

5a. Minutes of the March 17, 2021 Board Meeting

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

March 17, 2021, 8:30am

1. CALL TO ORDER: 8:31am
Directors Present: Harry Weis, Tahoe Forest Hospital District
Kevin Smith, Truckee Tahoe Airport District
Carmen Ghysels, Tahoe Truckee Unified School District
Steven Poncelet, Truckee Donner Public Utility District

Also Present: Emily Vitas, Executive Director
Ted Owens, Tahoe Forest Hospital District, TTWHA Advisor
2. APPROVAL OF AGENDA
No changes were made to the agenda
3. PUBLIC COMMENT
No public comment
4. CONSENT ITEMS
 - a. Minutes of the February 17, 2021 Board Meeting
 - b. January 2021 Financials

Motion to approve made by Director Poncelet. Seconded by Director Ghysels.
Ayes: Weis, Smith, Ghysels, Poncelet
Noes: None
5. REPORTS AND PRESENTATIONS
 - a. Executive Director Report
Ms. Vitas provided an update on agency and regional housing programs, community connections, and local development projects.
6. ITEMS FOR BOARD ACTION
 - a. Receive Member Agency Expansion Presentation by Municipal Resource Group, Consider Approval of MRG Membership Recommendations
The board received a presentation from Mike Oliver and Craig Whittom of Municipal Resource Group on their work developing the Member Agency Expansion report. The board chose to approve the report, and continue this item at the April 21, 2021 board meeting. At the April meeting, the board will take possible action on acceptance of the report's recommendations and invitation to new member agencies.

Motion to approve made by Director Ghysels. Seconded by Director Smith.
Ayes: Weis, Smith, Ghysels, Poncelet
Noes: None
 - b. Receive Workforce Housing Preservation Program Presentation by Placer County Staff, Consider Action to Explore a Partnership

The board received a presentation from Emily Setzer with Placer County on the Workforce Housing Preservation Program. Board discussion ensued and the board directed staff to work with Placer County to develop an outline for how member agencies can participate in the program.

Motion to direct staff to develop an outline for participation in the Workforce Housing Preservation Program made by Director Poncelet. Seconded by Director Ghysels.

Ayes: Weis, Smith, Ghysels, Poncelet

Noes: None

c. Consider Approval of Draft 2021-22 Fiscal Year Budget

The board considered the draft agency budget for the 2021-22 Fiscal Year. The board discussed how to effectively gather member agency employee counts in a way that reflects the number of individuals with each agency that can participate in housing opportunities provided through the Workforce Housing Agency. Board directed staff to develop the final calculation and schedule a special meeting in early April to review the budget.

Motion to update the budget using the allocation method proposed by the board and present the updated budget, for approval, at the May board meeting was made by Director Poncelet. Seconded by Director Smith.

d. Consider Action Regarding Housing Opportunity at 11500 Donner Pass Road
Board discussion ensued. The board chose to take no further action on this item.

Motion made by Director Poncelet. Seconded by Director Smith.

7. DIRECTOR COMMENTS

None

8. ADJOURN: 10:24am

5b. Minutes of the March 31, 2021 Special Meeting

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

March 31, 2021, 2:00pm

1. CALL TO ORDER: 2:01pm
Directors Present: Harry Weis, Tahoe Forest Hospital District
Kevin Smith, Truckee Tahoe Airport District
Carmen Ghysels, Tahoe Truckee Unified School District
Steven Poncelet, Truckee Donner Public Utility District

Also Present: Emily Vitas, Executive Director
2. APPROVAL OF AGENDA
No changes were made to the agenda
3. PUBLIC COMMENT
No public comment
4. ITEMS FOR BOARD DISCUSSION
 - a. Draft Member Agency Fee Policy
Board discussion ensued. The board requested that the policy be updated based on board requests, and presented for final approval before fiscal year end.
 - b. Draft 2021-22 Fiscal Year Budget
Board discussion ensued. The board directed staff to schedule presentations with member agency Boards of Directors to provide an agency one-year update and a member agency fee request for Fiscal Year 2021-22. The board requested that the final budget be presented at the May board meeting, with an action item to consider approval.
5. DIRECTOR COMMENTS
 - a. Director Poncelet alerted the board of discussions occurring between member agency employees and community leaders around Greenhouse Gas Emissions and what the community can do to reduce emissions.
6. ADJOURN: 3:15pm

5c. February 2021 Financials

Truckee Tahoe Workforce Housing Agency
Budget v. Actual: FY 2020_2021
April 2020 - February 2021

	Total			
	Actual	Budget	Variance	FY 20-21 Budget*
Income				
6100 Contribution Revenue				
6104 Government	300,000.00	300,000.00	-	300,000.00
Total 6100 Contribution Revenue	\$ 300,000.00	\$ 300,000.00	-	300,000.00
Total Income	\$ 300,000.00	\$ 300,000.00	-	300,000.00
Gross Profit	\$ 300,000.00	\$ 300,000.00	-	300,000.00
Expenses				
8000 Salaries & Benefits				
8010 Wages and Benefits	80,158.80	94,050.00	13,891.20	128,250.00
Total 8000 Salaries & Benefits	\$ 80,158.80	\$ 94,050.00	13,891.20	128,250.00
8100 Professional & Outsourced Svcs				
8105 Staff Support		2,200.00	2,200.00	3,000.00
8110 Accounting & Audit	3,599.50	11,000.00	7,400.50	15,000.00
8115 Website Design	4,950.00	5,000.00	50.00	5,000.00
8130 Legal	19,369.00	21,697.80	2,328.80	25,000.00
8150 Other Professional Services	32,618.93	35,071.97	2,453.04	38,400.00
Total 8100 Professional & Outsourced Svcs	\$ 60,537.43	\$ 74,969.77	14,432.34	86,400.00
8200 Sales & Marketing_Community Outreach				
8210 Advertising & Promotion	3,098.50	7,649.44	4,550.94	10,250.00
8220 Community Engagement / Business Development		916.68	916.68	1,250.00
Total 8200 Sales & Marketing_Community Outreach	\$ 3,098.50	\$ 8,566.12	5,467.62	11,500.00
8400 Facility Costs				
8410 Rent Expense	476.30		(476.30)	-
8460 Telephone & Internet		146.68	146.68	200
Total 8400 Facility Costs	\$ 476.30	\$ 146.68	(329.62)	200
8500 Other G&A				
8510 Office Supplies	259.95	366.68	106.73	500
8540 Office Equipment (non cap)	52.10	1,466.68	1,414.58	2,000.00
8550 Software & Subscription Svcs	1,011.64	1,136.68	125.04	1,550.00
8560 Dues & Subscriptions	663.00	605.00	(58.00)	825
8600 Bank Service Charges	110.90	220.00	109.10	300
8620 Insurance Expense	6,415.17	8,566.08	2,150.91	10,000.00
Total 8500 Other G&A	\$ 8,512.76	\$ 12,361.12	3,848.36	15,175.00
Total Expenses	\$ 152,783.79	\$ 190,093.69	37,309.90	241,525.00
Net Operating Income	\$ 147,216.21	\$ 109,906.31	37,309.90	58,475.00
Net Income	\$ 147,216.21	\$ 109,906.31	37,309.90	58,475.00

Note

Budget developed for a 15 month period: April 2020_June 2021.

