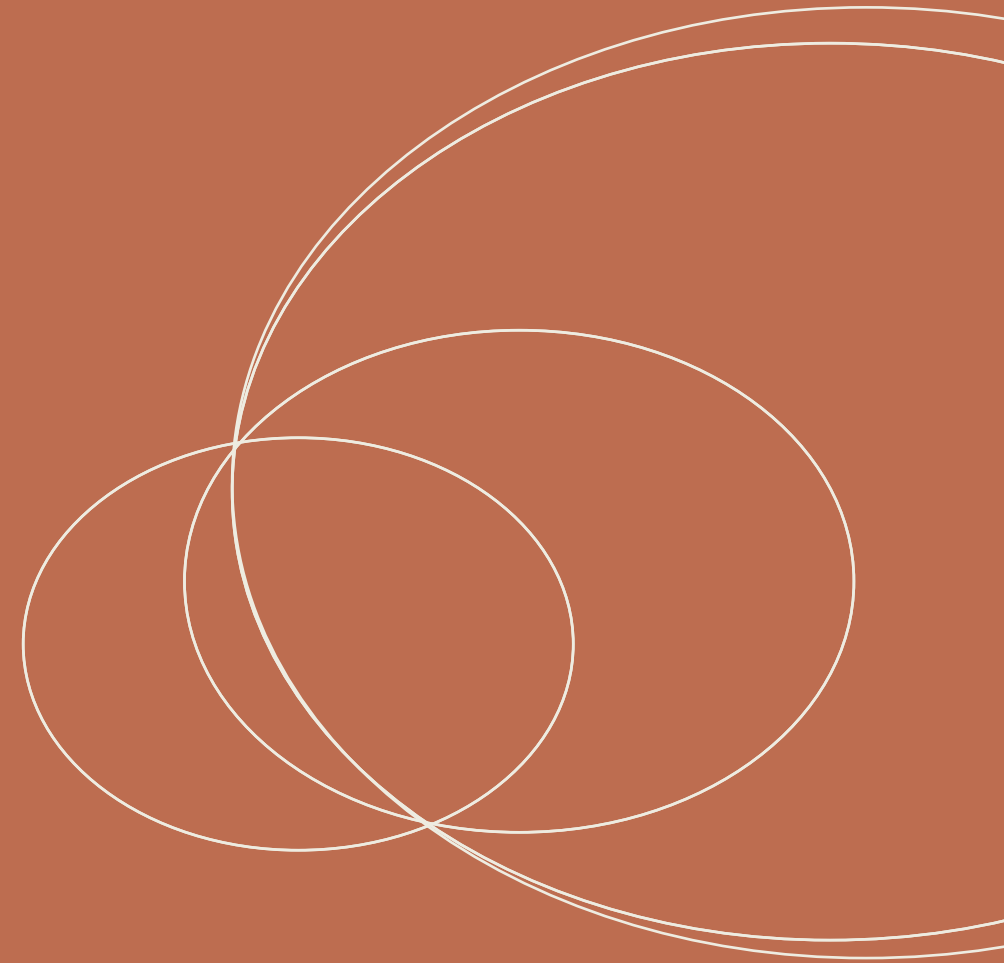
### Summary Notes from Discussion

- Discuss issues, strategic decisions, etc.
- 



Background Info

# March 16<sup>th</sup> Retreat Presentation







TRUCKEE TAHOE  
Workforce Housing Agency

# Building Our 3-Year Road Map

## *Board Strategic Planning Session*

March 16, 2022 | 8-1pm

Engage Plan Implement 

# Two Part Agenda

8-11 am

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**Part I**

Welcome + Introductions

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**Context---Setting the Stage**

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-Org Background info

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-Regional context, feedback

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-Speaker---financing model to create MF workforce housing on public land

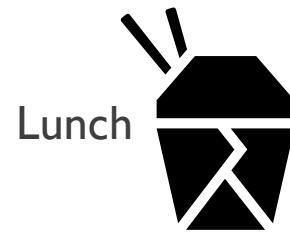
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Emerging Themes

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## Objectives

- Identify strategic issues + solutions and set priorities
- Define strategies & actions for three-year timeframe
- Team building



11:20-1pm

---

**Part 2**

**Creating a Path Forward**

---

-Define strategic priority framework

---

-Set Organizational Values  
Vision + 3-year Goals

---

Wrap-Up + Next Steps

---

# Meeting Agreements

---

Listen

---

Be problems solvers, positive

---

Stay on topic

---

Raise your hand

---

Life is short – keep comments new and brief

---

Think like a community, act like a team

---

Other ground rules to include?

## Your Suggestions for this Meeting

*“Really looking forward to seeing everyone in person!”*



Look forward to connecting in person



Let's narrow our focus and set priorities



Agreement on: who we serve, how we serve, what we do, set specific goals



Create a Plan product that can be shared with our boards



Develop a framework for decision making

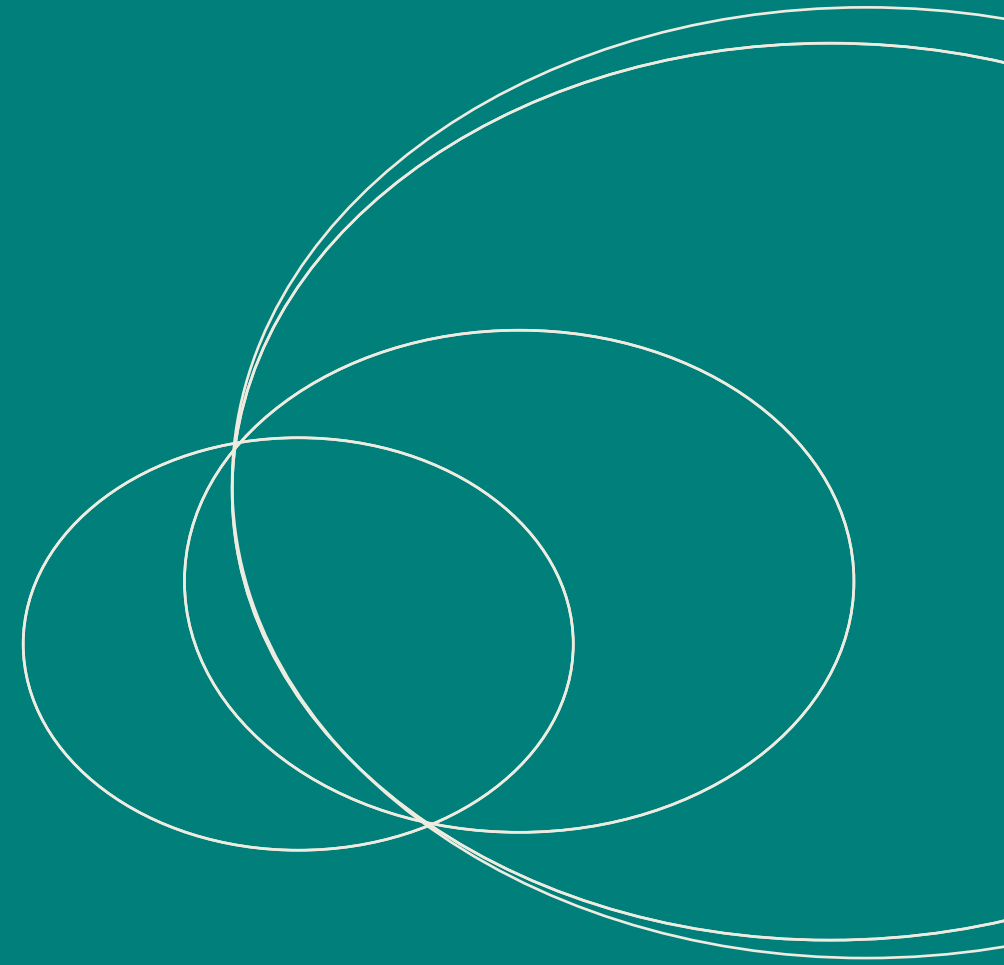
# Introductions

Thank you for being here!  
Let's do introductions.

- Name
- How does the work for TTWHA align with your personal values?



TTWHA TODAY



# Housing Our Employees



TRUCKEE TAHOE  
Workforce Housing Agency

## Providing Housing Opportunities to the Employees of the Following Member Agencies:

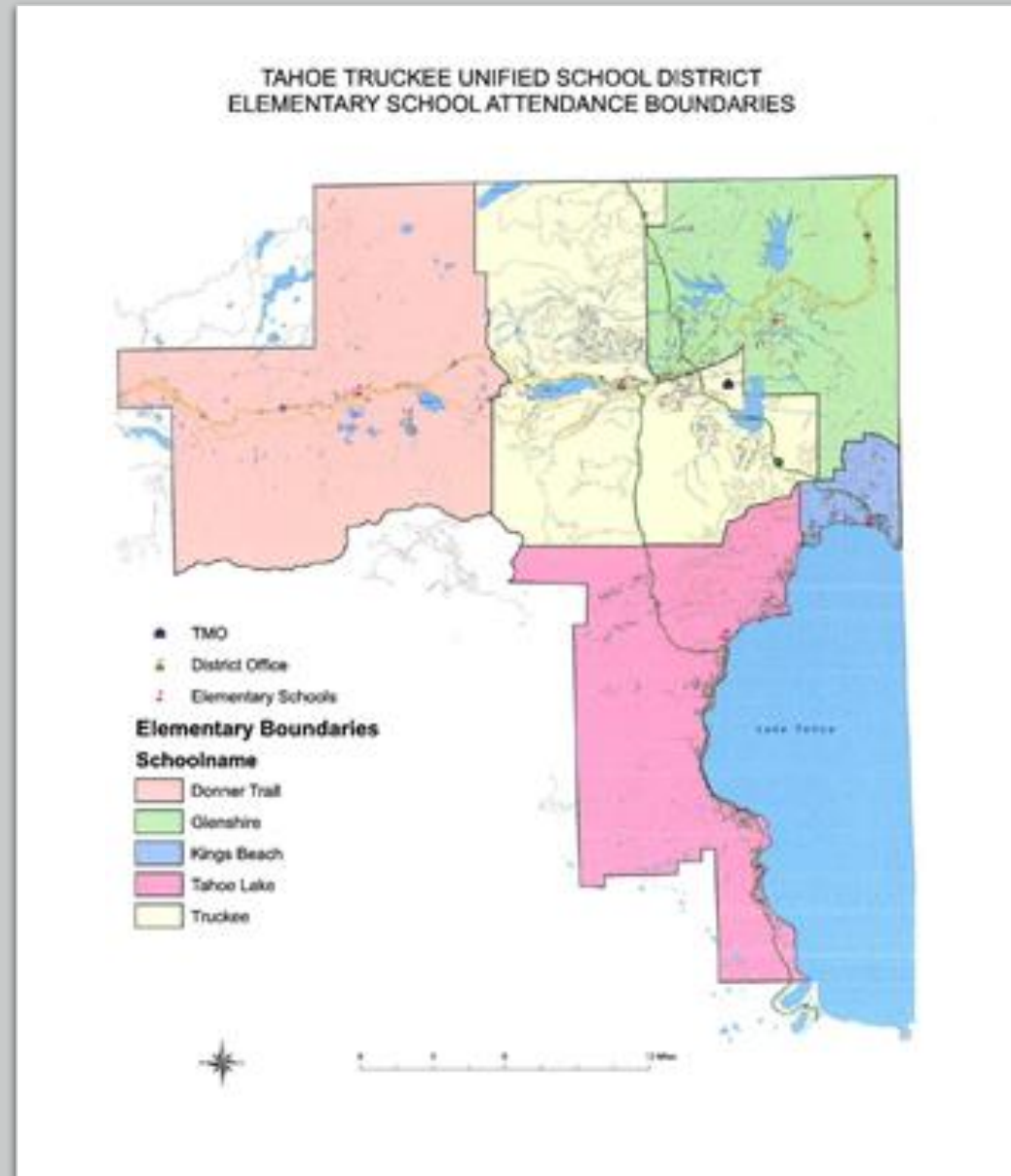
Nevada County | Placer County | Tahoe Forest Hospital District  
Tahoe Truckee Unified School District | Truckee Donner Public Utility District  
Truckee Tahoe Airport District | Town of Truckee





# TTWHA Quick Facts

- 2300 employees
- 7 members
- 2 years old
- 2 staff
- \$400K annual operating budget
- Based in Truckee, serve the public agencies in the region
- First JPA in state to serve housing needs of member agencies

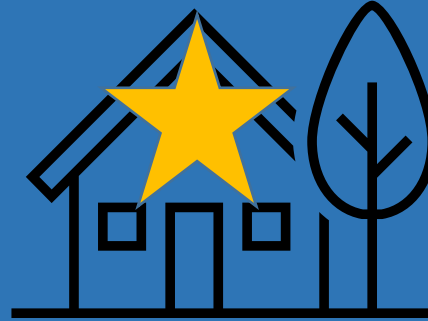


# Our Target Areas of Work



## Affordable Housing

- Apartments
- Funding from state/federal sources
- Restricted to 60% AMI and below (sometimes 80%)
- Often owned by developer
- Developer expertise
- Local support: land, below-market rate loans, incentives



