

5a.Minutes of the April 21, 2021 Board Meeting

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

April 21, 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

2. APPROVAL OF AGENDA

- a. A request to add a discussion item regarding temporary housing solutions was made by Ms Vitas. Director Weis requested that the item be discussed during the Executive Director Report.

3. PUBLIC COMMENT

No public comment.

4. CONSENT ITEMS

- a. Minutes of the March 17, 2021 Board Meeting
b. Minutes of the March 31, 2021 Special Meeting
c. February 2021 Financials

Motion to approve made by Director Smith. 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 the agency's housing match program, research on homeowners insurance access for agency employees, community meetings and connections, regional housing partner initiatives, and local development projects.

The board directed Ms. Vitas to pursue temporary housing solutions that can be considered to address current housing concerns related to the increase in the housing market and decrease in housing stock.

6. ITEMS FOR BOARD DISCUSSION

- a. Discuss Member Agency Expansion Report and Recommendations
This item was a continuation of Item 6a from the March 17, 2021 board meeting. Board discussion ensued regarding required changes to agency bylaws, policies, and operations to accommodate new member agencies.
- b. Discuss Land Mapping Exercise Opportunity Sites: Progress to Date and Site Criteria
The board requested that this item be deferred to the May 19, 2021 board meeting.

7. DIRECTOR COMMENTS

None

8. ADJOURN: 9:57am

Motion to adjourn made by Director Smith. Seconded by Director Poncelet.

Ayes: Weis, Smith, Ghysels, Poncelet

Noes: None

5b. March 2021 Financials

Truckee Tahoe Workforce Housing Agency
Budget v. Actual: FY 2020_2021
April 2020 - March 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	87,188.94	102,600.00	15,411.06	128,250.00
Total 8000 Salaries & Benefits	87,188.94	102,600.00	15,411.06	128,250.00
8100 Professional & Outsourced Svcs				
8105 Staff Support		2,400.00	2,400.00	3,000.00
8110 Accounting & Audit	4,274.50	12,000.00	7,725.50	15,000.00
8115 Website Design	4,950.00	5,000.00	50.00	5,000.00
8130 Legal	19,885.00	22,523.35	2,638.35	25,000.00
8150 Other Professional Services	37,643.93	35,903.98	(1,739.95)	38,400.00
Total 8100 Professional & Outsourced Svcs	66,753.43	77,827.33	11,073.90	86,400.00
8200 Sales & Marketing_Community Outreach				
8210 Advertising & Promotion	3,098.50	8,299.58	5,201.08	10,250.00
8220 Community Engagement / Business Development		1,000.01	1,000.01	1,250.00
Total 8200 Sales & Marketing_Community Outreach	3,098.50	9,299.59	6,201.09	11,500.00
8400 Facility Costs				
8410 Rent Expense	476.30		(476.30)	-
8460 Telephone & Internet		160.01	160.01	200.00
Total 8400 Facility Costs	476.30	160.01	(316.29)	200.00
8500 Other G&A				
8510 Office Supplies	259.95	400.01	140.06	500.00
8540 Office Equipment (non cap)	52.10	1,600.01	1,547.91	2,000.00
8550 Software & Subscription Svcs	1,166.75	1,240.01	73.26	1,550.00
8560 Dues & Subscriptions	663.00	660.00	(3.00)	825.00
8600 Bank Service Charges	126.85	240.00	113.15	300.00
8620 Insurance Expense	6,415.17	8,924.56	2,509.39	10,000.00
Total 8500 Other G&A	8,683.82	13,064.59	4,380.77	15,175.00
Total Expenses	166,200.99	202,951.52	36,750.53	241,525.00
Net Operating Income	133,799.01	97,048.48	36,750.53	58,475.00
Net Income	133,799.01	97,048.48	36,750.53	58,475.00

Note

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

Tuesday, Apr 27, 2021 12:43:23 PM GMT-7 - Accrual Basis

**Truckee Tahoe Workforce Housing Agency
Balance Sheet
As of March 31, 2021**

	Total	
	As of Mar 31, 2021	As of Mar 31, 2020 (PY)
ASSETS		
Current Assets		
Bank Accounts		
1001 US Bank Checking_6993	\$ 145,700.26	
1072 Bill.com Money Out Clearing	\$ -	
Total Bank Accounts	\$ 145,700.26	0.00
Total Current Assets	\$ 145,700.26	0.00
Other Assets		
3300 Deposits	\$ 1,000.00	
Total Other Assets	\$ 1,000.00	0.00
TOTAL ASSETS	\$ 146,700.26	0.00
LIABILITIES AND EQUITY		
Liabilities		
Current Liabilities		
Accounts Payable		
4000 Accounts Payable (A/P)	\$ 12,807.25	
Total Accounts Payable	\$ 12,807.25	0.00
Credit Cards		
4100 US Bank_Visa_7233	\$ 94.00	
Total Credit Cards	\$ 94.00	0.00
Other Current Liabilities		
4205 Other Current Liabilities	\$ -	
Total Other Current Liabilities	\$ -	0.00
Total Current Liabilities	\$ 12,901.25	0.00
Total Liabilities	\$ 12,901.25	0.00
Equity		
Retained Earnings	\$ 254,082.68	
Net Income	\$ (120,283.67)	
Total Equity	\$ 133,799.01	0.00
TOTAL LIABILITIES AND EQUITY	\$ 146,700.26	0.00

Tuesday, Apr 27, 2021 12:48:08 PM GMT-7 - Accrual Basis

6a. Executive Director Report

Meeting Date: May 19, 2021
Prepared By: Emily Vitas, Executive Director
Agenda Item: Executive Director Report

AGENCY OPERATIONS

2020-21 Audit

Per Agency bylaws, we are required to have a formal audit performed annually. We are currently vetting responses and proposals from local and regional CPA firms to perform our annual audits, starting with the 2020-21 Fiscal Year. Proposals will be provided for review and consideration at the June 16 board meeting.

TTWHA HOUSING PROGRAMS & UPDATES

Housing Match Program with Landing Locals

Employees Placed: 10 (8 TFHD, 2 TTUSD)

There are \$4,156 remaining for the program in its current form. We are working with Landing Locals and The Town of Truckee to develop a proposed incentive program, utilizing the \$75,000 included in the draft budget for the 2021-22 Fiscal Year. Options for the program could include TTWHA paying the incentive for the employees that are placed through the Town's program and an expansion of the program beyond Town boundaries to allow for more homeowner participation. A new program outline will be presented at the June 16 board meeting.

Master Leasing Program Development

We have a proposed program outline drafted. Before finalizing the outline and gathering our agency representatives to review and refine, I am meeting with representatives from other communities (Mammoth Lakes, Winter Park, CO, St Johns Medical Center, Jackson Hole, WY, and Vail Health, Eagle/Summit Counties, CO) to gather information on their programs. Additionally, I am meeting with Brent Collinson to discuss the legal considerations of the program, including taxable benefits and implications that we need to be aware of.

While our program guidelines and processes will act as a model for our master leasing activities, it is becoming clear that each leasing agreement will be different. Through conversations with local developers currently working on workforce housing units, I have found that each will have their own requirements (ex: one may property manage and maintain their own units, another may require that we do) and we'll need to be open to revisions based on units and provider.

Temporary Housing Solutions Update

Discussions have been had with Placer County and Town of Truckee on temporary housing needs and opportunities. It is agreed that pursuit of temporary housing opportunities that result in the placement of tangible units would require the same permits and approvals with our entitlement agencies as a permanent housing development. The solutions would also require the same infrastructure as a permanent development (foundations, water, sewer, etc). Because of this, moving quickly on units for temporary (2-3 years) use while we work towards permanent housing opportunities could be a similarly lengthy process to the one we expect to enter in to with permanent housing. We will continue to engage with our entitlement agencies, regional partners, and potential partners, and explore options.

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

Chris Romero, Romero Construction

Drew Jack, Town of Truckee – Land Mapping Exercise

Emily Setzer, Placer County – Monthly Check-in

Heidi Allstead, Martis Fund – Monthly Check-in

James Marta, James Marta & Company – Agency Audit

Seana Doherty, Town of Truckee – Monthly Check-in

Steve Frisch, Sierra Business Council and Reza Shera, Developer – Silver Creek Development

Todd Rivera, TTUSD – Land Mapping and Development

Zeth Macy, Schettler Macy & Associates – Agency Audit

Wendy Sullivan, WSW Consulting – Master Leasing

Mountain Housing Council Funders Network

Mountain Housing Council Quarterly Meeting

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.

Mountain Housing Council

- The Council met on April 23 for the quarterly council meeting. Attached you'll find the presentation from the meeting.

Placer County

- The Workforce Housing Preservation Program, approved by the Board of Supervisors in February 2021, is planned to launch in July, 2021. Information on how our agency, and individual members, can participate will be shared at the June, 2021 TTWHA board meeting.

Town of Truckee

- On May 11, Town staff presented an update to Council on their long-term rental incentive program. Staff requested an AMI increase to 150% to accommodate those local employees who had been turned away from houses due to the 120% AMI cap. Council voted unanimously to increase the AMI and led a lengthy discussion regarding what efforts could be made in addition to the AMI increase to support our community at this time.

DEVELOPER CONNECTIONS AND PROJECT UPDATES

Silver Creek

The Silver Creek project includes 40 units of 1-, 2-, and 3-bedroom workforce housing units along Brockway Road in Truckee, adjacent to the Winter Creek development (see attached site plan). The units will be available for lease, and managed by the developer's team.

Because of the workforce housing opportunity of this project, the developer, Reza Shera, has been working closely with Sierra Business Council to navigate the development and entitlement process in Truckee. I have met with Steve Frisch and Reza to discuss a master leasing opportunity for some of the units. There is an opportunity to pursue either a traditional master leasing agreement or an up-front per-

unit cost to allow agency employees access to units for a pre-determined amount of time. The Town of Truckee and Martis Fund are also interested in supporting the project and engaging in discussions around how to do so. We will continue conversations with Reza and return to the board with a formal request once better understand the funding need and opportunity.

Romero Construction

Seana Doherty and I met with Chris Romero to discuss development opportunities in the region. Chris is a long-time developer out of the Bay Area who has relocated to Truckee and is pursuing workforce housing development opportunities in the region. While Chris has the financing available to develop, he is looking for parcels of land to do so. We are interested in continuing the conversation once we have identified parcels for development and have an RFP ready.

Forest Service

The Forest Service has a similar need to our member agencies in that they have employees in need of housing, with no stock available. They have a parcel of land that could work well for a shared development to respond to both the needs of their own staff, and our own. Ted Owens has connected with Jonathan Cook-Fisher and discussed what a potential partnership could look like. Ted and I are meeting with Jonathan, to walk the land and discuss opportunities, the week of May 24.