Truckee Tahoe Workforce Housing Agency
Balance Sheet
As of February 28, 2021

	Total	
	As of Feb 28, 2021	As of Feb 29, 2020 (PY)
ASSETS		
Current Assets		
Bank Accounts		
1001 US Bank Checking_6993	\$ 154,343.21	
1072 Bill.com Money Out Clearing	\$ -	
Total Bank Accounts	\$ 154,343.21	0.00
Total Current Assets	\$ 154,343.21	0.00
Other Assets		
3300 Deposits	\$ 1,000.00	
Total Other Assets	\$ 1,000.00	0.00
TOTAL ASSETS	\$ 155,343.21	0.00
LIABILITIES AND EQUITY		
Liabilities		
Current Liabilities		
Accounts Payable		
4000 Accounts Payable (A/P)	\$ 8,127.00	
Total Accounts Payable	\$ 8,127.00	0.00
Credit Cards		
4100 US Bank_Visa_7233	\$ -	
Total Credit Cards	\$ -	0.00
Other Current Liabilities		
4205 Other Current Liabilities	\$ -	
Total Other Current Liabilities	\$ -	0.00
Total Current Liabilities	\$ 8,127.00	0.00
Total Liabilities	\$ 8,127.00	0.00
Equity		
Retained Earnings	\$ 254,082.68	
Net Income	\$ (106,866.47)	
Total Equity	\$ 147,216.21	0.00
TOTAL LIABILITIES AND EQUITY	\$ 155,343.21	0.00

Thursday, Mar 11, 2021 11:39:21 AM GMT-8 - Accrual Basis

6a. Executive Director Report

Meeting Date: April 21, 2021
Prepared By: Emily Vitas, Executive Director
Agenda Item: Executive Director Report

TTWHA HOUSING PROGRAMS & UPDATES

Housing Win!

On April 7 we received notice from the Town of Truckee that a deed restricted home would be listed for sale on April 9. The deed restriction requires that the home be purchased by a local resident making below 120% of Area Median Income.

On April 8 we advertised the opportunity to member agencies. Two employees from the airport district responded immediately as applicants 1 and 2. The listing realtor received 30 applications over the first 24 hours the home was available. We received notice on April 9 that the seller was moving forward with the first applicant.

Our partnerships, processes, and internal communications proved their strength in this situation, and we will soon be celebrating the first TTWHA member agency home purchase made as a direct result of our efforts!

Housing Match Program with Landing Locals

Employees Placed: 9 (7 TFHD, 2 TTUSD)

Existing TTWHA Employee Pipeline: 51 (34 TFHD, 15 TTUSD, 2 TTAD, 0 TDPUD)

We are in discussions with Landing on what an incentive program could look like for TTWHA, while keeping in mind the Town's current incentive program and our desire to partner, not compete, with other regional programs.

Homeowners Insurance Research

Director Smith and I have both conducted preliminary research on the homeowner's insurance item of our housing work plan. Through research and conversations, our belief is that this is an issue that we should stay involved in and apprised of, but not one that the Workforce Housing Agency can directly influence through a combining of our member agency resources. I will work with Director Smith to prepare a report of findings and discussions for the May board meeting, where I will share a proposed path forward on this item.

Master Leasing Program Development

We have begun work on developing the master leasing program. I have created a draft program outline that will act as the guide for initial ad-hoc committee discussions and will reach out to board members this month to determine the best staff participant for this committee.

COMMUNITY ENGAGEMENT

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

Community Meetings and Presentations

TTWHA Member Agency 1-year Update & Budget Request Presentations:

April 21: TTUSD

May 5: TDPUD

June 23: TTAD

May or June: TFHD

Mountain Housing Council: Housing Funders Network
Mountain Housing Council: Regional Housing Implementation Plan Technical Advisory Committee
Placer County Board of Supervisors Meeting, Mid-year Housing Update
Truckee Artist Lofts Lunch and Learn

Emily Setzer, Placer County – Monthly Check-in
Harry Weis, Ted Owens, Judy Newland, Matt Mushet, Crystal Betts, Alex MacLennan – Ad-hoc
Committee Discussion
Heidi Allstead, Martis Fund – Monthly Check-in
Julie Brown, SF Gate – Housing Article
Liam Dillon, LA Times – Housing Article
Seana Doherty, Town of Truckee – Monthly Check-in
Shawna Purvines, Placer County – Monthly Check-in

REGIONAL HOUSING UPDATE

The following is not a comprehensive list of regional housing activities, rather an overview of updates that have been gathered through meetings over the previous month/s.

Placer County

- There are currently 20 qualified buyers for Hopkins Village. 5 are TTWHA member agency employees.

Town of Truckee

- On May 11, Town Council will receive a Long-term Rental Incentive program update from staff. The update will include a request to increase the AMI cap for the program from 120% to 150%.

Housing Displacement and Rent Increase

We are seeing an increase in locals in need of housing due to displacement (owner is selling the home or choosing to move in full-time). Landing Locals confirmed that 101 people in their 419-person pipeline are looking for housing due to displacement.

In addition, rental prices continue to escalate with the increase in demand and influx of higher-income residents. According to Landing Locals data, we are currently seeing 1 bedrooms for \$1,500-\$2,000/month, 2 bedrooms for \$2,000-\$2,500/month, 3 bedrooms for \$2,500-3,500/month, and larger/newer homes for \$5,000+/month.

ATTACHMENTS

2020-21 Agency Work Plan
2021-25 TTWHA Housing Work Plan
2021 TTWHA Housing Work Plan Implementation Timeline
2021 TTWHA Housing Program Ad-Hoc Committee

TTWHA Agency Work Plan 2020-21

Updated 01/13/2021

Agency Goals

- x Acquire rights to use of existing housing including single-family, multi-family, congregate and other forms of housing owned by the private sector or other public agencies.
- x Participate financially in the development of workforce housing with the right to use all or a portion of the developed units for workforce housing
- x Dedicate agency property for use in developing workforce housing
- x Participate in the development of JPA member property through joint project agreements
- x Encourage development of workforce housing in the Truckee-Tahoe area by other public and private agencies
- x Participate in workforce housing initiatives, studies, and programs
- x Work cooperatively and in a coordinated manner with City, County, and regional agencies in their efforts to foster development of workforce housing

Activities and Strategies to Support Goals

Manage the Agency's Administrative and Operational Activities - 15%

Key Activities and Tasks	Q2 20	Q3 20	Q4 20	Q1 21	Q2 21	Person/s Responsible	Status
Operational Activities							
Open bank account	X					ED	Complete
Activate website	X					TFHD	Complete
Establish email system	X					ED	Complete
Establish phone number	X					TFHD	Complete
Secure PO Box	X					TFHD	Complete
Obtain Tax ID	X					ED	Complete
Secure insurance coverage	X					ED	Complete
Tracking of agency resolutions, certifications, and licenses	X	X	X	X	X	ED	Ongoing
Development of policies and procedures	X	X	X	X	X	ED / Legal Counsel	Ongoing, as needed
Strategic Planning							
Board strategy session		X				ED / Board of Directors	Complete
Housing Work Plan development		X	X			ED	Complete