## Workforce Housing

- 80% AMI and above
- No public funding
- “Middle-income housing”
- Generally rental product
- Requires public-private partnership
- Deed restricted
- Local support: required to succeed



## Market Rate Housing

- No restrictions
- Developer owns, finances, builds
- Incentives: with agreement to serve community needs
- Rentals or ownership

# ORG MODEL

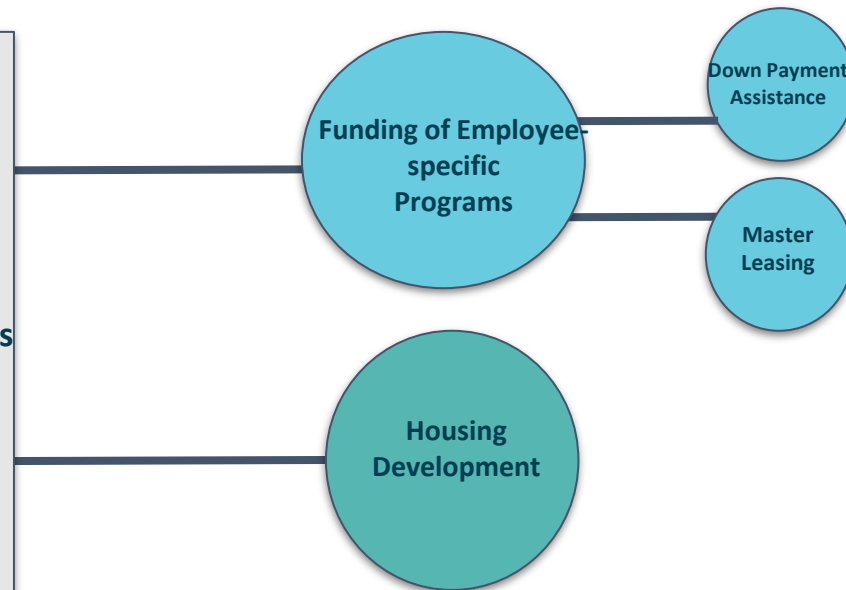
## Core Services

*Funded Annually by Member Agency Fees*

- Employee Housing Concierge
- Program Development
  - Long Term Rental Pilot Program
  - Down Payment Assistance
- Program Management
  - Long-term Rental Pilot Program
- Housing Development Research / Analysis
- Pursuit of Existing Units
- Housing Education
  - Pathway to Ownership
- Community Outreach / Engagement
- Regional Housing Partnerships

## Member Agency Opt-in

*Funded Individually, as Opportunities Arise*




# Status of Program in the Works

Programs in the Works	Status
Master Lease Program	Attempted to implement in 2020. No interest from market rate developers
Down Payment Assistance Program	In-progress. Aim is to create funding product for employees trying to buy by Town/Placer units or other.

# TTWHA Program Results

Programs	Results To-Date (July 2020-Feb 2022)	Lessons Learned
Concierge Services Program	91	Strong program. Lack of inventory biggest challenge
Housing Match Program-- Rental (July 2020-Feb 2020)	18	Time consuming. Duplicates Truckee Lease to Locals program.
Housing Match— Ownership (Hopkins, etc.)	10	Part of Concierge, help employees apply for homes.
<b>Total Served</b>	<b>119</b>	



# Combined Employee Survey Feedback (Approx. 45% of employee base participated)

# Areas of Work

Questions:

1. Can we do all of these?
2. Can we do all of these well?
3. Where should we focus?
4. How do we consider short, mid and long-term housing needs?



## Programs

Concierge Matching, Leasing Homes

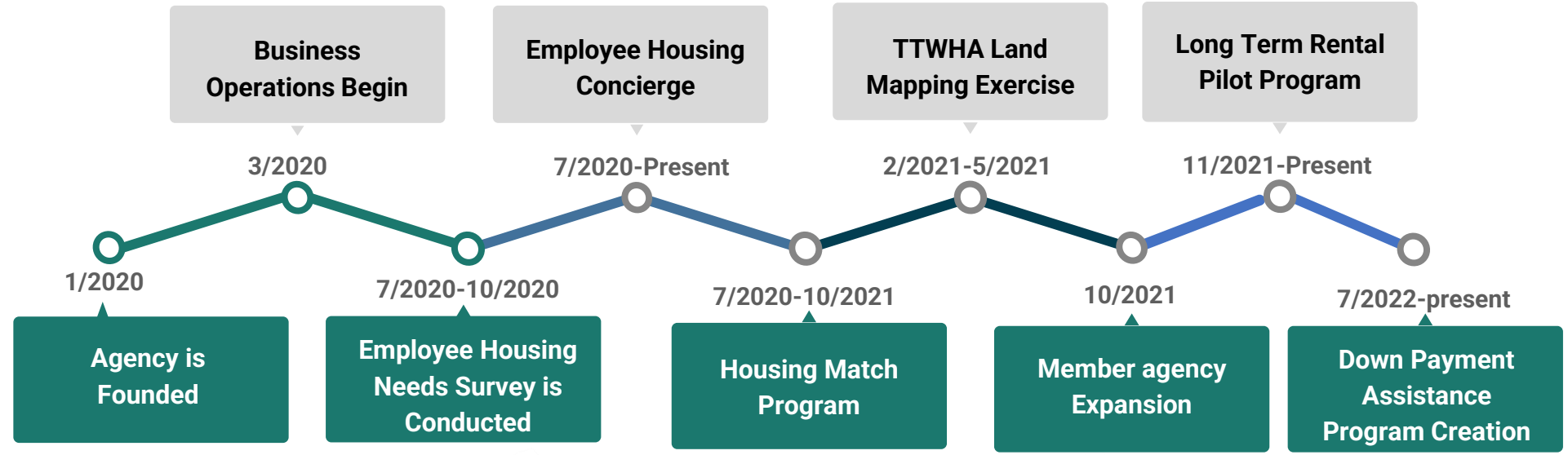


## Development



## Acquisition (NEW)

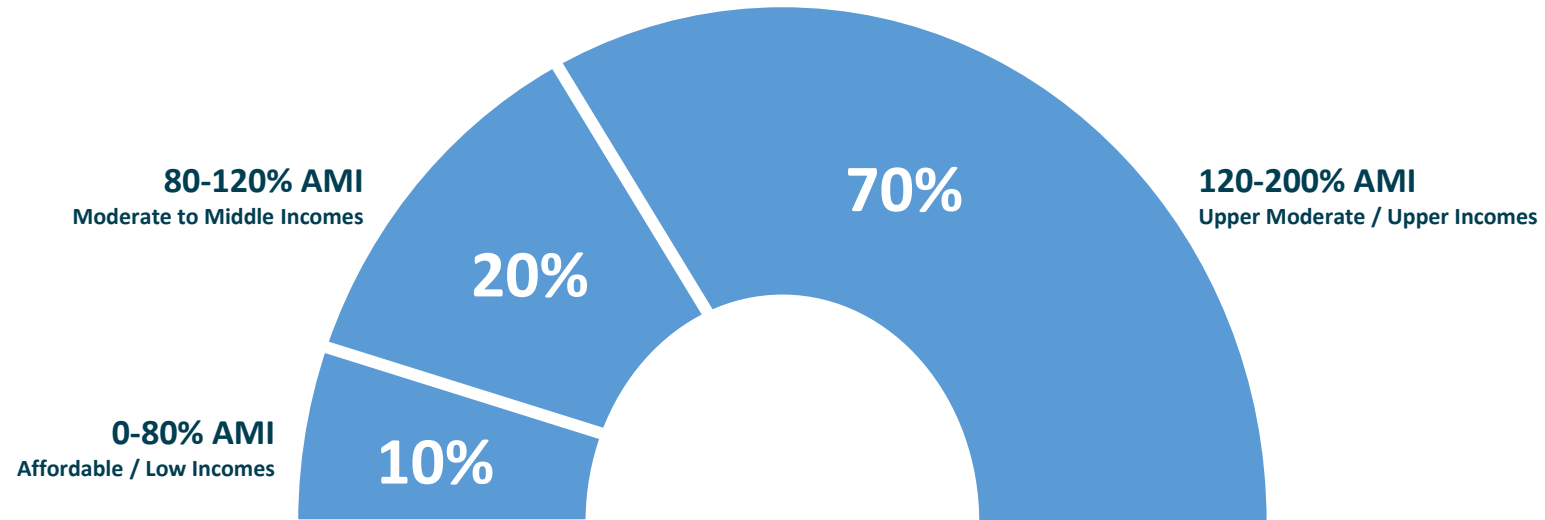
# TTWHA Results To-Date—Good Job!





# Who Needs Our Services?

## *Employee Area Median Income (AMI)*



# Status of Development Opportunities



Forest Service  
Property



School District Ad  
Hoc



Other

# SOAR Analysis – Aspirations, Results

## ASPIRATIONS

- Able serve the entire region
- Own hundreds of housing units
- JPA model is being replicated
- Housing viewed as infrastructure
- Our work should focus on range of solutions: short, mid, long-term
- We focus on building rentals for our workforce on our land
- JPA focused on \$\$: creative financing, helping partners apply for funds, grants, etc.
- We become the regional housing authority
- JPA able to respond quickly to opportunities (acquisition)

## RESULTS

- Employers able to attract + retain top talent
- Hundreds of employees in secure housing
- 200-300 units built on public owned land, several more projects in the works (10 years)
- 1 project complete in the next year (small)
- Project include a mix of rental and some ownership products
- JPA owns the housing

# Our Collective Super Powers



- Land
- Capital: \$1.8B
- Entitlement capacity
- Technical Expertise
- JPA structure
- Reputation



TRUCKEE TAHOE  
Workforce Housing Agency

# SOAR Analysis – Strengths, Opportunities

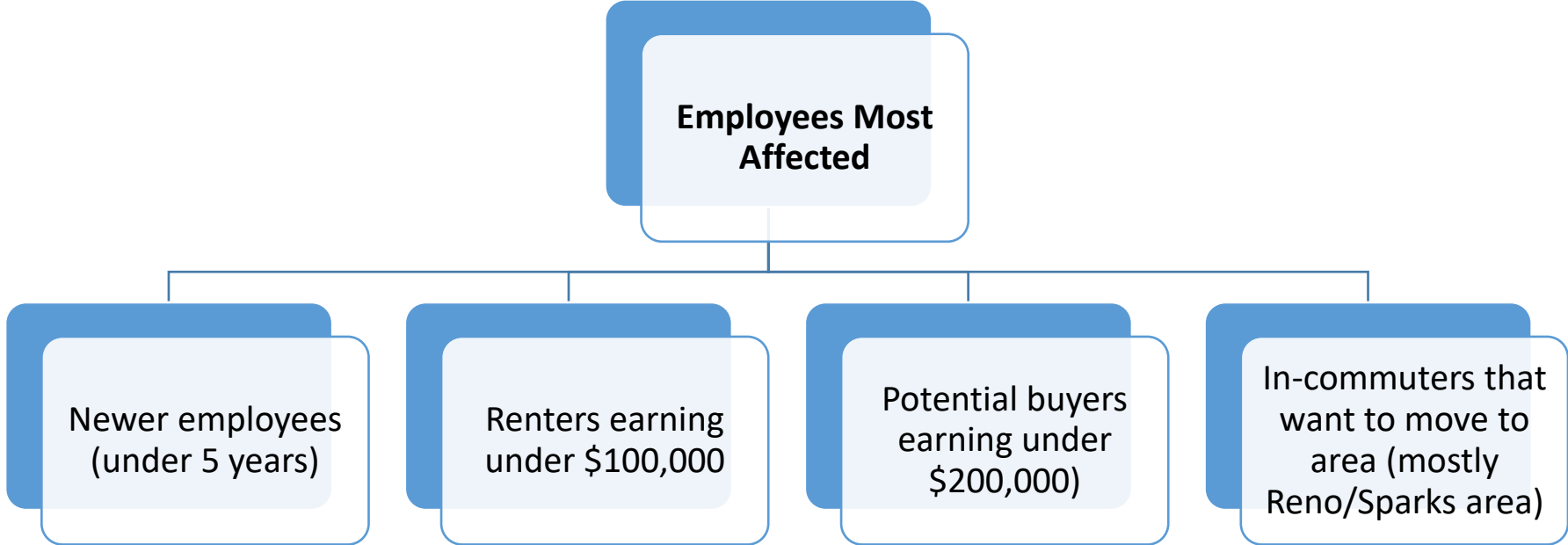
## STRENGTHS

- Existing high caliber, committed staff and board
- Seven major employers, all public agencies working in one region
- Combined budget: \$1.8B
- Mission of JPA aligns with 7-member priorities
- Can develop, hold land, apply for state funds, run RFP process, etc.
- Fill a key gap in the region
- Model is ready for economic downturn
- Marketing
- Everyone committed—living the impacts daily