ATTACHMENTS

2020-21 Agency Work Plan

2021-25 TTWHA Housing Work Plan

Mountain Housing Council – April 23 Quarterly Meeting Presentation

Silver Creek Site Plan

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

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	Year	Employees Served %	# Served
			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	10 Placements (5/13/21)	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 Commen	
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



MOUNTAIN
HOUSING
COUNCIL
OF TAHOE TRUCKEE

Mountain Housing Council Quarterly Meeting

April 23, 2021

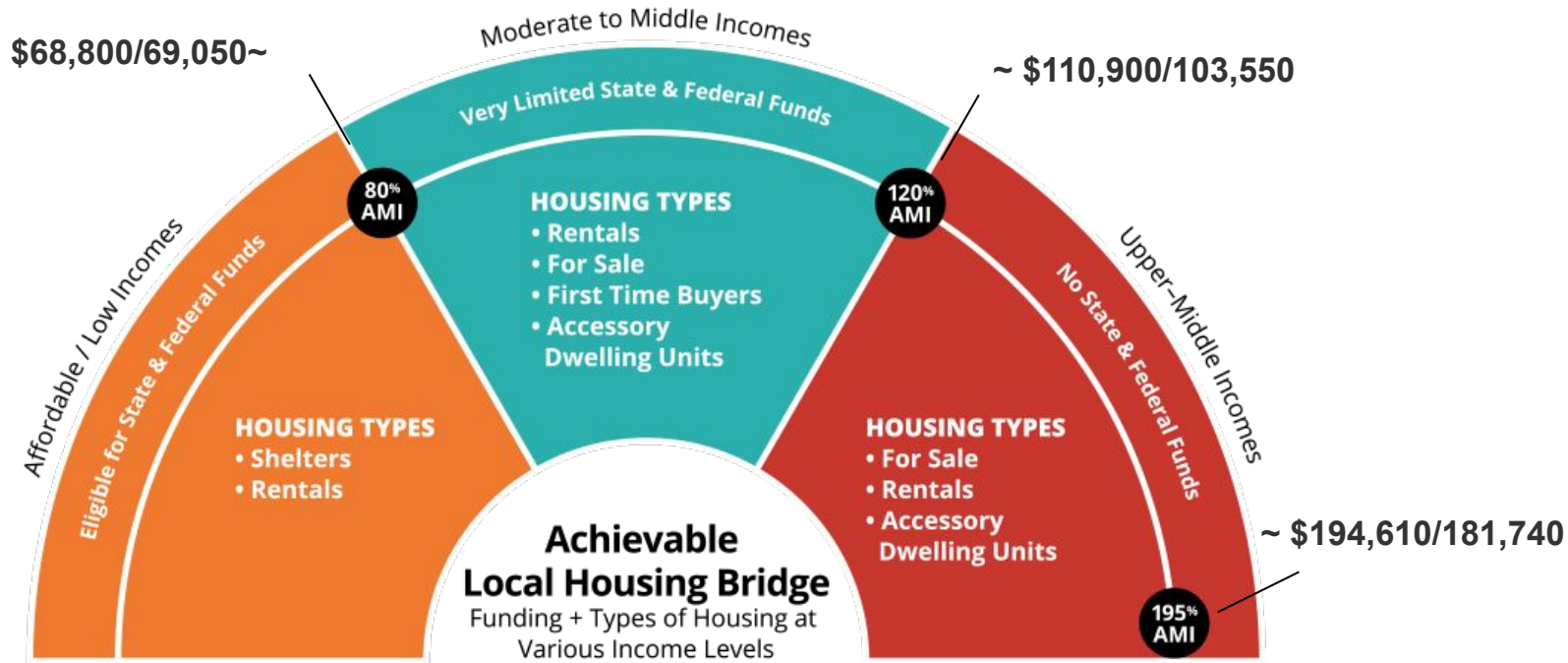
TAHOE TRUCKEE
COMMUNITY FOUNDATION

MOUNTAIN HOUSING COUNCIL PARTNERS

Community Collaborative of Tahoe Truckee
Contractors Association of Truckee Tahoe
Donner Summit Association
Martis Fund
Mountain Area Preservation
Nevada County
North Lake Tahoe Resort Association
North Tahoe Public Utility District
Olympic Valley Public Service District
Placer County
Sierra Business Council
Sierra Community House
Squaw Valley | Alpine Meadows
Sugar Bowl Resort

Tahoe City Public Utility District
Tahoe Donner Association
Tahoe Prosperity Center
Tahoe Regional Planning Agency
Tahoe Sierra Board of Realtors
Tahoe Truckee Community Foundation
Town of Truckee
Truckee Chamber | Truckee Tomorrow
Truckee Downtown Merchants Association
Truckee North Tahoe Transportation
Management Association
Truckee Tahoe Airport District
Truckee Tahoe Workforce Housing Agency
Vail Resorts/Northstar California
Visit Truckee-Tahoe

OUR CHARGE



MHC is working to accelerate solutions for Achievable Local Housing in the North Tahoe Truckee region. Our Area Median Income (AMI) reflect a range between Nevada County and Placer County, based on a 4-person household.

-The California Department of Housing and Community Development (HCD)

Welcome Tara!

After attending UC Berkeley and Lewis & Clark Law School, Tara worked in environmental and animal/wildlife protection nonprofits throughout the Bay Area, Truckee, and DC for 17 years. During this time, she also assisted clients with a variety of housing-related legal issues, including foreclosure defense, Homeowners' Association disputes, eviction moratoriums, contract disputes, landlord-tenant matters, and more. After growing up in the Bay Area and spending summers in Tahoe Donner, she and her family now live in Truckee, where she also volunteers with animal shelters.



TARA ZUARDO

**Project Director, Mountain
Housing Council**

AGENDA

8:00-8:05 am Welcome

8:05-8:25 am Community Impact Storytelling

8:25-9:00 am MHC Updates

*Statewide Policy Working Group ~ Steve Frisch and Brittany Benesi
Housing Funders Network/Dealmakers ~ Heidi Volkhardt Allstead
Support Housing Homelessness Working Group ~ Alison Schwedner*

9:00-9:50 am Regional Housing Implementation Plan Update

9:50-10:00 am Break

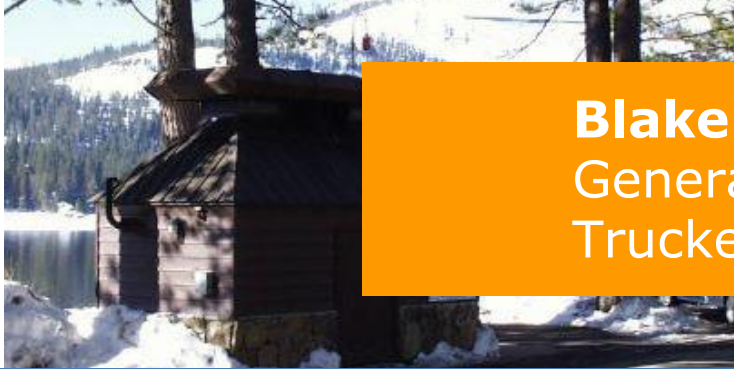
10:00-10:10 am Adoption of *Achievable Local Housing* Definition

10:10-10:50 am Partner Updates

10:50-11:00 am Public Comment

11:00 am Close

STORIES FROM THE COMMUNITY



Blake Tresan
General Manager
Truckee Sanitary District



Greg Ehlers
Chief Operating Officer
Boxabl



Truckee Sanitary District

Setting Residential Sewer Connection Fees

Blake Tresan, PE
General Manager/Chief Engineer
btresan@truckeesan.org

Truckee Sanitary District

- Wastewater Collection for greater Truckee area
- Formed in 1906
- Service to 16,000 customers
- Growth has averaged 2% per year
- Operating Revenues come from Annual User Fees & Property Taxes
- Capacity Expanding Capital Projects funded from Connection Fees
 - “Growth pays for Growth”

TSD Connection Fees

- Connection Fees: One time charge at time of connection, restricted for capacity-related capital infrastructure projects
- Current Flat Fee of \$750 per Equivalent Dwelling Unit (EDU) set in 1983
- 2019 - Performed Hydraulic Model to determine Capacity needs
 - \$20 Million in capacity-related improvements required for Buildout
 - 12,000 potential future EDUs at buildout (EDU = 230 gal/day)
- 2020 - Retained Consultant to Assess Adequacy of Connection Fee
 - Increase Connection Fee to \$1,440 per EDU

TSD Connection Fees

- Commercial Fees
 - Set at flow ratio of an EDU (i.e, one restaurant seat = 7% of an EDU or 16 gpd)
- Residential Rates
 - Option 1 – Flat Rate of \$1,440 per unit (“A house is a house is a house”)
 - Option 2 – Tiered Rate
 - Single-Family Units – 100%
 - Multi-Family Units – 80%
 - Option 3 – Scalable Rate based on size of unit

TSD Connection Fee

- Public Comments from
 - Mountain Housing Council
 - Contractors Association of Tahoe Truckee
 - Truckee Railyard Developer
 - Truckee Co-Housing Developer

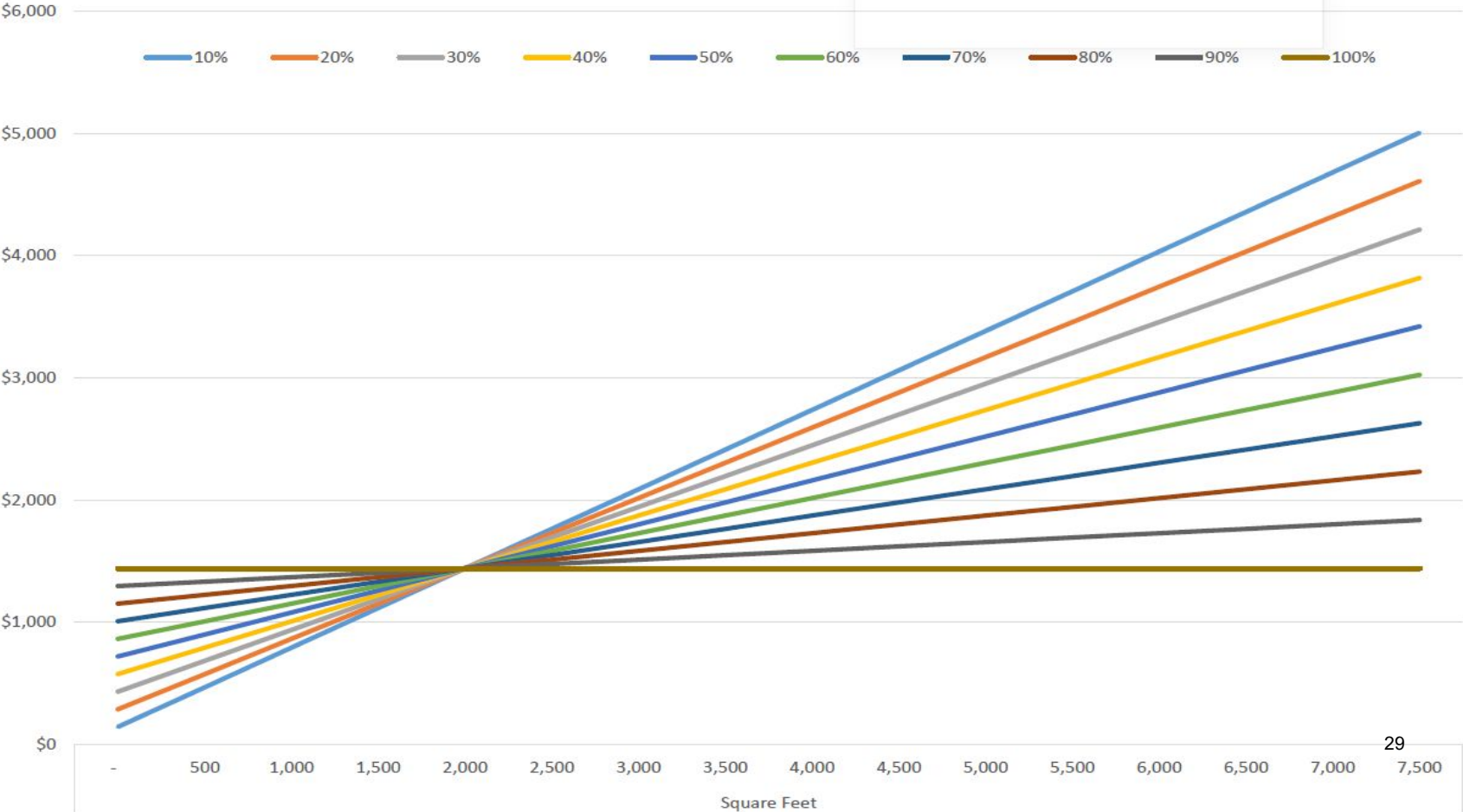
Scalable Residential Rate

- Finding the nexus between size of structure and peak flow
- Complicated by occupancy patterns in a second home community
- Pure scalable isn't equitable
 - Does a 6,000 square foot home produce 6X of a 1,000 square foot unit?
- Base Fee + Scalable