Board Engagement and Support							
Meeting management	X	X	X	X	X	ED	Ongoing, monthly
Meeting minutes	X	X	X	X	X	ED / Secretary	Ongoing, monthly
Monthly progress reports to board	X	X	X	X	X	ED	Ongoing, monthly
Fiscal Management							
Meetings with accounting personnel	X	X	X	X	X	ED	Ongoing, monthly
Hiring of bookkeeper			X			ED	Complete
Secure relationship with CPA				X		ED	
Management of financials	X	X	X	X	X	ED / Accountant	Ongoing, monthly
Monthly financial reports to the board	X	X	X	X	X	ED / Accountant	Ongoing, monthly
Marketing and Communications							
Logo development	X	X				ED / Designer	Complete
Website build-out	X	X				ED / Designer	Complete
Management of PR and media relations	X	X	X	X	X	ED	Ongoing
Develop advertising campaigns						ED	As needed
Develop marketing materials						ED	As needed
Foster Community Partnerships and Collaboration - 10%							
Key Activities and Tasks	Q2 20	Q3 20	Q4 20	Q1 21	Q2 21	Person/s Responsible	Status
Community Engagement							
Participation in Mountain Housing Council		X	X	X	X	ED	Ongoing
Engage with local associations	X	X	X	X	X	ED	Ongoing
Outreach to regional developers	X	X	X	X	X	ED	Ongoing
Outreach to local jurisdictions and agencies	X	X	X	X	X	ED	Ongoing
Attendance at housing-related community meetings	X	X	X	X	X	ED	Ongoing

Activities and Strategies to Support Goals							
Build Organizational Capacity - 20%							
Key Activities and Tasks	Q2 20	Q3 20	Q4 20	Q1 21	Q2 21	Person/s Responsible	Status
Welcome New Member Agencies							
Develop process for new member agency inclusion				X	X	ED/ Member Agency Ad-Hoc	Ongoing
Begin discussions with potential member agencies				X	X	ED / Member Agency Ad-Hoc	Ongoing
Identify Revenue Streams and Alternative Funding Sources						ED / Member Agency Ad-Hoc	FY 2021-22
Expand Agency Operations to Meet Housing Program Needs						ED / Board of Directors	FY 2021-22
Management and development of housing-related projects and programs - 55%							
Key Activities and Tasks	Q2 20	Q3 20	Q4 20	Q1 21	Q2 21	Person/s Responsible	Status
Employee Housing Needs Assessment (EHNA)							
Project management	X	X				ED / WSW Consulting	Complete
Execute on Housing Focus Areas - See Housing Work Plan				X	X	ED / Member Agencies	Ongoing

TTWHA Housing Work Plan 2021-2025

			Year	Employees Served %	# Served
FOCUS AREAS	1. Lease/Develop Workforce Housing 2. Expand Housing Programs and Services 3. Develop Non-housing-related Programs to Ease the Burden of Housing Costs	TARGETS	2021	1.00%	17
			2022	1.50%	25
			2023	2.50%	42
			2024	5.00%	83
			2025	10.00%	167
			Total	0.20	333

Activity	Goal	Timeframe	Status Towards Targets	Lead/Support	% of Staff Time	2021-22 Budget
Focus Area 1: Lease/Develop Workforce Housing - 40%						
Master Leasing Program	Secure member agency-leased units to increase access and affordability for employees	March Start Program launch September 2021		ED / Agency Staff / Regional Partners	20	
Development of Workforce Housing	Develop housing on member agency-owned land	January Start First project under const. Dec 2025		ED / Member Agency Ad-hoc	20	
Focus Area 2: Expand Housing Programs and Services - 40%						
Employee Concierge for Housing	Support employees in their search for housing	Ongoing Hire PT support staff late 2021	Ongoing	ED / Support Staff (2022)	10	
Housing Match	Unlock existing units for long-term lease	Ongoing Launched July 1, 2020	7 Placements (01/13/21)	ED / Landing Locals	5	
Short-term Housing	Master lease units for emergency / new hire needs	See Master Leasing Units leased by Winter 2021-22		ED / Member Agency Ad-hoc	5	
Pathway to Ownership	Increase # of employees buying homes in the region through education and funding	April Start		ED / Realtors/Lenders	10	
Existing Homeowner Support	Provide education/tools to existing homeowners to upgrade their homes	May Start		ED / TDPUD	5	
Reduce Insurance Barriers / Expenses	Provide insurance access and affordability by combining member agency resources	March Start		Member Agencies / ED	5	
Focus Area 3: Develop Non-housing Related Programs to Ease Burden of Employee Housing Costs - 20%						
Transit-related Incentives and Education	Increase awareness and education around transit opportunities for employees	August Start		Member Agencies / ED	10	
Child-care Partnerships and Offerings	Explore resource-sharing to increase child-care access / affordability	October Start		Member Agencies / ED	10	

**# of Employees Served = Employees that were able to access housing and/or housing programs through agency support / offerings*

2021 Timeline	Jan	Feb	March	April	May	June	July	Aug	Sept	Oct	Nov	Dec	
Development of Workforce Housing*	RFP: Land Mapping GIS / Analysis of Agency-owned Parcels	Land Mapping	Land Mapping	Land Mapping	RFP: Parcel Analysis	Parcel Analysis	Parcel Analysis	Parcel Analysis	Parcel Analysis	• Parcel Analysis • Community Engagement	Community Engagement	Site Identification	Site Identification
Master Leasing Program*			• Determine funding structure	• Determine funding structure • Develop rates/processes	• Determine funding structure • Develop rates/processes • Determine maintenance/service structure	• Develop rates/processes • Determine maintenance/service structure • Engage prop managers/developers	• Develop rates/processes • Determine maintenance/service structure • Engage prop managers/developers	• Develop rates/processes • Determine maintenance/service structure • Engage prop managers/developers	• Engage prop managers/developers	Program Execution			
Short-term Housing								• Member Agency Needs Assess / Funding Structure • Property Manager/ Developer Outreach	• Member Agency Needs Assess / Funding Structure • Property Manager/ Developer Outreach	Secure Properties	Secure leases	Short-term Leases Commencement	
Employee Concierge for Housing	Ongoing Offering: Website, Phone, Email Support		Development of Educational Materials		Website Upgrades					Increased capacity for program execution (New part-time hire or increase in ED hours)			
Housing Match	Existing Program (Services to Continue Through 2021)												
Pathway to Ownership				Realtor/Lender Partnerships	• Realtor/Lender Partnerships • Regional Programs: Website	• Realtor/Lender Partnerships • Financial Counseling • Financing Opportunities: Website	• Financial Counseling	• Financial Counseling	• Financial Counseling	• Financial Counseling • First Time Homebuyer Workshop	• Financial Counseling • Down Payment Assistance Program Dev	• Financial Counseling • Down Payment Assistance Program Dev	• Financial Counseling • Down Payment Assistance Program Dev
Existing Homeowner Support					• Lender Partnerships • Research		• Upgrade/Maint. Opportunities: Website • Rebate Programs: Website			Low-interest Home Refinance Opportunities			
Transit-related Incentives and Education*								• Member Agency Mtng • Research	• JPA transit partnership and offerings exploration • Regional Transit offerings: website				
Child-care Partnerships and Offerings*									• Member Agency Mtng • Research	• JPA partnership exploration • Regional child care offerings: website			
Reduce Insurance Barriers / Expenses*			• Member Agency Mtng • Research	• Member Agency Mtng • Research						Offerings available (Dependent on results of research/efforts)			