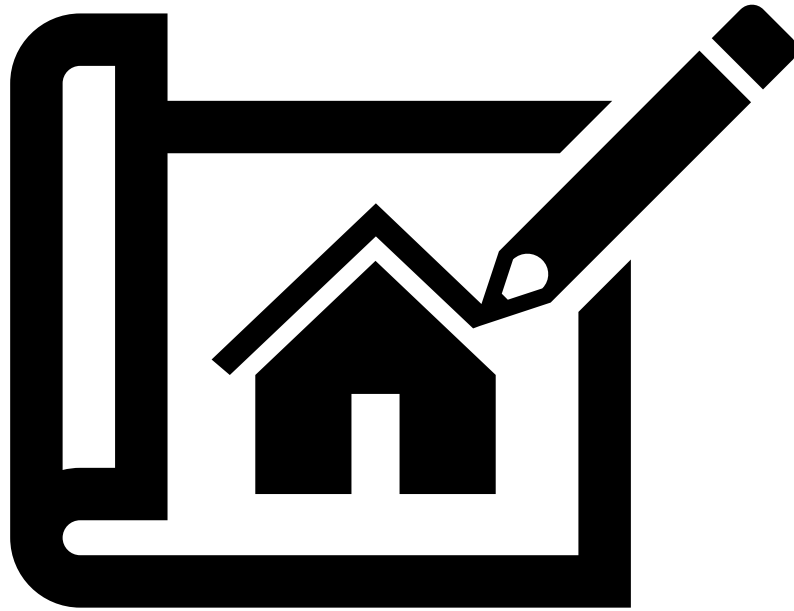
## OPPORTUNITIES

- Create projects that all members can participate in
- Create a criteria or matrix for development
- Create an acquisition fund--respond
- Educate other member boards not sitting at JPA table---leadership council, Advisory Board w/technical team
- Invite other employers in at the programs/projects level
- Operate housing programs for the region (deed restrictions, down payment, lease to locals, agreements, etc.)
- Creative financing for development: pre-construction low-interest loans, borrow \$, bond, pool resources, bridge loans

# Employees Most in Need



# Employers Investing In Housing: Types of Work



**Microsoft:** \$225M in below-market rate loans to developers for middle-income workforce housing

**Kaiser:** \$200M fund--Thrive Communities Program, makes investments in housing.

**Housing Trust of Silicon Valley-TECH Fund** \$52M (homeless to first-time homebuyers): Issue short-term loans to developers to cover early-stage costs and repays investors at end of term.

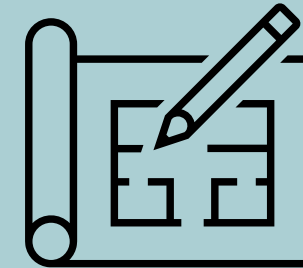
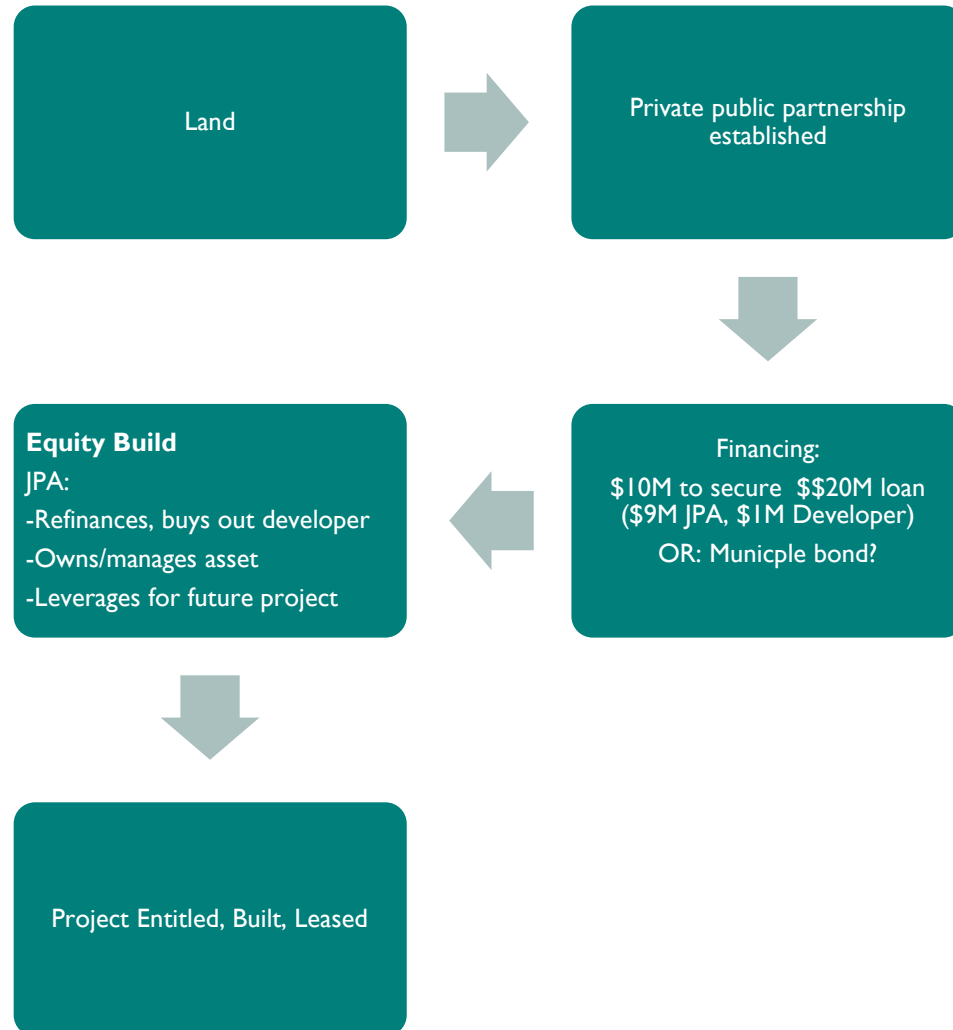
**Partnership for the Bays Future:** \$500M investment, 8,000 homes 10 years, stabilize 175,000 existing homes. Focused on middle-income workers and homeless. Impact investments into projects.

## Employee Interest: For-purchase / For-rent

	RENT	OWN
% Who Rent/Own	32%	67%
Would Consider Employer-led Programs	55%	61%
Bedrooms Needed	2-3	2-3
Price Range Desired	\$1,500 - \$1,900	\$330,000 - \$420,000
Preferred Location	Truckee (87%) Tahoe City (40%)	Truckee (89%) Tahoe City (42%) Kings Beach (42%/40%)



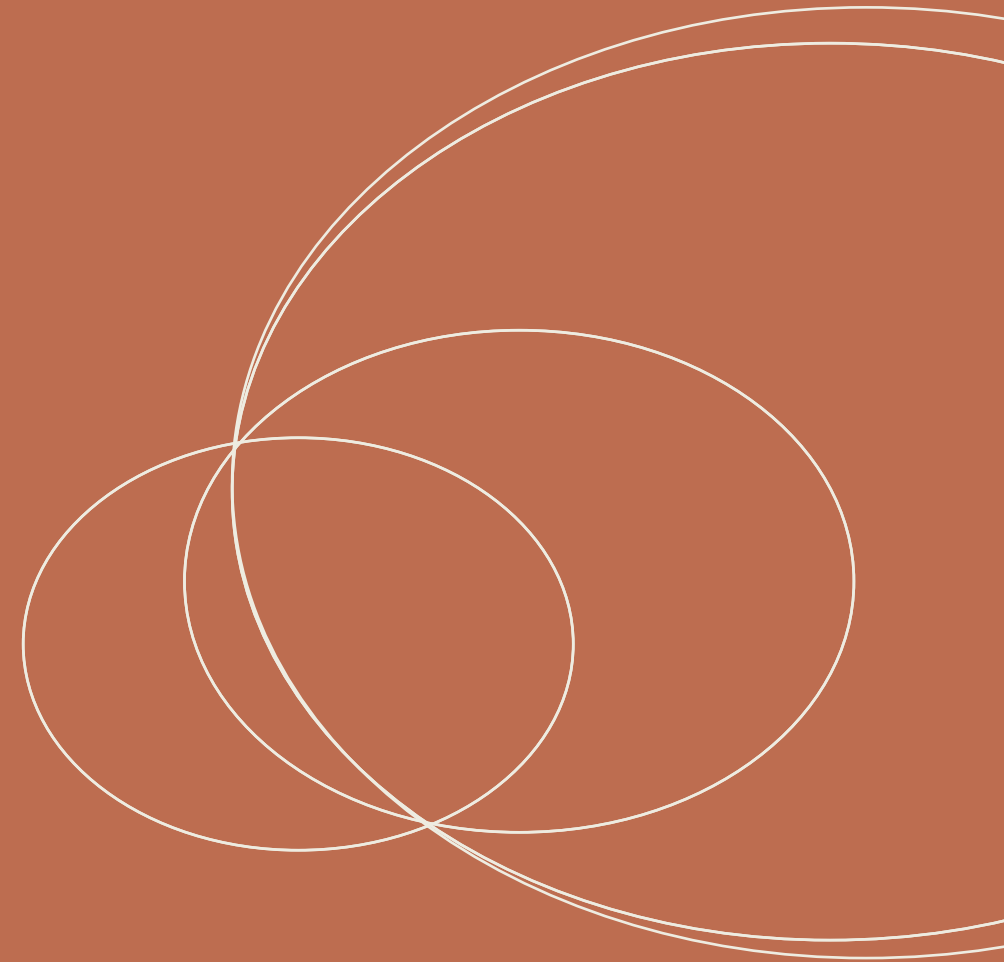
## Developing Rental Housing on Public Agency Land: \$30M Example (60 units/\$500K each)



### Product Type:

- For Rent
- Serving 80%-200% AMI
- 2 story/4 plex
- garages
- campus feel

# Setting Our Path Forward

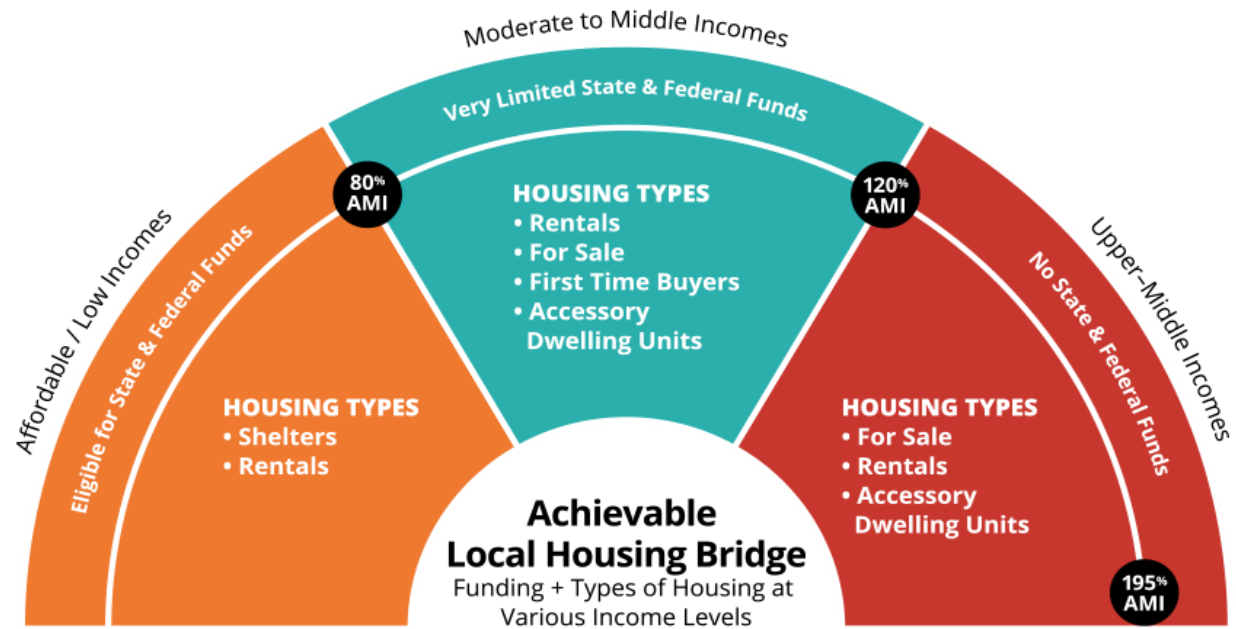


## Strategic Decision Points:

*Defining the Challenges we are trying to solve*

- 1) **Who we serve:** prioritize who to create what type of housing
- 2) **How we serve** (all 4 work areas? Possible? Role in each work area)
- 3) **Expanding membership?** Expanding JPA model to invite other employers in?