Residential Units



Truckee Sanitary District Scalable Connection Fee Discussion



TSD Connection Fee

- Board Deliberation
- 80% Base Fee + 20% Variable
- \$1,160 + \$0.14 per square foot
- Escalate costs annual by increase in construction costs
- Review connection fee every 5 to 10 years to account for changes in land use, flow characteristics, and construction costs



MHC Updates



SIERRA

////////////////////
BUSINESS COUNCIL

Mountain Housing Council Policy Working Group Update

Steve Frisch & Brittany Benesi

April 23rd, 2021

HOUSEKEEPING: POLICY WORKING GROUP

- Next Working Group Meeting: Monday!
- Meetings Schedule
 - Last Monday of month: January - May
 - Every other month/as needed: June - December
- MHC Policy Platform Adopted
- Legislative Tracking

ADVOCACY WORKING GROUP POLICY PLATFORM

- Process
 - Principles + Platform
 - Collaboration
 - Opt-Out Strategy
- Objectives Include:
 - Building Identity & Influence
 - Solution to the Eviction Crisis
 - Increased Funding for Housing
 - Removing Policy Barriers
- Key Principles Include:
 - Affordability
 - Equity & Access
 - Variety
 - Services
 - Retention
 - Rational Permitting
- ❖ Key Partnerships

KEY POLICY UPDATES

- MHC Legislative Tracking Sheet
 - Updated weekly
- Development in High Hazard Severity Zones
 - SB 55 (Stern) update
 - SB 12 (McGuire) - Safety Element Updates
 - AB 1295 (Muratsuchi) - limits on local government residential agreements
- Extended CEQA Exemption
 - The Jobs and Economic Improvement Leadership Act of 2021

KEY POLICY UPDATES P.2

- Proposed Opportunities for Density Increase
 - AB 571 (Mayes) - Housing Impact Fees
 - SB 10 (Wiener) - Increased Density Zoning
- SB 5 (Atkins)
 - \$6.5 Billion 2022 Affordable Housing Bond
- AB 15 (Chiu) - Eviction Moratorium Extension Update
 - Urgency clause; joint hearing

Developer Funding Request Form

Please fill out the following form in order to provide us with information about your project and to be considered for funding. Please also note that this information will be stored securely and kept confidential within the confines of the Mountain Housing Council.

Developer Name *

Company Name *

Company Website

Company Address

Email *

Phone

For-Profit
 Non-Profit

Project Title *

Project Description *

Have you received entitlements? *

Yes
 No

Project Status *

Concept/Pre-Application

Project Timeline Start Date

Approximate as necessary:

Project Timeline End Date

Approximate as necessary:

Have you had a pre-development meeting with your local jurisdiction? *

Yes
 No

Site Status *

Local Jurisdiction

Identified

Placer County

Information on Site Address *

Street Address
 APN

Upload Map of Site (if applicable)

PDF Only

Choose File No file chosen

Estimated Number of Acres

Residential Buildings

Housing Funders Network & Dealmakers Update

Heidi Volkhardt Allstead
Martis Fund

WHO WE ARE

Convene **Local funders and resource partners that play a role in financially supporting local achievable housing projects**, align resources and processes, and seek additional funding from outside agencies and donors to grow resources.

Team Members:

Emily Setzer, Placer County

Shawna Purvines, Placer County

Emily Vitas, Truckee Tahoe Workforce Housing Agency

Heidi Volkhardt Allstead, Martis Fund

Tom Murphy, Martis Fund

Jen Callaway, Town of Truckee

Stacy Caldwell, Tahoe Truckee Community Foundation

RESOURCES: DEVELOPER FUNDING REQUEST FORM

Funding Request

One Point of Entry

Collaborate Regional
Funding

Leverage New Dollars

Data Collection &
Gathering Feedback on
Challenges

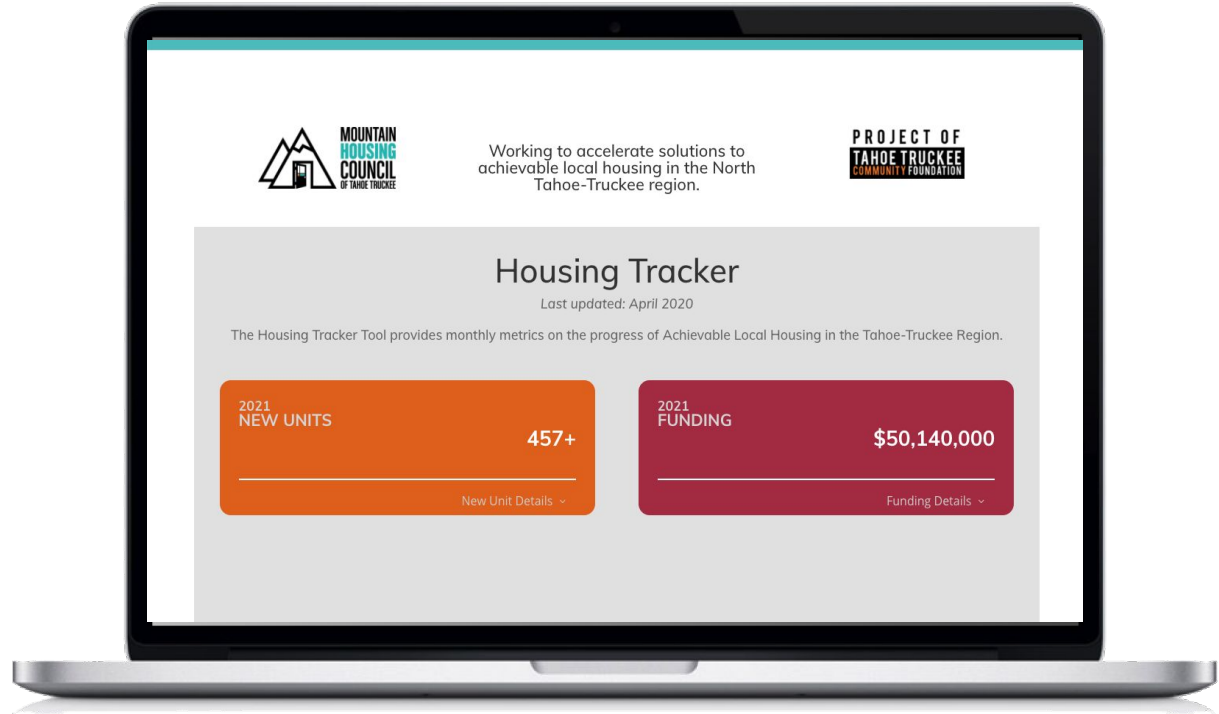
Developer Funding Request Form

Please fill out the following form in order to provide us with information about your project and to be considered for funding. Please also note that this information will be stored securely and kept confidential within the confines of the Mountain Housing Council.

Developer Name *	Company Name *
<input type="text"/>	<input type="text"/>
Company Website	Company Address
<input type="text"/>	<input type="text"/>
Email *	Phone
<input type="text"/>	<input type="text"/>
<input type="checkbox"/> For-Profit <input type="checkbox"/> Non-Profit	
Project Title *	
<input type="text"/>	
Project Description *	
<input type="text"/>	
Have you received entitlements? *	
<input type="checkbox"/> Yes <input type="checkbox"/> No	
Project Status *	
<input type="text" value="Concept/Pre-Application"/>	
Project Timeline Start Date	Project Timeline End Date
<small>Approximate as necessary.</small>	<small>Approximate as necessary.</small>
<input type="text"/>	<input type="text"/>
Have you had a pre-development meeting with your local jurisdiction? *	
<input type="checkbox"/> Yes <input type="checkbox"/> No	
Site Status *	Local Jurisdiction
<input type="text" value="Identified"/>	<input type="text" value="Placer County"/>
Information on Site Address *	
<input type="checkbox"/> Street Address <input type="checkbox"/> APN	
Upload Map of Site (if applicable)	
PDF Only	
<input type="button" value="Choose File"/> No file chosen	
Estimated Number of Acres	Residential Buildings
<input type="text"/>	<input type="text"/>

RESOURCES: HOUSING TRACKER

Provides updates on important housing projects in region & progress on overall achievable housing goals



RESOURCES: DEALMAKER MEETING

Convene local small-medium-to-large developers, contractors, and investors in the region to work towards solutions on our complex housing challenges.

The Challenge:

How can we create more achievable housing for all?

Key Takeaways

We have to create certainty in terms of timeline and expectations for developers. This is critical. The development approval process can't be subjective. It can't change after approval.

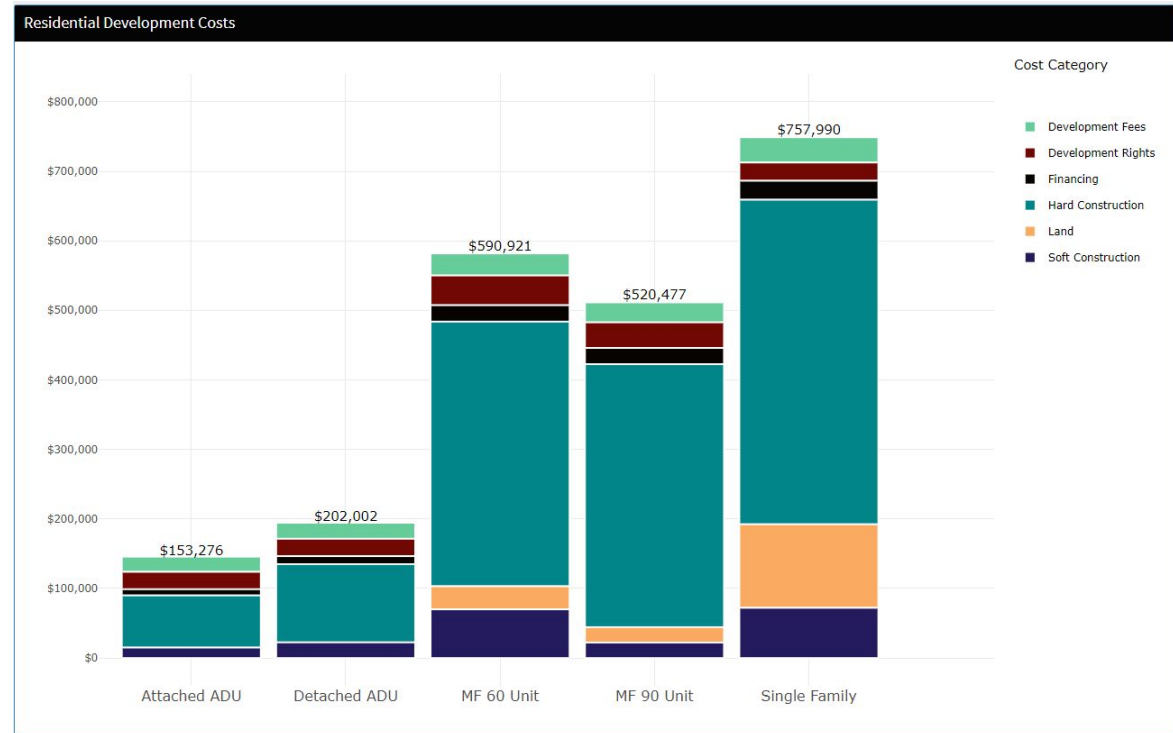
As a region, we need many tools in our toolkit.