*Member-agency led - with staff support

TTWHA 2021 Housing Program Ad-Hoc Committees

Activity	Goal	Ad-Hoc Timeline	Ad-Hoc Tasks	Member Agency Staff/Expertise Needed
Reduce Insurance Barriers / Expenses	Provide insurance access and affordability by combining member agency resources	March 2021 - August 2021	<ul style="list-style-type: none"> • Research opportunities to reduce barriers through member agency collaboration 	<ul style="list-style-type: none"> • Insurance / Risk • Human Resources
Master Leasing Program (Includes short-term housing needs)	Secure member agency-leased units to increase access and affordability for employees	April 2021 - September 2021	<ul style="list-style-type: none"> • Determine Funding Structure • Develop Rates/Policies/Processes • Determine Maintenance/Service Structure • Engage Property Managers/Developers 	<ul style="list-style-type: none"> • Finance • Facilities / Maintenance Administrative
Development of Workforce Housing	Develop housing on member agency-owned land	May 2021 - June 2022	<ul style="list-style-type: none"> • RFP + Consultant Support: Parcel Analysis • Support Site(s) Selection • Community Engagement • RFP + Developer Support: Site Development 	<ul style="list-style-type: none"> • Property Acquisitions / Real Estate • Construction Management
Existing Homeowner Support	Provide education/tools to existing homeowners to upgrade their homes	May 2021 - July 2021	<ul style="list-style-type: none"> • Develop matrix of home rebates • Research low-interest home improvement loans • Research refinancing opportunities and partners 	<ul style="list-style-type: none"> • Finance • Operations • Administrative
Transit-related Incentives and Education	Increase awareness and education around transit opportunities for employees	August 2021 - December 2021	<ul style="list-style-type: none"> • Research opportunities to reduce barriers through member agency collaboration 	<ul style="list-style-type: none"> • Human Resources
Child-care Partnerships and Offerings	Explore resource-sharing to increase child-care access / affordability	October 2021 - March 2022	<ul style="list-style-type: none"> • Research opportunities to reduce barriers through member agency collaboration 	<ul style="list-style-type: none"> • Human Resources

7a. Member Agency Expansion Report and Recommendations

Meeting Date: April 21, 2021
Prepared By: Emily Vitas, Executive Director
Agenda Item: Discuss Member Agency Expansion Report and Recommendations

This item is a continuation from the March 17, 2021 meeting of the Board of Directors.

BOARD REQUEST

Further discuss Municipal Resource Groups' (MRG) recommendations for member agency expansion activities, provided in the attached New Member Agencies Project Report.

BACKGROUND

The TTWHA contracted with Municipal Resource Group (MRG) in February 2021 to perform a feasibility analysis and provide recommendations regarding the inclusion of three public sector entitlement/regulatory agencies, Town of Truckee, Placer County, and Nevada County, as members of TTWHA.

The completed report was delivered in March 2021 and includes recommendations related to the update of formation documents, conflicts of interest, and financial considerations. MRG concluded that the addition of these requesting agencies will significantly enhance the effectiveness in creating workforce housing in the greater Truckee-Tahoe Area.

MRG presented the report to the Board of Directors at the March 17, 2021 meeting. The board requested that the item be continued at the April 21, 2021 board meeting to allow for further discussion and consideration. Items for continued discussion include questions for MRG regarding report recommendations, considerations from the board in welcoming new member agencies, and timeline for potentially welcoming new member agencies.

ATTACHMENTS

Municipal Resource Group's New Member Agencies Project Report
March 17 Municipal Resource Group Board Presentation
Meeting Notes from the February 26, 2021 Member Agency Expansion Meeting

TRUCKEE TAHOE WORKFORCE HOUSING AGENCY

New Member Agencies Project



Prepared by

Mike Oliver and Craig Whittom

Municipal Resource Group, LLC

March 2021

I. PURPOSE OF PROJECT

The Truckee Tahoe Workforce Housing Agency (TTWHA) received a letter co-signed by the Town of Truckee, Nevada County and Placer County requesting “the opportunity to discuss the possibility of expanding the TTWHA to include our agencies.” MRG was retained to provide advice regarding this request and develop recommendations for onboarding processes, funding structure, membership, voting rules and other considerations.

II. MRG PROCESS

MRG reviewed the request by the three agencies, evaluated TTWHA formation documents and reviewed the request with the law firm that drafted the formation documents (Richards Watson and Gershon). We also reviewed other JPA’s operating procedures and formation documents. MRG conducted status calls with the TTWHA Executive Director and Board representative Ted Owen. MRG received feedback from the Executive Director and Board representative Ted Owen after their February 26, 2021 meeting with the three agencies.

III. RECOMMENDATIONS

MRG recommends the Board accept all three agencies as members. The addition of these three agencies has the potential to accelerate the creation of housing for member agency employees. The resources of the three agencies (buy-in payment, contribution to operating budget, potential development sites, dedicated revenues and housing staff expertise) will allow the TTWHA to achieve its housing objectives more quickly.

The following specific recommendations will ensure that the TTWHA retains the ability to operate efficiently within the boundaries of the founding members and maintain equitable funding among all member agencies.

Formation Documents (JPA Agreement and By-Laws)

- A. Jurisdiction boundaries of TTWHA. Modify formation documents. Add boundary map that restricts TTWHA activity boundaries to those jurisdictional boundaries of the original four member agencies.
- B. Voting rights. Provide full membership and voting rights. No change to formation documents. This is the simplest and most equitable structure.
- C. By-Laws requirements for unanimous vote (adding new members, bond issuance, eminent domain and termination). Modify formation documents. Require super majority (5 votes) versus the current requirement for unanimous approval for described actions. This will allow for efficient consideration of those important actions that currently require unanimous approval.

Conflict of Interest

MRG evaluated whether there could be a conflict of interest regarding future JPA projects requiring Town of Truckee, Nevada County or Placer County entitlement review and approval. MRG conferred with Richards Watson and Gershon on this specific question. The answer is no. There is long-standing precedent in California (e.g. other JPAs, former redevelopment agencies) for permitting agencies to be members of JPAs that are involved in projects requiring local agency permits.

Financial Considerations

- A. Annual Operating Budget. Based on number of employees served by the TTWHA, all seven agencies should be treated equally in the allocation of annual operating cost expenses. This allocation methodology is equitable and directly related to the beneficiaries (employees) of the TTWHA's mission. If TTWHA accepts the three new agencies, MRG recommends:

Town of Truckee - Use total employees in the same manner founding members use total employees (e.g. total non-seasonal FTEs in most recent approved budget). 0-21 Adopted Budget. 131 total employees in FY 2020-21 Adopted Budget.