# Regional Housing Landscape



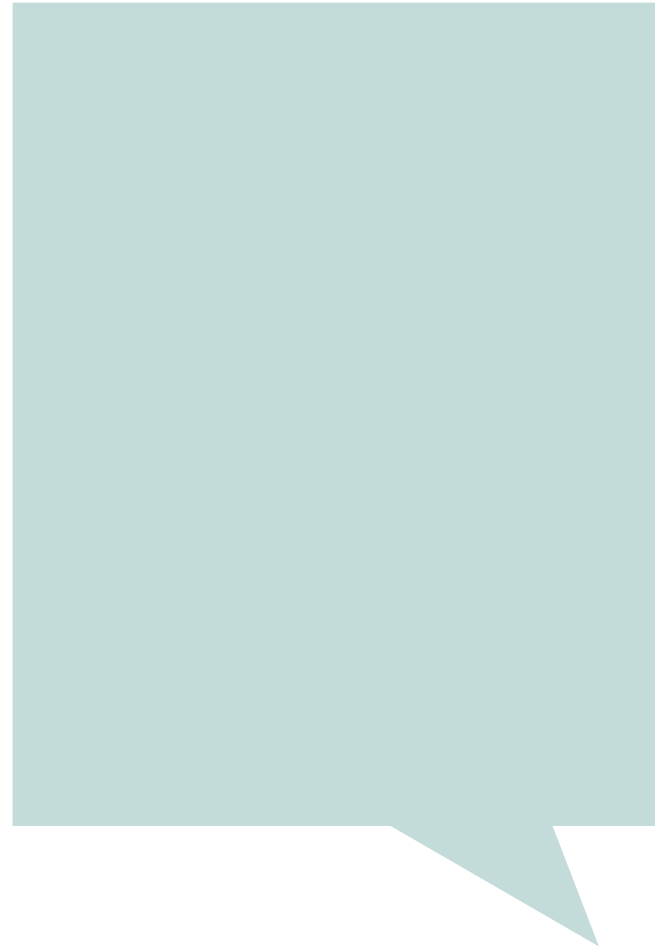
Town of Truckee: 200 rentals in 2022, Workforce Grant Program, Proposed BMR Program, ADU Program

Placer County: Housing Preservation Program, Dollar Creek, Hopkins Village

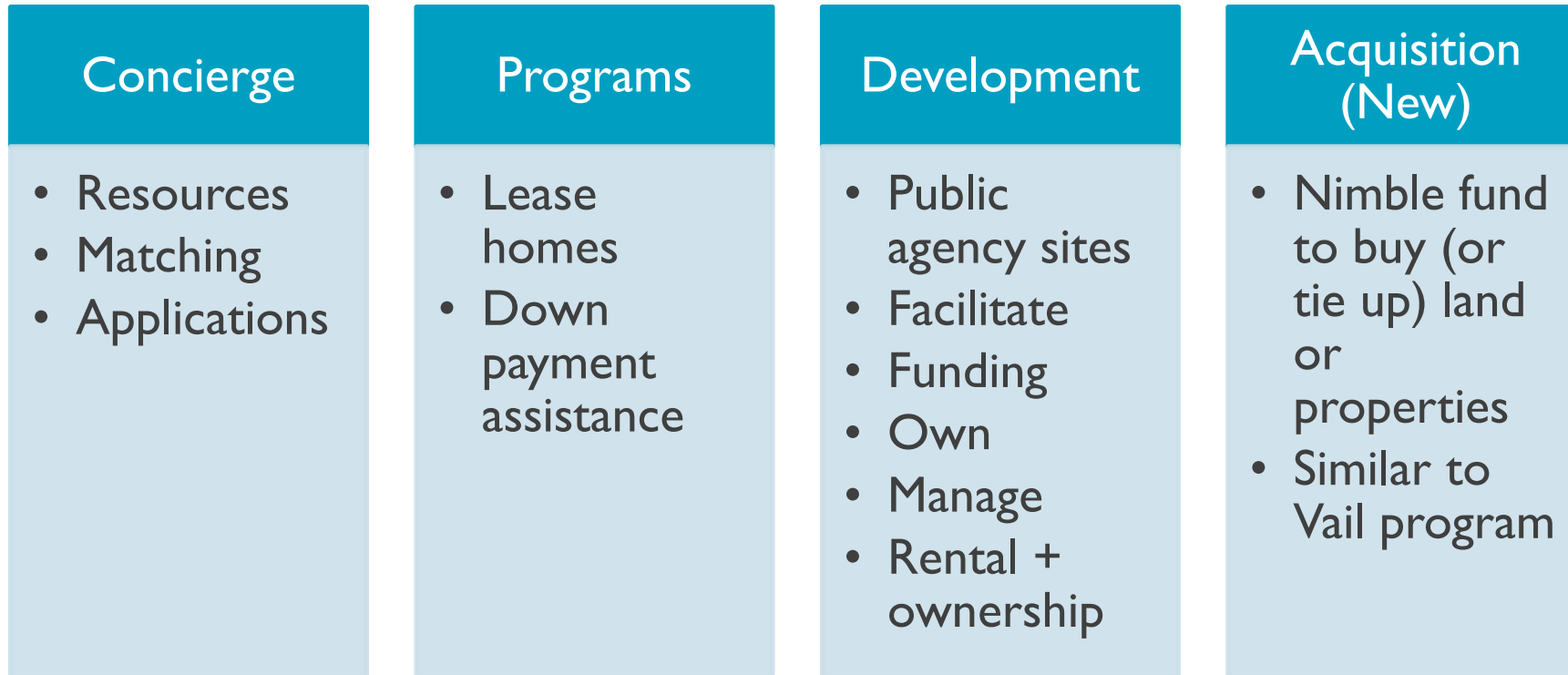
Martis Fund: Down payment Program, grants for development

MHC: Advocacy, education, policy platform

# Emerging Themes – *Future Direction*



# How we serve | Current + Proposed Work Areas



# Small Group Work-Directions



Handout  
Pre-selected  
groups

## Define areas of work

1. Define areas of work (how many?)
2. For each area of work:
  1. WHO each area serves (AMI), type of housing products needed
  2. Top 3 priorities in next 3 years (if time, add goals for each priority and strategies)
  3. Metrics for success
  4. Resources needed today to implement and meet goals (staff, consultants, etc.)

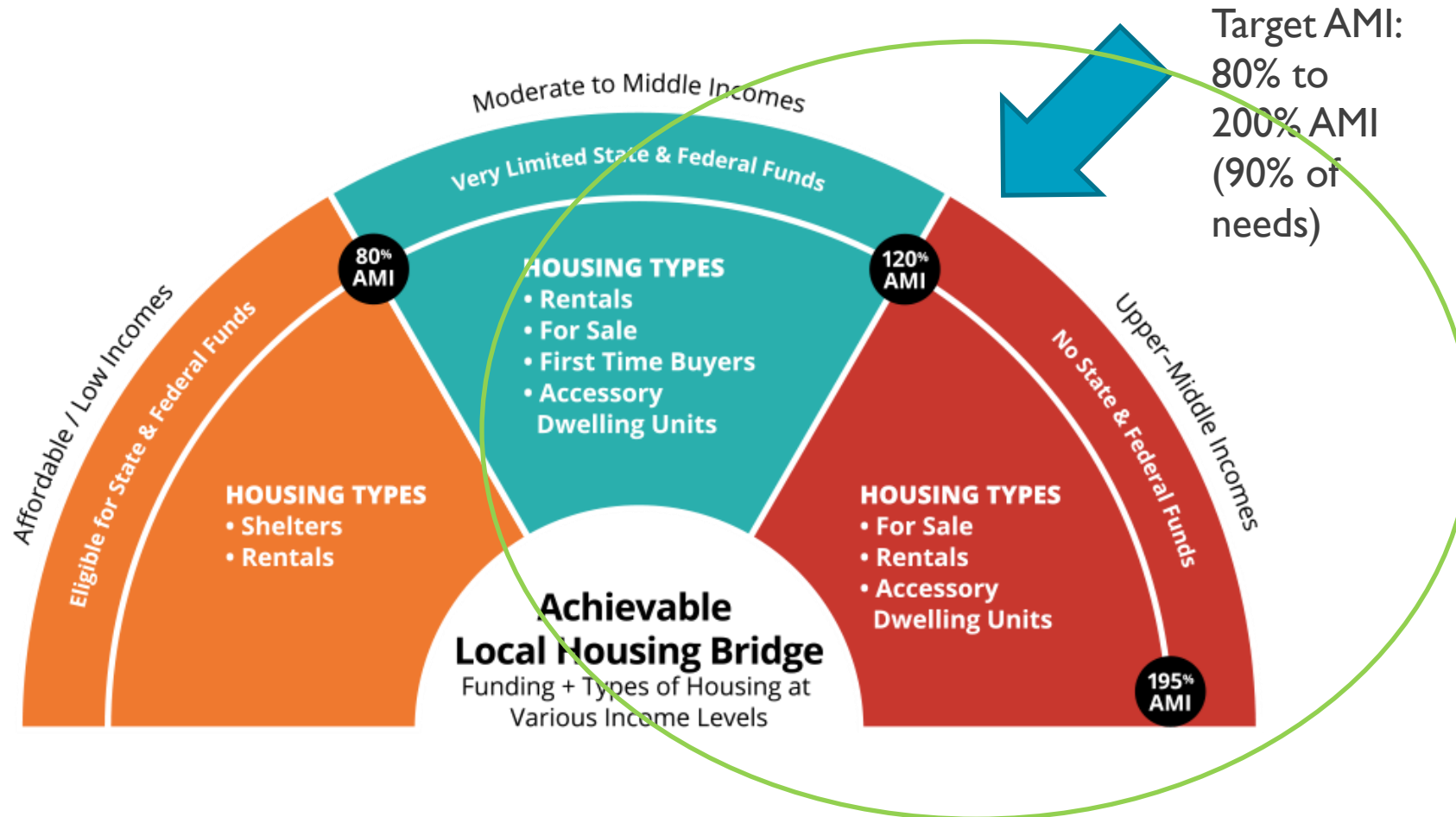
## Development Work Area

- Criteria for decision making (i.e. public owned land, zoned for MF, small, close to transit, etc.)
- Top 3 projects to pursue (high level list)

Draft a group vision statement for the JPA...As a result of our actions, our vision is that

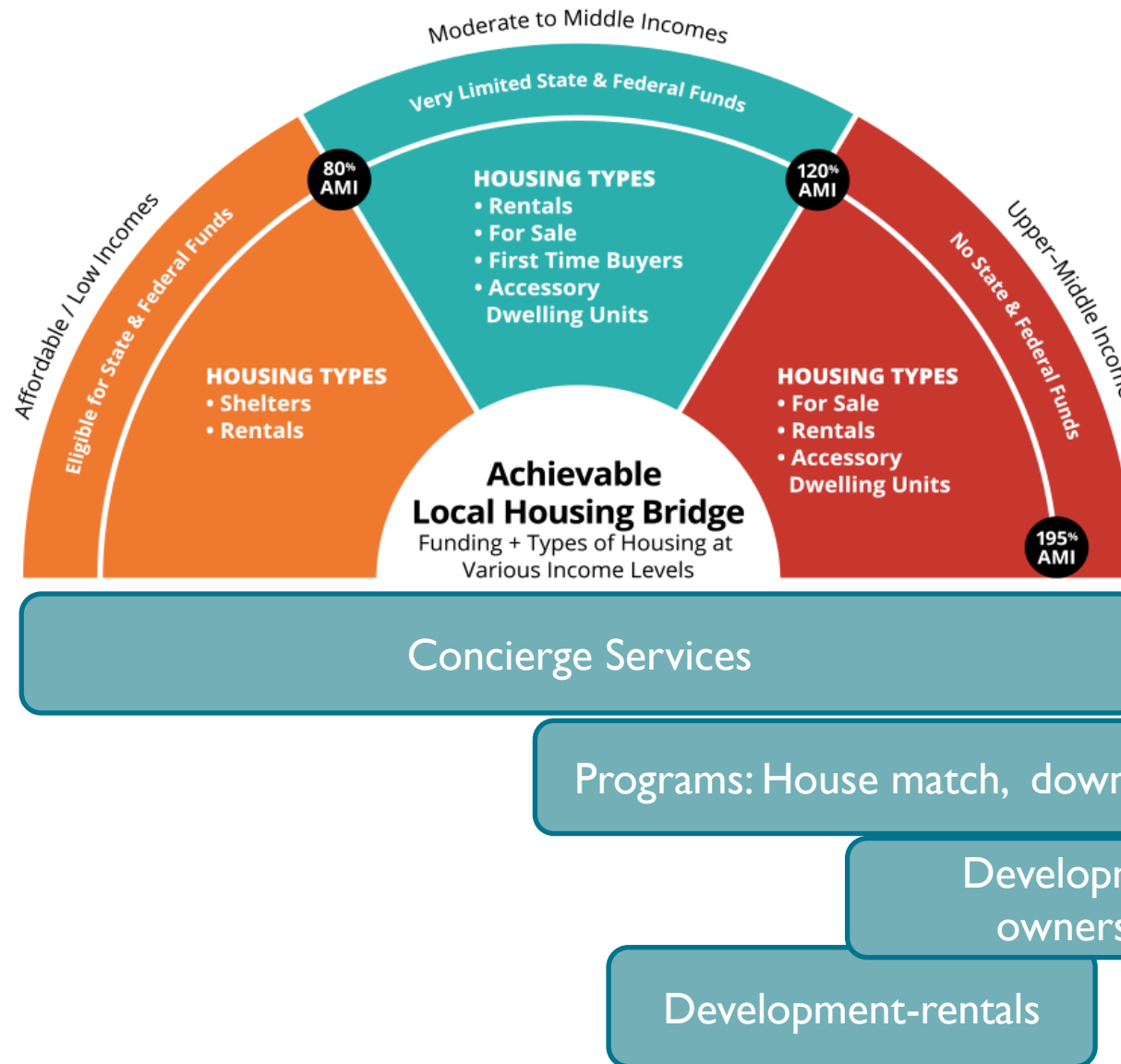
Share out with larger group

# Framework | Who We Serve + How We Serve





# Where Work Areas Fit



## Daniel Fraiman

### Update on Hopkins Village, Workforce Ownership Project

#### *The Story*

- The Vision
- Partners
- Funding
- Ownership
- Timeline
- Factors for success
- Lessons Learned
- Questions?