Fees remain a barrier

RESOURCES: HOUSING COST ANALYSIS TOOL

The MHC is in the process of looking at various costs and incentives needed to build development on the North Shore and in Truckee.

Host on MHC's website

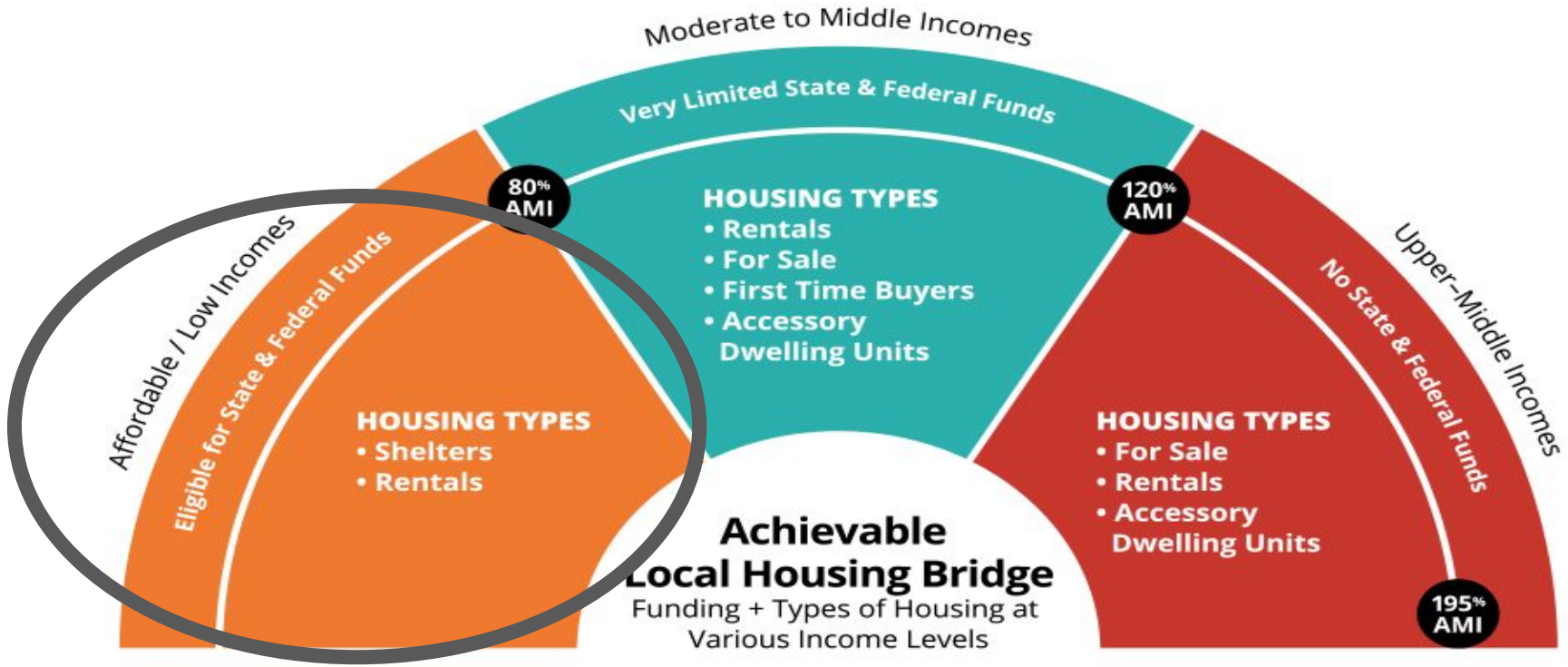




Homelessness Working Group Update

Alison Schwedner

*Community Collaborative
of Tahoe Truckee*



THE HOMELESSNESS WORKING GROUP IS RESPONSIBLE FOR THE FOLLOWING MAJOR DUTIES FOR THE REGION:

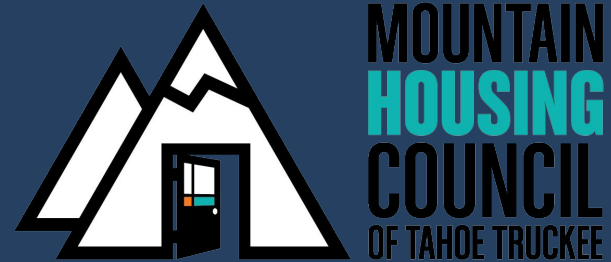
- **Convene** partners once per month, with agendas, minutes, and materials, to address homelessness issues. These materials shall be distributed prior to each meeting
- **Work collaboratively** to end homelessness and improve policies surrounding securing permanent short- and long-term housing, streamlining services, and obtaining additional financial resources for homeless individuals
- **Build capacity and sustainability** for strategies surrounding homelessness
- **Embed homelessness efforts into broader housing solutions** under MHC and lean on MHC structural support

THE HOMELESSNESS WORKING GROUP IS RESPONSIBLE FOR THE FOLLOWING MAJOR DUTIES FOR THE REGION(CONT'D)

- **Leverage community engagement** and educating community on homelessness issues, in part by coordinating a clear data source
- Work together to create a **continuum of services** that meet the needs of each homeless individual or family
- **Assist** those experiencing and/or at risk of experiencing homelessness with housing application process

ACHIEVABLE HOUSING FOR ALL

Truckee Tahoe Community
Foundation/Mountain Housing
Council



AGENDA

- 1. AHA Process**
- 2. Opportunity Site Selection**
- 3. Community Workforce Housing Survey Results Update and Final Push**
- 4. Housing Needs Data Refresh Preliminary Data**
- 5. Q & A**

ACHIEVABLE HOUSING FOR ALL (AHA)

Objective

- Illuminate and demonstrate a process that results in achievable, community housing

Result

- Use the AHA process as a roadmap for MHC's "**Housing Hub**"

The "**Housing Hub**" will act as an ally, providing technical assistance and problem solving for site owners building workforce housing and community outreach to bring community input into the design process earlier and ensure that the community's needs are met

ACHIEVABLE HOUSING FOR ALL (AHA)

- **A process to build “readiness”**
- **A replicable template**
- **A stamp of approval**



AHA PROCESS - 3 SITES

3 “ready” sites under review to be selected based on criteria

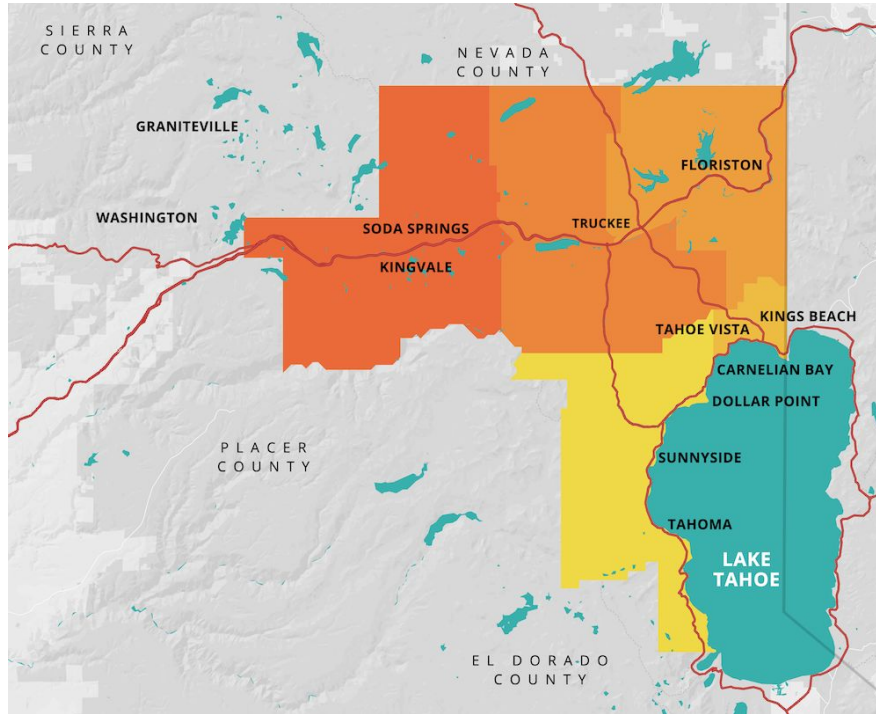
- jurisdictional awareness/readiness
- developer interest
- infrastructure availability
- environmental considerations

Site diversity

- 1 site from each jurisdiction
- A mix of ownership (private vs. public)
- A mix of development challenges (infill, land assembly, environmental, etc.)



AHA PROCESS - 3 SITES



What the sites ARE:

- Pilot sites to beta test the AHA process and create a template to engage the readiness triangle
- A foundation for the next decade of housing work

What the sites ARE NOT:

- A guarantee that housing will be built
- A guarantee for funding

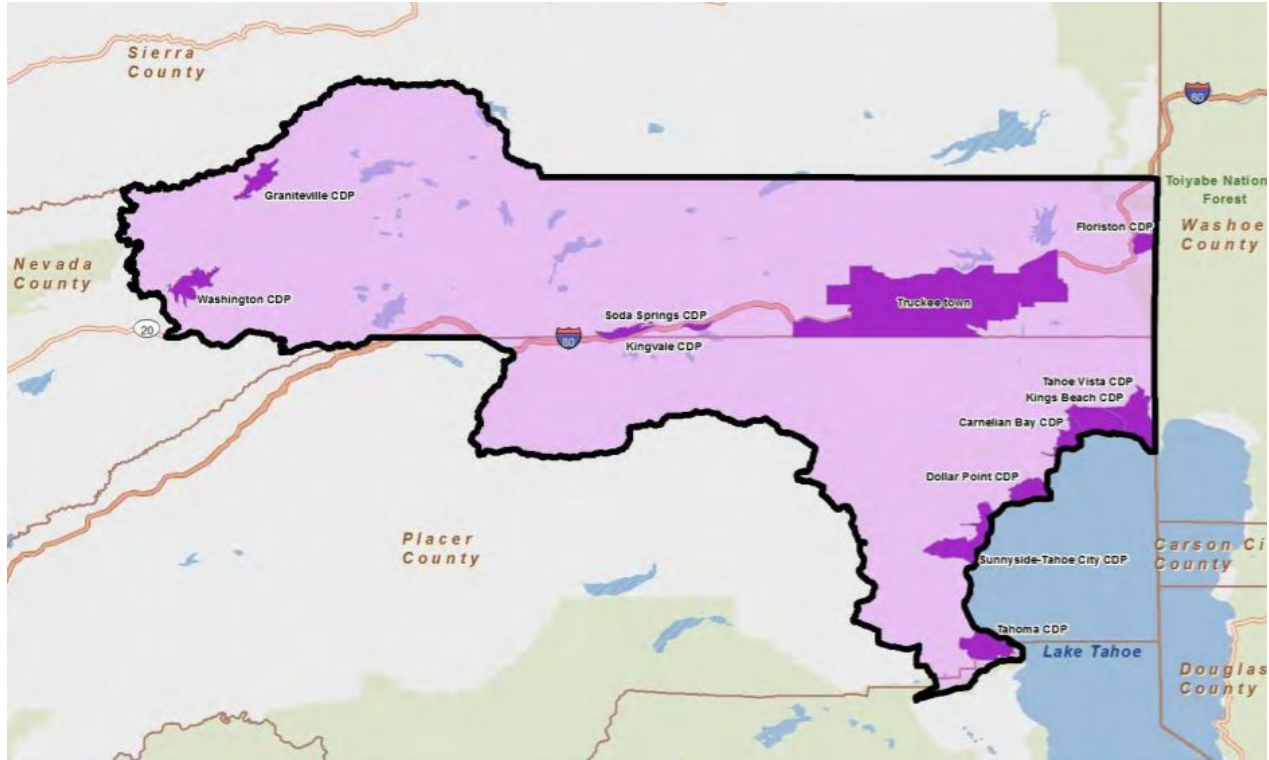
COMMUNITY WORKFORCE HOUSING SURVEY

- **Employer/Employee Surveys**
- **Response Update**
- **Survey Promotion Strategy**
 - **MHC Partner Role**
 - Outreach Materials