County of Nevada - Establish the number of employees that would reasonably benefit from TTWHA activities. This number would be a fraction of the 807 total Nevada County employees (FY 2020-21 Proposed Budget).

County of Placer - Establish the number of employees that would reasonably benefit from TTWHA activities. This number would be a fraction of the 2,694 total Placer County employees (FY 2020-21 Proposed Budget).

The number of new member agency employees that would reasonably benefit from TTWHA activities for the two counties are important numbers to establish. These employee numbers should be agreed upon with each agency prior to the three agency Boards taking their respective actions to formally request membership in the TTWHA.

- B. Buy in fee. The Board has broad authority to place conditions on new members. The new member fee should be simple and equitable. MRG recommends two components to the buy in:
1. *A founding member fee of \$18,477.68*. Each new member pays the same amount that the founding member agencies paid to create the TTWHA. This is an equitable requirement.
 2. *A prorated share of the annual budget based on the number of employees that will reasonably benefit from TTWHA activities*. If the member agencies are admitted on July 1, 2021, they should be responsible for their proportional share of the FY 2021-22 budget. If the member agencies are not admitted on by July 1, 2021, they should be responsible for a pro-rated proportional share of the current fiscal year budget upon admission. As of the date of membership, the current year TTWHA budget would be recalculated to include the new member agency(s).

This buy in payment, and proportional contribution to the FY 2021-22 operating budget, should be agreed upon with each agency prior to the three agency Boards taking their respective actions to formally request membership in the TTWHA.

IV. CONCLUSION

Based on our research, discussions with TTWHA representatives and our consulting law firm we believe the addition of the City of Truckee, Nevada County and Placer County to the TTWHA will significantly enhance its effectiveness in creating workforce housing in the greater Truckee-Tahoe area. The resources and expertise these three new members offer will enhance the TTWHA's ability to better serve the employees of the member agencies.



TRUCKEE TAHOE WORKFORCE HOUSING AGENCY

NEW MEMBER AGENCIES PROJECT

Mike Oliver, President
Craig Whittom, Consultant

Municipal Resource Group, LLC



TODAY'S OBJECTIVE

- Present and discuss MRG recommendations regarding TTWHA response to membership request by Town of Truckee, Placer County and Nevada County.



BACKGROUND

- Three agencies requested “the opportunity to discuss the possibility of expanding the TTWHA to include our agencies” in a joint letter on December 10, 2020.
- In January 2019 MRG was retained to assist the TTWHA evaluate this request.
- On February 26, 2021 the Executive Director and Board representative Ted Owen met with staff of the three agencies to further discuss / understand the request.



MRG'S WORK

- Evaluated the potential financial, voting and operational impacts of adding one, two or three new agencies.
- Conferred with RWG (legal counsel that assisted with TTWHA formation).
- Conducted status calls with the Executive Director and Board representative Ted Owen during the evaluation process.



RECOMMENDATIONS

Accept all three agencies

- New member agencies will add financial (new revenue streams, operating budget contributions), land (for future development) and operational (staff resources) assets to current capacity of TTWHA.
- Can accelerate acquisition / development of new housing for employees.



RECOMMENDATIONS

Formation Documents

- Jurisdictional boundaries – preserve as is.
- Voting rights – allow full rights to new members
- Unanimous vote requirement in By-Laws – modify to super majority.



RECOMMENDATIONS

Conflict of Interest re Future Development Projects

- Not an issue. Precedent in other JPAs / former redevelopment agencies.



RECOMMENDATIONS

Financial Considerations

- Annual Operational Budget
 - Equitable allocation based on # of employees that would benefit from TTWHA activities.
- Buy In
 - \$18,477.68 – same amount as initial contribution of founding members.
 - Prorated share of annual budget from date of acceptance on Board.



QUESTIONS?



TRUCKEE TAHOE
Workforce Housing Agency

Tahoe Forest Hospital District | Tahoe Truckee Airport District
Tahoe Truckee Unified School District | Truckee Donner Public Utility District

Meeting Notes
February 26 Member Agency Expansion Call

Attendees

Jennifer Callaway, Town Manager, Town of Truckee
Seana Doherty, Housing Manager, Town of Truckee
Todd Leopold, Chief Executive Officer, County of Placer
Shawna Purvines, Principal Planner, County of Placer
Mali LaGoe, Assistant CEO & Acting CDA Director, County of Nevada
Emily Vitas, Executive Director, Truckee Tahoe Workforce Housing Agency
Ted Owens, Executive Director Governance & Business Development, Tahoe Forest Health System

Agenda and Notes

TTWHA History and Current Efforts – Ted and Emily

Agency History

Agency Founding

Current Activities – Program and 2021-25 Housing Work Plan

MRG Analysis Update + Member Agency Expansion Overview - Emily

Updates from the Counties + Town: Interests + Expectations for Joining TTWHA

Placer County – 150 Employees

Interests in joining the JPA:

- Housing closer to where services are (TART, sheriff, building, social services)
- Looking beyond employees - Placer County can support / would like to support beyond just supporting employees, and would like to consider supporting the greater public
- TBID dollars could support JPA efforts
- Could be seen as an employee incentive
- Thinking beyond County boundaries and being able to expand their housing efforts to the region as a whole

Nevada County – 35 Employees

Interests in joining the JPA:

- Half of their employees live outside Nevada county - many in Reno
- The County is having a hard time attracting / retaining employees in Eastern County
- Inability for employees to get to work during weather events
- Truckee is the largest growing area of Nevada County and the County needs to support / focus on this growth



TRUCKEE TAHOE
Workforce Housing Agency

Tahoe Forest Hospital District | Tahoe Truckee Airport District
Tahoe Truckee Unified School District | Truckee Donner Public Utility District

Town of Truckee – 150 Employees

Interests in joining the JPA:

- Momentum building around housing programs at the Town, and throughout the region
- Housing is an identified priority by the current Council
- Town is currently working on an employee housing survey, using the same structure as the JPA
- Partnership with the JPA could elevate workforce housing opportunities for employees and the greater community
- Town has property that they want to develop and would like to use the JPA model to do so

7b. Land Mapping Exercise

Meeting Date: April 21, 2021
 Prepared By: Emily Vitas, Executive Director
 Agenda Item: Discuss Land Mapping Exercise Opportunity Sites: Progress to Date and Site Criteria

BOARD REQUEST

Provide feedback on the mapping materials developed to date and input on site criteria to further narrow the opportunity site matrix.

BACKGROUND

The Agency contracted with Drew Jack in early March to update member-specific land mapping materials created through the Mountain Housing Council of Tahoe Truckee in 2018. The goal of the update is to develop a master list of member agency owned sites and a site matrix that identifies parcels that may be considered for workforce housing development.

Mr. Jack has provided updated maps and an opportunity site matrix for board review and refinement. To further narrow the current list of 20 opportunity sites, member agencies will be asked to provide feedback on the sites that are under their agency’s purview.