# Lunch Break!



Please be back in 10 mins.



# Final Reflection

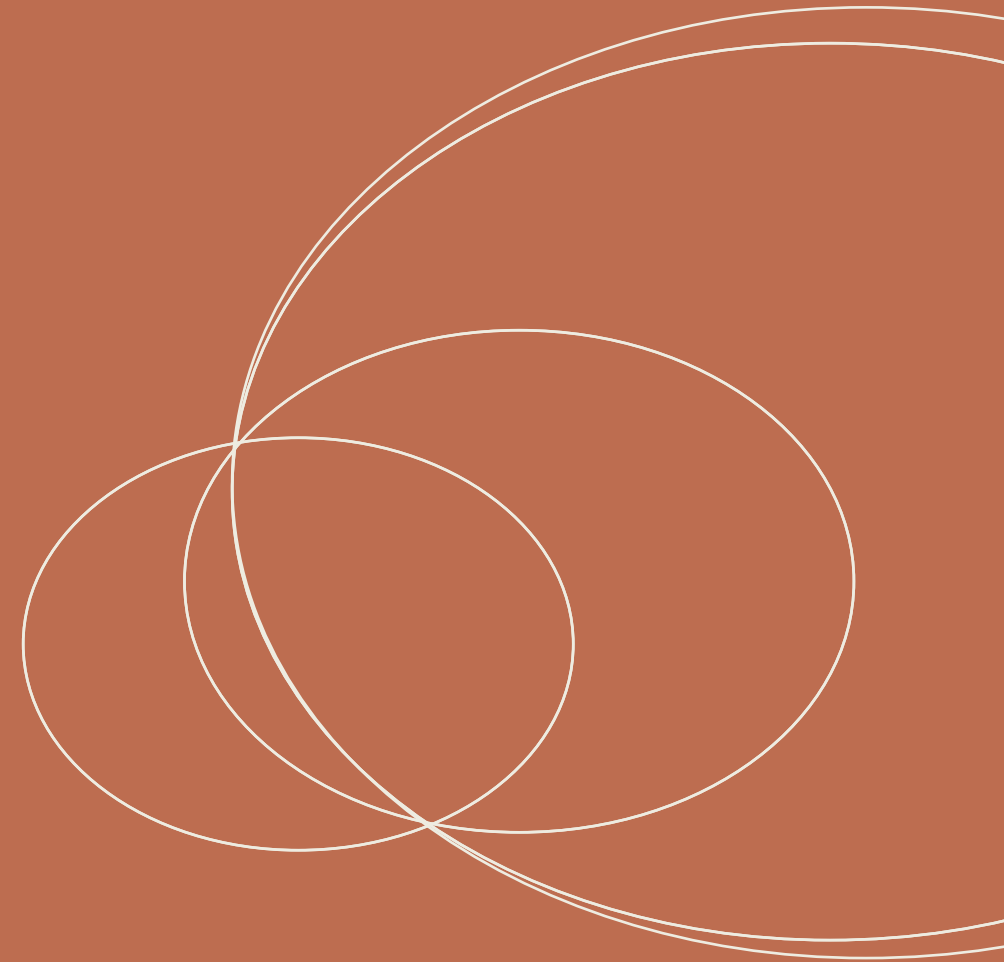


Image credit: Stephen Matera

- One observation from our time today?
- A feeling you are taking from your experience today?
- One thing you will be doing when you leave?

From March 16<sup>th</sup> Strategic Planning Workshop

# Summary Notes



Three (3) Groups

# Small Group Notes





Vision Statement

Within 10 years, 10% of our employees in need will have availability or access to housing



Areas of Work

- 1. Lobby to create state funding that serves above 80% public employees
- 2. Lobby to create tax benefit for private donations to public agency housing strategies

- 1. Create Housing Fund
- 2. Create structure for distributing funds
- 3. Create strategy for raising funds

- 1. Develop criteria for housing development + aquisition
- 2. Partner on one development project in next 3 years

- 1. Conduct survey every 2-3 years
- 2. Develop housing with private partner

Top 3 Goals

- 1. Lobby to make one of our projects a pilot
- 2. Explore state level incentives for workforce housing

- 1. Explore best structure for creating fund (501(c)3 arm, external/internal, etc.
- 2. Meet with experts re: how to unlock public \$ (treasurer)
- 3. Explore creative financing and investment strategies for fund
- 4. Define use of fund: acquisition, loans to developers, programs (evaluate)
- 5. Look at VailIndeed structure/fund

- 1. Create list of MF/workforce housing developers
- 2. Evaluate ROI: development vs. aquisition

1-2 Tactic per Goal

Metrics for Success for Work Area

\$5-10M Fund

Vision Statement

10% of our workforce (JPA) is living in quality, stable housing



TRUCKEE TAHOE Workforce Housing Agency

Areas of Work

Development

Acquisition

Programs

Advocacy

Funding

Top 3 Goals

- 1. Create criteria

- 1. Create model to respond quickly to opportunities

- 1. For purchase program
- 2. Down payment assistance program
- 3. Transition housing inventory

- 1. Collaborate with regional partners
- 2. Reg/Leg

- 1. Creative/alternative funding
- 2. High net worth indiv. Contributions
- 3. Funding analytics
- 4. Martis Fund

1-2 Tactic per Goal

Metrics for Success for Work Area



Vision Statement

By 2025, 10% of our JPA employees will be assisted to acquire secure housing.



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Workforce Housing Agency

Areas of Work

FUND

PROGRAMS

AQUISITION

ADVOCY  
POLICY

Top 3 Goals

- 1) Create a Housing Fund
- 2) Fundraise internally/externally

- 1) Support existing programs
- 2) Explore new programs

- 1. Set up fund/structure to buy property/land quickly

- 1. Lobby for pilot program @ state to use \$ for deed-restricted public employee housing

Technical Advisory Group (pre-application support, site work, financing, etc)

1-2 Tactic per Goal

- 1. Define tools to unlock \$ from public agencies
- 2. Meet with treasurers/tax collector to understand options
- 3. Present options to board (vet with experts)

- 1. Developer List by 2023
- 2. Explore: deed restriction program, recruitment incentive program
- 3. Continue with down payment + concierge program

Metrics for Success for Work Area

Increase employee retention rate by 2% for each partners

**COMBINED**

Vision Statement (10YR)

TTWHA employees live in and have access to safe, quality, affordable housing.

Mission Statement

Draft with small group

Targets

1) 10% of workforce served, 2) 2% increased retention rate, 3) \$10M Fund in place, 4) X homes created

Strategic Focus Areas

**FUNDING**

**SUPPLY**

**SUPPORT**

**OPERATE**

Top 3 Goals

- 1. Create Fund

- 1. Develop housing on JPA owned land
- 2. Acquire property to house employees
- 3. Master-lease homes

- 1. Implement programs to help employees find housing + other resources
- 2. Develop tools to assist employees with accessing homes (down payment)

- 1. Partner to implement all strategies (do not duplicate)
- 2. Expand technical capacity of org (development, finance)
- 3. Create internal tools/structures to meet targets



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## Strategic Focus Areas

### CREATE FUNDING

### INCREASE SUPPLY

### PROVIDE SUPPORT

### PARTNER TO OPERATE OUR ORG

## Tactics

1. Research creative financing models for public agencies
2. Meet with tax collector/treasurers
3. Hire consultants
4. Look at Vail Model, ARCH
5. Research models of other trust funds-org structure
6. Legal
7. Partner with TTCF on fund?

1. Land inventory with criteria
2. Hire consultant to help with land + acquisition analysis
3. Create criteria
4. ID 1 project
5. Roll out downpayment in partnership with deed programs in region
6. Continue master lease of homes

1. Continue Concierge Program
2. Provide education programs

1. Partner with MHC on state advocacy for WF housing
2. Partner with Town/Placer on deed program
3. Create Technical Advisory Board
4. Hire consultant to assist with development/acquisition work

# Key Strategic Decisions—Agreement Summary

## 1) Who we serve:

- Agreement that 90% of employees that need housing (per survey) are in the 80% and above AMI category
- Agreement that 80% and below employees important but being served by other projects/programs in the region

## 2) How we serve:

- Per small group summary work, some consensus on strategic focus areas.
- New work area—state policy (suggest partnering with MHC or SBC to do this)
- New work area: Creative financing/create fund –consensus that \$ is our collective “super power” and we should focus on ways to unlock \$ from both member agencies in creative ways and private partners

## 3) Expanding membership:

- Agreement to prioritize employees of the JPA
- Agreement that governance, for now, would stay as current members
- Agreement that membership could expand on specific projects or programs in the future

## 4) Type of housing we want to develop and what role JPA plays:

- Understanding that MF rentals serving households above 80% are the target (for development)
- Discussion about type of rental housing needed: 1-3 bedroom, garages, high quality product, two stories, etc. (per Dan)
- Building understanding of how to leverage JPA financing to develop in partnership with MF developer and retain ownership (Dan)
- Role: understanding of our “super powers” which are: land, \$, employee base and need to partner with MF developer earlier to define product. Support for retaining ownership of land and product.
- Projects can be a mix of market rate and workforce
- Priority would be for JPA employees but open to leasing to other employers.

# Other Notes

## Our Super Powers:

### 1) Creative financing- we can:

- Give loans to ourselves
- Our model (JPA) allows for range of creative options
- We can borrow money
- Bonding
- Can accept private donation + land donations
- Big general funds, especially when combined--\$1.8B

### 2) Collective Power to lobby @ state policy level

- Our employee base and public agency status is powerful to make case for workforce housing strategies (incentives, \$\$)

Need metric + criteria to define how we invest funds:

- ROI analysis + criteria
- Build vs. buy
- Build vs. programs
- Where do develop

How do we unlock our own \$ in a low risk way (this will be different for each agency)

# Next Steps

- 1) Emily to update strategic focus placement—tactics, etc.
- 2) Schedule meeting with SP small group to review
- 3) Work Plan out some of the strategic focus areas
- 4) What is being removed?
- 5) Consultant help
- 6) What else?