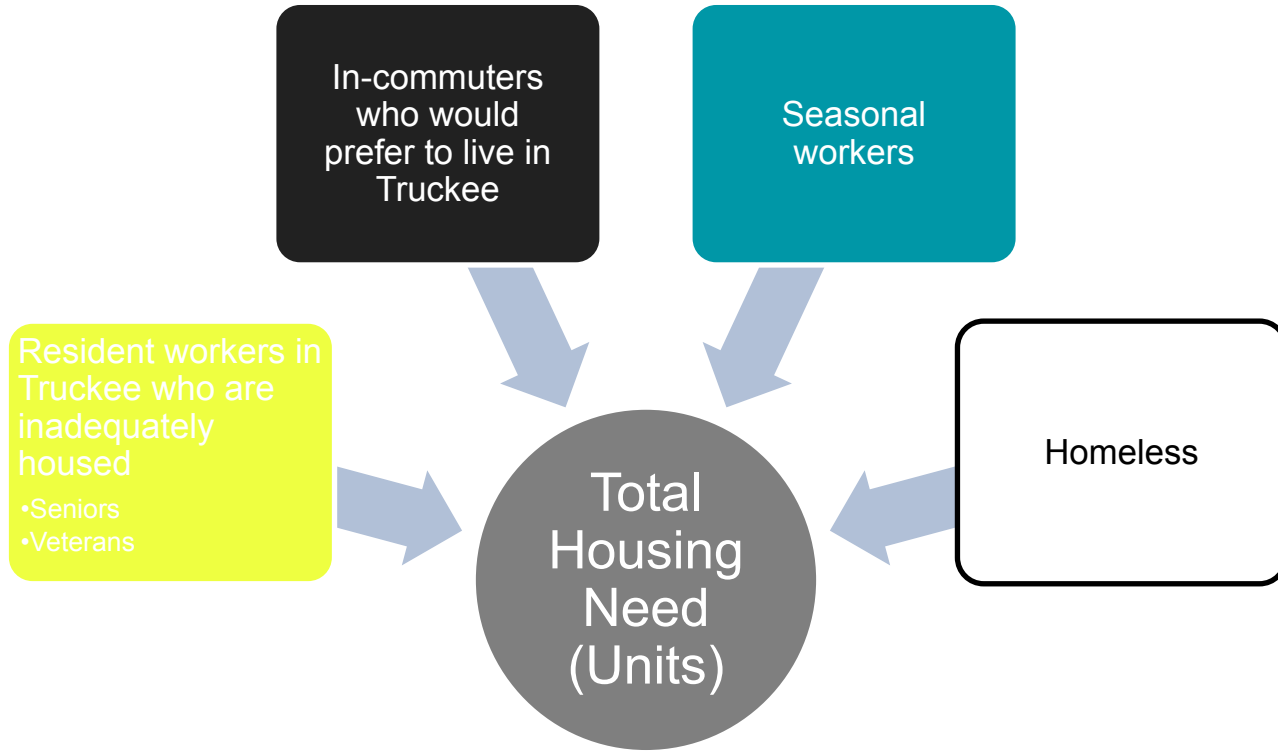


HOUSING NEEDS ANALYSIS

PRELIMINARY HOUSING NEEDS ASSESSMENT FINDINGS



PRELIMINARY HOUSING NEEDS RESULTS - COHORTS



COHORT STATUS UPDATES

Resident Workers

- Housing needs estimates completed using public sources

In-Commuters

- Total demand estimated using public sources; housing need to be determined based on survey (see slide 4)

Seasonal Workers

- Total demand and housing needs estimates to be validated by survey

Homeless

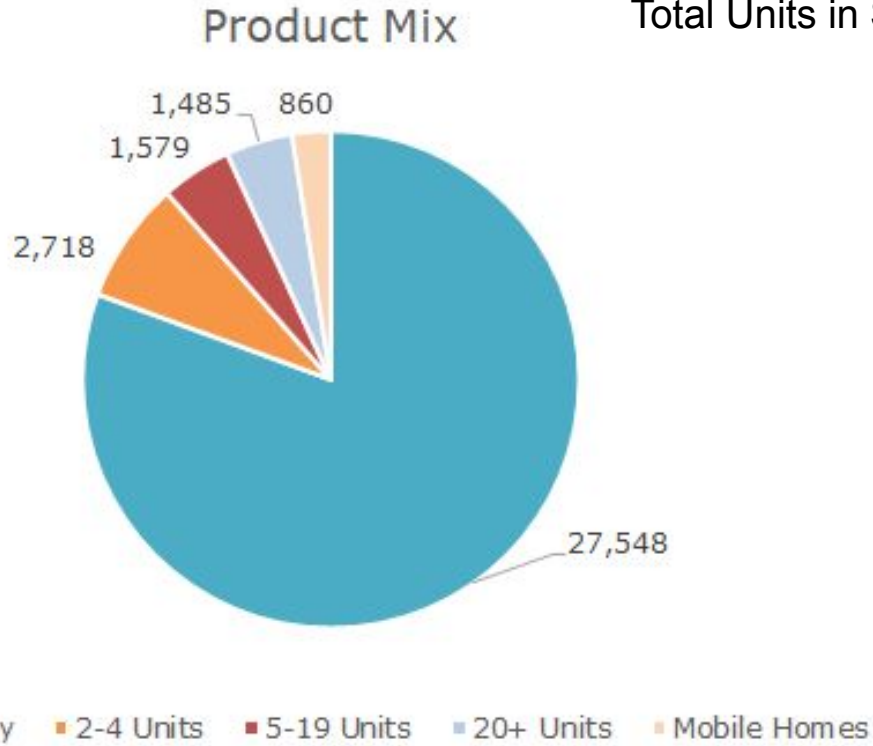
- HUD Point-in-Time Count (2020) determined there are 44 homeless (all individuals, no families) in the Study Area

Sub-cohorts

- Veterans
- Seniors
- Estimates pending

HOUSING INVENTORY OVERVIEW (TOTAL)

Total Units in Study Area: **34,191**

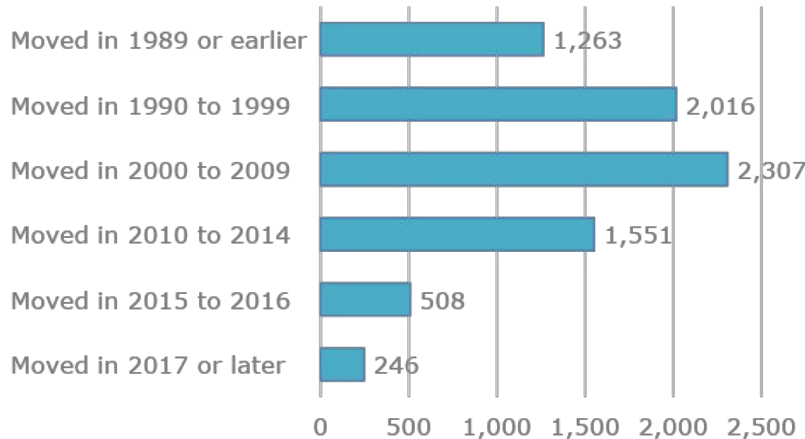


Sources: ESRI; US Census American Community Survey 2018; EPS

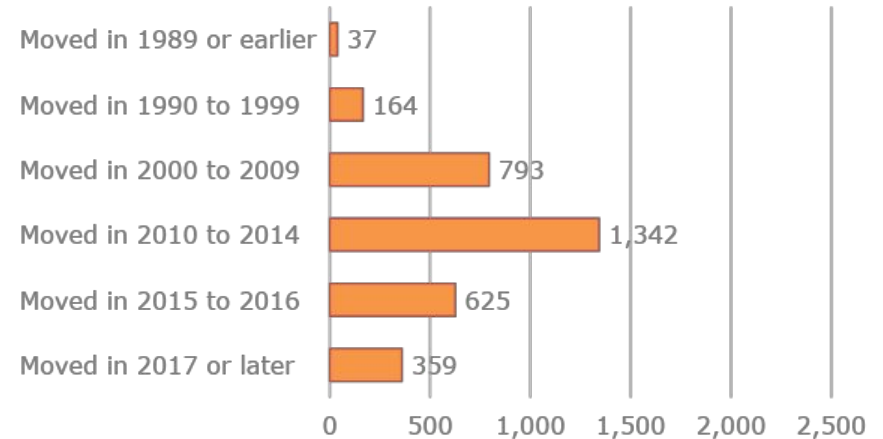
HOUSING INVENTORY OVERVIEW (OCCUPIED)

Total Households in Study Area: **11,211**

Owner Occupied Length of Tenure (Households)



Renter Occupied Length of Tenure (Households)



Sources: ESRI; US Census American Community Survey 2018; EPS

RESIDENT WORKERS – DEFINING NEED

Income Category	Overburdened, Overcrowded, and/or Underhoused
Income by Housing Problems (Owners and Renters)	
Household Income \leq 30% HAMFI	84.19%
Household Income $>30\%$ to $\leq 60\%$ HAMFI	72.47%
Household Income $>60\%$ to $\leq 80\%$ HAMFI	55.95%
Household Income $>80\%$ to $\leq 120\%$ HAMFI	51.04%
Household Income $>100\%$ HAMFI	19.16%

Source: HUD CHAS 2017

HAMFI: HUD Area Median Family Income

RESIDENT WORKERS CURRENT NEED (REGION)

Percent of AMI	Studio	1-Bedroom	2-Bedroom	3+ Bedrooms	Total Units
Up to 30%	265	127	101	9	502
Between 30% and 60%	343	315	197	18	872
Between 60% and 80%	135	225	146	13	519
Between 80% and 120%	240	505	399	43	1,188
Between 120% and 160%	134	310	289	31	764
Between 160% and 195%	52	195	206	21	474
Between 195% and 245%	35	187	133	18	373
Total	1,204	1,865	1,471	153	4,693

** Assumes households will occupy smallest unit without triggering overcrowding.*

RESIDENT WORKERS CURRENT NEED (BY SUB-REGION)