As we move forward with this exercise, it is important that we provide as many criteria as possible to identify sites that are most worthy of further analysis and consideration.

Existing criteria being used by Mr. Jack:

Acreage	School Proximity	Opportunity Area
Zoning	Library Proximity	Hazardous Waste and Substance Report
Developed	Transit Proximity	Leaking Underground Storage Tanks
Jurisdiction	Slope Range %	Waterboard Violations
Grocery Proximity	Slope Mean %	
Pharmacy Proximity	Within Floodplain	

Potential additional criteria could include (this does not include all criteria options, just an initial listing for board discussion purposes):

Community support / opposition	Zoning (any categories we do not want to consider)
Existing Infrastructure	Board Interest
Funding Opportunities	Housing type (condo/apartment vs. townhomes, for example)
Ingress/Egress	

Staff recommendation is to pursue the following as next steps:

- Develop additional criteria to further refine opportunity sites.
- Member agencies review the current maps and opportunity site matrix and flag those sites that should not be considered as opportunity sites.
- Use the additional criteria to narrow the opportunity sites, with a goal of 5 or less parcels to be considered for further analysis.

ATTACHMENTS:

Master Site Map
 Opportunity Site Matrix

AGENCY	MAP REFERENCE (INDIVIDUAL AGENCY MAPS)	DEVELOPMENT OPPORTUNITY	APN	STREET ADDRESS	ACREAGE (>5 = green)	ZONING (multi-family = green)	DEVELOPED	JURISDICTION
TDPUD	9	YES	19-620-034-000	UNKNOWN ADDRESS	4.81	RR-X	NO	TOWN OF TRUCKEE
TDPUD	31	YES	18-500-005-000	12324 RICHARDS BOULEVARD	0.58	RS-X	NO	TOWN OF TRUCKEE
TDPUD	42	YES	17-480-002-000	15434 CEDAR POINT DRIVE	0.34	RS-X	NO	TOWN OF TRUCKEE
TDPUD	43	YES	45-750-013-000	13050 HANSEL AVENUE	0.33	RS-X	NO	TOWN OF TRUCKEE
TTUSD	8	YES	112-010-004-000	DONNER ROAD	10.3186	RECREATION	YES	PLACER COUNTY
TTUSD	16	YES	084-010-055-000	UNINCORPORATED	2.0372*	RESIDENTIAL	YES	PLACER COUNTY
TTUSD	24	YES	084-010-039-000	TIMBERLAND	1.4486*	RESIDENTIAL	YES	PLACER COUNTY
TFHD	3	YES	019-460-042-000	10161 LEVON AVENUE	5.52	RM-18	NO	TOWN OF TRUCKEE
TFHD	6	YES	019-460-030-000	10167 LEVON AVENUE	0.69	CN	NO	TOWN OF TRUCKEE
TFHD	7	YES	019-460-029-000	10175 LEVON AVENUE	0.67	CN	YES	TOWN OF TRUCKEE
TTAD	17*	YES	019-620-037-000	UNKNOWN ADDRESS	24.88	PF	YES	TOWN OF TRUCKEE
TTAD	25	YES	019-440-069-000	UNKNOWN ADDRESS	6.14	C2	NO	NEVADA COUNTY
TTAD	20	YES	019-450-059-000	UNKNOWN ADDRESS	18	RS-2.0	NO	TOWN OF TRUCKEE
TTAD	14	YES	080-270-044-000	NO ADDRESS ON FILE	28.4	O-AO	NO	PLACER COUNTY
TFHD	1	YES - SLOPE RESTRICTIONS	018-570-058-000	11046 DONNER PASS ROAD	11.21	CG, RS-0.5	YES	TOWN OF TRUCKEE
TFHD	4	YES - SLOPE RESTRICTIONS	019-460-022-000	10850 DONNER PASS ROAD	3	CG	NO	TOWN OF TRUCKEE
TDPUD	1	YES - STEEP SLOPES	19-400-028-000	PIONEER	73.02	M, RS-0.50	NO-UTILITY	TOWN OF TRUCKEE
TDPUD	5	YES - STEEP SLOPES	19-300-017-000	N/A	6.74	PF	NO	TOWN OF TRUCKEE
TDPUD	13	YES - STEEP SLOPES	18-590-010-000	11330 ROCKY LANE	2.49	RS-2.0	NO	TOWN OF TRUCKEE

* ACREAGE DIFFERS FROM PROVIDED SPREADSHEET FROM PARTNER AGENCY, ACREAGE FROM COUNTY MAPPING TOOLS

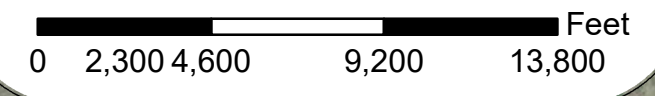
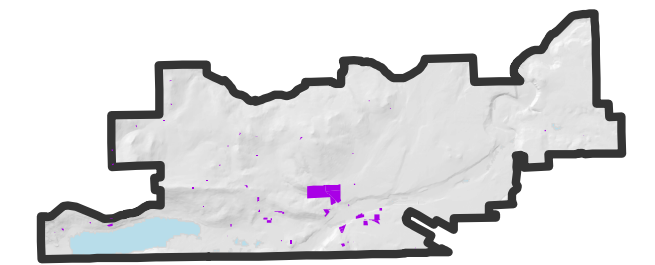
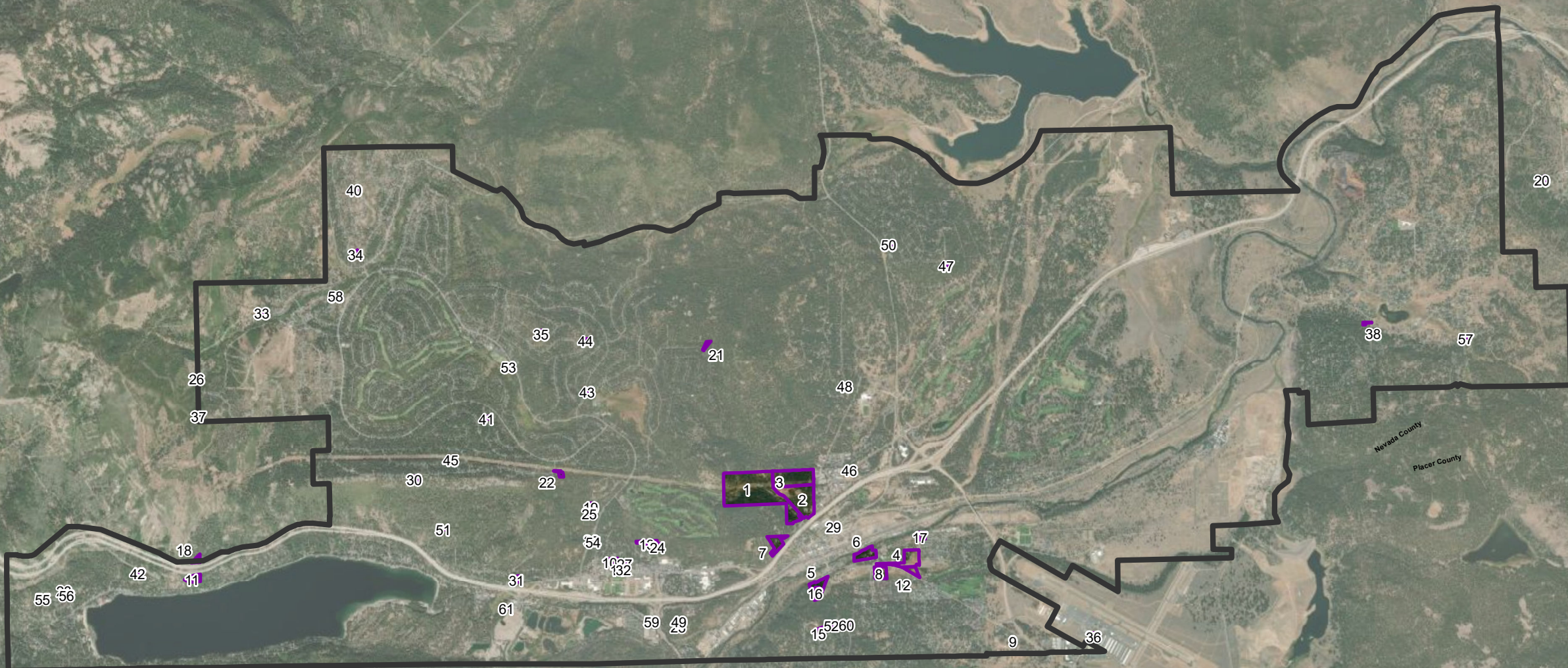