**5a. Attachment:  
Proposed Strategic Framework**



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Workforce Housing Agency

# Building Toward Our 10-Year Road Map

## *Proposed Strategic Framework*

Strategic Planning Workshop Date: 3/16/22

Facilitation: Seana Doherty, Senior Manager, Agnew::Beck  
([Seana@agnewbeck.com](mailto:Seana@agnewbeck.com))

Engage Plan Implement  **AGNEW  
::BECK**



# Packet Summary

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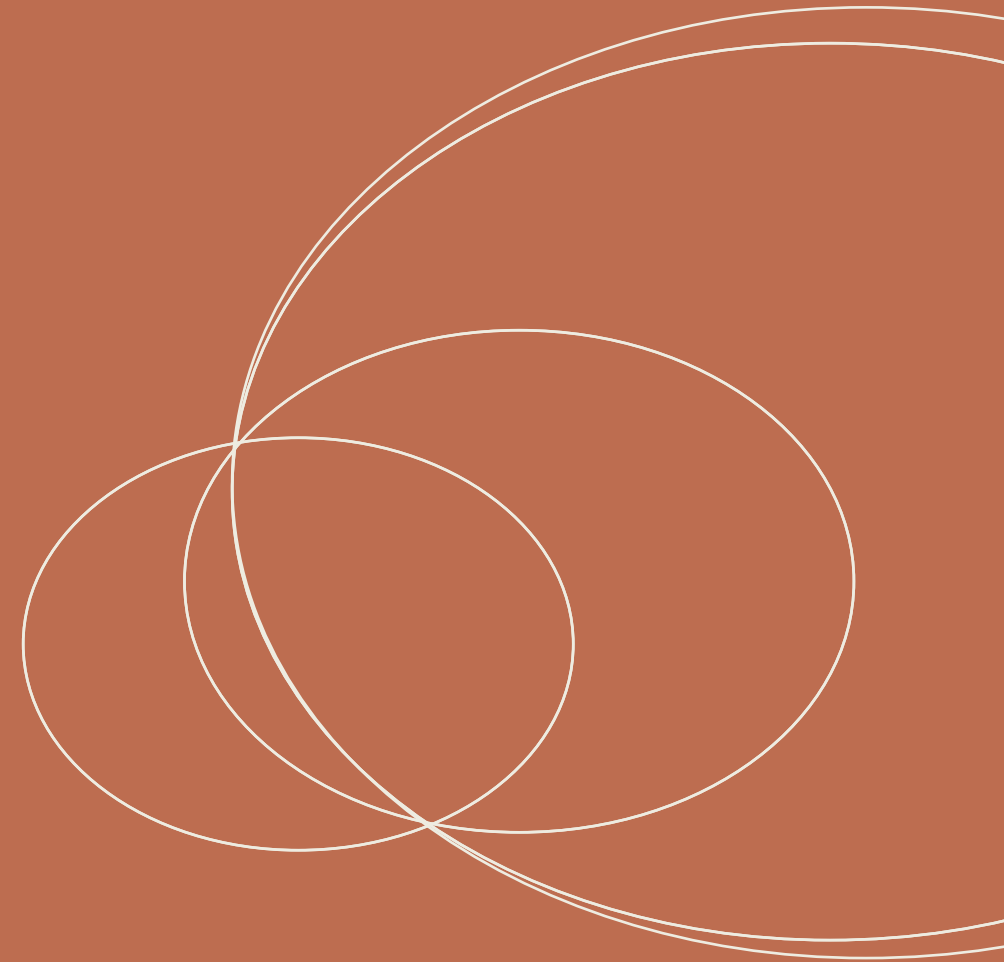
## What's Next

- Proposed strategic framework
  - 6 months process to build 10-year plan
  - Final feedback
- 



Proposed Strategic Framework + Next Steps

# Moving Forward





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Workforce Housing Agency



**Mission**

Build, fund,  
secure workforce  
housing



**Vision**

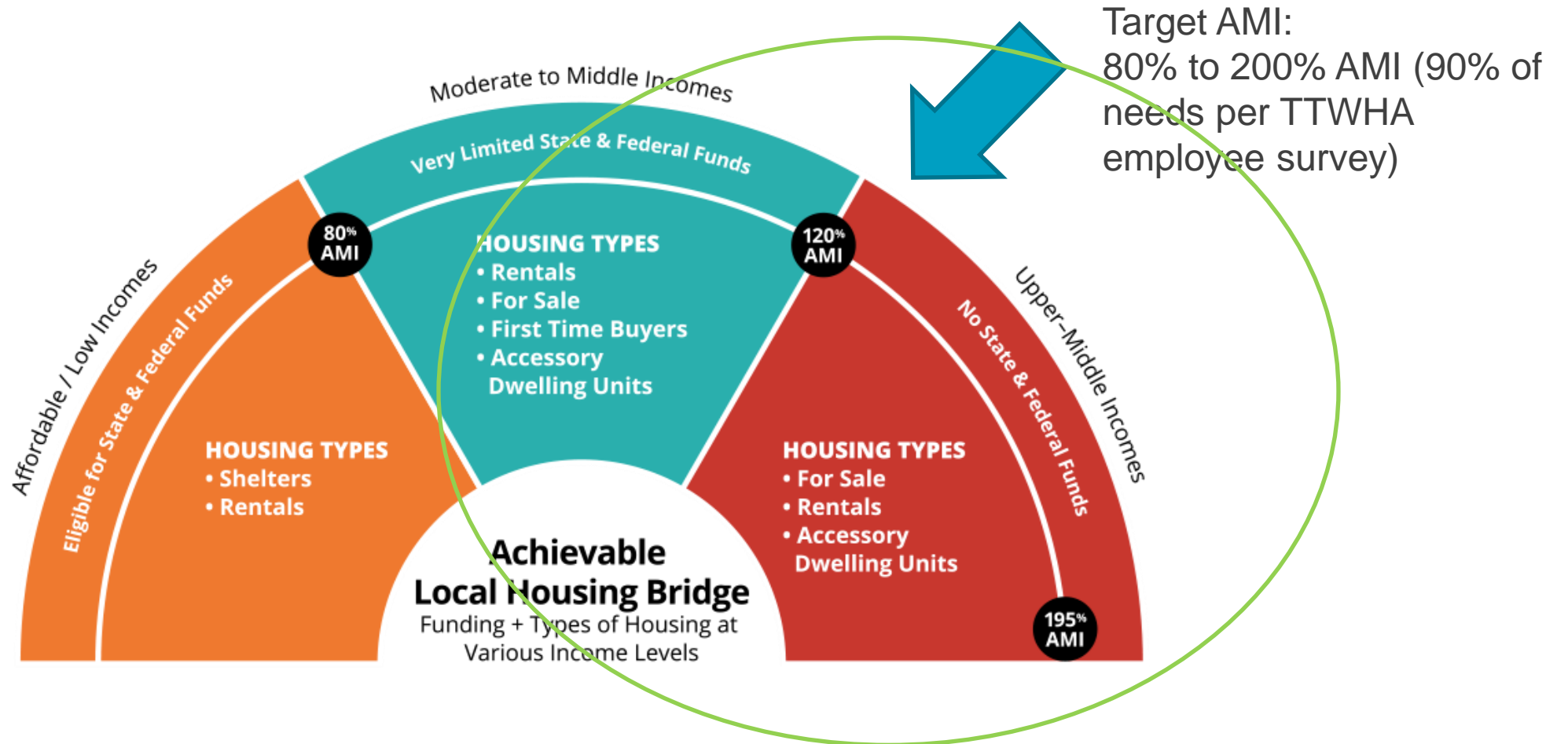
All employees live  
in, and have  
access to, safe,  
quality,  
affordable  
housing



**Purpose**

Leverage public  
agencies  
coordination for  
regional workforce  
housing gains

# Who We Serve



# Truckee Tahoe Workforce Housing Agency 10-Year Strategic Framework

## Fund

Create a \$100M fund to support development and acquisition of middle-income housing.

## Support

Provide housing services and implement programs to support immediate needs of member employees.



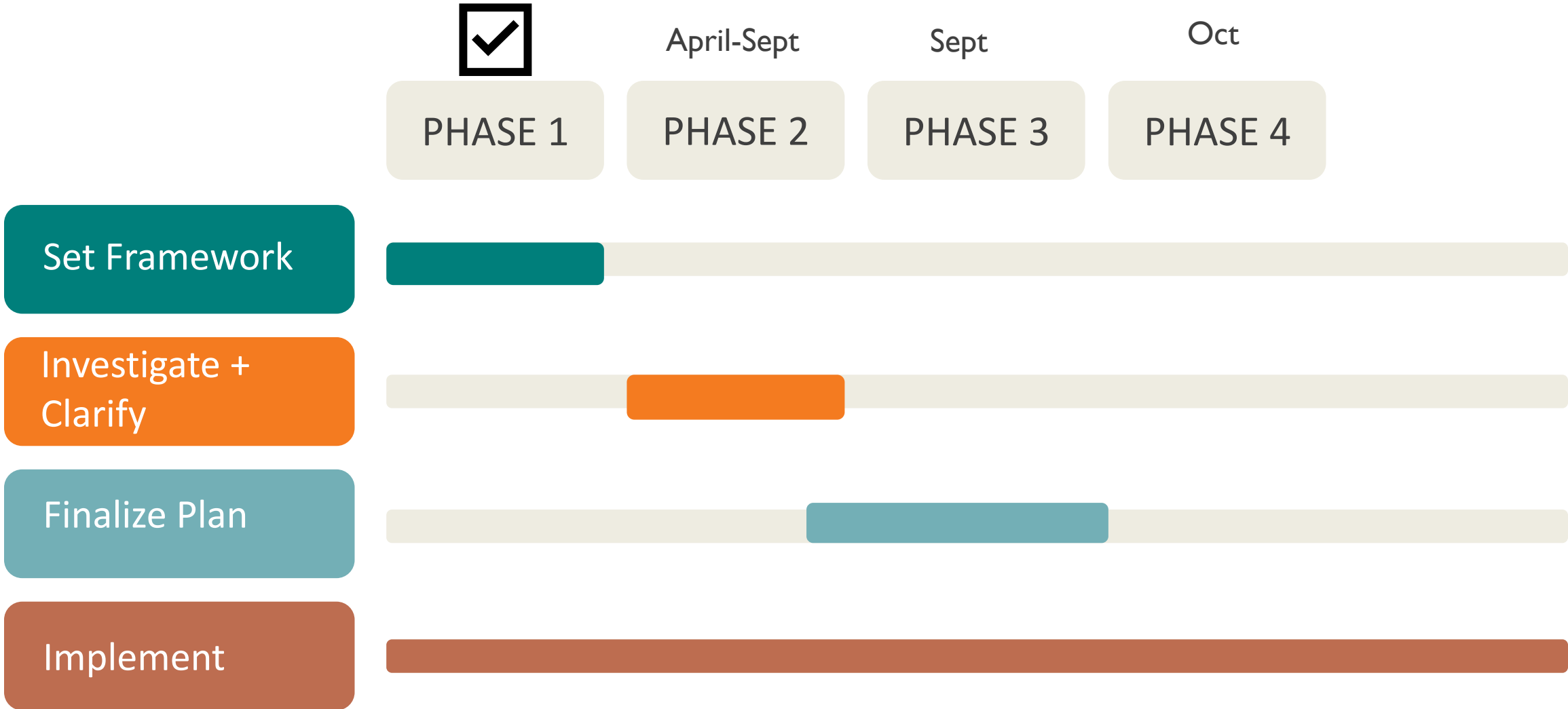
## Produce

Develop housing on three sites including rental and ownership units.

## Operate

Strengthen and grow the agency to respond to increased housing needs and execution of the 10-year Plan.