Truckee

Percent of AMI	Studio	1-Bedroom	2-Bedroom	3+ Bedrooms	Total Units
Up to 30%	139	67	53	5	264
Between 30% and 60%	180	166	103	9	459
Between 60% and 80%	71	118	77	7	273
Between 80% and 120%	126	266	210	23	625
Between 120% and 160%	71	163	152	17	402
Between 160% and 195%	27	103	108	11	249
Between 195% and 245%	19	98	70	9	196
Total	633	981	774	80	2,469

East Placer County

Percent of AMI	Studio	1-Bedroom	2-Bedroom	3+ Bedrooms	Total Units
Up to 30%	104	50	40	3	198
Between 30% and 60%	135	124	77	7	343
Between 60% and 80%	53	89	57	5	204
Between 80% and 120%	95	199	157	17	467
Between 120% and 160%	53	122	114	12	301
Between 160% and 195%	20	77	81	8	187
Between 195% and 245%	14	73	52	7	147
Total	474	734	579	60	1,847

** Assumes households will occupy smallest unit without triggering overcrowding.*

RESIDENT WORKERS PROJECTED 2025 NEED (REGION)

Percent of AMI	Studio	1-Bedroom	2-Bedroom	3+ Bedrooms	Total
Up to 30%	276	133	106	9	524
Between 30% and 60%	357	329	205	18	910
Between 60% and 80%	141	235	152	14	542
Between 80% and 120%	251	527	417	45	1,240
Between 120% and 160%	140	324	301	33	797
Between 160% and 195%	54	204	215	22	495
Between 195% and 245%	37	195	139	19	389
Total	1,256	1,946	1,535	159	4,896

- Reflects current proportion of worker households that are cost burdened, overcrowded, or underhoused. Assumes a 4.3% total increase in jobs, based on CA EDD projections.

RESIDENT WORKERS PROJECTED 2025 NEED (SUB-REGION)

Truckee

East Placer County

Percent of AMI	Studio	1-Bedroom	2-Bedroom	3+ Bedrooms	Total
Up to 30%	145	70	56	5	276
Between 30% and 60%	188	173	108	10	479
Between 60% and 80%	74	123	80	7	285
Between 80% and 120%	132	277	219	23	652
Between 120% and 160%	74	170	158	17	420
Between 160% and 195%	28	107	113	12	260
Between 195% and 245%	19	102	73	10	205
Total	661	1,024	808	84	2,576

Percent of AMI	Studio	1-Bedroom	2-Bedroom	3+ Bedrooms	Total
Up to 30%	109	52	42	4	206
Between 30% and 60%	141	129	81	7	358
Between 60% and 80%	55	92	60	6	213
Between 80% and 120%	99	208	164	18	488
Between 120% and 160%	55	127	118	13	314
Between 160% and 195%	21	80	85	9	195
Between 195% and 245%	15	77	55	7	153
Total	494	766	604	63	1,927

- Reflects current proportion of worker households that are cost burdened, overcrowded, or underhoused. Assumes a 4.3% total increase in jobs, based on CA EDD projections.

HOUSING NEEDS ESTIMATES: VETERANS AND SENIORS

Veterans

Percent of AMI	Studio	1-Bedroom	2-Bedroom	3+ Bedrooms	Total
Up to 30%	24	11	9	1	45
Between 30% and 60%	30	28	17	2	77
Between 60% and 80%	12	20	13	1	46
Between 80% and 120%	21	45	35	4	106
Between 120% and 160%	12	28	26	3	68
Between 160% and 195%	5	17	18	2	42
Between 195% and 245%	3	17	12	2	33
Total	107	166	131	14	417

Seniors

Percent of AMI	Studio	1-Bedroom	2-Bedroom	3+ Bedrooms	Total
Up to 30%	56	27	21	2	106
Between 30% and 60%	72	66	41	4	184
Between 60% and 80%	28	47	31	3	109
Between 80% and 120%	51	107	84	9	250
Between 120% and 160%	28	65	61	7	161
Between 160% and 195%	11	41	43	4	100
Between 195% and 245%	7	39	28	4	79
Total	254	393	310	32	989

- Based on number of working veterans and seniors residing in the Study Area

IN-COMMUTER POTENTIAL CURRENT NEED

- Will be based on forthcoming survey results
- On survey, In-Commuter respondents will indicate whether they would move into Study Area should adequate housing become available
- In the 2016 survey, about 85% of In-Commuters said that they would relocate

Total In-Commuter Jobs	8,936
Total In-Commuter Households @ 1.3 workers per HH	6,928

In-Commuter Need @ 50%	3,464
In-Commuter Need @ 60%	4,157
In-Commuter Need @ 70%	4,850
In-Commuter Need @ 80%	5,542
In-Commuter Need @ 90%	6,235

** Percentage indicates possible proportion of in-commuter respondents stating they would relocate to Study Area if adequate housing became available*

7a. Land Mapping Exercise

Meeting Date: May 19, 2021
 Prepared By: Emily Vitas, Executive Director
 Agenda Item: Discuss Land Mapping 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 an opportunity 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 have been asked to provide feedback on the sites that are under their agency’s purview, and the criteria that is currently being used.

Existing criteria being used by Mr. Jack (criteria used in the original exercise in 2018):

Acreeage	School proximity (.5 mi)	Opportunity area
Zoning	Library proximity (.5 mi)	Hazardous waste and substance report
Developed	Transit proximity (.5 mi)	Leaking underground storage tanks
Jurisdiction	Slope range %	Waterboard violations
Grocery proximity (.5 mi)	Slope mean %	
Pharmacy proximity (.5 mi)	Within floodplain	

Additional criteria to consider, based on member agency feedback:

Community support / opposition	Zoning
Development impact / risk	Parcel size (remove parcels below a certain acreage)
Partnership / funding opportunities	Environmental impact (GHG, transit)
Access: ingress/egress	

Updates to the existing opportunity site matrix, per member agency request:

Remove pharmacy, library	Consider removal (or expansion of proximity) of school, grocery
Add TTUSD’s Alder Creek site	Parcel removal, based on member agency knowledge of land (highlighted in yellow in the attached matrix)

Staff recommendation is to pursue the following as next steps:

- Consider/rank additional criteria
- Narrow the existing opportunity site list using criteria and requested updates
- Present revised matrix, with final sites, rated based on criteria, at the June board meeting
- Once approved, move forward with further analysis of final parcels (5 or less)

ATTACHMENTS:

Opportunity Site Matrix & Member Agency Site Maps

AGENCY	MAP REFERENCE (INDIVIDUAL AGENCY MAPS)	DEVELOPMENT OPPORTUNITY	APN	STREET ADDRESS	ACREAGE (>5 = green)	ZONING (multi-family = green)	DEVELOPED	JURISDICTION	GROCERY_0.5MI	PHARMACY_0.5 MI	SCHOOL_0.5MI	LIBRARY_0.5MI	TRANSITSTOP_0 .5MI	SLOPE_RANGE_ %	SLOPE_MEAN%	WITHIN FLOODPLAIN	OPPORTUNITY AREA (HIGHEST = GREEN)	HAZARDOUS WASTE AND SUBSTANCE REPORTS	LEAKING UNDERGROUND STORAGE TANKS	WATERBOARD VIOLATIONS
TDPUD	9	YES	19-620-034-000	UNKNOWN ADDRESS	4.81	RR-X	NO	TOWN OF TRUCKEE	YES	-	-	-	YES	11	6	NO	HIGH RESOURCE	No Active Reports	No Open Cases	No Cleanup Orders Listed
TDPUD	1	YES - STEEP SLOPES	19-400-028-000	PIONEER	73.02	M, RS-0.50	NO-UTILITY	TOWN OF TRUCKEE	-	YES	-	-	YES	140	30	NO	HIGH RESOURCE	No Active Reports	No Open Cases	No Cleanup Orders Listed
TDPUD	5	YES - STEEP SLOPES	19-300-017-000	N/A	6.74	PF	NO	TOWN OF TRUCKEE	-	-	-	-	YES	103	33	NO	HIGH RESOURCE	No Active Reports	No Open Cases	No Cleanup Orders Listed
TFHD	3	YES	019-460-042-000	10161 LEVON AVENUE	5.52	RM-18	NO	TOWN OF TRUCKEE	YES	YES	-	YES	YES	67	11	NO	HIGH RESOURCE	No Active Reports	No Open Cases	No Cleanup Orders Listed
TFHD	1	YES - SLOPE RESTRICTIONS	018-570-058-000	11046 DONNER PASS ROAD	11.21	CG, RS-0.5	YES	TOWN OF TRUCKEE	YES	YES	-	YES	YES	97	28	NO	HIGH RESOURCE	No Active Reports	No Open Cases	No Cleanup Orders Listed
TFHD	4	YES - SLOPE RESTRICTIONS	019-460-022-000	10850 DONNER PASS ROAD	3	CG	NO	TOWN OF TRUCKEE	YES	YES	-	YES	YES	61	23	NO	HIGH RESOURCE	No Active Reports	No Open Cases	No Cleanup Orders Listed
TTUSD	8	YES	112-010-004-000	DONNER ROAD	10.3186	RECREATION	YES	PLACER COUNTY	-	-	-	-	YES	57	11	NO	HIGHEST RESOURCE	No Active Reports	No Open Cases	No Cleanup Orders Listed
TTUSD	16	YES	084-010-055-000	UNINCORPORATED	2.0372*	RESIDENTIAL	YES	PLACER COUNTY	-	-	-	-	YES	24	7	NO	INSUFFICIENT DATA	No Active Reports	No Open Cases	No Cleanup Orders Listed
TTUSD	24	YES	084-010-039-000	TIMBERLAND	1.4486*	RESIDENTIAL	YES	PLACER COUNTY	-	-	-	-	YES	16	5	NO	INSUFFICIENT DATA	No Active Reports	No Open Cases	No Cleanup Orders Listed
TTAD	17*	YES	019-620-037-000	UNKNOWN ADDRESS	24.88	PF	YES	TOWN OF TRUCKEE	YES	-	-	-	YES	45	4	NO	HIGHEST RESOURCES	No Active Reports	No Open Cases	No Cleanup Orders Listed
TTAD	25	YES	019-440-069-000	UNKNOWN ADDRESS	6.14	C2	NO	NEVADA COUNTY	YES	-	-	-	YES	39	7	NO	HIGH RESOURCES	No Active Reports	No Open Cases	No Cleanup Orders Listed
TTAD	20	YES	019-450-059-000	UNKNOWN ADDRESS	18	RS-2.0	NO	TOWN OF TRUCKEE	-	-	-	-	YES	143	11	NO	HIGH RESOURCES	No Active Reports	No Open Cases	No Cleanup Orders Listed
TTAD	14	YES	080-270-044-000	NO ADDRESS ON FILE	28.4	O-AO	NO	PLACER COUNTY	-	-	-	-	YES	52	5	NO	INSUFFICIENT DATA	No Active Reports	No Open Cases	No Cleanup Orders Listed
TDPUD	13	YES - STEEP SLOPES	18-590-010-000	11330 ROCKY LANE	2.49	RS-2.0	NO	TOWN OF TRUCKEE	YES	YES	YES	YES	YES	71	32	NO	HIGH RESOURCE	No Active Reports	No Open Cases	No Cleanup Orders Listed
TDPUD	31	YES	18-500-005-000	12324 RICHARDS BOULEVARD	0.58	RS-X	NO	TOWN OF TRUCKEE	-	-	YES	-	YES	76	28	NO	HIGH RESOURCE	No Active Reports	No Open Cases	No Cleanup Orders Listed
TDPUD	42	YES	17-480-002-000	15434 CEDAR POINT DRIVE	0.34	RS-X	NO	TOWN OF TRUCKEE	-	-	-	-	YES	58	24	NO	HIGH RESOURCE	No Active Reports	No Open Cases	No Cleanup Orders Listed
TDPUD	43	YES	45-750-013-000	13050 HANSEL AVENUE	0.33	RS-X	NO	TOWN OF TRUCKEE	-	-	-	-	-	26	8	NO	HIGH RESOURCE	No Active Reports	No Open Cases	No Cleanup Orders Listed
TFHD	6	YES	019-460-030-000	10167 LEVON AVENUE	0.69	CN	NO	TOWN OF TRUCKEE	YES	YES	-	YES	YES	30	11	NO	HIGH RESOURCE	No Active Reports	No Open Cases	No Cleanup Orders Listed
TFHD	7	YES	019-460-029-000	10175 LEVON AVENUE	0.67	CN	YES	TOWN OF TRUCKEE	YES	YES	-	YES	YES	75	12	NO	HIGH RESOURCE	No Active Reports	No Open Cases	No Cleanup Orders Listed