TRUCKEE TAHOE
Workforce Housing Agency



**TTWHA MEMBER AGENCY
LAND MAPPING -
TRUCKEE DONNER
PUBLIC UTILITY DISTRICT**

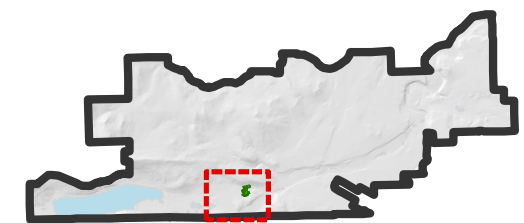
REF	APN	ACREAGE	REF	APN	ACREAGE
1	019-400-028	73.02	32	018-600-009	0.57
2	019-400-027	29.9	33	046-230-002	0.54
3	019-400-029	23.76	34	046-330-032	0.52
4	019-450-054	11.29	35	045-520-023	0.47
5	019-300-017	6.74	36	019-620-028	0.42
6	019-450-053	6.24	37	046-260-001	0.4
7	019-460-046	5.81	38	040-150-039	0.38
8	019-450-066	5.03	39	018-680-020	0.35
9	019-620-034	4.81	40	046-370-022	0.34
10	018-600-005	4.27	41	044-030-018	0.34
11	017-150-008	3.57	42	017-480-002	0.34
12	019-450-014	2.51	43	045-750-013	0.33
13	018-590-010	2.49	44	045-670-006	0.3
14	018-600-010	2.31	45	044-440-015	0.29
15	019-300-051	2.29	46	019-420-021	0.27
16	019-300-016	1.72	47	016-450-023	0.26
17	019-450-045	1.54	48	019-220-023	0.23
18	017-150-007	1.43	49	018-660-007	0.23
19	018-030-147	1.32	50	016-320-034	0.23
20	048-110-014	0.96	51	018-330-035	0.22
21	045-260-008	0.96	52	019-300-037	0.19
22	044-500-023	0.96	53	045-070-006	0.18
23	018-660-039	0.91	54	018-680-021	0.15
24	018-570-061	0.89	55	017-520-013	0.09
25	018-670-009	0.83	56	017-510-008	0.09
26	046-200-002	0.63	57	040-110-007	0.06
27	018-600-008	0.63	58	046-030-002	0.02
28	017-510-001	0.61	59	018-750-005	0.02
29	019-030-027	0.6	60	019-270-015	0.01
30	044-410-050	0.59	61	018-760-016	0.01
31	018-500-005	0.58			





**TTWHA MEMBER AGENCY
LAND MAPPING -
TAHOE FOREST
HOSPITAL DISTRICT**

REF	APN	ACREAGE	ZONING
1	018-570-058	11.21	CG, RS-0.5
2	018-630-008	7.38	PF
3	019-460-042	5.52	RM-18
4	019-460-022	3	CG
5	019-640-002	2.99	CG
6	019-460-030	0.69	CN
7	019-460-029	0.67	CN
8	018-650-004	0.62	PF
9	019-460-027	0.53	RM-15
10	018-630-012	0.47	CN
11	019-460-028	0.46	RM-15
12	018-630-017	0.4	CN
13	018-630-009	0.32	CG
14	019-640-001	0.3	CG
15	019-640-008	0.26	CG
16	018-630-018	0.22	PF
17	018-650-006	0.21	RS-X
18	018-650-013	0.21	RS-X
19	018-630-023	0.19	RS-X
20	018-650-005	0.19	CG
21	019-640-018	0.19	RS-X
22	018-650-011	0.18	RS-X
23	018-630-019	0.17	PF
24	018-650-010	0.17	RS-X
25	018-650-012	0.17	RS-X
26	018-650-014	0.17	CN
27	019-640-012	0.16	CG
28	018-630-011	0.13	CG
29	018-630-014	0.05	CG
30	019-640-013	0.05	CN
31	019-640-017	0.04	CG
32	019-640-019	0.04	CG
33	018-630-013	0.03	CN
34	018-630-015	0.02	CN
35	018-630-016	0.02	CN



Zoning
<https://www.townoftruckee.com/home/showdocument?id=3943>

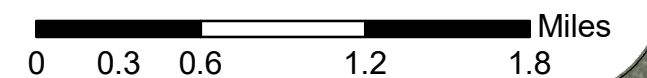
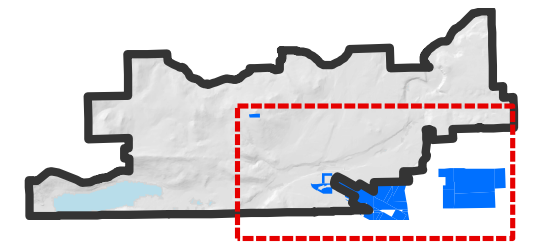