# Overview of Strategic Planning Process







April -Sept

## Phase 2 Details: Investigate + Clarify



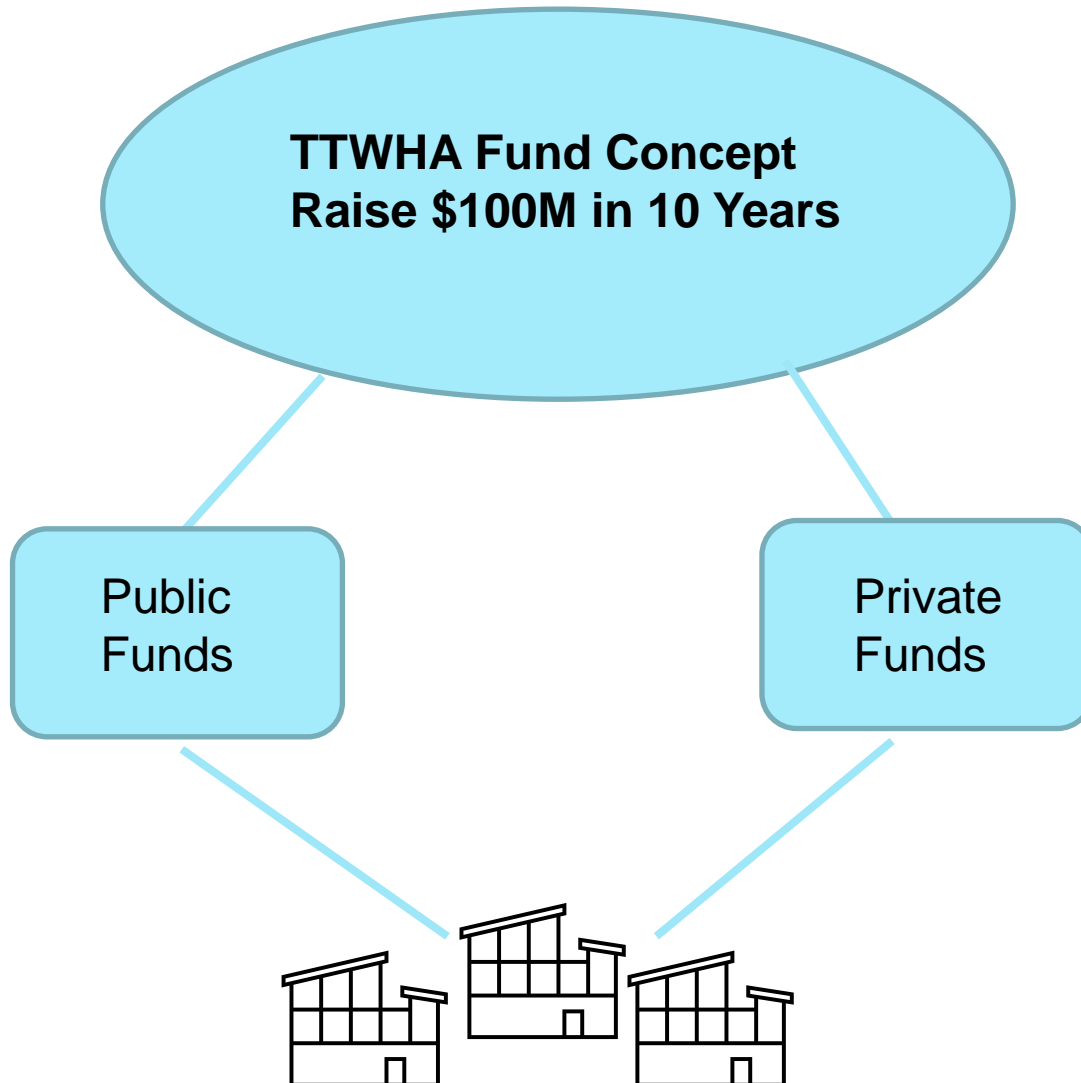
# Phase 2 Work Per Strategic Focus Area

Funding	Development	Support	Operations
			
<ul style="list-style-type: none"> <li>• Research options for creating a fund with public/private \$ for construction + acquisition.</li> </ul>	<ul style="list-style-type: none"> <li>• Analyze 3-5 best opportunity sites for development.</li> <li>• Set criteria, site analysis, pro-forma development.</li> </ul>	<ul style="list-style-type: none"> <li>• Continue to offer housing concierge services.</li> <li>• Expand resources + education.</li> <li>• Continue to expand existing programs (lease homes, down payment)</li> </ul>	<ul style="list-style-type: none"> <li>• Develop Technical Advisory Committee.</li> <li>• ID staff/operational needs based on new strategic focus areas.</li> <li>• ID barriers to funding/development for potential state advocacy actions</li> </ul>
Begin	In process	Expand	Expand



## Funding

Research options for creating a fund with public/private \$ for construction + acquisition.



### 6 Month Proposed Work Plan:

- 1) Meet with county/town treasurers/admin & CFOs
- 2) Research similar models
- 3) Research grants vs. loans
- 4) Pursue legal advice per use of public funds
- 5) Identify potential barriers and state advocacy role
- 6) Identify potential partners
- 7) Develop criteria
- 8) Set realistic targets for 10 yr. goal
- 9) Vet with member agencies
- 10) Identify private funding partners
- 11) Develop operational models
- 12) Determine ROI: build vs. acquire

## Development

Develop housing on three sites including rentals and ownership options.

**Goal: Develop 10-year housing development pipeline**

Goal 1: Develop 10-year pipeline

Goal 2 : Develop housing on 3-5 sites in 10 yrs.

Goal 3 : Develop both rental and for-sale units

Goal 4 : Create homes for both JPA employees and regional workforce

### 6 Month Proposed Work Plan:

- 1) Develop criteria for site analysis work
- 2) ID top sites per criteria and goals
  - 1) Propose 3-5 sites for 10 years
  - 2) Start with small site
- 3) Analysis of sites:
  - 1) Land use
  - 2) Entitlement
  - 3) Funding
  - 4) # and type of units
- 4) Create development/entitlement plan for each site (staff needs, funding, timeline, etc.)
- 5) ID potential barriers and work with partners for solutions (or state)

# Other Work Continues (TTWHA Staff-led)...

## Housing Support Services for JPA Employees

- 1) Expand services, resources, education as part of Concierge Program
- 2) Implement JPA employee down payment assistance program (in partnership with regional deed restriction programs)
- 3) Continue with a program to secure rentals for immediate housing needs

Drop:

- Multi-family master leasing pursuits (for now)

## Strengthening Our Organization

- 1) Launch Technical Advisory Council
- 2) Work with Mountain Housing Council to identify and pursue advocacy efforts focused on middle-income workforce
- 3) Extend contract with A::B to support staff with Phase I work and development of final 10-year plan
- 4) What else?

# Next Steps

- Board discussion and decision on Phase 2 work (today)
- Board approval of amended contract with A::B (May)
- Board engagement: introductions, committees per 2 focus areas (Fund / Construct) (On-going)
- Sept: Planning Workshop #2: Finalize 10-year plan based on Phase 2 findings

# 5b. Report-out: Regional Housing Partner Updates



Meeting Date: April 20, 2022  
Prepared By: Emily Vitas, Executive Director  
Subject: 5b. Report-out: Regional Housing Partner Update

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**BOARD REQUEST:**

Receive reports from Nevada County, Placer County, and the Town of Truckee on housing activities specific to their agencies.

**BACKGROUND:**

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

**ATTACHMENTS:**

None

## 5c. Executive Director Report



Meeting Date: April 20, 2022  
Prepared By: Emily Vitas, Executive Director  
Agenda Item: 5c. Executive Director Report

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## **TTWHA HOUSING PROGRAM & PROJECT UPDATES**

### **Long-term Rental Pilot Program (November 2021 – June 2022)**

Employee placements: 3  
Homes currently listed: 1  
Homes ‘closed’ without a match: 4  
Funds utilized as of April 1: \$20,185 of \$75,000

We continue to see a disconnect between employee demand and housing supply. Our pipeline of employees looking for rental housing at any given time is too small (currently) to easily match with the units we’re bringing online. This is a result of both the time of year and the location of most homes (Eastern Placer County).

Placer County is considering a Lease to Locals program that could be live as soon as June 1. If this program is implemented, we will need to re-think our program model.

### **Down Payment Assistance Program**

An updated draft program outline for board discussion is included with this packet as Item 6b.

### **Housing Development and Land Analysis**

#### United States Forest Service Land

Director Smith and I met with Mike Woodman, Executive Director of the Nevada County Transportation Commission, and Kena Sannar, Transportation Planner, to discuss the location of the Forest Service site in the airport’s B1 flight zone. Mr. Woodman and Ms. Sannar made clear during this meeting that the site’s location would be a major hindrance to development. We will continue to work with the Town on this opportunity, to understand if there is continued interest given concerns related to its location.

One April 1 I met with Jonathan Cook-Fisher, USFS District Ranger, and Jason Hansford with Alterra Mountain Corp, to discuss the USFS’s Hobarts Mill site. The site, located in unincorporated Nevada County, is comprised of hundreds of undeveloped acres roughly seven minutes from Truckee. The main constraint to development on the site is the lack of sewer or septic. Mr. Cook-Fisher is working on gathering site information to share with Nevada County to better understand development options.

#### Tahoe Truckee Unified School District Parcel Identification Ad-hoc Committee

At the February 16 TTUSD Board of Education meeting, the board approved their participation in a 6-month ad-hoc committee to identify parcels available for workforce housing development. The 10-person committee, comprised of TTUSD staff and board members, TTWHA staff, and TTUSD counsel, will meet monthly through August to identify TTUSD-owned parcels for possible workforce housing development. TTWHA staff will provide support through conducting research in to development and funding models being utilized by other school districts pursuing housing development.

## **COMMUNITY ENGAGEMENT**

*The following list includes those that I have met, and community meetings I’ve attended, since our February 2022 board meeting. Please let me know if you’d like further information on any of these connections.*



## **Community Meetings and Presentations – December + January**

### Meetings:

Al Adams – Down Payment Assistance  
Alison Lehman and Carissa Binkley – Housing Introduction and Update  
Crystal Betts, TFHD – Down Payment Assistance  
Emily Setzer and Shawna Purvines, Placer County – Placer County Property Acquisition  
Gaylen Larson, TTUSD – Housing Update  
Gina Jones, Sierra Business Council – Down Payment Assistance  
Jonathan Cook-Fisher, USFS and Jason Hansford, Alterra – USFS Site Development  
Kelly Woo, TTAD – Down Payment Assistance  
Kerrie Racicot, Tahoe Truckee Vacation Properties – Partnership Discussion  
Kim Szczurek, TTUSD – Down Payment Assistance  
Louis Ward, TFHD – TTWHA Introduction  
Mike Woodman, Nevada County Transportation Commission – USFS Site Discussion  
Patrick Taylor, Alpine Corporation – North Lake Tahoe Development Opportunities  
Shellan Rodriguez, SMR Development – Housing Partnership Opportunities  
Stacy Caldwell, TTCF – Housing Update  
TTUSD Ad-hoc: Parcel Identification

Member Agency HR Introduction Meetings: Nevada County, TFHD, TTUSD, TDPUD, Town of Truckee

### Presentations/Events:

Presentation: TTUSD Board of Trustees: Ad-Hoc Committee Presentation and Request  
Interview Panel: Town of Truckee Housing Manager  
Participant: Town of Truckee Below Market Rate Advisory Committee  
Participant: Nevada County Housing Roundtable  
Presentation: Truckee-North Tahoe Transportation Management Agency  
Participant: TRPA Tahoe Living Working Group  
Participant: Housing Advocate Mini-Summit

## **ATTACHMENTS**

None

## 6a. 2022-23 Draft Agency Budget



Meeting Date: April 20, 2022  
Prepared By: Emily Vitas, Executive Director  
Agenda Item: 6a. 2022-23 Fiscal Year Budget

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**BOARD REQUEST:**

Consider and provide feedback on the Fiscal Year 2022-23 Budget.

**BACKGROUND:**

The 2021-22 budget and 2022-23 draft budget are included as attachments to this report.

**2021-22 Budget Review**

All operational and overhead activities are tracking as expected and will be close to budgeted amounts. We did not meet our housing objectives for 2021-22 which will result in excess funds at the close of the fiscal year. We will likely close the 2021-22 fiscal year with roughly \$140,000 in remaining funds.

Staff is requesting that these remaining funds be ‘rolled over’ to the 2022-23 budget. This will ensure that member fees are being utilized in the intended way, while allowing for reduced 2022-23 member fees.

**2022-23 Budget Outline**

**Assumptions and Considerations**

Agency Revenue

- Member fees were calculated using the following employee counts:

Nevada County	46
Placer County	155
Tahoe Forest Hospital District	1301
Tahoe Truckee Unified School District	581
Truckee Donner Public Utility District	82
Truckee Tahoe Airport District	30
Town of Truckee	126

- 2021-22 remaining funds will be ‘rolled over’ to 2022-23

Salaries and Benefits

- Executive Director is increasing to full-time (from ¾ time)
- Housing Program Manager is increasing to ¾ time (from part-time)
- Employee benefits through TFHD are estimated at 39% (increase of 7% over 2021-22)

Programming / Other Professional Services

- Housing concierge, long-term rental program management, and employee education services and activities to be managed by staff (additional funds not required)
- Unlock Existing Units: Funds will be used to continue to unlock existing units for member agency employee use. Model and structure to be identified upon completion of 2022 Long-term Rental Pilot Program.
- Develop Strategic Direction: Work with consultant to build out the model and criteria referenced in Agnew::Beck’s proposed strategic framework. Additional funding and support needs will be identified upon completion of the strategic framework in September, 2022.

**SAMPLE MOTION/S:**

This item is for board discussion only, no action is needed.