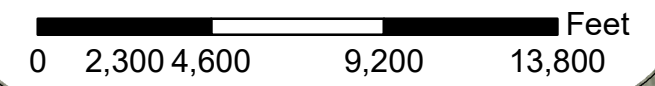
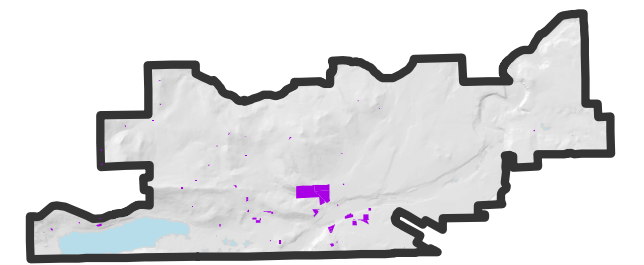
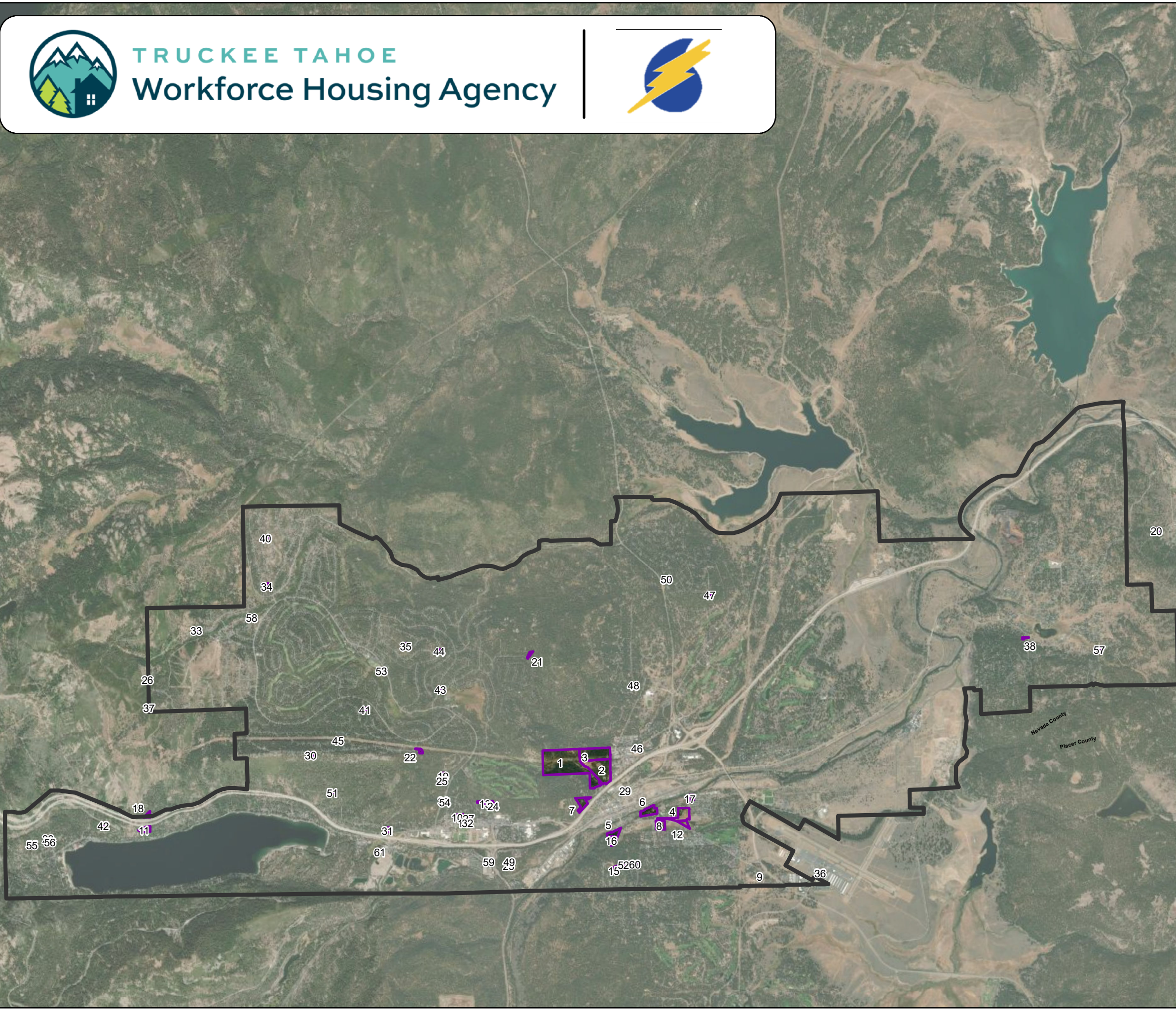


TRUCKEE TAHOE
Workforce Housing Agency



**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			





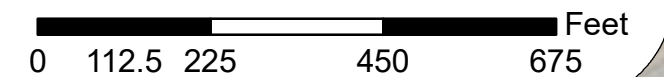
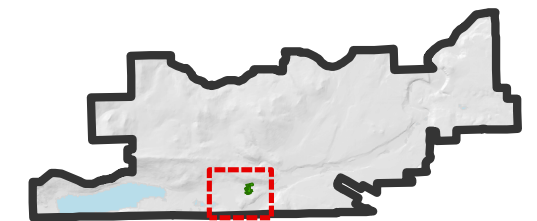
TRUCKEE TAHOE
Workforce Housing Agency



TAHOE
FOREST
HEALTH
SYSTEM

**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>

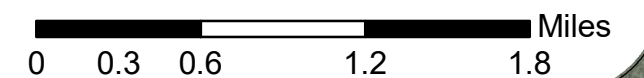
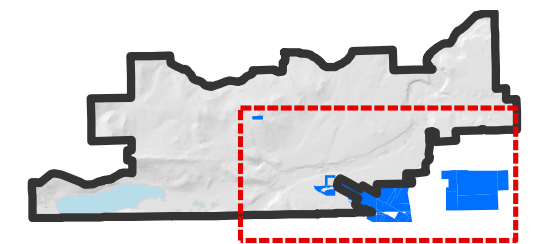


TRUCKEE TAHOE
Workforce Housing Agency



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





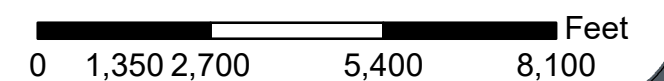
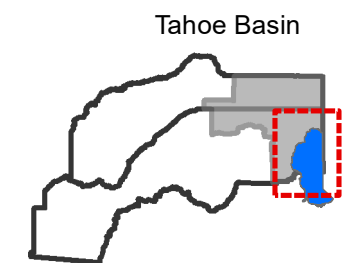
TRUCKEE TAHOE
Workforce Housing Agency



**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

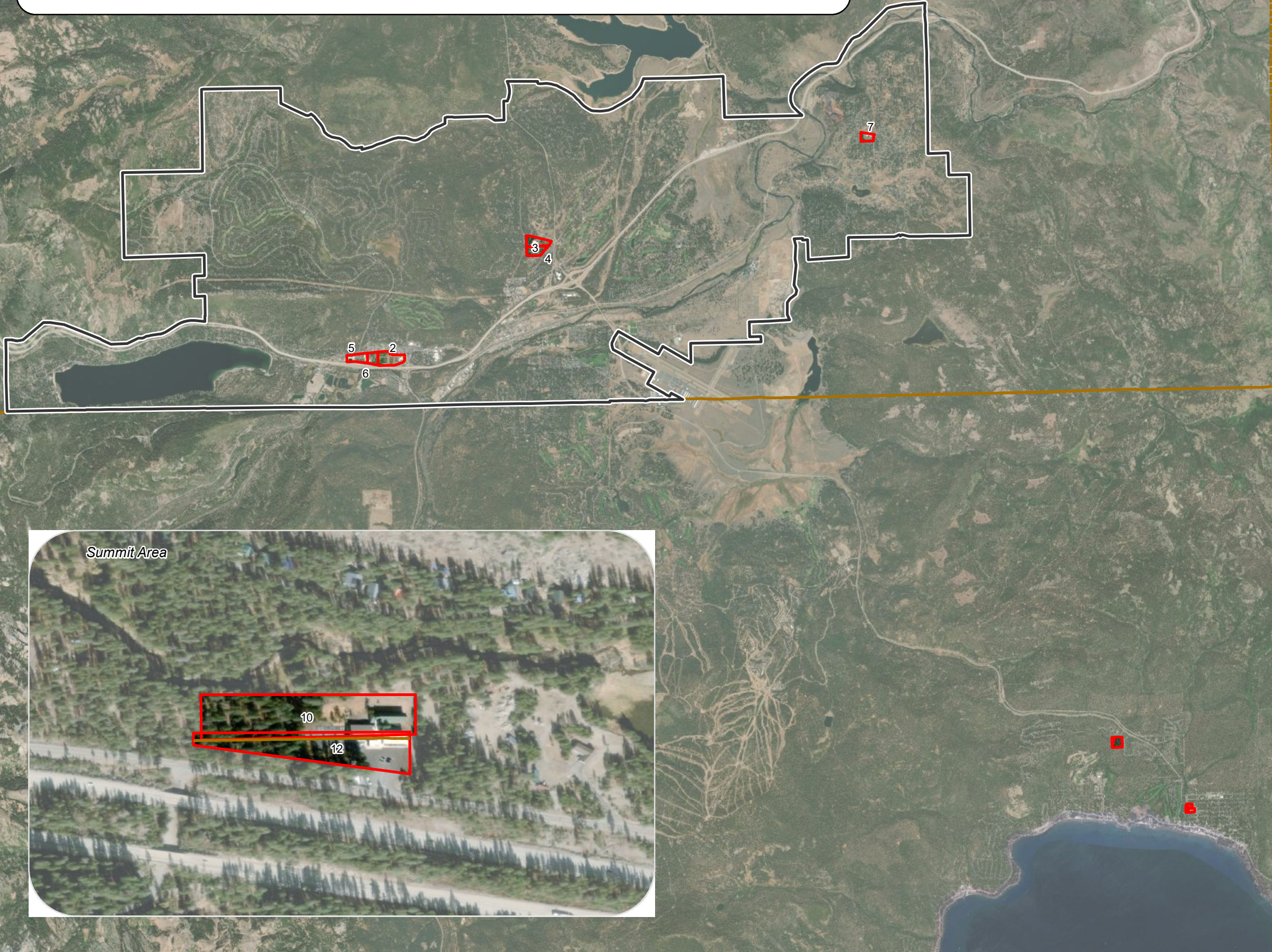




TRUCKEE TAHOE
Workforce Housing Agency



TAHOE TRUCKEE
UNIFIED SCHOOL DISTRICT
PATHWAYS TO POSSIBILITIES AND STUDENT SUCCESS



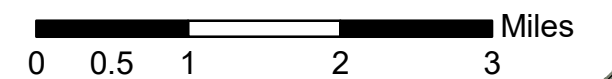
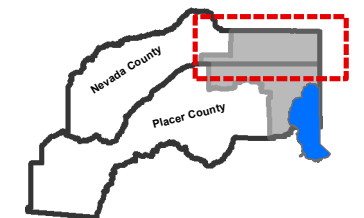
**TTWHA MEMBER AGENCY
LAND MAPPING -
TAHOE TRUCKEE
UNIFIED
SCHOOL DISTRICT**

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



8a. Agency Funding Policy

Meeting Date: May 19, 2021
Prepared By: Emily Vitas, Executive Director
Agenda Item: Consider Approval of Member Agency Funding Policy

BOARD REQUEST:

Approve the Member Agency Funding Policy.