TRUCKEE TAHOE
Workforce Housing Agency



TTWHA MEMBER AGENCY LAND MAPPING - TRUCKEE TAHOE AIRPORT DISTRICT

REF	APN	ACREAGE	ZONING
1	049-040-022	374.77	IDR
2	049-040-023	244.81	IDR
3	019-440-068	225.15	P, M1-SP, C2
4	110-010-031	144.2	O-AO
5	049-040-011	106.95	OS, BP
6	049-040-020	96.96	IDR
7	049-050-001	80	IDR
8	049-040-016	77.96	OS
9	049-040-010	75.76	P
10	049-040-021	71.28	IDR
11	049-040-027	65.74	OS
12	110-010-004	64.5	AP-D5-AO, O-AO
13	019-450-018	29.74	REC
14	080-270-044	28.4	AP-D5-AO, O-AO
15	110-010-006	26.9	O-AO
16	049-040-007	25	OS, BP
17	019-620-037	24.88	M1, PF
18	049-040-013	23.68	P
19	019-450-015	23.11	REC
20	019-450-059	18	RS-2.0
21	110-010-002	16.1	O-AO
22	019-390-045	13.82	RR-0.10
23	110-010-003	13.3	O-AO
24	110-010-001	6.6	AP-D5-AO, O-AO
25	019-440-069	6.14	C2
26	110-010-029	5.5	AP-D5-AO, O-AO
27	049-040-008	3	P
28	019-620-032	1.9	M1
29	180-270-018	0.0896	AP-D5-AO
30	080-270-019	0.0894	O-AO





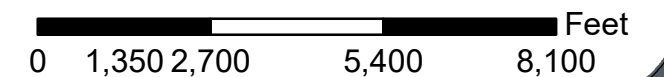
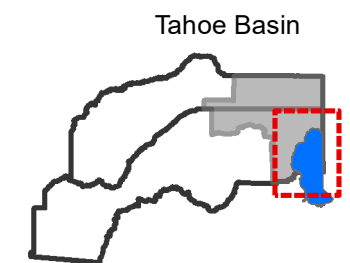
TRUCKEE TAHOE
Workforce Housing Agency



**TTWHA MEMBER AGENCY
LAND MAPPING -
TAHOE TRUCKEE
UNIFIED
SCHOOL DISTRICT**



REF	APN	ACREAGE
1	093-010-015	50.45833
9	084-010-054	3.8563
14	093-010-015	1.677808
5	094-101-002	1.567486
16	084-010-055	1.558251
18	094-101-004	0.937206
19	094-080-001	0.545479
20	084-010-055	0.32248
21	094-101-004	0.222252
24	084-010-039	0.153698
27	084-010-054	0.078872
30	094-101-003	0.054794
32	084-010-039	0.027997
37	084-010-039	0.014892

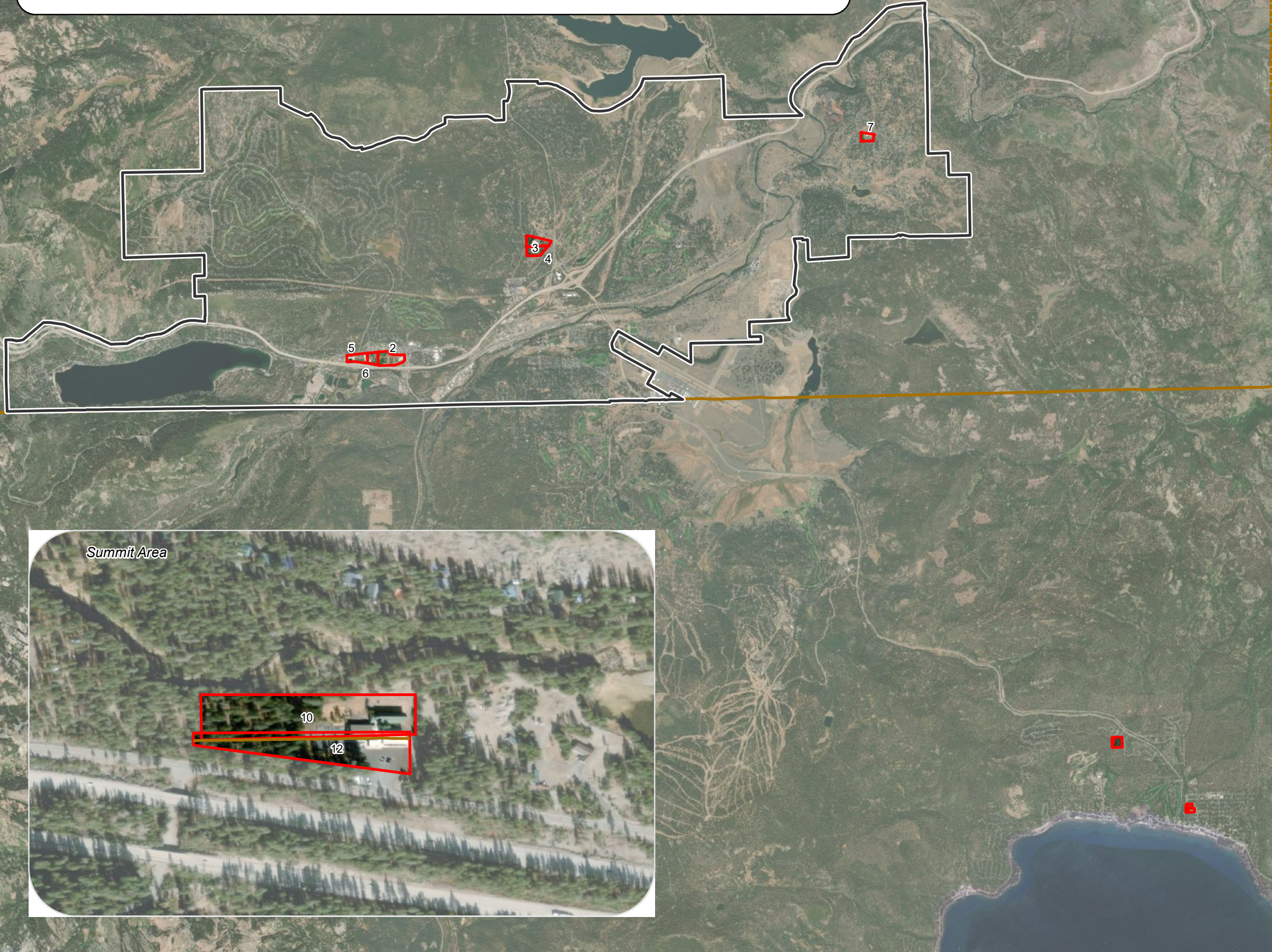




TRUCKEE TAHOE
Workforce Housing Agency



TAHOE TRUCKEE
UNIFIED SCHOOL DISTRICT
PATHWAYS TO POSSIBILITIES AND STUDENT SUCCESS



**TTWHA MEMBER AGENCY
 LAND MAPPING -
 TAHOE TRUCKEE
 UNIFIED
 SCHOOL DISTRICT**

REF	APN	ACREAGE
2	018-570-022	29.83
3	019-370-030	19.4
4	019-410-027	16.34
5	018-500-012	15.09
6	018-570-003	13.63
7	040-320-001	9.81
8	112-010-004	9.23867
10	015-120-012	3.5
11	090-061-015	2.439158
12	066-320-013	1.754136
13	090-052-026	1.721771
17	112-010-004	0.960248
22	090-061-017	0.177396
23	090-061-018	0.173883
25	090-061-016	0.143472
26	090-052-033	0.085953
28	090-052-027	0.072862
29	090-052-028	0.0565
31	090-052-034	0.028182
33	090-052-032	0.027194
34	090-052-031	0.026175
35	090-052-030	0.025143
36	090-052-029	0.024621

Summit Area



Donner Summit - Truckee - North Tahoe