**ATTACHMENTS:**

Fiscal Year 2021-22 Approved Budget

Fiscal Year 2022-23 Draft Budget

**6a. Attachment: 2021-22 Approved Budget**

<b>Truckee Tahoe Workforce Housing Agency 2021-22 Approved Budget</b>		
<b>Income</b>		
<b>2021-22 Member Contributions</b>		
Tahoe Forest Hospital District	\$ 267,002	
Tahoe Truckee Unified School District	\$ 112,676	
Placer County	\$ 36,400	
Town of Truckee	\$ 34,805	
Truckee Donner Public Utility District	\$ 14,688	
Nevada County	\$ 23,298	
Truckee Tahoe Airport District	\$ 5,634	
<b>Total 2021-22 Member Contributions</b>	<b>\$ 494,503</b>	
<b>Expenses</b>		<b>Assumptions</b>
<b>8000 Salaries &amp; Benefits</b>		
8010 Wages	\$ 125,000	<i>ED 3/4 Time + 6mo Part-time Support Staff</i>
8010 Benefits	\$ 40,200	<i>Estimated at 32% of Gross Salary</i>
8015 Continuing Education	\$ 1,500	
<b>Total 8000 Salaries &amp; Benefits</b>	<b>\$ 166,700</b>	
<b>8100 Professional &amp; Outsourced Svcs</b>		
8110 Accounting & Audit	\$ 20,000	
8115 Website Design	\$ 2,500	
8130 Legal	\$ 25,000	
8150 Other Professional Services	\$ 155,000	
<i>Long-term Rental Program</i>	\$ 75,000	<i>Administration + Incentives</i>
<i>Development</i>	\$ 75,000	
<i>Misc Programming</i>	\$ 5,000	
<b>Total 8100 Professional &amp; Outsourced Svcs</b>	<b>\$ 202,500</b>	
<b>8200 Sales &amp; Marketing_Community Outreach</b>		
8220 Community Engagement / Business Development	\$ 1,500	
8250 Other Sales & Marketing	\$ 3,500	
<b>Total 8200 Sales &amp; Marketing_Community Outreach</b>	<b>\$ 5,000</b>	
<b>8400 Facility Costs</b>		
8410 Rent Expense	\$ -	<i>Office Space + Phone Provided by TFHD</i>
8460 Telephone & Internet	\$ 200	
<b>Total 8400 Facility Costs</b>	<b>\$ 200</b>	
<b>8500 Other G&amp;A</b>		
8510 Office Supplies	\$ 1,000	
8540 Office Equipment (non cap)	\$ 1,000	
8550 Software & Subscription Svcs	\$ 2,200	
8560 Memberships & Dues	\$ 700	
8600 Bank Service Charges	\$ 300	
8620 Insurance Expense	\$ 15,000	
<b>Total 8500 Other G&amp;A</b>	<b>\$ 20,200</b>	
<b>Total Expenses</b>	<b>\$ 394,600</b>	
<b>Total Revenue / Member Fees</b>	<b>\$ 494,503</b>	
<b>Member Fees Placed in Reserve Funds</b>	<b>\$ 94,503</b>	
<b>Remaining Funds</b>	<b>\$ 5,400</b>	
<b>Software + Subscription Services</b>		
<i>Adobe Acrobat</i>	\$700	
<i>Gsuite Email Operating System</i>	\$500	
<i>Quickbooks</i>	\$1,000	
<b>Sales + Marketing - Community Outreach</b>		
<i>Advertising</i>	\$1,000	
<i>Business Cards</i>	\$100	
<i>Marketing Materials</i>	\$2,000	
<i>Website Domain</i>	\$300	

**6a. Attachment: Proposed 2022-23 Agency Budget**

**Truckee Tahoe Workforce Housing Agency  
Draft 2022-23 Budget**

Income		Assumptions
<b>2022-23 Member Contributions</b>		
Tahoe Forest Hospital District	\$ 157,316	
Tahoe Truckee Unified School District	\$ 70,254	<i>Less \$10,302 rollover from 2021-22 (\$59,952)</i>
Placer County	\$ 18,743	
Town of Truckee	\$ 15,236	
Truckee Donner Public Utility District	\$ 9,915	
Nevada County	\$ 5,562	
Truckee Tahoe Airport District	\$ 3,628	
<b>Total 2022-23 Member Contributions</b>	<b>\$ 280,654</b>	
<b>2021-22 Rollover (rough estimate)</b>	<b>\$ 140,000</b>	
<b>Total Revenue</b>	<b>\$ 420,654</b>	
<i>Reserve Fund July 1, 2022</i>	<i>\$ 181,669</i>	<i>Accounts for TTUSD member fee reimbursement</i>
<b>Expenses</b>		
<b>8000 Salaries &amp; Benefits</b>		
8010 Wages	\$ 183,240	<i>ED FTE + Program Manager 3/4 Time</i>
8010 Benefits	\$ 71,464	<i>Employee benefits calculated at 39% of gross salary</i>
8015 Continuing Education	\$ 1,500	
<b>Total 8000 Salaries &amp; Benefits</b>	<b>\$ 256,204</b>	
<b>8100 Professional &amp; Outsourced Svcs</b>		
8110 Accounting & Audit	\$ 20,000	
8115 Website Design	\$ 2,500	
8130 Legal	\$ 15,000	
8150 Programming / Other Professional Services	\$ 110,000	
<i>Unlock Existing Units</i>	<i>\$ 50,000</i>	<i>Administration + Incentives</i>
<i>Develop Strategic Direction</i>	<i>\$ 60,000</i>	<i>Consultant</i>
<b>Total 8100 Professional &amp; Outsourced Svcs</b>	<b>\$ 147,500</b>	
<b>8200 Sales &amp; Marketing Community Outreach</b>		
8220 Community Engagement / Business Development	\$ 1,000	
8250 Other Sales & Marketing	\$ 1,000	
<b>Total 8200 Sales &amp; Marketing Community Outreach</b>	<b>\$ 2,000</b>	
<b>8400 Facility Costs</b>		
8410 Rent Expense	\$ 2,500	
8460 Telephone & Internet	\$ 200	
<b>Total 8400 Facility Costs</b>	<b>\$ 2,700</b>	
<b>8500 Other G&amp;A</b>		
8510 Office Supplies	\$ 1,000	
8540 Office Equipment (non cap)	\$ 1,000	
8550 Software & Subscription Svcs	\$ 3,000	
8560 Memberships & Dues	\$ 500	
8600 Bank Service Charges	\$ 250	
8620 Insurance Expense	\$ 6,500	
<b>Total 8500 Other G&amp;A</b>	<b>\$ 12,250</b>	
<b>Total Expenses</b>	<b>\$ 420,654</b>	
<b>Total Revenue</b>	<b>\$ 420,654</b>	
<b>Total Remaining Funds</b>	<b>\$ 0</b>	



## **6b. Draft TTWHA Down Payment Assistance Program Outline**



Meeting Date: April 20, 2022  
Prepared By: Emily Vitas, Executive Director  
Agenda Item: 6b. Provide Feedback on TTWHA Down Payment Assistance Program  
Outline

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**BOARD REQUEST:**

Provide feedback on the revised Down Payment Assistance Program Outline.

**BACKGROUND:**

The Down Payment Assistance Program Outline has been revised to reflect input from member agency staff and meetings with local lenders and community partners.

Staff will be providing updates and requesting feedback on the following components:

- Loan terms – interest rate
- Borrower asset restrictions
- Repayment terms
- Employment requirements

The final program outline and member agency approval process documents will be brought before the board for potential approval at the May 18 board meeting.

**MOTION:**

No action required – this item is for board feedback only.

**ATTACHMENTS:**

Draft Process for Program Approval and Participation  
Draft Down Payment Assistance Program Outline

**6b Attachment:  
Draft Process for Program Approval and Participation**

**Truckee Tahoe Workforce Housing Agency  
Down Payment Assistance Program  
DRAFT Process for Program Approval and Participation**

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The Truckee Tahoe Workforce Housing Agency’s (TTWHA) Down Payment Assistance Program will be available to member agencies who choose to participate. Funding will come directly from member agencies. The lending member agency will hold the second deed of trust on the home.

The following steps will be pursued by TTWHA staff for program approval:

- April 20, 2022: Final program outline review by board
- May 18, 2022: Final program approved by board  
Request for Proposals for Program Administration approved by board
- May 18 – June 10: Development of program guidelines, approval by agency legal counsel  
Proposals for Program Administration collected
- June 15: Board review of all program documents, including outline and guidelines  
Program Administrator proposals reviewed and partner approved

Upon board approval of the program outline, board members will engage in the following to determine agency participation:

- May 18 – June 30: Present the program to respective board with the request for approval of participation  
Upon approval of participation:
  - Determine amount of funding per loan agency will contribute
  - Determine funding stream / fund
  - Meet with human resources and accounting teams to discuss program participation (TTWHA staff will participate in these meetings)Program educational and marketing materials prepared
- July 1: Program is launched

**6b Attachment:  
Draft Program Outline**

## **Truckee Tahoe Workforce Housing Agency Down Payment Assistance Program DRAFT Program Outline**

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The Truckee Tahoe Workforce Housing Agency’s Down Payment Assistance Program is designed to provide assistance to member agency employees purchasing homes within the boundaries of the Tahoe Truckee Unified School District. The Program provides this assistance in the form of simple interest, deferred payment second priority loans. The loans will supplement traditional financing provided by the primary lender for the home, and can act as a ‘layering’ on to the deed restriction programs being offered by Placer County and the Town of Truckee. TTWHA will work with a third party to administer the program.

Eligible Borrowers:	Employees of participating member agencies.
Eligible Properties:	Housing unit types eligible for the homebuyer program are new or previously owned: single-family detached houses, condominiums, or manufactured homes on a single-family lot and placed on a permanent foundation system. The Program does not allow manufactured homes unless on a permanent foundation system.
Max. Purchase Price:	\$1,000,000 <i>This cap will be reviewed on an annual basis and may be revised based on market fluctuations.</i>
Income Threshold:	No household income limitations
Loan Amounts:	Maximum loan amounts will be determined by each member agency. Member agencies will determine their funding capacity on an annual basis.
Loan Terms:	The loan shall carry simple interest at <b>2% (previously 1%)</b> per annum, with payment deferred as set forth in the repayment clause.
Loan Distribution:	Funds will be distributed on a first come-first serve basis. To receive funds, borrower must first be pre-approved with the lender who is originating the primary loan.
Application of Funds:	Funds may be used for down payment only.
Compatible Mortgages:	No restrictions on type of primary loan secured by borrower.
Borrower Investment:	Borrower must make a minimum investment of 3% (other than this assistance loan) of the down payment from a source acceptable to the primary lender.
Assets:	Applicants with non-retirement assets in excess of <b>1.5 times</b> the amount of the required down payment will not be eligible for the program.  <i>A definition of non-retirement asses will be included in the program guidelines (money market accounts / checking / etc).</i>

Repayment:	<p>The down payment loan shall become due at the earliest of the following dates and/or events:</p> <ol style="list-style-type: none"> <li>1) Sale of the residence;</li> <li>2) The employee no longer occupies the residence as their primary residence; (board feedback requested)</li> <li>3) Default of any terms of the loan or deed of trust securing the loan;</li> <li>4) Payment in full of the primary loan (including but not limited to a refinance of the primary loan if the refinance includes any “cash out” component);</li> <li>5) Cessation of employment: <ol style="list-style-type: none"> <li>a. If the cessation of employment is less than five years from the date of the loan funds being disbursed, the loan shall become due two years from the date of cessation of employment;</li> <li>b. If the cessation of employment is five years or more from the date of the loan funds being disbursed, the loan shall become due pursuant to events 1 through 4, above. (board feedback requested)</li> </ol> </li> </ol> <p><i>Terms re: foreclosure, non-payment of taxes, etc. will be included in the guidelines.</i></p>
Employment Requirements:	<p>Employees can pursue assistance once they have completed their employment probationary period (varies by employer and employment level, each member agency will provide requirements for compliance) (previously no restrictions).</p>
Homebuyer Education:	<p>Required of all borrowers (whether an employee or not) on all loans. Education provided by the program administrator.</p>
Occupancy Requirements:	<p>Employee must occupy the home as their primary residence during the life of the loan.</p>
Term:	<p>Down payment loans will be for 30 years, in compliance with the required 30-year primary loan.</p>
Fees:	<p>A per-loan fee will be paid to the program administrator by the lending member agency. The fee amount will be negotiated with the selected program administrator.</p>
Loan Security Priority:	<p>The down payment assistance loan shall be subordinate only to the primary loan.</p>
Funding Method:	<p>Loans will be funded by member agencies and serviced by the program administrator. Member agencies will be the lien holder on the home.</p>
Interest Payment:	<p>Interest will be paid to the funding member agency.</p>
Repayment:	<p>Loan principal will be repaid to the funding member agency.</p>

## **7a. Selection of New Vice Chair of the Board of Directors**





Meeting Date: April 20, 2022  
Prepared By: Emily Vitas, Executive Director  
Agenda Item: 7a. Selection of New Vice Chair of the Board of Directors

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**BOARD REQUEST:**

Select a board representative to serve as the Vice Chair for the remainder of 2022.

**BACKGROUND:**

Due to his pending departure from the Truckee Tahoe Airport District, the April 20, 2022 board meeting will be Vice Chair Smith's final board meeting. A board representative will need to be elected to serve in the Vice Chair role for the remainder of 2022.

The Vice Chair must be a member of the board and will serve as the chair in the absence of the currently appointed board chair.

Current Positions:

Chair:	Harry Weis
Vice Chair:	<i>Open</i>
Secretary:	Emily Vitas
Treasurer:	Steven Poncelet

**PROPOSED MOTION:**

I move to approve \_\_\_\_\_ as the Vice Chair for the 2022 calendar year.

**ATTACHMENTS:**

None