BACKGROUND:

The member agency funding policy was created to provide a structure for how we assess and process annual and new member agency fees. The policy includes a structure for employee count calculations, budget calculations, and new member agency fee calculations. The policy also outlines how we fund programs and projects, which should be funded through annual member fees, and which should follow an ‘opt-in’ structure.

This policy was reviewed and revised by Brent Collinson at Best, Best, and Krieger and Craig Whittom and Mike Oliver at Municipal Resource Group.

SAMPLE MOTION/S:

Sample Motion 1: I move to approve the Member Agency Funding policy, as presented.

Sample Motion 2: move to approve the Member Agency Funding policy, with the following amendments:
(list).

Sample Motion 3: I move to continue the item / take no action

ATTACHMENTS:

Draft Member Agency Funding Policy

Truckee Tahoe Workforce Housing Agency
DRAFT Member Agency Funding Policy

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

A. Employee Count

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

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

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

B. Calculation of Annual Membership Fee for Each Member Agency

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

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

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

a. Operating Expenses

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

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

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

2. Methodology for allocating costs to Member Agencies

Agency staff shall calculate the total FTE Counts for all Member Agencies and invoice each Member Agency it’s proportional share of the Agency’s Annual Operating Budget.

C. Invoicing and Payment of Annual Membership Fee

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

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

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

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

This fee is equal to the amount founding member agencies paid to create the Agency in 2019. New members will be charged the equivalent fee plus a rate of 3% inflation per

year, with the inflation calculation beginning from January 2020. Buy-in fees shall be placed in a reserve fund for future use at the discretion of the Board.

B. Contribution to Agency Annual Operating Budget

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

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

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

A. Acquisition of Housing Units through leasing or purchase

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

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

B. Development of New Housing Units

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

8b. 2021-22 Fiscal Year Budget

Meeting Date: May 19, 2021
Prepared By: Emily Vitas, Executive Director
Agenda Item: Consider Approval of the 2021-22 Fiscal Year Budget

BOARD REQUEST:

Approve the Fiscal Year 2021-22 Budget.

BACKGROUND:

Attached you will find the final Fiscal Year 2021-22 Draft Budget, with changes proposed at the March 31, 2021 budget meeting by the Board of Directors.

Updates Since the March 31 Meeting of the Board of Directors:

- Updated employee numbers to include contractors that support agency operations
- Reduction in accounting line item by \$5,000 based on CPA audit proposals received to date

Assumptions and Considerations

Agency Revenue

- Retained funds are not included in budget worksheets, though at this time there may be up to \$90,000 in 2020-21 retained funds
- Calculations are based on founding member agency participation only. If new member agencies are welcomed, the budget will be revised to reflect their ontributions
- Operations and housing member fee estimates were calculated using each agency’s budgeted employee count for the current accounting year:

Employer	# of Employees
TFHD	1327
TTUSD	560
TDPUD	73
TTAD	28

Agency Expenses

- Executive Director salary is based on a 32-hour work week
- Part-time staff is based on a 10-hour work week
- Employee benefits through TFHD are estimated at 32% of gross salary

Housing Program Expenses

- Development Activities: To cover further analysis leading to site selection
- Housing Match Program: To cover an incentive program to increase the number of existing homes unlocked for member agency employee access
- Pathway to Ownership: To cover programming
- Project development (beyond the proposed analysis included in the Development Activities line item), master leasing, short-term housing, and down-payment assistance programs will be ‘opt-in’ programs for member agencies, which will require a separate budget and program outline
- All other housing programs will be developed and managed by staff, and expenses are accounted for through payroll and employee benefits

SAMPLE MOTION/S:

Option 1: I move to approve the proposed draft 2021-22 Fiscal Year Budget as presented.

Option 2: I move to approve the proposed draft 2021-22 Fiscal Year Budget, with the following amendments: (list).

Option 3: I move to continue the item / take no action.

ATTACHMENTS:

Fiscal Year 2021-22 Budget

Truckee Tahoe Workforce Housing Agency		
DRAFT		
2021-22 Budget		
07/01/2021 - 06/30/2022		
REVENUE		
MEMBER FEES	Operations	Housing
Tahoe Forest Hospital District	\$163,539	\$103,463
Tahoe Truckee Unified School District	\$69,014	\$43,662
Truckee Donner Public Utility District	\$8,996	\$5,692
Truckee Tahoe Airport District	\$3,451	\$2,183
Total Member Funding	\$245,000	\$155,000
TOTAL MEMBER FEES / REVENUE		\$400,000
EXPENSE		
PAYROLL AND EMPLOYEE BENEFITS		
Executive Director		\$110,000
Part-time Housing Program Support Staff		\$15,000
Employee Benefits		\$40,200
Training & Continuing Education		\$1,500
Total Payroll and Employee Benefits		\$166,700
OPERATING, GENERAL, AND ADMINISTRATIVE		
Insurance		\$15,000
Dues & Subscriptions		\$700
Office Equipment		\$1,000
Office Space		\$0
Office Phone		\$200
Office Supplies		\$1,000
Computer Software		\$2,200
Bank Service Charges		\$300
Total Operating, General, and Administrative		\$20,400
MARKETING + ADVERTISING / COMMUNITY OUTREACH		
Marketing and Advertising		\$3,500
Community Engagement / Business Development		\$1,500
Total Marketing+Advertising / Community Outreach		\$5,000
PROFESSIONAL SERVICES		
Accounting & Audit		\$20,000
Legal		\$25,000
Website		\$2,500
Total Professional Services		\$47,500
HOUSING PROGRAMS		
Development Activities		\$75,000
Master Leasing		\$0
Housing Match Program		\$75,000
Employee Concierge		\$0
Short-term Housing		\$0
Pathway to Ownership		\$5,000
Down Payment Assistance		\$0
Homeowner Support		\$0
Remove Barriers to Home Insurance Coverage		\$0
Total Housing Programs		\$155,000
NON-HOUSING PROGRAMS		
Transit/Transportation		\$0
Child Care		\$0
TOTAL REVENUE		\$400,000
TOTAL EXPENSE		\$394,600
TOTAL REMAINING FUNDS		\$5,400
ASSUMPTIONS		
Executive Director is employed at 32 hours per week and support staff at 10 hours per week		
Employee benefits through TFHD are estimated at 32% of gross salary		
Office space and phone provided by Tahoe Forest		
Computer Software		
Adobe Acrobat		\$700
Gsuite Email Operating System		\$500
Quickbooks		\$1,000
Marketing + Advertising / Community Outreach		
Advertising		\$1,000
Business Cards		\$100
Marketing Materials		\$2,000
Website Domain		\$300

8c. Agency Expansion: New Member Agencies

Meeting Date: May 19, 2021
Prepared By: Emily Vitas, Executive Director
Agenda Item: Consider Approval of New Member Agencies

BOARD REQUEST

Consider approval of new member agencies, in response to the request by Nevada County, Placer County, and the Town of Truckee to join the Workforce Housing Agency.

BACKGROUND

In December 2020, Nevada County, Placer County, and the Town of Truckee submitted a joint letter expressing interest in joining the Workforce Housing Agency. The board responded with a request to conduct research and analysis around welcoming new member agencies, specifically focused on the requesting entitlement agencies.

In February 2021, TTWHA contracted with Municipal Resource Group (MRG) to perform a feasibility analysis and provide recommendations regarding the inclusion of the three requesting agencies. The completed report, reviewed by the board in March and April 2021, includes recommendations related to the update of formation documents, conflicts of interest, and financial considerations. MRG concluded that the addition of the requesting agencies would ‘significantly enhance the effectiveness in creating workforce housing in the greater Truckee-Tahoe Area.’

If the board should choose to invite the requesting agencies to join the Workforce Housing Agency, the next steps would include:

- Invitation (attached), and request for meeting, submitted to each requesting agency
- Receipt of adopted resolution from each agency with their formal request to join the agency
- Development by TTWHA of agreement between TTWHA and new member agencies
- TTWHA update to bylaws, agreements, and policies to accommodate expansion

SAMPLE MOTIONS

Sample Motion 1: I move to approve the invitation to (list agency / agencies) to join the Workforce Housing Agency.

Sample Motion 2: I move to approve the invitation to (list agency / agencies) to join the Workforce Housing Agency, with the following stipulations: (list)

Sample Motion 3: I move to continue the item / take no action

ATTACHMENTS

Draft Letter of Invitation
Municipal Resource Group’s New Member Agencies Project Report



TRUCKEE TAHOE
Workforce Housing Agency

May 19, 2021

TO: <AGENCY LEAD, AGENCY>

RE: Invitation to Join the Truckee Tahoe Workforce Housing Agency

Dear <AGENCY LEAD>,

It is our honor to extend an invitation to (AGENCY) to join the Truckee Tahoe Workforce Housing Agency (TTWHA) as a new member.

TTWHA was founded in 2020 by the Tahoe Forest Hospital District, Tahoe Truckee Airport District, Tahoe Truckee Unified School District, and the Truckee Donner Public Utility District with a mission *to increase housing access and affordability for the employees of our member agencies who provide needed services to the general public*. Our member agencies recognized an opportunity to help alleviate regional housing pressures by contributing resources to develop and secure housing units and create housing programs for their own employees. In our first year of operation, we have provided services to nearly eighty employees and have helped eleven secure long-term housing.

Your agency shares a similar need as the founding members': in order to provide crucial services to the community, it is imperative that your employees have access to long-term, stable housing. We invite you to join in a shared mission to work together to develop housing solutions for our community service professionals.

To confirm your interest, our bylaws require an adopted resolution of your agency's request for membership. Additionally, we would like to schedule a call with you to discuss next steps to joining as a member agency. Our Executive Director, Emily Vitas, will work with you to secure a date that works for our schedules.

Sincerely,

Harry Weis
Board Chair, Truckee Tahoe Workforce Housing Agency
President & CEO, Tahoe Forest Health System

Attachments:

Bylaws and Founding Agreements
TTWHA 2021-25 Housing Work Plan
2021-22 Fiscal Year Budget and New Member Agency Fee Explanation

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.